

Harrigan Centennial Hall

Strategic Plan 2016



Harrigan Centennial Hall

STRATEGIC PLAN 2016

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Harrigan Centennial Hall

STRATEGIC PLAN 2016

MISSION OF THE HARRIGAN CENTENNIAL HALL

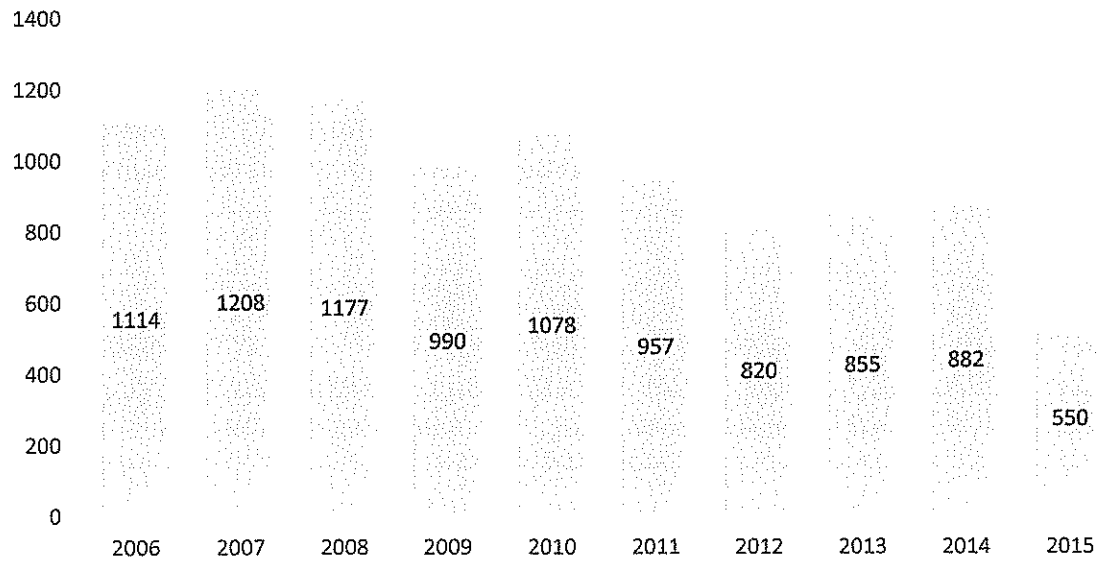
“Serving all of your meeting, convention and exhibition needs”. Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible operation that contributes economic benefits to the people of the City and Borough of Sitka. HCH staff strive to enhance the quality of life and economic vitality by providing and operating a premier public venue for use by all including the arts and other entertainment opportunities.

BACKGROUND

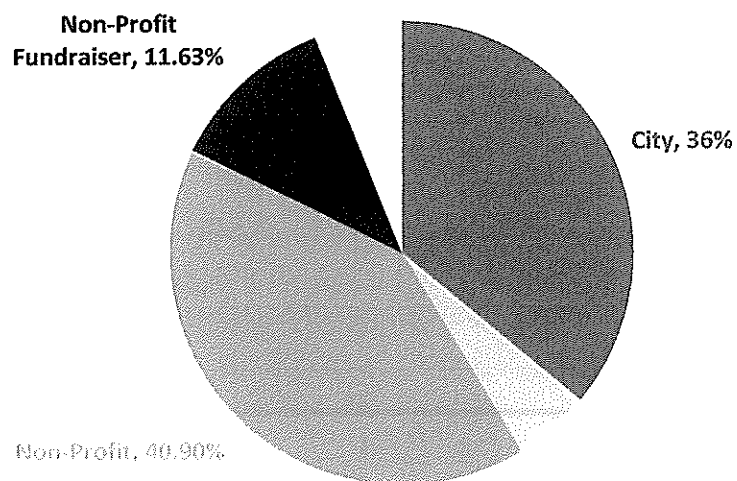
Harrigan Centennial Hall (HCH) was built in 1966 and opened on March 30th, 1967, as part of the Alaska Centennial Celebration. Construction was largely funded with Alaska Centennial State Grant funds and the building originally cost \$1,352,285. Said purpose of the building was to “consist of a civic center, convention and exhibition building”. A \$16 million dollar renewal / expansion project is currently ongoing and will be completed in the fall of 2016. After expansion, the Hall will be 30,000 square feet overall, of which 11,293 square feet will be column free space for plenary sessions and events that will accommodate seated groups up to 500 people and standing reception style up to 800 people. The Hall will also provide 6000 square feet of space for the Sitka Historical Society to house the Sitka History Museum. The renewed hall will have a grand entrance that will accommodate all uses and serve as Sitka’s showcase. Large operable doors will accommodate access for larger furnishings and equipment to be brought in for trade fairs and shows and enhance the flexible qualities of the space.

