

**GRAND JUNCTION CITY COUNCIL
MONDAY, DECEMBER 5, 2016**

**PRE-MEETING (DINNER) 5:00 P.M. ADMINISTRATION CONFERENCE ROOM
WORKSHOP, 5:30 P.M.
CITY HALL AUDITORIUM
250 N. 5TH STREET**

To become the most livable community west of the Rockies by 2025

1. [Feasibility and Impact Analysis of the Arena Market](#)
2. [Two Rivers Convention Center \(TRCC\) Request for Proposal \(RFP\) Update](#)
3. **Next Workshop Topics**
4. **Other Business**



Grand Junction City Council

Workshop Session

Item #1

Meeting Date: December 5, 2016

Presented by: Greg Caton, City Manager

Submitted by: Greg Caton, City Manager

Department: Administration

Information

SUBJECT:

Feasibility and Impact Analysis of the Arena Market

EXECUTIVE SUMMARY:

Since direction from City Council in late summer to revisit the potential of a multipurpose event center, a working group was convened that has been meeting regularly to further define the scope and parameters of such a project. Additionally, Mr. Hunden was asked to conduct further research and analysis to determine the demand projections as well as the economic and fiscal impacts of a stand-alone event center located on a different site near downtown and separated from Two Rivers Convention Center (TRCC).

Mr. Hunden will present his findings at the workshop.

BACKGROUND OR DETAILED INFORMATION:

The Hunden report now has two scenarios. Scenario A is the original analysis of an event center combined with TRCC and Scenario B, is a stand-alone event center. An in-depth analysis of the financial projections and economic impact of the two scenarios can be found in the report (see Attachment 1).

FISCAL IMPACT:

Sales tax funding scenarios with different interest rates and terms are outlined in Attachment 2. Detailed financial projections can be found in Chapter 10 of the report.

SUGGESTED ACTION:

Discussion of the Feasibility and Impact Analysis of the Arena Market Report

Attachments

ATTACHMENT 1 – Hunden Report – full report can be reviewed by following this link:
<https://hundenpartners.box.com/s/pw3jzv2jt5hmn2m3lhqfgalmsnopz26j>

ATTACHMENT 2 – Downtown Events Center Bond Scenarios

Downtown Events Center Bond Scenarios

Term Ending 2047

Bond Proceeds	60,000,000
Annual Interest Rate	2.75%
Bond Period in Years	30
Annual Interest Rate Sensitivity	3.00%
Annual Interest Rate Sensitivity	3.25%
Annual Interest Rate Sensitivity	3.50%
Annual Interest Rate Sensitivity	4.00%

Calculation Results Based on 60,000,000	Annual	Finance Costs	Term
Bond Repayment @ 2.75%	2,963,065	28,891,956	88,891,956
Sensitivity			
Bond Repayment @ 3.00%	3,061,156	31,834,667	91,834,667
Bond Repayment @ 3.25%	3,160,903	34,827,090	94,827,090
Bond Repayment @ 3.50%	3,262,280	37,868,397	97,868,397
Bond Repayment @ 4.00%	3,469,806	44,094,178	104,094,178

Term Ending 2037

Bond Proceeds	60,000,000
Annual Interest Rate	2.75%
Bond Period in Years	20
Annual Interest Rate Sensitivity	3.00%
Annual Interest Rate Sensitivity	3.25%
Annual Interest Rate Sensitivity	3.50%
Annual Interest Rate Sensitivity	4.00%

Calculation Results Based on 60,000,000	Annual	Finance Costs	Term
Bond Repayment @ 2.75%	3,940,304	18,806,077	78,806,077
Sensitivity			
Bond Repayment @ 3.00%	4,032,942	20,658,849	80,658,849
Bond Repayment @ 3.25%	4,126,733	22,534,661	82,534,661
Bond Repayment @ 3.50%	4,221,665	24,433,292	84,433,292
Bond Repayment @ 4.00%	4,414,905	28,298,100	88,298,100

Note: A .25% sales tax increase would generate \$3.82 million in revenue.



Grand Junction City Council

Workshop Session

Item #2

Meeting Date: December 5, 2016

Presented by: Greg Caton, City Manager

Submitted by: Greg Caton, City Manager

Department: Administration

Information

SUBJECT:

Two Rivers Convention Center (TRCC) Request for Proposal (RFP) Update

EXECUTIVE SUMMARY:

Based on direction from City Council, the City prepared and distributed a request for proposals (RFP) in an effort to obtain proposals from qualified professional developers to purchase or lease the Two River Convention Center (TRCC) property with the intent that the proposer would operate the convention center in a more efficient manner with a greater vision of how the property may be utilized. A proposal from Pinnacle Venue Services (PVS) was received.

At the workshop PVS representative(s) will present the proposal to City Council and answer questions.

BACKGROUND OR DETAILED INFORMATION:

The RFP allowed for alternative proposals that can be either accepted or rejected at the City's discretion.

A summary of the PVS management proposal is listed below:

- PVS will take over the management of TRCC for an annual subsidy amount of \$275,000. The services that PVS is offering include:
 - Sales and marketing
 - Food and beverage/concessions management
 - Management reporting
 - Financial management

- Preventive maintenance and custodial
- Employee development
- As an alternative to the above, PVS will include the management of both facilities, TRCC and the Avalon, for an annual subsidy amount of \$225,000. The management services would be the same as above but would also include event booking, promotion, and box office management.
- PVS proposes to cover any operating deficit beyond the requested subsidy amount.
- PVS will share 50/50 all excess revenue after PVS reaches an initial management fee of \$100,000.
- PVS will cover improvements and repairs up to \$2,500.
- PVS will make every effort to continue the employment of the incumbent TRCC management team and staff.

FISCAL IMPACT:

Depending on which alternative, if any, is accepted, the impact to the City will be a change from the current subsidy which has increased significantly in recent years to a flat subsidy of \$275,000 for just Two Rivers or \$225,000 if combining management of both Two Rivers and the Avalon Theatre.

SUGGESTED ACTION:

Discussion of the Proposal

Attachments

ATTACHMENT 1 – Pinnacle Venue Services Proposal



REQUEST FOR PROPOSALS
RFP-4287-16-SH
Sale of Lease of the Property Known as
Two Rivers Convention Center
159 Main Street
Grand Junction, CO



November 2016





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Tom Paquette
Managing Partner

November 7, 2016

Susan Hyatt
Purchasing Supervisor
City of Grand Junction, CO

RE: RFP-4287-16-SH

Dear Ms. Hyatt,

Pinnacle Venue Services is pleased to submit our response to the Request for Proposals RFP-4287-16-SH Sale or Lease of the Property Known as Two Rivers Convention Center 159 Main Street Grand Junction, CO.

We have been monitoring the challenges Grand Junction has been facing regarding the Two Rivers Convention Center. Recently, I visited Grand Junction to tour the Convention Center and Avalon Theatre and visit with some community stakeholders to learn more about the market and discuss possible improvements to the current situation. Frankly, I was impressed with Grand Junction and we are confident that we can provide some outside the box solutions.

We understand the challenge faced by city leaders when trying to achieve consistency and a degree of certainty when managing the city's budget. Clearly, the Two Rivers Convention Center is a valued city asset and the city would like its operations to be as beneficial as possible to the continued downtown development and fiscally efficient as possible.

We realize that our proposal is an alternative to what was expected from the RFP. However, we feel our proposal is in the best interest of the city.

With the previously mentioned goals in mind, we are confident we will provide solutions to the challenges. We are offering the following proposal:

Management of the Two Rivers Convention Center for a guaranteed fixed annual city subsidy of \$275,000. This proposal would achieve the following for Grand Junction:

1. **A savings of at least \$325,000 over the next three years when compared to 2013 – 2015 TRCC subsidy.** (This annual subsidy matches the lowest annual city subsidy of the past three years.)
2. **Annual budgeting certainty for the city.** PVS will be responsible for any operating deficit beyond the annual city subsidy for facility operations.

20770 US 281 N. #108 – 484 San Antonio, TX 78258
(210) 784-7189
www.pinnaclevs.us

3. **Increased level of event activity benefiting downtown businesses and increasing tax revenues.**
4. **Provide experienced professional management that will be focused on increasing sales, providing exceptional service and working with the city and its key stakeholders.**
5. **Reduce the number of employees on the city's payroll and benefits program.**

We look at each market individually to determine customized solutions. That is what we are proposing for Grand Junction; unique solutions to fit the specific market and venues.

To that point, we believe there are certain current operations that make sense to continue. There are efficiencies with operating the TRCC and Avalon Theatre with one staff and we are proposing that this continue. We have extensive experience in operating theaters of similar size to the Avalon. Our entertainment industry relationships and event booking experience are based on our having booked thousands of successful shows and decades of relationships with agents, promoters, and artist managers built on trust. One specific area of focus will be to increase the number of national touring shows in the Avalon. We have already spoken to several major booking agencies about the Avalon Theatre and have received positive feedback for shows adding the Avalon to their routing.

By including the Avalon Theatre with management of the TRCC, PVS would lower the guaranteed fixed annual city subsidy to \$225,000. This proposal would provide the city with a savings of at least \$475,000 over the next three years when compared to 2013 – 2015 TRCC subsidy.

There are additional benefits to PVS management for the TRCC and Avalon Theatre:

- In our detailed financial proposal, we explain that *PVS will only receive management fees after beating the annual budget.*
- PVS will be incentivized to produce new revenues. Also, by guaranteeing the bottom line, PVS is incentivized to manage as efficiently as possible.
- By managing the TRCC, Pinnacle Venue Services will become partners with the city. Our goals and objectives will be aligned with the city and key stakeholders—hotels, downtown businesses, VCB, etc. The city will retain control and direction of the venues.
- The principals of PVS currently book over 1,000 shows annually. PVS will bring that expertise and related industry relationships to Grand Junction.
- Our management proposal is sustainable.

Pinnacle Venue Services was started in November 2014 SPECIFICALLY with markets like Grand Junction in mind. We believed venues in secondary and tertiary markets were not getting the attention and customized services they required to be successful. We vowed to treat *EVERY* market individually with unique approaches.

After starting Pinnacle Venue Services, we quickly assembled a group of the most experienced and successful industry veterans who have a myriad of experience in addressing every challenge faced by venues. While we are a young company, we are rich in experience. Our smaller size enables us to provide hands-on attention from experienced experts who together possess over 200 years of industry experience.

