

# Massachusetts Convention Center Authority

Thursday – July 20, 2023

9:30 a.m. – 12:00 p.m.

Hynes Convention Center

900 Boylston Street

Boston, MA 02115

Meeting Room 200

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: 585 163 740#

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## AGENDA

- I. Roll Call
- II. Review and Adoption of Minutes of June 15, 2023
- III. Review and Adoption of Minutes of June 15, 2023 Executive Session
- IV. Chair Emme Handy to address the Board
- V. David Gibbons, Executive Director to give overview of the Authority and introduce Department Heads
  - a. Finance - Mike Esmond, CFO
  - b. Legal - Chris Donato, General Counsel
  - c. Event Operations - Diane DiAntonio, General Manager
  - d. HR - Devin Taylor, Director of Human Resources
    - i. Introduction of our new Chief Diversity Officer
  - e. Operations/Capital Projects - John Donahue, Chief of Operations & Capital Projects
  - f. IT/Public Safety - Rob Noonan, Chief Information Security Officer
  - g. Communications - Dave Silk, Director of Communications & External Relations
  - h. Transportation - Shannon Smith, Director of Transportation
  - i. BCMC - Milt Herbert, Executive Director of the BCMC
  - j. MMC - Sean Dolan, General Manager MMC
- VI. New Business
  - a. Committee Assignments
  - b. Calendar Update
  - c. NAACP Update
    - i. Joclynne Bynoe – Director of Event Services, Hynes
- VII. Old Business
- VIII. Adjournment



# MCCA Departments Overview

MCCA Board Meeting

July 20, 2023

**MASSACHUSETTS  
CONVENTION CENTER  
AUTHORITY**

*Signature*  
**BOSTON™**

# Finance Department

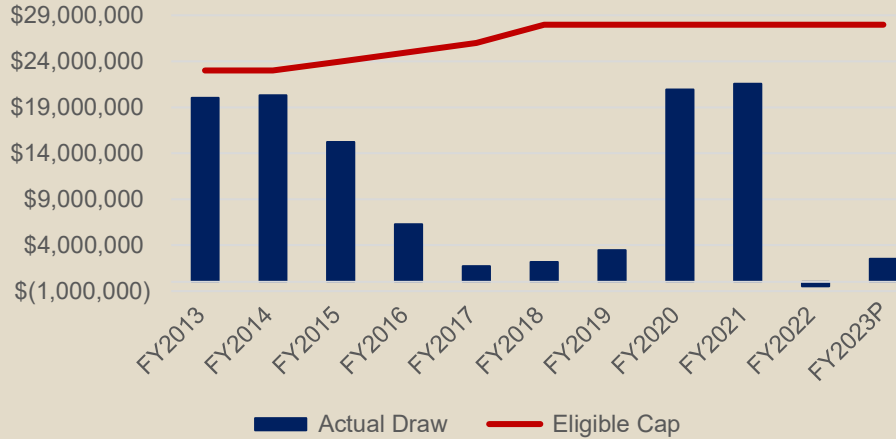
**Mike Esmond**  
**CFO**

# Key Finance Items

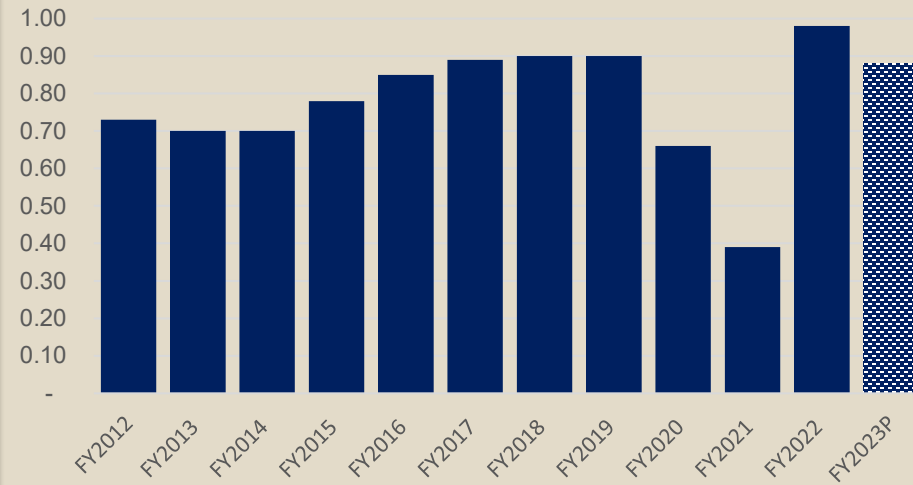
- **Annual Budget Development**
  - \$94.8M Operating (FY24)
  - \$81.4M Capital (FY24)
- **Economic Impact Analysis**
  - \$950M projected for FY24
- **Accounting and Financial Reporting**
  - Final FY23 Results presented at September board.
- **Annual Independent Audit**
  - Current Auditor, RSM LLC
- **Convention Center Fund and Long-Term Financing Needs**
  - State Funding Grant
  - Annual Forecast and Update to Multi-Year projections
- **Long-Term Retirement Liabilities**
  - 2017 Board Policy to Set Funding Aside to Address Liabilities



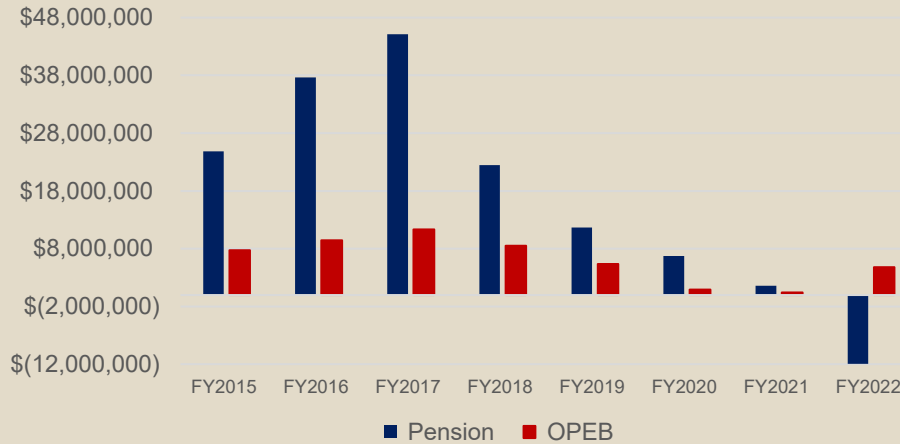
### Actual Operating Funding from CCF vs. Eligible (Statutory) Cap



