2020-2024

BUSINESS PLAN

MIDFLORIDA CREDIT UNION EVENT CENTER

PORT ST. LUCIE FLORIDA

Your Event Destination

UPDATED JANUARY 2021

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EXECUTIVE SUMMARY

The MIDFLORIDA Event Center (MFEC) continued to produce results in 2019/2020 under COVID - 19 conditions, and the financial forecast in the years ahead remains encouraging. Operating revenue is expected to increase by 12 percent from $900,000 in 2019/2020 to $1,008,000 in 2020/2021, compared with 5.1 percent from $734,000 in 2017/2018 to $771,000 in 2018/2019. Solid performance is closely tied to increased activity in the consumer tradeshow and outdoor event business.

Still, the event market is extremely competitive and constantly evolving, and success depends on adapting to shifts in market trends, the emergence of new alternatives to our traditional business, and the impact of COVID-19. In the pages that follow, we identify the challenges that we anticipate and the steps we are taking to remain competitive.

Our Starting Point

The MFEC has been enjoying a period of growth in the number of events it hosts each year, which leads to robust revenues. This success, coupled with effective management of expenditures, translates into positive results. This, in turn, has enabled the MFEC to invest in upgrades to the facility and its equipment.

We ended fiscal year 2019/2020 having hosted 329 event days, attracting more than 97,000 visitors. This is more event days than we have hosted in any year of the past five and a cause for optimism for financial results in the future.

We also remain pleased about the mix of business, the majority being an increase in entertainment. The launch of the *We Love Lucie* Concert Series, and additional events such as the Seafood Festival, Garlic Festival, Strawberry Festival, and Bee Gees/Abba/Eagles/Temptations Tribute Band concerts were booked in direct response to the City's Citizen's Surveys and Summits held over the past three years.

Staying Competitive

As promising as our starting point is, it will require careful management to continue to deliver a strong performance, particularly if COVID-19 conditions continue. The business plan identifies several potential developments that may challenge the MFEC, as well as the steps that we will be taking to meet those challenges. To remain competitive, the MFEC needs to invest in its physical space and in its technology, and it needs to work closely with its partners to ensure that the total event experience remains cost-competitive and represents good value.

The most significant step we have taken to remain competitive has been the upgrades to audio-visual equipment. New house sound systems in Ruby and Emerald Ballrooms; 80-inch digital touchscreen monitors; a powerful, long-throw spotlight; theatrical lighting truss systems; and an LED video wall create a visual spectacle for meetings, corporate events, banquets, and concerts.

Other significant investments we are undertaking: the Florida Sports Hall of Fame, a new outdoor digital sign, and the launch of performing arts and cultural programming – all will add value to the event center experience.

Our competitiveness, of course, always hinges on improving the customer experience. Bringing together the Event Center staff will continue to focus on customer and visitor expectations. Customer service surveys continue to average 4.75 out of 5.

City Center Development

All business plans include elements of assumptions that may not materialize, or unforeseen developments may intervene. The MFEC's business plan acknowledges that there are several areas of assumptions about our business environment that we will have to address over the coming years.

One area is the potential for the development of a hotel property at City Center. We will continue to take a keen interest in what is being proposed as it will have a significant impact on how we operate and grow as an event center.

In the end, it is our commitment to the customer – doing what is right for them to help them create successful events that will lead to continued growth and success.

MISSION & VALUES

Members of the MFEC team have developed a mission and set of values to guide us in our planning and day-to-day operations, underscoring that we are a customer-driven organization.

Mission Statement

The MIDFLORIDA Event Center is a local, state, and regional special event center of the City of Port St. Lucie. By hosting events and offering a variety of services, the Event Center showcases and provides an economic benefit to the City. We will provide an exceptional product, in a safe environment, while maintaining the integrity and financial health of the facility.

Five Primary Business Lines

Our Values

Friendly	We will service every customer and staff with a smile and a positive attitude.
Responsive	We will demonstrate a “see and do” attitude by taking the initiative to handle any task in a timely and efficient manner.
Fair	We will say what we do and do what we say.
Proud	We will take ownership in our work. Our drive for excellence will be achieved through our contagious enthusiasm.
Dedicated	We will "go the extra mile" to exceed customer expectations and help them achieve a successful event.
Professional	We will understand and be respectful of our customers’ needs and consistently deliver our services at the highest standards.

“I just wanted to take a moment to extend a heartfelt THANK YOU to you and all of the AMAZING staff at the Civic Center that contributed to the success of our event. I am in complete awe of the thoughtfulness, kindness, patience & flexibility of the entire staff. I have truly been singing your praises every time I have spoken about the event. Rarely have I experienced such an exceptional level of professionalism and customer service…truly impressive! Again, on behalf of the Roundtable of St. Lucie County & Youth Leadership St. Lucie, I thank you for your support and generous acts of kindness surrounding our event.

Kim Reid, Roundtable of St. Lucie County

“Thank you, Mendy and all your team for making today’s EDC lunch meeting a fabulous success. The room set up was fantastic. A/V and technology – flawless. The overall experience from my end was first rate and we had so many compliments from our guests.”

Candy Marlow, Member Relations, Economic Development Council of St. Lucie County

“A huge THANK YOU to the MIDFLORIDA Event Center, Linda, Meredith, and the entire team are absolutely amazing. From the day we signed our contract to the day we moved out of the event; I have experienced the utmost professionalism. This event has historically been held at the MIDFLORIDA Event Center (aka PSL Civic Center), and we will continue to be faithful patrons. Additionally, we will promote and praise the Event Center as the #1 place to host large and small events here on the Treasure Coast.”

