

# Agenda

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## Board of Directors

**Friday, December 6, 2013**  
**Following CAA Operations Committee Meeting**  
**Kent County Commission Chambers**  
**300 Monroe, NW – Grand Rapids, MI**

- |    |  |               |
|----|--|---------------|
| 1. | Call to Order  | Steve Heacock |
| 2. | Introduction of SMG Sales Team   | Kathy Bart    |
| 3. | Minutes of November 1, 2013  | Action        |
| 4. | Committee Reports  |               |
|    | A. Operations Committee  | Information   |
|    | B. Finance Committee   |               |
|    | i. Acceptance of CAA October 2013 Financial Statements   | Action        |
|    | ii. Acceptance of SMG October 2013 Financial Statements  | Action        |
| 5. | Resolution to Extend Term of Food and Beverage Services Agreement with SMG Food and Beverage, LLC for the First Renewal Term, Authorize Notification to SMG, and Approve and Authorize Execution of First Amendment to Food and Beverage Services Agreement with SMG Food and Beverage Extending Term for the Period of the First Renewal Term | Action        |
| 6. | Ratification of Resolution Adopted November 1, 2013, to Extend Term of SMG Management Agreement for the First Renewal Term, Authorize Notification to SMG, and Approve and Authorize Execution of First Amendment to SMG Management Agreement  | Action        |
| 7. | SMG Report and Facilities Calendars  | Information   |
| 8. | Public Comment   |               |
| 9. | Adjournment  |               |

**Next Meeting Date: Friday, January 17, 2014,**  
**Following the CAA Finance Committee Meeting**

**MINUTES OF THE GRAND RAPIDS-KENT COUNTY  
CONVENTION/ARENA AUTHORITY  
BOARD OF DIRECTORS MEETING  
Friday, November 1, 2013**

**1. Call to Order**

Steve Heacock, Chairperson, called the meeting to order at 8:30 a.m. The agenda was amended to add agenda item 4A, Health Insurance Options under the Affordable Care Act. Staff recorded the meeting minutes in the absence of Secretary/Treasurer Richard Winn.

Attendance

Members Present: Steve Heacock, Chair  
Lew Chamberlin  
George Heartwell  
Charlie Secchia  
Floyd Wilson, Jr.

Members Absent: Birgit Klohs  
Richard Winn

|               |                  |                                      |
|---------------|------------------|--------------------------------------|
| Staff/Others: | David Czurak     | <i>Grand Rapids Business Journal</i> |
|               | Daryl Delabbio   | Kent County                          |
|               | Tim Gortsema     | Grand Rapids Griffins                |
|               | Jim Harger       | <i>MLive/The Grand Rapids Press</i>  |
|               | George Helmstead | Experience Grand Rapids              |
|               | Chris Machuta    | SMG                                  |
|               | Rich MacKeigan   | SMG                                  |
|               | Eddie Tadlock    | SMG                                  |
|               | Susan Waddell    | CAA                                  |
|               | Jana Wallace     | City of Grand Rapids                 |
|               | Jim Watt         | SMG                                  |
|               | Richard Wendt    | Dickinson Wright                     |
|               | Robert White     | CAA                                  |

**2. Minutes of Prior Meeting**

*Motion by Ms. Klohs, support by Mr. Chamberlin, to approve the October 4, 2013, Minutes. Motion carried.*

**3. Committee Reports**

a. Operations Committee

Mr. Chamberlin stated that the Operations Committee met last month and has nothing additional to report. Mr. Helmstead provided an overview of the CVB's recent sales activities, marketing efforts, and major bid presentations. Last month, staff sent out 38 leads and book 15 groups. Experience Grand Rapids hosted 10 site inspections. The Client Advisory Board meeting is next week. CAA Board members are invited to attend a session Thursday, 1:00pm, on the best practices of convention centers.

b. Finance Committee

i. CAA September 2013 Financial Statements

*Motion: Mr. Heacock, supported by Mr. Chamberlin, moved to accept the CAA Financial Statements for the period ended September 30, 2013. The motion carried unanimously.*

ii. SMG September 2013 Financial Statements

*Motion: Mr. Heacock, supported by Mr. Chamberlin, moved to accept the SMG Financial Statements for DeVos Place® and the Van Andel Arena® for the period ended September 30, 2013. The motion carried unanimously.*

iii. SMG Special Purpose Financial Statements as of and for the Years Ended June 30, 2013 and 2012 – Deloitte & Touche, LLP

*Motion: Mr. Heacock, supported by Mr. Chamberlin, moved to receive and accept the SMG Special Purpose Financial Statements as of and for the Years Ended June 30, 2013 and 2012. The motion carried unanimously.*

iv. FY 2013 Audit Plan – BDO USA, LLP

The FY 2013 Audit Plan was presented to the Finance Committee at a previously- held meeting, and there was nothing additional to report.

4. **Resolution to Extend Term of SMG Management Agreement for the First Renewal Term, Authorize Notification to SMG, and Approve and Authorize Execution of First Amendment to SMG Management Agreement**

*Board member Heartwell, supported by Board member Chamberlin, moves the adoption of the following resolution:*

***WHEREAS***, the Grand Rapids – Kent County Convention/Arena Authority (the “CAA”) and SMG have entered into a Management Agreement (the “Agreement”), and a First Addendum to Management Agreement (the “First Addendum” and collectively with the Agreement the “Management Agreement”) both dated and effective July 1, 2011, related to the promotion, operation, maintenance, marketing and management of the Van Andel Arena and DeVos Place and the performance of the additional services as set forth in Attachment A to the First Addendum; and

***WHEREAS***, the Initial Term of the Management Agreement will end of June 30, 2014; and

***WHEREAS***, Section 3.1(b) of the Agreement provides that the CAA Board of Directors (the “CAA Board”), in its sole discretion, may extend the term of the Management Agreement for a First Renewal Term, i.e. commencing July 1, 2014, and ending June 30, 2016, upon not less than 180 days’ written notice to SMG prior to the end of the Initial Term; and

***WHEREAS***, the CAA desires to extend the term of the Management Agreement for the period of the First Renewal Term and to direct that written notice of said election be given to SMG not less than 180 days prior to the end of the Initial Term: and

***WHEREAS, the CAA further desires to approve and authorize the execution of a First Amendment to Management Agreement (the "First Amendment") extending the term of the Agreement for the period of the First Renewal Term.***

***NOW, THEREFORE, BE IT RESOLVED:***

1. *That the CAA Board elects to extend the term of the Management Agreement, i.e. both the Agreement and the First Addendum, for the period of the First Renewal Term, i.e. July 1, 2014, through June 30, 2016, pursuant to Section 3.1(b) of the Agreement.*

2. *That the Administrative Manager of the CAA is directed to provide written notice of such election not less than 180 days prior to June 30, 2014, in the form presented at this meeting in accordance with Sections 3.1(b) and 13.8 of the Agreement.*

3. *That the First Amendment in the form presented at this meeting is approved with such modifications not materially adverse to the CAA approved as to content by the Chairperson of the CAA Board (the "Chairperson") or his designee and as to form by legal counsel and the Chairperson is authorized and directed to execute the approved First Amendment for and on behalf of the CAA.*

4. *That all resolutions and parts of resolutions in conflict herewith shall be, and the same are hereby, rescinded to the extent of such conflict.*

Discussion followed. Chair Heacock asked members if they were willing to renew the contract as is. Messrs. Chamberlin, Secchia, and Wilson indicated they would, inasmuch as the CAA and SMG enjoy a great relationship and the buildings are operated extremely well. Mr. Heartwell suggested that the CAA put together a clear set of evaluative criteria to measure SMG's performance. Mr. Heacock asked that Attorney Wendt assemble a list of parameters and identify items that measure performance. Mr. MacKeigan offered to provide a list of measurables that he previously prepared.

***DISCUSSION CONCLUDED AND THE RESOLUTION WAS DECLARED ADOPTED.***

**4A. Health Insurance Options under the Affordable Care Act**

The CAA's group health insurance plan under Priority Health is called a sole proprietor plan. Under the Affordable Care Act, sole proprietor groups are no longer eligible for group coverage in 2014. As a result, the CAA's current group health plan will not be entitled to renew on July 1, 2014. Mr. MacKeigan suggested a couple of options: 1) continue the plan until July 2014 and look for an individual plan at that time; or 2) renew early, adding another 5% to the annual premium and the CAA could keep the plan until November 30, 2014. The increase would amount to \$350.04 annually. Mr. MacKeigan recommended the early renewal option, as it provides more consistence and a 5% increase iv a manageable number.

*Motion: Mr. Chamberlin, supported by Mr. Wilson, moved to approve the early renewal option, as recommended. Abstain: Mr. Heacock. The motion carried.*

**5. SMG Report and Facilities Calendars**

The Griffins will play its first outdoor hockey game at Comerica Park, Tuesday, December 3, against the Toronto Marlies. Information will be sent out on the Client Advisory Board meeting next Thursday. Tommy Emmanuel, guitarist extraordinaire, thought the new sound system in DeVos Performance Hall was phenomenal. SMG recently has undergone reorganization and Mr. MacKeigan has a new boss, Joe Romano of Ames, Iowa.

**6. Public Comment**

None.

**7. Adjournment**

The meeting adjourned at 8:55 a.m.

The date for next CAA Board meeting is Friday, December 6, 2013, in the Kent County Commission Chambers, Kent County Administration Building, 300 Monroe Avenue, NW, following the CAA Operations Committee meeting.

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Susan M. Waddell, Recording Secretary



## Memorandum

**To:** CAA Board Members

**From:** Robert J. White

**Subject:** October 2013 Financial Statements

**Date:** December 1, 2013

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The attached interim Balance Sheet, Administrative Income Statement, and Consolidated Income Statement are formatted to provide information concerning the Convention/Arena Authority administrative accounts.

These statements are prepared on a cash basis. The Balance Sheet includes a two-year comparative financial position at October 31 for Fiscal Years 2013 (subject to audit) and 2014. The Administrative Income Statement provides a line item comparison of accounts for the current fiscal year as compared to a similar period in the prior fiscal year. In addition, the Administrative Income Statement provides a comparison of current year budget to prior year (FY 2013). It will allow the reader to compare expenditure trends with full-year budgetary allowances. The Consolidated Income Statement is formatted by functional area. The columnar format is the same as in the Administrative Income Statement.

Items of interest in the three financial statements are explained as follows:

### Balance Sheet (Unconsolidated):

- The cash and investments position decreased by \$1.35 million from June 30, 2013. This is generally in line with the budget forecast, with no summer activity at the Arena and a significantly increased capital program.
- Fund balance decreased by \$1.33 million from the June 30, 2013 level.

### October Administrative Revenue/Expense:

- Parking revenues at DeVos Place® are down significantly from prior year. Attendance at events dropped by 30%.
- Utilities (electric) are significantly increased due to a “stuck” meter in the prior year. This trend will continue to run over budget until year-end when a prior year catch-up payment will bring the trend in line with budget.

- Marketing - On September 1st, a \$50,000 payment was made to the West Michigan Sports Commission. A \$25,000 payment was made (prior year) on October 11, 2012.
- DID Assessment - On September 16+23, \$38,990 in payments were made to Grand Rapids. A \$36,124 payment was made (prior year) on May 2, 2013.
- Capital R/R/C - Spending for the first four months has totaled \$1.8 million compared to \$.3 million in the prior fiscal year.
- Overall Expense - Activity picked up in the fourth month. Spending totaled 28% of annual operating budget. Operating expenses are budgeted at a 7.6% annual increase. For the current fiscal year, actual operating expenses totaled a 29.3% increase from prior year.

**Consolidated Income Statement (four months):**

- The Van Andel Arena® budget forecast a current year “Net Proceeds” decrease of (37.6%). For the current fiscal year, “Net Proceeds” are reported at a decline of (60.0%) from prior-year performance.
- The DeVos Place® budget forecast a current year “Net Proceeds” decrease of (68.7%). For the current fiscal year, “Net Proceeds” are reported at a decline of (403.2%) from prior-year performance.
- Total operating “Net Proceeds” are down by (\$741,270) from a like period in the prior fiscal year. The budget forecast a full year decline of (\$1,284,007).

These reports are intended to provide a summary analysis of administrative activities over the course of the fiscal year.

**Grand Rapids-Kent County Convention/Arena Authority**  
**Preliminary Year-End Balance Sheet (Unconsolidated)**  
**October 31, 2013**

|  |               | <u>10/31/2012</u>           | <u>10/31/2013</u>           |
|--|---------------|-----------------------------|-----------------------------|
| <b><u>Assets</u></b>                         |               |                             |                             |
| Cash   | - Operating   | \$ 80,542                   | \$ 1,050,833                |
| Investments                                  | - Kent County | 20,429,674                  | 18,967,478                  |
| Capital Assets (Net)                         |               | <u>1,587,656</u>            | <u>1,400,394</u>            |
| Total Assets                                 |               | <u><u>\$ 22,097,872</u></u> | <u><u>\$ 21,418,705</u></u> |
| <b><u>Liabilities &amp; Fund Balance</u></b> |               |                             |                             |
| Accounts Payable                             |               | \$ 146,542                  | \$ 533,883                  |
| Fund Balance                                 |               | <u>21,951,330</u>           | <u>20,884,822</u>           |
| Total Liabilities & Fund Balance             |               | <u><u>\$ 22,097,872</u></u> | <u><u>\$ 21,418,705</u></u> |



**Grand Rapids-Kent County Convention/Arena Authority**  
**Statement of Revenues, Expenditures and Changes in Fund Balance**  
**For the Year Ending June 30, 2014**

|  | Annual               |                      |                | Year-To-Date        |                       |               |
|--|----------------------|----------------------|----------------|---------------------|-----------------------|---------------|
|  | FY 2013              | FY 2014              | Percentage     | FY 2013             | FY 2014               | Percentage    |
|  | <u>Final</u>         | <u>Budget</u>        | <u>Change</u>  | <u>7/1 - 10/31</u>  | <u>7/1 - 10/31</u>    | <u>Change</u> |
| <b>Revenues:</b>                       |                      |                      |                |                     |                       |               |
| Transfers from SMG                     | \$ 3,808,318         | \$ 2,819,566         | (26.0)         | \$ 150,000          | \$ 1,331,456          | 787.6         |
| Parking                                | 1,059,579            | 1,072,066            | 1.2            | 230,804             | 210,084               | (9.0)         |
| Interest                               | 92,900               | 84,000               | (9.6)          | 25,274              | 20,178                | (20.2)        |
| Miscellaneous                          | 108,301              | 100,300              | (7.4)          | 9,816               | 2,040                 | (79.2)        |
| <b>Total Revenues</b>                  | <u>5,069,098</u>     | <u>4,075,932</u>     | <u>(19.6)</u>  | <u>415,894</u>      | <u>1,563,758</u>      | <u>276.0</u>  |
| <b>Expenditures:</b>                   |                      |                      |                |                     |                       |               |
| <b>Operations</b>                      |                      |                      |                |                     |                       |               |
| - Utilities                            | 2,300,543            | 2,339,808            | 1.7            | 588,655             | 723,526               | 22.9          |
| - Parking Management                   | 149,248              | 186,700              | 25.1           | 28,020              | 33,785                | 20.6          |
| - Pedestrian Safety                    | 147,128              | 132,653              | (9.8)          | -                   | 9,928                 | +100.0        |
| - Marketing - CVB/Sports               | 100,000              | 125,000              | 25.0           | 25,000              | 50,000                | 100.0         |
| - DID Assessment                       | 38,124               | 60,000               | 57.4           | -                   | 38,990                | +100.0        |
| - Landscaping                          | 20,100               | 30,000               | 49.3           | 9,268               | 9,268                 | -             |
| - Food & Beverage Repairs              | 46,850               | 40,000               | (14.6)         | -                   | 3,554                 | +100.0        |
| <b>Administration</b>                  |                      |                      |                |                     |                       |               |
| - Wages/Benefits                       | 112,519              | 114,339              | 1.6            | 24,995              | 33,700                | 35.0          |
| - Consulting Services                  | 35,688               | 31,004               | (13.1)         | 2,678               | -                     | (100.0)       |
| - Professional Services                | 48,360               | 61,000               | 26.1           | 6,631               | 6,328                 | (4.6)         |
| - Diversity Initiative                 | 59,383               | 125,000              | 110.5          | 9,312               | 9,950                 | 6.9           |
| - Procurement of Art                   | 17,554               | 30,000               | 70.9           | 14,343              | 9,561                 | (33.3)        |
| - Insurance                            | 25,303               | 26,500               | 4.7            | 20,934              | 19,401                | (7.3)         |
| - Supplies/Other                       | 22,763               | 60,000               | 163.6          | 4,880               | 2,029                 | (58.4)        |
| <b>Operating Expenditures</b>          | <u>3,123,563</u>     | <u>3,362,004</u>     | <u>7.6</u>     | <u>734,716</u>      | <u>950,020</u>        | <u>29.3</u>   |
| <b>Capital R/R/A</b>                   | <u>975,448</u>       | <u>3,329,000</u>     | <u>252.1</u>   | <u>268,858</u>      | <u>1,759,437</u>      | <u>654.4</u>  |
| <b>Total Expenditures</b>              | <u>4,099,011</u>     | <u>6,691,004</u>     |                | <u>1,003,574</u>    | <u>2,709,457</u>      |               |
| <b>Excess (Deficiency) of Revenues</b> | <u>970,087</u>       | <u>(2,615,072)</u>   | <u>(269.6)</u> | <u>\$ (587,680)</u> | <u>\$ (1,145,699)</u> | <u>(95.0)</u> |
| <b>Over Expenditures</b>               |                      |                      |                |                     |                       |               |
| Balance, beginning of period           | 22,233,705           | 23,203,792           |                |                     |                       |               |
| <b>Balance, end of period</b>          | <u>\$ 23,203,792</u> | <u>\$ 20,588,720</u> |                |                     |                       |               |

NOTES:  
(1) Subject to audit.

