



**CIVIC CENTER COMMISSION  
MEETING NOTICE**

2<sup>nd</sup> Floor Conference Room, DCU Center  
50 Foster Street, Worcester, MA 01608  
Wednesday, August 28, 2019  
8:00AM

**AGENDA**

1. **Call to Order**
2. **Acceptance of Meeting Minutes**
3. **Review and consideration of the request of SMG that the Commission approve, under the Management Agreement , the assignment of the Management to ASM Global, a venue management firm being created out of the merger of SMG and AEG Facilities.**
4. **Review and consideration of a proposed extension of the SMG Management Agreement for five years until June 30, 2025.**
5. **SMG Reporting**
  - a. Monthly Highlights/Financial Statements
  - b. Sales Report

**Next meeting: September 26, 2019, 8A**

The City of Worcester does not discriminate on the basis of disability. The Civic Center Commission will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedure to persons with disabilities upon advance request. Please contact

ADA Coordinator at  
[disabilities@worcesterma.gov](mailto:disabilities@worcesterma.gov).



***CIVIC CENTER COMMISSION  
MONTHLY HIGHLIGHTS  
July/August 2019***

**FOOD AND BEVERAGE DEPARTMENT – SAVOR**

**Market Studies** – Both the concessions and catering department conducted market studies in similar environments – arenas/convention centers/meeting facilities – to compare and contrast pricing for like sized and quality of products. Having analyzed the data, a variety of pricing increases will take pace in both divisions while other prices continue to remain competitive and will be unchanged.

**Director of F&B** – Savor continues to work on identifying the right team member to lead the Food and Beverage Department and work with the current Executive team. In the past 2 months, Andrew VanDeweghe, Regional Vice President who is housed out of the Michigan offices has been in the market on several occasions to work with the staff, interview candidates, and provide additional assistance when needed. He has and will continue to oversee the account once the position is filled.

**FINANCE AND HUMAN RESOURCES DEPARTMENTS**

**HUMAN RESOURCES**

**WWE Live** – Taking place in July, a very large stagehand contingent was required. This resulted in sixty-two new hires along with the paperwork and onboarding required. This department continues to have a very high level of attrition while tour requirements become more and more demanding.

**Summer Outing** – As in past year's, SMG hosted a summer outing for all full time employees in June and invited the Railers staff as their guests. This year's event was at the new Apex Entertainment Center in Marlborough. The event was well attended and focused on team building between the 2 taffs with some fun yet competitive games.



8/26/2019

## NATIONAL MEETINGS

### General Manager/Asst. General Manager/Operations Meetings

Sandy Dunn, Jim Moughan, Rob Hornbaker, and Frank Aucoin traveled to Irving, Texas for annual national meetings. These include updates from the various SMG departments including our own industry recognized experts, operation updates with various proprietary software partners, a trade show with the most current arena/convention center/stadium/performing arts equipment, presentations from service providers and from a variety of experts in their fields. Some of the featured speakers are listed below with a brief bio.

## FEATURED SPEAKERS



**Angela Bernhard  
Thomas**  
Co-Founder/CEO  
Ingame Esports, Inc.

Angela is an award-winning Executive Producer in the entertainment industry. She pioneered The Gamer Agency, the first agency of its kind fully dedicated to esports. As Managing Partner, she developed and managed executive operations for the Microsoft Mixer Esports studio in Manhattan and led creative direction for 40+ pilots for original gaming shows. In 2016 she co-founded the Esports Leadership Salon in NYC, a private network of C-suite executives in the video game industry representing companies such as Pepsi, Turner, ESL, Xbox, Twitch and Activision Blizzard. As Co-Founder and CEO of INGAME Esports, she co-manages the esports program for the City of Atlantic City, a public/private partnership with the Casino Reinvestment Development Authority.



**Tony Bridwell**  
Chief People Officer,  
Ryan

Tony Bridwell is a highly recognized thought leader in corporate culture, learning and development, and human resources with more than 25 years of global leadership expertise inspiring, motivating, and empowering employees to realize their highest potential. In his current role as Chief People Officer for Ryan, a leading global tax services and software provider, he leads the global human resources practice. His focus is on enhancing, communicating, and driving Ryan's award-winning culture to support the Firm's strategic vision while gaining greater competitive advantage by attracting, developing, and retaining the most talented tax professionals and associates in the industry.

