

LOS ANGELES CONVENTION CENTER ANNUAL REPORT 2014-2015



Los Angeles

CONVENTION
CENTER

Managed By  **AEG**
FACILITIES



1201 South Figueroa Street
Los Angeles, CA 90015

phone: (213) 741-1151
fax: (213) 765-4440

www.lacclink.com



BRAD GESSNER

Senior Vice President of AEG Facilities and
General Manager of the Los Angeles Convention Center

I am pleased and proud to report that Fiscal Year 2014-15 was a very successful year for the Los Angeles Convention Center on a multitude of fronts.

First, we achieved record financial results with the LACC ending this fiscal year with an operating profit of over \$2.6 million. This was after reimbursing the City of Los Angeles \$1.5 million for the Department of Convention & Tourism Development (CTD) overhead expenses. Our financial achievements included increasing rental revenue by 11% compared to the prior year, increasing filming revenue by 43%, and increasing parking revenue by 4% while keeping operating expenses in check.

Next, and in keeping with convention center management best practices, we set out to build a 10% financial reserve (or \$2.1 million) within the first 5 years of our management agreement.

I am happy to report that we are very close to achieving this goal well before the five year mark as within only 19 months of managing the LACC we have created and funded a \$2 million LACC reserve account.

In addition to building the financial reserve well ahead of schedule, ending the fiscal year with a significant profit allowed us to reinvest in the LACC. A total of \$1.284 million was spent on additional Capital Improvement Projects (CIPs), Alteration & Improvements (A&I), and necessary equipment, which was in addition to the \$10 million in CIP for the LACC funded by the City.

A collaborative partnership has been cultivated between the CTD and AEG Facilities staff, which was evidenced by the teams working in tandem to successfully complete the \$10 million in CIPs this fiscal year. These projects were imperative to improving building maintenance, security, and overall efficiency of operations. Critical CIPs successfully completed included improved building security and parking operations. As of June 30, 183 new cameras have been installed throughout the facility and a renovated security command center with state-of-the-art technology has contributed to improved building surveillance. The parking systems in all the garages were also replaced; with the updated system transaction times have been expedited and overall operations have been streamlined.

This year we also continued our efforts to reduce the LACC's environmental footprint by investing in sustainable products and technology to increase overall conservation. For instance, the upgraded lighting system in the newly renovated Theatre has resulted in a 77% savings in energy consumption. We also introduced irrigation systems and watering methods that led to an overall reduction of 5% in water consumption and we participated in a new waste recycling program that resulted in a 60% waste diversion rate for the year.

We are so fortunate to have such a talented, dedicated, and diverse staff here at the Los Angeles Convention Center, which I am convinced is the key ingredient for our current success and will keep us on this path in the future.

A handwritten signature in black ink that reads "Brad Gessner". The signature is written in a cursive, flowing style.



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LACC MISSION STATEMENT

To serve the city of Los Angeles by providing exemplary facilities and services to our event producers and attendees and to generate significant economic benefits for the Greater Los Angeles region. Additionally, our goal is to leverage our assets within the Sports and Entertainment District to provide event and entertainment opportunities to our citizens.

2014-2015 HIGHLIGHTS

SIGNATURE EVENTS

Los Angeles Convention Center (LACC) is proud to offer clients and guests versatile, flexible space capable of accommodating a myriad of events ranging from equestrian competitions to special events to the largest Japanese animation convention in the U.S.

Anime Expo

Anime Expo's 23rd year experienced an unprecedented 30% increase in attendance with over 80,000 unique attendees, and a turnstile attendance of over 220,000. On the Anime Expo website, Marc Perez, Chief Executive Officer of SPJA, thanked all attendees for "making Anime Expo 2014 the best event yet." Anime Expo also extended its contract with the LACC and will remain at the venue through at least 2019.

E3

E3 is the world's premier trade show for computer, video and mobile games and related products. At E3, the video game industry's top talent packs the LACC, connecting tens of thousands of the best, brightest, and most innovative professionals in the interactive entertainment industry. With an astounding 6.3 million posts on Twitter alone, E3 2015 broke records for social media numbers across all channels. E3 returns to the LACC in June 2016.

IAEE Expo! Expo! Annual Meeting & Exhibition

For the first time in its history, the International Association of Exhibitions & Events Annual Meeting & Expo! Expo! attracted more than 1,000 show organizers and sold more than \$1 million in exhibit space in 2014. In total, the event, which was held December 9-11 at the LACC, drew more than 2,200 show organizers and industry suppliers who took part in networking, education sessions, and a bustling exhibit floor. "I feel really good about all the great things that our team heard on site," noted David DuBois, president of IAEE in an interview with Trade Show Executive.



Anime Expo



E3



IAEE Expo! Expo! Annual Meeting & Exhibition



Longines Los Angeles Masters Grand Slam



Los Angeles Auto Show



Los Angeles Veteran & Family Stand Down



MusiCares

Longines Los Angeles Masters Grand Slam

2014 saw the premiere of this elite equestrian competition in Los Angeles. The South Hall was transformed into a top-notch competition arena, complete with bleacher stands, an art gallery showcase, and designer brand vendors. Meanwhile, Kentia Hall was utilized to quarantine over 100 of the world’s best show horses; this was the first ever event to bring horses to the LACC. Due to its successful first year the show will return to the LACC October 2015.

Los Angeles Auto Show

The Los Angeles Auto Show, an LACC staple annual event, is known as the first major auto show of the season. 2014 saw a record number of world and North American vehicle debuts. The event brought together industry, press, and consumers to experience the latest in automotive technology. The LA Auto Show returns November 2015.

Los Angeles Veteran & Family Stand Down

The first annual Los Angeles Veteran & Families Stand Down was the largest ever held in the United States. This unique three day event operated as a dual Stand Down event for male veterans and female veterans and families. Services were targeted to serve all populations; fundamental services provided ranged from dental care to legal advice to haircuts. Meals, showers, and sleeping quarters were provided in Kentia Hall. Building on last year’s success, the event will return December 2015.

MusiCares

Bob Dylan was honored as the 2015 MusiCares Person of the Year on Friday, Feb. 6, 2015. Former U.S. President Jimmy Carter presented the award to Bob Dylan. Proceeds from the 25th annual benefit gala dinner and concert—held at the LACC during GRAMMY® Week two nights prior to the 57th Annual GRAMMY® Awards—provided essential support for MusiCares. Established by The Recording Academy in 1989, MusiCares is dedicated to providing confidential emergency health and human services as well as addiction recovery programs to music people in need.

RECOGNITION

- **2014:** The LACC was recognized by the City of Los Angeles for its Good Food Purchasing Program
- **2015:** The LACC received the 2015 Prime Site Award



ENVIRONMENTAL INITIATIVES & SUSTAINABILITY

Environmental sustainability is an area of critical importance for the Los Angeles Convention Center. The LACC consistently seeks opportunities to invest in sustainable products, technology, and practices to mitigate negative environmental impact.

America Recycles Day

In honor of America Recycles Day, The LACC, AEG 1EARTH, GES, and the LA Auto Show collaborated to gather donations in the form of used but clean clothing, shoes, and blankets. Items were donated to Goodwill.

Earth Hour

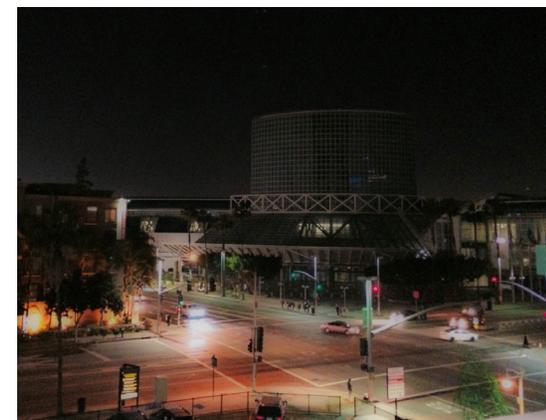
On March 28th, 2015, the LACC joined millions of people and organizations worldwide in “going dark” for World Wildlife Fund’s Earth Hour, an international event in support of the environment. From 8:30 to 9:30pm, the LACC turned off non-essential lights, primarily focusing on South and West towers as well as additional exterior lighting as a symbolic call to action to protect our planet.

Earth Day

For this year’s event, the LACC team (including service providers and CTD) joined together to rededicate the recycling center. Activities included painting of the center and surrounding area, planting trees, and hand-sorting recycling. Ultimately, the center was also renamed as C.U.R.B. (Committed to Using our Resources Better).



