



Bismarck Event Center Authority Board

MEETING
May 6, 2026

Tom Baker Meeting Room	City/County Office Building	11:00 AM
	221 N 5th Street	

Purpose: The purpose of the Bismarck Event Center Authority Board is to give the Board of City Commissioners and the Bismarck Event Center management ongoing governance and oversight over the third-party operator, community-based guidance, recommendations regarding operations and policies, ensure community representation, input regarding long-term planning, fiduciary oversight, develop and implement capital improvement plans to the facilities, and a method for public accountability.

AGENDA

1. Call to Order
2. [Public Comment](#)
3. Approval of Meeting Minutes
4. Receive Event Center Financial Report
5. Mission and Vision Statement Discussion
6. OVG and The Domain, LLC Contract Discussion
7. Regular Meeting Date Discussion
8. 2026 Stub-Year Budget
9. Other Business
10. Enter into Executive Session under North Dakota Century Code Section § 44-04-18.4(1) to discuss privileged information.
11. **Key Performance Indicator Discussion**

ADJOURN



MEETING OF THE BISMARCK EVENT CENTER AUTHORITY BOARD

4/1/2026 - MINUTES

AGENDA

1. Call to Order

The Bismarck Event Center Authority Board met in the Tom Baker meeting room on April 1, 2026, at 11:00 AM. Members present included Mike Gardner, Jason Tomanek, Chad Wachter, Jennifer Wilson and Mayor Mike Schmitz. Member Sheri Grossman attended the meeting via Teams. Member Joel Kostelecky was absent.

2. [Public Comment](#)

No public comment was received.

3. Consider Approval of Minutes

Member Wachter moved to approve the minutes as presented and Member Tomanek seconded. Upon a roll call vote, all voted aye. M/C.

4. Receive Event Center Financial Report

Eric Lund, Acting Finance Director, presented a summary of all facilities' financial statements through March 31, 2026.

- [Financial Statements](#)

Amanda Yellow, Acting Event Center Director, presented the total ticket sales for events at the Event Center for the first three months of 2026.

- [Ticket Sales](#)

Member Wachter asked for the financial reports to show that the event revenue figures match the income statement or can be easily reconciled and suggested adding a column for outstanding receivables or adjustments.

Acting Finance Director Lund explained that the discrepancies in the current report are largely due to timing, especially because the month-end process had not been completed. Once the month-end is complete, the report will include show settlements, and the revenue recognition adjustments will bring the numbers into alignment.

Member Grossman moved to approve the financial statements and Member Wilson

seconded.

Member Gardner asked for the motion to be amended to receive financials rather than approve financials.

Member Grossman amended her motion to receive the financial statements as presented and Member Wilson seconded. Upon a roll call vote, all voted aye. M/C.

5. Mission Statement and Policy Discussion

Member Tomanek presented options of possible Mission Statements for the Board to review. The Board will review the options and bring back for discussion at the regular meeting in May.

6. Other Business

Mayor Schmitz brought forward concerns received by catering companies that the Board received and clarified that the planned kitchen improvements will be funded by Oak View Group, and not the City. Mayor Schmitz invited the catering representatives to share their concerns.

- Michelle Kauffman, with 1603 Main Events / The Paddle Trap, shared that the caterers received mixed and possibly inaccurate information from Oak View Group at the meeting they held the prior week. Ms. Kauffman was concerned that they were told outside catering would no longer be needed at the Event Center once the kitchen is completed and suggested a hybrid option which would allow outside caterers to provide services at the Event Center. Ms. Kauffman emphasized the unique services that local caterers provide and stressed that there would be a negative impact on local businesses if the Event Center used in-house catering exclusively.
- Tom Bushaw, with Taco Del Mar, supported the idea of a hybrid catering model which would allow outside catering alongside the new kitchen. Mr. Bushaw raised concern about the 17% fee charged to caterers, noting that it causes loss of business, and asked how it would work moving forward. Mr. Bushaw emphasized the value that local businesses bring to community events.
- Heather Martin, with Lady J's Catering, expressed concerns about mixed messaging from Oak View Group. Ms. Martin shared that exclusive in-house catering would significantly hurt local catering businesses and that the in-house catering would put the local caterers in competition with the City. Ms. Martin also noted that local caterers are largely self-sufficient by providing their own equipment and questioned Oak View Group's ability to staff large events without the local support networks that local caterers have.
- Clinton Goehring, with Ramada Bismarck, shared that his business caters 6–12 events annually and could lose 15–20% of revenue if excluded from the Event Center.

