

2019

WISCONSIN FORWARD AWARD APPLICATION



Table of Contents

Intent to Apply	ii
Glossary of Terms and Abbreviations	ix
Monona Terrace Organizational Chart	x
City of Madison Organizational Chart	xi
Organizational Profile	
P.1 Organizational Description.....	1
P.2 Organizational Situation.....	3
Category 1: Leadership	
1.1 Senior Leadership.....	6
1.2 Governance and Social Responsibilities	9
Category 2: Strategy	
2.1 Strategy Development	11
2.2 Strategy Implementation	14
Category 3: Customers	
3.1 Voice of the Customer.....	15
3.2 Customer Engagement	18
Category 4: Measurement Analysis, and Knowledge Management	
4.1 Measurement, Analysis, and Improvement of Organizational Performance	20
4.2 Information and Knowledge Management	23
Category 5: Workforce	
5.1 Workforce Environment.....	25
5.2 Workforce Engagement.....	27
Category 6: Operations	
6.1 Work Processes.....	29
6.2 Operational Effectiveness.....	32
Category 7: Results	
7.1 Product and Process Results	33
7.2 Customer Results	40
7.3 Workforce Results.....	43
7.4 Leadership and Governance Results	47
7.5 Financial and Market Results	50



November 13, 2018

Wisconsin Forward Award, Inc.
c/o Wisconsin Center for Performance Excellence
2909 Landmark Place, Suite 110
Madison, WI 53713

Wisconsin Forward Award, Inc:

It is my pleasure to announce the application of Monona Terrace Community and Convention Center for the Wisconsin Forward Award by submitting the attached Intent to Apply packet. With this application packet, it is Monona Terrace's Intent to Apply for the Wisconsin Forward Award with the application due date of January 30, 2019.

Sincerely,

Gregg McManners
Executive Director

ONE JOHN NOLEN DRIVE
MADISON, WI 53703

608 261-4000
711 (LOCAL) T T V
800 947-3529 T T V

www.mononaterrace.com



Intent-to-Apply Form

1. APPLICANT ORGANIZATION

Monona Terrace Community and Convention Center

Applicant Organization Official Name

Other or Previous Applicant Organization Name

1 John Nolen Drive

Applicant Organization Headquarters Street Address

Madison

Dane

53703

City

County

ZIP Code

2. SIZE OF ORGANIZATION

Total number of
sites in Wisconsin **1**

Total FTEs
in Wisconsin **54.75**

3. ORGANIZATION TYPE

Manufacturing ☐

Health Care ☐

Government ☒

Service ☐

Education ☐

Other (Specify)

X Check here if applying as a
government agency or a
501c(3) charitable organization

We will use the following WFA/Baldrige Framework for our application:

X Business/Nonprofit

☐ Education

☐ Health Care

4. HIGHEST RANKING RESPONSIBLE OFFICIAL

Gregg McManners

Name of Organization's Highest Responsible Official (WI)

Executive Director

Title

1 John Nolen Drive

Street Address

Madison

Dane

53703

City

County

ZIP Code

608.261.4020

608.261.4049

Telephone Number

Fax Number

gmcmanners@mononaterace.com

Email address

5. OFFICIAL ORGANIZATIONAL CONTACT

Connie Thompson

Name of Official Contact

Associate Director of Operations and Quality

Title

1 John Nolen Drive

Street Address

Madison

Dane

53703

City

County

ZIP Code

608.261.4030

608.261.4050

Telephone Number

Fax Number

cthompson@mononaterace.com

Email address

6. EVALUATION TYPE

X Narrative-Based (50-page) Evaluation

☐ Baldrige Express Survey Evaluation

7. PARTICIPATION ON THE BOARD OF EXAMINERS

☐ Our organization wishes to send one employee to WFA Examiner training free of charge. We understand that if the Examiner attends training but is unable to complete the entire training and review cycle, our organization will be invoiced for \$475, the value of Examiner training.

Name of Examiner

Title

Day Phone

E-mail

☐ We prefer not to participate on the Board of Examiners this calendar year.

8. ASSURANCES AND AUTHORIZATION

On Citizenship: We certify that our organization is a good community citizen, and that there are no current allegations, investigations, or violations of laws/regulations related to civil rights, health, safety, finances, tax status, environment, labor relations or similar issues that could be embarrassing to Wisconsin Forward Award, Inc. or the WFA program. We agree to disclose any such issues to Wisconsin Forward Award, Inc., and we understand that we may be asked to re-validate this certification before award levels are assigned.

On Forward Award Application and Applicant Responsibility:

We understand this Intent-to-Apply form and subsequent application to Wisconsin Forward Award, Inc. will be reviewed by members of the WFA Board of Examiners. We further understand that all reviewers are required to follow the Forward Award Code of Ethics and Standards of Conduct to ensure confidentiality and avoid possible conflict of interest. If our organization is a Governor's Forward Award of Excellence recipient, we will provide an Examiner for the next award cycle, attend the WFA annual recognition event, and participate in at least one Wisconsin Forward Award-sponsored learning event.

Gregg McManners

Authorized Signature – Highest Responsible Official

Gregg McManners

Name (please type or print)

November 12, 2018

Date

FOR OFFICIAL USE ONLY

This confirms that the applicant organization on this Intent-to-Apply Form is eligible to apply for the Wisconsin Forward Award.

Elizabeth Menzer

11/26/2018

WFA, Inc. Authorized Signature

Date

Confirmation Number: **19-A03**

Intent-to-Apply Form A: Business Factors

This information is used by WFA to screen and assign Examiner teams to avoid conflict of interest in application reviews.

Instructions:

A. Business/Organization Description

Provide a brief description of the nature of your business or organization (products, services, programs or technologies). **You must conclude with a list of key competitors or indicate if no direct competitors exist.**

B. Markets & Customers

Provide a brief description of the nature of major markets (local, regional, national, international). **You must conclude with a list of key customers.**

C. Suppliers, Dealers & Distributors

Provide a brief description of the importance of suppliers, dealers, distributors and franchises or partners. **You must conclude with a list of key suppliers/partners and the type of product or service provided.**

A. BUSINESS/ORGANIZATION DESCRIPTION

Monona Terrace Community and Convention Center serves the public and private event market. Events held at Monona Terrace include conventions, conferences, meetings, banquets (including weddings), free community events, and fee-based tours. Events fall into these categories for revenue and expense tracking. The key service provided at Monona Terrace is creating an exceptional customer experience through exemplary service. Services offered include event coordination and management, technical services (software, network, audio visual, and lighting) coordination and execution, wellness and free community events (concerts, lectures, meditation, tai chi) and tours of the Frank Lloyd Wright designed facility. Monona Terrace serves the key mandates of serving as an economic catalyst for Madison, Dane County and the State of Wisconsin by bringing visitors and event attendees to Madison. In addition, other key mandates include Monona Terrace serving as a tourist destination and a community gathering place.

Key competitors include:

Alliant Energy Center, Madison, WI
Marriot Madison West, Madison, WI
Kalahari Resort, Wisconsin Dells, WI
Wisconsin Center, Milwaukee, WI
KI Center, Green Bay, WI

B. MARKETS AND CUSTOMERS

The market for Monona Terrace consists of local, regional, national and international events of all types. These may include convention, conference, meeting, banquet, social events, and consumer or trade shows. Key customers of Monona Terrace include event planners and event attendees. Other customers include community members of the Madison area and tourists/visitors from across the community, state and nation.

C. SUPPLIERS, DEALERS AND DISTRIBUTORS

Key suppliers and partners of Monona Terrace provide critical business products and services that are integrated into our customer service delivery processes.

Key suppliers include:

Monona Catering: food and beverage service for events

Hilton Monona Terrace: hotel rooms and amenities for guests

Greater Madison Convention and Visitors Bureau: venue promotion, sales, and marketing

SPPlus: parking

IAVM: industry benchmark data

Intent-to-Apply Form B: Site Listing and Description

Instructions:

A. Address of Site

Provide the complete street address and city of each site operating in Wisconsin, in addition to the Wisconsin headquarters identified on the Intent-to-Apply Form. (Only Wisconsin sites will be included in site visits.)

B. Relative Size

Provide the percentage of your organization's employees at each site as of the date you submit this form. Provide the percentage of the total Wisconsin operating budget at each site.

C. Description of Services, Products, Programs, and/or Deliverables

Describe the key types of services, products, programs and/or other deliverables that are the output of the site. It may be necessary to state the relationship between the output of the site and your organization's overall services, products, programs, and/or other deliverables. It is not necessary to list every service, product, program, and/or other deliverable.

A. ADDRESS OF SITE	B. RELATIVE SIZE		C. DESCRIPTION OF SERVICES
	<i>No. of Total Employees, Faculty or Staff</i>	<i>% of Total Operating Budget</i>	<i>Services, Products, Program and/or Other Deliverables</i>
1 John Nolen Drive, Madison, WI 53703	54.75	36.36%	Event hosting for conventions, conferences, meetings, banquets, weddings, free community events and tours. Product deliverables include space rental, audio/visual planning and deployment, event design and management, food and beverage service, community event programming and wellness offerings.

Intent-to-Apply Form C: Subunit Designation

Complete only if the applicant organization is a unit or division of a larger (or parent) company.

A. Is Monona Terrace Community and Convention Center a larger parent or system? (Check all that apply.)

- | | | |
|--|---|--------------------------------------|
| ☐ a subsidiary of | ☒ a unit of | ☐ a school of |
| ☐ a division of | ☐ a like organization of | ☐ owned by |
| ☐ controlled by | ☐ administered by | |

B. Parent Organization

Name: **City of Madison**

Address Line 1: **210 Martin Luther King Jr. Blvd.**

Address Line 2: **Madison, WI 53703**

Highest Ranking Official

Name: **Paul Soglin**

Title: **Mayor**

Number of worldwide employees of the parent:
3,050

C. Is the applicant the only subunit of the parent organization intending to apply?

☒ Yes ☐ No ☐ Do not know

D. Briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent. Examples of such functions include but are not limited to strategic planning, business acquisition, research and development, data gathering and analysis, human resources, legal services, finance or accounting, sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.

Major functions provided by the City to Monona Terrace include accounts payable, general accounting functions, human resource management, legal services, technology services and some training and development services.

E. Is the applicant self-sufficient enough to respond to all seven Baldrige Excellence Framework Categories?

☒ Yes ☐ No

If no, briefly explain:

F. Briefly describe the organization structure and relationship to the parent.

Monona Terrace is one of 27 departments within the City of Madison, (such as Parks, Streets, Engineering, etc.). The Executive Director of Monona Terrace reports to the Mayor and Common Council. The Executive Director also reports to the Monona Terrace Board of Directors, chosen to represent the entities that provided the original funding for construction including the City of Madison, Dane County and the State of Wisconsin. Refer to corresponding organizational charts.



2909 Landmark Place
Madison, WI 53713
608-663-5300
www.wisquality.org

November 27, 2018

Mr. Gregg McManners
Executive Director
1 John Nolan Drive
Madison, WI 53703

Dear Mr. McManners,

This letter confirms eligibility of Monona Terrace Community and Convention Center for Wisconsin Forward Award 2019 recognition.

Enclosed is your original Intent-to-Apply package with Wisconsin Forward Award signature and assigned confirmation number **19-A03**. Be sure to include copies of these Intent-to-Apply documents as part of your full application packages. Application packages must be received by Wisconsin Forward Award, postmarked, or consigned to a delivery service on or before **January 30, 2019**. A checklist on green paper is enclosed with this letter with all required materials for submittal.

Note that your Intent-to-Apply and application report package are considered confidential. The level of Forward Award recognition is determined through the assessment process as established by the Wisconsin Forward Award program and conducted by the Board of Examiners, and the Panel of Judges Your organization will be publicly recognized for the achievement level received during this process as indicated on your 2019 application form under "On Level of Forward Award Recognition."

If you have any questions at any time, please do not hesitate to contact us for assistance. We welcome your calls and we look forward to receiving your application in January.

Sincerely,

Elizabeth Menzer
Executive Director

Enclosures – 2019 Application Package Checklist
Original Intent-to-Apply Package

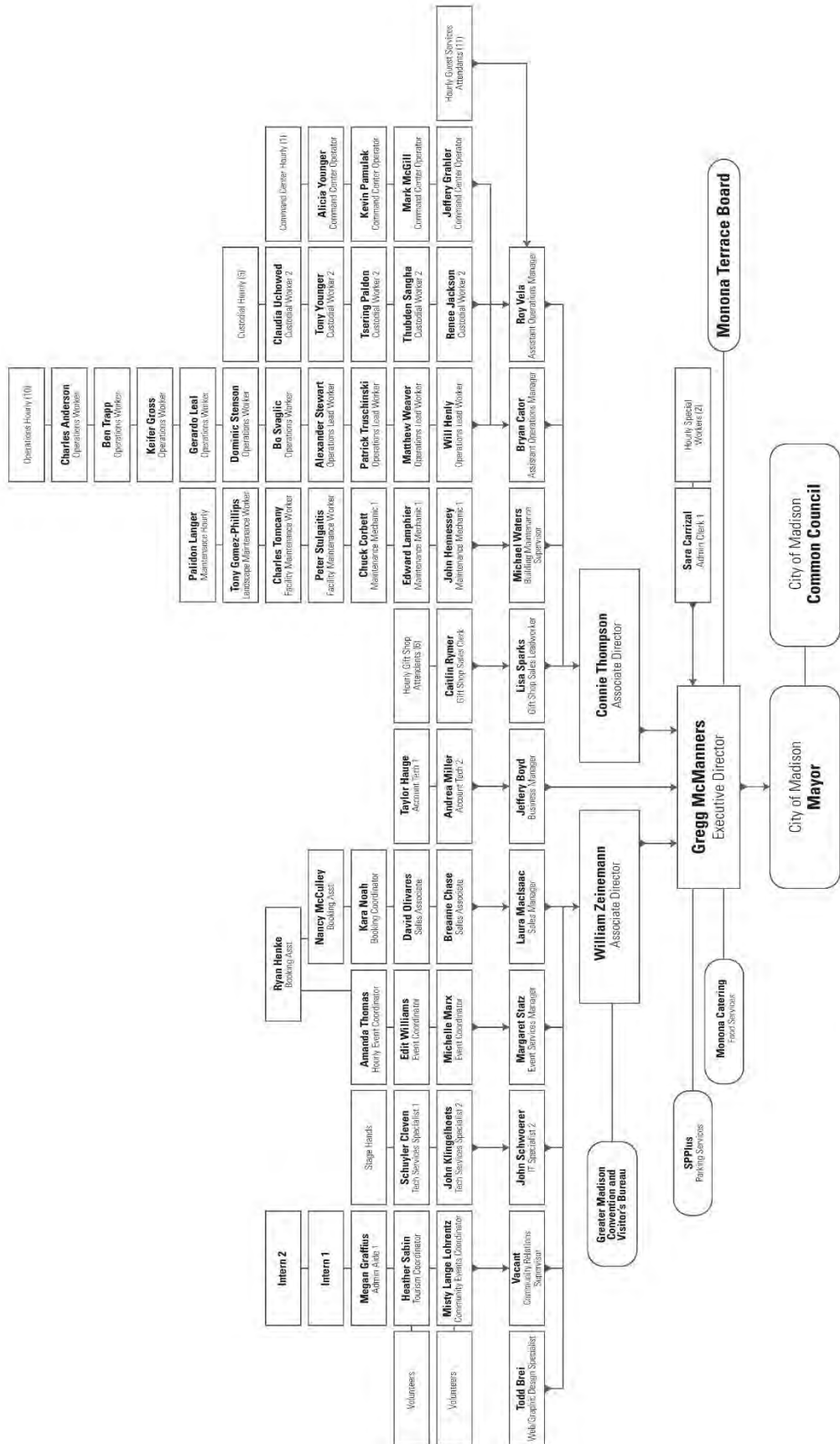
cc: Connie Thompson

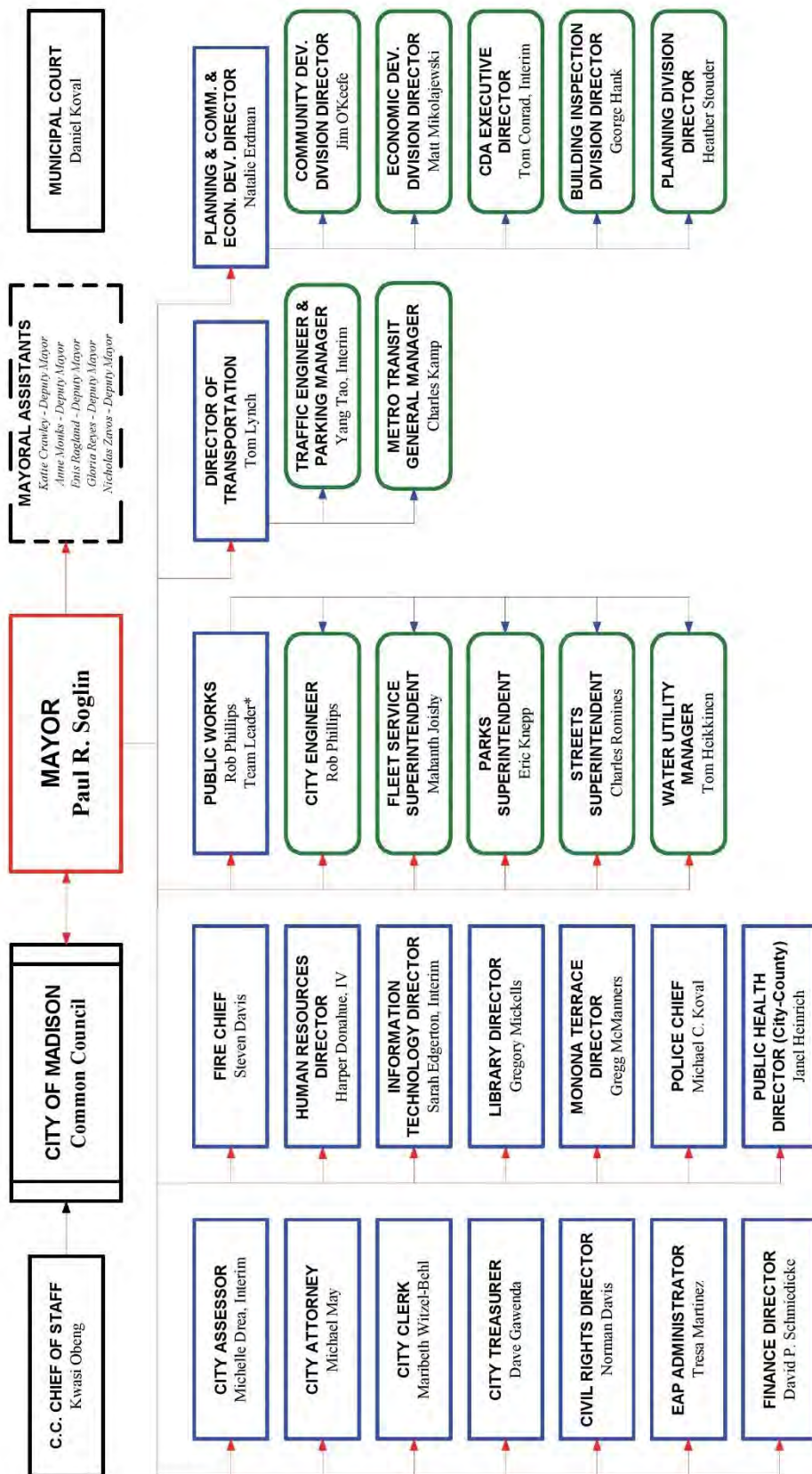
PROMOTING AND RECOGNIZING WORLD-CLASS EXCELLENCE

Wisconsin Forward Award is a division of the Wisconsin Center for Performance Excellence

Glossary of Terms and Abbreviations

A	Annually	MTCCC	Monona Terrace Community and Convention Center
AS	All Staff	MTES	Management Team Environmental Scan
A/V	Audio Visual		Brand name of financial management software
APM	Administrative Procedure Memorandum	MUNIS	Brand name of the software used in the hiring process
BLS	Bureau of Labor Statistics	NPS	Net Promoter Score
BOD	Board of Directors	PD	Position Description
BW	Bi-Weekly	PDSA	Plan, Do, Study, Act
CEO	Chief Executive Officer		Political, Economic, Social, Technological, Legal, Environmental
COOP	Continuity of Operations Plan	PESTLE	Possible, Implement, Challenge, Kibosh
D	Daily	PICK	Quarterly
EMBS	Event Business Management Software	Q	Racial Equity and Social Justice
ES	Environmental Scan	RESJ	Request for Proposal
ESPA	Event Services Professional Association	RFP	Room Tax Commission
FTE	Full-Time Equivalent	RTC	Service Employees International Union
GM	General Manager	SEIU	Society for Human Resource Management
GMCVB	Greater Madison Convention and Visitors Bureau	SHRM	Senior Leadership Team
GSA	Guest Services Attendant	SLT	Standard Operating Procedure
HVAC	Heating, Ventilation, Air Conditioning	SOP	Strategic Planning Process
IATSE	International Alliance of Theatrical Stage Employees	SPP	Strengths, Weaknesses, Opportunities, Threats
IAVM	International Association of Venue Managers	SWOT	Ungerboeck Systems International (workflow management system)
IT	Information Technology	USI	Volunteers
KC	Key Community	V	Voice of the Customer
KRONOS	Brand name of timekeeping software	VOC	Weekly
LEED-EB	Leadership in Energy and Environmental Design for Existing Buildings	W	Yes
M	Monthly	Y	
MPI	Meeting Professionals International		
MS	Management Staff		
MSA	Museum Store Association		
MT	Monona Terrace or Management Team		





P. Organizational Profile

P.1 Organizational Description

Monona Terrace Community and Convention Center (MTCCC) opened its doors after nearly 60 years of debate on July 18, 1997. It was initially designed by Wisconsin native and internationally-renowned architect Frank Lloyd Wright in 1938 as a cultural, governmental and recreational building. Wright reworked the design several times between 1938 and 1958 before signing off on the final plans seven weeks before his death in 1959.

Madison voters approved referenda to construct Monona Terrace – on the same site Wright had originally proposed – as a community and convention center in 1992. While Wright’s design was used for the building’s exterior, the interior was redesigned by Wright apprentice and Taliesin architect Anthony “Tony” Puttnam to house state-of-the-art exhibition, meeting and public space.

Today, nearly 400,000 people say “see you at Monona Terrace” each year. From formal events like conventions and conferences to public events like Dane Dances, Monona Terrace has a wide geographic draw, attracting local, regional, state and international events each year.

P.1.a.(1) Product Offerings MTCCC has three main divisions of products and services that are associated with our three key stakeholder groups. Our event planners and attendees in the public and private event market are served through the provision of event space, event planning, and design assistance, including logistical support and configuration of the space to meet unique customer requirements, audio and visual support, as well as food and beverage catering. Our second key stakeholder group (community members) enjoy community event programming and wellness offerings hosted throughout the year in addition to free community meeting space. The third key product we offer to tourists and visitors are facility tours and a variety of Frank Lloyd Wright-inspired items in our gift shop and web site.

P.1.a.(2) Mission, Vision, & Values MTCCC’s Mission is “To deliver an exceptional and inspirational experience.” Our Vision is “To be a globally recognized facility of distinction, offering endless possibilities and extraordinary service.” Our Values are our four Guiding Principles:

1. Customer Service: We meet our guests’ needs, by delivering what we promise and exceeding expressed and unexpressed expectations.

- We provide concierge caliber service

2. Honesty and Integrity: We maintain a culture that values honesty and integrity.

- We support, respect, and inspire each other

3. Stewardship: We take pride in ownership by being fiscally and environmentally responsible.

- We set and maintain high standards
- We value our heritage
- We are forward-thinking
- We act in the best interest of the facility at all times

4. Collaboration: We promote cooperative working relationships by valuing all stakeholders.

- We nurture working relationships to maximize community resources, benefits, and opportunities.

Our core competencies are also our key mandates: serving the city as a catalyst for economic activity, serving the community as a gathering place, and serving the region as a tourist destination. Our mission is intrinsically tied to performing these three functions.

P.1.a.(3) Workforce Profile MTCCC’s workforce consists of the employees of Monona Terrace and the employees of Monona Catering, plus 78 volunteers (who are not accounted for in Figure P-1). Monona Terrace employs 54 permanent full-time employees and 1 permanent part-time employee as well as 64 hourly employees (gift shop employees, laborers, stagehands, etc.). Monona Catering employs a staff of 101 people.

Race	Male #	Female #	%
Hispanic	9	4	8%
African American	14	4	12%
Asian	0	4	3%
White	57	61	76%
Other	2	0	1%
Total	82	73	155

Figure P-1 - MTCCC Full-time employee workforce

While the composition of our workforce has remained generally consistent, there has been a

shift towards full time instead of part-time employees due to the highly competitive marketplace for talent. Part-time employees tended to have a shorter tenure, and the recruiting and training demands present an obstacle to achieving our vision.

Educational requirements are associated with a range of job functions, but unlike regulated industries, we have no licensure requirements associated with defined educational levels. MTCCC employs individuals having a primary education all the way through master's degrees. Our hiring process identifies educational certifications or evidence of commensurate professional experience needed to perform each job successfully.

We conduct an annual employee engagement survey to understand the factors behind their embrace of our mission and vision statements.

Organizational bargaining units include the Wisconsin Municipal Employees Local 6000 (an employee association) and the International Alliance of Theatrical Stage Employees (IATSE) Stagehand union. Monona Catering employees are represented by the Service Employees International Union (SEIU) and Local 1.

P.1.a.(4) Assets MTCCC's primary physical asset is the facility itself. Our secondary asset is our location in downtown Madison along Lake Monona in direct proximity to the State Capital and other amenities. Key technology assets include our event management system (USI), our communications infrastructure (WiFi, radios, mobile devices, etc.) our security systems and environmental control systems. Our key equipment includes advanced audio and visual systems, furniture (seating, tables, and associated fixtures) and materials handling equipment.

P.1.a.(5) Regulatory Requirements As a municipal organization, MTCCC is subject to far more rules and regulations than an equivalent private sector facility faces. These differences are most pronounced in fiscal matters (budgeting, expenditures, contracting), health and safety, and hiring practices (we must follow the civil service system).

P.1.b.(1) Organizational Structure MTCCC's leadership structure is composed of one Executive Director responsible for overall organizational oversight and two Associate Directors; one

overseeing sales, marketing, and IT, the other overseeing operations, maintenance, guest services, and our retail gift shop. There are 10 managers/ supervisors reporting to the Directors. MTCCC has a complex governance structure, composed of the City of Madison, the Monona Terrace Board, and the Room Tax Commission, each with various (and partially overlapping) oversight responsibility. The City of Madison holds operational governance over MTCCC, while the Monona Terrace Board exercises policy governance. The Room Tax Commission is responsible for some fiscal governance, and the Executive Director reports directly to the Mayor's office and indirectly to the City Council. All three have fiduciary oversight and approval roles.