Dana Trabulsy, Chief Executive Officer, Treasure Coast Business Summit

We help our customers create successful events!

ASSUMPTION STRATEGIES

THIS SCAN IDENTIFIES THE ASSUMPTION FACTORS THAT COULD IMPACT THE MFEC'S OPERATIONS. THESE FACTORS WILL BE MONITORED WITH APPROPRIATE STRATEGIES IMPLEMENTED TO MITIGATE RISKS.

ASSUMPTION #1: COVID-19 CONDITIONS IMPROVE; VACCINE AVAILABLE TO THE PUBLIC

Description

Due to COVID-19, the event environment continues to be unstable. The year 2020 will be remembered forever by the event industry, and for the worst possible reasons. Events have been among the businesses worst impacted by the pandemic. While uncertainty remains, there are positive signs that rebuilding can start.

In March 2020, the MFEC started a timeline to analyze the budget impact of the virus on the facility, forecasting a potential comeback. Through this analysis, we considered that an earlier breakthrough would have sped things up.

In fiscal year 2019/2020, 79 events were affected: 49 cancelled, 30 rescheduled to fiscal year 2020/2021.

Today, while we haven't gotten any major event breakthroughs in 12 months, we are indeed in a better position compared to where we were then, thanks to many developments in the fight against the virus, a vaccine, the betterment of technology, and the entrepreneurship of the MFEC staff that decided to think creatively. Due to social distancing space availability, the MFEC picked up 75 additional event days from the Boys & Girls Clubs Summer Camps with 22,500 meals served.

The objective going forward is to continue to provide MFEC customers with a factually informed process for holding events safely under COVID-19 conditions. While not foolproof, it is fair to say that our recovery outlook has proven to be accurate so far. We hope this will continue to be the case going forward.

Strategic Goal

High-Performing Government Organization

Impact & Scope

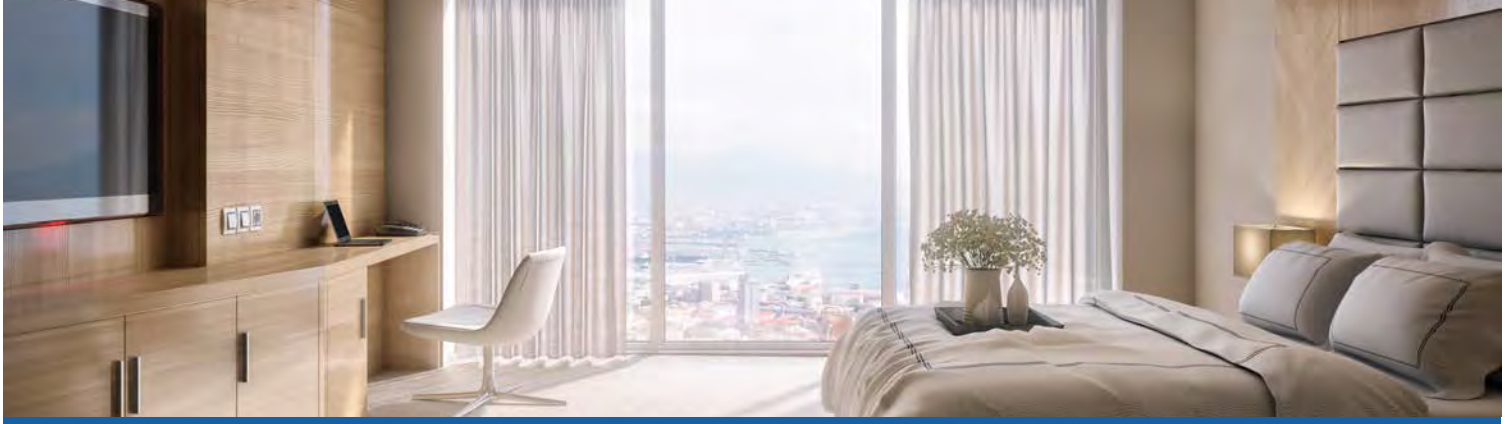
High. Securing event business is essential to increasing our revenue and economic benefit to the city. A COVID-19 vaccine should build commercial and consumer confidence and encourage clients to hold their events at the MFEC.

Mitigation

We will closely monitor changes to COVID-19 conditions and will develop appropriate responses in consultation with our clients and industry partners. Should conditions deteriorate and revenues decline, the MFEC will take steps to implement cost-cutting measures to ensure expenses are managed appropriately.

ASSUMPTION #2: IMPACT OF CITY CENTER DEVELOPMENT ON THE MIDFLORIDA EVENT CENTER

Description	The City of Port St. Lucie continues to plan for the development of City Center, the MFEC site. The functionality of the development should make the MFEC more competitive with the other centers in Florida. We hope that longer-term event center operational needs and client requirements are realized in any development of City Center.
Strategic Goal	High-Performing Government Organization
Impact & Scope	**High.** The impact to our success and potential growth would be jeopardized if the development of City Center does not meet the needs of our clients; any development should make our product more competitive when compared with other new and existing venues.
Mitigation	We are in close communication with City Center economic development representatives to assist with the evolving project scope.