Good Food Purchasing Program Award



Earth Hour

NOTABLE ACCOMPLISHMENTS

- Replaced 80% of sprinklers with leak-preventing models
- Decreased water consumption by 5% for fiscal year 2014–2015
- Achieved a 60% waste diversion rate
- Reused 6,000 gallons of water left over after the SCVA Volleyball Tournament by partnering with Korean Youth and Community Center, a local Green LA-affiliated organization
- Upgraded lighting in many areas of the facility with energy efficient bulbs
- Replaced 1,670 dispensers (towel, paper, soap) in restrooms with sustainable, cost-effective products

CASE STUDY:

MOTION-SENSOR PAPER TOWEL DISPENSERS

- Paper towel cases purchased decreased by about 1,300 per year with new product
- 19,404 lbs. of paper and cardboard waste diverted with new product
- Cost savings of 29.39% compared to old folded paper towels
- Old dispensers were properly recycled by a processing plant

CORPORATE SOCIAL RESPONSIBILITY

AEG Facilities is committed to operating the LACC in a responsible manner and to giving back to the community in which we operate. As part of a broader mission to end veteran homelessness throughout Los Angeles, AEG proudly sponsored Los Angeles Veteran & Family Stand Down (held at the LACC), donating \$10k.

AEG's mission, "giving the world reason to cheer," applies to our approach to business, but more importantly, the role we all have as citizens. We provide community outreach and leadership development opportunities to LACC staff through volunteering.



AEG proudly donated \$10,000 during the Los Angeles Veteran & Family Stand Down held at the LACC in December 2014.

Increased the business inclusion program, exceeding the 20% goal put forth by the City by almost 10%.

THIS FISCAL YEAR, LACC EMPLOYEES PARTICIPATED IN A NUMBER OF VOLUNTEER ACTIVITIES

- AEG Service Day—painted murals and beautified the South Park Elementary School campus
- Distributed turkeys during the Thanksgiving Turkey Giveaway
- Recycled used items for America Recycles Day, which were then donated to Goodwill
- Collected toys during December 2014 and donated about 300 toys to Toys for Tots
- Prepared and served meals at the Midnight Mission
- Participated in the Read-to-a-Child program
- Served as mentors to middle school students through the Young Storytellers Foundation
- Wore red in support of American Heart Associations' National Wear Red Day—Go Red for Women
- Wore denim in support of Denim Day in observance of Sexual Assault Awareness & Prevention Month
- Donated items for the LACC Rummage Sale—all unsold items were donated to the Midnight Mission
- 2015 AEG Job Shadow Program—LACC hosted students and Senior Leadership provided insight into their roles and the meetings and conventions industry in general