P.1.b.(2) Customers and Stakeholders MTCCC's key market segments follow our eight product types, categorized as conventions, conferences, meetings, banquets, consumer shows, entertainment events, community use meetings and community use events. Corresponding to these market segments, key customers include event planners and attendees, community members and tourists/visitors.

P.1.b.(3) Suppliers and Partners MTCCC's key suppliers/partners include Monona Catering; the Hilton Monona Terrace who provides hotel rooms and amenities for guests; the Greater Madison Convention and Visitors Bureau (GMCVB) who promotes MTCCC and is integrated into our sales and marketing processes; SPPlus who manages the parking structure adjoining our facility; and International Association of Venue Managers (IAVM) who supplies us with industry benchmark data, training and industry certifications.

Monona Catering is an integral member of our workforce, responsible for managing food and beverage services for our customers. We have had an evolving, collaborative relationship based on exceptional service delivery. As a fully integrated member of MTCCC's workforce, Monona Catering is involved with event planning, responding to RFP's, event coordination, service provision, and continual improvement efforts. Key mechanisms for two-way communications with vendors include email, telephone conversations, pre-established performance review meetings, and updates. Monona Catering staff attend weekly operations meetings, all staff meetings, and all staff training. The Monona Catering GM attends the all managers meeting and the weekly Sr.

Management Team meeting. All major vendor and supplier work is reviewed and exceptions are relayed to the vendor contact to be reconciled. All suppliers, partners, and collaborators are expected to contribute toward ensuring that MTCCC is operating in an efficient and effective way and providing an exceptional experience for guests and visitors to the building. Vendors, partners, and collaborators assist us by providing exceptional service, recommending products or equipment that make us more efficient, offering solutions to problems and by providing staff training. Our key supply chain requirements are product knowledge, courtesy, responsiveness, quality of service, effective communication, quick turnaround time, high standards, meet expectations, cost-effective and collaborative.

P.2 Organizational Situation

Monona Terrace Community and Convention Center was conceived in the 1930s during a meeting between Frank Lloyd Wright and Madison resident Paul Harloff in a park along the Lake Monona shoreline. The City of Madison had experienced a great deal of growth and development at the time and the need for a civic auditorium was emerging. Over the course of the next sixty years, the City continued to develop, but the need for a convention center had not been fulfilled. Mayor Paul Soglin led the complex effort of bringing this resource to the community in the early 1990s. Today, Monona Terrace is a key asset to the Madison area and remains the City's only convention center.

P.2.a.(1) Competitive Position Since our founding in 1997, MTCCC's overall competitive position has not changed a great deal despite an increase in the types, capabilities, and number of competitors we face.

As defined by IAVM, MTCCC is a small convention center (<= 100,000 square feet of exhibit hall space) and due to site restrictions, we are unable to increase our contiguous space, which limits our ability to compete for larger events. Despite this limitation, MTCCC "punches above our weight" in several areas. The City of Madison is an attractive location to host events due to the University of Wisconsin, the State Capitol, entertainment and recreational opportunities, etc. Narrowly defined, MTCCC is the only convention center in Madison, WI. However, our product offerings extend beyond just

conventions, and the customers we serve aren't constrained to venues in or around the City of Madison. In this context, MTCCC's competitive position must be viewed from a regional or state-wide basis against venues that are both larger and smaller in size, as well as venues that offer different amenities, such as waterparks or lodging.

For smaller-scale local events, such as meetings, banquets, and weddings, MTCCC has faced increasing competition due to the emergence of specialty facilities (e.g. wedding barns) and hotels that offer large meeting space (e.g. Marriot Madison West). With choices increasing, MTCCC has seen a small decline in the number of meetings, banquets, and weddings held.

For the larger-scale state, regional, national and international events including conventions and conferences, MTCCC competes with state of Wisconsin facilities such as the KI Center in Green Bay, the Wisconsin Center in Milwaukee, the Alliant Energy Center in Madison, and the Kalahari Resort (among others) in the Wisconsin Dells. MTCCC also competes with regional, national and international facilities for events. Many larger competing markets have the resources and capacity to subsidize conventions and conferences through grants, discounts, or complimentary lodging. For customers seeking the lowest possible cost of an event, these subsidies are effective in winning business. As a municipal facility, we can't offer complimentary lodging, free food, or waterpark passes, so we position ourselves to serve the needs of customers with more complex needs and greater guest expectations.

Key factors of our competitive success:

- Location
- Reputation for service excellence
- Audio/Video technology and consultative support

P.2.a.(2) Competitive Changes MTCCC has seen two factors gradually emerge that are impacting our competitive situation. The first is the increase in the number of facilities available to host smaller-scale local events such as meetings, banquets, and weddings. The second relates to ever-increasing customer expectations for event impact and success.

The increase in venues supporting meetings and weddings (for example) has given customers

many more choices in terms of locations, amenities, and price points. As noted, MTCCC has experienced a slow decline in the annual number of these types of events. Customers continue to choose MTCCC for their smaller-scale events because of our location and outstanding service delivery.

The competitive shift has caused MTCCC to focus on larger state, regional, national and international events such as conventions, conferences and consumer shows where our organizational strengths in service excellence and leading-edge audio and video solutions create a competitive advantage. With customer expectations increasing for the impact of their events, MTCCC has needed to continually innovate, take calculated risks, and “try things for the first time” to deliver the kinds of event experiences that customers are seeking. Our strategic shift towards producing and supporting these events has made us more attractive in the marketplace, has drawn higher-profile events to the community (leading to wider positive economic impact), and has resulted in both record revenue growth and higher revenue per capita.

With the focus being placed on larger, more complex events, we have further integrated our collaborative relationship with the Greater Madison Convention and Visitors Bureau (GMCVB).

P.2.a.(3) Comparative Data MTCCC obtains competitive and comparative data through four primary sources: the International Association of Venue Managers (IAVM), the City of Madison, the Society for Human Resource Management (SHRM) and the Greater Madison Convention and Visitors Bureau (GMCVB). We also obtain and evaluate comparable Net Promoter Score data and information from the Bureau of Labor Statistics to help us understand market factors related to the workforce. Finally, on an annual basis, Price Waterhouse Coopers does an industry study of convention and meeting space in North America. We contribute data to this report, and for that, receive a copy of the summary report.

One of the most valuable sources of ongoing comparative data is obtained from our customers who are often willing to share their expectations and reasons for choosing one venue over another. Combined with available data, this helps to validate our own perceptions of market strengths and competitive challenges.

MTCCC has practical limitations on our ability to access truly comparable data. Essentially all of the industry data available supports the private sector (for profit) business, model. This is only somewhat useful to us, as we don't price our products or manage the business based on square footage (e.g. revenue per square foot, square feet rented, etc.). Furthermore, this industry trade data is often collected and transacted among dissimilar facility sizes (<100,000 sq. ft, 250,000-500,000 sq. ft., and 500,000+ sq. ft. - facility footprints that serve larger events than we are capable of serving). MTCCC also bears higher labor costs due to being a municipally-owned facility and being open 7 days a week whether we have events or not. Despite these (and other) limitations, the data help us establish a context for our own performance. We fill in the gaps through other sources and methods, including customer meetings to directly understand their needs, changing expectations, ideas, and aspirations.

P.2.b. Strategic Context

Challenges:

1. Private Sector Competitors - notably, the Dells - remain a challenge. They are a 'destination location' in our region whose whole community is built around business and recreational tourism. They are able to offer incentives and amenities that we, as a municipal enterprise, cannot. Many of their facilities include integrated lodging, which can be both convenient and attractive to event planners.

Competitors in our market are constantly renovating or expanding their facilities. It is a never-ending cycle of “one-upmanship” to attract and retain customers.

2. Labor Market: MTCCC faces a highly competitive market for talent. While we have been successful in retention, vacancies may take a long time to fill, with recent positions typically remaining open for 6 months or more. For many years, MTCCC brought on hourly employees that were later offered full-time positions. Current marketplace conditions have reduced the attractiveness of part-time work and the availability of potential employees who are interested. Retaining hourly employees has been correspondingly difficult.

3. Municipal Charter: Being a government organization is a challenge in an industry that is dominated by private sector firms. We operate like a private sector organization but face many limitations and constraints on our discretion and agility: City contracting processes, purchase orders, distributed administrative functions such as information technology and human resources, and the ongoing unpredictability of elective leadership in our governance system.

4. Physical Space: There are two dimensions to this challenge: 1) limitations of our physical footprint, which forces us to creatively address storage, space, and logistics management issues; and 2) our inability to control space factors related to parking or hotel room availability.

The State of Wisconsin owns and operates the parking ramp that is physically connected to the west side of the building. In an effort to increase revenue, the State moved from offering event-only parking for Monona Terrace to open municipal parking approximately 3 years ago. This resulted in a lower inventory of available parking and new logistical challenges for guests of large events.

Similarly, downtown Madison has a fixed-supply of hotel rooms in proximity to Monona Terrace. These hotels are enjoying high occupancy rates and have less of an incentive to hold blocks of rooms or offer discounts that attract large groups.

Advantages:

1. Customer-focused Excellence – We have earned a reputation for creating and providing outstanding experiences to our customers and guests substantiated by our extremely high satisfaction results and retention rate. Our mission and vision guide the behavior of our entire workforce in responding to customer needs, expectations, and desires. Furthermore, we depend on the relationships we build with customers to drive innovation and continuous improvement in order to meet ever-increasing expectations among customers.

2. Highly Engaged Workforce - MTCCC has the advantage of a talented staff who is highly engaged, enjoined and committed to our mission and values. Employees have opportunities for growth, training, and industry certification in addition to having a voice in how the work is done.

3. Organizational Agility - MTCCC's willingness and ability to change has been an instrumental

force driving organizational progress. Leadership has empowered the workforce to continually seek ways of delighting and accommodating our customers. This requires creativity to address complex logistical and technical problems.

Consolidating all customer knowledge into one system has favorably enhanced communication, thereby improving the speed and quality of decision making.

4. Facility - Our Frank Lloyd Wright designed facility makes us unique and enhances our product offering. Tourists, visitors, and community members come to Monona Terrace for a wide variety of reasons, which helps to build familiarity and appreciation for our service and hospitality.

The technology also distinguishes us in a competitive field. Our A/V solutions are at the forefront of the industry. Customers seeking the most compelling and impactful conference or convention experience depend on the creativity and confidence of our talented staff to design an environment that is unlike any other.

Three additional aspects of our facility contribute to our organizational advantages. 1) we hold LEED-EB Gold Certification; 2) our commitment to stewardship results in a building that looks brand new, defying its actual age of 22 years; and 3) our location in the heart of Madison along Lake Monona is attractive, vibrant, and accessible.

P.2.C Performance Improvement System

MTCCC's performance improvement system is based on a PDSA approach that we apply to people, processes, information, and infrastructure. The Baldrige framework helps us focus on the factors that drive key outcomes and helps us understand the maturity of our approaches. We also use the LEED program to provide an objective set of stewardship criteria that we constantly measure ourselves against.

Our customers are a key source of information used for nearly all of our performance improvement efforts. We obtain information at every stage of our relationship which supports a systematic approach to innovation and continuous improvement.

The City of Madison conducts routine and widely attended training on quality, performance improvement, leadership development, and related topics.

1. Leadership

MTCCC's leadership system has developed through a shared reverence for our mission, vision, and four organizational values. In addition to providing the context for nearly all decisions made, these ideas guide individual behaviors in our daily work. Phrases such as "first class", "world class" and "a working piece of art" have been associated with this building since the day it was conceived. The work environment we create and the experience we provide must compliment the building's presence.

1.1 Senior Leadership

a(1) MTCCC's vision "to be a globally recognized facility of distinction, offering endless possibilities and extraordinary service"; and values of "customer service, honesty, and integrity, stewardship, and collaboration" were established at the time of our founding but have evolved to become less idealistic and significantly more emblematic of our contemporary organizational culture. To ensure their relevance, we collect feedback from stakeholders such as MTCCC board members, community members and city representatives asking about their view of where they see Monona Terrace 5 years out. This helps to ensure we're culturally aligned to the future imagined for our community and our place in it.

Our senior leadership translates those feedback ideas into action through strategic decision making. Examples include a comprehensive approach to preventative maintenance, investing in technology, advocating for growth and change of City policies, and placing customer needs and expectations at the forefront of every key decision-making process.

Senior leaders specifically ask customers for feedback about their impressions related to our mission, vision, and values. This feedback is shared with the entire workforce on a continual basis, providing a transparent vehicle for accountability among the entire organization.

MTCCC selects partners and vendors who fully subscribe to our values. We further codify these expectations through contractual service level agreements and conduct on-going discussions and training with our providers to illustrate how our mutual embrace of these values affect the outcomes we seek. When vendors/partners don't

fully exemplify our values, we terminate the relationship. In two recent instances, we have replaced vendors (window washing company and security company) for these very reasons.

The actions of our senior leaders reflect their commitment to our values because they are personally important to them. Senior leaders embrace key principles of servant leadership such as empathy, listening, and stewardship in their approach to removing obstacles that stand in the way of organizational progress. They place great value on high quality, high-frequency communication, using clear language to describe ideas about our future so that we may engage the workforce in it.

As the organization evolved, senior leaders concluded that the organizational structure was not optimally aligned to our mission, vision, and values. In 2017, we adapted the organizational structure and hierarchy to the way we work best. Departments were functionally arranged under a streamlined leadership team, improving communication, collaboration, and service delivery.

Senior leaders further reinforce our mission, vision, and values through the hiring process. As described in Item 5.1, we carefully recruit and hire people who embrace our guiding principles, and then train them in ways to demonstrate and deliver those ideas, using measurement systems to help us understand how well we perform and a constant stream of customer feedback to validate we are keeping pace with expectations.

a(2) Senior leaders hold the organization accountable to our guiding principle of integrity by personally modeling the behavior we expect of the workforce and enforcing consequences when personal or professional integrity is compromised.

Modeling the behavior often is accomplished by using actual examples from our daily experience and sharing them with staff at meetings. A typical example are guests who frequently leave personal property behind, such as electronic devices or clothing. This provides us with many opportunities for us to do the right thing: staff go to great lengths to reacquaint the owner with their belongings, often resulting in gracious notes of appreciation. We feature these as examples of ways we hold true to our values and is one of the most effective and positive ways to reinforce the desired behaviors.

The City of Madison provides a very clear set of workplace rules, ongoing training, and an ethics code that all must acknowledge. MTCCC also publishes a Behavior Policy, applicable to customers and visitors to the facility. MTCCC staff behavior is governed by Administrative Procedure Memorandum (APM) 2-33, Rules of Conduct. This along with departmental Standard Operating Procedures (SOP's) and position descriptions (PD's) helps each employee understand and appreciate what the performance expectations are in unambiguous terms.

1.1b Senior leaders of Monona Terrace share a philosophical goal about communication; believing that if done well, it should spread organizational knowledge, and all members of the workforce have a responsibility to meet that expectation.

Channels/Forums	Freq	Audience	2-way
Pop Up Meetings	D	AS, V, MS	Y
MT Group Emails	D	AS, V	
Website	D	AS, KC	
Social Media	D	KC	Y
Staff Shout Outs	D	AS, V, SLT	
SLT Meeting	W	SLT	Y
Department meetings	W	AS	Y
Operations Meeting Recap	W	AS	Y
All-manager meeting	BW	MS, AS	Y
Board reports	M	AS, V, BOD	
Innovation Meeting	M	SLT, MS	Y
All Staff Meeting	Q	AS, V	Y
Innovation Newsletter	Q	AS	Y
All Staff Training	A	AS, V	Y
Manager Retreat	A	MS	Y
Mid-year Report	A	AS, V, BOD	
Annual Report	A	AS, KC, V	
Strategic Plan Update	A	BOD, SLT, MS	Y
Scorecard Meetings	A	AS	Y
Customer Focus Groups	A	AS	Y

Figure 1.1 – Standard communication mechanisms.

Effective communication is critical in our environment, where work is accomplished across multiple shifts, between many departments, and coordinated among suppliers, vendors, and customers. Gaps in communication will inevitably result in unintended outcomes of varying undesirable magnitudes. To prevent shortfalls in communication performance, senior leaders rely on predictable, formal methods such as standing meetings and pop-up meetings (informal person-to-person or small group) summarized in Figure 1.1 to help keep information moving, knowledge spreading, and unintended outcomes minimized.

Senior leaders appreciate that good processes of communication are essential in building workplace trust, so we invite employees to attend management meetings and provide meeting minutes to everyone that cares to read them. Everything short of personnel issues is shared among the whole organization. Transparency is a key aspect of management philosophy, behavior, and action at Monona Terrace.

With so many staff distributed throughout such a large facility and the need to continually coordinate so many moving pieces, we can't depend on face to face interactions or access to email to meet our communication requirements. To overcome those constraints, we use radios and dispatchers to address immediate needs within the building, saving us precious time and unnecessary movement of people and equipment.

Our employee engagement survey provides senior leaders with the feedback they can use to evaluate their own communication effectiveness. In earlier surveys, leadership communication scored relatively low, so we asked our workforce what we should do to improve. Based on their feedback, we implemented more systematic approaches that fulfilled the expectation for effective two-way communication. For example, when employees are asked to complete a survey today, they know that we will not only share the results with them, but we will describe the actions taken based on what they told us.

As the organization faces change, the Executive Director takes responsibility to directly engage the workforce and describe the reasons why change is necessary as well as corresponding benefits of the change. We solicit their ideas and input to build consensus around improved approaches and then deploy them. We have learned that when leaders are clear and transparent about how and why

changes will improve things related to the customer experience, we gain credibility, buy-in, and trust.

Leaders show they value and empower employees through the innovation system. Senior leaders expect employees to contribute ideas that will improve work processes, the customer experience, satisfaction, etc. regardless of how large or small those improvements may be. Using a systematic evaluation process, we study and discuss the merits of each idea, following up to explain how we expect to implement them or why an action will not be taken at the time.

All of Monona Terrace's leaders routinely walk throughout the facility, engaging with customers and the workforce to directly observe and serve. The interpersonal nature of this communication and interaction serves many purposes: obtaining voice of the customer feedback, observing service delivery strengths and opportunities for improvement, problem-solving, lending a hand where helpful, modeling our values, and building trust and confidence among all stakeholders.

c(1) Senior leaders talk about success from two vantage points. Internally, senior leaders view success as seeing people grow and progress in their careers. Externally, senior leaders view success as the growth of our reputation for service excellence among customers and the corresponding revenue earned through our ability to meet ever-increasing expectations in a competitive marketplace. For these reasons, ongoing feedback and surveys are critically important to validate that we are, indeed, successful. Secondary measures such as grievances, voluntary turnover, and customer return rates also help substantiate that we are being successful in our endeavors.

Working within just one building in one location has many advantages, but also limits our direct perspective of what customers may be seeing as they look around the industry, as well as other sources of ideas and innovations. To overcome this limitation, we send people out of the building to broaden their worldly view; sending them to professional development opportunities such as venue management school which helps them remain aware of competitive ideas and trends.

As a municipal organization, we've enjoyed individual learning resources provided by the City.

They provide many opportunities to develop specific skills. However, as a facility, we stand out for the extent of organizational learning that takes place. The nature of our work and the limited time available to do it lends itself to working together to solve problems through cross-functional teams. Problem-solving in our environment is achieved by taking intelligent risks: there is no other way since many of the things we are asked to do by customers have never been done before. As we solve these problems together, we record the solutions in USI so other teams and future events can take advantage of the learning. Our Executive Director encourages risk-taking and is extremely supportive of all efforts made. As he often says, "It is hard to achieve perfection when you're selling time and space."

Our management and leadership team use a mentoring approach, but it is an individualized process, not a formal program that we apply universally. Low rates of turnover and rigid City human resource policies limit our ability to promote people, so we focus on growing people within their job through coaching, creative problems solving, and increased responsibility. We call this "Building the Bench Strength." Broadly stated, its goal is to support succession planning, mission focus, learning, and personal growth:

- Step 1. Hire the right person.
- Step 2. Train them effectively.
- Step 3. Identify their talent.
- Step 4. Give them more responsibility.
- Step 5. Focus on leadership development.

c(2) MTCCC is a high expectation work environment. There is an esprit de corps in our culture where nobody wants to let anyone else down in the workforce. This has the effect of leading people to "pitch in" when the situation calls for help, or to cover for one another when someone is out of the building. The leader's role has been one of focusing on our strengths and nurturing them; rewarding innovation and risk-taking to achieve better results.

Beyond the cultural predisposition to demonstrate service excellence, we use department scorecards with key metrics to ensure we remain accountable to the factors which contribute to organizational progress and accomplishment of our mission.

1.2 Governance and Societal Responsibility

a(1) The governance system of MTCCC includes three direct oversight bodies: Monona Terrace Leadership, the City of Madison, and the Monona Terrace Board.

Each body has a specific role to play in ensuring good governance of the organization as noted in Figure 1.2.

Governance Body		Key Governance Functions
Monona Terrace Leadership		• Operational performance and oversight
City of Madison	Mayor's Office	• Budget approval • Municipal Policies • Human resource/ personnel policies • IT/Technology policies • Contract issuance
	City Council	
Monona Terrace Board		• Budget approval • Policy development and oversight • Strategic accountability • Financial oversight including rates and charges • Hiring of the Executive Director • Contracting powers

Figure 1.2– Direct governance bodies.

MTCCC has a more complex governance structure than typical community or convention centers. In addition to the traditional governance relationship with the City, we have an additional direct oversight body. The Monona Terrace Board was created through State of Wisconsin Statute sec.66.30. The Monona Terrace Board has twelve members serving 3-year staggered terms. Six members are appointed by the City of Madison, 5 members are appointed by the Dane County Executive, and one member is named by the Governor of Wisconsin. As defined by their bylaws, the purpose of the Monona Terrace Board is to “...make decisions to operate a successful community and convention center. It shall establish all policies, rules, and regulations governing Monona Terrace and oversee its operation, subject to limitations set forth in the City of Madison/Dane County Agreement.”

In addition to direct governance oversight, MTCCC has an indirect governance relationship with the Room Tax Commission (RTC), established in State Statute 66.0615 and composed of 2 alderpersons and 4 private citizens. The City levies a tax on lodging via room night bookings of area hoteliers and the RTC allocates what is collected by the City as directed by State law. The statute requires that 70% of the money collected must be used for 1) tangible municipal development (including a convention center) 2) tourism marketing, including advertising, materials, event recruitment; and 3) transient tourist information services.

The room tax, therefore, contributes to MTCCC's revenue stream. 30% of the room tax is retained by the City of Madison, leaving MTCCC to compete with other eligible facilities (such as the Overture Center for the Arts) for RTC funds. The governance relationship with the RTC is based solely on the use of allocated funds.

MTCCC's annual budget is a key example of how we achieve responsible oversight and good governance. The budget is developed by MT Leadership and is then submitted to the Finance Committee of the Monona Terrace Board. The Finance Committee will then make a recommendation to the full board, and if approved, will be presented to the Mayor's Office. If approved by the Mayor, the budget will then proceed to the Room Tax Commission for their review and approval. Finally, MTCCC's budget is delivered to the City Council. Once the City Council approves and enacts the City Budget, MTCCC is authorized to expend funds as prescribed.

The City statutes prevent MT Leadership from choosing a successor to the Executive Director. Given those limitations, we design for redundancy to ensure the continuity of operations at all levels within the organization. Generally stated, there are two qualified individuals capable of backfilling a vacancy in every job function to support operations.

a(2) The Executive Director of MTCCC serves at the will of the Mayor of the City of Madison and has no formal performance evaluation outside of required contractual performance expectations and basic employment conditions described in the civil service code. Similarly, there is no formal performance evaluation process for the Monona

Terrace Board or the City of Madison. Key objective methods of performance evaluation within this governance framework revolve around budgetary performance.

b(1) MTCCC competes like a private sector organization but operates as a municipal facility. The implications of that charter are significant because much of the responsibility for legal and regulatory compliance rests with the City.

MTCCC's Community Relations Department conducts many surveys and manages a scorecard to help us understand and respond to community concerns and related input.

We use the LEED-EB Certification framework to help us measure, evaluate and conserve natural resources. Following the LEED-EB framework is one of the key ways we support our guiding principle of stewardship since one of Frank Lloyd Wright's covenants was how the building interfaced with the environment.

On an operational level, we have responsibility for the health and well-being of our guests. We anticipate the risks within our environment through diligent surveillance and maintenance of the facility. Examples of these practices are described in **Item 6.2**. Compliance with regulations related to fire safety, food handling, and emergency preparedness are routinely audited by the city, county, and state. Results are shown in **Item 7.1**.

b(2) The City of Madison requires affirmation of the ethics policy, which ensures familiarity and clarity of ethics expectations. Beyond the formal acknowledgment of ethics policy, MTCCC's guiding principle of honesty and integrity is foundational to building personal relationships with our customers. Doing the right thing in ambiguous situations – the ethically correct thing – is critical to our mission. MTCCC uses indicators such as audit findings, grievances, employee perceptions (within surveys) and formal ethics complaints to validate the extent of our ethical performance.

c(1) MTCCC addresses societal well-being directly through our product offerings. Using community input and best practices identified through our professional associations, we offer community event programming and wellness offerings throughout the year in addition to community meeting space. Thousands of people take advantage of programs such as Lunchtime Yoga, Dane Dances, Wright lectures, Bounce,

Concerts on the Rooftop, etc. In addition to direct support of the community, our commitment to LEED-EB and achievement of Gold recognition substantiates the maturity of our environmental approach as well as our commitment to stewardship.

c(2) MTCCC leaders and staff recently challenged some of the conventional wisdom about how MTCCC could best serve and support our community. In the past, we worked to identify community groups who would benefit from access and use of our space, working with partners such as the GMCVB to obtain underwriting and support for community group events. While helpful, we felt it underperformed our potential. In reviewing what other employers in our community were doing, we came to appreciate the ongoing interest our staff had in supporting their own community interests. Unfortunately, the City of Madison did not allow employees to be paid or to volunteer their time during work hours. Undeterred, the Executive Director proposed a community reinvestment strategy to City administration that would allow MTCCC employees to contribute up to 16 hours per year to qualified charitable organizations and endeavors during working hours and be paid. The City determined that it had the power to create a first-ever "outreach program", and MTCCC will now undertake this approach. There are multiple direct benefits to MTCCC: we improve the attractiveness of our workplace to prospective employees, we directly help a broader scope of organizations in our community, and we give our employees opportunities to see the best practices of other groups and organizations which may further contribute to ideas for innovation.

MTCCC staff also work closely with local schools. We offer Froebel block programs taught in local schools by MT employees as a demonstration of Wright architecture design. Each year we set aside 3 summer internships for local high school students to work during the summer and support 2 college internships continually (serving 6 to 12 students) who receive both college credit for their work and a stipend.

2. Strategy

MTCCC's strategy is guided by our mission, vision and guiding principles, and framed by our key mandates: to be an economic catalyst for the City, a community gathering place, and a destination for tourists and visitors.