### Operating Coverage Ratio

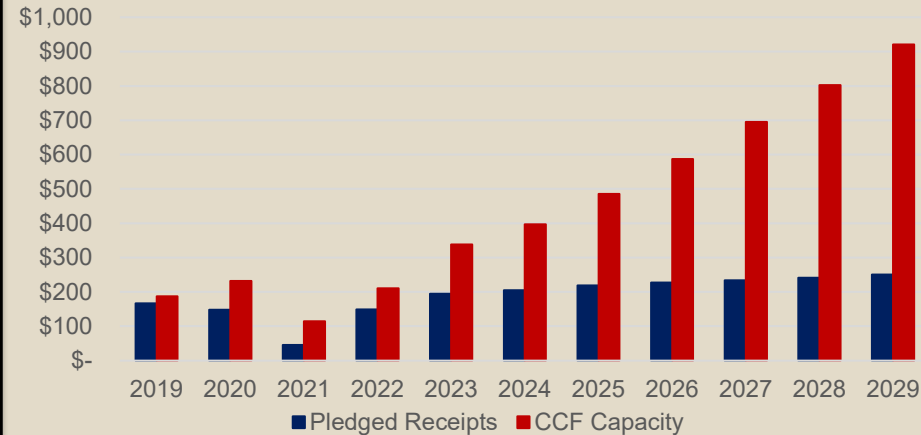


### Pension and OPEB Net Liabilities\*



\*Net Pension Liability equals measured liability less restricted trust assets.

### Convention Center Fund Capacity\*, \$millions



\*Fund capacity represents annual CCF cash balances in excess of 1.5X annual CCF debt service level, or \$80 million.

# Legal Department

**Chris Donato**  
**General Counsel**

# Legal Department

**Department Overview:** The Law Department provides in-house legal support to the Board of Directors, Executive Director, and MCCA departments with an emphasis on corporate governance, compliance, contract, employment, labor, and public procurement services.

- **Chris Donato – General Counsel**
- **Christine Pulgini – Associate General Counsel**
- **Jeannemarie Joyce – Assistant General Counsel**
- **Brendan Flynn – Director of Purchasing**
- **Jermain Sparrock – Senior Purchasing Manager**
- **Mark Evers – Warehouse Manager**
- **Jennifer Vidito – Paralegal**
- **Nicole Russo – Purchasing Coordinator & Buyer**
- **Joanne Pages – Executive Assistant to the Legal Office**

# Legal – Roles and Responsibilities

- Advises the MCCA departments on issues that touch on the day-to-day operations of the MCCA and its facilities.
- Draft and review contracts.
- Respond to public records requests.
- Counsel employees on state ethics and conflict of interest matters.
- Advise on open meeting law, diversity and compliance, employment, and procurement matters.
- Oversees outside counsel representing the interests of the MCCA.
- Assists MCCA staff in developing policies and initiating regulatory compliance procedures and practices.
- Represents the MCCA before local and state administrative and regulatory agencies.

# Event Operations

**Diane DiAntonio**  
**General Manager**

# General Manager

**Department Overview:** MCCA Events is responsible for event management and on-site execution for hundreds of events annually at the Boston Convention and Exhibition Center, John B. Hynes Memorial Convention Center and the Lawn On D.

**The Events Team is led by Diane DiAntonio, General Manager.**

- Michael Tedford, Assistant General Manager
- Nate Little, Director of Event Communications / Lawn On D
- Kate Feeney, Director of Event Services, BCEC
- Joclynne Bynoe, Director of Event Services, Hynes
- Carol Gagnon, Director of Standardization & Quality Assurance
- Kristen Kinahan, Director of Business Intelligence Analytics & Event Hospitality
- Christine O'Neil, Director of Exhibitor and Guest Services
- Steven Vallarelli, Food and Beverage Manager
- Mary Hart, Executive Assistant

**Oversight of, and Collaboration with, MCCA Contract Partners:**





# Human Resources

**Devin Taylor**  
**Director of Human Resources**

# Human Resources

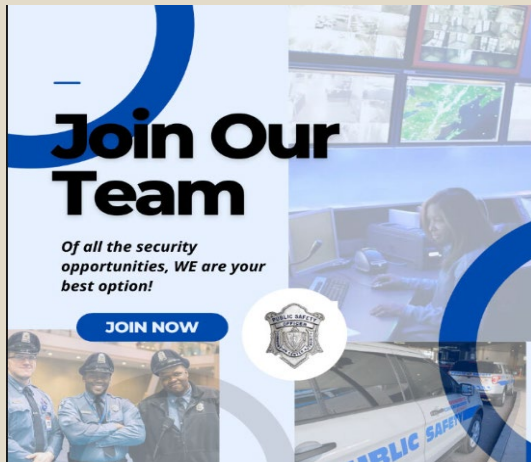
## Department Overview:



- **Devin Taylor – Director of Human Resources**
- **Catherine Michaud – Assistant Director of HR**
- **Artemisa Pires – HRIS Manager**
- **Carolyn Ryan – Recruitment & Employee Development Manager**
- **Maria Ferris – HR Generalist**
- **Joanna Estilet – HR Assistant / Receptionist**

# Human Resources – Roles and Responsibilities

- **Recruitment:**
  - Internships / pipelines
- **Training & Development:**
  - Hire for attitude train for skills.
- **Compliance:**
  - Policies / procedures



