



**YELLOWSTONE COUNTY MONTANA
REQUEST FOR PROPOSALS
METRAPARK MANAGEMENT SERVICES**

08/16/2022

Notice is hereby given that the Board of County Commissioners of Yellowstone County ("County"), Montana is currently soliciting proposals from qualified professional venue management companies for providing private operations management for the MetraPark campus.

All proposals must be labeled "Venue Management" with 6 copies mailed (1 original and 5 copies) to the Board of County Commissioners, PO Box 35000, Billings, MT 59107 or delivered to their office, Room 3101, located on the 3rd Floor the Stillwater Building, 316 North 26th Street, Billings, MT 59101. Proposals must be received no later than 5:00 p.m. September 19th, 2022. All timely & correctly labeled proposals received by this time and date will be opened and read aloud at 9:30 a.m. September 20th, 2022, in the Commissioners Board Room, 3rd Floor of the Stillwater Building, 316 North 26th Street. Proposals received after the aforementioned time and date will not be considered.

All proposals received will be time and date stamped. The time and date stamped on each proposal must indicate that it was received no later than 5:00 p.m. MDT September 19th, 2022.

No proposals may be withdrawn for at least 90 days after the scheduled deadline time for receipt of the proposals.

All Montana laws pertaining to resident Vendors, both state and county, will be adhered to if applicable.

In order to ensure prospective professional venue management companies, have a complete understanding of the RFP, a Pre-Submittal meeting will be held at 10:00 a.m. on August 31st, 2022, at MetraPark, Billings, MT 59101. Any parties interested in submitting a proposal are highly encouraged to attend.

Any information submitted to the County as part of any request, including but not limited to a previous response to an RFQ&I process for MetraPark management, will not be used for this RFP submittal. Any information the prospective Vendor wishes to be considered must be included with this RFP submittal.

COMPLIANCE WITH LAWS

The Vendor agrees that, upon award of successful bid and completion of mutual agreement of contract, it shall be bound by the laws of the State of Montana in performance of services related to MetraPark management.

The Vendor must, in performance of work under this contract, fully comply with all applicable federal, state, or local laws, rules, and regulations, including but not limited to the Montana Human Rights Act, Civil Rights Act of 1964, the Age Discrimination Act of 1975, and the American with Disabilities Act of 1990. Any subletting or subcontracting by the Vendor subjects Sub Vendors to the same provisions. In accordance with Section 49-3-207, MCA, the Vendor agrees that the hiring of persons to perform the contract will be made on the basis of merit and qualifications and there will be no discrimination based upon race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin by the persons performing under the contract.

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INSURANCE REQUIREMENTS

Vendor shall maintain at its sole cost and expense, commercial general liability insurance naming Yellowstone County, as additional insured for this contract against liability for damages for bodily injury, including death and completed operations and property damages in a minimum amount of Seven Hundred Fifty Thousand Dollars (\$750,000.00) for each claim and One Million Dollars , (\$1,000,000.00), in the aggregate arising from incidents which occur as the result of Vendors negligence during the contract and for which Yellowstone County/Yellowstone County Sheriff's Office, sole basis of liability is vicarious liability for the acts or omissions of the Vendor or/and Sub Vendors. Vendor shall maintain for this contract at its cost and expense, insurance against claims for injuries to persons or damages to property, including contractual liability which may arise from or in connection with the contract by Vendor, agents, employees, representatives, assigns and sub-Vendors. This insurance shall cover claims as may be caused by any negligent act or omission. The policy of insurance shall be an occurrence policy with a Best Rating of A- or better and must be in force throughout the contract.

Vendor shall name on the Certificate of liability insurance Yellowstone County as additional insured throughout the contract. In addition, Vendor will furnish to Yellowstone County a copy of the policy endorsement, CG 32 87 05 10, indicating that Yellowstone County is named as an additional insured under the Vendors insurance policy for this contract. Vendor agrees to furnish both the Certificate of insurance and policy endorsement at least ten (10) days prior to beginning work on the contract.

WORKERS' COMPENSATION

Vendor is required to maintain workers compensation insurance, or an independent Vendor's exemption issued by the Montana Department of Labor covering Vendor and Vendor's employees. Vendor is not, nor is Vendor's workers, employees of Yellowstone County. Workers Compensation insurance or the exemption from the workers compensation obligation must be valid for the entire period of the contract.