ASSUMPTION #3: AVAILABILITY OF HOTEL ROOMS

Description	A key component to winning convention business is having the appropriate "hotel package" which offers walking distance to the MFEC.
Strategic Goal	High-Performing Government Organization
Impact & Scope	**High.** Without hotel room availability, Port St. Lucie is put at a competitive disadvantage with destinations that offer more competitive packages.
Mitigation	Alternative types of business will have to be targeted to fill the available space. Essentially, we would have to depend on more local business which will have less economic benefit.

ASSUMPTION #4: RENOVATION OF THE MIDFLORIDA EVENT CENTER FACILITY

Description	Renovation and modernization of the existing facilities should be considered.
Strategic Goal	High-Performing Government Organization
Impact & Scope	**High.** Increased supply of rental space often results in a shift in existing business or a change in rotation patterns of business. Specifically, convention business fills up Mondays through Wednesdays of the booking calendar, which are mostly dark days at the MFEC.
Mitigation	Our focus is on maintaining our existing client base. We will look for opportunities to work with successful event producers to create new business models to create non-traditional joint venture programs. We will continue to focus on improving our service delivery and customer service to reinforce the high standards that have been created for this department.

GOALS, INITIATIVES & PROJECTS

We will focus on the goals, initiatives and projects outlined in this section. Management has identified specific strategies to achieve these goals and has outlined performance measurement tracking procedures. Directors and division managers review the financial goals monthly while all other goals are reviewed on a quarterly basis.

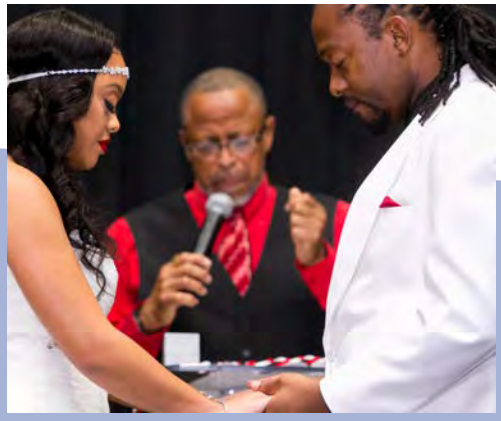
Each manager is held accountable for achieving the goals, and the results are reflected in his or her individual job performance review, conducted annually. In addition, all division managers meet with the Director to update their accomplishments.

GOAL #1: CUSTOMER SERVICE

Goal	**High Performing Government Organization:** Achieve an overall satisfaction rating of 4.75 (out of 5) from our clients on the customer survey report, with a response rate of 35 percent.
Strategies	We have established standards for each division, and we will monitor our results to ensure our standards are achieved. If client service failures occur, we will follow up to improve processes or identify specific training needs individuals may require. Our client evaluation survey and day-to-day client feedback will be used to identify the areas that require attention.
Performance Measure	Our client evaluation survey will be used to track and measure our goals.

GOAL #2: OCCUPANCY RATE

Goal	**High Performing Government Organization:** In 2020/2021, we are projecting the occupancy rate will grow to 38% based on the business currently on the books and anticipated business pick-up in the year. The occupancy rate is forecasted to increase 3% - 5% over the next three years, consistent with the previous year's results. Occupancy is calculated using a formula consistent with the event center industry; the number of square feet sold is compared to the saleable space available daily and we do not make any provision for down periods between events.
Strategies	Growing our occupancy is directly related to booking space. As conventions are major space users, hotel room availability within walking distance to the MFEC is essential to growing our occupancy number.
Performance Measure	The space used by each event is calculated and reviewed quarterly.



GOAL #3: FINANCIAL EFFICIENCY

Goal

High Performing Government Organization: Analysis of projected revenue and expenses leads us to believe the long-term burden on the City's general fund will be felt for a considerable amount of time. While the economic impact reaches far beyond its boundaries, the Event Center's long-term goal will be to shoulder 50% of its operating expenses.

While the Event Center was originally developed under the direction of being a loss leader, the long-term financial health of the Event Center forces us to look at how much loss it can support. Future Event Center financial planning must consider the overall, long-term health of the facility versus the short-term limited view of an operating subsidy.

Our goal is to manage the business operations efficiently while sustaining long-term growth. We aim to generate a 50% revenue to expense ratio while maintaining quality event programming and customer satisfaction. In addition, we will strive to maintain our facility to the highest standard by sustaining capital improvements and upgrades to equipment on an ongoing basis.

Projected financial results are listed on the next page.

Strategies

Manage in accordance with the financial targets.

Performance Measure

We will monitor and track the trend of key financial performance indicators monthly against budget and management's expectations.

MIDFLORIDA Event Center
FY 2020/21 PERFORMANCE MEASURES AND SCORECARD

	City Council Strategic Goal	Key Performance Measures	2017/18 Results	2018/19 Results	2019/20 Results	2020/21 Target
WORKLOAD MEASURES	Goal 7: High-Performing Government Organization	Total Operating Revenue	$734,000	$771,000	$917,000	$1,009,000
		Number of Event Days	264	282	329	335
		Total Attendance	100,000	108,000	97,517	110,000
EFFICIENCY MEASURES	Goal 7: High-Performing Government Organization	Total Operating Expense	$4,714,000	$2,861,000	$3,208,000	$2,867,000
		Operating Subsidy	$3,980,000	$2,090,000	$1,957,000	$1,858,000
EFFECTIVENESS MEASURES	Goal 7: High Performing Government Organization	Occupancy Rate	24%	27%	35%	38%
		Customer Survey Rating	4.65	4.65	4.75	4.75
		Revenue to Expense Ratio	15.5%	26.9%	28.6%	35.2%
		Net Profit (Loss) Food & Beverage	($4,000)	$38,000	($50,300)	$17,000
		Facebook/Instagram Followers	NA	NA	707	1500

GOAL #4: OPEN THE FLORIDA SPORTS HALL OF FAME

Goal

Culture, Nature, and Fun Activities: Implement build-out of memorabilia display cases for the opening of the Florida Sports Hall of Fame (FSHOF) in its new home at the MFEC in Spring 2021.