In his most recent role as a senior partner for the global consulting firm, Partners in Leadership, he worked with some of the top organizations in the world, helping maximize their cultures to meet and exceed business objectives and deliver greater shareholder value.



**Molly Cronin**  
Sponsorship Engagement  
Manager,  
Freeman

Molly Cronin is a Sponsorship Engagement Manager at Freeman focusing on helping clients better understand how aligning goals and building relationships between attendees, sponsors and exhibitors can enhance a brand experience. Molly began her career with Freeman 5 years ago and has since worked on key accounts such as Cisco, Microsoft, AT&T, HP Inc., and Twitch. Molly has experience in exhibitor and sponsorship sales but currently leads sponsorship fulfillment teams overseeing the execution of all sponsorship contractual obligations.



**Greg Garfield**  
President,  
Garfield Public/Private LLC

As President and Co-Founder of Garfield Public/Private, Mr. Garfield's broad scope of responsibilities includes strategic planning, deal structuring, financial, legal, and political problem-solving, financial and investment analysis, document negotiation, development management, design participation, and construction, operations, and maintenance planning. His 21 years of real estate experience includes leadership of or participation in the development of 44 properties, the planning of more than \$4.5 billion of facilities, and the negotiation and structuring of over \$1.2 billion in real estate debt and equity, naming rights and fundraising for public developments and public-private partnerships.



**Ray Garfield**  
Chairman,  
Garfield Public/Private LLC

As Chairman and Co-Founder of Garfield Public/Private, Ray Garfield focuses primarily on leading the financing and legal team to engineer creative financing structures and secure capital for public/private developments. Over 40 years, his experience has included the development or disposition of more than 9,000 acres of urban properties totaling over \$1 billion and the financing or sale/acquisition of major properties totaling over \$6 billion nationwide



**Maura Allen Gast**  
Executive Director  
Irving Convention and Visitors  
Bureau

A 28-year veteran of the Irving CVB, Maura was named executive director in October 2003. A leading business travel destination, Irving is home to the world headquarters of ExxonMobil, Kimberly-Clark, Flowserve and Fluor, among others. She led the team that delivered the on-time, under-budget and architecturally distinctive Irving Convention Center at Las Colinas, and has oversight of its day-to-day operations, which is averaging 295 events per year. The second anchor of Irving's visitor district, the Toyota Music Factory, includes the Live Nation Pavilion and an Alamo Drafthouse Theater, as well as a dozen other restaurants. The third and final anchor, the 350-room Westin Irving Convention Center Hotel, opened in March.



**Judith Grant Long**  
Associate Professor of Sports  
Management,  
University of Michigan

Dr. Long's books include Public-Private Partnerships for Major League Sports Facilities, which examines the financial arrangements for over 100 ballparks, stadiums, and arenas in the US and Canada, as well as the forthcoming Olympic Infrastructure volumes which survey venues, villages and other capital projects built for the summer and winter Olympics. Her current research project, The Host City Playbook, examines how cities can maximize the ROI on public investment in sport venues by targeting specific sets of events.

Dr. Long is a certified professional planner, and currently sits on the board of Coliseum, the Sports Innovation Lab, and serves as an advisor to the National Executive Forum on Public-Private Partnerships. She holds a PhD in Urban Planning from Harvard University, and a MDes in Real Estate Development from the Harvard Graduate School of Design.



**Marc Scarpa**  
Esports Executive Producer  
Digital & Studio Desig,  
Simply New

Marc Scarpa has created innovative programming for digital and traditional live broadcasting for the past 20 years.

His contributions include working in collaboration with world renowned sports stadium architectural design firm Populous to design, build and install the broadcast solutions for the Esports Stadium Arlington. ESA is the largest esports arena in the USA with an occupancy of 2,500 and nearly 100,000 sq ft of usable space. The broadcast studio is 4k ready and capable of handling up to 12 tournament game stations with the largest observer room of any studio of its kind.

Microsoft Retail in partnership with The Gamer Agency contracted him to design, build and install their state of the art \$6 million esports broadcast gaming "Mixer NYC Studio".





