



New York Convention Center Operating Corporation

Adopted Annual Budget and Multi-Year Financial Plan

Fiscal Year 2019-20

§ 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're 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.

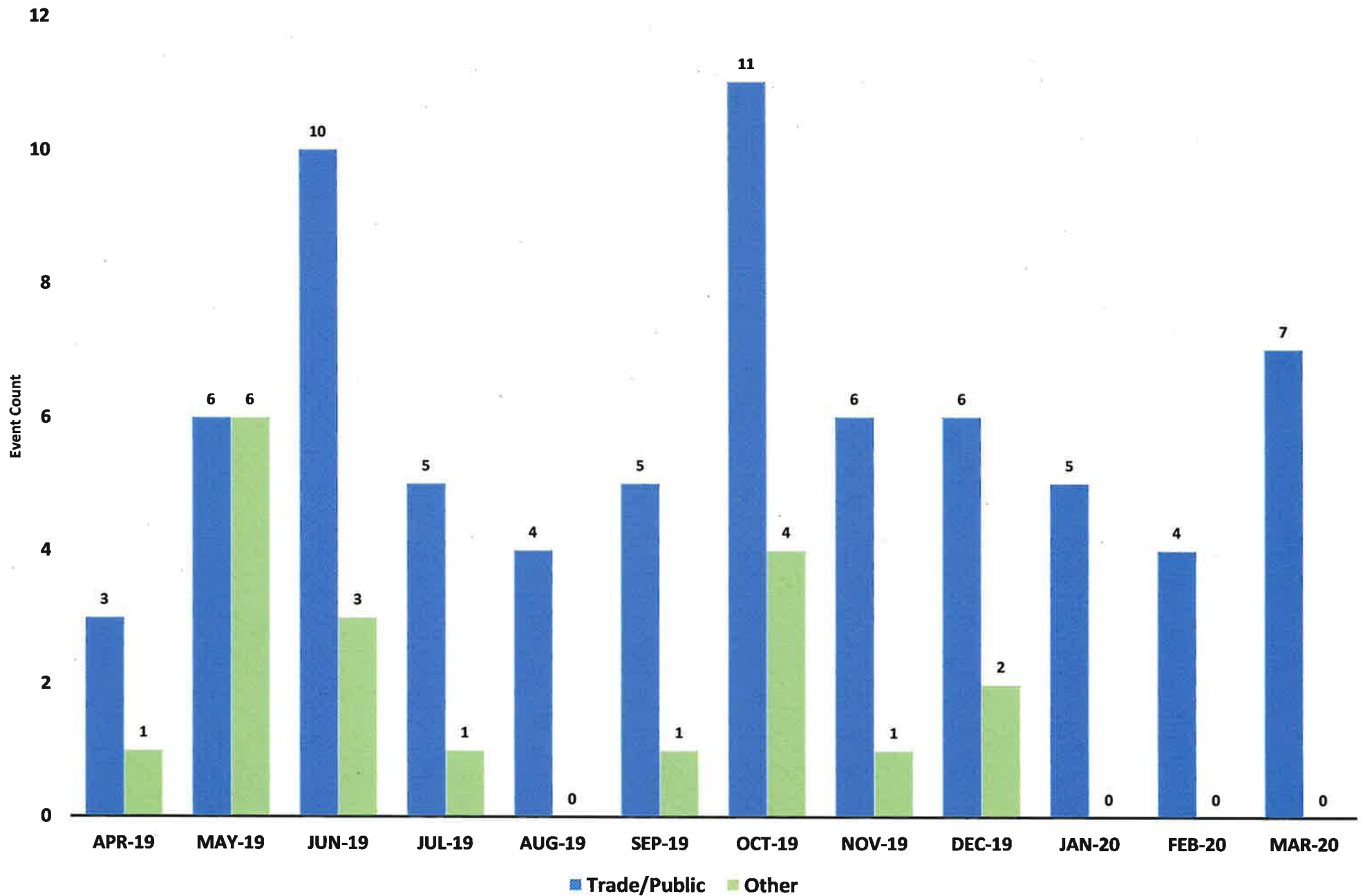
Please see attached.

