

DECC BOARD OF DIRECTORS MEETING

Video-Conference via Zoom

Wednesday, April 28, 2021

11:30 AM to 1:00 PM

- I. **APPROVAL OF AGENDA** *Action Item*

- II. **APPROVAL OF MINUTES**
Regular Board Meeting on March 31, 2021 *Action Item*

- III. **APPROVAL OF CHECK RUN**
Check Run - March 2021 *Action Item*

- IV. **EXECUTIVE DIRECTOR REPORT**
 - a. Operational Highlights
 - i. Proposed Phased Reopening Plan

- V. **COMMITTEE REPORTS**
 - a. Executive
 - b. Finance
 - i. Approval of February 2021 Finance Report *Action Item*
 - ii. March 2021 Finance Report *Action Item*
 - iii. Update
 - c. Governance
 - i. Update *Action Items*
 - d. Personnel
 - i. Update *Action Items*
 - e. Executive Director Search
 - i. Update
 - f. Strategic Planning
 - i. Update

- VI. **OLD BUSINESS**

- VII. **NEW BUSINESS**
 - a. Extension of Resolution Temporarily Suspending Outside Catering Ban *Action Item*
 - b. Updates from Brandon VanWaeyenberghe – DSSO Executive Director

- VIII. **ADJOURNMENT**

- IX. **UPCOMING MEETINGS**

Our next regular business meeting is scheduled for Wednesday, May 26, 2021 at 11:30 AM. Location to be determined.

DECC BOARD REPORT

APRIL 2021

- Minutes
- Check Run
- Executive Director Report
- Staff Reports
- Committee Materials
- New Business

DULUTH ENTERTAINMENT AND CONVENTION CENTER AUTHORITY
REGULAR BOARD MEETING
March 31, 2021

A Regular Board Meeting was held Wednesday, March 31st, 2021 via Zoom.

Board Members Present: Chair Pat Mullen, Vice Chair Lynne Williams, Secretary Mary Finnegan, Don Ness, Peter Singler, Laura Mullen, Bill Nelson, Matt Baumgartner, Martha Bremer, Carrie Heffernan, Roz Randorf

DECC Staff Present: Roger Reinert, Renae Matt, Jeff Stark, Steve Rankila, Mary Sullivan, Sue Ellen Moore

Others Present: Members of the Public

CALL TO ORDER and QUORUM: P. Mullen called the meeting to order at 11:33 AM. A quorum of directors was present.

MOTION: Nelson made a motion to approve the agenda and Singler seconded. The agenda was approved unanimously.

MOTION: Bremer made a motion to approve the meeting minutes from the regular meeting on February 24th, 2021. Baumgartner seconded. The minutes were approved unanimously.

Finnegan and Randorf joined at 11:35 AM.

MOTION: A motion was requested to approve the February 2021 check run. Ness made the motion and Nelson seconded. The motion passed unanimously.

Executive Director Report

The Board was given a brief overview of a new, temporary Food and Beverage Manager position. This role will provide a skillset that is currently missing at the DECC and is needed for upcoming events. It was acknowledged that this position is short-term, set to expire August 31, 2021.

The Board was notified that conversations have been held with Shane Bauer from Grandma's Marathon. It was recommended the Board connect with him in April or May to get a brief summary of the plan for this summer's marathon event. It was also recommended that the Board connect with Brandon VanWaeyenberghe from the Duluth Superior Symphony Orchestra (DSSO). The Board was reminded that the DSSO was one of the first events to step forward to safely host an in-person event at the DECC back in October 2020.

It was noted that the Save Our Stages federal grant application window is expected to open in April, which could provide relief for the loss of live, on stage, ticketed events and the associated parking and concessions revenues.

The Board was notified that the MN Department of Health has extended the testing and vaccination site through the end of May 2021.

A reminder was given that the coming months will pull a significant amount of time from DECC operations for two full-time directors, in order to focus on the Irvin and Bayfront summer season. The DECC staff have been engaging in discussions to create plans and recommendations for food and beverage, parking, concessions, and other priorities so DECC operations are ready to

move forward. An overview of this plan will be presented to the Finance Committee April 15th, and to the full Board at the April meeting.

The Board was asked to assist the DECC in finding opportunities for financial assistance. Being a quasi-governmental authority has limited the options for assistance through the federal stimulus.

The Board discussed the option of meeting in-person again and it was decided to meet in-person at the DECC for the April Board Meeting on April 28, 2021.

Heffernan joined at 11:45am.

Committee Reports

Executive: The Executive Committee reported many conversations updating Board Members on the Executive Director search, working with the DECC team on IT, and potential plans to move forward. It was stated that the current interim executive director contract has been extended to the end of May 2021, at which time the Executive Committee will have a plan will be in place for June and beyond. The Board took some time to comment on the progress that has been made during the last several months with Reinert as interim.

It was noted that the Executive Committee asked Reinert to engage in Cruising Coalition meetings in order for the DECC to remain engaged as a partner. The Board will be updated as needed.

Finance: The Finance Committee reported they decided to forego an estimated cashflow, as well as a revenue and expense forecast this month. The DECC Finance Director created a financial analysis tool to review potential events and the costs or revenues associated with them which has given the Finance Committee more confidence in upcoming events.

It was mentioned that the committee continues to review alternative ways to report the financials to make them relevant and identifiable for the Board. It was noted that the \$500k grant from the MN Deed Convention Center Relief Grant (CCRG), and the revenue from the vaccination site and the testing site, was outlined in the variance analysis.

Governance: The Governance Committee reported that the legislative committees in the House and the Senate have given unanimous approval for the updates to the DECC enabling legislative language. The changes are now waiting to be voted on at the floor and will then go to the Governor's desk.

The committee plans to review the public use of space and data practices policies. Additionally, a survey will be coming to gather main areas of expertise from current board members and collect recommended skillsets for future board members, which could later be used for suggestions to appointing authorities. The committee will be reviewing more closely the new board member orientation and distinguishing where the Board should draw the line between governance and operational oversight. It was also noted to add eventually add Board member bios to the website.

Personnel: The Personnel Committee reported that they will be reviewing the updated drafts of the cell phone and electronic usage policies after they had been reviewed by Terch & Associates. They plan to review the full-time and part-time benefit packages offered by the DECC, as well as the handbook, job descriptions, and labor agreements.

Executive Director Search: The Executive Director Search Committee reported that the search is moving forward with active networking and outreach to potential candidates. It was noted that the position profile is on the DECC website. It was suggested to move it to the front page and share it on social media. The committee said they expect the recruitment and application process to last approximately 5-6 weeks, and hope the search process will be complete by the end of May.

Strategic Planning: The Strategic Planning Committee announced they have defined a potential mission and vision statement. It was noted they would like the new Executive Director to have input on the core values. They will continue outlining the strategic priorities and best bets for growth opportunity, and they plan to bring the draft to the full Board for input.

Old Business

No old business.

New Business

No new business.

It was noted that the Board will continue to be updated as needed throughout the Executive Director Search process, and as priority items come forward in the upcoming months.

MOTION: A motion was requested to adjourn. L. Mullen made the motion and Heffernan seconded. The motion passed unanimously.

ADJOURNMENT: P. Mullen adjourned the meeting at 12:10 PM.

Upcoming Meetings

The next regular meeting will be held April 28, 2021 at 11:30 AM at the DECC.

Minutes reported by Renae Matt, Executive Assistant.

Submitted by:

Patrick Mullen, Chair

Mary Finnegan, Secretary



Payment Register

DECC Operating Cash

Tuesday, April 6, 2021 - Monday, April 19, 2021

OK

Date	Check Reference	Method	Name	Status	Amount	Bank Amount	Open	Difference	Cleared/Vld
04/16/2021	000001277	EFT	ING (INGXXXX)	Open	925.00		925.00		
04/16/2021	000001278	EFT	MINNESOTA DEPT OF REVENUE (MINTAXES)	Open	7,754.00		7,754.00		
04/16/2021	000001279	EFT	PERA (PERAXX2)	Open	5,756.41		5,756.41		
04/16/2021	67326	Auto Check	DULUTH ENTERTAINMENT AND CONVENTION CENT (FLEXDEC)	Open	512.54		512.54		
04/16/2021	67327	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEDENT)	Open	784.00		784.00		
04/16/2021	67328	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEXXXX)	Open	8,965.00		8,965.00		
04/19/2021	67329	Auto Check	ALL CITY ELEVATOR INC. (@ONETIM)	Open	498.00		498.00		
04/19/2021	67330	Auto Check	APPLIED INDUSTRIAL TECHNOLOGIES (APPLIED)	Open	537.24		537.24		
04/19/2021	67331	Auto Check	Burggraf's Ace Duluth (BURGGRA)	Open	40.59		40.59		
04/19/2021	67332	Auto Check	Charter Communications (0007223)	Open	293.31		293.31		
04/19/2021	67333	Auto Check	CITON CORPORATION (CITONXX)	Open	1,362.90		1,362.90		
04/19/2021	67334	Auto Check	CITY OF DULUTH (CITYCLE)	Open	596.00		596.00		
04/19/2021	67335	Auto Check	City of Duluth Comfort Systems (WATGASX)	Open	6,816.80		6,816.80		
04/19/2021	67336	Auto Check	CITY OF DULUTH, MINN (CITTREA)	Open	200.30		200.30		
04/19/2021	67337	Auto Check	COMO OIL AND PROPANE (COMOOIL)	Open	86.57		86.57		
04/19/2021	67338	Auto Check	DULUTH 10 THEATRE (DULUTHX)	Open	7,845.00		7,845.00		
04/19/2021	67339	Auto Check	Duluth Energy Systems (DUSTEAM)	Open	22,508.38		22,508.38		
04/19/2021	67340	Auto Check	ESC SYSTEMS (ESCSYST)	Open	294.00		294.00		
04/19/2021	67341	Auto Check	FASTER SOLUTIONS (FASTSOL)	Open	355.00		355.00		
04/19/2021	67342	Auto Check	HAWKINS INC (HAWKOCHE)	Open	131.53		131.53		
04/19/2021	67343	Auto Check	INTER CITY OIL CO., INC. (INTCITO)	Open	71.00		71.00		
04/19/2021	67344	Auto Check	LARSON ELEVATOR COMPANY (LARSONE)	Open	520.00		520.00		
04/19/2021	67345	Auto Check	MENARDS - WEST DULUTH (MENARDW)	Open	351.14		351.14		
04/19/2021	67346	Auto Check	NEXTERA COMMUNICATIONS (NEXTERA)	Open	1,646.50		1,646.50		
04/19/2021	67347	Auto Check	NORTHERN BUSINESS PRODUCTS (NRNBUSP)	Open	18.85		18.85		
04/19/2021	67348	Auto Check	NuCo2, LLC (NUCOXXX)	Open	1,380.41		1,380.41		
04/19/2021	67349	Auto Check	OFFICE ENTERPRISES, INC. (OFFENTE)	Open	616.00		616.00		
04/19/2021	67350	Auto Check	PAWNEE BILL'S INDIAN TRADING POST (@ONETIM)	Open	265.25		265.25		
04/19/2021	67351	Auto Check	Philadelphia Insurance Co. (PHILADEE)	Open	1,196.50		1,196.50		

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DECC Operating Cash

Tuesday, April 6, 2021 - Monday, April 19, 2021

Date	Check Reference	Method	Name	Status	Amount	Bank Amount	Open	Difference	Cleared/Vd
04/19/2021	67352	Auto Check	TWIN PORTS PAPER & SUPPLY INC (TWINPRTS)	Open	725.62		725.62		
04/19/2021	67353	Auto Check	WESTERN LAKE SUPERIOR SANITARY DISTRICT (WLKSUPS)	Open	169.41		169.41		
Grand Totals:					73,223.25	0.00	73,223.25	0.00	



Payment Register

DECC Operating Cash

Monday, March 22, 2021 - Monday, April 5, 2021

Date	Check Reference	Method	Name	Status	Amount	Bank Amount	Open	Difference	Cleared/Vld
03/22/2021	67266	Auto Check	Annette Nemeck (ANEMECK)	Open	155.00		155.00		
03/22/2021	67267	Auto Check	AUTO VALUE (AUTOVAL)	Open	49.15		49.15		
03/22/2021	67268	Auto Check	Becca Johnson (00024039)	Open	1,600.00		1,600.00		
03/22/2021	67269	Auto Check	BELKNAP ELECTRIC, INC (BELKELE)	Open	8,730.00		8,730.00		
03/22/2021	67270	Auto Check	Black Woods Group Catering (BLKWOODS)	Open	6,788.75		6,788.75		
03/22/2021	67271	Auto Check	CANAL PARK BUSINESS ASSOCIATION (CPBUSIN)	Open	260.00		260.00		
03/22/2021	67272	Auto Check	Charter Communications (0007223)	Open	292.01		292.01		
03/22/2021	67273	Auto Check	CITON CORPORATION (CITONXX)	Open	13,465.58		13,465.58		
03/22/2021	67274	Auto Check	CITY OF DULUTH (CITYCLE)	Open	1,190.50		1,190.50		
03/22/2021	67275	Auto Check	City of Duluth Comfort Systems (WATGASX)	Open	7,080.10		7,080.10		
03/22/2021	67276	Auto Check	CITY OF DULUTH, MINN (CITTREA)	Open	11.70		11.70		
03/22/2021	67277	Auto Check	COMO OIL AND PROPANE (COMOOIL)	Open	2,509.43		2,509.43		
03/22/2021	67278	Auto Check	DULUTH 10 THEATRE (DULUTHX)	Open	7,120.00		7,120.00		
03/22/2021	67279	Auto Check	DULUTH AREA CHAMBER OF COMMERCE (DULACHA)	Open	547.39		547.39		
03/22/2021	67280	Auto Check	Duluth Energy Systems (DUSTEAM)	Open	22,202.81		22,202.81		
03/22/2021	67281	Auto Check	DULUTH ENTERTAINMENT AND CONVENTION CENT (FLEXDEC)	Open	512.54		512.54		
03/22/2021	67282	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEDENT)	Open	784.00		784.00		
03/22/2021	67283	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEXXXX)	Open	8,965.00		8,965.00		
03/22/2021	67284	Auto Check	ESC SYSTEMS (ESCSYST)	Open	981.98		981.98		
03/22/2021	67285	Auto Check	FASTER SOLUTIONS (FASTSOL)	Open	380.00		380.00		
03/22/2021	67286	Auto Check	GRAINGER (GRAINGE)	Open	531.98		531.98		
03/22/2021	67287	Auto Check	HAWKINS INC (HAWKCHE)	Open	186.40		186.40		
03/22/2021	67288	Auto Check	League of Minnesota Cities Insurance Trust (0005017)	Open	17,355.00		17,355.00		
03/22/2021	67289	Auto Check	Mary Sullivan (@ONETIM)	Open	35.70		35.70		
03/22/2021	67290	Auto Check	NCR Corporation (NRCORP)	Open	20,359.55		20,359.55		
03/22/2021	67291	Auto Check	NEXTERA COMMUNICATIONS (NEXTERA)	Open	1,688.25		1,688.25		
03/22/2021	67292	Auto Check	NORTHERN BUSINESS PRODUCTS (NRNBUSP)	Open	146.87		146.87		
03/22/2021	67293	Auto Check	Philadelphia Insurance Co. (PHILADEE)	Open	1,196.50		1,196.50		
03/22/2021	67294	Auto Check	SUPERIOR USA CORPORATION (SUPUSAC)	Open	825.56		825.56		

