New York Convention Center Operating Corporation

Adopted Annual Budget and Multi-Year Financial Plan

Fiscal Year 2015-16
§ 203.6 Budget and Financial Plan presentation.

(a) An explanation of the public authority’s relationship with the unit or units of government, if any, on whose behalf or benefit the authority was established.

New York Convention Center Operating Corporation was established by the New York State Legislature in 1979 as a public benefit corporation through Title 27 of the Public Authorities Law. CCOC was created to operate and maintain the Jacob K. Javits Convention Center (Convention Center). The Convention Center hosts events including conventions, fashion shows, association meetings, and trade shows. The Convention Center spans from 34th Street to 40th Street between 11th and 12th Avenues in Manhattan.

The primary mission of the New York Convention Center Operating Corporation, as set forth in its enabling legislation, is to manage and maintain the Javits Center to maximize the Center’s positive impact on the economy of the City and the State. NYCCOC meets this objective by booking events that bring out-of-town guests to the City to fill its hotel rooms, restaurants, theaters and retail shopping outlets; by stimulating the growth of the local economy through events that benefit New York businesses and inform New York consumers; and by providing work opportunities to its own labor force and to contractors and other service providers.

As a secondary goal, NYCCOC strives to operate the facility and to manage its funds in such a way as to be self-supporting. NYCCOC meets this objective by directly supplying as many services to its customers as it can efficiently administer, and by carefully managing its expenses.

Finally, NYCCOC has added a new goal in recent years: to achieve an expansion and renovation of the existing facility that will better meet the needs of its existing customers and will also allow it to attract new events to benefit the State and City economy. NYCCOC meets this objective by soliciting input from its customers and by cooperating with the New York Convention Center Development Corporation to secure the most cost effective improvements to the Center.

(b) A description of the budget process, including the dates of key budget decisions.

Our process for developing the budget begins with the Sales Department identifying each show that is licensed, the shows that are expected to be licensed and estimates of the special events based on the previous year. Special events are harder to predict than recurring trade shows. Special Events license their space from as little as a week in advance of the event (i.e. photo shoot) to 6 months in advance for a more complex event (i.e. movie screening). We then use the GSF based on the license agreement for which the event has rented. From the GSF we determine the NSF based on historical data and information from the show manager or other venues. The NSF is the basis for generating the show related revenue and expense. We determine the revenue and expense based on the labor hours projected and
apply the labor rates and benefits. The labor rates and benefits are a combination of the current rates, upcoming contractual rate increases and, in the event of an expired contract, an estimate of the rate. In addition to the show labor expense we also have to budget for the house labor expense. We work with the operations department and determine the staffing levels, contractual rates of pay, and the repair and maintenance needs of the building. The repair and maintenance needs continue to increase as the building ages and the infrastructure improvements are completed. The Operations Department works on adjustments to the 5 year plans for both repairs and maintenance and capital improvements based on manpower required and available to complete the projects. Lastly, there are emergency repairs that occur which are estimated based on the age of the facility in addition to the labor demands required as a result of the on-going renovation. In future years we expect to see reduced emergency work as a result of the capital investments made.

(c) A description of the principal budget assumptions, including sources of revenues, staffing and future collective bargaining costs, and programmatic goals.

Please see attached.
# BUDGET & FINANCIAL PLAN

## BUDGETED REVENUES, EXPENDITURES, AND CHANGES IN CURRENT NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Last Year (Actual)</th>
<th>Current Year (Estimated)</th>
<th>Next Year (Adopted)</th>
<th>Proposed 2017</th>
<th>Proposed 2018</th>
<th>Proposed 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2015</td>
<td>2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUE &amp; FINANCIAL SOURCES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for services</td>
<td>$129,097,064</td>
<td>136,669,124</td>
<td>146,814,561</td>
<td>152,653,855</td>
<td>158,603,732</td>
<td>163,366,994</td>
</tr>
<tr>
<td>Rental &amp; financing income</td>
<td>22,961,092</td>
<td>25,227,629</td>
<td>26,489,010</td>
<td>27,151,235</td>
<td>27,857,167</td>
<td>28,692,882</td>
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<tr>
<td>Other operating revenues</td>
<td>562,521</td>
<td>5,984,993</td>
<td>6,122,084</td>
<td>6,399,631</td>
<td>6,710,704</td>
<td>6,912,026</td>
</tr>
<tr>
<td>Non-operating Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment earnings</td>
<td>31,333</td>
<td>33,795</td>
<td>12,000</td>
<td>12,600</td>
<td>13,230</td>
<td>13,627</td>
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<tr>
<td>State subsidies/grants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Federal subsidies/grants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Municipal subsidies/grants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Public authority subsidies</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other non-operating revenues</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Proceeds from the issuance of debt</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Financing Sources</strong></td>
<td>152,652,010</td>
<td>167,915,541</td>
<td>179,437,655</td>
<td>186,217,321</td>
<td>193,189,833</td>
<td>198,985,529</td>
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<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>76,993,714</td>
<td>83,571,472</td>
<td>90,886,901</td>
<td>93,859,207</td>
<td>97,142,491</td>
<td>99,668,196</td>
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<tr>
<td>Other employee benefits</td>
<td>53,018,596</td>
<td>57,548,102</td>
<td>62,447,854</td>
<td>64,632,333</td>
<td>66,893,234</td>
<td>68,632,458</td>
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<td>Professional services contract</td>
<td>4,506,432</td>
<td>4,827,387</td>
<td>5,551,061</td>
<td>5,823,764</td>
<td>6,086,950</td>
<td>6,245,211</td>
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<tr>
<td>Supplies and materials</td>
<td>2,723,065</td>
<td>2,277,088</td>
<td>2,276,742</td>
<td>2,356,428</td>
<td>2,450,885</td>
<td>2,514,403</td>
</tr>
<tr>
<td>Other operating expenditures</td>
<td>18,155,264</td>
<td>18,599,728</td>
<td>22,081,097</td>
<td>25,099,507</td>
<td>28,103,026</td>
<td>28,833,705</td>
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<tr>
<td>Non-operating Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment of principal on bonds and financing arrange</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Interest and other financing charges</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Subsidies to other public authorities</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Capital asset outlay</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grants and donations</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Other non-operating expenditures</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>155,397,071</td>
<td>166,783,777</td>
<td>183,043,655</td>
<td>191,771,239</td>
<td>200,676,386</td>
<td>205,893,972</td>
</tr>
<tr>
<td><strong>Capital Contributions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess (deficiency) of revenues &amp; capital contributions over expenditures</strong></td>
<td>(2,745,061)</td>
<td>1,131,764</td>
<td>(3,606,000)</td>
<td>(5,563,918)</td>
<td>(7,486,553)</td>
<td>(6,908,443)</td>
</tr>
</tbody>
</table>
New York Convention Center Operating Corporation
April 1, 2015 - March 31, 2016

