

# 2020-2021 ANNUAL REPORT



Los Angeles

CONVENTION  
CENTER

Managed By  ASM  
2020-2021





## FROM THE GENERAL MANAGER

Fiscal Year (FY) 2020–2021—at the risk of both dating and typecasting myself—as the Grateful Dead sang—what a long, strange trip it’s been! An entire year of the COVID-19 pandemic. Not one “normal” event.

While the global pandemic was one of the biggest headlines, the other was the LACC pivoting to meet the challenge. A combination of cost reductions,

scrupulous attention to spending and finding alternative sources for revenue generation enabled the LACC to have a relatively successful year.

One of our most significant accomplishments was making it through the year without touching our reserve. Achieving this took an unparalleled effort and laser-like focus. The scaled back team had to take on new roles and responsibilities, get creative in all aspects of our operation and navigate through an ever-changing landscape dictated by the pandemic.

This report clearly outlines the activities and results of the fiscal year. What the report is not able to convey are the positive, somewhat intangible benefits of a cohesive team that worked incredibly well together and stayed positive and focused through this difficult year, a chance to revisit and streamline processes and procedures, and a closer collaboration with our CTD and LATCB partners and our vendors.

In the face of the tough times, I could not be more proud or more pleased to share with you this report. We appreciate the support throughout the year and of course look forward to a brighter future.!

*Ellen Schwartz*  
**Ellen Schwartz**  
General Manager of the  
Los Angeles Convention Center



## 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.

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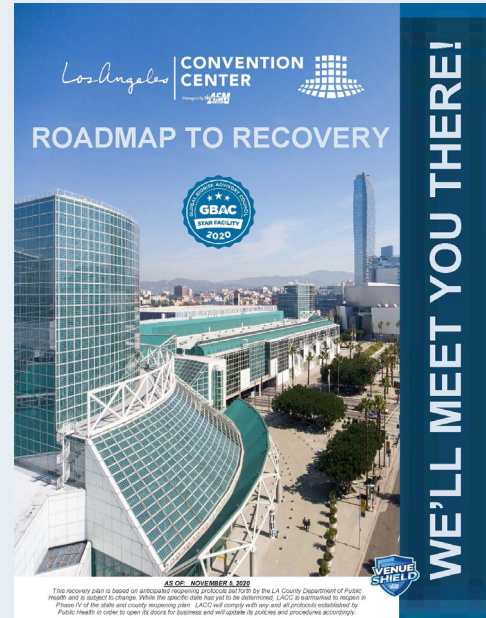
# RESPONSE TO COVID-19

During the forced building closure due to public health concerns, the LACC's primary mission was to protect employees and to mitigate revenue losses.

Strategic discussions were held with the Los Angeles City Tourism Department regarding short-term and long-term goals and operational execution and objectives. Cost saving measures such as re-negotiation of vendor contracts, reduction of workforce to meet short-term and long-term strategies, temporary salary reductions and reducing non-essential expenditures were implemented.

All team members pivoted to learn new skills and work across departments. Staff that were able to do so, worked from remote locations for all or most of the fiscal year. Staff unable to work remotely were supplied proper Personal Protective Equipment (PPE) and continuously educated on safety protocols such as physical distancing, frequent handwashing and reporting potential exposure to COVID-19. Employees reporting to the building completed a Daily Health Screening form to facilitate contact tracing. Very limited LACC staff were assigned to film productions or community service events taking place at the facility. Staff deemed necessary to be included in a "filming bubble" were subject to frequent COVID-19 testing based on the production's protocols—up to 3x per week.

Additionally, the LACC was utilized for community initiatives such as meal preparation for senior citizens and people experiencing homelessness, PPE Kit Distribution Center by the LA City Mayor's Office of Budget & Innovation, the Mayor's Toy Distribution Drive, Safe Parking Los Angeles, and as a Federal Medical Station.



The Sales and Event Services teams were in constant and continuous contact with all event organizers to discuss building updates and/or opportunities to move their events.