Payment Register

DECC Operating Cash

Monday, March 22, 2021 - Monday, April 5, 2021

Date	Check Reference	Method	Name	Status	Amount	Bank Amount	Open	Difference	Cleared/Vld
03/22/2021	67295	Auto Check	TERCH & ASSOCIATES (TERCHXX)	Open	2,000.00		2,000.00		
03/22/2021	67296	Auto Check	THE SAND CREEK GROUP, LTD (SANDCRE)	Open	2,197.50		2,197.50		
03/22/2021	67297	Auto Check	TWIN PORTS PAPER & SUPPLY INC (TWINPRTS)	Open	997.71		997.71		
03/22/2021	67298	Auto Check	UNITED REFRIGERATION INC. (UNITREF)	Open	38.84		38.84		
03/22/2021	67299	Auto Check	WESTERN LAKE SUPERIOR SANITARY DISTRICT (WLKSUPS)	Open	154.69		154.69		
04/02/2021	000001275	EFT	ING (INGXXXX)	Open	925.00		925.00		
04/02/2021	000001276	EFT	PERA (PERAXX2)	Open	5,692.91		5,692.91		
04/02/2021	67300	Auto Check	DULUTH ENTERTAINMENT AND CONVENTION CENT (FLEXDEC)	Open	512.54		512.54		
04/02/2021	67301	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEXXXX)	Open	8,965.00		8,965.00		
04/02/2021	67302	Auto Check	U O E LOCAL #70 (UOEXXXX)	Open	314.08		314.08		
04/02/2021	67303	Auto Check	NCPEERS GROUP LIFE INSURANCE (PERALIF)	Open	80.00		80.00		
04/05/2021	67304	Auto Check	Bear Shoe Works (00017482)	Open	226.77		226.77		
04/05/2021	67305	Auto Check	CITON CORPORATION (CITONXX)	Open	677.50		677.50		
04/05/2021	67306	Auto Check	COMO OIL AND PROPANE (COMOOIL)	Open	86.57		86.57		
04/05/2021	67307	Auto Check	Diamond Vogel Paint (DIAMONDV)	Open	111.11		111.11		
04/05/2021	67308	Auto Check	Duluth Joint Powers Enterprise Trust, C/O Wells Fargo IRT (JPEXXXX)	Open	9,090.20		9,090.20		
04/05/2021	67309	Auto Check	DVS RENEWAL (DVSRENE)	Open	44.25		44.25		
04/05/2021	67310	Auto Check	GRAINGER (GRAINGE)	Open	404.24		404.24		
04/05/2021	67311	Auto Check	INTEGRATED OFFICE SOLUTIONS (INTEGRA)	Open	108.21		108.21		
04/05/2021	67312	Auto Check	Jorson & Carlson, INC. (JORSONX)	Open	87.93		87.93		
04/05/2021	67313	Auto Check	Leaf (LEAF)	Open	430.64		430.64		
04/05/2021	67314	Auto Check	MARSH & McLENNAN AGENCY LLC (MARSHXX)	Open	16,202.00		16,202.00		
04/05/2021	67315	Auto Check	MENARDS - WEST DULUTH (MENARDW)	Open	96.71		96.71		
04/05/2021	67316	Auto Check	Minnesota Power (MNPPOWER)	Open	36,476.33		36,476.33		
04/05/2021	67317	Auto Check	Minnesota Power (MNPPOWER)	Open	531.27		531.27		
04/05/2021	67318	Auto Check	Minnesota Power (MNPPOWER)	Open	29.58		29.58		
04/05/2021	67319	Auto Check	R & R SPECIALTIES, INC. (RRSPEC)	Open	188.09		188.09		
04/05/2021	67320	Auto Check	SAM'S CLUB MC/SYNCB (SAMXXXX)	Open	329.97		329.97		

Payment Register

DECC Operating Cash

Monday, March 22, 2021 - Monday, April 5, 2021

Date	Check Reference	Method	Name	Status	Amount	Bank Amount	Open	Difference	Cleared/Vd
04/05/2021	67321	Auto Check	STATE INDUSTRIAL PRODUCTS (STATECH)	Open	963.80		963.80		
04/05/2021	67322	Auto Check	Swim Creative (SWIMCRE)	Open	300.00		300.00		
04/05/2021	67323	Auto Check	TWIN PORTS PAPER & SUPPLY INC (TWINPRTS)	Open	118.34		118.34		
04/05/2021	67324	Auto Check	U.S. BANK CORP./World Perks Visa (USBANKX)	Open	37.31		37.31		
04/05/2021	67325	Auto Check	U.S. BANK CORP./World Perks Visa (USBANKX)	Open	16.31		16.31		
Grand Totals:					214,387.15	0.00	214,387.15	0.00	

Executive Director Report

DECC Board
April 2021



Executive Director Report

Roger J. Reinert, *Interim*

Wednesday, April 28, 2021

FINANCIAL TOPLINE - MARCH

Financials

March was **\$112,000 better than budget** due with revenues exceeding projections by \$101,000 and expenses under budget by \$11,000 (see *Financials*, p. 26). Retained earnings were \$52,808 against a budgeted loss of (\$59,874). Year to date the DECC has an **operating profit of \$582,759** against a budgeted loss of (\$359,702). **This is a swing in FY21Q1 of \$942,461**. The DECC Budget Reserve is currently at **\$1,600,000**.

MDH Vaccination and Testing Extensions

MDH has exercised their option to extend the COVID-19 vaccination site in Fitzgerald Hall for May and June. Vaccinations have also been extended through June in Pioneer Hall.

MUI Liability

As a result of applying Federal funds thew DECC employer liability was reduced apx 60% to \$345,872. We received an email on April 20th from DEED Deputy Commissioner, Blake Chaffee, stating that the process had begun to review individual employer accounts for potential State forgiveness of the remaining Employer balance.

Shuttered Venue Operators Grant (SVOG) Application

This SBA grant was part of the last federal stimulus package, and provides a pool of \$15B to support entities with ticketed/staged events. Staff has done extensive work to prepare for this application, and we have had meetings with both SBA staff and SBA-designated support. The portal originally crashed, but is reopening tomorrow (4/24). We plan to apply immediately once the portal reopens.

OVERALL OPERATIONS

Drafting Phased Reopening Plan

The Executive and Finance Committees directed staff to develop recommendations for a phased reopening of the entire DECC facility. Our first draft was presented to the Finance committee on Thursday, April 15th. It was a productive meeting with good feedback and takeaways. This was the Staff's best recommendation for ramping up DECC operations in order to be ready for an increased volume of activity over the next 18 months.

Skywalk Concerns

We continue to see a growing problem with trash, feces, needles, and people sleeping in the Skywalk connecting DECC parking to Downtown Duluth. The issue is driven by 24-hour access to that section of the Skywalk system, and the fact that it is heated. This is problematic for DECC staff who are effectively policing the space, in addition to cleaning, and it's also unwelcoming to visitors and monthly parkers. We've been working with the City and the Greater Downtown Council for an option to close that stretch of the Skywalk to improve public health and safety.

Cruising Update

I continue to be actively engaged in the Cruising conversation and process. Key current topics from a DECC perspective are the impact of the seawall rebuild and repair and how it may affect onboarding and offboarding for the cruise line dockage. Recall we are expecting Viking Cruise Lines to make seven visits between May 30 - Sept 19.

Red Bull Video

Snowmobile Stunt Rider, Levi LaVallee, visited Duluth several weeks ago to ride through the city. His time in AMSOIL Arena didn't make it into the full video due to marketing/branding concerns of the Pepsi logo in AMSOIL Arena, but his trailer does include us. This was one of those fun and unique days that are a regular part of the DECC story.

Trailer (with AMSOIL Arena): <https://fb.watch/4VvssvtKOG/>

Zenith Spirit Award Nomination

Each year Visit Duluth presents a Zenith Spirit Award. This award was created to acknowledge those who go above and beyond in the hospitality sector. Nominations are submitted by supervisors, and then reviewed by a committee made up of Visit Duluth board members. We nominated Steve for his herculean efforts with the Irvin last summer. I arrived at the DECC on July 1, and we made a decision on July 3 to recall Steve from furlough. He had the Irvin prepped, staffed, and open by July 10. It grossed nearly \$300,000, and netted \$75,000. It was a bright spot in an otherwise challenging 2020 season. As you know, I then designated Steve as Team Lead for Internal Operations after the massive staff restructuring last September. Steve is an outstanding employee, and incredible asset to the DECC team.

Leadership Transition

I am actively engaging the entire DECC leadership team in priority conversations as I prepare to transition out of the Interim role next month. I have also prepared a document for the Executive Committee highlighting what I consider "must dos", "should dos", and "nice to dos". **The immediate top priority** is acquiring additional financial resources from the City, County or State (or all!). This is the time to refresh, repair, and retrain. The Board is well-connected and Board engagement would be very helpful in this effort.

PENDING POLICIES

The policies below have been drafted and routed through legal, and/or HR. All have also been reviewed by the appropriate Board committees. They are ready for action by the full DECC Board.

- Data Request Policy for the Public
- Data Request Policy for Data Subjects
- Public Use of Space Policy
- Mobile Phone Reimbursement Policy
- Electronic Systems Usage Policy

CONTRACTS

- Vista: Addendum, ***signed and executed***
- Marcus: ***Awaiting signed addendum*** (but paying per the addendum verbiage)
- Beverage vendor: ***Expired; no current contract***
- MediaUSA Advertising: ***signed 5-year agreement***
- Parking: ***RFP drafted***



Duluth Entertainment
Convention Center



PROPOSED PHASED REOPENING PLAN

April 14, 2021

Overview

1. Phase 1 - Now through August 31, 2021

Fill priority roles in order to accommodate required staffing needed for scheduled activity, and to address tasks that have accumulated during extended low operations.

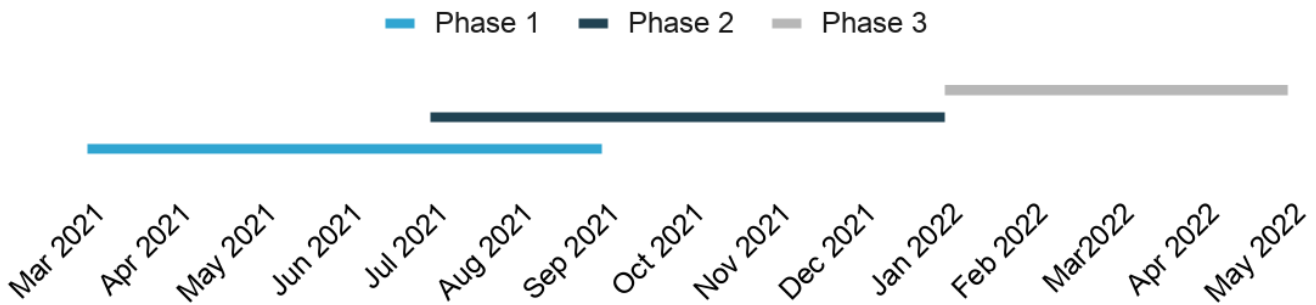
- Upcoming Bayfront events will require significant External Operations Lead staff time
- Irvin Reopening will require significant Internal Operations Lead staff time

2. Phase 2 - July 1, 2021 through December 2021

Scale-up staffing to train and be prepared for larger events already booked for Fall 2021 and beyond. These will require additional labor beyond current staffing levels.

3. Phase 3 - January 2022 through May 2022

Reevaluate models, prepare for what is next, and assess what needs to change.



Discussion Points

- Combining departments or positions to better suit what current operational needs
- Account for adequate onboarding and training/retraining time
- Managers will need part-time help to alleviate growing level of tasks and responsibilities
- Need to be prepared for a full convention and event season by early September, 2021
- Need to be prepared for a full hockey season by October, 2021
- Need to re-evaluate the model for ticketed events

PHASE 1 - Immediate Needs

- Food & Beverage Manager - **COMPLETED**
 - Event Planner
 - Building Services Manager
 - Irvin Staff and Haunted Ship Prep
 - Parking
 - Beverage Vendor
 - Food Service Model
 - Part-time Staff Pool
-

Food & Beverage Manager - COMPLETED

- **Time Frame:** Immediately through the end of August 2021
- **Rationale:**
 - Provide critical skill set missing from current team as we utilize outside catering to service larger scale events through August 2021
 - Assist Event Planning with food and beverage related event logistics, act as a liaison for outside vendors, work hands-on with beverage service, act as the DECC Point of Contact for events
 - Provide DECC Staff and DECC Board with critical information as we examine potential models for future food service in the facility
- **Skills and Responsibilities:**
 - Catering, bar, concession experience
 - EBMS, Amadeus (drawing program), and Point of Sale knowledge
- **Financial Impact:**
 - Allows for 25 booked catered events to move forward through the end of August 2021
 - 1 - FTE temporarily through August 31, 2021

Event Planner

- **Time Frame:** May 2021
- **Rationale:**
 - Currently only one Event Planner managing all clients' planning and (local) booking needs (currently 190 events through end of 2021)
 - Allows Event Planning to be more proactive with contracts, deposit requests, and planning details for clients

- **Skills and Responsibilities:**
 - Prior event planning experience, preference for candidate with EBMS and Amadeus knowledge
- **Financial Impact:**
 - Retain existing client events by managing their needs quickly and effectively
 - Bookings largely reactive in current posture. Additional planner will allow capacity to proactively seek bookings for new and returning events
 - 1 - FTE

Building Services Manager

- **Time Frame:** May 2021
- **Rationale:**
 - Provide expertise needed for successful execution of upcoming events including trade shows, conferences, weddings, and Grandma's Marathon
 - Manage staff scheduling including building services, guest services, and parking
 - Allows Internal Operations Lead to focus on Irvin reopening and External Operations Lead to focus on Bayfront season
 - Priority need to deep clean and refresh all public-facing spaces, and address deferred maintenance in inactive parts of the facility
- **Skills and Responsibilities:**
 - Knowledge of facility operations, equipment, and management background
 - Excellent customer service skills
 - Ability to train and task personnel to support pre-event setup, provide full-service event management, and execute operational directives
- **Financial Impact:**
 - Critical investment in getting the facility ready for forecasted heavy Fall 2021 season
 - 1 - FTE

Irvin Staff and Haunted Ship Prep

- **Time Frame:** April through June 2021
- **Rationale:**
 - Quickly approaching tour season and staff need to be trained for tours
 - Haunted Ship preparation has a limited window of opportunity from April through June before the prep space becomes uncomfortably hot

- **Skills and Responsibilities:**
 - **FT Labor** - Irvin/Haunted Ship to build, implement and maintain the physical assets of the Haunt as well as responsibility for deferred maintenance on the Irvin
 - **PT Labor** - Assist the Internal Operations Director and FT Labor in executing tasks related to maintaining and preparing the Irvin for the summer season and Haunted Ship
 - **Tour Guides/Interpreters/Cashiers** - Implement daily tour schedule, assist in museum merchandising, deliver excellent customer service
 - **Haunt Staff** - Actors, makeup artists, volunteers to assist in creating an enjoyable and profitable Haunted Ship experience
- **Financial Impact:**
 - The abbreviated Irvin season running July 10 through October 2020 generated close to \$254,000 in revenue and was THE bright spot in an otherwise difficult year
 - A season starting in May and capturing spring and early summer traffic has potential to increase revenues with full season traffic
 - Haunted Ship experience has been shuttered since 2017 and has the ability to extend significant earned revenue into October. Historically, between 30-50% of gross revenue has come from the Haunted Ship alone
 - Pool of 20-30 PT Employees
 - Irvin profit in 2020 was approximately \$75,000

