



New York Convention Center Operating Corporation

Adopted Annual Budget and Multi-Year Financial Plan

Fiscal Year 2023 - 2026

§ 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 must 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.

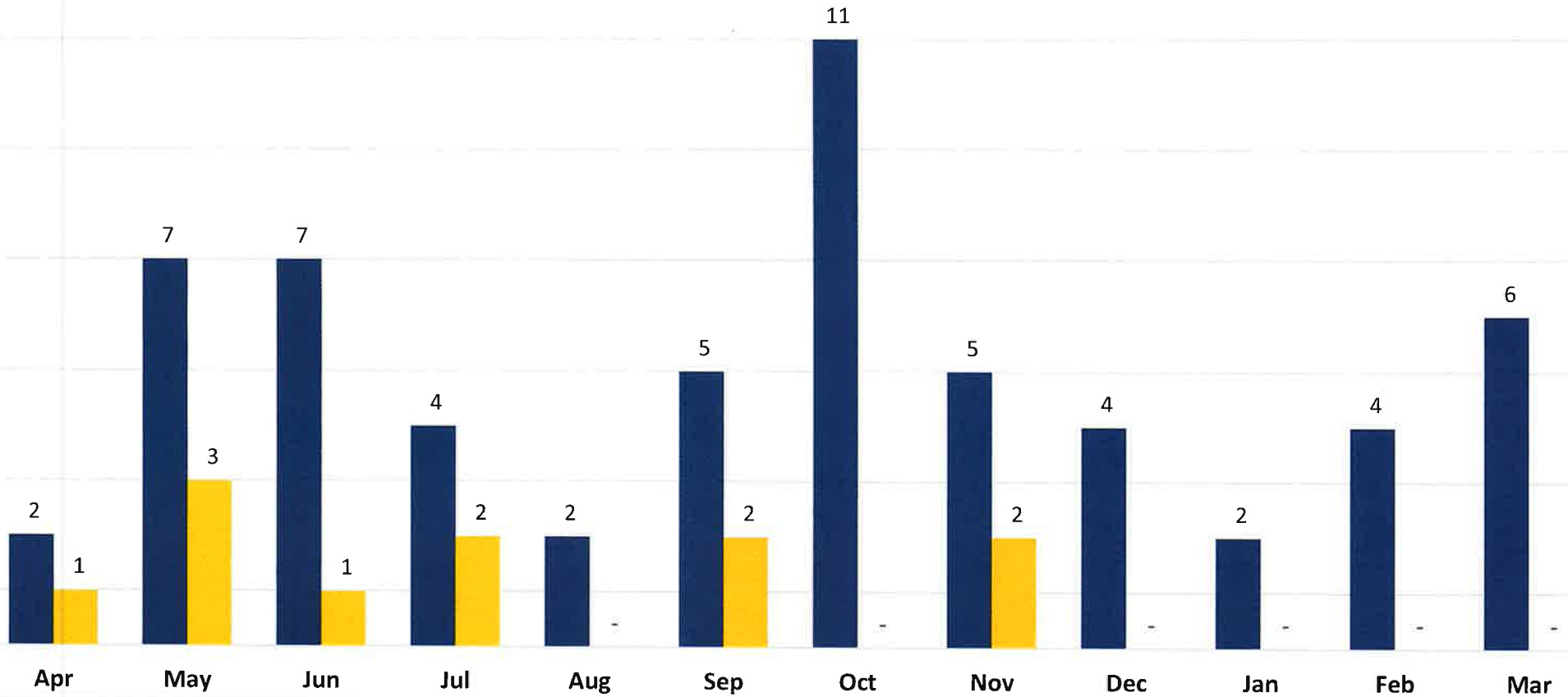
Budget & Finance Plan

Budgeted Revenues, Expenditures, and Changes in Current Net Assets

		Last Year (Actual) 2021	Current Year (Estimated) 2022	Next Year (Adopted) 2023	Proposed 2024	Proposed 2025	Proposed 2026
Revenue & Financial Sources							
Operating Revenues							
	Charges for Services	42,840,621	63,652,542	126,949,579	165,990,644	192,258,663	207,903,712
	Rentals & Financing Income	277,544	51,415,379	22,037,163	27,611,749	32,247,761	34,866,279
	Other Operating Revenues	16,998,252	1,871,484	2,887,158	3,126,737	3,365,257	3,533,520
Non-Operating Revenues							
	Investment Earnings	184,328	49,053	135,000	165,000	200,000	220,000
Proceeds from the Issuance of Debt		-	-	-	-	-	-
Total Revenues & Financing Sources		60,300,745	116,988,458	152,008,900	196,894,129	228,071,682	246,523,511
Expenditures							
Operating Expenditures							
