

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

**MINUTES**

**MEMBERS PRESENT:**

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

**ABSENT:**

Joseph F. Chan  
Christine Ferer  
Steven C. Koppel  
Brian O'Dwyer  
Jessica Walker

**OTHERS PRESENT:**

**STAFF:**

Joyce Leveston, CEO  
Bradley A. Siciliano, EVP & COO  
Brandi Sally, Chief of Staff  
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  
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:**

**DATE:**

**September 17, 2025**

**Time:**

**1:00 p.m.**

**Location:**

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

<b>Call to Order</b>	The meeting of the Board of Directors for the New York Convention Center Operating Corporation (CCOC) was called to order at 1:02 p.m. A quorum was present. The meeting was presided over by Hugh L. Carey II, Vice Chairman.
<b>Agenda</b>	<b>Discussion</b>
<b>I. Introduction by the Chairman</b>	<p><b><u>Approval of the Minutes of March 26, 2025 (Attachment 25-64)</u></b>  A motion was made and seconded to approve the minutes of the Board of Directors meeting held on June 18, 2025. The following resolution passed by unanimous vote:</p> <p><b><u>Resolution No. 1699</u></b>  <b>NOW THEREFORE BE IT RESOLVED</b> that the minutes of the Board of Directors meeting held on June 18, 2025, are hereby approved.</p> <p>Before proceeding further, Mr. Carey 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>
<b>II. Corporate Matters</b>	<p>Mr. Carey opened the Board meeting with acknowledging Mr. Bob Boyle for his service to the Javits Center in the 1990s and acknowledging all of the work he had performed to change the culture at the Javits Center. Mr. Carey then asked for everyone to observe a moment of silence in honor of Mr. Boyle.</p> <p><b><u>Resolution No. 1700</u></b>  <b>NOW THEREFORE BE IT RESOLVED</b> that the Board of Directors hereby acknowledges the passing of Robert “Bob” Boyle who oversaw the Javits Center as CEO from 1995 to 1997 and served as Chairman of the New York Convention Center Operating Corporation from 1996 to 2006. Through Mr. Boyle’s leadership, the Javits Center transformed into a model of integrity and restructured its operations, including developing a business plan that has made the Javits Center one of the only self-sufficient convention centers in the United States to this day. The Board expresses its gratitude to Mr. Boyle for his distinguished service and positive impact his leadership has had on the Javits Center.</p> <p><b><u>CEO’s Report (Attachment 25-65)</u></b></p>

## II. Corporate Matters (continued)

Ms. Leveston presented a copy of the 2024 Annual Report to the Members and thanked the team for capturing the events and other key events, such as the transition between Mr. Steel and Ms. Leveston.

Ms. Leveston next welcomed the five new Board Members:

- Julie Coker
- Jessica Lappin
- Melanie La Rocca
- Peter Rivera
- Jessica Walker

Ms. Leveston also acknowledged two new team members in the room – Pooja Kaul (Director of Marketing) and Steven Tiller (VP of Labor Operations).

Ms. Leveston also mentioned the passing of Bernie Danna, who was the House Electric Foreman and a beloved member of the Javits family for 10 years. His loss was unexpected and abrupt on August 12<sup>th</sup>. A memoriam will be dedicated to him.

**Employee Engagement** – Ms. Leveston reported on several initiatives designed to promote employee engagement and recognize the hard work of the team during the summer months.

- Food Tuck Fest – as there is a focus on employees, in place of Javits Center’s traditional summer barbecue, the Javits Center introduced a Food Truck Fest, held from 11:00am to 2:00pm to accommodate various work shifts and allowing more employees to participate. The event featured food trucks, music, games, and activities and was a lively, fun and festive occasion for employees to come together.
- Summer Harvest Bag – the Javits Center launched a pilot program to leverage the bountiful harvest from the rooftop farm and distribute “summer harvest bags” of fresh produce to employees. Forty employees participated, and the popularity of the program has led management to plan an expansion this fall. This initiative is not only a creative way to use surplus crops but also a meaningful way to give back to the employees.
- Beer Brewing – Employees engaged in a brewing experience using hops grown at Steel Farm. Under the guidance of Bradley Siciliano, two brewing and bottling sessions were held, producing numerous bottles of Javits-brewed beer. With an abundance of hops, we also partnered with Threes Brewing Co., who will use the surplus crop.

### **Employee Resource Groups (ERGs)**

The Javits Center is establishing a governing body for ERGs, a critical step in advancing equity, belonging and leadership development.