Amanda Yellow, Event Center Acting Director, shared that the percentage fee charged to caterers helps offset labor and garbage costs incurred by the Event Center when outside caterers are used.

Administrator Tomanek shared that he has had discussions with the Oak View Group's general manager and said that he is open to a hybrid model for catering. Administrator Tomanek explained that the kitchen design is not finalized, which leaves room for adjustments. Administrator Tomanek said that he is supportive of local businesses and will continue the discussion in future decisions.

Member Wachter expressed support for trying to create a hybrid model that includes local caterers.

ADJOURN

There being no further business to discuss, the meeting was adjourned at 11:55 AM.

Bismarck Event Center
Summary of all Facilities
As of April 29, 2026

Revenue

Event Revenue	\$ 2,285,066.80
Food & Beverage	826,531.28
General Revenue (Interest, Advertising, Misc.)	80,937.14
Total Event Revenue	\$ 3,192,535.22

COGS	(1,982,449.50)
Net Event Revenue	\$ 1,210,085.72

Operating Expenses

Salaries & Wages	410,824.22
Fringe Benefits	144,452.29
Professional, Legal, and Contracted Service Fees	106,199.94
Building, Equipment, and Vehicle Services	285,157.95
Travel and Training	-
Other Operating Services	66,559.28
Operating Supplies	17,636.37
Operating Expenses	1,030,830.05

Operating Income/(Loss) \$ 179,255.67

Non-operating Revenue/(Expenses)

Donations	600.00
Motel/Hotel Transfer - Operations	6,809.59
Capital Expenditures	(498,686.92)
LLF Transfer - Capital Expenditures	-
Debt Repayment	-
LLF Transfer - Debt Repayment	444,113.49
Total Non-operating Income/(Loss)	(47,163.84)

\$ 132,091.83

Lodging, Liquor, Food Tax Fund Cash Balance \$ 9,146,242.70
to be solely used for capital purposes

**Bismarck Event Center
Arena and Exhibit Hall
As of April 29, 2026**

Revenue

Event Revenue	\$ 2,030,131.87
Food & Beverage	818,541.70
General Revenue (Interest, Advertising, Misc.)	79,693.33
Total Event Revenue	\$ 2,928,366.90

COGS	(1,798,284.98)
Net Event Revenue	\$ 1,130,081.92

Operating Expenses

Salaries & Wages	349,764.19
Fringe Benefits	122,810.62
Professional, Legal, and Contracted Service Fees	102,466.29
Building, Equipment, and Vehicle Services	265,105.48
Travel and Training	-
Other Operating Services	57,642.61
Operating Supplies	17,529.02
Operating Expenses	915,318.21

Operating Income/(Loss) \$ 214,763.71

Non-operating Revenue/(Expenses)

Donations	-
Motel/Hotel Transfer - Operations	6,809.59
Capital Expenditures	(490,936.92)
LLF Transfer - Capital Expenditures	-
Debt Repayment	-
LLF Transfer - Debt Repayment	444,113.49
Total Non-operating Income/(Loss)	(40,013.84)

\$ 174,749.87

Bismarck Event Center
Belle Mehus Auditorium
As of April 29, 2026

Revenue

Event Revenue	\$ 254,934.93
Food & Beverage	7,989.58
General Revenue (Interest, Advertising, Misc.)	1,243.81
Total Event Revenue	\$ 264,168.32

