



**NOTICE OF A MEETING  
THE BARNHILL CENTER ADVISORY BOARD MEETING  
MONDAY, JUNE 8, 2026, AT 4:00 PM  
BULLOCK BALLROOM, THE BARNHILL CENTER  
111 WEST MAIN  
BRENHAM, TEXAS**

**1. Call Meeting to Order**

**2. Public Comments**

*[At this time, anyone will be allowed to speak on any matter concerning this Board that is not on the agenda, for a length of time not to exceed three minutes. No Board discussion or action may take place on a matter until such matter has been placed on an agenda and posted in accordance with the law.]*

**REGULAR SESSION**

**3. Discuss and Possibly Act Upon Approval of Minutes from April 13, 2026, The Barnhill Center Advisory Board Meeting** pgs. 3-7

**4. Discuss and Possibly Act Upon The Barnhill Center Partner and Advertising Program** pgs. 8-12

**WORK SESSION**

**5. Update from the Programming Committee Regarding The Barnhill Center Partner and Advertising Program, Cultural Arts Programming, and Annual Fundraiser** pgs. 13-14

**6. Update from the Venue Preservation Committee Regarding Project Priorities Including a Facility Site Assessment by Upchurch Architects, Recorded Texas Historical Landmark (RTHL) Application, and Urns** pgs. 15-16

**7. Update from the Strategic Planning Committee Regarding Project Priorities Including the Update of the 2004 Business Plan** pgs. 17-86

**8. Administrative Report to Include The Barnhill Center Programming, The Barnhill Center Rentals, The Barnhill Center Concessionaire Agreement, and the Theatre Acoustical Treatment Project** pgs. 87-100

**9. Adjourn**

**CERTIFICATION**

I certify that a copy of June 8, 2026, agenda of items to be considered by The Barnhill Center Advisory Board was posted to the City Hall bulletin board at 200 W. Vulcan, Brenham, Texas, on Tuesday, June 2, 2026, at 2:30 pm.

*Nancy Joiner*

Nancy Joiner

Secretary for The Barnhill Center Advisory Board

**Disability Access Statement:** This meeting is wheelchair accessible. The accessible entrance is located at the Vulcan Street entrance to the City Administration Building. Accessible parking spaces are located adjoining the entrance. Auxiliary aids and services are available upon request (interpreters for the deaf must be requested twenty-four (24) hours before the meeting) by calling (979) 337-7200 for assistance.

I certify that the attached notice and agenda of items to be considered by The Barnhill Center Advisory Board meeting was removed by me from the City Hall bulletin board on the \_\_\_\_\_ day of June 2026 at \_\_\_\_\_.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title



**AGENDA ITEM 3**

<b>DATE OF MEETING:</b> June 8, 2026	<b>DATE SUBMITTED:</b> April 13, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Megan Mainer, Assistant City Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
<input type="checkbox"/> SPECIAL	<input type="checkbox"/> CONSENT	<input type="checkbox"/> 2 <sup>ND</sup> READING
<input type="checkbox"/> EXECUTIVE SESSION	<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> RESOLUTION
	<input type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Discuss and Possibly Act Upon Approval of Minutes from April 13, 2026, The Barnhill Center Advisory Board Meeting		
<b>SUMMARY STATEMENT:</b> Review and approve minutes from The Barnhill Center Advisory Board meeting on April 13, 2026.		
<b>STAFF ANALYSIS (For Ordinances or Regular Agenda Items):</b>		
A. PROS:		
B. CONS:		
<b>ALTERNATIVES (In Suggested Order of Staff Preference):</b>		
<b>ATTACHMENTS:</b> 4.13.26 Minutes		
<b>RECOMMENDED ACTION:</b> Staff recommend The Barnhill Center Advisory Board approve the minutes from the regularly scheduled April 13, 2026 meeting.		
<b>APPROVALS:</b>		

## THE BARNHILL CENTER ADVISORY BOARD

A regular meeting of the City of Brenham's The Barnhill Center Advisory Board was held on Monday, April 13, 2026, beginning at 4:00 p.m. in Morriss Hall at the Barnhill Center at 106 South Douglas Street, Brenham, Texas.

### Board Members present:

Jane Barnhill  
Tom Bullock, Jr.  
Jennifer Eckermann  
Tiffany Morisak  
Traci Pyle  
Margie Routt Young

### Board Members absent:

Tee Dippel  
Jon Hill  
Hal Moorman

### The Barnhill Center Team presents:

Megan Mainer, Assistant City Manager; Tourism and Marketing Specialist Nancy Joiner; and Manager of The Barnhill Center, Alex Dill

### Community present:

Barry Brass  
Sharon Brass

### Media Present:

No media present

#### **1. Call Meeting to Order**

Jennifer Eckermann, board chair, called the meeting to order.

#### **2. Public Comments**

There were no public comments.

#### REGULAR SESSION

#### **3. Discuss and Possibly Act Upon Approval of Minutes from March 31, 2026, The Barnhill Center Advisory Board Meeting**

A motion was made by Board Member Margie Routt Young to approve the minutes for March 31, 2026, and seconded by Board Member Traci Pyle.

Chair Jennifer Eckermann called for a vote. The motion passed with the following votes:

Jane Barnhill	Yes
Tom Bullock, Jr.	Yes
Tee Dippel	Absent
Jennifer Eckermann	Yes
Jon Hill	Absent
Hal Moorman	Absent
Tiffany Morisak	Yes
Traci Pyle	Yes
Margie Routt Young	Yes

#### WORK SESSION

**4. Review and Discuss Concert Series Reporting, including Entertainment Strategies, Show Rankings by Net Revenue, Show Cost Estimating, and Show Financials**

Megan Mainer, Assistant City Manager, introduced Barry and Sharon Brass, who will be presenting this information. Sharon Brass went through TBC programming, such as the goals, the demographics they target, tourists we are attracting, what kinds of shows we offer, and how she decided which performers to book by working with her Texas Routing Partners on artists that are in the area performing at venues that are close to dates we have selected for performances. Suggestions for a specific artist are made by audience members who receive an email to participate in a brief questionnaire. Some artists have a high price tag and are not within our financial reach. Tribute bands are booked, and she is very careful to make sure they sound like the original artists. Programming changes will stay the same unless the crowds stop coming. Barry Brass presented how ticket prices are determined. With only 317 seats to sell, it's sometimes a challenge to cover the expenses while keeping tickets affordable for our patrons. Attached are comparisons starting in 2023 through the 2026 season. Also, revenue comparison, where patrons came from in 2025, a survey chart comparison from 2023 through 2025, shows rankings on which shows did well, 2026 target pricing at 80% house, and cost recovery sheets on the show from October 2025 to February 2026

**5. Review and Discuss an Update from the Programming Committee Regarding Project Priorities, Including FY26 Program Reports, Concert Season Ticket Holder Discounts, Memberships, Concert Sponsorships, FY27 Cultural Arts Programming, Annual Fundraiser, and Improvement Fund**

Megan Mainer, Assistant City Manager, presented this item. The Programming Committee met on January 28, 2026, to discuss the goals of the committee, including program budgetary shortfalls (FY25 - \$71,293), future programs, fundraiser events, sponsorships, and memberships. Cost recovery sheets were attached for the Speaker Series, Polar Express movie, and the Simon Improvement Fund.

Barry Brass assessed the last fourteen concerts that were sellouts or sold between 310 and 317 seats. He compared seats sold at full ticket price versus the actual ticket revenue. It showed that by offering discounted ticket prices, approximately \$17,976 of loss revenue.

The Committee discussed the opportunity to promote membership as an alternative to discounted concert tickets. Sharon Brass and Alex Dill have proposed various membership structures. Also, sponsorship packages for concerts help increase overall cultural arts revenue to minimize budgetary shortfalls. They also discussed future cultural arts programming extending beyond concert entertainment and will discuss programming and

events ideas at a future meeting, which they set for Tuesday, April 21, 2026, at 10:30 am in preparation for the FY 27 budget requests. It was also discussed about an annual fundraiser or adding entertainment to the concert, other than what is advertised.

**6. Review and Discuss an Update from the Venue Preservation Committee Regarding Project Priorities, Including a Facility Assessment, Recorded Texas Historical Landmark (RTHL) Application, and Urns**

Megan Mainer, Assistant City Manager, presented this item. The Venue Preservation Committee met on January 28, 2026, to discuss the goals of the committee, including ensuring the continued preservation of the facility. Staff presented a facility assessment, allowing committee members to assess the facility's condition by completing a facility assessment survey. Also discussed was having members of the community who may be considered for joining the committee. Jennifer Eckermann stated she has begun working on a Recorded Texas Historical Landmark application for the facility.

Staff continue to communicate with the Center for Heritage Conservation with the Department of Architecture, College of Architecture at Texas A&M University, regarding the urn replacements on The Barnhill Center. We invited a group of professors for a site visit and assessment of the preserved urns. They came on Friday, March 6, to assess the condition and design of the urns. We met again on Thursday, April 9, to discuss potential avenues for moving forward with this project, including developing a cost estimate for the different levels of projects discussed. Such as documentation of urns, documentation of the Barnhill Center, Barnhill Center programming, etc. Our next step is to draft a Memorandum of Understanding between the City of Brenham and The Center for Heritage Conservation with the Department of Architecture, College of Architecture at Texas A&M University, outlining a scope of work and an approved timeline.

**7. Review and Discuss an Update from the Strategic Planning Committee Regarding Project Priorities, Including the Development of a Strategic Plan**

Megan Mainer, Assistant City Manager, presented this item. The Venue Preservation Committee met on January 27, 2026, to discuss the goals of the committee, including the development of a Strategic Plan. Staff reviewed the Parkhill proposal and components of a strategic plan. They identified areas that could be completed by committee and staff and specified areas that may require a consultation. Staff created a strategic plan working document and shared it with the committee. They are working on the purpose statement and historical narrative, identifying stakeholders, gathering documents, including city plans and the capital improvement program, to help develop a proposed timeline for the document. Staff continue to communicate with Texas A&M University regarding opportunities related to strategic planning assistance.

**8. Administrative Report to Include The Barnhill Center Programming**

Alexandra Dill, Manager of The Barnhill Center, presented this item. Dr. James Allison was here on April 7, 2026, and 77 tickets were sold. Ben & Noel Haggard will be here on April 18, and only 262 tickets have been sold. The Oak Ridge Boys have rescheduled for November 20, 2026. Only 38 requested refunds, one donated their ticket to The Barnhill Center, two requested TBC gift cards for future shows, and 98 rolled their tickets over to the new show date. As of April 3, 2026, we have sold 302 out of 317 tickets for The Oka Ridge Boys.

There were five TBC rentals since our last meeting on March 31, 2026: Carolyn Miller's retirement party, Leadership Washington County Tourism, the 7th Economic Development Day, Easter Service, C12 Forum meeting, and a graduation party. Other updates include camera installation on the third-floor interior landing, backstage of the theatre, theatre (main floor and balcony), and back door entrance exterior. A part-time manager position was

offered to John Turner, a longtime volunteer at TBC. If he accepts, then he will take Jessie Baldwin's place.

**9. Adjourn**

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Date

**ATTEST:**

\_\_\_\_\_  
Tourism & Marketing Specialist

\_\_\_\_\_  
Date



**AGENDA ITEM 4**

<b>DATE OF MEETING:</b> June 8, 2026	<b>DATE SUBMITTED:</b> May 29, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Alexandra Dill, The Barnhill Center Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
<input type="checkbox"/> SPECIAL	<input type="checkbox"/> CONSENT	<input type="checkbox"/> 2 <sup>ND</sup> READING
<input type="checkbox"/> EXECUTIVE SESSION	<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> RESOLUTION
	<input type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Discuss and Possibly Act Upon The Barnhill Center Partner and Advertising Program		
<p><b>SUMMARY STATEMENT:</b></p> <p>The attached Partner &amp; Advertiser Program packet formalizes The Barnhill Center’s goal of expanding community investment and enhancing financial support for its Entertainment Series.</p> <p>The materials, created with assistance from Sharon and Barry Brass, include a recommended outreach email template for Advisory Board members, emphasizing personalized communication and timely follow-up as the most effective method for securing participation.</p> <p>The packet outlines two primary partnership tiers: the Annual Partner level at \$10,000 and the Show Partner level at \$1,000. Each tier provides structured benefits such as program advertising, visibility across digital and onsite channels, advance ticket access, and recognition in promotional and pre-show environments. Annual Partners receive the highest levels of visibility and year-long acknowledgment, while Show Partners receive benefits aligned with selected performances.</p> <p>The materials detail the marketing value offered to supporters, including exposure to significant web traffic, patron email distributions, and audiences that include both local residents and regional visitors. The packet also communicates how partnership and advertising revenue contributes directly to core operational needs such as artist fees, production costs, staffing, and facility upkeep—ensuring TBC’s continued ability to present high-quality cultural programming. This is the primary goal of the Partner and Advertising Programs.</p> <p>Collectively, these materials create a comprehensive, professional, and user-friendly outreach package intended to strengthen community engagement, broaden revenue streams, and reinforce The Barnhill Center’s standing as a cultural and economic asset to the Brenham region.</p>		

**STAFF ANALYSIS (For Ordinances or Regular Agenda Items):**

**A. PROS:**

**B. CONS:**

**ALTERNATIVES (In Suggested Order of Staff Preference):**

**ATTACHMENTS:**

Email Template for Prospective Partners  
Advertisers, Partner and Advertiser flyer

**RECOMMENDED ACTION:** I move to approve The Barnhill Center Partner and Advertising Program.

**APPROVALS:**



## SUPPORT OUR ENTERTAINMENT SERIES!

TheBarnhillCenter.com • 979-337-7240  
111 W. Main Street • Brenham, TX 77833

### Why Support The Barnhill Center?

Your support of The Barnhill Center (TBC) means safeguarding a cultural treasure that has served as the heart of downtown Brenham for generations. This iconic landmark is more than just a 100-year-old building. It's a living piece of our community's story where history, the arts, and local pride intersect.

- Foster unprecedented entertainment offerings for the region.
- Attract visitors to our community, an important part of our local economy.
- Strengthen the theatre's operation and ensure its longevity.

### What Can I Expect as a TBC Partner?

Your presence on TBC website seen by up to 96,000 visitors per year. About 29,000 per year are first-time visitors.

Inclusion in our patron email blasts seen by up to 5,500 recipients per show, both locals and tourists.  
We offer 12 –15 shows each year.

Visibility at TBC shows with up to 317 attendees per show, both locals and tourists.

#### Annual Partner \$10,000

- An article in local media will announce you as the highest level underwriter.
- 6 complimentary seats (best available) for any shows within the year of your partnership. Limit of 2 complimentary tickets per show.
- Full-page color ad in the handout Show Programs for all shows within the year of your partnership.
- Advance notice of new shows and special events within the year of your partnership, with the opportunity to buy tickets before public sales.
- Highest partner listing on TBC website during the entire year of your partnership,
- Highest listing in TBC patron emails before each show, during the entire year of your partnership,
- Your name or logo prominently displayed on signs in TBC lobby and concessions during all shows within the year of your partnership,
- Your name or logo displayed in pre-show presentations in the auditorium and concessions.
- Your partnership announced onstage immediately before all shows during the year of your partnership.

**Join any time with renewal or expiration on the same date the following year.**

#### Show Partner \$1,000

- Half-page color ad in the handout Show Programs for the show(s) of your partnership.
- Advance notice of new shows and special events within the season of your partnership, with the opportunity to buy tickets before public sales.
- Partner listing on TBC website for the show(s) of your partnership,
- Listing in TBC patron emails before the show(s) of your partnership,
- Your name or logo prominently displayed on signs in TBC lobby and concessions during the show(s) of your partnership,
- Your name or logo displayed in pre-show presentations in the auditorium and concessions.
- Your partnership announced onstage immediately before the show(s) you support.

**Select the show(s) you want to support at least two months before their dates.**

**You can see this season's shows at [theBarnhillCenter.com/events](http://theBarnhillCenter.com/events) or scan this code.**

**Call or email us if you want to support a show next season.**



### How Will My Partnership and Advertising Dollars Be Used?

Like other cultural arts venues, TBC must secure partners and advertisers to help with the many behind-the-scenes expenses that make live performances possible. While artist fees continue to rise, we must also provide their stage production, hospitality, advertising, event staffing and facility upkeep.

Your support will contribute to the vital work that happens every day, so we can continue providing the excellence you expect and deserve.

**Learn how to participate on the following page.**



## SUPPORT OUR ENTERTAINMENT SERIES!

TheBarnhillCenter.com • 979-337-7240  
111 W. Main Street • Brenham, TX 77833

### Join Us as a Partner or Advertiser. Use the form below for any of these choices.

If you become an **Annual Partner** (see preceding page) one of your benefits is a complementary full-page advertisement in our handout Show Programs for the entire year of your partnership. Your ad will also appear in pre-show presentations in the auditorium and concessions, for the same 1-year duration.

As a **Show Partner** (see preceding page) one of your benefits is a complementary half-page advertisement in our handout Show Programs for the show(s) you support. Your ad will also appear in the pre-show presentation in the auditorium and concessions, during the same show(s).

If you are **not a Partner**, you can still advertise in our handout Show Programs and pre-show presentations in the auditorium and concessions.

### Who Will See Your Advertisements?

TBC has a large following that includes some of the most affluent residents of the region. We also attract many visitors from other Texas regions, and some from out of state.

We draw tourists that spend the night, eat in local restaurants and buy in local stores. Some of our traveling patrons spend their weekends in the area, enjoying additional local attractions.

Partners and Advertisers are featured at every show, according to their level of participation. Most shows are sold out or nearly sold out, with 317 total seats.

If you become a Partner, your ads will be seen by a much broader audience on our website and in frequent email blasts to promote upcoming shows.



Show Programs are 5.5" x 8.5" in size. On this interior page you can see a quarter-page ad, a half-page ad and the space for a full-page ad.

### Options to Participate (choose one)

1. Mail this form (keep a copy) with your check, payable to The Barnhill Center. We'll contact you for details.
2. Print the form, fill it out, then scan and email it to us. Call us with your credit card payment and we'll discuss details.
3. Scan this code to go to the online registration form, then complete your payment and options there.



### What Are Your Preferences?

Your Name (business, individual or family) \_\_\_\_\_

Email address \_\_\_\_\_ Phone \_\_\_\_\_

Desired Participation:  Annual Partner \$10,000 with Full-Page Ad  Show Partner \$1,000 with Half-Page Ad  Advertiser (Choose size) and price below

Advertiser only? Circle your choice.	Ad Sizes in Show Programs	1 Year	6 Months	1 Show
	Full-page — 4.5" w x 7.5" h	\$ 2,000	\$ 1,200	\$ 250
	Half-page — 4.5" w x 3.5" h	\$ 1,500	\$ 900	\$ 175
	Quarter-page — 4.5" w x 1.6" h	\$ 900	\$ 550	\$ 90

If you send us your ad, please provide a full color JPG or PDF file, at least 300 dpi. If we create your ad, please email the image(s) and messages you want included. You will be asked to approve your ad before it is used.