It is the Owner's desire to award a four (4) year contract with optional renewals for an additional three (3) years, not to exceed seven (7) years total.

The contract will not necessarily be awarded to the Vendor with the highest financial return to Yellowstone County, but to the vendor that demonstrates the best ability to fulfill the requirements of this RFP as determined by the County from the total information submitted. A determination shall be made of the vendor's financial and operational ability to serve the County. Only proposals from financially responsible organizations, as determined by the County, that are presently engaged in the business of providing venue management shall be considered. Representatives from the County reserve the right to contact the vendor's current and prior clients under their management prior to the award of this contract. The selection committee may ask finalists to participate in phone interviews or virtual demonstrations or to provide written responses to items requiring clarification. Any costs associated with interviews or demonstrations are the sole responsibility of the prospective vendor.

SCOPE OF WORK

The potential Contract resulting from this RFP shall be for the management and operations of the MetraPark Complex on behalf of and for the benefit of the County.

Operational services require the professional management operator to manage, in the most efficient and cost-effective manner possible, all aspects of the MetraPark Complex operations. Operations includes, but not limited to, grounds-keeping, custodial and maintenance services, security, booking, marketing, event services including setup/tear down, scheduling, promotions, audience development, sponsorship and promotional services, food services, ticket-related services, and financial/ administrative services including accounting, budgeting, purchasing, certain human resources/personnel and contracting.

Specific services and expectations of the successful Vendor will include, but not be limited to the following:

1. Manage, operate, and maintain the MetraPark Complex to the highest industry standards and in the best interests of the County. Ensure that the facility is kept clean, safe, secure, and in good working order.
2. Providing and/or managing certain labor, materials, equipment, and technical professional services required to manage, operate, supervise, and maintain the MetraPark Complex in the most efficient manner consistent with the operations of similar first-class arenas in compliance with all statutes, ordinances, laws, rules,

regulations, and requirements of Yellowstone County, the City of Billings, the State of Montana, and the United States.

3. Maximizing the utilization and revenue-generating capacity of the Yellowstone County/MetraPark facilities while minimizing the net cost to the County.
4. Providing annual operating line-item budget by program to include at a minimum, a projected income and expense statement compared to the approved budget. The budget shall include anticipated events and attendance for the year.
5. Providing services leading to the acquisition of naming rights for the MetraPark Arena and other buildings when existing agreements expire, subject to approval of the Board of County Commissioners.
6. Complying with the spending limitations imposed in the budget created by the Vendor and approved by the Board of County Commissioners.
7. Providing a broad array of cultural, educational, entertainment, sporting and other activities and events to meet the demands of the local population including the students at local universities/colleges and schools.
8. Stimulating the economy within the geographic boundaries of Yellowstone County.
9. Protecting the County's capital investment in the MetraPark Complex through a high standard of maintenance, to include HVAC and plumbing systems.
10. Providing recommendations to the County regarding capital fund maintenance that may include proposing MetraPark Complex capital improvements to be funded by innovative revenue sources developed and implemented by the operator, subject to any applicable laws, rules, and regulations.
11. Involving all segments of the community in the employment and business opportunities generated by MetraPark Complex operations.
12. Book events at the facilities that draw attendees or participants from outside the region and provide positive economic impacts to the community.
13. Providing experienced, professional management personnel that will ensure quality performance at all times.
14. Begin full operations of the MetraPark Complex upon execution of a formal contractual agreement.
15. Develop annual operating, maintenance and management plans for the MetraPark Complex including operating budgets with defined performance measures.

16. Conduct an annual audit of the MetraPark Complex by a certified public accounting firm to develop audited financial reports and to certify compliance with generally accepted accounting practices.
17. Management of Food Services and what Food Services added or changed with your management.

FORMAT OF REQUEST FOR PROPOSAL RESPONSE

Legibility, clarity, detail, and coherence are more important than length and formatting. The following list specifies the items to be addressed in your Request for Proposal. Please read it carefully and address it completely in the order listed to facilitate YELLOWSTONE COUNTY's review of your Request for Proposal.

Any Request for Proposal shall be prepared in a concise format and organized into the sections identified below. The Request for Proposal shall include a table of contents identifying the sections within the Request for Proposal submitted.