Parking

- **Time Frame:** May through July 2021
- **Rationale:**
 - Increase daily parking rate to \$10 by June 1 (has not been adjusted since 2009)
 - Daily rate is only the baseline; can be adjusted for UMD hockey and other large events
 - Explore automated parking gates for non-event daily traffic to reduce labor costs
 - Develop and post an RFP by June 30, 2021, to explore contracted parking management versus self-managed parking
- **Financial Impact:**
 - Parking has a direct economic impact based on traffic on and around the DECC campus. Parking will continue to have value-added as land in the Canal Park area becomes more scarce and valuable.
 - An overdue daily baseline increase will produce immediate needed additional revenue
 - Parking revenue in 2019 totaled \$1.3 million with \$924k from daily parking and \$374k from monthly contract and RV parking. Expenses were \$553k for a total profit margin of \$745k

Beverage Vendor

- **Time Frame:** by July 2021
- **Rationale:**
 - The DECC currently has no preferred vendor contract for soft drink and hot beverages.
 - Historically, these contracts have provided an incentive in the form of upfront direct payments, yearly payments, and/or rebates on purchases.
 - The DECC is currently losing cash revenue in the form of direct payment and advertising dollars, and in return receiving only a minor commission on vending
 - The DECC has never had a preferred vendor for licensed beverages and should explore this market via an RFP. Licensed beverages are our highest margin items and we currently realize no payment, incentives or rebates on purchases
- **Financial Impact:**
 - Soda and licensed beverage opportunities have the ability to deliver cash to bolster reserves and operations
 - Soda contract could provide between \$35-62k in yearly sponsorship revenue depending on contract term
 - Licensed beverage contract could potentially provide a much larger direct payment

Food Service Model- Outside Vendors

- **Time Frame:** Now to August 31, 2021
- **Rationale:**
 - Board resolution to temporarily suspend ban on outside caterers in order to support food and beverage events without internal catering staff
 - **Outside Vendor Catering**
 - *Pros:*
 - Opportunities for clients to select from an array of options
 - Eliminates a staffing cost center to the DECC
 - *Cons:*
 - Ceding control of guest experience to an outside company has the ability to impact guest experience and retention of customers
 - Currently no local or regional entity able to service our largest convention events, concessions operation and diverse special events occurring across our campus
 - Existing caterers have been increasingly reluctant to service even smaller events due to increased demands at their establishments.
 - Potential problem with logistically servicing multiple groups with multiple catering vendors when events are occurring simultaneously
- **Financial Impact:**

- DECC will minimize labor expenses while retaining a commission in the form of facility fee levied on outside caterers

Part-time Staff Pool

- **Time Frame:** April-May 2021
- **Rationale:**
 - All public facing events and operations need a part time labor pool to support activities and duties as assigned.
 - Example: Irvin Tour Guides/Cashiers (20-30), Blue Bridge Operators (4-6), Guest Services (10-12), Technical (2-4), Bar/Catering (5-10), and Building Maintenance (4-6)
 - Part time labor pools must be built in advance in order to be ready to support multiple events happening simultaneously
 - Part-time labor can be scaled up or down based on the event need and numbers
 - Contingent help (Ex: Manpower) and independent contractor options do not fit the criteria for these public facing and semi-skilled jobs
- **Financial Impact:**
 - Building a part time labor pool has minimal cost to the DECC (background check, payroll software account management, and annual W2 issuance)
 - Employees work as needed, and are event or revenue based
 - Equivalent of 45-65 PT staff in a pool that can be called upon as needed based on actual events. Only a fraction working at any one time, but a PT pool allows us to have a dedicated group of labor to schedule when needed

POLICIES READY FOR REVIEW AND APPROVAL

- Mobile Phone Reimbursement Policy
- Electronic Usage Policy
- Data Policy for Public
- Data Policy for Subjects

PHASE 2

- Food Service Model
 - Maintenance
 - Concessions
 - Guest Experience Manager (Services/Ticketing/Security)
 - Communications Manager (Communications/Marketing/Advertising)
 - HR
 - Reception/Admin/Accounting
-

Food Service Model

- **Time Frame:** Beginning September, 2021
- **Potential Models**
 - **All Internal Catering**
 - *Pros:*
 - Control of a critical component of guest experience and ability to deliver a high level of guest service
 - Access to significant revenue component of convention and live event business
 - DECC currently owns all hardware and infrastructure to handle catering operations on the premises
 - Ability to plan a wide variety of catering service styles including Special Event, Business Event, and Industrial Service
 - Ability to respond faster to organizational changes
 - *Cons:*
 - Cost center for keeping labor at the ready during lower operations
 - Food quality has not been consistent, and needs a team committed team to improving the guest experience and DECC reputation
 - In-depth financial analysis needs to be undertaken to develop the necessary data to compare profit-centers of a DECC-owned catering operation versus outside catering
 - **Outside Vendor Catering**
 - *Pros:*
 - Opportunities for clients to select from an array of options
 - Eliminates the staffing cost center to the DECC

- **Cons:**
 - Ceding control of guest experience to an outside company has the ability to impact guest experience and retention of customers
 - Currently no local or regional entity able to service our largest convention events, concessions operation and diverse special events occurring across our campus
 - Existing caterers have been increasingly reluctant to service even smaller events due to increased demands at their establishments.
 - Potential problem with logistically servicing multiple groups with multiple catering vendors when events are occurring simultaneously
- **Hybrid of Internal Catering with Vendor Options**
 - **Pros:**
 - Allows clients the opportunity to choose between DECC catering or external caterers to best meet guest intended experience
 - Potential for premium facility service charge that allows external catering while supporting a profit center that requires minimal DECC labor
 - Provides an option for additional revenue to regional caterers also rebounding from pandemic-induced losses in their business which fits the DECC's public mission
 - **Cons:**
 - A component of DECC labor and management will need to be utilized to ensure a positive guest experience
 - Potential problem with logistically servicing multiple groups with multiple catering vendors when events are occurring simultaneously
- **Financial Impact:**
 - Catering was the largest revenue component of DECC operations pre-pandemic, but also the most labor intensive cost center as well
 - The DECC could realize increased profitability with fewer layers of overhead and management while providing a more streamlined catering operation structure
 - In-depth review of profitability from previous outside catering operations, with all cost centers factored, needs to be conducted

Maintenance

- **Time Frame:** July-September 2021
- **Rationale:**
 - Maintenance has been deferred for over 13 months in large parts of the complex, and needs to be prioritized and scheduled prior to resumption of large scale events

- **Skills and Responsibilities:**
 - Small dedicated team reporting to Internal Operations Lead and Building Services Manager to deep clean, conduct deferred maintenance, and repairs for all public-facing spaces
- **Financial Impact:**
 - Maintenance in no-use/low-use areas of the complex has been deferred for budgetary reasons, and will need completion prior to fully opening the facility for large scale events in Fall 2021
 - The DECC received \$500,000 State of MN grant Convention Center grant which can support costs related to resumption of large-scale operations

Concessions Plan

- **Time Frame:** Completed by August 2021
- **Rationale:**
 - Resumption of events such as concerts, trade shows, high school and UMD Hockey are imminent. Concessions have not been in operation since February, 2020, and all concession staff were permanently laid-off.
 - Concessions staffing and operations should be a component of catering discussions and food service vendor RFP
- **Skills and Responsibilities:**
 - If done in-house, a dedicated manager/cook and significant part-time staff must be onboarded, trained, and prepared to deliver a quality guest experience
- **Financial Impact:**
 - Concessions have historically been one of the DECC's significant sources of earned revenue.
 - Licensed beverage service should be provided in all concession operations to increase per-caps while reducing customer wait time
 - Concessions can be run with 1 FTE and the remaining part-time labor
 - Potential to job share this FTE when concessions slow in the summer months but weddings and other events increase

Guest Experience Manager (Services/Ticketing/Security)

- **Time Frame:** Mid August through October 2021
- **Rationale:**
 - Currently missing a Box Office Manager skill set on the existing team
 - Guest Services and Security were previously managed by PT employees

- Necessary to onboard a streamlined Ticketing/Guest Services/Security position to train PT staff and implement new procedures prior to UMD Hockey season in October 2021
- This position will manage critical interactions with as guests enter ticketed event space
- **Skills and Responsibilities:**
 - A dedicated customer service oriented team member who can consistently deliver a safe, enjoyable, and memorable guest experience
- **Financial Impact:**
 - One FTE team member instead of multiple PT and FTE employees

Communications Manager (Communications/Marketing/Advertising)

- **Time Frame:** September - October 2021
- **Rationale:**
 - A dedicated professional to proactively manage outside communications for the DECC, generate earned media, and bolster the DECC's reputation post-pandemic
- **Skills and Responsibilities:**
 - Social media and related analytics, graphic design, press releases, traditional media
 - Arrange advertising, manage marketing, coordinate media interviews, be the voice of the DECC on social media, ensure consistent branding
- **Financial Impact:**
 - Capitalize on marketing opportunities and messaging through traditional outlets and social media; high impact and low cost to the DECC
 - 1 FTE position

Human Resources

- **Time Frame:** July 2021
- **Potential Models**
 - **Hybrid of Internal HR with contracted professional services agreement**
 - *Pros:* Allows a DECC staff member to carry out the vast majority of HR functions with a dedicated professional team, to support as needed
 - *Cons:* Cost investment and potential redundancy of services
- **Financial Impact:**
 - Dependent on outside vendor selected

Reception/Admin/Accounting

- **Time Frame:** As needed
- **Rationale:**
 - Allow current team members to focus on core job functions as activity level increases throughout the facility
 - Handle increasing volume of calls, emails, and client visits
 - Contract processing, check processing, payables/receivables, and office support administrative tasks
 - Support reopening Business Office to the public during weekday hours
- **Skills and Responsibilities:**
 - Professionally assist guests, team members, callers, email inquiries, and clients by obtaining answers to questions about functions related to the DECC and Bayfront
- **Financial Impact:**
 - PT employee(s)

POLICIES FOR DEVELOPMENT, REVIEW, AND APPROVAL

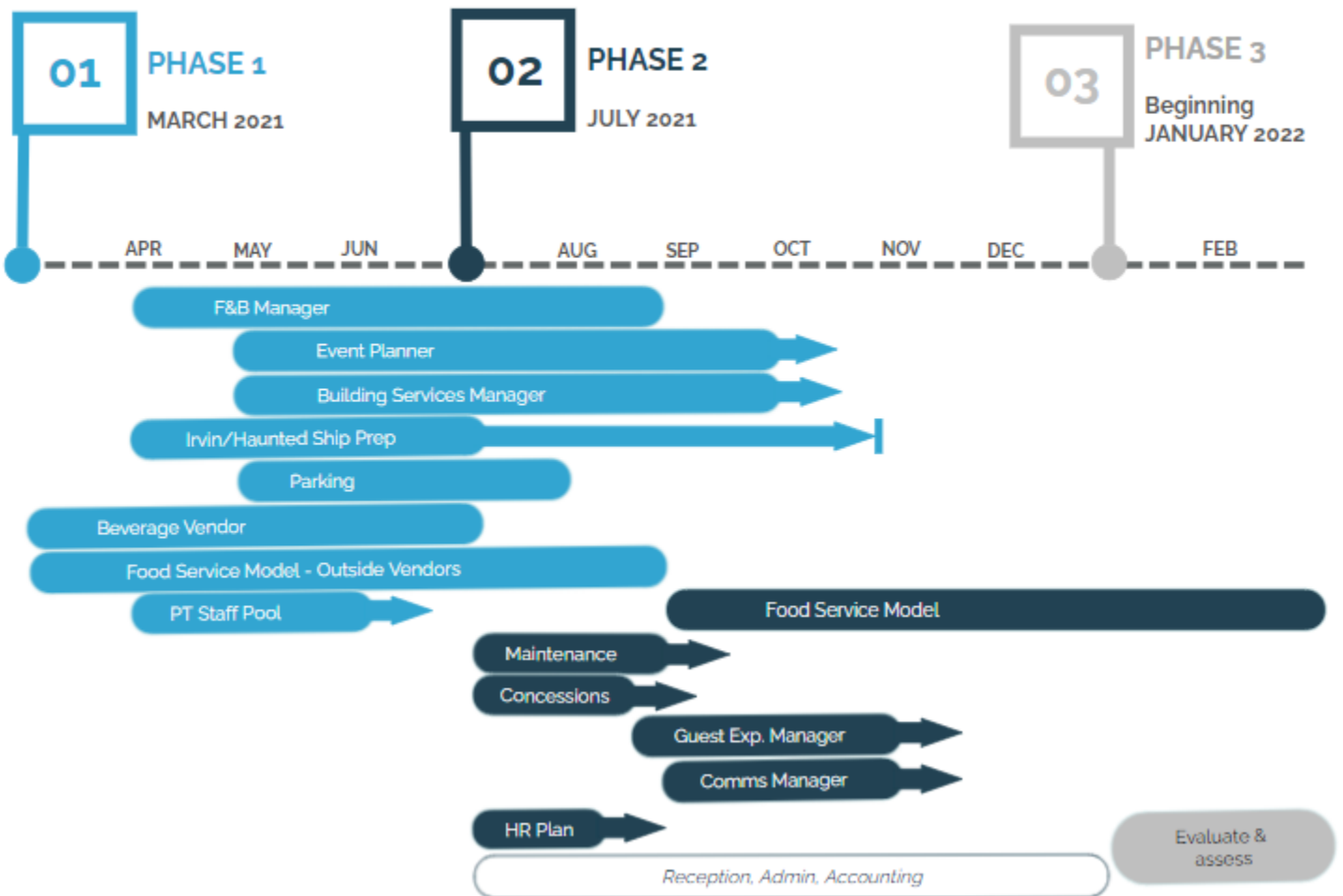
- Hiring Procedures
- Job Descriptions Review
- Employee Handbook and Employment Policy Review

PHASE 3

January 2022 through May 2022

Reevaluate the models to prepare for what is next and assess what needs to change.

PHASED REOPENING TIMELINE



Staff Reports

DECC Board
April 2021

April 2021 Internal Operations Report

Team Lead: Steve Rankila

Need Repairs, Supplies and Inspection Costs

1. Amsoil Smoke Evacuation system- Replace two drive motors. Est.	\$1200.00
2. DECC Arena ice plant chiller pump rebuild #1	350.00
3. Pioneer Hall ice plant chiller pump #1,#2,#3	1200.00
4. Amsoil ice plant compressor #2 rebuild	400.00
5. Amsoil ice plant chiller pump #1 bearing replacement	350.00
6. Amsoil refrigerate for cooling system	1000.00
7. Replace heat pump valve in AMSOIL	2500.00
8. Boiler room sump pump replacement	987.00
9. City Side sump pump replacement	7500.00

Priority Capital Expense Items

1. North Pioneer Hall ice plant-Curling Club – 1976	\$400,000
2. Pioneer Hall Chiller-A/C for City Side, Pioneer Hall & Harbor Side-1976	350,000
3. Replace Garage Door 6	25,000
4. Entrance F – entry doors – 1966	36,000
5. Entrance A – entry doors – 1976	25,000
6. Parking Lot Repairs and replacement (Theatre, Vista, Ten minute lots)	275,000
7. Parking Ramp Repairs (Should Budget \$25,000/year)	100,000
8. DECC power transformer- original equipment – 1966	120,000
9. AMSOIL Arena heat exchanger (4) \$20,000 each	80,000
10. Symphony Hall cooling coil – 1966	30,000
11. Johnson Control upgrade for City Side	75,000
12. DECC Arena coil – 1966	30,000
13. City Side Coil- 1990	30,000
14. Paulucci Hall Air Handler	50,000

Engineering and Maintenance

- Needed repairs to all three ice plant systems before the ice returns to AMSOIL arena and will also be needed for the cooling season. AMSOIL ice plant will need a compressor rebuild and new bearings in chiller #1. DECC Arena rebuild on chiller #1 and rebuild Pioneer Hall chiller pump #1, #2 and #3
- Replace two drive motors in AMSOIL Smoke evacuation system
- Inspect and prepare all Air Handlers for the Cooling season

Security Update

- Unwanted traffic in the Northwest Passage and the DECC parking ramp continues to be an ongoing issue. The Duluth Police Department has increased patrols and deal with individuals who have been trespassed
- Held a meeting with City of Duluth and Duluth Fire Department to discuss installing two remotely lockable doors in the Northwest Passage. Doors would be located near Curling Club and DTC

William A. Irvin

- Preparations for the May opening is ongoing with the focus on staffing, Gift Shop setup, and cleaning
- Annual maintenance has been on a 3-year suspension due to sea wall restoration and reduction in maintenance staff during the COVID-19 pandemic
- Painting and museum maintenance are crucial to presenting a top-notch product for our guests

Blue Bridge

- The Minnesota Slip Bridge will open for the season on May 1st (Contracted with the City)
- Staffing and training is ongoing

April 2021 External Operations Report

Team Lead: Jeff Stark

State of MN License:

- Vaccinations
 - Vaccination license has been optioned for May and June. \$90k in additional revenue
- Testing
 - Testing site is licensed through end of May.