For info, questions and planning your ad: email [sharon@thebrasses.com](mailto:sharon@thebrasses.com) • 979-451-1459<sup>11</sup>

## EMAIL FOR PROSPECTIVE PARTNERS AND ADVERTISERS

*This email may be the most effective if it comes from Advisory Board members, to each prospective participant in an individual email. A group email is more impersonal and sometimes not deemed as important to open. But if time is a concern, maybe small groups of 10 or 12 copied in a single email?*

*Experience with similar programs tells us that phone follow-up is most effective and expedient if the calls are made within a week of the emails. Hopefully the emails are still fresh on the mind and easy to find within inboxes. If longer, the phone calls usually take more time. People forget they got the email, and its content must be explained from scratch.*

*For the above reasons, we recommend that a small number of emails is sent at a time, based on how many calls can be made during that week. Small batches of emails/calls are more easily managed than sending to your whole list at once.*

*If this email is sent to any individuals at their homes, some may not have the ability to open PDF files. We will provide both PDF and JPG files to use as your attachments.*

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Dear \_\_\_\_\_,

I'm writing to offer you a special invitation, as an Advisory Board member for The Barnhill Center at Historic Simon Theatre. We hope you'll be part of our first-ever Partner/Advertiser program.

For over a century, the historic Simon Theatre has been a cornerstone of entertainment and culture in Brenham. Today, The Barnhill Center (TBC) continues that tradition by hosting first-class live entertainment that attracts sold-out audiences from across the region. We help foster Brenham's reputation as a vibrant destination, bringing more tourists to our hotels, retailers and eateries.

A partnership with TBC is a unique opportunity to align your name or brand with one of the region's premier entertainment venues, while gaining meaningful exposure to engaged audiences. Our Entertainment Series attracts discerning patrons who actively invest in the arts and community enrichment.

As a Partner or Advertiser, you can increase your visibility, strengthen community connections, and demonstrate leadership in the continued growth and vitality of Brenham.

Please review the attached invitation to become a Partner or Advertiser. Your investment will directly support cultural arts, and position yourself or your organization alongside one of Brenham's most respected and iconic institutions.

Thank you for your consideration and support. We look forward to your participation!

Respectfully,  
(your name)



**AGENDA ITEM 5**

<b>DATE OF MEETING:</b> June 8, 2026	<b>DATE SUBMITTED:</b> May 29, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Megan Mainer, Assistant City Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
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	<input checked="" type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Review and Discuss an Update from the Programming Committee Regarding The Barnhill Center Partner and Advertising Program, Cultural Arts Programming, and Annual Fundraiser		
<b>SUMMARY STATEMENT:</b> The Barnhill Center Advisory Board Programming Committee met on May 4, 2026, to discuss the Partner and Sponsorships Program. Staff presented a list of businesses and individuals that was to be updated by the committee and staff. The committee discussed selecting businesses and individuals they would contact once the Partner and Sponsorship Program was finalized. Staff have an updated list to distribute to the board.		
The committee discussed registration numbers for the Willie Fritz speaking engagement and suggested an ad with KWHI/KTEX. Ads were aired starting Monday, May 18. Other advertising efforts included adding the event to the Chamber of Commerce’s calendar of events, Visit Brenham calendar of events, and Facebook. Posters were developed and staff sent out notifications via e-newsletter to subscribers as well as the U of H Alumni group and Blinn Foundation group.		
The committee, also, requested Sharon keep an eye out for talent that could be hired for an annual fundraiser other than what is advertised as seasonal entertainment. All revenues and expenses for these types of events, or programs, would be funded by the Improvement Fund. Additionally, the committee discussed developing a Friends of The Barnhill Center to increase improvement funds for future projects.		
<b>STAFF ANALYSIS (For Ordinances or Regular Agenda Items):</b>		
A. PROS:		
B. CONS:		
<b>ALTERNATIVES (In Suggested Order of Staff Preference):</b>		

<b>ATTACHMENTS:</b>
<b>RECOMMENDED ACTION:</b> No action required.
<b>APPROVALS:</b>



**AGENDA ITEM 6**

<b>DATE OF MEETING:</b> June 8, 2025	<b>DATE SUBMITTED:</b> May 29, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Megan Mainer, Assistant City Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
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	<input checked="" type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Review and Discuss an Update from the Venue Preservation Committee Regarding Project Priorities Including a Facility Site Assessment by Upchurch Architects, Recorded Texas Historical Landmark (RTHL) Application, and Urns		
<b>SUMMARY STATEMENT:</b> Jennifer and Megan met with Tommy Upchurch and Elizabeth Price regarding a facility site assessment. Upchurch Architects are willing to complete a professional facility site assessment for The Barnhill Center. We anticipate the initial assessment to be complete by the end of summer.		
Jennifer reported that she has submitted the Recorded Texas Historical Landmark application for the facility.		
Staff continue to communicate with the Center for Heritage Conservation within the Department of Architecture, College of Architecture at Texas A&M University regarding urn replacement. Texas A&M submitted a proposed budget estimate and class outline for the project. Staff have followed up with additional questions related to class involvement. Next steps include drafting a Memorandum of Understanding between the City of Brenham and the Center for Heritage Conservation within the Department of Architecture, College of Architecture at Texas A&M University outlining a scope of work, proposed timeline, and identifying applicable classes that align with the project.		
<b>STAFF ANALYSIS (For Ordinances or Regular Agenda Items):</b>		
A. PROS:		
B. CONS:		
<b>ALTERNATIVES (In Suggested Order of Staff Preference):</b>		
<b>ATTACHMENTS:</b>		

**RECOMMENDED ACTION:** No action required.

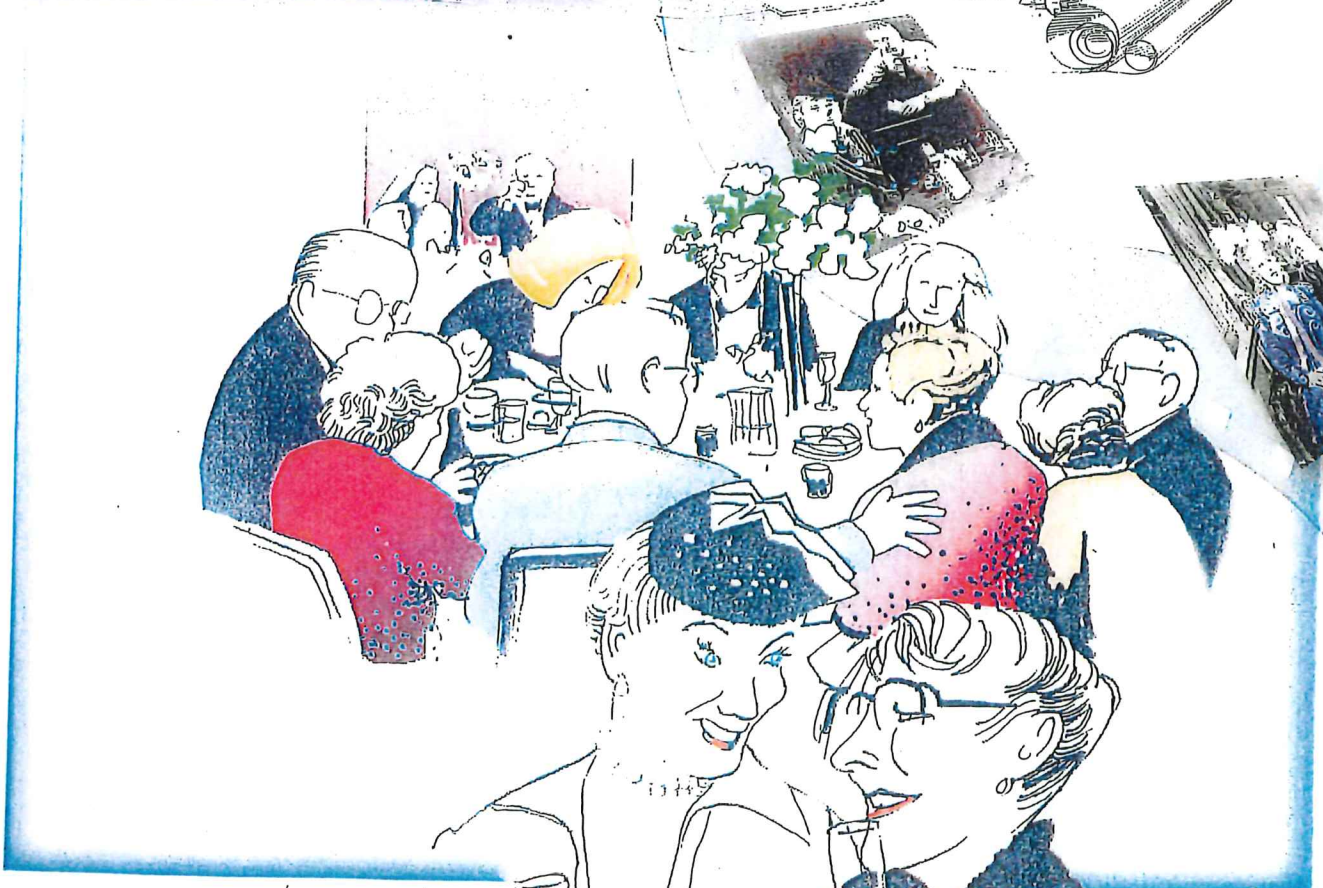
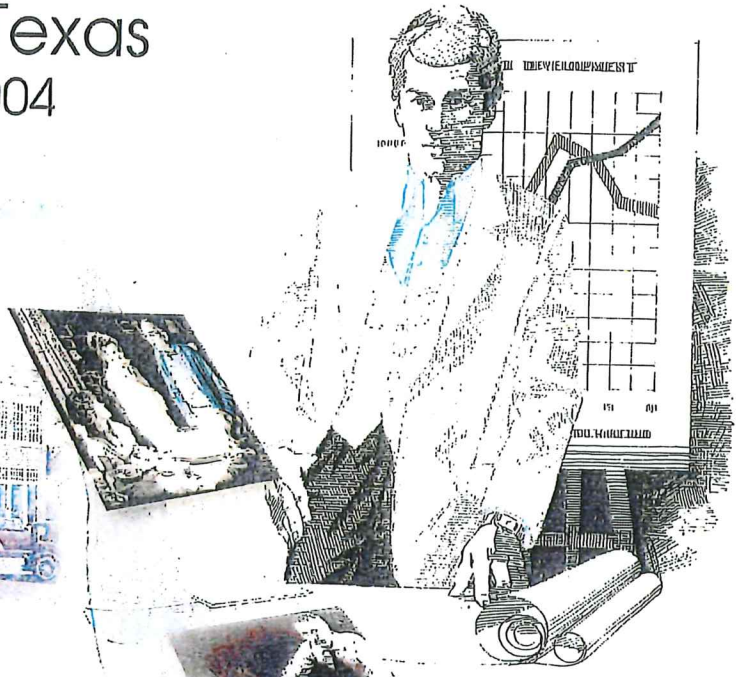
**APPROVALS:**



**AGENDA ITEM 7**

<b>DATE OF MEETING:</b> June 8, 2026	<b>DATE SUBMITTED:</b> May 29, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Megan Mainer, Assistant City Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
<input type="checkbox"/> SPECIAL	<input type="checkbox"/> CONSENT	<input type="checkbox"/> 2 <sup>ND</sup> READING
<input type="checkbox"/> EXECUTIVE SESSION	<input type="checkbox"/> REGULAR	<input type="checkbox"/> RESOLUTION
	<input checked="" type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Review and Discuss an Update from the Strategic Planning Committee Regarding Project Priorities Including the Update of the 2004 Business Plan		
<b>SUMMARY STATEMENT:</b> Staff contacted Karen Van Citters, Van Citters Historic Preservation consultant, regarding updating the 2004 Business Plan for the Simon Center and developing a preservation plan in lieu of a Strategic Plan. Karen noted that both a business plan and preservation plan would provide support for grant opportunities, which was the original goal of the Strategic Plan.  The Board and staff will begin working on updating the business plan and assessing ways to partner with Texas A&M University College of Architecture students for the preservation plan in addition to Upchurch Architects and Van Citters Preservation.		
<b>STAFF ANALYSIS (For Ordinances or Regular Agenda Items):</b>		
A. PROS:		
B. CONS:		
<b>ALTERNATIVES (In Suggested Order of Staff Preference):</b>		
<b>ATTACHMENTS:</b> Business Plan for the Simon Center-9.2004		
<b>RECOMMENDED ACTION:</b> No action required.		
<b>APPROVALS:</b>		

# Simon Center Brenham, Texas September, 2004



Brenham, Texas  
Business Plan  
Restoration & Operation

*Simon Center*  
September, 2004

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Programming strategies will focus on the presentation of events by “renters” of the facility as well as a variety of activities that will be produced “in-house” by staff and volunteers. This approach will ensure that the Center is actively used and is programmed with the primary goal of attracting as many visitors as possible to the Downtown Brenham area.

### Financial Vision

The principal financial goal of the Simon Center is to provide the maximum benefit for the community in a sound, businesslike, fiscally responsible manner.

To accomplish this goal, the management team will:

- Operate the facility within a fiscally responsible framework that carefully balances the community service and financial goals of the Center.
- Integrate the marketing of the Simon Center into the efforts of the Convention and Visitor’s Bureau thereby enhancing the tools available to the Bureau for meetings its overall goals.
- Offer the Center as a full-service facility for use by outside groups, businesses and individuals on a fee for service basis.
- Manage a continuous fund development plan that includes systematic grant solicitation, an aggressive membership program and community-based fundraising events.
- Provide funding for the restoration of the building through an organized, community-based capital fundraising campaign.

### Meeting Diverse Community Needs

The Simon Center will provide a high quality atmosphere for meeting a broad spectrum of community and regional needs. The Center will be suitable for the production of many business, cultural, community and entertainment activities. The principal priorities, in no particular order, are as follows:

- Regional conferences for corporations, small businesses, trade associations and government organizations.
- Team building and training programs
- Workshops
- Corporate annual reports and year-end banquets
- Annual celebrations and award ceremonies
- Employment training
- Community meetings for local government and nonprofit organizations
- Concerts
- Small dramatic productions
- Film including classic, foreign and independent
- Travelogues
- Dance recitals

- Private parties including weddings, anniversaries and other banquets
- Comedy Night
- Recitals for local music students
- Community fundraising events
- Government meetings and forums
- Service club functions
- Culinary programs
- Business and social mixers (i.e. Chamber of Commerce, etc)

### Primary Business Strategies

The Simon Center is owned by the Brenham Main Street Historical Preservation Inc., a local nonprofit (501(c)3) organization. While the details have not been negotiated as of yet, it is the intention of the board of directors to contract for management of the Simon Center through the Washington County Convention and Visitor's Bureau (CVB). This will accomplish two critical goals. First, the Center will be managed by professional employees who are intimately familiar with the needs of meeting planners and the motivations of decision makers electing to bring their groups to Brenham. Secondly, this approach will provide the CVB with a critical tool for meeting its overall goal of attracting visitors to Brenham by featuring a high quality conference facility.

Once the facility is opened it will be operated as a full service Conference and Events Center. The operating strategies will be focused in four carefully integrated markets:

- 1) Use of the Center for conferences and other business meetings.
- 2) Use of the facility, on a rental basis, by individuals, businesses and nonprofit organizations in the local and regional markets (community rental market).
- 3) In-house production of events, workshops and activities (in-house programming market).
- 4) Management of a continuous fund development plan that includes systematic grant solicitation, an aggressive membership program and community-based fundraising events.

### The Significant Advantages of a Community Partnership

The Simon Center is ideally suited for development as a community partnership. It is clear that the restoration and management of the Simon Center can support a wide range of community goals, including economic development and historical preservation. Most importantly, the Simon Center will provide a tool for attracting visitors to downtown Brenham. These critical community goals are shared by many organizations, including the City of Brenham, Chamber of Commerce, Convention and Visitors Bureau and Brenham Main Street. The potential for success of the Simon Center would be greatly enhanced through the development of a community partnership to both restore and operate the facility.

#### *Tools to Support a Community Partnership*

- 1) Brenham Main Street Historical Preservation Inc. has been established to facilitate the development of the Simon Center. This nonprofit group has already raised funds to purchase the building thereby

ensuring that the property is owned by the community and available for "community benefit". This organization can provide the foundation for the implementation of a community-based capital campaign to support the restoration of the building.

- 2) The City of Brenham is an ideal partner for this project due to the potential economic development impacts of the Simon Center on the community. In addition, it is appealing (and unusual) for Cities to find projects that support community goals while also having the ability to encourage funding from individuals and businesses rather than relying solely on local government funding. Due to the extensive community benefit of the project and the historical significance of the building, the Simon Center has the potential to generate strong community financial support. This is rare when compared to other projects a city might choose to invest in.
- 3) The Simon Center would provide a major tool for supporting the goals of the Convention and Visitors Bureau. This makes the Chamber of Commerce an ideal partner. The operation of Simon Center could be managed by the CVB and the building would provide an excellent marketing tool for attracting businesses and small associations to meet in downtown Brenham.

### Long-term Maintenance and Preservation

To ensure the long-term success of the project and the continuing preservation of the Simon Center, the plan includes an ongoing revenue source dedicated to a building maintenance and preservation fund. A preservation fee will be added to all rental agreements for use of the Simon Center and for all paid admissions for access to events at the Center. Revenues from these fees will be dedicated to the Preservation and Maintenance Fund. Initially, the preservation fee will be \$50.00 for all contracts for partial building rentals, \$100.00 for contracts with full building rentals and \$1.00 for each paid ticket for entrance to theatre events.

### Primary Recommendations and Observations

In addition to the detailed information contained in this plan, we would like to provide the following recommendations and observations. Implementation of these recommendations will greatly enhance the potential for the successful operation of the Simon Center.

- 1) The plan anticipates that the nonprofit organization will contract for professional management services through the Washington County Convention and Visitor's Bureau. This recommendation has been made for several reasons, after much discussion and analysis. First, this approach will provide a professional management team that is in touch with the needs of meeting planners and focused on the goal of attracting visitors to the Brenham area. In addition, this strategy will provide the CVB with a wonderful tool for achieving its primary goal of attracting overnight visitors to the region. Finally, by maintaining ownership by a community-based nonprofit organization, the board of directors and other community volunteers can ensure that the Simon Center will continue to serve the needs of the Brenham community and that programming will reflect the interest and values of its residents.
- 2) A primary marketing strategy will be dedicated to expanding "community ownership" through the establishment of the "Friends of the Simon" membership program. This will encourage the involvement of community leaders and volunteers as a tool to build support for the facility and its goals and will also provide a source of fundraising income.