1. TRANSMITTAL LETTER

A cover letter must accompany the Request for Proposal and shall be in the form of a standard business letter, signed by an individual authorized to legally bind the Vendor. The cover letter shall include a statement referencing all addenda to this RFP issued by YELLOWSTONE COUNTY. Vendor's Request for Proposal shall remain valid for 90 days after the Request for Proposal deadline.

2. EXECUTIVE SUMMARY

The Executive Summary shall condense and highlight the contents of the Request for Proposal in such a way as to provide an overview of the recommended management, operational, marketing concepts, and proposed business terms and conditions including renewal options. Identify any unique qualities and capabilities of the project team, its projects and programs that distinguish the Vendor. The Executive Summary shall also include a statement of the scope or a statement of the proposed terms guiding the RFP response. Please include in detail how you envision the Board of County Commissioners fitting in to management and operations decision-making, if at all, from both a day-to-day and an overall perspective.

3. QUALIFICATIONS AND EXPERIENCE

The purpose of this section is to introduce the firm(s) comprising your project team, their roles and responsibilities, qualifications, and relevant experience.

a. TEAM ORGANIZATION

Provide an overview of the firm and management team including a summary of the firm, type of ownership, length of time the firm has been in business and firm

capabilities. Please include an organizational chart showing the structure of the management team including areas of specialization (if applicable) including, but not limited to administration, finance, human resources, marketing, ticketing, operations, maintenance, and other disciplines necessary to manage a multi-purpose complex.

b. TEAM EXPERIENCE

Provide a brief statement outlining the experience of the project team in the management of similar projects. Provide demonstrated experience and approach in the transition of arena management companies, if applicable, and management services.

c. COMPARABLE PROJECTS

Submit a summary of past and current comparable projects of similar scope that your firm has undertaken within the last five years, including a description of the type and size of arena and complex, listing of events (types) and utilization measures, management/financial reports, business terms, and overall success of each project.

4. KEY PERSONNEL

This tab should include the resumes or curriculum vitae of the Vendor's key staff members.

5. VENDOR HISTORY

This section should include a comprehensive narrative history or company profile including date organized to provide private management for similar facilities; corporate background, number of employees, number of years of doing business under the same name; and corporate office organizational structure. This section should also include a list of any awards or innovative ideas for which your company has received recognition.

6. REFERENCES

Provide a minimum of three (3) references including the venue name, venue description, team members involved, dates of services performed, and reference contact information including client's name, address, contact name, phone number and email address. This section should also include an affirmative statement that the Vendor grants its consent for YELLOWSTONE COUNTY to contact the references for purposes of evaluating the Vendor for this potential contract and acknowledges that any information obtained from the Vendor's references will not be disclosed to the Vendor.

7. PROJECT APPROACH

This section should describe in detail the Vendor's Request for Proposal for providing MetraPark Complex management services solicited by this Request for Proposal.

a. PROPOSED MANAGEMENT PLAN

The Vendor shall submit a proposed plan for the management and operations of the MetraPark Complex that maximizes value to the County. The proposed management plan shall include a description of the Vendor's general approach the MetraPark Complex's management, assignment of risk, the results expected from

implementation of the management plan and the critical factors for achieving the MetraPark Complex's success and County's goals.

Please provide:

- An explanation of the overall philosophy on how the MetraPark Complex will be managed.
- A description of employer/employee relationships and the proposed management structure including an organizational chart, how the management team reports to corporate offices (if applicable) and other key stakeholders, and the management team's departmental functions including executive, administration, marketing, public relations, operations, event services, human resources, and finance.
- A description of local management personnel that are projected to be assigned to the MetraPark Complex.
- A brief understanding of whether and how your organization fits into Montana finance laws as they relate to local governments and a detailed description of any particular experience you have as relates to Montana.
- Examples of management/financial reports used by your organization to report operational results to municipalities.
- Each Vendor is to provide historical profit and loss information for 3 to 5 locations currently under their management for like-kind venues only. This detail should include line-item detail for various components of revenue and expenditures, including staffing levels and related salaries. If possible, this should include locations with more than one venue building in use, have agricultural activities as part of the annual calendar and annual fair activities. Five years of Financial data is preferred, due to anomalies that may have occurred due to COVID.

b. PROPOSED MARKETING PLAN

Describe the proposed marketing and promotional concepts that will further the success of the MetraPark Complex maximizing the benefits to the County and regional area. This should include your approach to promoting, co-promoting and/or creating new events at the MetraPark Complex.