COGS	(184,164.52)
Net Event Revenue	\$ 80,003.80

Operating Expenses

Salaries & Wages	61,060.03
Fringe Benefits	21,641.67
Professional, Legal, and Contracted Service Fees	3,733.65
Building, Equipment, and Vehicle Services	20,052.47
Travel and Training	-
Other Operating Services	8,916.67
Operating Supplies	107.35
Operating Expenses	115,511.84

Operating Income/(Loss)	\$ (35,508.04)
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Non-operating Revenue/(Expenses)

Donations	600.00
Motel/Hotel Transfer - Operations	-
Capital Expenditures	(7,750.00)
LLF Transfer - Capital Expenditures	-
Debt Repayment	-
LLF Transfer - Debt Repayment	-
Total Non-operating Income/(Loss)	(7,150.00)

\$ (42,658.04)

From: Jennifer Wilson <Jennifer.Wilson@cblproperties.com>

Sent: Monday, April 6, 2026 10:49 AM

To: Jason Tomanek <jtomanek@bismarcknd.gov>

Subject: Mission Statement

Hey Jason,

I wanted to send a couple ideas for the mission & vision statements.

I really like the original Chad created with additions from the list you shared.

Chad's:

To deliver high quality events that drive economic growth, strengthen community engagement and maximize the return on public investment. Through professional management, strategic partnerships, and operational excellence, we provide a premier venue that serves residents, attracts visitors and ensures long term financial sustainability.

Mission Statement:

To deliver high quality combination of premier events, that drive economic growth, strengthen community engagement, and maximize the return on public investment.

To be a premier regional destination, deliver high-quality portfolio of premier events that drive economic growth, foster community engagement, and maximize the return on public investment.

To deliver a high-quality portfolio of exceptional events that fuel economic growth, foster community engagement, and maximize continued return on public investment.

Vision Statement:

Achieve success through 3rd party professional management, strategic partnerships and operational excellence. Provide a premier venue that serves residents, the region, attracts visitors, and ensures long term financial sustainability.

To achieve long-term success through professional third-party management, strong strategic partnerships, and operational excellence, while providing a premier venue that serves local residents, the region, attracts visitors, and remains financially sustainable.

To achieve success through experienced third-party professional management, strategic partnerships, and operational excellence—delivering a premier venue that serves residents, the region, attracts visitors, and ensures long-term financial sustainability.

Here's to crushing your week ahead !

Jen Wilson | General Manager

Kirkwood Mall

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**Bismarck Event Center
May - December 2026
Combined Budget Summary**

	Arena	Exhibit Halls	Belle Mehus	OVG	January - April 2025 City P&L	COMBINED
Contracted Revenue						
Sponsorship	318,527	-	-	318,527		318,527
Less Fulfillment costs and /Team Share costs	(60,979)			(60,979)		(60,979)
Total Sponsorship Revenue	257,549	-	-	257,549	-	257,549
Total - Contracted Revenue	257,549	-	-	257,549	-	257,549
Event Profit						
Concerts	475,000			475,000		475,000
Convention	-	551,000	-	551,000		551,000
Family Shows	-	-	66,000	66,000		66,000
				-		-
Total Event Profit	475,000	551,000	66,000	1,092,000	-	1,092,000
Gross Profit	732,549	551,000	66,000	1,349,549	-	1,349,549
Indirect Expenses						
Wages Salaries and Benefits	643,919	619,286	129,827	1,393,032		1,393,032
General and Administrative	12,213	3,384	1,250	16,847		16,847
Insurance	26,400	21,120	5,280	52,800		52,800
Operations Materials & Supplies	15,935	16,606	341	32,882		32,882
Contractual Services	82,918	61,443	16,499	160,860		160,860
Marketing, Promotions, and Website	17,764	18,603	6,905	43,272		43,272
Facility Operations	58,674	51,084	16,500	126,258		126,258
Utilities	182,292	246,736	38,808	467,836		467,836
Other	27,290	13,830	1,640	42,760		42,760
OVG Management Fee	66,000	52,800	13,200	132,000		132,000
Total - Indirect Expenses	1,133,406	1,104,892	230,250	2,468,548	-	2,468,548
Operating income/(loss)	(400,858)	(553,892)	(164,250)	(1,119,000)	-	(1,119,000)

