

**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
Joseph Chan – Webex
Ronald Goldstock
Richard N. Gottfried
Jessica Lappin
Melanie La Rocca – Webex
Gary Lavine
Andrew Murstein – Webex
Brian O'Dwyer
Peter Rivera
Jessica Walker

ABSENT:

Hugh L. Carey II
Julie Coker
Christine Ferer
Steven C. Koppel
Joseph Spinnato

OTHERS PRESENT:

STAFF:

Joyce Leveston, CEO
Brandi Sally, Chief of Staff
Bradley A. Siciliano, EVP & COO
Ronnie Burt, Chief Revenue Officer
Doreen Guerin, SVP, Sales & Marketing
Mark S. Sims, SVP & CFO
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 of Guest Experiences & Community Relationships
Sammi Ragsdale, Communications Manager
Richard Mangino, Assistant Vice President, Controller & Treasurer
Kris Woo, Director of Finance & Planning
Justin Horwitz, Senior Director of Sales
Geordie du Pont, Associate General Counsel
Marilyn Gonzalez, Senior Director of Event Solutions
Yashi Dadhich, Sustainability Director
Pooja Kaul, Director of Marketing
Kelly Reinoso, Director of Human Resources
Indira Pazos, Manager of Purchasing

GUESTS/VISITORS:

Rebecca Pellegrini, President, CCDC

DATE:

November 12, 2025

Time:

1:00 p.m.

Location:

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

Call to Order	The meeting of the Board of Directors for the New York Convention Center Operating Corporation (NYCCOC) was called to order at 1:05 p.m. A quorum was present. The meeting was presided over by Lee H. Perlman, Chairman.
Agenda	Discussion
I. Introduction by the Chairman	<p><u>Approval of the Minutes of September 17, 2025 (Attachment 25-94)</u> A motion was made and seconded to approve the minutes of the Board of Directors meeting held on September 17, 2025. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1704</u> NOW THEREFORE BE IT RESOLVED that the minutes of the Board of Directors meeting held on September 17, 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>
II. Corporate Matters	<p><u>CEO's Report (Attachment 25-95)</u> Ms. Leveston opened her report by welcoming Mr. Justin Horowitz, the Javits Center's newly appointed Senior Director of Sales, and expressed her enthusiasm for his arrival.</p> <p>Ms. Leveston reported on several recent initiatives designed to enhance employee engagement.</p> <p>Employee Engagement</p> <ul style="list-style-type: none"> • <i>Health Fair</i> – Representatives from key benefits partners, including Aflac and Verizon, were onsite to provide employees with information about the range of services and benefits available to them. <ul style="list-style-type: none"> • Awareness Initiatives – Employees wore pink on Wednesdays in honor of Breast Cancer Awareness Month and purple in recognition of Domestic Violence Awareness Day on October 16. The Crystal Palace was illuminated in corresponding colors to demonstrate Javits Center's solidarity. • <i>Halloween Costume Contest</i> <ul style="list-style-type: none"> • A first-time event that fostered camaraderie and contributed to a festive workplace atmosphere.