Plan Revenue - Total $179,438K

- Event Related 81.0%
- Hall Rentals 14.8%
- Food Service 3.1%
- All Other 0.4%
- Advertising & Sponsorship 0.8%
New York Convention Center Operating Corporation
April 1, 2015 - March 31, 2016

Plan Expenses - Total $183,044K

- Salary & Benefits: 83.3%
- SG&A & Other Exp.: 5.1%
- Depreciation: 3.2%
- Facility Operating: 8.4%
## JACOB K. JAVITS CONVENTION CENTER
### Repair and Maintenance Plan

<table>
<thead>
<tr>
<th>Item #</th>
<th>Description</th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>R&amp;M - House Electric</td>
<td>1,000</td>
<td>1,200</td>
<td>1,400</td>
<td>1,600</td>
<td>1,800</td>
<td>7,000</td>
</tr>
<tr>
<td>2</td>
<td>R&amp;M - General Engineering</td>
<td>45,000</td>
<td>47,000</td>
<td>49,000</td>
<td>51,000</td>
<td>54,000</td>
<td>246,000</td>
</tr>
<tr>
<td>3</td>
<td>R&amp;M - General Plumbing</td>
<td>500</td>
<td>600</td>
<td>700</td>
<td>800</td>
<td>900</td>
<td>3,500</td>
</tr>
<tr>
<td>4</td>
<td>R&amp;M - General Painting</td>
<td>2,500</td>
<td>2,600</td>
<td>2,700</td>
<td>2,800</td>
<td>2,900</td>
<td>13,500</td>
</tr>
<tr>
<td>5</td>
<td>R&amp;M Doors</td>
<td>25,000</td>
<td>26,000</td>
<td>27,000</td>
<td>28,000</td>
<td>29,000</td>
<td>135,000</td>
</tr>
<tr>
<td>6</td>
<td>R&amp;M Roofing</td>
<td>10,000</td>
<td>11,000</td>
<td>12,000</td>
<td>13,000</td>
<td>14,000</td>
<td>60,000</td>
</tr>
<tr>
<td>7</td>
<td>R&amp;M Fire System</td>
<td>170,000</td>
<td>182,000</td>
<td>195,000</td>
<td>209,000</td>
<td>224,000</td>
<td>980,000</td>
</tr>
<tr>
<td>8</td>
<td>R&amp;M Glass</td>
<td>30,000</td>
<td>32,000</td>
<td>34,000</td>
<td>36,000</td>
<td>38,000</td>
<td>170,000</td>
</tr>
<tr>
<td>9</td>
<td>R&amp;M General / Equipment</td>
<td>260,000</td>
<td>273,000</td>
<td>287,000</td>
<td>301,000</td>
<td>316,000</td>
<td>1,437,000</td>
</tr>
<tr>
<td>10</td>
<td>R&amp;M CCTV Maintenance</td>
<td>60,000</td>
<td>63,000</td>
<td>66,000</td>
<td>69,000</td>
<td>72,000</td>
<td>330,000</td>
</tr>
<tr>
<td>11</td>
<td>R&amp;M Cleaning Services</td>
<td>250,000</td>
<td>263,000</td>
<td>276,000</td>
<td>290,000</td>
<td>305,000</td>
<td>1,384,000</td>
</tr>
<tr>
<td>12</td>
<td>R&amp;M Server/Hardware/Software Maint - MIS</td>
<td>1,375,000</td>
<td>1,471,000</td>
<td>1,574,000</td>
<td>1,684,000</td>
<td>1,802,000</td>
<td>7,906,000</td>
</tr>
<tr>
<td>13</td>
<td>R&amp;M General - Advertising</td>
<td>95,000</td>
<td>100,000</td>
<td>105,000</td>
<td>110,000</td>
<td>116,000</td>
<td>526,000</td>
</tr>
<tr>
<td>14</td>
<td>R&amp;M General - Exhibit Labor</td>
<td>42,000</td>
<td>44,000</td>
<td>46,000</td>
<td>48,000</td>
<td>50,000</td>
<td>230,000</td>
</tr>
<tr>
<td>15</td>
<td>R&amp;M - Other Administration</td>
<td>27,410</td>
<td>30,000</td>
<td>33,000</td>
<td>36,000</td>
<td>40,000</td>
<td>166,410</td>
</tr>
</tbody>
</table>

