



# OPERATIONS MANAGEMENT SERVICES PRESENTATION

MARCH 9, 2026



## PRESENTING FOR VENUWORKS



**MICHAEL SILVA**

CHIEF OPERATIONS  
OFFICER

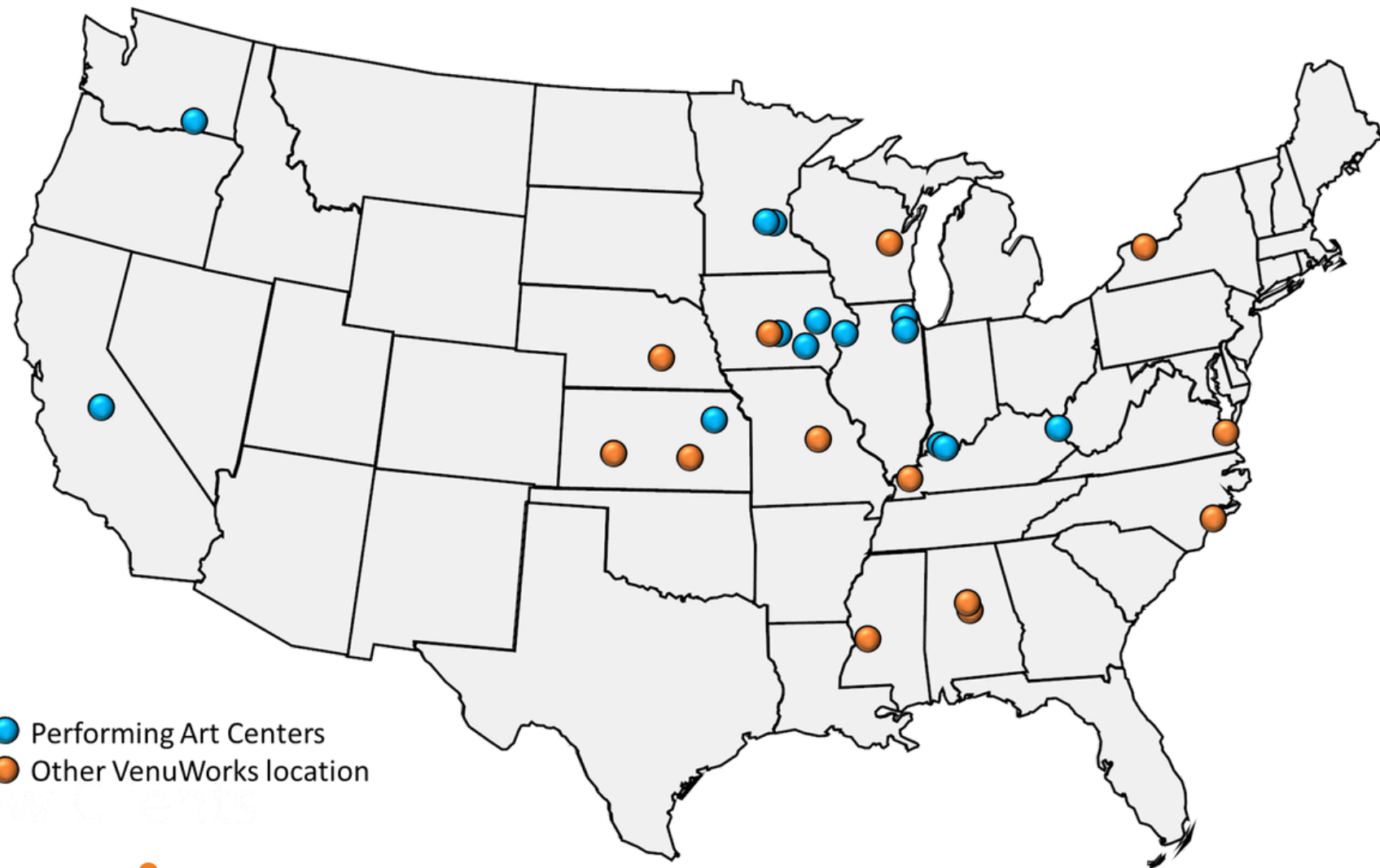


**H.R. COOK**

EASTERN REGIONAL  
VICE PRESIDENT

# WHY WE MANAGE VENUES:

*To bring communities together through events that inspire, entertain, and enrich—creating lasting cultural, educational, and economic impact every day."*