May 1 - December 31, 2026 Confirmed Dates (As of 3.27.26)

Facility	Description	Start Date	End Date	EST NI
Arena	Michael W. Smith	05/04/26	05/06/26	25,000
Arena	UTTC Graduation	05/07/26	05/08/26	20,000
Arena	Jehovah's Witnesses	05/09/26	05/10/26	10,000
Arena	Bismarck State College Commencement	05/14/26	05/15/26	20,000
Arena	BPS High School Graduations	05/22/26	05/24/26	20,000
Arena	The Red Clay Strays (Arena)	08/19/26	08/19/26	30,000
Arena	Night for the Stars	09/18/26	09/20/26	20,000
Arena	Deuces Wild Dueling Pianos	10/23/26	10/24/26	20,000
Arena	New Orleans Jazz, Blues & Rock & Roll Event	11/05/26	11/08/26	20,000
Arena	Motown Christmas	11/13/26	11/13/26	20,000
Arena	High School State Volleyball	11/19/26	11/21/26	20,000
Arena	Hairball (Arena- Small)	12/04/26	12/04/26	25,000
Arena	Northern Plains Dance presents The Nutcracker	12/06/26	12/13/26	20,000
Arena	Bluey's Big Play	12/08/26	12/09/26	20,000
Arena	Gymnastics Competition	12/11/26	12/13/26	20,000
Arena	Large Open Concert			35,000
Arena	Large Open Concert			35,000
Arena	Medium Open Concert			20,000
Arena	Medium Open Concert			20,000
Arena	Medium Open Concert			20,000
Arena	Medium Open Concert			20,000
Arena	Small Open Concert (Charlie Berens)			15,000
				<u>475,000</u>
Belle	Midwest Murder Podcast	05/02/26	05/02/26	2,000
Belle	Northern Plains Dance presents The Wizard of Oz	05/03/26	05/10/26	2,000
Belle	Central Dakota Children's Choir	05/15/26	05/16/26	2,000
Belle	Let's Dance	05/26/26	05/30/26	2,000
Belle	DanceWorX	06/01/26	06/02/26	2,000
Belle	Dance Force Academy	06/09/26	06/11/26	2,000
Belle	Let's Dance summer camp parent performance	08/07/26	08/07/26	2,000
Belle	Let's Dance	09/01/26	09/05/26	2,000
Arena	The Rock Orchestra	09/09/26	09/09/26	20,000
Belle	Rob Schneider (Belle)	09/20/26	09/20/26	10,000
Belle	David Sedaris (Belle)	10/21/26	10/21/26	10,000
Belle	DanceWorX	11/09/26	11/15/26	2,000
Belle	Lorie Line	11/28/26	11/28/26	2,000
Belle	Let's Dance	12/01/26	12/05/26	2,000
Belle	Century High School Holiday Concert	12/14/26	12/14/26	2,000
Belle	Simle Choir Concert	12/17/26	12/17/26	2,000
				<u>66,000</u>
ExHall	NDLTCA Annual Convention & Expo	05/04/26	05/08/26	7,000
ExHall	Jack Sannes & Alicia Weiland Wedding Reception, Dinner & Danc	05/09/26	05/10/26	7,000
ExHall	Brita Sorenson & Troy Ressler Wedding Reception, Dinner & Dar	05/15/26	05/17/26	7,000
ExHall	Williston Basin Petroleum Conference (\$100,000)	05/17/26	05/21/26	100,000
ExHall	Missouri River Festival	05/29/26	06/07/26	7,000
ExHall	Junkin' Market Days Bismarck	05/29/26	05/30/26	7,000
ExHall	Strengthening Government to Government	06/02/26	06/04/26	7,000
ExHall	2026 Early Voting & Primary Election	06/02/26	06/10/26	7,000
ExHall	William Madler & Madison Steckler Wedding Reception, Dinner	06/05/26	06/07/26	7,000
ExHall	Isabella Sletteland and John Goettle Wedding Reception, Dinner	06/06/26	06/07/26	7,000
ExHall	Sanford Blueway Gala	06/09/26	06/10/26	7,000

