



BOARD OF LOS ANGELES DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT COMMISSIONERS

Commissioners: Jon F. Vein, President; Otto Padron, Vice President;
Ana Cubas; Stella T. Maloyan; David Stone

Members of the public who wish to speak during the meeting must submit a "Request to Speak" form to the Board Secretary prior to the commencement of the public comments for each agenda item of interest. Comments by the public on matters not identified on the agenda, but within the subject matter jurisdiction of the Commission, will be heard only during the item designated as "Public Comment." Public speaking will be limited to two minutes per speaker, unless the presiding officer grants some other amount of time before the commencement of the public comment.

Regular Meeting
Wednesday, October 3, 2018
9:00 a.m.
Los Angeles Convention Center
1201 S. Figueroa Street, L.A., CA 90015
Executive Board Room

1. CALL TO ORDER / ROLL CALL

2. COMMENTS FROM THE PUBLIC

- a) General Public Comments
- b) Neighborhood Council representatives on any Neighborhood Council Resolution or Community Impact Statement filed with the City Clerk which relate to any agenda item listed or being considered on this agenda for Board of Los Angeles Department of Convention and Tourism Development Commissioners

3. APPROVE MINUTES:

- a) Approval of the special meeting minutes from September 12, 2018

4. REPORTS:

- a) Executive Director Report
- b) Monthly Update – August – AEG Facilities
- c) Monthly Update – August – LATCB
 - i. FY 17/18 Post Convention Survey Results - LATCB

5. DISCUSSION:

NONE

6. ACTION ITEMS:

- a) LATCB FY 18-19 Appendix E – Board Report # 18-006

7. ADJOURNMENT

Materials related to an item on this agenda submitted to the Board of Los Angeles Convention and Tourism development after distribution of the agenda packet are available for public inspection in the Executive Office of the Los Angeles Convention Center, 1201 S. Figueroa Street, Los Angeles, CA 90015, during normal business hours.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities.