**65+ Venues. 28 Communities.  
4225 Owner-Operators.**



**DES MOINES, IA**  
**INGERSOLL**  
**THEATRE**

225 SEATS



**EVANSVILLE, IN**  
**VICTORY**  
**THEATRE**

1,950 SEATS



**EVANSVILLE, IN**  
**OLD NATIONAL EVENTS PLAZA**  
**AIKEN THEATRE**

2,500 SEATS



**OTTUMWA, IA**  
**BRIDGE VIEW CENTER**  
**THEATRE**

654 SEATS



**DAVENPORT, IA**  
**ADLER**  
**THEATRE**

2,411 SEATS



**CEDAR RAPIDS, IA**  
**PARAMOUNT**  
**THEATRE**

1,690 SEATS



**SKOKIE, IL**  
**NORTH SHORE CENTER FOR**  
**THE PERFORMING ARTS**  
**CENTER THEATRE**

867 SEATS



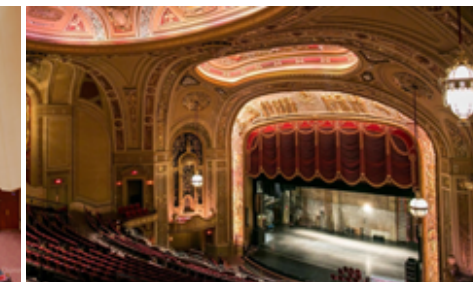
**BURNSVILLE, MN**  
**AMES CENTER**  
**MASQUERADE DANCE THEATER**

1,014 SEATS



**FRESNO, CA**  
**SAROYAN**  
**THEATRE**

2,359 SEATS



**JOLIET, IL**  
**RIALTO SQUARE**  
**THEATRE**

1,966 SEATS



**KENNEWICK, WA**  
**RETTET & COMPANY**  
**THEATRE**

2,100 SEATS



**CHANHASSEN, MN**  
**CHANHASSEN DINNER**  
**THEATRES**  
**FIRESIDE THEATRE**

236 SEATS



**TOPEKA, KS**  
**TOPEKA PERFORMING**  
**ARTS CENTER**

2,417 SEATS



**ASHLAND, KY**  
**PARAMOUNT THEATER**  
**OF ASHLAND**

1417 SEATS

## EXPERIENCE IN SIMILAR VENUES

# SIMILAR VENUES



## VICTORY THEATRE

EVANSVILLE, IN

Averaging 70 events annually.  
46% of events are commercial.  
Primary Tenant: Evansville Philharmonic.



## PARAMOUNT THEATRE

CEDAR RAPIDS, IA

Averaging 78 events annually.  
52% of events are commercial.  
Primary Tenant: Orchestra Iowa.



## RIALTO SQUARE THEATRE

JOLIET, IL

Averaging 110 events annually.  
42% of events are commercial.  
Primary Tenant: None



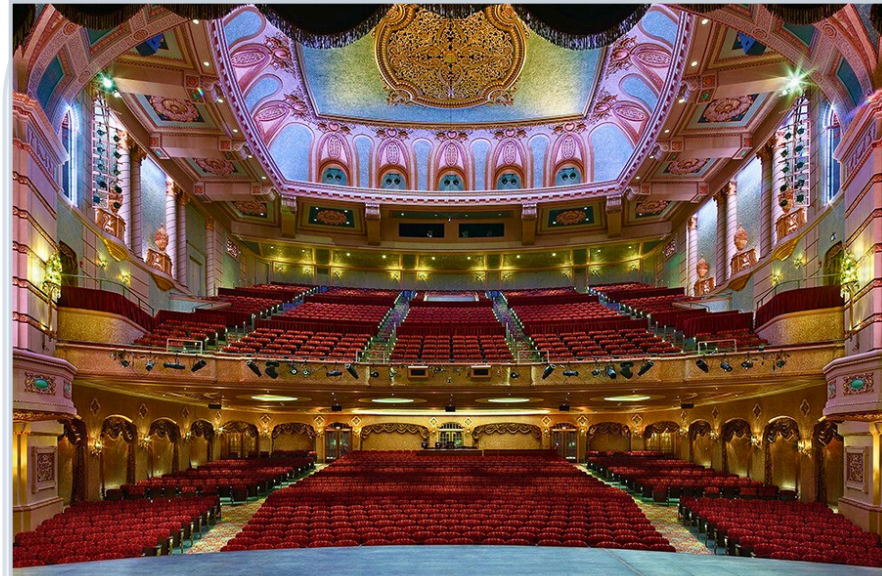
## NORTH SHORE CENTER FOR THE PERFORMING ARTS