**Terri Toennies**  
President,  
ANSA Productions

A 35-year event and hospitality veteran, Toennies brings a breadth of managerial experience and leadership skills to ANSA, which under her direction, continues to lead the industry in creating innovative, valuable and engaging experiences for its shows' trade and public audiences, respectively. Toennies serves on the Board of Directors for Los Angeles' South Park Business Improvement District, where she chairs the District Identity & Marketing Committee. She is also an active member of the International Association of Exhibitions and Events (IAEE), Meeting Professionals International (MPI) and IAVM (International Association of Venue Managers).

Toennies has spoken on the subject of innovative trade show practices, consumer show activations and event security procedures and implementation at TSNN, IAEE, UFI, and ECEF.



**Michael Wohltz**  
Senior VP of Design Delivery,  
Freeman

Michael Wohltz, Senior Vice President of Design Delivery at Freeman, specializes in the technical and strategic development and deployment of solutions for the television, live event, corporate staging and exhibit markets. Since joining Freeman, Michael deploys his 25 years of experience in AV and lighting, and rigging applications to serve as a multidiscipline solution provider for Freeman's television, trade show and corporate clients. Michael has worked on some of the world largest televised events including the Olympics, NFL, MLB, ESPN, USA, NBC, FOX, CNN, Nickelodeon, OWN, the Oprah Winfrey show and more.

Michael has the pleasure of leading teams that specialize in providing state of the art solutions for events of all sizes and sensibilities, specializing in creative solutions for events, including video development and production, script writing, graphics, scenic design, fabrication and creative and art direction.

**Marketing Meetings** – Without a current Director of Marketing, Veronica VanJura, then Marketing Coordinator, attended the SMG national marketing meetings in Toronto. These are held in conjunction with the national arena marketing meetings but Veronica only attended the SMG portion this first year. These meetings include presentations by all of the major family show promoters on their upcoming season initiatives, marketing focus, and new campaigns. The family show promoters have found these meetings to be particularly productive as they are able to utilize their senior level staff to present who would not otherwise be in every market nationally. In addition, various breakouts are held with our marketing staffs for increased communication, new marketing ideas, new event development concepts, etc. As a first time attendee, Veronica reported that this meeting helped her feel connected to her peers internationally within the company and has already taken advantage of the many resources available.



**Vacancies** - The finance department currently has 3 full time positions open. Senior Accountant, Accounts Payable, and Human Resources Manager. In addition, this is the time of year where recruitment for the large part time staff begins. Over the next 6 weeks, we will begin our marketing efforts to increase our various departments by nearly 100%.

**Payroll Changes** – In anticipation of hiring for the upcoming season and the increase of minimum wage in January, various part time wages have been significantly adjusted. Also, we have completed a year long pay equity pay study for both part time and full time staff. While this effort was initially launched based on the updated MA Pay Equity Act (MEPA) enacted July 1, 2018, to ensure compliance with the new revisions, a variety of recommendations from the consultant and labor attorney assisted with updating all job descriptions, organizational charts and pay rates. The recommended updates and projected changes equate to approximately \$100k. Much of this will begin to be reflected in the September financial statements.

**Promotion** – Veronica VanJura has been promoted to Director of Marketing for the facility. With her experience to date, knowledge of the various show promoters, proven skill set, as well as previous experience in an advertising agency, she proved to be the best candidate for the position. She will now work to backfill her current position.

## **BOX OFFICE**

**Railers** - New systems and procedures are being put in place for the upcoming Worcester Railers season. In addition, Ticketmaster has rolled out a new suite of analytic tools which the Worcester Railers also utilize and have been in various training.

**Pirates** – As the Pirates season comes to a close, the box office provided as much counsel as possible regarding pricing and scaling to make their process more efficient. While the TM tools are available to them as well, they have not yet chosen to embrace these assets.

## **FINANCE**

### **Audit**

The Auditors have completed their initial review in late July. Many of their process have been streamlined to require the DCU Center to provide various ledgers via e-files through their portal. Hopefully this will assist with making their work more efficient and timely for the City of Worcester.

## June 2019

Total event income for June 2019 was under budget due to fewer events but, overall the summer is busier than most summers – particularly in the Convention Center. Indirect expenses were over budget due to timing and normal year-end purchases.