II. Corporate Matters (continued)	<ul style="list-style-type: none"> • <i>Fall Festival</i> – Approximately 440 employees participated. The festival also marked the roll-out of the Javits Center’s largest Employee Resource Group (ERG) initiative to date. Staff were invited to learn about involvement in various networks, including but not limited to, Pride, AAPI, Women’s and Veteran’s networks. The ERG groups were well-received, and meetings will commence in January 2026. <p><u>Years of Service Awards</u></p> <table border="1" data-bbox="587 442 1079 719"> <thead> <tr> <th data-bbox="587 442 798 491">Anniversary</th><th data-bbox="798 442 1079 491">Count</th></tr> </thead> <tbody> <tr> <td data-bbox="692 491 798 523">35</td><td data-bbox="925 491 967 523">1</td></tr> <tr> <td data-bbox="692 523 798 556">30</td><td data-bbox="925 523 967 556">36</td></tr> <tr> <td data-bbox="692 556 798 589">25</td><td data-bbox="925 556 967 589">24</td></tr> <tr> <td data-bbox="692 589 798 621">20</td><td data-bbox="925 589 967 621">10</td></tr> <tr> <td data-bbox="692 621 798 654">15</td><td data-bbox="925 621 967 654">12</td></tr> <tr> <td data-bbox="692 654 798 687">10</td><td data-bbox="925 654 967 687">10</td></tr> <tr> <td data-bbox="692 687 798 719">5</td><td data-bbox="882 687 1051 719">N/A (Covid)</td></tr> </tbody> </table> <p>Ms. Leveston noted the extraordinary dedication represented by employees celebrating milestone anniversaries. She highlighted, in particular, the 24 employees with 25 years of service, 36 employees with 30 and one employee with 35 years, emphasizing that such tenure reflects a workplace where employees build long-term careers, raise families, and contribute to a lasting institutional legacy.</p> <p><u>Event Highlights</u></p> <p>Ms. Leveston provided an overview of significant events held at the Javits Center during the reporting period.</p> <p>Nest Climate Campus (September 23-25)</p> <ul style="list-style-type: none"> • Now in its third year and held during Climate Week in coordination with United Nations activities. • Attendance exceeded 8,000 participants from 48 states and 60 countries. • Panels featured Ms. Leveston, Mr. Sanchez and Ms. Yashi Dadhich, addressing topics, including urban agriculture, venue-based farming, waste diversion, and food and sustainability trends. CXRA, the parent company of Levy’s, also presented on food innovation. <p>Comic Con (October 9-12)</p> <ul style="list-style-type: none"> • Estimated \$8.7 million in revenue for the Javits Center. • Generated \$4.35 million in gross food and beverage sales, reflecting a 26% year-over-year growth. 	Anniversary	Count	35	1	30	36	25	24	20	10	15	12	10	10	5	N/A (Covid)
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II. Corporate Matters (continued)	<ul style="list-style-type: none"> Attendance exceeded 250,000. NYC Tourism + Conventions estimated a \$35 million economic impact for New York City. <p>Slalom (October 20-23)</p> <ul style="list-style-type: none"> A high-profile business think tank event featuring VIP speakers, including former Presidents George Bush and Bill Clinton Ms. Leveston complimented the Javits Center security team for their exemplary performance. The event's success positions the Javits Center favorably for its anticipated return to New York in 2029. <p>An Evening With Lech Walesa (October 18)</p> <ul style="list-style-type: none"> Former Polish President Lech Walesa hosted an evening program in Hall 1D. <p>USOPC-Team USA Summit October 28-29</p> <ul style="list-style-type: none"> Originally scheduled for another venue, the event relocated to the Javits Center with only 24 hours' notice. Ms. Leveston commended the staff, including the legal and events solutions departments, for their quick and collaborative response. More than 400 members of the media attended. The event organizer expressed interest in returning and expanding the program in 2028. <p>TCS New York City Marathon Expo (October 30-November 1)</p> <ul style="list-style-type: none"> The Javits Center hosted bib pickup for over 59,000 runners, marking the largest NYC Marathon to date. Runners included Javits Center's very own employees, Sonia Low, Pearl Liang and Charles Fofie Jr.; Mr. Fofie was the fastest Javits Center finisher at 3:55:06. A staff cheering section—including representatives from Marketing, IT, Sustainability, Exhibitor Solutions, and Ms. Leveston—supported runners along the course. <p>Kabbalah Centre Rosh Hashanah Services (September 22-24)</p> <ul style="list-style-type: none"> A multi-day program with special technical and equipment requirements. The client expressed high satisfaction and will return next year. <p>Upcoming: The Big Shabbat (November 21)</p> <ul style="list-style-type: none"> The event organizer aims to break the Guinness World Record for the largest Shabbat dinner.