**TOTAL REPAIR & MAINTENANCE** | 2,393,410 | 2,546,400 | 2,708,800 | 2,880,200 | 3,065,600 | 13,594,410
1. **R&M House Electric**  
   Miscellaneous electric work; transformer yard and transformer rooms including miscellaneous electrical testing.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000</td>
<td>1,200</td>
<td>1,400</td>
<td>1,600</td>
<td>1,800</td>
</tr>
</tbody>
</table>

2. **R&M General Engineering**  
   Miscellaneous HVAC repairs. This would include the 2 cooling towers, 136 HVAC units and all other mechanical units.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>45,000</td>
<td>47,000</td>
<td>49,000</td>
<td>51,000</td>
<td>54,000</td>
</tr>
</tbody>
</table>

3. **R&M General Plumbing**  
   Miscellaneous plumbing repairs. This would include repairs on fire sprinkler system, cleaning out lines, repair restroom fixtures, repair hot water heaters, etc.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>600</td>
<td>700</td>
<td>800</td>
<td>900</td>
</tr>
</tbody>
</table>

4. **R&M General Painting**  
   Miscellaneous painting repairs.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,500</td>
<td>2,600</td>
<td>2,700</td>
<td>2,800</td>
<td>2,900</td>
</tr>
</tbody>
</table>

5. **R&M Doors**  
   Repair and maintenance on all interior/exterior entrance/exit doors and overhead freight doors. This would include repairing the doors that are damaged during move-in/out.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>25,000</td>
<td>26,000</td>
<td>27,000</td>
<td>28,000</td>
<td>29,000</td>
</tr>
</tbody>
</table>

6. **R&M Roofing**  
   Roof repairs. (Subject to availability of certain items of Capital Plan and Renovation)  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000</td>
<td>11,000</td>
<td>12,000</td>
<td>13,000</td>
<td>14,000</td>
</tr>
</tbody>
</table>

7. **R&M Fire System**  
   Repair and maintenance of the Siemens Building Management System and Fire System. This includes bi-weekly service and testing.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>170,000</td>
<td>182,000</td>
<td>195,000</td>
<td>209,000</td>
<td>224,000</td>
</tr>
</tbody>
</table>

8. **R&M Glass**  
   Repair and maintenance of all interior and exterior glass throughout the Center. This includes repairing glass that is damaged during move-in/out.  
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,000</td>
<td>32,000</td>
<td>34,000</td>
<td>36,000</td>
<td>38,000</td>
</tr>
</tbody>
</table>
9. **R&M General / Equipment**
   Repair and maintenance of general facilities equipment.
<table>
<thead>
<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>260,000</td>
<td>273,000</td>
<td>287,000</td>
<td>301,000</td>
<td>316,000</td>
</tr>
</tbody>
</table>

10. **R&M – CCTV Maintenance**
    Repair and maintenance for CCTV.
    | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
    |---------|---------|---------|---------|---------|
    | 60,000  | 63,000  | 66,000  | 69,000  | 72,000  |

11. **R&M - Cleaning Services**
    Repair and maintenance for the power sweepers, walk behind vacuums and carpet cleaning.
    | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
    |---------|---------|---------|---------|---------|
    | 250,000 | 263,000 | 276,000 | 290,000 | 305,000 |

12. **R&M Server / Hardware / Software Maintenance - MIS**
    Server and Hardware maintenance agreements and software maintenance.
    | FY15/16  | FY16/17  | FY17/18  | FY18/19  | FY19/20  |
    |----------|----------|----------|----------|----------|
    | 1,375,000| 1,471,000| 1,574,000| 1,684,000| 1,802,000|

13. **R&M – Advertising**
    Repair and maintenance for the LED Marquee Display and Video Advertising Network system.
    | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
    |---------|---------|---------|---------|---------|
    | 95,000  | 100,000 | 105,000 | 110,000 | 116,000 |

14. **R&M - Exhibit Labor**
    Repair and maintenance for the Voice4Net Broadcast, Recording System and Banner System.
    | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
    |---------|---------|---------|---------|---------|
    | 42,000  | 44,000  | 46,000  | 48,000  | 50,000  |

15. **R&M – Other Administration**
    Repair and maintenance for administration area.
    | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
    |---------|---------|---------|---------|---------|
    | 27,410  | 30,000  | 33,000  | 36,000  | 40,000  |
(d) A self-assessment of budgetary risks.

New York Convention Center Operating Corporation prepares a self-assessment of budgetary risks and reviews it on an annual basis with the Finance and Audit Committee before the new fiscal year budget is recommended for approval by the Board of Directors.

(e) A revised forecast of the current year's budget.

Once approved by Board of Director the budget is not revised as year progresses.

(f) A reconciliation that identifies all changes in estimates from the projections in the previously approved budget or plan.

Once approved by Broad of Director the budget is not revised as year progresses.

(g) A statement of the last completed fiscal year's actual financial performance in categories consistent with the proposed budget or financial plan.

Please see attached.
<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>Actual</th>
<th>Plan</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space Rental</td>
<td>22,961</td>
<td>21,650</td>
<td>1,311</td>
</tr>
<tr>
<td>Services</td>
<td>123,378</td>
<td>119,045</td>
<td>4,333</td>
</tr>
<tr>
<td>Other</td>
<td>6,281</td>
<td>6,109</td>
<td>172</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>152,621</strong></td>
<td><strong>146,805</strong></td>
<td><strong>5,816</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Actual</th>
<th>Plan</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee compensation and Benefits</td>
<td>126,645</td>
<td>123,445</td>
<td>3,199</td>
</tr>
<tr>
<td>Facility operating expenses</td>
<td>12,701</td>
<td>10,812</td>
<td>1,889</td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>10,825</td>
<td>9,531</td>
<td>1,294</td>
</tr>
<tr>
<td>Annual Other Postemployment Benefits Expense</td>
<td>3,368</td>
<td>3,108</td>
<td>260</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>153,538</strong></td>
<td><strong>146,896</strong></td>
<td><strong>6,642</strong></td>
</tr>
</tbody>
</table>

| Depreciation and Amortization | 1,859 | 3,719 | (1,861) |
| Loss from Operations           | (2,776) | (3,810) | 1,034 |
| Total Non Operating Income     | 31    | 85    | (54)    |
| Net Loss                       | (2,745) | (3,725) | 980    |
(h) A projection of the number of employees, including sources of funding, the numbers of full-time and full-time equivalents, and functional classifications.