## II. Corporate Matters (continued)

- Phase I: Setting a Foundation - Establishing ERG structure and governance.
- Phase II: Leadership & Training – Preparing committee leaders with tailored training.
- Phase III: Engagement & Awareness (Fall 2025) - Launching employee engagement events.
- Phase IV: Extended ERG Launch (Jan 2026) – Staggered launches of identity-based ERGs (Women, Black, LGBTQ+, Veterans, LatinX).

### **Executive Coaching – make sure the executive team is in alignment with goals and visions**

To strengthen leadership alignment, Dr. Tiana Patrice has been working with the Executive Team. Her coaching emphasizes that cultural change starts at the top. Together, the team developed the Javits Center Executive Culture Statement, affirming management’s commitment to intentional, values-driven leadership.

### **Javits Center Executive Culture Statement**

Wholeness is my strategy,  
 after the mirror made me a better leader!  
 When I lead from alignment, I lead from power.  
 What fills my cup overflows into my leadership,  
 because I lead with intention, not impulse.  
 I've outgrown survival leadership.  
 I lead from what's healed, not what's hidden.  
 I lead with my values, not my wounds.  
 My decisions tell the story of my integrity.  
 The leader I'm becoming is worth the process.  
 Even my boundaries reflect my boldness.  
 I make every decision with courage and clarity.  
 My courage sounds like clarity.  
 Therefore, I do not just lead teams. I lead cultures.

This statement emphasizes integrity, courage, alignment, impact and wholeness in leadership, setting a vision for how Javits’ management leads not just teams, but culture itself. Management appreciates the Board’s support in enabling this work.

### **Event Highlights**

## II. Corporate Matters (continued)

**Fanatics Fest (June 20-22)** – Second consecutive year at the Javits Center; generated \$10.4M in revenue (114% YoY growth) and \$2.15M in gross F&B sales (73% YoY growth) and welcomed 100,000+ attendees. Their 2026 event will shift to July to align with FIFA World Cup.

**Anime NYC (August 20-24)** – Generated \$1.81M in gross F&B sales (25% YoY growth) and welcomed more than 140,000 attendees.

**Summer Fancy Food Show (June 29-July 1)** – Featured nearly 2,500 brands from 59 countries, generating \$8.8M in F&B sales (+4% YoY growth). Also donated 84,000 pounds of food via City Harvest, demonstrating Javits Center’s sustainability commitment. The show also utilized the River Pavilion space for the first time since pre-pandemic.

**The Armory Show (September 5-7)** – A prestigious art show highlighted by the sale of a \$1M work of art by Tracy Eamonn.

**AWS Summit (July 16-17)** – Full campus event with a record-breaking attendance of 15,000+ for two days, with \$5.7M in revenue (+11% YoY growth). Tech revenue up 25%.

**International Society of Neurochemistry (August 19-22)** – Despite travel restrictions, the event persevered with primarily international scientists attending, underscoring the resilience of scientific communities.

**Success Academy teacher Training (July 20-30)** – Returned for a second year and expanded, utilizing 10 days of the Javits Center space.

**North American Chinese Invitational Volleyball Tournament (August 29-September 1)** – First-of-its-kind volleyball tournament with 200 teams at the Javits Center, activating 200K sq. ft. across 41 courts. Attendance exceeded 4,000, and the success has already led to additional volleyball bookings.

### Interviews, Acknowledgements and Awards

Ms. Leveston shared that she was honored to be named to the **City & State Manhattan Power 100**, alongside Jessica Lapin and Jessica Walker. Additionally, Ms. Leveston was recognized by **Venues Now** as an **All Star** in live events, and she is excited to join the **International Women’s Forum**, where she looks forward to contributing to dialogue and leadership across New York City.

## II. Corporate Matters (continued)

### Industry Engagement and Travel

Representation at industry conferences is essential for positioning Javits Center as a global leader. Recent engagements include:

- **Destination International Annual Convention (Chicago)** – Ms. Leveston attended on behalf of the Javits Center, connecting with DMOs nationwide and internationally
- **Women in Tourism & Hospitality (San Diego)** – Ms. Leveston is serving as keynote speaker this week.
- **IAVM VenueConnect (New Orleans)** – A strong delegation attended, including first-timers Brad Siciliano, Ken Dixon and Marilyn Gonzalez, with plans to send future leaders to venue management school.
- **SISO Leadershop (Indianapolis)** – Represented by Ronnie Burt, seeking new business opportunities.
- **Asian American Bar Association of NY (NYC)** - Sonia Low participated in fireside chat in AABANY's General Counsel series and represented the Javits Center, generating interest in having the Center host special events and farm tours.

