



## RCPAC Emerging Leaders Program

## Our Program

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The RCPAC Emerging Leaders Program creates an opportunity for employees to increase their knowledge base of the various venues we manage, helps them to gain additional experiences and understanding of big picture decisions, and to improve their overall business skills.

The goal of the program is to provide a broad overview of what each department does to gain a better understanding of how they operate and support the business we do. This helps an individual see the “big picture” and in turn, helps them to make better decisions in their own work and department. If an employee can understand what other departments do, they will also have a better understanding of department requests and actions, and how their job plays an integral role in the over-all success of each venue.

## Program Requirements

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The RCPAC Emerging Leaders Program will be conducted for a full 12 months. Individuals interested in being considered for the program must submit an application (included at end of this document) to be considered.

Participants of the RCPAC Emerging Leaders Program will be responsible for shadowing a Subject Matter Expert (SME) in each department of our business for a total of 120 hours during their normal work schedule and will be compensated for this time. The departments that this program will offer training in are:

Sales	Human Resources
DECPA Box Office	Accounting/Finance
Events / Front of House	Marketing
DECPA Production	Centerplate (Sales & Operations)
Maintenance & Operations	Red Hat Amphitheater
Housekeeping and Set-Up	IT Services
Security	

## Candidate Eligibility

To be eligible for the program, participants meet the following criteria.

- Must have completed two (2) years working full-time within the RCPAC Complex
- Must have a desire to gain additional knowledge and skills of our business
- Must be willing to dedicate the time to complete the 120-hour requirement
- Must have a recommendation from their Department Head to submit with the application
- Must not have received any sort of disciplinary action within the last 12 months

## Program Completion

Upon completion of this program, the employee will be able to clearly identify the responsibilities of each department as well as the day-to-day decisions, challenges, and accomplishments they achieve.

Within one month of completing the program, the candidate will meet with the General Manager and Assistant General Managers to discuss lessons learned and how they will use and share the information gained with their department. This meeting will also serve as an opportunity for feedback and discussion about future development for the participant. Candidates that complete this program will receive a certification of completion and recognition at our monthly staff meeting.

The following pages provide a description of each position that will be shadowed, and the number of hours needed to complete.

## 1 - Sales

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### Raleigh Convention Center

The RCC Sales department's mission is to prospect, solicit, and contract events with significant economic impact for our county and significant food & beverage and rental revenue for the Convention Center.

#### Overview

The sales department is responsible for prospecting, soliciting, writing proposals, conducting site visits, and negotiating contracts. The team is responsible for relationship building with existing and prospective clients to ensure new and repeat sales. They manage national, regional, and local sales accounts to maximize Raleigh Convention Center occupancy, revenues, hotel room nights, and overall economic impact. They also develop and maintain effective business relationships and community engagement; collaborate with existing and potential clients, internal and external stakeholders, and community industry leaders.

#### Challenges

We face many challenges on a day to day basis that may include: maintaining our booking policy and sales strategies when clients or partners want to book outside the booking window, having last minute requests from clients, or multiple groups vying for the same set of dates, not having enough space and creatively proposing space to meet the needs of events, marrying multiple groups together, balancing annual events while still allowing space for larger rotating groups, difficult contract negotiations, limited hotel inventory, and overall destination appeal.

#### Action Steps

1. Review sales strategies/policies and sit with a sales manager to research a prospect and enter an event opportunity into Ungerboeck.
2. Review an RFP from a potential client and enter the space in Ungerboeck.
3. Shadow a sales manager on a site visit or phone call with a client to get an understanding of how the sales process works.
4. Sit with a sales manager and learn how to execute a contract.

**HOURS: 6**

## 2 - Bookings

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### Duke Energy Center for the Performing Arts

The PAC Booking department's mission is to cultivate the performing arts of the community and prospect to promoters and organizations to present at the Center.

