

Massachusetts Convention Center Authority

Thursday – May 18, 2023
10:00 a.m. – 12:00 p.m.
Boston Convention & Exhibition Center
415 Summer Street
Boston, MA 02210
Meeting Room 052A

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Convention Center Authority.

The meeting will take place VIA MICROSOFT TEAMS [Click here to join the meeting](#) OR JOIN BY PHONE: DIAL-IN NUMBER: +1-857-702-2232
Phone Conference ID: 580 552 751#

AGENDA

- I. Roll Call
- II. Review and Adoption of Minutes of April 13, 2023
- III. Review and Adoption of Minutes of April 13, 2023 Executive Session
- IV. Executive Director's Report
- V. Boston Convention Marketing Center Performance Report
- VI. MassMutual Center/MGM Springfield Sales and Marketing Update
- VII. Report of Administration, Finance & Personnel Committee
 1. Draft FY 2024 Operation and Capital Budget Presentation
- VIII. Report of Development & Construction Committee
 1. Vertical Concrete Repair [VOTE]
 2. Hynes Update CM at Risk [VOTE]
 3. Springfield Garage Budget [VOTE]
 4. BCEC LED Lighting Retrofits [VOTE]
- IX. Executive Session: To discuss strategy with respect to litigation if an open session may have a detrimental effect on the Authority's litigating position.
- X. Old Business
- XI. New Business
- XII. Adjournment



Boston Convention Marketing Center

Performance Report / MCCA Board Meeting – May 2023

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March & April 2023

- KNect365 US, Inc. Tides 2024
 - Hynes event for May 2024 with 1,127 room nights
- American Association of Nurse Anesthesiology Annual Congress 2026
 - BCEC event for August 2026 with 5,950 room nights
- American Association of Orthodontists Annual Session 2030
 - BCEC event for April 2030 with 18,450 room nights



YTD (July 2022 – April 2023)

	Bulls Eye *	Non Bulls Eye	Totals
BCEC Events	19	1	20
Hynes Events	0	4	4
Total Events	19	5	24

BCEC Room Nights	247,444	1,390	248,834
Hynes Room Nights	0	7,555	7,555
Total Room Nights	247,444	8,945	256,389

*Bulls Eye = 1,000 rooms on peak or more

March & April 2023

	# of Events
BCEC Events	10
HYNES Events	7
Lawn on D Events	18
Total Events	35
BCEC Room Nights	0
HYNES Room Nights	0
Lawn on D Room Nights	0
Total Room Nights	0

YTD (July 2022 – April 2023)

	# of Events
BCEC Events	40
HYNES Events	36
Lawn on D Events	56
Total Events	132
BCEC Room Nights	1,703
HYNES Room Nights	4,316
Lawn on D Room Nights	0
Total Room Nights	6,019

Event & Media Sales – March & April 2023

- Interest in the Hynes in 2023 and 2024 across all market segments continues to be strong
- Strong demand in May 2023 from ICW events at the BCEC and HYNES
- Of the 24 events contracted in April, half were Lawn on D events
- Sponsorship & Advertising generated over \$100,000 in revenue for the 4th time this fiscal year



BCEC & Hynes Events May – June 2023

2023 Event Name	Building	Dates	Total Rooms
Veeva Systems Inc. Commercial and Medical Summit 2023	BCEC	05/02/23 - 05/03/23	3,161
American College of Surgeons Combined Otolaryngology Spring Meetings 2023	Hynes	05/04/23 - 05/06/23	4,562
International Society for Pharmacoeconomics & Outcomes Research Annual Meeting 2023	BCEC	05/07/23 - 05/10/23	2,888
ISACA Digital Trust World Conference Boston 2023	Hynes	05/07/23 - 05/12/23	3,705
PTC Inc. LiveWorx 2023	BCEC	05/15/23 - 05/17/23	11,135
Cambridge Innovation Institute PEGS Boston 2023	Hynes	05/15/23 - 05/18/23	4,699
Cambridge Innovation Institute Bio-It World Conference & Expo 2023	Hynes	05/16/23 - 05/18/23	2,151
Red Hat Inc. Red Hat Summit 2023	BCEC	05/23/23 - 05/25/23	21,100

BCEC & Hynes Events May – June 2023

2023 Event Name	Building	Dates	Total Rooms
The Electrochemical Society Spring Biannual Meeting 2023	Hynes	05/29/23 - 06/02/23	4,075
Biotechnology Innovation Organization International Convention 2023	BCEC	06/06/23 - 06/08/23	29,375
Society for Mining, Metallurgy and Exploration, Inc. Rapid Excavation and Tunneling Conference 2023	Hynes	06/12/23 - 06/14/23	2,937
International Society for Stem Cell Research Annual Meeting 2023	BCEC	06/14/23 - 06/17/23	10,201
International Society of Arthroscopy, Knee Surgery and Orthopaedic Sports Medicine Biennial Congress 2023	Hynes	06/18/23 - 06/21/23	9,130
Drug Information Association Annual Meeting 2023	BCEC	06/25/23 - 06/28/23	23,867
American Society of Mechanical Engineers Turbo Expo 2023	Hynes	06/25/23 - 06/30/23	4,025

A Look at Costs in U.S. Cities To the Show Owner and the Show Exhibitor

- Hotel Costs (Room Rates) are High in Boston. The top 3 according to STR are typically:
 - New York
 - San Francisco
 - Boston
- Why Do Customers Still Pick Boston
 - They Do Better in terms of attendance
 - They Do Better because of exhibitor draw
 - They Do Better because of financial performance
 - They Do Better because Boston is a destination that Show Owners, Exhibitors and especially attendees want to go to

Much of the work associated with an event occurs before the event starts and after the event ends (from the outside it looks like nothing is going on in the convention center) and is very labor intensive.

The following is a peak at some of the rates that Show Owners and Exhibitors must pay.



A Recent Survey of Material Handling & Labor Rates by The Exhibitor Advocate, Tradeshow Logic and Evolio Marketing

The survey evaluated 160 events in 16 cities by reviewing the “Exhibitor Manuals & Rates” publications associated with those 160 events. This survey was done for events occurring in the calendar year 2022.

- The 3 categories that were evaluated were:
 - Material Handling (the is the movement of freight from the docks to the show floor before the show starts and back to the docks when the show is over).
 - Electrical Labor Rate (the connection costs of electricity that occurs inside the booth on the show floor).
 - Installation and Dismantle Labor Costs are the costs associated with the assembly of the booth before the show starts and the teardown of the booth when the show ends.



A Recent Survey of Material Handling & Labor Rates by The Exhibitor Advocate, Tradeshow Logic and Evolio Marketing

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- The average costs in these 3 categories across the 160 events in 2022 were:
 - Material Handling in straight time (\$1.88/pound)
 - Electrical Labor Rate in straight time (\$132/hour)
 - Installation and Dismantle Rate (\$140/hour)
- Costs will increase per the associated labor contracts in a given destination.
 - Overtime rates
 - Double-time rates
 - Work performed after various deadlines are defined for work to be completed.
- These are part of the cost evaluations that are done by:
 - An event when selecting a city location.
 - An exhibitor in deciding what events they will participate in.



