

NOTICE OF MEETING & AGENDA

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 utilize remote technology and will take place:

November 20, 2025 – 10:00 a.m.

Massachusetts Convention Center Authority Board Meeting

**Menino Convention & Exhibition Center Meeting Room -Board Room 201
and**

VIA MICROSOFT TEAMS MEETING

[Join the meeting now](#)

OR DIAL-IN: [1-857-702-2232](tel:18577022232) - Phone Conference ID 800 771 280#

Please only use dial-in or computer and not both as feedback will distort meeting.

AGENDA

- I. Roll Call (Emme Handy – 1 minute)
- II. Review and Adoption of Minutes of October 23, 2025 (Emme Handy - 1 minute)
- III. Chief Executive Officer's Update (Marcel Vernon – 5 minutes)
- IV. Strategic Plan Update (John Towle – 5 minutes)
- V. Department Updates (15 minutes)
- VI. Boston Convention Marketing Center Performance Report (Milt Herbert – 5 minutes)
- VII. MassMutual Center/MGM Springfield Sales and Marketing Update (Sean Dolan – 5 minutes)
- VIII. Report of AF& P – Khushbu Webber will introduce:
 1. FY25 Audit (Bradley McMillin & Auditors CliftonLarsonAllen – 30 mins)
 - (i) Final Exit Presentation [Jennifer Cook – 10 minutes]
 - (ii) FY25 Audit Results and Financial Highlights [Bradley McMillin - 10 VOTE]
 2. September 2025 YTD budget to actual income statement (Bradley McMillin – 5 mins).
 3. Internal Audit Charter [discussion] (Claudia Russell – 15 mins).

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CONVENTION CENTER
AUTHORITY**

IX. Report of the Development and Construction Committee – Meg Mainzer-Cohen will introduce.

1. Low-Sloped Membrane Roof Replacement [VOTE] (John Donahue)

2. Juniper Support Maintenance Agreement [VOTE] (Rob Noonan)

X. Old Business

XI. New Business

XII. Adjournment

On this date, November 18, 2025 at or before 10:00 a.m., this Notice was posted as Notice of Meeting – Massachusetts Convention Center Authority Meeting at www.massconvention.com and e-mailed to: regs@sec.state.ma.us, contactanf@mass.gov

Date Posted to Website: November 18, 2025



Massachusetts Convention Center Authority (MCCA)

Board Update

November 2025

The strategic plan will set MCCA's vision, goals, objectives, & metrics

MCCA Strategic Plan 2025-2035

The Strategic Plan will position MCCA to stay competitive in a rapidly evolving market while maximizing value for the community. By focusing on innovation, market leadership, and inclusive engagement, MCCA will enhance its regional influence and contribute meaningfully to economic growth and community well-being across Massachusetts.



Mission & Vision

Why do we exist? What do we want to become/ achieve?



Goals & Priorities

How do we translate the mission/vision into high-level priorities?



Objectives

What objectives must be met to reach our goals?



Key Performance Metrics

How will we measure ourselves?

By the end of the year, we will have met with internal & external leaders to synthesize insights & perspectives

MCCA EXECUTIVE INTERVIEWEES:

- Marcel Vernon
- Bradley McMillan
- David Silk
- Diane DiAntonio
- John Donahue
- Lennie DeSouza
- Rob Noonan
- Sean Dolan
- Milt Herbert

CONVERSATION TOPICS

- Aspirations for MCCA over the next years (e.g., economic development impact, financial sustainability, community connectivity, event-goer experience, talent experience)
- Current state of the MCCA
- Opportunities for improvement
- Priorities for the upcoming year, next five years, and next ten years

STAKEHOLDER ENGAGEMENT:

MCCA Board of Directors (started week of 11/10):

Emme Handy

Board Chair

Matthew Gorzkowicz

Secretary of Administration and Finance

Ashley Groffenberger

Chief Financial Officer, City of Boston

Carlos Aramayo

Cindy Brown

Dr. Aisha Miller

Sheena Collier

Xiomara Alban Delobato

Michael Donovan

Michael F. Flaherty Esq.

Meg Mainzer-Cohen

Chris Pappas

Gwill York

MCCA Stakeholders (non-exhaustive):

- Governmental Partners – State Executive, Legislative & Municipal
- Signature Boston & Meet Boston
- Labor & Workforce Organizations
- Business & Economic Development Groups
- Community & Resident Organizations
- Non-Profits & Charitable Organizations
- Hotel, Hospitality, & Visitor Industries
- MCCA Workforce

We are also requesting and analyzing data to inform the strategic planning effort

Understanding where MCCA is today is critical to establishing a visionary roadmap for the next 10 years.

The data that we have requested from the MCCA Executive team and other relevant staff members is critical to the following components of the strategic planning process.



Infrastructure & Capital Planning

Analyze MCCA's assets as a portfolio of value to MCCA's customers and community

Financial Analysis & Economic Analysis

Forecast financial & economic development scenarios to promote financial sustainability while maximizing economic impact and demonstrated value.

Competitive Positioning

Distinguish MCCA in the broader events marketplace

Stakeholder Engagement

Drive inclusive input and shared outcomes.

Over the next few months, we will conduct additional strategic workshops to align on where and how MCCA can grow its impact

Coming Up Next

OCT 22

NOV 13

JAN 14

LATE FEB / EARLY MAR

LATE APR

PROJECT KICK-OFF

Align on project plan, collaboration goals, initial insights, and project governance

VISIONING WORKSHOP

Draft a vision statement and guiding principles that define the desired future state of MCCA

WTP / HTW WORKSHOP

Determine “Where to Play” and “How to Win” to prioritize growth opportunities and MCCA’s value proposition

STRATEGIC CAPABILITIES WORKSHOP

Evaluate current organizational capabilities and identify gaps to reach the future vision

IMPLEMENTATION WORKSHOP

Align on an actionable plan to execute the project strategy

We are requesting your help...

1

Direct Board Input

- Working groups
- Targeted conversations
- Workshop participation

2

Constituent Input / Engagement

- Identify constituencies
- Determine preferred engagement channels (e.g., survey, working groups, focus groups)



Human Resources

HR Updates & Metrics

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CONVENTION CENTER
AUTHORITY**

Signature
BOSTON™

HR Updates and Key Projects

1. Employee Handbook Refresh

- Finalizing the updated employee handbook
- Expanded to be more comprehensive, informative, and resourceful for all staff

2. HR SOP & Policy Review

- Conducting a full review of standard operating procedures and policies across all HR functions
- Designed to strengthen succession planning, knowledge continuity, and long-term sustainability

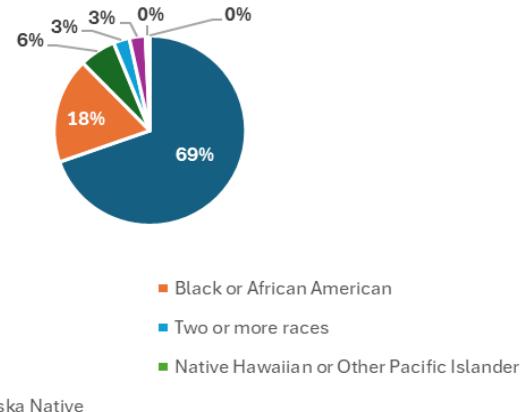
3. Background Check Process Review

- Preparing to initiate a review of our current background check practices
- Strengthening how we vet prospective employees while maintaining consistency and compliance

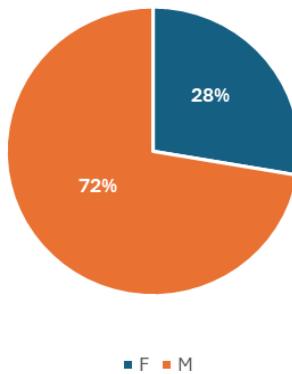
FY26 EEO Data

| EEO DATA | | |
|--|------------|-------------|
| RACE DESCRIPTION | TOTAL | PERCENTAGE |
| White | 281 | 69.80% |
| Black or African American | 73 | 18.07% |
| Hispanic or Latino | 25 | 6.19% |
| Two or more races (Not Hispanic or Latino) | 11 | 2.72% |
| Asian | 10 | 2.48% |
| Native Hawaiian or Other Pacific Islander | 2 | 0.50% |
| American Indian or Alaska Native | 1 | 0.25% |
| GRAND TOTAL | 403 | 100% |
| GENDER | | |
| | TOTAL | PERCENTAGE |
| Male | 293 | 72.52% |
| Female | 110 | 27.48% |
| Grand Total | 403 | 100% |

FY26 EEO Data: Race



FY26 EEO Data: Gender



FY26 Recruitment Metrics

FY26 TALENT METRICS (7/1/2025 – Present)

| Talent Categories | Definitions | Number |
|--------------------------------------|--|---------|
| New Hires (FYTD) | <i>EEs hired within FY26.</i> | 9 |
| Active Vacancies / # of Requisitions | <i>Active vacancies represented by # of requisitions posted.</i> | 8 / 24 |
| Time-to-Fill | <i>Time from job posting to job offer.</i> | 7 weeks |
| Turnover Data - Voluntary | <i>Tracks voluntary EE departures from FYTD.</i> | 2.09% |
| Turnover Data - Involuntary | <i>Tracks involuntary EE departures from FYTD.</i> | 1.85% |
| Turnover Data - TOTAL | <i>Tracks TOTAL EE departures from FYTD.</i> | 3.94% |

| Employee Race | # | % |
|--|----------|-------------|
| White | 5 | 55.56% |
| Black or African American | 2 | 22.22% |
| Hispanic | 1 | 11.11% |
| Asian | 1 | 11.11% |
| Two or more races (Not Hispanic or Latino) | 0 | 0% |
| Total | 9 | 100% |

| Employee Gender | # | % |
|-----------------|----------|-------------|
| F | 3 | 33.33% |
| M | 6 | 66.67% |
| Total | 9 | 100% |

Communications & External Relations Update

David Silk
Chief Communications Officer

Hynes Signage Unveiling



- Ceremony featured Governor Healey, Tom Lyons, and four generations of the Hynes Family
- Event received extensive media coverage

BPD Recognition

- MCCA Community Liaison, Arthur Fritch and Senior Event Services Manager, Christina Fitzgerald recognized by the Boston Police Department
- MCEC hosted BPD for large-scale training exercise on October 21



Travel & Culture Feature



The Massachusetts Convention Center Authority (MCCA) hosts large events that create economic impact for Boston and Massachusetts, while also enhancing the civic life of the communities it serves. It operates the flagship Thomas M. Menino Convention & Exhibit Center in South Boston Seaport, John B. Hynes Veterans Memorial Convention Center in Back Bay, MassMutual Center in Springfield and the Boston Common parking garage.

We spoke recently to CEO Marcel Vernon, Sr., who has led MCCA since October 2024, overseeing a staff of 400+ and a \$100 million budget, while hosting 350+ conventions and meetings that attract millions of people annually.

Having recently surpassed your one-year anniversary, what have you learned about the Authority that pleases you most?

What impresses me most is the tremendous impact we have on the region as both a global convener of meetings and conventions, and as an economic development engine for the city and state. Each year, our venues generate more than \$1 billion in economic impact and support over 11,000 jobs.