We will forge a truly productive partnership with the City of Grand Junction. *We believe in the Grand Junction market* and can easily see its growth potential. We want to be part of this exciting opportunity and are poised to provide the experience and dedication to take the TRCC and Avalon Theatre to a level of success not seen previously!

Simply stated, we believe the TRCC and Avalon Theatre can do better. We are offering an outside the box unique proposal that improves the current situation. In fact, we are guaranteeing a better situation.

We welcome the opportunity to present our vision, experience, and passion for this project in person to give the city leaders the chance to meet the Pinnacle team and discuss our proposal. We look forward to the next steps in the process.

I will serve as PVS' contact for this proposal. My contact information is:

Tom Paquette
Managing Partner
Pinnacle Venue Services
20770 US 281 N. #108-484
San Antonio, TX 78258
tpaquette@pinnaclevs.us
(210) 784-7189

Thank you for your consideration.

Sincerely,



Tom Paquette
Managing Partner

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B. Qualifications/Experience/Credentials

Pinnacle Venue Services is a Texas Limited Liability Company. It is headquartered in San Antonio, Texas with an additional office located in Virginia Beach, Virginia.



Pinnacle Venue Services was founded by venue industry veterans Doug Higgons and Tom Paquette in November 2014. It was founded with the belief that there is a need in the industry for a company that truly puts clients first. Pinnacle Venue Services has one simple goal—to provide venue owners and operators customized services that produce results and address their clients' needs.

Managing Partners, Higgons and Paquette, both have over 20 years of experience in the public assembly venue industry managing or overseeing a variety of venues including arenas, theaters/performing arts centers, convention centers and expo halls and stadiums. We provide services that make a difference, whether it is securing entertainment content, identifying and correcting operating inefficiencies, designing and implementing emergency policies and procedures, providing the critical staff training, or providing full management services. Our services produce tangible results.

Pinnacle Venue Services is committed to providing customized solutions for its clients. We listen to our clients and provide services that are appropriate based on their goals. We have a team of successful industry veterans and strategic partners that have a myriad of experience in addressing every challenge faced by venues. We can help make venues more profitable, efficient, and safer for their customers and employees.

While new, Pinnacle Venue Services is rich in experience. The staff and principals of PVS have over 200 years of venue management and marketing experience. As venue operators, PVS principals understand the ramifications of making the right decisions in management of venues.

Pinnacle Venue Services Offices

Tom Paquette
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Doug Higgons
Managing Partner
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Pinnacle Venue Services' senior management staff has over 200 years of venue management industry experience to serve GRAND JUNCTION.

Tom Paquette and Doug Higgons are the Managing Partners of Pinnacle Venue Services and have managed or had oversight responsibility for venues in many secondary and tertiary markets including Augusta, GA, Columbia, SC, Knoxville, TN, Roanoke, VA, Tallahassee, FL, and many more.

➤ **Convention Center Management Experience**

Pueblo Convention Center
Clovis Civic Center, Clovis, NM
Las Cruces Convention Center, Las Cruces, NM
Overland Park Convention Center, St. Charles, MO
Greater Richmond Convention Center, Richmond, VA
Palm Beach Convention Center, Palm Beach, FL
Tampa Convention Center, Tampa, FL
Kentucky Expo Center Expansion, Louisville, KY

Leading the Pinnacle Venue Services corporate support team for the management of the TRCC will be managing partner, **Tom Paquette** and **Barry J. Strafaci**, Senior Vice President, Convention/Expo Centers and Fairgrounds.

Strafaci is one of the most experienced Convention Center and Expo Hall managers in the country. He is the former Vice President/COO for the Kentucky Fair and Expo Center and Commonwealth Convention Center. In this role, he was responsible for day-to-day management of operations, sales/bookings, administration, box office, parking operations and event services. He was responsible for all long-term lease agreements including land lease agreements with Executive Inn East, Executive Inn West and downtown Hyatt Regency. The facility was home to University of Louisville men's basketball and football games, Louisville Redbirds AAA Minor League baseball, major national tradeshow, national/international horseshows, livestock events and the Kentucky State Fair. In this role Barry led efforts to revitalize the State Fair through hiring a new Fair Manager, combining the staff for the North American International Livestock



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Show, National Farm Machinery Show and the State Fair to maximize resources. He revised marketing efforts from a "shotgun" approach to a targeted effort resulting in attendance gains and hired new Sponsorship Sales Manager which resulted in revenue growth.

While an employee of Globe Facility Services/Global Spectrum Barry was responsible for providing pre-opening assistance including design review, staffing, sales and marketing strategies/systems, labor relations, food services, and day to day operations to all Global Spectrum clients including supervision of various accounts. He provided strategic sales approaches to booking meetings, conventions, banquets, trade shows, livestock events and fairs. Barry has worked with many secondary market venues developing unique management solutions each market. These markets and venues include:

- Clovis Civic Center, Clovis New Mexico
- Enid Convention Hall and Enid Event Center, Enid Oklahoma
- Las Cruces Convention center, Las Cruces, New Mexico
- Durham Convention Center, Durham, North Carolina
- Richard R. Borchard Fairgrounds, Nueces County, Texas
- Owensboro Convention Center, Owensboro, Kentucky.



Paquette is an industry veteran with over 25 years of venue management experience. Starting University of Tennessee's Thompson-Boling Arena in Knoxville, TN Paquette has managed a variety of sized venues and multi-venue complexes in a variety of markets including Kemper Arena & The American Royal Center in Kansas City, The Paul Tsongas Arena in Lowell, MA, The Colonial Life Arena in Columbia, SC, and the AT&T Center in San Antonio. He opened both the Tsongas Arena and the Colonial Life Arena overseeing the facility through construction, pre-opening, and grand opening phases. Paquette has worked with the two of the most successful annual rodeo and stock shows in the country—the San Antonio Stock Show and Rodeo and the American Royal in Kansas City.

Paquette has worked with professional and college sports teams, as well as major and minor league teams including hockey, arena football, basketball, indoor soccer, boxing and lacrosse.

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➤ **Theater Management Experience**

Sandler Center for the Performing Arts, Norfolk, VA – 1,300 seats
Crown Theater, Fayetteville, NC – 2,000 seats
Roanoke Performing Arts Center, Roanoke, VA – 2,300 seats
William Bell Auditorium, Augusta, GA – 2,200 seats
Lowell Memorial Auditorium, Lowell MA – 2,400 seats

Principals of Pinnacle Venue Services have managed several successful theaters and performing arts centers. One of PVS' most unique assets are the services provided by Michael Jones. Michael founded and operates More Music Group which is responsible for booking over 1,000 shows annually. His history of success provides him with unrivaled access to the most influential entertainment industry executives in the United States. This access and expertise will directly lead to additional touring shows playing at the Avalon Theatre.



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➤ Look Who's Hiring Pinnacle Venue Services

While Pinnacle Venue Services is still a young company, it is rich in experience and the company is seeing tremendous growth. *In less than two years of operation, Pinnacle Venue Services has 13 clients of different sizes and scope.* Earlier this year, after a competitive bid process, Pinnacle was awarded a full management services contract by the University of Miami for the BankUnited Center Complex in Miami, FL. The university chose Pinnacle over bids from SMG and the incumbent, Spectra.

Our current roster of clients is as follows:

Management

- **Kovalchick Complex**, Indiana University of Pennsylvania - Full Management
 - 5,000 seat arena; 632 seat theater; 23,000 sq. ft. conference space
- **BankUnited Center**, University of Miami – Full Management
 - 8,000 seat arena; 7,700 sq. ft. multi-purpose facility
- **Seminole Theatre**, Homestead, FL – Full Management
 - 425 seat theater; 2,000 sq. ft. meeting space

Venue Assessments

- **National Basketball Association** – International and NBA All Star Game Events Security Services
 - Various international venues
 - Every team venue in North America
- **National Hockey League** – Venue and Event Security Assessment
 - Every team venue in North America
- **Verizon Center**, Washington DC – Front of House & Security Assessment Report
 - 20,000 seat arena
- **Maple Leaf Sports & Entertainment** – Security Plan and Assessment
 - 20,000 seat arena
- **Florence Events Center**, Florence OR –Venue & Management Assessment
 - 455 seat theater; 21,600 sq. ft. conference space
- **Santa Anita Track** – Front of House Attendance Audit
 - 26,000 seat horse track

Consulting & Strategic Planning

- **City of Norfolk** – Long Term Strategic Plan Consulting
 - 9,000 seat arena; 2,200 seat theater
- **Virginia State University** – General Consulting for a New On-Campus Multi-Purpose Center
 - 5,000 seat multi-purpose center
- **University of Albany Athletics**, Albany NY – Arena Renovation Feasibility Planning
 - Proposed renovation 5,000 seat arena

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➤ PVS Management Team

The team at Pinnacle Venue Services have over 200 years of venue management industry experience with unmatched relationships. Our senior management has been directly involved in the oversight of over 50 different venues of varying sizes and types and primarily in secondary and tertiary markets. We have particularly strong and specific expertise in booking events in secondary and tertiary markets.

Tom Paquette, Managing Partner, will lead the Pinnacle corporate support team for TRCC and Barry Strafacci, Senior Vice President, will provide hands-on support. Financial management support and oversight will be provided by industry veterans Pat Condon and Chris Asouzu. Scott Anderson, one of the premier security and emergency procedure policy experts in the country will provide support in his specific areas of expertise.

To exhibit our commitment to Grand Junction and the success of the facilities, either Tom Paquette or Barry Strafacci will visit Grand Junction every month of our first year of operations to ensure that significant progress is being made towards our agreed upon goals. The TRCC General Manager will report directly to Tom Paquette.

Thomas Paquette Managing Partner

Tom Paquette's 20 plus years of expertise in managing sports and entertainment venues includes serving at a variety of venue types and sizes, and hosting a myriad of events including NBA, NHL, NCAA basketball and hockey, arena and stadium concerts, national political conventions, ESPN X-Games, and music festivals. He has led arenas through construction, pre-opening and opening phases as well as major renovations projects.