2022 Material Handling & Labor Rates for 160 Events Across 16 U.S. Exhibition Cities

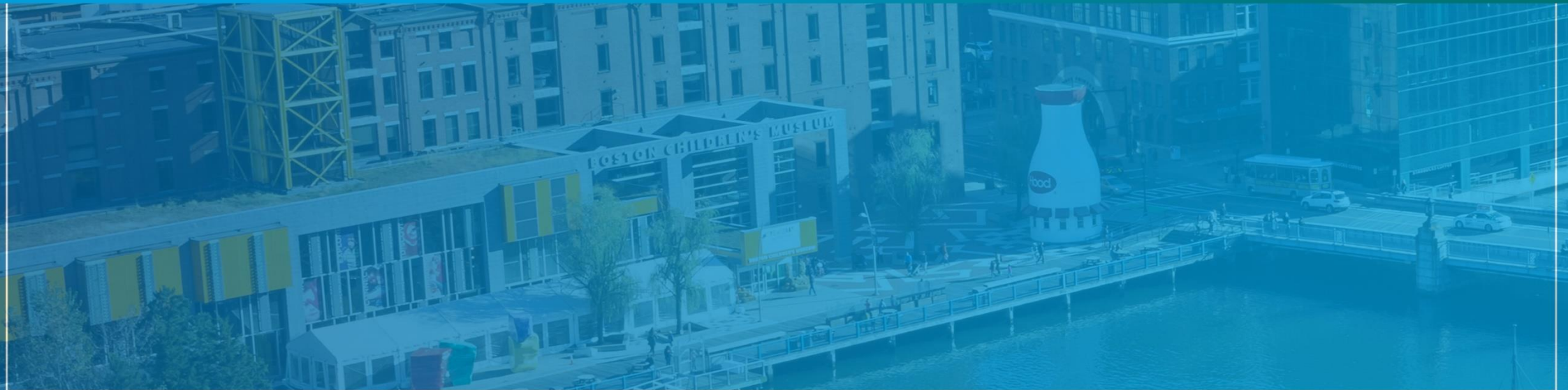
2022 Material Handling & Labor Rates Across 16 U.S. Exhibition Cities			
	Display Labor	Electrical Labor	Material Handling
	Straight Time	Straight Time	Before Deadline
Anaheim	\$153.18	\$155.08	\$2.18
Atlanta	\$99.66	\$114.49	\$1.02
Boston	\$176.70	\$168.54	\$2.66
Chicago	\$172.33	\$135.98	\$2.06
Dallas	\$109.88	\$114.81	\$1.44
Houston	\$115.43	\$99.71	\$1.24
Las Vegas	\$119.45	\$140.02	\$1.42
Nashville	\$117.30	\$77.00	\$1.56
New Orleans	\$117.30	\$77.00	\$1.40
New York	\$235.05	\$150.00	\$2.73
Orlando	\$111.91	\$124.47	\$1.30
Philadelphia	\$153.56	\$187.60	\$2.86
San Antonio	\$111.13	\$111.79	\$1.46
San Diego	\$158.48	\$162.61	\$2.03
San Francisco	\$163.15	\$187.06	\$2.26
Washington D.C.	\$121.52	\$107.44	\$2.40
US Average	\$139.75	\$132.10	\$1.88
Boston Rank	2nd	3rd	3rd



Thank you!

Remarkable Experiences. Imagination Realized.

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MassMutual Center HIGHLIGHTS

General Updates



- 10/10 – Likelihood to Return
- 10/10 – Likelihood to Recommend
- Client Comment:
 - *The MMC has been our home since 2013. I am sad my term of office is ending but I hope the next in line continues a relationship w the MMC. I was only able to give one answer - but the MMC is ALL OF THE ABOVE on the decision to hold our events.*



- 10/10 – Likelihood to Return
- 8/10 – Likelihood to Recommend
- Client Comment:
 - *Julio – I've lost track of how many times it happened, but I just want to let you know that many people (from our staff and vendors) came up to tell me how wonderful you are to work with! I totally agree! You were incredibly responsive and accommodating on site. You took care of everything we asked for and seemed to be available all hours of the day.*
 - *Wayne, Chris, and Ted – Thank you for all of your wonderful work at our Annual Meeting last weekend. I received so many compliments on the food! Please pass that along to your chef! The Staff and the Head Table team were especially pleased with everything they were served!*



In the category of Attractions:

- Cindy Burke: MassMutual Center
- Debbie Little: MassMutual Center

In the Category of Beverage:

- Andrew Fabin: MassMutual Center

In the Category of Banquet & Meetings:

- Julio Pagan: MassMutual Center



SALES UPDATE – APRIL 2023

21

NEW INQUIRIES

70

OPEN & WORKING

April 2023			FY23 YTD		
Category	Total	Room Nights	Category	Total	Room Nights
Definite Booked					
11 Bookings*	\$206,750	850	75 Bookings*	\$1,147,779	12,178
Tentative Booking					
7 Bookings	\$120,770	125	16 Bookings	\$466,555	125
Cancellations					
0 Bookings	\$0		1 Bookings	\$10,000	
Lost/Turndown					
0 Bookings	\$0		0 Bookings	\$0	

*3 Bulls Eye Bookings

*13 Bulls Eye Bookings



**NEW ENGLAND
GROOMING
SHOW**



June Client Event

- In conjunction with GSCVB and Six Flags New England
- 50 MMC Client's Invited with a target of 15 in attendance
- Dinner and Building Tour

1st Quarter Sales Productivity Recap

- 120% of 1st Quarter Rental/Catering Goal
 - 42% of Booking were New
 - 38% of confirmed Room Night were New

New England Society of Association Executives Annual Meeting

- MMC is Gold sponsor
- 3 slide to present at Plenary Sessions



Draft FY 2024 Budget

MCCA Board Meeting

May 18, 2023

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FY 2023 Update

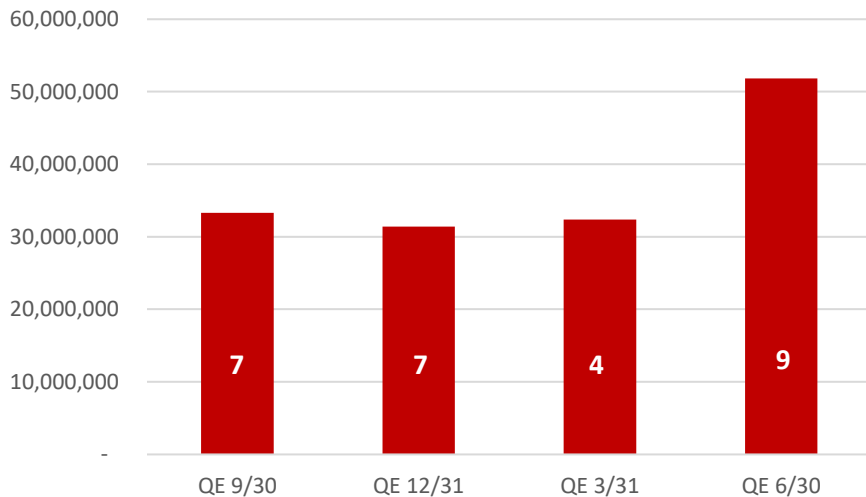
Massachusetts Convention Center Authority
Consolidated Statement of Operations - Budget vs. Actual
For the Month Ended March 31, 2023

	Budget March	Actual March	Variance Favorable/ (Unfavorable)	Budget Year to Date	Actual Year to Date	Variance Favorable/ (Unfavorable)	FY23 Original Annual Budget
Revenues:							
BCEC	\$ 2,834,845	\$ 5,234,547	\$ 2,399,702	\$ 21,179,889	\$ 29,708,924	\$ 8,529,035	\$ 28,950,207
Lawn on D	20,833	20,863	30	1,013,446	1,696,029	682,583	1,610,000
Hynes	1,287,862	2,279,317	991,455	7,295,357	10,236,564	2,941,207	10,388,589
Boston Common Garage	893,023	928,925	35,902	8,469,731	8,633,901	164,170	11,517,424
MassMutual Center	721,137	1,607,567	886,430	3,553,442	5,241,695	1,688,253	5,172,938
Springfield Civic Center Garage	—	—	—	—	848	848	—
Other Income	58,929	68,865	9,936	535,921	780,110	244,189	711,767
Total revenues	5,816,629	10,140,084	4,323,455	42,047,786	56,298,071	14,250,285	58,350,925
Expenses:							
BCEC	3,337,022	4,649,275	(1,312,253)	26,827,248	28,177,710	(1,350,462)	35,834,549
Lawn on D	46,666	35,684	10,982	578,951	493,759	85,192	868,024
Hynes	1,417,842	1,297,604	120,238	10,690,174	9,803,486	886,688	14,354,288
Boston Common Garage	221,203	206,578	14,625	2,004,869	1,675,890	328,979	2,687,391
MassMutual Center	1,017,339	1,943,171	(925,832)	7,619,929	9,160,770	(1,540,841)	10,233,346
Springfield Civic Center Garage	—	990	(990)	—	16,647	(16,647)	—
Subtotal operations	6,040,072	8,133,302	(2,093,230)	47,721,171	49,328,262	(1,607,091)	63,977,598
Central administration	979,393	884,618	94,775	8,506,565	6,949,254	1,557,311	11,356,742
Sales and marketing	675,833	490,286	185,547	5,632,499	4,013,047	1,619,452	7,510,000
Total expenses	7,695,298	9,508,206	(1,812,908)	61,860,235	60,290,563	1,569,672	82,844,340
Net income from/(cost of) operations	\$ (1,878,669)	\$ 631,878	\$ 2,510,547	\$ (19,812,449)	\$ (3,992,492)	\$ 15,819,957	\$ (24,493,415)