**Grand Rapids-Kent County Convention/Arena Authority**  
**Budget Summary by Facility/Other**  
**Financial Trends for Year Ending June 30, 2014**

|                                      | Annual           |                  |               | Year-To-Date     |                  |                |
|--------------------------------------|------------------|------------------|---------------|------------------|------------------|----------------|
|                                      | FY 2013          | FY 2014          | Percentage    | FY 2013          | FY 2014          | Percentage     |
|                                      | Final            | Budget           | Change        | 7/1 - 10/31      | 7/1 - 10/31      | Change         |
| <b>Van Andel Arena</b>               |                  |                  |               |                  |                  |                |
| Operating - Revenues                 | \$5,538,964      | \$5,023,466      | (9.3)         | \$952,921        | \$923,597        | (3.1)          |
| - Expenses - Facilities              | (3,632,692)      | (3,848,986)      | 6.0           | (1,107,688)      | (1,171,096)      | 5.7            |
| - Base Management Fees               | (165,263)        | (167,741)        | 1.5           | (55,088)         | (56,079)         | 1.8            |
| - Incentive Fee                      | (96,019)         | (20,187)         | (79.0)        | -                | -                | -              |
| Net Operating Income (Loss)          | 1,644,990        | 986,552          | (40.0)        | (209,855)        | (303,578)        | (44.7)         |
| Parking                              | 145,088          | 160,066          | 10.3          | 48,336           | 53,048           | 9.7            |
| Pedestrian Safety                    | (93,420)         | (87,767)         | (6.1)         | -                | (7,904)          | +100.0         |
| <b>Net Proceeds (Cost) of VAA</b>    | <b>1,696,658</b> | <b>1,058,851</b> | <b>(37.6)</b> | <b>(161,519)</b> | <b>(258,434)</b> | <b>(60.0)</b>  |
| <b>DeVos Place Convention Center</b> |                  |                  |               |                  |                  |                |
| Operating - Revenues                 | 5,860,533        | 5,268,030        | (10.1)        | 1,625,509        | 1,277,163        | (21.4)         |
| - Expenses - Facilities              | (5,617,235)      | (5,354,821)      | (4.7)         | (1,584,317)      | (1,769,245)      | 11.7           |
| - Base Management Fees               | (165,263)        | (167,741)        | 1.5           | (55,088)         | (55,335)         | 0.4            |
| - Incentive Fee                      | (234,506)        | (252,262)        | 7.6           | -                | -                | -              |
| Net Operating Loss                   | (156,471)        | (506,794)        | (223.9)       | (13,896)         | (547,417)        | (3847.9)       |
| Parking                              | 765,243          | 725,300          | (5.2)         | 154,448          | 123,250          | (20.2)         |
| Pedestrian Safety                    | (53,707)         | (44,886)         | (16.4)        | -                | (2,024)          | +100.0         |
| <b>Net Proceeds (Cost) of DVP</b>    | <b>555,065</b>   | <b>173,620</b>   | <b>(68.7)</b> | <b>140,552</b>   | <b>(426,191)</b> | <b>(403.2)</b> |
| <b>Other</b>                         |                  |                  |               |                  |                  |                |
| Revenues                             | 201,201          | 184,300          | (8.4)         | 35,090           | 22,218           | (36.7)         |
| Expenses                             | (507,389)        | (702,843)        | 38.5          | (118,041)        | (182,781)        | 54.8           |
| <b>Net Other</b>                     | <b>(306,188)</b> | <b>(518,543)</b> | <b>(69.4)</b> | <b>(82,951)</b>  | <b>(160,563)</b> | <b>(93.5)</b>  |
| <b>Total Net Proceeds/Operating</b>  | <b>1,945,535</b> | <b>713,928</b>   |               | <b>(103,918)</b> | <b>(845,188)</b> |                |
| Capital Expenditures                 | (975,448)        | (3,329,000)      |               | (268,858)        | (1,759,437)      |                |
| Results Net of Capital Expenditures  | \$ 970,087       | \$ (2,615,072)   |               | \$ (372,776)     | \$ (2,604,625)   |                |

<sup>(1)</sup> Subject to Audit.

# DEVOS PLACE

## DE VOS PLACE

**FINANCIAL STATEMENT  
FOR THE PERIOD ENDED OCTOBER 31, 2013**

**Distribution:**

Grand Rapids – Kent County Convention / Arena Authority

Robert White

Harry Cann

Gary McAneney

John Szudzik

Richard MacKeigan

Chris Machuta



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*An SMG Managed Facility*

DE VOS PLACE  
ROLLING FORECAST  
FISCAL YEAR ENDING JUNE 30, 2014

|  | YTD Actual | Roll      | TOTAL<br>FYE | BUDGET<br>FYE | VARIANCE  |
|--|------------|-----------|--------------|---------------|-----------|
| NO. EVENTS                                       | 137        | 425       | 562          | 507           | 55        |
| ATTENDANCE                                       | 82,943     | 442,500   | 525,443      | 498,100       | 27,343    |
| DIRECT EVENT REVENUE                             | 583,385    | 2,273,671 | 2,857,056    | 2,918,040     | (60,984)  |
| ANCILLARY REVENUE                                | 621,481    | 1,421,229 | 2,042,710    | 2,105,540     | (62,830)  |
| TOTAL EVENT REVENUE                              | 1,204,866  | 3,694,900 | 4,899,766    | 5,023,580     | (123,814) |
| TOTAL OTHER REVENUE                              | 72,297     | 179,792   | 252,089      | 244,450       | 7,639     |
| TOTAL OPERATING REVENUE                          | 1,277,163  | 3,874,692 | 5,151,855    | 5,268,030     | (116,175) |
| INDIRECT EXPENSES                                |            |           |              |               |           |
| EXECUTIVE  | 57,391     | 132,091   | 189,482      | 189,482       | -         |
| FINANCE  | 75,977     | 177,710   | 253,687      | 253,687       | -         |
| MARKETING  | 31,045     | 80,104    | 111,149      | 111,149       | -         |
| OPERATIONS                                       | 465,293    | 984,061   | 1,449,354    | 1,449,354     | -         |
| EVENT SERVICES                                   | 337,407    | 696,874   | 1,034,281    | 1,034,281     | -         |
| BOX OFFICE                                       | 38,589     | 52,123    | 90,712       | 90,712        | -         |
| SALES  | 105,237    | 282,114   | 387,351      | 387,351       | -         |
| OVERHEAD   | 713,640    | 1,292,901 | 2,006,541    | 2,006,541     | -         |
| TOTAL OPERATING EXP.                             | 1,824,580  | 3,697,978 | 5,522,557    | 5,522,557     | -         |
| NET REVENUE ABOVE EXPENSES                       | (547,417)  | 176,714   | (370,702)    | (254,527)     | (116,175) |
| INCENTIVE FEE                                    |            |           | 0            | 252,261       | (252,261) |
| NET OPERATING REVENUE OVER<br>OPERATING EXPENSES | (547,417)  | 176,714   | (370,702)    | (506,788)     | 136,086   |

Comments:

DeVos Place performed fairly consistent with budget overall and better than prior year. Jersey Boys, presented by Broadway Grand Rapids, sold very well and was a major contributor to the overage seen in the month.

  
General Manager

  
Finance Director

**DE VOS PLACE  
FINANCIAL STATEMENT HIGHLIGHTS  
FISCAL YEAR ENDING JUNE 30, 2014**

The following schedule summarizes operating results for both the current month and Year to Date as compared to budget and prior year:

| <b>MONTH</b>           | <b>October<br/>Actual</b> | <b>October<br/>Budget</b> | <b>October<br/>FY 2013</b> |
|------------------------|---------------------------|---------------------------|----------------------------|
| Number of Events       | 65                        | 65                        | 44                         |
| Attendance             | 43,514                    | 48,445                    | 33,662                     |
| Direct Event Income    | \$308,959                 | \$274,326                 | \$198,897                  |
| Ancillary Income       | 291,546                   | 242,282                   | 199,748                    |
| Other Event Income     | 17,862                    | 24,052                    | 22,141                     |
| Other Operating Income | 5,095                     | 2,666                     | 3,662                      |
| Indirect Expenses      | (519,939)                 | (460,212)                 | (416,408)                  |
| Net Income             | <u>\$103,523</u>          | <u>\$83,114</u>           | <u>\$8,040</u>             |

| <b>YTD</b>             | <b>YTD 2014<br/>Actual</b> | <b>YTD 2014<br/>Budget</b> | <b>YTD 2013<br/>Prior Year</b> |
|------------------------|----------------------------|----------------------------|--------------------------------|
| Number of Events       | 137                        | 132                        | 156                            |
| Attendance             | 82,943                     | 98,010                     | 118,637                        |
| Direct Event Income    | \$583,385                  | \$605,992                  | \$760,494                      |
| Ancillary Income       | 621,481                    | 565,246                    | 797,141                        |
| Other Event Income     | 59,579                     | 32,104                     | 55,595                         |
| Other Operating Income | 12,718                     | 10,664                     | 12,279                         |
| Indirect Expenses      | (1,824,580)                | (1,840,848)                | (1,639,405)                    |
| Net Income             | <u>(\$547,417)</u>         | <u>(\$626,842)</u>         | <u>(\$13,896)</u>              |

**EVENT INCOME**

Event income came in higher than budget on the strength of sales from Jersey Boys.

**ANCILLARY INCOME**

Ancillary income came in higher than budget for the month as spending in all areas either were consistent or exceeded budget.

**INDIRECT EXPENSES**

Indirect expenses came in higher for the month but remain consistent for the fiscal year as a whole.

**DeVos Place**  
**Income Statement**  
**For the Four Months Ending October 31, 2013**

|   | Current Month<br>Actual | Current Month<br>Budget | Variance       | Current Month<br>Prior Year | Year to Date<br>Actual | Year to Date<br>Budget | Variance        | Year to Date<br>Prior Year |
|---|-------------------------|-------------------------|----------------|-----------------------------|------------------------|------------------------|-----------------|----------------------------|
| <b>Event Income</b>                     |                         |                         |                |                             |                        |                        |                 |                            |
| <b>Direct Event Income</b>              |                         |                         |                |                             |                        |                        |                 |                            |
| Rental Income                           | \$310,831               | \$291,940               | \$18,691       | \$263,313                   | \$624,987              | \$660,040              | (\$35,053)      | \$862,690                  |
| Service Revenue                         | 343,704                 | 228,306                 | 115,398        | 164,609                     | 484,130                | 403,152                | 80,978          | 583,958                    |
| Service Expenses                        | (345,376)               | (245,920)               | (99,456)       | (229,025)                   | (525,732)              | (457,200)              | (68,532)        | (686,154)                  |
| <b>Total Direct Event Income</b>        | <b>308,959</b>          | <b>274,326</b>          | <b>34,633</b>  | <b>198,897</b>              | <b>583,385</b>         | <b>605,992</b>         | <b>(22,607)</b> | <b>760,494</b>             |
| <b>Ancillary Income</b>                 |                         |                         |                |                             |                        |                        |                 |                            |
| F&B Concession                          | 7,808                   | 7,189                   | 619            | 5,557                       | 22,252                 | 16,956                 | 5,296           | 37,318                     |
| F&B Catering                            | 91,950                  | 94,792                  | (2,842)        | 46,863                      | 213,130                | 209,359                | 3,771           | 273,258                    |
| Novelty Sales                           | 1,044                   | 1,129                   | (85)           | 2,150                       | 1,447                  | 1,554                  | (107)           | 4,198                      |
| Booth Cleaning                          | 26,772                  | 18,480                  | 8,292          | 26,651                      | 61,628                 | 52,409                 | 9,219           | 78,158                     |
| Telephone/Long Distance                 | 113                     | 0                       | 113            | 0                           | 900                    | 0                      | 900             | 0                          |
| Electrical Services                     | 76,750                  | 39,780                  | 36,970         | 65,678                      | 124,152                | 101,495                | 22,657          | 162,530                    |
| Audio Visual                            | 59,736                  | 49,488                  | 10,248         | 26,558                      | 131,526                | 116,600                | 14,926          | 138,114                    |
| Internet Services                       | 8,684                   | 11,294                  | (2,610)        | 11,949                      | 30,663                 | 29,433                 | 1,230           | 46,440                     |
| Equipment Rental                        | 18,689                  | 20,130                  | (1,441)        | 14,342                      | 35,783                 | 37,440                 | (1,657)         | 57,125                     |
| <b>Total Ancillary Income</b>           | <b>291,546</b>          | <b>242,282</b>          | <b>49,264</b>  | <b>199,748</b>              | <b>621,481</b>         | <b>565,246</b>         | <b>56,235</b>   | <b>797,141</b>             |
| <b>Other Event Income</b>               |                         |                         |                |                             |                        |                        |                 |                            |
| Ticket Rebates(Per Event)               | 17,862                  | 24,052                  | (6,190)        | 22,141                      | 59,579                 | 32,104                 | 27,475          | 55,595                     |
| <b>Total Other Event Income</b>         | <b>17,862</b>           | <b>24,052</b>           | <b>(6,190)</b> | <b>22,141</b>               | <b>59,579</b>          | <b>32,104</b>          | <b>27,475</b>   | <b>55,595</b>              |
| <b>Total Event Income</b>               | <b>618,367</b>          | <b>540,660</b>          | <b>77,707</b>  | <b>420,786</b>              | <b>1,264,445</b>       | <b>1,203,342</b>       | <b>61,103</b>   | <b>1,613,230</b>           |
| <b>Other Operating Income</b>           |                         |                         |                |                             |                        |                        |                 |                            |
| Luxury Box Agreements                   | 1,461                   | 1,333                   | 128            | 1,186                       | 5,844                  | 5,332                  | 512             | 4,746                      |
| Other Income                            | 3,634                   | 1,333                   | 2,301          | 2,476                       | 6,874                  | 5,332                  | 1,542           | 7,533                      |
| <b>Total Other Operating Income</b>     | <b>5,095</b>            | <b>2,666</b>            | <b>2,429</b>   | <b>3,662</b>                | <b>12,718</b>          | <b>10,664</b>          | <b>2,054</b>    | <b>12,279</b>              |
| <b>Adjusted Gross Income</b>            | <b>623,462</b>          | <b>543,326</b>          | <b>80,136</b>  | <b>424,448</b>              | <b>1,277,163</b>       | <b>1,214,006</b>       | <b>63,157</b>   | <b>1,625,509</b>           |
| <b>Operating Expenses</b>               |                         |                         |                |                             |                        |                        |                 |                            |
| Salaries and Wages                      | 327,050                 | 258,942                 | 68,108         | 244,346                     | 823,478                | 1,035,768              | (212,290)       | 858,694                    |
| Payroll Taxes and Benefits              | 123,978                 | 74,362                  | 49,616         | 94,080                      | 266,093                | 297,448                | (31,355)        | 282,948                    |
| Labor Allocations to Events             | (228,578)               | (147,870)               | (80,708)       | (139,314)                   | (399,241)              | (591,480)              | 192,239         | (471,467)                  |
| <b>Net Salaries and Benefits</b>        | <b>222,450</b>          | <b>185,434</b>          | <b>37,016</b>  | <b>199,112</b>              | <b>690,330</b>         | <b>741,736</b>         | <b>(51,406)</b> | <b>670,175</b>             |
| Contracted Services                     | 41,090                  | 20,718                  | 20,372         | 27,058                      | 133,842                | 82,872                 | 50,970          | 107,217                    |
| General and Administrative              | 24,677                  | 28,110                  | (3,433)        | 38,084                      | 95,951                 | 112,440                | (16,489)        | 111,023                    |
| Operations                              | 4,802                   | 9,771                   | (4,969)        | 3,883                       | 45,363                 | 39,084                 | 6,279           | 50,327                     |
| Repair and Maintenance                  | 37,687                  | 41,645                  | (3,958)        | 24,180                      | 148,178                | 166,580                | (18,402)        | 120,453                    |
| Operational Supplies                    | 27,270                  | 20,908                  | 6,362          | 7,516                       | 59,591                 | 83,632                 | (24,041)        | 53,195                     |
| Insurance                               | 18,633                  | 16,248                  | 2,385          | 14,625                      | 61,686                 | 64,992                 | (3,306)         | 55,716                     |
| Utilities                               | 129,310                 | 123,400                 | 5,910          | 88,178                      | 534,304                | 493,600                | 40,704          | 416,211                    |
| SMG Management Fees                     | 14,020                  | 13,978                  | 42             | 13,772                      | 55,335                 | 55,912                 | (577)           | 55,088                     |
| <b>Total Operating Expenses</b>         | <b>519,939</b>          | <b>460,212</b>          | <b>59,727</b>  | <b>416,408</b>              | <b>1,824,580</b>       | <b>1,840,848</b>       | <b>(16,268)</b> | <b>1,639,405</b>           |
| <b>Net Income(Loss) From Operations</b> | <b>103,523</b>          | <b>83,114</b>           | <b>20,409</b>  | <b>8,040</b>                | <b>(547,417)</b>       | <b>(626,842)</b>       | <b>79,425</b>   | <b>(13,896)</b>            |
| <b>Other Non-Operating Expenses</b>     |                         |                         |                |                             |                        |                        |                 |                            |
| <b>Adjusted Net Income(Loss)</b>        | <b>103,523</b>          | <b>83,114</b>           | <b>20,409</b>  | <b>8,040</b>                | <b>(547,417)</b>       | <b>(626,842)</b>       | <b>79,425</b>   | <b>(13,896)</b>            |