<table>
<thead>
<tr>
<th>FY2015-16 Request</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>147</td>
<td>40</td>
</tr>
<tr>
<td>House Labor</td>
<td>160</td>
<td>15</td>
</tr>
<tr>
<td>Show Labor</td>
<td>0</td>
<td>3,400</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>307</strong></td>
<td><strong>3,455</strong></td>
</tr>
</tbody>
</table>

(i) A statement of each revenue-enhancement and cost-reduction initiative that represents a component of any gap-closing program and the annual impact on revenues, expenses and staffing.

Not applicable.

(j) A statement of the source and amount of any material non-recurring resource that is planned for use in any given fiscal year.

Not applicable.

(k) A statement of any transactions that shift material resources from one year to another and the amount of any reserves.

Not applicable.

(l) A statement of borrowed debt projected to be outstanding at the end of each fiscal year covered by the budget or financial plan; the planned use or purpose of debt issuances; scheduled debt service payments for both issued and proposed debt; the principal amount of proposed debt and assumed interest rate(s); debt service for each issuance as a percentage of total pledged revenues, listed by type or category of pledged revenues; cumulative debt service as a percentage of available revenues; and amount of debt that can be issued until legal limits are met.
Not applicable.

(m) A statement of the annual projected capital cost broken down by category and sources of funding, and for each capital project, estimates of the annual commitment, total project cost, expected date of completion and the annual cost for operating and maintaining those capital projects or capital categories that, when placed into service, are expected to have a material impact on the operating budget.

Please see attached.
New York Convention Center Operation Corporation
5 Year Proposed Capital Plan