Budget & Finance Plan

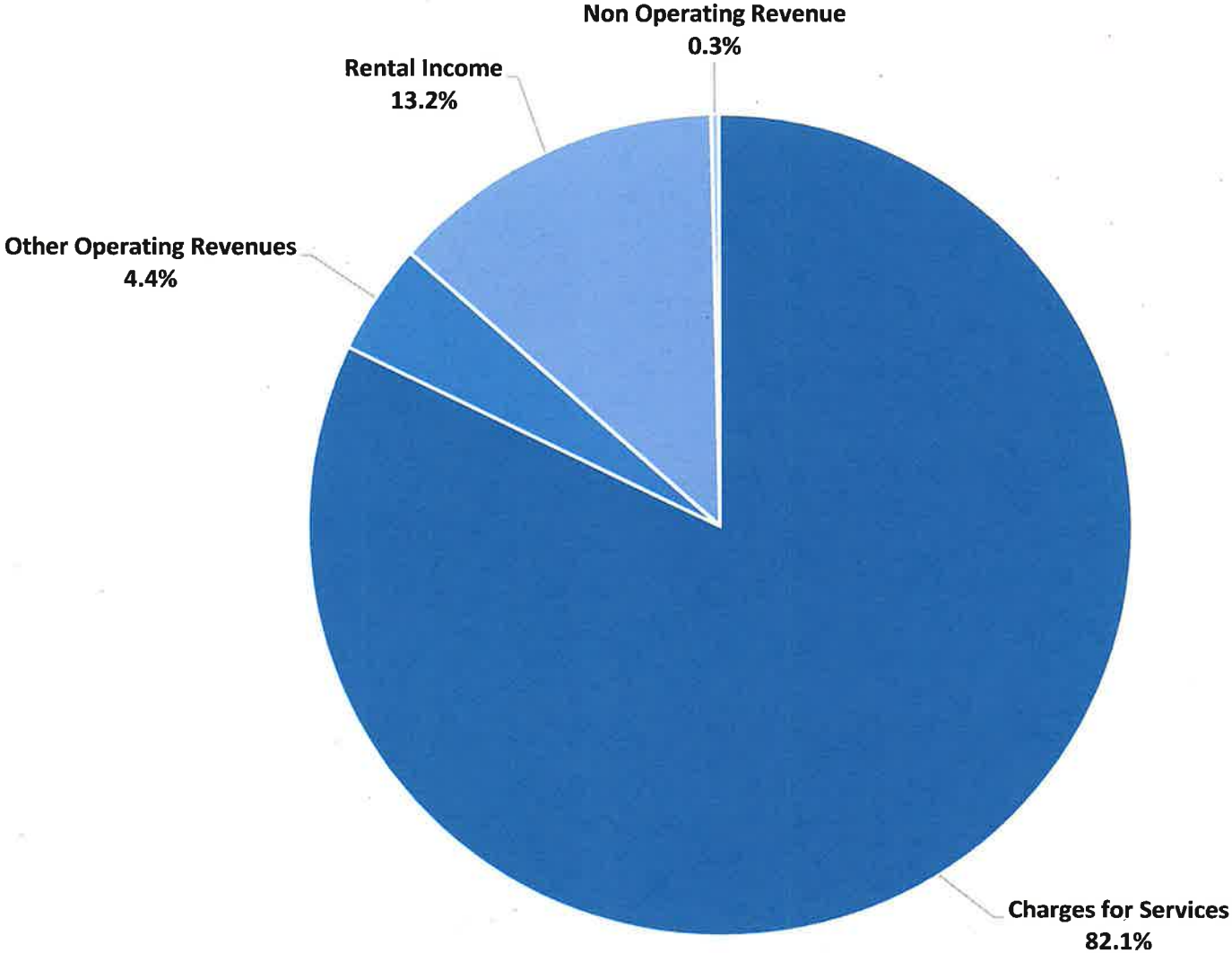
Budgeted Revenues, Expenditures, and Changes in Current Net Assets

		Last Year (Actual) 2018	Current Year (Estimated) 2019	Next Year (Adopted) 2020	Proposed 2021	Proposed 2022	Proposed 2023
Revenue & Financial Sources							
Operating Revenues							
	Charges for Services	166,773,282	167,354,244	171,538,100	175,826,553	183,738,748	194,763,072
	Rentals & Financing Income	28,559,320	27,594,851	27,594,851	28,008,774	29,269,169	31,025,319
	Other Operating Revenues	11,111,227	8,932,897	9,111,555	9,293,786	9,619,068	10,003,831
Non-Operating Revenues							
	Investment Earnings	555,401	983,858	662,136	672,068	682,149	692,381
	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
Proceeds from the Issuance of Debt		0	0	0	0	0	0
Total Revenues & Financing Sources		206,999,230	204,865,850	208,906,642	213,801,180	223,309,133	236,484,603
Expenditures							
Operating Expenditures							
	Salaries and Wages	159,240,075	166,652,258	170,401,933	174,661,982	182,085,116	193,010,223
	Other Employee Benefits	2,852,000	3,750,000	3,900,000	4,056,000	4,218,240	4,386,970
	Professional Services Contracts	13,482,359	15,754,740	16,227,382	16,795,341	17,635,108	18,693,214
	Supplies and Materials	3,725,357	3,656,531	3,729,662	3,804,255	3,956,425	4,154,247
	Other Operating Expenditures	10,719,160	10,264,163	10,469,446	10,678,835	11,105,988	11,772,348
Non-Operating Expenditures							
	Payment of Principal on Bonds and Financing Arrangements	0	0	0	0	0	0
	Interest and other Financing Charges	20,783	3,477	9,663	5,758	1,577	0
	Subsidies to Other Public Authorities	0	0	0	0	0	0
	Capital Asset Outlay	8,049,888	8,012,124	7,629,032	7,675,397	8,121,033	8,762,031
	Grants and Donations	0	0	0	0	0	0
	Other Non-Operating Expenditures	0	0	0	0	0	0
Total Expenditures		198,089,623	208,093,293	212,367,119	217,677,568	227,123,488	240,779,032
Capital Contributions		0	0	0	0	0	0
Excess (Deficiency) of Revenues and Capital Contributions Over Expenditures		8,909,607	(3,227,444)	(3,460,477)	(3,876,388)	(3,814,355)	(4,294,429)