- 3) The plan calls for an aggressive programming strategy that mixes small conferences for businesses and trade associations with community events to create an active attraction in the downtown area.
- 4) The plan provides for an element of "in-house" programming, including the possibility of film festivals and classic movies. This in-house programming effort is intended to augment the programming presented by the rental clients of the Simon Center.
- 5) While not addressing the previously explored community need for a larger convention center, the Simon Center project does attempt to take advantage of the market identified in the PKF study of 2001, commissioned by the Chamber of Commerce. PKF identified the potential for "marketing Brenham" to smaller businesses and to groups looking for more intimate spaces and less expensive alternatives for their meeting needs.
- 6) The PKF study also pointed out that the corporate meeting market comprises the greatest number of events with typically smaller delegate counts than the association market. The average corporate meeting lasts more than 3 days with an average of 61 people. To take greatest advantage of this market, the Simon Center will allow Brenham (and the Washington County CVB) to focus on small to medium sized businesses and groups ranging from 100 to 300 people. The Simon Center will provide an intimate environment with a high quality atmosphere for meetings, training, entertainment, meals and presentations.
- 7) The proximity to the Ant Street Inn will make the Simon Center an ideal location for corporate executive retreats, team building workshops and executive planning. Utilizing other hotel properties in the area will expand the market to larger groups.
- 8) It is anticipated that the corporate meeting market is primarily a weekday market. This will be augmented by marketing the Simon Center to other individuals and organizations for community events and private functions on weekends.
- 9) This strategic plan is intended as a "road map" which provides direction for the development of the funding and operation of the Simon Center. The plan assumes that the community has expressed interest in the project and that demand can be developed based on the interest and needs of the residents and organizations in the region. It should be noted that in the development of this plan, VenueTech Management Group conducted interviews with community leaders, facilitated a planning symposium, researched market characteristics, reviewed historical project information and worked with the Board of Directors of Brenham Main Street Historical Preservation Inc.

### Financial Considerations

As with many similar projects, the ability to build interest around the Simon Center and encourage broad community participation is largely influenced by a variety of financial considerations. The project appears to have excellent potential due to a community-based planning process, a professional management approach, the continuing commitment of the board of directors, community volunteers, City of Brenham and the Convention and Visitors Bureau. In addition, there is strong community interest in the restoration and preservation of the historical building. This potential is made stronger through the planning and future implementation of an aggressive but realistic fund development program.

The Business Plan provides the following specific recommendations and observations relating the financial goals of the project:

- 1) The plan anticipates that the Simon Center will be restored with funds raised through a community capital campaign. It is the intention of project leaders that at the time of opening, the building will have no capital debt.
- 2) The business plan anticipates that financial reserves will be raised as part of the capital funding effort and will be available to support the operation at the opening of the facility. These reserves will be dedicated in three separate funds, including:

<b>Operating Reserve Fund</b>	\$200,000	Dedicated to offset any unanticipated operating expense during the first three years of operation.
<b>Production Reserve Fund</b>	\$100,000	Dedicated to underwriting the production of in-house events during the first three years of operation.
<b>Building Preservation Reserve Fund</b>	\$100,000	Seed funding to start the development of a fund for long term maintenance and preservation of the building.

- 3) The plan anticipates the funding of pre-opening expenses, totaling approximately \$950,000, through the capital campaign. These expenses include required administrative costs for the campaign as well as funding for furniture, production equipment, meeting equipment and required supplies.
- 4) The plan includes a detailed rental rate structure and operating policy. It should be noted that the rental structure does not feature a discount for nonprofit organizations, since this segment of the market will produce a significant percentage of the events held at the Center. However, financial support for these organizations can be provided through the Community Enhancement Fund, which is outlined in this plan.
- 5) As mentioned, the plan provides for the development of a Community Enhancement Fund that will provide financial support for organizations interested in renting the Center for the production of community events and new activities. This program will not only support local organizations, it will also provide a more predictable method for providing this support and a unique tool for generating new and exciting events for downtown Brenham without jeopardizing the financial stability of the Simon Center operation.
- 6) This Business Plan is intended as a "road map" which provides direction for the development of the business and operation of the Simon Center. The plan assumes that the community has expressed interest in the project and that demand can be developed based on the interest and needs of regional businesses and trade associations as well as the residents and organizations of the Brenham area. It should be noted that in the development of this plan, VenueTech Management Group conducted interviews with community leaders, facilitated a comprehensive planning symposium, researched market characteristics, reviewed historical project information and other information developed for the community regarding the conference and convention market.
- 7) The operating financial projections are provided for the first standardized year of operation. The revenues generated by the operation will be enhanced by the pre-funded financial reserves.

In addition, a professionally managed, ongoing fund development program will support the financial needs of the operation.

- 8) As previously mentioned, ongoing funding will be generated for a preservation and maintenance fund which will be accounted for in a reserved sinking fund.
- 9) The operation of the Simon Center will require financial subsidy and the plan anticipates this funding from two sources: an on-going fundraising effort by the board and volunteers and a minimal subsidy from local government, most likely from the Hotel Occupancy Tax.
- 10) Building revenues for the first standardized year of operation could reach in excess of \$300,000, including a minimal contribution of \$50,000 from the Hotel Occupancy Tax.

**Simon Center  
Business Plan**

*Chapter Two - Project Profile*

**The Simon Theatre**

The Simon Theatre has a long history as a central feature of the downtown Brenham landscape. Not only was the building an important architectural landmark, it served as host for many community gatherings while providing a meeting place for residents for many years. Many living in Brenham still share fond memories of their experiences at the Simon.

In the grand architectural style of Beaux Arts Classical Revival, the Simon Theatre has provided a splendid setting for many a theatrical performance, film screening and ballroom dance since its opening in 1925. The James Simon family of Brenham commissioned Houston architect, Alfred C. Finn, to design the theatre continuing the family's role in providing cultural entertainment in the Brenham area.

Mr. Finn's architectural career coincided with one of the most explosive periods of growth in the history of Houston. He designed many of the most important business building, homes, hotels, theatres and public buildings in the city and elsewhere in Texas. His preeminent place in the architectural development of Texas is assured through the design of such project as the Herman Hospital (1922), the Gulf Building (1929), the San Jacinto Monument (1938), the Sam Houston Music Hall and Coliseum (1937), the Ezekial W. Cullen Administration at the University of Houston (1950), and the Shriner's Crippled Children's Hospital (1950).

For three and one-half decades, Mr. Finn was known as the principal architect of Houston. In 1983, the Houston Public Library honored Mr. Finn with a public showing of drawings and renderings of his many achievements.

In the style and quality for which Mr. Finn was known, he designed this new theatre in Brenham to accommodate additional uses such as dancing and moving picture shows using the most modern state-of-the-art technology in mechanical systems, acoustics and theatrical accoutrements. With a seating capacity of over 500 seats, the Simon theatre was a very ambitious and sophisticated venture for both architect and owner.

Plush for its time, the 1925 Simon Theatre was equipped with orchestra pit, full stage, built-in reproduction organ, a central cooling and heating system, the finest leather upholstered opera chairs, and several store operations. The second floor was a large dance hall which was also used as an auditorium for large public gatherings.

The business suffered during the Great Depression of the 1930's. In 1940, the building was sold to the Stuckert Family and sold again in 1970 to a Stuckert/Van Dyke partnership when some renovation was done in order to adapt parts of the building for new uses. These changes included ground floor, store front renovation and accommodation for the second floor to be used for a recreational workout room. The Jaster Family purchased the building in the late 1970's utilizing the second floor for living quarters and leasing some of the ground for a restaurant operation.

The turn of the century saw the building empty, and steady deterioration led to the purchase of the building by a nonprofit organization concerned about the future of the building, and its possible use as an economic development tool for the betterment of the community.

With the Simon Theatre is now owned by the community through the Brenham Main Street Historical Preservation Inc., a nonprofit, 501(c)3, organization. As a community-based project with the goal of restoring and operating the Simon Center, the challenge is to use this important community resource for the greater good of the Brenham community.

### **Building on Brenham's Market Characteristics**

The primary business strategies for the Simon center are focused on building on the strengths currently existing in the Brenham market. Examples of these include:

- Location
- Weather
- Destination for Tourism
- Charming Downtown
- Reputation
- Sense of Community
- Interconnection of local business community

Brenham serves as the county seat of Washington County, which is located in South Central Texas. Seventy-two percent of the total state population lives within a 213-mile radius. This places Brenham as an ideal location for small corporation and trade association meetings and events.

Proximity to major markets is an appealing marketing tool. With Houston 72 miles away and Austin 84 miles, Brenham is located at the crossroads of US Highway 290 and State Highway 36. Bryan/College Station, home of Texas A&M University is 40 miles away. The coast to coast Interstate Highway, I-10, is only 30 miles from Brenham with San Antonio and Dallas/Fort Worth 140 and 213 miles away respectively. Again, the proximity of these large markets greatly increases the potential client base for the Simon Center.

**NOTE:** Above statistics provided by the Economic Development Foundation of Brenham.

**Simon Center  
Business Plan**

*Chapter Three – Restoration and Capital Funding*

**Restoration Effort**

The restoration of the Simon Center has been planned to achieve both the goal of historic preservation and the creation of a useful resource for the community. The Center will provide a high quality facility for conference, meeting, entertainment, cultural and community events. It will feature a 300+ seat theatre, multiple meeting and conference rooms, and a visitor information center, offices for the Convention and Visitors Bureau and a 3,000 square foot banquet room with catering kitchen. Film projection systems will be installed as well as professional quality sound, stage lighting and audio-visual production equipment.

The construction budget, including soft costs, is projected to be approximately 2,400,000. In addition, the board of directors has aggressively planned for required pre-opening expenses, including equipment, furniture and fixtures, pre-opening supplies, administrative expenses and operating reserves. A detailed pre-opening budget is listed below:

**Pre-Opening and Furnishings Budget**

<b>Expense</b>	<b>Budget</b>	<b>Comments</b>
Administrative Expenses	50,000	
Photography	5,000	
Marketing Materials	10,000	for pre-sales of rental program
Supplies - Office	2,000	
Supplies - Box Office	2,000	
Supplies - Technical	5,000	
Supplies - Janitorial	4,000	
Supplies - Volunteer Program	1,500	badges, uniforms, flashlights, etc.
Security Alarm System	5,000	
Telephone System	11,000	
Office Furniture	7,500	
Computers	6,500	
Office Equipment	3,500	Copy, fax, etc.
Conference Room Furniture	6,500	
Tables	20,000	50 round and banquet – Duralite
Chairs	22,500	400-500 chairs
Storage Carts and Hand Trucks	3,500	for moving chairs and tables
Ropes and Stanchions	3,200	
Projection Equipment	70,000	including screen and projector
Sound System - theatre	120,000	possibly used equipment
Stage Lighting Equipment	110,000	possibly used equipment

Assisted Hearing Equipment	3,500	
Sound System - ballroom	25,000	
Communication Systems	6,000	Clear-com and walkie-talkies
Stage Equipment	8,000	Risers, drapery, etc.
Lobby Furnishings	7,000	
Visitors Kiosks	5,000	
Food Services Equipment	3,000	Minimal for non-catered events
Meeting Services Equipment and Supplies	5,500	podiums, flip charts, easels, AV carts, etc.
Audio Visual Equipment	7,500	LCD, overhead, slide, etc
Concessions Equipment	2,000	
Misc Pre-opening Expenses	7,500	

*Subtotal Pre-opening and Furnishings* \$548,700

Operating Financial Reserves	200,000	to fund unanticipated financial needs in first years
Production Financial Reserves	100,000	to fund in-house event production
Building Preservation Financial Reserves	100,000	seed funding for long term maintenance needs

*Sub-Total Financial Reserves* \$400,000

**TOTAL** \$948,700

### Capital Funding

Critical to the success of the Simon Center project will be the ability of the organization to raise the capital funds required to restore the historic facility. Building restoration will primarily be funded through a comprehensive fund development program. It is imperative that this phase move quickly in order to reduce the impact of construction cost increases due to inflation and to build greater momentum for community support.

The Simon Center is owned by Brenham Main Street Historical Preservation Inc., a 501(c)3 organization with a volunteer Board of Directors. To implement the fundraising effort, the Board will appoint a Capital Campaign Committee. Once this is accomplished, it is essential that the process move forward quickly. The following work plan enumerates the critical steps to be addressed in the fund development effort.

#### *Critical Next Steps*

- 1) Establish Capital Campaign Committee structure and secure volunteers to serve in leadership positions for each sub-committee.
- 2) Finalize fund development strategies (through consensus to build ownership)
  - a) Work with staff, board members and other key volunteers to adjust and finalize the capital campaign plan
  - b) Coordinate strategies and time frame

- 3) Develop a core volunteer base
  - a) Establish a formal volunteer program with tracking, recognition and working committee structure
  - b) Identify potential project leaders and volunteers
  - c) Recruit capital campaign workers
  - d) Plan and implement a comprehensive training program for key project volunteers
  
- 4) Publish all required campaign materials
  - a) Presentation folders
  - b) "Case for support" brochures
  - c) Campaign fact sheets
  - d) Pledge forms
  - e) Campaign underwriting solicitation piece
  
- 5) Implement capital campaign
  - a) Training of volunteers
  - b) Coordination of fundraising teams
  - c) Implementation of grant program
  - d) Implementation of membership program
  - e) Implementation of capital drive

#### *Project Leadership*

The establishment of the Capital Campaign Committee (and appropriate sub-committees) is a critical step for the organization. It is essential that this process facilitate the expansion of community ownership for the project and, perhaps more importantly, bring leadership to the project. Members of this important committee should be selected with great care and should meet specific criteria required to support the goals of the committee. It is suggested that the following criteria be used:

- 1) People who are well known civic leaders, respected throughout the community.
- 2) Business leaders who have access to other corporate executives.
- 3) People who are willing to donate themselves and ask others to do the same.
- 4) People with experience making business and financial decisions, who have a deep understanding and passion for community issues.
- 5) People who are good public speakers.
- 6) People with a history of financially supporting community projects and who have access to other philanthropic individuals in the area.
- 7) People who are team players, have a positive nature and have excellent problem solving skills.
- 8) People with the unusual ability to blend creative and analytical skills.

*Work Plan - Capital Campaign Committee (in addition to the Critical Next Steps listed above)*

- 1) Build community ownership for the project
  - a) Ongoing communication with the Board of Directors, city leaders and other community leaders
  - b) Encourage participation and support by other community-based organizations
  - c) Build excitement in the community through public and individual presentations, tours of the Center, and press and media relations.
  - d) Continuous expansion of the volunteer base
- 2) Develop and implement the campaign marketing plan
  - a) Community relations
  - b) Promotional materials
  - c) Speakers bureau
  - d) Press relations
  - e) Government relations
  - f) Underwriting of promotional materials
- 3) Choose and solicit campaign leaders
  - a) Develop a list of required leadership positions
  - b) Develop a list of prospective leaders
  - c) Nurture and solicit campaign leaders
- 4) Find a Campaign Chair - this is a critical step in the development of a successful project. Without the proper leadership, the campaign will surely fail. Therefore, the committee should view this as their most important task. It is essential that the individual have volunteer time to commit to the project, be well respected in the community, have access to business leaders, be good at delegating work and be a positive, enthusiastic problem solver.
- 5) Establish fund development policies and practices
  - a) Gift recognition
  - b) Naming opportunities
  - c) Policies for gift celebration
  - d) Policies for individual gifts with corporate matching pledges
  - e) Strategies for managing pledge program
  - f) Leadership requirements
- 6) Work with the Board of Directors and staff to establish the campaign goals - this will include the development of a budget for the restoration project. The financial plan will include:
  - a) Construction costs
  - b) Pre-opening costs
  - c) Owner provided equipment and furnishings
  - d) Campaign costs
  - e) Administrative and fundraising expenses
  - f) Required operating reserves
  - g) Cash flow funding requirements (for construction expenses during phases of pledge payments)
  - h) Reserves for bad debt or unpaid pledges

- 7) Develop the final "Case For Support"
  - a) Why people will give
  - b) Benefits of the project
  - c) Features of the project
- 8) Develop a volunteer training program.
  - a) Campaign procedures
  - b) Working as a fundraising team
  - c) How to ask for money
- 8) Kick off and Implement the Capital Campaign
  - a) Implement the "silent" lead gift campaign for gifts of \$25,000 and larger
  - b) Plan and produce a community campaign kick off event (it is helpful to do this after the "silent" campaign so that the lead gifts can be announced - and donors recognized - in order to build momentum for the campaign.)
  - c) Implement the capital campaign with three committees of volunteers focused on different giving categories.

*NOTE: In most cases individuals who can give within a certain gift range will be most effective raising funds within that same range. Therefore the most effective structure for the campaign committee is to have one group raising funds within the range of \$25,000 and above, a second group soliciting gifts within the range of \$10,000-\$24,999 and a third group raising funds within the range of \$1,000 and \$9,999.*

*Case for Support - Primary Focus Points*

- 1) Historical significance of the Theatre
  - a) Theatre built in 1925
  - b) Central historical feature of downtown Brenham
  - c) For many years, had a significant impact in the lives of local individuals and families
  - d) Preservation of historic structure
- 2) Economic development and other programming opportunities
  - a) Attracting visitors to downtown Brenham
  - b) Support the local hotel, motel and B & B industry
  - c) Expand the tools available to the Convention and Visitors Bureau for marketing Brenham
  - d) Support of the objectives of Brenham Main Street and the City's economic development strategies
  - e) Film programming including themed series and festivals
  - f) Support local organization by providing home for fundraising events
  - g) Other community events and local programs
- 4) Culture builds community
  - a) Economic impact on downtown Brenham

- b) Meeting place for social interaction of residents
- c) Facilitate cultural growth by presenting professional quality entertainment

5) Professional business approach

- a) Professional business plan with a practical and realistic approach
- b) Supported by business leaders
- c) Supported by the Brenham Chamber of Commerce
- d) Supported by a broad base of community leaders who are donors, volunteers and supporters
- e) City supported - but not totally funded by local government

*Required Campaign Materials*

- Professional quality logo and graphic design
- Camera ready graphics and art
- Letterhead, envelopes, business cards and note cards
- Presentation folders
- Case for Support brochures
- Campaign Fact Sheets
- Pledge forms
- Campaign underwriting solicitation piece
- Rendering of the building

*The "Friend Raising" Concept*

The concept of community-based fundraising is predicated upon the most critical element of successful management - *relationships*. It is often helpful to envision the goal of the program as "raising friends", rather than "raising funds". This critical concept recognizes that the majority of funds donated in the United States are given by individuals...to individuals. Quite simply, people give to people they know.

The Simon Center project should use the "Friend Raising" concept to facilitate the use of existing resources to build its long term fundraising system. This concept should be designed to build relationships which result in financial stability, increased volunteerism and a sense of community ownership for the Center. This can only be accomplished by offering an association that is good for both sides of the "gift relationship".

Ownership, commitment and financial support are natural by-products of a positive relationship. When individuals and businesses make decisions about their philanthropic plans, it is always more enjoyable and easier to give to organizations and individuals with whom they have a mutually supportive relationship.

*Primary Funding Components*

**Project Management Funding** - As previously stated the budget required to implement the capital campaign must be pre-funded. In addition, funds must be raised to offset the cost of administrative personnel.

**Membership Program (or "Friends of the Simon Center")** - This program is a critical component of the overall plan. It is primarily designed to build community ownership for the project. Membership gifts will be accepted within the range of \$50 to \$1,000. This wide range ensures that a broad cross-section of the community can participate in the program. Funds generated in this program will be unrestricted and can therefore be dedicated toward the operating expenses of the project. While raising operating funds is important, the primary goal of this program is to educate the community about the project while encouraging individuals to show their support. A successful membership program is essential as it provides evidence of community support, which is a critical requirement of most grants and capital gifts.