3

**SMG DeVos Place**  
**Grand Rapids - Kent County Convention/Arena Authority**  
**Year to Date Event Summary Report**  
**For the Four Months ended October 31, 2013**

| Event Type             | Events/Days |        | Attendance |        | Total Event Income |           |
|------------------------|-------------|--------|------------|--------|--------------------|-----------|
|                        | Actual      | Budget | Actual     | Budget | Actual             | Budget    |
| Convention/Trade Shows | 36          | 36     | 33,520     | 34,560 | 664,816            | 568,728   |
| Consumer/Gated Shows   | 5           | 5      | 4,070      | 7,500  | 34,467             | 47,990    |
| DeVos Performance Hall | 27          | 22     | 27,629     | 26,020 | 233,733            | 147,408   |
| Banquets               | 10          | 6      | 5,014      | 6,500  | 75,769             | 80,570    |
| Meetings               | 48          | 48     | 8,980      | 18,480 | 228,661            | 265,344   |
| Other                  | 11          | 11     | 3,730      | 4,950  | 27,000             | 93,302    |
| GRAND TOTALS           | 137         | 128    | 82,943     | 98,010 | 1,264,445          | 1,203,342 |

**As Percentage of Overall**

|                        |        |        |        |        |        |        |
|------------------------|--------|--------|--------|--------|--------|--------|
| Convention/Trade Shows | 26.28% | 28.13% | 40.41% | 35.26% | 52.58% | 47.26% |
| Consumer/Gated Shows   | 3.65%  | 3.91%  | 4.91%  | 7.65%  | 2.73%  | 3.99%  |
| Devos Performance Hall | 19.71% | 17.19% | 33.31% | 26.55% | 18.49% | 12.25% |
| Ballroom Exclusive     | 7.30%  | 4.69%  | 6.05%  | 6.63%  | 5.99%  | 6.70%  |
| Meetings               | 35.04% | 37.50% | 10.83% | 18.86% | 18.08% | 22.05% |
| Other                  | 8.03%  | 8.59%  | 4.50%  | 5.05%  | 2.14%  | 7.75%  |

**DeVos Place**  
**Balance Sheet**  
**As of October 31, 2013**

**ASSETS**

**Current Assets**

|                    |           |
|--------------------|-----------|
| Cash               | 1,416,301 |
| Account Receivable | 811,914   |
| Prepaid Expenses   | 3,056     |

|                             |  |                    |
|-----------------------------|--|--------------------|
| <b>Total Current Assets</b> |  | <b>\$2,231,271</b> |
|-----------------------------|--|--------------------|

**Total Assets**

**\$2,231,271**

**LIABILITIES AND EQUITY**

**Current Liabilities**

|                                  |         |
|----------------------------------|---------|
| Accounts Payable                 | 154,859 |
| Accrued Expenses                 | 572,326 |
| Deferred Income                  | 74,227  |
| Advanced Ticket Sales & Deposits | 966,000 |

|                                  |  |                    |
|----------------------------------|--|--------------------|
| <b>Total Current Liabilities</b> |  | <b>\$1,767,412</b> |
|----------------------------------|--|--------------------|

**Other Liabilities**

**Equity**

|                             |             |
|-----------------------------|-------------|
| Funds Remitted to CAA       | (1,031,456) |
| Expenses Paid Direct by CAA | 481,905     |
| Beginning Balance Equity    | 1,560,825   |
| Current Year Equity         | (547,415)   |

|                     |  |                  |
|---------------------|--|------------------|
| <b>Total Equity</b> |  | <b>\$463,859</b> |
|---------------------|--|------------------|

|                                     |  |                    |
|-------------------------------------|--|--------------------|
| <b>Total Liabilities and Equity</b> |  | <b>\$2,231,271</b> |
|-------------------------------------|--|--------------------|





**SMG - DeVos Place**  
**Grand Rapids - Kent County Convention/Arena Authority**  
**Summary of Accounts Receivable**  
**As of October 31, 2013**

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|                               |             |
|-------------------------------|-------------|
| Current - Under 30 Days       |             |
| Food & Beverage               | 98,509      |
| Ticketing                     | 50,744      |
| Merchandise                   | -           |
| Decorating                    | 26,772      |
| Audio/Visual                  | 82,757      |
| Van Andel Arena               | (16,775)    |
| Operating                     | 424,504     |
| <br>Over 30 Days              | <br>110,845 |
| <br>Over 60 Days              | <br>34,558  |
| <br>Over 90 Days              |             |
| <br>Total Accounts Receivable | <br>811,914 |

**SMG - Van Andel Arena & DeVos Place  
Grand Rapids - Kent County Convention/Arena Authority  
Management Fee Summary  
Fiscal Year Ending June 30, 2014**

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**MANAGEMENT FEE SUMMARY**

|                            | Arena<br>Estimate | DeVos Place<br>Estimate | Total<br>Estimate | FY 2013<br>Estimate |
|----------------------------|-------------------|-------------------------|-------------------|---------------------|
| Net Revenue above Expenses | 842,544           | (370,701)               | 471,843           | 1,743,309           |
| Benchmark ++               |                   |                         | 750,000           | 750,000             |
| Excess                     | 842,544           | (370,701)               | (278,157)         | 993,309             |

Incentive Fee Calculation (Only if above greater than zero)

|                          | Arena<br>Estimate | DeVos Place<br>Estimate | Total<br>Estimate | Total<br>Estimate |
|--------------------------|-------------------|-------------------------|-------------------|-------------------|
| Base Fee                 | 167,741           | 167,741                 | 335,482           | 330,525           |
| Incentive Fee            |                   |                         |                   |                   |
| Revenue                  | 4,859,271         | 5,151,856               | 10,011,127        | 11,289,192        |
| Benchmark Revenue        | 4,950,000         | 4,350,000               | 9,300,000         | 9,200,000         |
| Revenue Excess           | (90,729)          | 801,856                 | 711,127           | 2,089,192         |
| Incentive Fee **         | -                 | -                       | -                 | 330,525           |
| Total SMG Management Fee | 167,741           | 167,741                 | 335,482           | 661,050           |

\*\* Incentive fee is 25% of the first \$500,000 in excess, 30% of remaining capped at base fee amount.

++ If net revenues above expenses exceeds \$700,000, SMG is eligible for 75% of the incentive fee.



## **VAN ANDEL ARENA**

### **FINANCIAL STATEMENT FOR THE PERIOD ENDED OCTOBER 31, 2013**

**PROUD HOME OF THE GRAND RAPIDS GRIFFINS – 2013 CALDER CUP CHAMPIONS**



**Distribution:**

**Grand Rapids – Kent County Convention / Arena Authority**

**Robert White**

**Harry Cann**

**Gary McAneney**

**John Szudzik**

**Richard MacKeigan**

**Chris Machuta**



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***An SMG Managed Facility***


VAN ANDEL ARENA  
ROLLING FORECAST  
FISCAL YEAR ENDING JUNE 30, 2014

|  | YTD       | ROLL      | TOTAL<br>FYE | BUDGET<br>FYE | VARIANCE  |
|--|-----------|-----------|--------------|---------------|-----------|
| NO. EVENTS                                 | 14        | 82        | 96           | 96            | -         |
| ATTENDANCE                                 | 58,006    | 503,000   | 561,006      | 543,200       | 17,806    |
| DIRECT EVENT INCOME                        | 132,567   | 1,031,531 | 1,164,098    | 1,262,321     | (98,223)  |
| ANCILLARY INCOME                           | 129,420   | 1,072,973 | 1,202,393    | 1,231,195     | (28,802)  |
| TOTAL EVENT INCOME                         | 261,987   | 2,104,504 | 2,366,491    | 2,493,516     | (127,025) |
| TOTAL OTHER INCOME                         | 661,610   | 1,831,170 | 2,492,780    | 2,529,950     | (37,170)  |
| TOTAL INCOME                               | 923,597   | 3,935,674 | 4,859,271    | 5,023,466     | (164,195) |
| INDIRECT EXPENSES                          |           |           |              |               |           |
| EXECUTIVE                                  | 64,762    | 114,719   | 179,481      | 179,481       | -         |
| FINANCE                                    | 58,540    | 169,958   | 228,498      | 228,498       | -         |
| MARKETING                                  | 77,593    | 243,890   | 321,483      | 321,483       | -         |
| OPERATIONS                                 | 558,984   | 1,113,516 | 1,672,500    | 1,672,500     | -         |
| BOX OFFICE                                 | 28,732    | 117,219   | 145,951      | 145,951       | -         |
| LUXURY SEATING                             | 16,447    | 76,845    | 93,292       | 93,292        | -         |
| SKYWALK ADMIN                              | 10,188    | 9,772     | 19,960       | 19,960        | -         |
| OVERHEAD                                   | 411,928   | 943,634   | 1,355,562    | 1,355,562     | -         |
| TOTAL INDIRECT EXP.                        | 1,227,175 | 2,789,553 | 4,016,727    | 4,016,727     | -         |
| NET REVENUE ABOVE EXPENSES                 | (303,578) | 1,146,121 | 842,544      | 1,006,739     | (164,195) |
| LESS INCENTIVE FEE                         |           | -         | 0            | 20,187        | 20,187    |
| NET REVENUE ABOVE EXPENSES AFTER INCENTIVE | (303,578) | 1,146,121 | 842,544      | 986,552       | (144,008) |

Comments:

The Arena performed consistent with budget overall as the first two concerts of the fiscal year were successfully held and the Griffins started the defense of their Calder Cup Championship.

  
General Manager

  
Director of Finance

**VAN ANDEL ARENA  
FINANCIAL STATEMENT HIGHLIGHTS  
FOR MONTH ENDED OCTOBER 31, 2013**

The following schedule summarizes operating results for both the current month and Year to Date as compared to budget and prior year:

| <b>MONTH</b>           | <b>October<br/>Actual</b> | <b>October<br/>Budget</b> | <b>October<br/>FY 2013</b> |
|------------------------|---------------------------|---------------------------|----------------------------|
| Number of Events       | 5                         | 5                         | 9                          |
| Attendance             | 28,439                    | 34,700                    | 48,300                     |
| Direct Event Income    | \$75,890                  | \$58,419                  | \$67,302                   |
| Ancillary Income       | 55,542                    | 88,956                    | 98,368                     |
| Other Event Income     | 32,349                    | 40,200                    | 22,411                     |
| Other Operating Income | 159,007                   | 169,976                   | 167,088                    |
| Indirect Expenses      | (306,782)                 | (334,727)                 | (296,580)                  |
| Net Income             | <u>\$16,006</u>           | <u>\$22,824</u>           | <u>\$58,589</u>            |

| <b>YTD</b>             | <b>YTD 2014<br/>Actual</b> | <b>YTD 2014<br/>Budget</b> | <b>YTD 2013<br/>Prior Year</b> |
|------------------------|----------------------------|----------------------------|--------------------------------|
| Number of Events       | 14                         | 13                         | 22                             |
| Attendance             | 58,006                     | 66,700                     | 82,887                         |
| Direct Event Income    | \$132,567                  | \$114,953                  | \$174,547                      |
| Ancillary Income       | 129,420                    | 154,718                    | 153,129                        |
| Other Event Income     | 47,872                     | 50,200                     | 30,856                         |
| Other Operating Income | 613,738                    | 614,104                    | 594,389                        |
| Indirect Expenses      | (1,227,175)                | (1,338,908)                | (1,162,776)                    |
| Net Income             | <u>(\$303,578)</u>         | <u>(\$404,933)</u>         | <u>(\$209,855)</u>             |

**EVENT INCOME**

Event income came in ahead of budget on strong sales for both the Josh Groban and Chris Tomlin concerts.

**ANCILLARY INCOME**

Ancillary income fell below budget as the per cap spending on the two concerts, while strong for the respective shows, were well below traditional concert averages.

**INDIRECT EXPENSES**

Indirect expenses continue to come in ahead of expectations.