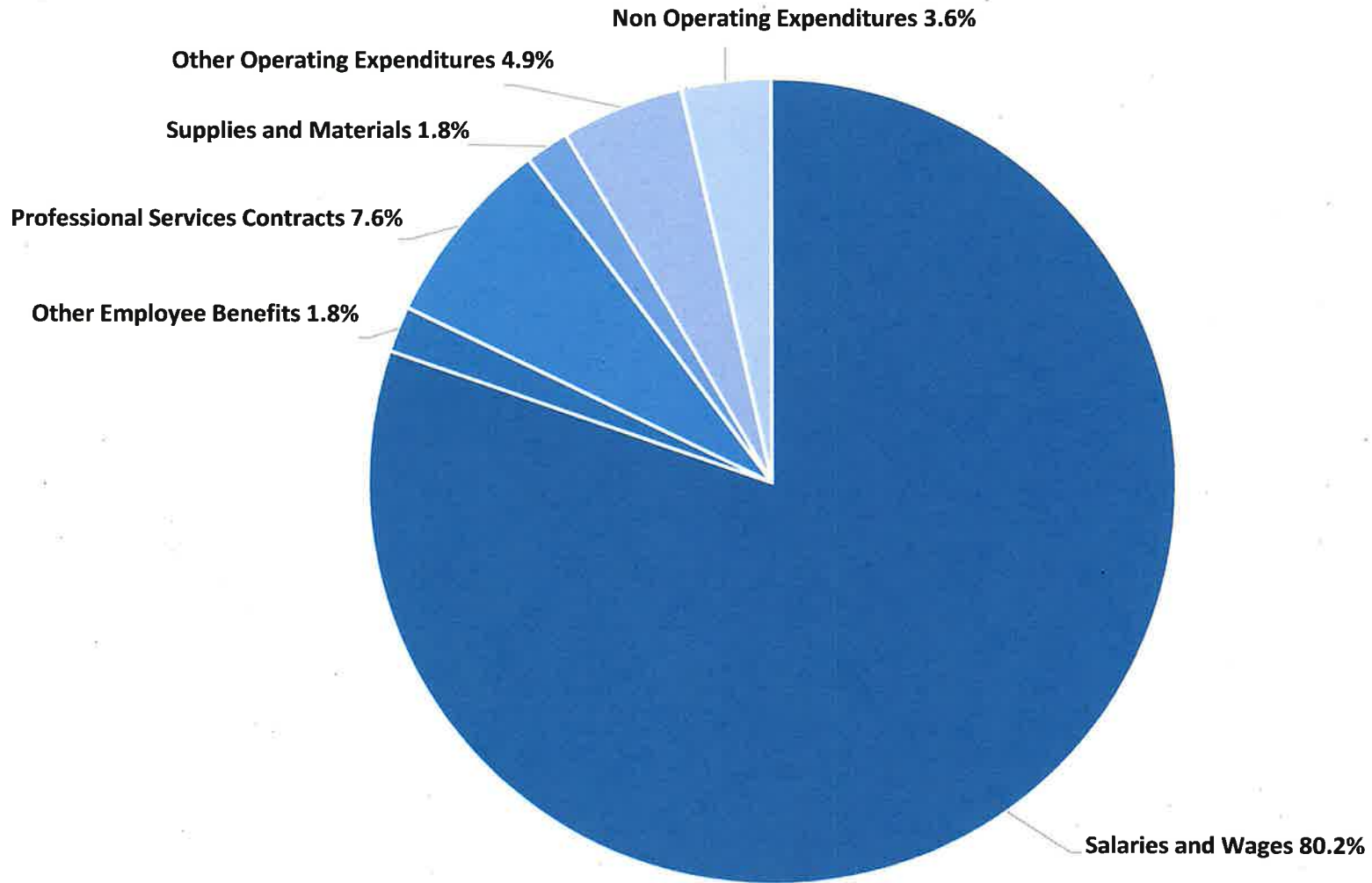
New York Convention Center Operating Corporation Plan Events - April 1, 2019 - March 31, 2020



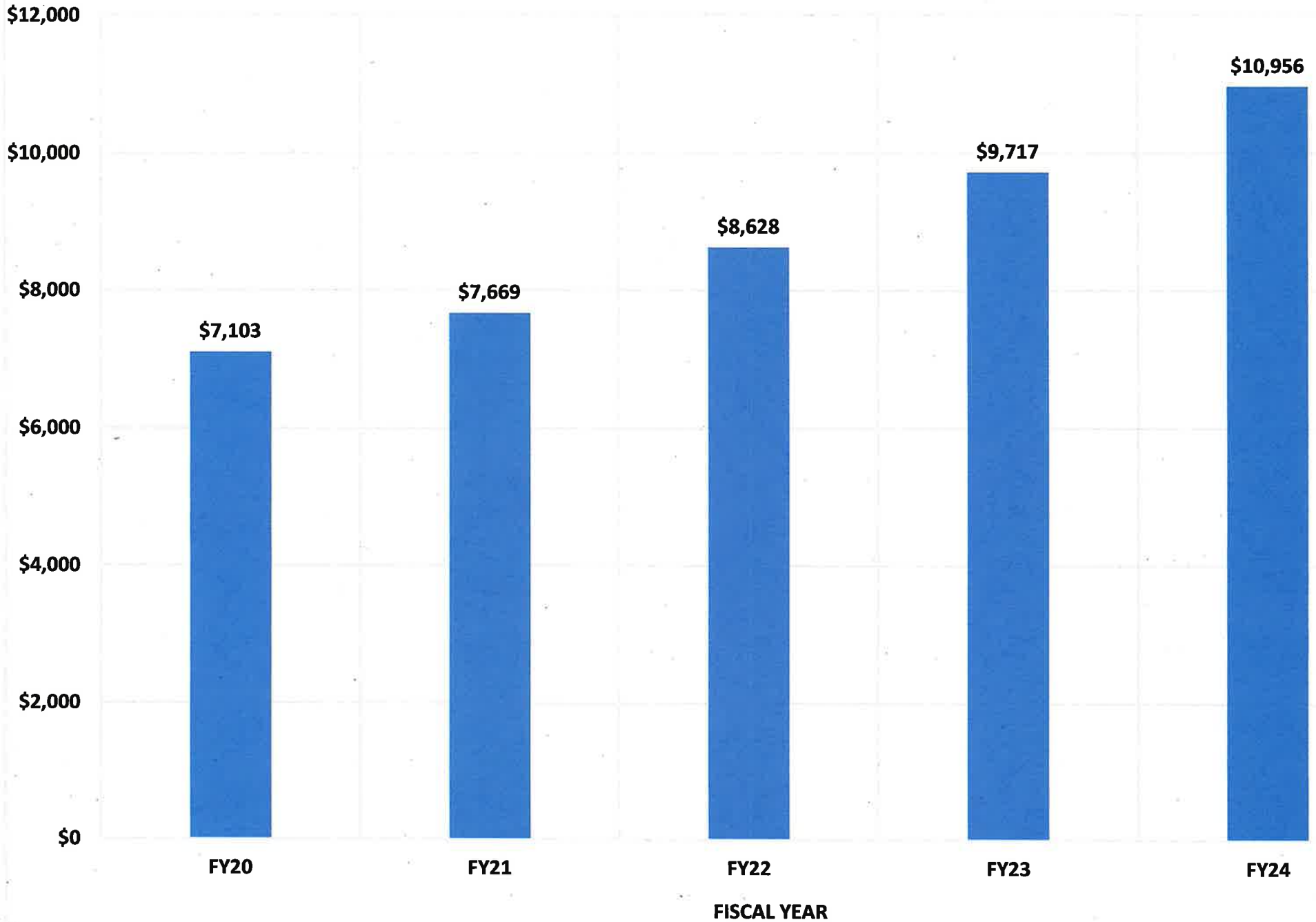
New York Convention Center Operating Corporation
FY20 Total Plan Revenue - \$208.9M