When conventions come to our facilities in Boston and Springfield there is significant spending that takes place at hotels and restaurants, on transportation, and at retail and entertainment establishments and we're incredibly proud of the significant contribution we have on the local economy.

28



MCCA recently renamed the Boston Convention & Exhibition Center to Thomas Michael Menino Convention & Exhibition Center in honor of Tom Menino, mayor of Boston from 1993 to 2014. How did Menino's urban vision align with the Authority's vision today?

Mayor Menino was a strong advocate for the construction of the convention center and he had the vision for redeveloping the Seaport into a vibrant community. Naming the facility in his honor is a fitting tribute to his leadership and vision.

As we look to the future, MCCA is committed to championing the same spirit of innovation and growth that was a hallmark of Mayor Menino.

Through our strategic planning efforts, we aim to

ensure that the MCEC continues to serve as a world-class destination for meetings and events, while driving economic growth and strengthening connections across our stakeholder communities.

MCCA has a great reputation for community engagement. Tell us about your Community Partnership Program and how it supports worthy Boston-based non-profit groups.

We welcome visitors from across the country and around the world, and take seriously our responsibility to give back to the communities and organizations that make this city such a vibrant and attractive destination. Last month, we were proud to

award \$115,000 in Community Partnership Grants to 23 non-profit organizations across 10 Boston neighborhoods, bringing the program's impact to over \$2 million since its launch in 2007.

2026 is a banner year for Boston, with America 250 celebrations, World Cup Soccer and the Tall Ships returning to Boston Harbor! How will you interact with these events and maximize your own profile to visitors from around the world?

It's a testament to Boston's strength as a destination that we'll have the privilege of hosting such an incredible lineup of events in 2026. As a global leader, my focus is on ensuring these historic events not only showcase Boston on the world stage, but also attract new investment, support thousands of local jobs and create lasting opportunities that strengthen our city and region for years to come.

You've seen hundreds of events in your first year on the job. Which one impressed you the most?

We host a broad range of impressive events at our facilities day in and day out, and one that stands out for its high-profile status and logistical complexity is the Massachusetts Conference for Women. This event gives our team the opportunity to showcase what we can accomplish through strong collaboration across departments and with our in-house partners. It's a true all-hands effort, highlighted by the luncheon served to more than 10,000 attendees in our convention hall.

Thank you, Marcel.

- MCCA CEO, Marcel Vernon, Sr., currently featured in the Winter Edition of the Boston Irish Tourism Association's Travel & Culture magazine

Chief Information & Security Officer MCCA Board Updates

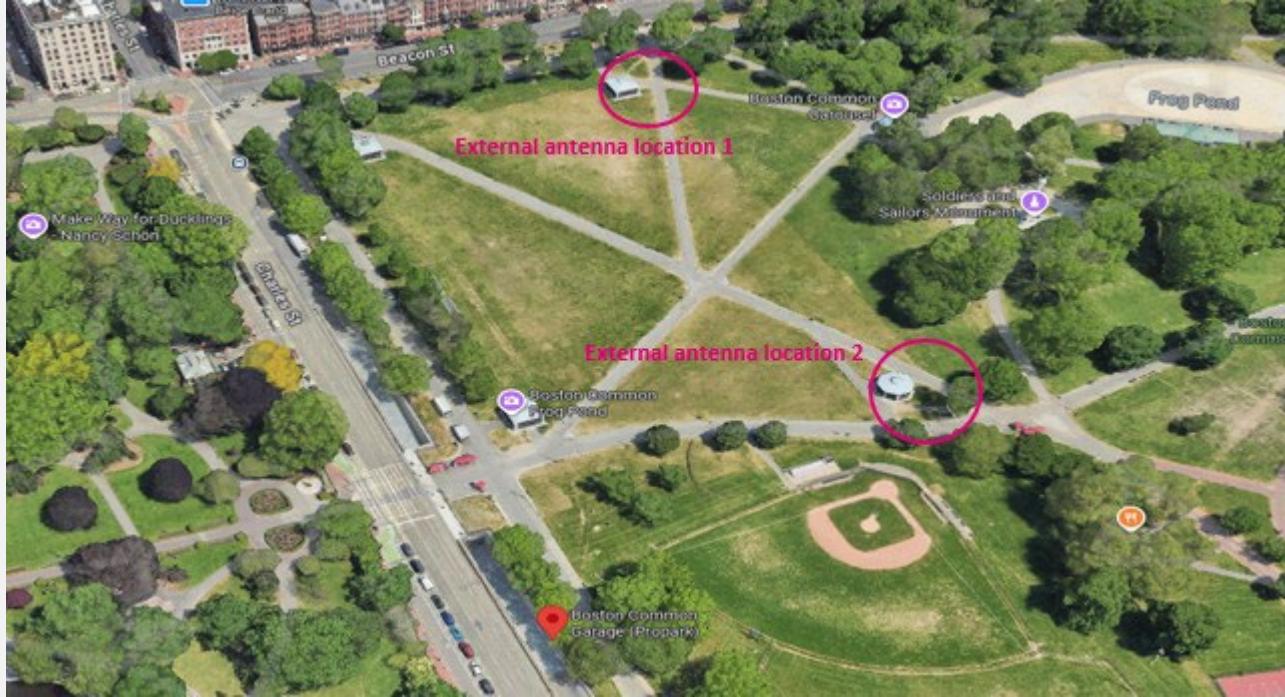
November 20, 2025

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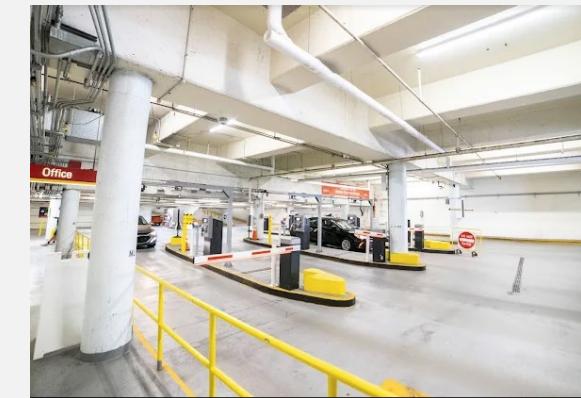


The MCCA IT Department & T-Mobile successfully launch LTE & 5G Distributed Antenna System (DAS) at the Boston Common Garage

Signature BOSTON



Garage entrance



Garage floor



The installation provides coverage across all garage floors, while outdoor areas are served by two small cell sites. The system delivers exceptional coverage and capacity for all users in the Boston Common area, including those in the parking garage.

Most notably the 5G Network supports emergency 911 calls from all carrier networks within the garage vastly improving safety & security for all those that visit the venue.

Boston Convention Marketing Center

MCCA Board Meeting
November 2025

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Citywide Convention Sales

Signature BOSTON

October 2025

- Retail Jewelers Organization Winter Buying Show 2028
 - MCEC event for February 2028 with 2,665 room nights
- New England Anime Society, Inc. Anime Boston 2029 – 2033
 - Hynes event for March 2029 with 4,305 room nights
 - Hynes event for April 2030 with 4,305 room nights
 - Hynes event for April 2031 with 4,305 room nights
 - Hynes event for March 2032 with 4,305 room nights
 - Hynes event for May 2033 with 4,305 room nights
- IBM Corporation IBM Think 2030
 - MCEC event for June 2030 with 16,055 room nights



FY2026 (July – October 2025) Signed License Agreements

| | Bulls Eye * | Non Bulls Eye | Totals |
|---------------------|-------------|---------------|-----------|
| MCEC Events | 2 | 1 | 3 |
| Hynes Events | 13 | 0 | 13 |
| Total Events | 15 | 1 | 16 |

| | | | |
|--------------------------|----------------|--------------|----------------|
| MCEC Room Nights | 32,927 | 2,665 | 35,592 |
| Hynes Room Nights | 68,802 | 0 | 68,802 |
| Total Room Nights | 101,729 | 2,665 | 104,394 |

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

*Does not include Event & Media production

Event & Media Sales

Signature BOSTON

| | October 2025 | FY2026 Year to Date |
|------------------------------|--------------|---------------------|
| MCEC Events | 1 | 8 |
| HYNES Events | 2 | 10 |
| Lawn on D Events | 0 | 4 |
| Total Events | 3 | 22 |
| MCEC Room Nights | 0 | 0 |
| HYNES Room Nights | 0 | 832 |
| Lawn on D Room Nights | 0 | 0 |
| Total Room Nights | 0 | 832 |



October 2025

- Recent marketing initiatives to promote the podcast studio have quickly driven increased inquiries, resulting in short-term recording contracts being issued.
- AI-focused technology events contracted in the short term are outperforming initial attendance estimates, with several organizers already seeking to secure future dates and space.
- Consumer events are increasingly engaging convention centers for the first time, driven by space requirements that surpass those available in hotels and other conventional venues.

Marketing & Creative Services

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A WORLD-CLASS EXPERIENCE. BOSTON CONVENTIONS.



Same Great Location, Better Than Ever.

The upgraded Hynes Convention Center is here for your next win.

In Boston, our rich tradition is powered by forward thinking, which means big things for your next meeting. The John B. Hynes Veterans Memorial Convention Center is undergoing a \$100 million renovation and is open for bookings now and far into the future. This flexible meeting space is refreshed with significant infrastructure improvements, more cutting-edge technology, and enhanced comforts throughout the building, all backed by award-winning services to help bring your vision to life.

Come visit and see what's new!

Schedule a site visit and make history with your own event. Call 877-393-3393 or visit SignatureBoston.com

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A WORLD-CLASS EXPERIENCE. BOSTON CONVENTIONS.



Big or Small, We Do It All

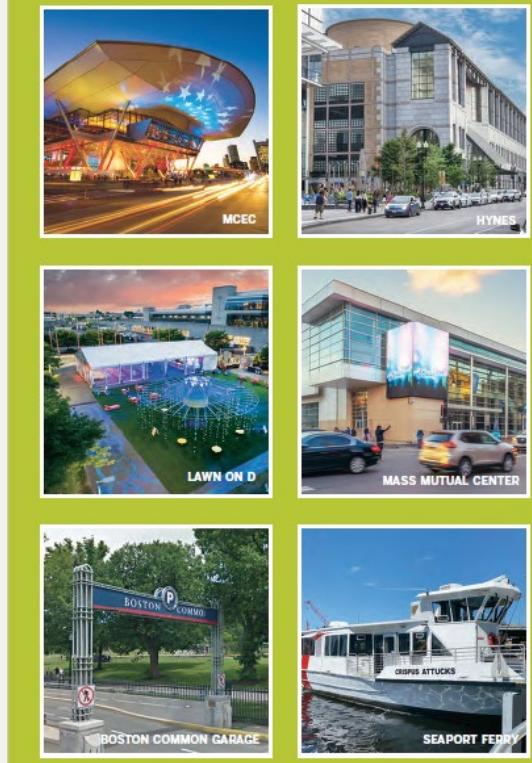
Whatever your group size, Boston's Thomas M. Menino Convention & Exhibition Center and John B. Hynes Veterans Memorial Convention Center each offer flexible meeting space that brings your vision to life. Whether you need meeting rooms, ballrooms, or function and exhibit space, we've got you covered—along with a comprehensive menu of services, free building-wide Wi-Fi, and more. Schedule a visit today!