He held the position of Vice President and General Manager of the AT&T Center for Spurs Sports & Entertainment, managing the arena during the 2013 NBA Finals, 2014 NCAA Men's Basketball Tournament and the annual San Antonio Stock Show & Rodeo. Additionally, he spent 10 years as General Manager of Colonial Life Arena at the University of South Carolina guiding the arena through construction, opening and the first nine years of operation. After opening in 2002, it quickly became one of the premier university arenas in the United States and one of the most successful arenas in the southeast. Prior to moving to South Carolina, he served as the Director of Event Production at the Wells Fargo Center and Spectrum in Philadelphia.

He has also served as General Manager at the Tsongas Arena in Lowell, MA, seeing it through construction, opening and first years of operation. Before his years in Massachusetts, he served as General Manager of the American Royal Center and Kemper Arena in Kansas City, MO.

He began his venue management career as Assistant Arena Manager at the University of Tennessee's Thompson-Boling Arena.

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While at the University of South Carolina, he served as an Adjunct Instructor in the College of Hospitality, Retail & Sport Management, teaching graduate and undergraduate level courses focusing on facility and event management. Tom earned his bachelor's degree in Business Management from St. Joseph's University and is a graduate of the International Association of Venue Management's School of Venue Management. He is an active member of the IAVM, serving on its initial Safety and Security Task Force organized after the events of 9/11. He is a native of Norristown, PA and currently resides in San Antonio, TX.

Douglas Higgons
Managing Partner

Doug Higgons is a 20 plus year veteran of public assembly facility management with experience in administration, operations, marketing, booking, pre-opening services, and event operations for arenas, PACs, stadiums and conference centers throughout the United States. He has provided invaluable assistance in the design, construction, grand opening, renovation, operations, and transition phases of over 20 different arenas, stadiums, PACs, and conference centers. He has experience in numerous international events such as Olympic Games, Super Bowls, FIFA Cups, NCAA Championships, and stadium concerts.



Doug spent close to 20 years working for the facility management company Global Spectrum including the past 10 as a Regional Vice President overseeing 16 separate accounts which included arenas, conference centers, and ten PACs.

Doug Higgons also served as the Deputy General Manager for the Utah Olympic Oval during the 2002 Winter Olympic Games in Salt Lake City. In this role, Doug was responsible for the daily operations of the Olympic Oval. He was responsible for the transition of this venue to an Olympic venue and oversaw the venue operations for speed skating during the 2002 Olympic Games. He had daily interaction with members of the US Secret Service, FBI, US Military, and local law enforcement and co-authored the Emergency and Incident Response Plan for the venue, combining the needs of the athletes, guests, and staff; while keeping security as the primary concern. Doug was also involved in event services for the 1996 Atlanta Summer Olympics.

Doug is a 1992 graduate of the Sports Management program at the University of Massachusetts. He has served as an Adjunct Instructor at Old Dominion University and the University of New Hampshire co-teaching graduate and undergraduate level courses focusing on facility management. He is an active member of the IAVM, and is a graduate of the International Association of Venue Management's School of Venue Management. He has served on the arena and university committees for IAVM. Doug is a native of Massachusetts and currently resides in James City County, VA.

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Barry J. Strafacci

Senior Vice President, Convention/Expo Centers and Fairgrounds

Barry Strafacci is a 35-year veteran of the convention center, fairgrounds, and expo center industry serving in various senior management roles throughout his career. Most recently, he served as a consultant with GFS Associates. Prior to that, Barry was Vice President of Special Projects and a Regional Vice President for Global Spectrum.

For GFS Associates, Barry provided senior executive leadership to new and existing public assembly venues. Recent clients include the Portland Expo Center, the Sharonville Convention Center, Nathan Benderson Park, and the Lakeland Center.

While at Global Spectrum, Barry was responsible for providing pre-opening assistance that included design review, staffing, labor relations, food services, and day to day operations. Additionally, he provided strategic sales and marketing strategies/systems to booking meetings, conventions, banquets, trade shows, livestock events and fairs.

While serving as a Regional Vice President for Global Spectrum, Barry's responsibilities included direct supervision of day to day management of various accounts including: Clovis Civic Center, St Charles Convention Center, Overland Park Convention Center, Palm Beach County Convention Center, Greater Richmond Convention Center, Las Cruces Convention Center, Penticton Trade and Convention Centre, Durham Convention Center, Richard R Borchard Fairgrounds, and Owensboro Convention Center.

Barry served as General Manager or Interim General Manager for the following Global Spectrum facilities: Greater Richmond Convention Center, Harborview Convention Center, South Okanagan Entertainment Complex/Penticton Trade and Convention Centre, and the Putra World Trade Centre in Kuala Lumpur, Malaysia.

Barry is also the former Vice President/COO for the Kentucky Fair and Expo Center and Commonwealth Convention Center. He also served as the Stadium Manager for the Civic Stadium in Portland, Oregon; Director of Facilities of the Cashman Center Complex in Las Vegas Nevada; and the Director of the Tampa Convention Center. Barry started his career as the Senior Policy and Budget Advisor for the Kentucky Governor's Office of Policy and Management.

Barry is extremely active in the following professional organizations: International Association of Venue Management (IAVM), International Convention Center Conference Program Chair, Meeting Planners International (MPI), American Society of Association Executives (ASAE), International Association of Exhibits & Events (IAEE), National Association of Consumer Shows (NACS), Industry Advisory Council-Center for Exhibition Research, Convention Industry Council Advisory Board, Florida Facilities Management Association (FFMA).



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Michael Jones
Principal & Founder of More Music Group

Michael Jones began his career in the music industry in 1969. From his experience as a touring musician and artist manager to his leadership as a concert promoter and owner of a Virginia based talent agency, Michael has experienced first-hand every aspect of live entertainment. In addition to being the chief talent buyer for two amphitheaters, Michael also represents fairs, festivals, corporate buyers, performing arts centers, nightclubs, theater, colleges, and universities.



Michael joined Cellar Door Productions in 1983 to book regional and local entertainment. Just 12 months later, he was representing over 40 clients as their primary talent buyer. After the consolidation of Cellar Door into SFX and subsequently into Clear Channel Entertainment, and then Live Nation, Michael left the newly formed conglomerate to create More Music Group in 1999.

As the head of More Music Group, Michael Jones is now responsible for providing over 1,000 events annually for his clients.

Highly regarded as one of the country's premier talent buyers, Michael specializes in negotiating performance agreements and contracts, managing event budgets, securing production and catering, as well as handling day of show scheduling, box office management and show settlements. With over 30 years of experience working with major agencies, Michael has established long standing relationships with agents, managers, and artists worldwide.

Michael and his family currently reside in Virginia Beach, Virginia.

Pat Condon
Chief Financial Officer

Pat Condon, an industry professional with over 25 years of industry expertise, most recently worked with Global Spectrum as their Vice President of Internal Audit and Contract Compliance.



She worked with Global for over 15 years and was responsible for Global Spectrum's audit and contract compliance activities and for performing financial analysis of new and prospective facilities. In her role, she performed surprise audits of facilities and contractors, verified compliance with contractual and regulatory obligations, and supported the design and maintenance of effective internal control environments.

Her prior experience includes several years as a Controller for the Swire Group, a multinational commercial group with interests spanning four continents and five major industry divisions – from property to aviation, beverage, marine services, and trading and industrial operations. Working for the

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property division, Pat developed a strong foundation in real estate development, construction, facility management, and finance. Pat also worked as the Controller for two Florida real estate developers and began her career as an auditor in public accounting.

She is experienced with a diverse portfolio of properties including arenas, stadiums, convention/exhibitor centers, theater/performing art centers, ice facilities, fairgrounds, equestrian centers, hotels, shopping malls, residential properties, museums, and golf and tennis clubs.

Pat is a Certified Internal Auditor (CIA), a Certified Public Accountant (CPA), and is currently pursuing the designation as a CFF, Certified in Financial Forensics Credential. She graduated from the University of South Florida in Tampa, and is a member of the Institute of Internal Auditors, the Association of Certified Fraud Examiners and the American and Florida Institutes of CPA's.

Chris Asouzu
Vice President of Finance

Chris Asouzu is responsible for all financial reporting and reconciliation for the Pinnacle corporate and all facilities. Chris works with administration staff and department heads to ensure full contract compliance. Chris is a 30 plus year account, finance, and management professional, with 12 years of direct industry experience. He is a former Regional Director of Finance for Global Spectrum and former Accounting Manager and Treasury Services Manager, Knight-Ridder, Inc. in Columbia SC. Chris is Board member Congaree Vista Guild Business District, Columbia, SC; Member Alpha Phi Alpha fraternity incorporated; Member Knight of Peter Clavier Court #380, Member Columbia Urban League Guild Committee, and a Board Member and Chairman of Budget and Finance Committee, South Carolina Midlands Authority for Conventions, Sports and Tourism Board.



Marissa Dionne
Sr. Director of Marketing

Marissa Dionne is a 15-year veteran in the entertainment and venue management industry specializing in Marketing, Public Relations, Sponsorship and Group Sales. Marissa's career has been formed from a foundation in arena management and marketing and has grown to include convention center related activities. Throughout her career, she has worked alongside arena event promoters including LiveNation, AEG Live, Feld Entertainment, Harlem Globetrotters, among many others while promoting and ensuring successful events at arenas throughout the country. Additionally, Marissa has assisted with local sports franchises from the American Hockey League (AHL) and NBA Development League (D-League).



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Marissa spent eight years with Global Spectrum supporting several Marketing and Sales professionals in other Global Spectrum managed arenas and conventions centers across the U.S. and Canada. Her Regional Director of Marketing position included monthly communication with each venue's General Manager and Marketing Department members, coaching and developing marketing skills, sharing of successful ideas and campaigns while assisting in managing the corporate National Marketing Campaign.

In addition to her Regional role, she led a NCAA Division I Basketball Tournament local organizing committee in hosting a week-long tournament. In addition, Marissa oversaw an extensive national marketing campaign for the Springfield, MA based MassMutual Center, a 100,000-square foot convention center and 6,500 seat hybrid venue.

Prior to joining Global Spectrum, Marissa worked at Madison Square Garden, Connecticut for six years. She moved to Connecticut from Illinois after graduating from Illinois State University and began her career as an intern with the company. She worked her way into a fulltime position within the Ad Sales Department and eventually moved into Marketing. In that role, she worked to promote the entertainment and sporting events taking place at the Hartford Civic Center (now XL Center) and Rentschler Field.