**Lead Capital Gifts** - Successful capital campaigns almost always require "lead gifts." These are typically large contributions that provide leverage to the fund development effort. This leverage can be developed through a public challenge, appeal for matching funds or the personal support of the lead donor(s.) In addition, several sizable lead gifts will effectively reduce the overall size of the remaining campaign goal and therefore provide motivation for key supporters and volunteers. Clearly, a decision to provide funding in the initial stages of a campaign is more difficult because the donor has less assurance that the project will be successful. Fundraising typically becomes easier as the project moves closer to completion.

**Capital Gifts** - The lifeblood of the fund development program is the capital campaign. Gifts ranging from \$500 to \$250,000 will be solicited within a wide range of giving opportunities. Funds donated in this program will be restricted and can only be used to pay for the direct costs associated with the restoration of the building.

**Grants** - The fund development program will feature an aggressive grants program. This effort will target local and regional businesses and corporations as well as local, regional and national foundations. It is critical to note that this program cannot begin until the community-based components of the effort have proven successful. Corporations and foundations will require a demonstration of local support and often do not grant funding until an organization has several years of proven success in the local community.

**Naming Opportunities** - The capital campaign will offer donors a variety of opportunities to celebrate their financial support through naming opportunities, such as the "Hamilton Family Lobby". The Board of Directors has approved the following list of naming opportunities. Additional opportunities may be recommended by the Capital Campaign Committee.

**Seat Naming Program** - Although this effort is a central component of the naming program, for planning purposes, it is helpful to view it separately. Each gift will be celebrated with an inscribed plaque on the arm rest of the designated seat.

**Cash Flow Funding** - A significant portion of the funds raised through the capital campaign will be in the form of a multi-year pledge. In many cases these pledge payments will be made over a 3 year period. Once the campaign is complete and the total required funds have been raised, the organization will be required to develop a method for funding the project while the pledges are being paid.

### **Campaign Strategies (*community-based fundraising*)**

#### *People Give to People They Know!*

This is the first rule of community based fundraising... *People Give to People They Know!* The only way to ensure success in a capital campaign is to nurture positive relationships with prospective donors. People must feel connected to the project and comfortable with those involved in the effort.

This is especially important when you are just getting started on the campaign. It is always helpful to have a few people say "yes" during the early stage of the campaign. This will help build your confidence and help you overcome the "no's" that you will occasionally hear. The best place to start is with friends, family, and people who have encouraged you to give to "their important project."

The first step is to develop a list of prospective donors. Remember, some people will choose not to support the campaign, so the committee must develop a strong list in order to reach the final fundraising goal. The development of the prospect list should be implemented with the following steps:

- 1) Develop a comprehensive list of potential donors, regardless of their interest in the project, past support or expressed willingness to give. The goal is to start with an extremely long list, which will eventually be filtered down to a smaller target list with specific priorities. When developing the list, the committee should focus on the following resources:
  - Personal address book (friends, family and neighbors)
  - Business address book
  - List of clients or customers
  - List of vendors who sell to your business
  - List of donors from other community projects
  - List of regional corporate leaders
  - Chamber of Commerce membership list (or committees you are working on)
  - Church directory
  - Country Club directory
  - Service Club membership list
  - PTA membership list (perhaps the parents of your children's friends)
  - Membership lists from other organizations in which you are involved
  - Lists of other nonprofit organizations you have donated to (and individuals who have solicited gifts from committee members)
  - People who have supported the project and the organization in the past
  - Businesses who have sponsored local events and activities sponsored by local and regional arts organizations
  - Friends of friends and family
- 2) Categorizing the Prospective Donors - once the prospect list has been developed (note that the list should be growing constantly), the committee will categorize each prospect within a potential giving range.

- 3) Assigning Key Prospects and Developing Specific Strategies - a specific strategy for nurturing each prospective donor will be developed. In addition, key prospects will be assigned to committee members so that the nurturing process can begin.
- 4) Soliciting Leadership Gifts - the most important element of a successful capital campaign is the successful solicitation of leadership gifts. These gifts are among the largest of the campaign and generally can be leveraged into additional donations. This is a critical step in the process and must be implemented in the first stages of the campaign. It is essential that major gifts be solicited prior to the start of the full scale community campaign. This facilitates the building of early momentum while also insuring that individuals capable of donating a major gift are not asked to make smaller donations prior to exploring lead gift opportunities.

*Asking for Money - "The Art of the Uncomfortable Question"*

*For the campaign to succeed, committee members must develop a strong group of volunteers who are passionate about the project, comfortable with the fundraising process and have unquestioned credibility in the community. To ensure success, this process must include an aggressive training program.*

Asking for money is clearly one of the most uncomfortable situations we face. In fact, asking for just about anything often makes people nervous. Generally, this uncomfortable feeling comes from a fear that the answer will be "no". The best way to overcome fear in the fundraising game is to gain a good knowledge of the project, be passionate about your support of the project and continue to persevere.

Jack Canfield and Mark Hansen, in their best selling book, The Aladdin Factor provide a great foundation for the Simon Center's fundraising efforts with "The Seven Characteristics of The Masters of the Lamp" (people who are good at asking!)

- 1) They know what they want.
- 2) They believe they are worth receiving it.
- 3) They believe they can get it.
- 4) They are passionate about it.
- 5) They take action in the face of fear.
- 6) They learn from their experience.
- 7) They are persistent.

*Asking for Money - The Steps to Success*

Experience has shown that projects like the Simon Center typically generate a strong level of support. In fact, if the campaign is well designed, most of the people contacted will likely make a contribution at one level or another. The training program will encourage volunteers to follow the steps outlined below:

- **Do everything possible to generate early success in your fundraising effort.**

This helps each volunteer feel good about the project and makes the process of "asking for money" less uncomfortable. To generate early success, it is best to initially focus on asking those people on the prospect list who are most likely to give. Volunteers should not call on those they do not know as well until they have had a few people say "yes". *Success breeds success!*

- **Get the fundraising effort off to a quick start.**

Don't procrastinate! The job of fundraising seems even more intimidating when you are behind schedule and feeling a little guilty about not doing your part. If volunteers get off to a good start, the campaign will gain momentum early and the job of fundraising will be easier. It is always easier to raise money once the community knows the campaign is going strong. Perhaps most importantly, if volunteers wait until the end of the campaign to do their part, they will be more tempted to try to raise funds over the telephone, which is virtually never successful.

- **Try to schedule daily or weekly work time for the campaign.**

The capital campaign should be designed so that it does not require volunteers to commit to a work schedule that is overwhelming. Most volunteers find that the time commitment is easier to build into their busy schedule if they commit a few hours each week to the project. For example, it is easier to spend a few hours every Tuesday morning calling prospects and meeting with donors than to ignore the campaign for two months and then try to get it all done in one week. Also, this provides the added benefit of getting the campaign off to a quick start!

- **Make your request clear and specific!**

It is much easier for prospective donors to say "yes", if volunteers make a clear and specific request. To accomplish this, the committee will determine, in advance, an appropriate financial level for the request. This is managed in the planning phases of the campaign, but should be emphasized during volunteer training. This process requires significant research. For example, has the prospective donor given to other community projects? Have they ever asked committee members to give to one of their projects? Do they have four children in college at the same time? Do they have childhood memories of the Theatre? Any piece of information can help determine the appropriate request level. However, the committee must be careful with this process. It is essential that a request is not made for a gift of \$10,000, if the donor may be willing to support the project with a gift of \$100,000.

- **Ask from your heart!**

It is very important that volunteers are sincere when asking for money. They should tell the prospective donor that this is an important community project. In fact, it is one of the few projects they are committed to working on. Generally, when people know that other community leaders are supporting the project, they are more likely to give.

- **Be Confident - Expect a YES!**

Volunteers should be encouraged to go into every meeting with the feeling that the prospective donor will join in their support of the Simon Center project. Their confidence will make others feel that the project is going to happen and that their support is important.

- **Talk About the Case for Support**

People will be more likely to give to the project if they feel it is important to the community and will have an impact of the lives of their friends and family. Presentations should focus on the importance of the project and the benefits to the community. Prior to each meeting, volunteers should re-read the Case for Support and focus on those items that are likely to be most important to their particular prospect.

- **Don't Quit with the First "No" - Ask repeatedly!**

Every volunteer will run into a few people who are not interested in supporting the campaign (or are unable to.) The training program will encourage them to never take a "no" answer personally. When this occurs, they should be polite, thank them for their time and move on to the next prospective donor. This helps build community good will and often results in a future donation.

- **Ask for Referrals**

When people support the project, volunteers should ask if they know others who may wish to join in the effort. Most people will be happy to provide a few names. If one or more of their referrals seem like excellent prospects, it may be helpful to ask if they would go with a team member to meet with the new prospect. Remember ... *people give to people they know!* Also, each person who gives to the project will be asked if their name can be used as a reference when speaking with others.

## Simon Center Business Plan

### *Chapter Four – Management and Organizational Structure*

As with all public assembly facilities, the management system and operating personnel of the Simon Center will be critical elements in the eventual success of the operation. Regardless of the system selected, the management staff will directly implement the guidelines and business objectives articulated in the business plan. In addition, they will play the important role of integrating the programming and use of the facility with the values and needs of the Brenham community. Establishing a management system that is committed to the overall project goals is essential.

The building is currently owned by Brenham Main Street Historical Preservation Inc., a nonprofit, 501(c)3, organization. As a community-based project, the restoration and operation of the Simon Center will be undertaken for the benefit of the Brenham community by this community based organization. However, the board of directors, along with input from professional consultants and community leaders have explored alternative scenarios to determine the most effective management system for the Center once it is fully developed.

Based on the following information, it was determined that with particular focus on the operating and programming goals of the Simon Center, the management team best suited to operate the building is the Washington County Convention and Visitors Bureau. This would not only provide professional guidance for the Simon Center but would more importantly provide a critical tool for this organization enabling them to better meet their goal of attracting overnight visitors to the area. To this end, the board of directors will work to contract for management services with the CVB.

### Required Skills, Knowledge, Experience and Attitudes

The successful operation of the Center will require a management team with considerable experience in the management of public meeting facilities, conference sales, fund development, grant writing, event production, marketing, financial management and other relevant disciplines. As with all businesses, the skills and experiences of individual staff members should be balanced to provide a team with the broadest possible expertise. The following list is provided as a general guideline.

#### *Required Skills*

In addition to general business skills, the team must have specific skills in areas that will be commonly used in the management of the Center. These would include the following:

- 1) General Computer Skills including word processing, spreadsheet, financial management, desktop publishing and system management. Skills with data base management would be helpful.
- 2) Financial Management Skills including bookkeeping, cash control, record keeping and an understanding of the information enumerated on basic financial statements (including profit and loss statement, accounts receivable and balance sheet.)

- 3) Marketing Skills including ability to develop and implement marketing plans, write and publish brochures, and design and place advertising.
- 4) Public Relations Skills including press relations, community relations and public speaking.
- 5) Event Production Skills including event planning, production coordination, creative design, catering and box office management.
- 6) Human Resources Skills including hiring, training and supervision of full-time, part-time and volunteer personnel.

### *Required Knowledge*

In addition to general knowledge of business, local government and management, the team must have industry specific knowledge within the following areas:

- 1) Knowledge of the management of public assembly facilities and the meeting and conference industries.
- 2) Knowledge of and accessibility to industry resources including meeting planners, event production companies and business development pipelines.

### *Required Experience*

In addition to general management experience, the team must have industry specific experience within the following areas:

- 1) Experience managing a conference facility for small groups.
- 2) Experience with the process of marketing and sales within the conference industry.
- 3) Successful experience creating and implementing an aggressive business development program.

### Personnel Needs

The marketing and sales functions of the CVB would continue, therefore it is clear that additional staff positions would be required if the management of the Simon Center were to be added to this organizations responsibilities. In addition to the day-to-day operation of the Center, the production of in-house events and the management of a high number of community events will require professional staffing as well as a strong volunteer base.

Some duties can be integrated into current operations of the CVB while others will need to be assigned to part-time and full-time personnel. General Management will likely be handled by the current Executive of the CVB and the marketing and sales operation will likely remain in place. As the business at the Simon Center grows, it will be necessary to "ramp up" personnel in a number of areas of responsibilities. This might include the following"

#### Simon Center Coordinator

- ◆ Supervision of part-time personnel assigned to the Center
- ◆ Facility scheduling

- ◆ Client relations
- ◆ Negotiation and coordination of client contracts
- ◆ Event coordination
- ◆ Security of Building
- ◆ Coordination of catering functions
- ◆ Local Sponsorship development
- ◆ Coordination of all fundraising activities
- ◆ Planning and production of in-house programming
- ◆ Community relations

**Executive Assistant** - is responsible for management of the financial control system and client relations.

- ◆ Management of the Simon Center office
- ◆ Coordination the Friends of the Simon Center membership program
- ◆ Management of accounting and record keeping for the Center
- ◆ Preparation and maintenance of contracts and client files
- ◆ Scheduling and supervising house staff and volunteers including house managers, event coordinators, volunteer ticket takers and contracted security
- ◆ Performing payroll, accounts receivable, accounts payable and other office accounting functions
- ◆ Performing clerical functions to support the Simon Center operation

**Program and Fund Development Director** -primary responsibilities include:

*(note: this work may be assigned to another employee)*

- ◆ Planning and implementing a comprehensive fund development program including an annual membership campaign, fundraising events, direct solicitation and a systematic grant effort plan and producing in-house events, training programs, activities and services
- ◆ Analyzing funding trends with respect to the local, regional and state market
- ◆ Conceptualizing an annual in-house event program

### Part-time Personnel

The operation will be also supported by part-time employees. Categories of temporary employees may include the following:

- ◆ Event Coordinators
- ◆ Office Assistant
- ◆ Projectionist
- ◆ Ticket Sellers
- ◆ Ticket Takers
- ◆ Ushers and House staff
- ◆ Security personnel (possibly through a private contract)
- ◆ Loaders and Stage Hands
- ◆ Technical, Production and Audio Visual Staff
- ◆ Building and Grounds Maintenance Staff
- ◆ Custodial and Janitorial staff

### Volunteer Program

The Simon Center will operate an active volunteer program as a tool to build community ownership for the Center and to reduce operating expenses. It is anticipated that volunteers will be involved in the following duties:

- ◆ Office assistance
- ◆ Event coordination
- ◆ Marketing assistance
- ◆ Fundraising workers
- ◆ Visitor Center Greeters
- ◆ Docents and Tour Guides
- ◆ Members of committees

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Modules - The Concept**

The central component of the Simon Center Business Plan is the identification of performance modules. In essence, these individual concepts represent specific action items that will be implemented to ensure the operational success of the Center. Each performance module is an articulated strategy for managing the facility and developing the business.

The Simon Center operation will be managed through the implementation of the following eleven (11) performance modules:

<i>Module Number</i>	<i>Description</i>
Performance Module 1	Regional Meeting Market
Performance Module 2	Community Rental Market
Performance Module 3	In-house Programming Market
Performance Module 4	Operating Policies
Performance Module 5	Client Services and Event Support
Performance Module 6	Customer Service and the Public Experience
Performance Module 7	Operational Fund Development
Performance Module 8	Marketing and Business Development
Performance Module 9	Community Enhancement Fund
Performance Module 10	Building Maintenance
Performance Module 11	Financial Management

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 1 – Regional Meeting Market**

The Simon Center is ideally suited to allow Brenham to compete in the regional conference and meeting market for small corporate and trade association groups. Attracting visitors to the downtown area is the primary goal of the Center and marketing and programming efforts will focus on attracting groups for the following types of events:

- Regional conferences for corporations, small businesses, trade associations and government organizations.
- Team building and training programs
- Workshops
- Corporate annual reports and year-end banquets
- Annual celebrations and award ceremonies
- Employee training programs

**Strategic Work Plan**

To ensure a strong foundation of the Regional Meeting Market segment of the business, the following strategies and work plan will be implemented by the management team:

<input checked="" type="checkbox"/>	Promote the use of the Simon Center to meeting planners in the region including those in Austin, Houston, San Antonio and Dallas/Ft Worth.
<input checked="" type="checkbox"/>	Work with local business leaders to “sell” Brenham as a location for trade association meetings and conferences to their individual industries.
<input checked="" type="checkbox"/>	Work with local government and schools to attract regional and state-wide meetings of educators and government employees to the Brenham community, specifically selling the Simon Center as a central venue.
<input checked="" type="checkbox"/>	Work with local hotels and B&B’s to promote the Brenham visitors market and the use of the Simon Center as a central venue for groups.

## Simon Center Business Plan

### *Chapter Five - Operations Plan*

#### Performance Module 2 - Community Rental Market

Because the Simon Center will serve as an event facility for both the Brenham community and the entire region, a substantial portion of the Center's calendar will be comprised of events produced by local organizations, businesses and individuals. In most cases, the Center will be rented "four walls" to these clients for a fee plus any additional charges for services provided by the facility. The term "four walls" refers to the fact that Center management will only be renting the space to the client and will not assume any responsibility for producing or marketing the event. Any additional equipment, labor or other services requested by the client will be charged to the client over and above the base rental fee.

In addition to providing a source of operational income, rental events will also provide increased benefit to local residents. Examples of facility rentals include:

- Community meetings for local government and nonprofit organizations
- Concerts
- Small dramatic productions
- Film including classic, foreign and independent
- Travelogues
- Lectures and speakers
- Community award ceremonies
- Consumer shows (i.e. Bridal Fairs, etc)
- Dance recitals
- Band performances
- Private parties including weddings, anniversaries and other banquets
- Comedy Night
- Recitals for local music students
- Community fundraising events
- Government meetings and forums
- Service club functions
- Culinary programs
- Business and social mixers (i.e. Chamber of Commerce, etc)

Though the small size of the Simon Center provides challenges, the facility can be rented to promoters presenting professional commercial events. Examples include privately promoted guest speakers, music events, beauty pageants, body building competitions, etc.

### Strategic Work Plan

To ensure a strong foundation of rental clients, the following marketing strategies and work plan will be implemented by the management team:

<input checked="" type="checkbox"/>	Work to develop long-term relationships with rental clients and encourage multi-date contracts.
<input checked="" type="checkbox"/>	Implement direct marketing efforts toward local and regional nonprofit organizations, service clubs, government agencies, businesses, event promoters and dance studios as well as other organizations that might be interested in the Simon Center for the production of events.
<input checked="" type="checkbox"/>	Make presentations to local service clubs that annually present events and produce fundraising activities.
<input checked="" type="checkbox"/>	Market the Simon Center as a location for holiday parties and other social events.
<input checked="" type="checkbox"/>	Make presentations to regional advertising agencies that represent clients likely to present events in the area.
<input checked="" type="checkbox"/>	Direct sales efforts on a regional basis.