MCEC HYNES
Signature BOSTON

Schedule a site visit and make history with your own event. Call 877-393-3393 or visit SignatureBoston.com



The Massachusetts Convention Center Authority (MCCA), specializing in meetings and conventions throughout the Commonwealth, roots on our hometown teams while serving as one of the Most Valuable Players in the state.



The MCCA supports the 2025-26 season and our team's next big win. Go Boston!

Over the next 5 years, the MCCA will:

- Generate **\$6.732 billion** in economic impact
- Cause **\$355.4 million** in taxes paid to the Commonwealth by outside visitors
- Execute nearly **2,000 events** in our facilities
- Support an average of over **12,000 jobs** each year



Marcel Vernon, Sr.
CHIEF EXECUTIVE OFFICER

MASSACHUSETTS CONVENTION CENTER AUTHORITY

Schedule a site visit and make history with your own event. Call 877-393-3393 or visit SignatureBoston.com

Trade Shows & Events

- Planning underway for Convening Leaders 2026, a joint effort with Meet Boston
 - Boston Party
 - Boston Activation

Advertising

- Hynes ads in trade publications promoting facility updates
- “Big or Small” ad in the BBJ Book of Lists
- MCCA impact ads in Celtics & Bruins Official Yearbooks

Direct Mail

- Redesign of prospecting campaigns for new business development

MCEC & Hynes Citywide Convention Sales Events

November – December 2025

Signature BOSTON

| Event Name | Venue | Dates | Total Room Nights |
|--|-------|---------------------|-------------------|
| LeadingAge Annual Meeting & Exposition 2025 | MCEC | 11/02/25 - 11/05/25 | 21,832 |
| American Institute of Chemical Engineers Annual Meeting 2025 | Hynes | 11/02/25 - 11/06/25 | 9,221 |
| Association for Molecular Pathology Annual Meeting & Expo 2025 | MCEC | 11/12/25 - 11/15/25 | 9,402 |
| Gerontological Society of America Annual Scientific Meeting 2025 | Hynes | 11/12/25 - 11/15/15 | 9,832 |
| Career-Tasu USA, Inc. Boston Career Forum 2025 | MCEC | 11/21/25 - 11/23/25 | 4,153 |
| Annual Meetings 2025, Boston Hosted by AAR and SBL | Hynes | 11/21/25 - 11/25/25 | 18,074 |
| Materials Research Society Fall Meeting & Exhibit 2025 | Hynes | 12/01/25 - 12/05/25 | 13,814 |
| Learning Forward Annual Conference 2025 | MCEC | 12/08/25 - 12/09/25 | 7,724 |

Corporate Travel Index Calculator

Signature BOSTON

| City | Average Hotel Cost | Average Rental Cost | Average Meal Cost | Total Average Daily Cost |
|----------------|--------------------|---------------------|-------------------|--------------------------|
| New York | \$443 | \$69 | \$124 | \$635 |
| Boston | \$368 | \$57 | \$117 | \$542 |
| San Francisco | \$351 | \$58 | \$124 | \$533 |
| Chicago | \$321 | \$55 | \$117 | \$493 |
| Santa Barbara | \$323 | \$46 | \$120 | \$489 |
| Seattle | \$310 | \$49 | \$126 | \$484 |
| White Plains | \$321 | \$49 | \$114 | \$484 |
| Honolulu | \$266 | \$47 | \$143 | \$456 |
| Los Angeles | \$256 | \$56 | \$118 | \$431 |
| Denver | \$238 | \$57 | \$118 | \$414 |
| | | | | |
| | | | | |
| | | | | |
| Washington, DC | \$226 | \$46 | \$123 | \$395 |
| Philadelphia | \$231 | \$49 | \$104 | \$384 |

Thank You!
Questions / Comments

MassMutual Center



MASSACHUSETTS
CONVENTION CENTER
AUTHORITY

OVG
OAK VIEW GROUP



SBID HARVEST FESTIVAL October 18



**THE
LANDING**
OWNED BY
MASSACHUSETTS CONVENTION CENTER AUTHORITY
Since The Launch



PRESENTED BY:

OCT
18TH
11 am - 2pm
DOWNTOWN SPRINGFIELD
**HARVEST
FESTIVAL**
FREE ADMISSION | FUN FOR ALL AGES

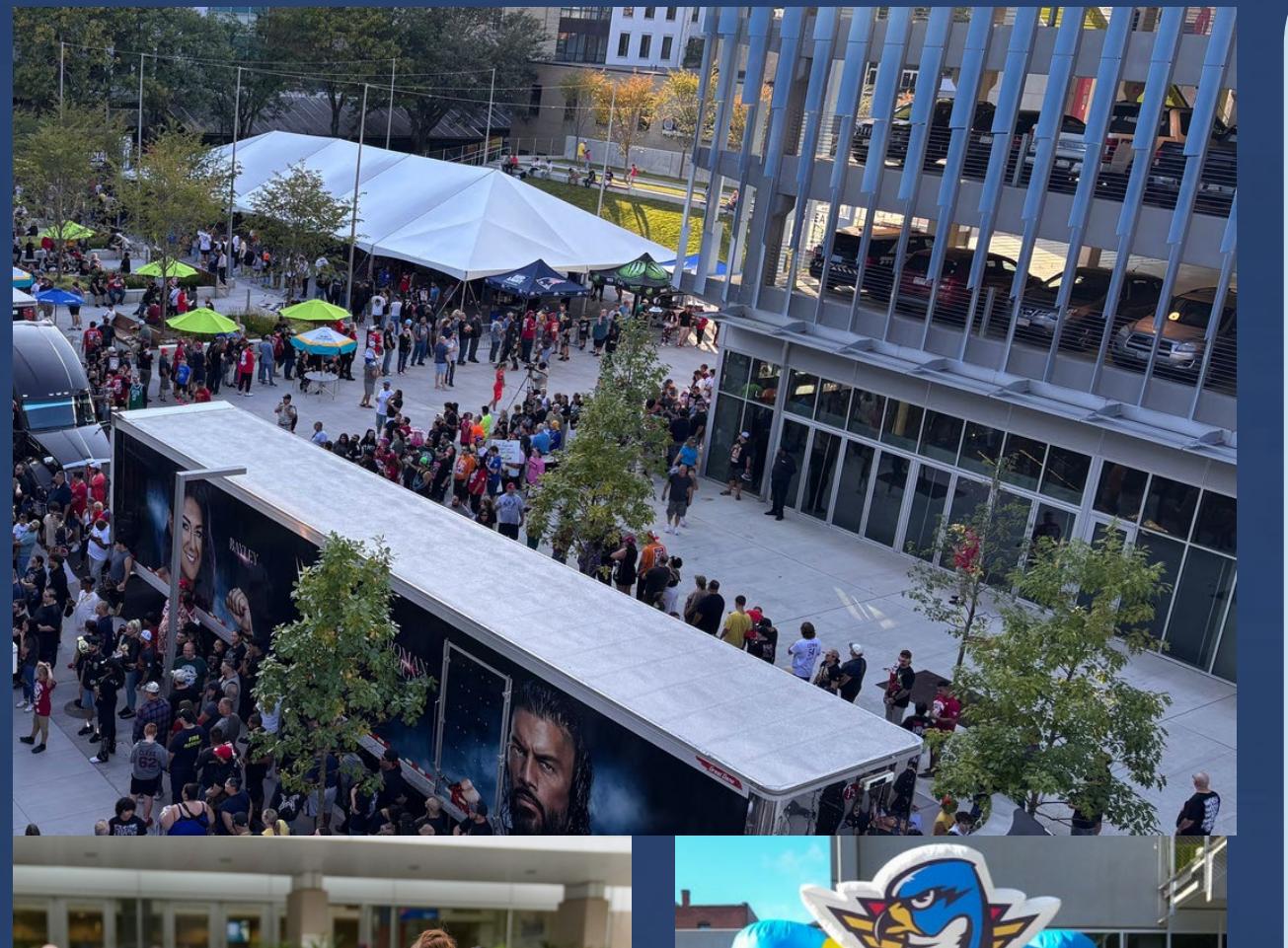
AT THE MASS MUTUAL CENTER - BRUCE LANDON WAY

**WWE SLAM
JAM**
September 15

**WWE TAKES OVER
DOWNTOWN SPRINGFIELD
MONDAY, SEPTEMBER 15**
WWE RAW PRE-PARTY ON THE LANDING
SPRINGFIELD SLAM JAM

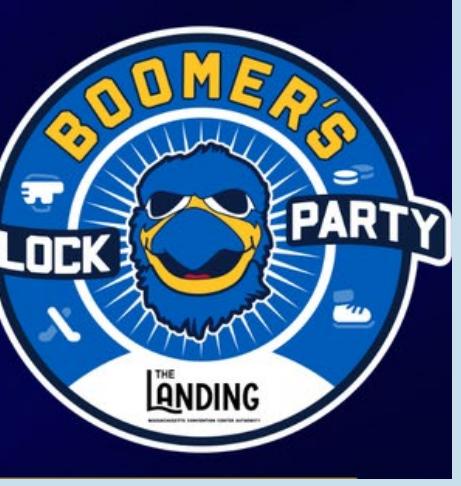
LIVE DJ POWERED BY
WEEI 105.5 FM'S
MATT PETERSON 