ExHall	Ink Masters Tattoo Show	06/11/26	06/14/26	10,000
ExHall	ND Bankers Association	06/16/26	06/17/26	7,000
ExHall	Capital Electric Annual Meeting	06/16/26	06/16/26	7,000
ExHall	ND Digital Government Summit	06/17/26	06/18/26	7,000
ExHall	Immunization Conference	06/22/26	06/24/26	7,000
ExHall	Life Line Screening	06/22/26	06/22/26	7,000
ExHall	Kylie Williams & Jasper (Jazz) Grosz Wedding Ceremony	06/25/26	06/26/26	7,000
ExHall	Monica Gardner & Peter Vandal Wedding Reception, Dinner & C	07/25/26	07/26/26	7,000
ExHall	Bismarck Kennel Club Dog show	07/31/26	08/02/26	7,000
ExHall	CTE Professional Development Conference	08/02/26	08/05/26	7,000
ExHall	Basin Electric Cooperative - Annual Meeting	08/10/26	08/13/26	7,000
ExHall	Delta Waterfowl Annual Banquet	08/14/26	08/15/26	7,000
ExHall	Western ND Honor Flight	08/22/26	08/22/26	7,000
ExHall	ND CPA Society	08/23/26	08/25/26	7,000
ExHall	United Tribes Technical College - Summit	09/08/26	09/10/26	7,000
ExHall	Dakota Flee Markets	09/11/26	09/13/26	7,000
ExHall	Maci Walz & Dalton Gullickson Wedding Reception, Dinner & Da	09/11/26	09/13/26	7,000
ExHall	Behavioral Health and Children and Family Services Conference	09/14/26	09/17/26	7,000
ExHall	Bismarck Mandan Orchestral Association	09/15/26	09/19/26	7,000
ExHall	ND Optometric Association Annual Congress & Exhibition	09/18/26	09/19/26	7,000
ExHall	Jehovah's Witnesses	09/19/26	09/20/26	7,000
ExHall	Policy Summit	09/21/26	09/22/26	7,000
ExHall	Celebrate Bismarck Mandan	09/23/26	09/24/26	7,000
ExHall	ND FFA Leadership Conference	09/25/26	09/27/26	7,000
ExHall	Dakota Territory Gun Collectors Assoc.	09/25/26	09/27/26	7,000
ExHall	2026 Sewcation	10/01/26	10/03/26	7,000
ExHall	FBLA Fall Leadership Conference	10/04/26	10/05/26	7,000
ExHall	Youth Action Summit	10/06/26	10/06/26	7,000
ExHall	ND School Boards Assoc. Annual Convention	10/07/26	10/09/26	14,000
ExHall	Bismarck Diocese March for Life Mass & Rally	10/08/26	10/09/26	7,000
ExHall	ND Association of Counties Annual Conference	10/11/26	10/13/26	7,000
ExHall	Bismarck Mandan Orchestral Association	10/13/26	10/17/26	7,000
ExHall	ND Geospatial Summit	10/14/26	10/15/26	7,000
ExHall	ND Adult and Teen Challenge Gala	10/16/26	10/16/26	7,000
ExHall	ND Wedding Experience (formerly Bismarck Bridal Show)	10/17/26	10/18/26	7,000
Belle	Black Jacket Symphony - Bon Jovi's "Slippery When Wet"	10/20/26	10/26/26	14,000
ExHall	Early Voting & General Election	10/20/26	11/04/26	7,000
ExHall	ND Council of Educational Leaders - Fall Conference	10/20/26	10/23/26	7,000
ExHall	Bismarck Fall & Holiday Market with JunKin' CuZins	10/23/26	10/24/26	7,000
ExHall	Career fair	11/03/26	11/10/26	7,000
ExHall	Dance Convention	11/06/26	11/07/26	7,000
ExHall	Aspire Conference	11/09/26	11/10/26	7,000
ExHall	Real Presence Radio Banquet	11/12/26	11/12/26	7,000
ExHall	Bismarck Mandan Orchestral Association	11/17/26	11/21/26	7,000
ExHall	The Big One Art and Craft Fair	11/18/26	11/22/26	7,000
ExHall	Pride of Dakota	12/02/26	12/05/26	7,000
ExHall	Ameriprise Financial Holiday Party	12/08/26	12/17/26	7,000
ExHall	ND Farmers Union State Convention	12/09/26	12/13/26	21,000
ExHall	FFA State LDE Day	12/13/26	12/14/26	7,000
ExHall	Open Your Heart	12/17/26	12/19/26	7,000
				551,000
				1,092,000