2.1 Strategy Development

a(1) MTCCC's formal strategic planning process (SPP – see Figure 2.1-1) is based on a three-year planning horizon with one-year updates and quarterly assessments. This cycle keeps us aligned to customer and market changes as well as the annual budget process. The SPP is a living plan which is modified as warranted at the action plan level (“how” we will achieve an objective), however, we do not change what our strategic goals or objectives are during that 3-year window.

The SPP includes the direct input of many stakeholders, including customers, community members, staff, partners, Monona Terrace Board members, and City of Madison representatives. As part of the 2016 process, we held our first ever PESTLE environmental scan, gathering perspectives from over 60 stakeholders. This process ensures that MTCCC develops a consensus view of the most important challenges and opportunities to be addressed through the SPP. In the past, we had used a traditional SWOT analysis conducted internally for this purpose. The move to PESTLE not only made the SPP a more inclusive process, but we benefitted from a much broader perspective of the factors that are changing in our environment.

Each iteration of planning has capitalized on prior efforts and accumulated knowledge. While the 2016-2019 strategic plan is coming to an end, it incorporated many changes and improvements that we continue to leverage to our advantage:

- Narrowed focus to 4 vital areas
- Adoption of the comprehensive PESTLE environmental scan as a replacement for traditional SWOT analysis

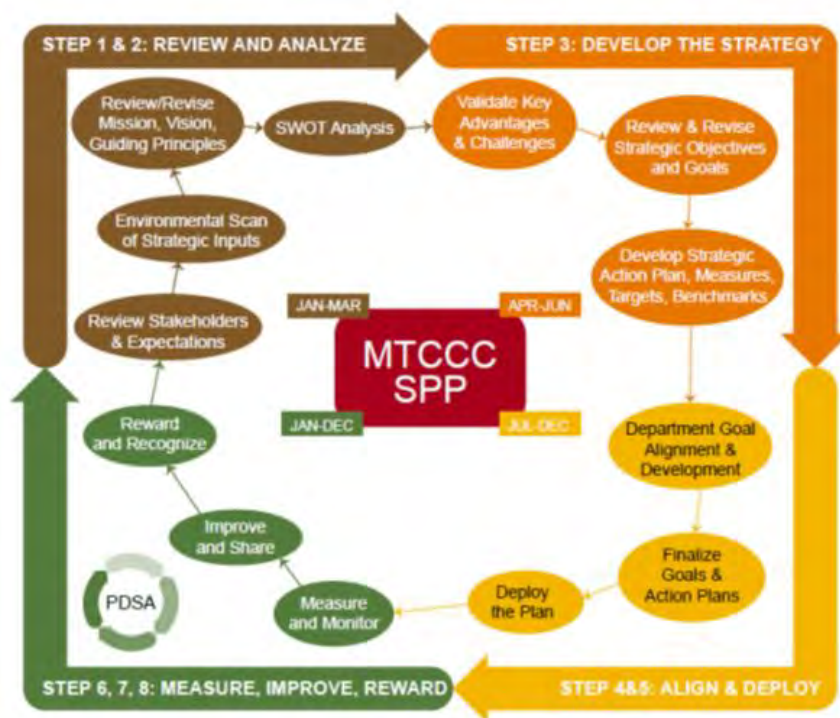


Figure 2.1-1 Strategic Planning Process (SPP)

- Used feedback from our past Wisconsin Forward Award application to improve both our approach and deployment
- Adopted a systematic approach to organizational innovation
- Added new external comparators to better calibrate performance expectations
- Implemented the Management Team Environmental Scan (MTES) to ensure we remain calibrated, agile, and aware of strategic shifts

All managers are involved in developing the plan and tracking progress against those goals throughout the life of the plan.

During the interim years of our 3-year planning cycle, we hold an all-manager strategic retreat which takes place in January or February. During this event, we reassess, evaluate and re-prioritize action items based on the newest and best information available to us.

a(2) MTCCC has developed and deployed a systematic approach to innovation, described in 4.1c(2). This process yields ideas that address work tasks, departmental, and strategic opportunities for the organization. The process includes an evaluation method to determine which ideas are most suitable for MTCCC to pursue.

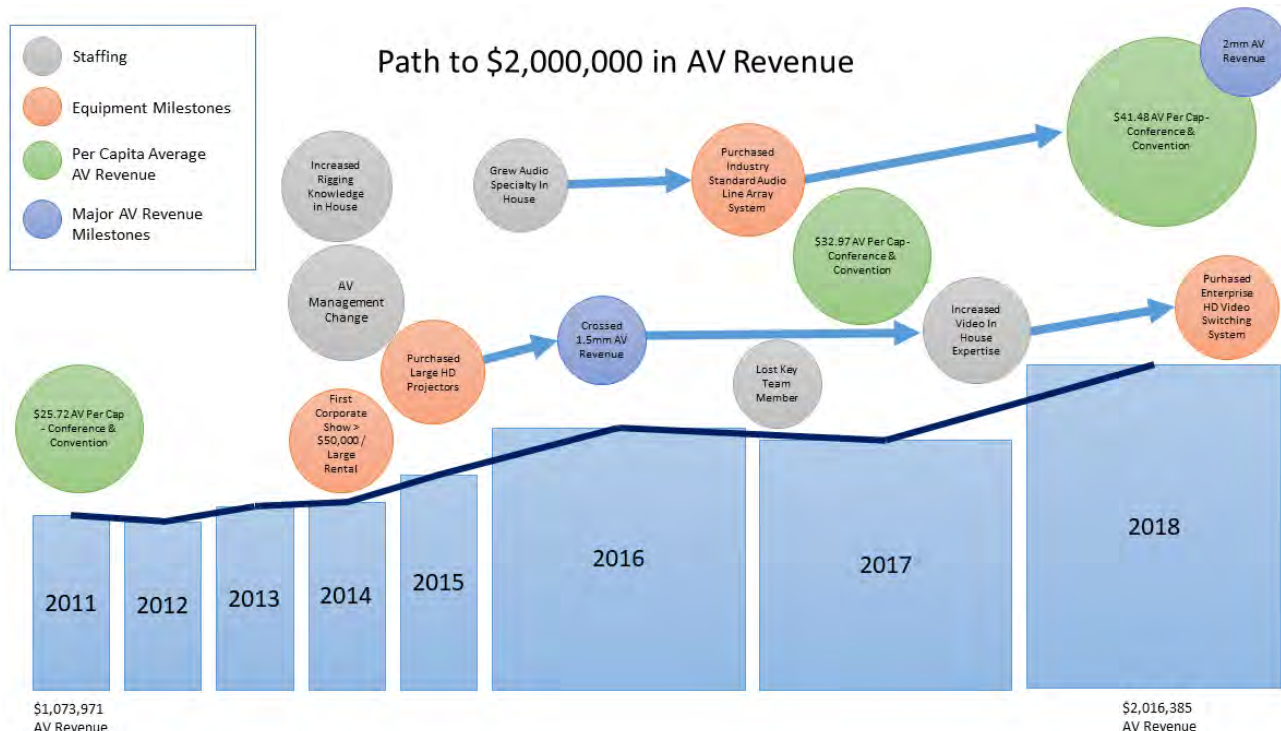


Figure 2.1-2 Capitalizing on strategic opportunities

One of the key strategic opportunities MTCCC identified based on customer listening and learning as well as emerging industry practices was a shift to higher-end audio and visual solutions that deliver theatrical-quality guest experiences. Event planning customers were looking for ways of re-imagining what a conference or convention could be – something that would “make a splash” and leave attendees with a memorable and distinguished experience.



Behind the scenes of a highly choreographed customer event, managing the latest A/V technology.

Our first major step towards developing these capabilities came about in 2014, as we brought in new management of the A/V team and developed new knowledge and skills necessary to deliver this type of event. The first major corporate trade show required that we rent a lot of the equipment needed, which was somewhat problematic, due to the City’s complex purchasing/contracting process and the scarcity of qualified vendors that had the equipment needed.

With increased confidence in our staff and additional feedback and interest from prospective customers, we made a strategic investment in new equipment and training. By 2016, we were beginning to fully appreciate the potential of these services and further increased our knowledge and capabilities; making additional investments into audio technology that would complement the previous investments in video technology.

As we entered 2017, MTCCC’s reputation for high production value drew more customers to the facility. The cycle of increasing our knowledge, capabilities and taking intelligent risks helped move us across the \$2 million-dollar mark for annual revenue, with more growth anticipated.

In addition to our innovation process, the MTES provides an ongoing quarterly view of important local and regional factors and changes that may impact MTCCC. As these circumstances are discussed and evaluated with the MT Board, managers and staff, we develop consensus around the strategic opportunities that may exist, and ways of recalibrating our existing strategic commitments to best position us for those possibilities.

Finally, the PESTLE environmental scan is accomplished with the facilitated input of over 60 key stakeholders to help mitigate blind spots in our strategic perspective as well as open new thinking about how we can accomplish our mission and vision. The process yields both a wide range of initial ideas and a prioritized set of “most important” ideas/concepts.

a(3) Customer VOC data is the most important source of data to help inform our strategic planning process. This information is vital to addressing our primary strategic challenge of

private sector competition. Similarly, VOC feedback helps us to extend our strategic advantages to customer-focused excellence and organizational agility. We also obtain information from professional associations and community groups, to help us think creatively about our physical space limitations and capitalize on the inherent advantages of our facility.

a(4) The determination over whether a key process is outsourced or kept in house revolves around service delivery capabilities and investment return. For example, we recently undertook a strategic assessment of our audio and video supplier relationships and concluded that we could produce a return on our investment in equipment and deliver a higher service level to our customers if we controlled the resources. Our decision to acquire and manage our own A/V assets have resulted in record revenue and consistently high rates of new customer acquisition and satisfaction.

Strategic Focus Areas		
Workplace	Customers	Operations
Strategic Goals		
• Workplace Excellence • Strive for a Workforce that Reflects the Community's Diverse Population • Enhance an Organizational Culture that Values Diversity	• Develop a culture of innovation to optimize performance and customer delight • Community Engagement	• Financial Viability • Community Advocacy to Enhance Growth
Objectives and (Number of Action Plans)		
• Commitment to Employees and Volunteers (1) • Employee Engagement (2) • Safe Place to Work (2) • Create a Culture of Cooperation and Teamwork (1) • Review Existing Workforce Diversity Using an Expanded Definition of Diversity (1) • Identify opportunities to expand knowledge of diversity (1) • Improve diversity outcomes (1)	• Promote a culture of Innovation at every level in the organization (2) • Capture employee innovation ideas to achieve customer delight (2) • Use data collected from multiple sources to drive performance measurement (1) • Provide Opportunities for Community Access and Participation (1) • Enhance Public Engagement (1)	• Responsibly Manage Financial Resources (2) • Provide Economic Impact to the City (1) • Influence and Educate Stakeholder's and Advocates (2)

Figure 2.1-3– MTCCC Strategies

b(1) MTCCC’s key objectives are described in Figure 2.1-3. We do not use specific timetables for the accomplishment of action items for two key reasons: 1) as a municipal organization, we have significant constraints on the funds necessary to drive projects forward on a controlled timetable

that are not part of our organizational mandate. Therefore, we focus our attention and resources on accomplishing objectives in addition to the fulfillment of our mandate (serving customers). 2) The SPP 3-year cycle is expected to afford us

enough time to accomplish the prioritized objectives we've identified.

Each year at the all manager strategic retreat, we establish new priorities for action within the objectives. As action plans are accomplished, we undertake the next highest priority plan. The accumulation of this effort helps us achieve our strategic objectives.

b(2) MTCCC begins with the end in mind – what are we trying to achieve by committing to a strategic goal or objective – will it make a difference? Senior managers make a first fact-based cut of choices, then send it to managers for their feedback and input to achieve buy-in and consensus. Using the information cultivated from our environmental scans, we also take a long view to best position the organization, capitalizing on advantages and mitigating challenges. For example, we know in the next few years, there will be 1,000 more hotel rooms in the City of Madison with no commensurate growth of meeting space. For this reason, we have set aside \$200,000 from our reserve fund for a future feasibility study of the expansion of MTCCC to study the need for additional meeting spaces.

2.2 Strategy Implementation

a(1) MTCCC's action plans are developed and executed by department staff and management based on the inputs and analysis described in the SPP. Senior Leaders establish strategic priorities. Each action plan is specifically described and includes a performance measure or objective outcome so that we may understand the extent of progress achieved each quarter. Depending on the nature of the work, those action plans may be started and completed within 12 to 18 months, at which time they will be succeeded by the next highest priority action. Refer to the table of action plans in 7.4(b).

a(2) Each year, senior leaders hold an all-staff meeting to reveal the strategic plan. During this meeting, all members of the workforce (including partners and volunteers) will learn the reasons for the strategic priorities made, as well as their role in advancing the organization toward the desired outcomes. The strategic plan includes work that must be accomplished by partners such as Monona Catering (who maintain their own strategic plan), so we mutually commit to ways of working together to accomplish the plan. On the backside of each year, we hold another all staff

meeting that recaps the previous year and previews new strategic priorities.

In hindsight, we began earlier strategic planning cycles with great ambition and may not have fully appreciated our capacity to accomplish everything we set out to do. Beginning in 2016, we narrowed our strategic focus to just 4 key areas and scaled back the number of concurrent action items we would work on at any one time. This has helped us get the most important things done and sharpen attention on our core value-creation processes.

a(3) As noted, our municipal budget framework offers limited flexibility in funding initiatives that may be outside of our operational mandate. The SLT sets strategic priorities that departmental work teams address within their operational capacity. The reality is that we must figure out what we are reasonably capable of achieving, given our daily operational responsibilities. We validate the attainability of our goals and expectations through external data. For example, we have modified our strategic priority from increasing customer satisfaction scores to sustaining very high levels of customer satisfaction based on Net Promoter Score data. The efforts necessary to sustain such high outcomes are substantial and don't leave us with lots of discretionary time or unallocated resources.

a(4) As noted, our department plans are our action plans, and those departments work within their capacity to achieve the identified priorities. There are instances where we build cross-departmental teams to address strategic priorities (recent examples include the USI team and the RESJ team).

a(5) MTCCC developed the Key Indicator Dashboard to establish a consolidated view of the performance measures we use to validate strategic progress as well as vital operational outcomes. This Dashboard is a focal point for the organization, with its contents reviewed and discussed among the SLT and managers at bi-weekly all managers meetings. Department managers share perspectives with all staff members to ensure organizational health and progress is understood by everyone, including individual responsibilities to contribute to desired outcomes.

a(6) Shorter-term forecasting is critical to both MTCCC's strategic management and daily

operations in areas such as sales, space utilization, food consumption, etc. We compare and extrapolate historical data to inform future performance. Revenue projections also inform the projection of future labor needs, all of which is critical to maintaining service levels to customers. As the shift to more complex audio/visual events has occurred, setup requirements increased substantially, which requires greater planning and staffing choreography.

Our facility space is highly utilized but isn't efficient/convenient for the use it is subject to which is why we place such a premium on forecasting and projecting performance capacity. Labor demands to "flip" a space between 1:00 am and 7:30 am for large events is huge, and our ability to predict/anticipate staffing needs, equipment needs, etc. is vital to sustaining service levels.

Longer-term, we use the information obtained through our environmental scans to help us understand if we are well positioned to accommodate potential changes. Anticipating the future likelihood of 1,000 new guest rooms in the City of Madison warrants action on our behalf today, due to the immense planning, funding and construction processes we must consider. Similarly, we must be confident in our expectations for the useful life of our physical infrastructure. In order to minimize disruption to our customers, we must carefully plan for preventative maintenance and facility upgrades.

b. The reserve fund in our operating budget exists to address unanticipated changes we may face from both strategic and operational perspectives. This gives us the ability to address extraordinary changes in subsequent fiscal years – we cannot pay current year needs out of the reserve fund.

Within the current operating year, we have some discretion to prepay expenses when revenues exceed budgeted amounts. This affords some flexibility to address changing strategic priorities as we work through our plan. As Senior managers, we must make these decisions early – usually with the first four months of the year, which is about the time that we've accumulated enough information to suggest that a shift in plans is warranted.

One example of how we've used this type of approach surrounds a profoundly unfortunate aspect of the human condition: we have

experienced suicide attempts from people intending to jump over the rooftop ledge. While those situations were successfully mitigated, we made a proactive decision to shift our focus and train staff to deal with these types of crisis situations. Our existing plans did not incorporate this type of workforce training, but we felt it was imperative to protect the physical and psychological health of our community and staff above all else. The SLT made some budget adjustments to contract with an external firm to develop and deliver the training as well as address physical infrastructure improvements to lessen the likelihood of these types of situations.

3. Customers

MTCCC's mission "To deliver an exceptional and inspirational experience" drives us to focus on the unique features and characteristics that customers appreciate in our product and service offerings. In order to accomplish that, we've had to become excellent observers and listeners in order to innovate and change.

Customers tell us we are delivering on our mission through exceptional service.

"Thank you for hosting WMC's annual events and programs. Aside from the absolutely beautiful facility and gorgeous views, the Monona Terrace event staff are nothing short of incredible. The customer service is outstanding – very professional, very hospitable. From the greeter, to the tech support, to the wait staff, everyone is always willing to go the extra mile and accommodate any last-minute requests to make our events run smoothly. WMC looks forward to working with you again."

~ Wisconsin Manufacturers & Commerce

3.1 Voice of the Customer

a(1) MTCCC has systematic approaches to listening and learning throughout the customer relationship lifecycle. Figure 3.1 describes a high-level overview of interaction points for conferences, conventions, meetings, and weddings. Activities in orange boxes represent areas where we are either actively or passively obtaining and recording information that validates the extent to which we are performing to our mission, vision, and guiding principles.

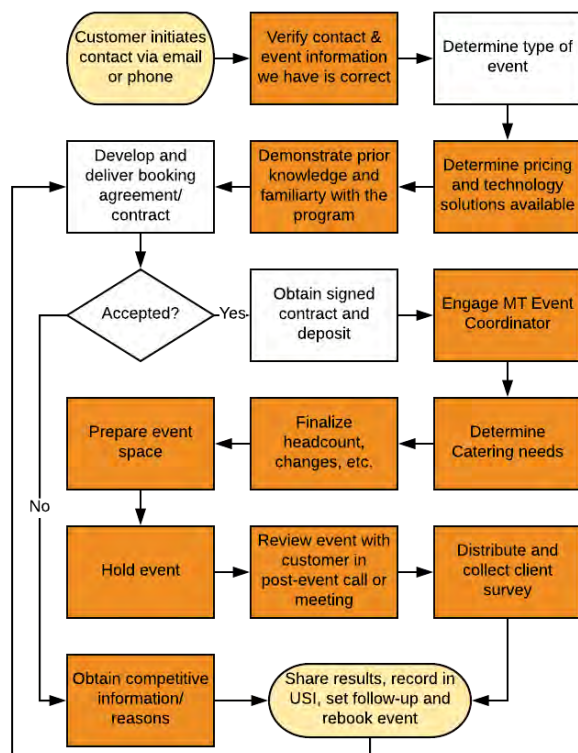


Figure 3.1 - Simplified customer relationship lifecycle

MTCCC's primary segmentation approach of customer types is based on whether they have previously been a customer of MTCCC or not: a returning versus prospective customer. Regardless of their status, we use one process to manage our relationship and workflow. The key difference between the two relates to how we use the accumulated information about returning customers to our advantage. As we look back on their prior experience, we can make specific recommendations that will address their desires and expectations, helping ensure we achieve yet another "exceptional and inspirational experience."

Our secondary approach to segmentation follows our product set. Based on the event type, we depend on the listening methods described in Figure 3.2 to obtain actionable information from each specific customer type.

Customer Type	Key Listening Methods
Event planners and Attendees	Phone contact Email correspondence Direct personal contact Satisfaction survey
Community members	Direct personal contact Social media/website Satisfaction survey
Tourists/Visitors	Direct personal contact Social media/website Satisfaction survey cards

Figure 3.2 – Key Listening Methods

MTCCC uses social media for two primary purposes: 1) advertising and promoting both customer and MTCCC events, and 2) monitoring what customers are saying about their experience at Monona Terrace. Our social media management is overseen by our Community Relations Manager. In the past, we were casual users and observers of many platforms and services, but have narrowed our focus to Twitter, Facebook, Instagram, and Yelp, because these are the forums used most often by our three customer types. Our social media strategy is most pronounced among community members, who often recommend and share upcoming events with their friends and neighbors. Many recap their experience with comments and photos afterward, helping us to appreciate sentiments about their experience and ideas for future consideration.

The listening methods used across the customer lifecycle (Figure 3.1) are differentiated based on whether the customer event has occurred yet or not. Prior to, and during an event, we are collecting objective data in an event diary to optimally perform work. Once the event has occurred, we collect subjective data that describes how customers feel about the work we performed. The means to accomplishing those methods are described in Figure 3.2 and are consistent among customer types. MTCCC obtains immediate and actionable feedback from customers at every point of the customer lifecycle (orange boxes identified in Figure 3.1) and records this information in the USI event and business management system. Our personal contact with community members and tourists/visitors affords similar direct opportunities to obtain actionable feedback. The entire workforce is both empowered and expected to capture feedback and act on it as appropriate.

a(2) MTCCC uses three approaches to listening to potential customers. The first surrounds requests for proposal (RFP) issued by event planners for larger events. These RFPs, describe needs, requirements, and desires for conventions, conferences, and large meetings. RFPs give us insights to customers we may have known little about. The RFP process also helps us understand what factors are most important to the customer in their decision-making process. In cases where our proposal isn't chosen, we will follow-up to learn what venue was chosen, why and what is within our control to change that may increase the likelihood of being awarded their business in the future.

The second way of listening to potential customers is through direct contact. For example, tourists and visitors coming to see the facility all must be considered potential ambassadors for MTCCC and may return to attend community events or recommend MTCCC to a colleague or employer seeking event space.

The final way we learn about potential customers is through our industry associations (IAVM, MPI) and trade publications. Association members share stories of successful events they've held, contributing ideas that we may consider and implement. Putting on a unique event such as Bounce or the Maker Faire helps us attract new customer market segments and demonstrates our resourcefulness in serving diverse client interests.

b(1) MTCCC's organizational culture reflects the shared responsibility we have to fulfill our mission, vision, and guiding principles. The product of our service is a feeling, therefore, there is a strong emotional context to everything we do. We are vigilant in obtaining feedback through our voice of the customer (VOC) process to remain mission-driven and constantly learn.

Our VOC process was designed to obtain direct, actionable information about customer satisfaction and dissatisfaction, in addition to being a key source of improvement and innovation ideas. But our approach didn't help us measure the relative strength of customer engagement, so in 2017, we added the Net Promoter Score (NPS) methodology to our VOC process. This gave us much stronger indications of engagement in addition to new comparative data.

The VOC process has an informal component (direct customer engagement at the time of an

event) and a formal component (our guest survey) distributed after an event has taken place.

We are in the most opportune position to achieve high customer satisfaction at the time an event occurs since we can correct or address any circumstances that are not to our customer's liking. As an event happens, MTCCC staff check with guests to ensure physical and environmental factors are to their liking (room temperature, lighting, layout, sound levels, etc.). Catering staff address similar concerns with food and beverages. Customers can use the phones provided to dial "0" to reach our service dispatcher if at any time they have needs or concerns we are not there to address in person at that moment. We also staff our concierge desks during business hours to directly address issues which may impact the guest experience. Each MTCCC staff member is trained, empowered and expected to own and resolve issues that affect customer satisfaction without the need for managerial escalation.

Event reviews are conducted as part of each department's standing meeting schedule, with this information added to the event diary in the USI system and shared with managers and leaders as appropriate.

The formal approach to our VOC process is led by the sales team or community events coordinator who distributes our satisfaction survey to customers within 1 week of an event occurring. The customer satisfaction survey contains 15 questions and allows for open-ended feedback across all aspects of the customer experience.

After we obtain feedback from customers about their events, the information is entered in USI and then shared with the entire workforce, beginning with the Executive Director. We will re-engage with customers to understand or appreciate what we could have done differently when they express dissatisfaction. Correspondingly, we will ask permission to use their favorable comments for testimonials.

Tourists and visitors are afforded the opportunity to provide feedback about their experience through a satisfaction survey card we provide or through a survey link. Given the nature of their engagement, we ask a scaled-back set of questions, providing us with ideas and actionable information.

In addition to our formal VOC process, we also monitor social media for indications of satisfaction and dissatisfaction. When we uncover feedback which may describe a dissatisfying experience, we make the effort to contact that individual and directly address their concerns. Other factors also contribute to our understanding of engagement and satisfaction, such as event attendance and event re-booking rates.

b(2) MTCCC obtains information about customer satisfaction with competitive organizations through three channels. The first and most valuable channel is through our customer advisory panels, which we began in 2016. We invite a cross-section of active customer event planners to discuss their perspectives on venues, features, services, technology, business processes, amenities, and related aspects of regional and national competitors. The customer advisory panel provides a rich source of objective information that helps us understand what customers value most and areas we must focus on to remain competitive in an ever-changing industry.

Our second channel is through our membership in professional trade associations, including IAVM, Meeting Professionals International (MPI), and the Event Services Professional Association (ESPA). These provide sources of competitive information that we use to measure our own performance against. As advocacy organizations, they work to promote understanding of trends and practices that lead to great customer experiences.

The third channel is through the GMCVB. The GMCVB serves the whole community and has access to customer thoughts and impressions of other facilities and venues throughout the Madison areas, such as the Overture Center and the Alliant Energy Center. This information is important in helping us understand our competitive advantages and make progress against our challenges.

3.2 Customer Engagement

a(1) There are three contemporary factors which contribute to the determination of product offerings at MTCCC. Customer feedback, the physical capacity of the building/space, and municipal regulations for how the facility may be used.

Initially, our mission drove the product offerings, with the focus squarely on “community and convention center.” We later discovered our role as a destination for tourists and have expanded on that idea by giving everyone reasons to visit the building at some point during the year through expanded community enhancement offerings such as concerts, the Maker Faire, wellness programs, and the seasonal rooftop sculpture exhibit.

Today, we have 8 standard product types: convention, conference, meeting, banquet, consumer show, entertainment event, community use meeting, and community use event.

Our physical space and municipal charter limit the portfolio of product types we can offer. For example, we cannot operate a marina despite our location on the lake. Those limitations aside, we have great latitude to work within our 8 product types to create exceptional and inspirational experiences for our customers. Clients approach us with ideas we’ve never attempted in the past, and it becomes our responsibility to figure out how to say “yes” and provide the experience they are seeking.

Our VOC process is used to ensure we understand customer needs within each of the products we offer. Our suppliers and partners also contribute ideas and solutions to adapt and expand what may be possible within each product type. For example, we’re continually learning about food trends from both customers, food suppliers, and professional associations. As customers inquire about our ability to provide farm to table, local/seasonal or ethnic options (for example), we work with suppliers and partners and experiment with food prep and service to accommodate the customer’s requirements. These experiences add to our capabilities and capacities while creating a better relationship with those we serve.

a(2) While not unique to the customers we serve, there is an expectation to be able to obtain information anytime, regardless of where you are located or the device you are using. Therefore, we have invested heavily in our website to provide and distribute the things our customers told us they wanted or were most interested in knowing about. Our website is often the customer point of entry for our sales process, but we make it easy for every customer to obtain the information they are seeking in the way that is best suited to their

individual preferences: web, telephone, email, social media, open facility, personal tour with a member of our sales staff, etc.

