



# **SMG Stockton Business Plan FY 2015-2016**



**ATTACHMENT A**

**SMG STOCKTON BUSINESS PLAN 2015-2016**

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# **SMG STOCKTON BUSINESS PLAN 2015-2016**

To our partners with the City of Stockton, I am excited to present the 2015-2016 Business Plan for SMG Stockton.

2014 and 2015 saw incredible growth in all of our buildings. In calendar year 2014 alone, SMG Stockton managed facilities hosted over 150 events, ranging from StocktonCon with over 13,000 guests to private rentals in the Record Press Club to curling at Oak Park Ice Arena.

In the Fall of 2014, the Stockton Arena also welcomed back Live Nation, the world's largest concert promoter, who brought in country superstar Dierks Bentley. StocktonCon expanded by a day and almost doubled its attendance. Musical legends Willie Nelson and Merle Haggard, as well as comedians George Lopez and Gabriel Iglesias, performed to capacity crowds at the Bob Hope Theatre and the Ballpark hosted a myriad of youth tournaments and an international soccer match.

These successes are opening up eyes around a very small and crowded concert world. For the third straight year, the Stockton Arena was named a Top 200 venue by Pollstar magazine based on attendance to non-sporting events. Venues Today named the Stockton Arena the number four venue in California based on attendance for a venue its size.

SMG also continues to be active in the community. Once again, we partnered with the United Way, Stockton Record, St. Mary's Dining Room and the Stockton Professional Firefighters 456 to host the Coat, Blanket and Sock Drive, which raised over 8,000 gently used coats and blankets, and new socks, to be given away to those in need. In addition, SMG staff are involved on numerous not-for-profit boards in Stockton.

A strong partnership with Visit Stockton and University of the Pacific has also made history for the Stockton Arena. For the first time ever, the Stockton Arena will play host to the NCAA Women's Regional, consisting of the Sweet 16 and Elite Eight, in 2017. These bids are long and detailed, and require active work between community partners. The venue will be featured prominently on ESPN both in the build up to the games, as well as the games themselves.

Finally, but most importantly, the facilities operate as an economic engine in the community. SMG Stockton added nearly 40 jobs in FY 2014-2015, bringing the total staffing to 574, with 70% of those residents residing within city limits. Based on industry-standard metrics, the economic impact to the City of Stockton can be upwards of \$17 million annually. The maintenance, operations and marketing arms of the venues utilize local businesses, and multiple night events prompt heavy use of the area's hotels.

With FY 2014-2015 coming to a close, we are proud of the growth that our venues have made, but never satisfied with the work still left before us. FY 2015-2106 will bring in a new brand of hockey, as the AHL will make its home in Stockton, as well as Disney on Ice bringing in their smash hit Frozen, an event that has set attendance records at every building it has played in. We look forward to working with the City, our tenants, and surrounding community to make FY 2015-2016 a great year.

Kendra Clark  
General Manager  
SMG Stockton

**SMG STOCKTON BUSINESS PLAN 2015-2016****Mission Statement**

SMG Stockton is committed to ensuring that the SMG venues in Stockton are the premier sports and entertainment destination in the Central Valley. We are committed to:

- Provide quality and consistent service with honesty and integrity.
- Provide a respectful, safe, enjoyable environment for all customers, staff, business associates, and community members.
- Improve the quality of life for all Stockton residents by providing unique and ample opportunities for fun and diverse entertainment.
- Cultivate local event planning and promoter communities through a grassroots model of community engagement, education, and personal service.
- Provide local employment opportunities in an environment where skills, hard work and a commitment to excellence are rewarded by respectful and consistent management, and an opportunity to join a worldwide network of entertainment facilities.
- Meet the needs of the community by helping promoters stay within budget, and showcase highly successful events in Stockton.

**SMG STOCKTON BUSINESS PLAN 2015-2016****ECONOMIC IMPACT****Entertainment Venues are an Economic Engine to the Community**

Events are a strong driver of economic impact in a community, and having four venues to host events is a huge boost to the local economy. Different ways that events can have an economic impact include:

**Wages and Benefits**

SMG Stockton employs 574 full-time and part-time team members to operate all four venues. This ranges from ushers and ticket takers to maintenance crews to changeover crews that help prep each facility. Over 70% of team members live in Stockton, and over 90% live in San Joaquin County.

**Hotel Night Stays**

Most events will generate some additional level of hotel night stays for guests. In 2014, events that SMG partnered with Visit Stockton, including but not limited to the National Baton Twirling Championships and the National Roller Derby Championships, generated nearly 3,000 hotel night stays and nearly \$1.5 million in economic impact because the events covered multiple days with guests from all over the country.

**Sales Tax**

Sales tax can be generated in direct and indirect sales. Directly, sales tax is paid on concessions and merchandise at the various facilities. Indirectly, sales tax is generated when patrons dine out, or when guests travelling from our secondary market purchase gas at our local business.

**Additional Economic Drivers**

SMG established a local vendor preference policy; whenever possible, SMG Stockton contracts with local business for maintenance contracts, information technology contracts, and purchasing.

**Estimated Economic Impact Projections for FY 2015-2016**

*(Projection is based on Stockton Arena and Bob Hope Theatre only)*

<b>Event Impact</b>	<b>Total</b>
Number of Events	158
Attendance	320,189
Projected Room Nights	6,403
Estimated Economic Impact	\$12,556,361.00

<b>Community Economic Impact</b>	<b>Total</b>
Wages and Benefits	\$2,371,164.00
Sales Tax Paid at Venue	\$175,000.00
Products/services - Local Business Impacts	\$2,300,000.00
<b>Total Projected Economic Impact</b>	<b>\$17,402,525.00</b>

\*Based on a formula published by a facility manager, Bonnie Finley in Calculating Economic Impact by International Association of Assembly Managers, (November-December, 1997, pages 22-23)

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **COMMUNITY PARTNERSHIPS**

Community partnerships are a key foundation of the SMG Stockton Business plan. SMG Stockton understands that our success is due to the support of the community. To be a better community partner, SMG Stockton donates staff time, in-kind sponsorship, and promoters donate tickets to events. Through these, the organization has been able to provide additional levels of philanthropic support to the Stockton Community.

### **Goals:**

- Through speaking engagements, media outreach and educational opportunities, SMG Stockton plans to outreach to members of the community on the diversity of entertainment options at Stockton venues.
- Promote the positive aspects of Stockton. Seven SMG Stockton employees are Certified Tourism Ambassadors through Visit Stockton.
- Due to established success at the venues, continue to assist and promote community events including Coat, Blanket, and Sock Drive, Blood Drive, and March of Dimes fundraiser.
- Participate with groups and individuals on a diverse array of charitable events to promote Stockton.

### **Strategies:**

To help achieve a primary goal of community engagement, SMG Stockton will focus on our core fundamentals for community involvement which are: sponsorship and donations, engagement, and education/outreach.