FISCAL YEAR

FY15/16  FY16/17  FY17/18  FY18/19  FY19/20

$ Thousand

11,180  25,538  14,109  11,348  14,547
<table>
<thead>
<tr>
<th>Description</th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Gates at Inner Roadway, 39th St. Yard, 34th &amp; 33rd St.</td>
<td>265,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>265,000</td>
</tr>
<tr>
<td>Add Flat Bed &amp; Replace 3 Wheelers - Cushman Carts</td>
<td>67,000</td>
<td>67,000</td>
<td>67,000</td>
<td>67,000</td>
<td>-</td>
<td>268,000</td>
</tr>
<tr>
<td>Chair, Setup Equipment, Tables, Risers Replacement</td>
<td>135,000</td>
<td>245,000</td>
<td>265,000</td>
<td>280,000</td>
<td>295,000</td>
<td>1,220,000</td>
</tr>
<tr>
<td>Cleaning Equipment Replacement</td>
<td>294,500</td>
<td>250,000</td>
<td>260,000</td>
<td>270,000</td>
<td>280,000</td>
<td>1,354,500</td>
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<tr>
<td>Concource Mezzanine Storage Enclosures</td>
<td>60,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>60,000</td>
</tr>
<tr>
<td>Concrete Sidewalk Repairs</td>
<td>290,000</td>
<td>290,000</td>
<td>290,000</td>
<td>-</td>
<td>-</td>
<td>870,000</td>
</tr>
<tr>
<td>Demarcation and Surveying Ground Level Entry Way</td>
<td>-</td>
<td>135,000</td>
<td>-</td>
<td>2,000,000</td>
<td>-</td>
<td>2,135,000</td>
</tr>
<tr>
<td>Dock Locks</td>
<td>-</td>
<td>-</td>
<td>171,016</td>
<td>171,016</td>
<td>-</td>
<td>342,032</td>
</tr>
<tr>
<td>Electrical Cabinetry at 33rd St. Parking</td>
<td>36,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>36,000</td>
</tr>
<tr>
<td>Electronic Door Locks (Meeting rooms, IT &amp; Janitorial Environ. Services)</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150,000</td>
</tr>
<tr>
<td>Elevator #8</td>
<td>295,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>295,000</td>
</tr>
<tr>
<td>Elevator &amp; Escalators Mechanical Upgrades</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Elevator Cabin Upgrades - 13, 14 &amp; 16 (Cargo Elevator)</td>
<td>310,000</td>
<td>310,000</td>
<td>-</td>
<td>-</td>
<td>780,000</td>
<td>1,400,000</td>
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<tr>
<td>Enhance BMS - Vav Boxes</td>
<td>200,000</td>
<td>150,000</td>
<td>100,000</td>
<td>75,000</td>
<td>50,000</td>
<td>575,000</td>
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<tr>
<td>Expansion Joints Replacement</td>
<td>250,000</td>
<td>100,000</td>
<td>75,000</td>
<td>-</td>
<td>-</td>
<td>425,000</td>
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<tr>
<td>Exterior Electronic Signage at Light Poles</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>540,000</td>
<td>540,000</td>
</tr>
<tr>
<td>FF&amp;E - Interior Benches and Public Space Furniture</td>
<td>270,000</td>
<td>100,000</td>
<td>100,000</td>
<td>50,000</td>
<td>50,000</td>
<td>570,000</td>
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<tr>
<td>Forklift Building</td>
<td>800,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>800,000</td>
</tr>
<tr>
<td>Fresh Air Intakes at Inner Roadway - Filtration Remediation</td>
<td>-</td>
<td>200,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td>Galleria / River Pavillion Lighting Controls</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>300,000</td>
</tr>
<tr>
<td>Guard Kiosk at 11th Ave., 39th St. and 33rd St.</td>
<td>25,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Guest Service Kiosk</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>High Voltage Yard Transformer</td>
<td>517,334</td>
<td>300,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>817,334</td>
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<tr>
<td>Javits North Enclose Loading Dock-Weather Control/Energy Conservation</td>
<td>-</td>
<td>135,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>135,000</td>
</tr>
<tr>
<td>Javits Signage 12th Ave.</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>154,000</td>
<td>154,000</td>
</tr>
<tr>
<td>Description</td>
<td>FY15/16</td>
<td>FY16/17</td>
<td>FY17/18</td>
<td>FY18/19</td>
<td>FY19/20</td>
<td>Total</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>26 Kitchen North</td>
<td>-</td>
<td>3,500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,500,000</td>
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<tr>
<td>27 Landscaping Package</td>
<td>270,000</td>
<td>270,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>540,000</td>
</tr>
<tr>
<td>28 Level 2 &amp; 3 Air Walls</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,980,000</td>
</tr>
<tr>
<td>29 Loading Dock Vertical Rolling Gates with Egress Doors</td>
<td>-</td>
<td>1,750,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,750,000</td>
</tr>
<tr>
<td>30 Main Substation</td>
<td>-</td>
<td>4,600,000</td>
<td>4,600,000</td>
<td>2,600,000</td>
<td>-</td>
<td>11,800,000</td>
</tr>
<tr>
<td>31 Marshalling Yard &amp; 33rd St Fence</td>
<td>80,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>80,000</td>
</tr>
<tr>
<td>32 Material Storage Organization for Show Electric/Setup/Finance/F&amp;B</td>
<td>240,000</td>
<td>50,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>290,000</td>
</tr>
<tr>
<td>33 Meeting Room Doors</td>
<td>-</td>
<td>130,000</td>
<td>130,000</td>
<td>-</td>
<td>-</td>
<td>260,000</td>
</tr>
<tr>
<td>34 MIS Various Hardware &amp; Software - IT</td>
<td>79,350</td>
<td>38,850</td>
<td>32,600</td>
<td>61,350</td>
<td>32,600</td>
<td>244,750</td>
</tr>
<tr>
<td>35 MIS Various Non-Oracle Projects - IT</td>
<td>1,355,425</td>
<td>5,900,145</td>
<td>3,811,077</td>
<td>3,000,000</td>
<td>2,000,000</td>
<td>16,066,647</td>
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<tr>
<td>36 MIS Various Oracle Implementation Support - IT</td>
<td>1,010,750</td>
<td>1,549,938</td>
<td>1,378,000</td>
<td>1,378,000</td>
<td>-</td>
<td>5,316,688</td>
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<tr>
<td>37 Motion Sensors</td>
<td>25,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>38 Motorola (MotoTurbo) Radio New system with Additional Frequencies</td>
<td>35,000</td>
<td>35,000</td>
<td>35,000</td>
<td>40,000</td>
<td>-</td>
<td>145,000</td>
</tr>
<tr>
<td>39 Natural Gas Station</td>
<td>-</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>250,000</td>
</tr>
<tr>
<td>40 New Washer &amp; Dryer</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>78,000</td>
<td>78,000</td>
</tr>
<tr>
<td>41 North &amp; South Hand Carry Entrances</td>
<td>-</td>
<td>370,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>370,000</td>
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<tr>
<td>42 Perimeter Intrusion Alarm System</td>
<td>100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
</tr>
<tr>
<td>43 Public Bathrooms Renovation</td>
<td>312,000</td>
<td>312,000</td>
<td>312,000</td>
<td>-</td>
<td>-</td>
<td>936,000</td>
</tr>
<tr>
<td>44 Relocate Retail Tenants</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50,000</td>
</tr>
<tr>
<td>45 Renovation plan (Legal, HR, Final Labor &amp; Public Safety Bathrooms)</td>
<td>870,000</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,370,000</td>
</tr>
<tr>
<td>46 Replace Black Top With Concrete Slab At Truck Bays 1st Level</td>
<td>-</td>
<td>450,000</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>47 Replace Fire Alarm System - Life Safety</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,400,000</td>
<td>5,400,000</td>
<td></td>
</tr>
<tr>
<td>48 Replace Jumbotron</td>
<td>-</td>
<td>650,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>650,000</td>
</tr>
<tr>
<td>49 River Pavilion Carpet Replacement</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>342,000</td>
<td>342,000</td>
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</tr>
<tr>
<td>50 Safety Improvement Equipment</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td>Description</td>
<td>FY15/16</td>
<td>FY16/17</td>
<td>FY17/18</td>
<td>FY18/19</td>
<td>FY19/20</td>
<td>Total</td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>51 Security Cameras CCTV</td>
<td>780,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>780,000</td>
</tr>
<tr>
<td>52 Show Electric - Audio / Lighting / Video / Software Upgrade</td>
<td>805,000</td>
<td>904,600</td>
<td>529,600</td>
<td>249,600</td>
<td>-</td>
<td>2,488,800</td>
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<tr>
<td>53 Show Manager Offices Renovation</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>540,000</td>
<td>540,000</td>
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<tr>
<td>54 Sound system - 1D Hall</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>350,000</td>
<td>350,000</td>
</tr>
<tr>
<td>55 Sustainability - Conversion to Energy Efficient Lighting</td>
<td>125,000</td>
<td>150,000</td>
<td>150,000</td>
<td>350,000</td>
<td>-</td>
<td>775,000</td>
</tr>
<tr>
<td>56 Tenants / Retail Lease Program</td>
<td>25,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,000</td>
<td>50,000</td>
</tr>
<tr>
<td>57 Truck Check In Offices at 12th Ave. &amp; 39th St.</td>
<td>78,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>78,000</td>
</tr>
<tr>
<td>58 Vertical lifts</td>
<td>60,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>60,000</td>
</tr>
<tr>
<td>59 VIP Lounge - Board Room</td>
<td>-</td>
<td>540,000</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
<td>790,000</td>
</tr>
<tr>
<td>60 VIP Parking</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
</tr>
<tr>
<td>61 Wall Protectors in High-Frequency Access Areas</td>
<td>40,000</td>
<td>40,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>80,000</td>
</tr>
<tr>
<td>62 Website Development and Maintenance</td>
<td>390,000</td>
<td>665,000</td>
<td>202,500</td>
<td>56,250</td>
<td>-</td>
<td>1,313,750</td>
</tr>
</tbody>
</table>