MTCCC collects and records key customer information in the USI system. This helps us understand individual customers preferences for relationship management, including staff members that served them in the past. The continuity of personal relationships contributes to our reputation for consistently high service levels, leading to new business referrals.

Our approach to customer support is managed through the USI system (see Figure 4.2-1) and discussed during the weekly Operations meeting. The Operations meeting takes place at 10:00 am on Wednesdays. The purpose is to discuss the events scheduled during the next two weeks and what must be achieved to ensure a good customer experience. All departments are represented in that meeting. We have continued to enhance the quality of information transacted during this meeting based on participant recommendations. A recent example surrounded an upcoming medical conference. One of the members of our operations team wanted to learn more about the specific medical condition conference attendees would be coming to discuss. Our Guest Services Coordinator took it upon herself to research the medical condition and tell the story behind it. This “story of the event” became known as “Margo’s notes” and have further evolved to include interesting information about who is coming in, where they are coming from, what certain terms mean, etc. Margo’s notes might even include a photo of the CEO or other helpful information that enables our staff to provide incredible service and an unforgettable experience. This event summary is sent to all staff members weekly.

a(3) We segment our three customer groups based on the founding purpose of MTCCC: to be a convention center, a community gathering place, and a tourist destination. We have accumulated over 20 years of historical information that help us understand and identify customer and market trends. This supports our strategic view of the marketplace; leading us to respond deliberately to market changes rather than impulsively react to them.

Our sales team uses digital metrics, such as the number of RFP’s received and activity on various accounts to understand where business is coming

from (e.g. Facebook, partner organizations, etc.). Our ad agency partner helps analyze data to understand what channels and messages are most effective in building awareness of MTCCC. We mine the data we’ve accumulated in USI to understand the seasonality and pattern of business. We also develop customer profiles from web analytics to target places they may visit and run small advertising experiments each year to see if they translate to beneficial results.

Our overall strategy is to grow among the 8 market segments we serve, rather than create new market segments. This nurtures our organizational strengths and competitive advantages. Over the past 3 years, we have leveraged our knowledge, expertise and service delivery to meet or exceed the needs of conferences and conventions that were seeking extraordinary audio and visual experiences. By focusing on this customer segment, we have enhanced our reputation for excellence and achieved significant revenue growth.

b(1) MTCCC has been successful in building and sustaining customer relationships due to the longevity of our management team, the detailed information recorded about each past event, and the stewardship of our facility, which looks as fresh and inviting as the day we opened our doors. Our business proposition of outstanding service delivery and amazing experiences has been consistent and ever-improving. Those characteristics are the basis of our brand and market reputation, which is our most significant advantage in attracting new customers.

Unlike some competitors who may try to gain new customers through significant discounts, we have resisted the urge to underprice ourselves. We have always occupied a market segment that was not the most expensive, but certainly not the least expensive. As the longevity of customer relationships suggests, we deliver tremendous value to those we serve.

Maintaining a consistent relationship with the event coordinator is another important way we manage the customer relationship. For returning customers, we assign the same coordinator year over year, and they remain the primary point of contact throughout the relationship, with the salesperson and catering representative rounding out the team of people the customer will work with during the event lifecycle. Reducing the complexity

of the relationship through a smaller, consistent team makes for a more satisfying experience.

Retention of customers is critical to our business model, so we have invested in the USI system to keep careful customer records, build institutional knowledge and manage complex work. Investing in new technology has also been instrumental to our ability to keep up with ever-increasing customer expectations. We've also had to follow our customers' preferences for the way they like to work. For example, social media has become widely embraced and adopted by customers, so we have shifted to meet them where they are at and engage with them differently than we had in the past. While our brand identity has not changed, the way in which we nurture it has.

b(2) Working in a complex environment among thousands of people creates the possibility of unintended outcomes. To minimize the circumstances that lead to complaints, MTCCC takes a preemptive approach to the design and fulfillment of our work. We begin by hiring people who exemplify our values and then train and empower them to own and respond to any issue they encounter immediately which may negatively impact or affect the customer experience. We emphasize high quality/high-frequency communication supported by our USI system to methodically coordinate individuals, teams, and departments around customer expectations. We also invest in preventative maintenance to ensure our facility functions as intended. Finally, we focus on areas where we expect to be judged: entrances are unobstructed, the bathrooms are clean, garbage containers are emptied, etc.

While our emphasis is on the preemptive and immediate resolution of complaints, we also use our survey process to identify customer complaints. We begin by asking ourselves if the information received through a survey reflects the information we were expecting (because we had already documented it in the USI event diary). If we are learning about an issue for the first time, we apologize and then try to make it right through the issuance of a credit or some other future incentive. We will also explain to the customer what we've learned and what we're doing to prevent that issue from happening again in the future.

4. Measurement, Analysis and Knowledge Management

MTCCC is a data-driven organization that manages by fact. Our environment can be very complex, so we depend on high-quality information transacted through systematic approaches, enabled by reliable technology, and used by people who are mission-driven.

4.1 Measurement, Analysis, and Improvement of Organizational Performance

a(1) MTCCC's key measures fall into three primary categories: Workforce engagement and satisfaction, customer engagement and satisfaction, and budgetary performance. We believe that a highly-engaged workforce will do their utmost to satisfy customers and that satisfied customers will return in the future and recommend Monona Terrace to others, thereby impacting our financial sustainability and success.

The Senior Leaders and Managers set performance expectations for the organization based on strategic goals, customer needs, and budgetary objectives. Those expectations translate into action plans and corresponding metrics that are collected, analyzed and shared through the Key Indicator Dashboard.

MTCCC has implemented one system to manage all key operations (USI), providing us with a centralized source of operational performance metrics throughout the customer lifecycle. The USI system not only helps to coordinate activities among the workforce but gives each department the information they need to make timely and effective decisions that impact or affect their performance on a daily basis.

a(2) MTCCC selects key comparative data that helps us answer the question "good compared to what?" in an appropriate context. The areas most critical to this understanding include customers, our workforce, and our operations.

Since our customers are coming from all around the country and the world, their basis for determining what exceptional service looks like is established in a wide variety of environments, situations, and places – not just other convention centers. This is one of the reasons why we amended our VOC process in 2017 to include the Net Promoter Score methodology. This allows us

to understand satisfaction and engagement across a broad service delivery spectrum – the same context in which customers develop their perspective.

Related to the workforce, we aren't employing people from all around the country, so the context for comparative data is more narrowly focused on the Dane County area.

And as it relates to operational performance, we depend on two key sources. The IAVM helps us understand facility utilization performance in the context of other venues we may compete with. Similarly, the LEED program provides us with an objective assessment of our environmental stewardship which is important to all of our stakeholders.

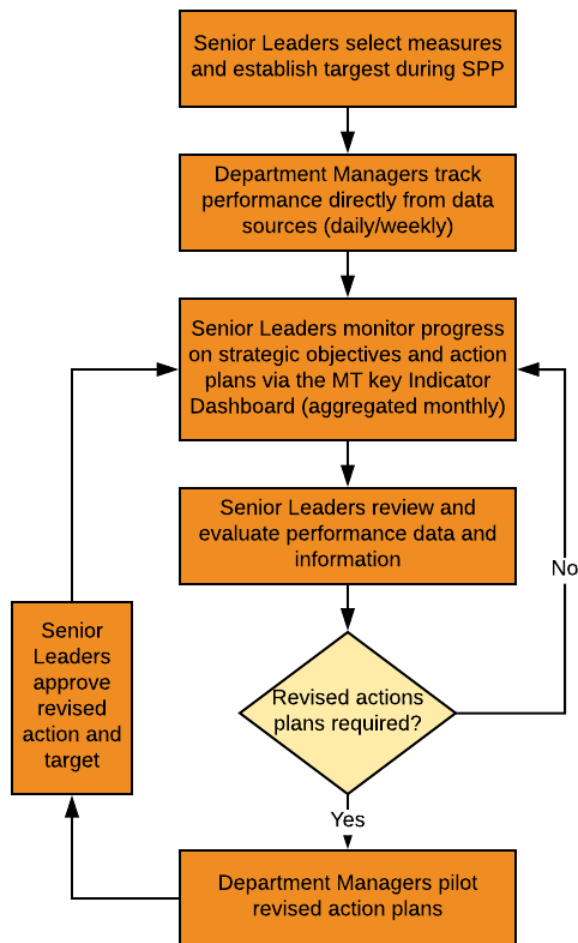


Figure 4.1-1 Performance management

a(3) VOC data is arguably the most important information we obtain. We have designed listening posts to systematically gather data from

every segment of our customer base (see Figure 3.2), and share this information with the entire workforce, beginning with the Executive Director. We ask questions and obtain feedback related to each area/department within the organization to support continuous improvement and innovation of the customer experience. The information we collect is entered in the USI event diary for consideration and analysis accompanying a return booking. This same information feeds our Performance Measurement System to validate progress on our strategic plan as well as departmental and individual goals.

a(4) MTCC's performance measures are systematically evaluated for their impact, effectiveness, and relevancy on a quarterly basis. As noted in 2.2.a(5), the SLT and MT meet to review and assess strategic progress each quarter. Performance measures are color-coded red, yellow, or green based on whether they are clearly behind, in jeopardy, or meeting/exceeding expectation. These indicators are useful for directing attention to changes and adjustments in both process and performance measurement.

In the event of an unanticipated external change – for example, a new municipal code – the SLT and MT follow the same process of understanding performance characteristics and desired outcomes, data collection, and reporting methods, agreeing to a performance metric and goal, and resuming the quarterly assessment process. It is not often that we must respond rapidly to account for changes in our Performance Measurement System, but if they do take place, we address them in a rapid and orderly fashion.

b. MTCCC developed our Key Indicator Dashboard to consolidate vital process and performance measures needed to successfully operate the business and achieve progress on organizational goals. The Dashboard allows us to view organizational performance, department performance and/or workgroup performance, contributing to the comprehensive nature of our capabilities. The SLT reviews and analyzes the contents of the Dashboard monthly. Likewise, the MT review their departmental performance at least monthly and is responsible for ensuring that data remain up to date and understood by all members of their team. Recent updates to the USI platform have contributed to the richness of performance data obtainable as well as the ease of obtaining it.

The Key Indicator Dashboard is a valuable performance management tool, but it is not the only way we analyze performance. We support 4 levels of quality checks in our standard work processes and conduct many inspections to validate performance expectations and ensure we can respond to things such as last-minute customer requests in an orderly way. This is evident in our approach to first and last customer impressions; monitoring such things as front desk arrival experiences and cleanliness of restrooms on an ongoing basis.

The Monona Terrace Board is responsible for strategic accountability. To support their governance oversight, the Executive Director reports quarterly on strategic progress and performance.

c(1) MTCCC continually analyzes performance outcomes to project future performance. We do this in both strategic and operational areas.

Embedded within the third step of the SPP process, the strategic planning group reviews past performance, competitive and comparative data, and market trends to set future performance expectations.

Operationally, our budget process requires continual forecasting to ensure we're setting appropriate expectations among stakeholders and executing according to plan.

MTCCC's guiding principle of Stewardship creates the need to project performance far into the future. One of the ways we act upon this value is to methodically evaluate and assess the useful life of our physical infrastructure. In order to ensure the building looks and performs its best, we take a comprehensive approach to preventative maintenance using data to show the effect of preventative maintenance hours contributing to savings on actual maintenance.

Strategic Goals		
• Workplace Excellence • Strive for a Workforce that Reflects the Community's Diverse Population • Enhance an Organizational Culture that Values Diversity	• Develop a culture of innovation to optimize performance and customer delight • Community Engagement	• Financial Viability • Community Advocacy to Enhance Growth
Key Operational Performance Measures, Comparative Data, Reviews		
Workforce	Customers	Operations
• Employee satisfaction • Growth & development • Voluntary turnover • Health & safety	• Customer satisfaction • Rebooking rate • Event attendance • Tourists served	• Number of events by type • Revenue by type • Facility utilization • Stewardship
Comparative Data Sources		
City of Madison, SHRM, BLS	Net Promoter Score	IAVM, LEED
Frequency, Participants, Method of Review		
• Annually, SLT & MT, SPP • Semi-annually, All Staff, Innovation meeting • Monthly, SLT, Key Indicator Dashboard Review • Bi-weekly, SLT & MT, Operations Meeting • Daily, MT & Staff, Individual check-ins/inspections	• Annually, SLT & MT, SPP • Monthly, SLT, Key Indicator Dashboard Review • Bi-weekly, All Departments, Department Meetings • Daily, All Staff, Individual event survey response review and action	• Annually, SLT & MT, SPP • Quarterly, SLT, Budget Review • Monthly, SLT, Key Indicator Dashboard Review • Bi-weekly, All Departments, Department Meetings • Daily, MT & Staff, Individual check-ins & inspections

Figure 4.1-2 Key Performance Measures

c(2) Our customer VOC process provides an ongoing stream of potential innovations and opportunities to improve further. As we assess performance outcomes, outliers are evaluated and discussed to uncover root causes. If a measure is

significantly short of the target, we determine what will be required to correct the deficiency. Solutions may include an entirely new approach, or a strategic shift in priorities to favor other areas. If a measure is significantly overperforming

expectation, we will attempt to capitalize on the result and determine additional ways of sustaining the performance. A recent example surrounds customer embrace of high-end audio and visual event capabilities. We recognized the financial and strategic benefits related to proposal acceptance and revenue growth of our A/V solutions. This led us to purchase equipment that we had previously sourced from rental suppliers, further improving revenue growth, customer satisfaction, and workforce growth/capability.

4.2 Information and Knowledge Management

MTCCC has two key advantages in its approach to information and knowledge management: the accumulated wisdom of creative, long-tenured staff who have demonstrated their abilities to be both excellent problem solvers and effective coaches and trainers of new team members. Our second advantage surrounds our key enterprise management systems: Ungerboeck Systems International (USI) addressing the entire event business management lifecycle, and MUNIS accounting software to support our financial management needs.

a(1) MTCCC uses multiple approaches to ensure the quality, validity, and integrity of organizational data and information. Having correct information at the moment it's needed is critical to our operational efficiency and effectiveness. Our ongoing approach has been to eliminate as many manual processes that are subject to error as possible. For example, re-keying of data adds no value and introduces both waste and risk. We have continued to phase out paper forms in all aspects of the business.

Another way of achieving data integrity is through embedded validation. As a facility that experiences shift changes and around the clock operation at times, we must ensure information is first recorded and then validated. Whereas in the past, staff may have verbally described objectives to subsequent shift workers, today we create standard work orders in the USI system and update each work order as tasks are completed. Subsequent shifts obtain those orders and validate their status before commencing their activities.

We also ensure data integrity through inspection and audit, especially as it relates to quality and performance preceding an event. If an event

requires 200 chairs, we must validate both the quantity and condition of those chairs before deploying them to ensure a consistent customer experience.

a(2), b(1) The USI event business management software platform and MUNIS financial management platform ensures that each member of the workforce (including suppliers and partners) has access to the information they need in order to accomplish their work in the order it needs to be performed. We have customized the USI system to fully reflect the way each job function and teams work, with users accessing information in a "just in time" manner (see *Figure 4.2-1*). We have leveraged the power of the system to make our jobs easier and more efficient while creating a superior guest experience. For example, we are able to update the MTCCC marque sign with customer event information, update parking signs, and room signage electronically with an application running on a mobile device. Our greeters are provided with similar information from USI to help prepare them in assisting customers. Even in situations where customers make last minute changes, we are fully prepared to react and respond in an organized way, orchestrating changes to room setups, numbers of attendees, food service changes, etc. The USI system ensures everyone is aware of the latest and best information, supporting efficient and effective communication.

Unfortunately, there is one aspect of information availability that challenges our orderly work practices. The City's purchasing department process may, at times, extend the length of time it takes to obtain materials needed for a customer event. Because we lack visibility to lead times in the City purchasing system, it can be a challenge to fully coordinate work arrangements. To counter this risk, we issue RFP's to shorten the solicitation cycle and identify qualified providers.

Work capacity depends on good scheduling practices which ensure we'll have the right people available to us to accomplish the work. Scheduling information is therefore vital to both employees and managers. We use a software solution called Humanity to provide a fair approach and adequate lead time to everyone involved.

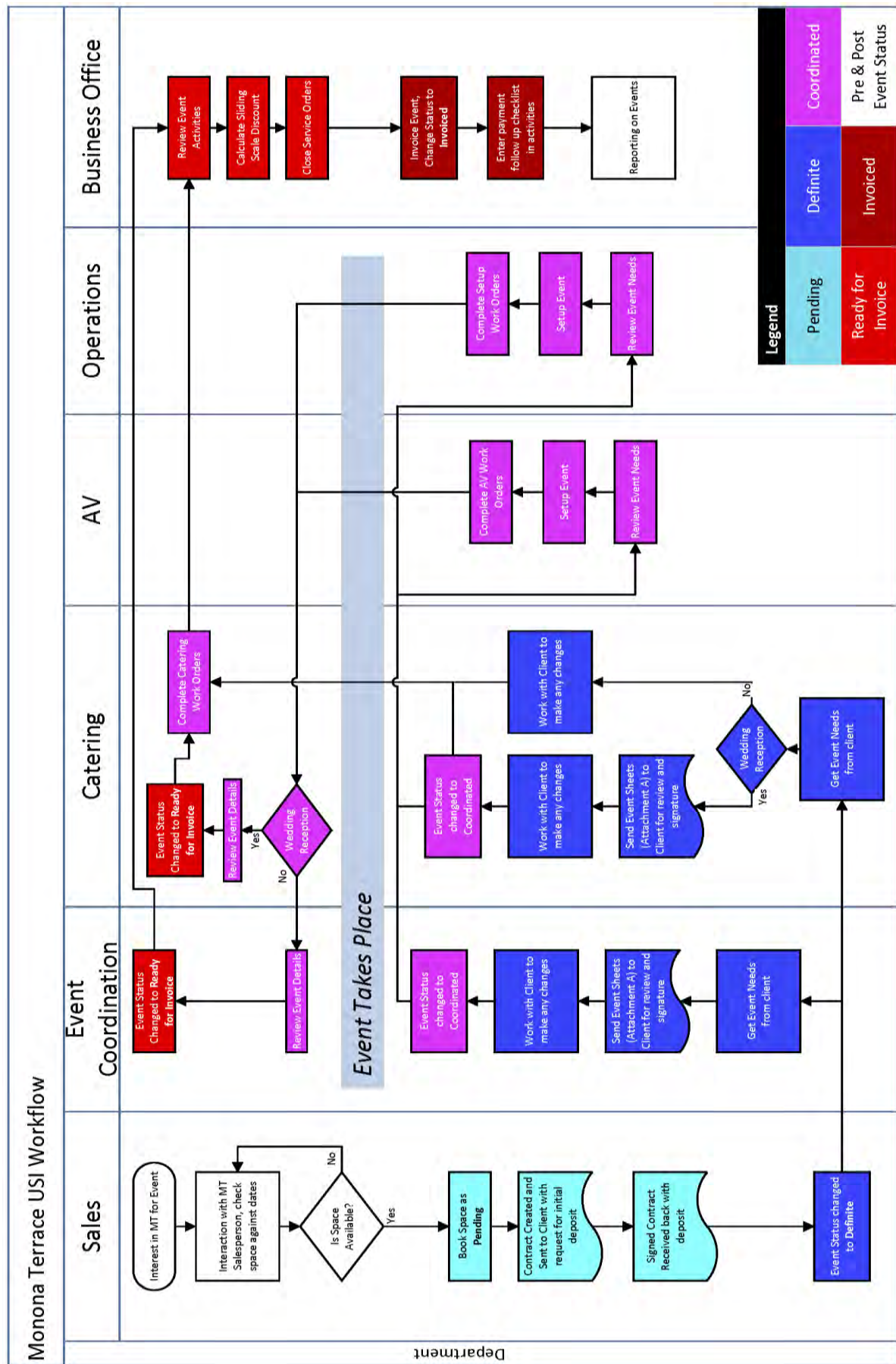


Figure 4.2-1 Workflow through the USI system

b(2) MTCCC has various ways of identifying and sharing best practices established on an individual, team, departmental, and organizational level. As described in 6.1(d), our systematic approach to innovation collects, evaluates, and measures ideas which result in organizational improvements. These ideas are considered and discussed at our monthly Innovation meeting.

Participation in our professional associations is an excellent source of best practices, usually accompanied by metrics and justification for the quality of the idea. These are often shared through All Manager or Department meetings. Similarly, our suppliers and partners are key contributors of ideas and approaches that we acquire through service provision to clients.

Customer feedback remains the single best source for not only identifying what best practices are, but the reasons why those products, services, or processes are contributing to our competitive advantages and customer loyalty.

The exchange of best practice ideas is facilitated through standing meetings, our Innovation Tracker, SharePoint, Department Dashboards, and interpersonal demonstration.

b(3) The long tenure of key members of our workforce has been an asset to organizational learning. Their experience in dealing with thousands of situations and circumstances over the years provides us with resourceful and creative approaches to solving problems.

Embedding organizational knowledge in systems such as USI has also helped to ensure we continually improve the way we work in the face of increasing competition and customer expectations.

Our dependency and interest in VOC data also help to ensure that learning is a part of everyone's job; that we aren't making the same mistakes twice and that we are capitalizing on what we've learned to create extraordinary experiences for our customers.

5. Workforce

MTCCC's workforce has some unique characteristics that distinguish it among both municipal government departments and private sector event and convention centers. We have a relatively large number of employees who have been with MTCCC since inception. Their rich experience and cultivation of long-term relationships directly contribute to the success of the organization. The other major character is our organizational culture of service excellence.

5.1 Workforce Environment

a(1) Fundamentally, we rely on customer feedback as the best indicator of our workforce capability and capacity. Every new piece of information obtained through the VOC process helps us understand how well and how consistently we are fulfilling our mission and vision.

Each job has a position description which is reviewed on an annual basis. We use a performance scorecard to systematically evaluate each employee's contribution of skills and competencies. Supervisors use the performance scorecard to determine future skill development expectations, training needs, and individual contribution to the organizational strategy.

a(2) We partner with the City Human Resources Department and the Department of Civil Rights at the forefront of our recruiting and hiring process. We use an Equitable Hiring Tool to determine how to recruit and where to recruit to find a suitable pool of qualified candidates. From an equity standpoint, we want to give every potential candidate consideration when hiring and ensure they will be successful in their positions. Our goal is to have a workforce that looks just like the community we serve and to capitalize on that diversity to enhance our organizational strengths.

In terms of the entire workforce, it is important to note that Monona Catering is a private organization and does not use or need to abide by the same criteria as the City in its hiring practices. The same is also true about volunteer members of our workforce. While we attempt to recruit and secure volunteers from across the community, we accept all who are willing to contribute their time and talent without consideration of race, gender, etc.

We must be able to afford the positions we are intending to add: revenue must lead the expenses of adding positions. Over the past 10 years, we have not materially added to our overall headcount, but we have changed the nature of how we approach the work and how we define individual jobs. To that end, we have increased our dependence on hourly and stagehand personnel while permanent staff has remained essentially constant. When a job vacancy occurs among professional staff, it is not unusual for those positions to remain open for 6 months as the hiring process takes place. Many times, hourly and existing staff will step in to cover the gaps when a full-time vacancy exists.

Before we post a job vacancy, the SLT and appropriate managers gather to reflect on organizational needs and determine whether backfilling for an existing vacant position is in the best strategic interest of the organization. We use that opportunity to reimagine how we could use the resource to its fullest extent: rewriting a job description or reallocating the position to another area where the organizational need is greater.

Our recruiting process begins by posting the job on the City of Madison website. Using the RESJ equitable hiring practices, we identify other publications, websites, and resources in the City of Madison that may help us reach the desired audience. We may also post the position through our industry trade associations. The recruiting process is typically 1 to 2 weeks in length. The hiring follows the City's process, using NEOGOV (the City's hiring software platform) to do all initial candidate evaluations online and confirm each meets minimum qualifications set for the position. The City passes qualified candidates (usually 2 to 10 individuals) to MT staff, where we begin scheduling interviews. Supervisors and staff participate in the interview process, selecting candidates who demonstrate both the necessary KSA's and share in our embrace of the mission, vision and guiding principles.

When a new employee joins our workforce, we undertake a new employee orientation and establish a mentoring relationship to facilitate necessary training and full appreciation for customer-focused excellence. There are formal probationary reviews at the 3 and 6-month marks, where we provide feedback that helps ensure good long-term cultural alignment with mission/vision, team, and work expectations.

We have been very successful at retaining employees. One of the ways we've accomplished this is by converting hourly employees to permanent staff. Hourly staff is given first consideration for permanent positions. Not only does this reduce the time to hire, but there is a substantial reduction in training.

We also have the advantage of offering the City benefit package, which is very desirable and incentivizes high-performing employees to remain with the City.

But our greatest advantage in retaining employees is the organizational culture of trust, teamwork, customer service, respect, and fairness.

a(3) The MTCCC workforce faces change at two levels: First, the dynamic and challenging work environment creates requirements for frequent physical change from one event to the next and therefore we must have both the skills and resources to meet customer expectations in short timeframes. To ensure we have the necessary capability and capacity, we use an employee scheduling system called Humanity and set up work schedules about 30 days out. Employees input their availability, and the manager does the final scheduling. This provides great flexibility and convenience to employees and eliminated many of the issues we faced in the past.

The second typical change that affects the workforce surrounds software and systems we depend on to perform daily work. Recently, our event management system, USI was upgraded from version 19 (a server-based platform) to version 20 (a cloud-based platform). In addition to a whole new way of accessing the system, the look and feel of the user interface changed. We created a 3-person USI Support Team who investigated what the key changes were and then used their familiarity to help the rest of the organization navigate to the new interface and functionality. The USI Support Team did an excellent job of communicating to the workforce, achieving a successful conversion and helping MTCCC to capitalize on the upgrade benefits.

Another recent example was MUNIS – enterprise financial software used throughout the City of Madison. MUNIS was upgraded in October of 2018, affecting the user interface and some process changes. Two MTCCC employees were selected to receive in-depth training from the City and became the champions/experts for the

organization prior to the release. They educated the staff in what changes were coming, how to navigate the new interface, and how to capitalize on the new capabilities. This implementation was successful as well.

a(4) MTCCC's two key workforce management systems – USI for work system management (Figure 4.2-1) and Humanity for scheduling – are used to organize and manage the work of the organization. To meet ever-increasing performance expectations, we led a strategic effort to establish a workweek consisting of four 10-hour days instead of five 8-hour days. That approach gives us greater capacity to address change in the environment in the interest of both employees and customers. The city was not well-positioned to accommodate this concentrated work schedule – their policies and handbook are based on a traditional 5-day work week. A 10-hour day is significantly more efficient in addressing the choreography of event space change, so MTCCC is “pushing the envelope” with the City to modernize their policy and benefit approaches to accommodate a 10-hour day.

b(1) Workplace health and security are uncompromising, foundational aspects of our organizational performance. We operate a physically demanding environment where workers could easily be injured if we didn't take extensive efforts to understand and mitigate the risks.