The opening of this highly visible tourism attraction highlights the great collaboration between the City of Port St. Lucie, Play Treasure Coast Sports Tourism and the Florida Sports Hall of Fame Foundation.

It will serve both the residents of Port St. Lucie and its many visitors as we continue to promote the MFEC as an event and tourism destination.

Strategies

Manage in accordance with the FSHOF lease agreement and memorandum of understanding with Play Treasure Coast Sports Tourism; evaluate long-term goals for the growth of this attraction.

Performance Measure

Track visitor count to the FSHOF.

GOAL #5: INCREASE PARTNERSHIPS WITH CULTURAL EVENTS

Goal

Culture, Nature, and Fun Activities for All People: Cultural events improve intercultural understanding, promote civic dialogue, and create a common ground for celebrating diversity and pursuing equity. By fostering collaborations among local cultural organizations, the MFEC can reap numerous benefits - economic, social, civic, and cultural - that also help stir economic activity by attracting visitors from both inside and outside the community.

Strategies

Partnering with various cultural events and organizations creates a better understanding of diverse cultures and ideas and helps build an inclusive community. At MFEC, we celebrate the events and partnerships listed below as a medium that brings people together and enables us to see the world through the lens of diverse experiences. We support programs, exhibitions, and artists that enrich our communities and inspire new ways of thinking.

- Treasure Coast Puerto Rican Day Parade
- Treasure Coast Cultural Festival/Haitian Day
- Caribbean American Cultural Group Ball
- Treasure Coast Jerk Festival (pending)
- City of PSL's Forum on Race Relations and Inclusion
- St. Lucie Cultural Alliance Partnership
- Port St. Lucie Arts League Partnership
- Port St. Lucie Community Band Partnership

Through these event collaborations, we have identified a variety of additional events that offer significant potential for growth. These include film, design, crafts, music, traditional arts, visual arts, culinary arts, and many others. Planning of these event partnerships is underway for 2021-2023.

Additionally, to enhance and sustain the cultural and artistic life within our community, the Event Center will continue to be the home to a 2,000 square-foot art gallery that offers local and regional artists a professional venue to advance and display their works of art.

Performance Measure

Track attendance growth of these events.

GOAL #6: INSTALL NEW OUTDOOR ENTRANCE SIGN

Goal	**High Performing Government Organization:** Contemporary digital signage campaigns are targeted, responsive and insights-driven compared to other digital media channels. This is an opportunity for the MFEC to recognize digital signage, not as screens and displays, but that people pass and engage with this signage. To embrace that audience is one of the best ways to integrate unparalleled reach, scale, and creative canvas into today's digital media system. Outdoor signs are proven to extend reach, amplify a campaign, and drive customers to engage with the MFEC online and on-site - why this new sign is one of the fastest-growing marketing media around.
Strategies	Secure marketing partners as funding source; seek approval through Planning & Zoning Board and City Council; prepare and release Request for Proposal to manufacture and install sign; prepare content management policy prior to installation; go "live" in 2021.
Performance Measure	Track partnerships and visitor satisfaction through customer satisfaction surveys.

NEARLY TWO-THIRDS OF PEOPLE AGE 16 OR OLDER RECALLED SEEING A DIGITAL SIGN IN THE PAST MONTH

THE DIGITAL DIFFERENCE

65%

OF THOSE VIEWERS HAVE TAKEN AN ACTION SUCH AS VISITING A WEBSITE OR GOING TO A COMPANY AFTER SEEING AN OUTDOOR SIGN THE PAST YEAR.

SOURCE: INTERNATIONAL SIGN ASSOCIATION

GOAL #7: CONTINUE *WE LOVE LUCIE* CONCERT SERIES AND JULY 4TH VIP EVENT

Goal

Culture, Nature, and Fun Activities: The Event Center hosts an average of 300 event days annually. Many of these events provide educational and training opportunities for the citizens of Port St. Lucie. Local corporations and community groups also utilize the Event Center to market new products and services to the local community. In essence, the Event Center acts as a "Town Hall" for the City of Port St. Lucie community.

Over the last three years, the City of Port St. Lucie citizen's surveys and summits have indicated that residents have shown a high interest in more concerts and live events.

The *We Love Lucie* Concert Series and 4th of July Ultimate Experience event are in response to those requests.

Strategies

Set up a realistic budget to cover all expenses related to the infrastructure, talent buying and logistics (including any contingency, depending on the type of concert and budget); analyze what works best for the audience and market demographic; implement marketing, ticketing, venue logistics, event day production.

Performance Measure

Track attendance growth and ticket revenue of these events.