The original design of the Hall had 6 meeting or event rooms prior to the ongoing renewal project and accommodated up to as many as 1500 meetings or events annually. The hall is heavily utilized by the non-profit community in Sitka for multiple purposes. Of significant value is the use as a venue to host fund raising activities to generate operational funds for their respective organizations. Many non-profit organizations rely on HCH for fund raising to augment their operational budgets. As well, many community celebrations such as the Alaska Day Celebration are housed by the Hall each year. Harrigan Hall is also the home for the New Arch Angel Dancers and the Sitka Summer Music Festival. Peak usage of the hall was seen in the early 2000’s when occupancy was at or above 1500 meetings or events in a given year. Trends have shown a slight decline over the past 15 years for various reasons. In 2015 the hall accommodated 550 reservations for meetings or events, provided space for the Sitka Historical Museum, and functioned as the visitors Center. 2015 was not a normal year due to the closing of the building on July 15th for the start of the renovation project. The breakdown of events is represented on the chart below.

TOTAL NUMBER OF EVENTS



2015 HARRIGAN CENTENNIAL HALL USAGE



2012 was the last “normal” full year of operations due to the planning of the renovation and impending closure. Of the meetings 820 reservations in 2012, 6 were conventions with more than 100 delegates in attendance each and infused over \$2million into the local economy that year. The average daily spending per convention delegate is \$256.

The Hall serves as a visitor center by providing services to the cruise ship passengers, independent travelers, and charter industry alike. Staff at the HCH supports visitor related functions and issues and monitors commercial operator permits. Staff enforces regulations dealing with sales at the cruise ship tendering facilities.

Competitive Environment

Harrigan Centennial Hall directly competes with all venues in the State of Alaska. Competition between communities is fierce and often, concessions like HCH’s reasonable rates assist in winning business. Incentives are important due to the remote location and increased travel expenses to access Sitka as a meeting or event destination.

Competitive Advantages

- Long-term employees with deep expertise in operations
- Ability to draw on other City agencies for service and support
- Ability to maintain reasonable rates for all users

Competitive Disadvantages

- Lack of adequate funding for marketing.
- Location and cost of traveling to Sitka from outside for events
- City IT support and web design rules and lack of ability to deviate from standard City design.
- Recent Citizens Task Force reports – Lack of secure funding for operation or lack of being considered a core service. Lack of recognition of value of operation. Direct vs indirect revenues into the community.

Critical Priorities

- Operate and Maintain the Harrigan Centennial Hall as a meeting, convention, visitor center and exhibition building.
- Provide a safe patron environment.
- Prescribe to established preventative maintenance program for the building and ensure PM guidelines are updated to reflect new equipment or processes.
- Operate with the highest possible standards of customer service and continually evaluating customer satisfaction and quality of service performance.
- Provide economic benefits and opportunities to the people of the City and Borough of Sitka.

- Provide for outside revenue generation opportunities for the City and Borough of Sitka.
- Contribute leadership in coordinating destination sales efforts.

OBJECTIVES

1. Customer Service – provide consistent high level customer service.

- Promote service vision to staff and clients: “By doing ordinary things in an extraordinary manner, we will continue to have the privilege of serving our customers.”
- Consistently deliver a quality event experience tailored to the satisfaction of every customer. Maintain and improve transformative functionality of Hall for the 1000 meetings and events that take place each year.
- Provide staff with necessary information, resources, and ongoing training to facilitate the effective and efficient achievement of quality service performance goals.
- Enhance service capability.
- Maintain direct booking system.
- Improve web design and functionality of website.
- Maintain building finishes and keep up to date with technology and maintain marketable qualities of the Hall.

2. Economic Benefits

- Generate outside revenues for the community via sales tax dollars from HCH delegate spending.
- Attract out-of-state or out-of-area attendees to events at the Hall, where money on lodging, food, and retail establishments will be spent, providing local tax revenues, jobs for workers in the hospitality and retail industries, and profits for local businesses.
- Provide flexible event space and professional services to all users for revenue generating events.
- Continually assess operational and maintenance expenses to maintain efficiencies.

