

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

MINUTES

MEMBERS PRESENT:

Lee H. Perlman, Chairman
Hugh L. Carey II
Julie Coker – Webex
Ronald Goldstock – Webex
Richard N. Gottfried
Steven C. Koppel – Webex
Jessica Lappin
Melanie La Rocca
Gary Lavine – Webex
Andrew Murstein – Webex
Peter Rivera – Webex
Jessica Walker

ABSENT:

Christine Ferer
Joseph Chan
Brian O’Dwyer
Joseph Spinnato

OTHERS PRESENT:

STAFF:

Joyce Leveston, CEO
Brandi Sally, Chief of Staff
Ronnie Burt, Chief Revenue Officer
Doreen Guerin, SVP, Sales & Marketing
Mark S. Sims, SVP & CFO
Sonia Low, SVP, CLO and Corporate Secretary
Timothy Gaburungyi, SVP & CIO
Kenneth Dixon, SVP & COO, Security & Safety Solutions
Kenneth Sanchez, SVP & COO, Facilities & Operations Management
Justin Horwitz, Senior Director of Sales
Shane Beardsley, VP of Guest Experiences & Community Relationships
Sammi Ragsdale, Communications Manager
Richard Mangino, Assistant Vice President, Controller & Treasurer
Kris Woo, Director of Finance & Planning
Geordie du Pont, Associate General Counsel
Marilyn Gonzalez, Senior Director of Event Solutions
Pooja Kaul, Director of Marketing
Kelly Reinoso, Director of Human Resources
Indira Pazos, Manager of Purchasing

DATE:

January 21, 2026

Time:

1:00 p.m.

Location:

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

GUESTS/VISITORS:

Rebecca Pellegrini, President, NYCCDC

<p>Call to Order</p>	<p>The meeting of the Board of Directors for the New York Convention Center Operating Corporation (CCOC) was called to order at 1:09 p.m. A quorum was present. The meeting was presided over by Lee H. Perlman, Chairman.</p>
<p>Agenda</p>	<p>Discussion</p>
<p>I. Introduction by the Chairman</p>	<p><u>Approval of the Minutes of November 12, 2025 (Attachment 26-01)</u> A motion was made and seconded to approve the minutes of the Board of Directors meeting held on November 12, 2025. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1710</u> NOW THEREFORE BE IT RESOLVED that the minutes of the Board of Directors meeting held on November 12, 2025, 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>II. Corporate Matters</p>	<p><u>CEO's Report (Attachment 26-02)</u></p> <p>Ms. Leveston welcomed Rebecca Pellegrini, President of NYCCDC, to the NYCCOC Board meeting.</p> <p>Employee Changes & Promotions</p> <p>Ms. Leveston presented the employee changes and promotions:</p> <ul style="list-style-type: none"> Bradley Siciliano has accepted a position with the New York State Parks & Recreation as the head legal counsel. His last day with CCOC was on December 17, 2025. Ms. Leveston expressed the Board's appreciation for Mr. Siciliano's years of dedicated service, including his assistance in the conversion of the Javits Center into a temporary hospital during the COVID-19 pandemic. A motion was made and seconded. The following motion was passed by unanimous vote. <p><u>Resolution No. 1711</u></p>