#### Overview

The booking department is responsible for managing booking dates with resident companies, community arts groups, national promoters, and other organizations to maximize the events days at the Performing Arts Center. The team is responsible for relationship building with existing and prospective clients to ensure new and repeat sales. They manage national, regional, and local groups to minimize dark days. They also develop and maintain effective business relationships and community engagement; collaborate with existing and potential clients, internal and external stakeholders, and community industry leaders.

#### Challenges

We face many challenges on a day-to-day basis that may include maintaining our booking policy and sales strategies when clients or partners want to book outside the booking window, last minute requests from clients, multiple groups requesting the same set of dates, not having enough seats, and creatively proposing space to meet the needs of events, balancing resident companies and annual events while still providing available dates to national promoters.

#### Action Steps

1. Review sales strategies/policies and sit with a sales manager to research a prospect and enter an event opportunity into Ungerboeck.
2. Review resident company contracts and enter space in Ungerboeck.
3. Shadow the booking manager on a site visit or phone call with a client to get an understanding of how the booking process works.
4. Sit with the booking manager and learn how to provide available dates and space to promoters or community arts groups.

HOURS: 6

## 3 – DECPA Box Office

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### Duke Energy Center for the Performing Arts

#### Overview

The Box Office staff works closely with many internal departments as well as offering public facing customer service at the ticket window. Staff utilizes a ticketing services software package to build shows and sell tickets. Our staff works with promoters to make sure that shows are set up according to the promoter's specifications including pricing, scaling, presales, and on-sale dates. The Box Office works with the PAC Marketing department to ensure promotions are set up according to their instructions. Staff also works with the RCPAC Finance department to ensure that as tickets are sold &/or refunded funds are properly reported, and questions are addressed as they arise.

#### Challenges

As promoters and artists become more sophisticated, show builds are becoming more complex. Staff must ensure show step up specifications are addressed with promoters and PAC management. Staff should confirm all pertinent details in writing. Staff should complete a checklist with all known possible step-up options to ensure the promoters needs are addressed even if they have not yet considered the features. This is especially needed for smaller/local promoters.

Pertinent show information must be distributed to all necessary parties and be presented in a manner easily understandable. Also, this is often done under time pressure. Promoters are known for needing quick turnaround.

Staff ensures all sales are recorded daily at an event level in EBMS and can be reconciled with minimal effort.

#### Action Items

1. Show Building – Shadow manager while they build a show. If that is not possible, review with BXO staff building of a complex (e.g., Live Nation) type of show. Cover: Scaling, Pricing, Presales, On sales.
2. Reports – Review the reports used to monitor ticket sale activity and settle a show. Review the Daily Cash Receipts, the Ticketmaster weekly reports and how they're entered into EBMS.
3. Night of show – Shadow manager, meet with promoter and other pertinent people. Learn night of show processes. Cover the thinking behind decisions.
4. Ticketmaster – learn about our contract with Ticketmaster, how service charges are structured, how we get paid by Ticketmaster. Discuss how we use two TM ticketing systems simultaneously. Discuss strengths/weaknesses/capabilities of each.

**HOURS: 8**

## 4 – Events / Front of House

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### Raleigh Convention Center

The Events Department is responsible for all the moving parts of an event, organizing departments, equipment and providing a safe environment to create an occasion that exceeds the client's expectations. Events at RCC range from conferences, galas, tradeshow, sporting competitions, etc.

#### Overview

The Event Services Team organizes all aspects of the event, including scheduling of staff, drafting schedules and space layouts, acquiring permits, managing crowds and food traffic, and creating estimates. The RCC Events Department strives to build strong relationships and provide the best customer service possible to create positive experiences and ultimately build long term business.

#### Challenges

The most significant challenges within this department include receiving accurate client information in a timely fashion and keeping open lines of communication and ensuring that all the departments on the same page when executing the event. Event Managers and Coordinators detail event logistics from A to Z, meet with clients to ensure expectations are met, regularly inform key staff of potential obstacles, schedule Fire Marshal Inspections, and more. Event Planners (clients) often do not share information in a timely manner, and plans can change frequently. The name of the game is resilience – the Events team must be prepared for anything.