- In-Kind Sponsorship and Donations: SMG Stockton sponsors and donates to local community organizations and charities based on donation requests.
- Engagement: SMG Stockton continues its involvement in local organizations and will strive to increase community involvement from all employees within the organization.
- Education/Outreach: SMG Stockton continues our involvement with local learning institutions in both the college and high school levels. In addition, SMG Stockton will continue to look for growth in programs offered and increased opportunities for hands-on learning experiences within the SMG Stockton venues.

### **Actions:**

- SMG Stockton continues to look for new opportunities to sponsor community events and organizations in conjunction with our events through ticket donation.
- SMG Stockton will be involved in a minimum of one (1) community involvement event per quarter.



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- SMG Stockton will recruit a minimum of two (2) interns each semester. Interns work throughout all departments in SMG Stockton to gain a complete understanding of the sports and entertainment industry. The internship program is hands-on and concludes with a final project that centers on an area of venue management the intern would like to progress further in.
- SMG Stockton will look for opportunities for its employees to speak at educational institutions throughout the community and at civic meetings.
- SMG Stockton will look to provide learning opportunities for local residents who wish to pursue a career in the event and entertainment industry.

### **Highlights from Fiscal Year 2014-2015**

- SMG Stockton works with promoters to distribute complimentary tickets to community based organizations (as opportunities are provided by the promoter). Shows where tickets were donated included Dierks Bentley and Cirque du Soleil.
- Free public skate at Oak Park Ice Arena offered periodically throughout the year to help introduce the community to ice skating and to Oak Park Ice Arena, plus "Half off 100's Days" where skating was offered at half price when the temperature was over 100 degrees.
- The Stockton Ports and Stockton Thunder routinely work with Stockton Unified School District on youth programs that incentivize with free vouchers to games.

### **Promotional partnerships with local organizations and non-profits:**

SMG Stockton worked with over 25 organizations on a grass roots level throughout the fiscal year. We would like to thank the following organizations.

Local community based organizations included:

- Lincoln Center
- United Way
- Haggin Museum
- St. Mary's Dining Hall
- Tracy Sun Valley Mall
- Stone Creek Shopping Center
- Stockton Library
- Valley Brew
- Stockton Chamber of Commerce
- Downtown Stockton Alliance
- Visit Stockton
- UOP Athletics
- United Cerebral Palsy
- March of Dimes

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **Fundraising at the Stockton Arena**

Over 50% of Food and Beverage staffing is provided by non-profits. Non-profits receive a portion of sales from their assigned concessionaire area per each event. In FY 2014-2015, Stockton non-profit organizations are projected to receive nearly \$47,000 for staffing event concession areas, an increase of over \$15,000 from FY 2013-2014. By utilizing non-profits, SAVOR Food and Beverage is able to reduce staffing costs, thereby reducing their overall operating expenses.

## **SMG in the Community**

### **Involvement:**

As a strong community partner, SMG is integrated in the community. SMG Stockton employees are involved within the following organizations:

- Stockton Chamber of Commerce – Board of Directors
- Visit Stockton CVB – Certified Tourism Ambassador Program
- Leadership Stockton Alumni Association – Board of Directors
- Economic Development Association of San Joaquin County– Board of Directors

SMG Stockton understands the significance of promoting the SMG Stockton venues on local and national levels. SMG Stockton employees are involved with the following national organizations:

- International Association for Venue Management – Member
- International Entertainment Buyers Association – Member
- Pollstar Live Annual Conference – Participant
- Academy of Country Music – Voting Member

### **Education:**

SMG Stockton strongly believes in promoting the entertainment industry as a profession and wants to assist community residents who wish to pursue a career in the venue management industry. SMG Stockton works closely with a variety of local learning institutions to provide a hands-on learning experience.

Institutions include:

- University of the Pacific
- Delta College
- California State University, Fresno



# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **EVENT BOOKING**

### **SMG Stockton Recognized Nationally**

For the third consecutive year, Pollstar Magazine recognized the Stockton Arena as a Top 200 venue in their worldwide ranking. This ranking is based on tickets sold to non-athletic events. In addition, Venues Today recognized the Stockton Arena as the number four venue in California for its size, buildings that seat 11,000-15,000.

### **Local Promoter Involvement**

SMG works with local promoters who show a strong interest in the Stockton market. Over the past year the local promoters were very active in our venues:

- 40% of SMG Stockton shows were promoted by local promoters
- 25% of SMG Stockton shows were promoted by regional promoters
- 35% of SMG Stockton shows were promoted by national promoters

### **National Industry Trends**

Once again, the national trend of touring shows has shifted away from concerts and more into multi-day music festivals. In California, major music festivals such as Coachella and Stagecoach continue to grow and attract more musical acts, many times with geographic restrictions placed on booking those artists at other venues to prevent a drop in attendance at festivals.

According to Pollstar, overall North American ticket sales for concerts in 2014 were down slightly as compared to 2013, but country music continued to be a massive draw. The Stockton Arena benefited from the continued explosion of this genre, as we welcomed Dierks Bentley and Brantley Gilbert in 2014. The Bob Hope Theatre saw a benefit from this genre as well, as Willie Nelson sold out, and Merle Haggard and Chris Young performed in front of near capacity crowds.

### **Family Shows**

Due to the popularity of our Family Show business, SMG Stockton has continued to grow this facet of our event lineup. This includes, Disney on Ice, Disney Live, Sesame Street Live, WWE, Harlem Globetrotters and Ringling Brothers Barnum & Bailey Circus. In FY 2014-2015, family shows have surpassed all prior year attendance numbers. Ringling Brothers & Barnum and Bailey Circus surpassed the previous year's attendance by over 2,000 guests and Disney on Ice had its highest attendance in five years.

Family shows continue to be an affordable option of entertainment for families. Disney on Ice offers an \$11 ticket and they offer vouchers that can further reduce ticket prices. Cirque du Soleil offered youth pricing for the first time in the market, which saw a major increase in sold tickets. Another factor that has helped family shows is a strong working relationship with Hispanic media outlets. Owing to the diverse nature of Stockton and San Joaquin County, strong ties to the Hispanic market have helped us increase ticket sales.

## **SMG STOCKTON BUSINESS PLAN 2015-2016**

Finally, SMG Stockton has built a strong working relationship with many not-for-profit organizations in the area, which has helped spread the word about new shows and special ticket offers provided by promoters.

### **Facility Rentals**

Private event rentals have become a strong driving factor for SMG Stockton. Dinner receptions, community award programs, sorority mixers, proms and private parties have all been integral in keeping the venues booked. At the Arena, this has led to a growth in rentals of the conference rooms, the Record Press Club, and the Arena floor, as well as private events and receptions at the Bob Hope Theatre.

### **Primary goals:**

SMG Stockton will continue to keep the City of Stockton as a key destination for sports, entertainment, and meetings in FY 2015-2016. The following goals are set for SMG managed venues (goals will be divided by venue):

- Stockton Arena: Program a diverse line-up of entertainment, sports, meetings, and strongly push private rentals.
- Bob Hope Theatre: Program a line-up of events which showcases diversity in entertainment bookings to include concerts, community events, comedians, theatrical programming, and private events.
- Oak Park Ice Arena: SMG Stockton will increase programming and membership participation in established programs at Oak Park Ice Arena.
- Stockton Ballpark: Working collaboratively with the Stockton Ports, SMG will increase programming at the ballpark.