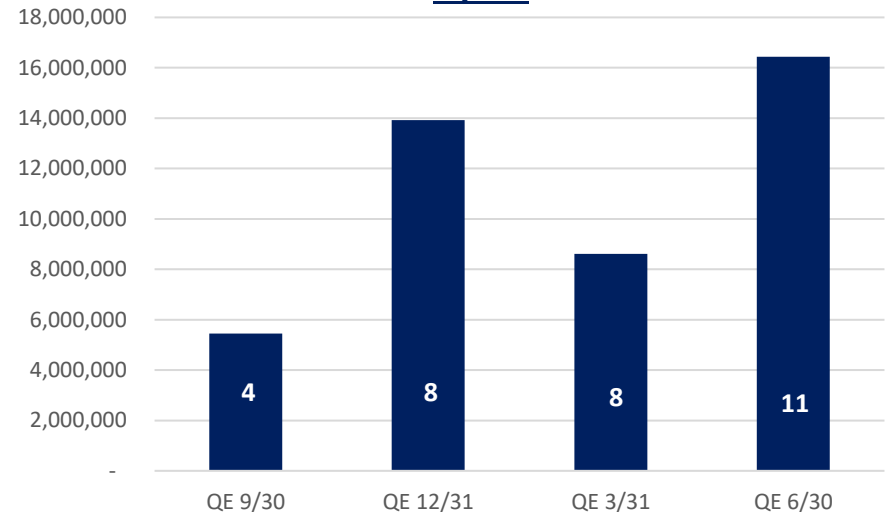
FY 2023 Update

Strong 4th Quarter Underway

BCEC



Hynes



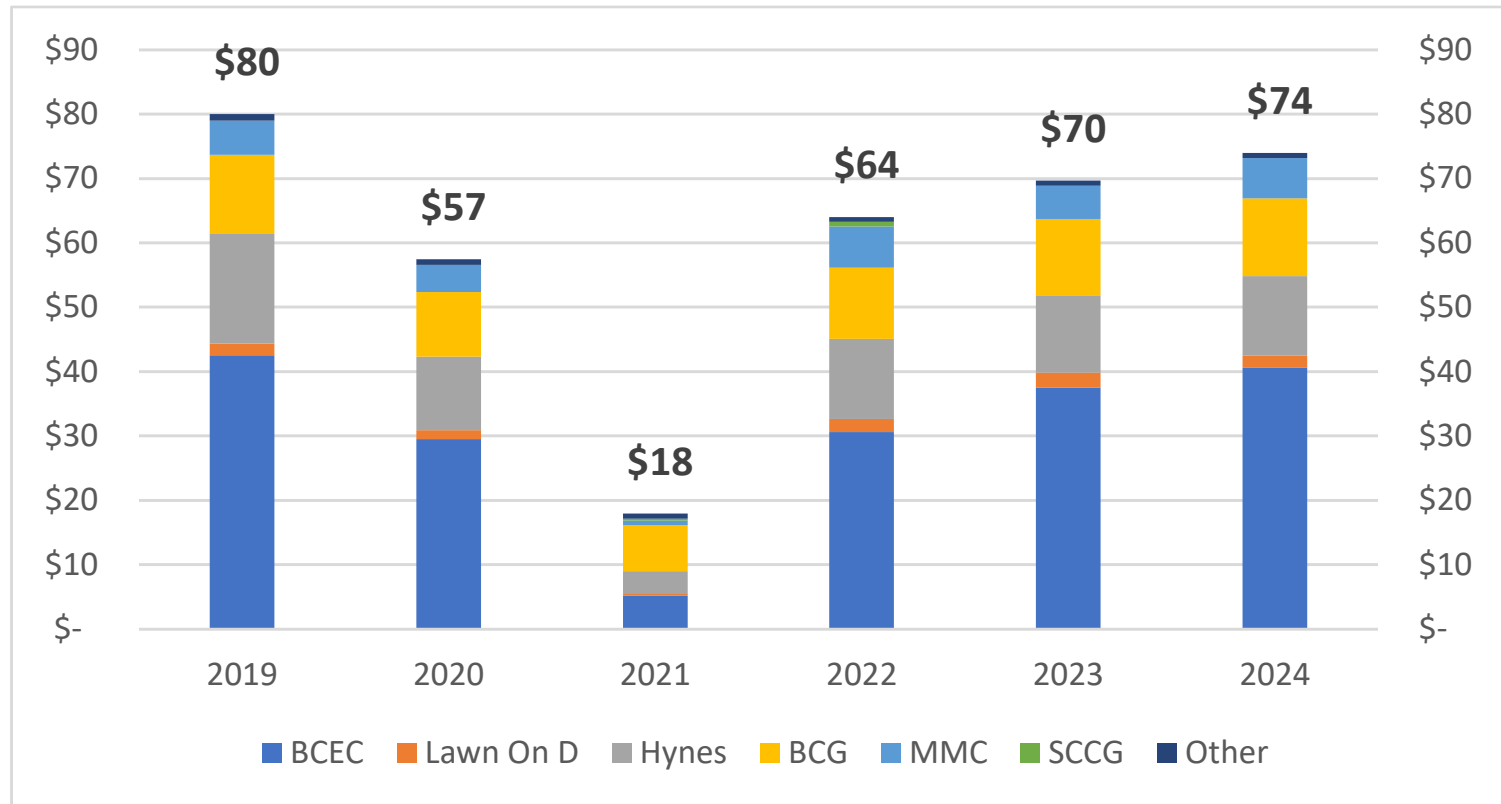
- Contracted square footage (left axis) and citywide count peak in Q4.
- Show consumption in services and F&B continues to exceed budgeted expectations.

Key Themes in FY 2024

- Reduce cost of operations impact on CCF
- Funding venue upkeep and key strategic initiatives of the MCCA
- Focus on restoring staffing plan and investing in our people
- Key initiatives:
 - Launch new website and intranet
 - Complete branding refresh
 - Venue-focused strategic reviews and planning
 - Leverage technology and software to enhance business processes
- Challenges to execution:
 - Inflation and increasing costs
 - Hiring market
 - Uncertainty of economic backdrop over the next 12 months

FY2024 Revenue Budget

Annual Revenues from Operations, by Venue \$s in Millions



FY 2024 Revenue Budget

Venue Event Projections

	FY19	FY20	FY21	FY22	FY23B	FY23P	FY24
BCEC							
BullsEye (Citywide)	24	11	1	22	28	27	25
Other Citywide	6	7	0	6	6	3	5
Gate Shows	4	4	0	4	4	3	3
Short Term	62	48	3	23	28	65	28
total	96	70	4	55	66	98	61
Hynes							
BullsEye (Citywide)	22	14	-	14	16	15	11
Other Citywide	18	17	-	14	17	16	13
Short Term	87	75	7	23	27	47	32
total	127	106	7	51	60	78	56
LawnOnD	109	71	13	48	85	100	71