# Human Resources – Roles and Responsibilities

- **Benefits:**

- **Employee Relations:**

- Remote work / flexibility
- Communication
- Bonus Awards
- Recognizing prior service

“Employer of Choice”



- **Engagement:**

- S.W.I.M : Society of Workplace Involvement and Morale
- D.I.V.E : Diversity & Inclusion in Venues & Events



# **Operations & Capital Projects**

**John Donahue**

**Chief of Operations & Capital Projects**



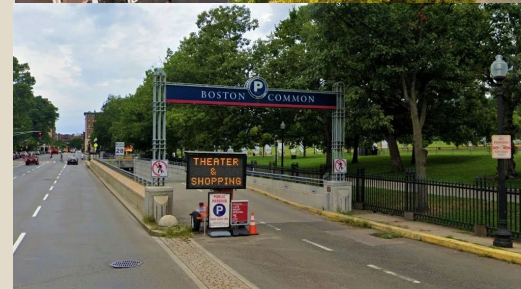
# Operations & Capital Projects

## Department Overview:

MCCA operations & Capital Projects are responsible for all building & facility operations at each of the MCCA locations

## Operations & Capital Projects Team

John Donahue	Chief of Operations & Capital Projects
Evan Harwood	Sr. Building Superintendent (BCEC) - <i>E&amp;M</i>
Robert Butts	Building Superintendent (Hynes) - <i>E&amp;M</i>
Edwin Carrasquillo	Assistant Superintendent (BCEC) - <i>E&amp;M</i>
Juan Oller	Manager of Building Services (Hynes) - <i>Building Services</i>
Jimmy Chaudry	Manager of Building Services (BCEC) - <i>Building Services</i>
Erin Anderson	Manager of Capital Program - <i>Capital Projects</i>
Indrit Metaj	Sr. Project Manager - <i>Capital Projects</i>
Deirdre Manning	Energy & Sustainability Manager - <i>E&amp;M</i>
Karen Casey	Office Administrator





# Building Services Department

## Overview

- Manages operational contracts surrounding
  - Cleaning & Room Set-Up
  - Rigging & Production
  - Linen Service
  - Operable Wall Maintenance Program
  - Overhead Door Maintenance
  - Loading Dock Operations
  - Waste Management and Sustainability Programs
  - Integrated Pest Management
- Oversees
  - MCCA's Convention CARE's Program (Lifetime donation over 300 tons)
  - Bottled & Filtered Water Contracts
  - Floor Repair & Maintenance Contract
  - Snow Removal and Landscaping contracts.



# Building Services/E&M

## Incentives Program Thus Far

Utility incentives received since 2018	\$1,998,386
Annual kWh Reductions	7,741,157 (approx. \$1.5million a year)
Demand Response Payment	\$94,577

## Other MCCA Sustainability Programs



Both the BCEC & the Hynes have state of the art Lutron Lighting systems installed throughout the facilities & converted 9,239 fixtures to date



12 Electrical Vehicle Charging Stations available at the BCEC & BCG



The BCEC & Hynes annually recycle over 800 combined tons of material including cardboard, plastic, paper, glass & food waste

## Current/Future Projects

- VPPA solar facility construction on schedule for 19,500,00 kWh in renewable energy credits beginning in the Fall of 2024
- Expansion of EV Charging Program
- Solar Power at MCCA properties

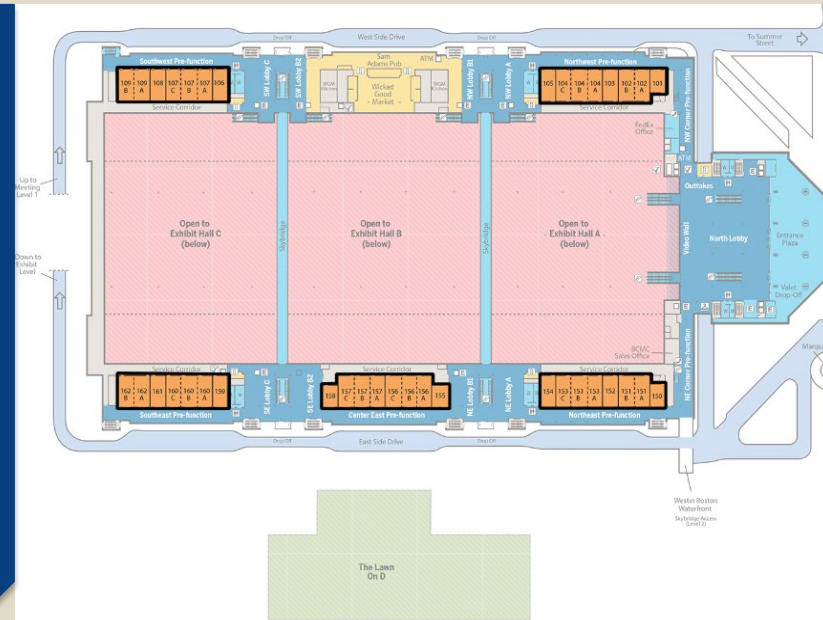


# Engineering & Maintenance Department

## Overview

- Oversees operation, maintenance, and capital improvements for all MCCA mechanical, electrical and plumbing (MEP) systems & equipment for both the physical plant and event distribution
- Maintains compliance for all regulatory requirements & certifications through staff or contracted services.
- Provides all labor & equipment to provide the service delivery of all utilities to the exhibitors and guests
- Department Includes approximately 50 in house staff that service both the facility & events