	Salaries and Wages	28,601,247	72,834,800	117,291,106	153,443,003	178,592,311	192,963,634
	Other Employee Benefits	2,676,000	3,514,000	3,601,850	3,727,915	3,839,752	3,964,544
	Professional Services Contracts	11,614,321	14,517,470	16,941,191	19,482,370	21,430,607	22,716,444
	Supplies and Materials	1,842,795	2,152,486	1,830,853	2,929,364	3,149,067	3,400,992
	Other Operating Expenditures	11,338,434	14,871,909	11,051,304	12,156,435	13,372,078	14,709,286
Non-Operating Expenditures							
	Payment of Principal on Bonds and Financing Arrangements	-	-	-	-	-	-
	Interest and other Financing Charges	109,731	92,991	68,047	43,023	2,252	-
	Subsidies to Other Public Authorities	-	-	-	-	-	-
	Capital Asset Outlay	5,592,670	6,316,170	6,463,713	6,480,576	6,545,382	6,676,289
	Grants and Donations	-	-	-	-	-	-
	Other Non-Operating Expenditures	-	-	-	-	-	-
Total Expenditures		61,775,198	114,299,826	157,248,063	198,262,686	226,931,449	244,431,189
Capital Contributions		-	-	-	-	-	-
Excess (Deficiency) of Revenues and Capital Contributions Over Expenditures		(1,474,453)	2,688,632	(5,239,163)	(1,368,557)	1,140,232	2,092,322

New York Convention Center Operating Corporation
Plan Events - April 1, 2022 - March 31, 2023