Frank Roach
Principal

Frank Roach is a Senior Lecturer in the Department of Sport & Entertainment Management at the University of South Carolina in Columbia, South Carolina. He has served as director of the annual "Sport, Entertainment, and Venues Tomorrow" conference as well as Interim Department Chair. Roach accepted the academic appointment following a nearly 30-year career in live events and facility management with his last posting in the business world as Vice President of Venue Relations for industry giant Clear Channel Entertainment, now Live Nation Entertainment. Roach was President of TourVen, Inc., an entertainment management and marketing consulting firm, which provided tour scheduling, marketing, and consulting services for the highly successful "Barney's Big Surprise" tour and to various other sports, entertainment, and venue operations. He was also a partner in Motorsports Entertainment Group. Roach founded TourVen, Inc. following a two-year stay with MCA Concerts, Inc. as Vice President of Family Entertainment, where he established and directed the family touring unit, which produced and operated "Mighty Morphin Power Rangers Live."

Prior to his posting at MCA Concerts, Frank Roach was Vice President of Routing and Tours for Ringling Bros. and Barnum & Bailey Combined Shows, Inc., now Feld Entertainment. There, Roach booked and negotiated arena contracts for two units of the circus and four units of Walt Disney's World on Ice. All told, Roach has booked more than 25,000 performances in more than twenty countries around the world.

Before joining the Ringling organization, Roach was Assistant Director of Hampton Coliseum in Hampton, Virginia. Roach came to the Hampton Coliseum from the city's Department of Commerce, where he was involved in convention and tourism promotion, as well as promotion of sports, concerts, and other events at the Coliseum and in other city locations.

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Roach holds a Masters of Public Administration degree from Golden Gate University in San Francisco and a Bachelor of Arts degree from the College of William and Mary in Williamsburg, Virginia. He has been an active member of the International Association of Venue Managers (IAVM) since 1976.

He is a sought-after speaker at industry conferences and has presented at the International Conference on Sport and Entertainment Business, Arena Management Conference, Arena Sales & Marketing Conference, IAVM's Annual Conference, and the University Venue Management Conference. He has twice served as Keynote speaker at the Venue Management Association (Asia & Pacific) Annual Congress and delivered the keynote address at the 2005 University Venue Management Conference and at the 2007 Collegiate Athletic Operations Seminar. He has authored articles for Australian Leisure, Facility Manager, and Stadia magazines.

Scott Anderson

Vice President Security & Fan Experience

Scott Anderson is a 13-year veteran in facility management with extensive experience in security, crisis, and risk management, parking, guest services, and claims and incident management. Throughout his 13-year career, Scott has been critical in the successful operation of many high-profile events including the NBA Finals, NBA Global Games, NCAA Basketball Tournament, Democratic National Convention, FIFA sanctioned events, multi-stage outdoor festivals, and large concerts.

Scott spent the last three years working as the Director of Security and Parking for the San Antonio Spurs organization. During his time with the San Antonio Spurs Scott was instrumental in helping the organization transition all event staffing services to an in-house operation which resulted in a #1 ranking in fan experience as recognized by the NBA. During Scott's tenure in San Antonio the Spurs were ranked #1 in the NBA in overall fan experience two out of three years. Scott's other duties for the Spurs organization also included serving as the Chief Safety Officer, risk manager and claims manager for all company related matters.

Prior to working for the Spurs organization Scott worked as an Event Incident Manager for Kroenke Sports & Entertainment in Denver, Colorado. While at Kroenke, he assisted in managing all emergency services and event risk management for three different venues including the Pepsi Center, Dick Sporting Goods Park, and Paramount Theatre.

Scott has also spent the last 13 years conducting a wide variety of staff training that include crowd management, crisis management, emergency procedures, customer service, safety, emergency preparedness exercises, and is a certified TEAM (Techniques for Effective Alcohol Management) trainer. Additionally, he has successfully conducted joint exercises with both federal and local law enforcement agencies in preparation of large scale events.

Scott is a graduate of the University of Puget Sound in Tacoma, Washington and has a Master's Degree in Sports Administration from the University of Northern Colorado. After successfully transitioning into the

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sports industry following seven years of management in corporate security, Scott graduated from the International Association of Venue Management's school of Venue Management in 2013.

Coran Capshaw

Principal

Coran Capshaw is the manager of Dave Matthews Band, Tiësto, The Band Perry, Lady Antebellum, Interpol and Phish. Capshaw is the founder of Red Light Management, co-founder of ATO Records, former CEO of MusicToday, and has numerous a real estate interests in Charlottesville, Virginia. He has won the Pollstar Magazine Manager of the Year award three times and is ranked third on the 2014 Billboard Power 100. Capshaw now employs more than 60 managers overseeing the careers of nearly 200 artists. He also founded sister company Starr Hill Presents to promote live music on a regional and national level. The company has an equity position in large-scale music festivals including the Bonnaroo Music and Arts Festival, Outside Lands, Lollapalooza, Austin City Limits, and Wanderlust Yoga and Music Festival.

David Marberger

Principal

David Marberger was appointed to the position of Chief Financial Officer of Prestige Brands in October 2015. Prestige is the largest independent provider of over-the-counter products in North America. Mr. Marberger brings Prestige more than 20 years of financial, operational, M&A and retail channel experience for consumer product companies. He joined Prestige from Godiva Chocolatier, Inc., where he served as Senior Vice President and Chief Financial Officer for seven years. In his role as the CFO, David had responsibility for financial analysis and budgeting, financial reporting and taxes, treasury and accounting operations and internal control. David was also responsible for Global Information Technology and Procurement at Godiva. David worked closely with the CEO & Godiva Leadership Team in developing strategies that build long term shareholder value.

Prior to joining Godiva, David held the position of Executive Vice President & CFO of Tasty Baking Company, a \$250mm public company traded on the NASDAQ stock exchange until its sale to Flowers Foods in 2011. At Tasty, David helped return the company to profitability after two years of losses. David led the finance department and company through several major initiatives to improve the financial position of the business, and he oversaw the implementation of SAP. He was very involved in helping to evaluate the Company's long-term manufacturing strategy, which resulted in the company's decision to build a new state-of-the-art bakery in 2009.

Prior to joining Tasty Baking Company in 2003, David worked at Campbell Soup Company for 10 years. David held positions of increasing responsibility at Campbell's, including Vice President Finance for Campbell's Away from Home food service division; Finance Director for the \$2 billion U.S. Soup business; and Finance Director for the Campbell Bakery and Confectionery and International divisions. In addition, David was a Finance Director in Campbell's corporate development department, where he performed financial analysis on various acquisitions and divestitures. He was also the Worldwide Audit Director for Campbell's internal audit department.

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David started his career at Price Waterhouse where he stayed for six years. David is a graduate of the University of Massachusetts at Amherst, where he received his Bachelor's Degree in Accounting with a minor in Economics, earning the designation of Commonwealth Scholar. David also holds an MBA degree from the Wharton School at the University of Pennsylvania.



Pinnacle Signs BankUnited Center

Dave Brooks

June 16, 2016

A Florida arena just became the biggest building to 'Go Small,' dropping a major management company for a smaller boutique firm.

Earlier to day, Pinnacle Venue Services announced it had been selected to run the University of Miami's BankUnited Center, an 8,000-seat arena on the school's campus in Coral Gables, effective July 1.

The building previously managed by Spectra will now work with the team at Pinnacle that includes Doug Higgons, Tom Paquette, Frank Roach and Michael Jones. The BankUnited Center is the largest facility so far to 'Go Small,' dropping a larger venue management company to sign with a boutique firm that can give it more attention and care. In March, Pinnacle took over the Kovalchick Convention and Athletic Complex at Indiana University of Pennsylvania after several years under Spectra management.

The BankUnited Center is a 13-year-old, 200,000-sq. ft. multipurpose entertainment facility and the home of UM's men's and women's Division I basketball teams. Higgons said he plans to focus on helping the facility attract more latin events and award shows and will reemphasize contemporary music and concerts.

"In the past the building has hosted bands like Green Day and Coldplay, but it's gotten away from that over the years. We're going to use our relationships to push that envelope and see what we can do," he said. "This is a client who bought into the idea of dealing with the ownership of the company on a daily basis and we're going to service them in a great way."

The BankUnited Center is home to the Billboard Latin Music Awards and the Univision Premios Juventud Awards, he said.

"This was another former client of mine when I worked for Spectra," Higgons said. "What we're going to do differently is try and shift the award shows from a year to year contract to a longer term relationship."

"We are delighted to welcome Pinnacle Venue Services to our campus," said Humberto M. Speziani, Assistant Vice President, Business Services, for the University of Miami said in a statement. "Pinnacle is a young company with veteran leadership and experience that will provide us with the direction, discipline and vision to enhance our facilities and events."

About Latest Posts

Dave Brooks

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Dave Brooks

Founder & Executive Editor at Amplify Media

Dave Brooks has over 15 years' experience as a writer, including eight years as the Managing Editor of Venues Today. He started Amplify in 2014 to give the industry its own voice and turn up the volume on live entertainment.

Venues Today :: Pinnacle to Manage Kovalchick Complex

Pinnacle plans on ramping up the conference and convention side of the business

- by R.V. Baugus
- Published: March 15, 2016



Kovalchick Convention and Athletic Complex at Indiana University of Pennsylvania. (Photo by Tom Conner)

Pinnacle Venue Services entered into a management contract with Indiana University of Pennsylvania for the on-campus Kovalchick Convention and Athletic Complex (KCAC). The deal became effective on March 1 and is for five years with an option for 10 years.

"We feel very fortunate to land the business," said Doug Higgons, one of the principals of Pinnacle. "I believe that one of the reasons that Indiana University chose us is that we have a vision for the long-term business model for the facility."

That model includes ramping up the conference and convention side of the business while maintaining the

successful athletics and concert history at the five-year-old venue, which includes the 5,000-seat Ed Fry Arena.

"Our anchor tenants are IUP athletics and then obviously IUP university events," Higgons said. "We are coming in and looking to book as many events around those as possible. Also inside the facility is the 632-seat Toretti Auditorium which has really never been looked at for booking opportunities. We will be aggressive on that end as well."

The university is likewise excited about the prospects of working with its new partner.