B  
C  
E  
C



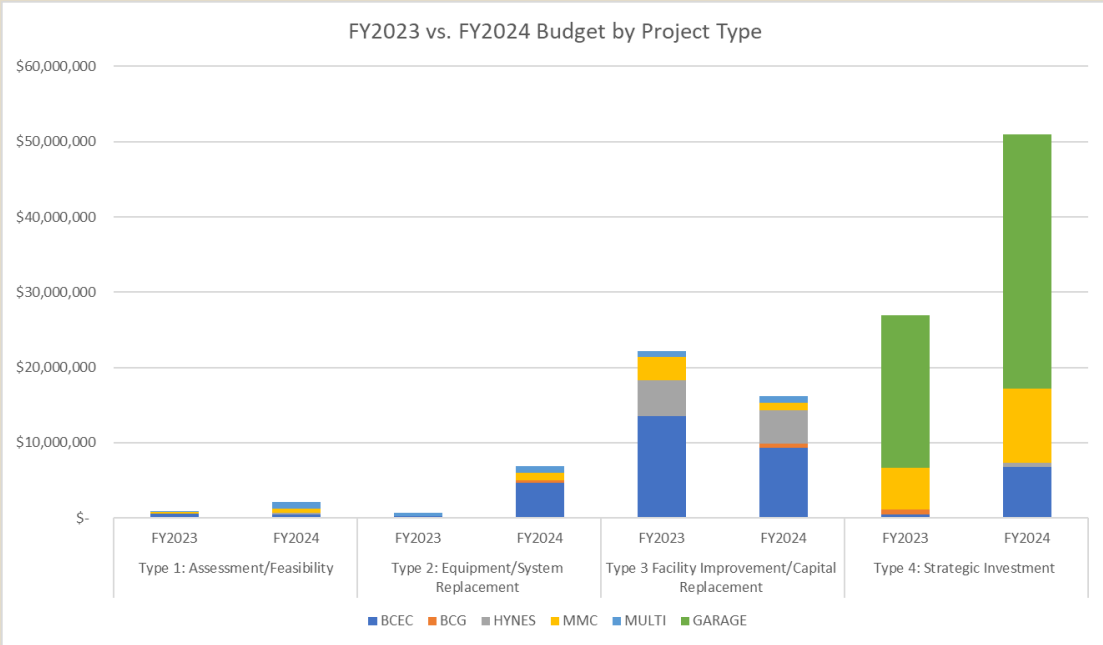
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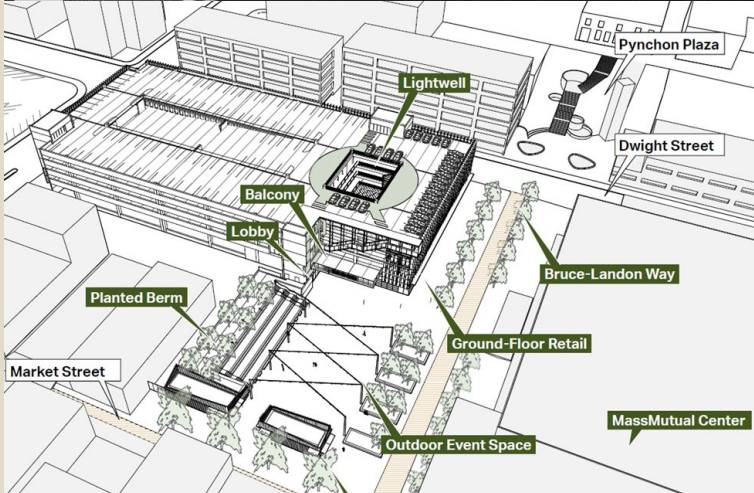


# Capital Projects Department

**Overview:** The Capital Projects Team manages and implements the Authority's Annual Capital Construction and Equipment Replacement Program. The annual program has an average annual budget in excess of \$35 million & consists of numerous individual projects at all MCCA Facilities.



Most of these projects involve design and construction services which are governed by Massachusetts Public Procurement Laws (CH 149 & 149A) and (CH 30B)



# **IT and Public Safety**

**Rob Noonan**  
**Chief Information Security Officer**

# IT and Public Safety Overview

- **MCCA Information Technology**
  - Brian Hayes, Director of IT Operations
  - Mike Ahlfont, IT Systems Manager
  - Ed Bryan, Director of IT Business Operations
  - David Chu, IT Security Manager
  - Lisa McCrosson, IT Project Manager
- **MCCA Public Safety**
  - Allen Proctor, Director of Public Safety
  - Chris Raposa, Deputy Director of Public Safety
- **MCCA Digital Media**
  - Victoria Vieira, Director of Digital Media





# IT Department Overview

## IT Infrastructure Operations

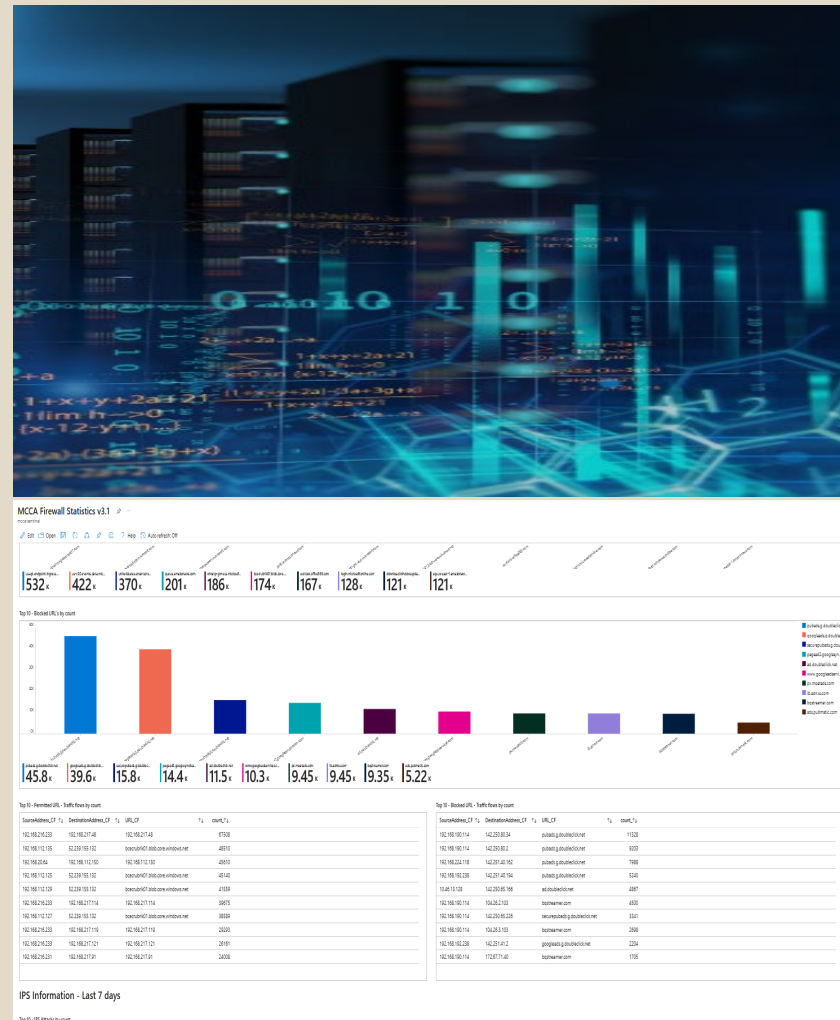
- Manage over 1200 Network Devices
- Manage over 150 servers 266 applications
- Managed over 2444 calls for IT Support