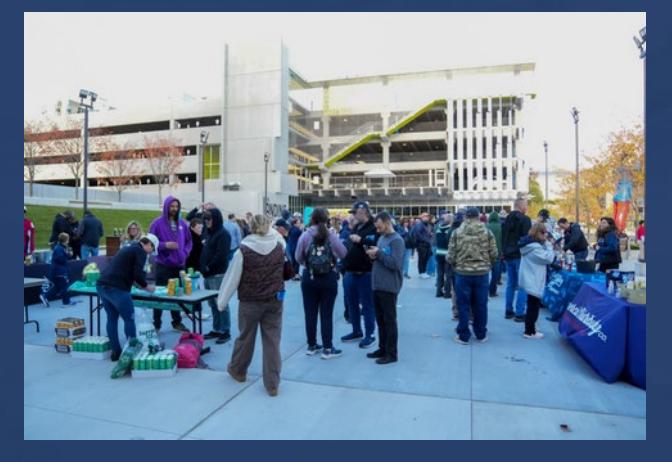
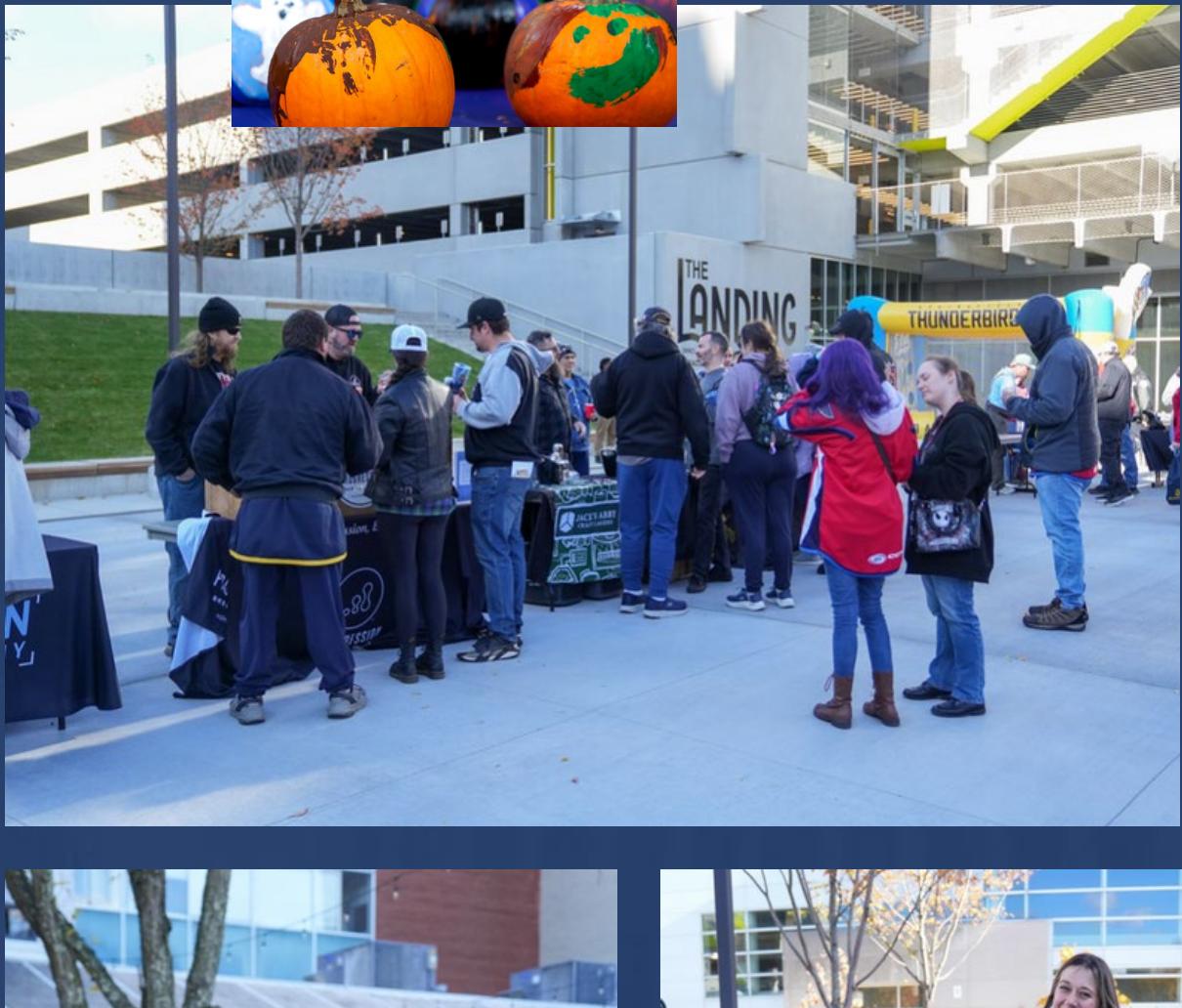
OFFICIAL WWE MERCH | DRINKS | FOOD TRUCKS | GAMES
2-5 PM |  FREE ADMISSION
BRUCE LANDON WAY SPRINGFIELD, MA |  FOR ALL
**do not need ticket to WWE



**BOOMER'S
BLOCK PARTY**

Nov 7
Nov 1
Oct 31
Oct 25





YEAR-END REVIEW PROCESS

A robust and consistent approach to performance management

Overview

- Annual performance review process completed through Workday Journeys
- Designed to align goals (“What we achieve”) and leadership expectations (“How we achieve it”)
- Ensures a consistent, transparent framework across properties and departments

Key Steps

- 1. Team Member Self -Evaluation** – Reflect on accomplishments and growth opportunities
- 2. Manager Evaluation** – Review goals, provide ratings and thoughtful feedback
- 3. Calibration** – Leadership discussion to ensure consistency and fairness in ratings
- 4. Performance Discussion** – Two-way dialogue focused on performance and development
- 5. Acknowledgment** – Employee and manager confirm completion within Workday

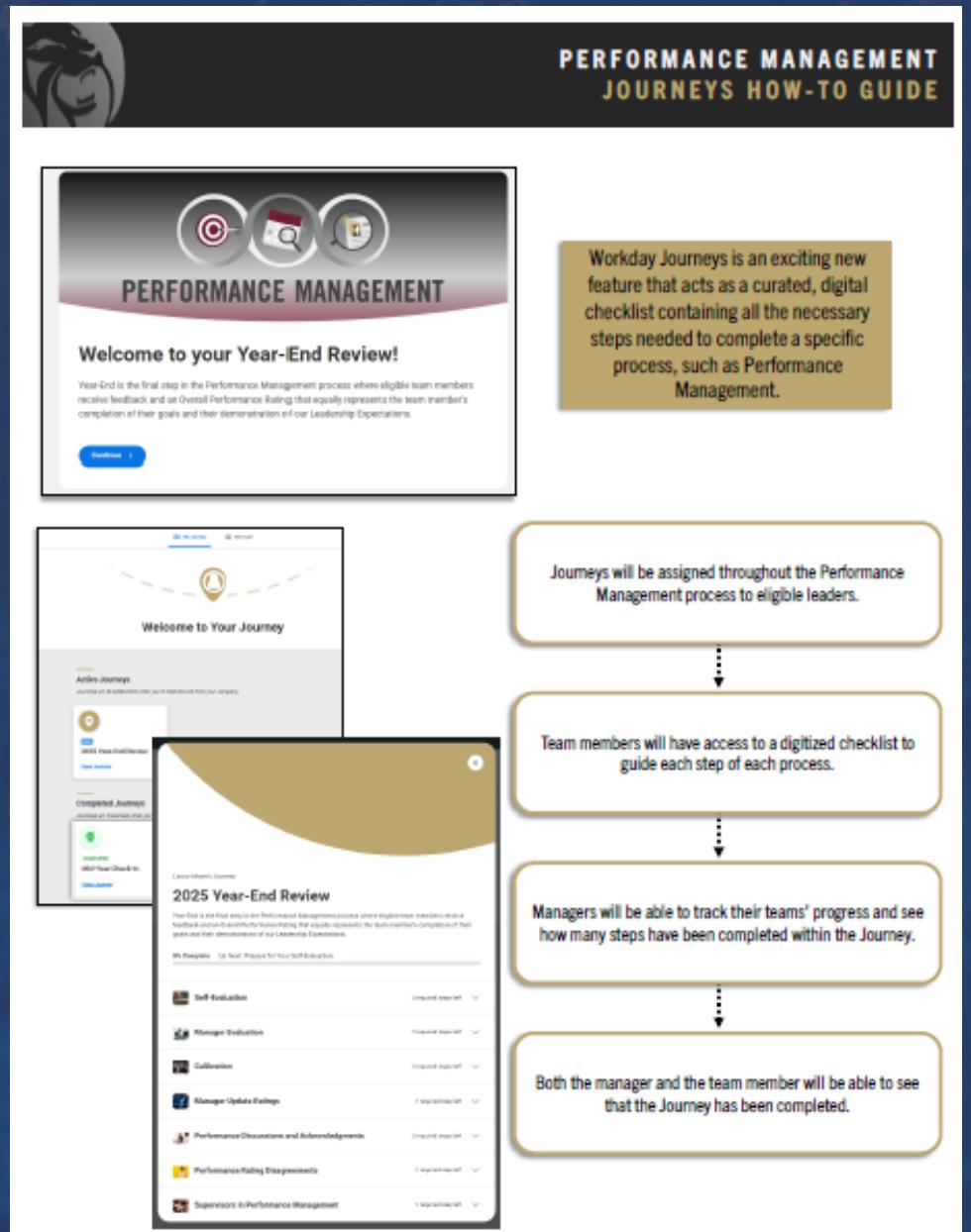
Our Goal

- Reinforce accountability, engagement, and continuous improvement
- Maintain alignment with MCCA's focus on strong internal review and audit processes

2025 Snapshot

15.1% YTD Turnover
.9% Voluntary | 3.2% Involuntary

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NEW SHOW ANNOUNCEMENTS



ILIA MALININ ALYSA LIU CHOCH & BATES

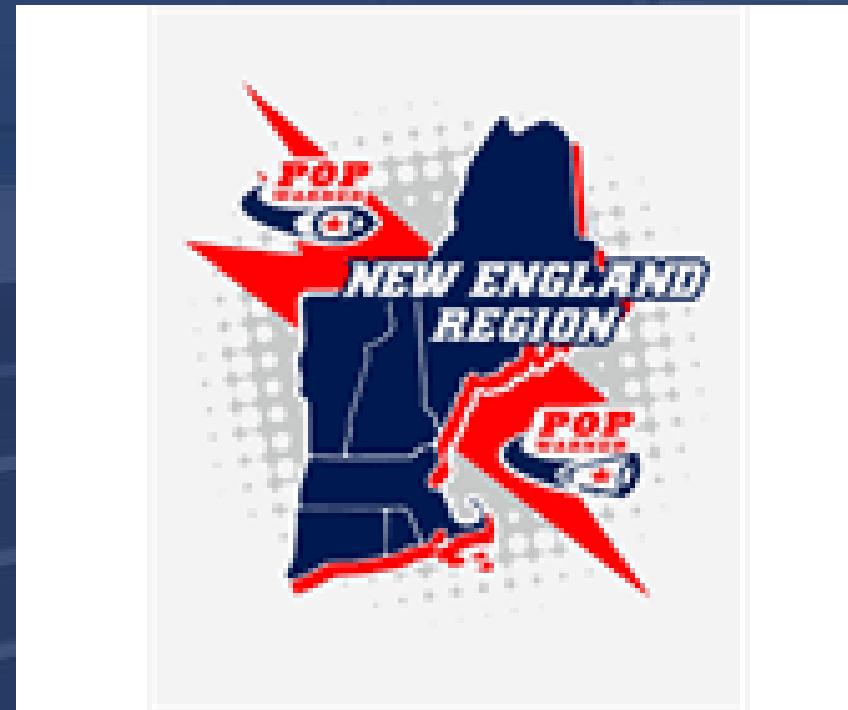
STARS ON ICE
2026 TOUR
MASSMUTUAL CENTER
APRIL 28
starsonice.com



NOVEMBER CONVENTION CENTER HIGHLIGHTS



MHOA
Year 2 of 3
November 4 - 6



NE Regional Championships
November 14 - 15



Children's Museum of
Holyoke
November 15



Annual Awards
November 7

SALES UPDATE: NOVEMBER 2025

20

NEW
INQUIRIES

40

OPEN &
WORKING INQUIRIES

| NOVEMBER 2025 | | |
|-------------------|-----------|-------------|
| Category | Total | Room Nights |
| Definite Booked | | |
| 5 Bookings* | \$258,350 | 861* |
| Tentative Booking | | |
| 7 Bookings | \$120,675 | |

* 0 Bulls Eye Bookings

FY26 YTD

| Category | Total | Room Nights |
|-------------------|-------------|-------------|
| Definite Booked | | |
| 38 Bookings* | \$1,091,183 | 3,586* |
| Tentative Booking | | |
| 13 Bookings | \$397,475 | |

* 3 Bulls Eye Bookings



NRI Vasavi Association
July 3 -5, 3036
5,700 per day in attendance
2,000 -2,500 R/N



Sigma Gamma Rho
April 23 -26, 2026
1,200 per day
1,200-1,400 R/n



April 2027
Level 9 -10 and Level 6 -7-8
900 per day - 9-10
700 per day - 6-7-8
250 R/N ea.