"We are very excited to have Pinnacle Venue Services as the management company to oversee operation of the complex," said Sam Phillips, IUP's assistant vice president for administration. "They bring outstanding experience in booking events and operating facilities. We're looking forward to new and exciting event booking opportunities that they will bring to the complex."

Pinnacle appointed Andrew Thompson as the new general manager of the KCAC. The 14-year veteran of the Harborside Event Center in Fort Myers, Fl. begins his new duties on March 24.

"We were really looking for somebody with a bit more conference and convention center background," Higgons said. "The Kovalchick Complex is an arena and a conference center. We think the upside is there. Andrew knows the arena world very well and we're excited to get going."

"We are going to activate the conference and convention side of business," Thompson said. "This building has a strong athletics and concert history but the conference and convention side has kind of taken a hit. I am going to build the business side, highlight IUP and make the complex a premier destination to bring in a lot of regional types of events."

Pinnacle was founded in November 2014 and in addition to Higgons also counts among its principals industry veterans Tom Paquette, Frank Roach and Michael Jones.

"Tom and I started the company," Higgons said. "We weren't going to be strictly a consulting company and we weren't going to be strictly a management company. We are going to kind of be a little bit of everything. We've been successful to date with 10 clients of different size and scope and levels of service."

The company's first management contract was last fall to oversee the historic Seminole Theatre in Homestead, Fl. The venue opened on November 26, 1921 primarily as a cinema showing popular silent movies and is now a hotspot in South Dade County and the upper Keys.

Just as that venue made sense for Pinnacle, Higgons said that Indiana University was also a perfect fit for the company. "It is in a small-market tertiary territory," he said. "They will benefit from the hands-on, customized and dedicated approach we will provide. They are going to be dealing with the ownership of the company and they're going to get constant attention from us. For a facility like that, that's what's

important. That's what's going to help make it successful. They are a big fish in our small pond.

"When we went to make our sales pitch to the university and described to them our vision for our general manager they became excited. We know that Andrew can take the Kovalchick Complex to the next level."

Thompson agreed about the personal touch that Pinnacle will bring to the venue.

"I think a young company brings a lot of benefits into a place like IUP," he said. "We can focus on every client, really, being our biggest and best client. It's not so much a big corporate environment. We are going to give the university a lot of outside the box thinking and a lot of customization that is specifically tailored to them."

That is also the expectation from Phillips and the university's administration.

"We welcome the personalized attention," he said. "We expect for the existing good performance of the facility to be improved by Pinnacle and the management efforts that they tailor to our facility."

Higgon's said that Ararmark will provide food and beverage through an existing contract in place while ticketing is a holdover from previous manager Spectra and its Paciolan platform. Higgon's added that Pinnacle is in the process of bidding out for ticketing and did not rule out Spectra or any other organization.

For now, the emphasis is on the FLO Nationals 2016 event on March 24 under the auspices of Pinnacle, a high school national wrestling championship that brings in nationally ranked wrestlers to the venue.

"We're ready to grow the business at this complex," Higgon's said. "The upside is incredible."

Interviewed for this story: Doug Higgon's, (757) 323-9380; Sam Phillips, (724) 357-4597; Andrew Thompson, (724) 357-5200

- by R.V. Baugus
- Published: March 15, 2016

SOUTH DADE NEWSLEADER

Homestead Council Agrees On Theater Management

Larry Diehl | Posted: Friday, July 10, 2015 12:15 am

Pinnacle Venue Services will be the manager of the renovated Seminole Theater. Homestead City Council approved negotiations for a contract with the company and its management services wing, Anchor Arts Management (AAM), at the committee of the whole meeting on Wednesday July 7.

The City's consultant on the Seminole project, Duncan Webb, attended the meeting by telephone. His management company assisted the City in creating a Request for Qualifications sent out March 27 to find companies with the necessary skills and experience to run the theater, and for an RFP sent out May 1.



Downtown Homestead

Homestead Florida -
Historic Seminole Theater.

Pinnacle is a Texas limited liability company with offices in San Antonio and Virginia Beach, Virginia. A City staff committee also interviewed Professional Facilities Management of Providence, Rhode Island, and Creative City Collaborative of Delray Beach, Florida for the job.

A final contract is scheduled for presentation to Council at its August meeting.

Council grilled Pinnacle's managing partner Douglas Higgons on operations and fundraising plans for an hour before approving this sole item on the special call agenda.

"I've spent 22 years in the venue management; it's what I went to college for," said Higgons. "The company was formed in November 2014 but we already have seven clients plus a multi-year contract to provide security for NBA games."

"I'll be the 'boots on the ground'," said Higgons who has an office in Virginia Beach, Virginia. "Gary Lund of AAM, a 20-year South Florida resident, will be here to assist us with the arts and community programming, for a true community partnership theatre."

Higgons said the Seminole is to be the company's flagship theater because it's the new company's first full management account.

He spoke with excitement about the green space of LosnerPark and the events that could flow from the theater.

"LosnerPark and the Seminole Theater are really one activity-oriented space," said Higgons. "Multi-day festivals can be successful using the theater, the classrooms and the park working in tandem to drive additional activity to downtown Homestead."

Some details of the Pinnacle's business plan such as financial partnership concepts with 'Friends of the Theater' groups and operational fundraisers remain to be negotiated.

In response to Council questions, Higgons said Homestead residents would be hired as staff to supplement company employees.

"Our plans are to meet with all the stakeholders of the theater, list their visions for the theater and understand what their roles are," concluded Higgons. "Certainly Miami-DadeCollege has a presence here and a need for space. We will sit down with groups to cultivate the business and create

City Manager George Gretsas spoke to the financial risks of running a theater.

"A successful theater requires fundraising subsidies; it requires grants," he said. "You need to consider the potential for shortfalls early on. You have to gauge how to seriously work with 'Friends' groups to raise money. The hardest thing is raising money. The theater is an amenity of downtown and it takes a serious commitment to keep the doors open."

"Any good business takes some time to grow," added Higgons.

Resident Carolyn Jones, a local theater promoter, had several questions for Higgons. "Homestead a different animal from other areas - what is the plan of action for diversity in the theater?" she asked. "How will you bring people who are not theatre goers to the forefront?"

How are they going to book it for entertainment companies locally? How exactly will the community be part of the plan of action? Will there be an artistic director? Is it to be a touring house? What are the ticket costs?"

Council voted unanimously on motion of Councilman Elvis Maldonado to have City staff proceed with negotiations. Before the vote, Councilman Jimmie Williams clarified that the Pinnacle contract would have a five year term as he didn't want to lose control of the theater. Mayor Jeff Porter stressed that Council would have an on-going say in theater operations.

"That's why staff prefers an outside body to run the theater because when we as a government try to decide what's art and what is not or what shows to run, an outside company insulates us from having to decide what is appropriate," cautioned Gretsas.

Council moved swiftly through the remainder of its business. Councilman Williams removed his requested discussion item on Development Services from the agenda without explanation.

An eight year water tank maintenance contract for \$149,405 provoked discussion because logos on

the three high-visibility towers are due for repainting.

Staff told Councilman Jon Burgess the Harris Field tower cost \$15,000 for logo painting several years ago. He suggested the race track's logo be put on Harris Field and the City's logo be negotiated for the tower at the race track so the City's brand would get national attention. City Attorney Richard Weiss offered to review the Speedway's contract which gives it right of first refusal on signage.

Councilwoman Judy Waldman volunteered to work with City staff to come up with designs for new logos on the towers. Councilman Burgess offered to co-chair that logo work and this was accepted by the Mayor.

Council unanimously approved the operating millage and debt millage rates to be at the same value as last year. A state DEP funding offer of \$153,700 as a matching grant for a pedestrian trail in Roscoe Warren Park was accepted. A state cultural affairs grant for the Seminole Theater for \$500,000 matched with City bond funding was accepted with praise for the City's lobbyist who got it approved despite the Governor's broad vetoes.

Waiver of fees for use of the DickinsonCommunityBuilding by the U.S. House Committee on Natural Resources was approved although a congressional aide was unable to tell Council what the August 3 meeting was about.

A final meeting announcement raised the issue of sale of the bowling alley property, because of an internal challenge to the car dealer's authorization, so that discussion of the sale might be on the next Council agenda.

PINNACLE TO MANAGE SEMINOLE THEATRE

Pinnacle Venue Services wins first full facility management contract

• by Rebecca Nakashima

Published: December 9, 2015



Seminole Theatre reopens after decades of dormancy.

Pinnacle Venue Services has signed a five-year agreement with the City of Homestead, Fla., to manage the historic and newly-renovated Seminole Theatre.

"This is our first foray into the full facility management," said Doug Higgons, managing partner of Pinnacle. "Through the process we really got into the community and tried to understand what their vision was for the facility. It's a balance of being a true community performing arts theater and also a spot for touring artists to come and play in south Florida. Really the goal as we reactivate the theater is to activate downtown Homestead and once again bring life to this great town."

Pinnacle, which was co-founded by Higgons in November 2014, won the contract through a competitive RFP bid process in the spring, being chosen by a selection committee and then confirmed by city council.

“We liked that the principals have years of experience with much larger organizations,” said Stephen Scott, director of the Community Redevelopment Agency for the City of Homestead and a member of the selection committee that chose Pinnacle. “We’re getting them as a young, new company trying to make its name in the community, but we’re getting the benefit of years of experience behind that. We thought it was a good marriage for a struggling brand new theater trying to establish itself.”

A large part of the process for Pinnacle was, and still is, community involvement and feedback. Likewise, the feedback Scott said he has received from leaders in the community about Pinnacle has been very positive.

“It’s truly a community-supported venture to get it where it is,” said Higgons. “As a company, we’re excited to work with the city to make it come alive.”

Pinnacle will be in charge of all management and operational services for the 500-seat theater, while being supported by Anchor Arts Management out of Miami Beach, Fla., in programming. And after a nationwide search, Pinnacle named Mickey McGuire as the new executive director.

“Mickey was the right fit and the right balance of energy and experience and just brought a real understanding of the arts on a national level to Homestead,” said Higgons. “It’s really going to be a great fit with the community.”

Built in 1921 as a movie theater, Seminole Theatre closed in 1979 after undergoing financial stress and sustaining large amounts of damage when Homestead was devastated by Hurricane Andrew in 1991. The renovation and reopening process was a long and hard one led by devoted community groups. In May 2014, 64 percent of Homestead voters voted in favor of a \$5 million bond referendum to renovate the historic theater as a cultural center, which was followed by the awarding of two state grants that totaled \$550,000.