Event Updates:

- Commencements & Graduations
 - Hermantown – AMSOIL Arena – 1,400 attendees
 - Duluth East - AMSOIL Arena – 1,400 attendees
 - Proctor - Symphony Hall – 500 attendees
 - St. Scholastica - AMSOIL Arena – Hybrid event
- Duluth Junk Hunt April 29-May 1st - 1,500 attendees per day.
- Kolar ALS Fishing Banquet has booked for AMSOIL Arena on June 5th – 500 attendees
- Cumulative rent of \$26k
- Media for HS Commencements:
 - <https://www.wdio.com/duluth-minnesota-news/northland-schools-prom-graduation-plans-covid19-2021/6067176/>
 - <https://www.duluthnewstribune.com/news/education/6982195-Duluth-seniors-may-graduate-in-person>
 - <https://kdal610.com/2021/04/19/151175/>

Ice Season

- Ice is out in both rinks for the season. Total Revenue for July 2020 – April 2021 was **\$235k** (2019-20 = \$184k)
- Summer programming - We have actively engaged in building out and marketing summer camps and tournaments. Booked ice revenues from late June – September are **\$80k** (2019 = \$38k)

Bayfront

- Bayfront is up to 41 booked days. We've added a regional concert, tentative national touring show, community action event and private event. We have worked with Bentleyville to extend out programming an additional week in September to use as potential makeup dates, while also actively working to book a new event.

Sales Confirmed New Events

- Construct Tomorrow – Feb. 2022 – 750 attendees
- Under One Roof – May 2022 – 350 attendees
- Am Society of Mining & Reclamation – June 2022 – 300 attendees
- Odyssey MN Board on Aging – August 2022 – 1,300 attendees
- National Areas Conference – Sept. 2022 – 400 attendees
- Allied Charities – Nov. 2022 – 800 attendees
- Cumulative rent of \$42k and earned revenue of \$360k for above booked events

Committee Materials

DECC Board
April 2021

Finance

March Financial Reports | pg. 31-35

Governance

Public Use of Space Policy | pg. 36-38

Data Practices Policy for the Public | pg. 39-46

Data Practices Policy for Subjects | pg. 47-58

Survey Results | pg. 59-63

Personnel

Mobile Phone Reimbursement Policy | pg. 64-66

Electronic Systems Usage Policy | pg. 67-71

Strategic Planning

Strategic Planning Draft | pg. 72-89

BOARD REPORT
Finance Department
April 28, 2021

MONTHLY FINANCIAL PACKET

Financial Reports for April 2021

Balance Sheet	<i>Page 1</i>
Management Summary with Budget and Prior Year Comparisons	
Summary	<i>Page 2</i>
Detail	<i>Page 3</i>
Variance Analysis	

DULUTH ENTERTAINMENT AND CONVENTION CENTER AUTHORITY
CONSOLIDATED MANAGEMENT SUMMARY
MARCH 2021
 (Summary)

	CURRENT MONTH			YEAR TO DATE						
	BUDGET	ACTUAL	VARIANCE	VAR %	2020	BUDGET	ACTUAL	VARIANCE	VAR %	2020
DPTMTL PROFIT/LOSS:										
BUILDING SERVICES	61,950	204,884	142,934	230.7%	37,317	252,800	526,547	273,747	108.3%	139,622
PROPERTY MTNC	(106,085)	(132,597)	(26,512)	-25.0%	(169,712)	(368,715)	(416,183)	(47,468)	-12.9%	(726,410)
MARKETING	(5,695)	(8,778)	(3,083)	-54.1%	(5,311)	(16,085)	(20,864)	(4,779)	-29.7%	(30,545)
CATERING	2,855	2,784	(71)	-2.5%	66,175	(7,400)	(9,228)	(1,828)	-24.7%	288,996
CONCESSIONS	955	(1,896)	(2,851)	-298.5%	30,842	(7,330)	(12,368)	(5,038)	-68.7%	101,988
ADMINISTRATIVE	(42,420)	(32,059)	10,361	24.4%	(110,035)	(406,695)	(214,733)	191,962	47.2%	(344,167)
IRVIN	(13,995)	(4,109)	9,886	70.6%	(12,759)	(18,165)	(4,309)	13,856	76.3%	(27,728)
TICKET OFFICE	55,000	0	(55,000)	0.0%	8,295	55,000	0	(55,000)	0.0%	28,372
PARKING	12,020	49,155	37,135	308.9%	39,341	53,060	129,878	76,818	144.8%	135,086
BAYFRONT	(3,246)	(3,362)	(116)	-3.6%	(2,497)	(9,533)	(9,342)	191	2.0%	(6,764)
NON-OPERATING REVENUES/EXPENSES:										
CITY HOTEL/MOTEL TAXES	112,039	112,039	0	0.0%	148,385	336,117	336,117	0	0.0%	445,155
COVID RELIEF GRANTS	0	0	0	0.0%	0	0	500,000	500,000	0.0%	0
NAMING RIGHTS REVENUE	16,667	16,667	0	0.0%	16,667	50,001	50,001	0	0.0%	50,001
ARENA BOND PAYMENTS	(90,919)	(90,919)	0	0.0%	(89,390)	(272,757)	(272,757)	0	0.0%	(268,169)
SUBTOTAL OPERATING PROFIT/LOSS	(874)	111,808	112,682	12892.7%	(42,682)	(359,702)	582,759	942,461	262.0%	(214,564)
LESS: DEPRECIATION										
DEPRECIATION (NET)	(59,000)	(59,000)	0	0.0%	(61,000)	(177,000)	(177,000)	0	0.0%	(183,000)
NET CHANGE IN RETAINED EARNINGS	(59,874)	52,808	112,682	188.2%	(103,682)	(536,702)	405,759	942,461	175.6%	(397,564)

DULUTH ENTERTAINMENT AND CONVENTION CENTER AUTHORITY

CONSOLIDATED MANAGEMENT SUMMARY

MARCH 2021

(Detail)

CURRENT MONTH

YEAR TO DATE

	CURRENT MONTH			YEAR TO DATE						
	BUDGET	ACTUAL	VARIANCE	VAR %	2020	BUDGET	ACTUAL	VARIANCE	VAR %	2020
REVENUES:										
BUILDING SERVICES	117,800	250,905	133,105	113.0%	179,603	435,800	666,553	230,753	52.9%	754,618
MARKETING	3,900	0	(3,900)	-100.0%	3,892	11,700	2,089	(9,611)	-82.1%	11,676
CATERING	5,500	9,832	4,332	78.8%	158,321	16,500	10,952	(5,548)	-33.6%	702,722
CONCESSIONS	2,925	0	(2,925)	-100.0%	85,941	16,825	0	(16,825)	-100.0%	333,205
ADMINISTRATIVE	62,650	62,705	55	0.1%	31,237	121,750	121,739	(11)	0.0%	99,917
IRVIN	0	0	0	0.0%	0	0	0	0	0.0%	0
TICKET OFFICE	55,000	0	(55,000)	0.0%	18,039	55,000	0	(55,000)	0.0%	73,223
PARKING	30,000	55,503	25,503	85.0%	63,629	107,000	147,091	40,091	37.5%	303,660
BAYFRONT	0	0	0	0.0%	1,258	0	0	0	0.0%	3,504
NON-OPERATING REVENUES:										
CITY HOTEL/MOTEL TAXES	112,039	112,039	0	0.0%	148,385	336,117	336,117	0	0.0%	445,155
COVID RELIEF GRANTS	0	0	0	0.0%	0	0	500,000	0	0.0%	0
NAMING RIGHTS REVENUE	16,667	16,667	0	0.0%	16,667	50,001	50,001	0	0.0%	50,001
TOTAL REVENUES	406,481	507,651	101,170	24.9%	706,973	1,150,693	1,834,543	183,850	16.0%	2,777,681

OPERATING EXPENSES:

BUILDING SERVICES	55,850	46,022	9,828	17.6%	142,286	183,000	140,006	42,994	23.5%	614,996
PROPERTY MTNC	106,085	132,597	(26,512)	-25.0%	169,712	368,715	416,183	(47,468)	-12.9%	726,410
MARKETING	9,595	8,778	817	8.5%	9,203	27,785	22,953	4,832	17.4%	42,220
CATERING	2,645	7,049	(4,404)	-166.5%	92,147	23,900	20,180	3,720	15.6%	413,726
CONCESSIONS	1,970	1,896	74	3.8%	55,100	24,155	12,368	11,787	48.8%	231,218
ADMINISTRATIVE	105,070	94,763	10,307	9.8%	141,273	528,445	336,472	191,973	36.3%	444,084
IRVIN	13,995	4,109	9,886	70.6%	12,759	18,165	4,309	13,856	76.3%	27,728
TICKET OFFICE	0	0	0	0.0%	9,744	0	0	0	0.0%	44,851
PARKING	17,980	6,348	11,632	64.7%	24,288	53,940	17,214	36,726	68.1%	143,951
BAYFRONT	3,246	3,362	(116)	-3.6%	3,755	9,533	9,342	191	2.0%	10,268
NON-OPERATING EXPENSES:										
ARENA BOND PAYMENT	90,919	90,919	0	0.0%	89,390	272,757	272,757	0	0.0%	268,169
TOTAL EXPENSES	407,355	395,842	11,513	2.8%	749,655	1,510,395	1,251,784	258,611	17.1%	2,967,622

DEPRECIATION:

DEPRECIATION (NET)	(59,000)	(59,000)	0	0.0%	(61,000)	(177,000)	(177,000)	0	0.0%	(183,000)
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NET CHANGE IN RETAINED EARNINGS

	(59,874)	52,808	112,682	188.2%	(103,662)	(536,702)	405,759	942,461	175.6%	(372,941)
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DECC Operating Results

March 2021

Variance Analysis

Overall February ended \$112K better than budget due to Covid testing/vaccination rent revenue (\$66K) and parking revenue (\$29K) not in budget. Also, there was no March snow removal and 2021 insurance costs are lower than projected.

Highlights: Covid vaccination and Covid testing continues, 2 dance competitions, 1 Symphony, Duluth Wedding Show, Gun & Knife Show, and Real Presence Radio dinner
Canceled events in budget: UMD playoffs, MN Fire Chiefs, and Youth Symphony

REVENUE NOTES (Operating Revenues over budget \$101K)

Building Services

Exhibition Rental over budget due to Duluth Wedding Show

Building Rent over budget due to \$10K in suite revenue (not budgeted); Covid testing and vaccination site (not budgeted)

Ice Rental over budget due to extended youth hockey season

Marketing

Advertising under budget due to delay in new beverage contract and cancellation of advertising contract

Catering

Food Sales revenue from Real Presence Radio dinner not in budget

Bar Sales revenue from Real Presence Radio and Duluth Wedding Show

Concessions

Stand Sales/Ice Cream budgeted for sales during hockey but did not have playoffs

Administrative

No variances to report

Ticket Office

Advertising Revenue Ticketmaster annual payment not received yet

Parking

Parking-Main over budget; Covid contracts include paid parking

EXPENSE NOTES (Total Expenses under budget \$11K)

Building Services

Part Time-Regular under budget due to utilizing staff on hand

Paper Supplies/Cleaning Supplies under budget to do end of year shut down and supplies on hand

Engineering

Utilities over budget both **Electricity** and **Duluth Steam**

Marketing

No variances to report

Catering

Part Time Regular under budget due to no UMD games (budget includes staff for bar sales)

Food Purchases expense for outside catering for Real Presence Radio

Concessions

Payroll/Food Purchases no expenses since no concessions sales in March

Administrative

Insurance under budget, 2021 costs are lower than projected

Irvin

Full Time Payroll staff returning to help re-open for season did not start until April

Ticket Office

No variances to report

Parking

Snow Removal under budget due to minimal snow and no outside service needed

Public Use of Space Policy

POLICY

The DECC's Public Use of Space Policy addresses the definition of users, rules of decorum, and event types. It also addresses political candidate, political event, and government official use.

DECC space rented to a Leasing Party ceases to be public property. No public person, candidate, or government official is allowed to go into the leased space against the wishes of the Leasing Party.

Demonstrations may be allowed when the DECC is used for a government function. The DECC will seek counsel from the Duluth City Attorney's office as needed in relation to this Policy.

PROCEDURE

1. Definitions

The following terms shall have the meanings set forth below for the purposes of this Policy:

- 1.1 "Permitted Areas" shall mean the public skywalk, Northwest Passage, and DECC Arena concourse when open to the general public and shall be referred to as the "Permitted Areas".
- 1.2 "Event" shall mean a public gathering pre-approved by the Executive Director as being in compliance with this Policy.
- 1.3 "Candidate" shall mean a person who has filed for office for an election to be held within two (2) years.
- 1.4 "Executive Director" shall mean the then appointed Executive Director of the Duluth Entertainment and Convention Center Authority or his/her designee.
- 1.5 "Government Official" shall mean any elected or appointed representative of any town, city, county, state, tribe or federal government ("Government") or any employee with an executive position within any Government.
- 1.6 "DECC" means the Duluth Entertainment and Convention Center Authority, otherwise known as the Duluth Entertainment Convention Center, and all DECC-owned facilities.
- 1.7 "Public Person" means any person who is not a Candidate or Government Official, not including DECC staff.
- 1.8 "Restricted Area" means areas not open to the general public or any area that is covered under a current rental agreement.
- 1.9 "Leasing Party" means any person or organizations under contract to rent DECC space for personal or organizational event use and any employee, representative, invitee, customer, vendor or contractor to Leasing Party.
- 1.10 "Tenant" means any entity which is the Tenant under a lease with the DECC for property at the DECC and any employee, representative, invitee, customer, vendor or contractor to Tenant.