**TOTAL CAPITAL PLAN**

11,180,359 25,537,533 14,108,793 11,348,216 14,546,600 76,721,501
1. **Access Gates at Inner Roadway, 39th St. Yard, 34th & 33rd St.**
Rising security arm for entrances at 39th street and 34th street to provide security but efficient access when manned.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>265,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

2. **Add Flat Bed & Replace 3 Wheelers - Cushman Carts**
Motorized flatbed for the purposes of moving staff and materials to the work site.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>67,000</td>
<td>67,000</td>
<td>67,000</td>
<td>67,000</td>
<td>0</td>
</tr>
</tbody>
</table>

3. **Chair, Setup Equipment, Tables, Risers Replacement**

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>135,000</td>
<td>245,000</td>
<td>265,000</td>
<td>280,000</td>
<td>295,000</td>
</tr>
</tbody>
</table>

4. **Cleaning Equipment Replacement**
New washer and dryer, replace scrubber, vacuums, entrance mats and waste receptacles.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>294,000</td>
<td>250,000</td>
<td>260,000</td>
<td>270,000</td>
<td>280,000</td>
</tr>
</tbody>
</table>

5. **Concourse Mezzanine Storage Enclosures**
Open areas adjacent to the show offices along the north and south concourse.

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<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>60,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

6. **Concrete Sidewalk Repairs**
In NYC sidewalks are the responsibility of the property owner. Repairs are required to all sidewalks around the perimeter 34th street to 12th Avenue to 40th street to 11th Avenue to 34th street. In addition all perimeter sidewalk around the 33 -34th street block.

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<thead>
<tr>
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<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
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<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>290,000</td>
<td>290,000</td>
<td>290,000</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

7. **Demarcation and Surveying Ground Level Entry Way West Side under 11th Ave Storage & Additional Storage East Ground Level**
Identify land between Amtrak and Javits Center for purposes of storage and or entry into the building.

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<thead>
<tr>
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<th>FY15/16</th>
<th>FY16/17</th>
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<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>135,000</td>
<td>0</td>
<td>2,000,000</td>
<td>0</td>
</tr>
</tbody>
</table>

8. **Dock Locks**
Install locks for trailers on docks 1st and 2nd Level.

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<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>171,016</td>
<td>171,016</td>
<td>0</td>
</tr>
</tbody>
</table>

9. **Electrical Cabinetry at 33rd St. Parking**
New enclosure for the electrical equipment located in the 33rd street parking lot.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
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<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>36,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
10. **Electronic Door Locks (Meeting rooms, IT & Janitorial Environ. Services) Meeting Rooms**

   Vingcard system that provides access via card for issuance to customers and staff. It replaces the present hard key system that is expensive and inefficient to manage. System has the ability to set an expiration date so return is not necessary.

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</thead>
<tbody>
<tr>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>

11. **Elevator #8**

   Rebuild abandoned elevator to put back in service.

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<tr>
<th>FY15/16</th>
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</thead>
<tbody>
<tr>
<td>295,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
</tbody>
</table>

12. **Elevator & Escalators Mechanical Upgrades**

   Upgrading electrical components, motors, sensors, etc.

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<tr>
<th>FY15/16</th>
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</tr>
</thead>
<tbody>
<tr>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
</tr>
</tbody>
</table>

13. **Elevator Cabin Upgrades - 13, 14 & 16 (Cargo Elevator)**

   Upgrading electrical components, safety, doors, interior finish.

<table>
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<tr>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>310,000</td>
<td>310,000</td>
<td>0</td>
<td>0</td>
<td>780,000</td>
</tr>
</tbody>
</table>


   Enhance Building Management System and Fire/Life Safety System (new software and hardware upgrades): HVAC monitoring, electrical and plumbing infrastructures (switch gear rooms, amps/volts, temperatures, etc.)

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<tbody>
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<td>200,000</td>
<td>150,000</td>
<td>100,000</td>
<td>75,000</td>
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</table>

15. **Expansion Joints Replacement**

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<td>100,000</td>
<td>75,000</td>
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</table>

16. **Exterior Electronic Signage at Light Poles**

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<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>540,000</td>
</tr>
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</table>

17. **FF&E - Interior Benches and Public Space Furniture**

   Furniture throughout the public spaces for show management, exhibitor and attendee use.

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<tr>
<th>FY15/16</th>
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<th>FY19/20</th>
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<tbody>
<tr>
<td>270,000</td>
<td>100,000</td>
<td>100,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
</tbody>
</table>

18. **Forklift Building**

   Temporary building on the North West end of the building in the 39th street area for the purposes of relocating the storage, maintenance and repairs of the forklifts utilized on shows.