3. Marketing

- Coordinate marketing strategies with the Chamber (visitor services contract), hotel sales and hospitality services and business team.
- Offers clients flexible meeting and exhibit space.
- Develop and implement a promotion and marketing plan that capitalizes on the enhanced capabilities of the remodeled Hall.

STRATEGIES

1. Customer Service

- Update and maintain the service vision for staff and customers.
- Continue to review and refresh service systems to deliver a quality event experience tailored to the satisfaction of every customer.
- Continue hiring to assure the right person is in the right job to meet HCH objectives. Continue to update training programs for new employees that provide the skills to achieve quality service objectives.

2. Economic Benefits

- Target marketing efforts to large events that have high per-capita delegate spending.
- Increase efforts to attract large local, state and national associations and corporate events that will bring an increasing numbers of attendees to Sitka and the HCH.
- Continue to provide quality meeting and event space to all users.

3. Coordinate the destination sales effort

- Work with Chamber on marketing strategies of both the hotel community and HCH.
- Target future events and provide site visit opportunities.
- Provide 30,000 square feet of space including high quality meeting and exhibit space.
- Design to add flexible, customer friendly spaces.
- Maintain Hall in a marketable condition including up to date technology.

As with any endeavor or organization, the ultimate success rests with the quality and effectiveness of the staff. Staff members at HCH, several of which have 20+ years of experience, are the most important resource in this operation. HCH's aim is to provide staff with continued training for safety and efficiency, reward them for outstanding performance, open lines of communication with management and to provide service excellence.

New technology and the number of new or expanded convention centers not only in the State market, but nationally, compel HCH to keep its building finishes and technology competitive to maintain its marketability.

PERFORMANCE MEASURES

1. Customer Service – high standards of service

- By survey, percent of event clients rating HCH services overall as “satisfied” or “very satisfied.” Outcome measured on semi-annual basis.
- By survey, percent of event clients rating the physical building or hall as an optimal meeting facility and meeting their needs as “satisfied” or “Very satisfied”. Outcome measured on semi-annual basis.
- By survey, percent of event clients rating specific community provided services at the HCH i.e., food service, availability and access to transportation, access to tours, etc. as “satisfied” or “very satisfied”. Outcome measured on semi-annual basis

2. Economic Benefit

- Estimated delegate spending while attending events at the HCH, expressed in dollars and based on published regional/national averages of retail spending by event delegates. Outcome measured annually.
- Sales tax receipts to the City and Borough of Sitka’s General Fund generated from estimated HCH delegate spending. Outcome measured annually.
- Bed tax receipts to the City and Borough of Sitka. Outcome measured annually.

3. Improve economic benefit to community

- Direct operating profit or loss expressed in dollars. Values calculated for non-revenue generating events. Output measured annually.
- Number of events held at the HCH. Output measured annually.
- Compare benchmarking results for comparison and trends.

PERFORMANCE ASSESSMENT

The HCH continues to be a major catalyst in the economic development of the City and Borough of Sitka by providing professional event and meeting space and visitor industry services. Successful venues all have similar elements: solid operating systems; positive brands; strong relationships with promoters and business partners; steady booking and marketing; and

The maintenance and facility operating budget should be built to keep the HCH a first-class facility. Great pride is taken in the appearance and condition of the building and the budget request is based on that expectation and should reflect that. The physical building does not just house the business, it is the business.