Our organizational approach to workplace health begins with comprehensive policies, procedures, and training in safe work habits. We have a City Risk Manager and a City Safety Coordinator who evaluate workplace ergonomics as well as physical and work safety at MTCCC, providing both advice and recommendations to sustain and improve our work processes, methods, and equipment. We have purchased specialty equipment such as carts, forklifts, chair carts, and table carts (among others) that are specially designed to minimize lifting or transportation issues which may result in health or safety issues. Over the past few years, we have also made a specific effort to reduce the use of ladders in our facility instead of using scissor lifts and aerial lifts for lighting and rigging. Maintenance staff manage the environmental aspects of building entrances and exits, including the loading dock area, where a lot of movement of people, equipment, and materials occur. Finally, we offer our employees the same opportunities as the general public to

participate in lunchtime wellness programs such as Tai chi, yoga, and meditation throughout the year.

MTCCC has invested heavily in our approach to physical security in the workplace over the past few years. For example, we've increased the number of cameras from 40 to over 130. We've moved to timed-lock doors and one-way doors to ensure we control access to the building during all hours. We have also undertaken a formal Department of Homeland Security audit and changed work practices and arrangements related to weather emergencies which may impact both customers and staff. Workplace performance results are reported in 7.3a(2).

b(2) Employees of MTCCC have a very strong and competitive package of benefits and services. The City of Madison offers several benefits for employees and family members, including a pension, health insurance, life insurance, wage insurance, and two 457 deferred compensation plans. Each full-time employee is also eligible for up to 2 weeks of paid vacation after completion of probation period. Vacation increases based on years of service, all the way up to 5 weeks, 2 days after 27 years of continuous employment. Our sick leave policy enables full time, permanent employees to earn 1 day for every 2 pay periods or 13 sick days in a year. Each employee also earns Floating Holidays – 3.5 days of additional leave (not included in sick or vacation leave).

MTCCC employees participate in the Wisconsin Retirement System and are offered several low-cost health insurance plans to choose from that offer varying coverage levels in their plan design.

5.2 Workforce Engagement

a(1) The SLT have defined and shaped our organizational culture as a daily expression of the mission, vision, and guiding principles. Beginning with our hiring practices, we specifically seek individuals who personally embrace these ideas and then provide coaching and training on how to perform to them. The result is a highly collaborative workforce who find ways of solving problems, create great experiences for customers, help one another out in performing tasks, and contribute ideas to drive continuous improvement.

Two key aspects of our workplace culture are trust and empowerment. In order for us to achieve consistently high levels of customer satisfaction, we must empower all members of our workforce to make decisions and take personal responsibility for acting when circumstances warrant it. Rarely will an employee say to a customer “Let me go get my manager.” Or “That’s not my job.” Rather, they will address the situation themselves because they have been empowered and entrusted to do the right thing. These characteristics distinguish our workplace and create a shared responsibility for sustaining high-performance outcomes.

To sustain these cultural aspects, we depend on high quality, high frequency, open, transparent and collaborative communication. It is a challenge to communicate effectively across a large space, between departments, shifts, customers and other stakeholders. We’ve addressed that challenge through the use of technology to impact/affect the quality and timeliness of actionable information, such as radios, email, the USI system, and SharePoint. We also use our standing scheduled meetings to convey important work systems information, performance results, VOC data, financial outcomes, assessments of recently completed events, important data obtained through our environmental scans, and related strategic and operational information as warranted. The information is shared among the entire workforce – employees, Monona Catering staff, volunteers, and key partners.

MTCCC’s workforce diversity is another hallmark of our cultural vitality, capitalizing on diverse experiences, perspectives, and skills to drive innovation and change. Seeing our physical environment through many different eyes helps to reveal opportunities for improvement and mitigate blind spots that we may otherwise miss, thereby creating a richer, more engaging experience for our customers.

a(2), a(3) MTCCC undertakes an annual survey of employee satisfaction and engagement to understand the factors that contribute to individual, departmental, and organizational engagement. Results are shown in 7.3a(3). In 2017, we experimented with conducting this survey process quarterly with ¼ of the workforce each time. The theory was that leaders could respond faster to emerging factors of engagement/satisfaction through a higher frequency of feedback. We learned that the quarterly results were

undifferentiated from the annual results, and it took three times as much administrative effort to conduct, so we returned to an annual process in 2018.

We also consider absenteeism and retention as indicators of workforce engagement as well as worker’s comp claims, under the belief that employees don’t expect to be injured on the job, and this would impact their satisfaction. Beyond the formal survey process, managers work closely with their staff and have established great confidence in their teams. There is a shared desire for innovation, creating an expectation and dependence on the workforce to take chances, contribute ideas, and make some “safe mistakes”. Volunteers are motivated to contribute their time and talent because of the iconic aspects of the building and the value shown by leadership to the contribution they make and value they bring.

The VOC process at MTCCC is a key aspect of nurturing satisfaction and engagement on a daily basis. It’s one thing for a manager or leader to acknowledge an individual or team for a decision they made or work they did. But when a customer cites an individual or team for their contribution to an exceptional experience, it inevitably leads to a deep sense of satisfaction and accomplishment.

a(4) As a municipal agency, we can’t pay bonuses to people for high-performance work. Therefore, we need to find alternative ways to reinforce the need for high-performance work, and the employee’s motivation to continually perform up to their potential. To accomplish this, we use scorecards, customer feedback, and leader/manager recognition of exceptional work. As noted in **a(1)**, we empower and entrust the workforce to make decisions every day affecting the customer experience, our commitment to continuous improvement, and strategic progress as an organization. As described in **6.1(d)**, we have developed a systematic approach to organization innovation that prioritizes the need for improvement and ensures employees get credit for their contributions and closure related to implementation.

b(1) MTCCC would not be able to sustain our growth and development if we repeatedly delivered the same experience to our customers over and over again. We must continually elevate our products and performance to attract and retain customer relationships. To that end, we have been very fortunate to build budgets that invest in

training and development for each of the nine departments in various capacities.

Each employee has a professional development plan developed in collaboration with their manager that sets specific goals and objectives for growth in knowledge, skills or abilities over the coming year. There are numerous opportunities to accomplish personal growth. For example, the City has a robust training and development approach to learning and development through classes offered to all city employees. Managers and leaders can attend IAVM's Venue Management School. It offers classes over a 5-day period covering all aspects of venue management. This also creates opportunities for professional networking that we can leverage. We hold an employee development day in the building with Monona Catering staff and volunteers. New volunteers receive docent coaching and training. Our USI Support Team is in charge of leading system upgrades and changes; training members of the workforce based on how they specifically interact with and use the system.

From an effectiveness standpoint, most learning and development occurs on a daily basis as we problem-solve in our environment. The constraints of time, physical space, and customer expectations create the need to "find a way" in large and small ways every day. It is the most effective and way of learning, and we are disciplined in sharing what we've learned so others may capitalize on it.

b(2) MTCCC uses an annual scorecard to account for the learning and growth we've accomplished during the prior year. We cross-train key members of the workforce so that we always have the capacity to do the work regardless of any one individual's availability. Our ability to meet all operational requirements given the small staff and ever-increasing customer expectations helps to substantiate that we've met the core expectation surrounding organizational knowledge development.

b(3) Many members of our workforce have started their career with MTCCC in an hourly position as a laborer and gone on to become a full-time operations worker. Some of those workers went on to earn a supervisory position as operations lead worker. From there, the next step is the assistant operations manager, overseeing a departmental area. Ultimately, career growth and progression depend on innovation and the ability

to create opportunities for ourselves through efficiency and effectiveness gains. MTCCC offers many training opportunities throughout the year to develop the skills and value brought as an individual. As a municipal department, there are also many opportunities to take positions within the City if an employee's career progression isn't keeping pace with their personal goals or ambitions, or they are seeking opportunities that aren't part of MTCCC's work environment. Managers and leaders that go the IAVM's Venue Management School will gain knowledge of finance, operations, contracting, pricing, marketing, and facility management. These are critical skills for both management and leadership positions at not just MTCCC, but all private sector providers of meeting and event space.

6. Operations

MTCCC staff is heavily involved in designing and determining how work will be done. Staff support high transparency in operations and are heavily dependent on process improvements to work smarter, not harder. We are constantly experimenting with new ways of doing things to achieve better outcomes, taking "small chances" and intelligent risks to innovate and deliver exceptional and inspirational experiences.

6.1 Work Processes

a(1) MTCCC customers set product requirements. Our staff, in turn, set the process requirements to deliver the product the customer needs.

a(2), a(3), b(2) MTCCC has four key work processes and four key support processes. The requirements and design concepts are described in Figure 6.1-1

a(3) Our daily use of the processes ensure they meet requirements and expectations because we constantly validate their efficacy. We have incorporated these process design requirements in USI to meet our specific needs. Additional examples include using our own guest Wi-Fi throughout the day; assigning our IT techs to orchestrate events for customers who purchase technology solutions; monitoring Metasys (the climate management system) to measure and control the temperature of each room via a mobile app., and assigning and monitoring preventative

Key Work Processes		Requirements	Design Concepts
Sales		Product knowledge, Courtesy, Responsiveness, Quality of service	Sales strategy based on customer retention through exceptional service delivery. Do not compete on price. Managed through USI system.
Event Coordination		Courtesy, Responsiveness, Attention to detail, Quality of service, Explanation of costs, Accuracy	USI system coordinates all work functions. High degree of customer communication.
Guest Services		Courtesy, Availability, Adaptability, Quality of services, equipment & food, Cleanliness, Punctuality, Accuracy, Value	Customer-focused excellence.
Event Management		Courtesy, Product knowledge, Responsiveness, Attention to detail, Quality of service, Accuracy	USI system coordinates all work functions. Customer-focused excellence.
Key Support Processes		Requirements	Ways of Meeting Requirements
Finance		Accuracy, timeliness, effective communication	Standard Operating Procedures Munis Financial System Kronos Timekeeping System USI Billing Program Revenue and Expense reports Capital and Operating Budget Administration Communication of Human Resource, Purchasing and Finance Information
Administration		Cycle time, accuracy, effective communication	Standard Operating Procedures System of Checks and Balances Work Duty Checklists Daily Work Plans Operations Meeting and other planning meetings Management Meeting and Operations Meeting Notes
Maintenance		Turnaround time, guest safety, preservation of appearance and functionality of the facility	Upkeep Maintenance Program Metasys System Major Systems and Equipment Training Standard Operating Procedures
Security		Physical and electronic safety. Staff, building, and occupant welfare.	Standard Operating Procedures Emergency Plans and Safety Checklist Cameras System and Security Guards Policies and procedures in place to maintain building safety; behavior policy, protestor policy, emergency plan, COOP plan Emergency and Security Training

Figure 6.1-1 Key work & support processes

maintenance and maintenance repair work using UpKeep (the building maintenance system) to ensure the effective management of building and equipment maintenance and repair.

b(1) The over-riding requirement of all MTCCC work processes is that they meet the key requirements and expectations of our customer.

b(3) MTCCC uses Continuous Process Improvement as our organizational approach to product and process improvement. Specifically, we use a quick-cycle Plan-Do-Study-Act (PDSA) approach which has its roots in LEAN waste elimination methods. This approach begins by clearly identifying the problem we wish to address.

We then undertake a root cause analysis to ensure we are addressing the underlying cause of the problem and not a symptom. Once we feel secure that the root cause has been identified, we brainstorm potential solutions. The goal is to uncover a variety of ways of addressing the problem, not just the first or most obvious solution. The high-probability solutions are then tested and implemented.

Approach to Meeting Key Requirements		Deploying the Approach to Meeting Key Requirements
1	Develop standards	Define performance expectations based on VOC. Ensure we have the capacity to meet the standards. Establish awareness and full understanding of the performance standards.
2	Distribute responsibility	Build in redundancy to each work process by assigning a backup person/team or the second set of eyes.
3	Measure compliance	Measure performance against the standard. Obtain external data where possible to validate the quality of the outcome.
4	Gather feedback	Obtain VOC feedback to ensure performance to the standard achieves the customer objective. Become aware of changing expectations.
5	Replicate	Ensure all departments perform consistently in meeting defined standards for work. Maintain a record of performance to be reviewed at customer renewal.

Figure 6.1-2 – Meeting key customer requirements

We evaluate the quality of the solutions and adopt those that are most reliable and practical. This approach has contributed to our strategic advantages and helped us meet increasing customer expectations in a dynamic environment.

c. MTCCC's supplier sourcing, contracting, and relationship management is addressed through the City's purchasing department. We write specifications that clearly define the scope of services or product quality as well as the outcomes and training we need: typical examples include things such as security, linens, and window cleaning. We describe the timeframe as well as the checks and balances we use to validate supplier performance. It is important that our customers don't differentiate between our suppliers and employees – we aspire to deliver a seamless experience. To achieve that, we train suppliers in our mission, visions, values, service levels and service delivery expectations. For example, security officers must act as MTCCC employees, supporting and guiding guests, not

policing them. To measure and evaluate their performance, we collect real-time feedback through staff and guests. We also use guest survey feedback. Recently, we had a performance issue with our linen and uniform supplier. The quality of the product began to fall short of expectations, with too many wrinkles. New tablecloth stock was not visually consistent with old stock. We held the linen company accountable to the performance and quality standards we required and they successfully addressed the issue.

d. MTCCC has developed and deployed a systematic approach to organizational innovation as an objective within our SPP. The effort begins with informal discussions (on the floor, in the office, breakroom, through email, casual conversation, etc.) or formally through manager meetings, departmental meetings, or direct communication with staff. At some point, an idea surfaces that is worthy of further consideration. We use an online survey tool to capture those ideas from the workforce, and from there it is entered in our Innovation Tracker tool by our Innovation Coordinator and given the status "needs review". Prior to the next Quality Meeting, a report of all the ideas collected needing review is produced and sent to senior managers. The ideas are individually considered, and a determination is made to research the merits of the idea further if warranted, otherwise, the idea is put up for a decision based on risk/reward and cost/benefit. If the idea is accepted, the departments are notified, and the idea goes into practice. The Innovation Coordinator continues to monitor the value and effectiveness of the idea, collecting metrics around the value it has brought. If an idea was not accepted, the status is set to "stalled" and saved for future consideration as circumstances change. This is a fully transparent process: measures are captured, and performance outcomes are shared with employees to help fuel new ideas. We report on the number of ideas captured and implemented and allow employees to advance ideas anonymously if they choose. This approach has helped us all become more comfortable with change. Not all ideas will be successful (we have experienced some "brilliant failures") but they all contribute to our learning and continual improvement.

6.2 Work Processes

a. MTCCC's strategy to control costs of operations is based on our organizational approach to innovation. As new ideas are implemented, we become more efficient. Often times, necessity becomes the mother of invention, since there is so much work, and customer expectations are ever-increasing. Supporting the customer and saving time is a shared operational mindset among the workforce. The long tenure of our employees is also a factor in our creative approaches to controlling costs. Their expertise in problem-solving in our environment leads to creative ways of doing things. The careful, methodical choreography of our work through the USI system also helps us to think ahead and plan for the next step of the process, the next event, or the next opportunity. This ability to plan mitigates waste and rework, saving vital time, and time is the most important component of our evaluation of overall performance improvement.

b(1), b(2) MTCCC information systems are managed and overseen by the City of Madison's IT department. While MTCCC has an IT Manager, the City is responsible for the design and implementation of security and cybersecurity approaches, audits and certifications in our technology infrastructure.

MTCCC undertakes standard business practices to ensure system availability and security, such as a regular schedule of data backups, secure physical and logical segregation of our internal data facility, the use of firewalls, rights-based access to information, and end-user training in applications and processes across a whole suite of devices (laptops, mobile devices, radios, etc.).

c(1), c(2) Safety is of critical importance in our facility: for our workforce, our suppliers/partners, and our nearly 400,000 guests who come to our facility each year.

Tornadoes, floods, blizzards, and other natural disasters can affect MTCCC. In addition, major disasters such as transportation accidents, explosions, accidental releases of hazardous materials and national/state emergencies pose a potential threat to public health and safety at MTCCC. Our comprehensive emergency plan is paramount to ensuring the safety of city employees, contractors, convention center patrons and clients from the effects of these hazards. Our plan guides the preparedness, response,

recovery, and mitigation actions that may be activated during incidents such as (but not limited to):

- Bomb threats
- Fire or medical emergencies
- Inclement weather
- Active shooter
- Hazardous material releases
- Protests

To address these risks in a responsible way and ensure the highest degree of safety possible, we have developed highly detailed processes and procedures incorporated in plans such as:

- The MTCCC Emergency Plan
- Sporting Event Plan
- Rooftop Capacity Plan
- Rooftop Emergency Plan
- Concert "Hold in Place" Plan
- Protest Policy
- A Drone Policy
- Monona Terrace Behavior Policy
- MT Continuity of Operations (COOP) Plan
- Employee Handbook

These are in addition to municipal rules and regulations that impact safety, such as building and room capacity, firearms policy, ADA requirements, etc.

These safety plans are reviewed annually and tested periodically to ensure they can be executed as described. For example, in 2017, in cooperation with the Department of Homeland Security, we conducted an active shooter drill and audit. The experience was a full unrehearsed simulation of this type of situation. It was emotionally jarring to staff members, yet it illustrated gaps in our processes that we immediately acted upon.

A common safety concern we've continually improved upon relates to moving large numbers of people. During the summer, it is not uncommon to have thousands of people attend a rooftop concert. It is also not uncommon for a storm front to move through. When this occurs, we need to safely relocate our guests in a timely and orderly manner. This has happened at least 3 times in the past few years, and we have accomplished the relocation successfully each time, improving the

guest experience and ensuring their safety. To aid us in better managing rapid weather changes, we have purchased a personalized weather forecasting service to help anticipate approaching inclement weather and alert all staff working the event.

Each day, we work to ensure the safety and security for those in and around our facility by keeping equipment well maintained, using equipment that lessens the likelihood of injury, keeping the facility clean and well lit, and taking preventative measures to avoid injury, harm, or inconvenience. Our command center maintains surveillance of the facility through 130 cameras, and we utilize automated door locks to control access.

7. Results

7.1 Work Processes

a. Customer-focused Products and Services

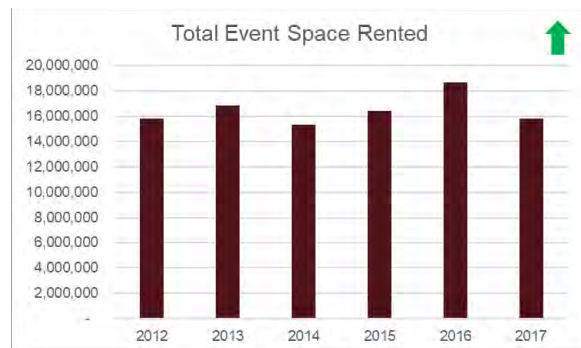


Figure 7.1-1 Total square feet of event space rented

The total event space rented has been consistent over the past 5 years.

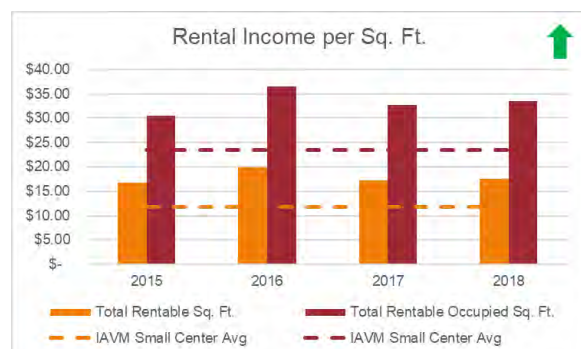


Figure 7.1-2 Rental income per square foot

A key organizational performance metric is rental income per square foot. This metric is split into

revenue per total rented square feet and revenue per total rentable occupied square feet. We use benchmark data from IAVM for small centers (under 100,000 square feet) to assess our relative performance. The most recently available IAVM benchmark data for revenue per total square feet was \$11.72. MTCCC has significantly exceeded this number in each of the past four years. Similarly, the IAVM benchmark for revenue per total rentable occupied square feet was \$23.44. MTCCC also exceeded this result for each of the past four years.

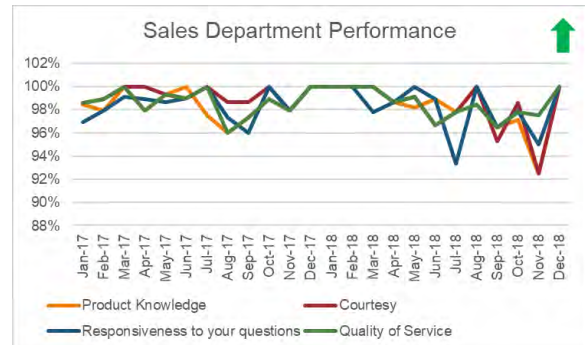


Figure 7.1-3 Sales department performance

Sales Department performance reflects the event planner feedback obtained through our VOC process over the past 2 years in both product and service areas important to our customers. The outcomes reflect the overall percentage of responses of a 4 "Good" or 5 "Excellent" on a 5-point Likert scale.

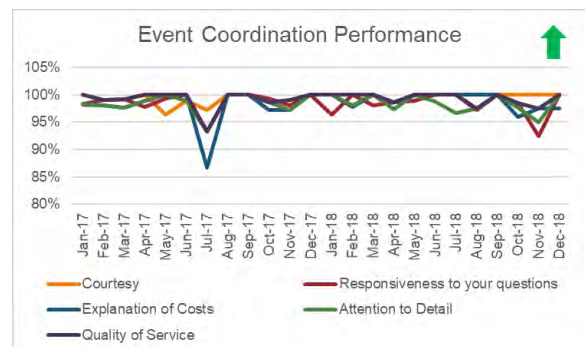


Figure 7.1-4 Event coordination department performance

Event Coordination Department performance shown in Figure 7.1-4 reflects event planner feedback obtained through our VOC process over the past 2 years in both product and service areas important to our customers. The outcomes reflect the overall percentage of responses of a 4 "Good" or 5 "Excellent" on a 5-point Likert scale.

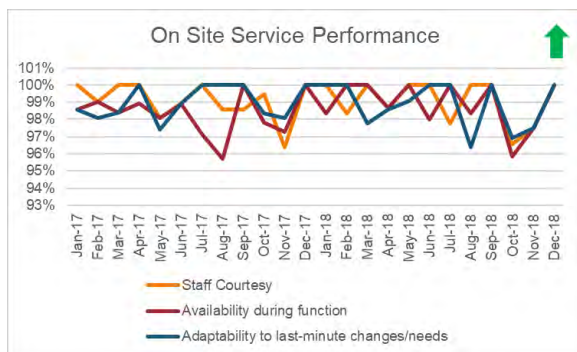


Figure 7.1-5 On-site service performance

Figure 7.1-5 describes on-site service performance for staff courtesy, their availability, and agility, which are key factors of the event planner and attendee experience during an event. The results describe feedback obtained through our VOC process. Outcomes reflect the overall percentage of responses of a 4 “Good” or 5 “Excellent” on a 5-point Likert scale.



Figure 7.1-6 On-site service performance

Figure 7.1-6 describes on-site service performance for setup accuracy, A/V services and equipment, and facility cleanliness, which are key factors of the event planner and attendee experience during an event. The results describe customer feedback obtained through our VOC process. Outcomes reflect the overall percentage of responses of a 4 “Good” or 5 “Excellent” on a 5-point Likert scale.

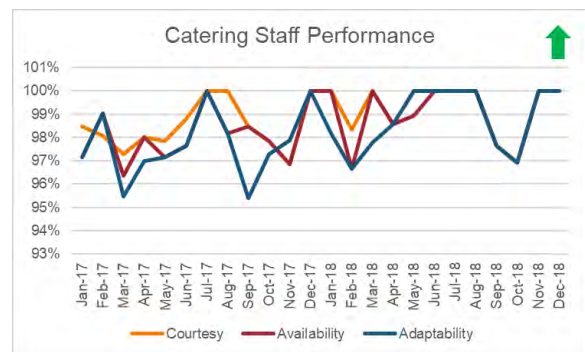


Figure 7.1-7 Catering staff performance

Figure 7.1-7 describes catering staff performance for their courtesy, availability, and adaptability as evaluated by event planner and attendee VOC feedback. Outcomes reflect the overall percentage of responses of a 4 “Good” or 5 “Excellent” on a 5-point Likert scale.

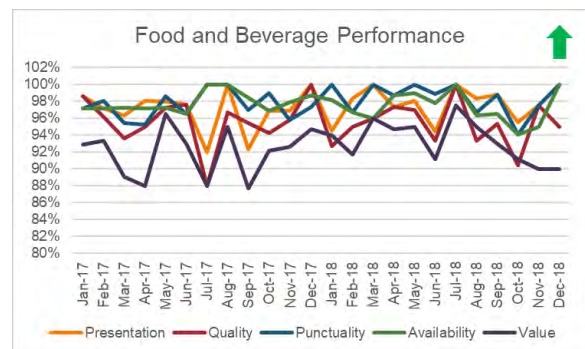


Figure 7.1-8 Food and beverage performance

Figure 7.1-8 describes event planner and attended VOC feedback in relation to MTCCC’s food and event planner and attendee perceptions of the overall value of food and beverage services purchased. Outcomes reflect the overall percentage of responses of a 4 “Good” or 5 “Excellent” beverage offerings. Feedback addresses the presentation and quality of food and beverages. Staff performance is highlighted for punctuality and availability of service.

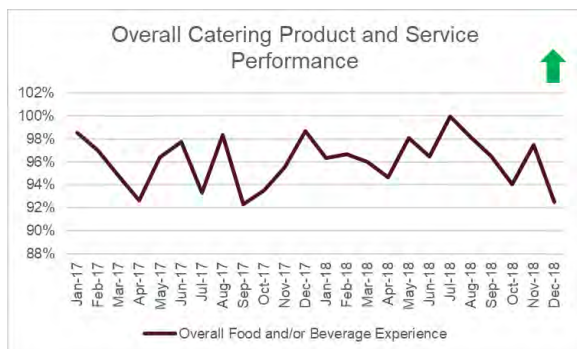


Figure 7.1-9 Overall catering product and service performance

Results of VOC feedback from event planners and attendee relating to the overall catering product and service experience are shown in Figure 7.1-9. Results have been maintained above 92% for all of 2018, which reflects the total percentage of “Good” or “Excellent” responses received.