### Branding Highlights

- **Marketing Agency RFP** – Following a competitive bidding process, the Javits Center selected Miles Partnership with DCI to lead the company's rebranding, with a 2026 launch anticipated.
- **Revamped Website** - Launched on August 28<sup>th</sup> with enhanced visuals, booking tools, FAQs for attendees, and improved security . The refreshed site will evolve alongside Javits Center's new brand identity.

**Customer Advisory Board** - Relaunching with approximately 20 members, representing both current and prospective clients. Javits is looking to reposition its brand and position. Virtual kickoff scheduled for September 25<sup>th</sup>.

### Sustainability Activations

- **ReThink Food Donation** – Javits Center's food donations were recently featured on NBC News, highlighting the farm's impact
- **First Waste Audit** – Conducted during move-in and move-out of AWS and during the event, providing valuable data to enhance waste diversion.
- **Farm Update/Harvest**– 16,150 lbs. of crops harvested YTD 2025 (up from 11,100 in 2024). Pear trees fruited for the first time, producing 30 lbs. of Asian pears.
- **Wildlife Updates** – The 76<sup>th</sup> bird species recorded on Javits Center's green roof, with Smithsonian Magazine recognizing the Center's
- Serve as a model for bird-friendly glass: Smithsonian Magazine recognizing Javits Center's bird-friendly design.

### III. Committee Reports

**III.  
Committee  
Reports  
(continued)**
**Resolution No. 1701**

**NOW THEREFORE BE IT RESOLVED** that the award of a contract to Miles to serve as the branding agency to launch the Javits Center's new brand campaign for a term of 1 year at an estimated cost of \$250,000 from October 1, 2025 - September 30, 2026, is hereby approved.

**Approval of Contract – Arch Indemnity Insurance Company (Attachment 25-67)**

Mr. Sims presented a procurement summary seeking Board approval to award a workers compensation insurance contract to Arch Indemnity Insurance Company (Arch) at the Jacob K. Javits Convention Center beginning October 1, 2025 through September 30, 2026. The contract is for a period of one year with a cost of \$1,107,096. A motion was made and seconded. The following resolution passed by unanimous vote:

**Resolution No. 1702**

**NOW THEREFORE BE IT RESOLVED** that the award of the workers' compensation insurance contract to Arch Indemnity Insurance Company for a period of one year at a cost of \$1,107,096 beginning October 1, 2025, through September 30, 2026, is hereby approved.

**Procurement Contracts for Review (Attachments 25-68 through 25-91)**

Vendor	Procurement Review Period	Review Period Amount
BDO USA, P.C.	2/3	\$128,920
MIH Systems Group LLC	2/3	\$204,146
Oracle NetSuite	3/5	\$470,780
Ultimate Kronos Group	3/5	\$449,900
Passport LLC	3/5	\$456,000
Rosenwach Tank Co. LLC	3/3	\$49,680
R&R Scaffolding	3/3	\$32,834
Schindler Elevator	3/3	\$1,339,278
Ron Antonelli	3/3	\$30,000
EFPR Group LLP	3/3	\$90,000
Resolver Inc.	3/3	\$39,409
New Tradition	4/15	\$455,000
Federal Express	4/5	Variable
Brightview Landscape Services	4/4	\$365,181



**III.  
Committee  
Reports  
(continued)**

Marsh USA, Inc.	5/5	\$290,000
ASCO Power Services, Inc.	3/5	\$23,940
Business Compliance, Inc.	3/3	\$227,500
Elemco Services, Inc.	2/3	\$38,550
Care Security Systems	2/3	\$150,000
Schindler Elevator	2/3	\$1,105,132
Scientific Pest Management	2/3	\$120,367
Care Security Systems	2/3	\$45,000
Lighthouse Services, LLC	2/3	\$2,683
Care Security Systems	2/3	\$150,000