## IT Show & Business Operations

- Event IT Management & Engineering
- FY23 over \$6 million in revenue
- Downloaded over 2.37 petabytes
- Uploaded over 4.86 petabytes
- Set up 974 internet drops

## IT Security

- Entire IT Department participates in IT Security efforts
- Conducted Industry 1<sup>st</sup> Cyber Security Table Top Exercise 2021
- Oversee all MCCA IT Security Awareness Training
- Continually monitoring and responding to security related alerts
  - FY23 blocked approximately 780,000 fraudulent sign in attempts
  - 4,332 different IP Addresses in over 105 different countries
- MCCA is a member of the Commonwealth's CISO Council



# Public Safety Department Overview

## Public Safety 24/7 Operation

- Supervisors
- Command Center Officers
- Field Officers

## Event Operations

- Managed over 225 events in FY23
- Covered 85,000 hours of security
- Screened 2.4 million visitors
- Responded to over 493 incidents

## Awards

- 1<sup>st</sup> Convention Center in the United States to receive the Department Homeland Security Safety Act Designation

## Collaboration

- Member of the Large Venue Security Task Force for the Commonwealth of Massachusetts



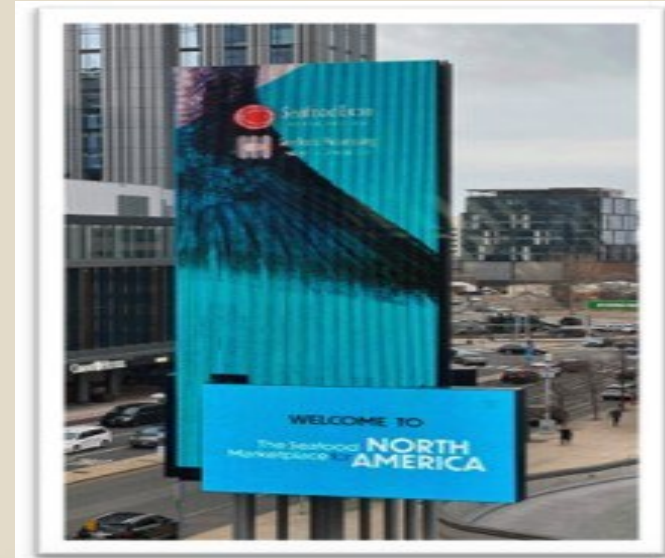
# Digital Media Department Overview

# Digital Operations

- Manage 52 Digital Displays across the BCEC and Hynes Convention Center
- Oversee operations of the BCEC Marquee
- Beginning Operations of the “New” Mass Mutual Center Marquee

## FY23 Statistics

- Generated approximately \$1,132,925.89 in revenue
- Created approximately 160 pieces of digital content
- Supported 50 individual events and 40 independent Public Service Announcements



# **Communications & External Relations**

**Dave Silk**

**Director of Communications & External Relations**

# Communications & External Relations

**Dave Silk**  
Director

**Phil Crohan**  
Senior Manager

**Mark O'Leary**  
Manager

**Arthur Fritch**  
Community Liaison

**COMMUNITY  
ENGAGEMENT**



**MEDIA  
RELATIONS**

Press Releases  
Traffic Advisories  
Media Inquiries  
Social Media

**COMMUNITY  
PROGRAMS**

Grants  
Sponsorships  
Donations  
Use of Venues  
Art Programs  
Lawn On D

**GOVERNMENT  
AFFAIRS**

Working with:  
Elected Officials  
City/State Agencies  
Labor Organizations  
Civic Groups



# Community Programs & Partnerships

Grants & Scholarships

Conventions C.A.R.E

Community at Lawn On D

Community on the  
Marquee

MCCA Art Programs

MCCA Sponsorships

School Tours

Host Neighborhood  
Relations

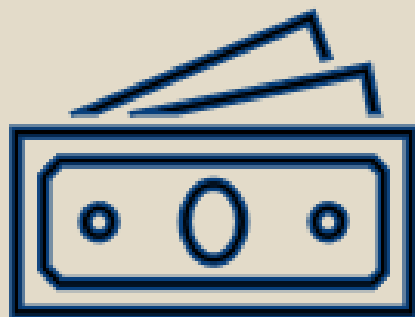
Use of Venue Space &  
Equipment

Holiday Toy Drives





# MCCA Community Impact



**\$10M+ in  
Community  
Support**



**250+  
Non-profits  
Supported**



**50+  
Neighborhoods  
Supported**

Through MCCA grants, sponsorships, donations and other programs

# Transportation

**Shannon Smith**  
**Director of Transportation**

# Transportation

- **Shannon Smith**- Director of Transportation
- **Larry Kelly**- Senior Transportation Manager- Operations
- **Courtney Shanahan**- Senior Transportation Manager- Projects & Contracts
- **Kwok Chan**- Assistant Transportation Manager- Internal Operations
- **Bob Carey**- Assistant Transportation Manager- Internal Operations
- **Brad Hill**- Assistant Transportation Manager- External Operations
- **Approximately 70 Part time employees**

