



**New York Convention Center Operating Corporation**

**Adopted Annual Budget and Multi-Year Financial Plan**

**Fiscal Year 2021 - 2024**

## **§ 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 (NYCCOC) was established by the New York State Legislature in 1979 as a public benefit corporation through Title 27 of the Public Authorities Law. NYCCOC was created to operate and maintain the Jacob K. Javits Convention Center (Convention Center). The Convention Center hosts more than 170 events a year, including trade events, conventions and special events, and home to 20 of the top 200 trade events in the United States. The Javits Center is more than just a convention center. Named after the legendary and lifelong New Yorker, Senator Jacob K. Javits, this self-sustaining New York icon has become a wildlife sanctuary, a community partner and a nationwide nexus where the latest ideas in business and pop culture converge under one very green roof. With a significant investment in our infrastructure, we have quickly become a leader in sustainability, security and technology, setting a new standard for convention centers throughout the country. We employ thousands of experienced event and construction professionals dedicated to coordinating and constructing events with major brands from around the world, generating waves of economic activity across the region. And with a historic expansion project underway, we are preparing to host an even wider variety of events in the years to come, attracting new generations of visitors to Manhattan's West Side.

The mission of the NYCCOC is to serve the citizens of the State and City of New York by generating new business and employment opportunities, serving as a catalyst for the continued redevelopment of the local community and operating in the public interest, consistent with the social, economic and environmental priorities of existing state policy. NYCCOC meets these objectives through maximizing the booking of trade events, conventions, public events, and special events that stimulate spending within the regional economy, create jobs at the Javits Center and in the surrounding community and generate a reliable source of revenue for the State and City of New York. NYCCOC strives to achieve these results by operating in accordance with the highest professional standards, generating sufficient operating revenue to be financially self-supporting, maintaining the convention center facility in accordance with our core values and ensuring our operations are consistent with contemporary sustainability objectives and a community friendly approach.

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 event that is licensed, the events that are expected to be licensed and estimates of the special events yet to be licensed, based on the historical data and current economic climate. Special events are harder to predict than recurring trade events. 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 gross square footage based on the license agreement for which the event has rented. From the gross square footage we determine the net square footage based on historical data and information from the event manager or other venues. The net square footage is the basis for generating the event 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 and upcoming contractual rate increases. In addition to the event 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 five-year plans for both repairs and maintenance and capital improvements based on labor required and available time in the calendar 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. We expect to continue to see reduced emergency work as a result of the capital investments made and increase costs in preventive maintenance.

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

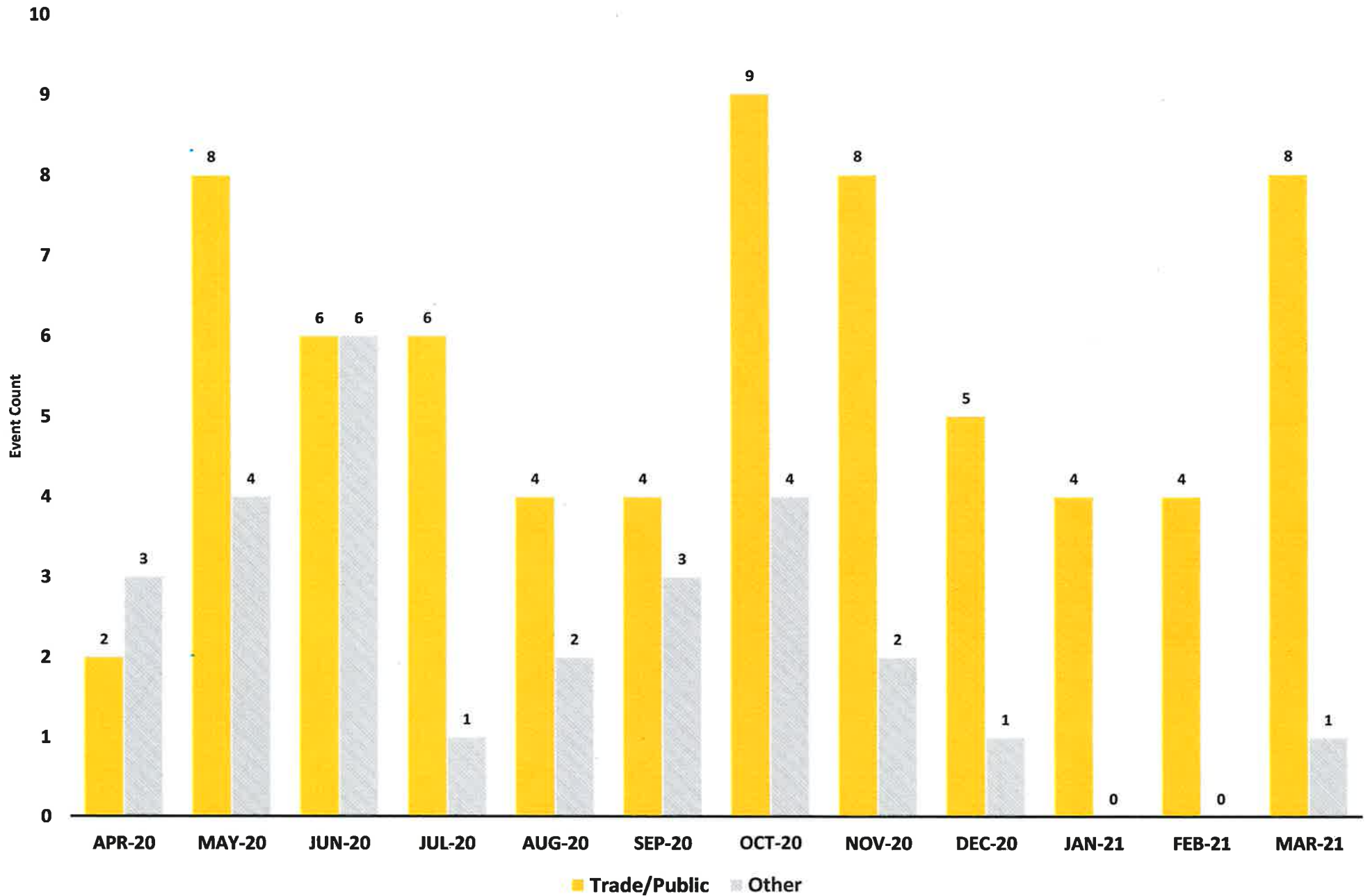
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**Budget & Finance Plan**