#### Action Items

1. Shadow onsite during a Manager-On-Duty shift
2. Shadow a Manager/Coordinator on a call or planning visit with client for an upcoming event
3. Meet with an Event Manager/Coordinator to discuss building client relationships and how they contribute to the overall success of the Complex
4. Sit in on a Weekly Operations Meeting, where key staff at RCC meet to discuss upcoming events

HOURS: 8

## 4 – Events / Front of House Cont'd

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### Duke Energy Center for the Performing Arts

The Events Department is responsible for all the moving parts of an event, organizing departments, equipment and providing a safe environment to create an occasion that exceeds the client's expectations. Events at the PAC include live performances, graduations, competitions, receptions, meetings, etc.

#### Overview

The Front of House Manager is responsible for gathering specific details with clients or promoters on their upcoming event/show, then relaying that information to all appropriate departments needed to execute the event. This information includes a detailed event schedule, pre/post show information, lobby set up, show policies and restrictions, and any special requests. There is also constant communication with the Production Team and Catering Staff leading up to the event to make sure everyone is on the same page and receiving the same information. This position is responsible also for scheduling ushers for all events according to the type of

event/ticket sales and providing the ushers on duty with the detailed event information above, along with specific responsibilities related to that event.

## Challenges

A continuous challenge for this position is ensuring all other departments have the information they need in a timely manner. It is often a challenge to receive details with a client/promoter in advance, which lead to delays in creating and providing space layouts to the set-up team. Last minute changes to the event schedule, lobby set up, and special requests are also common. These common challenges are the reason communication with every department is important.

## Action Items

1. This employee will sit in on an advance meeting with the client/promoter of an upcoming event
2. Implement all tasks related to ushers for one event. This includes scheduling the amount needed, create a timesheet, show sheet (event details), and assign each usher to a position.
3. Shadow the Front of House Manager to understand the responsibilities the day of an event to meet client and guest expectations.

**HOURS: 8**



## 5 – DECPA Production

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We do everything possible to assist our clients in getting to our building, setting up their show, starting their performance on time, loading out their equipment and departing, all while having fun and working safely.

### Overview

We help clients manage the technical needs of their production, the labor needs for set up, operation and tear down, as well as the time needs imposed by our, and their, schedules.

### Challenges

Discovery – learning everything a client is willing to tell you about their event; what they will bring, what they need from us, and when they need it.

Staffing – compiling and managing a knowledgeable crew, as big or as small as necessary, to safely and efficiently unload, set up, perform, and break down the event

Operation – learning the particulars about the workings of the individual performance; light cues, scenic movements, costume changes, performer issues, etc.

Admin – manage the technical details from discovery through end of night event billing, using billing software, labor scheduling software, forms management, outside vendor management,

### Action Items

1. Sit through an 'advancing' phone conversation or attend an event site meeting with a client
2. Develop a schedule for the day of the event
3. Develop staffing schedule for the event
4. Attend a show load in
5. Attend a performance
6. Attend a show load out

**HOURS: 10**

## 6 - Maintenance & Operations

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The Operations Department complies with environment safety procedures and OSHA regulations, provides building maintenance, and maintains building equipment. Regular maintenance of the facilities ensures staff and guests' safety.

### Overview

The Operations Department is responsible for daily overseeing building operations and maintenance and event setups. The Operations Department is also responsible for landscaping, painting, and construction projects and the servicing of the equipment and keeping all the lights maintained.

### Challenges

The day-to-day challenges of the Operations Department is to ensure both facilities' maintenance is kept in top notch operating condition for the facilities when we have up to seven events in one day. One of the biggest challenges is to keep the HVAC equipment well maintained and getting the diagrams for events in a timely manner.