### **Strategies:**

The following strategies will be utilized to help fulfill the event booking goals for FY 2015-2016:

- Utilize SMG corporate resources by working with the SMG Corporate Office to assist in national touring discussions and outreach
- Aggressive outreach to national tour promoters Live Nation and AEG to continue to pitch Stockton Arena and Bob Hope Theatre concerts
- Continue to expand relationships with regional promoters such as REG (Richter Entertainment Group) and Bill Barr & Associates and structure incentive deals for multiple bookings
- Through creative incentives and geographic synergies, SMG will continue to package Stockton venues with other Western Region SMG managed venues for national tour dates

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- SMG Stockton remains actively committed to finding additional long-term tenants to utilize the buildings
- Establish multi-year relationships with High School and College Sports Associations, Family Shows, and Sport Organizations
- Continue relationships and work with local organizations to evaluate feasibility of hosting National Events/Championships such as the NCAA Championship Events, High School Athletic Championships, Bass Pro Events, and Indoor Tennis Events
- Attend concert industry related conferences (Pollstar Live, Billboard, IEBA), and meet the promoters and agents face-to-face in order to promote the facility and market
- Visit talent agencies such as CAA (Creative Artist Agency) and WME (William Morris Endeavour) and meet with agents in order to promote the facility and the market

## **Highlights FY 2014-2015**

### ***\*Multiple event performances***

#### **Stockton Arena**

- National Baton Twirling Championship (6 days)
- 'Lil Boosie
- Food Truck Frenzy (4 days)
- Chicago/REO Speedwagon Technical Rehearsals (2 days)
- Ca. Pest Control Advisors Meeting
- Marco Antonio Solis
- Stockton Con (2 days)
- WWE
- University of the Pacific Field Hockey (4 days)
- Ringling Brothers Barnum & Bailey Circus (3 days, 6 shows)
- San Jose Sharks Preseason Scrimmage Vs Vancouver Canucks
- National Roller Derby Championships (3 days)
- Dierks Bentley
- Golden State Music Fest
- Ray Morgan Product Showcase
- Thunder Fan Fest/Game
- March of Dimes Signature Chef's Auction
- Stockton Thunder (36 games)
- The Mesmerized Tour

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- Di Kappa Alpha Formal
- Sports Committee Meeting
- Lady of Guadalupe Procession
- Nor Cal Preselect Camp
- Weber Cup Hockey Tournament (3 days)
- The Harlem Globetrotters
- Johnson Scholarship Event
- California Holstein Association
- AHL Press Conference
- Disney on Ice (4 days 7 shows)
- The Record Digital Seminar
- CIF Wrestling (2 days)
- CCAA Basketball Championship Tournament (3 days, 10 games)
- San Joaquin County WorkNet Job Fair
- Cirque du Soleil - Varekai (5 days 7 shows)
- San Joaquin County Library Trivia Bee
- R. Kelly
- Promise Keepers (3 days)
- High School Graduations (Edison High School, Franklin High School, Chavez High School, Stagg High School)
- Delta College Commencement
- Sesame Street Live

**Bob Hope Theatre:**

- Willie Nelson (SOLD OUT)
- George Lopez (2 SOLD OUT shows)
- Classic Movies (9 days)
- Los Lonely Boys & Kenny Wayne Sheppard
- Chris Young
- Mick Foley
- Acevedo Wedding
- Mike Tyson
- In My Life Beatles Tribute
- Bill Engvall
- San Joaquin District Attorney's Office
- Vince Gill & The Time Jumpers

## **SMG STOCKTON BUSINESS PLAN 2015-2016**

- Alice Cooper
- The Record Korean Veterans Ceremony
- Merle Haggard
- Central Valley Autism Project
- 50 Shades! The Musical Parody
- New Year's Eve FunkFest
- Cristela Alonzo
- University of the Pacific Presents: GospelFest 2015
- SMG & Friends of the Fox Special Needs Screening of The Wizard of Oz
- Elvis Lives
- Gabriel Iglesias
- Breakthrough Dance Competition
- Stockton Symphony
- Miranda Sings
- Celtic Woman
- Teachers College Graduation

### **Stockton Ballpark**

- Stockton Ports Baseball
- West Coast Conference Baseball Tournament
- Velocity Baseball Tournament (eight times)
- Got Em High School Baseball Tournament
- Emergency Food Bank Run/Walk Against Hunger
- Primera Division Soccer: Club Atlas vs Leon FC

### **Oak Park Ice Arena**

- Stockton Colts Youth Hockey
- Old Timers League
- Stockton Figure Skating Club
- Curling League
- Learn to Skate
- Public Skate

**SMG STOCKTON BUSINESS PLAN 2015-2016****Actions:**

- Target potential facility lessees, including national agents, regional promoters, national family shows, national sporting events and meeting planners
- Encourage show promoters to increase advertising market reach and grassroots effort.
- Support staff efforts to generate additional bookings through industry contacts.
- Continue to work with Visit Stockton, local Chambers, and Downtown Stockton Alliance to market the venues to non-traditional shows, conventions and sports organizations.
- Continue to utilize our website, Stocktonlive.com, as a useful marketing tool with information on renting the facilities. All four facilities are available for events ranging from family gatherings to large corporate events.
- Create materials promoting the region, our proximity to the East Bay Area, the number and quality of acts/events, and the venue's state of the art amenities.
- Design an advertisement targeting promoters in the national trade publications: Venues Today and Pollstar Magazine.

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **SALES AND MARKETING**

The Sales and Marketing Department covers sponsorship sales and premium seating to marketing of events and the venues. Sponsorship has changed with the growth of digital assets, allowing SMG Stockton to utilize both e-mail blasts and social media posts to cross promote with sponsors. In addition, SMG Stockton placed over \$500,000 in advertising promoting various entertainment acts in FY 2014-2015.

### **Sponsorship**

In FY 2014-2015, SMG Stockton had 23 partners including Premiere Partners DBI and Chase Chevrolet. Goals for sponsorship include increasing the number of Premier Level Partnerships and raising awareness of new sponsorship opportunities on both a local, regional and national level.

#### **Action:**

- Increase awareness of the venues and their milestones, achievements and effectiveness of an advertising platform for companies to further promote and activate their brand.
- Refresh sponsorship partnership collateral including proposals and brochures.
- Structure partnerships as well-rounded marketing plans incorporating branding, activation, hospitality, and added value that include digital marketing assets.

### **Premium Seating**

SMG Stockton is aggressively working to fill premium-seating levels through new and renewed suite licenses. Local and regional businesses, as well as prominent organizations and individuals, have been targeted and invited to experience the Suite Program at various events. In FY 2014-2015, there was increased interest in suite licenses, and sales of individual suites for events increased by 54%. In addition, Suite Holders are projected to receive 1,072 tickets to 93 events.

Suite Program incorporates all SMG Stockton venues and consists of the following:

- 1 suite at Stockton Arena
- 4 tickets to each event at the Bob Hope Theatre
- 2 suite nights during the Stockton Ports Baseball Season
- 12 tickets to each event SMG books at the Stockton Ballpark
- Free public ice skating at Oak Park Ice Arena
- Parking is included at all venues
- Suite holders additionally receive a welcome package at all arena events, which includes a bucket of popcorn and 16 non-alcoholic beverages of choice.