GOAL #8: INCREASE SPONSORSHIP REVENUE

Goal

High Performing Government Organization: The Event Center will not limit the number of revenue-generating opportunities it actively pursues. Many opportunities can be harnessed through the development of exclusive and preferred relationships. We will continue to exploit these areas through the development of services such as official healthcare and soft drink providers, event sponsorship development, and merchandise programs. Potential partnership opportunities also exist in Emerald Ballroom and Ruby Hall room naming rights.

Additional opportunities may also be derived from our relationship with the new Florida Sports Hall of Fame.

Strategies

Evaluate potential sponsors to help narrow down the search and prepare a list of relevant brands that make the most sense for partnerships. The relevant brands to needs will vary depending on the level of sponsor we are seeking; conduct an analysis of the sponsorships and assess the partnership's value; implement a sales plan.

Performance Measure

Track revenue generation.

GOAL #9: COST CONTAINMENT

Goal

High Performing Government Organization: Regardless of revenue opportunities, cost containment strategies will be needed to manage the burden on the City's general fund. The single largest limitation to controlling costs will be our ability to adapt our workforce to changing business cycles of the event industry. We will develop a labor force to accommodate the "feast and famine" nature of the business.

We will manage the increasing need for maintenance and repair of the facility along with the appropriate capital planning. Prudent preventive maintenance will be required to contain long-term deferred maintenance costs which can escalate unnecessarily with "minimal maintenance" schemes. Prudent stewardship of this facility will drive policy decisions over a wide basis that impact cost containment in many areas other than maintenance of the structure itself. Examples of this include:

- How well we control risks will affect our insurance rates.
- How well we manage client expectations and utilization of the diverse areas of the facility will affect our energy usage.
- How well we train and develop our workforce will impact the wear and tear and subsequent replacement costs of our equipment.

Strategies

Evaluate the impact on our workforce requirements due to the addition of the Boys and Girls Clubs Summer Camp programs.

Prepare a 5-year capital improvement plan and budget.

Performance Measure

Track expence reduction.

GOAL #10: EXECUTE NEW FOOD SERVICE CONTRACT

Goal

High Performing Government Organization: High-quality food service is the critical element of any event. Our approach to food service will be to ensure our food reflects the flavors, quality, and authenticity of fine restaurants. The Event Center must have a reputation for delivering the best in the business.

In 2020, the Event Center conducted a thorough operational and financial review of the catering management fee business model. Our approach focused on optimizing the sales potential through realignment of the food and beverage operation to enhance the customer experience while identifying the optimum cost structure for the City.

The review showed the need for a new commission-based business model to eliminate the annual operating loss from the food and beverage operation.

Strategies

Conducted Request for Proposal in late 2020; awarded a new commission-paid contract in early 2021.

Maintain a pre-approved open catering vendor program for event planners to provide a choice in food service when booking an event at the Event Center. There are currently 11 pre-approved vendors on the open catering list.

Performance Measure

Analysis of revenue generation, reduction of expense, and customer service surveys.

GOAL #11: INSTALL LED LIGHTING IN BALLROOMS

Goal	**High Performing Government Organization:** LEDs are extremely energy efficient and consume up to 90% less power than incandescent bulbs. Since LEDs use only a fraction of the energy of an incandescent light bulb there is a dramatic decrease in power costs. Also, money and energy are saved in maintenance and replacement costs due to the long LED lifespan. LEDs have a lifespan of up to 60,000 hours compared to 1,500 hours for incandescent bulbs.
Strategies	Evaluate costs for fixtures and dimming rack upgrades; conduct an analysis of timeframe for conversion based on event schedule.
Performance Measure	Analysis of energy and maintenance expense reduction.

GOAL #12: BUILD A STRATEGIC SUCCESSION PLAN

Goal	**High Performing Government Organization:** In preparing for growth, development and transition, we will prepare an effective succession plan using a targeted, strategic process. Understanding that the MFEC continues to recruit externally to fill essential roles, our estimated time of completion could take from 12 to 18 months.
Strategies	• Align succession planning with the MFEC goals and values • Establish a culture of transparency with team input • Take a comprehensive view of internal talent • Focus on targeted development • Establish leadership accountability for the talent pipeline • Create a mentoring framework
Performance Measure	Ongoing evaluation.

BUSINESS OUTLOOK

The forecasts and projections presented in this plan are based on several estimates and assumptions that are inherently subject to COVID-19 conditions, business, economic and competitive uncertainties, and contingencies, many of which are beyond the control of management. Actual results achieved may vary and such differences may be material.

Management's yearly budgetary review of the MFEC event calendar, estimated pick-up business, cost structure and market conditions have formed the basis of the revenue and expense projections for 2020 - 2021.

The following assumptions and estimates have been used based on the MFEC's event calendar:

- Projected number of events: 335
- Projected occupancy rate: 38 percent
- Historical pick-up rate taking into consideration business already confirmed.

The reporting format used in the Business Plan is consistent with the prior year to ensure that the financial results can be compared to historical information. In addition, this format is functional from an operational standpoint and effectively communicates the state of our business.

Six indicators allow management to monitor the financial performance of the MFEC. To be effective, management will analyze these indicators on a regular basis.

#1. Monthly monitoring of current, forecasted, and historical occupancy rates.

#2. Request funding for capital improvements: Management is responsible for prioritizing work projects, obtaining approval from the City Manager's office and requesting funds during the new fiscal year budget process. Management will also examine the projects monthly to ensure progress.