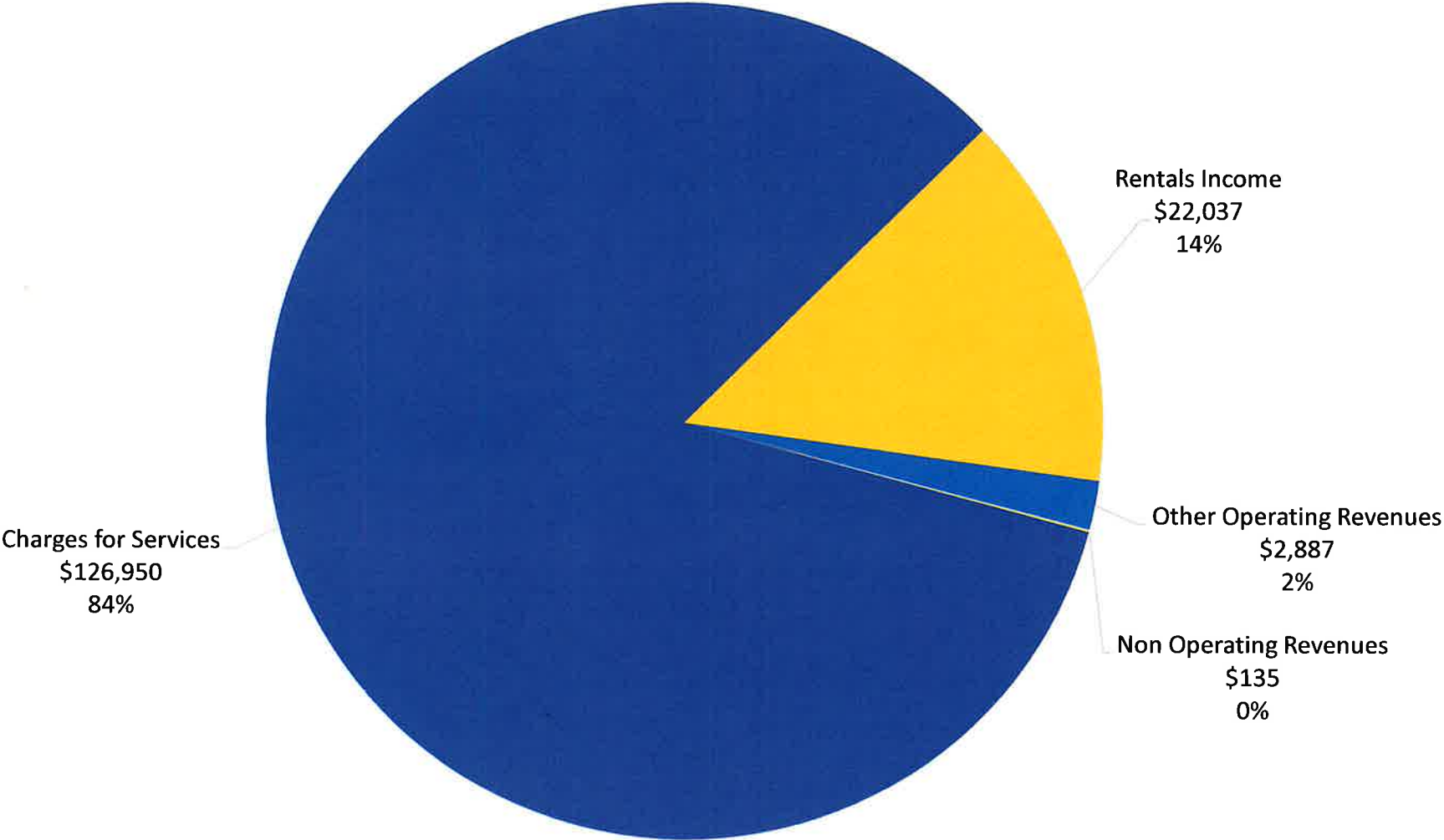
■ Trade/Public ■ Special Event



- Trade events are business to business events, traditionally requiring attendee pre-qualification.
- Public events are primarily ticketed events open to the general public.
- Special events refers to additional event types including corporate events, conferences, religious events, etc.

New York Convention Center Operating Corporation
FY23 Plan Revenue (In 000's)