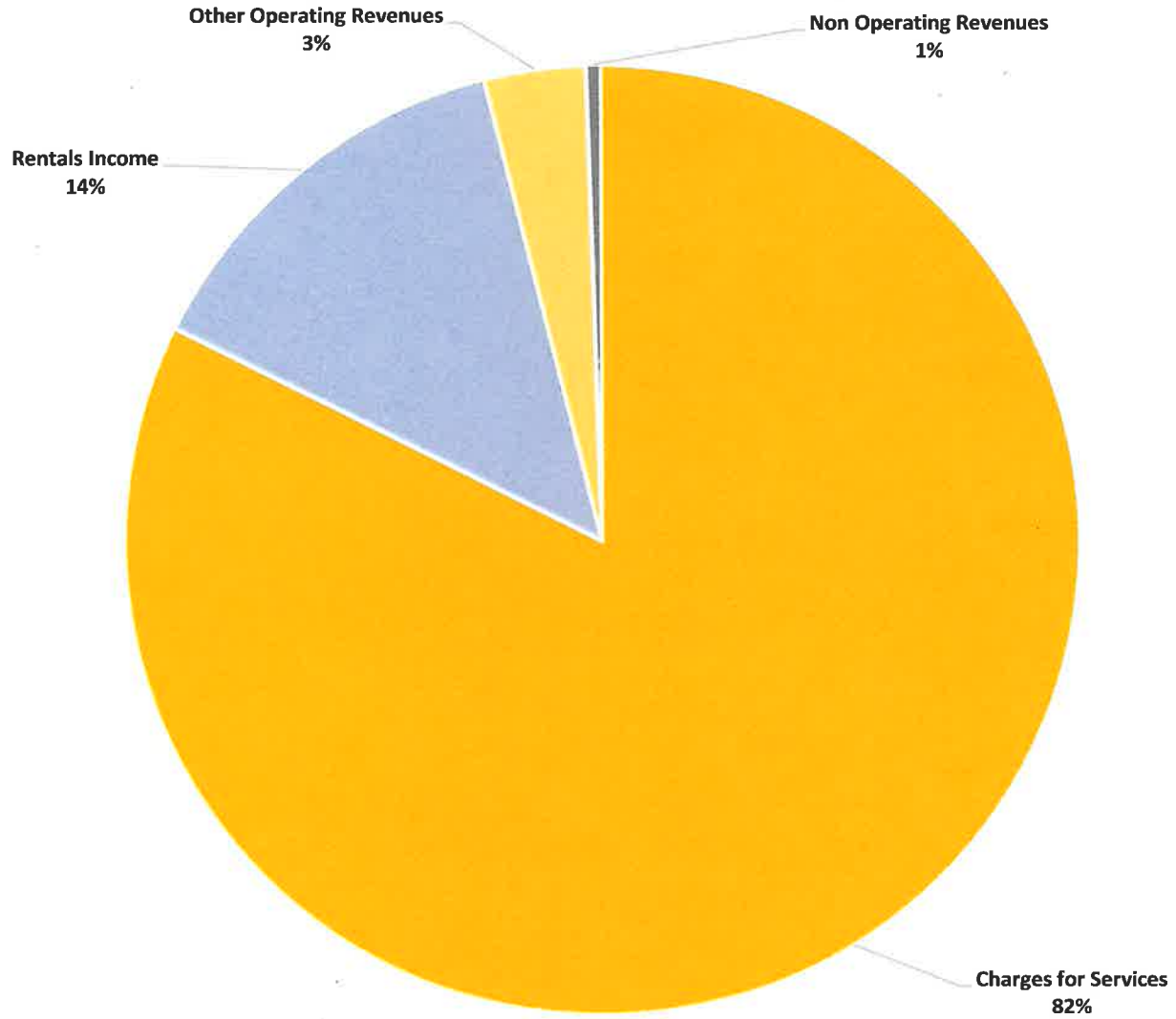
**Budgeted Revenues, Expenditures, and Changes in Current Net Assets**

		<b>Last Year</b>	<b>Current Year</b>	<b>Next Year</b>			
		<b>(Actual)</b>	<b>(Estimated)</b>	<b>(Adopted)</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue &amp; Financial Sources</b>							
<b>Operating Revenues</b>							
	Charges for Services	173,163,175	160,511,968	164,364,255	189,018,893	207,920,783	215,198,010
	Rentals & Financing Income	27,831,092	26,529,244	27,325,121	32,790,146	36,069,160	37,331,581
	Other Operating Revenues	9,010,334	5,731,814	6,878,177	8,253,813	9,079,194	9,442,362
<b>Non-Operating Revenues</b>							
	Investment Earnings	1,084,949	1,458,132	1,000,000	850,000	722,500	614,125
	State Subsidies / Grants	0	0	0	0	0	0
	Federal Subsidies / Grants	0	0	0	0	0	0
	Municipal Subsidies / Grants	0	0	0	0	0	0
	Public Authority Subsidies	0	0	0	0	0	0
	Other Non-Operating Revenues	0	0	0	0	0	0
<b>Proceeds from the Issuance of Debt</b>		0	0	0	0	0	0
<b>Total Revenues &amp; Financing Sources</b>		<b>211,089,550</b>	<b>194,231,159</b>	<b>199,567,554</b>	<b>230,912,851</b>	<b>253,791,637</b>	<b>262,586,077</b>
<b>Expenditures</b>							
<b>Operating Expenditures</b>							
	Salaries and Wages	169,266,588	158,897,318	162,075,264	188,007,306	206,338,019	212,528,159
	Other Employee Benefits	2,922,000	2,916,000	2,946,151	2,976,615	3,007,393	3,038,489
	Professional Services Contracts	15,642,081	17,279,304	17,797,683	20,645,312	22,606,617	23,284,815
	Supplies and Materials	3,786,814	3,277,915	3,343,473	3,844,994	4,152,593	4,277,171
	Other Operating Expenditures	10,064,366	10,351,754	10,558,789	12,248,195	13,473,014	13,877,205
<b>Non-Operating Expenditures</b>							
	Payment of Principal on Bonds and Financing Arrangements	0	0	0	0	0	0
	Interest and other Financing Charges	3,477	91,790	115,150	84,857	56,908	30,273
	Subsidies to Other Public Authorities	0	0	0	0	0	0
	Capital Asset Outlay	7,982,632	7,258,759	6,841,657	7,289,745	7,951,801	8,490,239
	Grants and Donations	0	0	0	0	0	0
	Other Non-Operating Expenditures	0	0	0	0	0	0
<b>Total Expenditures</b>		<b>209,667,958</b>	<b>200,072,839</b>	<b>203,678,167</b>	<b>235,097,023</b>	<b>257,586,345</b>	<b>265,526,352</b>
<b>Capital Contributions</b>		0	0	0	0	0	0
<b>Excess (Deficiency) of Revenues and Capital Contributions Over Expenditures</b>		<b>1,421,592</b>	<b>(5,841,680)</b>	<b>(4,110,613)</b>	<b>(4,184,172)</b>	<b>(3,794,708)</b>	<b>(2,940,274)</b>