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 3 - In-House Programming Market**

Another significant programming tool within the Simon Center's business model is the in-house programming component. This component will be limited to those areas of programming that are not addressed by the rental clients using the Center to promote individual events. In-house programming is an essential tool for the effective management of the facility. This tool is particularly important because it is a resource for community marketing, revenue generation and maintaining the organization's ability to positively impact the programming image of the Center.

The program will facilitate the accomplishment of the following objectives:

- 1) Provide events and activities designed to build excitement and expand community interest in the Simon Center.
- 2) Ensure that the Simon Center plays a leadership role in the advancement of quality entertainment, cultural and recreational opportunities in Brenham.
- 3) Allow Simon Center management to actively participate in the programming decisions of the Center and not simply rely on "walk-in rental business" to define the programming image of the facility.
- 4) Provide a business opportunity with higher revenue potential than more traditional facility management concepts.

To accomplish the objectives enumerated above, management staff will actively evaluate programming opportunities and community needs and make programming decisions based on the following criteria.

<input checked="" type="checkbox"/>	Expressed interest or need in the community for the area of programming.
<input checked="" type="checkbox"/>	The potential of programming conflict with rental clients of the Center.
<input checked="" type="checkbox"/>	The revenue potential to the Center.
<input checked="" type="checkbox"/>	The financial risk association with the production of the program and the ability of the Center to absorb any potential financial loss.
<input checked="" type="checkbox"/>	Availability of financial resources to begin the program.
<input checked="" type="checkbox"/>	The impact of the proposed program on available staff time.



The programming mix of the Simon Center and the impact of the proposed program on the image of the facility.

**IMPORTANT NOTE:** It must be noted that while the programming of in-house events offers the potential of increased revenues, the strategy also, by its entrepreneurial nature, adds financial risk. This risk will be mitigated by funds raised through the fund development program.

### Film Programming

One area of programming specifically planned is within the area of film. The Simon Theatre was originally opened as a single screen cinema and performance facility and interest in presenting films at the Simon is still strong. While the Center cannot compete in the contemporary film market with multi-screen Theatre complexes, this plan identifies several specific strategies that take advantage of the historic qualities of the facility, the romantic memories of the Simon and the availability of specialty films.

### Filmworks

"Filmworks" would be a program presented by the Simon Center and it would eventually include classic, art, foreign, and independent films. It is recommended that a special category of membership be offered through fund development program for people specifically interested in supporting this program.

Following is an example of how this program might work. If the initial "Filmworks" membership dues is set at \$75.00 per year and 200 members can be recruited, the total budget could reach \$15,000, which would allow underwriting for a season of five (5) to seven (7) films the first year. It is recommended that all of the funds generated through this membership be dedicated to the presentation of film. The selection of films should be made by an advisory group of members that will serve on a sub-committee of the Board of Directors. The formation of this advisory sub-committee will also assist with the "Filmworks" membership drive and create a base of volunteers who can help keep down the cost of presenting the films. Clearly, this program can expand significantly as the membership grows.

### Cinema Series Information

**Classic films** are one of the easiest series to start, as the prints are more readily available and rental costs are low. Classics often hold diverse appreciation for a number of personal reasons and memories of individuals. There is the perception that these great classics can only truly be appreciated on the big screen, and people will often come to the Theatre and watch a film they have seen numerous times at home.

A classic series also brings with it its share of problems. Often prints are slightly worn causing issues with audio or picture. Unfortunately, "modern moviegoers" are used to state of the art cinema and despite their love for the classics a poor quality film can pose a problem. Another issue for classic films is uncovering who owns the distribution rights for a picture. Some movies, such as "It's a Wonderful Life" are in the public domain, therefore no rights are required. However, it is still difficult for a Theatre to track down a print in the format that matches house equipment.

The categories of **foreign, art and independent films** are usually combined, as these genres tend to appeal to the same market. These categories of film attract people interested in the arts or those looking for something a little different from the typical Hollywood fare. Occasionally, popular directors will make an "independent" or low budget small publicity film, to satisfy their artistic nature.

Unfortunately, one issue of concern when dealing with foreign, art and independent films is the availability of prints. In comparison to mainstream films, only a limited number of prints are available for foreign and independent films. This allows for only a few select cities to get fresh product. As a film's popularity diminishes, availability is provided to the smaller markets and Theatres.

The presentation of **family films** presents a great challenge, as the presentation rights are often difficult to obtain. Most family films are under the legal control of Disney, which is one of the most difficult studios to deal with when renting films. Buena Vista is the distributor for Disney films, but they have a limited number of titles available for rent. Other family film options are classic serials or shorts, such as the Three Stooges, Roy Rogers, or Warner Brothers cartoons. Other studios also offer family films in both animated and live action. These types of films, like classics, have the potential of multiple viewing times in the Theatre. A child can watch "James and the Giant Peach" over and over if it is one of their favorite films. There are also a number of family favorites that fall within the categories of "Classic" and "Modern." For example, the film "Annie" is known by children of all generations. Films such as this offer an opportunity for older family members to share the experience with the younger children of the family.

Showing films in a single screen facility such as the Simon can be a way for the nonprofit organization to generate modest income at relatively low risk, while creating awareness of the project and building a base of supporters in the community. This is also one programming option that can be implemented in the earliest stage of operation. The use of volunteers and "grass roots" marketing efforts as means of keeping costs low will be an essential part of the financial success of showing films at the Simon Center.

### Film Formats

Films are distributed in five major formats: DV, 70mm, 35mm, 16mm, and 8mm. 8mm is confined to personal home projection. 16mm holds value in a Theatre, especially when silent films are an option. A majority of silent films are distributed in this (16mm) format as well as cartoons, which were typically shown before a feature film. The 16mm configuration is also a popular format for student films, as it is a relatively inexpensive format of film production.

It should be noted that 35mm is the industry standard for film production and distribution and, as such; all new releases are printed on 35mm stock. In addition, many of the classic films are available on 35mm. This format offers better picture quality due to its size, and the majority of newsreels and trailers are printed on 35mm.

The last and newest format out there is DV (Digital Video). This is relatively new and is constantly expanding and manifests a number of formats such as BetaDV, MiniDV, DVD, and others. This format is used for broadcast, corporate video and student films.

Determining the best format for showing films at the Simon Center is a decision that will be made during the architectural design of the restoration and construction. Issues to be taken into consideration will be the cost of construction in the projection booth for the various format options, as well as equipment costs. It is likely that projection technology will have experienced substantial changes and improvements between now and when this decision is made, and it is possible that the Simon Center can look toward the more modern formats. It is important to realize that space considerations will be an issue as the current availability of space may only allow for a single projector. This will require the installation of a platter for "combining" reels of film. This will limit the availability of some film as some studios will not rent film if a theatre does not use two projectors.

## Rental Information

Renting film prints is negotiated directly with the studio. Unfortunately, in recent years, the last of the large independent distributors for major studio films has gone out of business.

*It clearly in the best interest of the Center to establish a direct relationship with each film studio as it has become very difficult for individual promoters to rent film. Some studios are reluctant to work with organizations comprised of volunteer committees and many require that the entity renting the film own the Theatre building.*

The major studios are organized in two rental departments: repertoire and current. However, there is no universal line separating the two genres. There is no standard film rental cost. Rates vary from \$175.00 to \$650.00, depending on the condition of the print, availability and popularity. Newer films are typically more expensive. The industry standard calls for a fee equal to 35% of box office gross receipts versus the initial rental guarantee. For this rental fee, the presenting facility is provided a licensing right, with stipulations as to the number of times the film can be run. This varies from studio to studio. The facility is also responsible for the costs of shipping and insurance.

## Contact Information

### Columbia Pictures

(Typical rates of \$150.00 vs. 35% of gross receipts)  
Booking - Mike Schlessinger (310) 244-5683  
Contract - Jim Jones by fax at (310) 204-1939  
NOTE: Must Fax a Letter of Intent

### Warner Brothers Classics

(Typical rates of \$250.00 vs. 35% of gross receipts)  
Booking - Linda Evans Smith (818) 379-1814 fax (818) 986-7565  
Contract - Bob Devries (818) 379-1822  
Send a letter of interest to:  
15821 Ventura Blvd Suite 525  
Encino CA 91436

### 20<sup>th</sup> Century Fox Criterion

Booking - Anne Goodman (800) 890-9494  
Contract - Will Fax a list of available titles; no contract needed

### Paramount Pictures

Booking - Cathy Clark (818) 380-7808  
Contract - Amy Lewin by fax at (818) 380-7853

### MGM UA

Booking - Latanya (310) 449-3473  
Contract - Will send an application

### Universal Pictures

(Typical rates of \$200.00 vs. 35% of gross receipts)  
Booking - Sandy (818) 777-0050  
Contract - Rachel (800) 678-3456 or fax to (214) 360-9003

## Disney

Booking - For technical questions and info contact Linda Palmer at (818) 567-5058

Contract - (consider contact through Swank Films)

## Potential Series Options

### *Classic Films*

- Casablanca (Warner)
- Maltese Falcon (Warner)
- Singing in the Rain (MGM)
- It's A Wonderful Life
- Gone With the Wind
- American Graffiti
- Citizen Kane
- Mr. Smith Goes to Washington
- An Affair to Remember
- Cleopatra
- Lawrence of Arabia
- Breakfast at Tiffany's (Warner)
- The Sound of Music (MGM)
- The Wizard of Oz (MGM)

### *Hitchcock Festival or Series*

- Rear Window
- North By Northwest
- Psycho
- The Birds
- Vertigo
- The Man Who Knew Too Much
- Dial "M" for Murder
- Family Plot
- To Catch a Thief
- Notorious
- The Trouble with Harry

### *James Bond Festival or Series*

- Goldfinger
- Dr. No
- From Russia with Love
- Thunderball
- Diamonds Are Forever
- The Spy Who Loved Me
- The Man With the Golden Gun
- Octopussy
- Moonraker
- For Your Eyes Only

- Goldeneye
- Never Say Never

*Star Trek Festival or Series*

- Star Trek the Motion Picture
- The Wrath of Kahn
- In Search of Spock
- The Voyage Home
- Generations
- Insurrection
- First Contact

*Former Blockbusters Festival or Series*

- Raiders of the Lost Ark
- The Fugitive
- Fantasia
- The Terminator
- Patriot Games
- Lethal Weapon
- Bandits
- The Godfather
- Die Hard
- Mission Impossible
- Goodfellas
- Taxi Driver
- Pretty Woman
- Forrest Gump

*Youth and Family Films*

- James and the Giant Peach (Disney)
- Snow White (Disney)
- Annie
- Willy Wonka and the Chocolate Factory
- Jungle Book (Disney)
- Three Stooges Shorts
- Cartoons
- Spirit
- Beauty and the Beast
- Lion King

*Foreign, Independent, Art and Specialty Films*

- Amalie
- The Pianist
- The Others
- Hamlet
- Dogtown and the Z-boys

- Song Catcher
- Chocolat
- Ghost World
- Full Frontal
- El Mariachi

### Summer Fun Film Festival

The summer months provide the perfect time for a series of movies directed at children and families. This is generally a time when parents are looking for activities for their children and it is also a time that is generally slower for both the meeting market and performing arts events.

The *Summer Fun Film Festival* will provide a series of movies shown on Sunday afternoons or another consistent, predictable, day of the week (depending on Center availability). It is anticipated that this program will feature five (5) to eight (8) movies presented over the same number of weeks. Parents will be encouraged to come to the Simon Center to enjoy the movie with their children, although the Center will provide adequate supervision through its volunteer program if parents should elect to send their children alone or with other families.

Unfortunately, the presentation of youth and family films presents a great challenge, as the presentation rights are often difficult to obtain. Many well known youth and family films are under the distribution control of Disney, which is one of the most difficult studios to deal with when renting films. Buena Vista is the distributor for Disney films, but they have a limited number of titles available for rent. Other family film options are classic serials or shorts, such as the Three Stooges, Roy Rogers, or Warner Brothers cartoons. Other studios also offer family films in both animated and live action. These types of films, like classics, have the potential of multiple viewing times in the Theatre. A child can watch "James and the Giant Peach" over and over if it is one of their favorite films. There are also a number of family favorites that fall within the categories of "Classic" and "Modern." For example, the film "Annie" is known by children of all generations. Films such as this offer an opportunity for older family members to share the experience with the younger children of the family.

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 4 - Operating Policies**

The Simon Center will serve a wide range of client needs and event types. The following operating policies have been designed to support the programming goals of the venue. Once the building opens, the operating policies may require adjustment. This will be reviewed by the Management staff at regular intervals.

**Rental Rates** - The Simon Center auditorium, meeting rooms and banquet hall will be rented to individuals, businesses and organizations based on a rate schedule contained in this plan. Adjustments may be made to the rental rate structure on an annual basis. The initial rental rate structure of the Center is included at the end of this section.

**Preservation and Maintenance Fund** - A preservation fee will be added to all rental agreements for use of the Simon Center and for all paid admissions for access to events at the Center. Revenues from these fees will be dedicated to the Preservation and Maintenance Fund. Initially, the preservation fee will be \$50 for all contracts for partial building rentals, \$100 for contracts with full building rentals and \$1.00 for each paid ticket for entrance to theatre events.

**Negotiation of Fees and Services** - At the discretion of the Executive Director, rental fees may be negotiated if deemed to be in the best financial or creative interests of the Simon Center, such as securing a multi-year agreement. The Executive Director will have authority to provide discounts, waive percentage rental fees or to establish appropriate "caps" on total rental fees.

**Support of Nonprofit Organizations** - In order to keep rental fees at a low level, no discounts will be offered to nonprofit organizations (other than the negotiating latitude indicated above.) Financial support for nonprofit organizations can be offered through the Community Enhancement Fund.

**Deposits and Cancellations** - A deposit fee of \$500.00 will be required to hold a date on the Simon Center calendar. The purpose of this fee is to reduce the likelihood of a cancellation, since once the date is on hold it is no longer available to others. Cancellations result in a loss of revenue to the Center. This fee will be refunded if cancellation occurs 150 days in advance of the scheduled date. Cancellation must be made with written notification. The balance of the base rental fee will be required no later than thirty days in advance of the event date. Cancellation of the date after this point will result in forfeiture of the entire base rental fee. Management will have the flexibility in the enforcement of this policy to "hold" a date without a deposit, with the understanding that if another potential renter requests that date, the "hold" will be given forty-eight hours to pay the required deposit or the date will be given (with the required deposit) to the other client.

**Discretionary Booking** - At the discretion of the Executive Director, requests for rental of the Simon Center may be denied if the proposed event presents a potential conflict to the market target of a previously scheduled event. Criteria include market saturation of a particular event type, long-term relationship of existing Simon Center client and the financial impact on the Simon Center. As an example, if the Simon Center has a long-term relationship with a client who annually presents a successful Film Festival, additional interest for similar events could be generated. With this example, it may not be in the best interests of the Simon Center to rent to additional promoters producing a Film Festival, creating an over saturation of the market and potentially damaging the income source derived from the successful show. Center management may also deny use of the facility to events that are in any other way considered not to be in the best interests of the Center.

**Labor** - To ensure the protection of all in-house equipment and the professional presentation of events, the Simon Center will require all clients to utilize the house, maintenance and technical staff of the Simon Center for their events, at rates outlined below. The Executive Director shall have the right to waive this requirement if the Simon Center client can provide trained employees and/or volunteers to provide some element of the technical services required for a successful event. If Simon Center clients are allowed to provide their own personnel, the client must provide proof of workers compensation insurance for all individuals working at the Simon Center. At all times, the safety of the public and the individual workers, as well as the protection of Simon Center equipment will be the highest priority. The Executive Director shall at all times maintain the right to require additional Center personnel to provide professional work and/or supervision at the client's expense.

**Event Security** - Crowd control security should be required of major events held at the Simon Center. Security requirements will vary, depending on the circumstances of the particular event, but the industry standard of one guard for each 100 patrons in attendance should be the starting point for negotiation. Levels may be higher, such as for those events where alcohol is being provided, or they may be lower (or waived) for events involving a very small audience for a short period of time. Cost for security will be paid by the renter.

Crowd control security should be provided by a licensed and bonded security company that meets the approval of Simon Center management. Event security includes, but is not limited to the following:

- Monitoring facility access
- Securing public access, when control is being exercised over what patrons bring into the building (i.e., bottles, cans, alcohol, etc.)
- Monitoring the crowd for disturbances
- Controlling access to specific areas, such as backstage, kitchen or merchandise areas
- Assisting participants and patrons experiencing first aid needs
- Assisting lost children and parents
- Monitoring and correcting any potential safety hazards
- Supervising any emergency evacuations
- Filing incident reports with management for purposes of minimizing liability

**Food and Beverage Concessions** - Food and beverage sales at the Simon Center will be provided through private caterers. Center management will develop a list of certified caterers from which clients can choose. Caterers will pay the Center a catering fee equal to twelve percent (12%) of the gross sales (not including sales tax) for an event, versus the minimum rent for use of the kitchen facilities. This means that if 12% of the gross sales exceed the \$200 minimum rent, then the catering fee to be paid to the Center will be equal to 12% of the gross sales. The approved catering list shall be flexible allowing local businesses the opportunity to be added to the list at any time. Approval will be dependent on each caterer providing proof of insurance and business license. Management shall retain the right to remove a caterer from the approved list for reasons such as failure to pay catering fees or failure to clean kitchen areas or excessive abuse of Center equipment.

Should a rental client wish to use a caterer not on the approved list, they will have the opportunity to have the caterer apply for inclusion on the approved list. It will be the responsibility of the caterer to pay the required commissions to the Center.

The approval process for caterers is designed to ensure that the Simon Center is paid required catering fees, and that quality standards are met and are consistent from event to event, both in terms of product and service.

**Set-up and Maintenance** - Event set-up and tear down, as well as facility cleanliness, both during and after an event, will be coordinated by Center management. In order to maintain high standards of cleanliness, including restroom maintenance, these functions are best performed by facility staff. Rental clients will reimburse the Center for the costs associated with these functions.

**RENTAL RATE STRUCTURE**

The Simon Center will be rented to individuals, businesses and organizations based on the following rate schedule:

Category	Rate
Base Rent - Full Facility (8 hours)	\$1,800.00
Additional Time (per hour)	\$125.00
Base Rent - Auditorium (8 hours)	\$600.00
Base Rent - Banquet Room (8 hours)	\$500.00
Base Rent - Meeting Rooms (each)	\$100.00
Percentage Rent (Commission on Gross Ticket Sales)	20%
Rent - Kitchen (per day)	\$200.00
Catering Fees*	12%
Cleaning and Damage Deposit (per event)	\$350.00
Event Coordinator	\$20.00/hr
Maintenance Staff (Event Coordinator, set-up, etc.)	\$15.00/hr/person
Security (required)	actual cost
Tables (no charge)	included
Chairs (no charge)	included

\* Catering Fees are 12% of the gross catering sales, after sales tax is deducted, versus the \$200 rental fee. See "Food and Beverage Concessions" above.

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 5  
Client Services and Event Support**

Supporting the needs of Simon Center clients and the events they produce will be critical to the success of the operation. The building will be marketed as a "full service" event center and will feature staff and equipment to meet the need of a wide range of events. Client services will be provide at the high end of quality and clients will be charged reasonable fees for services and required equipment.