#### **Actions:**

- SMG staff routinely meets with suite holders.



## **SMG STOCKTON BUSINESS PLAN 2015-2016**

- SMG Stockton hosts an annual Suite Holder Reception as a thank you to Suite Holders. In FY 2014-2015, SMG Stockton hosted a skating night for suite holders, their families, and employees.
- SMG Stockton created an annual Jr. Suite Holder event in 2011. The event is an opportunity for Jr. Members of our suite program to enjoy a “fun-filled” reception that normally includes special guests who stop by for a quick hello and photo opportunity prior to a family show. In 2015, SMG Stockton worked with the Harlem Globetrotters and had three players in the Record Press Club taking pictures with kids.
- Utilize a sales campaign to increase suite licenses and individual event suite rentals with flex pricing.

### **Marketing**

The Marketing portion of the department handles promotion and media buying for the various shows that come to each venue and promotion of the venues themselves to potential sponsors, suite holders, and promoters. The Marketing Department remains current with media trends to attract the largest audience to the venues. Based on information from Ticketmaster, our guests come from:

- 60% came from our primary market (Stockton-Modesto)
- 20% came from our secondary markets of Sacramento, Merced and the Sierra Foothills
- 20% of our secondary market attendance comes directly from the East Bay

The SMG Stockton marketing strategy integrates multiple communication channels to deliver the core strategic messages throughout the year to our targeted channels.

- Paid Media: This presence relies on electronic mediums, print and social media to promote the venue and events. This includes e-blasts, radio, print newspaper, and television ads. Promotional activities are coordinated in an effort to bring a greater awareness of events and to support ticket sales.
  - Typically, Bob Hope Theatre shows will spend between \$10,000 and \$15,000 in marketing, and Arena shows will spend more than \$20,000 in advertising.
  - Establish large scale buy contracts with media partners to provide a greater discount on media placed for shows.
  - Develop new venue ads to be placed in industry publications. The ad campaign will run in key issues and special editions of industry trade magazines and distributed at conferences.
  - Design and support marketing campaigns in conjunction with promoters, local media outlets and tour management.

## **SMG STOCKTON BUSINESS PLAN 2015-2016**

- **Media Relations:** SMG Stockton continues to grow partnerships with every media outlet. In FY 2014-2015, SMG Stockton received nearly weekly coverage in the Stockton Record, as well as articles in regional magazines such as San Joaquin Magazine. Pre-event media availability has also been well attended, by TV shows such as Good Day Sacramento, KCRA Morning News, and Kat Country 103.
  - Earned Media primarily focuses on reaching out to media and pitching story ideas about venues, events, talent, etc.
  - SMG Stockton sends press releases on new bookings.
  - SMG Stockton sets up TV and radio interviews with various performers.
- **Grassroots Media Outreach:** Program will be employed throughout the year in an effort to bring awareness to specific events that might not otherwise have the financial budget for an extensive paid media campaign. Grassroots approach will supplement each event marketing campaign.
  - Cross promote within SMG Stockton venues to distribute event flyers.
  - Leverage media partner's street teams to distribute flyers.
  - Work with venue partners and local community organizations on activation opportunities through ticket give-a-ways and contesting.
- **Digital Assets:** Stocktonlive.com and social media, Stockton Live, will play a significant role in promoting the venues and upcoming events. We use Facebook, Twitter, E-blasts, and other social media to reach our audiences.
  - Increase ticket sales and awareness through [www.stocktonlive.com](http://www.stocktonlive.com), Stockton Live E-blasts, Ticketmaster applications, and social media applications and sites such as YouTube, Pandora, and mobile applications.
- **Public Relations:** This division focuses on public outreach to the community and outreach to promoters and agents to recruit events.
  - Further the positive image of the City of Stockton as a desirable and exciting live entertainment and meeting destination.
  - Promote the SMG Stockton venue's enthusiasm and commitment to hosting outstanding live sports, entertainment events and corporate meetings.
  - Position the venues in relation to the positive economic impact we have upon the community and county of San Joaquin.
  - Monitor media metrics to provide data to our venue partners and promoters.

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**Strategies:**

- Utilize [www.stocktonlive.com](http://www.stocktonlive.com) to increase ticket sales revenue by increasing awareness of the Web site, and creating original content to be displayed.
- Execute a series of social media marketing campaigns to promote events.
- Incorporate all new media options as part of event marketing campaigns.
- Utilize Ticketmaster tools to increase fan interactions and ticket purchasing.

**Action:**

- Maximize the functionality of [www.stocktonlive.com](http://www.stocktonlive.com) to promote all sales outlets, which the venues have to offer, including tickets and services.
- Deploy a minimum of 52 e-blasts for a total number of over four million emails to promote the venue and upcoming events.
- Utilize the resources of media partners to incorporate their websites and database information into the marketing campaigns of SMG Stockton venues.
- Create promotional contests through social networking sites to increase awareness of the venue and events.
- Research the newest technologies to keep our venues on the cutting edge.
- Integrate the Stockton Live twitter feed into the Ticketmaster venue pages.

**Highlights for FY 2014-2015**

- Deployed over 60 e-blasts throughout the year to over four million people.
- Increased utilization of Ticketmaster's marketing assets including deploying over 10 Client Email Notifications. This email sent out by Ticketmaster went out to over 500,000 people in Northern California for a total of over five million people. The restricted emails are coordinated through Ticketmaster and must include a special offer. Only limited amounts are sent out weekly.
- SMG Stockton placed over \$500,000.00 in advertising and trade dollars to media outlets targeted in both the primary and secondary markets. Advertising dollars were centered in Stockton and Modesto, but covered the Highway 99 corridor down to Fresno and the I-5 corridor up to the Bay Area. 99% of the advertising and trade dollars was event advertising.
- In addition to paid advertising and trade dollars, SMG Stockton received over one million dollars in promotional advertising through radio, television, online, and print.

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **OPERATIONS**

### **Operations Plan 2015-2016 Fiscal Year**

All SMG Stockton managed facilities in Stockton are maintained and cared for at the highest possible standard. Operations staff, many who have worked at the Arena since it first opened its doors, are well versed in set up and maintenance from small meetings in the conference rooms to major concerts on the Arena floor. Whether through internal staff or subcontracting, it is important to ensure that a technical expertise and a skilled work force are employed in such critical areas as:

- Landscaping
- Maintenance
- Technical support

### **Preventative Maintenance:**

SMG Smart Maintenance, which was renamed to Altum this past year, is an integral part of maintaining items on a regular basis. This proprietary program allows operations staff to stay on top of routine and annual fixes including:

- Safety walkthroughs
- Inspections and permits
- Best practices

### **This allows SMG Operations staff to maintain:**

- Air conditioning equipment
- Plumbing/ electrical
- Roof inspections (periodically)
- Exterior cleaning (periodically)
- Fire sprinkler
- Exterior irrigation
- Expansion joints
- Exit/entrance doors
- Elevators

### **Maintenance Reports:**

The Operations Department is responsible for providing a summary of all maintenance completed at all facilities on a monthly basis. These summaries include both completed and non-completed work orders to formulate the "Quarterly Maintenance Report".