We'll get you there.

CPAs | CONSULTANTS | WEALTH ADVISORS

Massachusetts Convention Center Authority

Board Exit Meeting – November 20, 2025

Year ended June 30, 2025

Agenda

- Audit scope and process
- Audit opinions and communications
- Engagement finalization
- Upcoming GASB Standards
- Questions



Audit Scope



Report on the Authority's financial statements



Internal control (GAO) report / management letter



Required governance communications letter



Audit Process

RISK-BASED APPROACH

| | |
|--|--|
| Evaluating internal controls | Inquiries with management |
| Respond to Risk: Management override of controls | Respond to Risk: Revenue recognition |
| Analytical procedures | Document Inspection / Process Observation |
| Confirmations / Tracing and Vouching | Recalculation |





AUDIT OPINIONS

Financial statement

Financial statement audit opinions expected to be **unmodified**.



AUDIT RESULTS

Financial statement

One material weakness identified:

- Reconciliation of Significant Account Balances

No significant deficiencies identified.



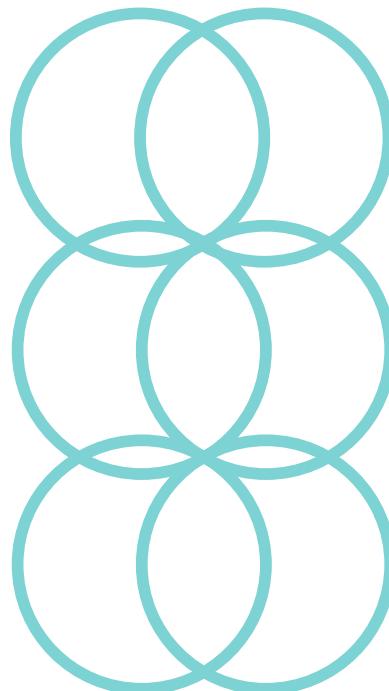
Governance Communications

Overall

- Significant Accounting Policies disclosed in Note 1.
- New GASB Implementation:
 - GASB 101 – Compensated Absences
 - GASB 102 – Certain Risk Disclosures
- No transactions that lacked authoritative guidance.
- No significant or unusual transactions identified.

Difficulties

- Completion of the audit was delayed as a result of delays in receiving timely and accurate reconciliations.



Estimates

- Investments valuation

Other

- No uncorrected misstatements
- No consultations with other accountants



STEPS TO FINALIZE AUDIT ENGAGEMENT

Approval
from board

Signed
representation
letter



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Upcoming GASB Standards



GASB 103 Financial Reporting Module



Effective date
June 30, 2026



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Impacts financial statement presentation

Updated disclosure guidance for:

- MD&A consistency
- Clearer definition of unusual or infrequent items
- Presentation of proprietary fund statements
- Major component unit information
- Budgetary comparison information

CLA can help by
assisting with or
evaluating financial
statement
disclosure updates



GASB 104 Certain Disclosures for Capital Assets



Effective date
June 30, 2026



Will clarify how nonfinancial assets are presented in financials:

- Capital assets
- Leased assets
- Subscription assets
- Intangible assets



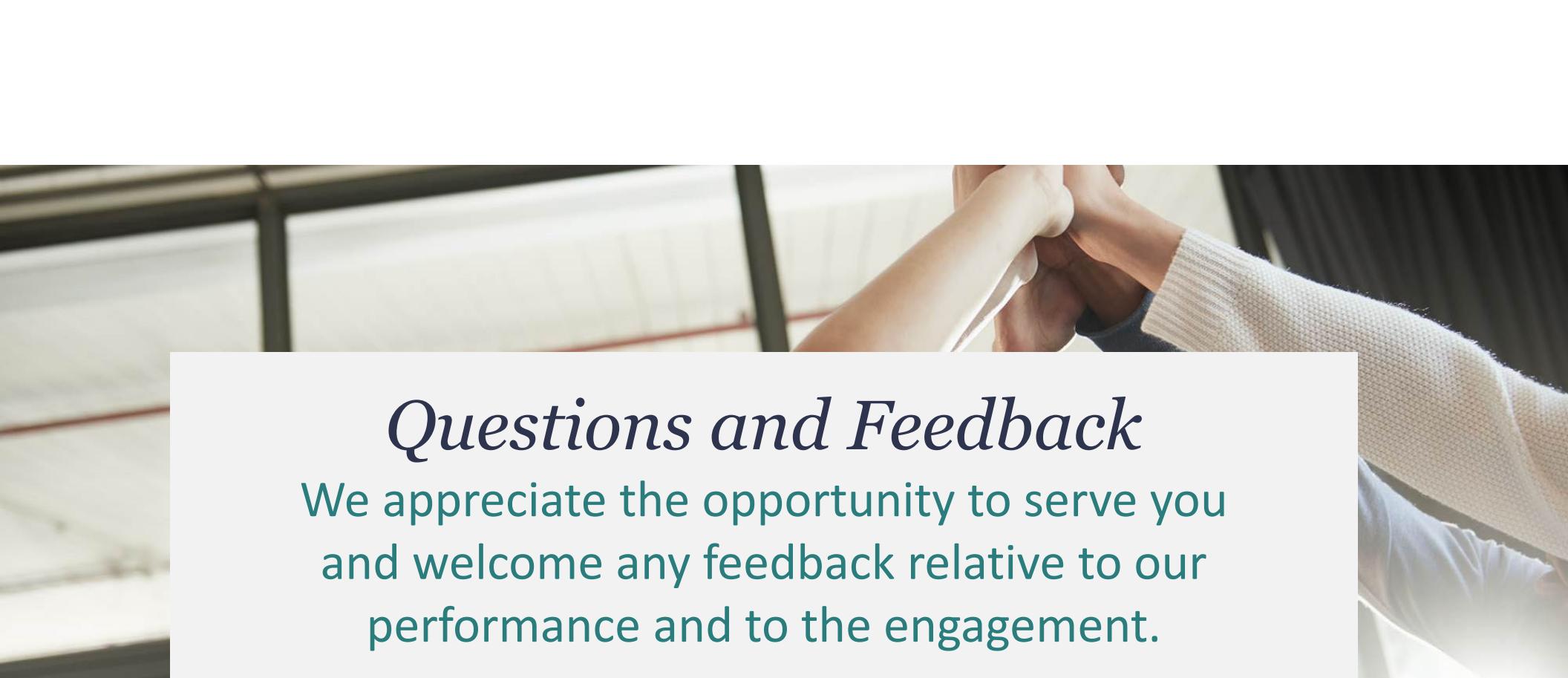
CLA can help by
assisting with or evaluating financial statement disclosure updates



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10



Questions and Feedback

We appreciate the opportunity to serve you and welcome any feedback relative to our performance and to the engagement.



11



Jennifer Cook, CPA, MBA
Signning Director
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CLAcnnect.com



CPAs | CONSULTANTS | WEALTH ADVISORS

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FY 2025 Financial Highlights Board of Directors

November 20, 2025

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

Financial Statement Overview

- Prepared in accordance with GAAP as defined by the Governmental Accounting Standards Board (GASB)
- The MCCA is a component unit of the Commonwealth of Massachusetts
- Prepared on the full accrual basis accounting
 - Includes all long-term assets and liabilities
 - Revenues are recorded when earned and expenses when the liabilities are incurred
- Financial statements include the pension trust fund as a blended component unit; OPEB trust as a fiduciary fund and a custodial fund related to the Boston Tea Ship, Inc. pursuant to the loan agreement

Financial Statement Overview

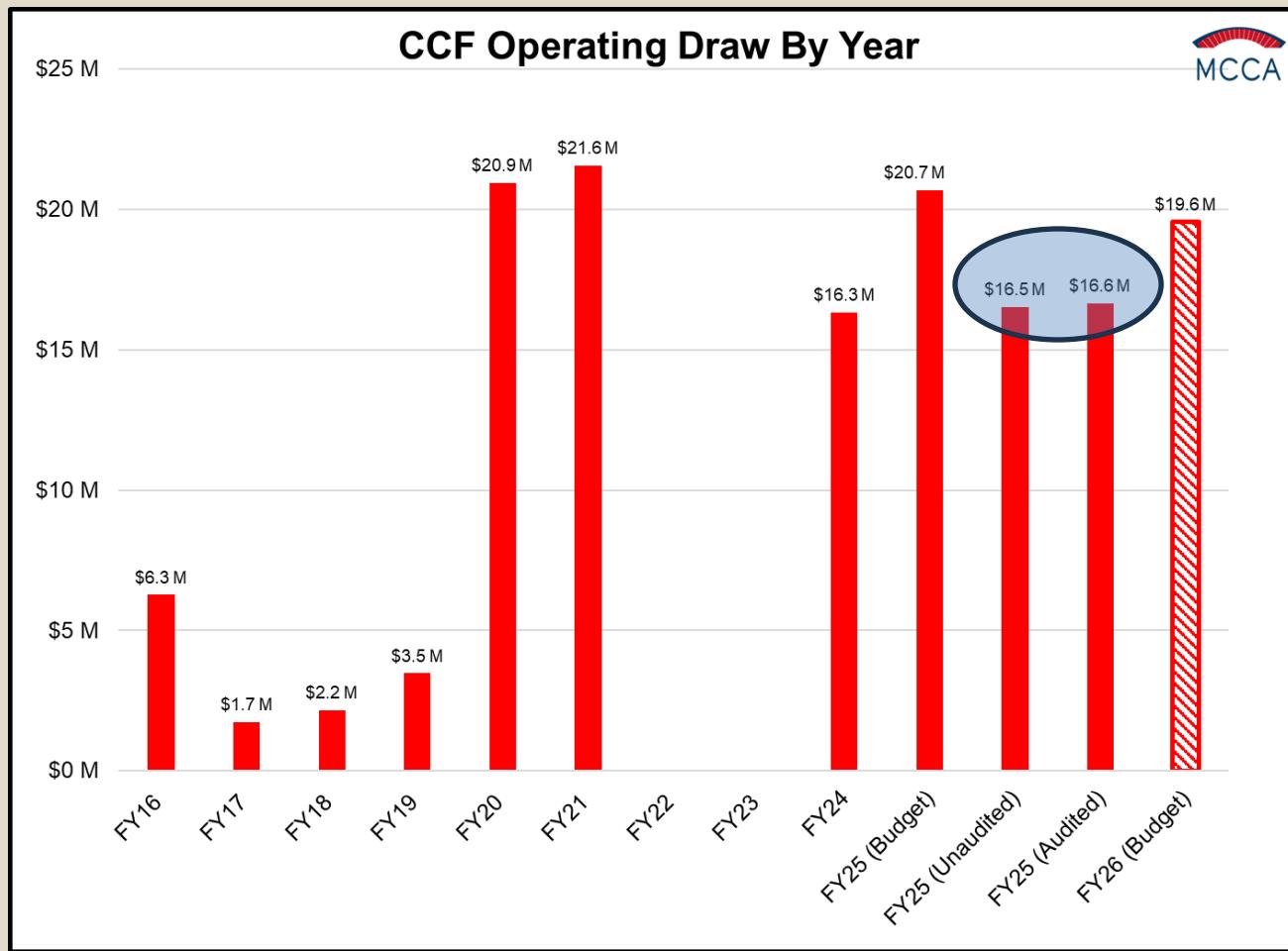
Pension Trust:

- Reported as a blended component unit as its activities “are so intertwined with the primary government that they are, in substance, the same as the primary government.”
- Assets as of June 30, 2025: \$64.9M
- Net pension liability: \$43.5M (7% discount rate)
 - Calculated by PERAC, compiled and allocated by the State Comptroller’s Office and audited by the State’s independent auditors

FY25 Financial Highlights

- Total assets and deferred outflows of resources increased \$38.3M or 5% during FY25 from \$754.0M to \$792.3M primarily driven by grants receivable from the Commonwealth and an increase in restricted pension investments.
- Total liabilities and deferred inflows of resources increased \$3.6M or 3%, from \$108.3M to \$111.9M driven by accounts payable and accrued expenses due to capital accruals at year end and an increase in pension liability.
- Net Position: \$680.4M, \$34.7M or 5% increase from prior year

FY25 Financial Highlights (continued)



During the September 18, 2025 Board meeting, we reported net operating loss (draw on the CCF):

FY2025 Budget
\$20,688,298

FY2025 (unaudited)
\$16,507,767

Based on the past three months of audit work:

FY2025 (audited)
\$16,648,578

FY25 Key Performance Metrics

| | 2025 | 2024 | variance |
|---------------------------------|----------|----------|----------|
| Operating Revenues (1) | \$86.9M | \$83.0M | \$3.9M |
| Operating Expenses (2) | \$104.7M | \$103.9M | \$0.8M |
| Coverage Ratio: | 0.83 | 0.80 | 0.03 |
| Revenue per square foot: | | | |
| - MCEC | \$69.01 | \$66.88 | \$2.13 |
| - Hynes | \$48.11 | \$44.64 | \$3.47 |
| - MMC | \$31.95 | \$28.80 | \$3.15 |
| - MMC (Arena per attendee) | \$27.96 | \$30.91 | (\$2.95) |
| - BCG (per space per day) | \$25.19 | \$23.39 | \$1.80 |
| - SCCG (per space per day) | \$2.12 | - | \$2.12 |

(1) Including investment income and interest on loans

(2) Excluding depreciation, certain amounts paid for restricted net position and amounts paid from the capital budget

FY25 Summary

1. The MCCA financial statements are presented fairly, in all material respects as of June 30, 2025.
2. Repeat finding from previous year(s): The MCCA has inadequate internal controls, policies, and procedures surrounding the reconciliation process.

FY25 Summary

1. The MCCA financial statements are presented fairly, in all material respects as of June 30, 2025.
2. Repeat finding from previous year(s): The MCCA has inadequate internal controls, policies, and procedures surrounding the reconciliation process.

Management response:

Management agrees with the recommendation and has initiated a review of our controls, policies, and procedures governing the general ledger (GL) review and maintenance process. Our objective is to ensure that all balance sheet account balances are reconciled accurately and timely on both a monthly and year-end basis.

Specifically, the Authority is enhancing its GL control framework across the following areas:

1. Cost Centers and Departments – Aligning department structures with financial reporting and ensuring cross-validation of valid combinations.
2. Posting and Journal Entry Controls – Strengthening dual authorization and monthly exception reporting for non-standard journal entries.
3. User Access and Segregation of Duties – Conducting periodic access reviews to ensure appropriate segregation between preparers, approvers, and posters.
4. Period Close and Reporting – Standardizing close calendars, ensuring Controller and CFO review before final reporting.
5. External and Management Reporting Links – Validating report mappings to ensure consistency between the GL, financial statements, and Power BI reports.

In addition, the Authority has created Key Performance Indicators (KPIs) and a Power BI dashboard to monitor progress and performance across key financial processes. The Authority is also in the process of either updating or creating policies, procedures, and internal controls governing its financial operations to ensure consistency, compliance, and accountability.

Together, these actions strengthen our monthly and annual reconciliation process and improve the overall governance of the general ledger environment. The Authority anticipates completing this review and formalizing updated documentation and procedures during the current fiscal year.

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Acceptance of Financial Statements and Independent Auditor's Report

VOTE: The Massachusetts Convention Center Authority hereby votes to accept Financial Statements for the Year Ended June 30, 2025 and Independent Auditors Report and Report on Internal Control and Compliance for the Year Ended June 30, 2025 prepared by CliftonLarsonAllen, LLP.



FY 2026 September YTD versus Budget Board of Directors

November 20, 2025

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

FY 2026 September YTD versus Budget

| | FY 26 Budget Board approved | Budget | Actual | Variance | |
|--------------------------------------|--------------------------------|------------------------------|------------------------------|----------------------------|------------------|
| | | Year to Date | Year to Date | \$ | % |
| Revenues: | | | | | |
| MCEC | \$ 48,857,108 | \$ 12,576,166 | \$ 13,288,715 | \$ 712,549 | 6% |
| Lawn on D | 1,018,332 | 759,165 | 608,191 | (150,974) | -20% |
| Hynes | 10,070,896 | 1,853,125 | 1,250,141 | (602,984) | -33% |
| Boston Common Garage | 12,622,200 | 3,438,300 | 3,306,816 | (131,484) | -4% |
| MassMutual Center | 8,328,560 | 1,805,971 | 1,486,637 | (319,334) | -18% |
| Springfield Civic Center Garage | 690,931 | 137,750 | 79,416 | (58,334) | -42% |
| Other Income | 1,040,080 | 266,118 | 215,285 | (50,833) | -19% |
| Total revenues | 82,628,107 | 20,836,595 | 20,235,201 | (601,394) | -3% |
| Expenses: | | | | | |
| MCEC | 47,804,011 | 11,527,604 | 12,820,320 | (1,292,716) | -11% |
| Lawn on D | 906,362 | 240,313 | 182,112 | 58,201 | 24% |
| Hynes | 14,258,028 | 3,430,707 | 2,402,533 | 1,028,174 | 30% |
| Boston Common Garage | 2,922,624 | 707,125 | 573,588 | 133,537 | 19% |
| MassMutual Center | 13,636,472 | 3,339,515 | 2,999,097 | 340,418 | 10% |
| Springfield Civic Center Garage | 1,252,451 | 316,080 | 144,462 | 171,618 | 54% |
| Subtotal operations | 80,779,948 | 19,561,344 | 19,122,111 | 439,233 | 2% |
| Central administration | 12,976,125 | 3,411,081 | 4,008,216 | (597,135) | -18% |
| Sales and marketing | 8,922,500 | 2,230,625 | 1,573,175 | 657,450 | 29% |
| Subtotal administration | 21,898,625 | 5,641,706 | 5,581,391 | 60,315 | 1% |
| Total expenses | 102,678,573 | 25,203,049 | 24,703,502 | 499,547 | 2% |
| Net income from/(cost of) operations | <u>\$(20,050,466)</u> | <u>\$ (4,366,454)</u> | <u>\$ (4,468,301)</u> | <u>\$ (101,847)</u> | <u>2%</u> |

September full year revenue was **\$20.2M**

- \$0.6M unfavorable to the Budget

September full year expenses were **\$24.7M**

- +0.5M favorable to the Budget

September 2025 YTD is **ON Budget**
(**-0.1M unfavorable**).

FY 2026 Financial Update September YTD

Revenue: Unfavorable to the Budget by -\$0.6M

- **MCEC** revenue is favorable to budget by +0.7M primarily as a result of:
 - Convention Center revenue (+\$0.1M)
 - Water Ferry Services (+\$0.3M)
 - Internet/IT Revenue (+\$0.3M)
- **Hynes** revenue is unfavorable to budget by -\$0.6M primarily as a result of food and beverage (-\$0.6M) due to the lack of events at the Hynes during July and August
 - As a reminder, the Hynes was closed for capital projects from May 27 – September 13
- **MassMutual Center (MMC)** revenue is unfavorable to budget by -\$0.3M primarily as a result of convention center rental (-\$0.3M).
- **Lawn on D, Boston Common Garage (BCG), and Springfield Civic Center Garage (SCCG)** revenue are materially on budget.

FY 2026 Financial Update September YTD

Expenses: Favorable to the Budget by +\$0.5M

- **Hynes** expenses were favorable (+\$1.0M) primarily due to:
 - Utilities (+\$0.6M) and Cleaning (+0.2M) and Rubbish Removal (+\$0.1M) due to the zero event activity
 - Compensation (+\$0.2M) due to the timing of headcount
- **MassMutual Center (MMC)** expenses were favorable (+\$0.3M) comprised of compensation (+\$0.1M), legal/fiscal fees (+0.1M), and utilities (+0.1M) primarily due to timing.
- **MCEC** expenses were unfavorable (-\$1.3M) primarily due to:
 - Overtime compensation (-\$0.3M)
 - Security (-\$0.4M), cleaning services (-\$0.4M), and rubbish (\$0.2M) driven by overtime.
- **Central Administration** expenses were unfavorable (-\$0.6M) primarily due to compensation and benefits (-\$0.4M) from the timing of hiring but was offset by favorability in Sales and Marketing (+\$0.7M) due to fewer contracted third-party services.

Internal Audit Charter

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Internal Audit Charter

I. Overview

The operation of internal audit (IA) for the Massachusetts Convention Center Authority (MCCA) is governed by the Internal Audit Charter.

Internal Audit, in accordance with the Institute of Internal Auditors (IIA) Standards definition of internal auditing, provides independent assurance to the Administration, Finance and Personnel Committee (AF&P) of the MCCA Board of Directors (the Board) and executive management on the quality and effectiveness of MCCA's governance, risk management, and internal control.

II. Mission

Internal Audit Mission: Help MCCA serve its customers effectively, protect its assets, and achieve its strategic goals by assessing and monitoring the risks, processes, and policies that matter most to its mission.

MCCA's Mission: We are committed to delivering world-class event experiences that drive statewide economic growth, foster innovation, and exceed customer expectations all while cultivating a workplace culture that values excellence, inclusivity, and employee well-being.

III. Vision and Goals

Internal Audit's vision is to become a trusted partner in delivering the best possible value in Internal Audit, Internal Control, and Security management with the goal of providing independent assurance that MCCA's risk management, governance, and internal control processes are operating effectively, support accurate and complete financial reporting, and comply with applicable laws and regulations.