THE LACC TEAM

EXECUTIVE TEAM



Brad Gessner
Senior Vice President & General Manager



Jeff Leidy
Director of Operations,
Taste of LA by Levy Restaurants



Carisa Malanum, CMP
Vice President, Event Services



Keith Hilsgen
Vice President, Finance



Ellen Schwartz
Vice President, Sales & Marketing



Kesia M. Irvine
Director, Human Resources

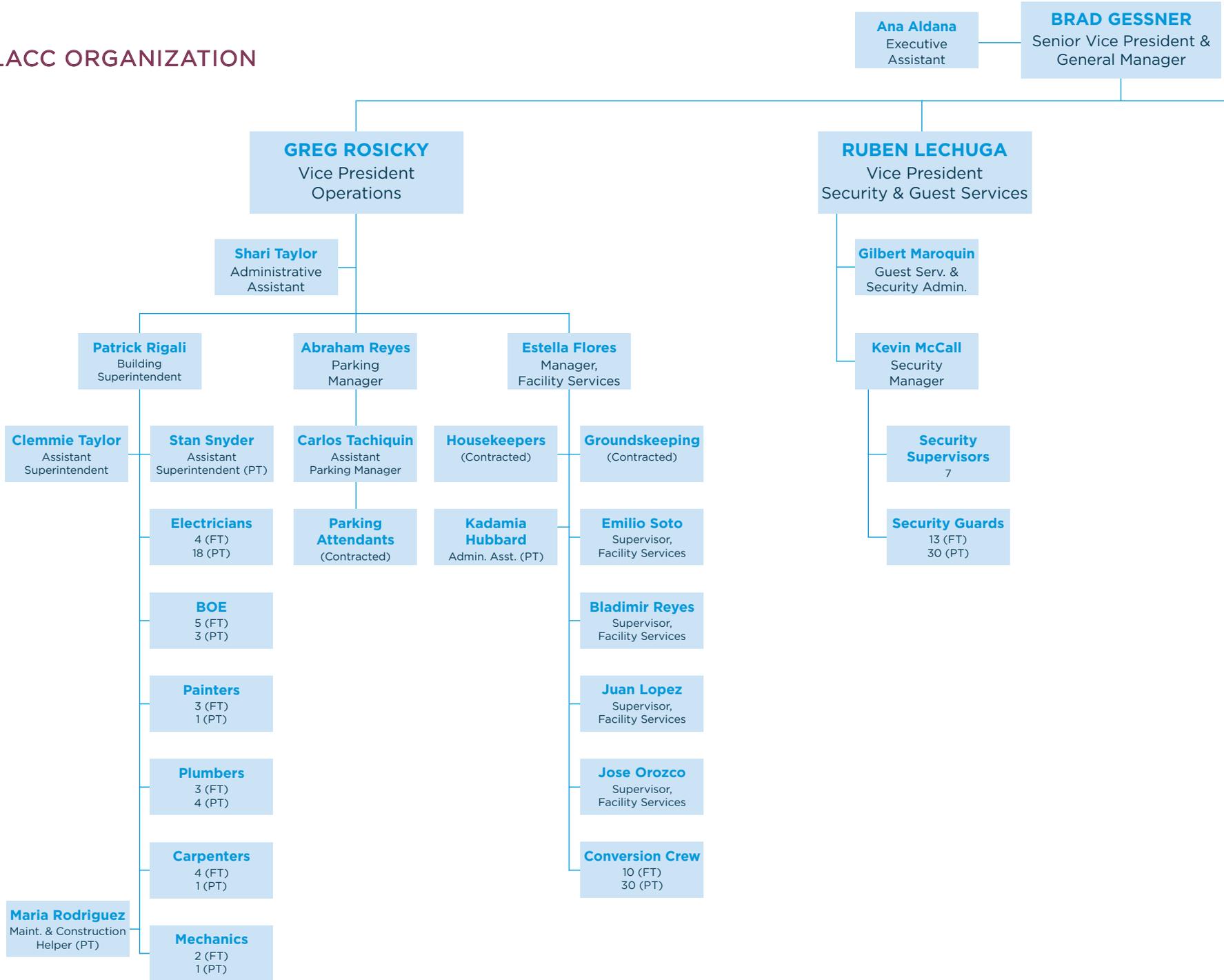


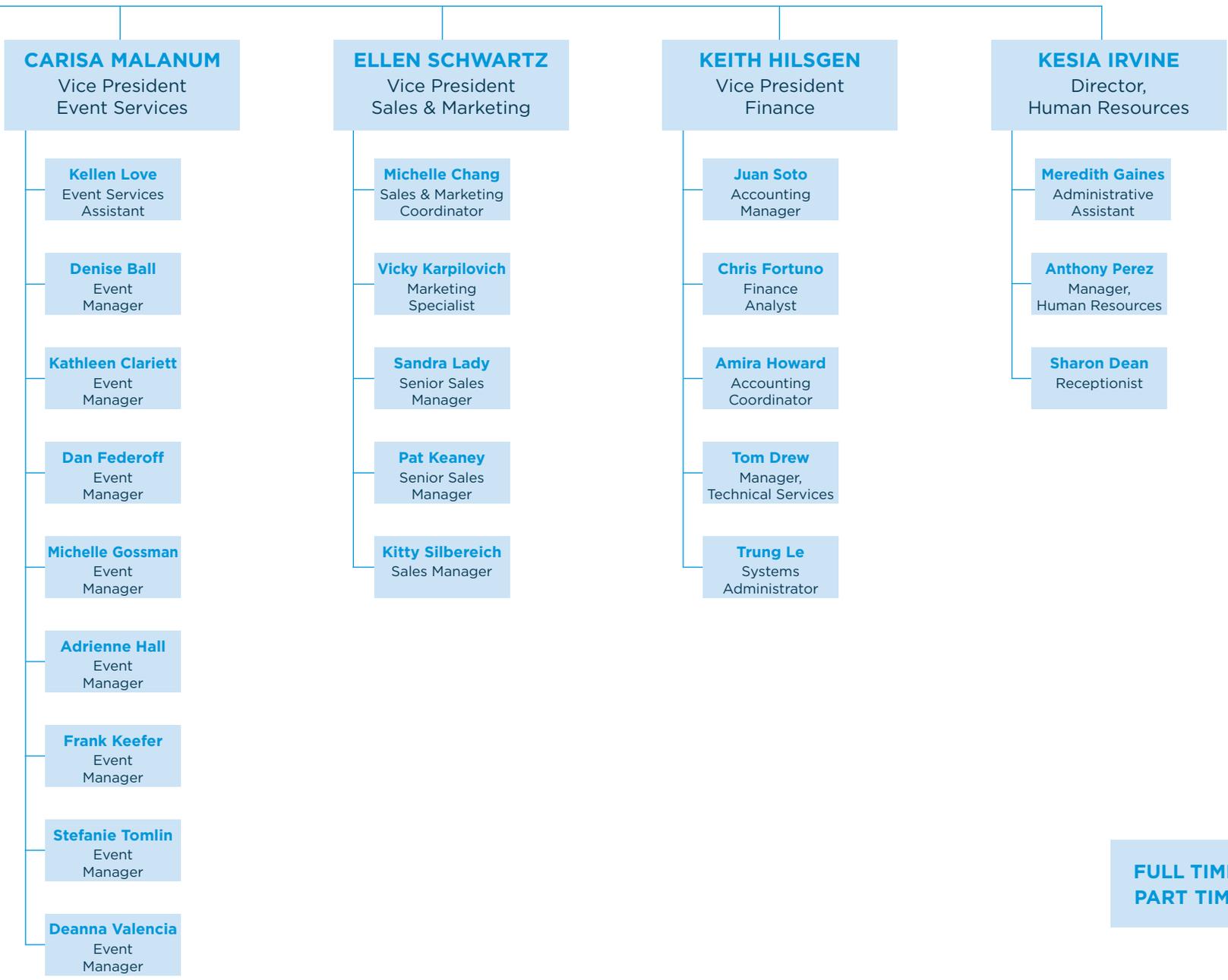
Greg Rosicky
Vice President, Operations



Ruben Lechuga
Vice President, Security & Guest Services

LACC ORGANIZATION





FULL TIME - 94
PART TIME - 91



SEGA® SEGA®

CONDEMNED

PREDATOR

ON
M

FINANCIAL PERFORMANCE

FISCAL YEAR 2014-2015

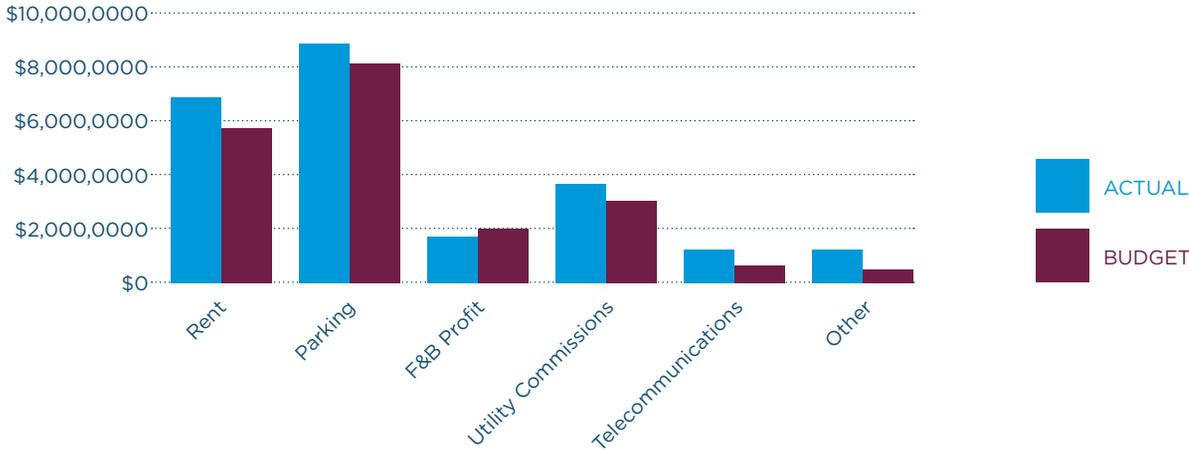
Under AEG Facilities management, the Los Angeles Convention Center (LACC) exceeded revenue and operational expectations for the second consecutive year.

Operating Profit

The LACC concluded the fiscal year with an operating profit of \$4.1 million before reimbursing the City of Los Angeles \$1.5 million for the Department of Convention & Tourism Development (CTD) overhead.

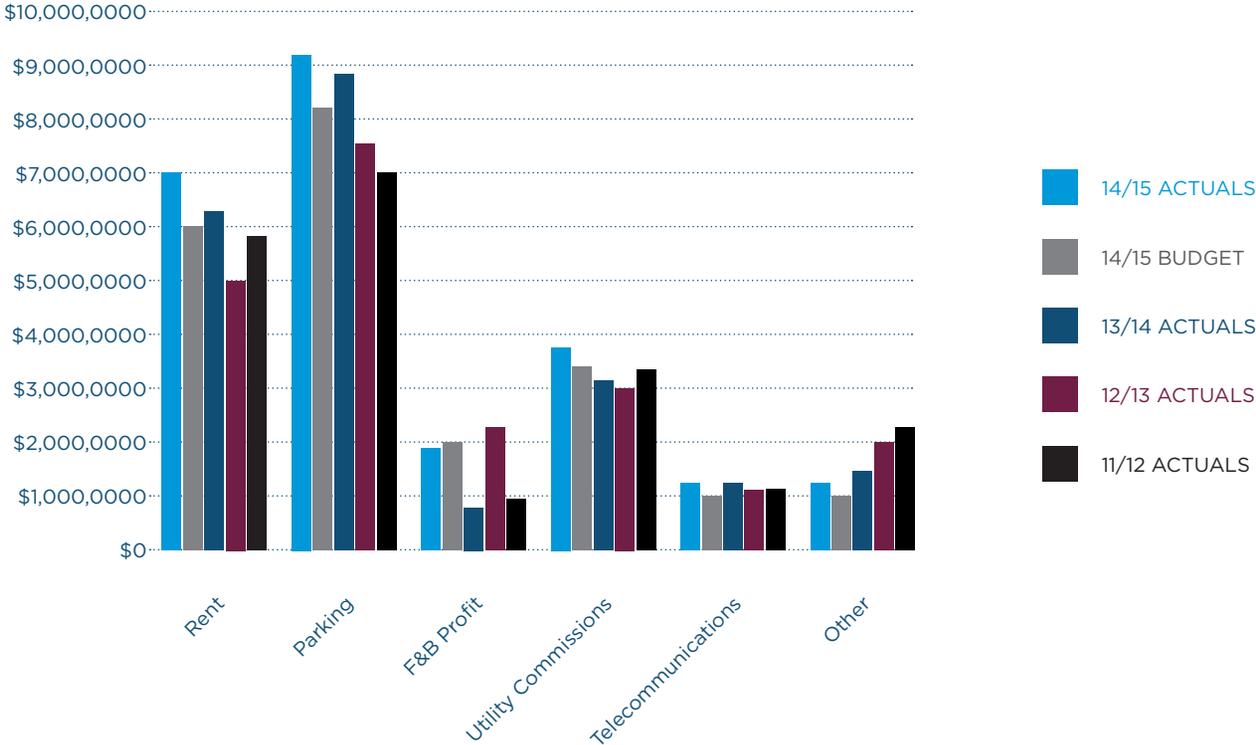
Since taking over management in December 2013, AEG Facilities has generated a total operating profit of approximately \$5 million.