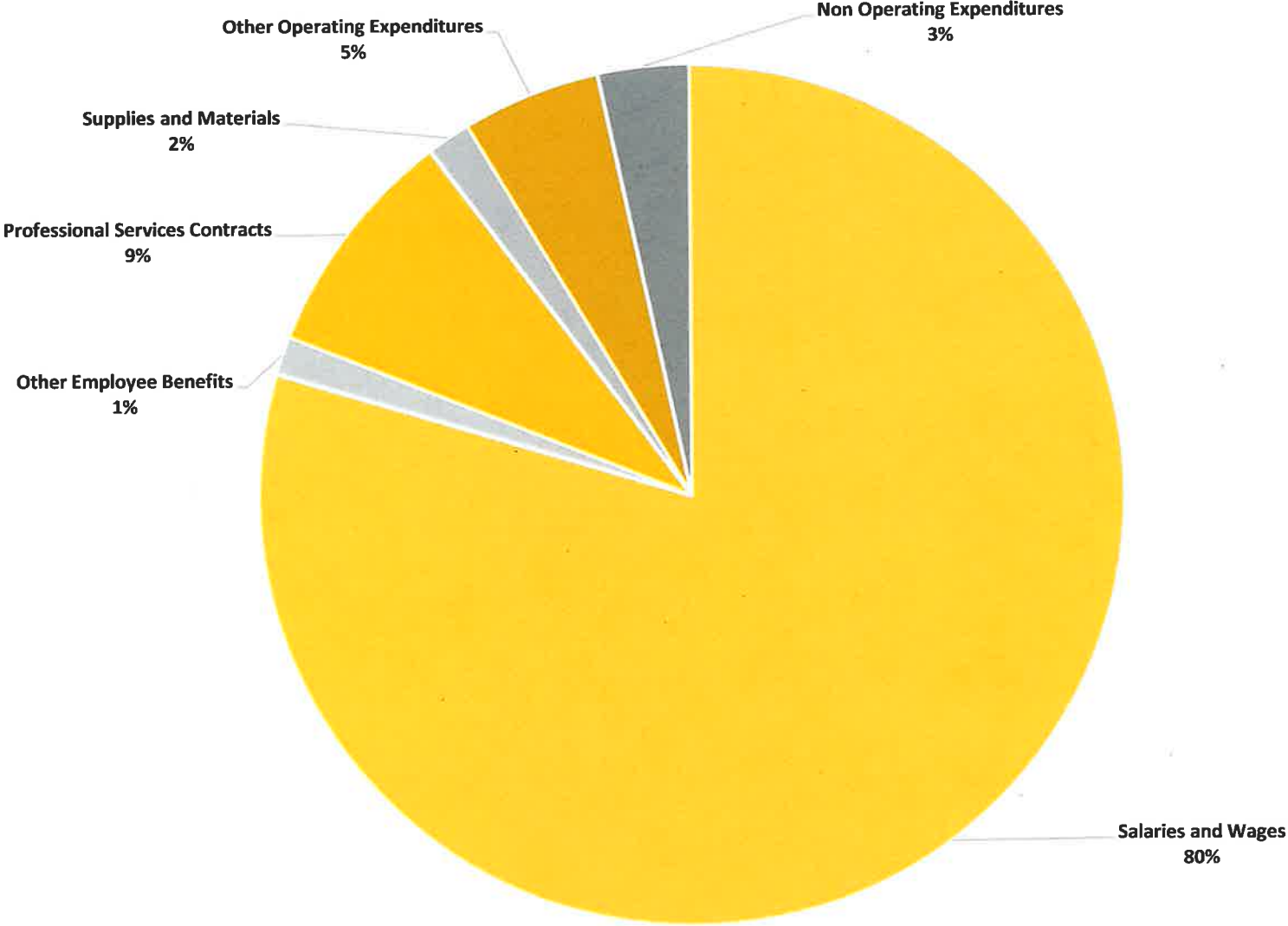
# New York Convention Center Operating Corporation Plan Events - April 1, 2020 - March 31, 2021



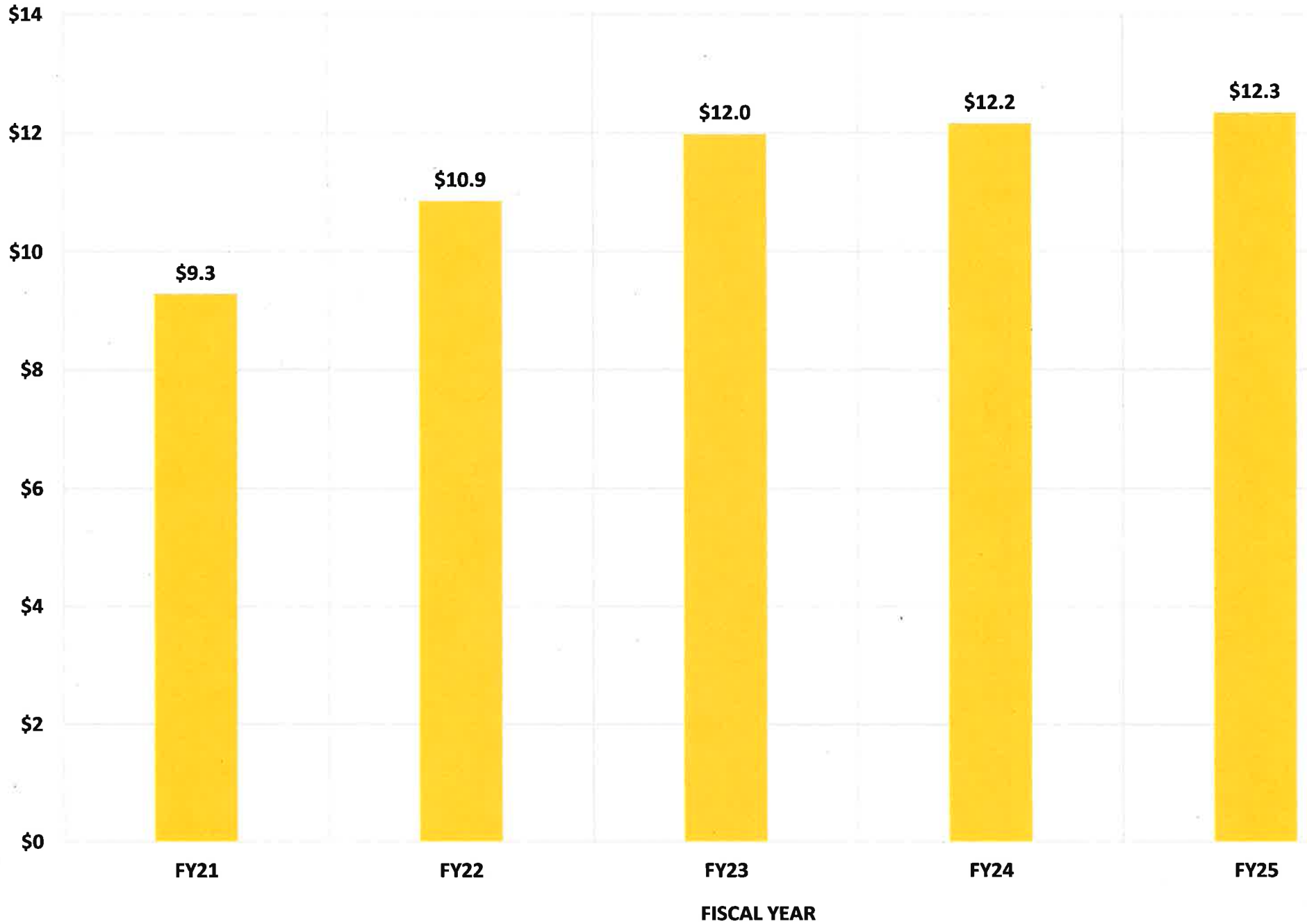
New York Convention Cener Operating Corporation  
FY21 Total Plan Revenue - \$199.6M