In preparation for re-opening and to earn the confidence of clients and attendees, the LACC pursued and was awarded the Global Biorisk Advisory Council® (GBAC) STAR™ accreditation—the first facility on West Coast to earn this distinction. ASM Global's elite VenueShield program was implemented simultaneously to ensure the LACC was operating at the highest standard with regard to Health & Safety. The LACC's award-winning Roadmap to Recovery document was created and used by all departments as a reference tool for re-opening guidance.

During the months of July 2020 through June 2021, revenues for the LACC were recognized through space rental and all ancillary services (such as food & beverage, parking, etc.). Key revenue drivers were:

- Motion Picture, Television and Commercial production (filming and still photography shoots)
- F&B operations for the City of Los Angeles and LA County initiatives, preparing meals for senior citizens and people experiencing homelessness
- WNBA's Los Angeles Sparks professional basketball games
- Parking for STAPLES Center events (LA Clippers, LA Lakers)

# 2020-2021 HIGHLIGHTS



**1,000,000+**

Over one (1) million meals were prepared and distributed for the senior, home-bound and homeless communities in Los Angeles through three distinct initiatives: the City of LA's **Serving Our Community** Program, LA County's **Great Plate** Program and **Project Room Key**.



**GBAC STAR RATING**

LACC became the First Convention Center on the West Coast to be awarded Global Biorisk Advisory Council® (GBAC) STAR™ Accreditation



**40+ FILM PRODUCTIONS**

Over 40 filming productions at the LACC ranging from one day to three weeks .



**LEED CERTIFICATION**

LACC was awarded LEED certification at the Gold level for Existing Buildings Operations & Maintenance (LEED-EB: O&M) for the third time.



**WNBA**

Three-month agreement with the LA Sparks transformed the LACC into a WNBA arena.



## EVENTS

The Los Angeles Convention Center (LACC) began the 2020–2021 fiscal year just three months after the facility's closure due to the COVID-19 pandemic. While hopes were high that business would return to "normal," the reality was that the building remained closed to traditional events throughout the entire fiscal year.

Ever resourceful, the LACC was able to quickly pivot and work with a myriad of production companies throughout the city of Los Angeles. Our large, flexible halls and unique outdoor spaces filled a need in the city of Los Angeles as TV and film production remained active throughout the pandemic.

### MARIAH CAREY'S MAGICAL CHRISTMAS SPECIAL

SEPTEMBER–OCTOBER 2020

West Hall was transformed into a magical Winter Wonderland as Mariah Carey brought holiday cheer to the masses through a Christmas musical fantasy. The production, which was filmed throughout September–October, featured Tiffany Haddish, Billy Eichner, Jennifer Hudson, Ariana Grande, Snoop Dogg and Misty Copeland. Ultimately, the special streamed on Apple TV beginning in December 2020.



### SAVAGE X FENTY

SEPTEMBER 2020

For three weeks, the LACC's West Hall was unrecognizable once it was dressed as the stage for Rhianna's Savage X Fenty production. The lingerie line's fashion show was staged entirely at the LACC and began streaming on Amazon Prime in October 2020, featuring A-list musicians and models such as Lizzo, Demi Moore, Irina Shayk, Paris Hilton, Willow Smith and more.



### DICK CLARK'S NEW YEAR'S ROCKIN'EVE WITH RYAN SEACREST 2021

### 2021 GRAMMY® AWARDS

FEBRUARY–MARCH 2021

Historically the site of the GRAMMY® Celebration Dinner and MusiCares Person of the Year Awards, the LACC became the location for the Awards themselves in 2021. Multiple stages were constructed in and around the Convention Center, allowing for high-profile performances to be pre-recorded to air on GRAMMY® night. LACC's outdoor space was transformed for the live Awards presentation on GRAMMY® night.

### DICK CLARK'S NEW YEAR'S ROCKIN' EVE

NOVEMBER 2020

The Los Angeles outpost of the televised New Year's Eve staple was staged at the Los Angeles Convention Center's West Hall. Performers included Ciara, Nelly, Miley Cyrus, Megan Thee Stallion and Doja Cat.



### LOS ANGELES SPARKS

APRIL–JUNE 2021

In an LACC first, the facility was converted into a professional basketball arena as the LA Sparks moved the first half of their season to the Los Angeles Convention Center. In all, eleven (11) professional WNBA games were played in, and broadcast from, West Hall B during the fiscal year.