Describe proposed approach to booking/scheduling, promoting, advertising, and marketing events at the MetraPark Complex. Include procedures and policies for scheduling events with outside promoters, event coordinators, and others. Also

describe your approach for booking/scheduling local events. Include specific examples of your ability to attract and successfully service and implement the proposed events. In addition, the Vendor will include available evidence and examples of networking among the Vendor's clients or other means used to enhance programming and describe the extent to which such means would be available at the facilities.

List the Vendor's event scheduling goals for the MetraPark Complex - including number, type of events, and recommendation of other performance measures.

Describe past experience working with existing renters such as the Nile, Chase Hawks, Vendor Events (Gun Shows, Rescue & Reclaimed, Dance Competitions, MATE, MontanaFair, etc.) Describe how event scheduling and promotion will be coordinated with County programs or other entities. List any potential issues/concerns to consider and how they would be addressed.

Discuss any competing facilities managed by the Vendor. Present a plan for preventing any conflict of interest in managing competing facilities.

c. PROPOSED OPERATIONS PLAN

Provide a description of the policies and proposed methods of providing all key management services related to the operation of the MetraPark Complex as a first-class entertainment complex.

Describe the organization of the proposed operations staff including an organizational chart listing positions, functions, and responsibilities.

The Vendor should identify those services they intend to contract out. Vendor to provide services, supplies, and materials for the MetraPark Complex.

Provide a description of how current Union employees will be integrated into the structure, including whether it is intended that future negotiations will take place or a "buyout" with the Union is anticipated, including how such payment is or is not included in the RFP total.

To the extent applicable, the Vendor should describe their management transition plan including a timetable to take over MetraPark Complex operations and past experience with such transitions.

The proposed financial plan should clearly identify which entity/entities would be responsible for (a) funding of a capital reserve, (b) subsidizing any potential event center operating losses, and (c) unplanned shortfalls on the Vendor's debt repayment, if applicable.

d. FINANCIAL PROPOSALS

- **Include in a Separate Envelope with Submittal**
- **Base Fee**
- **Incentives**

List of financial responsibilities and obligations of the Vendor and the County

As an alternate pricing model, please provide numbers for a compensation proposal that is limited to base management fee and quantitative incentive fees. If proposing commissions for advertising, sponsorships, and premium seating, etc. please clarify if that is on top of what you would derive from a quantitative incentive fee, and the costs to be paid by the County for any staffing to generate those revenues. In the alternate pricing model, we have no interest in any capex funded by your firm, scholarships to local organizations or any other funding provided back to either the County or community from your firm that is directly tied to your proposal. This is not to say that your firm couldn't provide opportunities or awards or gifts to the community on your own, during the term of any agreement.

e. SUBCONTRACTING

This section should identify any of the required services that the Vendor intends to subcontract, if any, providing the following information:

- Reasons for subcontracting
- Proposed subcontractors' responsibilities
- Identity of proposed subcontractors including location, relevant personnel and experience, previous use as a subcontractor, and any other relevant supporting information.

The Board of County Commissioners reserves the right to reject any or all proposals received, to waive informalities to evaluate the proposals submitted, and to accept the proposal that best serves the interests of Yellowstone County.

No proposal may be withdrawn for at least 90 days from the proposal due date.

Yellowstone County will not pay for any information requested, nor is liable for costs incurred by the Vendor in responding to the RFP.

Vendor is solely responsible to delivery of submittal on or before the time and due date stated in this RFP.

Questions related to the Request for Proposal submittal shall contact James Matteson at 406-256-2717 or email jmatteson@yellowstonecountymt.gov

Questions or clarifications regarding this Request for Proposal must be directed by email only solely to jmatteson@yellowstonecountymt.gov. All questions presented will be answered by posting on the Yellowstone County website www.yellowstonecountymt.gov/purchasing/ to all potential Vendors. Questions will not be answered by phone conversation. The deadline for presenting questions or clarifications is September 9th, 2022.