**Arena
Indirect Summary**

Description	Total
Employee Related : Salaries	534,249
Employee Related : Salaries - Hourly	244,650
Employee Related : Bonus Paid	33,205
Employee Related : Payroll Taxes	49,154
Employee Related : Employee Insurance Benefits	114,378
Rent : Rent : Waste Disposal	4,125
Building Repair & Maintenance	50,000
General repairs	500
Building Supplies / Materials	15,000
Equipment Repair	20,000
Radio Repairs	400
Landscaping maintenance	3,000
Office Expenses : Supplies	1,998
Office Expenses : Furniture	1,540
Office Expenses : Telephone	2,650
Office Expenses : Computers and Supplies	35,161
Utilities : Electricity	188,000
Utilities : Water	25,000
Utilities : Natural Gas/Fuel	63,200
Supplies : Uniforms	1,000
Supplies : Cleaning Supplies	23,144
Consultants and Outside Services : Consultants and Outside Services	2,000
Consultants and Outside Services : Audit Fees	2,000
Contracted Services : Software Licenses	1,820
Contracted Services : IT Services	74,094
Contracted Services : Contracted Services - Other	45,720
Travel & Entertainment : Airfare	1,800
Travel & Entertainment : Hotel	2,500
Travel & Entertainment : Employee Meals	1,000
Travel & Entertainment : Tips and Miscellaneous Travel	540
Travel & Entertainment : Training and Conferences	5,000
Insurance : Insurance	40,000
Advertising : Advertising	16,075
Other G&A Expenses : Dues and Subscriptions	3,700
Other G&A Expenses : Bank Fees	9,976
Other G&A Expenses : Postage and Shipping	704
	\$ 1,717,282

**Exhibit Hall
Indirect Summary**

Description	Total
Employee Related : Salaries	459,399
Employee Related : Salaries - Hourly	195,720
Employee Related : Bonus Paid	29,764
Employee Related : Payroll Taxes	54,791
Employee Related : Employee Insurance Benefits	146,355
Employee Related : Payroll Service Fees	52,284
Rent : Rent : Waste Disposal	3,375
Building Repair & Maintenance	50,000
Equipment Repair	12,000
Building Supplies / Materials	15,000
Radio Repairs	150
Equipment Rental	250
Office Expenses : Supplies	1,189
Office Expenses : Computers and Supplies	19,765
Legal : Legal	35
Utilities : Electricity	235,000
Utilities : Water	20,000
Utilities : Natural Gas/Fuel	98,200
Utilities : Telephone Service	2,500
Utilities : Wifi / Telecommunications	18,143
Supplies : Uniforms	1,000
Supplies : Cleaning Supplies	24,161
Consultants and Outside Services : Audit Fees	1,500
Contracted Services : Management Fee (Base)	80,000
Contracted Services : IT Services	59,275
Contracted Services : Landscaping Service	2,000
Contracted Services : Contracted Services - Other	27,785
Contracted Services : Professional Fees	2,500
Travel & Entertainment : Airfare	2,025
Travel & Entertainment : Ground transportation	517
Travel & Entertainment : Hotel	2,500
Travel & Entertainment : Employee Meals	1,000
Travel & Entertainment : Training and Conferences	5,000
Insurance : Insurance	32,000
Advertising : Advertising	17,145
Other G&A Expenses : Dues and Subscriptions	1,000
Other G&A Expenses : Postage and Shipping	752
	\$ 1,674,080