## FISCAL YEAR 2020–2021 FINANCIAL PERFORMANCE

Under private management, the Los Angeles Convention Center (LACC) exceeded operational expectations for the eighth consecutive year.

**\$9.1 Million**  
Building Reserve

**\$3.2 Million**  
Operating Loss



## OPERATING PROFIT

Due to the COVID-19 pandemic, the LACC concluded the fiscal year with an operating loss of \$3.2 million before reimbursing the City of Los Angeles \$1.9 million.

Since taking over management in December 2013, **ASM Global (formerly AEG Facilities)** has generated a total operating profit of over **\$46.5 million**.

**(\$3.2M)**

**7/1/20–6/30/21**

<u>\$4.7 Million</u>	<u>\$8.3 Million</u>	<u>\$10.1 Million</u>	<u>\$10.2 Million</u>
7/1/19–6/30/20	7/1/18–6/30/19	7/1/17–6/30/18	7/1/16–6/30/17

*2020–2021 figures reflect event cancellations and closure of the facility due to the COVID-19 global pandemic for the entire fiscal year.*

*2019–2020 figures reflect the same for the period beginning mid-March through June 30, 2020.*

## REVENUES BY CATEGORY

RENT	FOOD & BEVERAGE	UTILITY COMMISSION	PARKING	OTHER
<b>\$3.6M</b>	<b>\$2.8M</b>	<b>\$0.5M</b>	<b>\$1.7M</b>	<b>\$1.9M</b>
7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21
<u>\$7.5 Million</u>	<u>\$3.7 Million</u>	<u>\$5.4 Million</u>	<u>\$9.5 Million</u>	<u>\$1.7 Million</u>
7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20
<u>\$6.7 Million</u>	<u>\$4.9 Million</u>	<u>\$7.2 Million</u>	<u>\$12.4 Million</u>	<u>\$1.4 Million</u>
7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19
<u>\$8.0 Million</u>	<u>\$4.9 Million</u>	<u>\$7.7 Million</u>	<u>\$12.9 Million</u>	<u>\$0.8 Million</u>
7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18
<u>\$7.3 Million</u>	<u>\$4.1 Million</u>	<u>\$7.6 Million</u>	<u>\$12.6 Million</u>	<u>\$0.8 Million</u>
7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17

2020–2021 figures reflect event cancellations and closure of the facility due to the COVID-19 global pandemic for the entire fiscal year.  
2019–2020 figures reflect the same for the period beginning mid-March through June 30, 2020.

## REVENUES BY EVENT TYPE

LATCB/ CITYWIDE	CONSUMER SHOWS	MEETINGS & ASSEMBLIES	TRADE SHOWS	FILMING	OTHER
<b>\$0.0M</b>	<b>\$0.0M</b>	<b>\$0.0M</b>	<b>\$0.0M</b>	<b>\$4.5M</b>	<b>\$6.1M</b>
7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21	7/1/20–6/30/21
<u>\$10.1 Million</u>	<u>\$10.3 Million</u>	<u>\$4.5 Million</u>	<u>\$1.5 Million</u>	<u>\$0.8 Million</u>	<u>\$2.2 Million</u>
7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20	7/1/19–6/30/20
<u>\$13.6 Million</u>	<u>\$11.1 Million</u>	<u>\$5.6 Million</u>	<u>\$2.0 Million</u>	<u>\$0.6 Million</u>	<u>\$2.5 Million</u>
7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19	7/1/18–6/30/19
<u>\$14.3 Million</u>	<u>\$12.2 Million</u>	<u>\$5.1 Million</u>	<u>\$2.9 Million</u>	<u>\$0.8 Million</u>	<u>\$1.6 Million</u>
7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18	7/1/17–6/30/18
<u>\$14.4 Million</u>	<u>\$10.8 Million</u>	<u>\$4.6 Million</u>	<u>\$2.0 Million</u>	<u>\$0.8 Million</u>	<u>\$1.7 Million</u>
7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17	7/1/16–6/30/17

2020–2021 figures reflect event cancellations and closure of the facility due to the COVID-19 global pandemic for the entire fiscal year.  
2019–2020 figures reflect the same for the period beginning mid-March through June 30, 2020.