Copies of the report are distributed to the following:

- SMG Corporate Representative
- SMG General Manager
- SMG Stockton Director of Operations

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **Housekeeping and Custodial Services:**

Housecleaning services are subcontracted for Stockton Arena. SMG Stockton maintains Bob Hope Theatre and Oak Park Ice Arena. A comprehensive custodial and housekeeping program for year-round interior and exterior maintenance will include, but not necessarily be limited to, the following areas:

- Lobbies/Concourses/Stairwells/Restrooms
- Meeting Rooms/Conference Rooms/Dressing Rooms
- Service Corridors/Storage Rooms
- Sidewalks, Walkways and Entrances

## **Highlighted projects for FY 2014-2015:**

- 32 Hour Ice Build: Towards the end of September 2014, the Stockton Arena was wrapping up with Ringling Brothers & Barnum and Bailey Circus on Sunday, and had until mid-day Tuesday to have ice ready for the San Jose Sharks Preseason Scrimmage against the Vancouver Canucks. While industry experts thought the ice build could happen that fast, they had never seen it happen. However, with careful guidance and expert precision, the SMG Stockton Operations team had the ice in perfect condition. The facility was given high praise from the Vancouver Canucks team blog.
- Water Savings: With California experiencing severe drought, maintenance of Stockton Ballpark and the grass was a challenge. SMG Operations staff employed the use of a product called Aqua Smart, which significantly reduces the need for water, in some cases up to 50% of normal water previously used.
- Replaced old bulbs with LED lights at Stockton Ballpark in compliance with new state laws
- New Point of Sale system to ensure PIC compliance
- Wood Panels on the exterior of the building were replaced at no charge due to product recall

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **Security**

### **Security Plan 2015-2016 Fiscal Year**

This Security Plan shall detail SMG Stockton's efforts to provide a safe and secure environment for employees, patrons, and clients while also protecting City owned equipment and structures. A detailed security plan is submitted to the Stockton Police Department and is approved by the Police Chief. For safety reasons, the detailed security plans are not made public. Included are four security plans:

- Security plan for Stockton Arena
- Security plan for Bob Hope Theatre
- Security plan for Oak Park Ice Arena
- Security plan for Stockton Ballpark

### **Day-to-Day Security Services:**

#### **Stockton Arena:**

SMG will continue to employ Security Personnel on a 24-hour/7 days per week basis to monitor the facility security camera system, electronic gate access system, and electronic door lock program. In addition to the onsite personnel, SMG will continue to have the fire detection system monitored by an off-site monitoring company. Facility access and loss prevention will continue to be controlled through an access card/key checkout program to limit the amount of access devices available. An electronic Check-In/Check-Out tool as well as a visitors log will continue to be maintained at all times in the event of evacuation during non-event days to ensure that all building occupants are accounted for after evacuation. 24/7 Security coverage personnel will continue to complete a Daily Shift Task Check List in order to identify potential gaps in security coverage and/or facility safety concerns.

#### **Bob Hope Theatre:**

SMG Stockton will continue to maintain a monitoring service for the installed security and fire protection systems at the Bob Hope Theatre. The security system includes audio and motion detection devices and the fire protection system include adequate smoke detector coverage. Should an intrusion alarm be detected and reported by the monitoring company, Arena Security Personnel will investigate the alarm. Arena Security Personnel will continue to conduct a physical round of the Bob Hope Theatre a minimum of once daily.

#### **Oak Park Ice Arena:**

SMG continues to maintain an installed security system at Oak Park Ice Arena to provide security coverage during non-operating hours. The need for additional security personnel for nighttime operations and special events is evaluated on a case-by-case basis.

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **Stockton Ballpark**

The Stockton Ballpark's fire system will continue to be monitored by the Arena Command Center as well as an off-site monitoring service. In addition to the security camera system controlled by Ports personnel during Ballpark occupancy, Arena security personnel will continue to utilize external cameras to monitor the Ballpark. The Ballpark Clubhouses are monitored remotely for intrusion alarms. Should the alarm be activated, Stockton Arena personnel will be notified to investigate the alarm. Arena Security will also conduct physical rounds three times daily. SMG Management will also review the Ports' Security Plan for events pursuant to the Ball Park License Agreement.

## **Operational Protocols:**

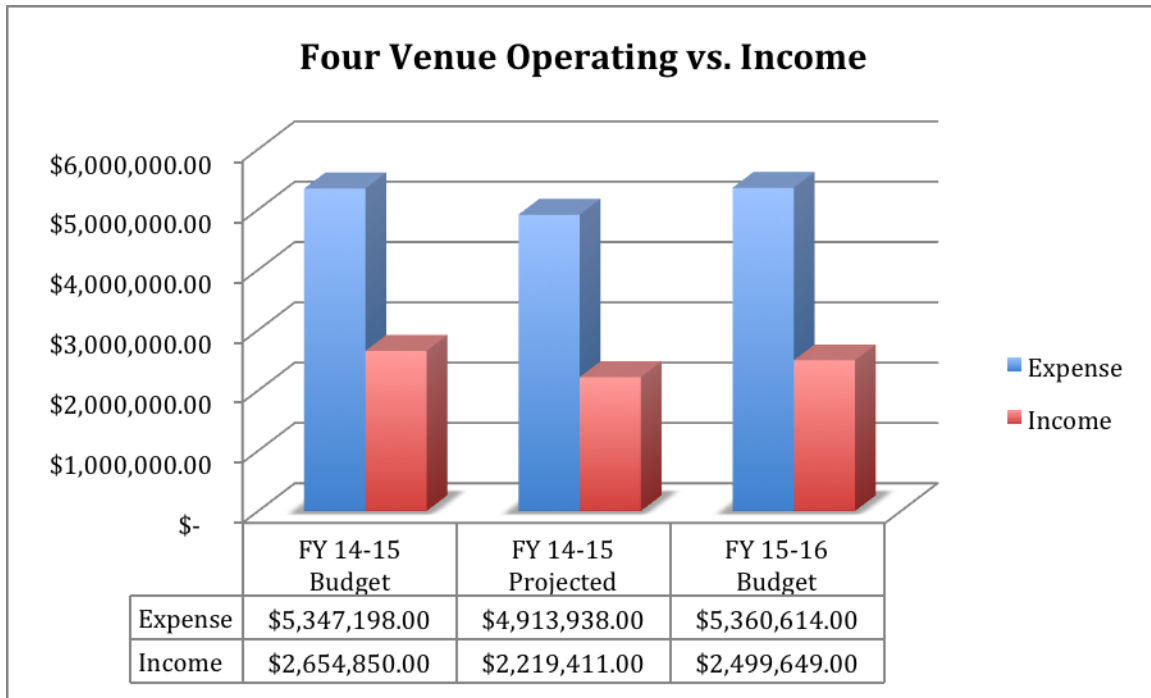
SMG Stockton will continue to maintain records and operational policies and protocols to demonstrate responsible security services for the City, our patrons, and employees in a number of ways. Examples of these policies include, but are not limited to:

- **Communication Plan:** Twice monthly, SMG Stockton distributes to internal departments and City officials (to include EMS and SPD) a 60-day Calendar of Events as well as projected attendance numbers in order to communicate potential impact on City services. SMG Stockton has provided these City service representatives contact information for key SMG personnel in order to address any questions or concerns that may arise from this Calendar of Events. In the event that an event is booked and confirmed between these communication cycles, SMG personnel will contact affected City services as soon as reasonably possible. SMG will communicate emergency evacuation procedures to patrons for event with an attendance of over 1,000, pursuant to NFPA recommendations.
- **Incident Documentation:** SMG staff will continue to complete an Incident Report (attached) for all incidents that in fact (or have significant potential to) (i) endanger life, (ii) cause physical harm, (iii) create confusion, (iv) damage property, (v) cause extreme inconvenience. Incident Reports will be filled out, reviewed by the building Safety Committee, and filed electronically for future reference.
- **Staffing:** It shall be SMG's policy to employ and/or subcontract security services sufficient for the Event (pursuant to NFPA's Trained Crowd Manager recommendations). Those who can demonstrate registration with the California Bureau of Security and Investigative Services, as a Proprietary Private Security Officer (PPSO) shall only do searches conducted by direct employ individuals. PPSO will be provided uniforms clearly identifying individuals as Security Personnel. It is SMG's policy to employ minimum of (2) Emergency Medical Technicians for any public event with an expected attendance of over 2,100.



# **SMG STOCKTON BUSINESS PLAN 2015-2016**

## **Finance**



The Operating expenses fluctuation reflected in the graph is attributed to event related expenses, wage increases, and repairs and maintenance of the venues during each individual fiscal year. Since FY 2010-2011, SMG Stockton has decreased overall operating expenses by over \$600,000.00. This trend is reflected in the graph as FY 14-14 is projected to see a savings in expenses.

Key factors that are contributing to a slight increase in expenses for FY 2015-2016 include:

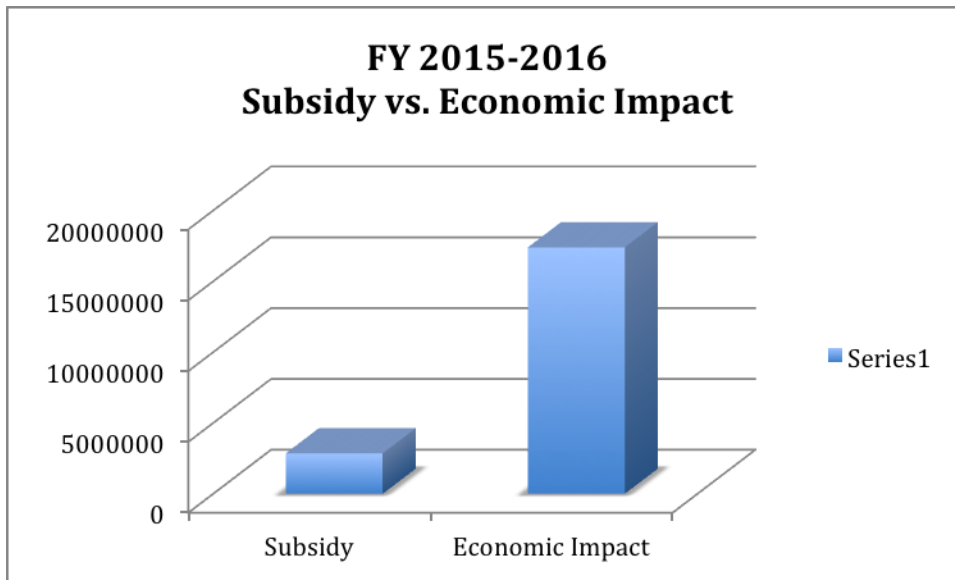
- State mandated minimum wage increase on January 1, 2016
- Projection of an increase in utility rates
- Maintenance projects that will need to be completed due to life stages of the equipment.

Key factors contributing to the change in income for FY 2015-2016 include:

- Unknown factor at this time if there will be a positive change to performance of hockey revenue with change to AHL.
- The AHL season may have 3 less games, voting will occur this summer.

# **SMG STOCKTON BUSINESS PLAN 2015-2016**

Overall, the venues operate as an economic engine for the City of Stockton. By bringing in over \$17 million in economic impact, the venues drive additional business to restaurants, hotels, and local retail.