## Fiscal Year 2019

Total event income for FY2019 was \$613k over budget, with the greatest contributing factor being Food & Beverage income at \$380k more than budget. Three additional arena concerts over budget (12 total this year vs. 3 last year) which resulted in a higher total event income of \$137k than originally budgeted. In addition, thirteen more conventions happened than budgeted which resulted in a higher total event income of \$322k.

Financial Highlights - YTD FY2019		
No. of Events	Jun	YTD FY2019
Assemblies	10	21
Banquets	2	21
Entertainment		6
Concerts	2	12
Consumer Shows		37
Conventions	6	51
Family Shows		20
Meetings	6	59
Performing Arts		26
Sporting Events		10
Railers Hockey		36
Trade Shows	1	35
Arena Football	2	8
<b>Total</b>	<b>29</b>	<b>342</b>
Budget	48	341
Variance	-19	1
<b>Total Event Income</b>		
<b>Actual</b>	<b>365,614</b>	<b>6,452,801</b>
Budget	500,292	5,839,696
Variance	(134,678)	613,105
<b>Other Operating Income</b>		
<b>Actual</b>	<b>71,438</b>	<b>815,587</b>
Budget	71,519	856,419
Variance	(81)	(40,832)
<b>Indirect Expenses</b>		
<b>Actual</b>	<b>652,656</b>	<b>6,266,565</b>
Budget	530,648	6,321,005
Variance	122,008	(54,440)
<b>Net Income</b>		
<b>Actual</b>	<b>(215,604)</b>	<b>1,001,822</b>
Budget	41,163	375,110
Variance	(256,767)	626,712



## **EVENTS & MARKETING**

The Massachusetts Pirates finished the 2019 season strong against the New York Streets, giving them an 8-6 record after a 1-4 start. This comes after a six-game win streak aided by the Founder/President and GM, Jawad Yatim, who signed multiple players from the National Football League (NFL), including Wide Receiver Dexter McCluster. The Pirates had other big wins this year with Yatim being named 2019 NAL Executive of the Year, 3 Pirates earning All-NAL First Team Players—4 earned All-NAL Second Team Players, and the Pirates' Media Team was also awarded the 2019 NAL Media Relations Award for Most Outstanding Media Content and Production.

### **WWE**

Once again, WWE returned to the DCU Center Arena and battleground for Smackdown Live! The New Day's WWE Champion Kofi Kingston, Dolph Ziggler, Roman Reigns, Drew McIntyre, and more, took to the ring on July 16th in what was surely an event for the ages. Passionate fans flooded the packed Arena on a perfect summer night, sporting their prized memorabilia, costumes, and signature chants in celebration of the big night. The energy was palpable and proved that the fanatic wrestling culture here in Worcester earns the title of WWE country.



### **Best of Home Team All-Stars Awards**



The Telegram and Gazette hosted the third annual 2018-2019 Best of Home Team All-Stars Awards on June 20th, in thanks to the families, athletes, coaches, and fans for another year of amazing sports coverage. The award night honored the top performers from Central Massachusetts in 31 sports. This year they welcomed former NBA all-star, champion and Finals MVP, Paul Pierce as their featured, special guest. Pierce was live for a question and answer session about the lessons he learned and the memories he made. The event was free and open to family, friends and the general public.



## **ON SALES**

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*Brew Woo / HarvestFest 10/26/19*

*Monster Jam 2/14-16/20*

*Trans Siberian Orchestra 11/17/20*

## **OPERATIONS, HOUSEKEEPING, & PHYSICAL PLANT DEPARTMENTS**

**Landscaping** – Much of the original 2013 plantings on the arena plaza areas have failed. By the City Manager's request, SMG contacted Tower Hill Horticulturalist to walk the areas and discuss current plantings and recommendations for replacements. Based on these recommendations, certain plants have been removed, others relocated and additional ones installed. Commercial watering equipment was purchased and ongoing "hand" watering is taking place on the new plantings which seem to have weathered the worst heat of the summer. However, without permanent watering in the beds that were installed, this may prove to be futile once again.

**Project Work** – Summer results in skelaton staffing levels as most full time staff utilizes vacation during the slower months while still maintaining the building 24/7. Focus is given to reorganizing storage areas, reviewing the past year and improving processes for the upcoming season and some additional training. With this year's busier summer, the lower numbers of staff are also extremely busy with event preparations.