SKOKIE, IL

Averaging 105 events annually.  
44% of events are commercial.  
Primary Tenants: Northlight Theatre;  
Music Theatre Works

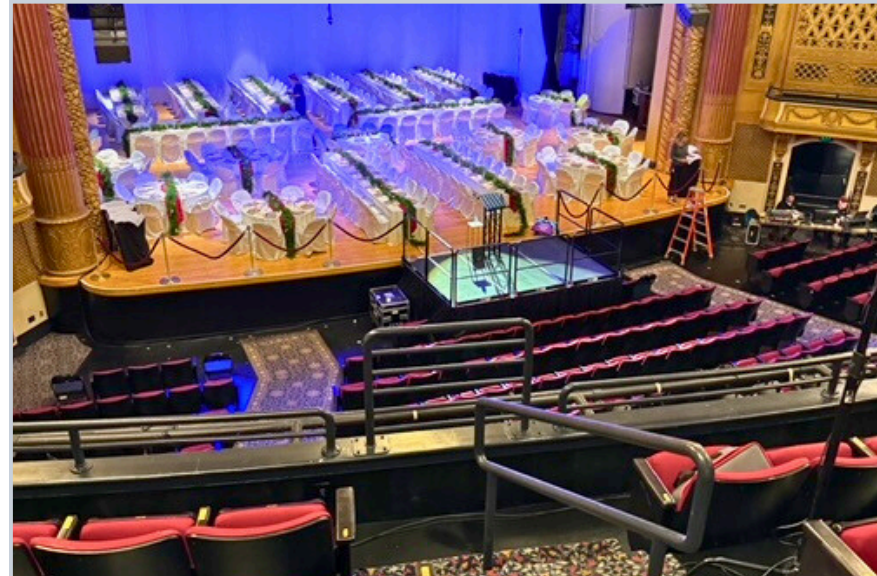
PROGRAMMING BREADTH

CURRENTLY ON-SALE (EXAMPLES)



**PARAMOUNT THEATRE**  
CEDAR RAPIDS, IA

Jo Koy: Just Being Koy Tour  
John Crist  
The Fab Four  
Bat Out of Hell The Musical (Broadway)  
World Ballet Company: Cinderella  
Rock Orchestra by Candlelight  
Brit Floyd  
Colin Mochrie and Brad Sherwood:  
Asking For Trouble  
Josh Turner



**VICTORY THEATRE**  
EVANSVILLE, IN

Marshall Charloff & Purple Xperience  
Colter Wall: Memories and Empties  
Candlebox  
A Taste of Ireland: The Irish Music &  
Dance Sensation  
Jim Breuer: Find The Funny Tour  
Josh Gates: An Evening of Legends,  
Mysteries, and Tales of Adventure  
Crowder with Special Guests Seph  
Schlueter & Patrick Mayberry



**RIALTO SQUARE  
THEATRE**  
JOLIET, IL

Drew & Ellie Holcomb  
Kevin James: Eat The Frog Tour  
Wedding  
George Thorogood & The Destroyers  
Celtic Woman: A New Era  
The Perondi's Stunt Dog Experience  
World Ballet Company: Cinderella  
Forever K-Pop: A Celebration Concert  
Los Lonely Boys  
MJ Live (Broadway)  
Tom Papa: Grateful Bread Tour



**NORTH SHORE CENTER  
FOR THE PERFORMING  
ARTS**  
SKOKIE, IL

Peppa Pig  
Joanne Shaw Taylor  
Gregorian – Pure Chants World Tour  
Craig Ferguson – Pants on Fire Tour  
Solstice: A Winter Circus Experience  
Talib Kweli  
Tiffany  
Michael Feinstein & Linda Eder  
Hannibal Buress  
Dog Man the Musical

WHAT WE DO



*In-House Boutique Programming Division + Full-Service Event Execution. Bringing World-Class Entertainment to Venues and Communities Nationwide.*