**Appendix A**

FY 2015-2016 Budget

**Appendix B**

CIP

**Appendix C**

Cash Flow

**Appendix D**

3-Year Projection

# ATTACHMENT A

SMG Stockton  
Budget  
For the Fiscal Year July 1, 2015 - June 30, 2016

	Arena	Bob Hope Theatre	Ice Arena	Ball Park	Total
<b>Statistical Information</b>					
Attendance-Actual/Drop Count	281,554	38,635			320,189
Attendance - Paid Ticket Sales	192,779	31,930			224,709
Number of Performances	116	42			158
Gross Ticket Revenue	3,419,224	1,582,640			5,001,864
 <b>Direct Event Income</b>					
Rental Income	706,506	68,208	400,000	70,000	1,244,714
Service Revenue	689,803	291,861	0	0	981,664
Service Expenses	<u>-1,273,754</u>	<u>-290,001</u>	<u>-24,000</u>	<u>-30,000</u>	<u>-1,617,755</u>
<b>Total Direct Event Income</b>	<b><u>122,555</u></b>	<b><u>70,067</u></b>	<b><u>376,000</u></b>	<b><u>40,000</u></b>	<b><u>608,623</u></b>
 <b>Ancillary Income</b>					
F & B Concessions	540,640	84,764	5,500	0	630,904
F & B Catering	34,453	-18,866	0	0	15,587
Merchandise Sales	27,007	3,905	0	0	30,912
OPIA Pro Shop Sales	<u>0</u>	<u>0</u>	<u>29,500</u>	<u>0</u>	<u>29,500</u>
<b>Total Ancillary Income</b>	<b><u>602,099</u></b>	<b><u>69,803</u></b>	<b><u>35,000</u></b>	<b><u>0</u></b>	<b><u>706,902</u></b>
 <b>Other Event Income</b>					
Valet Parking	0	0	0	0	0
Suites (Event Related)	18,748	0	0	10,000	28,748
Club Seats	32,000	0	0	0	32,000
Event Advertising	0	0	0	0	0
Ticket Rebates	163,464	57,781	0	0	221,244
Facility Fees	<u>366,857</u>	<u>63,015</u>	<u>0</u>	<u>170,000</u>	<u>599,872</u>
<b>Total Other Event Income</b>	<b><u>581,069</u></b>	<b><u>120,796</u></b>	<b><u>0</u></b>	<b><u>180,000</u></b>	<b><u>881,864</u></b>
<b>Total Event Income</b>	<b><u>1,305,724</u></b>	<b><u>260,666</u></b>	<b><u>411,000</u></b>	<b><u>220,000</u></b>	<b><u>2,197,389</u></b>
 <b>Other Operating Income</b>					
Luxury Box Agreements (Net)	99,060	0	0	12,000	111,060
Advertising & Sponsorships (Net)	159,000	17,600	6,600	0	183,200
Other Income	<u>5,000</u>	<u>0</u>	<u>3,000</u>	<u>0</u>	<u>8,000</u>
<b>Total Other Operating Income</b>	<b><u>263,060</u></b>	<b><u>17,600</u></b>	<b><u>9,600</u></b>	<b><u>12,000</u></b>	<b><u>302,260</u></b>
<b>Adjusted Gross Income</b>	<b>1,568,784</b>	<b>278,266</b>	<b>420,600</b>	<b>232,000</b>	<b>2,499,649</b>
 <b>Net Salaries &amp; Benefits</b>	<b>1,239,128</b>	<b>397,817</b>	<b>441,270</b>	<b>292,949</b>	<b>2,371,164</b>
<b>Contracted Services</b>	<b>235,285</b>	<b>7,444</b>	<b>1,300</b>	<b>0</b>	<b>244,029</b>
<b>General &amp; Administrative</b>	<b>256,745</b>	<b>16,000</b>	<b>14,250</b>	<b>2,000</b>	<b>288,995</b>
<b>Operating Expenses</b>	<b>48,800</b>	<b>2,300</b>	<b>3,750</b>	<b>12,500</b>	<b>67,350</b>
<b>Repair and Maintenance</b>	<b>353,000</b>	<b>57,000</b>	<b>65,400</b>	<b>101,000</b>	<b>576,400</b>
<b>Operational Supplies</b>	<b>111,600</b>	<b>8,000</b>	<b>11,500</b>	<b>50,250</b>	<b>181,350</b>
<b>Insurance</b>	<b>95,105</b>	<b>7,251</b>	<b>70</b>	<b>0</b>	<b>102,426</b>
<b>Utilities</b>	<b>811,000</b>	<b>67,000</b>	<b>135,000</b>	<b>225,600</b>	<b>1,238,600</b>
<b>Management Fees</b>	<b>145,000</b>	<b>78,300</b>	<b>35,000</b>	<b>32,000</b>	<b>290,300</b>
<b>Total Indirect Expenses</b>	<b><u>3,295,663</u></b>	<b><u>641,112</u></b>	<b><u>707,540</u></b>	<b><u>716,299</u></b>	<b><u>5,360,614</u></b>
<b>Net Operating Income (Loss)</b>	<b><u>-1,726,879</u></b>	<b><u>-362,846</u></b>	<b><u>-286,940</u></b>	<b><u>-484,299</u></b>	<b><u>-2,860,965</u></b>

# ATTACHMENT A

Entertainment Venues - CIP					
Project Name	Funding Needed Per Year				
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Event Center Video Room Upgrades	\$ 50,000.00				
Event Center Security Phase 1	\$ 250,000.00				
Event Center Security Phase 2	\$ 250,000.00				
Event Center Safety	\$ 50,000.00				
Bob Hope Theater HVAC Repairs	\$ 95,000.00				
Oak Park Ice Arena Ice Plant Replacement	\$ 710,000.00				
Event Cener Equipment Replacement	\$ 50,000.00				
Event Center Equipment includes Arena Phone System	\$ 150,000.00				
Event Center Equipment Replacement		\$ 54,500.00			
Arena HVAC Repair and Upgrade		\$ 50,000.00			
Arena Suite Upgrades		\$ 120,000.00			
Arena Equipment Staging Upgrade and Repair			\$ 80,000.00		
Arena HVAC Repair and Upgrade			\$ 50,000.00		
Arena Lighting Repair and Upgrade			\$ 206,000.00		
Arena IT Upgrade and Repair			\$ 325,000.00		
Arena DAS System Installation			\$ 150,000.00		
Arena Audio Control Upgrades			\$ 40,000.00		
Arena Electrical System Installation			\$ 100,000.00		
Event Center Production and IT upgrade and repairs				\$ 107,500.00	
Event Center Lighting Upgrades				\$ 85,000.00	
Event Center Equipment and FF&E Upgrades				\$ 90,000.00	
Complex Vehicle Fleet Repair and Upgrade				\$ 50,000.00	
Event Center Recycling Program				\$ 50,000.00	
Oak Park Ice Arena Infrastructure Upgrades and Repairs					\$ 355,000.00
Oak Park Ice Arena Chiller Replacement					\$ 250,000.00
Oak Park Ice Arena Ice Floor Replacement					\$ 1,600,000.00
<b>Total Funding</b>	<b>\$ 1,005,000.00</b>	<b>\$ 224,500.00</b>	<b>\$ 951,000.00</b>	<b>\$ 382,500.00</b>	<b>\$ 2,205,000.00</b>

# ATTACHMENT A

COMMUNITY SERVICES (CAROLYN GODWIN) - RECREATION (VENUES)							
Item #	Project Name	Total Project Cost	Funding Needed Per Year				
			FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
1	Ballpark Scoreboard/Videoboard Replacement		\$ 1,500,000.00				
2	Bob Hope Theater Audio Equipment Upgrades		\$ 25,000.00				
3	Arena Scoring Upgrades		\$ 75,000.00				
4	Bob Hope Theater Fly System Upgrades		\$ 15,000.00				
5	Arena Office Furniture		\$ 25,000.00				
6	Bob Hope Theater Spotlight Upgrade		\$ 35,000.00				
7	Arena FF&E			\$ 100,000.00			
8	Arena Communication Upgrades			\$ 50,000.00			
9	Event Center Tool Replacement			\$ 35,000.00			
10	Bob Hope Theater Rental Equipment Purchase			\$ 25,000.00			
11	Arena Production Headset Upgrade			\$ 25,000.00			
12	Event Center Network Upgrade			\$ 75,000.00			
13	Ballpark Fixed Seating Replacement			\$ 150,000.00			
14	Arena Concessions/Kitchen Upgrades and Equipment Replacement			\$ 250,000.00	\$ 250,000.00		
15	Bob Hope Theater Marquee Repair/Upgrade				\$ 75,000.00		
16	Bob Hope Theater Fire Alarm System Upgrade				\$ 100,000.00		
17	Oak Park Ice Arena Fire Alarm System Upgrade				\$ 25,000.00		
19	Arena Fire Alarm System Upgrade				\$ 150,000.00		
20	Arena Access control System/Locks				\$ 50,000.00		
21	Arena Rigging/Motor System Upgrades					\$ 125,000.00	
22	Oak Park Access control System/Locks					\$ 25,000.00	
23	Arena House/Sportlight Upgrades					\$ 150,000.00	
24	Arena Fixed seating Replacement					\$ 75,000.00	
25	Event Center Computer Hardware/Software Upgrades					\$ 50,000.00	
26	Bob Hope Theater Fixed seating replacement					\$ 75,000.00	
27	Arena Ice Plant Refrigerant System Upgrade					\$ 175,000.00	
28	TV Distribution System						\$ 150,000.00
29	Arena Ice Resurfacer Replacement						\$ 150,000.00
30	Bob Hope Theater Theatrical Dimming System Replacement						\$ 75,000.00
31	Arena Scoreboard/Videoboard Replacement						\$ 5,000,000.00
Total Funding		\$ 9,085,000.00	\$ 1,675,000.00	\$ 710,000.00	\$ 650,000.00	\$ 675,000.00	\$ 5,375,000.00