#3. Monitor the number of event attendees as these variables are the basis for a performance measurement goal. This indicator establishes our ability to adapt our workforce to changing business cycles of the event industry. Our labor force must accommodate the "feast and famine" nature of the business. Event attendance is also an indicator of our needs for operating supplies, maintenance, and repair of the facility.

#4. Evaluate operational processes and procedures to ensure efficiency and the optimal allocation of available resources. Management reviews detailed reports comparing monthly actual performance to the planned results and can adjust and establish courses of action to achieve greater efficiencies, as well as budget expectations.

#5. Monitor and manage expenditures in the year from net operating income generated from operations. Management will proactively manage overhead expenses to yield reductions in operating expenses.

#6. All expenditures are monitored to contain costs and ensure compliance with the procurement policies.

CAPITAL & EQUIPMENT BUDGET

Maintaining the Event Center in excellent condition is a partnership with the City's Facilities Maintenance Department. Efforts include planning preventive maintenance, capital improvement projects, general repair, and custodial services. An Event Center in prime rentable condition contributes to the vitality of the City of Port St. Lucie.

The items shown below have been identified by the MFEC as a budget request in 2021 - 2022.

Capital	Cost
LED lighting fixtures upgrade (Ruby Hall and Art Gallery)	$45,000
Replacement of restroom lavatories with digital wash bank (4)	$56,000
TOTAL CAPITAL BUDGET REQUEST - 2021-2022	**$201,000**

Operating Equipment	Cost
Production Technology Services: Clear com head set system, lighting control board, dual hand-held microphone system, wireless microphone and receiver speaker pack, short throw follow spot, console rack case, digital sound mixer, rack mount Bluetooth media player, digital sound meter, amplifier, rack workstation	$25,000
Replace outdoor furniture on back patio	$10,000
Carpet shampoo machine	$15,000
Portable outdoor box office (2)	$15,000
Replacement of security camera system	$135,000
Replacement of worn curtains in Emerald Ballroom and Ruby Hall.	$15,000
Replacement of worn pipe and drape.	$7,000
TOTAL OPERATING EQUIPMENT REQUEST – 2021-2022	**$197,000**

"IT'S AMAZING WHAT WE CAN ACCOMPLISH WHEN WE'RE IN IT TOGETHER."

THIRD-PARTY RELATIONSHIPS

The Event Center interacts with a variety of city departments and outside agencies to assist us in operating as a high performing government organization. These departments connect to the Event Center in a manner like an exclusive service provider.

City Centralized Services – The Event Center relies heavily on these departments to meet many of its needs.

City Attorney's Office
City Manager's Office
Communications
Facilities Maintenance
Office of Management & Budget
Human Resources
Information Technology
Parks and Recreation
Procurement
Risk Management
Strategic Planning

Police Department – Acts as a service provider to the Event Center. This service is vital to the public safety of the Event Center and the safe production of events.

Licenses and Inspections Agencies – The Event Center works with state regulatory services to ensure that the facility is operated in a legally responsible manner.

Event Planners, Meeting Planners, Exhibitors, Guests – These customers are the lifeblood of the Event Center. They are partners in many respects. The Event Center relies on them for feedback to help identify and satisfy their needs and attract other customers. They rely on the Event Center to look at their diversity of needs as we formulate our policies, rates, and business plans.

Service Providers – The image a customer forms of the Event Center is partially shaped by their interaction with outside service providers. While these are not Event Center employees, individuals working for these firms directly impact our image and the experience of our customers.