**Financial Update**

Mr. Sims reported on the revenues and expenses as of July 31, 2025 YTD as compared to the budget for July 31, 2025 YTD. He stated that the Javits Center had a total of 47 events, 40 of which were recurring events and 7 of which were new events. He reported that income was \$5.3 million higher than plan primarily due to: (1) \$4.3 million higher than plan due to planned events over performance; (2) \$119,000 higher than plan due to interest income over plan; (3) \$871,000 higher than plan due to favorable food and beverage commissions and event advertising. Expenses were \$942,000 higher than plan, mainly due to \$2.9 million higher than plan driven by an increase in event labor, netted with a decrease in post-employment benefits (OPEB) and house labor, \$1.4 million lower than plan in Selling, General and Administrative costs due to lower costs in utilities, insurance, building supplies, professional services, and facility maintenance, netted with higher costs in IT licensing, credit card fees, staff training; and \$515 thousand lower than plan in depreciation due to timing of assets capitalized. The Net Surplus of \$6.1 million is favorable to plan due to the net of revenue and expenses described previously. The Net Surplus of \$6.1 million is favorable to the planned Net Surplus of \$1.8 million, by \$4.4 million.

**B. Human Resources Committee**

HC: on an HR update, we have been working with the management team to review the bonus program so we engaged legal counsel to do a thorough review and based on that review, I worked with the team about the jobs from a performance standpoint. And based on how we do with engaging with shows. No action necessary as we have already adopted this program. See me after the meeting if there are questions.

**C. Facilities/Operations Committee**

No report.

**III.  
Committee  
Reports  
(continued)**
**D. Sales & Marketing Committee, Doreen Guerin, Committee Chairman (Attachment 25-92)**

Ms. Guerin presented on behalf of the Sales and Marketing Committee regarding the third quarter of fiscal year 2026.

- **October:** The Javits Center hosted 35 events, including 1 public event, 21 trade events and 13 special events. Notably, North Star is hosting its first event at the Javits Center.
- **November:** The Center hosted 16 events, consisting of 1 public show, 9 trade events and 6 special events.
- **December:** there are 8 events to be held--5 trade shows and 3 special events. NRF will move in beginning on January 2<sup>nd</sup>. The Event Index indicates a continued diverse portfolio of events, with a strong representation in the Technology and Education sectors.

**Sales & Marketing Activities**

- IMEX - Ms. Leveston, Mr. Burt and Ms. Gaspari are attending IMEX in Las Vegas from October 7-9
- Event Pipeline Within Fiscal Year:
  - Ecovadis World Tour '25 – America's East (November)
  - Cisco Tech Day (March)
  - MSG - Knicks Fan Event (October), Press Conference (October) and Rangers Fan Event (February) – Javits Center is working with MSG on 3 events, looking to do a press conference about a smaller Sphere to be built in NY.
  - S&P Global (February)

**E. Governance Committee – Ronald Goldstock, Committee Chairman**
**NYCCOC Board Member Committee Assignments List (Attachment 25-93)**

Ms. Low presented an updated Board Member Committee Assignments List to be approved.

A motion was made and seconded. The following resolution passed by unanimous vote:

**Resolution No. 1703**

**NOW THEREFORE BE IT RESOLVED** that the Board of Directors hereby authorizes and approves the NYCCOC Board Member Committee Assignments List as set forth below:

**Lee H. Perlman**

**Chairman of the Board**

**Committee**  
**Audit/Labor**

**Board Members**  
 Ronald Goldstock (Chair)

**Staff**  
 Bradley Siciliano

<b>III. Committee Reports (continued)</b>		Joseph Chan Gary Lavine	Richard Mangino Steven Tiller
	<b>Finance/MWBE</b>	Gary Lavine (Chair) Hugh L. Carey II Jessica Walker (new member)	Mark Sims Ronnie Burt
	<b>Facilities</b>	Joseph Chan (Chair) Melanie La Rocca (new member) Peter Rivera (new member)	Bradley Siciliano Kenneth Sanchez Kenneth Dixon
	<b>Governance</b>	Ronald Goldstock (Chair) Steven C. Koppel Brian O'Dwyer	Sonia Low Brandi Sally
	<b>Human Resources/EEO</b>	Hugh L. Carey II (Chair) Andrew Murstein Joseph Spinnato	Bradley Siciliano Sonia Low Kelly Reinoso
	<b>Sales and Marketing</b>	Julie Coker (Chair – new member) Jessica Lappin (new member)	Ronnie Burt Doreen Guerin Pooja Kaul
<b>IV. Other Business</b>			
<b>V. Adjournment</b>	By motion and agreement, the meeting was adjourned at 2:09 pm with the next meeting to be held on November 12, 2025.		