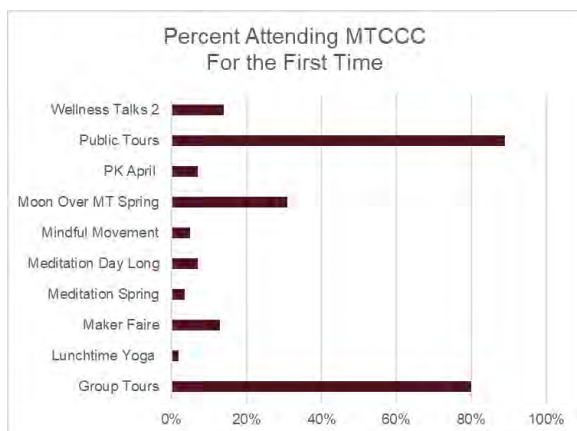


Figure 7.1-10 First time attendance at selected MTCCC community events

MTCCC continues to experiment with offerings for our community events based on VOC feedback and information from our professional associations. It is important to our growth and mission to continue to attract new participants to community programming. Figure 7.1-10 describes 2018 results for first-time attendees to MTCCC.

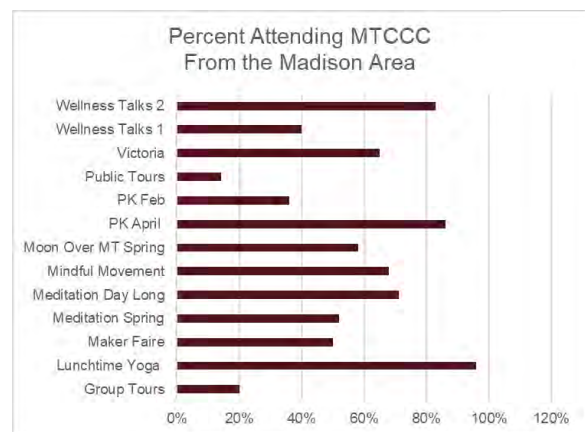


Figure 7.1-11 Community attendance at selected MTCCC community events

To validate the effectiveness of our community event product mix, as well as our marketing and promotional efforts, we ask where our customers are coming from. Figure 7.1-11 describes the 2018 results of various community events held.

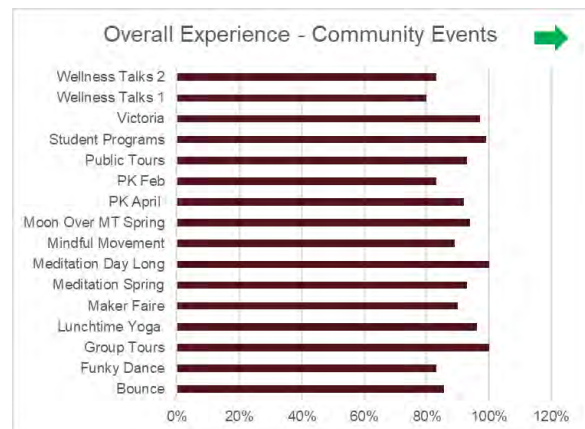


Figure 7.1-12 Community event experience ratings

Results of VOC feedback from community event participants relating to their overall experience is shown in Figure 7.1-12. Results were very positive across the spectrum of programs and offerings in 2018. Results reflect the percentage of “Good” and “Excellent” responses in the survey instrument.

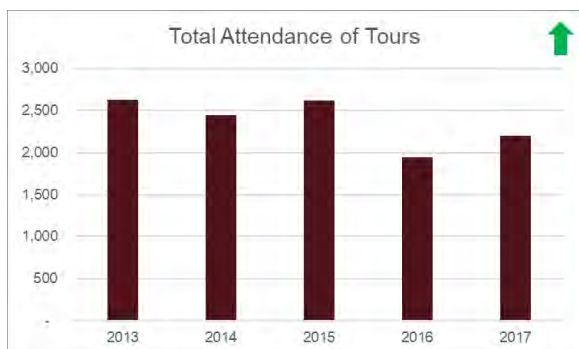


Figure 7.1-13 Total attendance of facility tours

Docent-led facility tours are offered each day throughout the summer and Friday – Monday during the winter. Participants learn about the history of the building, Frank Lloyd Wright, and his architectural style and philosophy. Tours are an excellent way to engage the public and promote MTCCC. Results represent the annual attendance figures for each year shown.

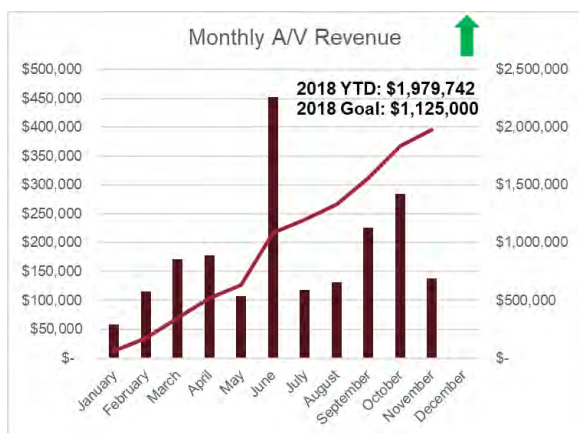


Figure 7.1-14 Monthly A/V revenue

One of the strategic advantages MTCCC brings to a highly-competitive marketplace is our outstanding audio and visual capabilities. Customers seeking a sensory experience that will create a memorable impression are drawn to the extent of our capabilities. We have made strategic investments in these resources, and those decisions are contributing to significant revenue growth as can be seen in Figure 7.1-14. With 11 months of revenue recorded in 2018, we have significantly exceeded revenue expectations related to audio and visual sales.

b. Work Process Effectiveness

(1) Process Effectiveness and Efficiency

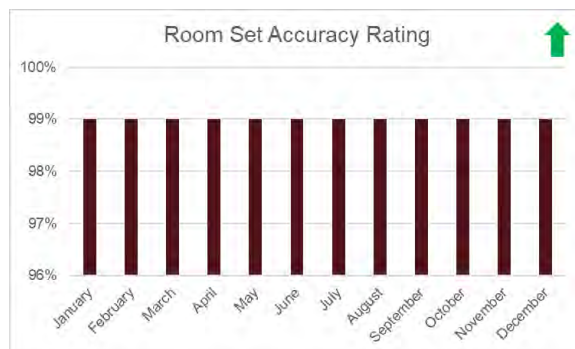


Figure 7.1-15 Room set accuracy

Room set accuracy rating is a performance measure on the Operations Worker Department Dashboard, established to increase the percentage of time room sets meet described standards. The goal is 98% of the time, which has been exceeded during each month of 2018.

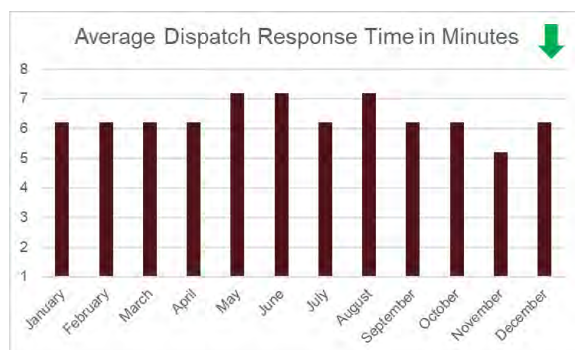


Figure 7.1-16 Average dispatch response time

The dispatch response time is a performance measure on the Operations Worker Department Dashboard, established to decrease the time it takes to identify, notify and deploy appropriate staff around the facility. The performance goal is under 8 minutes. This goal has been exceeded during each month of 2018.

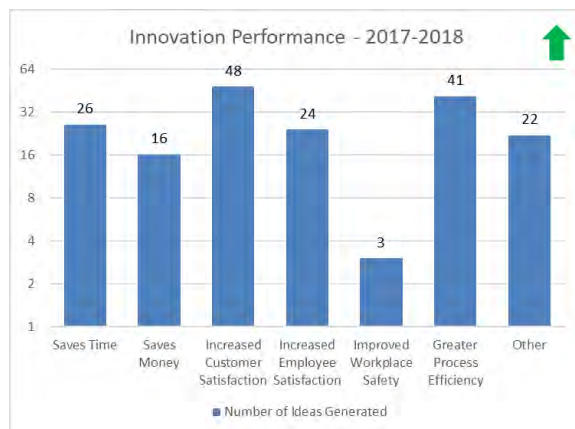


Figure 7.1-17 Innovation performance since 2017

Implemented in 2017, MTCCC's systematic approach to innovation has driven valuable improvements in areas that further nurture our competitive advantages. As improvement ideas are captured, they are evaluated for benefit in the areas shown in Figure 7.1-17. Individual improvement ideas often deliver more than one benefit – i.e. improving customer satisfaction, employee satisfaction, and process efficiency.

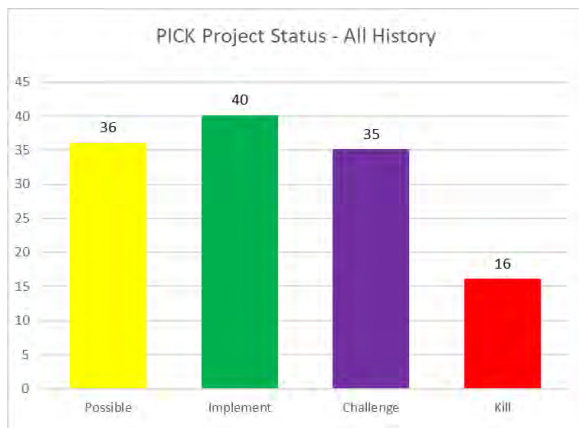


Figure 7.1-18 PICK disposition of ideas generated since 2017

Using a PICK (Possible, Implement, Challenge, Kibosh) analysis, the senior leadership and management teams discuss improvement ideas captured through our innovation program and determine if an idea is possible to implement at a future date, worthy of implementing immediately, may be a valuable idea but difficult to implement, or should not be pursued for various reasons. The results of these decisions, as well as their rationale, are shared with the workforce to secure their understanding and/or support. The disposition of project ideas since 2017 is shown in Figure 7.1-18.

(2) Safety and Emergency Preparedness

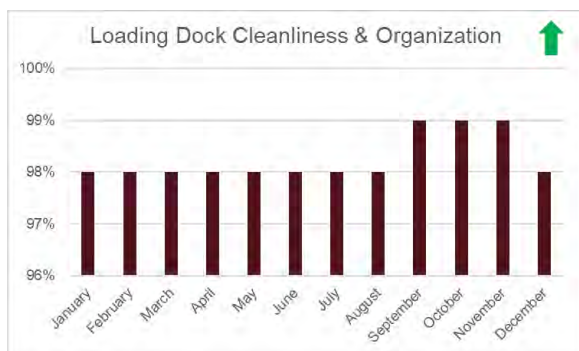


Figure 7.1-19 Loading dock cleanliness and organization performance

The loading dock is a high-traffic “choke point” where supplier, vendors, customer, staff, freight, and equipment are constantly moving. The assistant manager maintains a daily inspection report of key safety factors at the loading dock. Figure 7.1-19 describes the percent of the time that all factors were maintained in accordance with the stated requirements. The department goal is to exceed 97%.



Figure 7.1-20 Building safety checklist compliance

The operations command center conducts daily inspections and maintains a building safety checklist of entrances, exits, hallways, fire suppression, electrical systems, storage areas, parking lots, sidewalks etc. to ensure workforce and guest safety. As seen in Figure 7.1-20, MTCCC has sustained 99% performance compliance with the requirements.

Monona Terrace Safety Audit Issues (Safety Audit) 2016-2018				
	2016	2017	2018	Type of Infraction
Jan	0	0	0	
Feb	0	0	0	
Mar	0	0	0	
Apr	0	0	0	
May	0	0	0	
Jun	0	0	0	
Jul	0	0	0	
Aug	0	0	1	Electrical cord tripping hazard
Sep	1	0	0	
Oct	0	1	0	Electrical box cover off
Nov	0	0	0	
Dec	1	0	0	Items in emergency exit
Total	2	1	1	

Figure 7.1-21

Figure 7.1-21 describes the types of incidents revealed through the safety audits conducted in 7.1-20. The extensive daily safety audits conducted in and around the building help ensure a safe work environment and reveal opportunities for improvement in how work is approached and accomplished, as well as potential process and design changes that could further increase safety and security.

Concerts on the Roof - Hold in Place Results 2016-2018				
	2016	2017	2018	Total
Total concerts	10	10	11	31
Successful hold in place - concert continued	0	1	1	2
Hold in place - concert cancelled	1	0	0	1

Figure 7.1-22

Figure 7.1-22 shows the last 3 years of our Hold in Place results for concerts held outdoors on the rooftop. When the weather has the potential to impact the safety of our customers, we must take action to relocate a significant number of people inside in an orderly manner. Over the past two years, we have been able to execute our hold in place plans and resume the concerts. This is critical in terms of guest safety, satisfaction and revenue to MTCCC because when a concert is canceled, MTCCC could potentially incur a revenue loss of up to \$30,000.

Monona Terrace Average Evacuation Times			
	2016	2017	2018
January	0	0	0
February	0	0	0
March	14	0	0
April	0	5.25	0
May	8	0	0
June	6	7	5
July	11.50	0	0
August	0	5.50	0
September	4	0	0
October	0	0	2.25
November	0	0	0
December	0	0	0
Annual totals	43.50	17.75	7.25
Average	8.70	5.90	3.65

Figure 7.1-23

In the event of an emergency, the ability to safely and quickly evacuate the building is a vital performance factor. Over the past 3 years through practice and continuous process improvement, we have reduced the average time of evacuation in half, from just under 9 minutes to just over 3 ½ minutes as shown in Figure 7.1-23.

Homeland Security Audit Projects			
Project	Capital Budget \$	Year Budgeted	Status
Command Center Consoles	205,000	2016 Capitol	Installed 2018
Camera System Upgrade	Capital 125,000 in 2016, 80,000 in 2015	2016 Capitol	Installed 2018
Cabling & Install		2016 Capitol	Installed 2017
Command Center Hardware		2016 Capitol	Installed 2017
Door Computer Software Upgrade	3,000	2019 Operating	Installed 2019
Door Upgrades	65,000 CF	2016 CF	Installed 2016
Panic Buttons	1,000	2016 Operating	Installed 2016
Fire Panel Upgrade	276,621 UCF	2016 CF	Installed 2017
ID Badge machines	1,270	2018 Operating	Installed 2018
Flooring	2,850	2016 Operating	Installed 2016
Electrical	2,573	2018 Operating	Installed 2017

Figure 7.1-24

In 2016, we asked the federal Department of Homeland Security to conduct a safety and security audit of MTCCC. Based on their findings/ best practices, we initiated a significant multi-year investment in physical infrastructure, technology, and personnel training. Results from the audit and implementations are shown in Figure 7.1-24

Monona Terrace Safety Issues (Incident Reports)				
	2016	2017	2018	
Jan	0	0	0	
Feb	0	1	0	2017 Building Damage
Mar	0	0	0	
Apr	1	0	0	2016 Vehicle Damage
May	0	0	0	
Jun	2	1	0	2016 Vehicle and Building Damage. 2017 Other damage.
Jul	0	0	0	
Aug	0	0	0	
Sep	0	0	1	2018 Building Damage
Oct	0	0	1	2018 Vehicle Damage
Nov	0	0	0	
Dec	0	0	1	2018 Vehicle Damage
Totals	3	2	3	

Figure 7.1-25

We track safety issues through incident reports and summarize them monthly for managers and leaders to assess. Results are shown in Figure 7.1-25

Monona Terrace Percent of Preventative Maintenance Work Orders Completed						
Month	Within 30 Days			Within 60 Days		
	2016	2017	2018	2016	2017	2018
Jan	67%	55%	52%	100%	100%	100%
Feb	49%	49%	47%	100%	100%	100%
Mar	53%	78%	66%	92%	100%	99%
Apr	61%	54%	56%	97%	98%	99%
May	55%	46%	70%	93%	92%	100%
Jun	41%	53%	47%	90%	98%	99%
Jul	37%	44%	72%	100%	100%	100%
Aug	32%	51%	50%	95%	95%	100%
Sep	42%	61%	61%	98%	98%	100%
Oct	52%	47%	58%	97%	97%	99%
Nov	58%	51%	72%	100%	99%	100%
Dec	41%	49%	70%	100%	100%	100%
Annual Avg (%)	49.0	53.2	60.1	96.8	98.1	99.7

Figure 7.1-26

Preventative maintenance supports our guiding principle of stewardship as well as the customer experience and safety. Preventative maintenance covers a wide range of tasks and efforts, from

cleaning equipment to servicing HVAC equipment. Executing the maintenance work orders quickly ensures we minimize the impact on staff and guests. As noted in Figure 7.1-26, we have continued to improve our annual performance at both the 30 and 60-day intervals.

c. Supply Chain Management

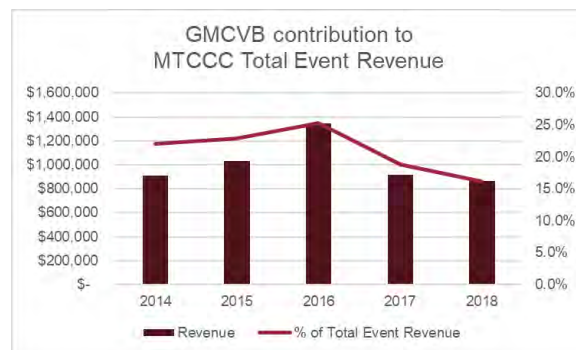


Figure 7.1-27 GMCVB contribution to MTCCC total event revenue

One of MTCCC's key suppliers is the GMCVB. The GMCVB acts as the City of Madison's marketer, promoter, and sales agent. GMCVB secures events that are held at MTCCC and other area venues such as the Overture Center. As shown in Figure 7.1-27, GMCVB was responsible for identifying and sourcing 16.1% of MTCCC total revenues in 2018.



Figure 7.1-28 Customer assessment of SPPlus parking performance

Being in downtown Madison, parking is a necessity for customer access to MTCCC. Unfortunately, we do not own or control the parking structure that is attached to the building. Regardless, customer perceptions at arrival and departure play a role in the overall experience they have at MTCCC, so we specifically ask questions related to availability, service provided by

attendants, and other factors such as signage in our guest survey. Results for the past two years are shown in Figure 7.1-28. Outcomes reflect the overall percentage of “good” or “excellent” responses collected. This information is also shared with SPPlus for their review and consideration.

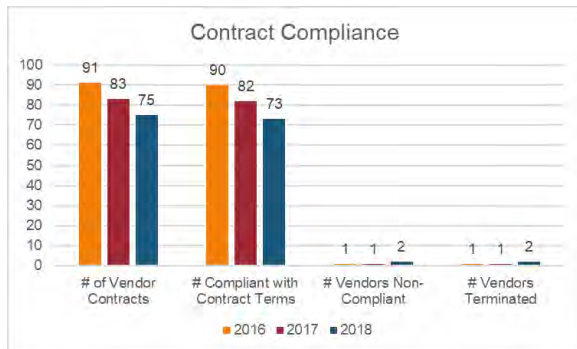


Figure 7.1-29 Contract compliance 2016-2018

Supplier relationships are established through contracts initiated by MTCCC and let through the City of Madison. Each contract contains specific performance expectations that the supplier must meet to remain in good standing. When suppliers fail to sustain the minimum performance standards set forth in their contract, we are obligated to terminate the relationship and find another qualified supplier. Supplier contract performance outcomes for compliance for the past 3 years are shown in Figure 7.1-29.

7.2 Customer Results

a. Customer-focused Results

(1) Customer Satisfaction

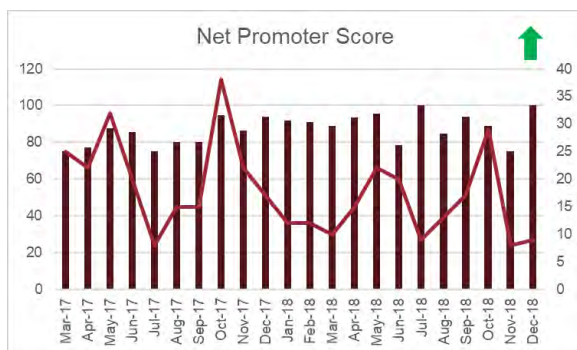


Figure 7.2-1 Net Promoter Score (Event Coordinators)

Figure 7.2-1 shows monthly results for MTCCC’s Net Promoter Score (bars, left axis) and the number of survey responses used that month to derive the result (line, right axis). The Net

Promoter Score (NPS) methodology asks our customers one simple question: “Based on your experience, how likely would you be to recommend Monona Terrace to your friends and colleagues?” Responses range from 1 “Not likely” to 10 “Extremely likely”. NPS is determined by subtracting the percentage of customers who are detractors (score of 1-6) from the percentage who are promoters (score of 9 or 10). Passive customers (score of 7 or 8) are omitted from the calculation. The result can range between -100 and +100. If when surveyed, all of the customers gave a score lower or equal to 6, this would lead to an NPS of -100. On the other end of the spectrum, if all of the customers were answering the question with a 9 or 10, then the total NPS would be 100. As Figure 7.2-1 shows, MTCCC has achieved an NPS score from event coordinators of at least 75 since we moved to this methodology in March of 2017. Scores at or above 70 are benchmark “world class” satisfaction and engagement outcomes.



Figure 7.2-2 Event satisfaction ratings from event coordinator customers

The event satisfaction rating from our event coordinator customers shown in Figure 7.2-2 is a summary measure of overall satisfaction with their event. For the past two years, we have achieved overall event satisfaction ratings of 94.5% or better, with many perfect scores earned in 2018 as our A/V solutions were fully deployed. These outcomes reflect the percent of “good” or “excellent” responses received in response to the question.

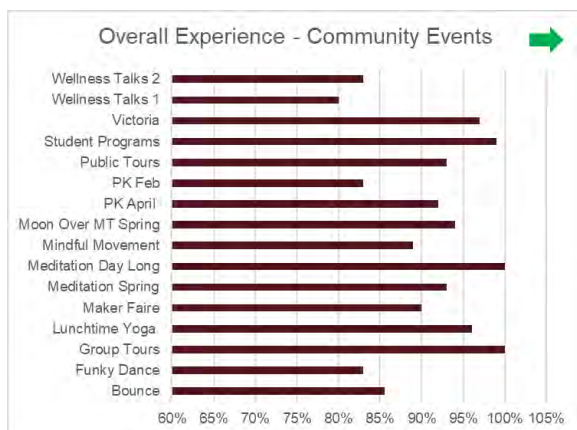


Figure 7.2-3 Overall experience ratings for 2018 community events

Many of our community events have a registration process which allows us to obtain contact information from our customers which we use to follow-up and obtain VOC data. The results of our 2018 community event survey related to overall experience are shown by the event. As shown in Figure 7.2-3, community members describe having a very positive experience across a wide variety of community event programs offered in 2018. The results reflect the percent of “good” or “excellent” responses received as a percent of total responses.

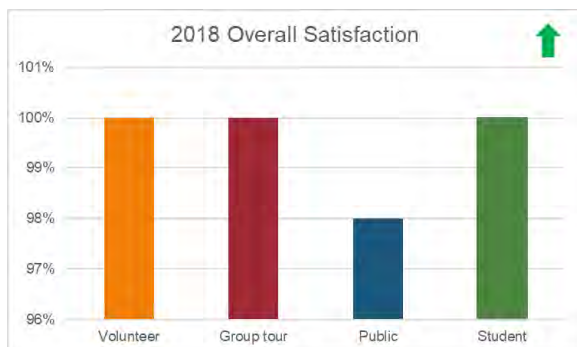


Figure 7.2-4 Overall customer satisfaction by customer type

2018 Overall customer satisfaction is shown for volunteers, group tour participants, the general public (visitors) and students who attended a tour or a function in the facility. The results represent the percentage of responses that were marked as 4 (good) or 5 (excellent) on “How would you rate your overall experience?”.

(2) Customer Engagement

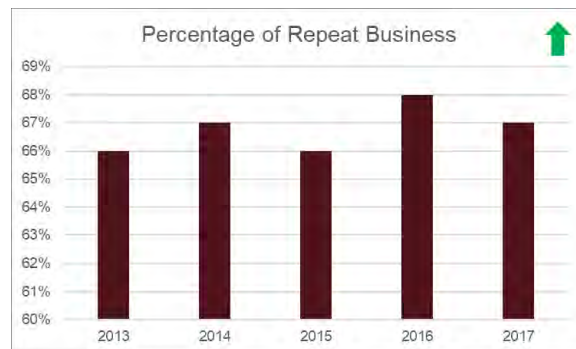


Figure 7.2-5 Percentage of repeat business

Figure 7.2-5 shows the percentage of our business that came from previous attendees to MTCCC. We have been very consistent in sustaining about two-thirds of our event bookings from prior customers, which is a strong endorsement of both satisfaction and engagement in our relationships. With such strong regional and national competition from other venues, we are focused on the factors that drive exceptional customer experiences, keeping customer relationships strong through outstanding service delivery and attention to detail.



Figure 7.2-6 Willingness to return to MTCCC for event planners

Figure 7.2-6 shows annual results for the willingness to return to MTCCC in the next 3 years from the event planner segment. This is a key leading indicator of the results shown in 7.2-5 (percentage of repeat business). We use a 3-year window since many event planners have a long-established practice of holding their events in different locations around the US. While we would love to capture their business each year, their experiences at other venues across the country provide us with important information we use to drive continuous improvement and innovation in our work processes and service delivery practices.

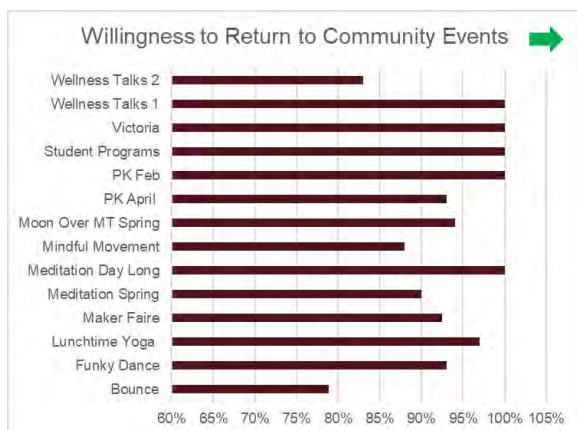


Figure 7.2-7 Willingness to return to MTCCC community events

Figure 7.2-7 shows 2018 annual results for the willingness to return to community events – a key indicator of both satisfaction and engagement for community members. This is helpful to us in planning future community events and ensuring a mix of programming that will be of interest to a diverse cross-section of the community we serve.

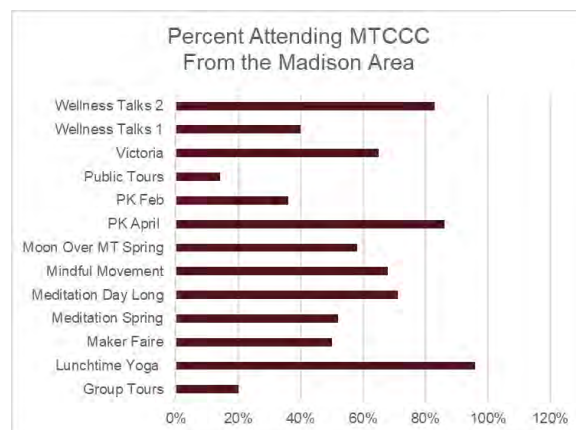


Figure 7.2-9 Percent attending a 2018 community event from the Madison area

A direct measure of engaging the community is their attendance at community events. Figure 7.2-9 shows the percent of attendees from the Madison area attending various 2018 community events. Understanding where people are coming from help us to adjust our outreach, promotion and awareness strategies, as well as ensure we have the right mix of programs that will be attractive to everyone we serve.