**Client Services Work Plan**

To ensure a strong foundation of the client and event services operation the following services will be offered:

<input checked="" type="checkbox"/>	Full service technical and audio visual equipment including overhead projection, PowerPoint, slide, video and other projection systems.
<input checked="" type="checkbox"/>	Full service sound and stage lighting systems for both the theatre and banquet room.
<input checked="" type="checkbox"/>	Full catering services including banquet, box lunch, snack and coffee break service
<input checked="" type="checkbox"/>	Marketing services including local and regional press kits, copy services, mailing lists, etc
<input checked="" type="checkbox"/>	Planning services and coordination services with local and regional hotels and bed and breakfast inns
<input checked="" type="checkbox"/>	Planning services and coordination services with local tourist attractions
<input checked="" type="checkbox"/>	Planning services and coordination services with local resources including meeting planners, professional facilitators, event planners, caterers, concert promoters, etc.

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 6  
Customer Service and the Public Experience**

The public relations equation for the Simon Center not only involves the rental clients, but also the general public and patrons that will attend the functions planned at the Center. Events and activities held at the Simon Center will always be presented with the understanding that the public's experience does not just include the time spent during the actual event. The experience actually begins when the decision is made to attend a program at the Center. In addition to the actual event, the experience includes the process of learning about the Center, driving to the building, parking, being greeted by the staff and the overall feeling created by the atmosphere of the Simon Center.

The management philosophy will recognize that individual patrons often have unique customer service needs. In addition to recognizing and making every effort to meet these needs, management will train Center personnel and volunteers to anticipate patron needs and to create a friendly environment that demonstrates a commitment to the patron. Priority will always be placed on presenting a facility that is clean, safe, comfortable and convenient.

The management team will make every effort to educate the staff and volunteers of the information relating to the services and events available at the Center as well as the attractions in the Brenham region. This will ensure that residents and guests visiting the Center can be greeted in an informed way by all those involved in the operation of the building.

In addition, the quality of events held at the Center will often only be as good as the production quality of the activity. Were tickets easily purchased? Did the event begin on time? If there are speakers or performers can they all be seen and heard? If there is signage or other forms of displays, are they adequate and professional in appearance? Is the sound system of good quality and appropriate volume? Is the event staff well informed and able to answer people's questions? Event production quality is critical and will be a high priority at the Simon Center. Production decisions for the majority of events at the Simon Center will be made in a cooperative framework with the Center client and the staff and volunteers of the facility.

The house staff (paid, contracted and volunteer) will serve as event coordinators, ticket takers, security, ushers and greeters. This staff will be trained with public relations being the highest priority. At all times, the comfort of the patron will be of the highest concern. If deemed necessary, the Executive Director can facilitate a public relations or customer service training for all staff and volunteers each year to ensure the highest level of service continues to be provided.

**Strategic Work Plan**

To ensure a strong foundation of rental clients, the following marketing strategies and work plan will be implemented by the management team:

<input checked="" type="checkbox"/>	Management will plan and implement an annual public relations training program to be given to all paid staff and volunteers.
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<input checked="" type="checkbox"/>	<p>Staff will produce a monthly calendar informing all staff and volunteer of the schedule of events as well as critical event information.</p>
<input checked="" type="checkbox"/>	<p>Management will discuss and evaluate the overall public relations image of the Simon Center and make recommendations for improvement.</p>
<input checked="" type="checkbox"/>	<p>The Executive Director will solicit input from community leaders relating to the image of the Simon Center and its role in the community.</p>
<input checked="" type="checkbox"/>	<p>Management staff will make weekly walks through the Center to observe cleanliness, signage and other issues that may be viewed by the general public.</p>
<input checked="" type="checkbox"/>	<p>Cleanliness of public rest rooms and other public areas will always be viewed as a high priority with Center management.</p>

## Simon Center Business Plan

### Chapter Five - Operations Plan

#### Performance Module 7 - Operational Fund Development

An ongoing fund development program is an essential component of the Business Plan in that it is a tool for funding future programming and marketing expansion. In addition, success with the annual fund development program will be required to achieve the financial goals of the project.

#### Friends of the Simon Center

The Friends of the Simon Center program will provide a vehicle for building excitement and broad-based community interest in the Center. In addition, this program will serve as a funding tool to support expanded programming and marketing of the building.

It is anticipated that the primary goals of the program will be as follows:

- 1) Promote a "Friends of the Simon" program to encourage community support for the project by individuals and businesses.
- 2) Assist in the sale of season tickets to the Simon Film Series.
- 3) Provide a vehicle for the community to "connect" to the Simon Center.
- 4) Provide a tool for the Simon Center to expand its programming focus and ensure that the programming mission is not left to chance or solely to the decisions of facility renters.
- 5) Allow for the addition of events that attract a broader cross-section of the community.
- 6) Act as a funding vehicle to support the expansion of programming and marketing at the Center.

#### Sponsorship Opportunities

Sponsorship opportunities will be offered for each film series as well as other in-house programming that might be presented at the Simon Center. It is anticipated that the package will include series sponsorship, program advertising and individual ticket sponsors. In addition, sponsorship opportunities will be offered for an annual fundraising event to kick-off the membership drive for the Friends of the Simon program.

#### Fundraising Events

While fundraising events are rarely a successful strategy for a capital campaign, they can be an excellent choice to fund a portion of the Center's operating expenses. In addition to raising necessary funds, a successful event can enhance the organization's image in the community and expand the Center's audience base. The annual operational budget includes a projection of \$20,000 from fundraising events in the first full year of operation.

*It should be noted that occasionally an outside organization or promoter will suggest that the Simon Center be a financial beneficiary of an event (not produced by the Simon). This can be a*

*positive opportunity because it often leads to exposure to people who might not be current supporters of the Center. However, this concept can also have negative implications. For example, a poorly produced event can reflect badly on the Simon or too many events can saturate the market with Simon fundraisers thereby reducing the impact of other Simon sponsored activities. A decision to "put the Simon name" on outside events will be made on a case by case basis.*

### Grants Program

The Center operation will implement an ongoing grant solicitation effort, under the direction of the Executive Director or the Development Director if budget allows the hiring of this position. Focus will be placed on regional, state and national foundations and corporations as well as government agencies providing grants in the area of economic development, downtown redevelopment, historic preservation and performing arts.

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 8 - Marketing and Business Development**

Critical to the success of the Simon Center will be its ability to build excitement and interest throughout both the local community and the regional market. Research conducted during the development of this business plan provided strong indication of the importance of this goal. Building additional interest in the Center and expanding community involvement will be a central goal of the marketing effort.

The business development plan is based on the following strategies:

- 1) Simon Center Marketing
  - a) Grand Opening event
  - b) Annual membership drive (through the fund development plan)
  - c) Market all services through the Convention and Visitors Bureau
  - d) Simon Center Brochure - general information as well as rental program
- 2) Resource Program
  - a) Provide "roll-up-your-sleeves" marketing resources for all clients of the Center
  - b) Include updated media resource lists
  - c) Provide local marketing and event related resources
- 3) Communications and Public Information
  - a) Quarterly newsletter from Simon Center
  - b) Maintain a web site with updated information
  - c) Monthly press releases (as well as "as needed")
  - d) Standardized press packets
  - e) Published Simon Center calendar
  - f) Develop a quality mailing list of Simon Center patrons
  - g) Updated telephone line recordings
- 4) Graphic Identity
  - a) New logo
  - b) Specific design criteria developed by a professional graphic artist
- 5) Programming
  - a) Build on programming and services provided by rental clients
  - b) Build through in-house programming effort
  - c) Tie in to local events, particularly those currently produced in the downtown area
  - d) Work with local hotels and bed and breakfast inns

### Enhancing Limited Marketing Resources

The marketing effort has inherent limitations based on the restricted budgetary resources which can be dedicated to this area of the operation. Since the majority of programming will be produced by the Simon Center clients, the primary marketing responsibilities lay with these individuals and organizations. In addition, the Center operating budget includes a provision of \$10,000 for marketing.

To enhance this effort, the primary focus will be to feature the Simon Center in sales and marketing materials presented by the Convention and Visitors Bureau. In addition, the Simon Center will produce professional quality printed materials to ensure that the CVB staff has the tools required for a successful sales operation.

### Marketing the Center to Local Rental Clients

A similar approach will be used for building a strong foundation for the local rental market segment. Emphasis will be placed on maintaining a positive relationship with existing after rental clients. One important goal in this program is creating long-term client relationships which will result in repeat business. This philosophy recognizes the economic advantage of maintaining a loyal client base rather than pursuing new clients on a continual basis.

Rental clients, producing local events, will be offered (free and low-cost) promotional vehicles to support their events. Many of these resources will focus on direct mail opportunities. As this program grows, it is anticipated that a cooperative advertising program can be added, if Center clients find advantage in financially supporting a consistent, ongoing advertising position.

## Simon Center Business Plan

### Chapter Five - Operations Plan

#### Performance Module 9 - Community Enhancement Fund

The Community Enhancement Fund is designed as a business development tool for the Simon Center and will be managed by the Center Management. While the principal goal of this program is to facilitate growth in community events and entertainment opportunities, this fund will also provide financial support for local nonprofit organizations and individuals using the Simon Center to promote the arts, entertainment and activities in the downtown area.

While funding for new business opportunities for the Simon Center and financial support for local organizations is important, this program also provides a critical financial resource for the Center business. **It ensures that financial support for nonprofit use of the Simon Center does not jeopardize the long-term financial strength of the Simon Center operation.** Essentially, the Community Enhancement Fund provides a "win-win" solution for continued work with community nonprofit organizations. It also provides a marketing tool for encouraging individuals and organizations to bring events to downtown Brenham and the Simon Center.

During the initial year of operation, funding for this program will be limited; however, as the organization expands it will become a higher priority. The initial budget allocates \$10,000 for this effort. In addition, if grants and local sponsorships become available, this program may be expanded.

Financial support will be provided in two areas: seed grants and venture capital grants. The seed grant program is designed to provide financial assistance for organizations and events that do not have the potential to break even or be profitable. These events are typically held to provide an entertainment or recreational opportunity for the participants and the community. In addition, through this category, funding can be provided for nonprofit organizations using the Simon Center for their events. This funding will be used as a form of "discount" on payments made to the Center to offset rental and production expenses. For example, a \$500 grant may be awarded to a nonprofit organization producing a theatre program for youth. This \$500 will be used to offset the rental fees and other expenses associated with their use of the Simon Center.

The venture capital program will provide start-up funding for projects that have both community and financial potential. Funding within this area will be returned to the Community Enhancement Fund if the event breaks even or reaches a profit level. If the event is profitable, the Simon Center will receive a percentage of the profits in exchange for the financial support which effectively reduced the risk for the grant recipient. For example, a grant of \$1,000 may be given to an organization producing a Community Crab Feed in the banquet room. If the event breaks even or makes a profit, the original grant is returned to the Center along with a small share of the profits. The funds are then re-used for other Community Enhancement Fund grants.

Funding requests will be reviewed four times a year. This will ensure that a portion of the funds are available for events planned at different times of the year. The formal policies for administration of the program will be developed by the Center management staff; however it is anticipated that the following criteria will be used as a foundation for the program.

During the initial years, the principal criteria for the awarding of financial support will be as follows:

- 1) The organization, individual or business must be presenting the event(s) at the Simon Center. In addition, those events that provide indication of potential for increased future Center business will receive priority.

- 2) Those presenting events that are targeted toward new audiences and/or create new opportunities for the Brenham community and regional market will receive priority.
- 3) The level of community interest and/or past community support will be evaluated and considered.
- 4) The proposed financial terms of the co-sponsorship will be considered. For example, if the organization requesting funds is proposing to share any potential profit with the Simon Center (on a percentage basis), the request may have greater merit than an outright grant to be used to offset Center rent or fees.

SIMON CENTER  
COMMUNITY ENHANCEMENT FUND

Grant Application

Seed Grant Program _____	Date _____
Venture Capital Program _____	

APPLICANT: \_\_\_\_\_

CONTACT PERSON: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ DAY TELEPHONE: \_\_\_\_\_

1. Proposed Event: \_\_\_\_\_

2. Total Event Budget: \_\_\_\_\_

3. Total amount of grant request: \_\_\_\_\_

4. Date(s) of proposed event: \_\_\_\_\_

5. Market target and anticipated audience size: \_\_\_\_\_

6. Provide a brief description of the purpose of the event: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Please provide a detailed line item budget: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Please describe other funding sources for the event (where are funds coming from to cover the cost of the total budget?): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

9. Please describe evidence of community support for this project or event: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Please list the individuals responsible for promoting the event along with their past experience in this area: \_\_\_\_\_

\_\_\_\_\_

11. Please provide a detailed advertising budget and marketing plan for the event: \_\_\_\_\_

12. Who will be responsible for event marketing, advertising and promotion? \_\_\_\_\_

13. Additional comments or information: \_\_\_\_\_

**Simon Center  
Business Plan**

*Chapter Five - Operations Plan*

**Performance Module 10 - Building Maintenance**

Maintaining the interior and exterior of the Simon Center will be a high priority. This will not only ensure a quality atmosphere for programs and services but will also protect the value of the physical plant. The following tasks will be the responsibility of the maintenance and operations staff and volunteers.

**Daily Maintenance Functions**

<input checked="" type="checkbox"/>	Clean and restock rest rooms.
<input checked="" type="checkbox"/>	Empty trash for office, meeting rooms, banquet room and all public areas of the facility.
<input checked="" type="checkbox"/>	Dust, vacuum, sweep and mop floors.
<input checked="" type="checkbox"/>	Ensure that kitchen area is clean.
<input checked="" type="checkbox"/>	Sweep outdoor entry areas.
<input checked="" type="checkbox"/>	Pick up trash and safety hazards on grounds and in street level parking areas.
<input checked="" type="checkbox"/>	Clean glass doors and counter tops.
<input checked="" type="checkbox"/>	Set-up required equipment and furnishings for events to be held in the theatre, meeting and banquet rooms.
<input checked="" type="checkbox"/>	Ensure that the needs of the Center rental clients are met.
<input checked="" type="checkbox"/>	Maintain a maintenance log, keeping track of repairs made and those required by future work.

**Weekly Maintenance Functions**

<input checked="" type="checkbox"/>	Implement a building walk-through while making notation of any required maintenance for equipment, structure, fixtures, etc.
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<input checked="" type="checkbox"/>	Check interior and exterior of building for graffiti. Clean-up as required.
<input checked="" type="checkbox"/>	Water interior plants in common areas and exterior landscaping.
<input checked="" type="checkbox"/>	Inventory technical, production and audio/visual equipment and check for proper functionality and maintenance.
<input checked="" type="checkbox"/>	Inspect building signage, replace as needed.
<input checked="" type="checkbox"/>	Inspect kitchen equipment for operation, safety and maintenance needs.

Monthly Maintenance Functions

<input checked="" type="checkbox"/>	Check the maintenance log to see if any items need repair or replacement.
<input checked="" type="checkbox"/>	Implement a walk-through of the building and grounds while making notation of any required maintenance for equipment, structure, fixtures, lights, etc.
<input checked="" type="checkbox"/>	Check interior and exterior light fixtures for required bulb replacement.
<input checked="" type="checkbox"/>	Wash all baseboards in interior rooms.
<input checked="" type="checkbox"/>	Inventory tables and chairs checking for repair needs.
<input checked="" type="checkbox"/>	Check building alarm system.
<input checked="" type="checkbox"/>	Clean all filters in the HVAC system.
<input checked="" type="checkbox"/>	Inspect wall plugs and replace those with cracks or other damage.
<input checked="" type="checkbox"/>	Wash exterior windows.
<input checked="" type="checkbox"/>	Deep clean and make repairs to kitchen equipment.

Annual Maintenance Functions

<input checked="" type="checkbox"/>	Check the maintenance log to see if any items need repair or replacement.
<input checked="" type="checkbox"/>	Ensure that fire equipment is tested and certified.
<input checked="" type="checkbox"/>	Review maintenance program with entire management team
<input checked="" type="checkbox"/>	Inventory all equipment, tools, furnishings and maintenance supplies.
<input checked="" type="checkbox"/>	Meet with the Fire Department checking all requirements for public safety.
<input checked="" type="checkbox"/>	Inspect the roof, gutters and all site drainage.
<input checked="" type="checkbox"/>	Inspect HVAC system and make any necessary repairs.
<input checked="" type="checkbox"/>	Inspect electrical and plumbing systems, perform preventive maintenance and make any necessary repairs.
<input checked="" type="checkbox"/>	Inspect interior and exterior paint and refurbish as necessary.
<input checked="" type="checkbox"/>	Refurbish all floors.
<input checked="" type="checkbox"/>	Inspect exterior areas for vehicle access for maintenance, repairs and safety hazards.
<input checked="" type="checkbox"/>	Inspect exterior pedestrian walkways for maintenance, repairs and safety hazards.
<input checked="" type="checkbox"/>	Inspect roof, perform preventive maintenance and make repairs as necessary.

**Simon Center  
Business Plan**

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**Performance Module 11 - Financial Management**

**Section I - Cash on Hand**

- 1) Petty Cash - the operation may maintain a petty cash balance not to exceed \$1,000 at any one time. This money is to be controlled by the Executive Director and may be used only for purchases required for the effective operation of the business. A written receipt is required for all purchases.
- 2) Box Office - on days when the box office is open, the box office account will maintain a cash fund of \$300 and will open each day with this amount. At the close of business each day, all monies in the box office will be collected by the Executive Director or Executive Assistant, leaving the opening balance of \$300 for the next day's business. The ticket sales receipts will then be reconciled against actual tickets sold for the day.
- 3) Concessions - at the discretion of the Executive Director, a change fund can be established, not to exceed \$300, for day of show concession (including merchandise) sales. At the close of operation, these funds are to be collected by the Executive Director or Executive Assistant and reconciled against actual product sales.
- 4) With the exception of the items enumerated above, at no time will cash funds be kept in the Center. Any exception to this policy must have prior approval by the Executive Director.

**Section II - Daily Income**

- 1) The operation will generate income on a daily basis. This will include payments in the form of cash, check and credit cards made for a variety of products and services, including income from facility rental, ticket sales, concessions, merchandise, services and equipment reimbursements, and donations.
- 2) Income received is to be transmitted for bank deposit on a daily basis. Bank Deposits must be made daily by the Executive Director or assigned personnel.
- 3) A signed duplicate of each transmittal must be kept on file in the Center office, as a receipt that the funds were received by the bank.
- 4) If, due to the pace of ticket sales (at extremely busy times), the work requirement does not allow the time required to reconcile the daily sales, the Executive Director or Executive Assistant will make the appropriate transmittal and reconcile the income the following morning.
- 5) Photocopies of all checks must be made prior to delivering deposit to the bank.
- 6) All income will be deposited directly in an identified revenue account which shall be an interest bearing account. Funds shall be transferred from this account to the operating checking account and other investment accounts.
- 7) All payments shall be made out of the operating checking account.