**Belle
Indirect Summary**

Description	Total
Employee Related : Salaries	108,850
Employee Related : Salaries - Hourly	46,930
Employee Related : Bonus Paid	6,641
Employee Related : Payroll Taxes	10,008
Employee Related : Employee Insurance Benefits	24,279
Rent : Rent : Waste Disposal	644
Building Repair & Maintenance	15,000
General repairs	5,000
Building Supplies / Materials	5,000
Office Expenses : Supplies	485
Office Expenses : Telephone	2,000
Utilities : Electricity	42,000
Utilities : Water	7,500
Utilities : Natural Gas/Fuel	9,300
Supplies : Uniforms	100
Supplies : Cleaning Supplies	416
Consultants and Outside Services : Consultants and Outside Services	600
Contracted Services : Management Fee (Base)	20,000
Contracted Services : IT Services	14,819
Contracted Services : Contracted Services - Other	9,580
Travel & Entertainment : Airfare	675
Travel & Entertainment : Hotel	1,000
Travel & Entertainment : Employee Meals	500
Travel & Entertainment : Tips and Miscellaneous Travel	172
Travel & Entertainment : Training and Conferences	750
Insurance : Insurance	8,000
Advertising : Advertising	7,365
Other G&A Expenses : Dues and Subscriptions	1,000
Other G&A Expenses : Postage and Shipping	250
	\$ 348,864

BEC KPI Definitions

KPI Name	Definition	How to Measure	Reporting Frequency	Weight (100%)
Event Mix Optimization	Analysis determining optimal mix of conventions, meetings, entertainment, concerts, and other events to deliver best financial and economic results.	Conduct annual year-over-year comparison of event mix across priority levels P1-P5, using revenue as the primary KPI. Adjust mix targets based on prior year performance and revenue generation by event category. Work with CVB closely on priorities 1-3.	Quarterly with annual review, Provide 3 year forecasted growth	
Financial Performance (Gross Revenue)	Total revenue from all event-related activities including rental, food and beverage, audio-visual, technology, and other services.	Sum all revenue line items from facility operations. Track by event type, season, and revenue category.	Monthly	
Financial Performance (Net Income)	Gross revenue minus cost of goods sold, operating expenses, and taxes. Shows true facility profitability.	Calculate: Gross Revenue - COGS - Operating Expenses - Taxes = Net Income. Track expense ratios and margins.	Monthly with quarterly analysis	
Estimated Economic Impact	Total calculated economic value of events on the local economy, including direct, indirect, and induced spending.	Use EIC calculator or similar model. Input attendee counts, length of stay, and origin data. Calculate hotel nights, visitor spending, and tax generation. Work with CVB closely.	Quarterly with annual report	
Customer Service Survey Results	Satisfaction metrics from meeting planners, promoters, exhibitors, and attendees collected by third-party administrator.	Deploy post-event surveys via independent platform. Measure things like overall satisfaction, Net Promoter Score (NPS), and intent to return.	Monthly aggregation, quarterly trend analysis	

Event mix booking sample

Bismarck Event Center								
Priority	Peak Room Nights	New events (Year 1)	New events (Year 5)*	Existing Annuals / Repeat	Attendance	Economic Impact	Building Spend (Estimate)	Booking window
P1	350+	1	3	7			TBD \$100K	18+ months
P2	250-349	2	4	4			TBD \$70K	13-18 months
P3	100-249	3	5	5			TBD \$50K	<12 months
P4	50-99						-	<12 months
P5	0-49						-	<6 months