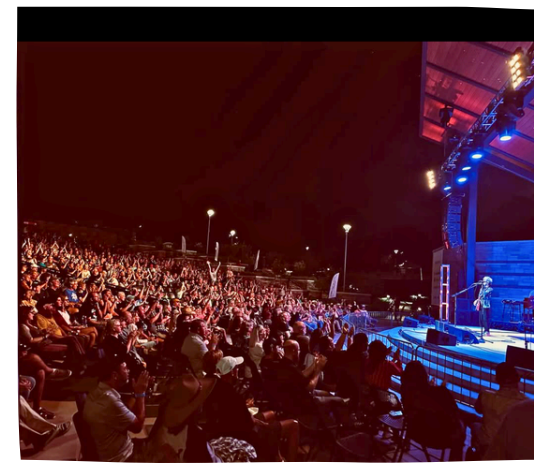


**FULL-SERVICE EVENT EXECUTION**  
In-House Support End-to-End: Contracting, Admin & Accounting  
Ticketing Coordination, Show Advancing, and Event Management  
Seamless Execution: From Offer to Settlement



**AUDIENCE GROWTH**  
Integrated Promotion: Targeted Outreach, PR, and Community Messaging and Channel Strategy  
Aligned to Local Audiences  
Tools and Reporting to Optimize Results Show over Show

**PROGRAMMING & BOOKING**  
Boutique Programming Approach with Major-Industry Buying Strength  
National Tours, Family Shows, Broadway, Festivals—Tailored to the Fort Pierce Market  
Event Calendars Built Around the Demographics, Cultures, and Cthnicities of Your Community  
500+ Premier Events Booked Annually through Strong Agent/Promoter Relationships



**TICKETING PARTNERSHIPS**  
State-of-the-Art Ticketing Distribution Networks  
Trusted Vendor Partnerships  
Premier Integrated Marketing Platform  
Maximize Opportunities, Market Events Effectively, Sell More Tickets



WHAT WE DO

# COMPREHENSIVE MANAGEMENT SERVICES



### FINANCE & ADMINISTRATION

- Guaranteed Transparency
- Risk Management & Insurance
- Staff Policies & Manuals
- Payroll & Benefits
- Annual Budgeting
- Legal Support
- Internal Controls

### OPERATIONS

- Corporate Support 24/7
- Procedures & Manuals
- Safety & Emergency Planning
- Customer Service Program
- Box Office Policies
- Operational Audits
- Staff Training



### SALES, MARKETING & TICKETING

- Sponsorship Sales Support
- Media Buying
- Group Sales
- Event Marketing Plans
- Public Relations
- Digital & Social Marketing
- Ticketing Partnerships

### PROGRAMMING

- VenuWorks Presents
- In-House Booking Department
- Access to National Tours
- Event Research & Brokering
- Conferences & Tradeshows
- Promoter Relations & Negotiations
- Event Routing



## WHAT WE BRING

# ELEVATED FOOD & BEVERAGE

*Quality, creativity, and controls that enhance the guest experience and improve net revenue.*

### PROVEN RESULTS

- New Point of Sales Systems
  - Improved Bars & Kiosks
  - Revised Menus
  - New Vendor Partnerships
- In 2024 Increased F&B Revenue:
- Blue Cross Arena +25% sales
  - Rialto Square Theatre +47% sales