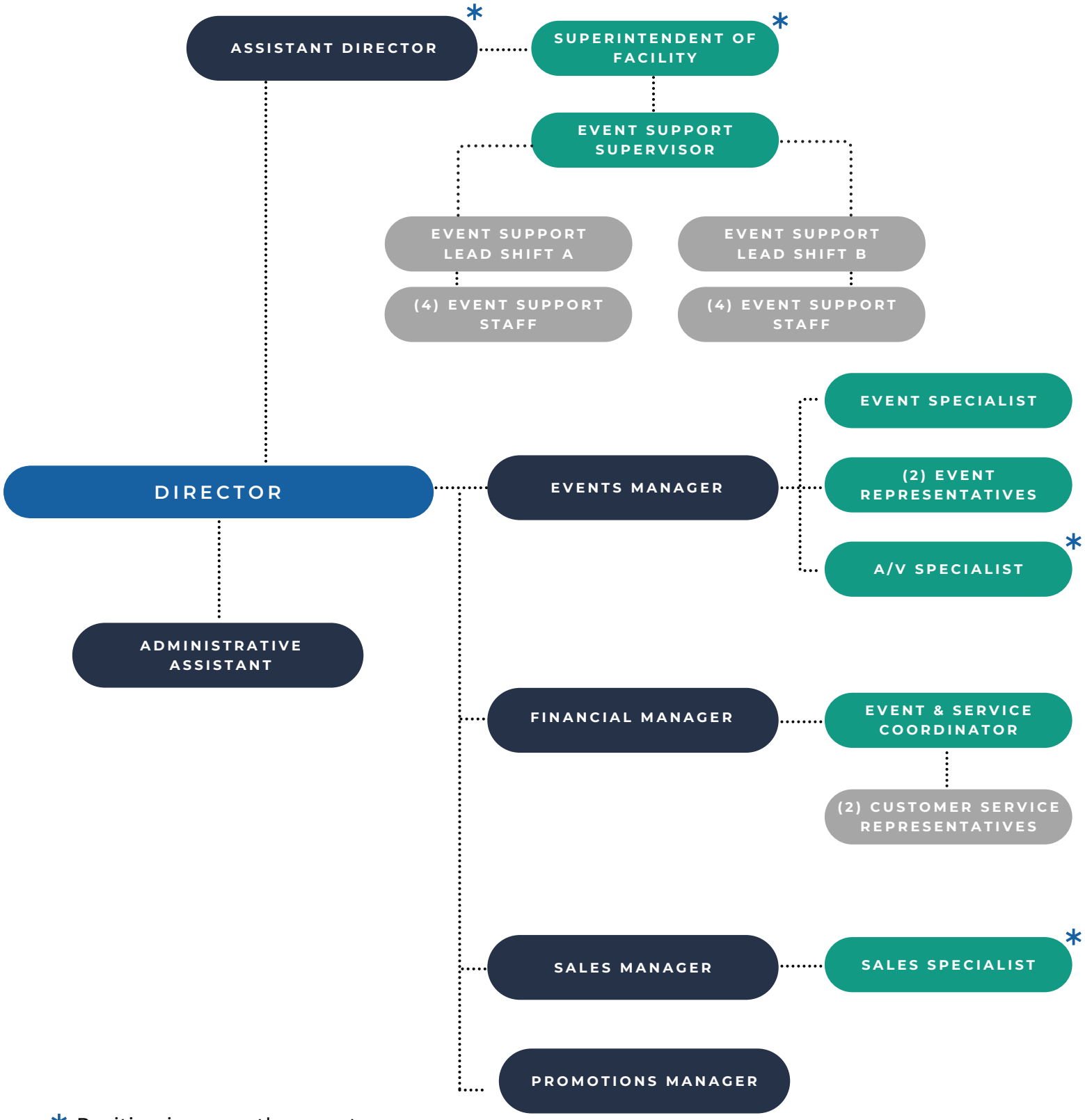
Local Facilities – All event centers face similar challenges. There are very few completely new or novel challenges in this industry. All centers share a common desire to create a safe, comfortable, enjoyable environment where people can gather for entertainment, education, and commerce. Many times, we can work with other facilities to create long-term opportunities for growth and revenue generation through block booking programs.

Professional Organizations – The Event Center interacts with several local, state, regional and national organizations, listed below, which represent our customer base. At various times, we also utilize these groups as research and training resources.

- American Society of Association Executives
- St Lucie County Economic Development Council
- Florida Festival and Events Association
- Florida Society of Association Executives
- Florida Venue Managers Association
- Hobe Chamber of Commerce
- Indian River County Chamber of Commerce
- Jensen Beach Chamber of Commerce
- Palm City Chamber of Commerce
- St. Lucie County Chamber of Commerce
- Stuart/Martin County Chamber of Commerce
- International Association of Exhibitions & Events
- International Association of Venue Management
- National Association of Consumer Shows
- National Association of Fairs and Expos
- Port St. Lucie Arts League
- St Lucie Cultural Alliance
- St. Lucie County Tourism Development Council
- Play Treasure Coast Sports Tourism
- Visit Florida

ORGANIZATIONAL CHART

The MIDFLORIDA Event Center currently employs 17 full-time and 10 part-time employees:



* Position is currently vacant.

S.M.A.R.T. MARKETING

Specific, **M**easurable, **A**chievable, **R**ealistic and **T**imely.

Now in it's second year, the MIDFLORIDA Event Center S.M.A.R.T. marketing plan consists of strategic marketing and promotional campaigns aimed at increasing event, brand, and facility exposure to boost ticket sales, room rentals, and general venue awareness. S.M.A.R.T. marketing is an ongoing process, one that starts with relevant and useful content, lead generation tactics, dynamic offers based on interest, a strong website presence, and solid social media engagement.

Initiative 1: Brand Awareness

Description: We will continue placing our brand in the eyes of the community on all marketing mediums to ensure our identity is easily referred to by the public as the MIDFLORIDA Event Center, "*your event destination on the Treasure Coast*". Part of this strategy will be to implement multi-faceted pay-per-click Google Ads campaigns to boost visibility across Google platforms to promote brand and venue awareness and available promotions.

Goal of initiative: To increase our website's rank on Google and create critical top-of-the-funnel marketing content that helps our sales and event teams start more conversations with better prospects. Increasing brand awareness will help increase event bookings and ticket sales; aiming to reach 50,000 unique page views per month.

Metrics to measure success: Google Analytics and Ad reporting.

Initiative 2: Increase Weekday Bookings

Description: We will continue to work on increasing weekday room rentals by focusing marketing efforts on booking corporate meetings, business expos, and networking events.

Goal of initiative: To increase our occupancy rate by 3% over the prior year; develop holiday campaigns to increase weekday holiday party bookings.

Metrics to measure success: Sales data reporting increased occupancy and inquiries that align with our desired buyer personas.

Initiative 3: Increase Ticket Sales & Event Attendance

Description: Utilize social media and e-blast platforms to increase awareness and attendance for promoter rental events.

Goal of initiative: To increase our attendance and ticket sales of the prior year's event.

Metrics to measure success: Etix.com ticket reporting, social media insights, re-booking of promoter rental events.

Initiative 4: Optimize Event Center Website

Description: Develop new website structure and functionality with the assistance of the City's Communications Department. Project to include reorganization of existing content; creation of simple, easy-to-navigate landing pages; implementation of an event request form; and the implementation of a "subscribe to our newsletter" pop-up prompt.

