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**BOARD OF DIRECTORS MEETING  
NEW YORK CONVENTION CENTER OPERATING CORP.**  
655 West 34<sup>th</sup> Street  
New York, NY 10001-1188

**MINUTES**

**MEMBERS PRESENT:**

Lee H. Perlman, Chairman  
Hugh L. Carey II  
Quenia Abreu – Webex  
Joseph F. Chan  
Ronald Goldstock – Webex  
Richard N. Gottfried – Webex  
Steven C. Koppel – Webex  
Gary Lavine  
Andrew Murstein – Webex  
Brian O’Dwyer  
Joseph Spinnato – Webex

**ABSENT:**

Fred Dixon  
Christine Ferer

**OTHERS PRESENT:**

**STAFF:**

Alan E. Steel, CEO  
Bradley A. Siciliano, President  
Doreen Guerin, SVP, Sales & Marketing  
Mark S. Sims, SVP & CFO  
Christine McMahon, SVP, Labor Relations and Show Operations  
Sonia Low, VP, General Counsel and Corporate Secretary  
Timothy Gaburungyi, SVP & CIO  
Kenneth Dixon, SVP, Security & Safety Solutions  
Kenneth Sanchez, SVP, Facilities & Operations Management  
Shane Beardsley, VP, Communications & Guest Experiences

**GUESTS/VISITORS:**

Joyce Leveston  
Rufus Johnson  
Samantha Ragsdale

**DATE:**

**January 23, 2025**

**Time:**

**1:00 p.m.**

**Location:**

**Large Conference Room  
and Audio/Video Webex**

<p><b>Call to Order</b></p>	<p>The meeting of the Board of Directors for the New York Convention Center Operating Corporation (CCOC) was called to order at 1:00 p.m. A quorum was present. The meeting was presided over by Lee H. Perlman, Chairman.</p>
<p><b>Agenda</b></p>	<p><b>Discussion</b></p>
<p><b>I. Introduction by the Chairman</b></p>	<p><b><u>Approval of the Minutes of November 20, 2024 (Attachment 25-01)</u></b>  A motion was made and seconded to approve the minutes of the Board of Directors meeting held on November 20, 2024. The following resolution passed by unanimous vote:</p> <p><b><u>Resolution No. 1669</u></b>  <b>NOW THEREFORE BE IT RESOLVED</b> that the minutes of the Board of Directors meeting held on November 20, 2024, are hereby approved.</p> <p>Before proceeding further, Mr. Perlman asked the Members whether anyone had any potential conflict of interest with respect to any of the items on the agenda and requested that they make an appropriate disclosure on the record and the individual with such conflict would recuse themselves from any discussion or vote with regard to such item or items. No Member having indicated such a potential conflict, the meeting proceeded.</p>
<p><b>II. Corporate Matters</b></p>	<p><b><u>Recommendation for the next CEO</u></b>  Mr. Perlman and Mr. Carey provided the Board with a status update and summary recap of the CEO search process and the Ad Hoc Search Committee’s recommendation of the next CEO. Mr. Perlman recommended to the Board that Joyce Leveston follow as Mr. Steel’s successor in the office of CEO effective March 10, 2025. Ms. Leveston will begin working with Mr. Steel on the transition starting on February 10, 2025.</p> <p>A motion was made and seconded to approve the appointment of Joyce Leveston as the next CEO for the New York Convention Center Operating Corporation. The following resolution passed by unanimous vote:</p> <p><b><u>Resolution No. 1670</u></b>  <b>NOW THEREFORE BE IT RESOLVED</b>, that upon recommendation of the Chairman, the Board appoints Joyce Leveston to the position designated as “executive director” in the Corporation’s enabling legislation (Public Authorities Law § 2562(1)), with all the powers and responsibilities conferred on that position by the enabling legislation and the New York State Public Officers Law, provided however, that the position shall for all other purposes carry the title of Chief Executive Officer;</p>