### Action Items

1. Employee will be in the Operations Department on an event day to witness the interactions between staff members, operations team, and client
2. Spend time with the Director or his designee to learn about each operations team member's responsibility and challenges
  - A. Better understanding on checking all equipment daily
  - B. Seeing hands on, checking, and working on the HVAC equipment
  - C. Gain a better understanding on keeping inventory in stock
3. Better understanding of work orders and how to fill them out and submitting them back once complete
4. Gain a better understanding of project management

**HOURS: 8**

## 7 – Housekeeping & Setup

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The Housekeeping and Setup team are responsible for setting up and breaking down all events as well as making sure that meeting rooms, lobbies, offices restrooms and all other parts of the facility are clean, all high touch points are disinfected, and all client needs are met in these aspects.

### Overview

This department is responsible for moving furniture, setting tables, chairs, stages, podiums. Assist Event Manager with event needs, setting up changes as requested. Demonstrate knowledge of basic tools and methods to set-up and strike various items including tables, chairs, and stages. Staff takes great pride in maintaining an immaculate facility inside and out. Certain cleaning services are complimentary, and others can be customized to fit event's specific needs. All public spaces including lobbies, restrooms and pre-function areas are maintained on a complimentary basis. Meeting Rooms receive refresh in between session, or as need at the client's request. Disinfecting will take place several times throughout the day on all touch point areas, and during breakout times at the client's request.

### Challenges

We face many challenges on a day-to-day basis. These may include vendors/clients running behind forcing our team to be delayed. Other challenges include diagrams/measurements not being accurate, times and rooms being changed on the fly and other day of challenges. Additionally, in today's environment, added cleaning measures have been implemented and clients and vendors expectations are elevated causing more stressful situations.

### Action Items

1. Review diagrams, learn each symbol and what they represent
2. Setup/break down events based on the needs of the building
3. Properly clean and disinfect a meeting room before clients arrive
4. Properly cleaning a restroom and disinfecting all high touch point

**HOURS: 8**

## 8 - Security

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The Security Department is in the business of protection. Security ensures the safety of our employees, tenants, and guests. This includes access control and assessing threats to the RCPAC. The RCPAC Security team wants our guests to have a great experience at one of our venues and go home safely.

### Overview

The primary goal of the Security Department is to provide a safe environment. They do this in many ways. Being visible in both facilities, observing crowd traffic and monitoring access control are just a few ways they create a secure work and event space. RCPAC Security is also responsible for monitoring threats to all RCPAC Facilities. Threats can include theft, vandalism, civil disobedience, and severe weather. More serious threats include a terrorist attack or warning. RCPAC Management conducts risk assessments to identify potential emergency situations. By conducting these risk assessments, it allows us to prepare for these circumstances and protect our employees, tenants, and guests. The RCPAC security teams consists of internal staff and 3<sup>rd</sup> party contractors. These contractors assist in building security and event security needs.

### Challenges

A few challenges this department faces are monitoring all the staff and guests that come and go daily and keeping all the entrances and exits secured. If one employee or guest leaves an exterior door open, someone who does not belong can enter the facility. The Director of Security is responsible for all training for emergencies. It can be difficult to find time to train all the full-time and part-time staff with the event load in our venues.

### Action Items

1. During this rotation the employee will work thru developing a security plan for events.
2. Employee will gain an understanding of the importance of crowd control and guest safety.
3. Employee will walk through the RCPAC venues to identify facility breaches such as propped or broken doors.
4. Employee will spend time in the Command Center to understand the importance of this role and all that occurs.

**HOURS: 6**

## 9 – Human Resources

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The Human Resources Division is charged with the responsibility of dealing with all aspects of human resource management including conflict resolution, training, payroll, people policies, hiring, staff engagement, and performance management. Human Resources is vital in determining workplace culture and environment.