**Van Andel Arena**  
**Income Statement**  
**For the Four Months Ending October 31, 2013**

|   | Current Month<br>Actual | Current Month<br>Budget | Variance        | Current Month<br>Prior Year | Year to Date<br>Actual | Year to Date<br>Budget | Variance         | Year to Date<br>Prior Year |
|---|-------------------------|-------------------------|-----------------|-----------------------------|------------------------|------------------------|------------------|----------------------------|
| <b>Event Income</b>                     |                         |                         |                 |                             |                        |                        |                  |                            |
| <b>Direct Event Income</b>              |                         |                         |                 |                             |                        |                        |                  |                            |
| Rental Income                           | \$110,026               | \$75,900                | 34,126          | \$103,903                   | \$246,556              | \$217,900              | 28,656           | \$262,250                  |
| Service Revenue                         | 85,638                  | 96,647                  | (11,009)        | 111,255                     | 124,724                | 116,897                | 7,827            | 203,491                    |
| Service Expenses                        | (119,774)               | (114,128)               | (5,646)         | (147,856)                   | (238,713)              | (219,844)              | (18,869)         | (291,194)                  |
| <b>Total Direct Event Income</b>        | <b>75,890</b>           | <b>58,419</b>           | <b>17,471</b>   | <b>67,302</b>               | <b>132,567</b>         | <b>114,953</b>         | <b>17,614</b>    | <b>174,547</b>             |
| <b>Ancillary Income</b>                 |                         |                         |                 |                             |                        |                        |                  |                            |
| F&B Concession                          | 44,195                  | 76,212                  | (32,017)        | 87,650                      | 112,308                | 136,897                | (24,589)         | 132,909                    |
| F&B Catering                            | 8,691                   | 5,508                   | 3,183           | 7,424                       | 10,901                 | 7,185                  | 3,716            | 12,383                     |
| Novelty Sales                           | 2,656                   | 7,236                   | (4,580)         | 3,058                       | 6,211                  | 10,636                 | (4,425)          | 6,966                      |
| Booth Cleaning                          | 0                       | 0                       | 0               | 236                         | 0                      | 0                      | 0                | 871                        |
| <b>Total Ancillary Income</b>           | <b>55,542</b>           | <b>88,956</b>           | <b>(33,414)</b> | <b>98,368</b>               | <b>129,420</b>         | <b>154,718</b>         | <b>(25,298)</b>  | <b>153,129</b>             |
| <b>Other Event Income</b>               |                         |                         |                 |                             |                        |                        |                  |                            |
| Ticket Rebates(Per Event)               | 32,349                  | 40,200                  | (7,851)         | 22,411                      | 47,872                 | 50,200                 | (2,328)          | 30,856                     |
| <b>Total Other Event Income</b>         | <b>32,349</b>           | <b>40,200</b>           | <b>(7,851)</b>  | <b>22,411</b>               | <b>47,872</b>          | <b>50,200</b>          | <b>(2,328)</b>   | <b>30,856</b>              |
| <b>Total Event Income</b>               | <b>163,781</b>          | <b>187,575</b>          | <b>(23,794)</b> | <b>188,081</b>              | <b>309,859</b>         | <b>319,871</b>         | <b>(10,012)</b>  | <b>358,532</b>             |
| <b>Other Operating Income</b>           |                         |                         |                 |                             |                        |                        |                  |                            |
| Luxury Box Agreements                   | 103,388                 | 113,892                 | (4,037)         | 110,294                     | 387,564                | 389,768                | 11,993           | 364,792                    |
| Advertising                             | 52,136                  | 52,084                  | 52              | 54,000                      | 210,409                | 208,336                | 2,073            | 216,000                    |
| Other Income                            | 3,483                   | 4,000                   | (517)           | 2,794                       | 15,765                 | 16,000                 | (235)            | 13,597                     |
| <b>Total Other Operating Income</b>     | <b>159,007</b>          | <b>169,976</b>          | <b>(10,969)</b> | <b>167,088</b>              | <b>613,738</b>         | <b>614,104</b>         | <b>(366)</b>     | <b>594,389</b>             |
| <b>Adjusted Gross Income</b>            | <b>322,788</b>          | <b>357,551</b>          | <b>(34,763)</b> | <b>355,169</b>              | <b>923,597</b>         | <b>933,975</b>         | <b>(10,378)</b>  | <b>952,921</b>             |
| <b>Operating Expenses</b>               |                         |                         |                 |                             |                        |                        |                  |                            |
| Salaries and Wages                      | 158,868                 | 169,319                 | (10,451)        | 158,033                     | 561,587                | 677,276                | (115,689)        | 545,625                    |
| Payroll Taxes and Benefits              | 36,592                  | 47,535                  | (10,943)        | 37,767                      | 123,362                | 190,140                | (66,778)         | 131,905                    |
| Labor Allocations to Events             | (67,923)                | (70,483)                | 2,560           | (70,294)                    | (155,668)              | (281,932)              | 126,264          | (173,235)                  |
| <b>Net Salaries and Benefits</b>        | <b>127,537</b>          | <b>146,371</b>          | <b>(18,834)</b> | <b>125,506</b>              | <b>529,281</b>         | <b>585,484</b>         | <b>(56,203)</b>  | <b>504,295</b>             |
| Contracted Services                     | 12,637                  | 20,928                  | (8,291)         | 18,718                      | 71,844                 | 83,712                 | (11,868)         | 73,752                     |
| General and Administrative              | 23,698                  | 22,535                  | 1,163           | 26,445                      | 118,363                | 90,140                 | 28,223           | 94,149                     |
| Operations                              | 2,519                   | 6,800                   | (4,281)         | 2,555                       | 6,833                  | 27,200                 | (20,367)         | 18,389                     |
| Repair and Maintenance                  | 29,367                  | 21,417                  | 7,950           | 2,077                       | 89,202                 | 85,668                 | 3,534            | 59,963                     |
| Operational Supplies                    | 12,787                  | 15,417                  | (2,630)         | 27,211                      | 62,531                 | 61,668                 | 863              | 65,816                     |
| Insurance                               | 7,647                   | 10,251                  | (2,604)         | 11,188                      | 20,887                 | 41,004                 | (20,117)         | 25,563                     |
| Utilities                               | 76,570                  | 77,030                  | (460)           | 69,108                      | 272,155                | 308,120                | (35,965)         | 265,761                    |
| SMG Management Fees                     | 14,020                  | 13,978                  | 42              | 13,772                      | 56,079                 | 55,912                 | 167              | 55,088                     |
| <b>Total Operating Expenses</b>         | <b>306,782</b>          | <b>334,727</b>          | <b>(27,945)</b> | <b>296,580</b>              | <b>1,227,175</b>       | <b>1,338,908</b>       | <b>(111,733)</b> | <b>1,162,776</b>           |
| <b>Net Income(Loss) From Operations</b> | <b>16,006</b>           | <b>22,824</b>           | <b>(6,818)</b>  | <b>58,589</b>               | <b>(303,578)</b>       | <b>(404,933)</b>       | <b>101,355</b>   | <b>(209,855)</b>           |
| <b>Other Non-Operating Expenses</b>     |                         |                         |                 |                             |                        |                        |                  |                            |
| <b>Adjusted Net Income(Loss)</b>        | <b>16,006</b>           | <b>22,824</b>           | <b>(6,818)</b>  | <b>58,589</b>               | <b>(303,578)</b>       | <b>(404,933)</b>       | <b>101,355</b>   | <b>(209,855)</b>           |

3

**SMG - Van Andel Arena**  
**Grand Rapids - Kent County Convention/Arena Authority**  
**Event Summary**  
**For the Four Months Ended October 31, 2013**

| Event Type      | Events/Days |        | Attendance |        | Total Event Income |         |
|-----------------|-------------|--------|------------|--------|--------------------|---------|
|                 | Actual      | Budget | Actual     | Budget | Actual             | Budget  |
| Family Show     | 7           | 6      | 21,635     | 22,000 | 50,834             | 47,396  |
| Sporting Event  | 2           | 2      | 7,932      | 10,000 | 93,854             | 84,900  |
| Concert         | -           | 2      | -          | 17,000 | 118,575            | 144,372 |
| Team Home Games | -           | 3      | -          | 17,700 | 46,595             | 43,203  |
| Other           | -           | -      | -          | -      | -                  | -       |
| GRAND TOTALS    | 9           | 13     | 29,567     | 66,700 | 309,858            | 319,871 |

**As Percentage of Overall**

|                 |        |        |        |        |        |        |
|-----------------|--------|--------|--------|--------|--------|--------|
| Family Show     | 77.78% | 46.15% | 73.17% | 32.98% | 16.41% | 14.82% |
| Sporting Event  | 22.22% | 15.38% | 26.83% | 14.99% | 30.29% | 26.54% |
| Concert         | 0.00%  | 15.38% | 0.00%  | 25.49% | 38.27% | 45.13% |
| Team Home Games | 0.00%  | 23.08% | 0.00%  | 26.54% | 15.04% | 13.51% |
| Other           | 0.00%  | 0.00%  | 0.00%  | 0.00%  | 0.00%  | 0.00%  |

**Van Andel Arena  
Balance Sheet  
As of October 31, 2013**

**ASSETS**

**Current Assets**

|                    |           |
|--------------------|-----------|
| Cash               | 3,133,188 |
| Account Receivable | 1,306,254 |
| Prepaid Expenses   | 55,487    |

**Total Current Assets**

\$4,494,929

**Total Assets**

\$4,494,929

**LIABILITIES AND EQUITY**

**Current Liabilities**

|                                  |           |
|----------------------------------|-----------|
| Accounts Payable                 | 125,884   |
| Accrued Expenses                 | 188,440   |
| Deferred Income                  | 2,330,559 |
| Advanced Ticket Sales & Deposits | 1,365,676 |

**Total Current Liabilities**

\$4,010,559

**Other Liabilities**

**Equity**

|                             |           |
|-----------------------------|-----------|
| Funds Remitted to CAA       | (300,000) |
| Expenses Paid Direct by CAA | 255,630   |
| Beginning Balance Equity    | 832,318   |
| Current Year Equity         | (303,577) |

**Total Equity**

\$484,370

**Total Liabilities and Equity**

\$4,494,929



**SMG - Van Andel Arena**  
**Grand Rapids - Kent County Convention/Arena Authority**  
**Summary of Accounts Receivable**  
**As of October 31, 2013**

---

|                               |               |
|-------------------------------|---------------|
| Current - Under 30 Days       |               |
| Food & Beverage               | 81,394        |
| Ticketing                     | 148,798       |
| Merchandise                   | 4,428         |
| Permanent Advertising         | 633,091       |
| DeVos Place                   | 16,775        |
| Operating                     | 30,119        |
| <br>Over 30 Days              | <br>346,745   |
| <br>Over 60 Days              | <br>44,904    |
| <br>Over 90 Days              |               |
| <br>Total Accounts Receivable | <br>1,306,254 |

**SMG - Van Andel Arena & DeVos Place  
Grand Rapids - Kent County Convention/Arena Authority  
Management Fee Summary  
Fiscal Year Ending June 30, 2014**

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**MANAGEMENT FEE SUMMARY**

|                            | Arena<br>Estimate | DeVos Place<br>Estimate | Total<br>Estimate | FY 2013<br>Estimate |
|----------------------------|-------------------|-------------------------|-------------------|---------------------|
| Net Revenue above Expenses | 842,544           | (370,701)               | 471,843           | 1,743,309           |
| Benchmark ++               |                   |                         | 750,000           | 750,000             |
| Excess                     | 842,544           | (370,701)               | (278,157)         | 993,309             |

Incentive Fee Calculation (Only if above greater than zero)

|                          | Arena<br>Estimate | DeVos Place<br>Estimate | Total<br>Estimate | Total<br>Estimate |
|--------------------------|-------------------|-------------------------|-------------------|-------------------|
| Base Fee                 | 167,741           | 167,741                 | 335,482           | 330,525           |
| Incentive Fee            |                   |                         |                   |                   |
| Revenue                  | 4,859,271         | 5,151,856               | 10,011,127        | 11,289,192        |
| Benchmark Revenue        | 4,950,000         | 4,350,000               | 9,300,000         | 9,200,000         |
| Revenue Excess           | (90,729)          | 801,856                 | 711,127           | 2,089,192         |
| Incentive Fee **         | -                 | -                       | -                 | 330,525           |
| Total SMG Management Fee | 167,741           | 167,741                 | 335,482           | 661,050           |

\*\* Incentive fee is 25% of the first \$500,000 in excess, 30% of remaining capped at base fee amount.

++ If net revenues above expenses exceeds \$700,000, SMG is eligible for 75% of the incentive fee.

**GRAND RAPIDS-KENT COUNTY  
CONVENTION/ARENA AUTHORITY**

**RESOLUTION ELECTING TO EXTEND THE TERM OF THE FOOD  
AND BEVERAGE SERVICES AGREEMENT WITH SMG FOOD AND  
BEVERAGE, LLC FOR THE FIRST RENEWAL TERM, AUTHORIZING  
THE NOTIFICATION OF SMG FOOD AND BEVERAGE, LLC OF SUCH  
ELECTION, AND APPROVING AND AUTHORIZING EXECUTION OF  
A FIRST AMENDMENT TO FOOD AND BEVERAGE SERVICES  
AGREEMENT WITH SMG FOOD AND BEVERAGE EXTENDING ITS  
TERM FOR THE PERIOD OF THE FIRST RENEWAL TERM**

Boardmember \_\_\_\_\_, supported by Boardmember \_\_\_\_\_, moves  
the adoption of the following resolution:

**WHEREAS**, the Grand Rapids – Kent County Convention/Arena Authority (the “CAA”) and SMG Food and Beverage, LLC (“SMGFB”) have entered into a Food and Beverage Services Agreement (the “Agreement”), dated and effective July 1, 2011, related to the exclusive right to manage, operate and oversee food and beverage services at the Van Andel Arena; and

**WHEREAS**, the Initial Term of the Agreement will end of June 30, 2014; and

**WHEREAS**, Section 2(b) of the Agreement provides that the CAA Board of Directors (the “CAA Board”), in its sole discretion, may extend the term of the Agreement for a First Renewal Term, i.e. commencing July 1, 2014, and ending June 30, 2016, upon not less than 180 days’ written notice to SMGFB prior to the end of the Initial Term; and

**WHEREAS**, the CAA desires to extend the term of the Agreement for the period of the First Renewal Term and to direct that written notice of said election be given to SMGFB not less than 180 days prior to the end of the Initial Term: and

**WHEREAS**, the CAA further desires to approve and authorize the execution of a First Amendment to Food and Beverage Services Agreement (the “First Amendment”) extending the term of the Agreement for the period of the First Renewal Term.

**NOW, THEREFORE, BE IT RESOLVED:**

1. That the CAA Board elects to extend the term of the Agreement for the period of the First Renewal Term, i.e. July 1, 2014, through June 30, 2016, pursuant to Section 2(b) of the Agreement.

2. That the Administrative Manager of the CAA is directed to provide written notice of such election not less than 180 days prior to June 30, 2014, in the form presented at this meeting in accordance with Sections 2(b) and 21 of the Agreement.

3. That the First Amendment in the form presented at this meeting is approved with such modifications not materially adverse to the CAA approved as to content by the Chairperson of the CAA Board (the "Chairperson") or his designee and as to form by legal counsel and the Chairperson is authorized and directed to execute the approved First Amendment for and on behalf of the CAA.

4. That all resolutions and parts of resolutions in conflict herewith shall be, and the same are hereby, rescinded to the extent of such conflict.

YEAS: Boardmembers \_\_\_\_\_  
\_\_\_\_\_

NAYS: Boardmembers \_\_\_\_\_

ABSTAIN: Boardmembers \_\_\_\_\_

ABSENT: Boardmembers \_\_\_\_\_

**RESOLUTION DECLARED ADOPTED.**

Dated: December 6, 2013

\_\_\_\_\_  
Susan M. Waddell  
Administrative Manager/Recording Secretary

## **CERTIFICATION**

I, the undersigned duly qualified and acting Administrative Manager/Recording Secretary of the Grand Rapids-Kent County Convention/Arena Authority (the "CAA"), do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the CAA Board at a regular meeting held on December 6, 2013, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: December 6, 2013

---

Susan M. Waddell  
Administrative Manager/Recording Secretary

**FIRST AMENDMENT TO FOOD AND BEVERAGE  
SERVICES AGREEMENT**

**THIS FIRST AMENDMENT TO FOOD AND BEVERAGE SERVICES AGREEMENT** (the "First Amendment") is dated as of December 15, 2013, between the **GRAND RAPIDS-KENT COUNTY CONVENTION/ARENA AUTHORITY** (the "CAA") and **SMG FOOD AND BEVERAGE, LLC**.

**RECITALS**

A. The CAA and SMG Food and Beverage, LLC ("SMGFB") have entered into a Food and Beverage Services Agreement (the "Agreement") dated and effective as of July 1, 2011, related to the exclusive right to manage, operate and oversee food and beverage services at the Van Andel Arena.

B. The initial term of the Agreement will end June 30, 2014, and the CAA pursuant to the provisions of Section 2(b) has elected to extend the term of the Agreement for the period of the First Renewal Term.

C. The CAA and SMGFB have agreed to enter into this First Amendment memorializing such extension.

**NOW, THEREFORE**, in further consideration of the promises, covenants and agreements in the Agreement, the parties hereto, intending to be legally bound, hereby agree as follows:

**Section 1. Extension of Term.** Pursuant to the provisions of Section 2(b) of the Agreement the term of the Agreement is extended for the period of the First Renewal Term, i.e. commencing on July 1, 2014 at 12:01 a.m. and ending at midnight on June 30, 2016, unless earlier terminated pursuant to the provisions of the Agreement.

**Section 2. Ratification.** The Agreement is in all other respects ratified and confirmed.

**IN WITNESS WHEREOF**, this First Amendment has been executed by the parties hereto as of the day and year first written above.