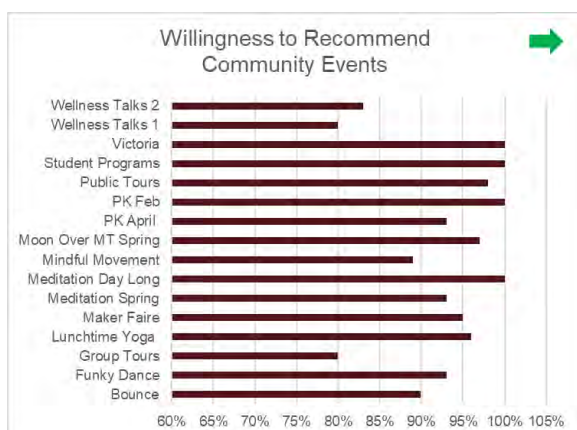


Figure 7.2-8 Willingness to recommend community events

For attendees of community events, the willingness to recommend those events to others is a key indicator of both satisfaction and engagement. 2018 results for willingness to recommend community events are shown in Figure 7.2-8. MTCCC’s target is 100% willingness to recommend. Our 2018 average result was 93%.

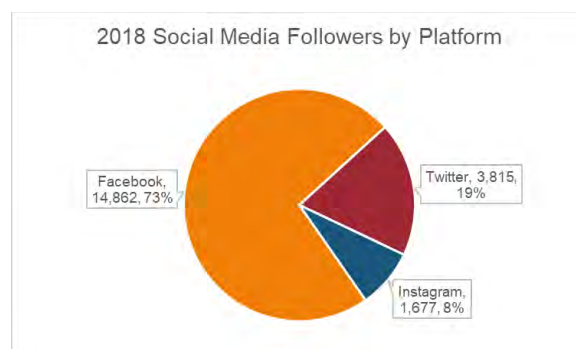


Figure 7.2-10 Social media followers by platform

Most of our social media engagement takes place through Facebook, with nearly three-fourths of all followers using that platform in 2018. Twitter and Instagram account for approximately 5,500 more followers. All combined, we are able to engage with nearly 20,000 event planners, community members, visitors, and other key stakeholders through these three platforms. Comparable data from the most recent IAVM Social Media Metrics Report for small convention centers show 4,113 maximum average Twitter followers, 1,821 maximum average Instagram followers, and 13,233 maximum average Facebook followers.

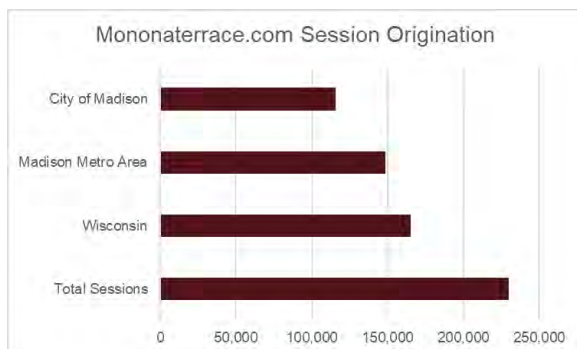


Figure 7.2-11 Locations of visitors to mononaterrace.com

We monitor the locations of visitors to mononaterrace.com, with results shown in Figure 7.2-11. The majority of website sessions captured reflect the regional customers we serve throughout Wisconsin. Within Wisconsin, we have large numbers of Madison area visitors coming to our website to obtain information about community event programming. Comparable benchmarks from the most recent IAVM Social Media Metrics Report for small convention centers show 122,270 maximum average website visits.

7.3 Workforce Results

a. Workforce-focused Results

(1) Workforce Capability and Capacity

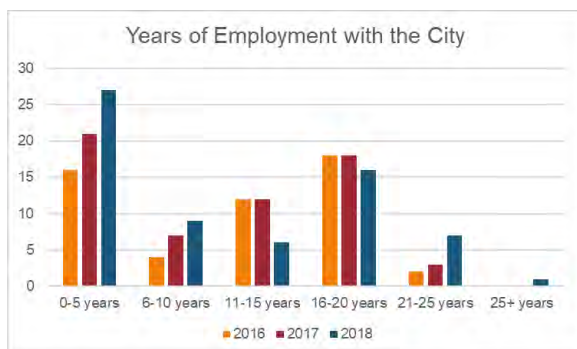


Figure 7.3-1 Distribution of employee tenure by year

The longevity of our workforce is a significant strategic advantage in terms of our ability to convey knowledge, use past experiences as the basis for approaching new experiences, and sustaining customer relationships. As shown in Figure 7.3-1, we have a strong distribution of experience, balancing new employees with those of significant tenure.

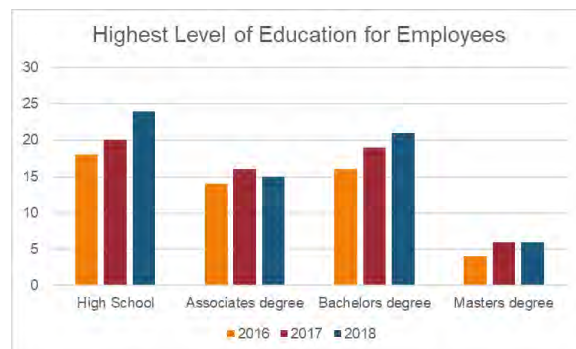


Figure 7.3-2 Employee education levels by year

Positions at MTCCC require varying levels of academic education. The distribution of those education levels can be seen in Figure 7.3-2.

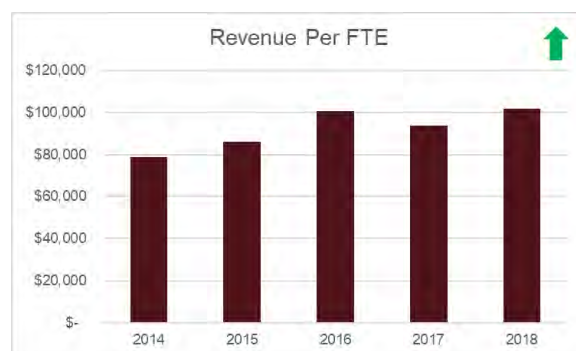


Figure 7.3-3 Revenue per full-time employee

Figure 7.3-3 shows MTCCC's revenue per full-time employee, a key measure of efficiency and workforce capability for the organization. 2018 was our best year ever, with revenue per FTE at \$101,643.

(2) Workforce Climate



Figure 7.3-4 Turnover rate of hourly employees in 2018

MTCCC's 2018 goal was to reduce the turnover rate of hourly employees to less than 5%. This is a strategic challenge that we are addressing

through improved hiring practices, better training, and other management practices. For all of 2018, our hourly turnover rate was 4.55% - exceeding our goal.

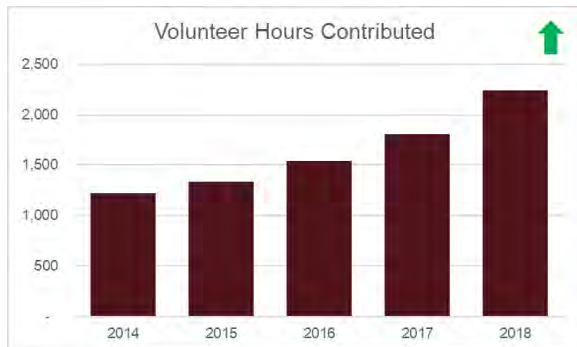


Figure 7.3-5 Volunteer hours contributed to MTCCC

MTCCC has long enjoyed the valuable contributions of our volunteer workforce, who lead our docent-guided facility tours, undertaking the planting and maintenance of our gardens and flower beds, and perform other administrative tasks throughout the year. We have seen increased volunteer commitments each year since 2014. 2018 was a record year for volunteer hour contributions with 2,236 hours recorded from 78 active community volunteers.

(3) Workforce Engagement

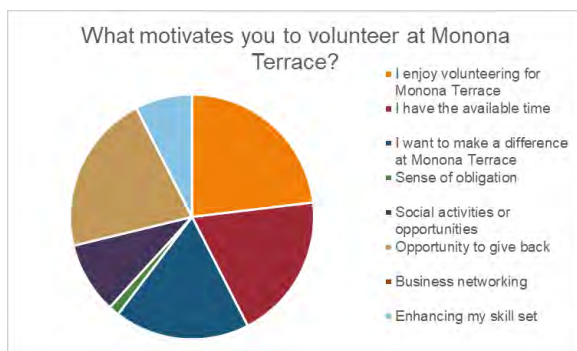


Figure 7.3-6 Reasons for volunteering

Figure 7.3-6 shows the 2018 responses from volunteers identifying their individual reasons for contributing their time. Respondents were allowed to identify multiple reasons. The three leading reasons were “I enjoy volunteering”; “I have the available time”; and “the opportunity to give back”.



Figure 7.3-7 Internal customer satisfaction

MTCCC’s internal customer service survey asks participants to rate the following 4 statements:

- This department's services meet my expectations.
- This department builds cooperation and is easy to work with.
- This department communicates and listens effectively.
- This department responds promptly to my questions and needs.

The responses are then tabulated as follows: 5 points for strongly agrees; 4 points for agree, 3 points for neutral; 2 points for disagree and 1 point for strongly disagree. The total number is divided by the number of raters. Figure 7.3-7 demonstrates the consistently high recent ratings for all departments, substantiating the shared value of service delivery and engagement among employees across all departments.

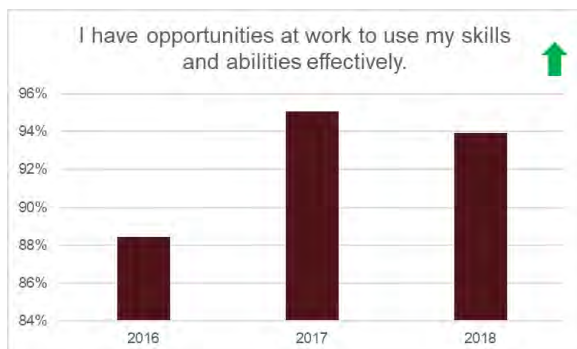


Figure 7.3-8 Opportunity to use my skills and abilities effectively

Figure 7.3-8 shows results from the last 3 years of the employee satisfaction survey for the question “I have opportunities at work to use my skills and abilities effectively”. MTCCC vastly exceeds the most recent SHRM comparable level of 55%.

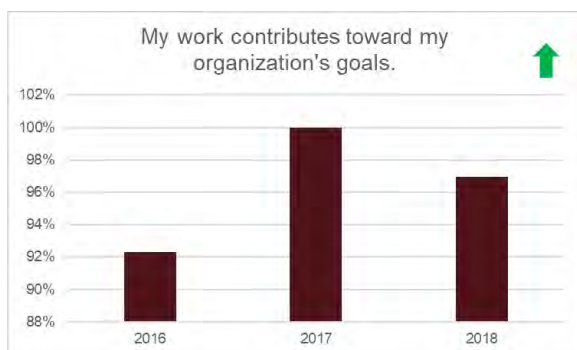


Figure 7.3-9 Contributing to the organization's goals

Figure 7.3-9 shows results from the last 3 years of the employee satisfaction survey for the statement “My work contributes toward my organization's goals”. MTCCC vastly exceeds the most recent SHRM comparable level of 72%.

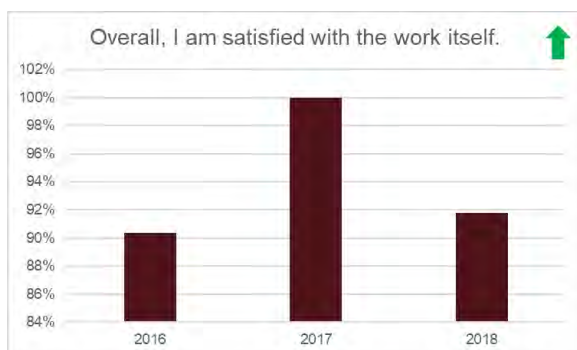


Figure 7.3-10 Satisfaction with the work

Figure 7.3-10 describes results from the last 3 years of the employee satisfaction survey for the statement “Overall, I am satisfied with the work

itself”. MTCCC vastly exceeds the most recent SHRM comparable level of 74%.

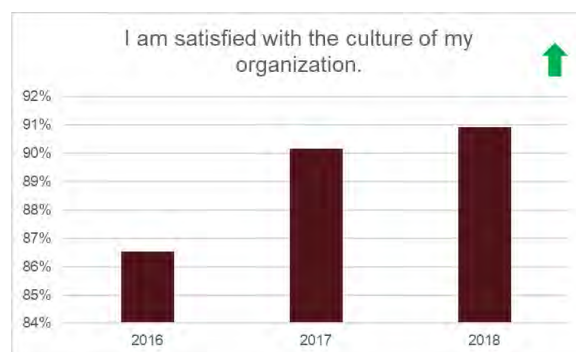


Figure 7.3-11 Satisfaction with the work

Figure 7.3-11 describes results from the last 3 years of the employee satisfaction survey for the statement “I am satisfied with the culture of my organization”. MTCCC has made steady improvements in this area, vastly exceeding the most recent SHRM comparable level of 69%.

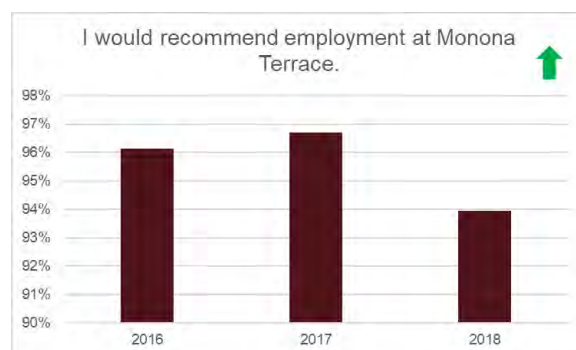


Figure 7.3-12 Recommend working at MTCCC

Figure 7.3-12 shows results from the last 3 years of the employee satisfaction survey for the statement “I would recommend employment at Monona Terrace to a friend”. Results have remained at a high level throughout each of the three years.

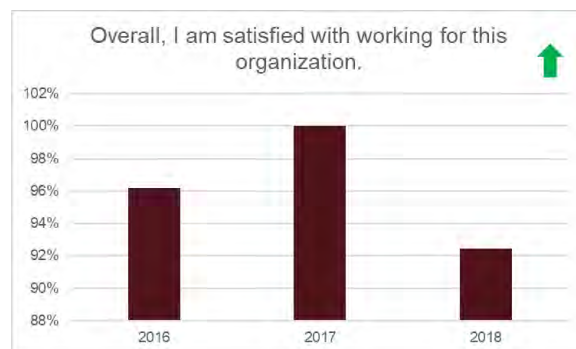


Figure 7.3-13 Satisfaction with working for MTCCC

Figure 7.3-13 shows results from the last 3 years of the employee satisfaction survey for the statement “Overall, I am satisfied with working for this organization.” The comparable SHRM benchmark was 58%.

(4) Workforce Development

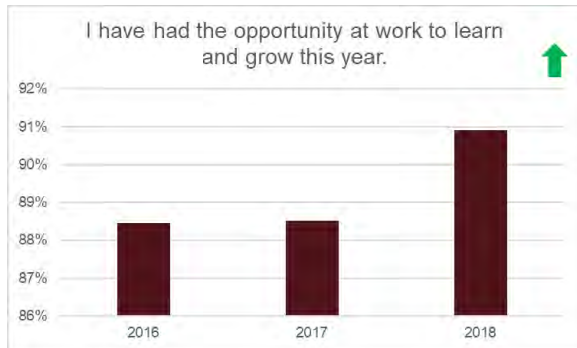


Figure 7.3-14 Employee survey results related to learning and growing

Figure 7.3-14 shows the most recent 3 years of results from the employee satisfaction survey for the statement “I have had the opportunity at work to learn and grow this year”. The SHRM comparable result of 40% was less than half of MTCCC’s outcome.

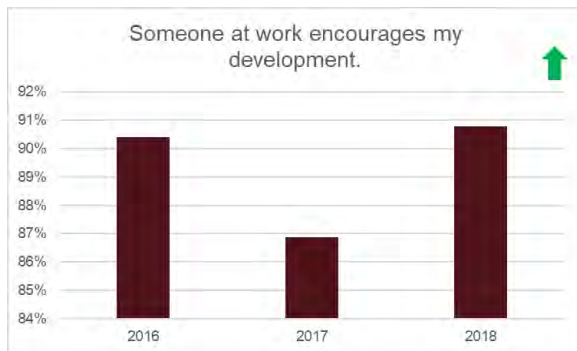


Figure 7.3-15 Employee survey results related to development

The employee satisfaction survey results for the statement “Someone at work encourages my development” has remained consistently high throughout the past 3 years. The SHRM comparable level for this statement was 58%.

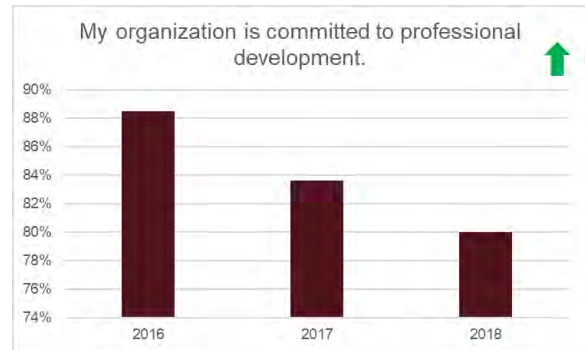


Figure 7.3-16 Employee survey results related to professional development

Figure 7.3-16 describes the most recent 3 years of employee satisfaction survey results for the statement “My organization is committed to professional development.” While we have experienced a declining trend in these results, MTCCC’s results remain significantly better than the most recent SHRM benchmark at 59%.

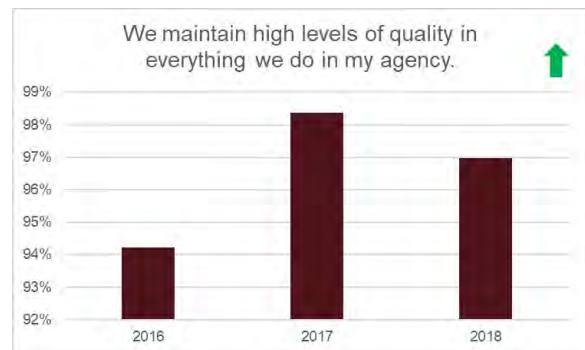


Figure 7.3-17 Employee survey results related to quality throughout the agency

Figure 7.3-17 describes the most recent 3 years of employee satisfaction survey results for the statement “We maintain high levels of quality in everything we do in my agency”. This outcome reflects the culture of service excellence we’ve cultivated at MTCCC.



Figure 7.3-18 Hours of leadership professional development



Figure 7.3-19 Annual number of FTE promotions

Figure 7.3-19 shows the number of full-time employees who were formally promoted to positions of greater responsibility in each of the past 3 years.

7.4 Leadership and Governance Results

a. Leadership, Governance, and Societal Responsibilities

(1) Leadership

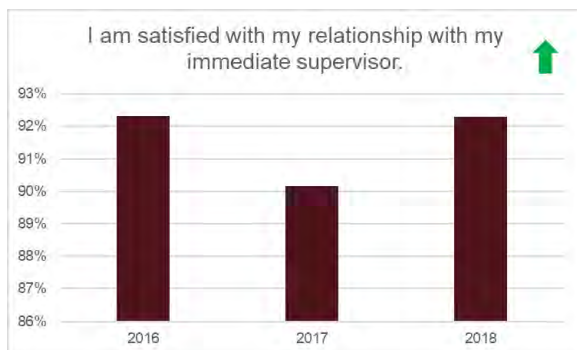


Figure 7.4-1 Employee survey results related to the supervisor relationship

Figure 7.4-1 shows results from the last 3 years of the employee satisfaction survey for the statement “I am satisfied with my relationship with my immediate supervisor”. MTCCC’s 2018 results are significantly higher than the most recent SHRM comparable level of 74%.

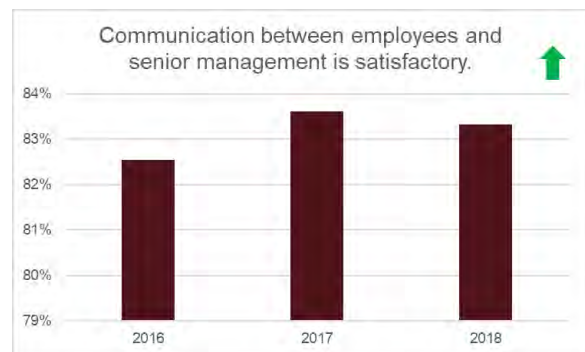


Figure 7.4-2 Employee survey results related to senior management communication

Figure 7.4-2 describes results from the last 3 years of the employee satisfaction survey for the statement “Communication between employees and senior management is satisfactory”. MTCCC’s 2018 results lag the most recently available SHRM comparable level of 89%.



Figure 7.4-3 Employee survey results for management recognition of employee job performance

Figure 7.4-3 describes results from the last 3 years of the employee satisfaction survey for the statement “Management recognizes employee job performance”. MTCCC’s 2018 results are substantially more favorable than the most recently available SHRM comparable level of 63%.

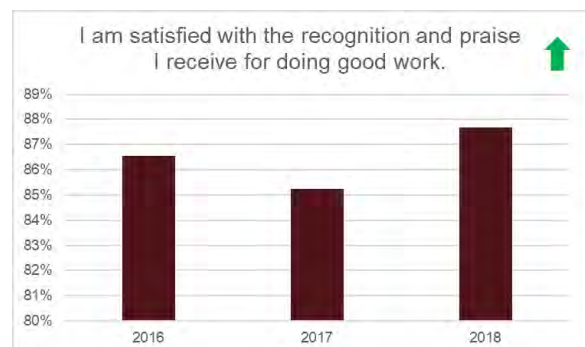


Figure 7.4-4 Employee survey results related to recognition and feedback

Figure 7.4-4 describes results from the last 3 years of the employee satisfaction survey for the statement “I am satisfied with the recognition and praise I receive for doing good work”. MTCCC’s 2018 results are significantly higher than the most recent SHRM comparable level of 63%.

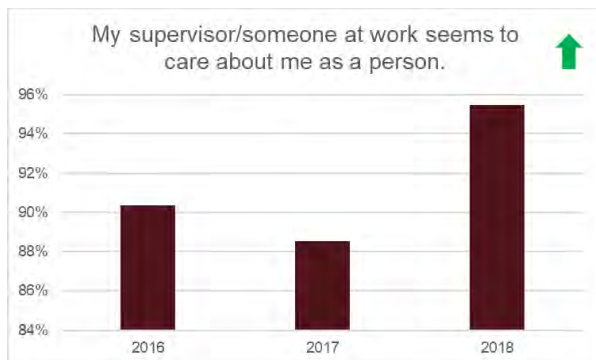


Figure 7.4-5 Employee survey results related to supervisor relationships

Figure 7.4-5 shows results from the last 3 years of the employee satisfaction survey for the statement “My supervisor/someone at work seems to care about me as a person”. MTCCC’s 2018 results are nearly double the most recent SHRM comparable level of 53%.

(2) Governance

Governance function	Outcome
Monona Terrace Leadership	
Operational performance and oversight	Accomplished routinely
City of Madison/Mayor’s Office/City Council	
Budget approval	All budgets accepted and approved, audits completed successfully
Human resource/ personnel policies	100% compliant with policy
IT/Technology policies	100% compliant with policy
Contract issuance	100% compliant with policy
Monona Terrace Board	
Budget approval	All budgets accepted and approved
Policy development and oversight	100% compliant with policy
Strategic accountability	Quarterly board review and approval of strategic report
Financial oversight including rates and charges	Rates approved and deployed consistently. Audits completed successfully
Contracting powers	100% compliant with policy

Figure 7.4-6 Governance performance

(3) Law and Regulation

MTCCC is fully compliant with all applicable national, state and municipal laws and regulations.

(4) Ethics

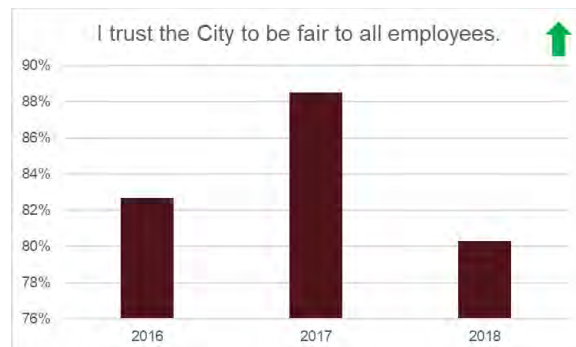


Figure 7.4-7 Employee survey results related to fairness

Figure 7.4-7 shows results from the last 3 years of the employee satisfaction survey for the statement “I trust the City to be fair to all employees”. MTCCC’s 2018 results are significantly better than the most recent SHRM comparable level of 55%.

MTCCC has had no grievances filed over the past 5 years.

(5) Society

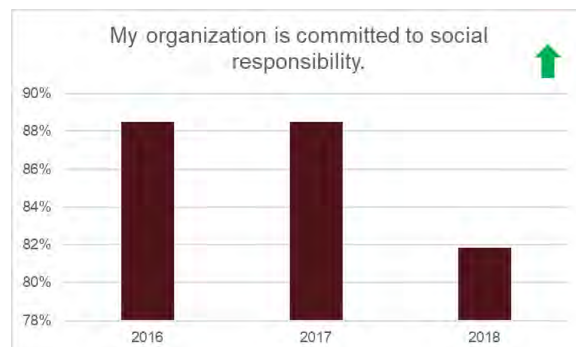


Figure 7.4-8 Employee survey results related to social responsibility

Figure 7.4-8 describes results from the last 3 years of the employee satisfaction survey for the statement “My organization is committed to social responsibility”. While MTCCC’s 2018 results are somewhat lower than in 2016 and 2017, we remain substantially ahead of the most recent SHRM comparable level of 63%.

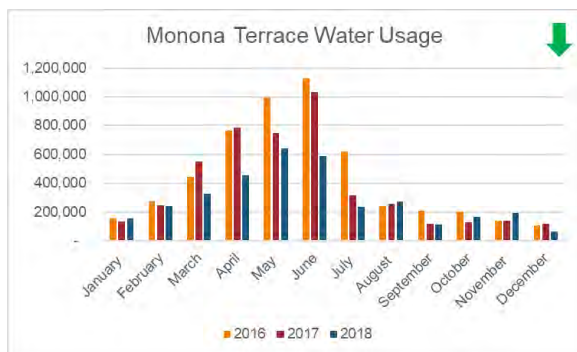


Figure 7.4-9 Employee survey results related to social responsibility

Figure 7.4-9 describes results from the last 3 years of water usage by month. As a public facility serving hundreds of thousands of people each year, MTCCC has significant water demands. We have worked to strategically reduce water usage through a variety of approaches, yielding significant reduction in overall consumption year over year. Figure 7.4-11 describes the reduction in water usage compared to the prior year.