REFERENCE/CONTACT INFORMATION

Harrigan Centennial Hall

330 Harbor Drive, Sitka, Alaska, 99835

Don Kluting, Manager

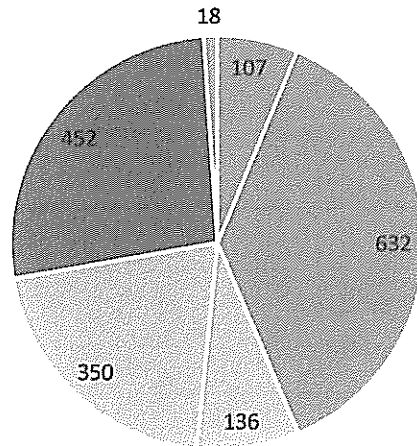
Telephone: (907) 747-~~3225~~ 4090

~~Fax: (907) 747-8495~~

Email: don.kluting@cityofsitka.org

Harrigan Centennial Hall 2017 Usage

Reservations



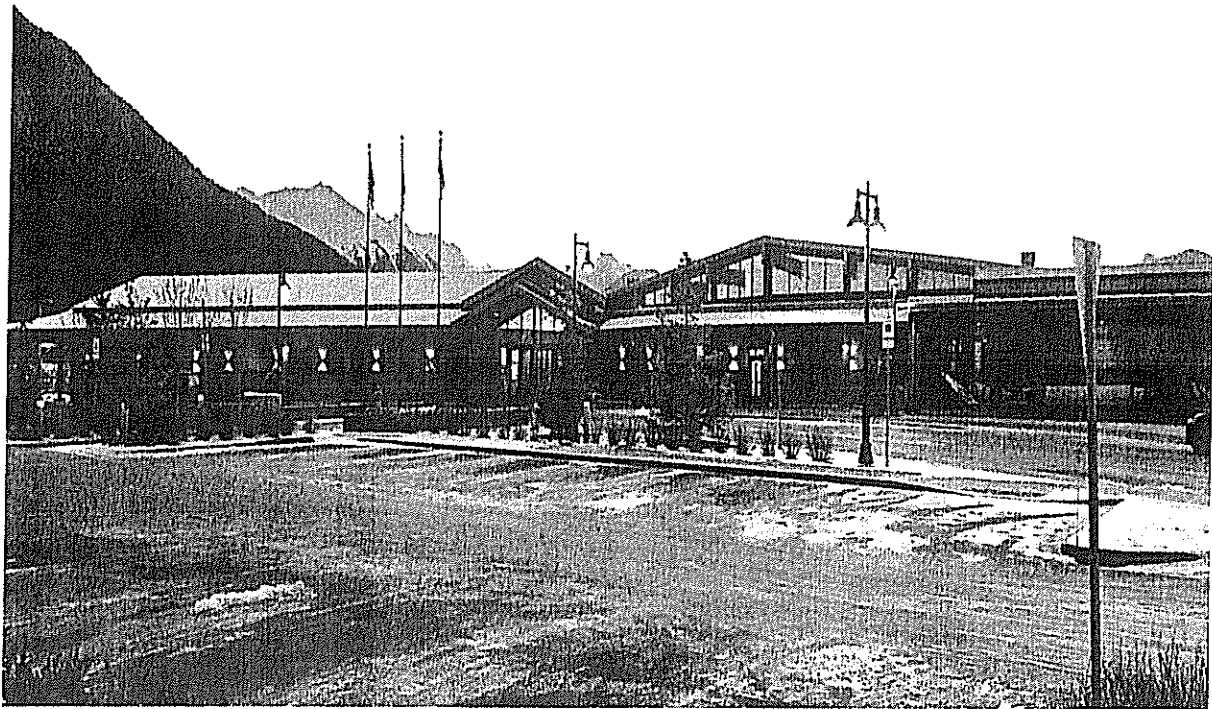
Commercial City Cruise Ships General Use Non Profit State Federal Government

Commercial	107 / 6%
City	632 / 37%
Cruise Ships	136 / 8%
General Use	350 / 21%
Non Profit	452 / 27%
State Federal Government	18 / 1%

Total reservations or events in 2017 1695

Revenue from Rental Charges \$115,127.60

HARRIGAN CENTENNIAL HALL



CITY AND BOROUGH OF SITKA HARRIGAN CENTENNIAL HALL POLICIES

May also be viewed online at: <http://cityofsitka.com/dept/cent/index.html>

General Rules Which Apply To All Use

Of The Harrigan Centennial Hall

The Harrigan Centennial Hall (HCH) is a City and Borough of Sitka (CBS) owned facility for the benefit of the community.

1. Use of the HCH is on a reservation basis with exceptions subject to appeal through the Building Manager. The Building Manager determines appropriate utilization of the HCH, reserves the right to make suggestions and to place the group in the appropriate room.
2. Users of the HCH shall be responsible for any damage that may occur during their use and shall either pay for the damage or repair it to the satisfaction of the Building Manager. To avoid any damage or defacement all users must check with the building staff prior to affixing anything to the walls, floor or ceiling.
3. Alcoholic beverages may be served and consumed in the HCH for limited specific hours. A special alcohol fee will be assessed. Each specific period of time shall be approved by the Building Manager prior to the event. All alcoholic beverages shall be served in accordance with the regulations of the Alaska Alcoholic Beverage Control Board and CBS.
4. The HCH is a non-smoking building.
5. The CBS will not be responsible for any personal equipment being used or stored in the HCH by any user. All equipment storage must be approved with the Building Manager.
6. The HCH will not be open to the public without a paid HCH staff member or person designated by the Building Manager.
7. The Building Manager may make additional rules to cover special uses.