**GRAND RAPIDS-KENT COUNTY  
CONVENTION/ARENA AUTHORITY**

By: \_\_\_\_\_  
Steven R. Heacock  
Chairperson

**SMG FOOD AND BEVERAGE, LLC**

By: \_\_\_\_\_

Its: \_\_\_\_\_

**EVALUATION OF SMG FOOD AND BEVERAGE, LLC, A/K/A SAVOY,  
FOOD AND BEVERAGE SERVICES AT VAN ANDEL ARENA**

The Food and Beverage Services Agreement with SMG Food and Beverage, LLC, a/k/a Savoy, has a term that runs simultaneous with SMG's Management Agreement and contains the same renewal terms as the Management Agreement. If SMG desires to exercise its option to extend the term of the Agreement for two years commencing July 1, 2014, it must give not less than 180 days advance notice. Thus, the matter needs to be considered at your December 6 meeting. The following identifies provisions in the Food and Beverage Services Agreement that relate to measuring performance. Also attached is an October 29, 2013, letter from the Kent County Health Department recognizing the food and beverage operation at the Arena with a 2013 Food Safety Award for an "extraordinary degree of safe food handling practices and sanitation."

Provisions in Food and Beverage Services Agreement Related to Performance. The following are provisions in the Food and Beverage Services Agreement that may be used to measure performance of Savoy at the Van Andel Arena:

- Within 15 days of the end of each calendar month Savoy shall provide the CAA with a statement of gross revenues for such calendar month including exclusions from gross revenue (Section 8).
- Savoy shall select, train and employ such number of employees as it deems necessary to provide food and beverage services including alcohol awareness training for those employees handling alcohol (Section 9(a)).
- Savoy shall employ a Food and Beverage Director at the Arena and locate one of its regional managers at the Arena to provide additional management oversight and assistance (Section 9(b) and (c)).
- All food and beverage items offered for sale by Savoy shall be of "high quality"(Section 11(b)).
- Savoy shall provide the CAA, immediately upon receipt, copies of any Kent County Health Department reports, citations and notices as well as Savoy field inspection reports in response thereto. Savoy shall promptly correct any violations and pay any fines (Section 11(c)).
- Savoy shall adhere to its banquet server guidelines, suite service guidelines and concession point-of-service ratio guidelines, copies of which are to be filed in the Arena general offices and available for review upon request by the CAA (Section 11(f)).
- All changes to menu items or pricing shall be submitted to the CAA in advance of the proposed effective date for review, comment and approval (Section 11(g)).



- Provided products are of comparable price and quality to those Savoy would otherwise use, Savoy shall use products of sponsors at the Arena as identified to Savoy from time to time (Section 11(h)).
- Savoy shall maintain a liquor license and all other licenses or permits required by law (Section 14).

## ATTACHMENT I

# KENT COUNTY HEALTH DEPARTMENT



700 FULLER N.E.  
GRAND RAPIDS, MICHIGAN 49503-1918  
PH: 616-632-7100  
1-888-515-1300  
FAX: 616-632-7083

Adam London, RS, MPA  
Administrative Health Officer

October 29, 2013

Restaurant Manager/Owner,

We at the Kent County Health Department are excited to recognize you as a recipient of a 2013 Food Safety Award! This program recognizes year-round operating food service establishments that show an extraordinary degree of safe food handling practices and sanitation. Your facility maintained outstanding food safety practices throughout the 2012/13 licensing year, protecting the public from the risk of foodborne illness.

Restaurant and food service facility safety is a very important concern for residents in Kent County. Most Kent County restaurants do well in their inspections, however, some truly excel. The Kent County Health Department and our Kent County Food Safety Council, which consists of representatives from our local food industry, felt it was important to single out particular locations like yours for being above average. Your establishment passed inspections with little or no violations and adhered to many other best practices. We believe you should be recognized for a job well-done.

Enclosed, you will find a certificate and window cling that you can place in your establishment to announce your award to customers. There are 269 facilities, out of more than 1600 licensed facilities in the county, receiving this honor. Food service establishments are grouped into three classes based on the type of food preparation. In order for the listed classes of food service establishments to qualify for an award, they must meet the following criteria:

- Year round operation for the licensing year (May 1<sup>st</sup> through April 30<sup>th</sup>);
- Facility must have a certified food safety manager, if required, for year of review;
- No repeat violations for the two routine inspections conducted during the year of review;
- No confirmed violations of Michigan Smoke Free Law;
- No enforcement action taken against facility for year of review;
- No confirmed foodborne illness outbreaks linked to facility for year of review;
- No complaints which are confirmed by inspection and determined to be a public health risk;
- Must not receive any Priority or Priority Foundation violations in the licensing year;
- Class A must have no Core Violations, Class B must not exceed 2 Core Violations, and Class C cannot exceed 3 Core Violations.

See more about the program, and find out who else took honors in 2013, at:  
<http://www.accesskent.com/Health/FoodServices/awards.htm>

Congratulations on a job well-done!

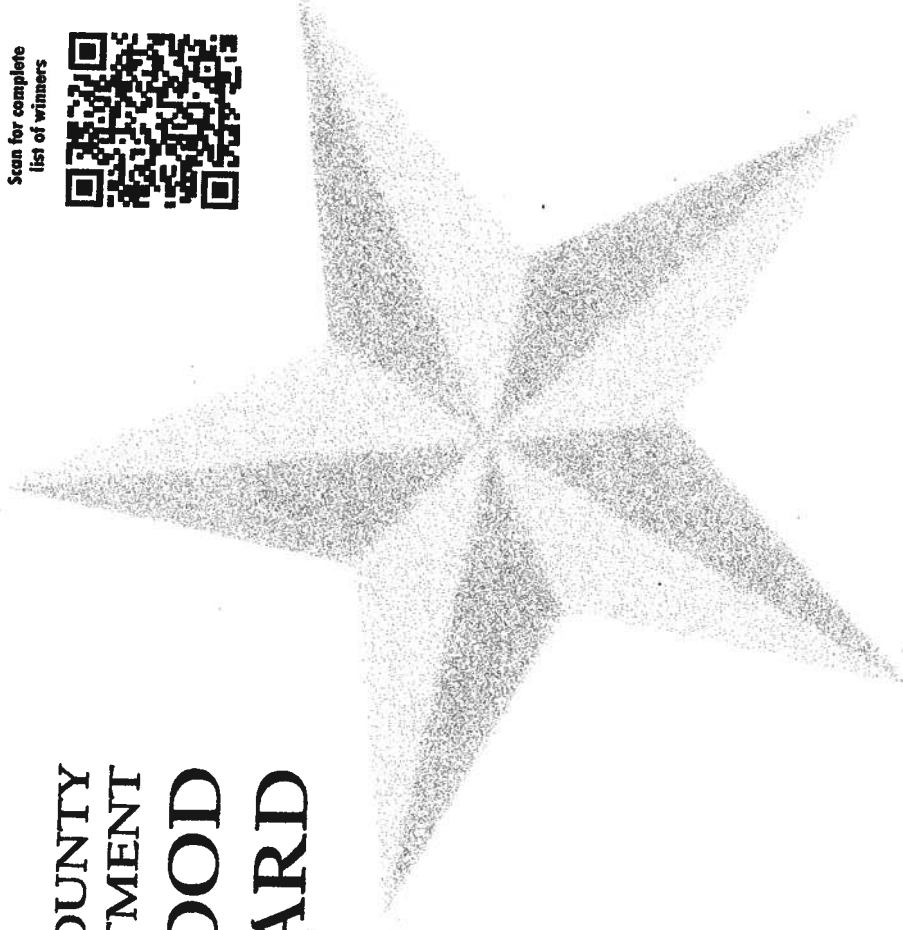
A handwritten signature in black ink, appearing to read "Adam London".

Adam London, RS, MPA  
Administrative Health Officer  
Kent County Health Department



KENT COUNTY  
HEALTH DEPARTMENT  
**2013 FOOD  
SERVICE AWARD**

Scan for complete  
list of winners



VAN ANDEL ARENA  
SECTION A  
130 Fulton St. W  
Grand Rapids

Outstanding Food Safety Practices  
have been maintained at this  
establishment.

This is one of 269 facilities – out of  
1,654 eligible countywide  
that qualified for this award.

Adam London, RS, MPA  
Administrative Health Officer

October 1, 2013

Date

## Savor Performance Checklist

| Department Responsibility         | Timing                | Check if Completed | Date Last Completed | Deliverables  |
|-----------------------------------|-----------------------|--------------------|---------------------|---|
|                                   | Circumstance Specific |                    |                     | SMGFB shall pay the CAA \$250,000.00 within 30 days of the execution of the agreement. If the contract is terminated in the first 5 years of the agreement, CAA shall pay back SMGFB a prorated share of the amortization. Section 6. |
| Finance                           | Monthly               | Completed          | 11/6/2013           | Within 15 days following the end of the calendar month during the term of this agreement, SMGFB shall provide the CAA a schedule of Gross Revenue, and payment for subsequent Commissions due as stated in Schedule A. (Section 8)    |
| Concessions, Premium and culinary | Monthly               | Completed          | ongoing             | SMGFB shall select, train and employ at the Arena such number of employees SMGFB deems necessary or appropriate to satisfy its responsibilities hereunder Section 9 (a).  |
| Corporate                         | Circumstance Specific | Completed          | 1/5/2012            | SMGFB shall employ a Food and Beverage Director to oversee the services, which FBD at the time of selection shall be subject to interview and approval by the CAA. Section 9 (b).   |
| Corporate                         | Circumstance Specific | Not Completed      |                     | SMGFB shall permanently locate one of its Regional Managers (the "FB Regional Manager") at the Arena in order to provide additional management oversight. Section 9 (c)   |
| Director of Food & Beverage       | Circumstance Specific | Completed          | 11/15/2013          | SMGFB will provide to the CAA, Upon receipts, citations or notices from the local health department. Section 11 (c).  |
| Director of Food & Beverage       | Annually              | Completed          | 9/6/2013            | SMGFB shall get CAA approval, in advance, of all price or menu changes after the first year of the agreement prior to changes going into effect. Copies to Rich MacKegian. Section 11 (g).  |
| Finance                           | Annually              | completed          | 11/22/2013          | SMGFB shall obtain and maintain the following minimum Insurance Coverage's (Collectively the "Policies") during the term of this Agreement. Section 13 (a)  |
| Director of Food & Beverage       | Annually              | Completed          | 4/25/2013           | SMGFB shall maintain a Liquor license and all other licenses or permits required by law in order to provide the services to CAA - Rich MacKegian. Section 14.   |

**GRAND RAPIDS-KENT COUNTY  
CONVENTION/ARENA AUTHORITY**

**RESOLUTION ELECTING TO EXTEND THE TERM OF THE  
MANAGEMENT AGREEMENT WITH SMG FOR THE FIRST  
RENEWAL TERM, AUTHORIZING THE NOTIFICATION OF SMG OF  
SUCH ELECTION, AND APPROVING AND AUTHORIZING  
EXECUTION OF A FIRST AMENDMENT TO MANAGEMENT  
AGREEMENT WITH SMG EXTENDING ITS TERM FOR THE PERIOD  
OF THE FIRST RENEWAL TERM**

Boardmember George Heartwell, supported by Boardmember Lew Chamberlin, moves the adoption of the following resolution:

**WHEREAS**, the Grand Rapids – Kent County Convention/Arena Authority (the “CAA”) and SMG have entered into a Management Agreement (the “Agreement”), and a First Addendum to Management Agreement (the “First Addendum” and collectively with the Agreement the “Management Agreement”) both dated and effective July 1, 2011, related to the promotion, operation, maintenance, marketing and management of the Van Andel Arena and DeVos Place and the performance of the additional services as set forth in Attachment A to the First Addendum; and

**WHEREAS**, the Initial Term of the Management Agreement will end of June 30, 2014; and

**WHEREAS**, Section 3.1(b) of the Agreement provides that the CAA Board of Directors (the “CAA Board”), in its sole discretion, may extend the term of the Management Agreement for a First Renewal Term, i.e. commencing July 1, 2014, and ending June 30, 2016, upon not less than 180 days’ written notice to SMG prior to the end of the Initial Term; and

**WHEREAS**, the CAA desires to extend the term of the Management Agreement for the period of the First Renewal Term and to direct that written notice of said election be given to SMG not less than 180 days prior to the end of the Initial Term: and

**WHEREAS**, the CAA further desires to approve and authorize the execution of a First Amendment to Management Agreement (the “First Amendment”) extending the term of the Agreement for the period of the First Renewal Term.

**NOW, THEREFORE, BE IT RESOLVED:**

1. That the CAA Board elects to extend the term of the Management Agreement, i.e. both the Agreement and the First Addendum, for the period of the First Renewal Term, i.e. July 1, 2014, through June 30, 2016, pursuant to Section 3.1(b) of the Agreement.

2. That the Administrative Manager of the CAA is directed to provide written notice of such election not less than 180 days prior to June 30, 2014, in the form presented at this meeting in accordance with Sections 3.1(b) and 13.8 of the Agreement.

3. That the First Amendment in the form presented at this meeting is approved with such modifications not materially adverse to the CAA approved as to content by the Chairperson of the CAA Board (the “Chairperson”) or his designee and as to form by legal counsel and the Chairperson is authorized and directed to execute the approved First Amendment for and on behalf of the CAA.

4. That all resolutions and parts of resolutions in conflict herewith shall be, and the same are hereby, rescinded to the extent of such conflict.

YEAS:       Lew Chamberlin, Steve Heacock, George Heartwell, Charlie Secchia, and  
              Floyd Wilson, Jr.

NAYS:       None.

ABSTAIN:   None.

ABSENT:     Birgit Klohs, Richard Winn.

**RESOLUTION DECLARED ADOPTED.**

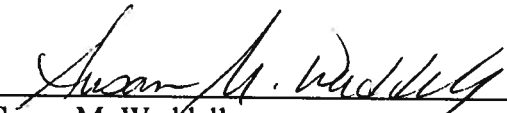
Dated: November 1, 2013

  
\_\_\_\_\_  
Susan M. Waddell  
Administrative Manager/Recording Secretary

### **CERTIFICATION**

I, the undersigned duly qualified and acting Administrative Manager/Recording Secretary of the Grand Rapids-Kent County Convention/Arena Authority (the "CAA"), do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the CAA Board at a regular meeting held on November 1, 2013, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: November 1, 2013

  
\_\_\_\_\_  
Susan M. Waddell  
Administrative Manager/Recording Secretary

## EVALUATION OF SMG MANAGEMENT SERVICES

During the CAA Board's discussion, at its meeting on November 1, 2013, of exercise of the option to extend the term of the Management Agreement with SMG for two years, it was requested that the bases for evaluation of SMG's performance be identified. The following contains (i) a synopsis of the specific services SMG is to provide pursuant to the Management Agreement, (ii) a synopsis of the additional services to be performed pursuant to the First Addendum to Management Agreement, and (iii) identification of additional provisions in the Management Agreement that relate to SMG's performance. Also attached, as Attachment I, is a chart provided by Rich used by SMG to track compliance with the "deliverables" in the Management Agreement.

Management Agreement Specific Services. The following is a synopsis of the specific services to be provided by SMG pursuant to the Management Agreement (Section 2.3):

1. Employ, supervise and direct employees and personnel at Arena and Convention Center consistent with the provisions of the Management Agreement.
2. Administer relationships with all subcontractors, concessionaires and all other contracting parties and assume responsibility for (i) negotiating renewals and extensions of such agreements and (ii) the compliance with, and enforcement of, such agreements.
3. Negotiate, execute, enter into and administer all licenses, occupancy agreements, booking commitments, advertising agreements, concession, agreements, supplier agreements service contracts and all other contracts in connection with the management, maintenance, promotion and operation of the Arena and Convention Center in accordance with the policies adopted by the CAA. Upon request SMG will provide CAA legal counsel with fully executed copies of such agreements. SMG will give consideration, where appropriate, to local contractors and suppliers.
4. To the extent the funds provided by the CAA are made available therefor, maintain the Arena and Convention Center in the condition received, reasonable wear and tear excepted, and annually update and adhere to a maintenance plan with respect to each facility which plan shall include specific timeframes for required repairs and refurbishings.
5. To the extent that funds provided by the CAA are made available therefor, rent, lease or purchase all equipment and maintenance supplies necessary or appropriate for the operation and maintenance of the Arena and Convention Center.
6. Establish and adjust prices, rates and rate schedules for licenses, agreements, contracts and any other commitments relating to the Arena and Convention Center to be negotiated by SMG in the course of its management, maintenance, operation and promotion of the facilities subject to the prior approval of the CAA Board (in determining such prices and proposing rate schedules for approval by the CAA Board, SMG shall evaluate comparable rates and charges at similar facilities).