BCEC Large Events

- **19 Association**
- **7 Corporate**
- **4 Trade Show**
 - **3 Gate**

Hynes Large Events

- **22 Association**
- **1 Corporate**
- **1 Trade Show**
 - **1 Gate**

BCG / Parking

12 Month Total by Month*

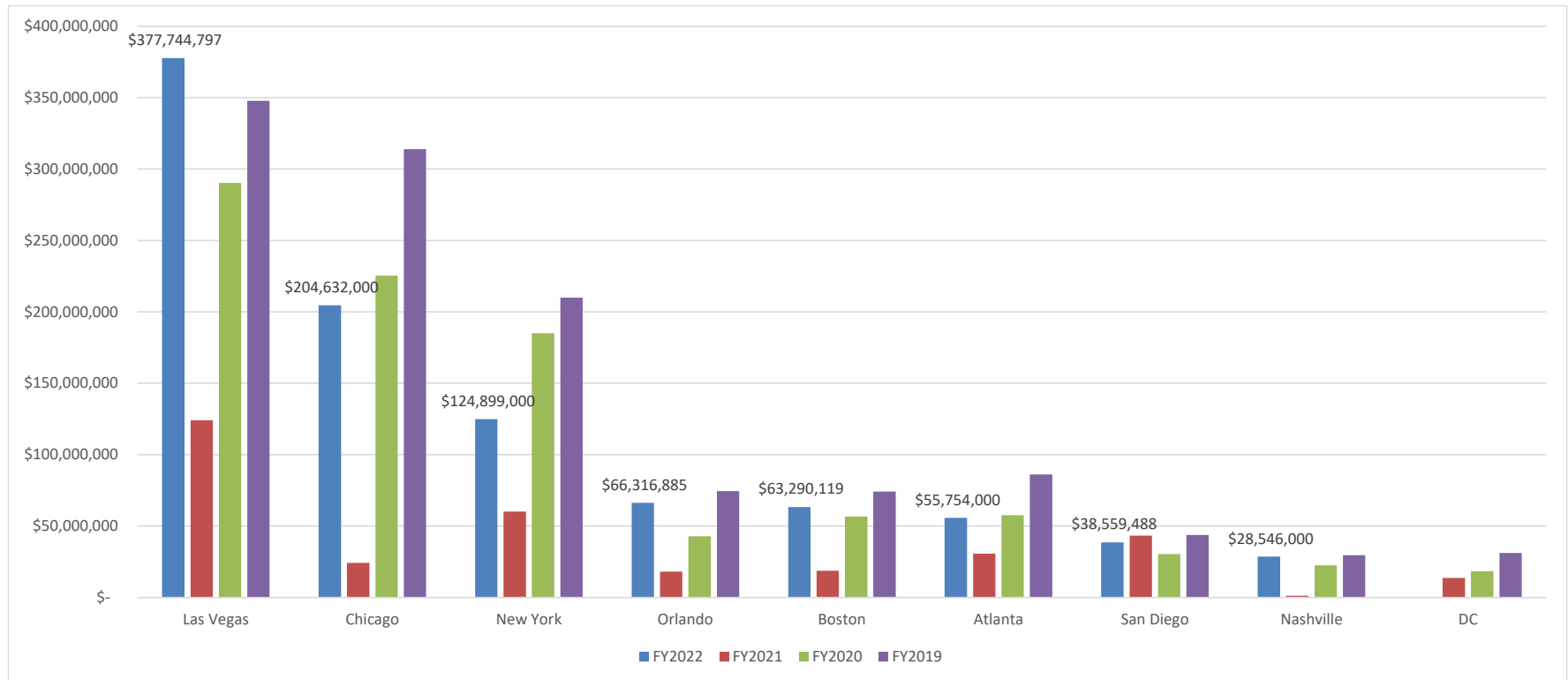


*For example, Mar-23 represents total BCG revenues from April 2022 March 2023.

- Modest growth projected for BCG - \$12.07 million (2% from FY23)
- Lot on D valet parking - \$1.76 million.
- No revenue projected for Springfield Garage

FY 2024 Revenue Budget

Other Venue Comparisons



- Operating revenue listed from FY19-FY22 from 9 listed locations
- Locations with blanks did not provide financials for that fiscal year (COVID-19 + Biennial Reports)

Measuring Our Impact

The MCCA's mission is to **generate significant regional economic activity** by attracting conventions, tradeshow, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts.



Hotel Nights*
675,000



Attendees
705,000



FY 2024 Economic Impact

\$850M

Taxes

\$45 M



Jobs
6,850

ECONOMIC IMPACTS OF THE MMC (GROSS)



\$47.1M
Total
Economic
Impact



555
Total
Jobs
Generated

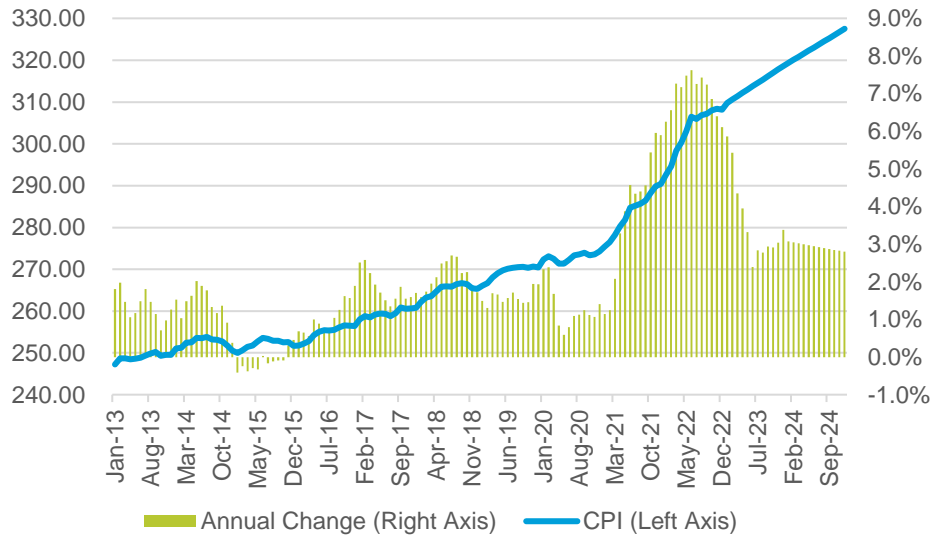


\$4.4M
Total
State & Local
Tax Revenues

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*Assumes 30% of MCCA attendees staying in Boston/Cambridge hotels book their lodging independently from the captured hotel block count. *Tourism Economics*, 2015. http://www.meetings-conventions.com/uploadedFiles/News/Breaking_News/Industry_Associations/Event-Room-Demand-Study.pdf

Key Expense Drivers



*CPI = Northeast-US, All Items, the index benchmark commonly-used by the Authority for adjusting for inflation in multi-year agreements.

- **Utilities**
 - Electricity commodity price up across all venues – tied to natural gas market volatility
- **Pressure on staffing / benefits budget**
- **Interest-linked costs**
 - Maintenance and repair
 - Cleaning / house labor
 - Building supplies and equipment
- **Event services demands returning to pre-covid utilization and spending**
- **Sales and marketing restored back to pre-covid budgets**

FY 2024 Operating Expense by Category

	FY 19 Actual	FY 22 Actual	FY23 Adopted	FY23 Projected	FY24 Proposed	FY24PvsFY23B		FY24PvsFY19A	
						\$Change	%Change	\$Change	%Change
Benefits	\$ 3,894,676	\$ 3,690,871	\$ 4,597,023	\$ 4,335,341	\$ 4,987,894	\$ 390,871	8.5%	\$ 1,093,218	28.1%
Cleaning and Labor Services	9,899,258	4,368,602	6,654,409	7,818,118	9,412,097	2,757,688	41.4%	(487,161)	-4.9%
Contracted Services	11,022,321	6,418,905	8,813,929	8,734,679	10,138,278	1,324,349	15.0%	(884,043)	-8.0%
External Relations	1,291,641	683,374	1,718,424	1,424,388	1,592,369	(126,055)	-7.3%	300,728	23.3%
Fiscal Fees	2,324,846	2,930,172	1,548,217	1,663,695	1,546,550	(1,667)	-0.1%	(778,295)	-33.5%
Garage Operations Services	637,918	827,432	729,183	659,968	746,553	17,370	2.4%	108,635	17.0%
Insurance	1,684,264	1,774,768	2,125,800	1,969,624	2,597,690	471,890	22.2%	913,426	54.2%
Legal	263,590	166,858	305,316	960,110	434,112	128,796	42.2%	170,522	64.7%
Marketing and Sales	7,494,237	4,762,113	7,551,700	6,144,025	8,101,262	549,562	7.3%	607,025	8.1%
Office and Administrative	1,773,664	1,956,797	2,581,799	2,296,241	2,853,325	271,526	10.5%	1,079,662	60.9%
Operating & Building Supplies	2,629,492	1,729,504	2,333,969	2,271,493	2,812,870	478,901	20.5%	183,377	7.0%
Parking Services	750,316	607,535	709,500	1,612,613	1,708,420	998,920	140.8%	958,104	127.7%
Rigging Services	40,226	115,026	55,858	55,858	52,000	(3,858)	-6.9%	11,774	29.3%
Salaries	23,880,473	20,827,406	25,480,000	24,659,069	28,434,767	2,954,768	11.6%	4,554,294	19.1%
Security Services	3,410,694	2,206,484	2,508,653	2,804,877	3,391,107	882,454	35.2%	(19,586)	-0.6%
Transportation Services	2,545,324	1,802,499	3,246,553	1,963,639	2,031,186	(1,215,367)	-37.4%	(514,139)	-20.2%
Utilities	10,570,084	8,454,562	11,884,007	12,169,609	13,161,936	1,277,929	10.8%	2,591,851	24.5%
TOTAL MCCA EXPENSES	\$ 84,113,024	\$ 63,322,909	\$ 82,844,341	\$ 81,543,347	\$ 94,002,416	\$ 11,158,075	13.5%	\$ 9,889,392	11.8%

- Growth of 12% from FY2019 compares to 22% in inflation.