OPERATING PROFIT: ACTUAL VS. BUDGET



20% increase
in Electrical Commissions
compared to in-house
electrical model

OPERATING PROFIT COMPARISON 2011-2015

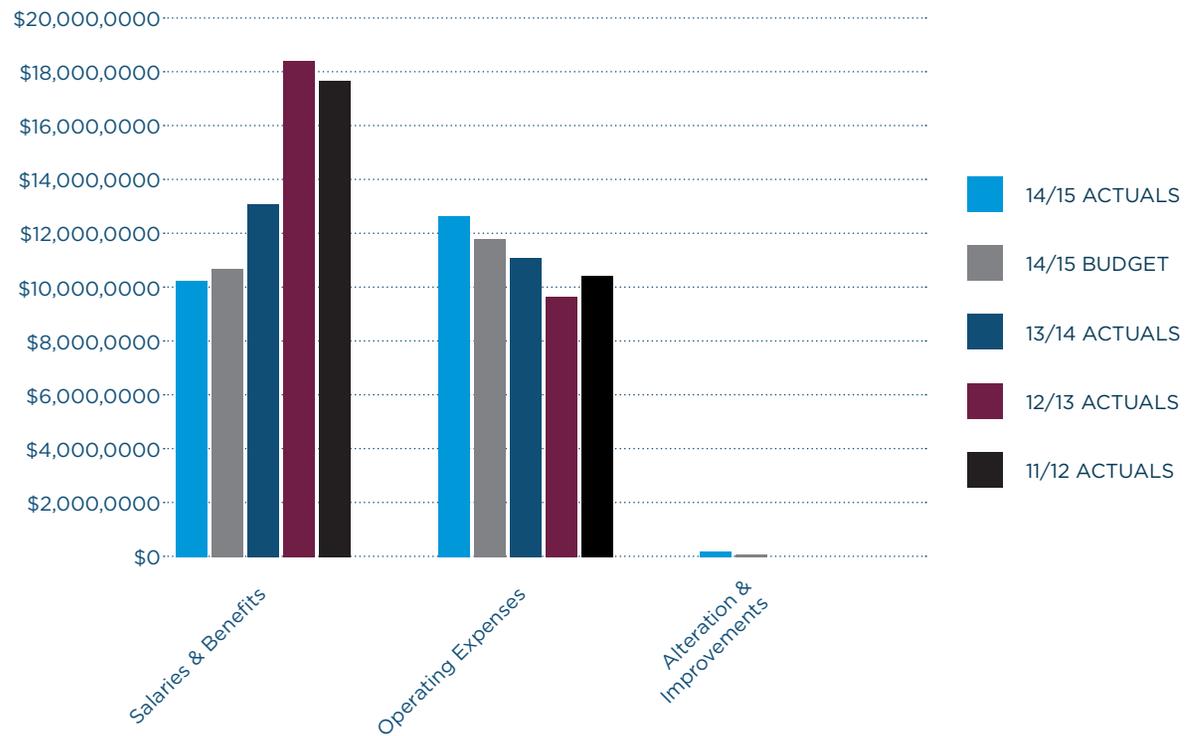


Note: Utility Commissions for 12/13 and 13/14 are projected using same commission % achieved in 14/15.

- **\$369k increase**
(or 4%) in parking revenue
- **\$727k increase**
(or 11%) in rental revenue compared to the prior year

Expenses
finished within
1% of budget

COMPARISON OF EXPENSES 2011-2015



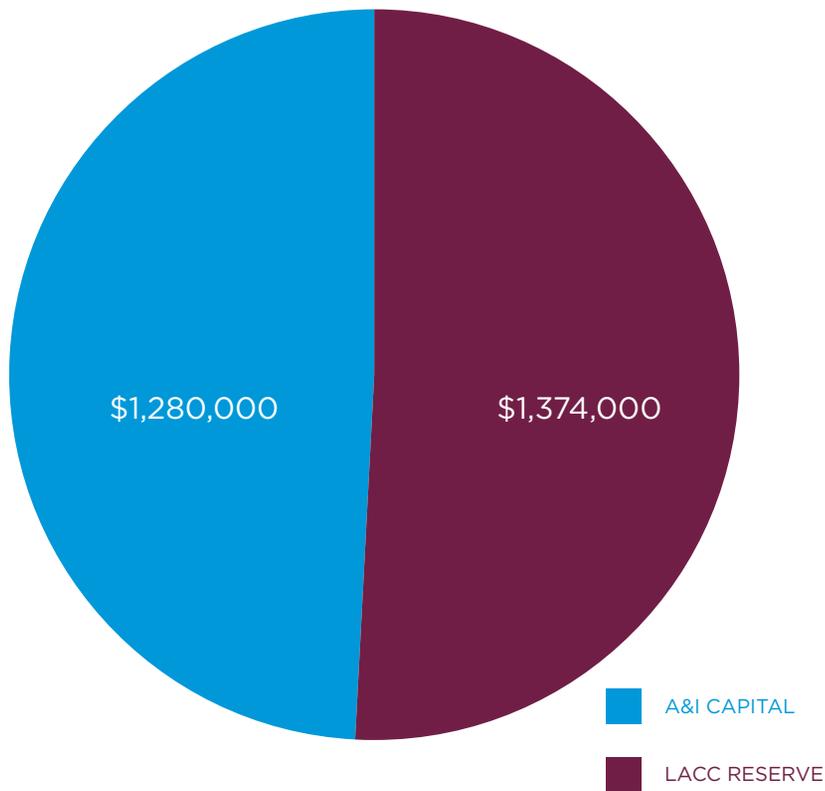
Notes:

- Benefits expenses for 12/13 and 13/14 are estimated amounts per City's annual financial reports.
- Salaries and Benefits for 13/14 included additional expenses to service exclusive in-house event electrical distribution.

Operating Profit

AEG Facilities concluded the fiscal year with an operating profit of \$2.6M. Of these funds, over \$1.2 million was reinvested in the facility in the form of Alteration & Improvement Projects. The remaining profit was allocated to the financial reserve.

ALLOCATION OF OPERATING PROFIT

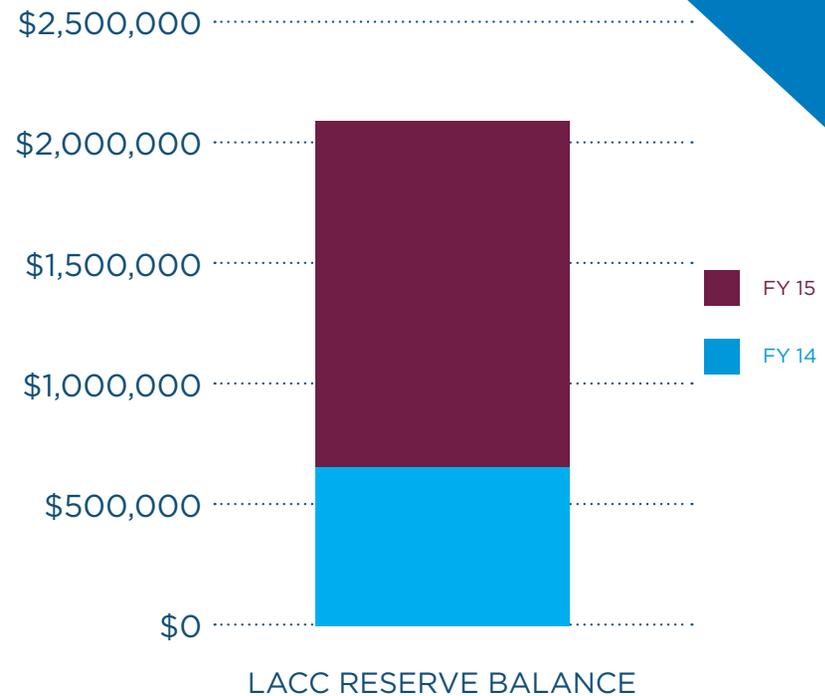


Building the Reserve

In keeping with convention center management best practices, AEG Facilities set out to build a financial reserve of \$2.1 million within the five years of its initial management agreement.

This goal will be achieved well before the 5 year mark as within only 19 months of managing the LACC, AEG Facilities has added \$2 million to the reserve.

**AEG FACILITIES
ADDED \$2M TO
THE RESERVE
IN LESS THAN
2 YEARS**



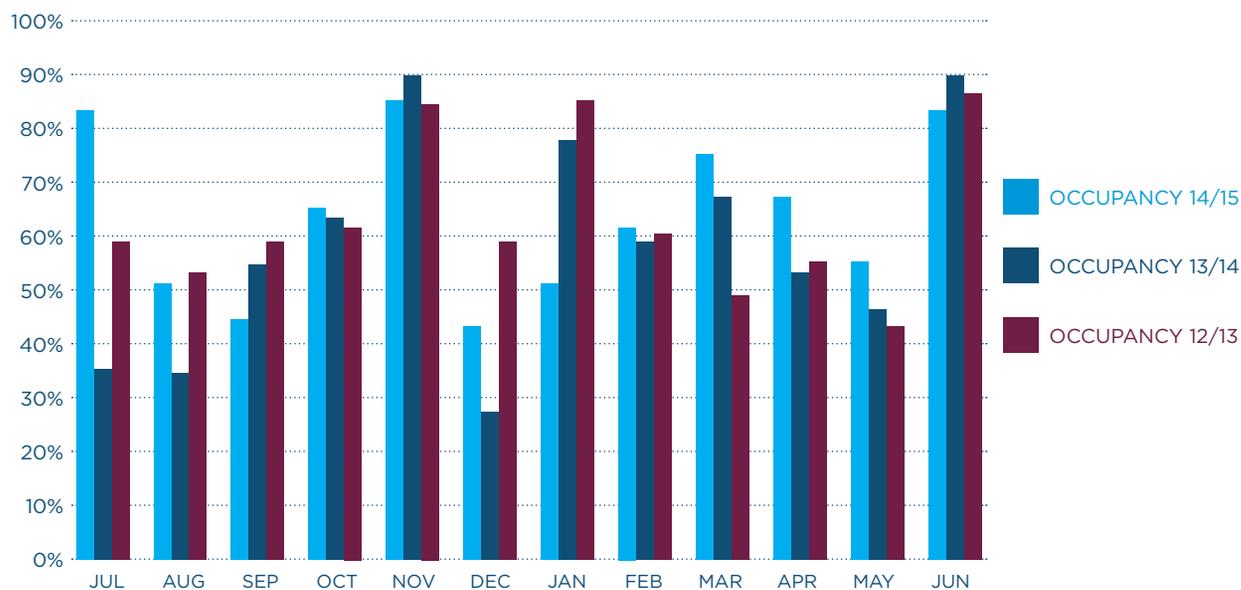
Occupancy Rate

Calculation takes into consideration:

- 365 days of availability
- Number of days of utilization including move-in, event and move out
- Size difference in different available space

According to a report by PriceWaterhouseCoopers, it has been recognized industry-wide that the “practical” maximum exhibit hall occupancy rate is approximately 70 percent and the “efficient” range is considered to be approximately 50 to 60 percent. Based on that, LACC was fully occupied for FY 2014-2015.