IV. Coverage

To fulfill its mission, Internal Audit is authorized to have complete and unrestricted access to any and all of MCCA's records, physical properties, and personnel in support of fulfilling the following responsibilities and in compliance with Massachusetts Public Records Law:

- Evaluating risk exposure related to achievement of MCCA's financial, operational, and strategic objectives; regulatory requirements; and compliance with MCCA's risk appetite.
- Evaluating reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, limits, laws, and regulations which could have a significant impact on MCCA.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the adequacy of financial, operational, and administrative internal controls and the impact of control issues on the risk profile.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring, evaluating and opining on governance processes, including appropriateness of policies, procedures, and limits.
- Monitoring, evaluating, and opining on the effectiveness of MCCA's risk management framework and processes including the risk culture, adequacy of risk assessments and the quality of the independent audit function.
- Monitoring, evaluating, and opining on MCCA's response to emerging risks.

Internal Audit Charter

- Providing input into management scorecards on the effectiveness of risk identification and remediation by MCCA departments.
- Evaluating the alignment of MCCA policies, processes, performance, compensation plans, and compensation decisions with the risk appetite.
- Maintaining a complete and current inventory of all MCCA's operations, services, and functions, and assess their risk, including emerging risks, to inform the audit plan.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the AF&P¹ or the Board, including the adequacy of corrective action plans.
- Evaluating specific operations at the request of the AF&P¹, the Board, the CEO, or management, as appropriate.

Internal Audit provides assurance on:

- The state of the control environment.
- The design and operational effectiveness of MCCA governance structures and processes.
- MCCA's risk management framework.
- Strategic and management information (including regulatory compliance information) presented to the AF&P¹, the Board, the CEO, and Executive Management.
- The setting of, monitoring and adherence to, risk appetite.
- The risk and control culture of MCCA.
- The risk of poor customer outcomes, giving rise to conduct or reputational risk.
- Capital and liquidity risks, including capital planning.
- Key events, including significant process changes, introduction of new services, outsourcing decisions, expense management initiatives, and acquisitions/divestments.
- The appropriateness, effectiveness, and sustainability of the implementation of action plans developed by MCCA to improve risk related controls.
- MCCA's significant remediation efforts.
- The accuracy and timeliness with which transactions are recorded and the accuracy and completeness of financial and regulatory reports.

Internal Audit may conduct investigations on sensitive matters raised by the CEO, an executive, the AF&P¹, a Board member, or based on concerns raised from an Internal Audit review or brought to Internal Audit through a whistleblower and/or MCCA's employee complaint program.

The frequency and scope of audit coverage is determined using an assessment of risk. Execution of the audit plan includes obtaining an understanding of the processes and systems, evaluating the adequacy, and testing the effectiveness of key controls. Regulatory guidance is also leveraged in the execution of audit coverage and Internal Audit considers the auditable entity structure in audit planning, execution, and conclusions.

All engagements are performed in accordance with IIA's Global Internal Audit Standards (IIA Standards), which are built into Internal Audit's methodology and procedural operations.

V. Rights and Authority

Internal Audit derives its authority from the CEO and through the Administration, Finance and Personnel Committee (AF&P) of the Board of Directors. Authority for access is vested in the Director of Internal Audit, who is responsible for

Internal Audit Charter

making sure that this authority is exercised responsibly. The Director of Internal Audit is authorized by the CEO and the AF&P¹ to have full and unrestricted access to any of MCCA's records, properties, and personnel, including senior management, the AF&P¹, and the Board, for the purpose of Internal Audit fulfilling its roles and responsibilities in compliance with Massachusetts Public Records Law. While providing excellent customer service remains MCCA's top priority, it is important that all employees fully cooperate with Internal Audit in the performance of its duties as employee support ensures MCCA maintains the integrity, accountability, and effectiveness of its operations.

In addition, the Director of Internal Audit has:

- The right to be informed promptly of any major potential or actual control failures relevant to MCCA, including any identified by the external auditors, regulators, or other external parties;
- The right of attendance at any committees; and
- The right to be informed promptly of any major strategic initiatives, including acquisition/re-organization or disposal that may have a material impact on the risk management and control environment of MCCA.

Internal Audit has the appropriate level of access to third parties through the inclusion of agreed wording in contracts and service level agreements. Internal Audit ensures that confidentiality is maintained over all information and records obtained while carrying out audit activities.

VI. Independence and Objectivity

The Director of Internal Audit has an administrative reporting line reporting directly to the CEO and a functional reporting line to the AF&P¹. The CEO approves the staffing and budget for Internal Audit and is responsible for the appointment and termination of Director of Internal Audit. The objectives, performance, review, and the compensation of the Director of Internal Audit are also determined by the CEO with an expectation that it is commensurate with other executive roles.

Internal Audit executes its duties freely and objectively in accordance with the IIA's Code of Ethics and Standards on independence and objectivity, specifically the Global Internal Audit Standards, Domain II: Ethics and Professionalism (effective January 9, 2025), herein "IIA Ethics Standards".

Internal Audit staff members have no direct operational responsibility or authority over any of the activities they review and do not undertake activities for areas of previous responsibility, in line with the Massachusetts' Conflict of Interest Law (M.G.L. c. 268A) and IIA Ethics Standards. Internal Auditors do not implement internal controls, install systems or procedures, prepare records, or engage in any other activity that may impair their judgement.

Internal Audit does not:

- Set the risk appetite for MCCA;
- Impose risk management processes;
- Replace management's quality assurance activities;
- Make decisions on risk mitigation, including designing action plans and risk acceptance;
- Implement risk mitigation actions on behalf of management; or
- Serve as a substitute for management's risk management responsibilities.

Internal Audit should provide input and challenge to risk and governance practices; however, Internal Audit does not provide consulting or advisory services that could impede its independence.

¹ AF&P is the Administration, Finance and Personnel Committee of the MCCA Board of Directors.

Internal Audit Charter

Any real, perceived and potential conflicts of interest are identified, recorded and evaluated in line with the Massachusetts' Conflict of Interest Law (M.G.L. c. 268A) and IIA Ethics Standards. Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interest or by others in forming judgements.

VII. Professional Practices

Internal Audit complies with the IIA's Standards, Definition of Internal Auditing and its Code of Ethics in relation to integrity, objectivity, confidentiality, due professional care, and competency. The definition of Internal Audit per IIA's Standards is an independent, objective assurance and advisory service designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Internal Audit also follows the IIA guidance established on the Public Sector Knowledge Brief "Internal Audit's role in Enterprise Risk Management". In addition, Internal Audit adheres to all applicable jurisdictional, internal audit-specific requirements, and to MCCA's relevant policies and procedures. Internal Audit also maintains dialogue with professional auditing firms, professional industry groups, and applicable key regulators, as considered necessary, to ensure operating processes and standards are in line with current thinking and guidance.

There may be specific instances in which it is necessary for Internal Audit to provide engagement results to parties outside of MCCA, such as to regulators, external auditors, or the State Auditor's Office. Internal Audit provides the information through specifically defined channels in line with Information Security Policy and protocols, and in compliance with Massachusetts Public Records Law.

Any instances of non-conformance with the requirements above for which there is an impact to the overall scope of operation of Internal Audit or engagement results will be disclosed to the CEO and to the AF&P¹.

VIII. Resources

The Director of Internal Audit is responsible for making sure Internal Audit is sufficiently resourced, or has access to resources, to fulfill its mission and that Internal Audit considers the following factors and takes action as appropriate: Integrity; Independence and Objectivity; Competency; Due Professional Care; Confidentiality; Accountability; Professionalism; Collaboration; Respect; Methodology; and Supervision.

Internal Audit operates an environment of continuous professional development to make sure skills and knowledge are maintained to a high standard and supports professional certifications and qualifications, so that Internal Audit staff possess the skills and other competencies to perform their responsibilities. Internal Audit will also consider succession planning for key roles.

IX. Audit Plan and Reporting Cadence

The Audit Plan will be reviewed and approved annually by the CEO and the AF&P¹. Intermittent changes to the Audit Plan will be submitted to the CEO and the AF&P¹ for review and approval. The Director of Internal Audit will also furnish the CEO and the AF&P¹ with quarterly status updates of the Audit Plan.

X. Interaction with the Administration, Finance and Personnel Committee (AF&P)

With respect to Internal Audit, the AF&P¹ oversight responsibilities include:

Internal Audit Charter

- Approving the Internal Audit Charter, after CEO approval.
- Reviewing, challenging, and approving the annual Audit Plan, including the appropriateness of proposed risk coverage, after the CEO's approval.
- Reviewing, challenging, and approving key changes to the Audit Plan driven by risk assessment changes, after the CEO's approval.
- Monitoring the scope, nature, and timeliness of Internal Audit work, and effectiveness of Internal Audit.
- Assessing and confirming the independence of Internal Audit.
- Reviewing Internal Audit's periodic opinion of the overall effectiveness of the governance, risk management, and internal control framework, iterative issues (such as misalignment, scope creep, perfection paralysis, miscommunication, team fatigue, etc.), and the adequacy of remediation activity.
- Meeting with the Director of Internal Audit outside of the presence of management to discuss areas of concern.
- Providing support to Internal Audit, including making determinations on issues escalated because of disagreement on the recognition of risk, the severity of risk, insufficient action plans and delayed responses, if resolution is not first reached with management.
- Making appropriate inquiries of management and the Director of Internal Audit to determine whether there are inappropriate scope or resource limitations.

XI. Reliance on the Work of Others

Internal Audit may place reliance on the work of other functions after performing a thorough evaluation of the effectiveness of the function, including its independence. Internal Audit will work with external auditors to ensure coverage is maximized and duplication of efforts is avoided, where possible.

XII. Quality Assurance

On behalf of the AF&P¹, Internal Audit will commission a qualified independent external quality assurance review of the function, an Internal Audit group from an out-of-state Convention Center, another State of Massachusetts audit function, or another qualified group to perform a quality assurance review every five years after commencing audits, as required by IIA's Standards, to make sure Internal Audit's judgements and opinions are adequately supported and evidenced. A summary of this report will be provided to the CEO and the AF&P¹.

XIII. Internal Audit Plan

The Director of Internal Audit submits the internal audit plan to the CEO and the AF&P¹ annually for review and approval. The Audit Plan consists of a work schedule, as well as budget and resource requirements for the next fiscal year and highlights the impact of resource limitations. The annual Audit Plan is also reviewed with MCCA's senior management.

The Audit Plan is developed based on a prioritization of the audit universe using a risk-based methodology, including input from senior management and the AF&P¹. Adjustments to the risk assessments of auditable entities in the audit universe may be made in response to changes in MCCA's risks, operations, programs, systems, and controls. The Director of Internal Audit communicates significant changes to the Annual Audit Plan to the CEO and the AF&P¹ for approval.

XIV. Reporting and Monitoring

A written report is prepared and issued timely by the Director of Internal Audit or a designee following conclusion of reviews and distributed as appropriate. A summary of Internal Audit results is communicated to the CEO and the AF&P¹

Internal Audit Charter

through quarterly presentations of Audit Opinion, highlighting significant risk exposures and controls issues, including fraud risks, governance issues, or any other matter needed or requested by senior management and AF&P¹.

The Internal Audit report may include management's response and corrective action taken or to be taken in regard to the specific issues and recommendations. Management's response, whether included within the original audit report or provided thereafter (i.e., within thirty days) by management of the audited area, includes a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

Internal Audit is responsible for appropriate follow-up on issues. All audit identified issues remain "open" until validated by Internal Audit. Internal Audit Report ratings and issue ratings cannot be changed without the Director of Internal Audit's approval.