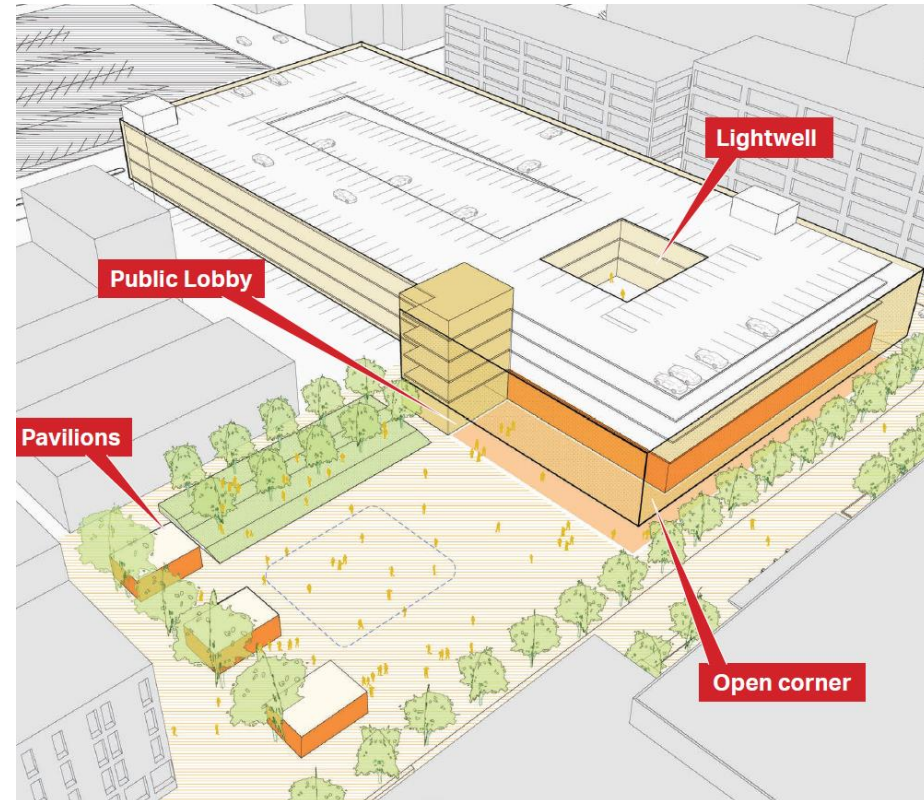
Pro-forma Budget Assumptions

	FY 22 Actual	FY 23 Adopted	FY 24 Proposed	% Change FY24 v 23
Revenues*	\$ 64,032,917	\$ 58,350,925	\$ 73,949,361	27%
Expenses	\$ 63,322,909	\$ 82,844,341	\$ 94,002,416	13%
Net impact of Operations to CCF	\$ (466,144)	\$ 23,997,748	\$ 19,534,616	-19%
*Includes proceeds from grants and repatment of Boston Tea Party Ships and Museums Loan (\$18 million)				

- \$19.5 million operating impact to CCF for FY24
- Historically we actualize with less impact due primarily to expense savings, specifically payroll.

Capital Project Planning for FY2024

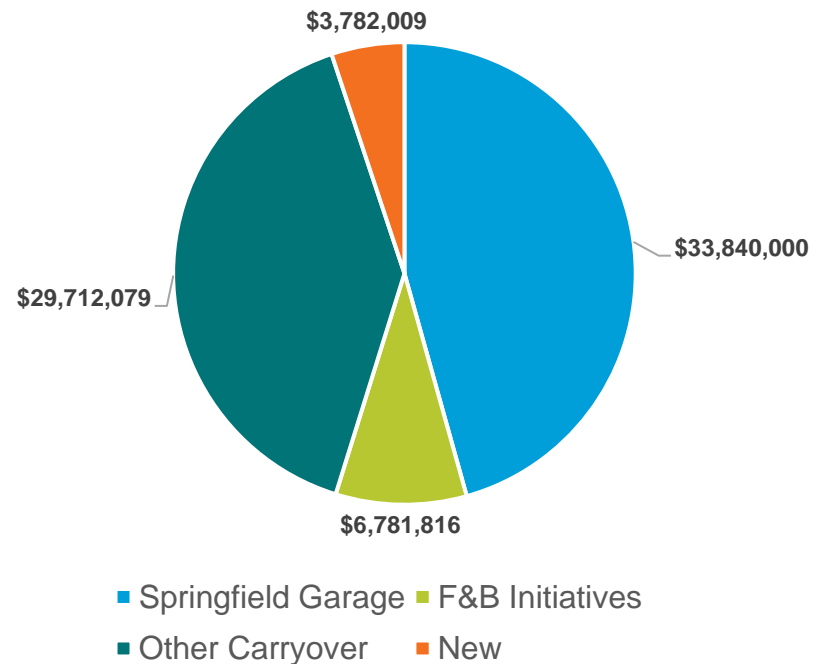
- Received over \$45m in new project requests
- Project Type
 - Type 1: Assessment/Feasibility
 - Type 2: Equipment/System Replacement
 - Type 3: Facility Improvement/Capital Replacement
 - Type 4: Strategic Investment
- DRAFT Budget Request: **\$75 Million**
 - **\$6,780,000** in funding offsets from Boston and Springfield contracted operators.



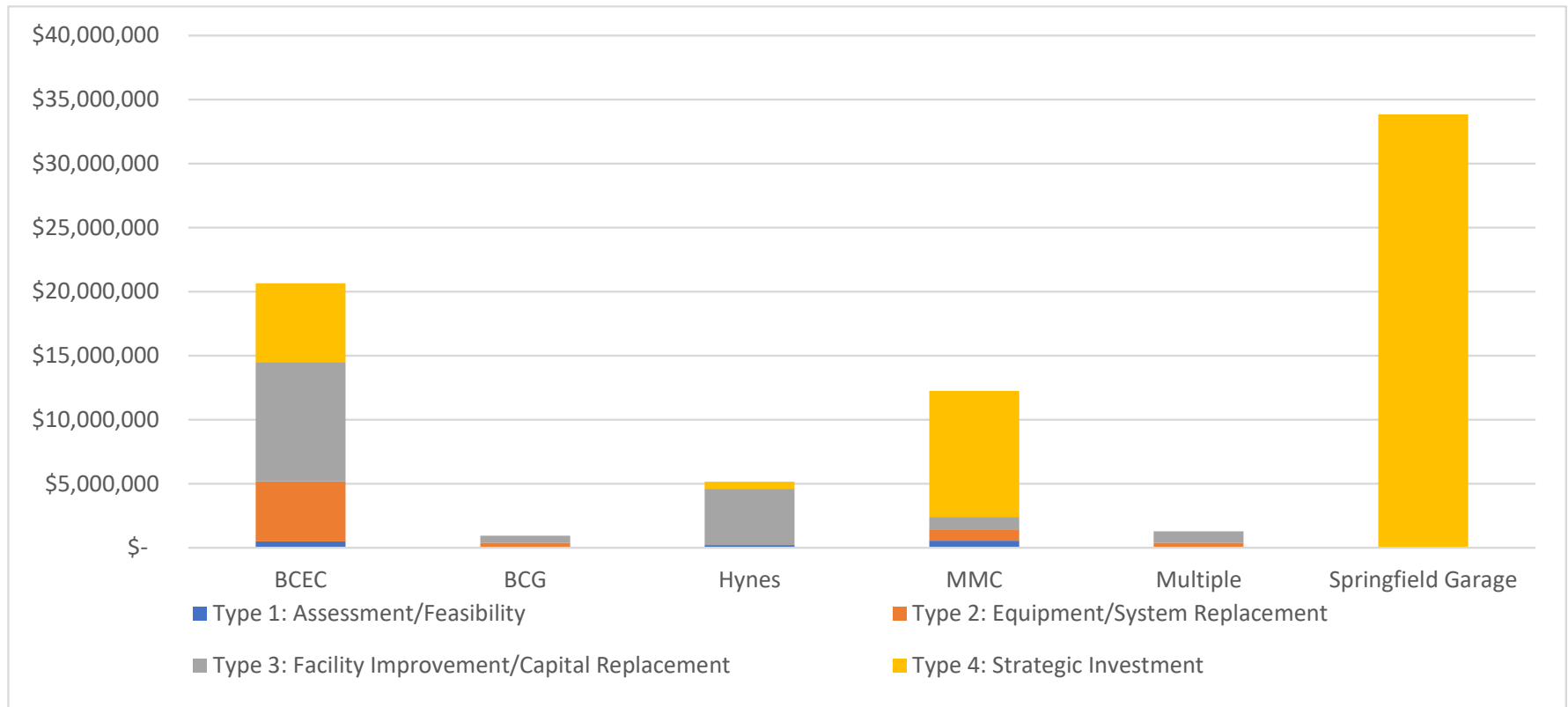
FY2024 Capital Budget Request

- **Current Request: \$75,030,095**
- 48 active projects carryover from FY23
 - 68 total
- Springfield Garage Project
 - Demolition
 - Design
 - New Construction
- See full project listing for details