<p><b>II. Corporate Matters (continued)</b></p>	<p>and be it further</p> <p><b>RESOLVED THAT</b>, pursuant to Article III of the By-Laws, the Chief Executive Officer is hereby appointed to the office to serve as the chief executive officer of the Corporation until her successor shall be duly elected, unless she resigns, is removed from office or is otherwise disqualified from serving as an officer of NYCCOC, and that she shall take her office on March 10, 2025, and begin her transition starting on February 10, 2025; and be it further</p> <p><b>RESOLVED THAT</b> Joyce Ann Leveston is hereby authorized to do all the acts, deeds and things which are necessary, desirable, appropriate and attendant to performing the duties for the aforesaid appointment; and be it further</p> <p><b>RESOLVED THAT</b> any actions taken as may be necessary, desirable or appropriate, in connection with the duties contemplated in the foregoing resolutions, and any further actions taken prior to the date hereof are hereby ratified, confirmed and approved.</p> <p>These resolutions shall take effect immediately and shall be filed in NYCCOC’s official corporate records.</p> <p><b><u>Renaming of the Farm as the “Alan Steel Farm”</u></b></p> <p>On behalf of the current and past Board, Mr. Perlman thanked Mr. Steel for his twelve (12) years of service at the Jacob K. Javits Convention Center. As a tribute to Mr. Steel, and to honor his and his team’s hard work, service and accomplishments, the Board proposed dedicating the Center’s Rooftop Farm by naming it the “Alan Steel Farm.”</p> <p>A motion was made and seconded to rename the Farm as the “Alan Steel Farm.” The following resolution passed by unanimous vote:</p> <p><b><u>Resolution No. 1671</u></b></p> <p><b>NOW THEREFORE BE IT RESOLVED</b> that, as a tribute to Mr. Steel’s service and accomplishments at the Jacob K. Javits Convention Center for the past 12 years, the Farm shall be dedicated to Mr. Steel, and the renaming of the Farm as the “Alan Steel Farm” is hereby approved.</p> <p>Mr. Steel expressed his sincere gratitude and thanks to the Members for their unwavering support during his tenure at the Jacob K. Javits Convention Center.</p> <p><b><u>CEO’s Report (Attachment 25-02)</u></b></p> <p>Mr. Steel reported on the following recent events at the Javits Center, noting the diversity of events:</p>
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<p><b>II. Corporate Matters (continued)</b></p>	<ul style="list-style-type: none"> <li>• National Retail Federation “The Big Show”</li> <li>• Discover Boating New York Boat Show</li> <li>• New York Produce Show and Conference</li> <li>• Holiday parties (NBA &amp; KPMG)</li> <li>• Agentforce World Tour NYC</li> <li>• The AI Summit</li> <li>• Greater New York Dental Meeting</li> <li>• Floor Hockey Tournament</li> <li>• NY Rangers Toys for Tots</li> </ul> <p>Mr. Steel also provided a brief status update on the following facilities work led by the SVP of Facilities and Operations Management and completed in December:</p> <ul style="list-style-type: none"> <li>• DASNY approved the energization of all Photovoltaics Solar Panels.</li> <li>• Environmental emissions testing on generator flues for state EO22 compliance 6 NYCRR Part 222. This executive order will require the Javits Center to incur future costs in order to comply with such Executive Order and enable it to participate in the demand response program which returned over \$1 million to the Center in 2024.</li> <li>• Performed transformer tests and preventive maintenance with house electric.</li> <li>• Performed epoxy terrazzo floor maintenance in the north and south concourses.</li> <li>• Finalized seasonal exterior window cleaning services for the entire building.</li> <li>• Completed fire inspections for the fire protection system and are awaiting final approval for the certificates.</li> </ul> <p><b><u>Technology Project Updates</u></b></p> <p><b>Enterprise Resource Planning &amp; Workforce Management</b></p> <ul style="list-style-type: none"> <li>• Workforce Management Solution successfully went live on January 1 and positive responses were received.</li> <li>• Enterprise Resource Planning, Accounts Receivables and Customer Portal Solution functions are scheduled to go live on April 1.</li> <li>• Enterprise Resource Planning Budgeting and Forecasting solutions are scheduled to go live on July 1.</li> </ul> <p><b>AI-Powered Chatbot</b></p> <ul style="list-style-type: none"> <li>• The Javits Center successfully completed the requirements for an AI-Powered Chatbot tool and are now in the gathering and planning stages. This tool will enable customers to ask chatbots questions about the ordering process,</li> </ul>
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<p><b>II. Corporate Matters (continued)</b></p>	<p>and be directed to the appropriate Order Forms and more. Currently, the staff is manually responding to inquiries by phone. This tool will help streamline the process so that there is efficient and quicker response time.</p> <ul style="list-style-type: none"> <li>• The IT team is working on building out channels and training the Microsoft Copilot agents.</li> <li>• Evaluation and testing are scheduled to begin the second week of February.</li> </ul> <p>Mr. Siciliano next provided an update on the 12th Avenue digital signage.</p> <ul style="list-style-type: none"> <li>• The displays and foundation materials, including steel, have been ordered.</li> <li>• Plans have been submitted to the Port Authority for approval. Approval is required for the 38<sup>th</sup> Street sign given its proximity to the Lincoln Tunnel.</li> <li>• The demolition work has commenced on the lower level where the beams will go into place.</li> <li>• The projected completion and “go live” dates are estimated to be in May. The digital signage will bring in more revenue for the Javits Center.</li> </ul> <p>Mr. Siciliano also provided an update on the captive insurance project. He reported that the required legislation for the program was included in the Governor’s budget, increasing the likelihood of its passage. The insurance rates have increased by 173% since 2019, and the Javits Center came up with this program as a possible way to reduce costs. The Javits Center will be coordinating support and working with the other public authorities.</p> <p>Next, Mr. Steel presented a recap on the Farm as it was a strong year.</p> <ul style="list-style-type: none"> <li>• <b>Produce highlights:</b> <ul style="list-style-type: none"> <li>▪ Over 60 annual crop varieties</li> <li>▪ 1,300 pounds of apples</li> <li>▪ 375 pounds of raspberries</li> <li>▪ 150 pounds of basil in hydro system</li> <li>▪ 1,075 pounds of tomatoes (into November)</li> <li>▪ 11 crop varieties had &gt;95% usage rate</li> </ul> </li> <li>• <b>Compost highlights:</b> <ul style="list-style-type: none"> <li>▪ No off-farm compost brought in during the 2024 season</li> <li>▪ 44,000 pounds of debris diverted from landfill</li> <li>▪ 34,000 pounds of compost created and spread</li> </ul> </li> </ul>
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<p><b>II. Corporate Matters (continued)</b></p>	<p>In connection with Green NY &amp; Waste Management, the GreenNY Report FY 2023-2024 was submitted on January 17<sup>th</sup> and the results are as follows:</p> <ul style="list-style-type: none"> <li>• Waste diversion increased by 107%</li> <li>• Cardboard recycling increased by 142%</li> <li>• Initiated mixed waste recycling (glass, paper and aluminum) through a new vendor</li> </ul> <p>For the NRF 2025 show, the Javits Center team and NRF:</p> <ul style="list-style-type: none"> <li>• Created a full waste management plan</li> <li>• Put in place more than 186 waste bin sets</li> <li>• Introduced organics/food scraps</li> </ul> <p>Mr. Steel reported on the Demand Response Program where the Javits Center participates with Con Ed to avoid blackouts.</p> <ul style="list-style-type: none"> <li>• Demand response is an energy reduction program designed to reduce the risk of blackouts.</li> <li>• Javits Center reduces power consumption during periods of high demand and receives compensation for its participation.</li> <li>• Compensation received by the Javits Center are as follows:             <ul style="list-style-type: none"> <li>○ Since 2014: \$6,248,535.44</li> <li>○ Summer 2024: \$1,091,522.38 (Javits Center’s highest annual payment to date). The base business is satisfying customer needs if asked to reduce consumption. If the reduction of consumption impacts a show, then the Javits Center will not participate.</li> </ul> </li> </ul> <p>Mr. Steel provided updates on the following topics:</p> <ul style="list-style-type: none"> <li>• <u>Site K</u> - CCDC awarded a contract to Hudson Boulevard Collective led by Boston Properties LP. This development includes affordable housing, a 455-room hotel and ancillary services, including a permanent Climate Museum.</li> <li>• <u>Congestion Pricing</u> – as of date, there is minimal impact on the Javits Center’s operations. The congestion pricing charges for trucking will be passed on to customers by the general contractors. However, there is increased hardship on employees.</li> </ul> <p>At the conclusion of Mr. Steel’s report, Mr. Perlman then announced that a copy of the press release regarding the new CEO would be released after the meeting for the staff. The press release will be the basis for communicating the news to the employees, labor staff and service advisory customers.</p>
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**III.  
Committee  
Reports**