# Transportation – Roles and Responsibilities

- **Event Transportation**

- Responsible for coordinating with the client, their vendors & local city and state stakeholders on parking, shuttles, ridershare and taxi drop off, police details, pedestrian crossing & golf cart services

- **Parking Lot Operations**

- Responsible for the contract management and daily operations of the MCCA's parking facilities- The Boston Common Garage, Lot on D, BCEC South Lot, and the future Springfield Carpark

- **Employee Parking & Vehicle Fleet**

- Responsible for issuing permits and managing the use of all employee and contractor parking
- Responsible for the purchase and maintenance of the MCCA vehicle fleet

# Transportation – Roles and Responsibilities

- **External Coordination**

- Work with local city and state agencies, private businesses and organizations on transportation-related projects that impact MCCA facilities and events.

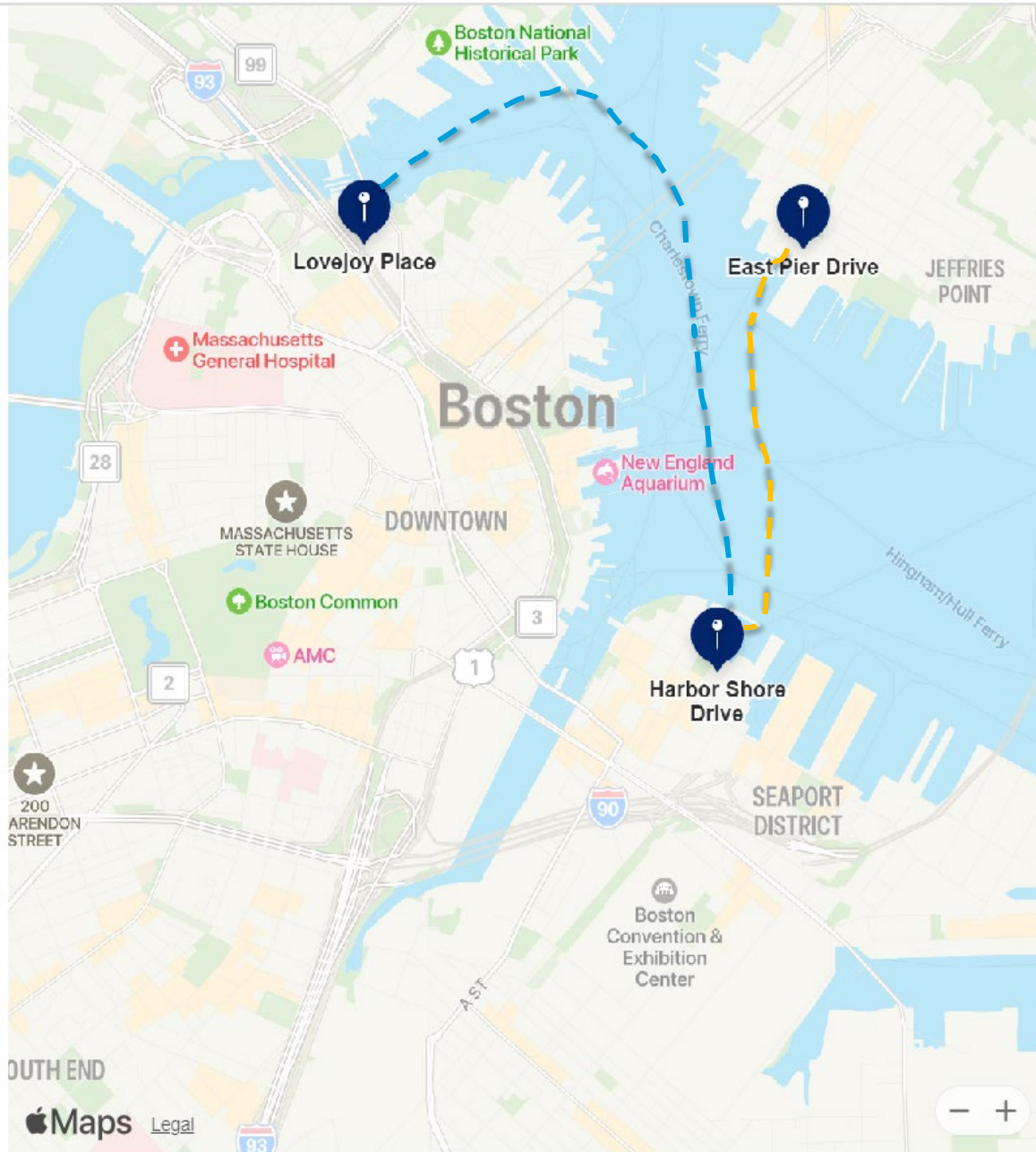
- **Commuter Services**

- The MCCA owns (3) 97-passenger ferries as well as several 14-passenger mini buses used to provide a shuttle service from South Station and the MBTA Blue Line to various employers around the Seaport
- The Seaport Ferry Operates (2) routes M-F open to general public: North Station-Seaport and East Boston-Seaport, M-F
  - The North Station route is currently funded by several local businesses
  - The East Boston route is currently a pilot funded by the MCCA
  - [www.seaportferry.com](http://www.seaportferry.com)









## Seaport Ferry Schedule



### North Station Route

Departures from both North Station (Lovejoy Wharf) & Seaport (Fan Pier)  
every 20 minutes during peak hours Monday-Friday

Morning	Evening
6:20 AM	3:20 PM
6:40 AM	3:40 PM
7:00 AM	4:00 PM
7:20 AM	4:20 PM
7:40 AM	4:40 PM
8:00 AM	5:00 PM
8:20 AM	5:20 PM
8:40 AM	5:40 PM
9:00 AM	6:00 PM
9:20 AM	6:20 PM
9:40 AM	6:40 PM
	7:00 PM