2. Rules of Decorum

- 2.1 **Conduct at the DECC.** Any party visiting the DECC must observe order and decorum. A person shall neither, by conversation or otherwise, delay or interrupt the activities of the DECC or any Tenant or Leasing Party at the DECC nor disturb any Tenant or Leasing Party or refuse to obey the orders of the Executive Director.
- 2.2 **Merchandise.** No political or campaign merchandise shall be sold within the DECC complex or in areas not open to the general public.
- 2.3 **Masks and Noise Machines.** No masks shall be worn for the purpose of concealing the identity of the person wearing such mask at the DECC. Further, no noise making machines or devices are allowed in the DECC and no voice-altering machines or devices may be used by anyone in the DECC.
- 2.4 **General Conduct.** Any person making disparaging, slanderous, or profane remarks or who willfully utters loud, threatening, or abusive language, or engages in any disorderly conduct which would impede, disrupt, or disturb the orderly conduct of the business at the DECC, shall be called to order by the Executive Director and, if such conduct continues, may at the discretion of the Executive Director, be ordered removed and barred from the DECC.
 - 2.4.1 **Safety.** Any person or group must not present or create a safety hazard of any kind to any person or area of the facility and/or grounds.
- 2.5 **Offensive Conduct.** No person shall engage in disorderly conduct such as using profane language, nudity, yelling or other forms of noisemaking, which disturbs the peace and good order at the DECC.
- 2.6 **Restricted Areas.** No person is allowed in any Restricted Area without prior permission of the Executive Director.
- 2.7 **Permitted Areas.** Visitors are allowed only in the Permitted Areas subject to the following rules:
 - 2.7.1 **Open to the General Public.** The area is unlocked and open to the general public and is not being used by a Tenant or Leasing Party.
 - 2.7.2 **Time.** No visitor shall be allowed in the Permitted Area between the hours of 10:00 p.m. and 7:00 a.m.
 - 2.7.3 **Signs and Flags.** Signs and flags brought to the DECC must not exceed 11 inches by 17 inches and must not be supported by stands or sticks. Signs must not display profane language or images. It shall be at the discretion of the Executive Director to make a determination in cases where it is unclear whether language or images are profane.
 - 2.7.4 **Obstructing, Entrances, Driveways, and Movement.** No visitor shall obstruct any entrances to, exits from, or other doorways within buildings or driveways or roadways which may impede the fire code or use any object to do the same. Further, no visitor shall obstruct or constrain the movement of any Tenant, Leasing Party or DECC staff member.
 - 2.7.5 **Obstructing Vehicles and Personnel.** No visitor may obstruct any emergency vehicles or personnel attempting to leave, enter, or maneuver within the DECC or on DECC grounds. There must be no interference with, or impedance of, the normal traffic flow of vehicular or pedestrian traffic.

3. Tours

Upon application to the Executive Director, a person may request a tour of the DECC on behalf of a person, Candidate or Government Official. The Executive Director will consider such application and grant or deny permission for the requested tour, or impose any conditions that the Executive Director determines necessary, in order for such tour to comply with the terms of this Policy.

4. Events

- 4.1 The DECC may conduct or sponsor Events at the DECC at such times and in such manner as the Executive Director shall determine to be in furtherance of this Policy.
- 4.2 DECC staff may attend any event as a member of the general public. However, no DECC employee shall participate in political or campaign events while on duty outside of required job responsibilities.

5. Candidates

- 5.1 Candidates may make application for access to the DECC for an appearance in connection with a Candidate campaigning for public office. The Executive Director shall consider such application and approve or deny or consider the approval of the application in accordance with this Policy.
- 5.2 The DECC is a public facility and shall not discriminate against the content of events. The Campaign appearance will be scheduled such as to not interfere with general operations of the DECC. The Campaign appearance must be coordinated with the DECC and/or its Tenant(s), or Leasing Party(ies).
- 5.3 The DECC maintains a policy of "open access to all political parties" in regards to access for campaign events, Candidates, and elected officials seeking to learn about or tour the DECC.
- 5.4 Approving a Candidate's request for use of the DECC for a campaign event does not signify the DECC's endorsement of that Candidate.
- 5.5 No DECC staff, Leasing Party, or Tenant will be required to be present for a Campaign appearance aside from the staffing of a social event as represented by a signed lease agreement.

6. Government Officials

- 6.1 Government Officials may make application for access to the DECC to conduct official business of the Government Official with respect to DECC activities. The Executive Director shall consider such application and approve or deny or consider it for approval in accordance with this Policy.
- 6.2 The Executive Director will accommodate an elected official who wants to hold a meeting in their official capacity as an office holder on the DECC's property.
- 6.3 The DECC is a public facility and shall not discriminate against the content of events. The Government Officials appearance will be scheduled such as to not interfere with general operations of the DECC. The Government Officials appearance must be coordinated with the DECC and/or its Tenant(s), or Leasing Party(ies).
- 6.4 No DECC staff, Leasing Party, or Tenants will be required to be present for a meeting held by a Government Official nor help in the planning of a Government Official's meeting beyond the normal scope of official duties or operations.

PURPOSE

The DECC recognizes the necessity to ensure effective and efficient operations at the DECC and to establish rules set forth in this Policy which relate to the conduct of persons requesting access to the grounds and facility. This Policy seeks to provide a mechanism to ensure the DECC's ability to continue operations by providing procedures which allow for reasonable access when necessary. This Policy is meant to allow that every member of the public has an equal opportunity to access the general public areas of the DECC, subject to the reasonable limitations contained in this Policy.

HISTORY

Effective [month, date year]

Approved [month, date year] by name, title



DECC Data Practices Policy: Data Requests for the Public

Minnesota Statutes, sections 13.025 and 13.03 require this policy.

DRAFT

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Your Right to See Public Data

The Government Data Practices Act (Minnesota Statutes, Chapter 13) presumes that all government data are public unless a state or federal law says the data are not public. Government data means all recorded information a government entity has, including paper, email, flash drives, CDs, DVDs, photographs, etc.

The law also says that the Duluth Entertainment and Convention Center Authority must keep all government data in a way that makes it easy for you to access public data. You have the right to look at (inspect), free of charge, all public data that we keep. You also have the right to get copies of public data. The Data Practices Act allows us to charge for copies. You have the right to look at data, free of charge, before deciding to request copies.

How to Request Public Data

You can ask to look at (inspect) data at our offices, or ask for copies of public data that we keep.

Make a written data request. Make your request by completing the data request form on page 7 and submitting it to the Responsible Authority (page 5) via U.S. mail or email.

If you do not use the data request form, your request must:

- Say that you are making a request for public data under the Government Data Practices Act (Minnesota Statutes, Chapter 13).
- Include whether you would like to inspect the data, have copies of the data, or both.
- Provide a clear description of the data you would like to inspect or have copied.

You are not required to identify yourself or explain the reason for your data request. However, you may need to provide us with some personal information for practical reasons (for example: if you want us to mail copies to you, you need to provide us with an address or P.O. Box). If we do not understand your request and have no way to contact you, we cannot respond to your request.

How We Will Respond to Your Data Request

Upon receiving your request, we will review it.

- We may ask you to clarify what data you are requesting.

If we do not have the data, we will notify you in writing via U.S. mail or email within a reasonable period of time.

- If we have the data, but we are not allowed to give it to you, we will tell you as soon as reasonably possible and identify the law that prevents us from providing the data.
- If we have the data, and the data are public, we will respond to your request appropriately and promptly, within a reasonable amount of time by doing one of the following:
 - Arrange a date, time, and place for you to inspect the data at our offices; or

We will provide notice to you about our requirement to prepay for copies.

- You may choose to pick up your copies, or we will mail or email them to you. We will provide electronic copies (such as email or CD-ROM) upon request, if we keep the data in that format and we can reasonably make a copy.
- Response time may be impacted by the size and/or complexity of your request, and also by the number of requests you make in a given period of time.

Following our response, if you do not make arrangements within five (5) business days to inspect the data or pay for the copies, we will conclude that you no longer want the data and will consider your request closed.

If you do not understand some of the data (technical terminology, abbreviations, or acronyms), please tell the person who provided the data to you. We will give you an explanation if you ask.

The Data Practices Act does not require us to create or collect new data in response to a data request, or to provide data in a specific form or arrangement if we do not keep the data in that form or arrangement. For example, if the data you request are on paper only, we are not required to create electronic documents to respond to your request. If we agree to create data in response to your request, we will work with you on the details of your request, including cost and response time.

We are also not required to respond to questions that are not about your data requests, or requests for government data.

Requests for Summary Data

Summary data are statistical records or reports created by removing identifying information about individuals from entirely private or confidential data.

We will prepare summary data if you make your request in writing and pre-pay for the cost of creating the data.

You may use the data request form on page 7 to request summary data. We will respond to your request within ten business days with the data or details of when the data will be ready and how much we will charge you.

Data Practices Contacts

Responsible Authority

Roger J Reinert

350 Harbor Drive
Duluth, MN 55802

p. 218-722-5573

f. 218-722-4247

e. rreinert@decc.org

w. decc.org

Data Practices Compliance Official

Roger J Reinert

350 Harbor Drive
Duluth, MN 55802

p. 218-722-5573

f. 218-722-4247

e. rreinert@decc.org

w. decc.org

Copy Costs – When You Request Public Data

Minnesota Statutes, section 13.03, subdivision 3(c) allows us to charge for copies.

You must pay for the copies before we will give them to you.

Multiple requests made within the same five (5) business-day period will be treated as a single request for the purposes of calculating total copy costs.

If possible, and upon request, we will provide you with an estimation of the total cost of supplying copies.

For 100 or fewer paper copies – 25 cents per page

100 or fewer pages of black and white, letter or legal size paper copies cost 25¢ for a one-sided copy, or 50¢ for a two-sided copy.

Most other types of copies – actual cost

The charge for most other types of copies, when a charge is not set by statute or rule, is the actual cost of searching for and retrieving the data, and making the copies or electronically sending the data.

In determining the actual cost of making copies, we include employee time, the cost of the materials onto which we are copying the data (paper, CD, DVD, etc.), and mailing costs (if any). If your request is for copies of data that we cannot copy ourselves, such as photographs, we will charge you the actual cost we must pay an outside vendor for the copies.

Employee time to make copies is \$18.00 per hour.

If, based on your request, we find it necessary for a higher-paid employee to search for and retrieve the data, we will calculate search and retrieval charges at the higher salary/wage.

Data Request Form – Requesting Public Data

Request date:

The data I am requesting:

Describe the data you are requesting as specifically as possible.

I am requesting access to data in the following way:

- Inspection
- Copies
- Both inspection and copies

Note: Inspection is free but we charge for copies.

Contact information (optional)*

Name:

phone number:

email address:

address:

We will respond to your request as soon as reasonably possible.

* You do not have to provide any contact information. However, if you want us to mail/email you copies of data, we will need some type of contact information. We also need contact information if we do not understand your request. We will not work on your request until we can clarify it with you.

History

Effective [month, date year]

Approved [month, date year] by name, title

DRAFT

DRAFT



DECC Data Practices Policy: Requests for Data About You and Your Rights as a Data Subject

Minnesota Statutes, sections 13.025 and 13.03 require this policy.

DRAFT

What is a “Data Subject”?

When a government authority has information recorded in any form (paper, harddrive, voicemail, video, email, etc.), that information is called “government data” under the Government Data Practices Act (Minnesota Statutes, Chapter 13). When we can identify you in government data, you are the “data subject” of that data. The Data Practices Act gives you, as a data subject, certain rights. This policy explains your rights and how to request data about you, your minor child, or one for whom you are the legal guardian.

When the DECC Has Data About You

The Duluth Entertainment and Convention Center Authority (DECC) has data on many people, such as employees, job applicants, vendors, and clients. The DECC can collect and keep data about you only when we have a legal purpose to have the data. The DECC must also keep all government data in a way that makes it easy for you to access data about you.

Government data about an individual have one of three “classifications.” These classifications determine who is legally allowed to see the data. Data about you are classified by state law as public, private, or confidential. Here are some examples:

Public Data

The Data Practices Act presumes that all government data are public unless a state or federal law says that the data are not public. We must give public data to anyone who asks. It does not matter who is asking for the data or why the person wants the data. The following are examples of public data about you that we might have:

-
- Employee name; employee ID number, actual gross salary; salary range; terms and conditions of employment relationship; contract fees; actual gross pension; the value and nature of employer paid fringe benefits; and the basis for and the amount of any added remuneration, including expense reimbursement, in addition to salary
 - Job title and bargaining unit; job description; education and training background; and previous work experience
 - Date of first and last employment
 - Existence and status of any complaints or charges against the employee, regardless of whether the complaint or charge resulted in a disciplinary action
 - Final disposition of any disciplinary action together with the specific reasons for the action and data documenting the basis of the action, excluding data that would identify confidential sources who are employees of the public body (a disciplinary action does not become public data if an arbitrator sustains a grievance and reverses all aspects of any disciplinary action)

- Complete terms of any agreement settling any dispute arising out of an employment relationship, including a buyout agreement as defined in section 123B.143, subdivision 2, paragraph (a); except that the agreement must include specific reasons for the agreement if it involves the payment of more than \$10,000 of public money
 - Work location; a work phone number; badge number; work-related continuing education; and honors and awards received
 - Payroll time sheets or other comparable data that are only used to account for employee's work time for payroll purposes, except to the extent that release of time sheet data would reveal the employee's reasons for the use of sick or other medical leave or other not public data.
 - Invoices and purchase orders
 - Budgets
-

Private data

We cannot give private data to the general public. We can share your private data with you, with someone who has your permission, with our government entity staff whose job requires or permits them to see the data, and with others as permitted by law or court order. The following are examples of private data about you that we might have:

- Employee performance evaluations
 - Social Security Number
 - Birth date
 - Home address and phone number
 - Checking account numbers
 - Employee health information
 - Passwords
 - Gender and ethnicity
 - Citizenship and Citizen visa code
 - Veteran and disability status
-

Confidential Data

Confidential data have the most protection. Neither the public nor you can access confidential data even when the confidential data are about you. We can share confidential data about you with our government entity staff who have a work assignment to see the data, and to others as permitted by law or court order. The following is an example of confidential data about you:

- Credit card numbers
 - Security Information
-

Your Rights Under the Government Data Practices Act

As a data subject, you have the following rights.

Access to Your Data

You have the right to look at (inspect), free of charge, public and private data that we keep about you. You also have the right to get copies of public and private data about you. The Data Practices Act allows us to charge for copies. You have the right to look at data, free of charge, before deciding to request copies.

Also, if you ask, we will tell you whether we keep data about you and whether the data are public, private, or confidential.

As a parent, you have the right to look at and get copies of public and private data about your minor children (under the age of 18). As a legally appointed guardian, you have the right to look at and get copies of public and private data about an individual for whom you are appointed guardian.

Minors have the right to ask us not to give data about them to their parent or guardian. If you are a minor, we will tell you that you have this right. We will ask you to put your request in writing and to include the reasons that we should deny your parents access to the data. We will make the final decision about your request based on your best interests.

When We Collect Data From You

When we ask you to provide data about yourself that are not public, we must give you a notice called a Tennesen warning. The notice controls what we do with the data that we collect from you. Usually, we can use and release the data only in the ways described in the notice.

We will ask for your written permission if we need to use or release private data about you in a different way, or if you ask us to release the data to another person. This permission is called informed consent.

You must use the consent form we provide on page 11 if you want us to release data to another person.

Protecting Your Data

The Data Practices Act requires us to protect your data. We have established appropriate safeguards to ensure that your data are safe.

In the unfortunate event that we determine a security breach has occurred and an unauthorized person has gained access to your data, we will notify you as required by law.

When Your Data are Inaccurate or Incomplete

You have the right to challenge the accuracy and/or completeness of public and private data about you. You also have the right to appeal our decision. If you are a minor, your parent or guardian has the right to challenge data about you.

How to Make a Request For Your Data

You can ask to look at (inspect) data at our offices, or ask for copies of data that we have about you, your minor child, or an individual for whom you have been appointed legal guardian.

Make a written data request. You may make your request by completing the data request form on page 9 and submitting it to the Responsible Authority or someone else listed on page 7 via U.S. mail or email.