## EXPENSES

### WAGES & SALARIES

**\$6.2M**

7/1/20–6/30/21

\$12.1 Million

7/1/19–6/30/20

\$12.5 Million

7/1/18–6/30/19

\$11.6 Million

7/1/17–6/30/18

\$10.9 Million

7/1/16–6/30/17

### UTILITIES

**\$2.7M**

7/1/20–6/30/21

\$5.0 Million

7/1/19–6/30/20

\$4.9 Million

7/1/18–6/30/19

\$5.2 Million

7/1/17–6/30/18

\$5.1 Million

7/1/16–6/30/17

### OPERATING EXPENSES

**\$4.7M**

7/1/20–6/30/21

\$6.0 Million

7/1/19–6/30/20

\$6.9 Million

7/1/18–6/30/19

\$7.3 Million

7/1/17–6/30/18

\$6.2 Million

7/1/16–6/30/17

*2020–2021 figures reflect event cancellations and closure of the facility due to the COVID-19 global pandemic for the entire fiscal year.  
2019–2020 figures reflect the same for the period beginning mid-March through June 30, 2020.*

## BUILDING THE RESERVE

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

While no incremental funds were added to the reserve this year or last, due to the fallout of the COVID-19 pandemic, **the reserve remains untouched at \$9.1 million at conclusion of this fiscal year.**