OCCUPANCY COMPARISON TO PRIOR YEARS

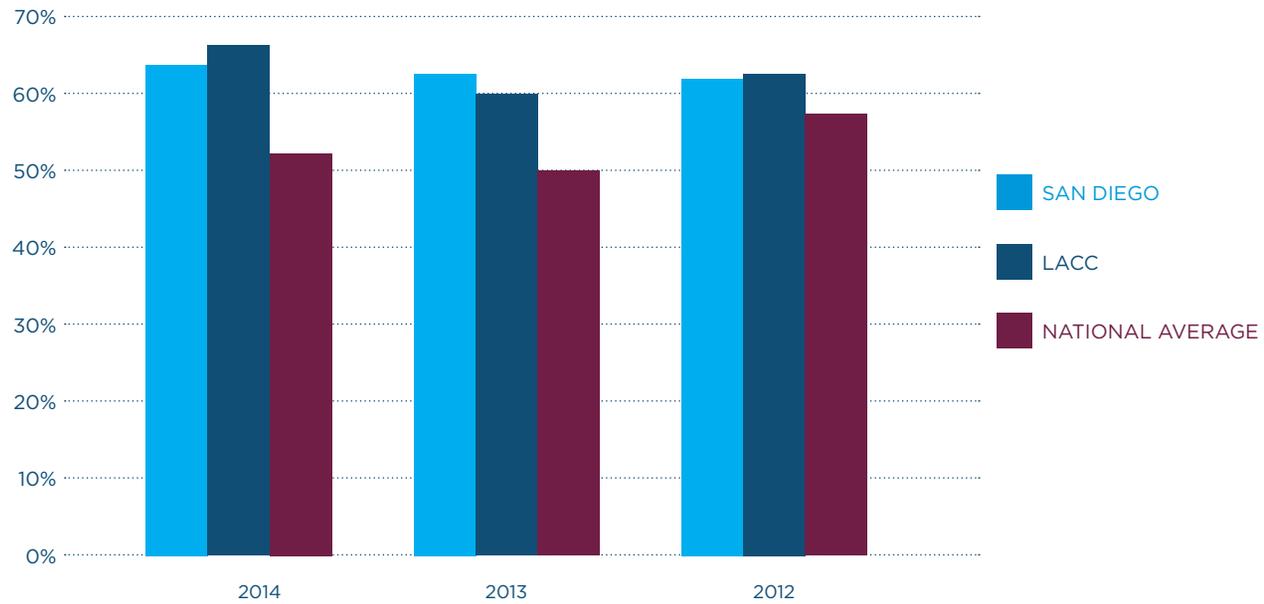


Occupancy rate by fiscal year

- 14/15 - 64.39%
- 13/14 - 59.76%
- 12/13 - 64.35%

**INCREASED
OCCUPANCY
BY 5% IN
FY 2014-2015**

HOW DOES THE LACC'S OCCUPANCY COMPARE?