We recommend using the sample Data Request Form – Data Subjects on page 9. If you do not choose to use the data request form, your request must:

- State you are making a request as a data subject, for data about you, your child, or person for whom you are the legal guardian, under Government Data Practices Act (Minnesota Statutes, Chapter 13).
- Include whether you would like to inspect the data, have copies of the data, or both.
- Provide a clear description of the data you would like to inspect or have copied.
- Provide proof that you are the data subject or data subject's parent/legal guardian.

We require proof of your identity before we can respond to your request for data. If you are requesting data about your minor child, you must show proof that you are the minor's parent. If you are a legal guardian, you must show legal documentation of your guardianship. Please see the Standards for Verifying Identity on page 10. If you do not provide proof that you are the data subject, we cannot respond to your request.

How We Respond to a Data Request

Upon receiving your request, we will review it.

- We may ask you to clarify what data you are requesting.
- We will ask you to confirm your identity as the data subject.

If we do not have the data, we will notify you in writing via mail or email within 10 business days.

- If we have the data, but the data are confidential or not public data about someone else, we will notify you within 10 business days and identify the law that prevents us from providing the data.
- If we have the data, and the data are public or private data about you, we will respond to your request within 10 business days by doing one of the following:
 - Arrange a date, time, and place to inspect data in our offices, for free, or
 - Provide you with the data within a reasonable amount of time. You may choose to pick up your copies, or we will mail or fax them to you. We will provide electronic copies (such as email or CD-ROM) upon request if we keep the data in electronic format

We will provide notice to you about our requirement to prepay for copies.

Following our response, if you do not make arrangements within five (5) business days to inspect the data or pay for the copies, we will conclude that you no longer want the data and will consider your request closed.

- After we have provided you with your requested data, we do not have to show you the same data again for 6 months unless there is a dispute about the data or we collect or create new data about you.

If you do not understand some of the data (technical terminology, abbreviations, or acronyms), please tell the person who provided the data to you. We will give you an explanation if you ask.

The Data Practices Act does not require us to create or collect new data in response to a data request, or to provide data in a specific form or arrangement if we do not keep the data in that form or arrangement. For example, if the data you request are on paper only, we are not required to create electronic documents to respond to your request. If we agree to create data in response to your request, we will work with you on the details of your request, including cost and response time.

In addition, we are not required to respond to questions that are not about your data requests, or that are not requests for government data.

Data Practices Contacts

Responsible Authority

Roger J Reinert

350 Harbor Drive
Duluth, MN 55802

p. 218-722-5573

f. 218-722-4247

e. rreinert@decc.org

w. decc.org

Data Practices Compliance Official

Roger J Reinert

350 Harbor Drive
Duluth, MN 55802

p. 218-722-5573

f. 218-722-4247

e. rreinert@decc.org

w. decc.org

Copy Costs – Data Subjects

Minnesota Statutes, section 13.04, subdivision 3 allows us to charge for copies.

You must pay for the copies before we will give them to you.

Actual Cost of Making the Copies

We will charge the actual cost of making copies for data about you. In determining the actual cost, we include the employee-time to create and send the copies, the cost of the materials onto which we are copying the data (paper, CD, DVD, etc.), and mailing costs such as postage (if any).

If your request is for copies of data that we cannot copy ourselves, such as photographs, we will charge you the actual cost we must pay an outside vendor for the copies.

Employee time to make copies is \$18.00 per hour.

Data Request Form – Data Subject

Request date:

Contact information:

Data Subject Name:

Parent/Guardian Name (if applicable):

Phone number:

Email address:

To request data as a data subject, you must show a valid state ID, such as a driver's license, military ID, or passport as proof of identity.

The data I am requesting:

Describe the data you are requesting as specifically as possible:

I am requesting access to data in the following way:

- Inspection
- Copies
- Both inspection and copies

Note: Inspection is free but we charge for copies.

We will respond to your request within 10 business days

To Be Completed By Staff Member Responding to Data Request:

Identity Confirmed:

Date:

Staff Name:

Standards For Verifying Identity

The following constitute proof of identity:

- An adult individual must provide a valid photo ID, such as
 - a driver's license
 - a state-issued ID
 - a tribal ID
 - a military ID
 - a passport
 - the foreign equivalent of any of the above
- A minor individual must provide a valid photo ID, such as
 - a driver's license
 - a state-issued ID (including a school/student ID)
 - a tribal ID
 - a military ID
 - a passport
 - the foreign equivalent of any of the above
- The parent or guardian of a minor must provide a valid photo ID and either
 - a certified copy of the minor's birth certificate or
 - a certified copy of documents that establish the parent or guardian's relationship to the child, such as
 - a court order relating to divorce, separation, custody, foster care
 - a foster care contract
 - an affidavit of parentage
- The legal guardian for an individual must provide a valid photo ID and a certified copy of appropriate documentation of formal or informal appointment as guardian, such as
 - court order(s)
 - valid power of attorney

Note: Individuals who do not inspect data or pick up copies of data in person may be required to provide either notarized or certified copies of the documents that are required or an affidavit of ID.

Data Request Form – Informed Consent Form

AN INDIVIDUAL ASKS THE DECC TO RELEASE HER/HIS PRIVATE DATA TO AN OUTSIDE ENTITY OR PERSON. BECAUSE THE DECC DOES NOT HAVE LEGAL AUTHORITY TO RELEASE THE DATA, IT MUST GET THE INDIVIDUAL'S WRITTEN INFORMED CONSENT.

Explanation of your rights and permission to release

If you have a question about this consent, or would like more explanation before you sign it, please contact:

Roger J Reinert
p. 218-722-5573
e. rreinert@decc.org

Letter of Permission to Release Information:

I, _____, give my permission for the Duluth Entertainment Convention Center (DECC) to release data about me to _____ as described in this consent.

1. The specific data I want the DECC to release include:
2. I understand that I have asked the DECC to release the data.
3. I understand that data are classified as private under Minnesota Statutes § 13.43.
4. I understand that by signing this Informed Consent Form, I am authorizing the DECC to release to the person(s) named above data which would otherwise be private and accessible only to me and to the DECC. I understand that without my informed consent, the DECC could not release data which is

This permission to release expires _____ (optional)

Date: _____

Printed Name: _____ Signature: _____

History

Effective [month, date year]

Approved [month, date year] by name, title

DRAFT

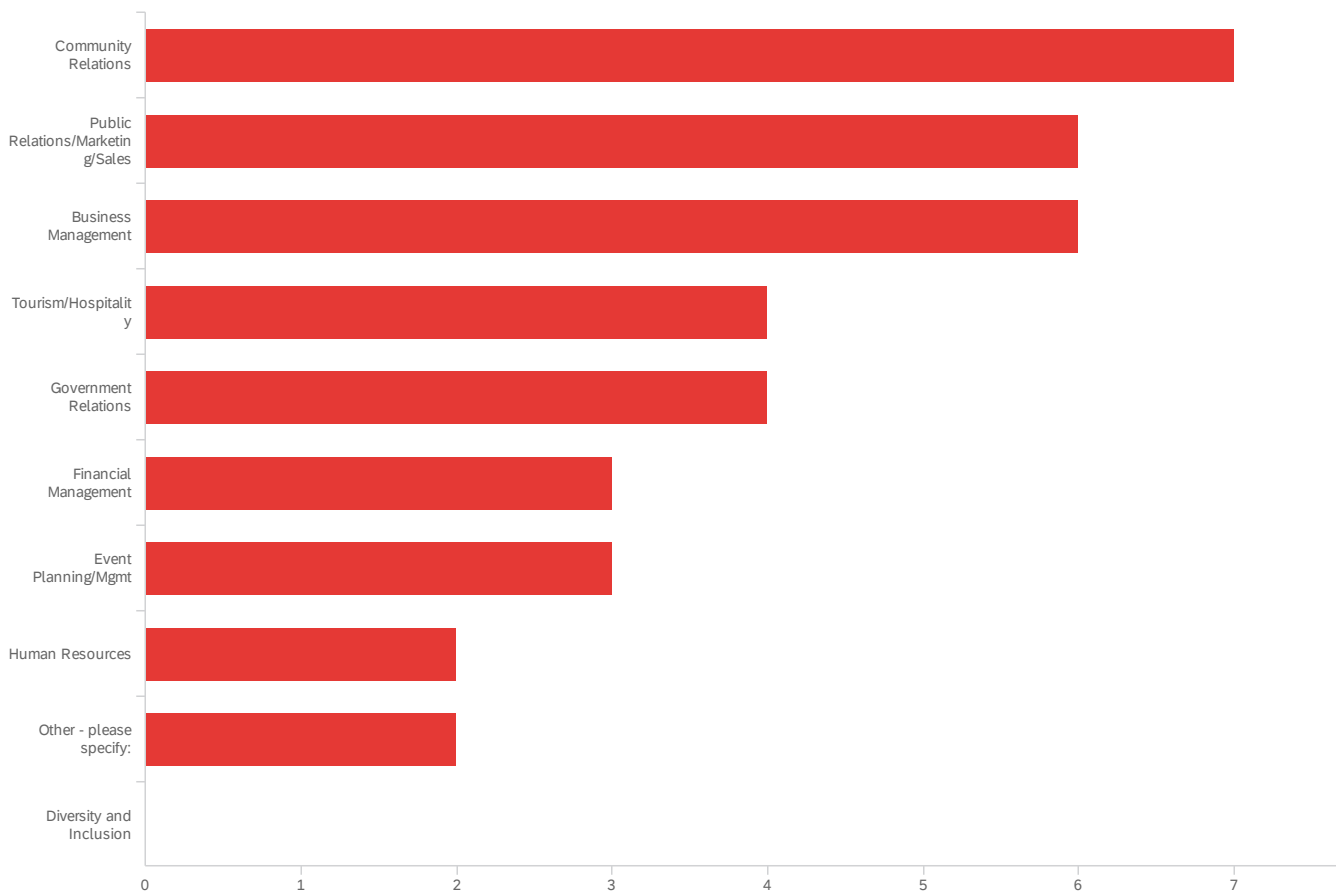
DRAFT

Default Report

DECC Board Experience Portfolio

April 22, 2021 10:46 AM CDT

Q2 - Please select the skills and areas of expertise you feel best describe you and your background. (select all that apply)



#	Field	Choice Count
1	Tourism/Hospitality	10.81% 4
2	Human Resources	5.41% 2
3	Diversity and Inclusion	0.00% 0
4	Financial Management	8.11% 3
5	Public Relations/Marketing/Sales	16.22% 6
6	Event Planning/Mgmt	8.11% 3
7	Government Relations	10.81% 4

#	Field	Choice Count
8	Business Management	16.22% 6
9	Community Relations	18.92% 7
10	Other - please specify:	5.41% 2

37

Showing rows 1 - 11 of 11

Q2_10_TEXT - Other - please specify:

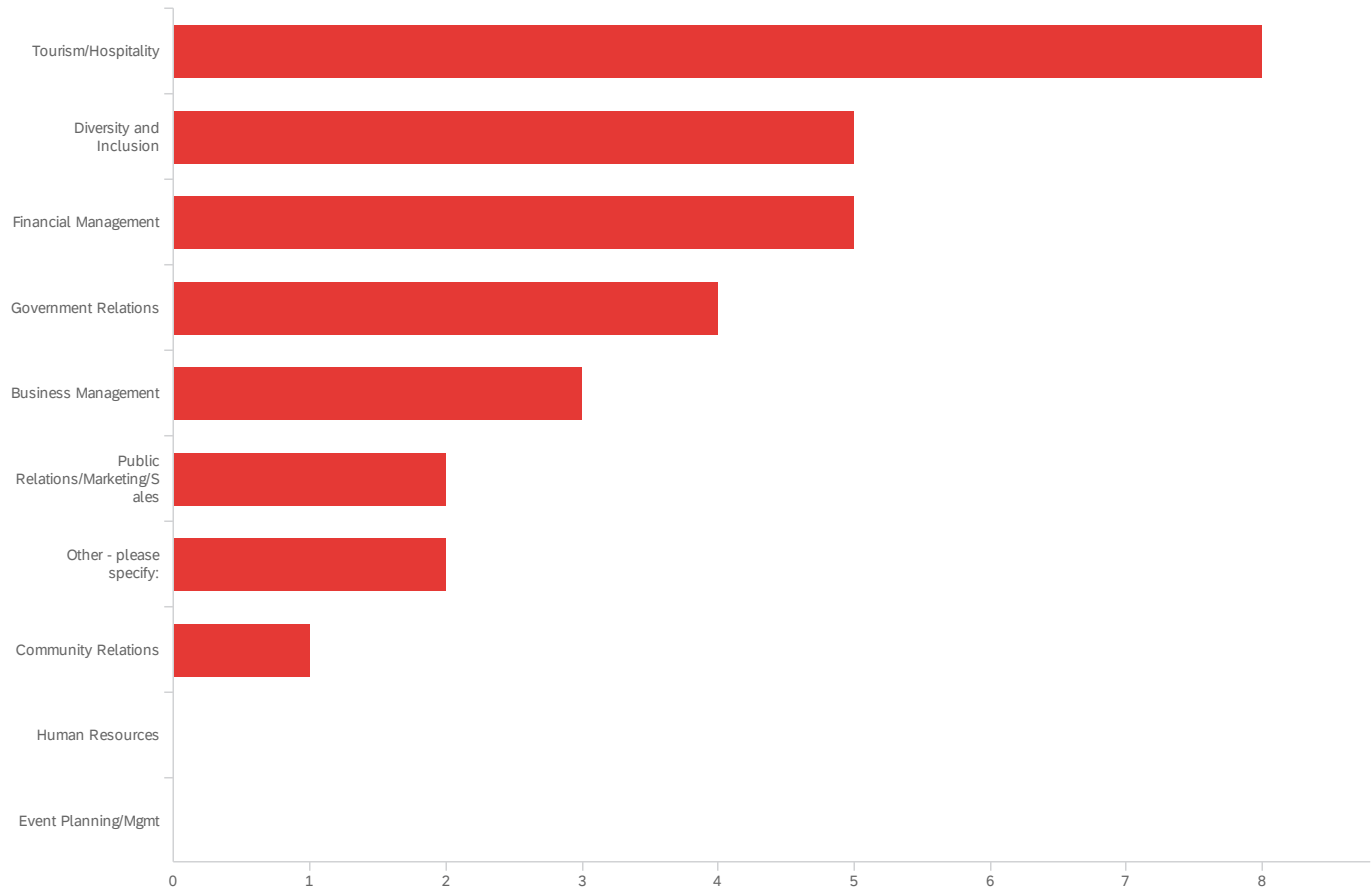
Other - please specify:

event planning

Entertainment production

Q5 - Please select the skills and areas of expertise you feel are the most important

considerations for upcoming board appointments. (select at least your top three)



#	Field	Choice Count
1	Tourism/Hospitality	26.67% 8
2	Human Resources	0.00% 0
3	Diversity and Inclusion	16.67% 5
4	Financial Management	16.67% 5
5	Public Relations/Marketing/Sales	6.67% 2
7	Government Relations	13.33% 4
8	Business Management	10.00% 3
9	Community Relations	3.33% 1
11	Other - please specify:	6.67% 2
12	Event Planning/Mgmt	0.00% 0

Field

Choice
Count

30

Showing rows 1 - 11 of 11

Q5_11_TEXT - Other - please specify:

Other - please specify:

They all seem important so it's hard to select the top ones...

Legal background for contract review

Q3 - When considering the feedback the DECC board provides to the mayor and governor about future board members, what other thoughts and considerations do you have?

When considering the feedback the DECC board provides to the mayor and gove...

A healthy balance of different sectors of our economy should be represented (legal, financial, PR, marketing). Additionally, ensuring that we have diverse representation.