**A. Audit & Finance Committees – Ronald Goldstock and Gary Lavine, Committee Chairmen**

It was reported that the Audit and Finance Committees met immediately prior to the Board Meeting via telephone and in person. Mr. Sims introduced a series of items for the Members’ consideration.

There were no procurement summaries for approval.

**Review of Procurements (Attachments 25-03 through 25-12)**

Mr. Sims stated that previously approved service procurement contracts that extend for more than one year were being submitted for an annual Board review as required by the Corporation’s procurement guidelines. The procurement summaries were included with the packet sent to the Board in advance of the meeting. No Board Member had any comment or question with respect to these procurements.

**Procurement Contracts for Review (Attachments 25-03 through 25-12)**

<b>Vendor</b>	<b>Procurement Review Period</b>	<b>Review Period Amount</b>
Door Automation Corporation	3/3	\$94,660
First Data Merchant Services, LLC	2/3	\$75,000
Lexion	2/3	\$44,900
PTS Data Center Solutions	2/5	\$2,821
Beau Dietl & Associates and Stapleton Security Inc.	3/3	\$5,487,708
Panel of 23 Law Firms	2/3	\$230,000
Crothall Healthcare, Inc.	4/5	\$722,209
Cummins Sales and Services	4/5	\$51,501
ASCO Power Services, Inc.	4/5	\$69,690
Cintas Corporation	3/3	\$72,192