Goal of initiative: To optimize the MFEC website to improve the user experience and increase SEO. The ideal long-term goal would be the creation of our own branded microsite.

Metrics to measure success: Google Analytics & SEO rankings.

Initiative 5: Social Media Growth

Description: We are actively participating on mainstream social media platforms and continue to engage planners, attendees, and visitors to the MFEC. These platforms continue to be an invaluable listening and marketing tool, as they allow us to disseminate positive messages throughout the market in an efficient manner. Positive comments and posts will increase our earned media ranking, and drive traffic to our owned media like our website. Our social media channels obtained 851 followers by the close of fiscal year 2019/2020 - surpassing our projected end of year following by 43%. This year our strategies will include a mix of earned, owned, and paid media tactics to increase our overall brand and profile.

Goal of initiative: Build an online social space that becomes a go-to resource for our customers and the local community; create effective posts/ads and captivating content to increase following by 65% during fiscal year 2020/2021 - approximately 45 new followers per month.

Metrics to measure success: Facebook and Instagram analytics.

Initiative 6: Launch Mini-Video Series

Description: A monthly mini-video series that engages viewers with more personable and captivating social media content. The series can offer opportunities for clients to market their events, boost ticket sales and promote brand awareness. This project will require additional production through the City's Communications Department or via a third-party production company.

Goal of initiative: To increase social media engagement and provide information about upcoming events in a manner that captures the attention of the audience.

Metrics to measure success: Facebook and Instagram analytics.

Target Markets

Industries

Over the next five years, the following industries will be targeted for future business bookings and attendees.

Local Businesses/CEOs	Large and small companies on the Treasure Coast that seek business meeting rooms for specific events.
Millennials	Men and women ages 23-38; young professionals who are in a large spending cycle of their lives; a prime target for weddings. This age-group thrives on the event "experience," a large portion of the event and entertainment business.
Snowbirds	Baby Boomer generation; recreation vehicle owners; seasonal residents who spend winter months in Port St. Lucie and on the Treasure Coast.
Event Planners and Promoters	Large and small event planners can be local, regional, or national; they structure an event and coordinate all the moving parts. Most importantly, they choose the venue.

Buyer Personas

Within our target market(s), we've identified the following buyer personas to represent the ideal customers:

[Buyer Persona 1]	[Buyer Persona 1] is an individual who just got engaged and is about 25-35 years old. S/he works in management for a living and spends his/her free time with his/her significant other, with friends and enjoys going out to eat. Ultimately, Buyer Persona 1 wants an event space that caters to his/her dream wedding, providing a cost-effective way to include every friend s/he wants to share his/her special day with.
[Buyer Persona 2]	[Buyer Persona 2] is 30-50 years old. S/he works in business, either owns his/her own company for a living or serves at an executive level. He/she spends his/her free time traveling, spending time with family, fine-dining, and boating. Ultimately, [Buyer Persona 2] wants an executive space to host business meetings off-site.
[Buyer Persona 3]	[Buyer Persona 3] is 65-85 years old. S/he is now retired and enjoys the Florida lifestyle. He/she spends his/her free time volunteering, attending local community events, and socializing with other retirees. Ultimately, [Buyer Persona 3] wants more fun things to do such as tribute shows, expos and low-budget friendly events.
[Buyer Persona 4]	[Buyer Persona 4] works as an entertainment and event promoter. S/he is looking for a venue that has a large audience capacity, box-office ticketing services, and added marketing and promotional benefits. Ultimately, [Buyer Persona 4] wants to work with an event venue that makes the event process easy, and consistently sells out or expects large attendance numbers.

Target Markets

Within our target market(s), we expect to compete with the following venues:

Fenn Center

Competitive products: weddings, corporate business, meetings, conferences, holiday parties; close proximity to the MFEC.

Sunrise Theatre

Competitive products: entertainment, musical acts; close proximity to the MFEC and has a website that ranks high on Google for the same keywords as our focus.

West Palm Beach Convention Center

Competitive products: tradeshows, expos, entertainment events, conventions; targets most of the Southern Florida area. This competitor has a one-stop-shop – walking distance to hotel, shopping, restaurants, and nightlife.

Lyric Theatre

Competitive products: entertainment, musical acts; close proximity to the MFEC.

Tradition Town Hall

Competitive products: weddings, corporate business, meetings, conferences, holiday parties; close proximity to the MFEC, direct access from Interstate 95.

Beachfront Venues w/ Hotel Accommodations

Competitive products: weddings, waterfront with attached hotel accommodations; offers all-inclusive packages; close proximity to the MFEC.

STRATEGIES & TACTICS

Keep our brand in front of our customers through regular coverage in the trade press.

- Distribute press releases announcing events to our facility that have a significant economic impact on the city.
- Find opportunities in our vertical markets like food and beverage to further generate community interest stories.
- Create a communications plan to promote the new Florida Sports Hall of Fame.

Drive Event Planners to our owned media sites.

- Create sponsored posts on Facebook, pushing planners to view our website. Meeting planners can be accurately identified on specific platforms such as Facebook.
- Collaborate with influencers in the event professions industry to drive more views on our social platforms.
- Create original posts that are highly relevant to event planners. Position the MFEC as a thought leader in the meetings and events industry, sharing useful information and transferring valuable knowledge from our experienced service teams.