Any discussion with YELLOWSTONE COUNTY personnel, other than those listed as authorized contacts, regarding this RFP (from the time the RFP is issued until the final selection of the firm) is strictly prohibited, except during the scheduled tour of the facility. Such contact and discussion may result in disqualification of the Vendor's Request for Proposal response to the County.

Done by order of the Board of County Commissioners, Yellowstone County, Montana this 16th day of August 2022.

Board of County Commissioners
Yellowstone County, Montana

Donald W Jones, Chair

Attest:

Jeff Martin, Clerk and Record

REQUEST FOR PROPOSALS
METRAPARK VENUE MANAGEMENT SERVICES

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Schedule

Request for Proposal Release	August 16 th , 2022
RFP Questions on RFP submittals Open	August 17 th , 2022
Pre-Submittal meeting	August 31 st , 2022
RFP Questions on RFP Close	September 9 th , 2022
RFP Submittal Deadline	5:00 p.m. September 19 th , 2022
RFP Opening and Acknowledgement	9:30 a.m. September 20 th , 2022
Refer to Selection Committee	September 20 th , 2022
Selection Committee Recommendation	October 18 th , 2022

INTRODUCTION

MetraPark is a 189-acre complex owned by Yellowstone County with multiple facilities on the property. The 1st Interstate Arena can hold up to 12,000 people, and host to Montana's largest concerts, family shows, rodeos, motor sports and more. The arena has been the host to the PBR's tour for the past 26 years, NBA pre-season games, home of the Billings Outlaws Champions Indoor Football League, host to NCAA divisional tournaments, State of Montana high school basketball & wrestling tournaments, and concerts including Garth Brooks, Bob Seger, Chris Stapleton, Luke Combs, and Morgan Wallen.

MetraPark currently contracts with companies/organization to provide:

- Ticketing services – AXS
- Security and Janitorial – CMS
- Sound and Video – DIS
- Grounds Cleaning – VIP Services
- Alcohol – Breakfast Exchange Club (beer and wine) Anderson Group (beer, wine, and alcohol).
- Advertising – multiple companies
- OVG Facilities, LLC - Exclusive third-party Booking Agreement (Arena Only) in the first year of a 5-year Agreement.

The Montana Pavilion is a multi-purpose exhibit building that offers a climate controlled 28,800 sq. ft. that can be segmented into two spaces that can be utilized together or separately.

Expo Center is MetraPark's largest multi-purpose building that offers a climate controlled 77,400 sq. ft. that can be segmented into two spaces that can be utilized together or separately.

With the use of America Rescue Plan Act, significant improvements are in progress at the MetraPark campus. New Daktronics L.E.D signage for public information and public safety warnings and notifications, and vendor advertising, new arena speakers, upgraded Public Address system. New advanced security cameras and significant infrastructure improvements to improve accessibility and improve campus utilities.

SELECTION CRITERIA

The criteria used in selecting a vendor will be as follows:

The vendor will be selected on the basis of the vendors written proposal and any requested presentation. The Selection Committee will review all proposals and make their recommendations for selection. The primary criteria used in selecting a vendor will be as follows:

- A. The Vendor’s demonstrated experience and expertise in arena management with a preference of local government ownership. Experience shall include service in entertainment venues of similar size and volume, as well as experience of staff, district manager and transition team. Vendors shall include a listing of references with their proposal, indicating facility locations, name, and telephone number, email address and contact person. This list should contain at least three (3) current references, preferably of a size comparable to MetraPark.
- B. The Vendor’s operating plan as identified in part in the Scope of Work section of the RFP. This will include but will not be limited to labor and staffing plans, budgetary processes, length of proposed agreement and marketing plans.
- C. The Vendor’s compensation/pricing/investment plan will consider all matters relating to net cost to Yellowstone County. This will include base fees, incentive fees at all levels, other financial components proposed by the Vendor, and consideration of the alternate pricing model requested as part of the RFP.
- D. The Vendor’s proposed transition plan evaluation will include the transition team, the timing for conversion, the costs and responsibilities for the transition and the framework to arrive at an initial partial year budget base and eventual fiscal year budget process.