“It was the center of life in Homestead and the downtown area,” said Scott. “Now we’re hoping it’s going to be the catalyst for the revitalization of our downtown area.”

The official opening gala will take place on Dec. 12 with the theater’s first show, *A Night on Broadway*, which has completely sold out. That night the theater’s first pass season, called the Seminole Theatre Showcase Series, will be also be announced.

“Homestead is a very tight-knit community, and the residents have been waiting a long time for this,” said Scott. “There was something very symbolic about the theater being shuttered, and I

think there's something very symbolic about it opening up again. Especially for the longtime residents who have been excited to have the doors back open. We're still working on small items and trying to get it completely ready, but we're opening Saturday night. Nothing is going to stand in the way of that."

Going forward, Pinnacle is working on a partnership with a Miami Dade College campus just down the street from the theater. The 10,000-student college is the only Miami Dade College campus without a theater, so the opportunity for the school to use the facility for educational and performance purposes is an obvious one. Beyond that, Pinnacle is also working towards programming in its own right as Higgons said they are already busy with bookings and events.

"This is the most exciting time and the most difficult time," said Scott. "We have all kinds of visions. It's going to be really fun, but it's going to be a challenge because Homestead is such a unique community. We are so diverse, so there are a lot of opportunities for different types of theater and performance and an audience for a variety of things. Programming can be extremely varied and extremely diverse and that serves the community."

Interviewed for this story: Doug Higgons, (757) 323-9380; Stephen Scott, (305) 224-4435

C. Strategy and Implementation Plan

Project Summary



Under management of Pinnacle Venue Services, the TRCC and Avalon Theatre will serve the city of Grand Junction and the entire region by providing exceptional service to all guests and providing venues for the community to gather for entertainment, cultural events, business functions, meetings, civic events, festivals, and other community gatherings. The facilities will be a source of pride for all involved with the city.

➤ Our Strategy is Simple

Provide hands-on attention from experienced and successful venue management professionals to lead the Two Rivers Convention Center and Avalon Theatre to greater levels of success.

➤ The Results Will Be Significant

There are four major areas of operations that the Pinnacle team will address immediately and we are confident that we can achieve the following:

1. Build the Best Team and Work with EVERY Segment of the Community

Once in place, the local PVS team will immediately reach out and engage the key community stakeholders. These include the community stakeholders, VCB, local hotels and business leaders and contacts of currently scheduled events.

The relationships and partnerships with community leaders is where it starts. The Pinnacle team will not only reach out to local leaders but will become active in the community.

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2. Focus On Event Booking

The Pinnacle Venue Services team has spent much of their careers marketing venues in secondary and tertiary markets. We understand how to sell facilities to potential event promoters and planners. The Pinnacle Venue Services General Manager's first priority is to sell the facilities. Our General Manager will receive guidance and assistance from PVS managing partner, Tom Paquette and Sr. VP, Barry Strafacci. Barry's experience is marketing and selling Fairgrounds and Expo space is unmatched in the industry.

3. Provide Outstanding Service for Our Customers

Once an event decides to come to the facilities, it is our job to provide exceptional service. Exceeding expectations will lead to return business. The Pinnacle Venue Services team has experience managing all facets of operations for facilities similar to the TRCC. We take pride in our customer and client service.

PVS has developed a customized Front of House assessment evaluation program. The Verizon Center in Washington, DC recently hired PVS to perform an assessment. The results of this assessment proved valuable in making changes to front of house staff training and operations which are leading to improved customer experiences. PVS will use this assessment evaluation program in Nueces County to ensure customers are receiving outstanding service.



4. Be Creative Finding New Revenue Streams

We believe there are opportunities to create new or increased revenue streams. These opportunities need to be reviewed and evaluated and are included in our proforma. Examples are:

- Food & Beverage revenues – Expanding F&B offerings and implementing a preferred F&B provider and caterer program
- Advertising/Sponsorship revenue – We believe there are advertising opportunities in the facilities and sponsorship opportunities for events.
- Parking – Are there additional opportunities to charge customers a reasonable fee for parking for selected events? If so, how can the customers' parking experience improve? Are there sponsorship opportunities related to parking?

➤ Pinnacle Venue Services' Management Philosophy

The Pinnacle Venue Services management philosophy regarding venue management is to deliver:

- **Client Driven Results** – The City will clearly establish the goals and vision for the facilities. Pinnacle will create management plans that are consistent with those goals.
- **Content and Maximized Utilization** – Pinnacle is uniquely capable of bringing events to the facilities. We will use our unmatched industry relationships to deliver events and meetings, keeping consistent with the goals and objectives established by the City.
- **Partnership** – We believe in partnership management. We provide the very best in support, resources, and systems to allow our staff to be successful in partnership with outside entities.
- **Flexible Thinking** – We will create a working environment for our team that encourages operating plans that are customized for the facilities and can change and evolve over time.
- **High-Quality Staff** – We recruit and have access to the best and brightest minds in the industry by providing growth opportunities and a company that puts our clients and staff first. Their success will be the foundation of our success.
- **Communication** – We will maintain open, honest and on-going dialogue with the City, the local community, and our location staff in all areas of operations including; booking, operations, finance, marketing, food & beverage management.
- **Accountable** – We believe in a relationship where we are held accountable for everything we do, and everything we promise to do.

Two Rivers Convention Center Strategy

➤ Conferences, Meetings & Consumer Shows

Creating an aggressive sales campaign for the TRCC will be a priority for Pinnacle Venue Services. This effort will be led by PVS Senior Vice President, Convention/Expo Centers & Fairgrounds, Barry Strafacci. He will work with the on-site sales team to create a new sales campaign aimed at attracting more events from a larger regional area.



The impact that conferences, meetings, banquets, and consumer shows have on the local economy is immediate, far-reaching, and long lasting. It is imperative that the TRCC is marketed as the premier destination for these events to the community. The Pinnacle team will work closely with VCB sales team and all local marketing agencies to develop and implement a revised sales and marketing plan for conferences and meetings. That sales plan will include:

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- **Local:** The sales team will encourage local citizens and businesses to bring meetings and conventions to the TRCC.
- **Regional:** The sales team will solicit business from regional meeting and convention planners, largely through direct mail and personal sales follow-ups.

As partners with the local hospitality industry we will create a sales campaign that will give the TRCC the following benefits:

- Targeted solicitation efforts
- Joint marketing efforts
- Coordinated branding and messaging about the destination and the TRCC
- Smarter marketing spending for both entities by being collaborative and not redundant
- Enhanced quality of service, which translates into increased bookings, attendance, and revenue
- Alignment of booking goals and maximization of results

The conference, meeting and banquet sales plan for the TRCC will be aimed at the following types of events:

- Civic Meetings
- Weddings
- Fundraising Dinners
- Receptions
- Meetings/Local Dinners/ Consumer Shows/Tradeshows

➤ New Sales Initiatives for the TRCC

- Strengthen the TRCC brand
 - PVS will develop an integrated, multi-year marketing and communications program across all media making the case that the TRCC is the premier conference & meeting venue in the region
 - Review pricing schedules that are inclusive of rent, catering, and AV
 - Focus on success in hosting previous events
 - Redevelop TRCC website with great emphasis on conference center and catering options
 - Use the local and industry media to tell story of TRCC success in hosting events
- Take a personal approach with aggressive sales campaigns
 - Invest in opportunities to develop relationships with meeting, special event, trade show, and consumer event decision makers.



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- Conduct in-person marketing efforts to potential guests
- Ensure the sales staff is always available to answer questions and are proactive in generating sales proposals
- Create sales collateral that is easily sharable
- Be active in the community and provide industry leadership, support, education and professional development for the sales professionals

Consumer Shows

Consumer shows are largely attended by locally based patrons and participants interested in a specific market or product, i.e., a home show, arts and crafts, and hunting/fishing shows. Primarily, consumer shows generate revenue from room rental, equipment and services, and concession sales. While consumer shows often provide filler business, opportunities still exist for hotel occupancy and economic impact for the surrounding area as they typically take place for multiple days at a time. Therefore, after identifying local markets, we will target the larger shows that have performed well in similar communities.



Social Functions

From a local standpoint, there is great potential in the social market for ethnic weddings, seminars, faith-based conferences/services, and retreats.

As such, we will aggressively market the TRCC to these markets via local publications, social media, and individual ethnic publications that reflect the entertainment, lifestyle and culture of the area; *we target local publications* both for the Wedding and Quinceanera markets; also, targeting publications with an audience including influential Christian and Community decision makers.

Event Marketing

Pinnacle Venue Services develops tailored event marketing plans for each appropriate event at its facilities. For events at the TRCC, marketing efforts will primarily involve the promotion of consumer events and assisting third party producers in selling events/driving attendance.

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➤ Sales Training



Pinnacle Venue Services is in the process of working with Hospitality Softnet to create a specific sales training program for the conference sales staff at PVS. This customized sales training program will consist of the following elements:



- Telephone Etiquette
- Market Conditions & Competition
- How to Effectively Qualify
- Presenting the Rate
- Overcoming Price Resistance
- Use of Fallback Rates
- Up Selling
- Closing the Sale
- Recapping the Sale

Hospitality Softnet offers several different sales training programs; all written specifically for the hospitality industry. They employ terminology and examples pertinent to today's sales environment, allowing your staff to relate to the subject matter and easily absorb the important skills being taught.

The training incorporates role-playing, utilizing real-life examples and sample audios of the skills being reviewed. The skills are applicable to face-to-face sales, as well as telephone sales. This program is designed for the more advanced sales effort, in which the manager is dealing face-to-face with the prospect. The program begins with the very first step of the sales cycle, addressing the skills of effective prospecting via the telephone. We then explore more sophisticated ways to qualify the customer in order to understand their needs more completely. This provides the groundwork for the module on creating an outstanding presentation that will outsell the competition. Additional topics covered include adapting to the customer's particular style and needs, as well as selling against the competition strategies.

➤ Our Approach to Food and Beverage

We view in-house concessions management as a unique way to retain more net income and to involve concessions services more intimately with the venue's overall event booking and marketing strategy. The savings to the client comes from combined overhead in areas of insurance, payroll services, and, of course, from lower fees.