Having someone who knows government affairs is crucial. So is finance and negotiation.

I think it is good to keep the connection open and have someone from the city join quarterly Board meetings to share updates and listen/learn. It would also be good to make sure we stay on top of MN state wide opportunities (note I think we are doing well on this, likely due to Roger's background).

I think it would be helpful to have a board discussion for needed board skills so that we can coach the mayor on an appropriate appointment.

It's important that we start to build a more diverse board.

Let's get Nate Stumme

End of Report

Mobile Phone Reimbursement Policy **DRAFT**

POLICY

Based on business need, the Executive Director or designee will determine which positions require a wireless communications device and the authorization an employee to use his/her own personal device for DECC business and receive a reimbursement by the DECC as outlined below.

All requests **MUST** be authorized by the employee's supervisor and receive final approval by the Executive Director or designee.

PROCEDURE

Applicability:

Some of the needs that will determine which positions require a wireless communications device include, but are not limited to:

- When safety of self or others may be of concern
- To provide immediate communication with staff in the department and other agencies, as required, to coordinate programs, or to provide customer service
- To retrieve messages from voice mail while working remotely or in other areas of the DECC complex
- When internet or email access is necessary to complete some functions of the job and a computer or office is not readily available
- To contact customers in situations where a land line is not available
- In personal emergencies including unexpected illness, car trouble, or inclement weather
- When the employee's main work location is in an area where land lines are not available
- When on call

Reimbursement:

- Employees receiving a cell phone reimbursement for calls and texts will be paid a rate of \$30 per month.
- Employees requiring data service for DECC business on a smart phone device may receive a reimbursement of an additional \$30 per month.

The total amount of monthly reimbursement shall not exceed \$60 per month. Employees on the receiving a reimbursement shall provide proof that they have a wireless device by providing a copy of their cellular service bill and shall sign the Wireless Device Allowance Agreement at least annually. The actual cost of the employee's bill may be more or less than the reimbursement received by the DECC, but the features for which the employee is being reimbursed (calling, texting, and data services) must be included and in working order.

The employee shall be reimbursed via bi-weekly payroll.

Information related to the use of a personal device for DECC business may be public data. However, it may be considered personnel data which is classified as private data on an individual, but is pursuant to court order.

Requirements:

Employees receiving a personal wireless communications device reimbursement are subject to the following requirements:

- The wireless communications device must be available for use during all hours of work and when the employee is on call.
- Use of the device must not provide a distraction to the employee during work hours. This includes limiting personal use during work hours and setting the wireless communications device to a "silent alert" mode during meetings and other times that an interruption is undesirable.
- Employees must follow federal, local and state laws pertaining to wireless device use (texting, emailing and voice communications) while driving a motor vehicle.
- Adequate security for the device must be provided by the employee to prevent unauthorized users from finding client/work-related information stored in the device's memory.
- Employees must notify their supervisor immediately if a device becomes lost, stolen or otherwise compromised.
- Employees must notify their supervisor if they cancel or reduce their services and no longer have access to the features for which they are being reimbursed.
- Use of public resources, as it relates to this policy, by DECC employees for personal gain and/or private use including, but not limited to, outside employment or political campaign purposes, is prohibited and punishable by disciplinary action which may include termination and/or criminal prosecution, depending on the nature and severity of the transgression.

Responsibility:

Executive Director is responsible for:

- Evaluating Requests and approving or denying all phone allowance requests.
- Holding supervisors accountable for adhering to all aspects of this policy.
- Annually reviewing and certifying that conditions continue to justify issuance of an allowance for cellular phone and/or mobile device for approved employees.

Supervisors are responsible for:

- Making sure that each employee under his supervision is:
 - Made aware of this policy and its contents as well as any forthcoming revisions;
 - Informed that he must abide by the terms of this policy as a condition of employment, and;
 - Informed of the consequences of violation of this policy.
- Certifying that a cellular phone and/or mobile device is necessary for employees to satisfactorily perform their job duties.
- Authorizing their respective department's requests for cellular phone allowances and forwarding those requests to the Executive Director for approval via the Phone Allowance Justification Form.
- Notifying appropriate parties when allowances should be discontinued and also reactivated.

Employees are responsible for:

- Completing the Mobile Phone Policy Acknowledgement and Certification Form.
- Complying with all aspects of this policy.
- Notifying the supervisor promptly if their cellular service is discontinued.
- Providing copies of their cellular/mobile phone bill, as requested by their

supervisor, the Finance Director, or the Executive Director.

- The purchase of all cellular phone, activation fees, and service contracts as they pertain to their user agreements. (Some phone companies offer discounted rates for public workers; employees are encouraged to see if discounts are applicable with their provider.)

Finance Department is responsible for:

- Providing guidance to the Executive Director regarding discipline of an employee who has misused or abused cellular services.
- Ensuring cellular phone and/or mobile device allowances are distributed to employees via bi-weekly payroll.
- Ensuring that allowances are discontinued and reactivated, when requested.
- Notifying parties when a copy of a bill is needed from an employee.
- Filing documentation pertaining to cellular phone and/or mobile devices in employee personnel files.
- Maintaining the employee's proof of service bills with the acknowledgements received from the departments in proper files.

Exceptions:

Requests for exceptions to this Policy must be justified, documented and submitted in writing to the Executive Director for consideration.

Violations:

Employees found to have violated this policy may be subject to disciplinary action, up to and including termination.

PURPOSE

This policy defines acceptable and unacceptable uses of wireless communication devices to ensure such usage is consistent in the best interest of the DECC without unnecessary restriction of employees in the conduct of their duties. This policy has been implemented to prevent improper use or abuse of wireless communication device service, ensure DECC employees exercise the highest standards of care with property in their use and provide a layer of security when accessing DECC data from a mobile device. It is the objective of the Duluth Entertainment Convention Center to prevent and correct any abuse or misuse of wireless communication device services through the application of this policy. Employees who abuse or misuse such device services may be subject to disciplinary action under the personnel policy or a collective bargaining agreement.

HISTORY

Effective [month, date year]

Approved [month, date year] by name, title

Electronic Systems Usage Policy **DRAFT**

POLICY

The use of Duluth Entertainment Convention Center (DECC) electronic systems, including computers, mobile phones, fax machines, and all forms of internet/intranet access, is for DECC business and for authorized purposes only. All information and use of the services, for both organizational and personal reasons, on DECC-owned devices are subject to public data requests.

Brief and occasional personal use of the electronic mail system or the Internet is acceptable as long as it is not excessive or inappropriate, occurs during personal time (lunch or other breaks), and does not result in expense or harm to the DECC or otherwise violate this Policy.

PROCEDURE

Definition of Use:

Use is defined as "excessive" if it interferes with normal job functions, responsiveness, or the ability to perform daily job activities.

- Electronic communication should not be used to solicit or sell products or services that are unrelated to the DECC's business; or
- distract, intimidate, or harass coworkers or third parties; or
- disrupts the workplace.

Use of DECC computers, phone reimbursements, networks, and internet access is a privilege granted by management and may be revoked at any time for inappropriate conduct carried out on such systems, including, but not limited to:

- Sending chain letters or participating in any way in the creation or transmission of unsolicited commercial e-mail ("spam") that is unrelated to legitimate DECC purposes;
- Engaging in private or personal business activities, including excessive use of instant messaging and chat rooms (see below);
- Accessing networks, servers, drives, folders, or files to which the employee has not been granted access or authorization from someone with the right to make such a grant;
- Making unauthorized copies of DECC files or other DECC data;
- Destroying, deleting, erasing, or concealing DECC files or other DECC data, or otherwise making such files or data unavailable or inaccessible to the DECC or to other authorized users of DECC systems;
- Misrepresenting oneself or the DECC;
- Violating the laws and regulations of the United States or any other nation or any state, city, province, or other local jurisdiction in any way;
- Engaging in unlawful or malicious activities;
- Deliberately propagating any virus, worm, Trojan horse, trap-door program code, or other code or file designed to disrupt, disable, impair, or otherwise harm either the DECC's networks or systems or those of any other individual or entity;
- Using abusive, profane, threatening, racist, sexist, or otherwise objectionable language in either public or private messages;
- Sending, receiving, or accessing pornographic materials;
- Engaging in political activity;
- Causing disruption, disablement, alteration, or impairment of DECC networks or systems;

- Maintaining, organizing, or participating in non-work-related web logs ("blogs"), web journals, "chat rooms", or private/personal/instant messaging;
- Failing to log off any secure, controlled-access computer or other form of electronic data system to which you are assigned, if you leave such computer or system unattended;
- Using recreational games; and/or
- Defeating or attempting to defeat security restrictions on DECC systems and applications.

IMPORTANT EXCEPTION: Consistent with federal law, you may use the DECC's electronic systems in order to discuss with other employees the terms and conditions of your and your coworkers' employment. However, any such discussions should take place during non-duty times and should not interfere with your or your coworkers' assigned duties. You must comply with a coworker's stated request to be left out of such discussions.

Using DECC electronic systems to access, create, view, transmit, or receive racist, sexist, threatening, or otherwise objectionable or illegal material, defined as any visual, textual, or auditory entity, file, or data, is strictly prohibited.

- Such material violates the DECC anti-harassment policies and subjects the responsible employee to disciplinary action.
- The DECC's electronic mail system, internet access, and computer systems must not be used to harm others or to violate the laws and regulations of the United States or any other nation or any state, city, province, or other local jurisdiction in any way.
- Use of DECC resources for illegal activity can lead to disciplinary action, up to and including termination and criminal prosecution.
- The DECC will comply with reasonable requests from law enforcement, media, and public data requests and regulatory agencies for logs, diaries, emails, archives, or files on individual Internet activities, e-mail use, and/or computer use, per the DECC's Data Request Policies.
- Unless specifically granted in this policy, any non-business use of the DECC's electronic systems is expressly forbidden.
- If you violate these policies, you could be subject to disciplinary action, up to and including termination.

Ownership and Access of Electronic Mail, Internet Access, and Computer Files:

No Expectation of Privacy:

The DECC owns the rights to all data and files in any computer, electronic device, network, or other information system used in the DECC and to all data and files sent or received using any DECC system or using the DECC's access to any computer network, to the extent that such rights are not superseded by applicable laws relating to intellectual property.

- The DECC also reserves the right to monitor electronic mail messages (including personal/private/instant messaging systems) and their content, as well as any and all use by employees of the Internet and of computer equipment used to create, view, or access e-mail and internet content.
- Employees must be aware that the electronic mail messages sent and received using DECC equipment or DECC-provided Internet access, including web-based messaging systems used with such systems or access, are not private and are subject to viewing, downloading, inspection, release, and archiving by DECC officials at all times and can also be requested by any member of the public as the DECC is a public employer.

- The DECC has the right to inspect any and all files stored in private areas of the network or on individual computers or storage media in order to assure compliance with DECC policies and state and federal laws. No employee may access another employee's computer, computer files, or electronic mail messages without prior authorization from either the employee or an appropriate DECC official.

The DECC uses software in its electronic information systems that allows monitoring by authorized personnel and that creates and stores copies of any messages, files, or other information that is entered into, received by, sent, or viewed on such systems. There is no expectation of privacy in any information or activity conducted, sent, performed, or viewed on or with DECC equipment or Internet access. Accordingly, employees should assume that whatever they do, type, enter, send, receive, and view on DECC electronic information systems is electronically stored and subject to inspection, monitoring, evaluation, and DECC use at any time. Further, employees who use DECC systems and Internet access to send or receive files or other data that would otherwise be subject to any kind of confidentiality or disclosure privilege thereby waive whatever right they may have to assert such confidentiality or privilege from disclosure. Employees who wish to maintain their right to confidentiality or a disclosure privilege must send or receive such information using some means other than DECC systems or the DECC-provided Internet access.

The DECC has licensed the use of certain commercial software application programs for business purposes. Third parties retain the ownership and distribution rights to such software. No employee may create, use, or distribute copies of such software that are not in compliance with the license agreements for the software. Violation of this policy can lead to disciplinary action, up to and including dismissal.

Confidentiality of Electronic Mail

As noted above, electronic mail is subject at all times to monitoring, and the release of specific information is subject to applicable state and federal laws and DECC rules, policies, and procedures on confidentiality. Existing rules, policies, and procedures governing the sharing of confidential information also apply to the sharing of information via commercial software. Since there is the possibility that any message could be shared with or without your permission or knowledge, the best rule to follow in the use of electronic mail for non-work-related information is to decide if you would post the information on the office bulletin board with your signature.

It is a violation of DECC policy for any employee, including system administrators and supervisors, to access electronic mail and computer systems files to satisfy curiosity about the affairs of others, unless such access is directly related to that employee's job duties. Employees found to have engaged in such activities will be subject to disciplinary action.

Electronic Mail Tampering

Electronic mail messages received should not be altered without the sender's permission; nor should electronic mail be altered and forwarded to another user and/or unauthorized attachments be placed on another's electronic mail message.

Policy Statement for Internet/Intranet Browser(s)

The Internet is to be used to further the DECC's mission, to provide effective service of the highest quality to the DECC's guests, clients, and staff, and to support other direct job-related purposes. Supervisors should work with employees to determine the appropriateness of using the Internet for professional activities and career development.

The various modes of internet/intranet access are DECC resources and are provided as business tools to employees who may use them for research, professional development, and work-related communications. Limited personal use of Internet resources is a special exception to the general prohibition against the personal use of computer equipment and software.

Employees are individually liable for any and all damages incurred as a result of violating DECC security policy, copyright, and licensing agreements.

All DECC policies and procedures apply to employees' conduct on the Internet, especially, but not exclusively, relating to: intellectual property, confidentiality, DECC information dissemination, standards of conduct, misuse of DECC resources, anti-harassment, and information and data security.

Personal Electronic Equipment

The DECC prohibits the use in the workplace of any type of camera phone, cell phone camera, digital camera, video camera, or other form of recording device to record the image or other personal information of another person, if such use would constitute a violation of a civil or criminal statute that protects the person's right to be free from harassment or from invasion of the person's right to privacy. Employees may take pictures and make recordings during non-working time in a way that does not violate such civil or criminal statutes and if allowed during specific events. NOTE: The DECC maintains signed contractual agreements with certain clients, promoters, or vendors that restrict the use of photographing, videoing, or otherwise recording their event or preparation of the event. Please discuss with your supervisor prior to photographing, recording or filming any event. The DECC reserves the right to report any illegal use of such devices to appropriate law enforcement authorities.

Due to the significant risk of harm to the DECC's electronic resources, or loss of data, from any unauthorized access that causes data loss or disruption, employees should not bring personal computers or data storage devices (such as floppy disks, CDs/DVDs, external hard drives, USB / flash drives, "smart" phones, iPods/iPads/iTouch or similar devices, laptops or other mobile computing devices, or other data storage media) to the workplace and connect them to DECC electronic systems unless expressly permitted to do so by DECC management. To minimize the risk of unauthorized copying of confidential DECC business records and proprietary information that is not available to the general public, any employee connecting a personal computing device, data storage device, or image-recording device to DECC networks or information systems thereby gives permission to the DECC to inspect the personal computer, data storage device, or image-recording device at any time with personnel and/or electronic resources of the DECC's choosing and to analyze any files, other data, or data storage devices or media that may be within or connectable to the data-storage device in question in order to ensure that confidential DECC business records and proprietary information have not been taken without authorization. Employees who do not wish such inspections to be done on their personal computers, data storage devices, or imaging devices should not connect them to DECC computers or networks.