New York Convention Center Operating Corporation
FY20 Total Plan Expenditures - \$212.4M



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



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

			Expansion Complete				
	Description	FY20	FY21	FY22	FY23	FY24	Total
1	General	\$ 1,786	\$ 1,964	\$ 2,259	\$ 2,598	\$ 2,988	\$ 11,595
2	IT - hardware and software	3,109	3,419	3,932	4,522	5,201	20,183
3	Building Management / Fire alarm / CCTV / Security alarms	351	363	385	408	433	1,940
4	Exterior envelop / Glass / Curtain wall stainless steel cleaning	556	576	610	647	686	3,074
5	Elevator and escalator	1,301	1,347	1,441	1,542	1,650	7,279
5 Year Repair and Maintenance Plan		\$ 7,103	\$ 7,669	\$ 8,628	\$ 9,717	\$ 10,956	\$ 44,072

(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, 2018 (000's)

	Actual (000's)	Plan (000's)	Variance (000's)
Operating Revenue			
Space Rental	\$ 28,559	\$ 28,752	\$ (193)
Services	166,773	162,356	4,417
Other	11,111	8,475	2,636
Total Operating Revenue	206,444	199,583	6,861
Operating Expenses			
Employee compensation and benefits	159,240	155,611	3,629
Facility operating expenses	19,922	20,125	(203)
Selling, general and administrative expenses	8,005	9,283	(1,278)
Annual other postemployment benefits expenses	2,852	3,000	(148)
Total Operating Expenses	190,019	188,019	2,000
Depreciation and Amortization	8,050	7,226	824
Income (Loss) from Operations	8,375	4,339	4,036
Total Non-Operating Income	535	81	453
Change in Net Position	\$ 8,910	\$ 4,420	\$ 4,490

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

FY20 Headcount Request		
	Full Time	Part Time
Administration	140	49
House Labor	180	68
Event Labor	0	3,750
TOTAL	320	3,867

(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.

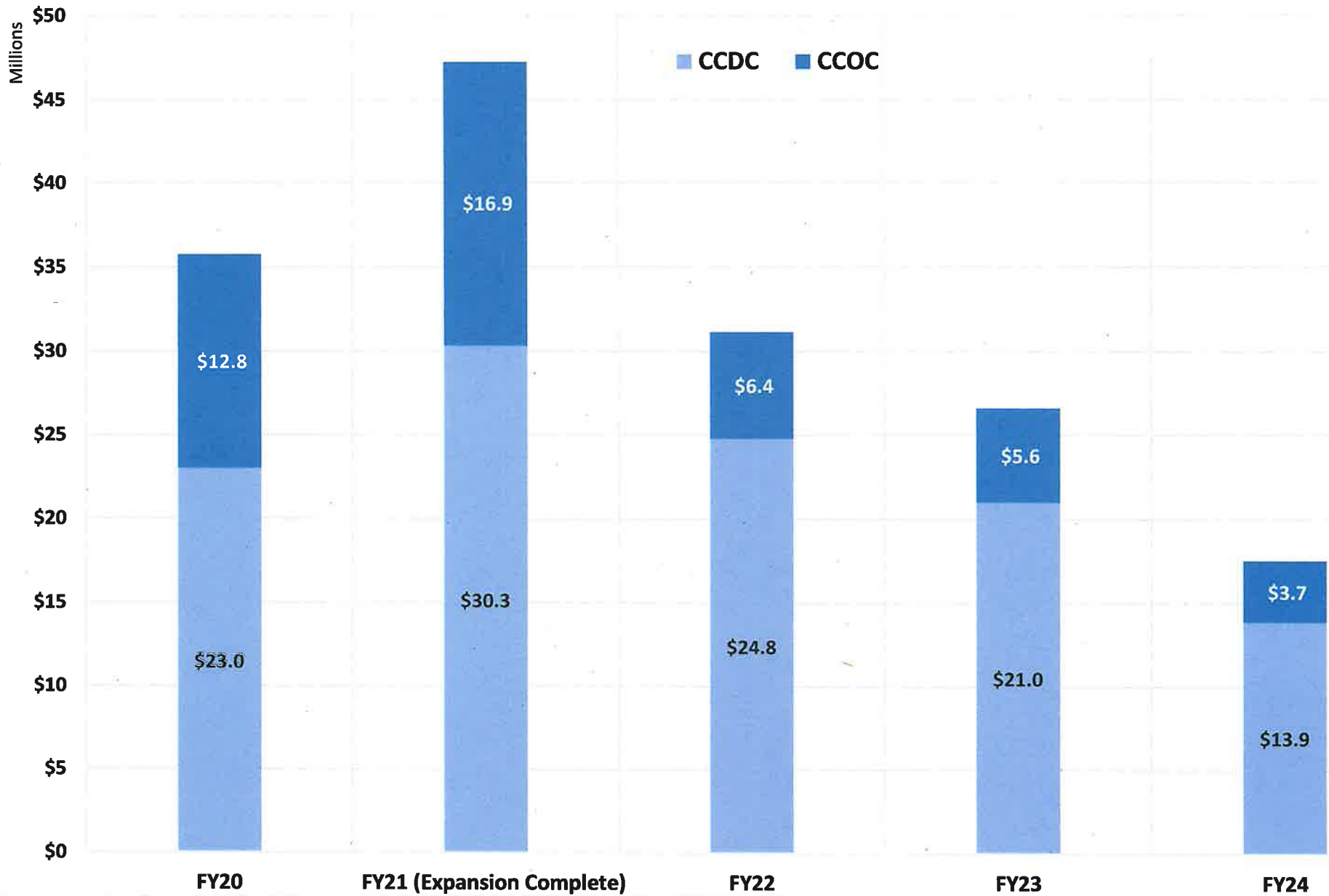
- (l) A statement of borrowed debt projected to be outstanding at the end of each fiscal year covered by the budget or financial plan; the planned use or purpose of debt issuances; scheduled debt service payments for both issued and proposed debt; the principal amount of proposed debt and assumed interest 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.**