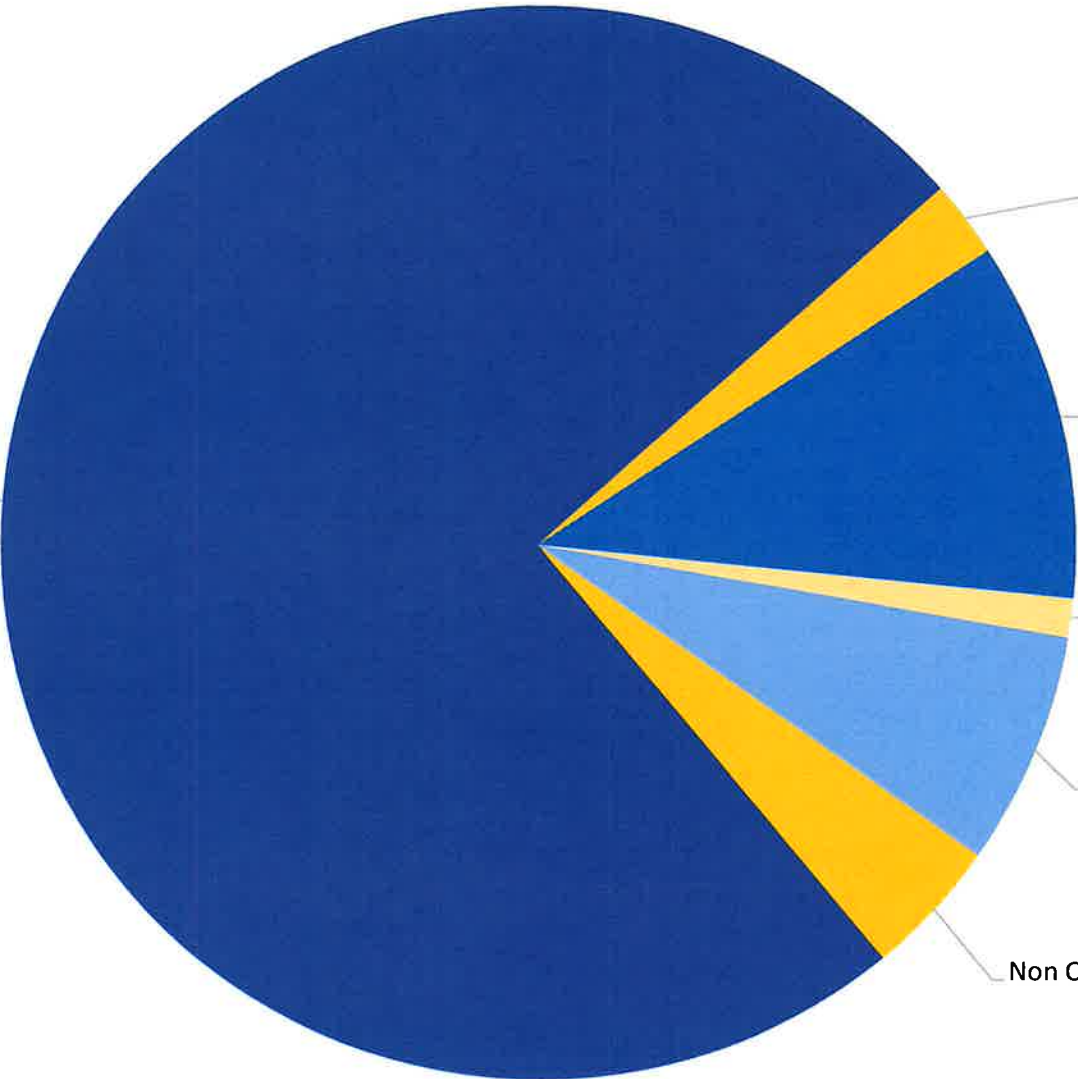
Total - \$152,009



New York Convention Center Operating Corporation
FY23 Plan Expenses (In 000's)

Total - \$157,248

Salaries and Wages
\$117,291
75%



Other Employee Benefits
\$3,602
2%

Professional Services Contracts
\$16,941
11%

Supplies and Materials
\$1,831
1%

Other Operating Expenditures
\$11,051
7%

Non Operating Expenditures
\$6,532
4%

(d) A self-assessment of budgetary risks.

NYCCOC updates the operating and five-year capital plan on an annual basis and presents it 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, 2021

	Actual	Plan	Variance
	(000's)	(000's)	(000's)
Operating Revenue			
Space Rental	\$ 278	\$ 26,588	\$ (26,310)
Event-related services	42,841	160,078	(117,238)
Advertising, concession and other	16,998	3,551	13,447
Total Operating Revenue	60,116	190,217	(130,101)
Operating Expenses			
Employee compensation and benefits	28,602	157,387	(128,785)
Facility operating expenses	16,683	21,154	(4,471)
Selling, general and administrative expenses	8,111	10,823	(2,712)
Annual other postemployment benefits expenses	2,676	2,691	(15)
Total Operating Expenses	56,073	192,055	(135,982)
Depreciation and Amortization	5,593	6,790	(1,198)
Income (Loss) from Operations	(1,549)	(8,628)	7,079
Total Non-Operating Income (Expense)	75	1,140	(1,065)
Change in Net Position	\$ (1,474)	\$ (7,489)	\$ 6,014

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

FY23 Headcount Request		
	Full Time	Part Time
Administration	120	20
House Labor	149	90
Event Labor	0	377
TOTAL	249	467

(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>Outstanding Principal as of:</u>		
<u>Lease</u>						
<u>Amount</u>	<u>Length (in</u>		<u>Payment</u>			
<u>(Principal)</u>	<u>years)</u>	<u>Payment Amount</u>	<u>Frequency</u>	<u>3/31/2022</u>	<u>3/31/2023</u>	<u>3/31/2024</u>
13,202,827	5	677,607	Quarterly	6,683,824	4,030,304	1,350,149
9,606,576	5	Varies by payment	Quarterly	1,008,604	605,163	201,721

(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.