No Saturday, Sunday, or Holiday Service

Holidays: New Year's Day, Martin Luther King Jr. Day, President's Day/Washington's Birthday, Memorial Day, Juneteenth, Independence Day, Labor Day, Columbus Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day

## Seaport Ferry Schedule



### East Boston Route

Departures from East Boston (Lewis Mall Wharf) & Seaport (Fan Pier)  
every 20 mins during peak hrs Monday-Friday

Morning		Evening	
East Boston	Fan Pier	Fan Pier	East Boston
5:55 AM	6:05 AM	3:15 PM	3:25 PM
6:15 AM	6:25 AM	3:35 PM	3:45 PM
6:35 AM	6:45 AM	3:55 PM	4:05 PM
6:55 AM	7:05 AM	4:15 PM	4:25 PM
7:15 AM	7:25 AM	4:35 PM	4:45 PM
7:35 AM	7:45 AM	4:55 PM	5:05 PM
7:55 AM	8:05 AM	5:15 PM	5:25 PM
8:15 AM	8:25 AM	5:35 PM	5:45 PM
8:35 AM	8:45 AM	5:55 PM	6:05 PM
8:55 AM	9:05 AM	6:15 PM	6:25 PM
9:15 AM	9:25 AM	6:35 PM	6:45 PM
9:35 AM	9:45 AM	6:55 PM	7:05 PM
9:55 AM	10:05 AM		

No Saturday, Sunday or Holiday Service

Public Holidays: Martin Luther King Jr. Day, President's Day/Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Thanksgiving Day, Day after Thanksgiving, Christmas Day and New Year's Day

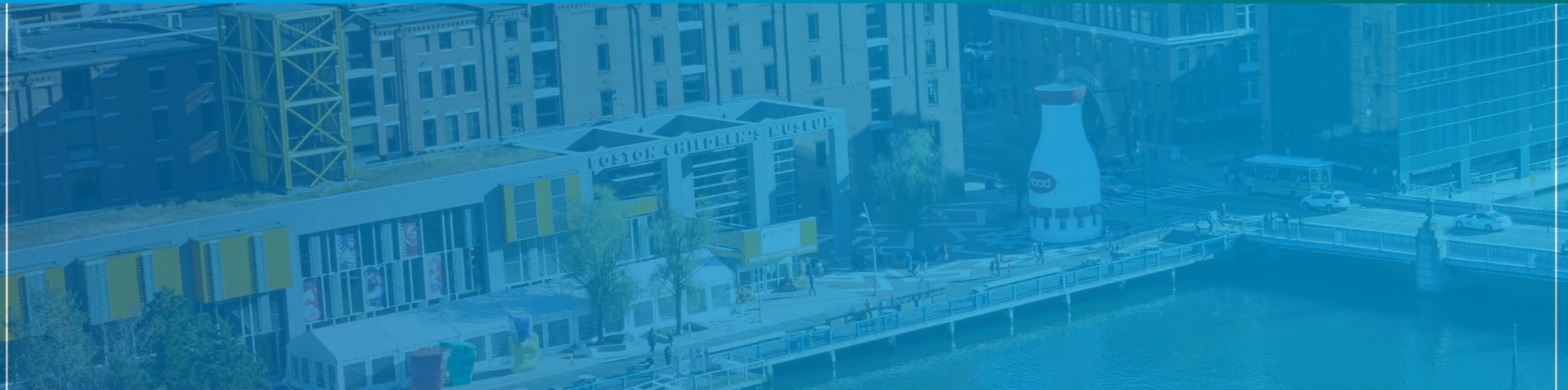




# ***Boston Convention Marketing Center***

MCCA Board Meeting – July 2023

*Signature* BOSTON™





# Boston Convention Marketing Center

The Boston Convention Marketing Center is a joint effort of the Greater Boston Convention & Visitors Bureau and the Massachusetts Convention Center Authority to market and sell the Boston Convention & Exhibition Center, the John B. Hynes Veterans Memorial Convention Center and Lawn on D.

The BCMC was established on January 1, 2003 by contract between the MCCA and the GBCVB. This contract is renewed annually with an effective date of July 1 to June 30 and therefore mirrors the fiscal year of the MCCA.

The contract:

- Establishes the budget of the BCMC.
- Recognizes the GBCVB contribution toward convention services.
- Recognizes the GBCVB contribution toward destination marketing.





# Boston Convention Marketing Center Sales - Citywide

The BCMC Citywide Sales team is dedicated to achieving the goals of selling the BCEC and the Hynes convention facilities.

- Focuses on selling “Bulls-eye” business that is defined as 1,000 hotel sleeping rooms or more on the peak hotel consumption day.
- Evaluate all business opportunities in a “Business Review” process.
- All business gets evaluated on a profit and loss basis and economic impact.





# Boston Convention Marketing Center

## Sales – Event & Media

The BCMC Event & Media Sales team is focused primarily on business opportunities 18 months into the future or earlier.

- Sells BCEC, Hynes and Lawn on D.
- Sells all business that is 400 rooms on peak or less.
- Sells electronic media, sponsorships and passive media.



The BCMC Marketing & Creative Services team focuses on all aspects of marketing with an integrated approach and driving business opportunities to the BCMC sales organization. Also provides marketing services to the MCCA.

- Advertising
- Collateral
- Databases
- Direct Mail
- eMarketing & Social Media
- Trade Shows & Events
- [www.SignatureBoston.com](http://www.SignatureBoston.com)
- 3-2-1 Connect



# Boston Convention Marketing Center Hotel Relations

The BCMC Hotel Relations team manages the relationship between the customer demand for hotel inventory to be committed to a group and the hotel community in Boston that supplies this hotel inventory.

- The Hotel Relations team is unique in the industry.
- The event planner community regularly rates the Boston handling of hotel accommodations to be the best in the industry.
- Hotel Relations builds room blocks with corresponding room rates for each piece of business in support of the sales effort. All leads are private and confidential.
- Communications with the hotel community is facilitated by a cloud-based application named “LeadLink”.