**LACC SURPASSES
COMPETITION**



E3

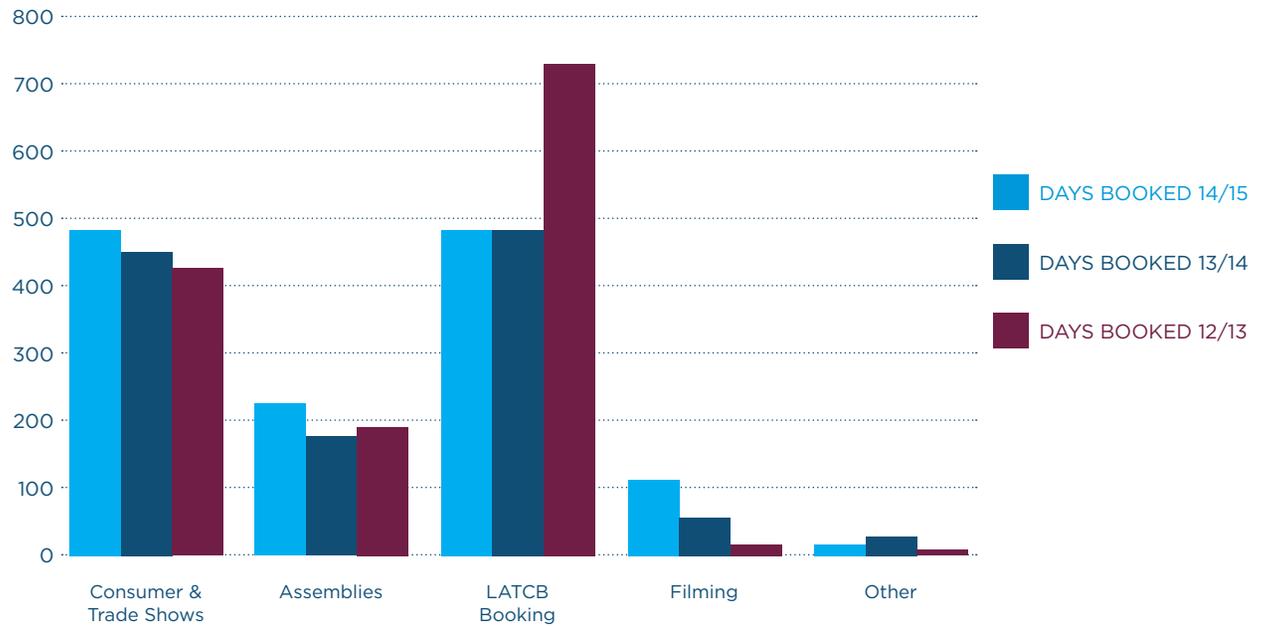


Anime Expo



LA Auto Show

DAYS BOOKED BY EVENT TYPE

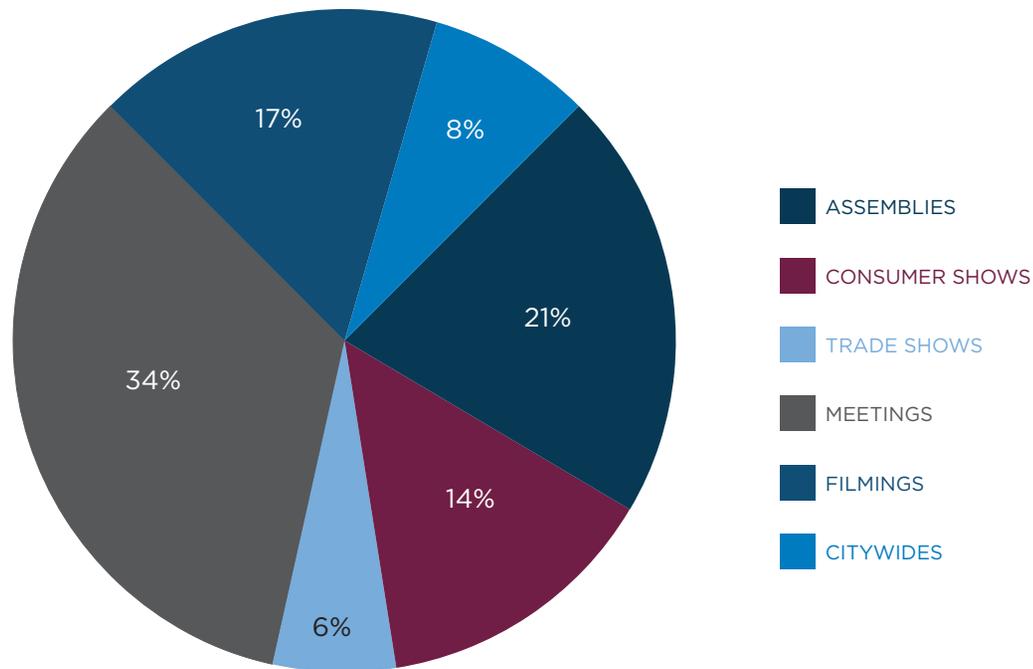


Days Booked

- 14/15 - 1,302
- 13/14 - 1,107
- 12/13 - 1,360

Summary of Market Segments

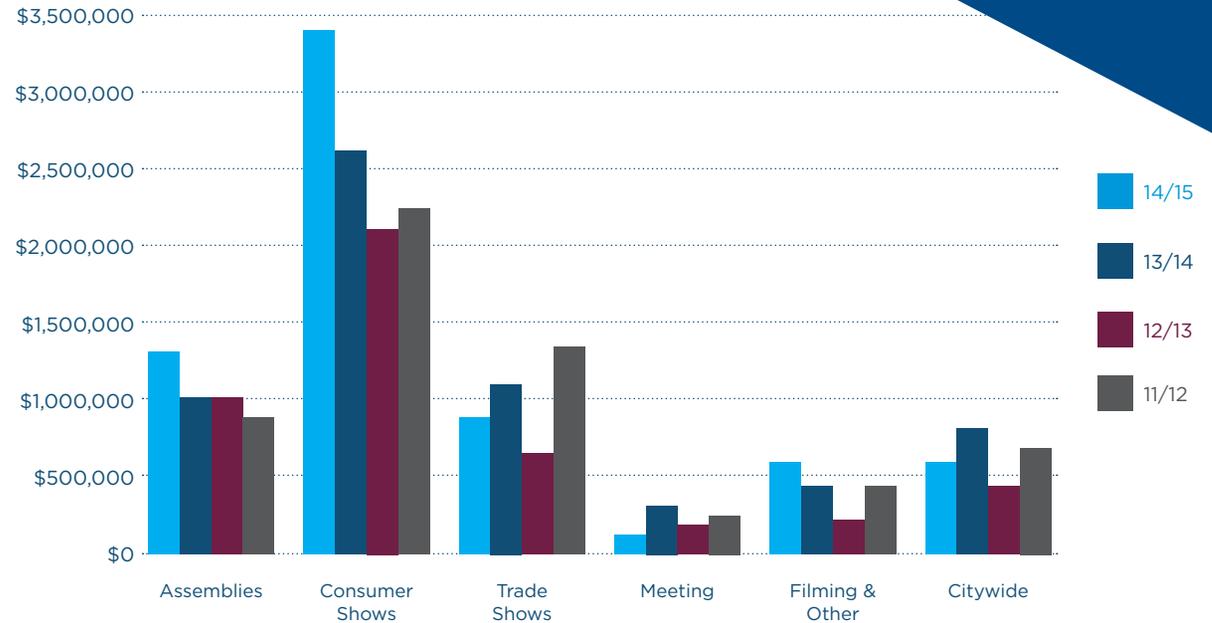
EVENTS BY TYPE 2015



**NUMBER OF FILMINGS
GREW BY 56% COMPARED
TO PREVIOUS FY**

**NUMBER OF CITYWIDES
GREW BY 19.5%
COMPARED TO
PREVIOUS FY**

RENT REVENUE BY EVENT TYPE



Rent revenue for FY15:

- \$7.3 million - 11% increase over prior year

Citywide revenue includes annual rental discounts

- FY15 rental discounts - \$4,616,668
- FY14 rental discounts - \$3,819,557
- FY13 rental discounts - \$6,318,230
- FY12 rental discounts - \$5,231,005

Welcome to SWE 2014





In collaboration with the Korean Youth & Community Center, LACC reused 6,000 gallons of water following the SCVA Volleyball Competition.

80% of sprinklers
were replaced in
2014 to assist with
leak prevention

FACILITIES & OPERATIONS

Operational efficiencies achieved in the past fiscal year include both facility upgrades and preventative maintenance while reducing the venue's environmental footprint by investing in sustainable products and technology.

Elevated maintenance efficiencies have contributed to conservation; for example, all engineering personnel have been trained on the proper use of the BAS chiller staging and scheduling software to ensure maximum energy savings related to the daily operation of all HVAC and Central Plant equipment. This software is critical in enabling equipment shutdown at the optimal time for maximum energy savings. Additionally, electric retrofit lighting projects throughout the facility have led to a decrease in energy consumption. For instance, over 400 lamps in South Lobby and other public areas have been replaced, which corresponded to 15% in energy savings as well as cost-savings.

-
- Total dispensers replaced: 1,670
 - Overall cost savings of 10% compared to product used in the past
 - Annual purchases are significantly reduced resulting in less waste being generated
-

The Facilities Department also spearheaded the replacement of all dispensers (soap, towel, and paper) in restrooms.

Additionally, improved irrigation methods have led to a 5% overall decrease in water consumption at the facility.

Following the SCVA Volleyball Tournament, the LACC staff collaborated with local organization, Korean Youth and Community Center (KYCC), to reuse 6,000 gallons of leftover water. KYCC used the water for trees and pressure washers for graffiti removal, and the LACC used it for scrubbers, pressure washers and specific deep-tree watering.

Moreover, to continue our efforts to reduce water consumption in the height of California's drought, we have applied and been granted approval to participate in the City's Turf Removal program.

Through partnership with Waste Management (WM), ABM, and Taste of LA by Levy Restaurants, the LACC was also able to increase the waste diversion rate to 60% by implementing a new recycling program.

RECYCLING PROGRAM FEATURES:

- Adding new waste and recycling receptacles for the lobby areas which are color coded with universal recycling colors
 - Quarterly recycling educational training with Waste Management (WM), ABM, and Taste of LA by Levy Restaurants
 - Accountability program with 3rd party cleaning contractors
-



**INCREASED
WASTE
DIVERSION
RATE TO 60%**



LACC introduced new, easily identifiable recycling bins throughout the facility.

Significant strides have also been made in preventative building maintenance which has improved both facility functionality and aesthetics.

A new pre/post-inspection program has been introduced to prevent repetitive damage to the facility. Contracted space is documented via video camera before move-in and after move-out to track any damage. This process enforces accountability and allows for appropriate measures to be taken in the event that damage is found.

AEG Facilities (LACC) reinvested a total of \$1.284 million of the operating surplus for fiscal year 2014-2015 back into the facility for Alteration & Improvement Projects (A&Is).

ALTERATION AND IMPROVEMENT PROJECTS completed by June 30, 2015:

- Updating concessions equipment, including fryers, convection oven, and skillet tilting
- Adding 60 new recycling and trash receptacles
- Repairing window washing ladders
- Adding 2 new CMS message boards to assist with parking flow

CAPITAL IMPROVEMENT PROJECTS

Through active collaboration between the City and LACC management, \$10 million in City-funded Capital Improvement Projects (CIPs) have also been completed.

Projects funded by the City and spearheaded by the CTD with support from the AEG LACC team included:

- Security surveillance system upgrade—installation of 183 cameras by June 30, 2015 (total of 189 installed after conclusion of FY 2014–2015) and renovation of the command center
- Parking access and control systems upgrade
- Theatre renovation
- Carpet replacement
- Sidewalk replacement
- Meeting room HVAC upgrade
- Cooling tower refurbishment



Theatre 411 before renovation



Theatre 411 after renovation



Newly renovated Security Command Center

Security Department

Security operations have been streamlined and building security has improved as a result of the successful transition of the department to an in-house operation.

As of June 30, 2015 the Security Department consisted of 53 staff members (including part-time and full-time employees), nearly doubling numbers from 2013.

In addition to the CIPs (183 cameras being installed and the command center being renovated), other accomplishment include:

- Implementing training requirements
 - All security employees have taken several online FEMA training courses which have included Workplace Security Awareness and Active Shooter Awareness
 - There is an established standardized field training program for officers and leadership orientation program for security supervisors
- Strategic partnerships
 - Partnering with neighboring L.A. LIVE Campus Security, Business Improvement District Security, and Los Angeles Police Department to maximize facility security

As of June 30, 2015,
the Security Department
nearly doubled in size
from 2013



LACC Security Officers & Supervisors

Labor Relations

AEG Facilities' goal of maintaining peaceful labor relations and promoting a synergistic relationship among all involved parties has contributed to a productive and amicable working environment at the Los Angeles Convention Center. AEG Facilities successfully completed negotiations with the Los Angeles and Orange Counties Building and Construction Trades Council AFL-CIO, who represent the Convention Center's electricians, painters, plumbers, and carpenters earlier this year. However, while the agreement was ratified on December 16, 2014 the final legal signing took place this summer at the Convention Center. The agreement serves to promote mutually beneficial interests of the employees represented by the union as well as the employer; in this case, the contract specifies the disbursement of AEG benefits for the employees covered by the agreement. Successful negotiations of this agreement highlight the LACC's commitment to creating a positive working environment for all.