7. Collect operating revenue and pay operating expenses for the Arena and Convention Center.
8. Maintain a master set of all booking records and schedules for the Arena and Convention Center and provide the CAA Board with a monthly update at each regular meeting of the CAA Board or otherwise upon request of the CAA Board.
9. Provide day-to-day administrative services in support of its management activities pursuant to applicable approved budgets and annual plans.
10. Engage in such advertising, solicitation, and promotion activities as SMG deems necessary and appropriate to develop the potential of the Arena and Convention Center and the cultivation of broad-community support.
11. Develop a general customer feedback system for the Arena and Convention Center which permits users and event attendees to complete focus surveys and/or evaluation reports to be made available to the CAA upon request.
12. Periodically review and implement, as needed, improvement to box office operations for the Arena and Convention Center.
13. Represent the interests of the Arena and Convention Center, with City and County departments, the City Commission, the County Board and the CAA Board.
14. Use reasonable efforts to negotiate multiyear occupancy or license agreements with key Convention Center tenants.
15. Develop, implement and maintain a policy for commercial advertising within the Arena and Convention Center, which policy is subject to the approval of the CAA.
16. Maintain the Arena and Convention Center in accordance with its respective operations manual and the terms of the Management Agreement, including routine repairs, preventative maintenance, janitorial services, grounds keeping services, maintenance of all interior and exterior walls, maintenance of landscaping and a walking inspection of the Arena and Convention Center on daily basis.

First Addendum to Management Services Agreement Additional Services The following is a synopsis of the additional services to be provided by SMG employee, Richard MacKeigan, pursuant to the First Addendum to Management Services Agreement (Attachment A):

1. Act on behalf of the CAA during discussions/negotiations regarding property used by the CAA or to be acquired or utilized by the CAA.
2. Identify and develop CAA Board workshops, networking and other opportunities to increase the CAA's effectiveness.
3. Coordinate the strengthening of relationships of the CAA with the City, County and State and the federal government level.

4. Oversee the CAA's parking operations at the Arena and Convention Center.
5. Assess, prioritize and develop CAA produced events to be held at the Arena and Convention Center.
6. Oversee the CAA Administrative Manager and other CAA employees and contracted personnel.
7. Identify, prioritize and assist in the development of long range strategic policy initiatives.
8. Work with the CAA public relations consultant to positively present the CAA.
9. Represent the CAA on community boards, groups and committees.
10. Review and approve invoices for CAA contracted services.
11. Assist in the application and administration of governmental grants.
12. Assist the auditors in the completion of the CAA's annual audit.
13. Work with the CAA's community inclusion group in the development and promotion of the CAA's Diversity Mission Statement.
14. Work on special projects as designated by the CAA.
15. Assist the CAA Board in its periodic review of the booking policies for the Arena and Convention Center.

Additional Provisions in Management Agreement Related to Performance. The following are additional provision in the Management Agreement related to SMG's Performance:

- SMG shall prepare and recommend annual budgets for the Arena and Convention Center identifying, where possible synergies from SMG's management of both facilities (Section 5.1(a) and (c)).
- SMG shall prepare an analysis of the monthly operating cash flow needs for the Arena and Convention Center and furnish a copy to the CAA (Section 5.2).
- At time of year-end audit, SMG shall perform a final cash reconciliation for both the Arena and Convention Center operating accounts (Section 5.3(d)).
- Upon request of the CAA, SMG shall provide full event settlement reports for review by the CAA (Section 5.4).
- SMG shall keep full and accurate accounting records related to its activities at the Arena and Convention Center in accordance with generally accepted accounting principles (Section 6.1)

- SMG shall keep and preserve for at least 3 years following the end of each fiscal year all sales slips, verbal agreements, purchase orders, sales books, credit card invoices, bank books and other evidence of operating revenues and expenses for such fiscal year (Section 6.1)
- On or before September 30<sup>th</sup> following the end of each fiscal year SMG shall provide a set of special purpose financial statements and notes accompanied by an independent auditors report (Section 6.1).
- On or before May 1 of each year SMG shall provide an annual management plan for each of the Arena and Convention Center including the annual operating budget for each for the next fiscal year (Section 6.2).
- At each regular CAA Board meeting, SMG shall provide the CAA Board a written monthly report in the form approved by the CAA, setting out the anticipated activities and financial conditions of each of the Arena and Convention Center for the upcoming month and reporting the prior month's activities and finances (Section 6.3).
- Prior to October 1 following the end of each fiscal year, SMG shall provide a self-review of its performance based upon operating results, SMG's reporting systems and other mutually agreed criteria (Section 6.4).
- SMG shall periodically conduct internal audits of the operation of each of the Arena and Convention Center in accordance with written procedures on file with SMG and available along with the audits, upon request, for review by an authorized CAA representative (Section 6.5).
- SMG shall engage in "every reasonable good faith effort" to recruit and employ residents of the Host Neighborhood (Section 13.16(b)).

# Attachment I

| Department Responsibility | Timing                 | Check If Completed | Date Last Completed   | Deliverables <sup>1</sup>   |
|---------------------------|------------------------|--------------------|-----------------------|---|
| Operations or Events      | Monthly                | ✓                  | 11/1/13               | SMG shall maintain a master booking schedule and provide the Authority with updates on a monthly basis. (§2.3(j))   |
| Finance                   | Monthly                | ✓                  | 10/25/13              | SMG shall prepare and submit to the Authority's Administrative Official, an analysis of the monthly cash flow for each Facility. (§5.2(a))  |
| Finance                   | Monthly                | ✓                  | 10/25/13              | SMG shall prepare and submit monthly reports setting out anticipated activities and financial condition of each Facility and reporting on the prior month's activities and finances. (§6.3)   |
| Finance                   | Quarterly/<br>Annually | ✓                  | 9/30/13               | Within 30 days following the end of each fiscal quarter, SMG shall prepare and submit a cash reconciliation of Operating Revenues and Operating Expenses for each Facility for the fiscal quarter just ended. (§5.3(a)). In addition SMG shall prepare a final cash reconciliation for the previous Fiscal Year (§5.3(d))   |
| Finance                   | Quarterly              | ✓                  | 10/25/13<br>see below | Within 30 days prior to the end of each fiscal quarter, SMG shall prepare and submit a cash flow projection for the upcoming fiscal quarter for each Facility. (§5.3(b))  |
| Finance                   | Annual                 | ✓                  | 4/30/13               | Not later than the May 1st preceding each new Fiscal Year, SMG shall submit to the Authority a recommended operating budget for each Facility. Not later than April 1st, a draft of the proposed annual budget shall be submitted. (§5.1(c))  |
| Finance                   | Annual                 | ✓                  | 9/30/13               | On or before September 30th following each Fiscal Year, SMG shall prepare and submit a balance sheet, statement of profit or loss and statement of cash flows for the preceding Fiscal Year accompanied by an opinion of an independent auditor of the accuracy of the financial records and a Certification of Operating Revenues and Operating Expenses. (§6.1) |
| Finance                   | Annual                 | ✓                  | 4/30/13               | On or before May 1st of each year, SMG shall prepare and submit to the Authority an annual management plan for each Facility. (§6.2)  |
| Operations                | Annual                 |                    |                       | SMG shall provide prior to October 1 <sup>st</sup> following any Fiscal Year, a self-review of SMG's performance hereunder based upon operating results, SMG's reporting systems and such other criteria as the Authority and SMG mutually agree. (§6.4)  |
| Finance                   | Annual                 | ✓                  | ONGOING               | At least once each Fiscal Year, SMG shall conduct internal audits of the operations of each Facility and provide the Authority with the results of such audits. (§6.5)  |
| Operations                | Annual                 | ✓                  | 4/30/13               | SMG shall develop and annually update a maintenance plan with respect to each Facility, including time frames for required repairs. (§2.3(d))   |
| Finance                   | As Required            | ✓                  | 7/1/13                | SMG shall provide a certificate of insurance to the Authority at least 15 days prior to the expiration of a policy and a copy of the renewal policy will be provided after the renewal. (§8.3(c))   |

<sup>1</sup> SMG shall maintain separate financial records, accounts and budgets for each Facility. (§5.1(a))

| Department Responsibility | Timing      | Check If Completed | Date Last Completed | Deliverables <sup>1</sup>   |
|---------------------------|-------------|--------------------|---------------------|---|
| Finance                   | As Required | As Requested       |                     | SMG shall provide the Authority with copies of all necessary permits and licenses. (§11.1)  |
| Operations                | As Required | As Requested       |                     | SMG shall provide legal counsel designated by the Authority Board with fully executed copies of service agreements, service contracts, license agreements, rental agreements, settlement reports, and any other agreements referenced herein. (§2.3(c)) |
| Finance                   | As Required | As Requested       |                     | Upon satisfactory completion of an event, SMG shall provide the Authority with a full event settlement report. (§5.4)   |
| Operations or Events      | As Required | As Requested       |                     | SMG shall provide Certificates or other evidence of insurance by licensees, users, promoters or other users of the Facility to the Authority upon request. (§8).  |
| Operating                 | As Required | As Requested       |                     | SMG shall report periodically to the Authority its compliance efforts with the terms of Section 13.17 regarding employment of Host Neighborhood residents. (§13.16)   |

**SMG SELF ASSESSMENT**  
**VAN ANDEL ARENA/DeVOS PLACE**  
**Fiscal year July 1, 2012 through June 30, 2013**

**MARKETING**

- New website: Management team spent 6 months in FY 2011 in the discovery phase to develop an all-encompassing website for Van Andel Arena, DeVos Place, and DeVos Performance Hall.
- New look and feel
- Event details/banners scrolling across theater and arena pages with no loading delays.
- Update credit card compliance for groups and exhibitor forms
- Included Hotel Spotlight as a test for SMG corporate (Booking hotel rooms when buying tickets or planning to come to GR)
- Not completed until FY2012 November
  
- Joined Community Inclusion Group, a sub-committee of the Grand Rapids-Kent County Convention Arena Authority
- Participated in the Welcome Downtown reception to encourage minorities to utilize our great public venues
  
- Continue diversity efforts in marketing

**BOX OFFICE**

- Box Office continued doing the ticketing for Laughfestwith continued success. (120) events over 10 days, in addition to, normal facility event activity during an already extremely busy time of year
  
- Introduced out an interactive seat map for the performance hall (non-arts) and for most events at Van Andel. This helps assist patrons while purchasing tickets online to have more control over the selection of their seats.

**FINANCE**

- Tweaked the purchasing/accounts payable process a bit to help strengthen controls.
  
- Started a process of going through our vendors that we have had long term relationships with to evaluate what we are getting from both a product and price. New maintenance agreements on printers/copiers that will save us \$12-15,000 per fiscal year. Trying to have this process done by the end of current fiscal year.
  
- Department continues to support the Wine & Food Festival. Seeing the 'pouring' portion of the event turn a profit is a source of pride for department.
  
- Need to continue to work harder on getting directors more involved in the budgeting process, and keeping them up-to-date as to how things are proceeding. Looking at ways to do that for current fiscal year.

## **FACILITIES**

- Continued to replace lighting (lamps) in both facilities where we could with lower energy use lamps or LED's. Replaced 7000 lamps by going from a 42watt fluorescent lamp to a 25watt lamp at DeVos Place. Savings calculate out to 219,000 watts or 219 kilowatts per hour if all of them were on and running. We also took advantage of Consumers Energy Rebate programs for this and that was several thousand dollars.
- Continued to review all aspects operationally looking to save. Areas of focus were operations and operational expenditures (i.e. cleaning supplies, paper supplies etc.).
- Replaced fire curtain in the performance hall at DeVos Place. This was the last known item that contained Asbestos.
- Replaced skywalk HVAC units at the arena.
- Continued to look at all areas to save on costs.

## **EVENT SERVICES**

The Event Services Department successfully coordinated and serviced:

- (220) Theater events with highlights such as James Taylor, Brian Adams, Jerry Seinfeld, Laughfest along with our arts tenants
- (92) Arena events with acts such as Kid Rock, Lady Gaga and two performances by Bob Seger
- (662) Convention Center events which this year included sporting events like USA Table Tennis, Basketball and Gymnastics which brought new challenges to the crew

- (974) total events serviced by the Event Services Department over the course of the fiscal year with a total attendance of almost one million people
- Reduction in front of house staffing expenses in both the theater and Arena
- All ES staffed trained in guest service, CPR and basic first aid. The Department of Homeland Security also provided some special awareness training to the staff
- (2) event coordinators qualifying for the Certified Meeting Planner (CMP) program
- Expanded our current House Manager's role to include the duties of Assistant Stage Manager

#### **SAVOR FOOD & BEVERAGEVanANDEL ARENA**

- Participated in ArtPrize, and Food and Wine Festival
- Management team has volunteered at Kids Food Basket logging (10) hours each manager
- Have utilized both Ferris State and Grand Valley State University Students in hospitality programs in a mentorship program

#### **Innovative Culinary Commitment:**

- Implemented new Carvers Cart and Grab-N-Go Concept
- Planning to convert underperforming stand and introduced a new concept - Chicken Crispers (took over from Ice Cream)

#### **Associate Recognition Programs:**

- Appreciation party at the end of the Season/During the Summer- had approx. 100 participants both hourly staff and non profits
- Utilized a Suite for employee appreciation party
- Donated in-kind donations to Juvenile Diabetes Research Foundation, SMG Adopt a Family, Griffins Under Privilege Youth Party
- Customer Feedback
- Implemented Hotschedules.com to aid in better communications with Team members regarding staffing schedules
- Looking at Designated Driver Program
- Increased TIPS training and Security to continue to monitor effective alcohol management
- Implemented Corporate imitative of SAVOR Beverage (alcohol mystery shopper program to evaluate the program)



## **SALES**

- (532) events booked vs. (494) that were budgeted
- (7) National groups booked at DeVos Place
- Increased rental income from previous fiscal year by \$280K
- (2) sales staff attended SMG sales training
- Sales Manager completed Certified Meeting Professional certification (2 total now on sales staff)
- have had staff turnover at receptionist position

## **OPERATIONS**

- Operations continued to perform well at both facilities with changeovers, routine, and event custodial for over (900) events. Both facilities continue to look and work well.
- Operations Manager, Ryan Schultz, is in his first full year in the position, and has improved labor calls and inventory control/ordering. He is doing a fine job.
- We continue to try and cross-train Operations Staff between the Van Andel Arena and DeVos Place. With event loads and summer projects, this is a little difficult but being done when possible.
- Going from (2) Event Coordinators to (1) at the Arena has worked well. We utilize Kevin Abbott, Operations Manager, to assist/cover events which provides him with additional skills, and Event Coordinators from DeVos Place as well.
- Recycling at DeVos Place is working, but not as well as we would like it to. The issue is the frequent turnover of the temporary custodial staff. We are working with our provider on this, and are stepping up our training efforts on a regular basis to keep them informed.
- Capital this year has been substantially more than past years, but did contain what we think are some exciting projects. Among them, we more than doubled our wireless coverage at DeVos Place, and completed the concourse expansion and “ribbon” board installation at the Arena. All of these will certainly add to the fan/customer experience at the facilities, and are expected to provide additional revenue opportunities.

- SMG Corporate has entered into Master Service Agreements (MSA) with the four major elevator companies using the total pieces of equipment under SMG contract throughout our 200+ facilities. The process took two years to complete. We were able to initiate an immediate savings of up to 11% for our buildings under this MSA.
- We have begun negotiations with vendors and labor on new contracts for July 1. At this time, all is going well and we will be able to maintain or reduce the expense on a number of these.