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II. Corporate Matters (continued)	<p><u>Interviews, Acknowledgements & Awards</u></p> <p>Ms. Leveston continues to represent and elevate the Javits Center on national and international stages, underscoring that “Javits today is not the Javits of yesterday.”</p> <p>Recent engagements include:</p> <ul style="list-style-type: none"> • Women Leading Travel Roundtable • Women In Exhibitions Virtual Fireside Chat • A feature cover story in Venue Professional, which Ms. Leveston described as an honor. <p><u>Industry Exposure & Client Engagement</u></p> <p>Ms. Leveston also participated in key industry conferences alongside members of the Javits team, including:</p> <p>IAVM Philadelphia Regional – Philadelphia Team: Joyce Leveston, Shane Beardsley, Kenneth Sanchez, Steven Tiller</p> <p>Levy the Future – Houston Team: Joyce Leveston, Shane Beardsley, Bradley Siciliano</p> <p>IMEX – Las Vegas Team: Joyce Leveston, Ronnie Burt, Stephanie Gaspari</p> <p>ICCA Annual Congress – Portugal Team: Joyce Leveston</p> <p>UFI Global Congress – Hong Kong Team: Joyce Leveston</p> <p><u>Time to Hear from the Team</u></p>
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<p>II. Corporate Matters (continued)</p>	<p>National Philanthropy Day Celebration Mr. Beardsley reported that the Javits Center will host the National Philanthropy Day Celebration on Tuesday, November 18, from 5:00pm – 9:00pm, bringing together New York's nonprofit sector.</p> <ul style="list-style-type: none">• More than 250 RSVPs have been received.• The event provides an opportunity to showcase the Javits Center's premier spaces to potential future clients. <p>Sustainability Updates Ms. Dadhich provided updates on key sustainability initiatives.</p> <p>Nest Climate Campus</p> <ul style="list-style-type: none">• Booths on the 4th Floor Pre-Function area and Hall 3 featured a 3D model and sedum demonstration constructed by Javits Center carpenters.• 350+ attendees participated in biodiversity tours; 50+ people joined farm tours despite inclement weather.• The Indigo workshop remained a signature attendee favorite. <p>Event-Based Sustainability</p> <ul style="list-style-type: none">• New York Comic Con – Approximately one ton of vinyl signage was collected and upscaled to create tote bags and other items.• NYC Marathon Expo – More than 35,000 hangers were left onsite; the team is identifying potential donation partners or recycling options. <p>Farm Update</p> <ul style="list-style-type: none">• Achieved GAP (Good Agricultural Practices) certification from the New York State Department of Agriculture.• Reached its highest annual yield to date: more than 20,000 pounds of produce valued at more than \$123,000.• Other Half Brewery produced a cream ale using Javits-grown hops. <p>Biodiversity</p> <ul style="list-style-type: none">• More than 78 bird species have been identified on the green roof, with 26 species observed simultaneously last week.• Launched the Biodiversity District initiative.
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III. Committee Reports	<p>Energy Audit</p> <ul style="list-style-type: none"> • Completed in October pursuant to Executive Order 22 and BuildSmart25. • The audit confirmed significantly greater energy efficiency compared to peer public assembly venues, attributable in part to the green roof. <p><u>Security & Safety Updates</u></p> <p>Mr. Kenneth Dixon reported that the Javits Center has continued to strengthen its safety and security posture:</p> <ul style="list-style-type: none"> • Implemented new forklift safety measures--laser beam safety carriages and rearview mirrors. • Initiated discussions with New York State Police (NYSP) to establish a permanent onsite presence and support shows in improving crime reduction efforts. • Pending interim partnership, NYSP will conduct random daily patrols to enhance situational awareness and counter-terrorism readiness. • Preparations are underway to join the NYPD Lower Manhattan Security Initiative, enabling strategic information sharing and access to certain security camera data (from mostly exterior cameras and some interior cameras) to enhance response to protests, demonstrations and pre-operational terrorism threats. <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.</p> <p><u>Procurement Summaries for Approval (Attachments 25-96 through 25-100)</u></p> <p>Mr. Sims presented the Board Members with procurements for approval. Mr. Perlman 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 – Amethyst Captive Insurance Solution (Attachment 25-96)</u></p> <p>Mr. Sims presented a procurement summary seeking Board approval to award Amethyst Captive Insurance Solution (Amethyst) a contract to provide captive insurance management services for the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of three years at a total cost of \$309,750 (\$93,000 Year 1, \$100,750 Year 2, \$108,500 Year 3, and \$7,500 flat fee for an exam during year 3). The contract term is from December 1, 2025 - November 30, 2028. A motion was made and seconded. The following resolution passed by unanimous vote:</p>