SEATED (FROM LEFT):

Brad Gessner, SVP (AEG Facilities) and GM (LACC)

Ron Miller, Executive Secretary of Los Angeles/
Orange County Building & Construction
Trades Council (LAOCBCTC)

STANDING (FROM LEFT):

Kesia Irvine, Director of HR (LACC);

Steve Joudi, VP of Global Support Services (AEG)

Will Fogerty, Division Project Specialist (AEG)

Greg Rosicky, VP of Operations (LACC)

Chris Hanan, Council Representative (LAOCBCTC)

Luis Arida, Business Representative for IBEW Local 11

Vic Marrero, Business Representative for IBEW Local 45

James Richmond, Business Mgr. for Carpenters Local 409

MARKETING

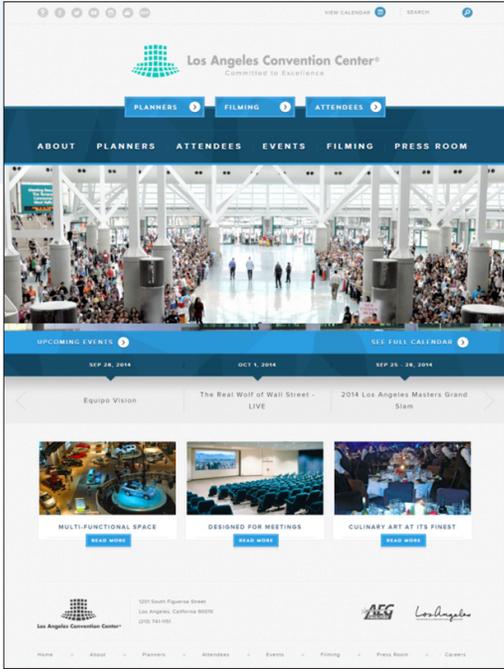
Website Upgrade

Part of our mission in the Sales and Marketing department is to consistently explore opportunities to offer superior services to meeting planners, clients, and guests; we regularly invest in user-friendly, intuitive technology.

In September 2014, we launched a new website offering extensive content and resources for clients and attendees in a streamlined, functionally and aesthetically appealing interface. This technologically advanced tool serves as a major communication platform for LACC's clients, guests, employees and partners.



BEFORE

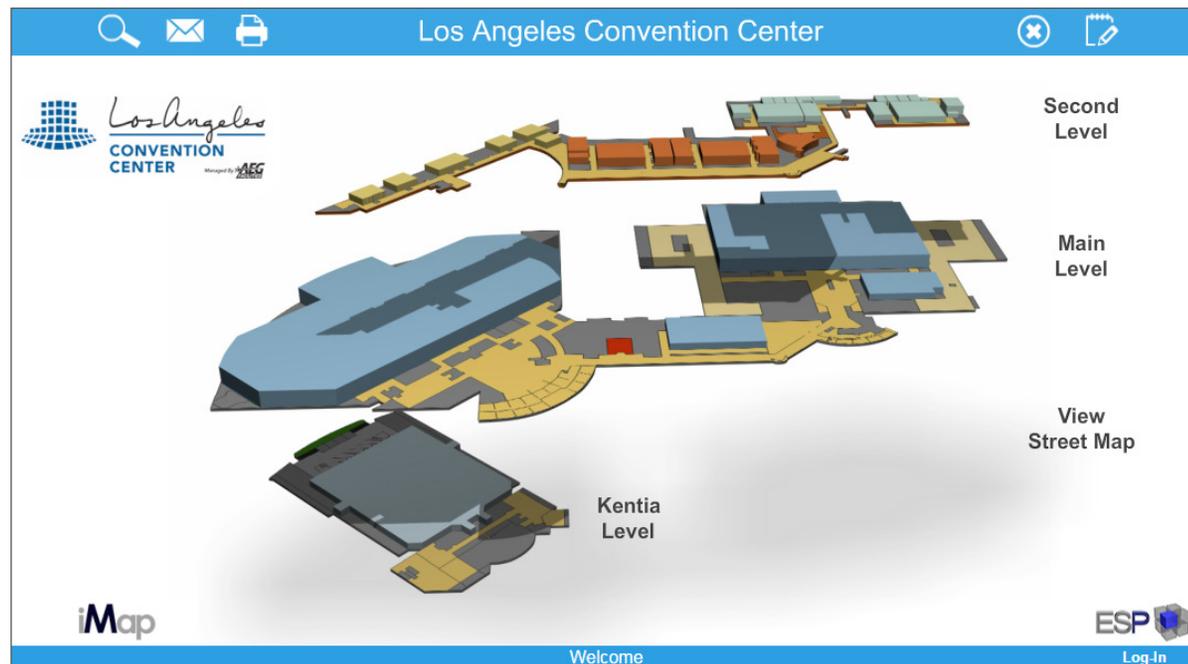


AFTER

In order to ensure that the website is accessible from all devices, we upgraded to a mobile responsive design in mid-June 2015; now the website will adapt to the device being used, thus, eliminating the possibility for distortion.

In keeping with industry best practices and staying ahead of the curve we added interactive floor plan software (Event Space Presentation Software powered by iMap) to the website. Interactive floor plans offer the latest in meeting space technology and serve as an effective tool for communication between existing or potential clients and our internal staff. Potential clients can locate space suitable to their needs based on set-up required and number of attendees, view images of meeting spaces, and submit a booking request.

Event Space Presentation Software



WEB ANALYTICS

(SEPTEMBER 15, 2014-JUNE 30, 2015):

Average session duration:
02:07

Total users
(new & returning):
239,686

Total page views:
981,956

In the time frame of July 1, 2014 – June 30, 2015 all social media channels have consistently grown.

TWITTER FOLLOWERS:

July 1, 2014:	2,600
June 20, 2015:	3,340
GROWTH:	30.8%

FACEBOOK LIKES:

July 1, 2014:	28,952
June 20, 2015:	39,400
GROWTH:	36.1%

INSTAGRAM FOLLOWERS:

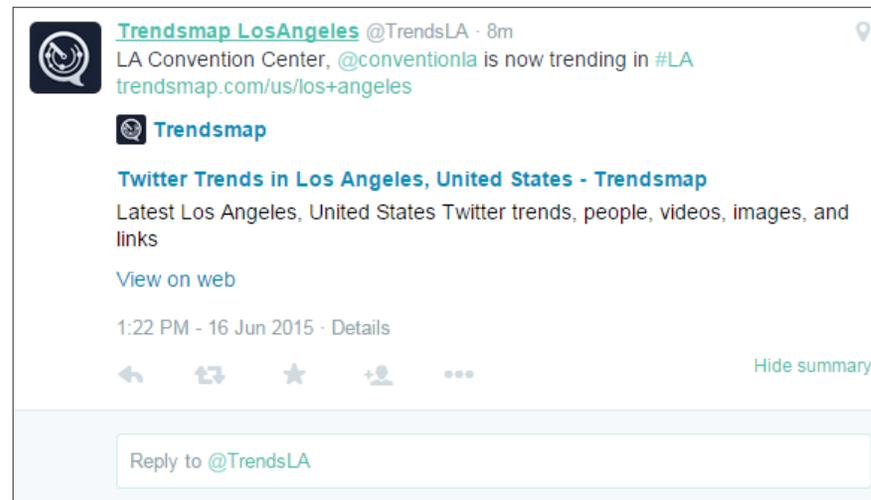
July 1, 2014:	40
June 20, 2015:	200
GROWTH:	400%

Social Media Accomplishments

Developing a social media strategy plan was key to ensuring that our communication is aligned across all channels and is synced with our website.

The LACC primarily utilizes Facebook, Twitter, and Instagram. These channels are used to participate in social conversations such as engaging with LA-focused content posted by Discover LA, responding to feedback/comments, sharing environmental sustainability tips as well as assisting clients with promoting their events.

The LACC regularly collaborates with clients to assist with social media co-promotion, which generates positive exposure for both the event and the facility. Editorial calendars are utilized to ensure accuracy in event-specific messaging and content is approved by the client prior to being disseminated.



LACC trending on Twitter • E3 2015

@CONVENTIONLA WAS TRENDING ON TWITTER DURING E3!

The LACC has also leveraged its positioning and proximity to the L.A. LIVE campus by developing partnerships with AEG organizations including the Team LA Store and the Grammy Museum®. When appropriate, cross-promotion has been useful in reaching a wider audience.