- 8) The deposit receipt, photocopies of checks and the closing box office statements are to be placed in the appropriate files, maintained by the Executive Director or assigned personnel.
- 9) The daily sales and transmittal documentation are to be entered into the bookkeeping records by the Executive Director or assigned personnel on a daily basis. Once this is completed, this documentation is to be filed in the financial records maintained by the Executive Director or assigned personnel.
- 10) Revenue received from Center clients, including rental income, deposits, equipment reimbursement, etc., are to be entered into the bookkeeping records as a credit against the account receivable.
- 11) Checks, cash and securities received as donations will be identified in the appropriate account and deposited immediately. Thank you letters for donations will be mailed within seven (7) days of receipt of each gift and a copy of each letter will be placed in the donor file.

### Section III - Accounts Payable and Receivable

- 1) The Executive Director or assigned personnel shall maintain accurate and up-to-date accounts payable and accounts receivable systems, using the book keeping records.
- 2) All invoices are to be paid on a two week cycle.
- 3) All client rental agreements are to result in a payable account within the book keeping records. The aging report (enumerating current and past due accounts) is to be reviewed at bi-monthly staff meetings.

### Section IV - Payments and Cash Disbursements

- 1) Payment of invoices and ordinary expenses will be the responsibility of the Executive Director with oversight by the Executive Committee of the Board of Directors.
- 2) Checks shall be drawn by the Executive Assistant for all payments requested through a formal invoice and delivered to the Executive Director for signature.
- 3) Checks made out for \$2,000 or less may be signed by one individual identified on the bank's signature card. Checks made out in excess of \$2,000 shall require two signatures by any individual identified on this card(s).
- 4) The organization shall appoint a minimum of five individuals who shall be authorized the Board of Directors to authorize payment and sign checks. These shall include the Executive Director, President, Vice President, Secretary and Treasurer. At its discretion, the Board of Directors has the authority to authorize any board member to replace any of these individuals on the signature card(s).

### Section V - Financial Records

- 1) The Executive Director shall maintain all financial records for the Simon Center operation.
- 2) All financial records are to remain confidential and may only be viewed by the Executive Director, and members of the Board of Directors. The Executive Director shall present a formal report to the Finance Committee of the board on a monthly or quarterly basis.
- 3) Bank accounts, including checking, savings, line of credit and investment, will be reconciled against the appropriate bank statement on a monthly basis. This reconciliation shall be implemented by an

individual not directly approving payments or signing checks. The bank statement will be mailed directly to this individual or will be hand delivered unopened.

#### **Section VI – Financial Reporting**

- 1) The Executive Director is responsible for the development of accurate financial statements, to be delivered to the Board of Directors on a monthly basis. The Executive Director may elect to assign this work responsibility to the Executive Assistant or other staff, however will maintain the responsibility for the accuracy of records and timeliness of reporting.
- 2) Financial reports shall include: Year to Date Profit and Loss Statement, Balance Sheet, Accounts Receivable, Accounts Payable and Check Disbursements.

#### **Operating Budgets**

The following pages contain projected operating and production budgets for the Simon Center. These projections are based on the usage projections and assumption contained on the charts that follow. Unanticipated budgetary shortfalls in the early years of operation will be offset by the operating and production reserves raised in the capital campaign. Actual numbers may vary depending on market strength, the level of volunteer commitment, the quality of the restoration, etc. However, if the strategies contained in this plan are effectively implemented, the projections contained in the following budgets are attainable.

Simon Center  
Business Plan

*Chapter Six - Operations Plan*

Business Plan - Operating Revenue Assumptions  
Standardized Year of Operation  
(updated: September, 2004)

Category	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
Event Days - Total Facility	2	6	10	10	6	6	6	46
Event Days - Theatre	0	0	0	6	6	10	10	32
Event Days - Banquet Room	0	0	0	6	18	24	10	58
Event Days - Meeting Rooms	10	10	12	16	12	20	12	92

**Simon Center  
Business Plan**

*Chapter Six - Operations Plan*

**Business Plan - Operating Revenue Assumptions**  
(updated: September, 2004)

Category	Year
Event Days - Total Facility	46
Rental Rate (Base Rate - Total Facility)	\$1,800
Event Days - Theatre Only	32
Rental Fees (Base Rent - Theatre)	\$600
Event Days - Banquet Room Only	58
Rental Fees (Base Rent - Banquet Room)	\$500
Event Days - Meeting Rooms Only	92
Rental Fees (Base Rent - Meeting Rooms)	\$100
Kitchen Usage (days)	60
Banquet Income	12%
Concession and Merchandise Income (net)	\$5,000
In-house Events including Film (net)	(\$20,000)
Community Enhancement Fund (net funding)	(\$10,000)
Membership Program (net)	\$15,000
Grants Income (net)	\$30,000
Fundraising Events Income (net)	\$10,000
Sponsorship Income (net after benefits)	\$10,000

Simon Center - Brenham, Texas

*Projected Operating Budget*

Stabilized Year of Operation

INCOME		TOTAL BUDGET	Comments
<b>Theatre Revenue</b>			
Rental Income	140,200		after ramp up to standardized year of operation
Client Services	35,000		
Concession & Merchandise (net)	5,000		Net income from concession and merchandise operation
Catering Income and Kitchen Fees	28,000		
Fund Development (Membership Program)	15,000		assumes 200 members
Fund Development (Grants)	30,000		
Fund Development (Fund-raising Events)	10,000		
Fund Development (Sponsorship)	10,000		
Preservation, Maintenance & Cultural Surcharge	0		Preservaiton surcharge dedicated to restricted fund
Hotel Occupancy Tax Contribution	50,000		Contribution from Hotel Taxes or other local funding source
<b>Subtotal Theatre Revenue</b>	<b>323,200</b>		

EXPENSE			
<b>Operating Expense</b>			
Utilities/Waste/Water	25,000		
Telephone	4,000		
Uniforms/Clothing	1,500		
Supplies - Office and Box Office	4,000		
Supplies - Maintenance & Janitorial	7,500		
Supplies - Technical	3,000		
Fund Development Expense	3,000		
Marketing and Advertising	10,000		in addition to in-house programming
Marketing - Community Involvement	1,200		
Dues and Subscriptions	2,500		
Conference & Training	2,000		
Professional Affiliations	1,000		
Postage	3,000		
Computer & Equipment Support	3,000		
Equipment Repair & Replacement	3,000		
Legal & Accounting	3,000		plus in-kind services
Insurance	20,000		
Banking Expenses	4,000		including visa charges
Miscellaneous - Operations	4,000		
Production Expenses for In-House Programming	20,000		to fund net cost of in-house events - will be offset by financial reserves
Community Enhancement Fund	10,000		grants given by committee of board of directors (if funds available)
<b>Sub-Total Operating Expense</b>	<b>134,700</b>		

Management and Personnel Expense			
Executive Director	0		also serves as CVB Director through current funding sources
Visitor Center Coordinator	15,000		partially funded by CVB and by Simon Center
Simon Center Coordinator	32,000		for coordination of events and operations
Operations Supervisor	30,000		lead building, maintenance and production supervisor
Temporary Personnel - Office & Event	28,000		with additional volunteer support
Temporary Personnel - Maintenance & Operations	20,000		
Temporary Personnel - Technial & Production	12,000		
Payroll Taxes, Insurance, Other	27,400		based on 20% taxes, overhead and workers compensation insurance
Expense Reimbursement	6,000		
<b>Sub-Total Management Expense</b>	<b>170,400</b>		

Building Maintenance/Repair Expense			
Capital Expense	5,000		plus budget from Preservation Fund
Maintenance and Repairs	5,000		plus budget from Preservation Fund
<b>Sub-Total Building Expense</b>	<b>10,000</b>		

<b>TOTAL EXPENSES</b>	<b>315,100</b>		
<b>TOTAL REVENUES</b>	<b>323,200</b>		
<b>NET INCOME</b>	<b>8,100</b>		Potential losses in early years offset by financial reserves

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

A series of performance benchmarks will be used to evaluate the success of the Simon Center project and to make adjustments to the Business Plan should they be required. This ongoing evaluation will be the responsibility of the Simon Center management staff.

**Benchmark 1 - Simon Center Mission**

On a quarterly basis the Management Team will review the Simon Center mission, operating goals, community service vision and financial vision to determine if the operation is on track. These stated guidelines can be found on pages 1 - 2 of the Executive Summary.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	Has the organization effectively restored and preserved the Simon Center as an historic architectural resource?
<input checked="" type="checkbox"/>	Is the Simon Center serving the need as a conference center and supporting the regional and local meeting markets?
<input checked="" type="checkbox"/>	Is the Simon Center serving as a tool for economic development for the Brenham community and the entire region?
<input checked="" type="checkbox"/>	Is the Simon Center serving as a visitor center in the downtown area?
<input checked="" type="checkbox"/>	Is the Simon Center promoting downtown as a destination for tourists and overnight visitors and is it supporting the local lodging market?
<input checked="" type="checkbox"/>	Is the Simon Center providing space for local events, including fundraising activities for local organizations, entertainment activities, cultural events, and classic films?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 2 - Annual Operating Goals and Objectives**

On an annual basis Center management will develop a set of operating goals and objectives for the following year. This process is designed to go past the stated project mission and goals and address specific areas of focus. For example, the annual goals and objectives may target an age group in the community for which programming has not been effective or has yet to be developed.

Following are examples of annual goals that may be considered in the future:

- 1) Increase events with overnight visitors by 10 percent.
- 2) Find a partner willing to sponsor or co-sponsor a youth drama program.
- 3) Plan and produce a community health fair.
- 4) Reduce utility costs by ten percent (10%).
- 5) Increase volunteer participation by attracting a minimum of twenty (20) new community volunteers.
- 6) Increase our "Friends of the Simon Center" membership by 100 new members and \$5,000.

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 3 - Community Impact**

On a quarterly basis the Management Team will review the performance of the Simon Center in relation to the impact of the events and programs on the community.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	How many participants have been involved in the programs and events held at the Simon Center?
<input checked="" type="checkbox"/>	Does program attendance reflect that programs are benefiting all/different groups in the community?
<input checked="" type="checkbox"/>	Are local nonprofit organizations using the Simon Center?
<input checked="" type="checkbox"/>	Is the quality of programs offered to the residents provided at the highest possible standard?
<input checked="" type="checkbox"/>	Has the community been asked for feedback regarding areas of need and interest?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 4 - Community and Guest Relations**

On a quarterly basis the Management Team will review the relationship that the Simon Center enjoys with the community and local residents.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	Are individuals visiting the Simon Center treated with respect and courtesy?
<input checked="" type="checkbox"/>	Has an annual training program in the area of public and guest relations been held for employees and volunteers working at the Simon Center?
<input checked="" type="checkbox"/>	Are concerns and complaints dealt with professionally and expediently?
<input checked="" type="checkbox"/>	Have efforts been made to solicit feedback from individuals visiting the Simon Center?
<input checked="" type="checkbox"/>	Is the public image of the Simon Center positive and does the community view the Center as a proactive force for enhancing the quality of life for local residents?
<input checked="" type="checkbox"/>	Is the Center receiving positive feedback from rental clients and meeting planners and are clients indicating an interest in booking the Center for future events?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 5 - Rental Program**

On a quarterly basis the Management Team will review the effectiveness of the Facility Rental Program.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	How many rental events have taken place at the Simon Center?
<input checked="" type="checkbox"/>	How many people have attended rental events at the Simon Center?
<input checked="" type="checkbox"/>	Is the Center attracting repeat business from its rental client base?
<input checked="" type="checkbox"/>	Is there an upward trend in the number of rental events at the Simon Center?
<input checked="" type="checkbox"/>	Have primary rental dates (Friday, Saturday and Sunday) been used by rental clients or have dates gone unused?
<input checked="" type="checkbox"/>	Have efforts been made to contact potential rental clients?
<input checked="" type="checkbox"/>	Is the catering operation working as planned?
<input checked="" type="checkbox"/>	Does the Brenham community feel it has access to the facilities?
<input checked="" type="checkbox"/>	Is the Community Enhancement Program attracting new events and rental clients?
<input checked="" type="checkbox"/>	Is the Community Enhancement Program supporting local organizations and individuals?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 6 - Community Involvement**

On a quarterly basis the Management Team will review the level of community involvement in the Center and determine if steps are required for improvement.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	How many individuals are registered in the Simon Center volunteer program?
<input checked="" type="checkbox"/>	How many hours of volunteer time have been provided in support of the Simon Center mission? (a monthly computation of volunteer time must be maintained to be used in the grant solicitation program and other public relations efforts.)
<input checked="" type="checkbox"/>	Have community members participated in programs designed to solicit input?
<input checked="" type="checkbox"/>	Is there an upward trend in the number of volunteers and volunteer time?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 7 - Facility Appearance and Maintenance**

On a quarterly basis the Management Team will review the appearance and overall maintenance of the Simon Center and determine if steps are required for improvement.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	Does the Simon Center provide a clean, safe environment on a daily basis?
<input checked="" type="checkbox"/>	Are public rest rooms maintained and cleaned on a regular basis?
<input checked="" type="checkbox"/>	Are maintenance and repair issues addressed quickly and professionally?
<input checked="" type="checkbox"/>	Is the daily janitorial effort providing quality service?
<input checked="" type="checkbox"/>	Are the set-up and tear-down requirements of the Simon Center rental clients being met on schedule?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 8 - Fund Development**

On a quarterly basis the Management Team will review the success of the fund development program and determine if steps are required for improvement.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	Has the fund development effort generated revenues that meet budget projections?
<input checked="" type="checkbox"/>	Does the membership program have the volunteers required to support the annual drive?
<input checked="" type="checkbox"/>	How many individuals have joined the membership program and does this figure meet membership goals?
<input checked="" type="checkbox"/>	Does the number of active grant requests meet program goals?
<input checked="" type="checkbox"/>	Have any fundraising events been planned?
<input checked="" type="checkbox"/>	Have fundraising events raised enough money to meet budget projections?
<input checked="" type="checkbox"/>	Is there an upward trend in the amount of funds being raised annually?

**Simon Center  
Business Plan**

*Chapter Six - Performance Benchmarks*

**Benchmark 9 - Financial Success**

On a quarterly basis the Management Team will review the financial success of the Simon Center operation and determine if steps are required for improvement.

The following questions will assist in the evaluation of this Performance Benchmark:

<input checked="" type="checkbox"/>	Are project revenues in line with budget projections?
<input checked="" type="checkbox"/>	Is there an upward trend in revenues?
<input checked="" type="checkbox"/>	Are project expenses in line with budget projections?
<input checked="" type="checkbox"/>	Are project expenses stabilized and predictable?
<input checked="" type="checkbox"/>	Do future bookings for rental of the multi-purpose room support budgetary needs?
<input checked="" type="checkbox"/>	Can the business generated by the Simon Center be directly reflected in the generation of hotel occupancy tax?



**AGENDA ITEM 8**

<b>DATE OF MEETING:</b> June 8, 2026	<b>DATE SUBMITTED:</b> May 29, 2026	
<b>DEPT. OF ORIGIN:</b> Tourism	<b>SUBMITTED BY:</b> Alex Dill, The Barnhill Center Manager	
<b>MEETING TYPE:</b>	<b>CLASSIFICATION:</b>	<b>ORDINANCE:</b>
<input checked="" type="checkbox"/> REGULAR	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> 1 <sup>ST</sup> READING
<input type="checkbox"/> SPECIAL	<input type="checkbox"/> CONSENT	<input type="checkbox"/> 2 <sup>ND</sup> READING
<input type="checkbox"/> EXECUTIVE SESSION	<input type="checkbox"/> REGULAR	<input type="checkbox"/> RESOLUTION
	<input checked="" type="checkbox"/> WORK SESSION	
<b>AGENDA ITEM DESCRIPTION:</b> Administrative Report to Include Barnhill Center Programming		
<b>SUMMARY STATEMENT:</b> Staff have included an attachment, 6.08.2026 Admin Report, outlining The Barnhill Center updates.		
<b>STAFF ANALYSIS (For Ordinances or Regular Agenda Items):</b>		
A. PROS:		
B. CONS:		
<b>ALTERNATIVES (In Suggested Order of Staff Preference):</b>		
<b>ATTACHMENTS:</b>		
(1) 6.08.2026 Admin Report		
<b>RECOMMENDED ACTION:</b>		
<b>APPROVALS:</b>		



**THE BARNHILL CENTER ADVISORY BOARD MEETING  
MONDAY, JUNE 8, 2026, AT 4:00 PM  
ADMINISTRATIVE REPORT**

1. **The Barnhill Center Programming**
  - i. Ben & Noel Haggard on April 18
    - 287/317 seats sold
    - \$918 in concessions sales
  - ii. Vinyl Radio on May 16
    - 313/317 seats sold
    - \$1034 In concessions sales
  - iii. Endless Summer on June 6
    - 314/317 seats sold
  - iv. University of Houston Head Football Coach Willie Fritz on June 9
    - SOLD OUT
    - 24 individual tickets sold
    - 13 tables of 8 sold
    - Graciously sponsored by the Howard Kruse family.
  
2. **The Barnhill Center Rentals**
  - a. There have been 10 rentals since the last board meeting on April 13. The total revenue collected for events is over \$17,350.00.
    - i. Bank Shareholder Meeting on April 15
    - ii. Brenham Heritage Museum Spring Fundraiser on April 23
    - iii. Kettler/Hand Rehearsal Dinner on April 24
    - iv. HDL Cinco De Mayo Luncheon on May 5
    - v. Atchison Rehearsal Dinner on May 7
    - vi. Celebration of Life on May 9
    - vii. C12 May Meeting on May 13
    - viii. Dance Recital on May 22
    - ix. Holmes/Roessler Wedding Reception on May 26
    - x. Seidel Schroeder Training on May 27
  
3. **The Barnhill Center Concessionaire Agreement**
  - a. Anticipated start date is June 15
  - b. Pending items:
    - i. Termination of agreement with the non-profit
    - ii. Surrender vs Temporary Surrender on license
    - iii. Destruction or sale of remaining alcohol stock
  
4. **Partnership with Washington County Historical Commission for historical reenactments.**

- a. Washington County Historical Commission members Tom Stevens, Box Cox and Sharlie Douglass approached The Barnhill Center requesting a partnership to bring a variety of reenactments to the Washington County community. The Commission organizes the event. The Barnhill Center provides the venue and assists with advertising and promotion of the events. All events are free to the public.
  - i. WCHC Survivors of the Alamo Reenactment on Sunday, May 17
    - 41 attendees
  - ii. Thomas Jefferson and The Declaration of Independence on Sunday, July 5

**5. Theatre Acoustical Treatment Project**

- a. Per the Board's request for a quote, Alex reached out to vendor Avinext from College Station to quote new acoustic treatment for theatre and renewed acoustic treatment of the Visitor Center. At the same time, we requested quotes for screen and projector replacement and two different sized video wall installs. Quote is attached for Board consideration.
- b. A sample of the acoustic paneling and fabric swatches were provided by Avinext and must be returned to Avinext soon.