New York Convention Cener Operating Corporation  
FY21 Total Plan Expenditures - \$203.7M



**New York Convention Center Operation Corporation  
5 Year Repair and Maintenance Plan (In Million's)**





**New York Convention Center Operating Corporation  
5 Year Repair and Maintenance Plan (000's)**

		Expansion Complete					
	Description	FY21	FY22	FY23	FY24	FY25	Total
1	General (green roof and farm, terrazzo, HVAC, door, equipment, etc.)	\$ 1,886	\$ 1,965	\$ 2,147	\$ 2,179	\$ 2,212	<b>\$10,390</b>
2	Information Technology (hardware maintenance, software licensing and support)	\$ 4,891	\$ 5,066	\$ 5,957	\$ 6,046	\$ 6,137	<b>28,097</b>
3	Building Management System (fire alarm, CCTV, security alarms)	\$ 382	\$ 479	\$ 487	\$ 494	\$ 501	<b>2,344</b>
4	Exterior and interior building (glass and curtain wall stainless steel cleaning)	\$ 761	\$ 951	\$ 965	\$ 979	\$ 994	<b>4,650</b>
5	Elevator and escalator	\$ 1,370	\$ 2,392	\$ 2,428	\$ 2,464	\$ 2,501	<b>11,154</b>
<b>5 Year Repair and Maintenance Plan</b>		<b>\$ 9,290</b>	<b>\$ 10,853</b>	<b>\$ 11,983</b>	<b>\$ 12,163</b>	<b>\$ 12,345</b>	<b>\$ 56,635</b>

**(d) A self-assessment of budgetary risks.**

NYCCOC updates the operating and five-year capital plan on an annual basis and presents them to the Board of Directors for approval.

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

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

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

Once approved by the Board of Directors 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.

**NEW YORK CONVENTION CENTER OPERATING CORPORATION**  
**CONDENSED STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION**  
**Plan vs. Actual As of March 31, 2019 (000's)**

	<b>Actual</b> (000's)	<b>Plan</b> (000's)	<b>Variance</b> (000's)
<b>Operating Revenue</b>			
Services	\$ 173,163	\$ 167,615	\$ 5,548
Space Rental	27,831	28,387	(556)
Other	9,010	8,826	184
<b>Total Operating Revenue</b>	<b>210,004</b>	<b>204,828</b>	<b>5,176</b>
<b>Operating Expenses</b>			
Employee compensation and benefits	169,267	168,520	747
Facility operating expenses	21,082	20,190	892
Selling, general and administrative expenses	8,411	9,254	(843)
Annual other postemployment benefits expenses	2,922	3,211	(289)
<b>Total Operating Expenses</b>	<b>201,682</b>	<b>201,175</b>	<b>507</b>
<b>Depreciation and Amortization</b>	<b>7,982</b>	<b>7,967</b>	<b>15</b>
<b>Income (Loss) from Operations</b>	<b>340</b>	<b>(4,314)</b>	<b>4,654</b>
<b>Total Non-Operating Income</b>	<b>1,082</b>	<b>397</b>	<b>685</b>
<b>Change in Net Position</b>	<b>\$ 1,422</b>	<b>\$ (3,917)</b>	<b>\$ 5,339</b>

**(h) A projection of the number of employees, including sources of funding, the numbers of full-time and full-time equivalents, and functional classifications.**

<b>FY21 Headcount Request</b>		
	<b>Full Time</b>	<b>Part Time</b>
Administration	148	14
House Labor	199	179
Event Labor	0	502
<b>TOTAL</b>	<b>347</b>	<b>695</b>

**(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.**

None.

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

None.

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

None.

- (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.