<p>II. Corporate Matters (continued)</p>	<p>NOW THEREFORE BE IT RESOLVED that the Board of Directors hereby expresses its appreciation and gratitude to Bradley Siciliano for his significant contributions and years of dedicated service to the Javits Center, including his assistance in converting the Javits Center into a hospital during COVID-19.</p> <ul style="list-style-type: none"> • Sonia Low has been promoted to Senior Vice President and Chief Legal Officer, effective January 5, 2026. • Kenneth Sanchez has been promoted to Senior Vice President and Chief Operating Officer, effective January 5, 2026. In this role, he will oversee Facilities, Operations and Sustainability, and will serve as liaison to all construction projects. <p>Ms. Leveston also noted that senior management is finalizing the interview process for a Chief Administrative Officer to oversee Human Resources and talent acquisition.</p> <p>Employee Engagement – Ms. Leveston highlighted several recent employee engagement initiatives:</p> <ul style="list-style-type: none"> • The annual Holiday Party was held as an employee appreciation event, with nearly 1,000 employees in attendance. • The “Halloween Hustle” Steps Challenge focused on employee health and wellness, with participants competing for the highest team average in steps and logging in a combined total of 47 million steps. • Concert Merch Day encouraged employees to wear apparel representing their favorite musicians or bands. • Holiday Sweater Day fostered team spirit and participation across the organization. <p>Event Highlights – Ms. Leveston reported on several notable recent events:</p> <p>The Big Shabbat - November 21</p> <ul style="list-style-type: none"> • The event was held in The Overview. • It earned the Official Guinness World Record for being the largest Shabbat dinner in history. • Attendance totaled 2,761 guests, surpassing the previous year’s record of 2,322. <p>Boutique Design New York – November 9-10</p> <ul style="list-style-type: none"> • This event was held in Level 3 Exhibit Halls. • It featured high-end brands with 11,000 attendees, representing a 6% increase over 2024. • Attendees traveled from 50 countries. <p>International Security Conference & Exposition (ISC) EAST – November 18-20</p> <ul style="list-style-type: none"> • This event occupied Halls 1A, 1B and 1C and hosted more than 4,700 attendees.
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<p>II. Corporate Matters (continued)</p>	<ul style="list-style-type: none"> • NYC Police Commissioner Jessica Tisch was honored at the ASIS International NYC Chapter Person of the Year Luncheon. <p>Holiday Parties – Two holiday events generated almost \$1,000,000 in revenues:</p> <ul style="list-style-type: none"> ○ NBA Holiday Party – December 2 <ul style="list-style-type: none"> • 1,550 guests were in attendance. • The event generated approximately \$299,174 in food and beverage revenue. ○ KPMG – December 4 <ul style="list-style-type: none"> • 2,700 guests were in attendance. • The event generated approximately \$674,954 in food and beverage revenue. <p>On December 10th, the Javits Center hosted three concurrent events, occupying 92% of exhibit space.</p> <p>AI Summit - December 10-11</p> <ul style="list-style-type: none"> • This is the 10th edition of the event. • It was held in Halls 1A, 1B, 1C. • 4,300 people were in attendance. <p>ICSC (International Council of Shopping Centers) – December 10-11</p> <ul style="list-style-type: none"> • The trade show occupied Halls 3A, 3B, 3D, 3E. • There were 8,000 attendees. <p>Salesforce Agentforce World Tour NYC – December 10</p> <ul style="list-style-type: none"> • The event occupied all of North Javits. • There were 5,000 attendees. <p>NRF 2026 Retail’s Big Show – January 11-13</p> <ul style="list-style-type: none"> • This full campus event utilized 850,000 sq. ft. of exhibit space, activating every meeting room and all pre-function space. • There was an estimate of 40,000 attendees. • 4 million pounds of freight were brought in. • Nearly 2,000 employees working across all trades and culinary on the peak day. • Estimated 30,000 hotel room nights generated. • 5,000+ brands represented from more than 100 countries.
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<p>II. Corporate Matters (continued)</p>	<p><u>Customer Testimonials</u> – Ms. Leveston emphasized the importance of client feedback as a reflection of the Javits Center team’s professionalism and partnership.