<table>
<thead>
<tr>
<th>FY15/16</th>
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<th>FY17/18</th>
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<tbody>
<tr>
<td>800,000</td>
<td>0</td>
<td>0</td>
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</table>
19. **Fresh Air Intakes at Inner Roadway - Filtration Remediation**

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<th>FY17/18</th>
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</table>

20. **Galleria / River Pavilion Lighting Controls**

New controls to permit variable lighting in an area that is utilized for events that need variable lighting similar to a ballroom.

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<th>FY15/16</th>
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<th>FY19/20</th>
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<tbody>
<tr>
<td></td>
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<td>150,000</td>
<td>150,000</td>
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</table>

21. **Guard Kiosk at 11th Ave., 39th St. and 33rd St.**

Permanent guard house at 11th Ave., 39th St. and 33rd St.

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<tr>
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<th>FY15/16</th>
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<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25,000</td>
<td>0</td>
<td>0</td>
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</table>

22. **Guest Service Kiosk**

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<tr>
<td></td>
<td>35,000</td>
<td>0</td>
<td>0</td>
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</table>

23. **High Voltage Yard Transformer**

Replace a High Voltage Transformer 13,800 volts with a new high efficiency unit.

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<th>FY15/16</th>
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<td>517,334</td>
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<td>0</td>
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</tbody>
</table>

24. **Javits North Enclose Loading Dock - Weather Control / Energy**

A structure/wall to reduce the wind/cold air penetrating the hall especially during move-in and move-out.

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<th>FY15/16</th>
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<th>FY19/20</th>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>135,000</td>
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</table>

25. **Javits Signage 12th Ave**

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<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>154,000</td>
</tr>
</tbody>
</table>

26. **Kitchen North**

Build new kitchen for shows at Javits North.

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<tr>
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<th>FY15/16</th>
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<td>3,500,000</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

27. **Landscaping Package**

Full landscaping around the Center as per the drawings provided By CCDC during the renovation project.

<table>
<thead>
<tr>
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<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>270,000</td>
<td>270,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

28. **Level 2 & 3 Air Walls**

New Air Walls for Level 2 and level 3 are 30 years old that are very heavy, old technology bearing system and extremely hard to move and place. These would match the new air walls on level 1.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
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<th>FY19/20</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,980,000</td>
</tr>
</tbody>
</table>
29. **Loading Dock Vertical Rolling Gates with Egress Doors**  
Replace the vertical rolling gates and single egress doors with a more energy efficient material and ability to only have open what is required to complete current process or use.

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
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<tbody>
<tr>
<td></td>
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<td>1,750,000</td>
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</table>

30. **Main Sub-Station**

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<th>FY15/16</th>
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<th>FY17/18</th>
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<th>FY19/20</th>
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<tbody>
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<td></td>
<td>0</td>
<td>4,600,000</td>
<td>4,600,000</td>
<td>2,600,000</td>
<td>0</td>
</tr>
</tbody>
</table>

31. **Marshaling Yard and 33rd Street Fence**  
Replace ailing fence around marshaling yard for safety and security.

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<tr>
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<th>FY15/16</th>
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<td></td>
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<table>
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<tr>
<td></td>
<td>240,000</td>
<td>50,000</td>
<td>0</td>
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</tr>
</tbody>
</table>

33. **Meeting Room Doors**  
Doors are 30 years old and in many cases no locks and no entry from service corridors.

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<th>FY15/16</th>
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<tr>
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<td>130,000</td>
<td>130,000</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

34. **MIS Various Hardware & Software**  
New PC / Monitors / Lap-Tops / Scanner and Window 8.

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<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY16/17</th>
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<td>38,850</td>
<td>32,600</td>
<td>61,350</td>
<td>32,600</td>
</tr>
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</table>

35. **MIS Various Non-Oracle Projects**  

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<tr>
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<td>5,900,145</td>
<td>3,811,077</td>
<td>3,000,000</td>
<td>2,000,000</td>
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</table>

36. **MIS Various Oracle Implementation Support**

<table>
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<td>1,549,938</td>
<td>1,378,000</td>
<td>1,378,000</td>
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37. **Motion Sensor**

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<td>0</td>
<td>0</td>
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</tr>
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</table>

38. **Motorola (MotoTurbo) Radio new system with additional licensed frequencies**  
The project is to increase number of radios in the consecutive years.

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<th>FY15/16</th>
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<td>35,000</td>
<td>35,000</td>
<td>40,000</td>
<td>0</td>
</tr>
</tbody>
</table>
39. **Natural Gas Station**
Natural Gas Station for Forklift Conversion – Energy & Sustainability Initiatives.

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<th>FY15/16</th>
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<td>0</td>
<td>250,000</td>
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40. **New Washer & Dryer**

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<td>0</td>
<td>0</td>
<td>0</td>
<td>78,000</td>
</tr>
</tbody>
</table>

41. **North & South Hand Carry Entrances**
To lessen the use of the inner roadway, north entrance is at 39th street prepare ramps and doorways into Hall 1A. South entrance is at the far South West corner of the building from Marshalling yard which will provide entrance from the Hall 1E area.

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<th>FY15/16</th>
<th>FY16/17</th>
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<td>370,000</td>
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</table>

42. **Perimeter Intrusion Alarm System**
Installation of an intrusion alarm system on the perimeter doors with central station monitoring and local command center monitoring.