\$1,039,704 finance leasing of Cisco equipment – Quarterly payment of \$105,670 for a 3-year term.

- (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 2020

#	Description	Priority (Life Safety/Active /Essential/ High/ Medium/ Low)	FY20	FY21 Expansion Complete	FY22	FY23	FY24	Total
1	Concrete side walk repairs (liability risk)	A	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 900,000
2	Elevator & escalators mechanical upgrades - code compliance	A	400,000	400,000	400,000	400,000	400,000	2,000,000
3	Mechanical equipment room upgrades-HVAC system replacement (executive order 88)	A	1,340,000	1,500,000	700,000	700,000	-	4,240,000
4	Transformer building - misc. work	A	233,063	-	-	-	-	233,063
5	Replace fire alarm system - life safety	A	8,816,630	8,820,627	-	-	-	17,637,257
6	Replacement of lighting controls in 1a,1d,1e & 3d halls-(exec order 88) phase 1-3d	A	320,000	320,000	150,000	-	-	790,000
7	Perimeter building hardening -bollards enhanced security requirements	A	3,011,952	1,756,972	-	-	-	4,768,923
8	Replace 1986 black top - level 1 & level 3 (level 3 1st yr. Aug-Sep)	E	1,100,000	1,100,000	250,000	250,000	-	2,700,000
9	Building grounding at electrical vault	H	230,000	-	-	-	-	230,000
10	Exterior lighting upgrades entire bldg. perimeter (second phase)	H	447,342	471,000	471,000	-	-	1,389,342
11	Internal/external concrete or steel remediation	H	-	-	-	-	3,780,000	3,780,000
12	Level 1 food court renovation	H	-	-	-	-	3,645,000	3,645,000
13	Loading dock exhaust	H	-	-	150,000	150,000	-	300,000
14	Main kitchen	H	-	-	-	-	4,700,000	4,700,000
15	Replacement floor ports -exceeded life expectancy	H	200,000	500,000	500,000	400,000	370,000	1,970,000
16	Southeast emergency egress from level 1	H	-	-	-	1,000,000	-	1,000,000
17	Content delivery electronic signage and media (incl airline and train schedule-incl. 25% tariff)	H	2,527,966	3,340,466	2,840,466	312,500	312,500	9,333,898
18	Network refresh (see network refresh tab for detail)	H	954,451	6,566,804	-	-	-	7,521,255
19	Ceiling replacement (speakers, lighting, wiring & labor)exceeds life expectancy - 1a/1e/3d	M	2,750,000	2,720,000	2,500,000	2,750,000	-	10,720,000
20	Ceiling replacement in customer areas -incomplete renovation work	M	-	1,030,000	-	-	-	1,030,000
21	Gutter protection x 6 cubes	M	-	-	370,000	370,000	-	740,000
22	Interior benches and furniture	M	-	690,000	-	-	-	690,000
23	Level 1 meeting room/corridor renovations 1A, 1B, 1C, 1E	M	-	-	4,250,000	4,000,000	-	8,250,000
24	Level 1 special events hall upgrades	M	-	-	5,000,000	3,250,000	-	8,250,000
25	Level 2 meeting room/corridor renovations	M	-	-	4,540,000	4,540,000	-	9,080,000
26	Meeting rooms renovation on level 2	M	-	-	-	1,550,000	-	1,550,000
27	Replace original loading dock vertical rolling gates with egress doors to conform to expansion	M	-	575,000	575,000	575,000	-	1,725,000
28	River pavilion banquet kitchen	M	-	-	1,540,000	500,000	-	2,040,000
29	Scrubbers on new generators (emissions)-pending on change in legislation	M	-	-	-	-	690,000	690,000
30	Adequate power supply to public space	L	135,000	-	-	-	-	135,000
31	Expo hall entrance vestibules	L	240,000	240,000	240,000	240,000	-	960,000
32	Yard management docking software	A	-	800,000	500,000	-	-	1,300,000
33	Concierge desk (permanent by welcome center with storage space)	A	50,000	50,000	-	-	-	100,000