2016	2017	2018
97.14%	86.46%	75.48%

Figure 7.4-11 Total year over year water usage reductions

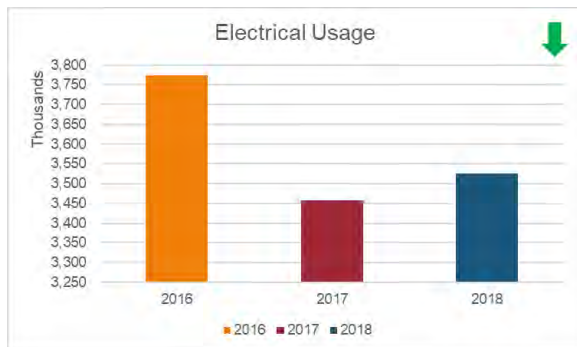


Figure 7.4-11 Electrical usage 2016-2018

As a steward of our facility, we must also practice stewardship of our resources. Figure 7.4-11 shows the annual electrical consumption of the facility. We expect some year to year variation in consumption due to the mix of events we host, however, we have made progress in reducing overall electrical usage through smart building management practices and more modern equipment that consumes less electricity.

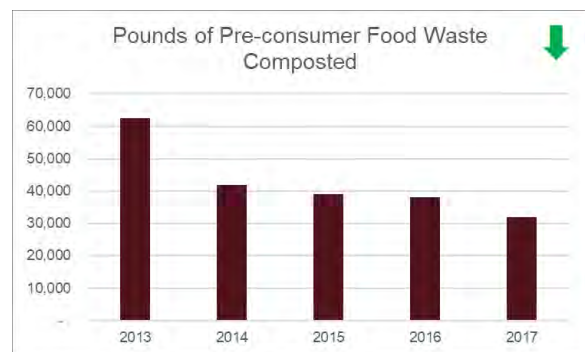


Figure 7.4-12 Annual pounds of composted food waste

With well over 100,000 meals served annually, we have the potential for excess food waste. MTCCC and Monona Catering have worked cooperatively to continually address the contributing factors of food waste and reduce the pounds of food waste composted. Over the past 5 years, we have reduced total food waste composted by nearly 50%. This came about through many factors, including menu selections, portion sizes, presentation strategies, pricing, and abundant VOC efforts.

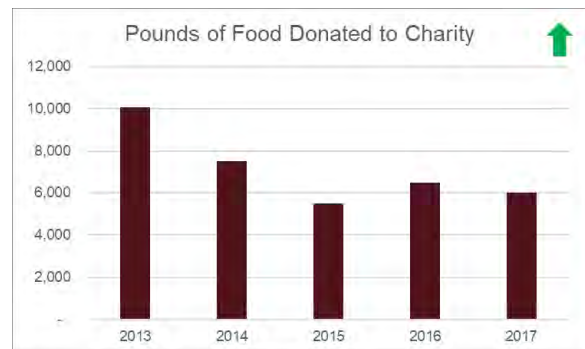


Figure 7.4-13 Pounds of food donated annually

Another solution to resource stewardship is donating good food that we can't use to charities that can. In a perfect situation, this result would be zero, but customers drive the purchasing decisions for their events, and no customer wants to run short of food. We continue to look for ways to minimize unused food and to preserve the quality of unused food for charitable consumption.

LEED-EB Certification Results = 71 Points	
Energy use	27% below similar facilities
Water use	46% below LEED benchmark
Green energy performance	100% electrical power consumption and non-electric emissions offset through green energy purchases
Lighting performance	100% LED installation
Electronic recycling	2,533 lbs. electronic equipment recycled
Food composting	Over 20 tons composted
Charitable food donations	Over 6,000 lbs. average donation annually

Figure 7.4-14 LEED-EB certification highlights

Figure 7.4-14 describes highlights from our most recent LEED-EB certification. LEED (Leadership in Energy and Environmental Design) is an internationally recognized green building certification system, determined through evaluation criteria with 100 possible points.

Buildings can qualify for four levels of LEED certification:

Certified — 40-49 points
Silver — 50-59 points
Gold — 60-79 points
Platinum — 80-100 points

Areas of possible point accumulation are sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, location and linkages, innovation in design and regional priority.

Monona Terrace has maintained LEED Best Practices continuously since 2007 when it became the first convention center awarded LEED-EB Silver certification. Monona Terrace was awarded the higher LEED-EB Gold level recertification in November 2015.

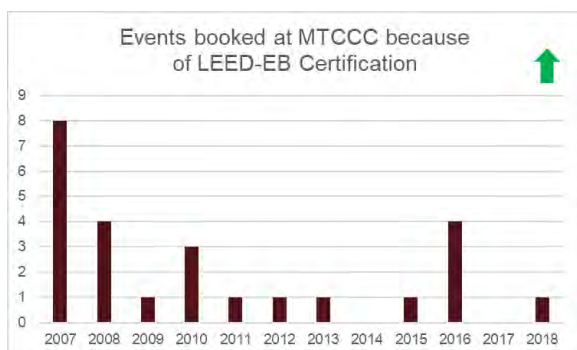


Figure 7.4-15 Events booked because of LEED-EB certification

Figure 7.4-15 shows the historical value that LEED-EB certification has brought to MTCCC.

Since initial certification at the silver level, 25 customers have indicated LEED-EB certification was a factor in choosing MTCCC for their event.

b. Strategy Implementation Results

The table on the following page describes the seven strategic goals, and corresponding strategic objectives, action plans, targets, and outcomes by quarter in 2018. Outcomes are colored according to their performance against target, with green meeting or exceeding the target, and red underperforming the target. While not explicitly described, target values may reflect benchmarks obtained from comparative sources. One such example is the target value for the Net Promoter Score (NPS) which was set at 75 – 5 points higher than the threshold for “world class” satisfaction and engagement.

Of the 20 action plans undertaken to support our strategic objectives, we had final outcomes for 17 of them as of this writing. Of those 17, 14 (82%) met or exceeded expectations.

7.5 Financial and Market Results

a. Financial and Market Results

(1) Financial Performance

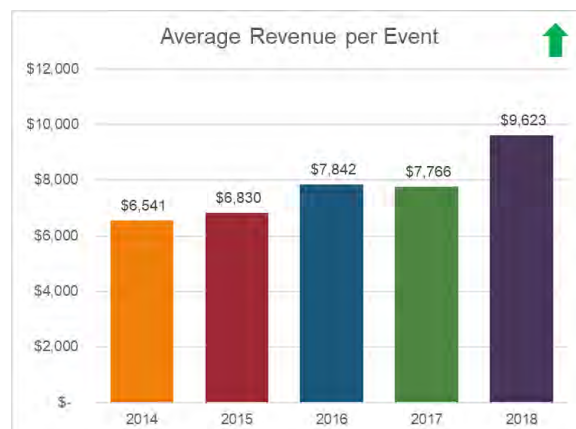


Figure 7.5-1 Average revenue per event

One of the core measures of economic vitality and financial performance is the average revenue per event shown in Figure 7.5-1. This is calculated by taking the total amount of revenue earned from events divided by the number of events held. As we have become more focused on the factors driving customer satisfaction and overall experience, we have earned more on a per-event basis.

				Actual 2018				
Strategic Objective	Action Plan	Performance Indicator	Target	Q1	Q2	Q3	Q4	Year
Strategic Goal 1: Develop a culture of innovation to optimize performance and customer delight								
Promote a culture of Innovation at every level in the organization	Through training and education develop a culture of innovation	Number of innovation ideas received	50	11	11	6	9	37
		Percentage of innovation ideas received that were implemented.	25	7	8	2	5	22
	Generate a method to capture employee focused innovation ideas	Number of innovation projects that generated revenue, produced cost savings or improved our processes.	100%	100%	100%	100%	100%	100%
Capture employee innovation ideas to achieve customer delight	Identify future customer needs and wants	Scorecard completion	100%	N/A	N/A	N/A	100%	100%
	Drive customer focused innovation that delivers customer delight	Customer Satisfaction - Net Promoter Score	75	91	89	93	90	91
Use data collected to drive performance measurement	Improve data collection analysis and decision-making process to monitor key performance driving measures	Identify our top 10 key performance measures, to track and drive performance and customer delight.	100%	25%	25%	25%	25%	100%
Strategic Goal 2: Workplace Excellence								
Commitment to Employees and Volunteers	Measure and improve employee satisfaction and engagement	Employee Satisfaction & Engagement Survey	90%	N/A	N/A	N/A	95%	95%
Employee Engagement	Improve employee (hourly) retention	Turnover rate	<5%	7%	7%	5%	0%	4.55%
	Improve communication with employees	Engagement Survey Question	85%	N/A	N/A	N/A	83%	83%
Safe Place to Work	Reduce lost work time (sick time)	Percentage of lost work time	<5%	3%	2%	2%	2%	2.3%
	Decrease Worker's Compensation Claims	Worker's Compensation Claims	<60 days	0	0	1	1	2
Create a culture of cooperation and teamwork	Develop a culture of shared accountability throughout the organization	Internal Customer Service Survey	85%	N/A	N/A	N/A	87%	87%
Strategic Goal 3: Financial Viability								
Responsibly Manage Financial Resources	Work within Monthly Operating Expense Limits	Monthly variance (spending to budget)	Per Budget	99%	109%	107%		
	Meet Sales Revenue Goals	Quarterly Sales Revenue	Per Budget	117%	131%	122%		
Provide Economic Impact to the City	Measure and share the economic impact of Monona Terrace	Oxford DMIA Study Results	Actual	N/A	N/A	N/A		
Strategic Goal 4: Community Advocacy to Enhance Growth								
Influence and Educate Stakeholder's and Advocates	Implement a quarterly environmental scan and review of key issues & strategies	Completion of Review	Done	Done	Done	Done	Done	Done
	Engage audience through community programs, outreach, and related PR	Amount of time spent on community outreach and value of PR achieved for MT activities	PR Val > \$300,000	\$214,132	\$584,000	\$766,195	\$882,952	\$882,952
Strategic Goal 5: Community Engagement								
Provide Opportunities for Community Access and Participation	Grow community programs and tours to maximum potential	Attendance at community programs and tours	10 % Incr.	3,143	16,385	29,867	3,609	45,370
Enhance Public Engagement	Grow public engagement through communication	Website visits, email marketing growth, social media interactions	10% Incr.	EM 14,100 FB 14,284; TW 3,410; IG 1,677	EM 16,628; FB 14,793; TW 3,747 IG 1,677	EM 16995 FB 14,827 TW 3,783 IG 1,677	EM 16995 FB 14,862 TW 3,815 IG 1,677	EM 16995 FB 14,862 TW 3,815 IG 1677
Strategic Goal 6: Strive for a workforce that reflects the community's diverse population								
Review existing workforce diversity using an expanded definition of diversity	Increase our communication on diversity topics	Communication on diversity at quarterly all staff meetings	4 Prg'd	1 Done	2 Done	3 Done	4 Done	4 Done
Strategic Goal 7: Enhance an organizational culture that values diversity								
Identify opportunities to expand knowledge of diversity	Increase opportunities to expand knowledge of diversity	Number of management employees that attended diversity training	12	3	3	3	3	12
Improve diversity outcomes	Expand recognition of diversity outcomes	Number of Equity plan projects completed	4	1 Done	2 Done	3 Done	4 Done	4 Done



Figure 7.5-2 Annual change in revenue per event.

Figure 7.5-2 illustrates the result of our strategic shift to focus on conferences and conventions (over weddings and banquets) where our strategic advantages in audio/video solutions are desired by this market segment.

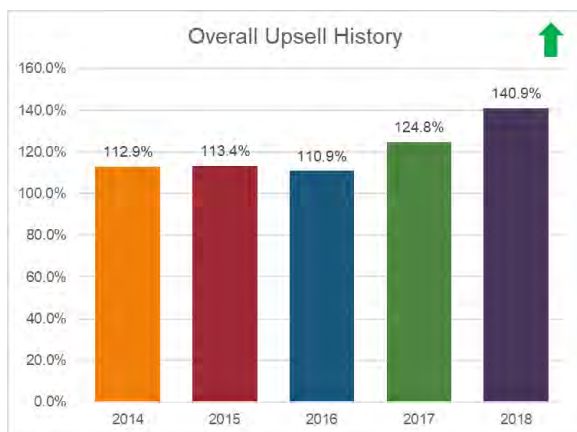


Figure 7.5-3 Overall upsell performance

Upsell percentage is the comparison to what the planned room rental was versus the total of revenue generated by an event (or event type).

For example, if the planned room rental for an event was \$100, and the event total revenue generated for MTCCC was \$200, the upsell percentage would be 100% since revenue was double the planned rental.

Revenues counted in this calculation include room rental, catering commissions, A/V, security, and set-up charges.

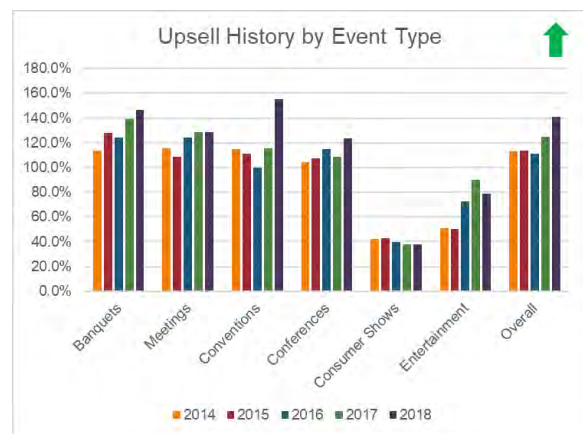


Figure 7.5-4 Upsell performance by event type

Upsell by event type shows how MTCCC has been successful in selling value-added features and amenities across all event types over the past 5 years. Not only have we been successful in upselling against the plan for all event types (all are positive), but we have nearly doubled expectations in 2018 for 4 out of the 6 event types.

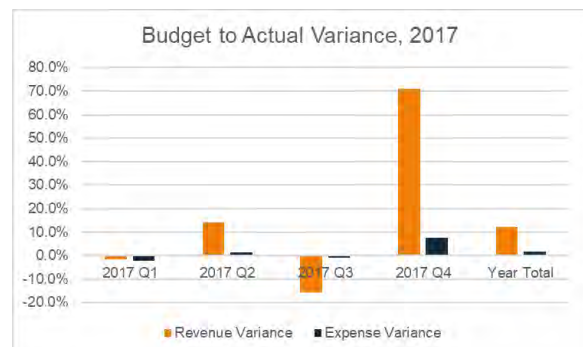


Figure 7.5-5 Budget to Actual Variance - 2017

Figure 7.5-5 shows MTCCC's revenue budget versus expense budget for 2017. Performance in 2017 was highly favorable, with revenue vastly exceeding expectation in Q4, yielding a year-end result of revenues exceeding budget by 12.1%, and expenses exceeding budget by 1.7%. 2018 had not been finalized at the time of this writing.



Figure 7.5-6 Total revenue

2018 was MTCCC's best revenue year in its 22-year history, totaling \$5,564,960, approximately \$12,000 better than our previous all-time high in 2016. The record revenue comes because of our strategic shift towards conferences and conventions, where customers are willing to pay more for an event experience that capitalizes on high-end audio/visual technology, one of the key advantages MTCCC has in the marketplace.



Figure 7.5-7 Annual gift shop sales and profit

MTCCC's gift shop offers a variety of Frank Lloyd Wright-inspired items for sale and provides another reason for tourists, visitors, and event patrons to visit our facility or gift shop website. Over the past 5 years, sales have been within a 13% range, from \$139,705 in 2014 to a high of \$157,222 in 2017. Our net sales exceed the current Museum Store Association (MSA) industry median benchmark of \$138,807. However, our current profit margin of 45% is under the MSA median benchmark of 49%.



Figure 7.5-8 2018 Gift shop sales per visitor

MTCCC's 2018 Gift shop sales per visitor of \$5.16 exceed the Museum Store Association industry benchmark of \$3.88 by nearly 33%.

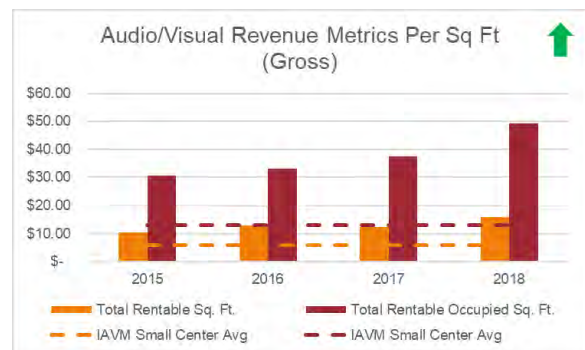


Figure 7.5-9 A/V Revenue per sq. ft. - gross

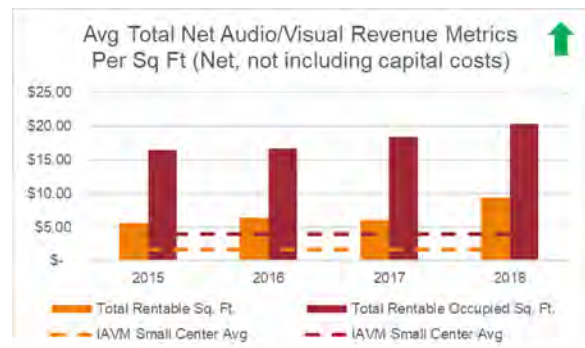


Figure 7.5-10 A/V Revenue per sq. ft. - net

Figures 7.5-9 and 7.5-10 show MTCCC's A/V revenue performance per square foot in both a gross and net calculation compared to the most recent IAVM benchmark data for small convention centers. Regardless of the method of calculation, MTCCC vastly outperforms the IAVM benchmark.

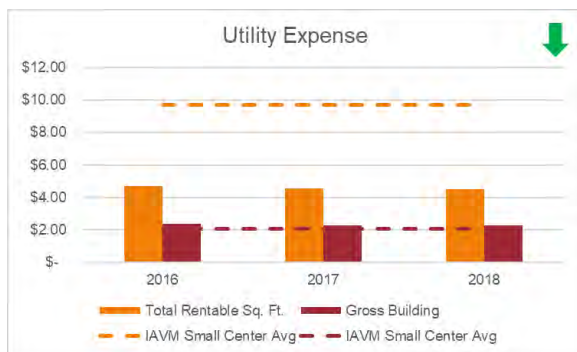


Figure 7.5-11 A/V Revenue per sq. ft.

Utility expenses are a major cost at MTCCC. Compared to the IAVM benchmarks, utility expenses based on rentable square feed are significantly lower. For the whole building, MTCCC meets the current IAVM benchmark for small convention centers.

(2) Marketplace Performance

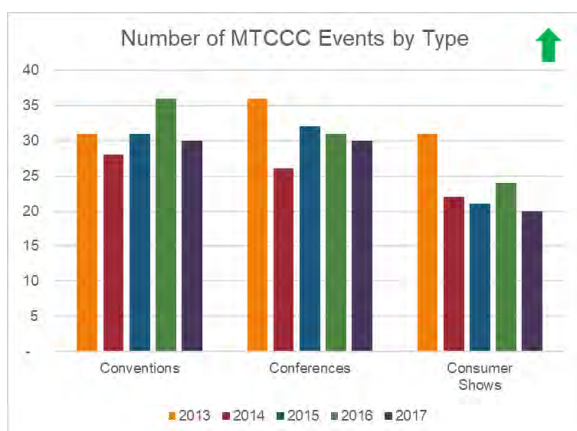


Figure 7.5-12 Number of conventions, conferences and consumer shows since 2013

The number of conventions, conferences, and consumer shows held tells only part of the story of MTCCC's success. While the actual number varies somewhat year to year, the increase in spending for those events has driven revenue performance for the organization. With higher revenue per event and slightly fewer individual events per year, we exert better control of expenses such as FTE costs. The most recent IAVM benchmarks for small convention centers show the average number of conventions and consumer shows to be 29. In 2017, MTCCC hosted 50 conventions and consumer shows.

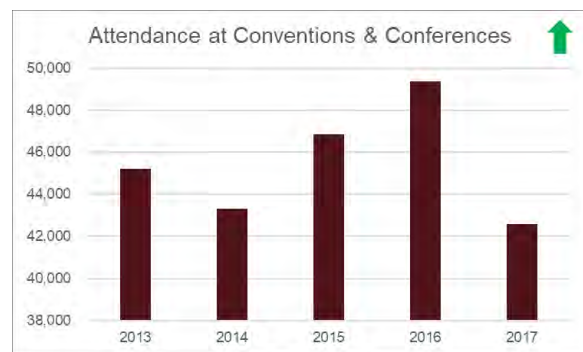


Figure 7.5-13 Attendance at conventions and conferences

Attendance figures have been in a narrow range over the 5 years shown, fluctuating somewhat with the number of conventions and conferences held during the year.

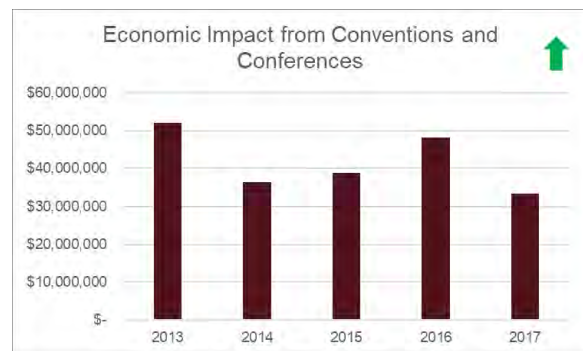


Figure 7.5-14 Economic impact from conventions and conferences

Estimates for the economic impact from conventions and conferences held at MTCCC to the City of Madison is shown in Figure 7.5-14. Attendees of these events spend money on hotels, food, entertainment, transportation and other expenditures that favorably impact the economy in the City of Madison and surrounding areas.

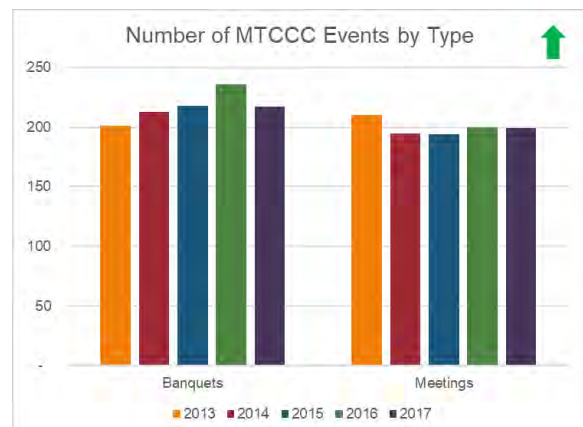


Figure 7.5-15 Number of banquets and meetings since 2013

As seen in Figure 7.5-15, the number of banquets has been growing incrementally since 2013, whereas the number of meetings has been essentially unchanged. This is somewhat expected, as our strategic focus has been on attracting conventions, conferences and consumer shows that seek an extraordinary, incomparable experience for their attendees.

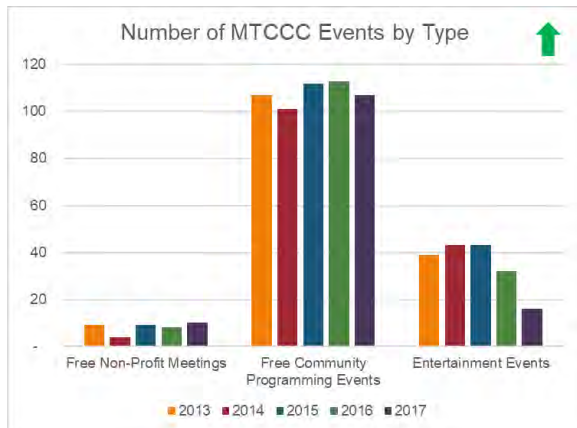


Figure 7.5-16 Number of nonprofit meetings, free community events, and entertainment events since 2013.

As seen in Figure 7.5-16, our commitment to the number of nonprofit meetings and free community events have remained essentially unchanged over the past 5 years. The number of entertainment events has been reduced by over 50% during that period. This was due to the retirement of the host of the “Whad Ya Know” radio show and its subsequent discontinuation. The show was held 26 times per year.

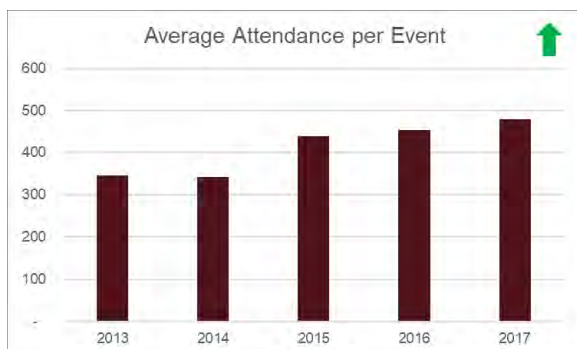


Figure 7.5-17 Average attendance per Event

Figure 7.5-17 shows the average attendance per event from 2013 to 2017. During this time, we’ve experienced steady growth in average attendance

by reducing the number of events that weren’t well attended in the past. This commitment to using VOC to determine event offerings is expected to sustain high rates of average attendance.

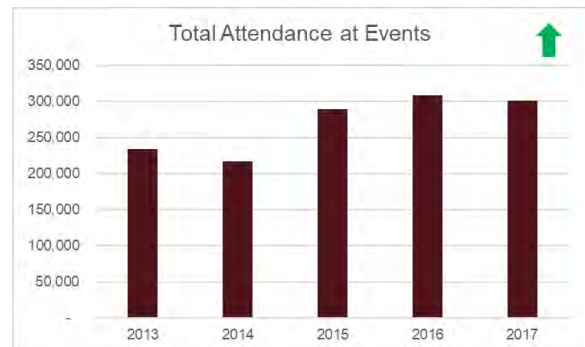


Figure 7.5-18 Total attendance at events

Figure 7.5-18 shows the total attendance at events from 2013 to 2017. The most recent Price Waterhouse Coopers Convention Center Report from 2017 describes comparable results from 18 small convention centers who averaged 264 events per year and had 202,300 total annual event attendance. MTCCC has exceeded this benchmark for all 5 years shown.

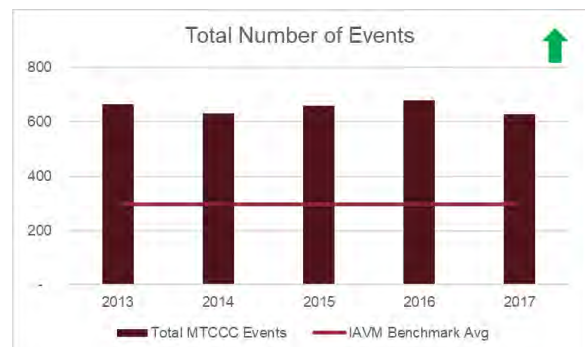


Figure 7.5-19 Total number of events

Figure 7.5-19 shows the total number of events held at MTCCC from 2013 to 2017. The most recent IAVM benchmark for small convention centers shows the total average number of events was 296. MTCCC held significantly more events than our peer comparators for each of the years shown.

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