FY24 Capital Budget by Category



FY2024 Budget by Facility





BCEC Vertical Concrete Repair

MCCA Board Meeting

May 18, 2023

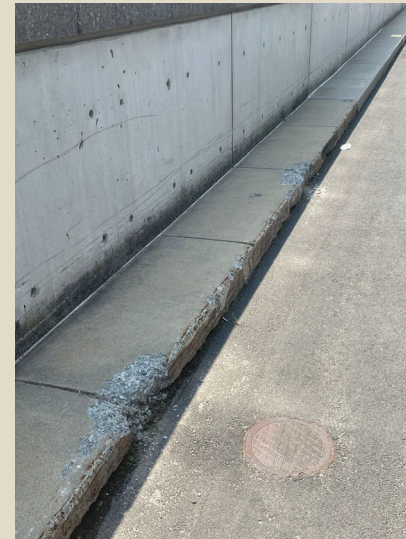
**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

Signature
BOSTON™

BCEC Vertical Concrete Repair

Summary of the Project:

This project includes, but is not necessarily limited to, the repair of deteriorated and spalled concrete along the parapet walls located at the East and West roadways and ramps on level 1 of the BCEC. This project has been developed with to have minimize impacts to building operations.



BCEC Vertical Concrete Repair

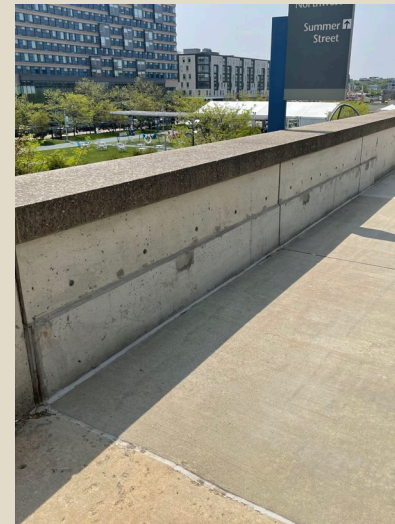
Summary of the Procurement:

The project was advertised and bid under the terms of M.G.L. c. 149.

Date of Documents: March 8, 2023

Date of Advertisement: March 29, 2022

Date of Bid Opening: April 26, 2023



BCEC Vertical Concrete Repair

Contractor Bids:

Contractor	Contractor Price
Acme Waterproofing, Inc.	\$297,960
Blinderman Construction	\$363,230
NEL Corporation	\$464,075

The lowest responsible and eligible bidder is Acme Waterproofing, Inc. in accordance with bids received on April 26, 2023 per documents dated March 8, 2023.

Board Vote: BCEC Vertical Concrete Repair

The M.G.L. c. 149 bid law requires award to the lowest responsible and eligible bidder, which in this case is, Acme Waterproofing, Inc.

A vote to implement the Development & Construction Committee's recommendation to authorize a contract for Acme Waterproofing, Inc. for the Boston Convention and Exhibition Center Vertical Concrete Repair, would take the following form:

VOTE: The Massachusetts Convention Center Authority hereby votes to authorize the Executive Director to execute a construction contract with Acme Waterproofing, Inc. for the Boston Convention and Exhibition Center– Vertical Concrete Repair in the amount of Two Hundred Ninety Seven Thousand Nine Hundred Sixty Dollars (\$297,960) per documents dated March 08, 2023.

Board Vote: BCEC Vertical Concrete Repair

This project includes, but is not necessarily limited to, the repair of deteriorated and spalled concrete along the parapet walls located at the East and West roadways and ramps on level 1 of the BCEC. The project has been developed to minimize impacts to building operations.

The Massachusetts Convention Center Authority developed construction documents dated March 8, 2023, for public procurement in accordance with the State's construction bid law, M.G.L. c. 149. The following General Bids were received on Wednesday, April 26th, 2023:

Contractor	Contractor Price
Acme Waterproofing, Inc.	\$297,960
Blinderman Construction	\$363,230
NEL Corporation	\$464,075

The M.G.L. c. 149 bid law requires award to the lowest responsible and eligible bidder, which in this case is Acme Waterproofing, Inc.

A vote to implement the Development & Construction Committee's recommendation to authorize a contract for Acme Waterproofing, Inc. for the Boston Convention and Exhibit Center – Vertical Concrete Repair would take the following form:

VOTE: The Massachusetts Convention Center Authority hereby votes to authorize the Executive Director to execute a construction contract with Acme Waterproofing, Inc., for the BCEC – Vertical Concrete Repair in the amount of Two Hundred Ninety-Seven Thousand Nine Hundred Sixty Dollars (\$297,960) per documents dated March 08, 2023.



CM at-Risk Services for the Hynes Air Handling Units & Switchgears Upgrades

MCCA Board Meeting

May 18, 2023

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CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades

MCCA wishes to procure the Hynes AHUs and Switchgear Upgrades Project by utilizing the Construction Manager at-Risk Delivery Method, following the requirements of Chapter 149A of the Massachusetts General Laws and with approval given to MCCA by the Office of the Inspector General of the Commonwealth of Massachusetts.

Construction Manager at-Risk (“CM at-Risk”) is a delivery method which entails commitment by the selected Construction Manager (“CM”) to deliver the project within a Guaranteed Maximum Price (“GMP”) which is based on the construction documents and specifications. MCCA previously pursued this delivery method for The Hynes/MTA Tunnel Ceiling Removal & Replacement Project in 2012, The Hynes MEP Project in 2018, and the New Springfield Parking Garage Project in 2022.

The CM at-Risk provides professional services and acts as a consultant to the Authority/Owner in the design development and construction phases of the project. The CM must manage and control construction costs not exceed the agreed upon GMP.

CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades

Per statute in order to proceed with the CM at-Risk delivery method, the following must occur:

- A project must have an estimated cost of at least \$5 million; and
- The Owner must have an Owner's Project Manager: Arcadis U.S., Inc; and
- The Owner must procure a Designer; STV Inc.,; and
- The Owner must receive authorization by the MCCA Board of Directors to enter into a CM at-Risk Contract; and
- Approval to use the delivery method must be obtained from the Commonwealth of Massachusetts Office of the Inspector General.

CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades

Scope of the Hynes AHUs and Switchgears Upgrades:

- The facility has a total of 27 Air Handler Units (AHUs) serving all major spaces in the building which are reaching the end of their useful life. In addition, the facility has two transformer vaults, serving a total of 11 switchboards which are ~35 years old with replacement parts no longer manufactured.
- The proposed 7-phased approach will be to replace internal parts of the AHUs and the current control systems, as well as completely replace the switchboards, starting in June 2024 through October 2028.
- The proposed upgrades to the facility will ensure that the building continues to operate in an efficient manner in the future.
- Using the CM at-Risk procurement method, to maintain the tight construction schedule and facilitate the construction & coordination of the complex effort, the MCCA will realize improved operational efficiencies & control, and overall performance necessary to support the Hynes Convention Center.

CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades



Board Vote: CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades

VOTE: The Massachusetts Convention Center Authority hereby votes to authorize the Executive Director to execute a submission per Ch 149A, a Construction Management at-Risk Services Application for approval to the Office of the Inspector General of the Commonwealth of Massachusetts, for the Hynes AHUs/Switchgears Upgrades Construction Management at-Risk Services.