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2023 (000's)

#	Description	Category	FY23	FY24	FY25	FY26	FY27	Total
1	Mechanical equipment room upgrades - Rooms 3, 4, 5	Executive order 88	2,700	2,700	-	-	-	5,400
2	Replace 1986 black top - future phases	Liability/Safety Risk	-	300	300	300	300	1,200
3	Comprehensive restroom renovations in public space-includes ventilation improvement	Original 1986 condition	2,700	2,700	2,700	-	-	8,100
4	Concrete side walk repairs	Liability/Safety Risk	-	300	300	300	300	1,200
5	Elevator & escalators mechanical upgrades	Code compliance	250	450	450	450	450	2,050
6	Replacement of lighting controls in 1A,1D,1E & 3D halls phase 1-3D	Executive order 88	210	330	165	-	-	705
7	Internal/external concrete or steel remediation	Original 1986 condition	-	-	-	3,780	3,780	7,560
8	Level 1 food court renovation (includes lighting)	Original 1986 condition	-	-	-	3,645	2,000	5,645
9	Loading dock exhaust	Liability/Safety Risk	-	150	150	-	-	300
10	Main kitchen	Original 1986 condition	-	-	-	4,700	-	4,700
11	Replacement floor ports -exceeded life expectancy	Original 1986 condition	500	500	400	400	400	2,200
12	Southeast emergency egress from level 1	Code compliance	-	-	1,000	-	-	1,000
13	Gutter protection x 6 cubes - design remediation to prevent leaks onto event floor	Liability/Safety Risk	370	370	-	-	-	740
14	Replace original loading dock vertical rolling gates with egress doors	Code compliance	-	575	575	600	600	2,350
15	Scrubbers on new generators (emissions)-pending on change in legislation	Code compliance	690	-	-	-	-	690
	Total Essential Capital Projects		\$ 7,420	\$ 8,375	\$ 6,040	\$ 14,175	\$ 7,830	\$ 43,840
			-	-	-	-	-	
16	Ceiling replacement (speakers, lighting, wiring & labor)exceeds life expectancy - 1A/1E/1D	Incomplete renovation work	2,750	2,720	2,500	2,750	2,750	13,470
17	Ceiling replacement in customer areas -incomplete renovation work	Incomplete renovation work	1,530	-	-	-	-	1,530
18	Level 1 meeting room/corridor renovation 1A, 1B, 1C, & 1E	Incomplete renovation work	-	4,250	2,750	1,250	-	8,250
19	Level 1 special events hall upgrades	Incomplete renovation work	-	5,000	3,250	-	-	8,250
20	Level 2 meeting room/corridor renovation	Incomplete renovation work	-	4,540	4,540	-	-	9,080
21	Meeting rooms renovation on level 2	Incomplete renovation work	-	-	1,550	-	-	1,550
22	Event suite/offices renovation	Incomplete renovation work	540	-	-	-	-	540
	Total Contemplated in 2009 Renovation Not Completed		\$ 4,820	\$ 16,510	\$ 14,590	\$ 4,000	\$ 2,750	\$ 42,670
23	Event floor camera replacement:	Liability, safety or risk	-	525	-	-	-	525
24	Install card access technology to all critical infrastructure rooms	Liability, safety or risk	150	50	50	50	50	350
25	Install security technology within the generator building	Liability, safety or risk	100	-	-	-	-	100
26	Video wall replacement	Liability, safety or risk	200	-	-	-	-	200
27	Card access standardization	Other	370	370	370	545	545	2,200
28	Concierge desk in the expansion	Other	50	-	-	-	-	50
29	Rooftop refreshment center	Other	-	300	200	-	-	500
30	Soft space public seating in atrium	Other	-	75	-	-	-	75
31	Entrance mat replacement and addition (admin/labor)	Other	100	50	50	50	50	300
32	Infax rest room system	Other	300	300	-	-	-	600
33	Inventory management (coat rack / porter closet shelving)	Other	95	30	25	25	25	200
34	Large capacity washers and dryers	Other	50	-	-	-	-	50
35	Logistics management (Install new chemical distribution center, lockers, cubicles)	Other	-	-	125	50	-	175

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2023 (000's)