### Overview

The hiring process is one of the many functions within the Human Resource Department. It is the responsibility of this office to update job descriptions, post open positions and assist with the hiring process from start to end. Payroll is a key function within the HR division. This is a complex process that encompasses pay for all full and part-time employees. Much of our labor costs are billed back to clients. The payroll process requires significant attention to detail and knowledge of People Soft Time and Labor. The Human Resource division is also responsible for providing oversight and support to the department on employee performance challenges. As needed, this division will provide insight and assistance on the City's disciplinary process. The Talent Strategy Director routinely meets with management to discuss various aspects of people management, performance issues and disciplinary processes.

### Challenges

The Human Resources (HR) is responsible for monitoring all payroll for accuracy and quality. HR must also ensure that all employees are treated equitably across all areas of the department and venues. This division is challenged to ensure that all employees are receiving an equal opportunity for employment and advancements.

### Action Items

1. Employee will shadow the HR SME through the recruiting process
2. Employee will observe and discuss with the SME the on-boarding process.
3. Discuss and review the key objectives of the Human Resource function which includes the hiring process, performance review process and staff engagement.

**HOURS: 8**

## 10 - Accounting

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The Complex is a department of the City of Raleigh and operates as an Enterprise Fund. As a department of the City, the Accounting Department works closely with the City of Raleigh Accounting, Budget, Treasury, Accounting, and Procurement departments. Business functions of the Accounting Department include budget preparation, accounting and reporting for all capital improvement plans (CIP) and operating revenues and expenses.

### Overview:

The RCPAC Accounting Department works with the Director, Assistant Directors, and Budget Managers to prepare the operational and CIP budgets for each venue. The Accounting Department assists RCPAC staff to ensure compliance with all local, State and Federal procurement, contract, and fiscal regulations.

### Challenges:

The Accounting Department works with many challenges each day. They are responsible for accounting for all revenues and expenses for the RCPAC facilities by venue, by event/project. All financial transactions must be recorded according to Generally Accepted Accounting Principles (GAAP). They are responsible for invoicing/settling every event at the Duke Energy Center for the Performing Arts (PAC), the Raleigh Convention Center (RCC), Red Hat Amphitheater (RHA) and Special Events. Live Nation has a contract with the City to operate Walnut Creek (WC). As a result, the RCPAC Accounting Department is only responsible for CIP at WC. The Accounting department works closely with the PAC Box Office team, to ensure all ticket sales are properly recorded to the correct event. Additionally, the Accounting Department oversees all contracts. At fiscal year-end, all work is audited by a third-party company to ensure all transactions are in compliance.

### Action Items:

1. Employee will learn how the Accounting Department captures revenue, expense, and contract information in order to invoice/settle events.
2. Employees will learn how the Accounting Department creates financial statements for events and RCPAC management.
3. The Accounting Department will communicate to the employee the importance of adhering to internal and external policies and regulations, the sensitive nature of certain financial information, and the importance of maintaining correct books and records.

**HOURS: 6**

## 11 – Marketing

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### Raleigh Convention Center

The Marketing Team at the Raleigh Convention Center works to support the needs of the RCC Sales Team in attracting events with significant economic impact potential for our community.

#### Overview

RCC Marketing works closely with RCC Sales to strategize, develop, and deploy targeted campaigns to raise the facility's profile and brand, reach prospective clients, and reinforce positive business relationships with existing clients. Deliverables include print and digital client-facing collateral, social media and website content, and departmental branding management.

#### Challenges

- Coronavirus: The ability to hold events is entirely dependent on government mandates, of which we have no or very little advance notice. Once events return, the cost of doing business for the RCC and its client will increase significantly as health and safety requirements are expanded.
- Multiple contracts: The structure of our facility requires planners to sign multiple contracts (with the building, catering, hotels, etc.)
- Limited hotel room inventory: A lack of hotel inventory continues to limit the size of groups we can host based on our inability to commit to more than 700-800 room nights on peak.
- Lack of geographical attractions, destination attractions, activities, theme parks: Our location in a second-tier city does not offer the same appeal as our competitors with easy access to theme parks, beaches, mountains, etc.
- HB2 and the perceptions of the Southeast/North Carolina: Seven states have travel bans to N.C., impacting attendance from state workers, corporations, and associations and preventing clients from securing speakers. Organizations have had to choose a different destination based on their attendees' feedback due to perceptions of N.C. and state politics.