HARRIGAN CENTENNIAL HALL RATES, HOURS, AND DEPOSITS

RESERVATIONS AND DEPOSITS

1. All reservations for use of the HCH are booked through the building staff.
2. Each use of the building requires a separate reservation. If a user makes a reservation and fails to show, a regular fee plus a building overhead fee will be charged. A reservation deposit will be required after a user has failed to show for a previous event.
3. Events scheduled more than six months in advance may be pre-empted for convention priority and cancellations are done by the Building Manager.
4. All damage deposits shall be paid prior to use of the HCH.
5. Users are required to keep the Building Staff informed as to detailed plans or changes of plans, and are to check with the Building Staff not less than two days before a scheduled event to make arrangements for seating and equipment that may be needed.
6. Traditional uses that are related to certain dates or seasons each year may have ongoing priority use of the facility. Reservations are limited to thirteen (13) months in advance with exception of priority users and conventions.

CANCELLATIONS

A refund of fees paid will be made if notice of cancellation of a reservation is given twenty-four (24) hours in advance, and such cancellation did not result in a revenue producing activity being denied use of the HCH. The CBS Assembly reserves the right to refuse use of the HCH to anyone at any time. Reasonable efforts will be made to honor reservations. If the Building Manager cancels a reservation, all deposits or fees paid shall be refunded.

BUILDING DAMAGE DEPOSIT

For use of the auditorium by any group, a refundable damage deposit of \$200 shall be made to the Building Manager or designee. This deposit does not include the kitchen use deposit.

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BUILDING RATES

DEFINITIONS

Non-Profit - Community Use -- Any non-profit organization or individual that makes a reservation for a room. No admission fees or revenues are to be collected, and nothing is to be sold under this category. No money changes hands.

General Use - Any user who makes a reservation for a room and fees are collected, items are sold, or money changes hands. Weddings, receptions, parties, plays, and dances fall into the General Use category as long as the event is not considered commercial. State and Federal Government agencies fall into this category.

Commercial – If profits, or admission charges, revert to the sponsor of an event, other than a non-profit organization, the use shall be classified as commercial.

Use Fee Reduction or Exemption - The HCH Manager will consider requests for waiver of room use fees if the non-profit or requesting entity has an annual operating budget of \$50,000 or less and the use is within regular scheduled hours.

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HARRIGAN CENTENNIAL HALL ROOM RATES

Rates for multi day, multi room events and conferences will be negotiated with the HCH Manager.

HARRIGAN CENTENNIAL HALL ROOM RATES	NON PROFIT	GENERAL USE	COMMERCIAL
King (AUDITORIUM)	\$205	0-2 hours \$250, \$415 daily rate	\$620
Raven (Meeting 1)	\$85	\$170	\$250
Sockeye (Meeting 2)	\$45	\$95	\$140
Steelhead (Meeting 3)	\$50	\$105	\$155
Pink (Meeting 4)	\$25	\$40	\$65
Chum (Meeting 5)	\$45	\$90	\$135
Silver (Meeting 6)	\$90	\$175	\$265
Eagle (Meeting 7)	\$40	\$70	\$100
Kitchen	\$200	\$300	\$400
Building Rate	\$685	\$1360	\$2030

Events that serve alcohol

There will be an additional \$75 charge for events that serve alcoholic beverages.

Decorations

If you wish to hang anything, please consult the HCH staff for approved methods. Please advise staff if you will be using candles during your event. Candles must be in containers capable of containing all waxy residue and spills. In addition, glitter, confetti, and other similar material can be used. Tenants will be advised to plan on spending extra time to clean up after events at which they are used.

The HCH staff will set up rooms in advance according to an approved floor plan. Any changes, alterations, or additions to agreed-upon layouts after the set-up is complete will result in additional labor charges. A \$25.00 per hour set up fee with a half hour minimum will be charged if a setup is required. No set up fee will be charged for the initial Auditorium arrangement.