### LOCAL PARTNERSHIPS

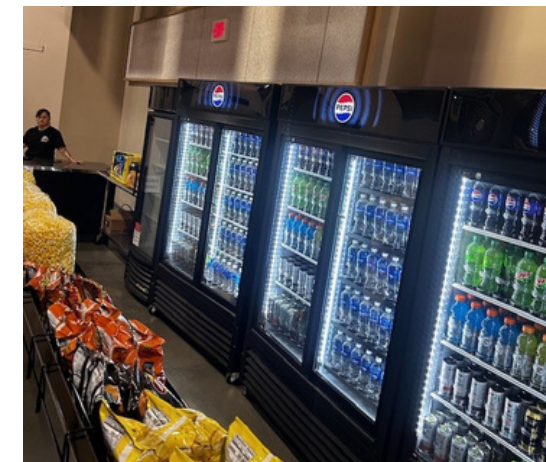
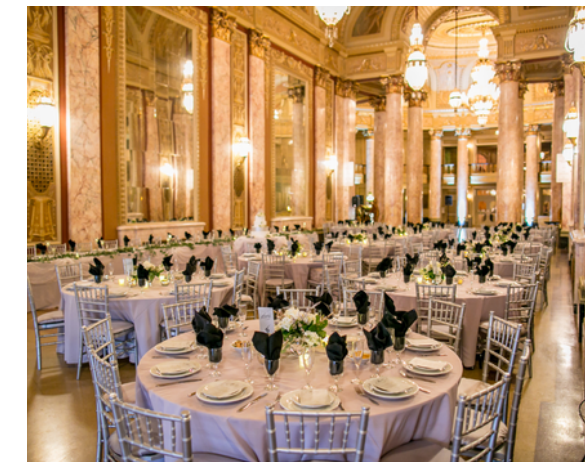
- Regional Menus
- Buy Local where Possible
- Tailored Concessions & Catering
- Premium Bar Offerings
- Elevated Guest Experience

### PROPRIETARY F&B PLANNING

- In-House Operating Model
- No 3<sup>rd</sup> Party Profit Layer
- National Vendor Networks
- Standardized Processes
- Faster Planning/Forecasting
- Strong Pricing & Inventory Controls
- Full Accountability

### LEADERSHIP

- Led by Chef Chris Carton  
VenuWorks VP Food & Beverage
- 40+ years industry experience
- CIA Greystone Trained
- 17 years driving innovation across  
the VenuWorks portfolio





# THE EMPLOYEES WILL BECOME OWNERS OF VENUWORKS (EMPLOYEE-OWNED / ESOP COMPANY)

## TRANSPARENCY & ACCOUNTABILITY

REGULAR FINANCIAL REPORTING  
COMPLETE TRANSPARENCY  
CLEAR INTERNAL CONTROLS

## OPERATIONAL EXCELLENCE

REDUCE OPERATING EXPENSES  
CREATE EFFICIENCIES  
PRIORITIZE REPAIRS AND MAINTENANCE NEEDS

## PROGRAMMING & REVENUE GROWTH

MORE EVENTS ACROSS EXPANDED GENRES:  
CHILDREN'S THEATRE  
LATINO & URBAN ENTERTAINMENT  
BANQUETS/WEDDINGS  
DRIVE ATTENDANCE AND REVENUE THROUGH  
INCREASED MARKETING

## COMMUNITY & GUEST EXPERIENCE

ENGAGE THE COMMUNITY  
PROMOTE EVENTS AND ECONOMIC GROWTH  
EQUIP THE FACILITY TO DELIVER NEW CULINARY  
EXPERIENCES AND EVENTS

# \$50,000 INVESTMENT IN F&B EQUIPMENT

# WHAT CHANGES FOR THE CITY:



## OWNERSHIP

The City retains full ownership of the venue.

## VENUWORKS MANAGEMENT FEES

VenuWorks has proposed to receive a base management fee of \$7,000 per month plus a variable management fee of 10% of gross food and beverage/signage sales. Up to 50% of variable fees are subject to refund if VenuWorks does not meet the annual operating budget. VenuWorks has offered to invest up to \$50,000 to purchase new food and beverage equipment to increase revenues. All equipment purchased will become the property of the City.

## FINANCIAL SUPPORT

Any operating profits (or losses) are the responsibility of the City. The annual operating budget for the venue will be approved by the City and will include all revenues and expenses associated with the venue including payroll, insurance, repairs and maintenance, equipment leases, cost of marketing and advertising, permits and licenses, utilities, and all event-related revenues and expenses including ticket sales.

## STAFFING

VenuWorks will hire all full-time and part-time staff as employees and will provide all human resources support including disability/workers comp insurance; medical benefits; 401K plan; paid time off; eligibility to participate in ESOP; and other resources. All volunteers will be retained as well.

## INFRASTRUCTURE

VenuWorks will maintain the assets of the facility by either performing, or contracting vendors to provide, daily repairs and maintenance as an operating expense to keep this venue in beautiful condition. The City will continue to provide capital-level repairs and renovations.

## INSURANCE

VenuWorks will provide General Liability Insurance that will shield the City from any incidents that take place at the venue. The City will continue to maintain property insurance.



VenuWorks