The specific advantages of an in-house operation include the following:

- Better economies of scale via better control of labor costs, supervision, and supply expenses.
- Cross-utilization of part-time and supervisory staff.
- Higher service standards due to a stronger oversight of the operations.
- The Client will have the advantage of working with one company, rather than two.
- A seamless financial reporting structure via one set of financial statements.
- Increased opportunities for cross marketing and branding of both the venue and the concessions and catering operations.
- More efficient responsiveness to customer concerns and issues.
- Shared Customer Service experience.

If selected to manage the TRCC and Avalon Theatre, one of PVS' first tasks will be the following:

- Review the quality of the food and beverage service at all facilities
- Develop and implement a catering marketing and sales program to grow the catering business and increase sales
- Evaluate and improve the catering and concession menus with a goal to maximize revenue and customer satisfaction
- Increase food & beverage per caps at each event
- Implement industry standard cash controls for operations
- Implement inventory and cost controls for product, payroll planning, and other operating expenses.
- Seamlessly work together on booking strategies to maximize event revenue
- Significantly improve the annual financial operating results

Exceptional food and beverage service is an essential part of a venue's reputation. We see concessions and catering as a vital component of both customer service and revenue generation. PVS will create food marketing programs aimed at increasing food and beverage sales through signage, advertising, and public relations opportunities in efforts to increase event ancillary income.

Avalon Theatre Strategy

➤ Approach to Booking



There is one simple truth in the entertainment touring industry; shows go where they believe they will be successful. At Pinnacle Venue Services, we know how to make events successful. The PVS team has done it consistently at venues they have been involved with. Perhaps most importantly for Wichita Falls, our record of success has provided us the necessary national, regional, and local relationships to successfully book events in the Avalon Theatre. In addition, PVS Principal Michael Jones operates one of the largest concert booking agencies on the east coast. Pinnacle Venue Services sees a unique opportunity to help the Avalon Theatre and drive attendance to the Avalon, bringing new patrons to the Grand Junction. We will offer programs that bring events and revenue streams that positively impact the overall bottom line of the facilities.

Our strategies include the following:

- Working with the city and appropriate local agencies to promote the Avalon Theatre
- Creating more of a “destination” atmosphere that promotes downtown Grand Junction as a place to enjoy being around before and after events. We want customers to come early and stay late.
- Making a concentrated effort to generate interest in the Avalon among regional and national event promoters
- Exploring opportunities for the following event types:
 - Concerts
 - Comedy
 - Family Shows
 - Cultural Arts
 - Speaker Series
 - Performing Arts
 - Dance Competitions
 - Graduations



There are no secrets to successfully booking events in a secondary market. It takes hard work, thorough research, diligent follow-up, and delivering quality service. To secure touring events for the Avalon Theatre, Pinnacle Venue Services will:

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- Reach out to every event promoter and user that has hosted an event in surrounding area venues.
- Contact all national talent booking agencies and family show producers informing them that the Avalon Theatre is eager to host events and ready to support their efforts.
- Contact independent and regional event promoters to inform them of the superior service they will receive when they bring their events to the Avalon Theatre.
- Contact potential local and regional event partners and sponsors (e.g. radio stations) to discuss potential development of new events.

To be effective at booking events today, a company must know the entertainment industry and understand the artist, the agent, the promoter, and most of all their facility. PVS has outstanding relationships with every major booking agency, event promoter and family show producer in North America. These relationships are critical for securing events. They are based on trust and a record of success.



Concert Promoters

- AC Entertainment
- AEG Live
- Innovation Arts & Entertainment
- Live Nation
- National Artists Corp
- NS2
- Police Productions
- The Messina Group
- North American Entertainment

Family Show Producers

- Cirque du Soleil
- Disney Live
- Disney On Ice
- FELD Entertainment
- Ringling Brothers, Barnum & Bailey Circus
- VEE Corporation (Sesame Street Live)

➤ Marketing the Avalon Theatre

The marketing plan is the backbone of audience development for the Avalon Theatre. The Principals of PVS have significant experience marketing a variety of venues, and we have proven marketing strategies for these venues. If selected, we will develop an all-encompassing marketing plan for the Avalon Theatre. In this plan, we will assess the following:



- The geographic market for events and event attendees
- The target market demographic for the facilities and its events
- The most efficient way to reach the target markets
- Feedback from the audience throughout the process

Developing relationships with the community will require PVS to be aggressive and sophisticated in our marketing efforts. Entertainment and sporting venues are facing stiff competition for the public's time, attention, and money. That is the reason that the message from the Avalon needs to be clear and concise as to why the Avalon should be considered a *destination* for entertainment. Building a relationship with the population who will pay to attend concerts, family shows, or other events will be the basis of the marketing plan.

The PVS marketing plan for the Avalon Theatre will do two important things:

1. Recruit new users/guests
2. Build customer loyalty with each return user/guest

PVS understands that attracting attendees takes more than just opening the doors and waiting for people to arrive. Simply put, it takes proactive selling. This requires the execution of a creative and comprehensive marketing plan. As industry leaders in event and facility marketing, we will develop a new customized marketing campaign for the Avalon Theatre. The campaign will consist of the following:



- Developing relationships and support the marketing efforts of the city
- Working in conjunction with the city and appropriate local marketing and public relations agencies
- Developing an updated user-friendly website for the facilities that tells the public about upcoming events and introduces the facilities as an event *destination*
- Developing specific sales, social media, digital, and public relations strategies

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- Focusing on group sales, cross-promoting with tour bus companies, and senior citizen organizations
- Working with local churches, PTAs, school boards, administrators and principals to sell group packages for students; focus on increasing cultural awareness of the arts in the schools
- Maximizing non-traditional spaces for revenue-generating opportunities — pre or post-event receptions
- Soliciting commercial producers (i.e., auto dealers, banks, local retail); this can be an additional revenue generator for the venue
- Creating a culture among the facilities' staff where everyone is selling the facility
- Placing emphasis on social media to create a buzz about the Avalon Theatre
- Identifying opportunities to create and possibly co-produce in-house events for the facilities

We understand marketing. Marketing of the Avalon Theatre is based on the following principles:

- Audience development - increasing participation
- Audience surveys
- Database development/management
- Effective social media
- Creating a robust email database to target
- Branding and positioning this facility
- Developing relationships with local, civic, non-profit organizations that can promote or co-promote various events
- Developing local media relations campaigns
- Developing relationships with various non-profit/charitable organizations that could be the beneficiaries of corporately sponsored events
- Creating and updating a dedicated website
- Producing an effective promotional video
- Creating attention grabbing direct mail campaigns
- Purchasing advertising or promotional specialty items for holiday remembrance gifts to promoters, users, and talent agencies and show producers
- Paying close and constant attention to the details of management that affect patron satisfaction and therefore repeat business



Maximizing success for the Avalon Theatre will rely on the surrounding regional market. Reaching that audience is a 3-step process:

1. **Research** – we will take the time to learn about each segment of the community by asking questions and being involved.
2. **Ask & Listen** – we will ask each segment of the audience how the GRAND JUNCTION can benefit them. We will listen to their answers and will convince them to be a part of the GRAND JUNCTION community.
3. **Partnership** – once the community is engaged in discussion, we will establish programs aimed specifically at them. We will make contacts, stay in touch with them, and create personal relationships.

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➤ Management Reporting

Effective and timely communication with the city of Grand Junction cannot be overstated, and PVS will be proactive in providing reports to the contract administrator dealing with all aspects of facility operation. While the reporting function is subject to continuous communication, we will institute the following reports as a starting point:

- Written Weekly Reports/Updates to the Contract Administrator
- Executive Marketing Plan
- Event Booking Updates
- Monthly Financial Reports
- Annual Budget
- Events by Event Flash Reports
- Conference Sales Plan
- Housekeeping Report
- City Maintenance Requests
- Customer Correspondence
- Staffing Reports
- Annual Reports

In addition to management reports, PVS will communicate and host weekly meetings reviewing upcoming event activity and will review past events. Departments and groups invited to this weekly event meeting will include:

- City Contract Administrator
- City Police & Public Safety Department
- City Parking and Transportation Services
- CVB
- Other community officials (if appropriate)

➤ Box Office and Ticketing

The Box Office is usually the first contact that guests have with the facility. An important part of the PVS philosophy is that positive customer service is just as important as financial accuracy and cash control. For this reason, we would have a dedicated professional committed to managing the box office. We would schedule part-time daily ticket sellers based on the traffic patterns of the box office to ensure that we have enough staff to properly handle the level of business we anticipate on any given day.



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Pinnacle Venue Services has a sound working relationship with many ticketing organizations. Our goal for the facilities will be to sell tickets to the widest possible audience base in the quickest and most convenient manner possible. We will also maximize a system that provides opportunities to collect, manage and market to our database of ticket buying customers.

➤ **Financial Management**

Under the direction of CFO Pat Condon, PVS places a strong emphasis on establishing and maintaining proper financial and administrative processes. Our oversight staff has extensive experience in developing accounting and reporting systems specifically for the venue management industry, and will work with the city to ensure all financial processes (such as banking, payroll, human resources, accounts receivable, accounts payable, reconciliations and reporting) are smoothly transitioned.

The facilities will operate under a complete set of financial controls that will be developed to fit the needs of the operation.



These controls will include the following:

- All activity will be accounted for in accordance with GAAP in separate set of books maintained on comprehensive accounting software
- An annual budget will be established and monitored with monthly variance reporting
- Results will be reported to the city on a monthly and regular basis. Monthly reports include financial statements and detailed event information.
- Strict controls and procedures will be implemented for handling on-site cash, ticketing, and other operating needs
- Proper segregation of duties and oversight approval procedures will be implemented and monitored by corporate staff
- A compliance program will be in place to ensure all financial and contractual obligations are met

Bank accounts will be established to facilitate and record all transactions related to facility business. All revenues will be deposited into these accounts, and all expenditures related directly to operating the facility will be paid from them. This will include amounts due to PVS for the management fee and any direct reimbursables, such as travel or as described herein. A projected cash flow between the city and PVS can be found under the compensation section.

At the close of every year, a certified annual audit will be performed by an independent certified public accounting firm and a certified audit report will be issued. The auditor will be selected through a formal RFP process and the auditor will be selected based on certain qualitative criteria. The selected auditor

will be reviewed with the city before the Auditor is engaged. Upon completion of the audit, a certified audit report will be provided to the city, normally within 120 days.