#	Description	Category	FY23	FY24	FY25	FY26	FY27	Total
36	Internal waste containers in public area	Other	120	75	85	95	100	475
37	Carpet installation in 1A	Assimilate to expansion	500	-	-	-	-	500
38	11th Avenue Marquee replacement	Customer requirement	1,000	-	-	-	-	1,000
39	Curtain space divider in 3B	Other	250	-	-	-	-	250
40	Lighting on level 2 in front of elevator corridors and charging station	Other	100	-	-	-	-	100
41	Redesign coat check - add dispatch system	Other	-	175	-	-	-	175
42	Additional modular seating throughout the facility	Other	200	-	-	-	-	200
43	Modular Partition Screens	Other	25	25	25	25	25	125
44	New chairs/tables for café	Other	-	300	-	-	-	300
45	Jake subsequent phases Kronos labor interface-Additional applications (Marketing, etc.)	Other	300	200	-	-	-	500
46	Contract management system and eprocurement solution	Other	50	50	-	-	-	100
47	Setup equipment - X-Base Stacking	FF&E Expansion VE	50	-	-	50	-	100
48	Setup equipment - banquet chair carts	FF&E Expansion VE	61	61	21	30	25	199
49	Setup equipment - banquet chairs	FF&E Expansion VE	558	558	186	200	150	1,653
50	Setup equipment - black folding chairs	FF&E Expansion VE	235	235	235	235	235	1,175
51	Setup equipment - Comfort Seating High Capacity Stacking Cart	FF&E Expansion VE	142	150	100	125	150	667
52	Setup equipment - Folding Chair Stacking Cart	FF&E Expansion VE	77	-	50	-	50	177
53	Setup equipment - Portable dance floor kits 36'X92'	FF&E Expansion VE	131	-	-	-	-	131
54	Setup equipment - 20 x 40 dance floor	Other	-	-	40	-	-	40
55	Setup equipment - 36" x 36" tables	Other	25	-	15	-	25	65
56	Setup equipment - 54" banquet round tables	Other	17	17	17	17	17	84
57	Setup equipment - 54" rounds storage racks	Other	3	3	3	3	3	14
58	Setup equipment - 6' x 18" tables	Other	19	-	17	20	20	75
59	Setup equipment - 6' x 30" tables	Other	-	17	14	8	8	47
60	Setup equipment - 60" banquet round tables	Other	23	-	25	-	28	76
61	Setup equipment - 60" table cart	Other	-	5	10	10	10	35
62	Setup equipment - 72" banquet round tables	Other	-	17	17	17	17	67
63	Setup equipment - 72" rounds storage racks	Other	-	4	5	5	5	18
64	Setup equipment - 8' x 18" tables	Other	-	22	27	32	32	112
65	Setup equipment - 8' x 30" tables	Other	-	19	16	9	9	53
66	Setup equipment - folding chair storage racks	Other	26	26	26	-	26	104
67	Setup equipment - meeting room chairs	Other	-	20	20	20	20	80
68	Setup equipment - stacking base for 60" table	Other	8	10	10	10	10	48
69	Setup equipment - standing podiums	Other	-	16	16	-	16	48
70	Elevator cabin upgrades - 16 (cargo elevator)	Code compliance	-	390	-	-	390	780
71	Replace Fire Sprinkler (DRY) System at the Level 3 Loading Docks	Liability/Safety Risk	50	-	-	-	-	50
72	Water proofing to prevent leaking in the loading docs, mechanical rooms, kitchens, back of house, etc.	Liability/Safety Risk	667	667	-	125	170	1,629
73	1D north corridor F&B renovation	Other	65	-	-	-	-	65
74	BIM Model - Conform expansion to our requirements	Other	50	-	-	-	-	50

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2023 (000's)