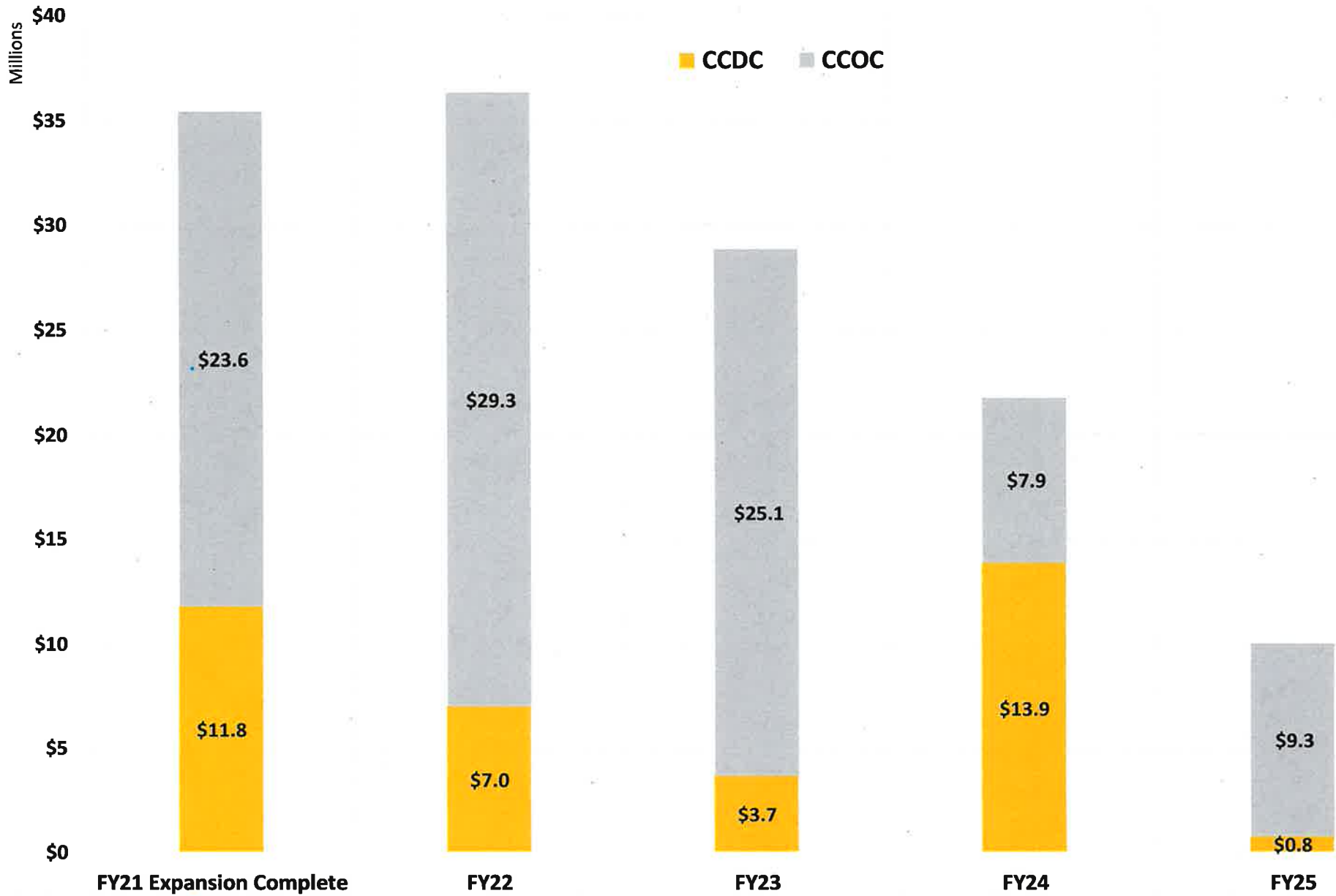
Finance leasing of Cisco equipment and other related expenses:

<u>Lease Amount</u>	<u>Length (in years)</u>	<u>Payment Amount</u>	<u>Payment Frequency</u>
\$1,039,704	3	105,670	Quarterly
\$13,202,827	5	677,607	Quarterly
\$9,606,576	5	Varies by month	Quarterly

- (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 Operating Corporation 5 Year Capital Plan (Million's)



\*Funding for CCDC and CCOC are estimated

## Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2021

#	Description	Funding	FY21 Expansion Complete	FY22	FY23	FY24	FY25	Total
1	Replace AED machines	CCDC	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ 210,000
2	Concrete side walk repairs	CCDC	-	300,000	300,000	-	-	600,000
3	Elevator & escalators mechanical upgrades	CCDC	-	400,000	400,000	400,000	400,000	1,600,000
4	Mechanical equipment room upgrades-HVAC system replacement	CCDC	2,700,000	-	-	-	-	2,700,000
5	Future phase components of fire and life safety system-smoke and arc systems	CCDC	3,000,000	600,950	-	-	-	3,600,950
6	Replacement of lighting controls in 1A,1D,1E & 3D halls phase 1-3D	CCDC	320,000	320,000	150,000	-	-	790,000
7	Replacement of 4 transformers in main facility	CCDC	1,000,000	-	-	-	-	1,000,000
8	Replace 1986 black top - level 1 & level 3 (level 3 1st phase Aug-Sep)	CCDC	1,100,000	1,100,000	250,000	250,000	-	2,700,000
9	Internal/external concrete or steel remediation	CCDC	-	-	-	3,780,000	-	3,780,000
10	Level 1 food court renovation (includes lighting)	CCDC	-	-	-	3,645,000	-	3,645,000
11	Loading dock exhaust	CCDC	-	150,000	150,000	-	-	300,000
12	Main kitchen	CCDC	-	-	-	4,700,000	-	4,700,000
13	Plumbing Floor Port Rehabilitation - Exceeded Life Expectancy	CCDC	200,000	500,000	500,000	400,000	370,000	1,970,000
14	Southeast emergency egress from level 1	CCDC	-	-	1,000,000	-	-	1,000,000
15	Gutter protection x 6 cubes - design remediation to prevent leaks onto event floor	CCDC	-	370,000	370,000	-	-	740,000
16	Replace original loading dock vertical rolling gates with egress doors	CCDC	575,000	575,000	575,000	-	-	1,725,000
17	Scrubbers on new generators (emissions)-pending on change in legislation	CCDC	-	-	-	690,000	-	690,000
18	Comprehensive restroom renovations in public space-includes ventilation improvement	CCDC	2,700,000	2,700,000	-	-	-	5,400,000
<b>Total Essential Capital Projects</b>			<b>\$ 11,805,000</b>	<b>\$ 7,015,950</b>	<b>\$ 3,695,000</b>	<b>\$ 13,865,000</b>	<b>\$ 770,000</b>	<b>\$ 37,150,950</b>
19	Ceiling replacement (speakers, lighting, wiring & labor)exceeds life expectancy - 1A/1E/3D	CCOC	2,750,000	2,720,000	2,500,000	2,750,000	-	10,720,000
20	Ceiling replacement in customer areas -incomplete renovation work	CCOC	1,030,000	-	-	-	-	1,030,000
21	Level 1 meeting room/corridor renovation 1A, 1B, 1C, & 1E	CCOC	-	4,250,000	4,000,000	-	-	8,250,000
22	Level 1 special events hall upgrades	CCOC	-	5,000,000	3,250,000	-	-	8,250,000
23	Level 2 meeting room/corridor renovation	CCOC	-	4,540,000	4,540,000	-	-	9,080,000
24	Meeting rooms renovation on level 2	CCOC	-	-	1,550,000	-	-	1,550,000
25	Event suite/offices renovation	CCOC	540,000	-	-	-	-	540,000
<b>Total Contemplated in 2009 Renovation Not Completed</b>			<b>\$ 4,320,000</b>	<b>\$ 16,510,000</b>	<b>\$ 15,840,000</b>	<b>\$ 2,750,000</b>	<b>\$ -</b>	<b>\$ 39,420,000</b>
26	Entrance mat replacement and addition (admin/labor)	CCOC	60,000	-	-	-	75,000	135,000
27	Internal waste containers in public area	CCOC	120,000	-	-	-	150,000	270,000
28	Inventory management (coat rack / porter closet shelving)	CCOC	95,000	30,000	-	-	-	125,000

## Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2021

#	Description	Funding	FY21 Expansion Complete	FY22	FY23	FY24	FY25	Total
29	Logistics management (Install new chemical distribution center, lockers, cubicles)	CCOC	-	-	125,000	-	-	125,000
30	Infax rest room system	CCOC	300,000	300,000	-	-	-	600,000
31	Concierge desk (permanent by welcome center with storage space)	CCOC	50,000	50,000	-	-	-	100,000
32	Marquis replacement	CCOC	1,000,000	-	-	-	-	1,000,000
33	Redesign coat check - add dispatch system	CCOC	-	175,000	-	-	-	175,000
34	Lighting on level 2 in front of elevator corridors and charging station	CCOC	100,000	-	-	-	-	100,000
35	Additional modular seating throughout the facility	CCOC	73,000	-	-	-	-	73,000
36	Modular partition screens	CCOC	50,000	-	-	-	-	50,000
37	New chairs/tables for café	CCOC	300,000	-	-	-	-	300,000
38	Contract management system and eprocurement solution	CCOC	100,000	-	-	-	-	100,000
39	Jake subsequent phases new billing parts-additional salesforce applications (Marketing, etc.)	CCOC	500,000	-	-	-	-	500,000
40	Setup equipment - folding chair storage racks	CCOC	21,364	10,682	13,300	23,500	25,850	94,697
41	Setup equipment - 60" banquet round tables	CCOC	23,294	-	-	25,623	28,186	77,103
42	Setup equipment - 60" table cart	CCOC	-	5,330	-	-	25,000	30,330
43	Setup equipment - 72" banquet round tables	CCOC	-	16,700	16,700	18,370	20,207	71,977
44	Setup equipment - 72" rounds storage racks	CCOC	-	4,158	4,620	5,082	5,590	19,450
45	Setup equipment - 8' x 30" tables	CCOC	-	18,848	15,600	17,160	18,876	70,484
46	Setup equipment - black folding chairs	CCOC	190,904	60,000	131,175	144,293	158,722	685,093
47	Setup equipment - meeting room chairs	CCOC	90,000	-	-	94,500	99,225	283,725
48	Setup equipment - stacking base for 60" table	CCOC	-	1,463	-	5,000	5,000	11,463
49	Setup equipment - 20 x 40 dance floor	CCOC	-	-	40,000	-	50,000	90,000
50	Setup equipment - 54" banquet round tables	CCOC	-	16,875	16,875	18,563	20,419	72,731
51	Setup equipment - 54" rounds storage racks	CCOC	-	2,772	2,772	3,049	3,354	11,947
52	Setup equipment - 6' x 18" tables	CCOC	18,654	-	17,100	18,810	20,691	75,255
53	Setup equipment - 6' x 30" tables	CCOC	-	16,834	13,875	15,263	16,789	62,760
54	Setup equipment - 8' x 18" tables	CCOC	-	22,200	26,640	29,304	32,234	110,378
55	Setup equipment - 36" x 36" tables	CCOC	-	-	15,375	16,913	18,604	50,891
56	Setup equipment - standing podiums	CCOC	-	16,000	16,000	17,600	19,360	68,960
57	Water proofing to prevent leaking in the loading docs, mechanical rooms, kitchens, back of house, etc.	CCOC	666,667	666,667	666,667	-	-	2,000,000
58	Refillable water stations located throughout the facility	CCOC	80,000	80,000	-	-	-	160,000
59	Building grounding at electrical vault	CCOC	230,000	-	-	-	-	230,000
60	Exterior lighting upgrades entire facility perimeter (second phase)	CCOC	471,000	471,000	-	-	-	942,000



## Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2021

#	Description	Funding	FY21 Expansion Complete	FY22	FY23	FY24	FY25	Total
61	Transformer building - rental of generator until TA01 and transfer of operation	CCOC	463,595	-	-	-	-	463,595
62	Elevator cabin upgrades - 16 (cargo elevator)	CCOC	-	390,000	-	-	419,250	809,250
63	Expo hall entrance vestibules	CCOC	240,000	240,000	240,000	240,000	240,000	1,200,000
64	Adequate power supply to public space	CCOC	135,000	-	-	-	-	135,000
65	Interior benches and furniture	CCOC	690,000	-	-	-	-	690,000
66	River pavilion banquet kitchen	CCOC	-	1,540,000	500,000	-	-	2,040,000
67	3 & 4 wheel electric carts (8 total)	CCOC	40,000	40,000	40,000	44,000	48,400	212,400
68	Food service stations for meetings rooms (F&B) level 2- 2 stations as phase 1	CCOC	150,000	-	-	-	-	150,000
69	Level 2 administrative bathrooms	CCOC	150,000	-	-	-	-	150,000
70	1D north corridor F&B renovation	CCOC	65,000	-	-	-	-	65,000
71	Level 1 Dmarc room renovations	CCOC	112,500	-	-	-	-	112,500
72	Mini windmills	CCOC	150,000	-	-	-	-	150,000
73	River Pavilion carpet replacement	CCOC	342,000	-	-	-	-	342,000
74	Sustainability - energy efficient lighting, bee keeping, alternative power, etc.	CCOC	150,000	150,000	350,000	350,000	385,000	1,385,000
75	Water feature - inner roadway	CCOC	470,000	470,000	-	-	-	940,000
76	Board room audio and / or ceiling	CCOC	-	-	-	75,000	75,000	150,000
77	Board room for rental - near FedEx	CCOC	-	-	-	115,000	115,000	230,000
78	Sustainability classroom - (TVs, green roof & bee hive models, classroom seating)	CCOC	100,000	-	-	-	-	100,000
79	Content delivery electronic signage and media (airline and train schedule-incl.)	CCOC	2,527,966	3,340,466	2,840,466	312,500	312,500	9,333,898
80	Network infrastructure refresh-committed lease amounts & Wi-Fi access points	CCOC	1,704,885	1,616,327	1,313,952	1,327,141	1,960,618	7,922,923
81	Network infrastructure refresh-remaining items	CCOC	2,341,931	-	-	-	2,693,221	5,035,153
82	Customer VOIP phones	CCOC	37,500	75,000	75,000	82,500	90,750	360,750
83	I-Expense implementation & licensing	CCOC	50,000	-	-	-	-	50,000
84	Oracle Fusion & document imaging move to cloud and possible project centric approach / update GL	CCOC	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,500,000
85	Net square footage calculation software	CCOC	-	250,000	-	-	-	250,000
86	Oracle Fusion SmartView (budget / forecasting)	CCOC	-	500,000	-	-	-	500,000
87	Par can replacement	CCOC	50,000	50,000	50,000	55,000	60,500	265,500
88	Turnstile to Kronos punch comparison	CCOC	25,000	-	-	-	-	25,000
89	Closet change to CCURE from Vincard	CCOC	250,000	-	-	-	-	250,000
90	Crystal palace color cube led lighting	CCOC	250,000	-	-	-	-	250,000
91	Event audio high end speakers and mixers	CCOC	30,000	30,000	30,000	33,000	36,300	159,300
.92	Event video (displays for customers)	CCOC	25,000	25,000	25,000	27,500	30,250	132,750

**Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2021**

#	Description	Funding	FY21 Expansion Complete	FY22	FY23	FY24	FY25	Total
93	Exhibitor customer relationship management (CRM) solution (Event booking)	CCOC	450,000	-	-	-	-	450,000
94	Website development (i.e. page for expansion or other high level needs)	CCOC	500,000	-	-	-	-	500,000
95	Administrative lobby monitor replacement	CCOC	35,000	-	-	-	-	35,000
96	Cisco UCS remote desk-top solution-VMWare & Citrix for non-Oracle applications	CCOC	619,377	100,000	675,000	-	-	1,394,377
97	Employee Portal (internal website development)	CCOC	100,000	-	-	-	-	100,000
	<b>Total Other Priority Capital Projects</b>		\$ 19,294,637	\$ 12,781,321	\$ 9,261,117	\$ 5,114,670	\$ 9,259,896	\$ 55,711,641
	<b>Total Capital Plan</b>		\$ 35,419,637	\$ 36,307,271	\$ 28,796,117	\$ 21,729,670	\$ 10,029,896	\$ 132,282,591



## Capital Projects Narrative

- **Additional Modular Seating Throughout the Center**
  - Fulfills need for flexible/modular seating demand by both show organizers/attendees.
- **CISCO UCS remote desk-top solution VMWare & Citrix for Non-Oracle Applications**
  - Implementation of a virtual desk top solution which will allow us to use the power of the server to run applications with heavy demand. All the calculations are done on the server rather than on individual computers. There is also a server for computer aided design (CAD). The benefit of the system is that the server is faster and more efficient and we don't need to deploy expensive individual computers. With the data maintained on the server there is no risk to lose work on individual computers.
- **Comprehensive Restroom Renovation in Public Spaces**
  - This project is to fully renovate the public space restrooms including all fixtures and the ventilation system. The public restrooms are in the meeting room areas and exposition halls and are in original 1986 condition. The Center has 52 public restrooms. Due to the level of use within the public areas we will need to phase this project based on the event schedule. \$2,700,000 will renovate approximately 12 restrooms.
- **Concrete Sidewalk Repairs - Assets Have Exceeded Life Expectancy - Life Safety - Liability Risk**
  - Perimeter pedestrian sidewalks need to be replaced at numerous locations. The Center's sidewalks span over six New York City blocks and exposure to the elements have caused many failing points creating structural weakness, trip hazards, delamination and expansion joint failures. The scope of work entails replacing non-repairable sections of surrounding sidewalks North, South, East and West of the Center within property boundary lines. This project was identified as high priority following an extensive risk assessment study performed by outside industry experts.
- **Content Delivery Electronic Signage and Media**
  - This project is the comprehensive facility plan for software that provides management of content delivery through digital signage and displays to integrate the expansion building with the existing facility. This software will enable us to control, deliver and monitor all displays throughout the facility. This includes meeting rooms, the television network, the sky theatre, the marquis, outside bus displays and any other signage and communication medium in the facility. This software will also integrate into public safety so that they can communicate in an emergency.



## Capital Projects Narrative

- **Contract Management System**
  - Contract Management of contracts and documents from vendors, external stakeholders and customers (exhibitors). It supports the entire customer and contract lifecycle which covers any workflow process that contributes, creates or utilizes contracts and or document data.
- **Customer VOIP Phones**
  - Ongoing inventory management for customer rented phones.
- **Elevator & Escalators Mechanical Upgrades - Code Compliance**
  - This project is to bring the remaining 5 elevators up to code for ADA compliance and fire safety compliance.
- **Entrance Mat Replacement and Addition (Admin/Labor)**
  - Replace entrance mats in administration office and entrance and to the new labor entrance.
- **Event Audio High End Speakers and Mixers**
  - Ongoing inventory management for customer rented speakers and mixers through the show electric department.
- **Event Video (Displays for customers)**
  - Ongoing inventory management for customer rented televisions.
- **Exhibitor CRM (Customer Relationship Management) Solution**
  - This project is to implement customer sales and communication automation that interfaces with the ordering and event calendar systems. This will provide our service teams will a tool to communicate with exhibitors and for exhibitors to communicate with us. The tool captures historic data related to communications. This tool will also provide state of the art advertising and allow us to prospectively upsell.
- **Fire Alarm and Life Safety System – Smoke and Arc System Components**
  - The existing fire alarm system, although fully operational and in compliance with Fire Department of New York code requirements, is outdated. It was originally designed to 1968 building code. With over 30 years of use, and despite recent investments undertaken as part of the Center's renovation, the system is reaching its life expectancy. This project proposes to undertake a capital improvement plan to install a new fire alarm system in



## Capital Projects Narrative

the existing building to ensure compatibility with the new life safety systems specified for the Javits expansion in accordance with Building Fire Codes for New York City and New York State. The project calls for the new fire alarm system to be fully installed, tested, certified, operational and interconnected with the expanded building upon the completion of the expansion. This is necessary to obtain the certificate of occupancy for the existing facility and the expansion as one building. To make the smoke purge system 2014 fire code compliant we need to upgrade the system from 4.5 air cycles to over 6 air cycles of purging capacity. In addition, the arc system needs to be updated in the existing facility to be compatible with the integration of the expansion project.

- **HVAC system replacement - Mechanical Equipment Room Upgrades - Assets Have Exceeded Life Expectancy - Compliance with Executive Order 88**
  - This project is required to renovate and modernize our existing mechanical and electrical infrastructure within five mechanical equipment rooms across the existing building. This 1986 original equipment was scheduled to be replaced as part of the recent Renovation Project but was eliminated due to concerns about available funds. All mechanical equipment as well as supporting electrical systems have exceeded intended useful life and will not survive another three years. The equipment provides cooling and heating to meeting rooms, exposition halls, kitchens, back of the house and public circulation spaces. With this investment, the new equipment will be aligned with Executive Order 88, supporting the building's energy conservation initiatives, provide comfort cooling and heating to the center's visitors and will be LEED Silver compliant. The new fixed assets useful life will be approximately 20 years. CCDC authorized \$2,680,000 in September 2017 that is funding the procurement of the equipment. The \$2.7M will be used for the labor and installation costs to replace the equipment in MER 1, 2 and 3.
  