Board Vote – CM at-Risk Services for the Hynes AHUs/Switchgears Upgrades Project

As owner of the Hynes Convention Center, the Massachusetts Convention Center Authority has conducted an assessment of the existing Air Handler Units (AHUs), current control systems, and existing Electrical Switchboard infrastructure, and has determined that the best approach to conducting the upgrades is through a phased approach. The Authority has evaluated the requirements of the project, taking into consideration such items as the operational impacts on the Hynes Convention Center, its patrons, and the existing event schedule.

Due to the complexity of a tight urban footprint, the accelerated schedule requirements, and the project's estimated value, the Authority believes that the MGL. c. 149A procurement process would facilitate this project best. The Authority has initiated efforts to begin this MGL. c. 149A process, inclusive of having an Owner's Project Management Team selected, as well as a fully procured Design Team to lead this effort, with conceptual design level of documents. The proposed 7-phased approach will be to replace internal parts of the AHUs and the current control systems, as well as completely replace the switchboards, starting in June 2024 through October 2028.

A determination to pursue Construction Management at Risk Services was recommended to the MCCA by its Designer and Owners Project Management Teams. In accordance with the State's construction bid law, MGL. c. 149A, the Authority is eligible per submission and approval from the Inspector General of the Commonwealth of Mass to utilize the Construction Management at Risk Services. The submission requires the Authority to have a project in excess of \$5,000,000 dollars, to obtain an Owner's Project Manager, to have a Designer selected and to obtain authorization from its governing body, the MCCA Board.

A vote to implement the Development and Construction Committee's recommendation to authorize the Construction Management At-Risk Services, would take the following form:

VOTE: **The Massachusetts Convention Center Authority hereby votes to authorize the Executive Director to execute a submission per Ch149A, a Construction Management At-Risk Services Application for approval to the Office of the Inspector General of the Commonwealth of Massachusetts, for the Hynes AHUs/Switchgears Upgrades Project Construction Management At-Risk Services.**



Budget Authorization New Springfield Carpark Project

MCCA Board Meeting
May 18, 2023

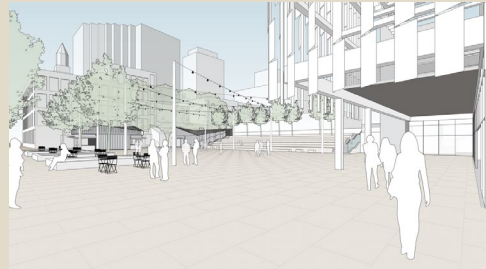
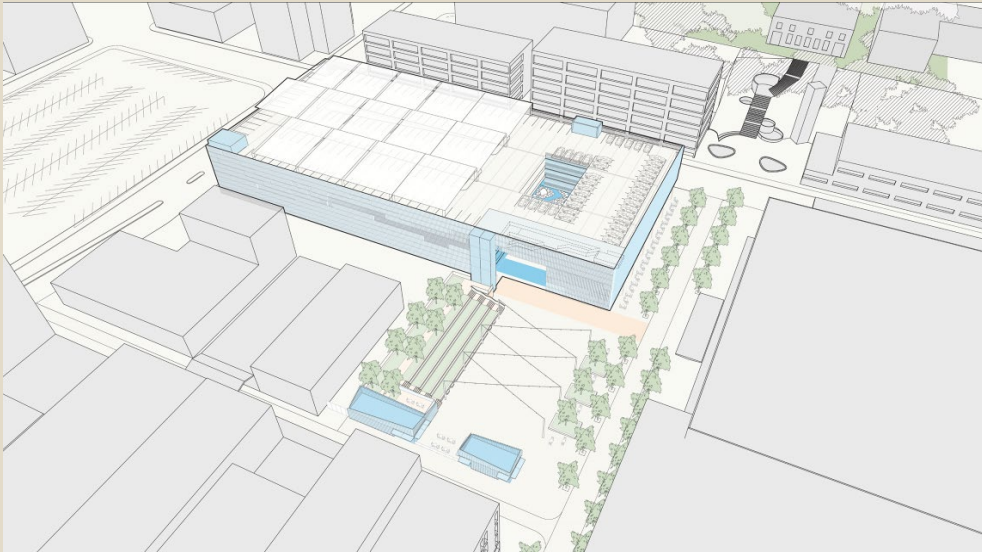
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Budget Authorization New Springfield Carpark Project



Budget Authorization New Springfield Carpark Project



Budget Authorization

New Springfield Carpark Project

Project Background:

- Develop a modern parking facility, with a capacity of approximately 800 parking spaces with a retail component, to include sustainable design features, electric vehicle charging stations and bicycle storage along with an outdoor event space and street scaping along Bruce Landon Way to support the MassMutual Center and its operations and the community.
- The proposed effort is being conducted in two phases.
- **Phase 1** – Demolish the existing garage facility utilizing CH 149 procurement (General Contractor); completed summer of 2022.
- **Phase 2** – Construct a new facility utilizing CH149A (CM at-Risk); Daniel O’Connell Sons awarded contract in October of 2022. Guarantee Maximum Price(GMP) still being developed.
- The CM at-Risk, Ch 149A procurement method allows the MCCA to engage a contractor early in the design process to work collaboratively with the design team to produce a design that is both efficient and cost effective. It allows as portions of the design are complete, that early sub-contract packages may be bid to assist with schedule compression and cost certainty.

Budget Authorization

New Springfield Carpark Project

- The MCCA Board approved an initial budget authorization in October of 2022 for the Springfield Carpark Project with its vote to engage Daniel O'Connell Sons Inc., at Forty-Five Million Dollars (\$45,000,000).
- This approval was based on preliminary design levels, initial design estimates and was necessary per the Ch 149A statute to engage the Construction Management Firm.
- With further levels of design development and the construction management firm's expertise to cost materials and labor requirements, the MCCA is seeking approval of an additional Ten Million Dollars (\$10,000,000) towards the previous project budget authorization to allow a final Guarantee Maximum Price (GMP) to be set.

Board Vote: Budget Authorization New Springfield Carpark Project

VOTE: The Massachusetts Convention Center Authority hereby authorizes an additional ten million dollars (\$10,000,000) to the previous authorization of forty-five million dollars (\$45,000,000) to allow the Executive Director to negotiate a Guaranteed Maximum Price (GMP) with Daniel O'Connell Sons for service relating to the construction of the new Springfield Convention Carpark Project as required by statute, Ch149A.

Board Vote: Budget Authorization New Springfield Convention Center Carpark Project

Per statute as set forth in M.G.L. c. 149A, the Construction Manager for the CM at-Risk Construction Services, for the Springfield Convention Carpark Project must provide estimated costs as the design develops within the process to achieve a Guaranteed Maximum Price (GMP).

Based on the final design development package, the current economic and business climate as well as uncertainty of supply chain reliability, the Construction Manager has provided cost estimates that present beyond the current project's budget authorization. Having considered significant value engineering deductions or alterations to maintain budget that would change the overall operational and esthetic features of the project in a negative manner, the Authority is recommending an additional budget supplement authorization of ten million dollars to the previous authorization of forty-five million. This authorization will allow the current design to have Sub-trades be bid on with provisions to maintain budget certainty and will allow the Construction Manager to set a Guaranteed Maximum Price (GMP) for the project.