</p> <ul style="list-style-type: none"> • HANSHOW (NRF Exhibitor) “We deeply understand that this success is inseparable from the strong support of Javits Center team. Here, we would like to especially thank Mr. John Hughes and Rich Harinsky, Without your attention, we would not have had such a successful exhibition! We look forward to our next perfect collaboration!” • Lauren Roth, Producer of The Big Shabbat Event “From our team to yours....A BIG THANK YOU to Team Javits for everything you did to make THE BIG SHABBAT a safe and amazing experience for Temple Emanu-El’s Streicker Center and their guests...One of a kind events are harder to produce and we appreciate your team navigating each detail with us.” • Mary Beth Shaughnessy, ISC Event Vice President “We are incredibly proud of the success of this year’s ISC East. Attendees came ready to connect with vendors, learn from experts, and discover the newest advancements. The unmistakable buzz on the show floor underscored both the event’s continued growth and the energy that only New York can deliver.” <p style="text-align: center;">-</p> <p><u>Interviews, Acknowledgements & Awards</u> Ms. Leveston commended the team for industry recognition and media exposure:</p> <ul style="list-style-type: none"> • Trade Show Executive Magazine – Inside Javits Center Safety Investments with Kenneth Dixon featured Kenneth Dixon in an article highlighting the Javits Center’s exceptional security and safety measures. • Exhibit City News published a feature on cost-saving measures in the convention center industry, referencing North Javits and the Truck Marshalling Building, including commentary from Ronnie Burt. • Eating at a Meeting Podcast – How Event Food Can Feed Communities: The Javits Center Model featured Yashi Dadhich discussing the Javits Center’s sustainable culinary model and donation programs, reaching a national audience of meeting planners. <p><u>Industry Exposure & Client Engagement</u> Ms. Leveston reported on the Center’s participation in major industry events:</p> <ul style="list-style-type: none"> • PCMA Convening Leaders – Philadelphia, PA (January 11-14) Team: Joyce Leveston, Ronnie Burt, Justin Horwitz, Stephanie Gaspari
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<p>II. Corporate Matters (continued)</p>	<ul style="list-style-type: none"> • IAVM Region One Connect – Newark, NJ (December 5) Team: Shane Beardsley, Ken Dixon, Steven Tiller, Marilyn Gonzalez, Yashi Dadhich • UFI Global CEO Summit – Austria (January 28-30) Team: Joyce Leveston – Ms. Leveston attended to promote the Javits Center, network with global colleagues and exchange best practices. She also noted that Marilyn Gonzalez and Brandi Sally have been accepted into event management school beginning this fall, reflecting the organization’s commitment to industry leadership and professional development. <p><u>Service Advisory Board Update</u></p> <p>Steven Tiller provided an update on the Service Advisory Board, which reconvened for the first time since 2020.</p> <ul style="list-style-type: none"> • New member welcomed: Thom Lagos from Nth Degree • Full Participation from Freeman, Arata Expositions, Gilbert Displays, T3 Expo, GES, and CSI Worldwide. • Topics included event guideline flexibility, business development, safety collaboration, GC/EAC application processes and operational show floor changes. <p><u>Marketing Update: Brand Refresh</u></p> <p>Pooja Kaul presented on the upcoming brand refresh initiative.</p> <ul style="list-style-type: none"> • Marketing agency: Miles Partnership. • Brand elements draw inspiration from the Hudson River and the green roof. • Official launch: April 1, 2026 (with a phased rollout). • Multi-channel advertising campaign (digital, social, print). • Press release and new media kit to support launch. • Introduction of “Javits on the Hudson”. • Updated color evolution: blue (water and city energy), yellow, and green (sustainability). <p>Board members offered support for the launch, including participation in promotional efforts at the March Board meeting.</p> <p><u>Sustainability Updates</u></p> <p>Ms. Leveston reported on key sustainability initiatives:</p>
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<p style="text-align: center;">III. Committee Reports</p>	<p>Events & Donations</p> <ul style="list-style-type: none">• 143 tons of exhibitor-donated items in 2025.• NRF implemented a custom waste plan, including, vinyl banner recycling. <p>Demand Response Summer Check</p> <ul style="list-style-type: none">• Summer participation generated \$512,311, reinforcing the Javits Center’s leadership in energy stewardship. <p>Biodiversity</p> <ul style="list-style-type: none">• 79 bird species recorded.• Participation in the 126th Christmas Bird Count with the NYC Bird Alliance. <p>Farm Update</p> <ul style="list-style-type: none">• Highest produce yield since inception, with over 21,000 pounds used internally. <p>EO #22 Reporting</p> <ul style="list-style-type: none">• Annual GreenNY Council report submitted in December.• Achieved 100% of the BuildSmart25 energy reduction goal based on 2015 baseline. <p>Employee Engagement</p> <ul style="list-style-type: none">• Honey harvesting at the Javits Center’s apiary. <p><u>A. Audit & Finance Committees – Ronald Goldstock and Gary Lavine, Committee Chairmen</u></p> <p>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. Procurements will be the subject of a separate discussion.</p> <p><u>Procurement Summaries for Approval (Attachments 26-03 through 26-10)</u></p> <p>Mr. Sims presented the Board Members with procurements for approval. Mr. Carey advised the Members that by voting to approve the listed procurements, the Members would be passing separate resolutions reflecting each procurement individually, and the minutes will reflect that each procurement was the subject of a separate resolution.</p> <p><u>Approval of Contract – Silvermine Apiary LLC (Attachment 26-03)</u></p>