#### Action Items

1. Employee will review the current RCC Sales & Marketing Plan
2. Employee will shadow the RCC Marketing Manager and learn the nuances of marketing the facility to a variety of clients
3. Employee will create a short-term internal marketing campaign based on the Complex's values, measured by KPIs determined by the employee and RCC marketing manager OR employee will create content for two staff-focused #MEETtheRCC social media posts based on the current RCC Sales & Marketing Plan.
4. Focusing on a specific target market, employee will present on a client gift, taking into consideration any problems or concerns of the client when considering booking with us.

**HOURS: 8**

## 11 – Marketing cont'd

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### Duke Energy Center for the Performing Arts

The Marketing department's objective is to promote the Duke Energy Center as Raleigh's Premier Arts Venue, while also providing marketing support for in-house and rental events.

#### Overview

The Marketing department creates and implements marketing strategies to increase awareness of the Duke Energy Center and the events hosted in the center's four venues. The Marketing team creates and manages advertising plans for produced and co-produced events, including placing traditional and digital media buys. The team also works with our five resident companies (Carolina Ballet, NC Symphony, NC Opera, NC Theatre, and PineCone) and other promoters to oversee marketing initiatives and ensure all marketing collateral conforms to branding guidelines. The Marketing department works closely with the Booking Department and Box Office to confirm event timelines for announce, presale, and on sale are followed.

#### Challenges

- Market Competition - Because we are one of two large performing arts centers within the area, market competition is a challenge that we face daily. We compete not only to secure routed tours, but also to ensure we raise awareness to stand out from our competition.
- Branding Standards- We host over 600 events a year and the marketing team is responsible for ensuring that all event presenters and promoters adhere to our branding standards. This proves as a challenge when each promoter has multiple marketing assets which need to be approved prior to being published across print and digital media.
- Low Ticket Sales – There are times when certain marketing strategies do not meet a campaign goal for ticket sales. When this happens, our team must quickly brainstorm new promotions to assist in raising ticket sales, while working within budget restrictions.
- Coronavirus- The coronavirus has been the largest challenge recently that our center has faced. We rely on rental income from booked events and due to the pandemic, we have not been able to host events since March 2020. Because our current capacity is limited to government restrictions many clients cannot successfully host a profitable performance.

#### Action Items

1. Employee will review our marketing policy and past marketing plans for a produced event. They will learn why certain strategies and promotions are implemented and then will create a new marketing plan for an upcoming event.
2. Will work with Marketing Manager on our client gifts initiative that will be sent to our top clients/promoters. This will include the selection of theme, purchasing of branded items, and creation/shipping of gifts to respective recipients.
3. Will create four social media posts promoting the center and upcoming events.
4. Employee will participate in the weekly Marketing, Box Office, and Booking meeting to assist in brainstorming new marketing initiatives and discuss upcoming event announce and on sale timelines.

**HOURS: 8**



## 12 - Centerplate / Food & Beverage

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Our mission is to make it better to be there. Every time. Everywhere.

By understanding what matters most—to guests, to fans, to communities—we help make the most of every moment through a strategic approach to hospitality.

We craft one-of-a-kind guest experiences that reflect purpose and place, so your presence is valued, your returns are rewarding, and your community connections are authentic.

That's the power of Centerplate.

### Overview

Centerplate is the exclusive Food & Beverage provider for the entire complex. Centerplate proudly administers premium catering and concessions to Raleigh Convention Center, Duke Energy Center for Performing Arts and Red Hat Amphitheater. Within Centerplate there are five main components.