#### **ArtPrize:**

- Hosted two venues with (70) artists
- New F&B revenue via concessions for ArtPrize Patrons (coffee cart, sandwiches, beer, wine, 1st place winner at DeVos Place)
- (5) artists at DeVos Place were placed in the top (25) (City Center);(10) artists sold their work
- (3) events booked at DeVos Place as a direct result of involvement in ArtPrize (Municipal League, Mobil Monday, ArtPrize Closing Ceremony/Afterglow Party) ArtPrize wants to hold dates for 2012 - 2015 for closing ceremony and sponsor's reception




#### **CIG:**

- Giants Banquet returning for another year BLEND5-year Gala at DeVos place (at invitation of CIG) - 500 in attendance Alpha Kappa Alpha Sorority Scholarship Gala hosted at DeVos Place (Bid in for 2012 State Conference)
- Kappa Fraternity hosting New YearsEve gala at DeVos Place Hispanic Center of West Michigan - Hispanic Festival Sponsors Reception held at DeVos Place (2nd year at invite of CIG) (Mention Concerts/Shows? Drumline, Frankie Beverly & Maze, Fred Hammond, etc.) CIG continued support of Diversity Lecture Series (GRCC) - CIG hosted reception for artist of color at DeVos Place during ArtPrize ((12) artists of color showed work at DeVos Place)
- Work with the Mayor's (50) as part of diversity outreach. (Three students have worked through the program, and one has been hired as an usher/ticket taker while he attends college) Work with Hispanic Center of West Michigan to hire Latino students in a similar program.

#### **Wine & Food**

- Show was a success operationally and financially. We received mostly positive comments from the distributors on how the in and out went overall.
- Continue to evaluate how to staff the event during the check in/out time periods.

| DATE '13                | EVENT                         | EC                | MOD   | ROOM   | TIME   | FUNCTION  |
|-------------------------|-------------------------------|-------------------|-------|--|--|---|
| Wed, Dec 4              | Kone Elevator                 | RW                |       | Service Elevator   | 7:30A-5P   | Elevator maintenance  |
| Thur, Dec 5             | Kone Elevator                 | RW                |       | All 3 Elevators  | 7:30A-5P   | Elevator maintenance  |
|                         | Grand Valley State University | KP                |       | Arena  | 2:00 PM  | Pre-rig   |
| Fri, Dec 6              | Griffins vs. Rochester        | KP                | TODD  | Arena  | 10A-12:30P<br>6:00 PM<br>7P-9:30P  | Team practice<br>Doors<br>Hockey Game   |
|                         |                               | AK                |       | Crease Club  | 6P-9P  | Drumline  |
|                         |                               |                   |       | Banquet D  | 9:30P-10:30P   | Post-game meal  |
|                         | Michigan Tech Alumni of W MI  | KS                |       | Banquet B  | 6P-7P  | Banquet   |
|                         | All Phase Electric            |                   |       | West Nest  | 6P-9:30P   | Banquet   |
|                         | Denker's Culligan             |                   |       | East Nest  | 6P-9:30P   | Banquet   |
|                         | Perrigo                       |                   |       | MOS Corner Office  | 6P-9:30P   | Banquet   |
|                         | Lois Rogowyi                  |                   |       | Suite 101A   | 6P-9:30P   | Sophie's birthday party   |
|                         | Universal Cabling Systems     |                   |       | Suite 120A   | 6P-9:30P   | Banquet   |
|                         |                               |                   |       |  | Suite 302  | 6P-9:30P  |
| Sat, Dec 7              | Grand Valley State University | KP                | ROD   | Arena  | 1:00 AM<br>4:00 AM<br>5:00 AM<br>8:00 AM<br>8:30 AM<br>8:45 AM<br>9:45-12P<br>12:00 PM | Load-in<br>Set carpet and chairs<br>Crew breakfast<br>Sound check<br>Doors open to concourse hold<br>Doors to bowl<br>Commencement Ceremony<br>Load-out |
| Griffins vs. Rochester  | KP                            | Arena             |       | 10A-12:30P<br>7:00 PM<br>8P-10:30P<br>10:30P-11:10P<br>11:10P-11:40P | Team practice<br>Doors<br>Hockey Game<br>Post-game skate<br>Post-game autographs       |   |
| Zeeland Lumber & Supply | AK                            | Banquet B/C/D     |       | 5:30P-7P   | Banquet  |   |
| Courtyard Marriott      | KS                            | West Nest         |       | 6P-10:40P  | Banquet  |   |
| The Oaks Agency         |                               | East Nest         |       | 6P-10:40P  | Banquet  |   |
| May Day Avionics        |                               | MOS Corner Office |       | 6P-10:40P  | Banquet  |   |
| Southwest Airlines      |                               | Crease Club       |       | 6P-10:40P  | Banquet  |   |
| RHD                     |                               | Suite 101A        |       | 6P-10:40P  | Banquet  |   |
| Erin Hoyt               |                               | Suite 101B        |       | 6P-10:40P  | Banquet  |   |
| Aaron Cole              |                               | Suite 120A        |       | 6P-10:40P  | Bachelor party   |   |
| Don Olney               |                               | Suite 316         |       | 6P-10:40P  | Banquet  |   |
| Sun, Dec 8              | Available                     |                   |       |  |  |   |
| Mon, Dec 9              | Available                     |                   |       |  |  |   |
| Tue, Dec 10             | Available                     |                   |       |  |  |   |
| Wed, Dec 11             | Griffins vs. Chicago          | KP                | KATHY | Arena  | 10A-12:30P<br>6:00 PM<br>7P-9:30P  | Team practice<br>Doors<br>Hockey Game   |
|                         | Enterprise                    | AK                |       | Banquet B  | 6P-7P  | Banquet   |
|                         | Thad Kuzma                    |                   |       | Banquet C  | 6P-7P  | Banquet   |
|                         | Thad Kuzma                    | KS                |       | West Nest/Ste 120A   | 6P-9:30P   | Banquet   |
|                         | Data Strategy                 |                   |       | East Nest  | 6P-9:30P   | Banquet   |
|                         | George Bennett                |                   |       | MOS Corner Office  | 6P-9:30P   | Banquet   |
|                         | Custer                        |                   |       | Suite 101A   | 6P-9:30P   | Banquet   |
|                         | MCPc                          |                   |       | Suite 302  | 6P-9:30P   | Banquet   |
|                         | Fredrickson Supply            |                   |       | Suite 316  | 6P-9:30P   | Banquet   |
|                         |                               |                   |       |  |  |   |

|              |   |                          |       |                   |  |   |
|--------------|---|--------------------------|-------|-------------------|--|---|
| Thur, Dec 12 | Advantage Sales & Mktg  | AK                       |       | Banquet B/C/D     | 10A-5P   | Meeting   |
| Fri, Dec 13  | Griffins vs. Milwaukee  | KP                       | ROD   | Arena             | 10A-12:30P<br>6:00 PM<br>7P-9:30P  | Team practice<br>Doors<br>Hockey Game   |
|              |   | AK                       |       | Crease Club       | 6P-9P  | Drumline  |
|              |   |                          |       | Banquet D         | 9:30P-10:30P   | Post-game meal  |
|              | GVSU Alumni   | KS                       |       | Banquet B         | 6P-7P  | Banquet   |
|              | Maple Creek   |                          |       | West Nest         | 6P-9:30P   | Banquet   |
|              | Informs   |                          |       | East Nest         | 6P-9:30P   | Banquet   |
|              | Airtech Equipment   |                          |       | MOS Corner Office | 6P-9:30P   | Banquet   |
|              | Spectrum Health Med Group   |                          |       | Suite 101A/B      | 6P-9:30P   | Banquet   |
|              | Power Plumbing  |                          |       | Suite 302         | 6P-9:30P   | Banquet   |
|              | IBM   |                          |       | Suite 316         | 6P-9:30P   | Banquet   |
| Sat, Dec 14  | Griffins vs. Milwaukee  | KP                       | EDDIE | Arena             | 10A-12:30P<br>12:30P<br>1P-2P<br>2:30P-3:30P<br>4P-5P<br>6:00 PM<br>7P-9:30P<br>9:30P-10:10P | Team practice<br>Doors for youth hockey<br>Pre-game youth hockey game<br>Pre-game youth hockey game<br>Pre-game youth hockey game<br>Doors<br>Hockey Game<br>Post-game autographs |
|              |   | AK                       |       | Banquet B/C/D     | 6P-8P  | Boy scout activities  |
|              | Grand Haven Cheer   | KS                       |       | Crease Club       | 6P-8P  | Staging Area  |
|              | KDP Retirement Plan   |                          |       | West/East Nests   | 6P-10:10P  | Banquet   |
|              | Advantage Label & Pkg   |                          |       | MOS Corner Office | 6P-10:10P  | Banquet   |
|              | Centennial Securities   |                          |       | Suite 101A        | 6P-10:10P  | Banquet   |
|              | Corrigan Moving Systems   |                          |       | Suite 101B        | 6P-10:10P  | Banquet   |
|              | Sun, Dec 15   | Trans-Siberian Orchestra |       | KP                | CHRIS  | Arena   |
| Mon, Dec 16  | Available   |                          |       |                   |  |   |
| Tue, Dec 17  | Available   |                          |       |                   |  |   |
| Wed, Dec 18  | Griffins  | AK                       |       | Banquet All       | 9A-1P  | Annual School Holiday Party   |
| Thur, Dec 19 | GRAPE   | AK                       |       | Banquet All       | 11:30A-1P  | Meeting   |
| Fri, Dec 20  | SMG   | AK                       | LYNNE | The Intermission  | 12P-1:30P  | Holiday potluck   |
|              | Griffins vs. Rockford   | KP                       |       | Arena             | 10A-12:30P<br>6:00 PM<br>7P-9:30P  | Team practice<br>Doors<br>Hockey Game   |
|              |   | AK                       |       | Banquet D         | 9:30P-10:30P   | Post-game meal  |
|              | Image Quest   | KS                       |       | West Nest         | 6P-9:30P   | Banquet   |
|              | West Side Beer  |                          |       | East Nest         | 6P-9:30P   | Banquet   |
|              | Perrigo   |                          |       | MOS Corner Office | 6P-9:30P   | Banquet   |
|              | Pro Travel  |                          |       | Suite 101A        | 6P-9:30P   | Banquet   |
|              | R-Athletics   |                          |       | Suite 101B        | 6P-9:30P   | Banquet   |
|              | Perceptive Controls   |                          |       | Suite 302         | 6P-9:30P   | Banquet   |
| Sat, Dec 21  | Available   |                          |       |                   |  |   |
| Sun, Dec 22  | Available   |                          |       |                   |  |   |
| Mon, Dec 23  | Available   |                          |       |                   |  |   |
| Tue, Dec 24  | SMG Holiday   |                          |       |                   |  |   |
| Wed, Dec 25  | SMG Holiday   |                          |       |                   |  |   |
| Thur, Dec 26 | Available   |                          |       |                   |  |   |
| Fri, Dec 27  | Available   |                          |       |                   |  |   |
| Sat, Dec 28  | Available   |                          |       |                   |  |   |
| Sun, Dec 29  | Available   |                          |       |                   |  |   |
| Mon, Dec 30  | Available   |                          |       |                   |  |   |

|             |                           |    |     |                                 |  |  |
|-------------|---------------------------|----|-----|---------------------------------|--|--|
| Tue, Dec 31 | Griffins vs. Toronto      | KP | JIM | Arena                           | 10A-12:30P<br>5:00 PM<br>6P-8:30P<br>10:30P-11:10P | Team practice<br>Doors<br>Hockey Game<br>Post-game skate |
|             |                           |    |     | Crease Club                     | 6P-9P  | Drumline   |
|             | Griff's Ice House         | KS |     | West Nest                       | 6P-11:10P  | Banquet  |
|             | Griffins Youth Foundation |    |     | East Nest                       | 6P-11:10P  | Banquet  |
|             | Chuck Listen              |    |     | MOS Corner Office               | 6P-11:10P  | Banquet  |
| Wed, Jan 1  | Available                 |    |     |                                 |  |  |
| Thur, Jan 2 | Available                 |    |     |                                 |  |  |
| Fri, Jan 3  | Griffins vs. Chicago      | KP |     | Arena                           | 10A-12:30P<br>6:00 PM<br>7P-9:30P                  | Team practice<br>Doors<br>Hockey Game                    |
|             |                           | AK |     | Banquet D                       | 9:30P-10:30P                                       | Post-game meal   |
|             |                           |    |     | Crease Club                     | 6P-9P  | Drumline   |
|             | Jim Stroehmer             | KS |     | Section A                       | 6P-7P  | Banquet  |
|             | Century Driving School    |    |     | West Nest/<br>MOS Corner Office | 6P-9:30P   | Banquet  |
|             | JW Mariott                |    |     | East Nest                       | 6P-9:30P   | Banquet  |
|             | Jeff Vandenberg           |    |     | Suite 101A                      | 6P-9:30P   | Banquet  |
| Sat, Jan 4  | Available                 |    |     |                                 |  |  |
| Sun, Jan 5  | Available                 |    |     |                                 |  |  |



# DeVos Place® - December 2013

| DATE        | EVENT                             | ROOM                     | TIME                                   | FUNCTION  | EC | HOUSE STAFF | EMT'S                            | POLICE | ABSOLUTE  |
|-------------|-----------------------------------|--------------------------|--|---|----|-------------|----------------------------------|--------|---|
| SUN. DEC 1  | MID-AMERICAN US OIREACHTAS        | Steelcase BALL           | 7:00AM-11:59PM                         | MEETING   | JD | None        | Team of 2<br>8:00 am-<br>5:00 pm | None   | Host Desk<br>Welsh Lobby<br>Fire Watch                              |
|             |                                   | EH B                     | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | EH C                     | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GG ABCDEF                | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO A                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO B                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO C                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO D                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO E                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GGO F                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             | Skywalk is Closed                 | GGO G                    | 7:00AM-11:59PM                         | MEETING   | RW | N/A         |                                  |        |   |
|             |                                   | GGO H                    | 7:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | Between Panera and Mlive | 24/7<br>Until December 3 <sup>rd</sup> | 10/9/13 - Skywalk Is 100 Percent Closed Right Now Between Panera And Mlive Until Approximately December 3 <sup>rd</sup> |    |             |                                  |        |   |
|             |                                   | NORTH SKYWALK            | 8:00 AM – 5:00 PM                      | ART EXHIBIT   |    |             |                                  |        |   |
|             |                                   | BALL A COAT ROOM,        | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALLAB,                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL AB PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL CD                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL CD PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL D                   | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
| MON. DEC 2  | KENDALL COLLEGE OF ART AND DESIGN | COAT ROOM                | 8:00AM-12:00PM                         | MEETING   | ES | None        |                                  | None   | MI Dock<br>Lyon Dock<br>Welsh Lobby<br>Host<br>Desk/Office<br>Guard |
|             |                                   | BUS CNTR                 | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | CHASE                    | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | WELSH LOBBY              | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GG A-F                   | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | EH BC                    | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | Between Panera and Mlive | 24/7<br>Until December 3 <sup>rd</sup> | 10/9/13 - Skywalk Is 100 Percent Closed Right Now Between Panera And Mlive Until Approximately December 3 <sup>rd</sup> |    |             |                                  |        |   |
|             |                                   | NORTH SKYWALK            | 8:00 AM – 5:00 PM                      | ART EXHIBIT   |    |             |                                  |        |   |
|             |                                   | BALL A COAT ROOM,        | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALLAB,                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
| TUES. DEC 3 | KENDALL COLLEGE OF ART AND DESIGN | BALL AB PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   | ES | None        |                                  | None   | MI Dock<br>Lyon Dock<br>Welsh Lobby<br>Host<br>Desk/Office<br>Guard |
|             |                                   | BALL CD                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL CD PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL D                   | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | COAT ROOM                | 8:00AM-12:00PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BUS CNTR                 | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | CHASE                    | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | WELSH LOBBY              | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | GG A-F                   | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | EH BC                    | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
| WED. DEC 4  | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK            | 8:00 AM – 5:00 PM                      | ART EXHIBIT   | ET | None        |                                  | None   | MI Dock<br>Lyon Dock<br>Welsh Lobby<br>Host                         |
|             |                                   | BALL A COAT ROOM,        | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALLAB,                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL AB PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL CD                  | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL CD PRE-FUNC         | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BALL D                   | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | COAT ROOM                | 8:00AM-12:00PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | BUS CNTR                 | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |
|             |                                   | CHASE                    | 8:00AM-11:59PM                         | MEETING   |    |             |                                  |        |   |