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III. Committee Reports (continued)	<p><u>Resolution No. 1705</u></p> <p>NOW THEREFORE BE IT RESOLVED that the award of the contract to Amethyst for captive insurance services for three years at a total cost of \$309,750 from December 1, 2025 - November 30, 2028, is hereby approved.</p> <p><u>Approval of Contract – NAO Medical (Attachment 25-97)</u></p> <p>Mr. Sims presented a procurement summary seeking Board approval to award a contract to NAO Medical (NAO) to provide urgent care services for the Jacob K. Javits Convention Center of New York (Javits Center). The term of the contract is for a period of three years at a cost of \$21,525.00 (\$7,175.00 per year). The contract term is from December 1, 2025 - November 30, 2028. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1706</u></p> <p>NOW THEREFORE BE IT RESOLVED that the award of the contract to NAO Medical for urgent care services for three years at a cost of \$21,525.00 from December 1, 2025 - November 30, 2028, is hereby approved.</p> <p><u>Approval of Contract – A&F Electrical Testing, Inc. (Attachment 25-98)</u></p> <p>Mr. Sims presented a procurement summary seeking Board to award A&F Electrica l Testing, Inc. (A&F) a contract to provide medium voltage automatic transfer switch (ATS) testing and maintenance services at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of two years at a total cost of \$138,540 (\$68,325 Year 1 and \$70,215 Year 2). The contract term is from December 1, 2025 - November 30, 2027, with an optional 2-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. 1707</u></p> <p>NOW THEREFORE BE IT RESOLVED that the award of the contract to A&F Electrical Testing, Inc. for ATS testing and maintenance services for two years at a cost of \$138,540, from December 1, 2025 - November 30, 2027, with an optional 2-year renewal at the Javits Center's discretion, is hereby approved.</p> <p><u>Approval of Contract – Stellar Services, Inc. (Attachment 25-99)</u></p> <p>Mr. Sims presented a procurement summary seeking Board approval to award Stellar Services, Inc. (Stel la r) to provide a lightweight Security Information and Event Management (SIEM) solution for the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for a period of five years at a total cost of \$592,288 (\$135,238 Year 1, \$114,263 Years 2-5). The contract term is from December 1, 2025 - November 30, 2030. A motion was made and seconded. The following resolution passed by unanimous vote:</p>
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III. Committee Reports (continued)	<p><u>Resolution No. 1708</u></p> <p>NOW THEREFORE BE IT RESOLVED that the award of the contract to Stellar to provide a Security Information and Event Management solution for five years at a total cost of \$592,288, from December 1, 2025 - November 30, 2030, is hereby approved.</p> <p><u>Approval of Contract – Concentric Security (Attachment 25-100)</u></p> <p>Mr. Sims presented a procurement summary seeking Board approval to award Concentric Security (Concentric) a sole source renewal contract to provide preventive maintenance and services on the Electro Mechanical (EM) Raptors at the Jacob K. Javits Convention Center (Javits Center). The term of the contract is for three years at an estimated cost of \$375,000. The contract term is from January 1, 2026 - December 31, 2028. A motion was made and seconded. The following resolution passed by unanimous vote:</p> <p><u>Resolution No. 1709</u></p> <p>NOW THEREFORE BE IT RESOLVED that the award of a sole source renewal procurement to Concentric to provide preventive maintenance and services to the EM Raptors for three years at an estimated cost of \$375,000, from January 1, 2026 - December 31, 2028, is hereby approved.</p> <p>PR: MWBE goals – what are they and do we meet them? MS: 30% at least and we are meeting them way beyond the 30%. We are at 39%. We have an annual report on that in January.</p> <p><u>Financial Update</u></p> <p>Mr. Sims reported on the revenues and expenses as of September 30, 2025 YTD as compared to the budget for September 30, 2025 YTD. He stated that the Javits Center had a total of 70 events, 54 of which were recurring events and 16 of which were new events. He reported that income was \$1.8 million higher than plan due to: (1) \$851,000 higher than plan due to planned events over performance; (2) \$158,000 higher than plan due to interest income over plan; (3) \$775,000 higher than plan due to favorable food and beverage commissions and partially offset by advertising revenue shortfall. As of September 30, 2025 YTD, Expenses were \$1.2 million lower than plan, mainly due to \$1.0 million higher than plan driven by an increase in event labor and workers compensation reserve, netted with a decrease in post-employment benefits (OPEB) and house labor, \$1.6 million lower than plan in Selling, General and Administrative costs due to lower costs in professional service, building supplies, insurance and deferred facility maintenance, netted with higher costs in utility and credit card processing fees, \$760,000 lower than plan in Depreciation due to timing of assets capitalized. The Net Loss of \$623,000 is \$3.0 million favorable to the planned Net Loss of \$3.7 million due to the net of revenue and expenses described previously.</p> <p><u>B. Human Resources Committee</u></p> <p>No report.</p>