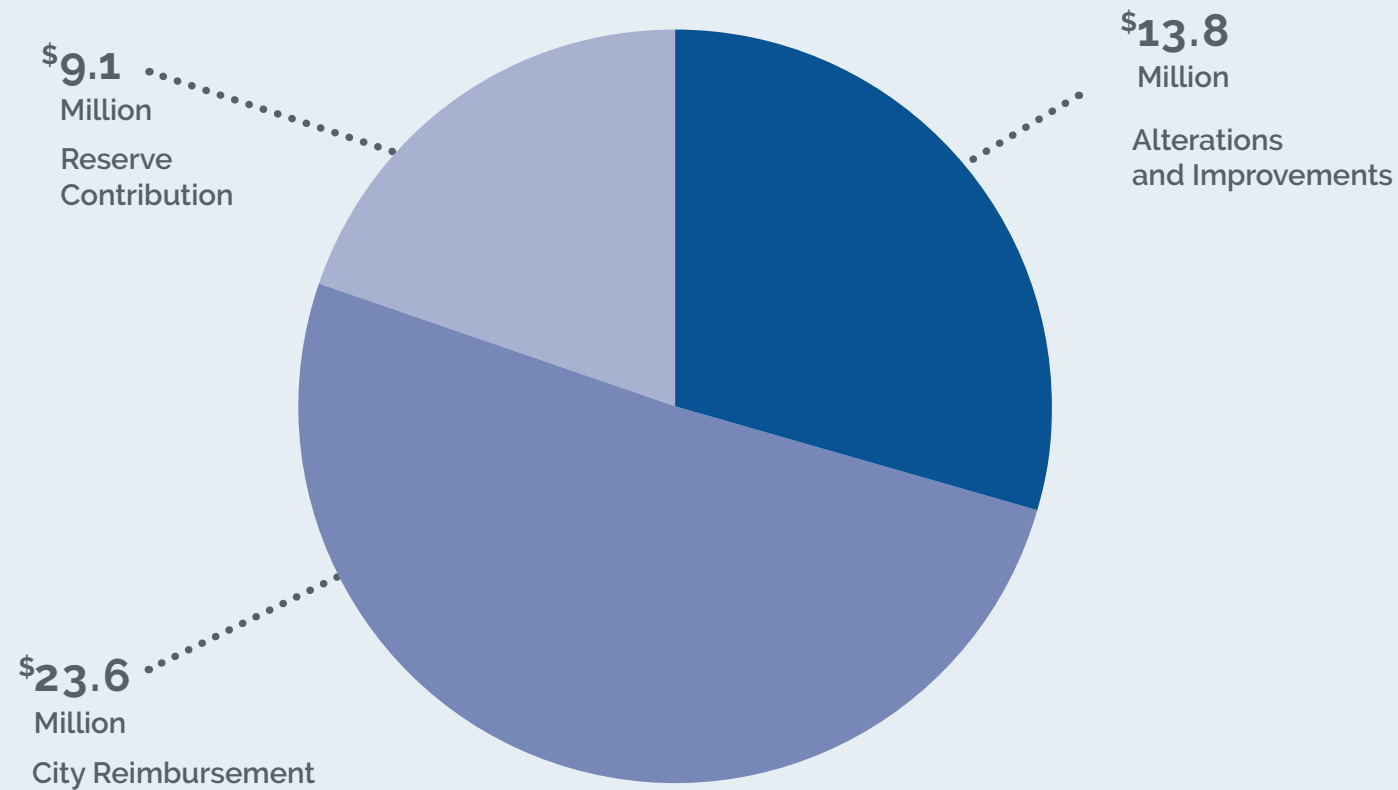
**\$9.1M**

### IN THE RESERVE

<u>\$0.0 Million</u>	<u>\$0.0 Million</u>	<u>\$1.0 Million</u>	<u>\$1.0 Million</u>	<u>\$7.1 Million</u>
7/1/20–6/30/21	7/1/19–6/30/20	7/1/18–6/30/19	7/1/17–6/30/18	7/1/13–6/30/17

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# PROFIT ALLOCATION SINCE PRIVATE MANAGEMENT



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# OCCUPANCY

16%  
7/1/20-6/30/21

46%  
7/1/19-6/30/20

63%  
7/1/18-6/30/19

72%  
7/1/17-6/30/18

74%  
7/1/16-6/30/17

# FACILITY IMPROVEMENTS

Controlling costs was paramount to managing the overall facility budget during the pandemic. As a result, projects during the fiscal year were kept to a minimum. Improvements were made in processes and procedures. Continued training and education played a key role in learning how to work through health department guidelines during the global health crisis.

## Improvements in Food and Beverage

- Leveraged strong working relationship with Unite Here Local 11 and the Hospitality Training Academy (HTA) to secure food service contracts with local government (City and County) that provided meals to the local senior and homeless population, generating needed revenue and jobs.
- Worked with Compass (Levy parent company) nutritionist to develop menus for the Senior Meal Program, which allowed the LACC to adhere to strict nutritional guidelines and maintain and extend the senior meal contracts.
- Implemented food waste guidelines to ensure each meal had the proper portions, which helped maintain consistency and margins.
- Optimized processes to maximize production output with a fixed number of employees, which allowed for greater output/servicing of customers and profits.
- Created custom menus for various filmings, following local health department COVID-19 food service guidance.

## Improvements in Security, Guest Services and Safety

- Installation of camera intercom at the entrance to the Security Command Center to provide a secure entry point for employees and provide the public a direct line of communication to Security Command.
- Additional training and configuration of security systems which maximized the use of automated alerts to enhance response times and security/safety for our employees, clients, and guests.
- Provided Active Shooter training taught by representatives from the Department of Homeland Security for all employees of the facility and third-party partners.
- Bomb Threat Emergency Preparedness table-top exercise organized for Event Managers, Operations Managers, Security Managers and Senior Staff.
- Conducted the Great California Shakeout training for all employees.
- Security management team participated in various professional development opportunities to include the Johns Hopkins University Contact Tracing Course and Department of Homeland Security Surveillance Detection Counter-Improvised Explosive Device training.
- Security Management completed the Standardized Emergency Management Systems (SEMS G606) course provided by the California Governor's Office of Emergency Services, California Specialized Training Institute.