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<th>FY15/16</th>
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<td>100,000</td>
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</table>

43. **Public Bathrooms Renovation**

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<th>FY15/16</th>
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<td>312,000</td>
<td>312,000</td>
<td>0</td>
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</table>

44. **Relocate Retail Tenants**
Relocate retail tenants Super Shuttle and Taste NY to create another revenue opportunity for CenterPlate.

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<th></th>
<th>FY15/16</th>
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<th>FY19/20</th>
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<td>50,000</td>
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</table>

45. **Renovation plan (Legal, HR, Final Labor & Public Safety Bathrooms)**
Administration renovation to convert to the open concept and a much larger percentage of staff together.

<table>
<thead>
<tr>
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<th>FY15/16</th>
<th>FY16/17</th>
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<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>870,000</td>
<td>500,000</td>
<td>0</td>
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<td>0</td>
</tr>
</tbody>
</table>

46. **Replace Black Top With Concrete Slab At Truck Bays 1st Level**
Replace black top at loading docks.

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<tr>
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<th>FY15/16</th>
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<th>FY19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>450,000</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
</tr>
</tbody>
</table>

47. **Replace Fire Alarm System - Life Safety**
Fire alarm system for the 2 million square feet – six square blocks Javits Center is being repaired as part of the renovation but it is 30 years old and should be replaced in total if and when the capital money is available.

<table>
<thead>
<tr>
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<th>FY15/16</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5,400,000</td>
</tr>
</tbody>
</table>
48. **Replace Jumbotron**  
Replace existing Jumbotron which was installed in 2002.  
<table>
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<tr>
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<th>FY15/16</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>650,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

49. **River Pavilion Carpet Replacement**  
Carpet is 10 years old and area is used for events that require carpet that is of a high level and not damaged.  
<table>
<thead>
<tr>
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<th>FY15/16</th>
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<th>FY19/20</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>342,000</td>
</tr>
</tbody>
</table>

50. **Safety improvement equipment**  
Equipment and installations aiming at safety improvements, eliminating potential violations (welding and dust exhausts, confined space entry equipment, etc.)  
<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
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<tr>
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<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
</tbody>
</table>

51. **Security Cameras CCTV**  
Increasing the present camera system with 130 additional High Definition cameras throughout the first level 2nd and third level. Many will have 360 degree and 180 degree capability. Genetic system with hardware to be installed for all cameras including the present cameras. The present cameras will be configured to work with the new Genetic system.  
<table>
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<tbody>
<tr>
<td></td>
<td>780,000</td>
<td>0</td>
<td>0</td>
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</tr>
</tbody>
</table>

52. **Show Electric - Audio / Lighting / Video / Software Upgrade**  
Software and equipment for audio, exhibit hall lighting, video and goosenecks upgrade.  
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<th>FY15/16</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>805,000</td>
<td>904,600</td>
<td>529,600</td>
<td>249,600</td>
<td>0</td>
</tr>
</tbody>
</table>

53. **Show Manager Offices Renovation**  
Renovation of all the offices. They are 15 since last renovation and they sustain high usage.  
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<tr>
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<th>FY15/16</th>
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<th>FY19/20</th>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>540,000</td>
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</table>

54. **Sound System - 1D Hall**  
Installation of permanent wire in the Special Event Hall for sound board station.  
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<tr>
<td></td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>350,000</td>
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</tbody>
</table>

55. **Sustainability - Conversion to Energy Efficient Lighting**  
Replace currently used fixture with another type to accommodate a more energy efficient lighting, targeting energy usage reduction.  
<table>
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<th>FY15/16</th>
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<tbody>
<tr>
<td></td>
<td>125,000</td>
<td>150,000</td>
<td>150,000</td>
<td>350,000</td>
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</table>

56. **Tenants / Retail Lease Program**  
Renovation work on spaces being rented to tenants on a permanent basis. i.e. Contractors.  
<table>
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<tbody>
<tr>
<td></td>
<td>25,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25,000</td>
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</table>
57. **Truck Check In Offices at 12th Ave. & 39th St.**
We will be utilizing the truck check in offices for other uses but the decorating companies must have space out from the weather to manage the marshalling of the trucks for shows. Build out space.

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<th>FY15/16</th>
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<tbody>
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58. **Vertical Lifts**
Purchase of two 45' Genie booms and two 19' scissor lifts. Replacement for aging fleet.

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59. **VIP Lounge - Board Room**

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<tr>
<td>0</td>
<td>540,000</td>
<td>250,000</td>
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60. **VIP Parking**
Parking alternative for VIP for Shows.

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<tbody>
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<td>0</td>
<td>0</td>
<td>500,000</td>
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61. **Wall Protectors in High-Frequency Access Areas**
Stainless steel or other material depending on the area to protect walls from forklift, machinery or other freight movement for shows.

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<tbody>
<tr>
<td>40,000</td>
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</table>

62. **Website Development and Maintenance**
Software and equipment for website and Javits Experience implementation and upgrade.

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<th>FY19/20</th>
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</thead>
<tbody>
<tr>
<td>390,000</td>
<td>665,000</td>
<td>202,500</td>
<td>56,250</td>
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<td></td>
</tr>
</tbody>
</table>
Certification of Assumptions and Method of Estimation for 
Budget and Financial Plan 2015-2018 in accordance with the 
Comptroller’s Regulation 203.9 Certification

To the best of my knowledge and belief after reasonable inquiry, the Bridge Authority’s 2015-
2018 Budget and Financial Plan approved by its Board and was based on reasonable 
assumptions and methods of estimation and is in conformance with the State Comptroller 
adopted Regulation 2NYCRR Part 203, Budget and Financial Plan Format, Supporting 
Documentation and Monitoring – Public Authority.

Edward B. MacDonald, Jr. 
Chief Financial Officer & SVP

4/15/15

Date