YOUR TECHNOLOGY SOLUTIONS COMPANY

The Personal Computer Store, Inc.  
 1400 University Drive East - College Station, TX 77840  
 Phone 979-846-9727 Fax 979-268-1017  
 www.Avinext.com

# Quotation

Quote #	Date
215497	03/31/26
Sales Rep	
Seamus Bennett 979-846-9727 Ext. 207 bennett@Avinext.com	

For	Phones			
Alexandra Dill City of Brenham PO BOX 1059 BRENHAM, TX 77833	(979) 836-7911			
	PO #	Terms	Ship Date	Ship Via
		Net 30 days		Will Call STD

	Part	Description	Qty	Price	Ext. Price
1		Projection Screen Replacement	1	\$44,090.00	\$44,090.00
2		Projector Replacement	1	\$57,050.00	\$57,050.00
3		SubTotal			\$101,140.00
4					
5		15.75' x 8.86' 2.5mm LED Wall Option 1	1	\$39,465.00	\$39,465.00
6		Optional Trim Kit (Optional)	1	\$665.00	\$665.00
7		SubTotal			\$39,465.00
8					
9		12.06' x 7.09' 2.5mm LED Wall Option 2	1	\$26,720.00	\$26,720.00
10		Optional Trim Kit	1	\$538.00	\$538.00
11		SubTotal			\$27,258.00
12					
13		dvLED Labor and Installation	1	\$16,750.00	\$16,750.00
14		Theater Acoustical Treatment	1	\$34,100.00	\$34,100.00
15		Welcome Center Acoustical Treatment	1	\$6,970.00	\$6,970.00
				SubTotal	\$225,683.00
				Sales Tax	\$0.00
				Shipping	\$0.00
				<b>Total</b>	<b>\$225,683.00</b>

QUOTES ARE VALID FOR 30 DAYS FROM THE DATE SHOWN ABOVE. PRICES SUBJECT TO CHANGE - PRICES BASED UPON TOTAL PURCHASE - ALL SERVICES TO BE BILLED AT PUBLISHED RATES

# Avinext

YOUR TECHNOLOGY SOLUTIONS COMPANY

*IT - Security - AV*



**Proposal**

## The Barnhill Center Video Upgrades and Acoustic Treatments

City of Brenham

200 W. Vulcan Street  
Brenham, TX 77833

Presented to: Alexandra Dill

Presented by: Seamus Bennett  
On 3/31/2026

1400 University Drive East  
College Station, Texas 77840

979-846-9727  
Sales@Avinext.com

Avinext.com

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#### PEOPLE

Our experienced and courteous Avinext professionals always put the customer first and become a vital part of your team. If you are not completely satisfied with our solutions, we WILL make it right!

#### EXPERTISE

For more than 35 years, our highly trained staff has provided unmatched technology expertise, striving to stay ahead of innovation so our customers always have access to the latest and greatest solutions.

#### APPROACH

We clearly communicate every solution we recommend, but only after we take the time to fully understand your business. We won't use any confusing jargon or hard-sell tactics, so you can be sure your service meets your specific needs.

### Our Proven Process



#### COMPLIMENTARY CONSULTATION

Avinext learns more about your specific business, your challenges, and your objectives.



#### ASSESSMENT

Our experts conduct a comprehensive assessment to identify needs and opportunities.



#### PROPOSAL

Our proposal includes cost estimates, scope of work, and course of action.



#### EXECUTION

Implementation of the agreed upon plan.



#### ONGOING SUPPORT

We continue to care for and nurture your solution to minimize downtime and keep your business running at peak performance.

**Repeat!**

### Why Us

#### OUR SOLUTIONS

Avinext solutions are tailored to your specific needs, whether you need a short-term audio-visual, security, or IT networking and infrastructure project or long-term managed services, we have the right solution for you.



#### IT

First class technology services with multiple options to remotely monitor IT infrastructure and end-user systems on a proactive basis.



#### SECURITY

Stay at the forefront of technology innovation with world-class security for equipment, for customized video, and access control management.



#### AV

Truly connect, whether reaching 1,000 people or one-on-one. Avinext provides AV solutions for a wide range of audiences and environments.

## Scope of Work

### Projection Screen Replacement Option

This option is if the customer would like to maintain their projection system, it includes parts and labor to replace the existing projection screen that has visible issues.

The existing Draper projection screen (278" diagonal) will be decommissioned due to the failing tab tension system. A new Da-lite Advantage Series (non-tensioned) projection screen (278" diagonal) will be installed in its place. The new projection screen will be installed to provide an identical dimensional screen surface for the theater. The Da-lite screen specified in this estimate uses a 16:10 aspect ratio screen to match the existing.

### Control System

Projection Screen Control

- The existing AV system will control the up/down function of the screen using low voltage control.

### Customer Responsibilities

- Verify 110V power is installed for the new projection screen.

### Avinext Responsibilities

- Rentals for (2) lifts and (1) chain hoist are included for decommissioning the existing screen and installing the new model.

### Contingency: Verification of pathways prior to projection screen moving forward

- This task is observed to be a major undertaking, as the screen will have an enclosed 20-FT in length casing that cannot be taken apart. Avinext will need to fully review the pathway for delivery from outside the theater to the stage prior to any ordering of materials.

### Replace NEC Projector Option

This option is to maintain the projection system, and replace the customers' NEC NC1200C projector with a goal of maintaining:

- 1080P to 2K video Resolution
- Equal or greater than the 9,000 Lumen (Brightness) current value.
- Align with the current projection screens 16:10 resolution.
- Hardware/software to showcase new theatrical release movies not required.

The proposed replacement accomplishes all three goals. The proposed model is a Panasonic PT-RZ14KU:

- 2k Video Resolution
- 14,000 Lumen model for a better brightness than the previous, more room for

house lighting adjustment.

- Supports the existing projection screen (16:10) *and* 16:9 support if the final replacement projection screen design is requested to be that ratio, at the throw distance required.

This projector does not come with a lens, and the lens required for a 67-FT projector to screen lens throw distance has been calculated and included.

### **Control System**

- Avinext will wire the RS232 control and update control code and Touch Panel GUI to align with control requirements.

### **Customer Responsibilities**

- The current NEC projector draws higher power and is connected to a Nema L6-20P plug, 250-volt 20 amp. This connection point and breaker may need to be revised by a customer purchased electrical contractor, or another outlet type can be assessed as usable in the room.
- The vent stack that is connected to the NEC projector will no longer be required and will be the customers' responsibility to remove and/or seal off.

### **Avinext Responsibilities**

- Avinext will furnish a tabletop, wall, or ceiling solution to keep the projector fixed at its location. It is a much smaller form factor than the current NEC projector, which is staged on a rack.

### **DVLED Option**

#### **Project Goals**

The goal of this project is to provide a permanently installed direct view LED video wall at the back of the stage in the theater at the Barnhill Center.

This wall will provide 3 major benefits:

1. This LED wall will replace the aging projector and projection screen
2. This eliminates the need to rent an LED wall for special events that request this feature, putting the money charged for the events directly towards off setting this expense. (The LED wall proposed below is a better quality: Higher resolution, consistent colors, no damaged pixels)
3. Having this wall as a permanent fixture allows the theater to use this equipment at any time.

#### **DVLED Video Wall**

The proposed solution we are offering includes two different size options for the space.

Size #1: 12' Wide x 7' Tall

Size #2: 15' 9" Wide x 8' 10-3/8" Tall

The location of either wall would be located at the back of the stage and suspended from a large I-Beam just behind the current back curtain location. This will allow the

back curtain to be closed and cover the LED wall when the screen is not in use and would not be visible. When in use, the back curtain would then be opened to the width of the LED screen and the screen will be trimmed on top and bottom with a curtain to not expose the back wall.

The screen LED pixel pitch is 2.5mm which has a viewing distance of around 25ft where the pixels are no longer distinguishable. (The current rented wall has a 3.9mm pixel pitch for comparison)

The HDMI feed to the wall be the same signal feeding the current projector.

Power will need to be provided at the LED wall location (2) 208V/20A circuits

The LED wall is fully serviceable, and we will provide spare parts, including LED panels that can be quickly and easily swapped out if there is any damage to an LED.

### **Theater Acoustical Treatment Option**

Avinext has sent general room dimensions and pictures to our Acoustical Panel partner Auralex for review. They've provided a proposed design with PDF showing reverb time if all treatment is included.

The base budgets presented are for standard color/fabric selections. Custom prints, fabric, or color requests are subject to cost increase and increased procurement timelines.

#### **Wall Treatment**

- (32) 2" thick, by 24" wide, 48" in length *Rectangle* ProPanels will be wall mounted.
- (28) 2" thick, by 48" wide, 48" in length *Square* ProPanels will be wall mounted.

Standard Color Options include Obsidian, Sandstone, Petoskey, Quarry, Slate, Birch, Onyx, Wolf, Goose, Black Suede, Red Suede, Brown Suede, Tan Suede.

#### **Ceiling Treatment**

- (24) 2" thick, by 48" wide, 48" in length *Square* ProPanels will be ceiling mounted.

Standard Color Options include: Obsidian, Sandstone, Petoskey, Quarry, Slate, Birch, Onyx, Wolf, Goose.

Overall, the quantities proposed by Auralex are for maximum placement and best acoustical absorption estimation. A final review prior to final budget & ordering by the Avinext engineering team could reduce the panel quantity and labor associated so the presented budget should remain as the maximum budget allocation for Ceiling Treatment.

### **Welcome Center Acoustical Treatment Option**

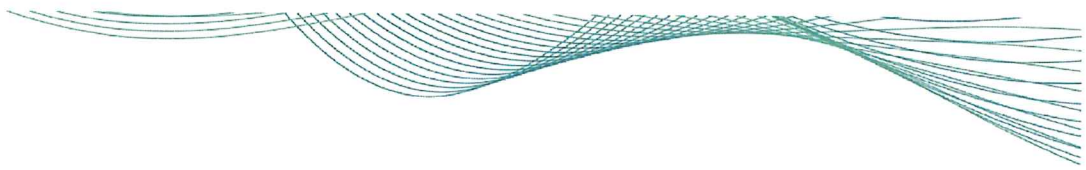
Avinext has documented the existing Acoustical Treatment that is observed by the customer to perform poorly. Due to the decorated nature of this space, there is limited

real estate on walls or ceilings to provide additional Acoustical Treatment.

### **Ceiling Treatment**

- (12) 2" thick, by 48" wide, 48" in length *Square ProPanels* will be ceiling mounted.
  - These will be direct location replacements of the existing Acoustical Panels.
  - The existing panels that are to be removed are observed to be 47" x 47". Each location will comfortably fit the new slightly larger size.

Standard Color Options include: Obsidian, Sandstone, Petoskey, Quarry, Slate, Birch, Onyx, Wolf, Goose.



## Budget

QTY	Description	UNIT Price	Total Price
1	Projection Screen Replacement	\$44,090.00	\$44,090.00
1	Projector Replacement	\$57,050.00	\$57,050.00
	SubTotal		\$101,140.00
1	15.75' x 8.86' 2.5mm LED Wall Option 1	\$39,465.00	\$39,465.00
1	Optional Trim Kit	\$665.00	\$665.00
	SubTotal		\$39,465.00
1	12.06' x 7.09' 2.5mm LED Wall Option 2	\$26,720.00	\$26,720.00
1	Optional Trim Kit	\$538.00	\$538.00
	SubTotal		\$27,258.00
1	dvLED Labor and Installation	\$16,750.00	\$16,750.00
1	Theater Acoustical Treatment	\$34,100.00	\$34,100.00
1	Welcome Center Acoustical Treatment	\$6,970.00	\$6,970.00
		<b>SubTotal</b>	\$225,683.00
		<b>Sales Tax</b>	\$0.00
		<b>Total</b>	\$225,683.00



## Avinext Limited Installation Warranty

Avinext warrants labor for 30 days starting at substantial completion unless stated otherwise on the original invoice or Statement of Work. This warranty covers all equipment sold and installed by Avinext as part of the original installation. The limited warranty covers parts, labor, and standard shipping required to return the system to proper working condition. Extended warranty may be purchased and will be indicated on the original invoice or Statement of Work if applicable.



### THE LIMITED WARRANTY COVERS THE FOLLOWING

- Improper workmanship directly associated with the installation of equipment by Avinext personnel
- Premature failure of equipment due to normal operation (as determined by Avinext and/or the manufacturer)

### THE LIMITED WARRANTY DOES NOT COVER THE FOLLOWING

- Consumable items such as batteries
- Ground loop problems caused by faulty or dirty power
- Routine maintenance as recommended by the manufacturer or as conditions require
- Programming changes
- Firmware or software updates made available by the manufacturer after the original installation
- Requests for service due to operator error
- Service required as a result of negligence, misuse, or attempted repairs by anyone other than Avinext or the manufacturer
- Connections or dis-connections made by others
- Removal or reinstallation of equipment
- Damage caused by lightning, electrical surges, brownouts, overloaded circuits, or acts of God

*The warranty statement above describes the Avinext Limited Installation Warranty and begins at substantial completion. However, this warranty does not change or modify the manufacturer's warranty in any way. Consult the owner's manual for details about the manufacturer's limited warranty.*

*For incidents where warranty status can only be determined by a service visit, Avinext will send a technician onsite to diagnose the problem.*

*If the problem is determined to be a non-warranty issue, Avinext will inform client of warranty status, seek authorization to proceed on billable work, and the customer will be responsible for paying for the initial service event to diagnose the problem regardless of whether they chose to repair the system. Avinext will require written authorization (and a PO if applicable) to complete the service work for problems deemed non-warranty. Standard service and travel rates apply. Avinext will make a best effort to restore system functionality as quickly as possible.*

## OWNER FURNISHED EQUIPMENT

If owner is providing equipment (racks, furniture, electronics, etc.) to Avinext for installation, owner agrees to have equipment delivered to site or other agreed upon location in advance of commencement of work.

Failure to provide equipment in a timely manner may result in delays to the project schedule and completion.

## WORKSITE RESPONSIBILITIES

Provide access to the work site during agreed upon times for work to be performed Monday thru Friday from 8am to 5pm.

Ensure that during agreed upon work times, client shall provide keys, ID badges, security clearance, parking, and access to loading docks as may be required by Avinext.

Client understands that if work is stopped at their request that it may result in changes to project schedule or result in rescheduling of the project.

Client shall inform Avinext of any work areas where it has knowledge or reason to believe that facility may have hazardous materials such as Asbestos, Lead, or PCB's.

## ELECTRICAL, DATA, FIRE ALARM AND TELECOM PROVISIONS

Client acknowledges that Avinext is not a certified electrician and will not provide any electrical wiring and/or connections. All power connections will be the responsibility of owner unless otherwise specified in the scope of work. It is recommended to have security controllers directly wired to a circuit with battery backup.

Client also agrees to provide necessary Data, CATV, and/or Telecom connections required to connect to equipment as necessary, including switch ports and POE capacity.

Client is responsible for coordination with customer's Fire Alarm vendor for any code required system integration to fire alarm system and to have Fire Alarm vendor present for any required AHJ inspections.

Client is responsible for any required programming of client's existing phone system to integrate with Avinext installed systems.

## PROJECT MANAGEMENT PROCESS

Changes are a common occurrence in any project. However, if not managed properly changes can create problems for both the client and Avinext. Common problems caused by changes are project delays, unanticipated cost increases, prolonged construction in work areas, reduced testing and training opportunities, etc.

Unless specifically defined in the Statement of Work, it is agreed that e-mail will serve as the preferred method for all communication relating to this project.

Client agrees to involve necessary personnel from their organization in the planning phases to ensure that sufficient input is gathered up front and incorporated into a final design.

Prior to acceptance of the scope of work, owner will identify a project manager to be a liaison between Avinext and owner's organization.

Client agrees that it is in everyone's best interest if communication between the parties is channeled through the designated Avinext project manager to avoid miscommunications between client, owner, and contractor.

Any changes requested by client shall be communicated via a written change order request by e-mail and said changes are not considered to be accepted until the designated Avinext contact has responded in writing, and any price changes or changes to the scope of work have been signed by both parties.

Client agrees that Avinext installation personnel will NOT be asked to change or modify the project while they are working onsite. Avinext installation personnel are NOT authorized to implement changes and have specifically been instructed not to do so.

## How to Get Service

**CONTACT**  
Service Department

(979) 846-9727, option 1  
Ticket@Avinext.com

## Service Request

Please include the following information in your service request to expedite the processing of service:

- 1. PRIMARY CONTACT**  
name, number and email
- 2. EQUIPMENT MODEL**  
and serial number
- 3. ORGANIZATION**  
or department name
- 4. DETAILED PROBLEM DESCRIPTION**  
including what you were doing when the issue occurred
- 5. ROOM AVAILABILITY**  
and contact for the facilities coordinator to expedite scheduling and ensure access to the equipment
- 6. LOCATION**  
including building/room number and/or physical address



**From:** Megan Mainer <[mmainer@cityofbrenham.org](mailto:mmainer@cityofbrenham.org)>  
**Sent:** Friday, May 29, 2026 3:35 PM  
**To:** Nancy Joiner <[njoiner@cityofbrenham.org](mailto:njoiner@cityofbrenham.org)>; Alexandra Dill <[adill@thebarnhillcenter.com](mailto:adill@thebarnhillcenter.com)>  
**Subject:** RE: TBC Agenda for 6/8/2026

Nancy,

I reworked what you sent since many of the items were really administrative reports and not workshop items.

Also, we're seeking approval of the partner and advertising program so I moved that to the regular agenda. Please ensure with Jeana next week if we have it worded properly.

Thank you,

**Megan Mainer**  
Interim City Manager  
979.337.7576 direct  
979.360.2961 mobile  
[www.cityofbrenham.org](http://www.cityofbrenham.org)  
City of Brenham  
200 W. Vulcan  
Brenham, TX 77833



**From:** Nancy Joiner <[njoiner@cityofbrenham.org](mailto:njoiner@cityofbrenham.org)>  
**Sent:** Friday, May 29, 2026 2:26 PM  
**To:** Alexandra Dill <[adill@thebarnhillcenter.com](mailto:adill@thebarnhillcenter.com)>; Megan Mainer <[mmainer@cityofbrenham.org](mailto:mmainer@cityofbrenham.org)>  
**Subject:** TBC Agenda for 6/8/2026

Alex,

I'm going to leave the agenda like it is for now, but we can make changes with the below. I've got the minutes from April's meeting, and partner and advertiser email with flyer in the meeting file. I will have the spreadsheet to handout for members to solicit with emails and phone numbers. We won't put in packet due to emails and phone numbers.

Under Administrative report, we can put

1. Concessionaire Report – remove this from agenda item #6
2. Urn update – not sure if we need an update or if there is anything to report
3. TBC Programming – where we stand on the 2027 concert series, attach Darci Lynn, Ben & Noel Haggard, and maybe Vinyl Radio (still waiting on the food invoice and hotels). Once updated, I can put in the meeting file.

- a. Need to make sure these sheets have ticket sales, attendance numbers, donations (Tell me where to find them and I can update them)
4. TBC Rentals
5. Tourism Staffing – update on Aaron and the Adison Williams, intern on June 8
6. Budget – don't know if we need to update on this

I think that is it. Let me know what you want me to do.

Thanks,

*Nancy*

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979.337.7586