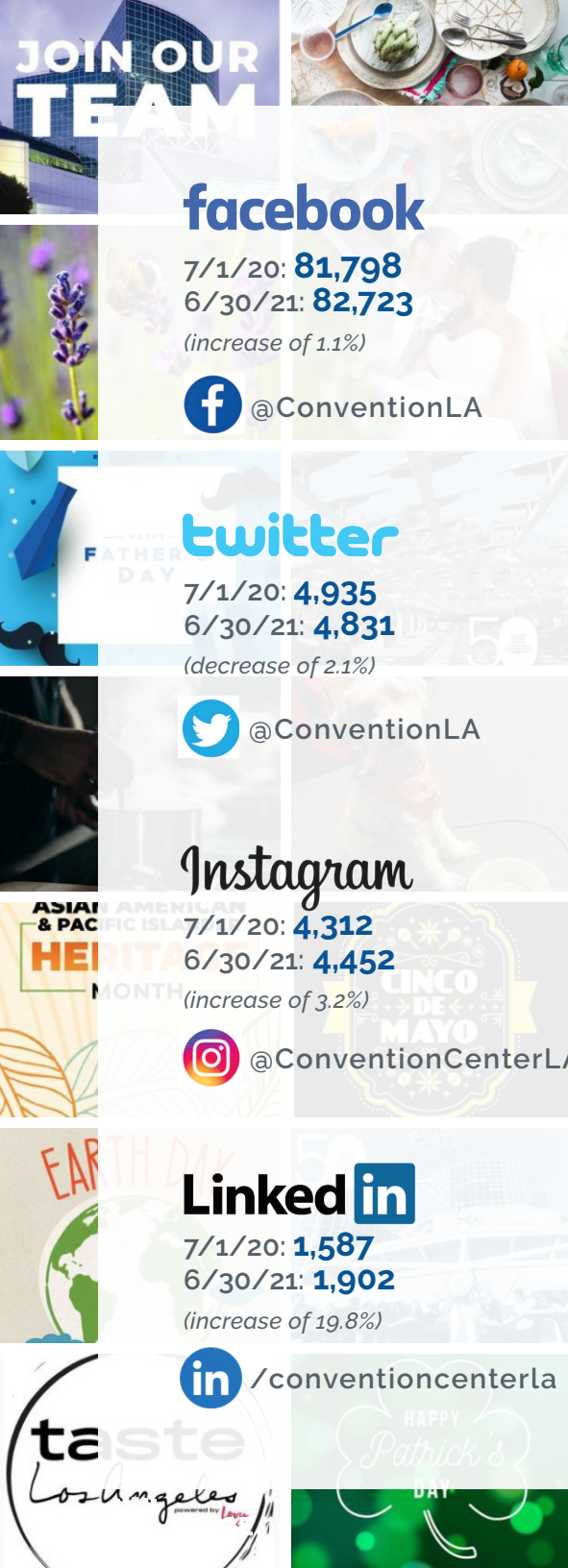
## Improvement in Building Operations

- Strategic development and successful execution of Preventative Maintenance (PM) Lite plan.
- Upgraded the old steam boilers to electric.
- Cross functional duties to assure maximum workforce optimization.

## Improvement in Community Relations

- Built a very strong relationship with the LA County Department of Public Health and created a reciprocal sharing of information and insights with regard to the effects of the COVID-19 pandemic on large events.
- Worked with the Mayor's office to provide space for a number of city initiatives such as the Office of Budget of Innovation to build Safer at Home Kits.
- LACC VP of Operations served as California Clear Air Day committee member.





## facebook

7/1/20: **81,798**  
6/30/21: **82,723**  
(increase of 1.1%)

@ConventionLA

## twitter

7/1/20: **4,935**  
6/30/21: **4,831**  
(decrease of 2.1%)

@ConventionLA

## Instagram

7/1/20: **4,312**  
6/30/21: **4,452**  
(increase of 3.2%)

@ConventionCenterLA

## LinkedIn

7/1/20: **1,587**  
6/30/21: **1,902**  
(increase of 19.8%)

/conventioncenterla

# MARKETING & SOCIAL MEDIA ACCOMPLISHMENTS

The LACC social media efforts were redirected to reflect an extended campaign to celebrate the Convention Center's upcoming 50<sup>th</sup> Anniversary, community service messaging (i.e. LA for Everyone), and recognize major holidays/celebrations (such as National Mental Health Awareness Month and Pride Month) and less well-known celebrations (such as National Pizza Day and National Ugly Sweater Day).

The LACC primarily utilizes Facebook, Twitter, Instagram and LinkedIn. These channels are used to participate in social conversations such as engagement with LA-focused content posted by Discover LA, responding to feedback comments, sharing LACC news and environmental sustainability tips.