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2020

#	Description	Priority (Life Safety/Active /Essential/ High/ Medium/ Low)	FY20	FY21 Expansion Complete	FY22	FY23	FY24	Total
34	Setup equipment - folding chair storage racks	A	21,364	10,682	13,300	14,700	-	60,046
35	Building information modeling	A	435,000	-	-	-	-	435,000
36	Elevator cabin upgrades - 16 (cargo elevator)	A	-	-	390,000	-	-	390,000
37	Exterior expansion joints and interior expansion joints	A	234,180	319,680	-	-	-	553,860
38	Hydraulic controllers for elevators	A	331,000	-	-	-	-	331,000
39	Kronos LMS (allocations, garnishments, etc)	A	50,000	-	-	-	-	50,000
40	Entrance mat replacement and addition (admin/labor)	H	60,000	-	-	-	-	60,000
41	Internal waste containers in public area	H	120,000	-	-	-	-	120,000
42	Inventory management (coat rack / porter closet shelving)	H	95,000	-	30,000	-	-	125,000
43	Logistics management (Install new chemical distribution center, lockers, cubicles)	H	-	-	-	125,000	-	125,000
44	Additional modular seating throughout the center)	H	373,000	-	-	-	-	373,000
45	Modular partition screens	H	36,000	25,000	-	-	-	61,000
46	New chairs/tables for café food court	H	300,000	-	-	-	-	300,000
47	Contract management system	H	50,000	-	-	-	-	50,000
48	Setup equipment - 60" banquet round tables	H	23,294	-	-	-	-	23,294
49	Setup equipment - 60" table cart	H	5,330	-	-	-	-	5,330
50	Setup equipment - 72" banquet round tables	H	-	16,700	16,700	16,700	8,350	58,450
51	Setup equipment - 72" rounds storage racks	H	-	4,158	4,620	4,620	2,310	15,708
52	Setup equipment - 8' x 30" tables	H	9,424	18,848	15,600	9,360	4,680	57,912
53	Setup equipment - black folding chairs	H	190,904	60,000	131,175	143,550	49,500	575,129
54	Setup equipment - meeting room chairs	H	60,000	-	-	-	-	60,000
55	Setup equipment - stacking base for 60" table	H	1,463	-	-	-	-	1,463
56	3 & 4 wheel electric carts (8 total)	H	-	40,000	40,000	40,000	40,000	160,000
57	Comprehensive restroom renovations in public space-includes ventilation improvement	H	585,760	523,000	523,000	523,000	523,000	2,677,760
58	Food service stations for meetings rooms (Centerplate) level 2- 2 stations as phase 1	H	-	150,000	-	-	-	150,000
59	Level 2 administrative bathrooms	H	-	150,000	-	-	-	150,000
60	Refillable water stations located throughout the center	H	80,000	80,000	-	-	-	160,000
61	Sustainability classroom - (tvs, green roof & bee hive models, classroom seating)	H	100,000	-	-	-	-	100,000
62	Concessionaire software (Micros upgrade)	H	500,000	-	-	-	-	500,000
63	Customer VOIP phones	H	37,500	75,000	75,000	75,000	75,000	337,500
64	Data center cooling tower to current generator (2 year throw away)	H	25,000	-	-	-	-	25,000
65	I-Expense implementation	H	50,000	-	-	-	-	50,000
66	Jake subsequent phases (Salesforce, iReceivables, GRC, OBI, ODI, Noetix, iProcurement	H	2,000,000	2,000,000	-	2,000,000	2,000,000	8,000,000

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2020

#	Description	Priority (Life Safety/Active /Essential/ High/ Medium/ Low)	FY20	FY21 Expansion Complete	FY22	FY23	FY24	Total
67	Microphone replacement due to FCC regulations on frequency	H	-	-	50,000	50,000	50,000	150,000
68	Net square footage calculation software	H	250,000	-	-	-	-	250,000
69	Network refresh (see network refresh tab for detail)	H	1,228,901	8,586,958	-	-	-	9,815,859
70	Oracle Smartview (budget / forecasting)	H	-	-	-	1,378,000	-	1,378,000
71	Par can replacement	H	83,333	83,333	83,333	83,333	83,333	416,665
72	Quick on-boarding solution (electricians & show carpenters)	H	250,000	-	-	-	-	250,000
73	Setup space rendering software	H	250,000	-	-	-	-	250,000
74	Turnstile to Kronos punch comparison	H	25,000	-	-	-	-	25,000
75	Replace AED machines	M	-	210,000	-	-	-	210,000
76	Infax rest room system	M	300,000	-	-	-	-	300,000
77	Modify coat check - add dispatch system	M	50,000	-	-	-	-	50,000
78	Jake redesign	M	-	250,000	-	-	-	250,000
79	Setup equipment - 20 x 40 dance floor	M	-	-	40,000	-	-	40,000
80	Setup equipment - 54" banquet round tables	M	-	16,875	16,875	16,875	8,438	59,063
81	Setup equipment - 54" rounds storage racks	M	-	2,772	2,772	2,772	1,386	9,702
82	Setup equipment - 6' x 18" tables	M	18,654	-	17,100	19,665	10,688	66,107
83	Setup equipment - 6' x 30" tables	M	8,147	16,834	13,875	8,325	4,163	51,344
84	Setup equipment - 8' x 18" tables	M	-	22,200	26,640	31,820	9,625	90,285
85	1D north corridor Centerplate renovation	M	-	65,000	-	-	-	65,000
86	Level 1 Dmarc room renovations	M	112,500	-	-	-	-	112,500
87	Mini windmills	M	150,000	-	-	-	-	150,000
88	River Pavilion carpet replacement	M	-	342,000	-	-	-	342,000
89	Solar power	M	2,750,000	-	-	-	-	2,750,000
90	Sustainability - energy efficient lighting, bee keeping, alternative power, etc.	M	150,000	150,000	350,000	350,000	350,000	1,350,000
91	Water feature - inner roadway	M	-	470,000	470,000	-	-	940,000
92	Closet change to CCURE off Vingcard	M	250,000	-	-	-	-	250,000
93	Crystal palace color cube led lighting	M	-	250,000	-	-	-	250,000
94	Disaster recovery-software implementation support & equipment	M	411,077	400,000	-	-	-	811,077
95	Document imaging upgrade	M	-	-	1,378,000	-	-	1,378,000
96	Event audio high end speakers and mixers	M	30,000	30,000	30,000	30,000	30,000	150,000
97	Event video (displays for customers)	M	25,000	25,000	25,000	25,000	25,000	125,000
98	Exhibitor CRM (customer relationship management) solution	M	450,000	-	-	-	-	450,000
99	Oracle Fusion-move to cloud and final phase to project centric approach / update GL	M	-	-	2,000,000	-	-	2,000,000