# ••• MassMutual Center HIGHLIGHTS

# GENERAL OVERVIEW



- Venue managed by MGM (since 2017) and Food & Beverage managed by Oak View F&B (since 2017)
- Western Massachusetts' most diverse function facility
- Over 100,000 sq. ft. of function space including a 40,000 sq. ft. flexible exhibit hall, five fully-functional meeting rooms, a 15,000 sq. ft. ballroom, and an 8,000-seat arena
- Mission is to generate significant economic impact for the residents of Western Massachusetts
- Partner with the GSCVB and our local hotel community to market Springfield – 'Where Fun Comes to Play'
- Focus on customer service - empowering the front-line staff through our SHOW program - to make the customer experience second to none in the region

2

DIVERSE LOCATIONS  
UNDER ONE ROOF

250

EVENT DAYS  
ANNUALLY

400K

ATTENDEES  
ANNUALLY



CONVENTION CENTER

100K

AVE  
ATTENDEES

90

AVE  
EVENTS



ARENA

\*including Thunderbirds games

300K

AVE  
ATTENDEES

85

AVE  
EVENTS

## EVENT HIGHLIGHTS

Steubenville East July 2022, 23	NE Pop Warner Championships November 2022, 23, 24, 25	Yankee Security Convention October - 2022, 23, 24
Boston Red Sox Winter Weekend January 2023	New England Regional Volleyball Association February 2023-2028	Bay Path Women's Leadership Conference & President's Gala April 2022, 23, 24
Massachusetts Teachers Association April 2023, 24, 25	Northeast Fuels & Energy Institute June 2022	USA Gymnastics Region 6 April 2022, 23, 24, 25

## EVENT HIGHLIGHTS

Aerosmith 4 (shows) Aug. 2019	Harlem Globetrotters Feb. 2023	Bruno Mars June 2023
Monster Trucks April 2022	Disney On Ice March 2023	Santana August 2023
For King & Country April 2022	Kevin Hart April 2023	Bill Burr August & October 2023
John Mulaney June 2022	Tina Fey & Amy Poehler June 2023	MORE ANNOUNCEMENTS COMING SOON!



# GENERAL OVERVIEW



- **Current Agreements:**
  - MGM Venue Management:
    - Expires June 30, 2029 with option for 3 year extension
  - Oak View Food & Beverage:
    - Expires June 30, 2029 with option for 3 year extension
  - Springfield Thunderbirds (AHL):
    - Expires June 30, 2025 with option for 1 year extension
  - American International College (Division 1 Men's Ice Hockey):
    - Expires on April 15, 2024 with option for 1 year extensions
  - Ticketing Provider – Paciolan:
    - Expires on June 30, 2026
- **Host Community Agreement:**
  - MGM promotes at least 4 events per year





# FY23 – GENERAL UPDATE



## FY23 Economic Impact Highlights

- **FY23 Room Nights:**
  - Goal: 6,500
  - Actual: 14,401
- **FY23 Total Jobs Created:**
  - Goal: 500
  - Actual: 597
- **FY23 Economic Impact:**
  - Goal: \$42.5 million
  - Actual: \$56,638,781
- **FY23 Employee Turnover:**
  - 13.5% total

### Some of Our Staff Members...



## FY23 Post Event Surveys & Online Reviews

- **Post-Event Surveys:**
  - Please rate your experience at the MassMutual Center: **4.72/5**
  - Based on your experience with us, how likely are you to return to the MassMutual Center? **9.43/10**
  - How would you describe your experience with your Sales Manager? **4.97/5**
  - How would you rate the level of service provided by your Event Manager? **4.95/5**
  - How likely are you to recommend the MassMutual Center to a colleague? **9.2/10**
- **Online Reviews:**
  - Google: **4.5/5**
  - TripAdvisor: **5/5**



## FY23 OVG F&B Highlights

- Gross Revenue – \$4,395,972 (**28% growth over 2022** with no AHL playoffs)
- Driven by 73% growth in catering revenues
- Subsequent Mgt Fee increase of 86% with fee % increase to 22%
- 100% growth in Sub-Contractor revenue to \$169,589
- Month of March - \$744,460 **single largest revenue month**
- Weekend of June 8-11 combined revenue of \$300K, **single largest week of revenue ever for F&B**
  - \$162K in combined F&B revenue, \$71K in merchandise
  - Signature drink for all three shows sold over 1000 units and generated \$18K in revenue.
  - White Claw Lounge generated \$7K in incremental F&B revenues

# FY23 – SALES UPDATE

331

FY23 NEW INQUIRIES – 17% increase YOY

375

FY23 OPEN & WORKING – 5% increase YOY

FY23 YTD		
Category	Total	Room Nights
Definite Booked		
127 Bookings*	\$2,065,102	14,401*
Tentative Booking		
11 Bookings	\$253,700	1,770
Cancellations		
5 Bookings	\$32,700	
Lost/Turndown <small>(Room Nights Only)</small>		
16 Bookings	\$151,180	

\*14 Bulls Eye Bookings

## FY23 Overview

### Revenue/Room Nights:

- 115% of combined Rental/Catering Budget
- Room Night Production
  - Sales Team – 9,631
  - Other Building Events – 4,770

## FY23 Sales Team Productivity:

- 124% of Combined Rental/Catering
  - 42% New
  - 58% Repeat
- 114% of Room Night Goal
  - 63% New
  - 37% Repeat

## 5 year PACE Outlook

- FY24 - 136% ahead
- FY25 - 157% ahead
- FY26 - 278% ahead
- FY27 - 164% ahead
- FY28 – 100% ahead

# SEPTEMBER MEETINGS

**AF&P: Thursday 9/7 4pm-5pm (VIRTUAL)**

**Executive: Monday 9/11 10am-12pm (HYBRID – TEAMS & BCEC MR 051)**

**D&C: Thursday 9/14 9am-10am (HYBRID – TEAMS & BCEC MR 051)**

**Board: Thursday 9/14 10am-12pm (HYBRID – TEAMS & BCEC MR 051)**