➤ Preventive Maintenance



Maintaining the physical plant is one of the most important responsibilities that we will oversee. The key to success in this regard is the Preventative Maintenance Plan: it protects the facility, ensures smooth operations of events, minimizes costly emergency repairs and helps protect the safety of attendees, show related personnel and staff.

PVS will develop a comprehensive on-going maintenance database for the effective management of a facilities assets and mechanical systems. This database will serve five major functions.

- Serve as a valuable resource of information including contract numbers and warranty terms
- Track inventory and assets (fixed and controlled) of the facility
- House and monitor the preventative maintenance schedule and produce quarterly maintenance reports
- Record a maintenance history on all assets and systems
- Produce and track facility work orders and their costs

The main work that is scheduled to be performed in the TRCC and Avalon will include the following:

- Inspection and replacement, as necessary, of all drive belts on the air intake and air exhaust fans. This allows the air intake fans to provide sufficient fresh air into the building, and exhaust fans to remove stale air, providing a pleasant environment.
- Replacement of all heating, ventilation, and air conditioning system air intake filters. The replacement filters are state-of-the-art material to assure that the air breathed is as clean as possible.
- Inspection, cleaning, and repairs, as needed, of the heating boilers. The boilers provide hot water used to temper the outside air that is brought into the building.
- Inspection, checking of refrigerant and oil levels, and repairs as needed, of the air conditioning chilling system. The chilling system is a part of the occupant comfort system, dehumidifying the incoming air to the building and cooling the building environment as needed.
- Inspection, repairs as needed, and high-pressure water cleaning of the air conditioning system.
- Inspection, oil and filter changes, and repairs as needed, of the emergency generator. The function of the emergency generator is to provide electrical power to the critical areas of the building during the occasional loss of power from the public utility provider.

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- If the building is provided with equipment cooling water systems, central vacuum pumps, or air compressors - these will be inspected, adjusted and/or repaired as necessary.

In addition to preventive maintenance on all mechanical equipment, we will provide a maintenance program for all non-mechanical equipment as described below.

- Inspect and repair, as needed, rigging, soft goods, video, sound, lights and telecommunications systems to ensure operation at maximum efficiency.
- Inspection, cleaning, and repairs as needed of all furniture, fixtures and equipment in inventory to include, but is not limited to, the following:
 - Staging
 - House Audio Visual Equipment
 - Seating & risers
 - Cleaning equipment
 - Lifting equipment
 - Maintenance equipment

➤ Housekeeping



The condition of the facility sets the tone for the guest's experiences. For a facility to be successful, it must be clean and well maintained. First impressions are critical for clients and event attendees and a building that is less than clean and orderly will defeat all customer service efforts. Successful housekeeping and maintenance programs have the following elements:

- Identifying the standard to be achieved
- Communicating that standard
- Training employees in formal procedures to achieve that standard
- Assigning accountability for that standard
- Rewarding success

These programs are defined in an Operations Manual. PVS will develop a customized Operations Manual specifically for the GRAND JUNCTION and Auditorium. Part of this manual will include policies and procedures for effective housekeeping, janitorial services, repairs and maintenance. PVS staff has experience with HVAC and electrical systems management in both in-house and sub-contracted arrangements. We do not approach every facility with the same program. We evaluate each facility individually and will make a recommendation that we feel is the most effective.

The GRAND JUNCTION and Auditorium are valuable assets for the city and should be a source of community pride. They must be protected to ensure its long-term viability and provide a return on their significant investment.

➤ **Employee Transition**

PVS will make every effort to continue the employment of the incumbent management team and staff. We anticipate achieving improved results by the current staff by providing improved direct support by the corporate staff of Pinnacle Venue Services. We would expect to review individual performances after six months to be sure we are making appropriate progress in our action plan, to determine whether individual employees possess the skill sets necessary to be successful, and to be sure that the work load is balanced appropriately among the staff at the facility.

Pinnacle Venue Services prides itself on being a good employer. We work hard to recruit outstanding individuals. As an employer, we are dedicated to providing the best administrative support and human resources benefits possible for our employees. We want our employees equipped both professionally and personally to perform at their best.

As specifically relates to the transition of current staff working at the facility we will employ the following nine-point plan:

1. Refine a complete set of job descriptions
2. Interview all full-time employees one-on-one for transition to Pinnacle Venue Services
3. Conduct employee orientation, applications and enrollment sessions
4. Establish rates of pay for each job classification
5. Extend letter of hire as appropriate to all full-time staff
6. Confirm benefits and enrollment for all eligible employees
7. Distribute employee manuals
8. Host "Meet PVS" reception for all employees

➤ **Employee Professional Development**

At Pinnacle Venue Services, we are involved in many associations including:

- International Association of Venue Managers (IAVM)
- American Society of Association Executives (ASAE)
- Professional Convention Management Association (PCMA)
- Convention Industry Council (CIC)
- Meeting Professionals International (MPI)
- International Association for Exhibitions and Events (IAEE)
- National Association of Consumer Shows (NACS)
- Florida Facilities Management Association (FFMA) 1990-2013

We encourage our staff to become involved and take leadership roles in these associations when possible. We believe that our staffs are our most valuable asset and by continually investing in their learning experiences, we are investing in the success of our venues.

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D. Conceptual Site Plan

Pinnacle Venue Services alternative proposal makes a Conceptual Site Plan non-applicable.

E. References

Current Pinnacle Venue Services Clients:

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F. Annual Lease Price

Pinnacle Venue Services is offering an alternative to an annual lease proposal.

➤ Customized Financial Solutions

Pinnacle Venue Services has one simple goal—to provide venue owners and operators CUSTOMIZED services that make a difference and address their needs. Our services produce tangible results in addressing every challenge faced by venues. We listen to our clients and provide programs that make venues more profitable, more efficient, more customer and client friendly, and reduce risk by providing an operating environment that is exceptionally safe for customers and employees.

Financial Proposal

If the desire of the City is for the Two Rivers Convention Center property to be a stronger economic engine contributing to the continued downtown development and remain operating as a convention center, we cannot provide a financial proposal without an annual subsidy from the city supporting the facility's operations. However, we are confident in our ability to increase event activity in both the TRCC and the Avalon Theatre and reduce the City's current annual level of financial support.

With our proposal, the City of Grand Junction retains all rights as owners of the TRCC and Avalon Theatre and will set direction for policies for the facilities. Pinnacle Venue Services will manage, program, and provide support services including staffing, operations, event services, finance and accounting, institutional and event marketing, ticketing services, and event production.

Pinnacle Venue Services proposes a contract term of three (3) operating years. The City of Grand Junction at its sole discretion may renew this agreement for up to an additional two (2) years.

Paid for Performance

Option 1 – Management of the Two Rivers Convention Center

- PVS proposes a city annual subsidy of \$275,000 for facility operations.
- PVS will cover any operating deficit beyond the requested \$275,000 subsidy.
- PVS will receive the first \$100,000 in net operating revenue as a management fee.
- PVS and the City of Grand Junction will share 50/50 all excess revenue after PVS receives the initial management fee.

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Option 2 – Management of the TRCC & the Avalon Theatre

- PVS proposes a city annual subsidy of \$225,000 for facility operations.
- PVS will cover any operating deficit beyond the requested \$225,000 subsidy.
- PVS will receive the first \$100,000 in net operating revenue as a management fee.
- PVS and the City of Grand Junction will share 50/50 all excess revenue after PVS receives the initial management fee.

Note: *Capital improvements and repairs over \$2,500 are not included in the facility operating budget.*

We believe that this proposal aligns our interests with the TRCC and Avalon Theatre. We are only paid on performance. We are taking bottom line risk while sharing in the upside profit with the City as we grow the business.

SECTION 6.0: SOLICITATION RESPONSE FORM
RFP-4287-16-SH Sale or Lease of Two Rivers Convention Center
Offeror must submit entire Form completed, dated and signed.

1) Total proposed purchase price for Property:

TOTAL PRICE \$ N/A Alternative Proposed

WRITTEN: _____ **Dollars.**

OR

2) Total proposed annual lease price for Property:

TOTAL ANNUAL LEASE PRICE \$ N/A Alternative Proposed

WRITTEN: _____ **Dollars.**

The Owner reserves the right to accept any portion of the work to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- Prompt payment discount of N/A percent of the net dollar will be offered to the Owner if the invoice is paid within N/A days after the receipt of the invoice. Payment Terms N/A .

RECEIPT OF ADDENDA: the undersigned Developer acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: 1 .

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Pinnacle Venue Services

Company Name – (Typed or Printed)



Authorized Agent Signature

20770 US 281 N. #108-484

Address of Offeror

San Antonio, TX 78258

City, State, and Zip Code

Tom Paquette

Authorized Agent – (Typed or Printed)

210-74-7189

Phone Number

tpaquette@pinnaclevs.us

E-mail Address of Agent

11/7/2016

Date

H. Financial Statements

Pinnacle Venue Services is a new private company, in operations for only 23 months, and we do not have independently audited financial statements. However, we have very solid and committed ownership and have already exhibited significant success in our short time of operations.

The ownership team at Pinnacle Venue Services has extensive experience in the entertainment and financial services industry. Our ownership is committed to the long-term growth of the company. The company is very well funded. The profile of our ownership group is as follows:

- **Coran Capshaw / Star Hill Events, LLC** - He has won the Pollstar Magazine Manager of the Year award three times and is ranked sixth on the 2016 Billboard Magazine Power 100. Represents artists Dave Matthews Band, Darius Rucker, Enrique Iglesias, Lady Antebellum, Phish, and many more
- **David Marberger** – He is the Chief Financial Officer of Prestige Brands, the largest independent provider of over-the-counter products in North America.
- **Michael Jones** - As the head of More Music Group, he is responsible for providing over 1,000 events annually for his clients.
- **Frank & Sally Roach** – Both Frank and Sally have their own 30-year careers in live events and facility management.
- **Douglas Higgons** – A 20 year plus veteran of the industry and former Regional Vice President of Spectra, where he had specific oversight of theater venues.
- **Tom Paquette** – A 25 year plus veteran of the venue management industry and former General Manager of the AT&T Center in San Antonio.
- **Scott Anderson** – One of the most respected professionals in the venue and event security and emergency preparedness field. He has 14 years of industry experience.