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2020

#	Description	Priority (Life Safety/Active /Essential/ High/ Medium/ Low)	FY20	FY21 Expansion Complete	FY22	FY23	FY24	Total
100	Website development (i.e. page for expansion or other high level needs)	M	-	500,000	-	-	-	500,000
101	Setup equipment - 36" x 36" tables	L	-	-	15,375	-	-	15,375
102	Setup equipment - standing podiums	L	-	16,000	16,000	-	-	32,000
103	Board room audio and / or ceiling	L	-	-	-	-	150,000	150,000
104	Board room for rental - near Fedex	L	-	-	-	-	230,000	230,000
105	Show manager offices renovation	L	-	540,000	-	-	-	540,000
106	Administrative lobby monitor replacement	L	35,000	-	-	-	-	35,000
107	Cisco UCS remote desk-top solution-VMWare & Citrix for non-Oracle applications	L	-	619,377	100,000	675,000	-	1,394,377
108	Intranet (internal website development) small external if necessary	L	100,000	-	-	-	-	100,000
		A	\$ 14,421,645	\$ 13,097,599	\$ 1,550,000	\$ 1,100,000	\$ 400,000	\$ 30,569,243
		E	1,100,000	1,100,000	250,000	250,000	-	2,700,000
		H	4,359,758	10,878,270	3,961,466	1,862,500	12,807,500	33,869,494
		M	2,750,000	5,015,000	18,775,000	17,535,000	690,000	44,765,000
		L	375,000	240,000	240,000	240,000	-	1,095,000
	Total CCDC 5 Year Capital Plan		\$ 23,006,403	\$ 30,330,869	\$ 24,776,466	\$ 20,987,500	\$ 13,897,500	\$ 112,998,738
		A	1,121,544	1,180,362	903,300	14,700	-	3,219,906
		H	6,789,909	11,812,997	969,428	4,448,563	2,836,173	26,857,069
		M	4,705,378	2,750,681	4,370,262	484,457	439,299	12,750,077
		L	135,000	1,175,377	131,375	675,000	380,000	2,496,752
	Total CCOC 5 Year Capital Plan		\$ 12,751,831	\$ 16,919,417	\$ 6,374,365	\$ 5,622,720	\$ 3,655,472	\$ 45,323,805
	Total CCOC & CCDC 5 Year Capital Plan		\$ 35,758,234	\$ 47,250,286	\$ 31,150,831	\$ 26,610,220	\$ 17,552,972	\$ 158,322,542



Capital Projects Narrative



JAVITS
CENTER

- **Additional modular seating throughout the Center**
 - Fulfills need for flexible and modular seating demand by both event organizers and 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.
- **Concessionaire software**
 - This capital project captures the cost to carry out a hardware and application upgrade for the Point of Sale system in use by the food & beverage concessionaire. The current system is now four years old and the hardware in use is not able to reliably connect to the wireless network, which restricts the service mobility of the food and beverage concessionaire.
- **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



JAVITS
CENTER

- **Contract Management System**
 - Contract management of contracts and documents from vendors, external stakeholders and customers. The system will support the entire contract lifecycle which covers any workflow process that contributes, creates or utilizes contracts and document data.
- **Customer VOIP phones**
 - Ongoing inventory management for customer rented phones.
- **Data center cooling tower to current generator**
 - This will save on rental and labor for setting up air condition units, electrical labor savings, IT savings for taking down and bringing up servers.
- **Disaster recovery - Software implementation support and equipment**
 - This project is to establish a second data center in the expansion facility so that we have a backup site which does not exist today. This will protect the Organization from business disruption in the case of a disaster or when preventive annual maintenance is being performed.
- **Document imaging upgrade**
 - This project is to 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) system will increase efficiency and productivity within payables and other departments.
- **Elevator and escalator mechanical upgrades - Code compliance**
 - This project is to bring the remaining five elevators up to code for ADA compliance and fire safety compliance.
- **Entrance mat replacement**
 - Replace entrance mats in the 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.



Capital Projects Narrative



JAVITS

CENTER

- **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 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.

- **Exterior lighting upgrades entire building perimeter (Second phase)**
 - This project is to retrofit lighting to LED on level three loading dock, to install new lighting along the inner roadway and new fixtures for the concrete columns.

- **Food service stations for meetings rooms (Level 2)**
 - Food and beverage service stations with proximity to meeting rooms for coffee, water and ice.

- **I-Expense implementation**
 - 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/external concrete or steel remediation**
 - Internal and external structural concrete work and steel remediation.

- **Internal waste containers in public area**
 - Replacement of the internal waste containers in the public area

- **Inventory management (coat rack/porter closet shelving)**
 - Upgrade of the porter closets including mop and broom racks to prevent equipment on the floor. This also includes new shelving units as required for porter closets, set up room and level 4 storage.