#### Culinary

The Culinary department has several important functions:

- Safely prepare and cook all food within the high standards of the Complex
- Procure and receive all goods and equipment relate to the food services provided at the complex.
- Maintain the back of house and Kitchen to exceed the Wake county Department of Health standards.
- Provide constant upkeep to all the equipment related to the food and beverage back of house.

#### Banquet Operations

The Banquet Department is responsible for all front of house Food and Beverage activities.

- Maintain customer relations for all guests and clients.
- Serve all meals such as Breakfast, lunch, dinners, and receptions.
- Provide custom bar services.
- Maintain inventory of goods and services for use in final event accounting.

#### Concessions

The Concessions is responsible for providing retail, individually paid for, food and beverage services. Concession areas are placed throughout Raleigh Convention Center, Duke Energy Center and Red Hat Amphitheater.

- Maintain accounting procedures for all concessions sales.
- Monitor sales data to properly order and receive adequate supplies for each event.
- Set up and break down custom portable retail areas within each property based on event type and attendance.

## Sales

The Sales department is the first point of contact for the Food & Beverage department.

- Build and maintain a customer data base
- Remain in constant contact with each client and gather important details to make each event a success.
- Attend Pre-Con meetings, industry relevant networking events, and chef tables.
- Work hand in hand with RCC sales team and PAC Resident companies with the purpose of maximizing revenue.

## Accounting/Admin

The Accounting/Admin team handles all accounting and employee relations.

- Maintain accounting work for concessions and catering activity such as credit card reconciliation, billing, etc.
- Lead job fairs and hiring efforts.
- Administer keys, phones, badges, and other necessary assets to eligible employees.
- Work directly with Corporate to close financials on a monthly basis.

## Challenges

One of the biggest challenges within the department is balancing a busy schedule. Our operational hours are very early in the morning to late in the evening and all events need the same level of coverage.

## Action Items

1. Complete a shift on the production line in the kitchen.
2. Complete a shift in the concession department during a peak operational period.
3. Shadow a banquet server during one of our meal periods.
4. Review a BEO with Centerplate Sales Manager for an upcoming event and discuss client conversations to ensure all details are covered to successfully run the event.

**HOURS: 8**

## 13 – Red Hat Amphitheater

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Red Hat Amphitheater is a 5,990-seat open-air amphitheater in the heart of Downtown Raleigh. We have partnered with Live Nation to book and produce 35+ shows a season. We also work closely with the RCC to accommodate any interior conferences that would like to have an outdoor component to their event.

### Overview

Our goal is to ensure that the venue is show ready before any production staff or tour steps foot into the facility. This means making sure both front and back of house are set and reflect each tour's needs. It is the job for each of our onsite city staff to serve as a liaison between client needs and actual city deliverables.

### Challenges

- Trying to match client expectations within the parameters of actual city deliverables.
- Managing interior RCC events that are in tandem with Red Hat shows i.e., backstage traffic, staff parking, accessible inside space for show M&G's.
- Managing weather! Ensuring the safety of our staff and attendees when there is inclement weather.
- Managing communication between RPD, City staff and LN staff during ingress and egress.

### Action Items

1. Complete 1<sup>st</sup> shift in amp on show day
  - a. Manage Pre-Load-In and Pre-Show checklist items – check seating manifest, backstage clear of cars for tour parking, dressing rooms set and ready for cleaning crew, interior space secure and set for M&G, supervise load in - making sure everyone is wearing proper safety gear, make sure FOH is set
2. Complete 2<sup>nd</sup> shift in amp on show day
  - a. Manage Show and Post show checklist items - monitor weather, post to social accounts, check on city staff, make sure dressing rooms are cleaned out, and make sure all tents are broken down

**HOURS: 8**

## 14 – IT Services

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IT Services is responsible for providing technology services to the staff and clients at RCPAC. We provide internet, networking, and A/V services to the clients of the facilities and provide computer and network services for the staff.