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III. Committee Reports (continued)	<p><u>C. Facilities/Operations Committee</u> No report.</p> <p><u>D. Sales & Marketing Committee, Doreen Guerin, Committee Chairman (Attachment 25-101)</u></p> <p>Ms. Guerin presented the Sales and Marketing Committee report for the fourth quarter of fiscal year 2026. Regarding the event portfolio overview, a total of 28 events are scheduled, of which 22 are B2B events and 6 are public events. The quarter begins with the National Retail Federation, the Javits Center's largest annual event. This is a citywide event which occupies over 800,000 gross square feet of exhibit space with an expected attendance of 40,000 attendees. This event has significant citywide economic impact and high hotel demand. In mid-January through late February, the Javits Center will again host a strategic grouping of major public events—the Boat Show, Travel Show, Meet the Breeds and Westminster—over a compressed 12-day timeframe to maximize operational efficiency without disrupting B2B activity.</p> <p>The month of February is also very robust in hosting events. Highlights include a volleyball tournament utilizing more than 325,000 gross square feet. In addition, the Toy Fair and Coterie are two major South Building events</p> <ul style="list-style-type: none"> • Toy Fair will occupy more than 700,000 square feet. • Coterie will occupy nearly 600,000 square feet. <p>Ms. Guerin next reported on the Event Calendar. Most new events in the quarter occur in March, including: Cisco Tech Day, LegalWeek, United Airlines NYC Half Marathon (NYRR), Installer Show New York (construction/building industry). Be + Well, a reimagined Beauty and Spa show, NADA (JD Powers Awards), and the Auto Show move-in beginning late March.</p> <p>The Event Index Sector Breakdown in Quarter 4 demonstrates strong diversification, with robust representation across technology, finance and legal, which are still the leading industries for events. There is also a strong showing of sports and recreation events.</p> <p><u>Sales & Marketing Activities</u></p> <p>Mr. Burt provided updates on key sales and client engagement initiatives:</p> <ul style="list-style-type: none"> • IMEX Wrap Up – IMEX is a leading industry trade show The Javits Center conducted 45 client appointments, including 15 new prospective opportunities, led by Sales Manager Stephanie Gaspari, who was commended for elevating the Javits Center's visibility.
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	<ul style="list-style-type: none"> • Transcatheter Cardiovascular Therapeutics (TCT) Mr. Burt met with an existing customer in San Francisco regarding potential future business expansion in New York. <p><i>Upcoming activities and travel:</i></p> <ul style="list-style-type: none"> • IAEE Expo - December 6, Houston, TX New York Charter Reception The Javits Center will co-sponsor the New York Chapter reception; participation will be re-evaluated in partnership with NYC Tourism & Conventions. • PCMA Convening Leaders - January 11-14, 2026, Philadelphia To be represented by the Senior Sales Director Justin Horwitz and Sales Manager Stephanie Gaspari The Javits Center will co-host a dinner and reception with NYC Tourism & Conventions, continuing a history of strong networking and client engagement. <p><u>E. Governance Committee – Ronald Goldstock, Committee Chairman</u> No report.</p>
IV. Other Business	<p>Mr. Perlman inquired about outreach to the Mayor-elect and the steps being taken to coordinate an introductory meeting. Ms. Leveston reported that senior management is currently in communication with the NYC Tourism & Conventions team to arrange a meeting. The purpose of the meeting will be to provide an overview of the Javits Center as a premier venue, explore opportunities for collaboration related to business and tourism, and discuss matters relevant to ongoing economic development in New York City.</p> <p>Mr. Perlman noted the breadth and diversity of events hosted at the Javits Center and emphasized the organization's commitment to welcoming a wide range of industries and clients. He added that increased activity in the healthcare sector may present new opportunities. Ms. Leveston agreed, stating that the healthcare market is a strategic area of growth and that the team is actively working to expand outreach in this segment.</p>
V. Adjournment	<p>By motion and agreement, the meeting was adjourned at 2:01 pm with the next meeting to be held on January 21, 2026.</p>