- **Jake subsequent phases (Salesforce, iReceivables, GRC, OBI, ODI, Noetix, iProcurement, etc.)**
 - This project is for the additional phases of the configure price quote (CPQ) ordering system and to update functionality of the customer ordering system and accommodate the expansion. Integrations with Oracle Projects, OM, Inventory, Primavera (PM tool), chat, etc.



Capital Projects Narrative



JAVITS
CENTER

- **Level 1 food court renovation**
 - Redesign and build of existing food and beverage level 1 food court area to improve accessibility to convention center visitors.

- **Logistics management (Install new chemical distribution center, lockers and 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 store room.

- **Main kitchen**
 - Main kitchen renovation and food services kitchen equipment replacement.

- **Marquee replacement**
 - This capital project captures the cost to upgrade the screen, the internal supporting infrastructure and content delivery systems for the outdoor marquee. Its foundation will remain intact.

- **Mechanical equipment room upgrades - HVAC system replacement - Assets have exceeded life expectancy**
 - This project is required to renovate and modernize our existing mechanical and electrical infrastructure within seven mechanical equipment rooms scattered across the existing building. This 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 center'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.

- **Microphone replacement due to Federal Communications Commission regulations on frequency**
 - Replacement of microphone inventory related to Federal Communications Commission change requirement and outdated frequency of existing inventory.

- **Modular partition**
 - Allows us to build flexible spaces with "pop-up" wall dividers and to create back-of-house areas on the floor, smaller meeting rooms within larger spaces.



Capital Projects Narrative



JAVITS
CENTER

- **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.

- **NSF calculation software**
 - This software will provide our billing to be more accurate and timely for the net square footage.

- **On-Boarding Solution**
 - Software solution that can onboard electricians and carpenters quickly and efficiently when they are hired for the first time at the Center.

- **Oracle modules – Upgrade to cloud and complete final phase to move to 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.

- **Oracle SmartView (budget/forecasting)**
 - To configure out-of-the-box financial statement planning option of PBCS for supporting preparation of income statement, balance sheet, budget vs actual reporting and cash flow statement. Configure out-of-the-box web forms, reports, dashboards and analyses. Configure EPM automate for loading data from Oracle general ledger using flat file. Configure security facilitate end-to-end user acceptance testing.

- **Par can replacement**
 - Ongoing inventory management for customer rented par cans lights.

- **Perimeter security - Bollards**
 - This project is part of the building hardening program, specifically designed to strengthen the building perimeter against vehicle-based threats. Passive protection bollards and operable vehicle barriers will be installed along vehicular accessible areas at 11th Avenue sidewalks and 34th Street building entry. The project will consist of removing sections of sidewalk at the property line, roadway excavation, installation of structural supports for bollards and installation of operable vehicle raptors, re-building of new sidewalks at applicable areas and landscape improvements along 34th Street sidewalk. The project



will be built in three phases as following: Phase 1 (completion - 11/2019, cost-\$4.1M) - Front of Crystal Palace (CP), north of CP area and 34th street entry plaza, Phase 2 (completion - 11/2020, cost-\$1.4M) - South of CP, Phase 3 (completion - 4/2021, cost-\$552K) - Landscape work. With this investment, the Center will be consistent with Department of Homeland Security and New York Police Department building protection programs designed to minimize vulnerabilities and increase visitor safety. The plan will use equipment equal to, or like that which is used at other landmark buildings in New York City and other convention centers in urban environments.

- **Replace 1986 1st level black top with concrete slabs - exceeded life expectancy - liability risk**
 - The Center has a total of 26 docks for truck loading and off-loading activity into the building. The high volume of heavy 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. This project will replace large sections of bituminous pavement and reinforce slots at loading docks with a concrete structural slab with a life expectancy of 15 years.

- **Replace automated external defibrillator (AED) machines**
 - Replacement of approximately 60 AED machines throughout the facility as the current units are approximately seven years old. The useful life of the unit is approximately five years and it is prudent to replace them before seven years. The batteries were replaced in calendar year 2016 so full replacement of all units should be performed in calendar year 2019.

- **Replace fire alarm system - Life safety - Assets reaching life expectancy - Necessary to accommodate expansion**
 - 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 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.

- **Replacement of floor ports**
 - This project is to replace the legacy floor ports that have exceeded life expectancy. These floor ports are the source for plumbing, electrical power and internet for the exhibitors and event producers.



- **Replacement of lighting controls in halls 1A, 1D, 1E, 3D**
 - 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. The investment is necessary to continue to operate and provide essential customer needs.

- **Setup space rendering software**
 - This project captures the cost of acquisition, configuration, implementation and training of a space rendering system that will greatly enhance the ability of the Sales and Event Solutions team to sell and service event spaces and meeting rooms using visual renderings of potential setups. This system will also prove an online portal that will allow clients and staff to build and communicate desired room setups.

- **Sustainability classroom - (TVs, green roof & bee hive 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 and bee hive, 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 system, linking CCURE and other systems by using the employee ID will allow us to check and compare missing punches for those few employees that could have biometric issues for a day.

- **Yard management docking software**
 - This software will provide the ability to schedule and manage the 53 loading docks and marshaling yard of the existing facility to appropriately control the staging of trucks and effective use of the loading docks. The software has a built-in security component, online scheduling and the ability to transfer documents electronically. The software will interface with the trusted driver program. This project needs to be implemented in a phased approach to incorporate the existing facility and then the additional 26 loading docks related to the expansion. This project will significantly reduce traffic congestion on area roadways, reduce our carbon footprint and introduce appointment-based scheduling for truck arrivals at the Javits Center. The project will leverage technology and our infrastructure to become increasingly efficient and provide a marshaling and yard management platform which will be deployed to general contractors for joint usage.