**Financial Update**

Mr. Sims reported on the statement of revenues and expenses for November 30, 2024 MTD as compared to the budget for November 30, 2024 MTD. He reported that the Javits Center had a total of 12 events during November 2024, 11 of which were recurring events and one was a new event. He stated that the operating revenue was \$2.1 million lower than plan primarily due to the following: (1) \$1.4 million lower than plan due to event performance; (2) \$659,000 lower than plan due to the cancellation of one event; (3) \$26,000 lower than plan due to advertising revenue shortfall. Operating expenses were

<p><b>III. Committee Reports (continued)</b></p>	<p>\$1.7 million lower than plan, primarily due to the following: (1) \$1.6 million lower than plan driven by a decrease in event-related labor and reduction in workers compensation reserve; (2) \$25,000 lower than plan in facility operating expenses attributable to lower cost in building supplies netted with higher cost in facility maintenance; (3) \$46,000 lower than plan in Selling, General and Administrative (SG&amp;A) costs due to lower cost in uniforms and netted with higher cost in credit card fees. Operating Loss and Net Loss variances of \$408,000 and \$263,000, respectively, were unfavorable to plan due to the net of revenue and expenses described previously.</p> <p>Mr. Sims also reported on the revenues and expenses as of November 30, 2024 YTD as compared to the budget for November 30, 2024 YTD. He stated that the Javits Center had a total of 91 events from April 2024 to November 2024, 67 of which were recurring events and 24 of which were new events. He reported that revenue was \$2.3 million higher than plan primarily due to the following: \$2.1 million higher than plan due to over plan performance of planned events, and \$204,000 higher than plan because of food and beverage commission and concession revenue. Expenses were \$1.2 million higher than plan, primarily due to the following: (1) \$987,000 over plan driven by an increase in event labor and netted with a decrease in workers' compensation reserve, other post-employment benefits and house labor (OPEB), (2) \$376,000 lower than plan in facility costs due to lower cost in utilities and building supplies netted with higher cost in facility maintenance, and \$635,000 higher than plan in SG&amp;A costs due to an increase in consultant and temporary services and credit card fees. Operating Surplus and Net Loss variances of \$1.0 million and \$1.7 million, respectively, were favorable to plan due to the net of revenue and expenses described previously.</p> <p>The Members held a general discussion on the financial report update.</p> <p><b><u>B. Human Resources Committee</u></b> No report.</p> <p><b><u>C. Facilities/Operations Committee</u></b> No report.</p> <p><b><u>D. Sales &amp; Marketing Committee, Doreen Guerin, Committee Chairman (Attachment 25-13)</u></b></p> <p>Ms. Guerin presented on behalf of the Sales and Marketing Committee regarding the fourth quarter of fiscal year 2025. She reported that the Javits Center hosted 19 trade shows, 17 public shows and 7 special events. Microsoft AI has brought in three new events: Surface Meeting &amp; VC Lunch, AI Tech Ideation Workshop and Microsoft AI Reception. Ms. Guerin stated also that this is the first time the Javits Center is hosting some preliminary dog shows for the Westminster Kennel Club Dog Show. Another new event this year is the AADOCR /CADR Annual Meeting &amp; Exhibition which is a dental event. 2025 started out with a successful NRF event. The Toy Fair is returning to the Javits Center despite having made a decision</p>
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<p><b>III. Committee Reports (continued)</b></p>	<p>to leave New York two years ago. Ms. Guerin reported that the Toy Fair has secured dates for its show through 2027, and has committed to being at the Javits Center for these years. Amid growing security concerns of CEOs of large Fortune 500 companies traveling to certain shows to speak at conferences, NRF and the JA NY Spring shows provided increased security for their events.</p> <p>Ms. Guerin next presented an event index organized by industry of events and grouped similar industry events together, from apparel to food and beverage and medical industries.</p> <p>Ms. Guerin also reported that the two members of the Javits Center sales team traveled to Houston for the PCMA Convening Leaders conference which is the largest conference of meeting planners in the United States. They held over a dozen meetings with folks to reintroduce the Javits Center. The meetings were highly successful to reintroduce several clients to the Javits Center, particularly the North Javits space. The sales team is anticipating RFPs from:</p> <ul style="list-style-type: none"> <li>• Financial Planning Association</li> <li>• Wireless Infrastructure Association</li> <li>• Global Business Travel Association</li> <li>• American Association of Colleges of Pharmacy</li> <li>• Internal Auditors Association – confirmed site visit</li> <li>• Conference Direct (3<sup>rd</sup> party)</li> </ul> <p>The Javits Center sales team is looking for events in 2027 and beyond.</p> <p><b><u>E. Governance Committee – Ronald Goldstock, Committee Chairman</u></b> No report.</p>
<p><b>IV. Other Business</b></p>	<p>None.</p>
<p><b>V. Adjournment</b></p>	<p>By motion and agreement, the meeting was adjourned at 1:50 p.m. with the next meeting to be held on March 26, 2025.</p>