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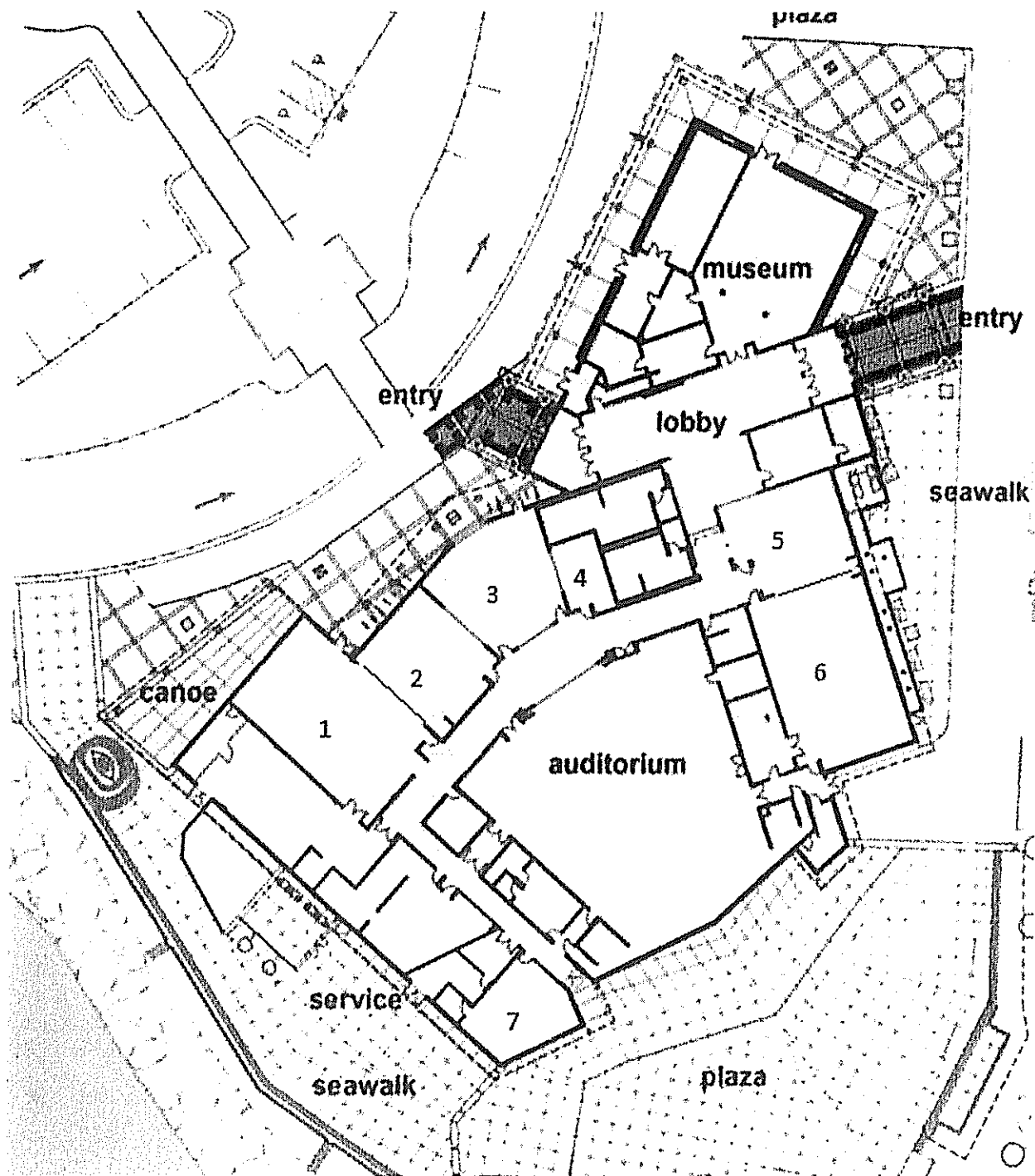
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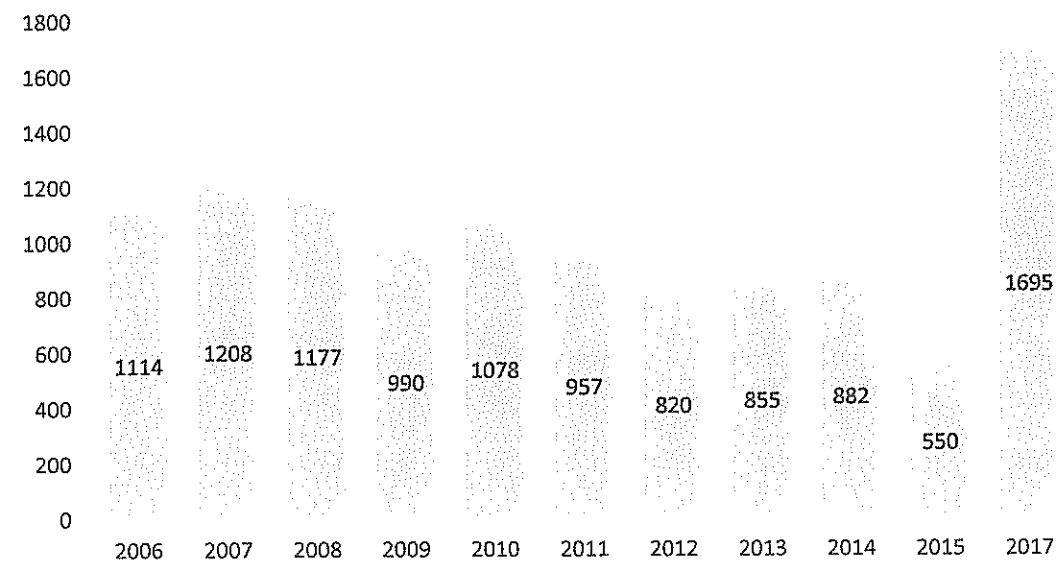
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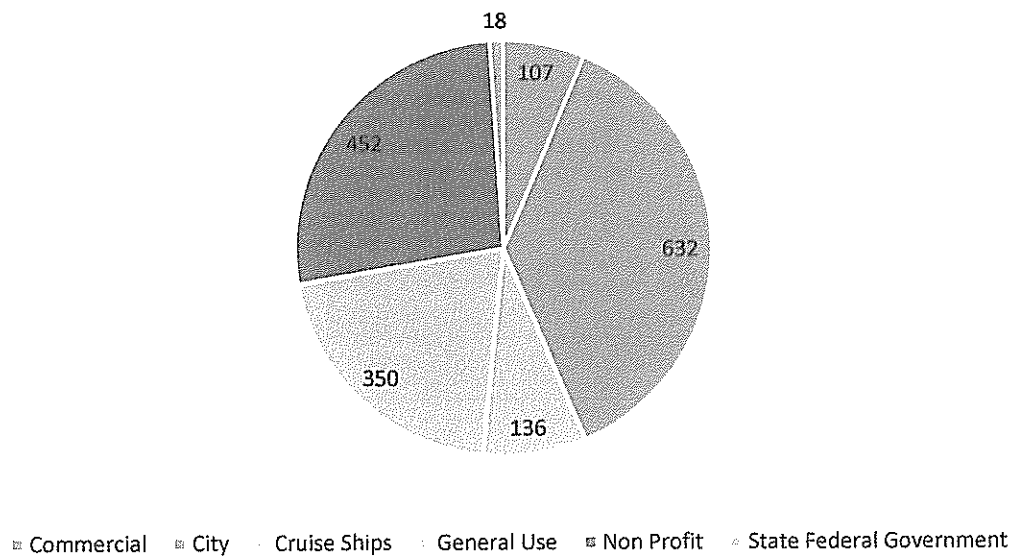


Use of the building has drastically increased since the completion of the renovation. 2017 was a record year with a total of 1695 reservations for use of the building! So far in 2018 we have 1564 reservations.

TOTAL NUMBER OF EVENTS



Reservations 2017



Harrigan Centennial Hall

MISSION OF THE HARRIGAN CENTENNIAL HALL

“Serving all of your meeting, convention and exhibition needs”. Through the professional actions of our staff, we will provide our guests with a distinctive level of service excellence while maintaining a fiscally responsible operation that contributes economic benefits to the people of the City and Borough of Sitka. HCH staff strive to enhance the quality of life and economic vitality by providing and operating a premier public venue for use by all including the arts and other entertainment opportunities.

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STAFFING AND USE

The building is staffed by 5 full time employees. Services provided by staff include planning and support for all convention, meeting, and event needs. This includes all room arrangement services, IT support, audio/visual equipment, sound systems, and theater lighting systems. The building has the latest technology for ensuring success for any meeting. As well, staff provide full janitorial and light maintenance services throughout the facility. Harrigan Centennial Hall also serves as a Visitor Center and central hub during the summer months. Staff coordinates with and monitors all visitor related commercial operations and vendors on the grounds during the summer season.