## **SALES DEPARTMENT**

**Concerts** – With ongoing efforts to improve concert activity in the venue, Sandy Dunn attended meetings in both LA (May) and NYC (August) this year. These were small meetings hosted by the International Entertainment Buyers Association (IEBA) with invites to agencies and promoters in those cities. In addition, SMG hosted a private meeting the following day with these same representatives. LA was extremely well attended and productive. Due to summer scheduling, the NYC meeting had lower attendance but was still productive particularly due to the lower cost. Sandy will also be attending the October IEBA Conference in Nashville which is a much larger gathering that will also include a private SMG reception. Generally, the larger agencies have offices in all three cities with different agents in each. While more of our sales focus is on promoters than agencies, the lack of bookings from the dominant New England promoter suggests additional conversations with the artist agencies.

**Proposals** – A record number of sales proposals have been generated with less slow down in the sales cycle than is normal for this time of year. In addition, Imperial Distributors, Griffin Greenhouse and Shine 2019 E-Sports were some very large events all occurring in mid August.



**Civic Center Commission  
Monthly Sales Report Jun. - Aug. 2019**

Name	Banquet /Social	Conference /Convention /Tradeshow	Date of Event	# of Days	Anticipated Attendance	New Business	Repeat Business
<b>Banquet/Social Contracts</b>							
Holy Cross 100 Days Ball	1		2/7/2020	1	700		1
Assumption College Spring Ball	1		3/27/2020	1	400		1
Doherty HS Prom	1		5/21/2020	1	400		1
	<b>3</b>			<b>3</b>	<b>1500</b>		<b>3</b>
<b>Conference/Convention/Tradeshow Contracts</b>							
Rail Tech Conference		1	3/19/2020	1	300		1
2021 SAN Business Meeting		1	5/5/2021	1	450		1
Worth Unlimited		1	9/28/2019	1	40	1	
New England Picture Framers Conv.		1	6/7-8/20	2	250		1
Northeast Security Expo		1	6/9-10/20	2	800		1
MA Rehab Comm. Staff Training		1	9/17/2019	1	300	1	
MA DOT Innovation Conference		1	4/6-8/20	3	1300		1
Crisis Prevention Institute		1	1/6-9/20	4	40		1
Crisis Prevention Institute		1	8/8-21/20	4	40		1
Northeastern U Schoolhouse Academy		1	11/5/2019	1	400	1	
Consigli Learning Conference		2	11/4&12/4/20	2	1000		2
Vegfest 2020		1	4/19/2020	1	6500		1
11th Annual Worc. Women's Conf.		1	5/7/2020	1	850		1
Becker Graduation		1	5/9/2020	1	4500		1
Worcester State Graduation		1	5/16/2020	1	7000		1
Quinsigamond Graduation		1	5/21/2020	1	6000		1
Framingham State Graduation		1	5/24/2020	1	7000		1
Holy Cross Graduation		1	5/22/2020	1	7500		1
Wachusett HS Graduation		1	6/4/2020	1	6500	1	
Nichols Graduation		1	5/2/2020	1	5000		1
MA Dept. of Ed		1	1/24/2020	1	250	1	
REMAX/ReCharge		1	3/9-10/20	2	900	1	
B.A.D. Girls Conference		1	5/28-30/20	3	150		1
MA DECA Dist. 7 Annual Conference		1	01/10/20	1	600	1	
Rock & Shock		1	10/11-13/19	3	4,500		1
All Out Dance		1	2/21-23/20	3	2,500	1	
2020 Spring Home Show		1	3/6-8/20	3	5,000		1
2020 Boat Show		1	3/13-15/20	3	3,000		1
2020 RV & Camping Show		1	2/19-23/20	4	6,500		1

2020 Spring Home Show		1	3/6-8/20	3	5,000		1
2020 Boat Show		1	3/13-15/20	3	3,000		1
2020 RV & Camping Show		1	2/19-23/20	4	6,500		1
Leading Age MA Conference		1	06/02/20	1	300		1
Worc. Public Schools All Employee Mtg.		1	08/23/19	1	4,250		1
2020 Credit Union Marketplace Conf		1	4/21-22/20	2	500		1
Alzheimers Conference		1	05/20/20	1	800		1
NE Institute of Transportation Engineers		1	12/02/19	1	250	1	
Imperial Distributors Seasonal Show		1	2/10-13/20	4	400		1
ADDP 2020		1	04/29/20	1	800		1
Ounce of Prevention Conference		1	03/31/20	1	400		1
		<b>38</b>		<b>66</b>	<b>86,870</b>	<b>9</b>	<b>29</b>