Evaluation Scoring

1. Experience	30%
2. Operating Plan	30%
3. Compensation/Price/Investment	35%
4. Transition Plan	5%

METHOD OF AWARD

The award will be made to the vendor whose proposal is determined to be the most professionally and technically complete, and under the most favorable overall terms to Yellowstone County, considering the selection criteria. The selection process may, however, include a request for additional information or an oral presentation to support the written proposal. The price structure will be considered firm and cannot be altered after the due date of the proposals.

Following selection of a vendor, the County will engage in negotiation of a potential contract for services. If the parties are unable to agree to the terms of a contract for services, the County may withdraw its award. Vendors agree by submitting a proposal to this RFP that Yellowstone County is not making any offer, explicit or implicit, or any agreement, including but not limited to any term, absent a fully executed Agreement for Services as described below.

The successful vendor shall commence work only after mutual agreement upon a fully executed contract and full approval by the Board of County Commissioners at a Regular Board meeting and after receiving written notification to proceed from Yellowstone County. The successful vendor will perform all services indicated in the proposal in compliance with the

negotiated contract and subject to all applicable local, state, and Federal laws, rules and regulations binding upon Yellowstone County.

Yellowstone County reserves the right to reject any or all proposals received, in whole or in part. Yellowstone County will not pay for any information herein requested, nor is it liable for any costs incurred in the preparation of the proposals.

Vendors whose proposals do not meet the mandatory requirements will be considered non-compliant. After the evaluation of the proposals and selection of the successful vendor.

QUESTIONS/REQUEST FOR DETAIL

Information on your Firm

1. What is your longest contract at any facility?
2. Does your firm purchase any events at facilities you manage?
3. Do you have opportunities to profit as the manager of a government facility and also as the promotor/owner/partner of certain events? Please provide details of these occurrences.
4. Do you currently have a management agreement to put on a county or state fair? List those venues and owner's contact information. If not, how do you propose the MontanaFair will be continued and managed?
5. How many of your managed facilities hit their incentive target in a year? How many managed facilities exceed their incentive? By what percentage?
6. What is your firm's approach to costs associated with transition activities? How are those costs covered?
7. How do you account for events that have historically not paid their own way? What is your approach or policy if a governing board requests such an event after a budget is approved for the fiscal year in question?

Operations

1. Does your firm book event for your venues without input from the governing body, as long as it is in keeping with budgeted estimates for large acts, those benefiting the community etc.? Specifically, how do you resolve scheduling issues between events that may have differing profitability likelihoods?

2. In similarly sized venues you manage, explain the staff time likely required by a county/city employee as the contract administrator or liaison who works day to day with your firm on venue operations and issues?
3. Who establishes rental rates for buildings and grounds with vendors? Describe the County's role in the area. Is there more than one tier of pricing based upon size, or non-profit status, or community value?
4. MetraPark is part of Yellowstone County's enterprise Information & Telecomm operations. As such, it receives administrative and end-user support from the County's I.T. Department as do other Yellowstone County departments. Due to the County's statutory obligations and interagency agreements with regards to law enforcement and Courts, the change in management at MetraPark will necessitate a change in the role of the County in the facility's Information Technology and communications services. The proposal should include a plan for the new management entity to provide separate I.T. and Communications services for MetraPark. Please provide detail as to any experience in that regard and your assumptions on which party assumes the costs involved with building a new network, and costs associated with removing the County's network.
5. Does your firm work with local entities such as a chamber of commerce to assist in covering costs related to certain events that are of benefit to the community, but not profitable to the venue? If so, please provide details relating to the venues for which you provide financial data.
6. Yellowstone County seeks your input on the handling of existing contracts in place, predominately in the area of concessions and alcohol sales. Please explain your intentions in these areas.
7. How does your firm manage programs that do not directly bring in revenue such as 4-H?

Payroll/Staffing

1. Address procedures for providing opportunities for the full time existing MetraPark Complex employees (non-management) and what that would look like? Will they still be full time? If not, what will it look like? To help the County review this area, please provide a breakdown of staffing levels for venues that have come under your management since the end of 2014, showing the number of full-time and part-time employees for the year before your management agreement and current day operations. In addition, please provide a typical list of benefits available to full-time employees, your "hours worked" cut-off to classify and employee as part-time and any benefits you routinely offer to part-time employees. For financial information previously provided to the County as part of its RFQ&I process or for any venue financial data being forwarded to the County as a part of your firms'

response to this RFP, please provide details as to what you did as to staffing levels during the COVID outbreak.