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<p>III. Committee Reports (continued)</p>	<p>Mr. Sims presented a procurement summary seeking Board approval to award Silvermine Apiary LLC (Silvermine) a contract to provide beekeeping services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$45,000 (\$15,000 per year). The contract term is from March 1, 2026-February 28, 2029. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1712</u> NOW THEREFORE BE IT RESOLVED that the award of a contract to Silvermine to provide beekeeping services for three years at an estimated total cost of \$45,000 from March 1, 2026 - February 28, 2029, is hereby approved.</p> <p><u>Approval of Contract – New York Green Roofs (Attachment 26-04)</u> Mr. Sims presented a procurement summary seeking Board approval to award New York Green Roofs (NY Green Roofs) a contract to provide green roof maintenance services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$254,925 (\$84,975 per year). The contract term is from April 1, 2026 - March 31, 2029. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1713</u> NOW THEREFORE BE IT RESOLVED that the award of a contract to NY Green Roofs to provide green roof maintenance services for three years at an estimated total cost of \$254,925 from April 1, 2026 - March 31, 2029, is hereby approved.</p> <p><u>Approval of Contract – Ecolab, Inc. (Attachment 26-05)</u> Mr. Sims presented a procurement summary seeking Board to award Ecolab, Inc. (Ecolab) a contract to provide pest extermination and control services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$524,514 (\$174,838 per year). The contract term is from November 17, 2025 - November 16, 2028, with an optional two-year renewal at the Javits Center's discretion. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1714</u> NOW THEREFORE BE IT RESOLVED that the award of a contract to Ecolab to provide pest extermination and control services for three years at an estimated total cost of \$524,514 from is November 17, 2025 - November 16, 2028, with an optional two-year renewal at the Javits Center's discretion, is hereby approved.</p> <p><u>Approval of Contract – Pro Safety Services (Attachment 26-06)</u></p>
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<p>III. Committee Reports (continued)</p>	<p>Mr. Sims presented a procurement summary seeking Board approval to award Pro Safety Services (Pro Safety) a contract for safety services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$270,000 (\$90,000 per year). The contract term is from February 1, 2026 - January 31, 2029, with an optional two-year renewal at the Javits Center's discretion. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1715</u> NOW THEREFORE BE IT RESOLVED that the award of a contract to Pro Safety to provide safety services for three years at an estimated total cost of \$270,000 from February 1, 2026 - January 31, 2029, with an optional two-year renewal at the Javits Center's discretion, is hereby approved.</p> <p><u>Approval of Contract – New York City Bird Alliance (Attachment 26-07)</u> Mr. Sims presented a procurement summary seeking Board approval award New York City Bird Alliance, Inc. (Bird Alliance) a contract to provide herring gull management and year-round biodiversity research and monitoring at the Jacob K. Javits Convention Center (Javits Center) at an estimated total cost of \$615,000 (\$205,000 per year). The contract term is from March 1, 2026 – February 28, 2029. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1716</u> NOW THEREFORE BE IT RESOLVED that the award of a contract to Bird Alliance to provide herring gull management, and year-round biodiversity monitoring of the Javits Center green roof network for a term of three years at an estimated total cost of \$615,000 from March 1, 2026 – February 28, 2029 , is hereby approved.</p> <p><u>Approval of Contract – Siemens Industry Inc (Attachment 26-08)</u> Mr. Sims presented a procurement summary seeking Board approval to award Siemens Industry Inc. (Siemens) a single source contract to provide an AI-driven smart building and digital twin platform subscription at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$240,208 (\$77,295 Year 1, \$79,280 Year 2, and \$83,633 Year 3). The contract term is from February 1, 2026 - January 31, 2029. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1717</u> NOW THEREFORE BE IT RESOLVED that the award of a single source contract to Siemens to provide an AI driven smart building and digital twin platform for three years at an estimated total cost of \$240,208 from February 1, 2026 - January 31, 2029, is hereby approved.</p>
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**III.
Committee
Reports (continued)**