## WEB ANALYTICS

July 1, 2020–June 30, 2021

- Total Page Views: **200,712**
- Total Users: **83,037** (new and returning)
- Average Session Duration: **1:06**

## FISCAL YEAR PRESS RELEASES

- LACC Becomes the First Convention Center on the West Coast to Earn GBAC STAR™ Accreditation.
- Environmental Stewardship Earns the Los Angeles Convention Center LEED Gold Recertification Once Again.
- Los Angeles Convention Center Receives Award for Strategic Communications Plan.

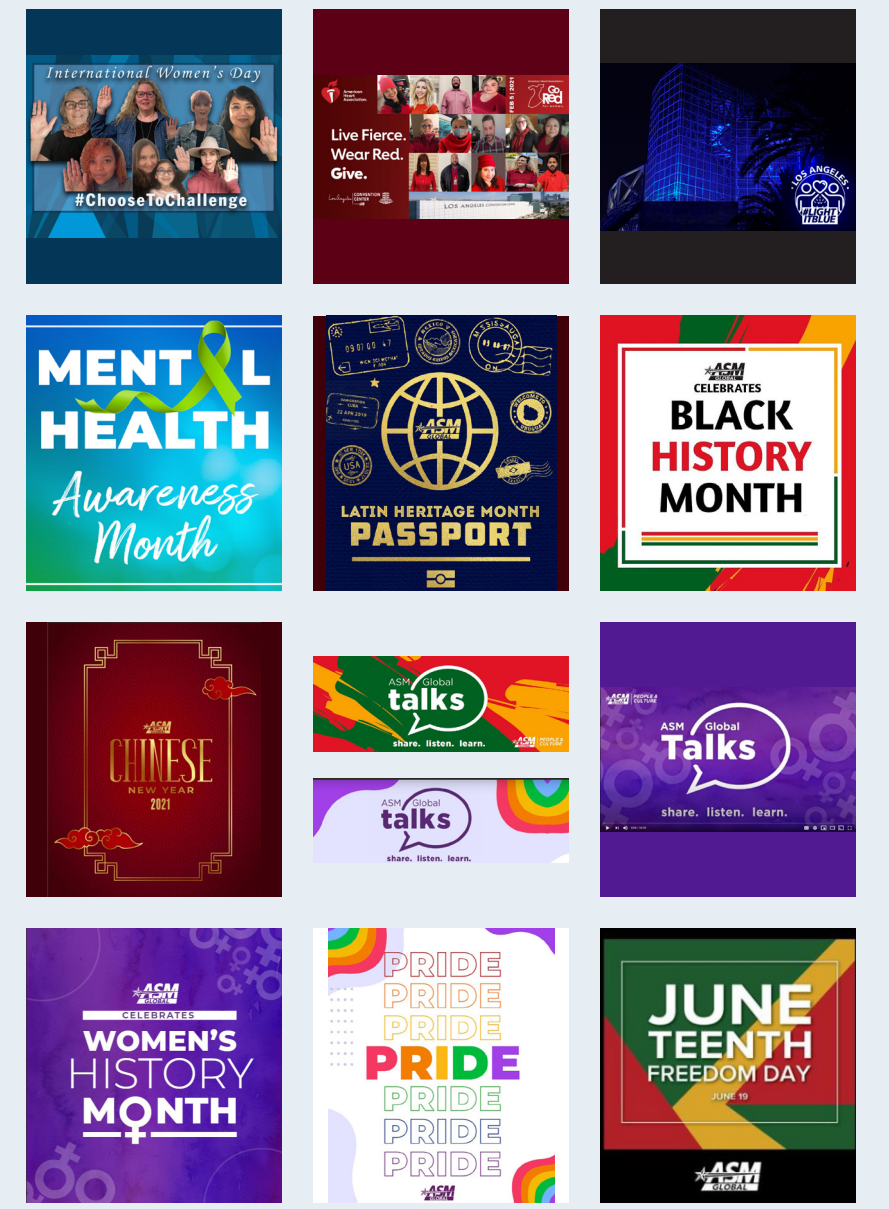
## AWARDS & RECOGNITION

- **2020 Prime Site Award** (*Facilities & Destinations Magazine*)
- **2021 Centers of Excellence Award** (*Exhibitor Magazine*)
- **2021 Platinum MarCom Award** for Strategic Communications in the Communications & Public Relations category of *Crisis Communication Plan or Response for the LACC's "Roadmap to Recovery."*
- First Convention Center on the West Coast to be awarded **Global Biorisk Advisory Council® (GBAC) STAR™ accreditation**
- LACC is awarded **LEED certification** at the Gold level for Existing Buildings Operations & Maintenance (LEED-EB: O&M) for the third time.