2. Address procedures for providing opportunities for the existing MetraPark Complex employees as part of a defined management transition plan.
3. What existing positions will likely be eliminated or added, if any?

Financial Performance/Budgeting:

1. What is your process for approving any material circumstance or event you deem necessary that may have an impact on the current budget?
2. As to budgets, provide some specific detail as to the process if there is a disagreement on an upcoming annual budget. For example, a firm may believe that the facility will generate a negative \$500,000 from ongoing operations, excluding capex. The governing board may believe that based upon recent performance and other economic factors that several areas of the budget should indicate a loss of only \$300,000.
3. Please provide detail as to your approach to handling budget adjustments for material and unforeseen events. These could relate to anything from local airport closure for an unexpected lengthy period, material damage to facilities in use, etc.
4. Please provide detail as to naming rights revenue per venue initiated and negotiated by your firm for the venues for which you provide financials for Yellowstone County review. This should list the revenue by year, the length of the agreement and how your firm is compensated for this revenue. Is final approval for such contracts obtained from the local governing body in advance? Yellowstone County's current position for such activities does not allow for compensation to the vendor beyond the term of any agreement for private management. Please provide your thoughts on this point.
5. As to revenue derived from naming rights, do you segregate them on your financials? If not, please provide detail as to line items in your presented financials that incorporate those amounts. Further, provide detail as to whether your compensation for naming rights is included in your incentive compensation component listed on your financials.
6. Your firm may desire a percentage, such as 15% or other amounts to be paid for naming rights, advertising, sponsorships, pouring rights, event sponsorships and premium seating. Please clarify is the 15% is a separate fee and that revenue will

also be potentially subject to incentive performance compensation, should Metra's results exceed budget.

7. For each location for which you provide financial detail, please provide a short summary of each as to acreage, number of buildings, capacity/use of each.
8. Has a paid parking policy been instituted at any of your venues after you began providing management services? Please provide separate details as to these situations. Details should be provided for 3 to 5 such venues for the first 3 years of operations with the parking policy in place. Is all parking paid? Do all events at all buildings/locations on grounds require paid parking? How much is collected, by year?
9. Due to the need to use recent results for a benchmark upon which to measure future vendor compensation, while also recognizing the dramatic and limiting impact of COVID-19 in our fiscal years 2020 and 2021, Yellowstone County intends to use FY22 financials as a benchmark. We believe that using FY18, FY19 and FY22 would cause the creation of any inaccurate base upon which to measure future performance. Please provide your input and thoughts on this point.
10. If Yellowstone County and your firm comes to terms on a management agreement, keep in mind that Montana law will limit us to a 7-year contract, although extensions are possible/probable, they are not guaranteed. Our firm preference is a 4-year agreement, with a 3-year extension that must be mutually agreed upon. Please keep that in mind in your pricing detail.
11. If at some point during the term of any agreement or extensions thereof, Yellowstone County obtains voter approval to substantially expand and improve facilities on campus, we believe that any agreement in the near to intermediate term will rendered inaccurate as to measuring a private management firm's benefit to the County. Yellowstone County would view this as a reason to re-open the contract in place and would expect any management contract agreement to allow for this. Also, please provide specific thoughts as to how we would proceed throughout an extended construction period (which may likely negatively impact certain operations and building use) and then during the initial years after completed enhancements. Please refer to the website for MetraPark for tentative plans for the campus, if needed.
12. How does your firm participate in negative results – falling below mutually agreed upon budgeted standards? Would you consider a County termination clause for continued failure in this area – outside of impacts caused by events outside of either party's control?
13. How would the budget for a partial initial year be developed, assuming an agreement commencing any date other than July 1st of any year? With your lack

of familiarity with our operations, we would like feedback as to how benchmarks would be developed in this shortened period. The County has no interest in working off of a contract year basis. All years, aside from the first one, will be on a July 1 – June 30th basis.

14. Do you have a pricing agreement for ticketing with AXS? If so, would you be able to utilize it as the private management firm of Metra, should the County get AXS to approve the re-pricing of our agreement with them under terms of any private management firm we may employ?
15. Please Provide detail on an estimated initial cash balance your firm requires for commencing operations.

End of Request for Proposals