- **I-Expense Implementation and Licensing**
  - This software is to automate credit card and personal expense reimbursement. This software enables employees to attach receipts to charges in real time and allows finance approval prior to payment. This will eliminate manual entry, reconciliation, chasing of employees to get their credit card expense reports in timely and eliminate the Organization from paying any unauthorized charges.
  
- **Internal Waste Containers in Public Area**
  - Replacement of the internal waste containers in the public area



## Capital Projects Narrative

- **Inventory management (coat rack / porter closet shelving)**
  - Upgrade of the porter closets including mop, broom racks to prevent equipment on the floor. This also include new shelving units as required for porter closets, set up room (now storing EVSET restroom paper) and level 4 storage.
- **Jake subsequent phases (Salesforce, iReceivables, GRC, OBI, ODI, Noetix, iProcurement)**
  - This project is for the additional phases of the configure price quote (CPQ) ordering system and to update functionality of the customer ordering system. Integrations with Oracle Projects, OM, Inventory, Primavera (PM tool), chat, etc.
- **Logistics management (Install new chemical distribution center, lockers, cubicles)**
  - Install new chemical distribution center and lockers for the on-call staff as well as the open cubicles for personal belonging. This will be for daily use only located on level one across from the Storeroom.
- **Marquee replacement**
  - This capital project captures the cost to upgrade the screens, the internal supporting infrastructure and content delivery systems for the outdoor marquee. Its superstructure will remain intact.
- **Modular Partition Screens**
  - Allows us to build flexible spaces with “pop-up” wall dividers – to create back-of-house areas on the floor, smaller meeting rooms within larger spaces.
- **Network Refresh**
  - This project is to completely refresh the active Network components in the data center and all information technology (IT) closets throughout the facility (i.e. switches, firewalls, access points, routers, core switches, etc.) to keep up with evolving technology advancements so that we can continue to provide the best customer service, maintain competitiveness in the industry, attract and keep high impact technology events and integrate with the requirements of the expansion.
- **Net Square Footage Calculation software**
  - This software would make our billing more accurate and timely for the Net Square Footage.



## Capital Projects Narrative

- **Oracle Fusion & document imaging – Upgrade to Cloud and possible project centric approach**
  - This project is to completely upgrade to cloud from oracle bear metal and complete the final phase to move to project centric approach. All Oracle modules will need to be updated accordingly, also replace Kwiktag our current document imaging system because it is an archaic technology which is difficult to support and does not have the full functionality that we need. A new optical character recognition (OCR) will increase efficiency and productivity within payables and other departments.
- **Oracle Fusion SmartView (budget / forecasting)**
  - Once Oracle Fusion is in place and we have our general ledger setup and we know how the F&B is going to be handled, along with allocations of expenses to the revenue departments...the Budget and Forecasting solution is the last step in the years of ERP setup. Annual budgets and then monthly or quarterly forecasts could then be the norm. There is even an opportunity to budget and forecast balance sheet items (if we so desire).
- **Par can Replacement**
  - Ongoing inventory management for customer rented par cans.
- **Plumbing Floor Port Rehabilitation - Exceeded Life Expectancy**
  - This project is to rehabilitate the original 1986 plumbing floor ports that have exceeded life expectancy. These floor ports are the source for plumbing for the exhibitors and event producers. This project will specifically provide remedial work to the plumbing boxes that provide water, drains and compressed air services to exhibitors.
- **Replace 1986 Black Top with Asphalt - Assets Have Exceeded Life Expectancy - Liability Risk**
  - The Center has a total of 52 docks for truck loading and off-loading activity into the building. The high volume of truck activity and the age of the surfaces installed have caused significant deterioration in the black top pavement surface which exceeds acceptable wear and tear. The surface has become indented and potholed and is a hazard. This project will replace large sections of bituminous pavement and reinforce slots at loading docks with a new asphalt surface with a life expectancy of 15 years.



## Capital Projects Narrative

- **Replace automated external defibrillator (AED) Machines – liability risk and code compliance**
  - Replacement of approximately 60 AED machines throughout the facility as the current units are approximately 8 years old. The batteries were replaced in calendar year 2016 so full replacement of all units is overdue at end of life in 2021.
- **Replacement of Four Transformers in the Main Facility**
  - The difference in voltage with the power distribution from the new Transformer building to the existing outdated equipment is causing overcurrent conditions in the exposition spaces. This project is to replace four transformers in the main facility that are failing as a result of these overcurrent conditions.
- **Replacement of Loading Dock Gates with egress doors**
  - This project will replace original 1986 loading dock gates. The new gates will incorporate egress doors within the equipment. The existing egress doors will be eliminated, and the new egress path will be included in the replacement gates.
- **Replacement of Lighting Controls in Halls 1A, 1D, 1E, 3D - Executive Order**
  - The investment is necessary to continue to operate and provide essential customer needs. After 30 years of use, the building's lighting dimmers and lighting systems are no longer supported. Replacement parts are neither manufactured nor found in the market. The proposed replacement system will meet Executive Order 88 requirements, reduce electrical faults, allow for customer flexibility, assist with energy reduction, and ease technical lighting installations and programming.
- **Sustainability Classroom - (TVs, green roof & beehive models, classroom seating)**
  - The construction of a dedicated room that outlines our sustainability program and provides an interactive experience for visitors on our roof tour program. The room would include TVs, a model of the green roof, a model of a beehive, as well as classroom seating. The sustainability program has helped to redefine the Javits Center, and this dedicated room will be able to capitalize on that recent success. By having a dedicated room, we can provide a higher-quality tour for customers and visitors and make it easier for other employees to provide tours.
- **Turnstile to Kronos Punch comparison**
  - Once we have finished with the Kronos systems, linking CCURE and other systems by using the employee ID will allow us to check / compare missing punches for those few employees that could have biometric issues for a day.





**JAVITS**  
**CENTER**

**Certification of Assumptions and Method of Estimation for Budget and  
Financial Plan 2021 - 2024 in accordance with the Comptroller's  
Regulation 203.9 Certification**

To the best of my knowledge and belief after reasonable inquiry, the Jacob K. Javits Convention Center of New York's 2021 - 2024 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.

Melanie McManus, CFO

Melanie McManus  
Chief Financial Officer

12/19/2019

Date