# CORPORATE SOCIAL RESPONSIBILITY

The role we all have as engaged citizens within our community resonates throughout the LACC family, whether onsite or from remote locations. We provide civic outreach and leadership development opportunities to our staff by encouraging participation in numerous volunteer activities. This fiscal year, LACC employees took advantage of a variety of opportunities, both in person and via remote participation.

- LACC Towers were lit for #LIGHTITBLUE for VenueShield and Blue Towers Program (July)
- LACC went Red for #WeMakeEvents #RedAlertRESTART (July)
- LACC participated in ASM Global's Pen Pals for the World Program (August)
- California Clean Air Day pledges were made and executed by LACC staff members & partners (October)
- LACC participated in CA Shake Out program (October)
- LACC Posed in Pink in honor of Breast Cancer Awareness Month (October)
- Thanksgiving Food Drive for St. Francis Center in DTLA (November)
- LACC Toy Drive for St Francis Center in DTLA (December)
- ASM Global celebrated Black History month (February)
- Wore Red in support of American Heart Associations' National Wear Red Day—Go Red for Women (February)
- Recognized International Women's Day to support social, economic, cultural and political achievements of women (March)
- Recognized Autism Awareness Month (April)
- Wore denim to help raise awareness of rape and sexual assault (April)
- ASM Global recognized Mental Health Awareness Month (May)
- LACC recognized Global Meetings Industry Day—GMID 2021 (June)
- ASM Global and the LACC recognized Juneteenth (June)



# TEAM BUILDING

Many Corporate Social Responsibility (CSR) events also functioned as team building activities. Team LACC managed to have some fun together, even while separated. Some activities included:

- Quarantine Kitchen with Levy Chef–virtual cooking lesson (September)
- ASM Global's Salsa Dance Competition during Latin Heritage month (September)
- Holiday Hoopla–virtual crafting and cooking to celebrate the season (November/December)
- Creation of the first-ever LACC video holiday card featuring the entire staff (December)
- ASM Global's 30 Day step-challenge (January)
- LACC campus Earth Day Beautification Project (April)



# PROFESSIONAL DEVELOPMENT

## PROFESSIONAL DEVELOPMENT CONFERENCES, WEBINARS, AND VIRTUAL LEARNING EXPERIENCES

### PARTICIPATION BY TEAM MEMBERS

- International Association of Exhibitions and Events (IAEE)
- International Association of Venue Managers (IAVM)
- International Association of Venue Managers School of Facility Management (IAVM)
- Meeting Professionals International (MPI)
- Professionals in Human Resource Association (PIHRA)
- Professional Convention Management Association (PCMA)
- Society for Human Resource Management (SHRM)
- Johns Hopkins University Contact Tracing Course
- Department of Homeland Security Surveillance Detection Counter-Improvised Explosive Device training.
- HR California (CalChamber)
- U.S. Department of Labor
- Cal/OSHA
- Standardized Emergency Management Systems (SEMS G606) course provided by the California Governor's Office of Emergency Services, California Specialized Training Institute.

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

### PERFORMANCE-BASED RECOGNITION:

#### 2020–2021 EMPLOYEE OF THE QUARTER:

John Mendoza, Mechanic  
Javier Martinez, Levy Warehouse Attendant  
Robert Haro, Painter  
Brian Delostrino, Security Officer

#### 2020–2021 LEADER OF THE QUARTER:

Xavier Corral, Assistant Building Superintendent  
Janae Conway, Business Process Manager  
Nelson Bonilla, Levy Chef  
Kitty Silbereich, Senior Sales Manager



[LACCLINK.COM](http://LACCLINK.COM)