Internal Audit also has input into the management scorecards used to evaluate management performance, which includes ratings relative to the control environment and the strength of the management control approach used in identifying, managing, and resolving risks identified by the department, independent risk management, Internal Audit, external auditors, or regulators.

The Director of Internal Audit periodically reports to the CEO and the AF&P¹ on Internal Audit's purpose, authority, and responsibility, as well as performance relative to the Plan, quality assurance reviews, and regulatory findings, if any.

XV. Revisions

| Version | Date | Author | Description of Change |
|---------|-----------|--------------------|-----------------------|
| 1.0 | 11/7/2025 | Claudia R. Russell | CEO Approval |



Low-Sloped Membrane Roof Replacement (R09)

MCCA Board Meeting

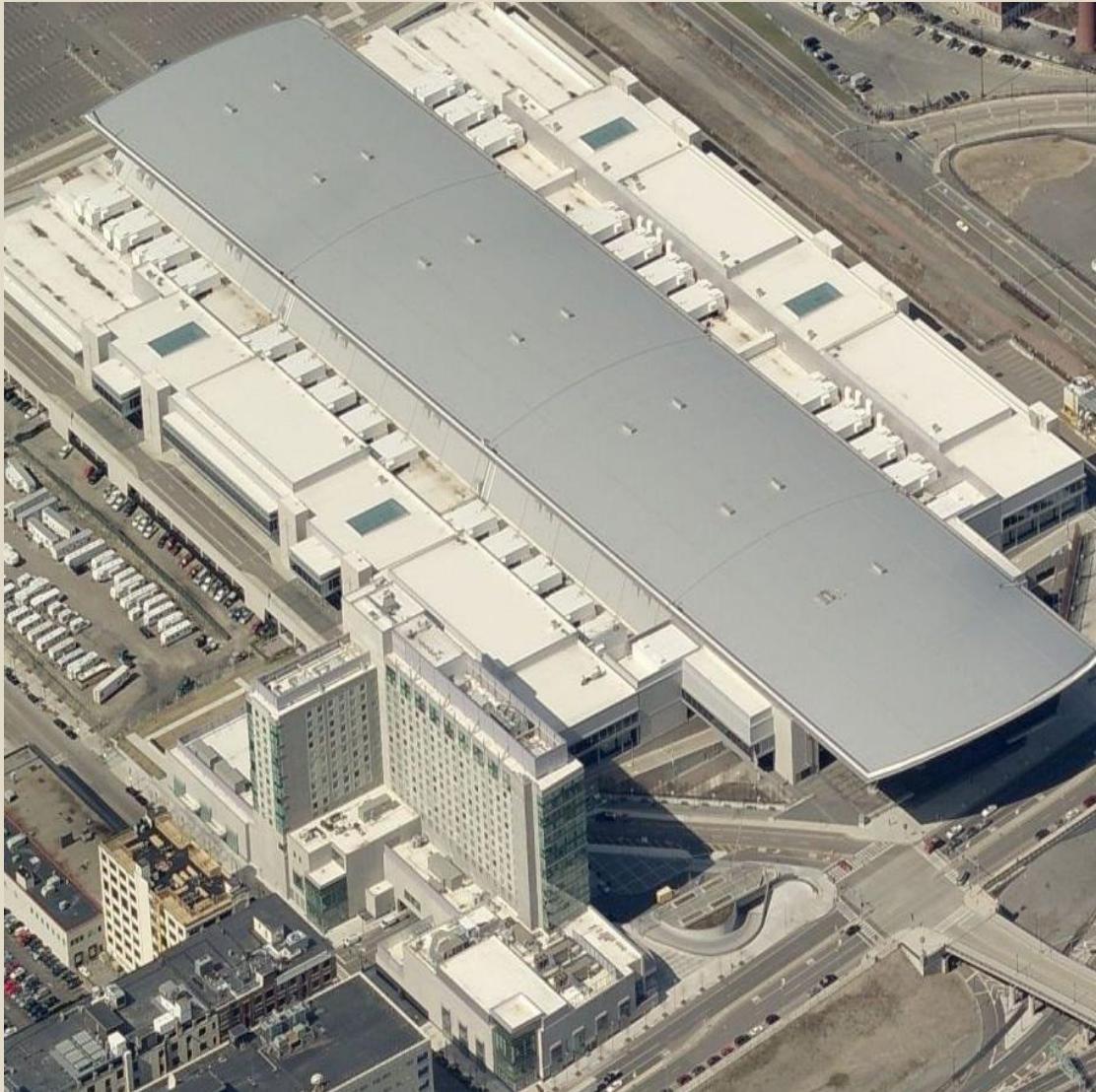
Thursday, November 20th, 2025

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**

Project Background

The BCEC's low-slope membrane roof

- Initially installed in 2004,
- Has reached the end of its useful lifespan.
- The authority undertook an assessment in 2019 to address concerns of the aging infrastructure.
- To safeguard the building's structural integrity and to mitigate & prevent additional water leaks a comprehensive phased roof replacement project was recommended



Project Scope

The project involves

- the systematic removal of the aging low-sloped membrane roofing
- followed by the installation of new, high-performance roofing systems.
- Including the replacement of all expansion joints, metal panels, and associated flashings.
- The project is being executed in preparation for the future installation of solar panels to support compliance with 2030 state sustainability goals.
- The new roofing system will bring the building up to current energy code requirements.
- All work will enhance roof durability, watertightness, and compliance with current standards for roof performance and safety.



Procurement Path

The project was advertised and bid under the terms of M.G.L. Chapter 149, prequalified bidding process.

| | |
|----------------------------|--------------------|
| Date of Documents: | September 04, 2025 |
| Date of Advertisement: | September 19, 2025 |
| Date of Prime Bid Opening: | November 06, 2025 |
| Anticipate NTP: | November 2025 |
| Substantial Completion: | December 2027 |



Procurement Path

Contractor Bids:

| Contractor | Contractor Price |
|----------------------------|------------------|
| H. J. Russell | \$20,550,000.00 |
| BOND Building Construction | \$20,641,234.00 |
| TRAC Builders, Inc | \$22,000,000.00 |
| Colantonio Inc. | \$25,105,975.00 |

The lowest responsible and eligible bidder per MGL c149, is H. J. Russell at **\$20,550,000.00**, in accordance with bids received on **November 06, 2025**, per documents dated **September 4, 2025**.

MCCA established a Supplier Diversity Initiative and Efforts specific to the Low-Sloped Membrane Roof Replacement project per DCAMM recommendation.

The following is known participation based on anticipated award of bids:

- H. J. Russell is an **MBE**
- Awarded Filed Subcontractor for Misc. & Ornamental Metals (EDM Construction) is a **WBE** (10% of contract value)

VOTE

Low-Sloped Membrane Roof Replacement

VOTE: The Massachusetts Convention Center Authority hereby authorizes the Chief Executive Officer or his Designee to execute a construction contract with H. J. Russell for the Mechanical Roof Replacement (R09) in the amount of Twenty Million Five Hundred Fifty Thousand dollars (\$20,550,000.00) per construction plans and specifications documents dated September 4th, 2025.



Juniper Support Maintenance Agreement

MCCA Board Meeting

November 20, 2025

**MASSACHUSETTS
CONVENTION CENTER
AUTHORITY**



Agenda

- Network Overview
- Current Support Agreement
- Future Support Agreement
- Vote

Network Environment Overview

The MCCA Network consists of two main business operational functions: the Internal Corporate Network and the External Show Network.

- **Internal Corporate Network**

The internal corporate network handles the network traffic of users such as MCCA employees and its contractors and all its business operations required devices such as Servers, IP Camera's, Telephones, HVAC devices, Digital Signage, Lighting System & Audio System.

- **External Show Network**

The external show network handles the network traffic for all Exhibitors and Attendees who occupy the event space and generates revenue for the MCCA.

The Internal and External Networks are deployed with a Core, Distribution and Edge Hardware Architecture with network security enforced through firewalls for all traffic.

Current Juniper Support Maintenance Agreement

- The Current Juniper Support Maintenance Agreement is active until December 11, 2025. The current agreement covers all Juniper Network equipment that is up for renewal.
 - The Support agreement covers Juniper Hardware:
 - Firewalls
 - Core Routers
 - Distribution Switches
 - Edge Switches
 - All other Juniper equipment
 - Juniper Supporting Software & Licensing (A1 Licensing – This Year)
 - Includes Juniper A1 software licensing only
 - Does not include Juniper security add-ons (AppSecure, Advanced Threat Protection, Threat Defense, or Intelligence Services)
 - Security coverage remains fully supported through existing MCCA enterprise tools, including:
 - Web filtering (current platform)
 - DNS protection (current solution)
 - These existing tools continue to provide robust threat mitigation and protection across the network
 - Moving to A1 licensing provides an estimated cost savings of up to \$100,000

Juniper Support Maintenance Agreement

The Juniper Support Maintenance Agreement which begins on December 12, 2025, is a renewal of all Juniper equipment that is coming out of warranty. The support and maintenance contract for the Network equipment is procured through the state of MA Contract ITT72. We have obtained quotes from three separate vendors. Redapt, Presidio, and WorldCom Exchange have all submitted quotes.

Financial Overview:

| | |
|------------------------|--------------|
| WorldCom Exchange Inc. | \$289,853.32 |
| Presidio | \$292,172.55 |
| Redapt | \$323,713.85 |

The MCCA is moving forward this year with Worldcom Exchange Inc. (WEI), who are an Elite Plus level Juniper Partner, the highest tier within the Juniper Partner Advantage program. This designation means WEI meets the most rigorous requirements for technical expertise, certifications, and demonstrated success with Juniper technologies. Elite Plus partners receive enhanced access to Juniper resources, priority escalation paths, and advanced training, enabling them to deliver optimal solutions and faster issue resolution. Their deep understanding of Juniper's systems supports strong network reliability, performance, and long-term operational stability for the MCCA.

Renewal of equipment that is on a one-year renewal. This equipment and software consists of the following at the BCEC, Hynes, and Boston Common Garage:

- Firewall
- Routers
- Hardware Support
- Lowest total cost of **\$289,853.32 (WorldCom Exchange)**

Board Vote: Juniper Support Maintenance Agreement Renewal

The MCCA is requesting the renewal of the Juniper Support Maintenance Agreement to ensure network stability and security for the BCEC, Hynes, and Boston Common Garage network infrastructure.

The Juniper Support Maintenance Agreement falls under the ITT72 State Contract and adheres to the State contract pricing. In conjunction with the MCCA procurement team we are requesting to renew our Juniper Support Maintenance Agreement with the licensed reseller WorldCom Exchange Inc.

| Vendor | Quote |
|------------------------|--------------|
| WorldCom Exchange Inc. | \$289,853.32 |

VOTE: The Massachusetts Convention Center Authority hereby authorizes the Chief Executive Officer or Designee to enter into a contract for the services of WorldCom Exchange Inc. (WEI) to support MCCA network equipment in an amount not to exceed \$289,853.32