#	Description	Category	FY23	FY24	FY25	FY26	FY27	Total
75	Board room for rental - near FedEx	Other	-	-	-	600	-	600
76	Building grounding at electrical vault	Other	230	-	-	-	-	230
77	Expansion special event space roof access	Other	-	-	250	250	-	500
78	Expo hall entrance vestibules	Other	-	320	320	320	100	1,060
79	Food service stations for meetings rooms (F&B) level 2- 2 stations as phase 1	Other	-	-	100	50	-	150
80	Green house food and beverage prep area	Other	-	-	350	350	-	700
81	Interior benches and furniture - 1D and 2D meeting rooms	Other	690	-	-	-	-	690
82	Level 1 DMARC room renovations	Other	113	-	-	-	-	113
83	Level 2 administrative bathrooms	Other	150	-	-	-	-	150
84	Motorola radio repeaters	Other	-	-	50	50	50	150
85	Pavilion and Terrace Outdoor Space	Other	-	-	275	250	200	725
86	River Pavilion and 1D/1E Hall carpet replacement	Other	1,400	1,400	-	-	-	2,800
87	River pavilion banquet kitchen	Other	-	1,540	500	-	-	2,040
88	Sustainable vehicles	Other	40	40	40	40	40	200
89	Water feature - inner roadway	Other	470	470	-	-	-	940
90	Electric vehicle charging stations at employee lot	Sustainability	100	-	-	-	-	100
91	Exterior lighting upgrades entire facility perimeter (second phase)	Sustainability	-	471	-	-	-	471
92	Green roof - research, Ecorich compose machine, greywater irrigation	Sustainability	65	75	50	65	75	330
93	Sustainability - energy efficient lighting, alternative power, south generator, etc. (NYPA upgrades)	Sustainability	2,500	2,500	2,500	2,500	2,500	12,500
94	Sustainability wall in the expansion	Sustainability	-	-	400	400	-	800
95	Wind Turbines/Mini Windmills	Sustainability	150	-	-	-	-	150
96	Sustainability classroom - (TVs, green roof & bee hive models, classroom seating)	Sustainability	100	-	-	-	-	100
97	Administrative lobby monitor replacement	Other	35	-	-	-	-	35
98	Board room audio and / or ceiling	Other	-	-	-	150	-	150
99	Cisco UCS remote desk-top solution-VMWare & Citrix for non-Oracle applications	Other	619	100	675	-	-	1,394
100	Closet change to CCURE from Vincard	Other	250	-	-	-	-	250
101	Credit Card Processor - Cisco Wi-Fi	Other	30	-	-	-	-	30
102	Crystal palace color cube led lighting	Other	250	-	-	-	-	250
103	Customer VOIP phones	Other	38	75	85	95	105	398
104	Employee Portal (internal website development)	Other	100	-	-	-	-	100
105	Event audio high end speakers and mixers	Other	30	30	30	30	30	150
106	Event video (displays for customers)	Other	25	25	25	25	25	125
107	Exhibitor customer relationship management (CRM) solution (<i>Event booking</i>)	Other	450	-	-	-	-	450
108	I-Expense implementation & licensing	Other	50	-	-	-	-	50
109	Information Technology closet environmental monitoring system	Other	100	-	-	-	-	100
110	Kronos LMS (allocations, garnishments, etc.)	Other	25	-	-	-	-	25
111	Kronos Passport	Other	100	-	-	-	-	100
112	Network Refresh	Other	-	-	-	11,000	11,000	22,000
113	Net square footage calculation software	Other	-	150	100	-	-	250

Jacob K. Javits Convention Center - 5 Year Capital Plan - Fiscal Year 2023 (000's)

#	Description	Category	FY23	FY24	FY25	FY26	FY27	Total
114	New payroll provider	Other	500	-	-	-	-	500
115	Oracle Fusion & document imaging move to cloud and possible project centric approach / update GL	Other	2,500	2,000	2,000	2,000	2,000	10,500
116	Oracle Fusion SmartView (budget / forecasting)	Other	-	300	200	-	-	500
117	Par can replacement	Other	50	60	70	80	90	350
118	Turnstile to Kronos punch comparison	Other	25	-	-	-	-	25
119	Website development (i.e. page for expansion or other high level needs)	Other	290	210	-	-	-	500
120	Work order management and job costing integration	Other	-	250	-	-	-	250
121	Content delivery electronic signage and media (airline and train schedule-incl.)	Other	2,528	3,340	2,840	313	150	9,171
122	IT Infrastructure 1C Hall, 1A, 1B 1C & 1E Meeting Rooms	Other	50	-	-	-	-	50
	Total Other Priority Capital Projects		\$ 20,220	\$ 18,119	\$ 12,659	\$ 20,323	\$ 18,575	\$ 89,895
	Total Capital Plan		\$ 32,460	\$ 43,004	\$ 33,289	\$ 38,498	\$ 29,155	\$ 176,405



JAVITS
CENTER

**Certification of Assumptions and Method of Estimation for Budget and
Financial Plan 2023 - 2026 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 2023 - 2026 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.

December 30, 2021

Mark S. Sims
Senior Vice President, Interim Chief Financial Officer

Date