Violation of this policy, or failure to permit an inspection of any device under the circumstances covered by this policy, shall result in disciplinary action, up to and possibly including immediate termination of employment, depending upon the severity and repeat nature of the offense. In addition, the employee may face both civil and criminal liability from the DECC, from law enforcement officials, or from individuals whose rights are harmed by the violation.

PURPOSE

The purpose of this policy is to provide clear expectations to DECC employees for the proper use of all electronic systems and data usage.

HISTORY

Effective [month, date year]

Approved [month, date year] by name, title

DRAFT



Duluth Entertainment and Convention Center Authority

DRAFT

Strategic Plan

2021

2021 Strategic Plan for the Duluth Entertainment Convention Center

Strategic Planning Committee:

- Bill Nelson, Committee Chair
- Matt Baumgartner
- Mary Finnegan
- Roz Randorf
- Lynne Williams

DRAFT

2021 Strategic Plan for the Duluth Entertainment Convention Center

The Duluth Entertainment and Convention Center is an authority created by a 1963 state statute (MN Laws Chapter 305) with eleven board members. The DECC Board of Directors has four members appointed by the Governor of Minnesota and seven members appointed by the Mayor of the City of Duluth. The DECC Board is charged with fiduciary oversight and governance.

Located on the shores of Lake Superior in Duluth, Minnesota, the Duluth Entertainment Convention Center (DECC) offers world-class events spanning conventions, sports, arts and entertainment. Only steps away from charming Canal Park and Downtown Duluth which offer shops, restaurants and hotels. Enjoy panoramic views of the Aerial Lift Bridge and Duluth Harbor from DECC event spaces.

The DECC is home to the Duluth Superior Symphony Orchestra, Broadway performances, concerts, home and sports shows, the Minnesota Ballet, UMD Men's and Women's Bulldog Hockey and the William A. Irvin ore boat museum.

The DECC is committed to operating in the most sustainable way possible, continuing to identify ways to further reduce operational impact on the community. The history and commitment to sustainability means that all the events bring both economic and environmental benefits to our city. Since June 2003, the DECC has taken steps to integrate sound principles of environmental stewardship in its daily operations and long-range planning. This staff-driven initiative continues to develop solutions to reduce waste, conserve resources and save energy, in a cost-neutral or money-saving way. Many conventions and events continue to be attracted to the DECC in a desire to contribute to a more resilient operational philosophy. This long-range vision positions the DECC to take advantage of its accomplishments in the current atmosphere and ensures community benefits that will endure.

The Duluth Entertainment and Convention Center Authority Board of Directors and DECC staff have reviewed the Mission, Vision, and Principles and include these values as the foundation for this strategic plan.

Strategic Planning

The Strategic Planning Committee Approach

1. The framework of the plan will include broader strategic priorities allowing for specificity to follow – funneling it into actionable items
2. Planning will help examine legacy practices and challenge “the way it’s always been done”
3. Measurable goals will be created and defined with the permanent Executive Director and executed against a regular cadence

What is Strategic Planning?

Articulated Plan: *Where are we going? Why? How are we going to do it?*

Strategic Differentiation: *What are we best at? Where can we win?*

Organizational Alignment: *We need to create a plan and have the systems in place to manage it.*

Organizational Transformation: *The process to manage a plan and measure success.*

What is a Mission?

A mission is why we exist. It should include the original intent, the foundational values, have a staff connection, be memorable, and short.

What is a Vision?

A vision looks ahead to the future. After determining our purpose for existing, we can look ahead to evaluate where we want to go and how we want the future to look.

Mission

(Updated 2021)

We host events, create experiences, and drive our regional economy.

Vision

(Updated 2021)

Through innovation, we are a vibrant, relevant, and diverse destination venue delivering excellence to our guests and prosperity to the Lake Superior region.

DRAFT

Mission and Vision Summary Statement

Again, a mission is why we exist. It should include the original intent, the foundational values, have a staff connection, be memorable, and short. A vision looks ahead to the future.

The mission and vision work together. Our mission statement represents the three pillars that define why we exist:

- 1) Hosting events
- 2) Creating Experiences
- 3) Driving our Regional Economy.

It's simple, direct, and easy to remember. Let's break the mission down:

WE	This is an effort that requires unity and teamwork.
HOST	We welcome people to this place.
EVENTS	These are memorable moments that are important to our guests.
CREATE	This is a special atmosphere of creativity and innovation.
EXPERIENCES	This is a place where impressions are made and lives are impacted.
DRIVE	We are driven to appreciate the legacy for which we are responsible.
OUR	It's for all of us.
REGIONAL	This is more than Duluth or the Twin Ports – our impact reaches far and wide.
ECONOMY	We positively impact quality of life experienced by friends, family, & neighbors.

After determining our purpose for existing, we looked ahead to evaluate where we want to go and how we want the future to look. Our Vision is about innovation, vibrancy, relevancy, diversity, excellence, and prosperity. It talks about us being a “destination venue,” which is an important differentiator for guests who appreciate what our area has to offer.

Finally, the vision supports our mission, once again, by referencing prosperity or, as the breakdown of the Mission states, “quality of life” – whether personal or professional.

Values

An organization's core values help describe in more detail who they are, how they operate, and who they hire. The committee began the process of building a set of values by reviewing the current set.

The committee determined that the values should be written with descriptive words, giving insight to who the DECC is and what we care about. A list of values were compiled to be reviewed with a permanent Executive Director, once they are selected.

Current List of Values

- A consistently high level of guest service
- Operating in a fiscally responsible* manner, always recognizing our obligations as a public entity
- Providing a well maintained facility that is a source of pride for the community
- Insisting on excellence in all aspects of DECC operations, including safety of the public and employees
- Broad public access to facility and events
- Partnership with community businesses

Words, Phrases, and Values to Consider:

- Sustainability
- Creative
- Respect
- Innovative
- Diverse
- Vibrant
- Willing to take risk
- Flexible
- Open to change
- Growth mindset
- Examine
- *Fiscal responsibility (*what does that mean – e.g. what is the reserve account for?*)
- Public accountability
- Resource management
- Transparency

Strategic Planning Process

The Board desired to develop a plan that addressed the following four outcomes:

1. Organize the priorities into a written plan
2. Create a consensus-based organizational direction
3. Determine the role of the DECC in Duluth and the surrounding communities
4. Identify responsibilities for follow-up and action

The research and exercises that took place in 2020:

DECC Strategic Planning Session - August 2020

Ann Glumac facilitated a session with the board with the following goals:

- Come to a shared meaning about the DECC's current status and likely future
- Discuss multiple options for moving forward
- Identify options for ongoing exploration
- Identify next steps

SWOT, Roz Randorf - October 2020

DECC Personnel Committee (including Roz Randorf, Bill Nelson, Mary Finnegan, Peter Singler, and Carrie Heffernan) met to measure the organization's strengths, weaknesses, opportunities, and threats as a step in the strategic planning process.

DECC Mission Survey, Lynne Williams – December 2020

- Governance Committee designed a survey to gather feedback around the mission of the DECC
- Survey was sent to all board members and staff leadership
 - Six (6) employees and nine (9) board members responded
- A summary of key themes and observations were presented

Considerations:

An ad hoc Strategic Planning Committee was formed in January 2021. Several considerations supported the motivation and timing for the planning process, including:

- Economic challenges
- Operational struggles
- Workforce needs
- Communication opportunities
- Planning Obstacles

Work Sessions Summary

In addition to the research and exercises that took place in 2020, the strategic planning committee held planning meetings in March and April of 2021. Revenues and expenses for the last five years were requested by the committee. The figures were compiled and received.

It was noted that revenue data is typically organized by department, so, at the time, it was difficult to determine revenues by profit center or event. Additionally, the total number of event days were compiled for the group that focused on individual spaces as well as the total number of event days for the DECC as a whole.

The committee recommends that future financial documents include gross revenue and net income for each profit center so that the committee has an opportunity to make strategic decisions.

The committee established the purpose of a mission statement, vision statement, and strategic plan. The end game for the team was to create a plan and utilize the systems that exist (or are forthcoming) to manage it. The committee worked to answer the question, "What does the DECC look like at its best?" Responses were organized into three main categories:

1. **Our cause** - Who it affects
2. **Our actions** - Making a difference or taking action
3. **Our impact** - Changes for the better

The committee worked to create a new mission statement and a new vision statement. Next, they prioritized potential areas of growth based on the results of the SWOT analysis. Each SWOT category served a specific purpose when organizing themes into an *Attractiveness/Fit Matrix*.

SWOT

1. **Strengths** – Build – Internal
2. **Weaknesses** – Shore up – Internal
3. **Opportunities** – Invest – External
4. **Threats** – Monitor – External

Strategies

Factoring into the development of the strategies were the following activities:

- 1) The summer 2020 organizational study
- 2) Input from the DECC Board and leadership team
- 3) The results of the many work sessions

Based on this input, the following five (5) major strategies emerged as the most important priorities of the DECC. The list is not in any order of importance or priority. Each strategy includes a few brief words (definitional phrases) to augment the intention and meaning.

1. **Operational Excellence** – strive for efficiency and effectiveness
2. **Productive Workforce** – create a strong workplace culture
3. **Community Engagement** – involve and educate citizens
4. **Economic Impact** – direct and indirect contributions to regional prosperity
5. **Innovation** – challenging the status quo and moving from a fixed to a growth mindset

Each strategy consists of a series of descriptive Characteristics and Goals. The **Characteristics** identify qualities and considerations within the strategy. The **Goals** are specific projects and activities which implement each strategy. These are divided into Action Steps with assignments and deadlines to track and monitor progress.

Each strategy includes three placeholder goals, but the list can be expanded as necessary to address the overall priorities. Under each strategy is a line for *Other Ideas* that may be considered in each strategy.

The strategic plan is designed to be a guide and roadmap for the DECC moving forward. Work sessions from August to December 2020, as well as committee meetings, provided the DECC Board and DECC staff an opportunity to develop ideas and ensure that the strategies are consistent with their desires.

MISSION: We host events, create experiences, and drive our regional economy.

VISION: Through innovation, we are a vibrant, relevant, and diverse destination venue delivering excellence to our guests and prosperity to the Lake Superior region.

MOTIVATING CONSIDERATIONS: Economic challenges, operational struggles, workforce needs, and communication opportunities.

STRATEGIES:

1. Operational Excellence
2. Productive Workforce
3. Community Engagement
4. Economic Impact
5. Innovation

GOALS FOR EACH STRATEGY:

- Measurements
- Action Steps
- Roles and Responsibilities
- Deadlines

DRAFT

STRATEGY ONE: Operational Excellence

Characteristics

- Clear business processes and measurement
- Sound financial management and clarity so stakeholders can make informed decisions
- Alignment between DECC leadership, Board of Directors, and the City/State so engagement and performance are elevated and positive returns for the organization are realized

Goals

1. [goal]

Action Steps	Assigned	Deadline
a. [describe] <ul style="list-style-type: none"> • Steps (optional) 	Board or staff position	Example: 4Q 2021

2. [goal]

Action Steps	Assigned	Deadline
b. [describe] <ul style="list-style-type: none"> • Steps (optional) 	Board or staff position	Example: 4Q 2021

3. [goal]

Action Steps	Assigned	Deadline
c. [describe] <ul style="list-style-type: none"> • Steps (optional) 	Board or staff position	Example: 4Q 2021

STRATEGY TWO: Productive Workforce

Characteristics

- Excellent workplace culture
- Streamlined operations and departments
- Sound staffing and succession planning
- Team-based collaboration
- Strong leadership structure

Goals

1. [goal]

Action Steps	Assigned	Deadline
a. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

2. [goal]

Action Steps	Assigned	Deadline
b. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

3. [goal]

Action Steps	Assigned	Deadline
c. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

STRATEGY THREE: Community Engagement

Characteristics

- Involving and educating citizens
- Reaching out to clients and partners
- Creating respect and trust between participants

Goals

1. [goal]

Action Steps	Assigned	Deadline
a. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

2. [goal]

Action Steps	Assigned	Deadline
b. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

3. [goal]

Action Steps	Assigned	Deadline
c. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

STRATEGY FOUR: Economic Impact

Characteristics

- Direct contributions to regional prosperity
- Indirect contributions to regional prosperity
- Supporting and nurturing an inclusive economy

Goals

1. [goal]

Action Steps	Assigned	Deadline
a. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

2. [goal]

Action Steps	Assigned	Deadline
b. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

3. [goal]

Action Steps	Assigned	Deadline
c. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

STRATEGY FIVE: Innovation

Characteristics

- Challenging the status quo to identify new and better ways of doing things
- Moving from a fixed to a growth mindset
- Adding value to the organization

Goals

1. [goal]

Action Steps	Assigned	Deadline
a. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

2. [goal]

Action Steps	Assigned	Deadline
b. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

3. [goal]

Action Steps	Assigned	Deadline
c. [describe] <ul style="list-style-type: none">• Steps (optional)	Board or staff position	Example: 4Q 2021

Implementation

Implementation of the Duluth Entertainment Convention Center Strategic Plan requires ownership, communication, and empowerment. It is the expectation of the DECC Board of Directors that this strategic plan be executed by the Executive Director to its fullest potential. All measurements, action steps, responsibilities and deadlines will be clearly communicated, delegated, and supported throughout its implementation.

Ongoing necessary action steps include:

- **Financial** – active management of annual budget expenses and revenues
- **Communication** – regular and clear communication internally, externally, and to the DECC Board
- **Analysis** – critical review of current status and forward progress to support and sustain DECC viability

A strategic plan is updated as needed, both informally and formally. It is prudent to officially review and amend the plan as needed and on at least an annual basis, or more frequently, as determined by the DECC Board.

Implementation Steps:

May 2021	The DECC Board approves the committee draft of the strategic plan
June 2021	The committee begins working with the new Executive Director to complete the strategic plan
September 2021	The board approves the final strategic plan and implementation begins
January 2022	Q4 2021 Report (quarterly thereafter)

Guiding Principles

The following six (6) guiding principles are critical to our day-to-day operations. The method used to accomplish the mission will always revolve around:

1. A consistently high level of guest service
2. Operating in a fiscally responsible manner - always recognizing our obligations as a public entity
3. Providing a well maintained facility that is a source of pride for the community
4. Insisting on excellence in all aspects of DECC operations, including safety of the public and employees
5. Broad public access to facility and events
6. Partnership with community and regional businesses

DRAFT

New Business

DECC Board
April 2021

RESOLUTION TEMPORARILY SUSPENDING BOARD RESOLUTION 92-4

(dated July 27, 1992)

WHEREAS, the Board of Governors for the Duluth Entertainment and Convention Center (DECC) has enacted a policy (92-4, dated July 27, 1992) prohibiting the sale of any outside catering, beverage, or concession items on DECC operated premises, and

WHEREAS, the Board of Governors continue to endorse and support the rationale behind this policy in order to make best use of DECC resources, ensure contributions to the DECC's financial revenue mix, comply with applicable MDH and local public health authority guidelines, and provide for public employment opportunities, and

WHEREAS, the Board of Governors also recognizes the unique circumstances of the COVID-19 pandemic and the related hardships placed upon the DECC's financial resources and ability to operate under typical circumstances, and

WHEREAS, the Board of Governors wishes to provide DECC staff the flexibility necessary to work with small events inside the DECC facility that desire to also have a food service provision.

THEREFOR, BE IT RESOLVED, the Board of Governors approves the temporary suspension of DECC Policy 92-4, dated July 27th, 1992, barring the provision of outside catering, until April 1, 2021. FURTHER, the Board of Governors authorizes and directs DECC staff to develop appropriate policies and guidelines to screen potential outside catering vendors and ensure MDH and local public health authority applicable guidelines are strictly followed.