### Overview

IT services provides network and internet services to clients at the Convention Center, Performing Arts Center, and Red Hat Amphitheater. Services include wired internet services, custom wireless networks, VoIP phones, and in-building custom networking to interconnect client spaces. We also provide in-house A/V services including audio systems, projectors, and screens. IT Services also manages the facility network and computer services that support staff operations. Provided services include Ungerboeck administration and troubleshooting, PC and laptop management, network infrastructure management, customer support, and management of server systems including file, print, monitoring, backup, web, and application servers. Additionally, IT services supports the network portion of other departmental services, such as maintaining the network backbone for the security video and access control systems and providing the backbone of Centerplate's private computer network.

### Challenges

One of the largest challenges in IT Services is prioritizing and managing the wide variety of services that we provide. At any given time, we may be installing, configuring, and removing client services, managing help desk tickets, monitoring, and maintaining server and network systems, and managing IT projects. Keeping everything working, keeping both the staff and the customers happy, and keeping projects on schedule is the biggest challenge. A second big challenge is determining exact client network needs. Often clients know generally what they want to accomplish but may not know what network service they need. Working with clients to determine their network requirements and matching our available services to their requirements is a challenge. The third big challenge is the fluid nature of events. Event requirements may change up to and even during an event. Providing flexible services and quickly adapting to changing client needs is a challenge.

### Action Items

1. Attend a client meeting to discuss the client's network and A/V needs.
2. Install network and A/V services for an event.
3. Shadow an IT team member to diagnose and resolve help desk tickets.

**HOURS: 6**

## Program Checklist

If you are interested in participating in the RCPAC Emerging Leaders Program, you must complete 120 hours of shadowing the SME of each department to complete the program. Below is the checklist that will be used to show completion of hours in each department.

### Departmental Knowledge Base

In order to gain hours from each applicable area listed below, you must be able to:

- Define the roles and responsibilities of the department
- Define the departmental goals and mission
- Identify the day-to-day challenges of the department

DEPARTMENT		HRS	DPT. SIGNATURE	DATE	✓
1 – Sales	RCC	6			
	DECPA	6			
2 – DECPA Box Office		8			
3 – Events, Front of House	RCC	8			
	DECPA	8			
4 – DECPA Production		10			
5 - Maintenance & Operations		8			
6 – Setup & Cleaning		8			
7 – Security		6			
8 – Human Resources		8			
9 – Accounting		6			
10 – Marketing	RCC	8			
	DECPA	8			
11 – Centerplate		8			
12 – Red Hat Amphitheater		8			
13 – IT Services		6			
TOTAL HOURS		120			

## Department Checklist for Completion

DEPARTMENT:	
CANDIDATE NAME:	

### CHECKLIST



The employee can define the roles and responsibilities of the department	
The employee has identified the daily challenges of the department	
The employee has shadowed a SME to understand daily duties & responsibilities of those within the department	
The employee was an active participant, asked questions and communicated ideas/suggestions for the department as a whole	
The employee has communicated how this learning will help them in their current role	

### NOTES:

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### DIRECTOR'S COMPLETION SIGNATURE:

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## Emerging Leaders Application

### Personal Information

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NAME:	
DEPARTMENT:	
PHONE:	
EMAIL:	
DIRECTOR:	

### Candidate Criteria

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- Must have completed two (2) years working full-time within RCPAC
- Must have a desire to gain additional knowledge and skills of our business
- Must be willing to complete the 120 hours of shadowing a Subject Matter Expert (SME)
- Must have a recommendation from your Department Head to submit with application
- Must not have received any disciplinary action within the last 12 months

What are your Career Plans and Goals?

Why would this program be beneficial to you?

What will you do with the knowledge gained from this program?

**\*\*Please submit a reference from your Department Head with this application\*\***