A vote to implement the Development and Construction Committee's recommendation to authorize the budget supplement, would take the following form:

VOTE: **The Massachusetts Convention Center Authority hereby authorizes an additional ten million dollars (\$10,000,000) to the previous authorization of forty-five million dollars (\$45,000,000) to allow the Executive Director to negotiate a Guaranteed Maximum Price (GMP) with Daniel O'Connell Sons for service relating to the construction of the new Springfield Convention Carpark Project per statute Ch 149A.**



BCEC LED Lighting Retrofits

MCCA Board Meeting

May 18, 2023

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LED Lighting Conversion

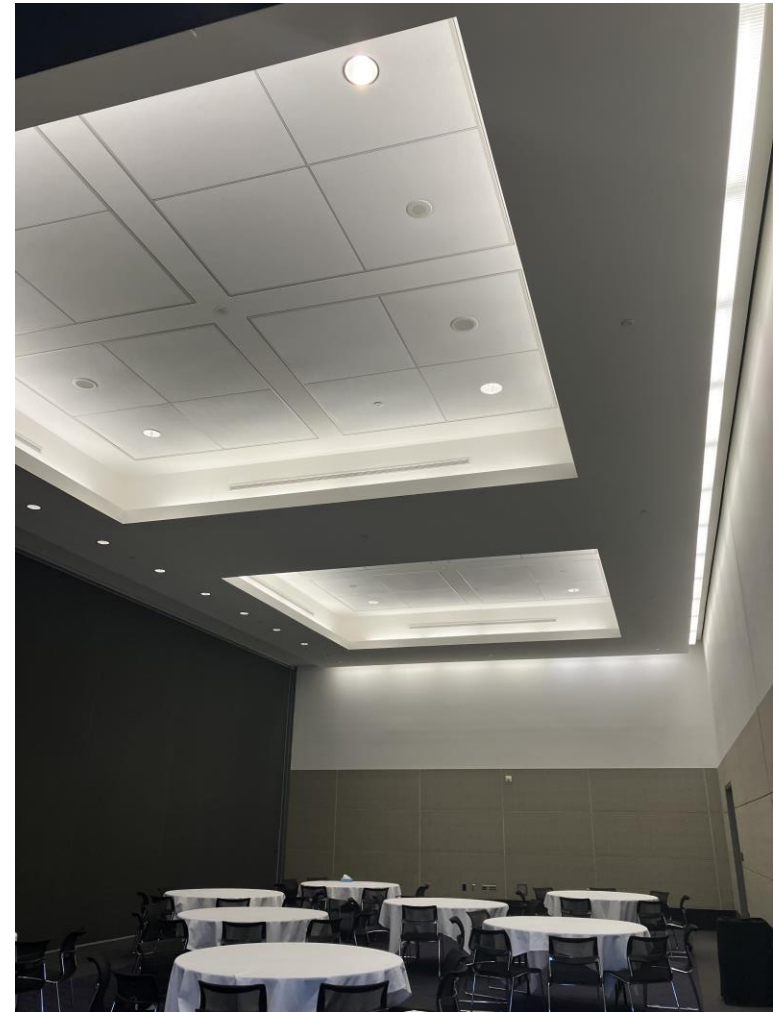
- Recent projects at the BCG and the BCEC have completed the conversion of all induction lighting to LED.
- Conversions of metal halide and fluorescent lighting are ongoing
- Recent Lighting Projects

Building	Location	Existing Technology	number of fixtures	Total kWh/year saved
BCG	drive lanes	fluorescent	544	297,417
Hynes	multiple	Metal halide/fluorescent	246	279,777

- Recent Utility Incentives
 - BCG \$65,832
 - Hynes \$17,880

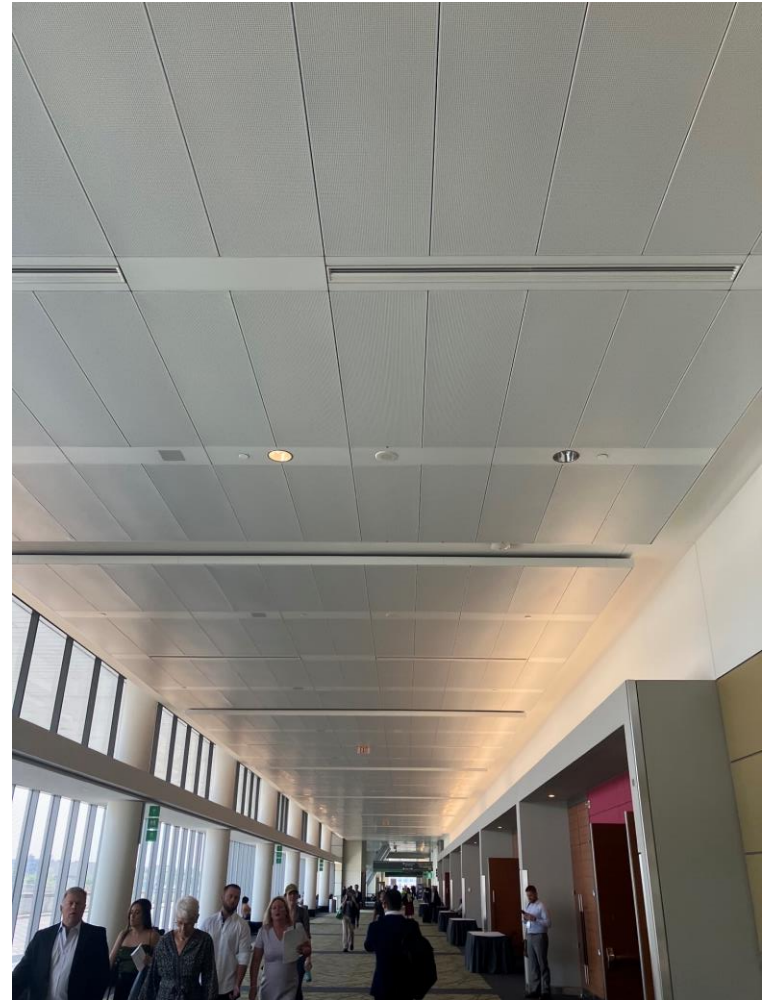
BCEC Meeting Room Lighting

- Conversion to LED addresses a maintenance concern – obsolete/failing ballasts
- Lighting will eliminate maintenance time needed for changing compact fluorescent light bulbs
- LED lighting has a higher color rendition index, improving the quality of light.
- 697 28 Watt LED Retrofit
- 71,038 kWh conserved annually



BCEC Prefunction Lighting

- Prefunction area lighting retrofits began in 2021
- Quality of lighting will be improved while lowering maintenance costs.
- 786 - 8" Recessed cans
- 112,153 kWh conserved annually



Board Vote: LED Fixture Retrofits

The Massachusetts Convention Center Authority's ("Authority") is looking to retrofit compact fluorescent (CFL) can fixtures at the Boston Convention & Exhibition Center ("BCEC"). The existing fixtures date to the construction of the facility. The conversion to LED will reduce maintenance costs while providing improved color rendition.

The first project would retrofit 697 fixtures in meeting rooms throughout the BCEC where the ballasts are obsolete and can no longer be purchased when they fail. The ballasts removed will be retained for use until all the meeting room fixtures have been replaced. The net cost of the project after an Eversource authorized incentive of \$8,364 would be \$291,186.42. This project is expected to conserve 71,038 kWh annually with a projected reduction of \$14,200 in electricity costs.

The second project would continue the replacement of CFL can fixtures in prefunction areas which began in 2021. 786 fixtures will be retrofitted with LED technology conserving an estimated 112,153 kWh annually while reducing electricity costs by \$22,430. The net cost of the project after an Eversource authorized incentive of \$15,720 would be \$283,463.18.

A vote to implement the Development and Construction Committee's recommendation to authorize the Executive Director to enter into two purchase orders in the amounts of \$291,186.42 and \$283,463.18 would take the following form:

VOTE: **The Massachusetts Convention Center Authority hereby authorizes the Executive Director to enter into two purchase orders in the amounts of \$291,186.42 and \$283,463.18 for LED retrofits at the BCEC.**

Board Vote: BCEC LED Fixture Retrofits

The Massachusetts Convention Center Authority's ("Authority") is looking to retrofit compact fluorescent (CFL) can fixtures at the Boston Convention & Exhibition Center ("BCEC"). The existing fixtures date to the construction of the facility. The conversion to LED will reduce maintenance costs while providing improved color rendition.

The first project would retrofit 697 fixtures in meeting rooms throughout the BCEC where the ballasts are obsolete and can no longer be purchased when they fail. The ballasts removed will be retained for use until all the meeting room fixtures have been replaced. The net cost of the project after an Eversource authorized incentive of \$8,364 would be \$291,186.42. This project is expected to conserve 71,038 kWh annually with a projected reduction of \$14,200 in electricity costs.

The second project would continue the replacement of CFL can fixtures in prefunction areas which began in 2021. 786 fixtures will be retrofitted with LED technology conserving an estimated 112,153 kWh annually while reducing electricity costs by \$22,430. The net cost of the project after an Eversource authorized incentive of \$15,720 would be \$283,463.18.

A vote to implement the Development and Construction Committee's recommendation to authorize the Executive Director to enter into two purchase orders in the amounts of \$291,186.42 and \$283,463.18 would take the following form:

VOTE: The Massachusetts Convention Center Authority hereby authorizes the Executive Director to enter into two purchase orders in the amounts of \$291,186.42 and \$283,463.18 for LED retrofits at the BCEC.