# DeVos Place® - December 2013

| DATE         | EVENT                             | ROOM   | TIME   | FUNCTION  | EC       | HOUSE STAFF | EMT'S | POLICE | ABSOLUTE  |
|--------------|-----------------------------------|--|--|---|----------|-------------|-------|--------|---|
|              |                                   | BALL CD PRE-FUNC<br>BALL D<br>COAT ROOM<br>BUS CNTR<br>CHASE<br>WELSH LOBBY<br>GG A-F<br>EH BC<br>EH ABC   | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM   | MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>DROP OFF   |          | None        | None  |        | Desk/Office<br>Guard  |
|              | 2013 GYMNASTICS ON THE GRAND      |  | 8:00AM-11:59PM   |   | RH       | None        | None  | None   | Office Guard<br>Welsh Lobby   |
|              | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |   |
|              | POPS III                          | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |   |
| THURS. DEC 5 | 2013 ANNUAL SHOW - MI FARM BUREAU | BALL A COAT ROOM,<br>BALLAB,<br>BALL AB PRE-FUNC<br>BALL CD<br>BALL CD PRE-FUNC<br>BALL D<br>COAT ROOM<br>BUS CNTR<br>CHASE<br>WELSH LOBBY<br>GG A-F<br>EH BC                                  | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING   | ES       | None        | None  | None   | MI Dock<br>Lyon Dock<br>Welsh Lobby<br>Host<br>Desk/Office<br>Guard |
|              | 2013 GYMNASTICS ON THE GRAND      | BALL A SHOW OFC<br>BALL AB<br>BALL CD<br>EXHIBIT HALL C<br>EHC STORAGE<br>EHC PREFUNC<br>GG ABCDEF   | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM   | SETUP<br>SETUP<br>SETUP<br>SETUP<br>SETUP<br>SETUP<br>SETUP   | RH       | None        | None  | None   | Office Guard<br>Welsh Lobby   |
|              | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |   |
|              | POPS III                          | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |   |
| FRI. DEC 6   | 2013 GYMNASTICS ON THE GRAND      | BALL A COAT RM,<br>BALL A SHOW OFC<br>BALL D COAT RM<br>BUS CNTR,<br>CHASE,<br>EHC PREFUNC,<br>EHC STORAGE,<br>EXHIBIT HALL C,<br>GG ABCDEF,<br>RO A,<br>RO EF,<br>RO LOBBY,<br>STEELCASE BALL | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION | RH       | None        | None  | None   | Office Guard<br>Welsh Lobby   |
|              | GE AVIATION HOLIDAY PARTY         | EHA<br>EHA PRE-FUN   | 8:00AM-11:59PM<br>8:00AM-11:59PM   | BANQUET<br>REGISTRATION   | JD       | None        | None  | None   | Host Desk   |



# DeVos Place® - December 2013

| DATE         | EVENT  | ROOM   | TIME   | FUNCTION  | EC       | HOUSE STAFF | EMT'S | POLICE | ABSOLUTE   |
|--------------|--|--|--|---|----------|-------------|-------|--------|--|
|              | KENDALL COLLEGE OF ART AND DESIGN                    | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |  |
|              | POPS III   | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |  |
| SAT. DEC 7   | 2013 GYMNASTICS ON THE GRAND                         | BALL A COAT RM,<br>BALL A SHOW OFC<br>BALL D COAT RM<br>BUS CNTR,<br>CHASE,<br>EHC PREFUNC,<br>EHC STORAGE,<br>EXHIBIT HALL C,<br>GG ABCDEF,<br>RO A,<br>RO EF,<br>RO LOBBY,<br>STEELCASE BALL | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION | RH       |             |       |        |  |
|              | KENDALL COLLEGE OF ART AND DESIGN                    | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |  |
|              | POPS III   | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |  |
| SUN. DEC 8   | 2013 GREAT LAKES FRUIT, VEGETABLE & FARM MARKET EXPO | EH A-C<br>EH A-C P-FUNC  | 8:00AM-11:59PM<br>8:00AM-11:59PM   | SETUP<br>SETUP  | RP       | None        | None  | None   | MI Dock  |
|              | 2013 GYMNASTICS ON THE GRAND                         | BALL A COAT RM,<br>BALL A SHOW OFC<br>BALL D COAT RM<br>BUS CNTR,<br>CHASE,<br>EHC PREFUNC,<br>EHC STORAGE,<br>EXHIBIT HALL C,<br>GG ABCDEF,<br>RO A,<br>RO EF,<br>RO LOBBY,<br>STEELCASE BALL | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION<br>COMPETITION | RH       | None        | None  | None   | Office Guard<br>Welsh Lobby                          |
|              | KENDALL COLLEGE OF ART AND DESIGN                    | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |  |
|              | POPS III   | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |  |
| MON. DEC 9   | 2013 GREAT LAKES FRUIT VEGETABLE & FARM MARKET EXPO  | EH A-C P-FUNC<br>EH A-C  | 8:00AM-11:59PM<br>8:00AM-11:59PM   | REGISTRATION<br>SETUP   | RP       | None        | None  | None   | MI Dock<br>Welsh<br>Host Desk<br>Freight<br>Scribner |
|              | HOLLAND HOME CHRISTMAS DINNER                        | BALL AB<br>AB PRE-FUNC   | 8:00AM-11:59PM<br>8:00AM-11:59PM   | BANQUET<br>BANQUET  | RH       | None        | None  | None   | Office Guard<br>Welsh Lobby                          |
|              | KENDALL COLLEGE OF ART AND DESIGN                    | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |  |
|              | GRB - NUTCRACKER                                     | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |  |
| TUES. DEC 10 | 2013 GREAT LAKES FRUIT VEGETABLE & FARM MARKET EXPO  | BALL C-D<br>EH A-C<br>GG A-F   | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM   | BREAKOUT ROOM<br>EXHIBIT<br>BREAKOUT ROOM   | RP       | None        | None  | None   | MI Dock<br>Welsh<br>Host Desk                        |

# DeVos Place® - December 2013

| DATE          | EVENT  | ROOM   | TIME   | FUNCTION   | EC       | HOUSE STAFF | EMT'S                           | POLICE                      | ABSOLUTE   |
|---------------|--|--|--|--|----------|-------------|---------------------------------|-----------------------------|--|
|               |  | GO A-H<br>EH A-C P-FUNC<br>RO A-F  | 8:00AM-11:59PM<br>8:00AM-11:59PM   | BREAKOUT ROOM<br>REGISTRATION  |          |             |                                 |                             |  |
|               | KENDALL COLLEGE OF ART AND DESIGN                      | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT  | ET       |             |                                 |                             |  |
|               | GRB - NUTCRACKER                                       | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE  | AK<br>JH |             |                                 |                             |  |
| WED. DEC 11   | 2013 GREAT LAKES FRUIT VEGETABLE &<br>FARM MARKET EXPO | EH A-C P-FUNC<br>GO A0H<br>GG A-F<br>EH A-C<br>BALL C-D<br>RO A-F                | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                                     | REGISTRATION<br>BREAKOUT ROOM<br>BREAKOUT ROOM<br>EXHIBIT<br>BREAKOUT ROOM             | RP       | None        | None                            | None                        | MI Dock<br>Welsh<br>Host Desk                        |
|               | KENDALL COLLEGE OF ART AND DESIGN                      | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT  | ET       |             |                                 |                             |  |
|               | GRB - NUTCRACKER                                       | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE  | AK<br>JH |             |                                 |                             |  |
| THURS. DEC 12 | 2013 GREAT LAKES FRUIT VEGETABLE &<br>FARM MARKET EXPO | EH A-C<br>BALL C-D<br>GG A-F<br>GO A-H<br>EH A-C P-FUNC<br>EH A-C                | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                   | EXHIBIT<br>BREAKOUT ROOM<br>BREAKOUT ROOM<br>BREAKOUT ROOM<br>REGISTRATION<br>TEARDOWN | RP       | None        | None                            | None                        | MI Dock<br>Welsh<br>Host Desk<br>Freight<br>Scribner |
|               | GFS 2013 ANNUAL SALES MEETING                          | BALL A-D<br>SECCHIA<br>RO A  | 8:00AM-12:00PM<br>8:00AM-12:00PM<br>8:00AM-12:00PM   | MOVE IN<br>MOVE IN<br>MEETING  | JD       | None        | None                            | None                        | Lyon Dock  |
|               | GOOD FOOD CHARTER STEERING<br>COMMITTEE MEETING        | CHASE  | 8:00AM-11:59PM   | MEETING  |          |             |                                 |                             |  |
|               | MERRELL FOOTWEAR                                       | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT  | ET       |             |                                 |                             |  |
|               | KENDALL COLLEGE OF ART AND DESIGN                      | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE  | AK<br>JH |             |                                 |                             |  |
| FRI. DEC 13   | 2013 GREAT LAKES FRUIT VEGETABLE &<br>FARM MARKET EXPO | EH A-C P-FUNC<br>EH A-C  | 8:00AM-12:00PM<br>8:00AM-12:00PM   | REGISTRATION<br>TEARDOWN   | RP       | None        | None                            | None                        | MI Dock  |
|               | GFS 2013 ANNUAL SALES MEETING                          | BALL A-D<br>CHASE<br>GG A-F<br>GG0 A-H<br>MON A-D<br>RO A-F<br>SECCHIA<br>EH A-C | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM | MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING              | JD       | None        | None                            | None                        | Lyon Dock<br>MI Dock<br>Crowd<br>Control             |
|               | CITY MANAGERS MEETING                                  | RECITAL  | 8:00AM-11:59PM   | MEETING  | RP       | None        | None                            | None                        | Office Guard   |
|               | KENDALL COLLEGE OF ART AND DESIGN                      | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT  | ET       |             |                                 |                             |  |
|               | GRB - NUTCRACKER                                       | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE  | AK<br>JH |             |                                 |                             |  |
| SAT. DEC 14   | GFS 2013 ANNUAL SALES MEETING                          | BALL A-D<br>CHASE<br>GG A-F<br>GG0 A-H<br>MON A-D<br>RO A-F                      | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                                     | MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING                                    | JD       | None        | 2 EMT<br>1:30pm-<br>11:30p<br>m | 2 Traffic<br>5:30pm-<br>6pm | Lyon Dock<br>MI Dock<br>Crowd<br>Control             |

# DeVos Place® - December 2013

| DATE          | EVENT  | ROOM  | TIME   | FUNCTION  | EC       | HOUSE STAFF | EMT'S | POLICE | ABSOLUTE             |
|---------------|--|---|--|---|----------|-------------|-------|--------|----------------------|
|               |  | SECCHIA   | 8:00AM-12:00PM   | MEETING   |          |             |       |        |                      |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
|               | GRB - NUTCRACKER   | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |                      |
| SUN. DEC 15   | GFS 2013 ANNUAL SALES MEETING                                      | BALL A-D<br>CHASE<br>GG A-F<br>GG0 A-H<br>MON A-D<br>RO A-F<br>SECCHIA                          | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM | MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING<br>MEETING                             | JD       | None        | None  | None   | Lyon Dock<br>MI Dock |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
|               | GRB - NUTCRACKER   | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |                      |
| MON. DEC 16   |  |   |  |   |          |             |       |        |                      |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
| TUES. DEC 17  | NESTLE GERBER 2013 INNOVATION<br>AWARDS CELEBRATION                | BALL A<br>BALL A COAT<br>BALL A SHOW<br>OFFICE<br>WELSH LOBBY<br>NORTH SKYWALK                  | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00 AM – 5:00 PM                | LOAD IN<br>STORAGE<br>CELEBRATION<br>CELEBRATION<br>OFFICE<br>SETUP<br>ART EXHIBIT                    | RH       | None        | None  | None   | Office Guard         |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
|               | GRS - HOLIDAY SPECIAL  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |                      |
| WED. DEC 18   | NESTLE GERBER 2013 INNOVATION<br>AWARDS CELEBRATION                | BALL A<br>BALL A COAT<br>BALL A SHOW<br>OFFICE<br>WELSH LOBBY<br>NORTH SKYWALK                  | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-12:00PM<br>8:00 AM – 5:00 PM                | AWARDS<br>STORAGE<br>CELEBRATION<br>CELEBRATION<br>CELEBRATION<br>ART EXHIBIT                         | RH       | None        | None  | None   | Office Guard         |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
|               | GRS - HOLIDAY SPECIAL  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |                      |
| THURS. DEC 19 | AIR WALL MAINTENANCE   | EHALL A-C<br>BALLROOM A-D<br>GG A-F<br>GG0 A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE | RW       |             |       |        |                      |
|               | FIRE ALARM TESTING AND INSPECTION<br>WITH RIVERSIDE AT DEVOS PLACE | BUILDING  | 8:00AM-11:59PM   | TESTING   | RW       |             |       |        |                      |
|               | KENDALL COLLEGE OF ART AND DESIGN                                  | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |                      |
|               | GRS - HOLIDAY SPECIAL  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |                      |
| FRI. DEC 20   | AIR WALL MAINTENANCE   | EHALL A-C<br>BALLROOM A-D   | 8:00AM-11:59PM<br>8:00AM-11:59PM   | MAINTENANCE<br>MAINTENANCE  | RW       |             |       |        |                      |

# DeVos Place® - December 2013

| DATE          | EVENT                             | ROOM  | TIME   | FUNCTION  | EC       | HOUSE STAFF | EMT'S | POLICE | ABSOLUTE |
|---------------|-----------------------------------|---|--|---|----------|-------------|-------|--------|----------|
|               |                                   | GG A-F<br>GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA                              | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                                     | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE                               |          |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|               | GRB - NUTCRACKER                  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
| SAT. DEC 21   | AIR WALL MAINTENANCE              | EHALL A-C<br>BALLROOM A-D<br>GG A-F<br>GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE | RW       |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|               | GRB - NUTCRACKER                  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
| SUN. DEC 22   | AIR WALL MAINTENANCE              | EHALL A-C<br>BALLROOM A-D<br>GG A-F<br>GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE | RW       |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|               | GRB - NUTCRACKER                  | DVPH  | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
| MON. DEC 23   | AIR WALL MAINTENANCE              | EHALL A-C<br>BALLROOM A-D<br>GG A-F<br>GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE | RW       |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
| TUES. DEC 24  | CHRISTMAS EVE                     |   |  |   |          |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
| WED. DEC 25   | CHRISTMAS DAY                     |   |  |   |          |             |       |        |          |
|               | KENDALL COLLEGE OF ART AND DESIGN | NORTH SKYWALK   | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
| THURS. DEC 26 | AIR WALL MAINTENANCE              | EHALL A-C<br>BALLROOM A-D<br>GG A-F   | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM   | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE   | RW       |             |       |        |          |

# DeVos Place® - December 2013

| DATE         | EVENT                               | ROOM   | TIME   | FUNCTION  | EC       | HOUSE STAFF | EMT'S | POLICE | ABSOLUTE |
|--------------|-------------------------------------|--|--|---|----------|-------------|-------|--------|----------|
|              |                                     | GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA                                       | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                                     | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE                               |          |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - HOLIDAY SHOW                  | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
|              |                                     |  |  |   |          |             |       |        |          |
| FRI. DEC 27  | AIR WALL MAINTENANCE                | EHAL A-C<br>BALLROOM A-D<br>GG A-F<br>GGO A-H<br>RO A-F<br>MONROE A-D<br>THEATER STAGE<br>AREA | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM | MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE<br>MAINTENANCE | RW       |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - HOLIDAY SHOW                  | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
| SAT. DEC 28  |                                     |  |  |   |          |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - HOLIDAY SHOW                  | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
|              |                                     |  |  |   |          |             |       |        |          |
| SUN. DEC 29  |                                     |  |  |   |          |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - HOLIDAY SHOW                  | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
|              |                                     |  |  |   |          |             |       |        |          |
| MON. DEC 30  |                                     |  |  |   |          |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - HOLIDAY SHOW                  | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |
|              |                                     |  |  |   |          |             |       |        |          |
| TUES. DEC 31 | NEW YEARS EVE                       |  |  |   |          |             |       |        |          |
|              | NEW YEAR'S EVE EVENT – JEI (6322)   | BALL C<br>BALL C PRE<br>BALL AB<br>BALL AB PRE<br>GRAND GALLERY                                | 8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM<br>8:00AM-11:59PM                                     | EVENT<br>EVENT<br>EVENT<br>EVENT<br>RECEPTION   |          |             |       |        |          |
|              | GRAND RAPIDS ORIGINAL SWING SOCIETY |  |  |   |          |             |       |        |          |
|              | KENDALL COLLEGE OF ART AND DESIGN   | NORTH SKYWALK  | 8:00 AM – 5:00 PM  | ART EXHIBIT   | ET       |             |       |        |          |
|              | GRS - ROTARY CLUB                   | DVPH   | 7:00 AM-11:30PM  | PERFORMANCE   | AK<br>JH |             |       |        |          |