**Proposals**

Northeastern U Schoolhouse Academy		1	11/5/2019	1	400	1	
Dept. of Public Health		1	10/8/2019	1	40	1	
Professional Fire Fighters of MA		1	Sept. 2019.	1	100	1	
Marine Corps. Birthday Ball	1		11/16/19	1	200	1	
Wedding Expo		1	Feb. 2020	2	500	1	
MA DECA Meeting		1	10/15-16/19	2	500	1	
Ed. Development Authority Annual Mtg.		1	12/03/19	1	250	1	
EAS MA- 2021 Beekeepers Conference		1	7/26-30/21	5	500	1	
Christmas Extravaganza	1		Dec. 2019	1	500	1	
MA Society of Perfusion Conference		1	Fall. 2020	1	75	1	
North American Maple Syrup Council		1	10/17-19/20	3	300	1	
Cannabis Business Committee		1	9/7-8/19	2	200	1	
Reliant Medical Group		1	Fall. 2019	1	400	1	
Irene Glimenakis Wedding	1		Jan. 2021	1	300	1	
FOFWIM Women's Conference		1	3/21/2019	1	200	1	
United Healthcare Meeting		1	Fall. 2019	1	40	1	
Alternative Health Solutions Day		1	11/16-17/19	2	300	1	
MA MEP Meeting		1	10/10-11/19	2	50	1	
National Guard Officers Prof. Dev. Day		1	Mar. 2020	1	1,000	1	
Turn it Up Dance		1	Feb. 2020	3	2,500	1	
Ma Rehab comm. Staff Training		1	09/17/19	1	300	1	
2021 National Bengali Conference		1	7/2-4/21	3	12,500	1	
Reed and Reed Legal Seminar		1	07/28/19	1	75	1	
Mass Teachers Assoc		1	4/28-30/22	3	5,400		1
Fortune Builders Program		1	9/19-22/19	3	750		1
Brickfest Live		1	tbd 2020	3	6,000	1	
	<b>3</b>	<b>23</b>		<b>47</b>	<b>33,380</b>	<b>24</b>	<b>2</b>

**Site Visits & Appointments**

Kristian Efsthathiou - REMAX							
Sandy & Deborah - Imp Distributors							
PFG contact							
Patricia Ogbalu - FOFWIM Women's Conf.							
John Castellow - Alternative Health Solutions							
15 City of Worcester Sales Calls with the Hilton Garden Inn							
Irene Glimenakis - Wedding							
Lama from Born to Win							
Bengali Conference Team							
Javier Import Evolution							
Albert Alfredo, Body Building Event							
Waqar from Northeast Islamic Circle							
Michael Haight, Mormon Church							
Maple Industry Trade Show Team							

**Conf./On sale Arena Events**

Brew Woo Harestfest			10/26/2019			
Monster Jam			2/14-16/20			
Trans Siberian Orchestra			11/17/2019			

**Track able overnight room pick-up for Jun. - Aug. 2019**

<b>Event</b>			<b>Date</b>	<b># of Days</b>	<b>Rm Nights</b>	
NE Synod			6/6-8/19	3		
NE Picture Framers			6/9-10/19	2		
14th Annual NE Building & Facilities Expo			6/10-13/19	4		
NE Security Systems Contractors Expo			6/12/19	1		
Leading Age MA			6/13/19	1		
Harold Levinson Associates			6/17-19/19	3		
Star City Games			7/14/19	1		
WWE			7/15-16/19	2		
Gluten & Allergen Free Expo			7/19-22/19	4		
NACA Achieve the Dream			7/24-28/19	5		
Magic the Gathering			8/10/19	1		
Imperial Distributors			8/12-15/19	4		
EBC Cosmetics			8/15-17/19	3		
Griffin Greenhouse			8/18-22/19	5		
E-Sports			8/22-26/19	5		
Crisis Prevention Institute			8/26-29/19	4		
Import Evolution			8/30-31/19	2		