Approval of Contract – Integrated Display Systems, LLC (Attachment 26-09)

Mr. Sims presented a procurement summary seeking Board approval to award Integrated Display Systems, LLC (IDS) a sole source contract to provide a LiftNet2 installation, maintenance and licensing to the elevators at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of five years at an estimated total cost of \$260,786 (\$84,000 for installation and \$35,357 annually for maintenance and licensing) . The contract term is from February 1, 2026 - January 31, 2031. A motion was made and seconded. The following resolution passed by unanimous vote:

Resolution No. 1718

NOW THEREFORE BE IT RESOLVED that the award of a sole source contract to IDS to provide a LiftNet2 installation, maintenance and licensing for five years at an estimated total cost of \$260,786 from February 1, 2026 - January 31, 2031, is hereby approved.

Approval of Contract – Spectrum (Attachment 26-10)

Mr. Sims presented a procurement summary seeking Board approval to award Spectrum a single source contract to provide cable tv services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at an estimated total cost of \$26,568 (\$8,856 per year). The contract term is from February 1, 2026 - January 31, 2029. A motion was made and seconded. The following resolution passed by unanimous vote:

Resolution No. 1719

NOW THEREFORE BE IT RESOLVED that the award of a single source contract to Spectrum to provide cable tv services for three years at an estimated total cost of \$26,568 from February 1, 2026 - January 31, 2029, is hereby approved.

Procurement Contracts for Review (Attachments 26-11 through 26-16)

Vendor	Procurement Review Period	Review Period Amount
Lexion	3/3	\$44,900
PTS Center Solutions	3/5	\$2,821
Panel of 23 Law Firms	3/3	\$230,000
ASCO Power Services, Inc	5/5	\$69,691
Cummins Sales and Services	5/5	\$130,437
Cintas Corporation	4/5	\$72,192