SMG Stockton  
Monthly Cash Flow Worksheet

# ATTACHMENT A

2015-2016

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Total
<b>Cash and Cash Equivalents at the Beginning of the Period</b>	\$75,000	\$464,771	\$248,776	\$75,000	\$546,329	\$249,335	\$10,000	\$319,819	\$224,353	\$10,000	\$459,713	\$320,416	\$75,000
<b>Cash Flow from Operating Activities</b>													
<b>Net Income</b>	(\$287,326)	(\$230,994)	(\$228,776)	(\$326,083)	(\$296,994)	(\$254,335)	(\$213,445)	(\$30,465)	(\$244,353)	(\$253,486)	(\$174,297)	(\$325,416)	(\$2,865,971)
Adjustments to Net Income to produce net cash flows from operating activities													\$0
Net Change to Accounts Receivables	\$0	\$50,000	(\$10,000)	\$10,000	(\$25,000)	\$25,000	(\$50,000)	(\$50,000)	\$25,000	\$25,000	(\$25,000)	\$75,000	\$50,000
Net Change to Inventory	\$0	(\$10,000)	(\$10,000)	\$10,000	\$0	(\$10,000)	\$10,000	\$10,000	(\$20,000)	\$0	\$10,000	\$10,000	\$0
Net Change to Accounts Payable	(\$70,000)	(\$25,000)	\$75,000	(\$100,000)	\$25,000	\$0	\$75,000	(\$25,000)	\$25,000	(\$75,000)	\$50,000	(\$5,000)	(\$50,000)
													\$0
<b>Total Adjustments to Operating Income</b>	(\$70,000)	\$15,000	\$55,000	(\$80,000)	\$0	\$15,000	\$35,000	(\$65,000)	\$30,000	(\$50,000)	\$35,000	\$80,000	\$0
<b>Net Cash Flow Provided by Operating Activities</b>	(\$357,326)	(\$215,994)	(\$173,776)	(\$406,083)	(\$296,994)	(\$239,335)	(\$178,445)	(\$95,465)	(\$214,353)	(\$303,486)	(\$139,297)	(\$245,416)	(\$2,865,971)
<b>Cash Flows from Investing Activities</b>													
Purchase of FF & E													\$0
<b>Net Cash Used in Investing Activities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Cash Flows from Financing Activities</b>													
Subsidy from City	\$747,096			\$877,412			\$488,263			\$753,199			\$2,865,971
<b>Net Cash Provided by (Used in) Financing Activities</b>	\$747,096	\$0	\$0	\$877,412	\$0	\$0	\$488,263	\$0	\$0	\$753,199	\$0	\$0	\$2,865,971
<b>Net Increase / Decrease in Cash and Cash Equivalents</b>	\$389,771	(\$215,994)	(\$173,776)	\$471,329	(\$296,994)	(\$239,335)	\$309,819	(\$95,465)	(\$214,353)	\$449,713	(\$139,297)	(\$245,416)	\$0
<b>Cash and Cash Equivalents at the End of the Period</b>	\$464,771	\$248,776	\$75,000	\$546,329	\$249,335	\$10,000	\$319,819	\$224,353	\$10,000	\$459,713	\$320,416	\$75,000	\$75,000

# ATTACHMENT A

3 Year projection 2016, 2017, 2018

5/13/2015

	2016 Arena	2016 Bob Hope	2016 OPIA	2016 Ball Park	2016 Total	2017 Arena	2017 Bob Hope	2017 OPIA	2017 Ball Park	2017 Total	2018 Arena	2018 Bob Hope	2018 OPIA	2018 Ball Park	2018 Total
Event Income	122,555	70,067	376,000	40,000	608,622	135,000	75,000	380,000	40,000	630,000	140,000	80,000	385,000	40,000	645,000
Ancillary Income	602,099	69,803	35,000	-	706,902	650,000	80,000	37,000	-	767,000	640,000	90,000	39,000	-	769,000
Other Event Income	581,069	120,796	-	180,000	881,865	600,000	130,000	-	185,000	915,000	620,000	140,000	-	190,000	950,000
Total Event Income	1,305,723	260,666	411,000	220,000	2,197,389	1,385,000	285,000	417,000	225,000	2,312,000	1,400,000	310,000	424,000	230,000	2,364,000
Other Operating Income	263,060	17,600	9,600	12,000	302,260	270,000	20,000	13,000	15,000	318,000	280,000	22,000	15,000	17,000	334,000
Adjusted Gross Income	1,568,783	278,266	420,600	232,000	2,499,649	1,655,000	305,000	430,000	240,000	2,630,000	1,680,000	332,000	439,000	247,000	2,698,000
Salaries	1,239,128	397,817	441,270	292,949	2,371,164	1,270,106	407,762	452,302	300,273	2,430,443	1,301,859	417,956	463,609	307,780	2,491,204
Contracted Services	235,285	7,444	1,300	-	244,029	235,285	7,444	1,300	-	244,029	235,285	7,444	1,300	-	244,029
General & Administrative	256,745	16,000	14,250	2,000	288,995	256,745	16,000	14,250	2,000	288,995	256,745	16,000	14,250	2,000	288,995
Operating Expenses	48,800	2,300	3,750	12,500	67,350	50,000	2,300	4,000	12,500	68,800	50,000	2,300	4,000	12,500	68,800
Repair & Maintenance	353,000	57,000	65,400	101,000	576,400	370,000	59,000	67,000	106,000	602,000	380,000	62,000	70,000	110,000	622,000
Operational Supplies	111,600	8,000	11,500	50,250	181,350	115,000	6,500	9,500	43,100	174,100	120,000	6,500	9,500	43,100	179,100
Insurance	95,105	7,251	70	-	102,426	105,000	8,000	200	-	113,200	95,105	7,251	70	-	102,426
Utilities	816,000	67,000	135,000	225,600	1,243,600	830,000	72,000	140,000	232,000	1,274,000	840,000	75,000	145,000	235,000	1,295,000
Indirect Expenses	1,916,535	164,995	231,270	391,350	2,704,150	1,962,030	171,244	236,250	395,600	2,765,124	1,977,135	176,495	244,120	402,600	2,800,350
Management Fee	145,000	78,300	35,000	32,000	290,300	147,175	79,475	35,525	32,480	294,655	149,383	80,667	36,058	32,967	299,074
Total Indirect Expenses	3,300,663	641,112	707,540	716,299	5,365,614	3,379,311	658,481	724,077	728,353	5,490,222	3,428,376	675,118	743,787	743,347	5,590,628
Net Operating Loss	(1,731,880)	(362,846)	(286,940)	(484,299)	(2,865,965)	(1,724,311)	(353,481)	(294,077)	(488,353)	(2,860,222)	(1,748,376)	(343,118)	(304,787)	(496,347)	(2,892,628)