Public Relations

Generally, the goal of public relations at the LACC is to highlight interesting, positive news and keep the facility “top of mind” for all constituents. The goal of monthly press release distribution was achieved in FY 2014–2015; **13 press releases** were distributed to appropriate media outlets in that period.

PRESS RELEASES DISTRIBUTED

- *Los Angeles Convention Center Starts \$10M Upgrade* • July 2014
- *Image Quest Plus Becomes Newest Vendor for the LACC* • July 2014
- *Los Angeles Convention Center Boosts Sustainability Initiatives* • August 2014
- *Los Angeles Convention Center Achieves Major Milestones Under AEG Facilities' First 7 Months of Management* • September 2014
- *Los Angeles Convention Center Revamps Social Media Marketing* • October 2014
- *Butterball, AEG Facilities, and Levy Restaurants Partner to Provide 1,000 Turkeys for Families in Need* • November 2014
- *Embracing the Unconventional at the LACC* • December 2014
- *After One Year, Privatization Proves to be the Right Choice for City Owned LACC* • January 2015
- *LACC Goes Dark for Earth Hour* • March 2015
- *WonderCon Moves to LA* • April 2015
- *City of Los Angeles Announces 3 Los Angeles Convention Center Design Options Now Available for Public Viewing* • May 2015
- *LACC Welcomes Jeff Leidy as Director of Operations for Taste of LA by Levy Restaurants* • June 2015
- *Anime Expo Set to Break Records & Signs Long-Term Agreement w/LACC* • June 2015

“ Los Angeles is booming right now, especially the Downtown L.A. area. In recent years, heavy investment in the area has led to an upswing of businesses and developments, as well as to the consistent addition of hotels surrounding the Convention Center. ”

- Ernest Wooden Jr.
President and CEO of LATCB.

“ The synergy created by the partnership between the City, the LATCB, and AEG Facilities has contributed to the overall success and improvement of the city-owned facility and continued collaboration will propel the LACC to be recognized as an industry leader. ”

- Jon F. Vein
President, Board of
Los Angeles Convention & Tourism
Development Commissioners.

“ For the second year in a row, the LACC has concluded the fiscal year with an operating profit. This is important for the improvement of the facility because it leads to direct spending on vital Alteration & Improvement Projects by AEG Facilities and aligns with our shared goal of transforming the LACC into a truly world-class destination for meetings, conventions, and special events. ”

- Bud Ovrom
Executive Director of
the Los Angeles Department
of Convention & Tourism Development

In addition to distributing press releases, the LACC also developed partnerships with various news outlets and secured several interviews that translated into a handful of articles being printed in trade publications.

EXCLUSIVES

- *Private Practice: Los Angeles Convention Center Thrives After Privatization-March 2015*
Venues Today • March 2015
- *Earth Day Celebrations*
Exhibit City News • April 2015
- *Los Angeles Convention Center Combats State's Drought Conditions*
TSNN • May 2015
- *MORE THAN ANGELS: Los Angeles is known as a creative capital and sports hub with an entertainment history*
Venues Today • June 2015
- *E3 Envelopes LACC*
Venues Today • June 2015



PROFESSIONAL DEVELOPMENT & TEAM BUILDING

PROFESSIONAL DEVELOPMENT

Conference Participation by Team Members During Fiscal Year 2014-2015

- American Society of Industrial Security (ASIS) Security Management Annual Conference
- Exhibition Services & Contractors Association (ESCA) 2014 Annual Business Meeting
- International Association of Venue Managers (IAVM) Forum
- IAVM-ICCC (International Conference of Convention Centers)
- International Association of Exhibitions & Events (IAEE) Annual Conference
- Los Angeles County Economic Development Corporation (LAEDC) Annual Economic Conference
- Professional Convention Management Association (PCMA)
- Society for Human Resource Management (SHRM)

Senior Leadership Team Building

The Senior Leadership Team completed an assessment of current team dynamics. Peter Barron Stark Companies then interviewed all senior staff and based on the interviews compiled a customized, constructive plan for the training session.

The primary purpose of the interviews was to collect information regarding the leadership team in the areas of teamwork, communication, and trust. During the session, the team reviewed overall strengths, weaknesses, and discussed ways in which overall effectiveness could be improved to contribute to a stronger and more efficient organization.

Performance-based recognition

LACC management strives to create a workplace that rewards excellence, promotes inclusion, and encourages collaboration across departments.

To do so, the Human Resources (HR) department has instituted several programs:

- Employee of the Month Award
- Leader of the Quarter Award

TEAM BUILDING

Committees

Employees can elect to participate in one or more of the following committees: Security, Green, and Fun. Each committee is tasked with different initiatives, which ultimately bring the workforce together. For instance, the Green Team plans Earth Day activities for all employees while the Fun Team plans the end of year holiday party for all to enjoy.

Teamwork and morale boosting activities

Monthly birthday celebrations bring together all departments for a brief yet enjoyable period of desserts, games, and fun! Each month a different department is assigned to plan the birthday celebration. HR provides the department in charge with a \$50 gift card to cover expenses related to purchasing food and activities/games.

Additional events include holiday potlucks and the much anticipated, end-of-calendar-year holiday party!



- Currently, the LACC holds an overall rating of 4.5/5
- When compared to competitors, LACC is viewed as being better by 60% of respondents
- The Event Services staff has an overall favorable rating of 4.8, leading it to being the highest rated department by clients.
- Overall customer service rating of 4.6/5

CLIENT FEEDBACK

Through inter-departmental collaboration, the Post-Event Client Survey was developed to measure client experience, including satisfaction with the venue, customer service received, service providers, and Sales and Events staff.

The survey is administered to all clients at the conclusion of their events and is deployed electronically via Survey Monkey. After thorough review of survey results by the Executive Assistant (Ana Aldana), the General Manager (Brad Gessner) directly addresses any issues with the department(s) involved. Once a plan is devised to mitigate any issues, the client is notified of the resolution and frequently a follow-up meeting is scheduled. The resolution is communicated to the client in order to assure them that a similar issue will not arise and demonstrate that the LACC turns feedback received into measurable actions.

Testimonials

"The LACC staff provided exceptional service and support throughout the entire process. Thank you for the invaluable experience and we look forward to what 2015 has in store for us!"

- Ivan Mason, Stand Down L.A., December 2014

"The Los Angeles Convention Center has upped its game! March 2015 was my third opportunity to use the LACC, and what a difference one year made for both my conference participants and our management team.

The LACC team was good in prior years but this year's LACC team was outstanding. From pre-show to post conference the team was proactive in keeping us up-to-date with communications on the smallest to the largest details and changes happening at the center. That proactive approach in logistics, in catering and in the City itself increased our ability to manage our conference and enhance our participants' conference experience. Well done Los Angeles and the LACC! You've set the bar high for our return to Los Angeles."

- Deborah A. Brice, CMP, OFC, March 2015

“The AEG team, operating the LA Convention Center, is extremely professional, efficient, friendly and is always creative when it comes to implementing our many unique and unusual activation requests. It’s refreshing to work with a group of professionals that are as committed to our clients’ and attendees’ satisfaction as we are.”

- Terri Toennies, Executive Vice President and General Manager,
Los Angeles Auto Show and Connected Car Expo, November 2014

“The support from Mayor Garcetti, LATCB & AEG have helped make our event what it is today, we are proud to call Los Angeles home”!

- Marc Perez, Chief Executive Officer, Society for the Promotion of Japanese Animation

“There is no doubt that E3’s ongoing success is in part due to the efforts of the LACC and its wonderful staff.”

- Mary Dolaher, Chief Executive Officer, IDG World Expo

Encore

The LACC recognizes the importance of consistently delivering exceptional services in order to both retain existing clients and attract new business. In order to align service standards and expectations, HR administers AEG’s Encore Guest Services training to all employees, partners, and contractors. The trainings focus on four major service spotlights:

- 1) **Safety:** “see something, say something,” follow all emergency procedures
- 2) **Smile:** create positive, memory-making moments for guests
- 3) **Sizzle:** seek opportunities to enhance the guests’ experience
- 4) **Synergy:** work together to ensure every guest returns for an Encore!

Encore emphasizes exceeding expectations, which complements the LACC’s overall commitment to excellence.

Encore also features an incentive program; employees who demonstrate Encore service receive Star Cards from senior staff, which are redeemable for prizes.

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CREDITS

WRITTEN AND EDITED BY:

Victoriya Karpilovich, Marketing Manager

Ellen Schwartz, VP of Sales & Marketing

Keith Hilsgen, VP of Finance

DESIGNED BY:

Karen Peck, Graphic Designer

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1201 South Figueroa Street
Los Angeles, CA 90015

phone: (213) 741-1151
fax: (213) 765-4440

www.lacclink.com