Financial Update

<p>III. Committee Reports (continued)</p>	<p>Mr. Sims reported on the revenues and expenses as of November 30, 2025 YTD as compared to the budget for November 30, 2025 YTD. He stated that the Javits Center had a total of 100 events, 77 of which were recurring events and 23 of which were new events. He reported that income was \$7.1 million higher than plan due to: (1) \$3.5 million higher than plan due to planned events over performance; (2) \$203,000 higher than plan due to interest income over plan; (3) \$3.4 million higher than plan due to favorable food and beverage commissions and partially offset by advertising revenue shortfall. As of November 30, 2025 YTD, expenses were \$768,000 higher than plan, primarily due to \$2.2 million higher than plan driven by an increase in event labor, netted with a decrease in post-employment benefits (OPEB) and facility labor, \$503,000 lower than plan in Selling, General and Administrative (SG&A) costs due to lower costs in building supplies, sustainability and security-related professional services, insurance and deferred facility maintenance, netted with higher costs in elevator maintenance, utilities, bad debt, and credit card processing fees, and \$1.1 million lower than plan in Depreciation due to timing of assets capitalized. The Net Surplus of \$724,000 is favorable to the planned Net Loss of \$5.6 million, by \$6.3 million due to the net of revenue and expenses described previously.</p> <p>The Board held a general discussion on financial updates.</p> <p><u>B. Human Resources Committee</u> No report.</p> <p><u>C. Facilities/Operations Committee</u> No report.</p> <p><u>D. Sales & Marketing Committee, Doreen Guerin, Committee Chairman (Attachment 26-17)</u> Ms. Guerin presented on behalf of the Sales and Marketing Committee report for the first quarter of fiscal year 2027. Regarding the event portfolio review, a total of 31 events are scheduled, of which 2 of which are public shows, 18 are trade shows (including Auto Show and Book Con) and 11 are special events. In April, there are 12 events scheduled, including two new events—Sleek Events Life Science event and LINCT conference. In May, there are 13 events scheduled, including two new events—The Asian American Foundation and DocuSign Momentum. In June, the Javits Center is hosting 6 events, with one new event, Ethconf.</p> <p>Ms. Guerin next reported on the Event Index Sector Breakdown which demonstrated that the top events are in the technology, business, medical and health care, and consumer goods industries. Ms. Guerin also presented an Event Index List to show events by sector and type.</p> <p><u>Sales & Marketing Activities</u> PCMA Convening Leaders: January 11 – January 14, Philadelphia, PA</p>
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<p>III. Committee Reports (continued)</p>	<ul style="list-style-type: none"> • With NYC Tourism + Conventions, Javits Center conducted nine unique customer appointments and participated in key networking receptions, luncheons and educational sessions. • Justin Horwitz, Senior Director of Sales, and Stephanie Gaspari, Sales Manager represented the Javits Center. This conference remains one of the most important annual gatherings for association and corporate planners, and it provided valuable opportunities to cultivate new prospects. <p>Javits Center & NYC Tourism + Conventions Site Experience: January 16th In January, the Javits Center and NYC Tourism & Conventions co-hosted an experience for 16 customers who attended an immersive campus tour and breakfast presentation. The full Sales team participated, and Ms. Leveston welcomed the group on behalf of the Javits Center. Working closely with Ms. Coker and her team, the Javits Center successfully encouraged several meeting planners – already traveling for Super Bowl-related programming – to extend their stay and visit New York. The event resulted in strong attendance from association planners and resulted om productive networking and follow-up opportunities.</p> <p>National Philanthropy Day Celebration: November 18th, 2025 Additionally, on November 18, 2025, the Javits Center partnered with NPDC to host the National Philanthropy Day Celebration, welcoming approximately 250 meeting planners. The Rooftop Pavilion was prominently showcased, highlighting the versatility of our event spaces. With the support of our digital and IT teams, we secured nine high-quality meetings and captured seven active leads. Lauren Roth represented the Special Events Sales team at this program. Collectively, these efforts reflect our continued focus on engagement, strategic relationships and converting industry visibility into tangible new business opportunities for the Javits Center and New York City.</p> <p><u>E. Governance Committee – Ronald Goldstock, Committee Chairman</u> No report.</p>
<p>IV. Other Business</p>	<p>The Javits Center will turn 40 this year and we are starting the planning process and doing something for the community, employees and important stakeholders.</p>
<p>V. Adjournment</p>	<p>By motion and agreement, the meeting was adjourned at 1:48 pm with the next meeting to be held on March 25, 2026.</p>