LOS ANGELES CONVENTION CENTER MONTHLY UPDATE

AUGUST 2018

ELLEN SCHWARTZ

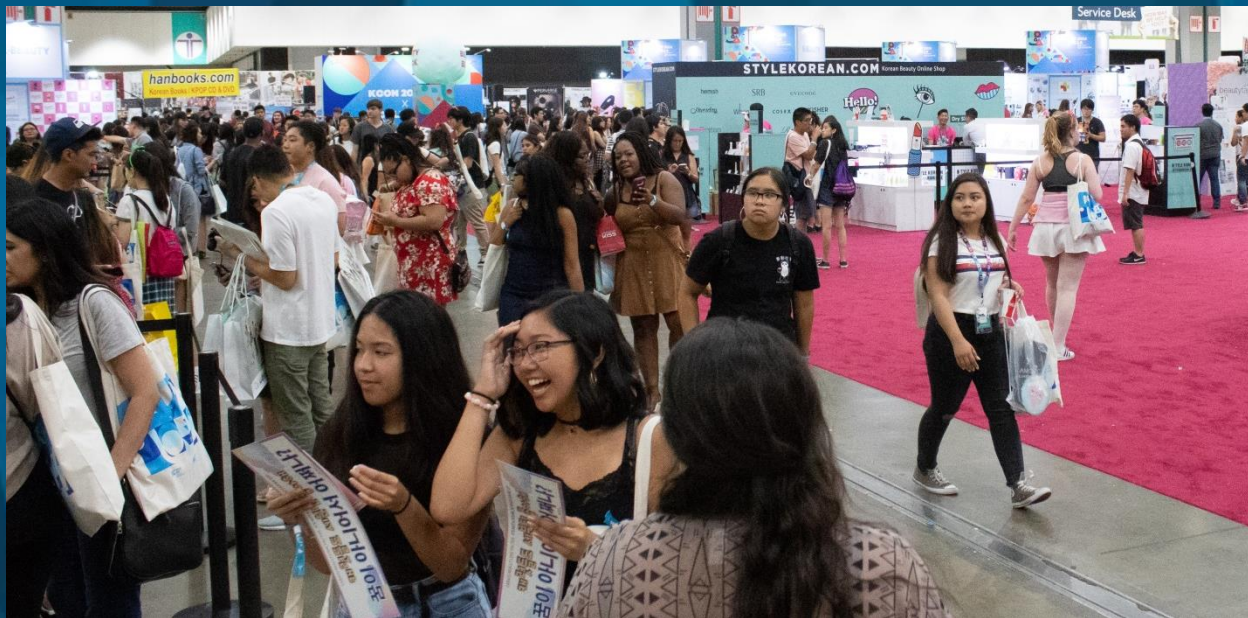


Los Angeles
CONVENTION
CENTER
Managed By 

LACC AUGUST 2018 EVENTS



*CITYWIDE - (NONE)



LACC AUGUST 2018 FILMING & PHOTO EVENTS

<u>Name</u>	<u>Location</u>	<u>Amount</u>
Good Trouble	Venice Garage	\$12,375

TOTAL FILMING: \$12,375
(August 2017: \$16,580)



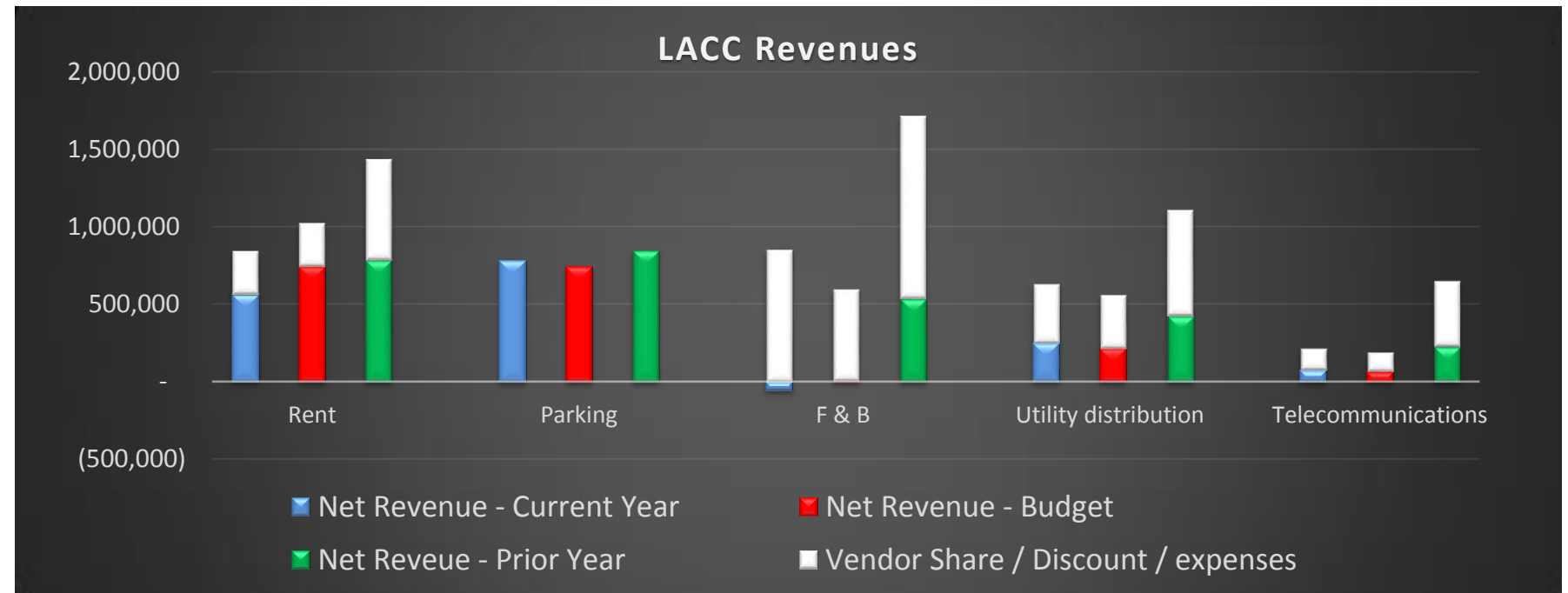
LACC AUGUST 2018 FINANCIALS

OPERATING DEFICIT:

- \$355K (before approved City Reimbursements, A & I and Capital Projects)
- \$172K below budget
- \$1.4M below prior year

REVENUES:

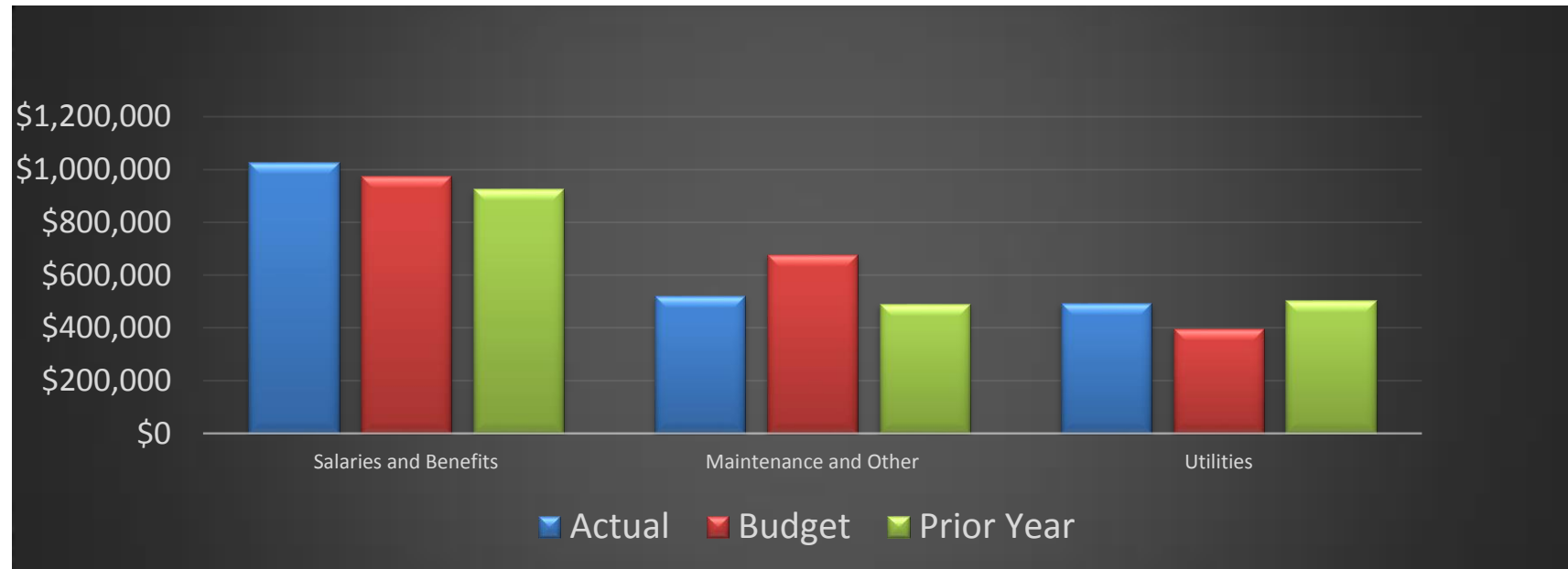
- \$3.7 million gross revenue (before discounts and service provider share)
- \$1.7 million net revenue
- \$184K below budget and \$1.3M below prior year



LACC AUGUST 2018 FINANCIALS

OPERATING EXPENSES:

- \$2.0 million (before approved A & I, Capital Projects, and City reimbursement)
- \$13K below budget and \$119K above prior year



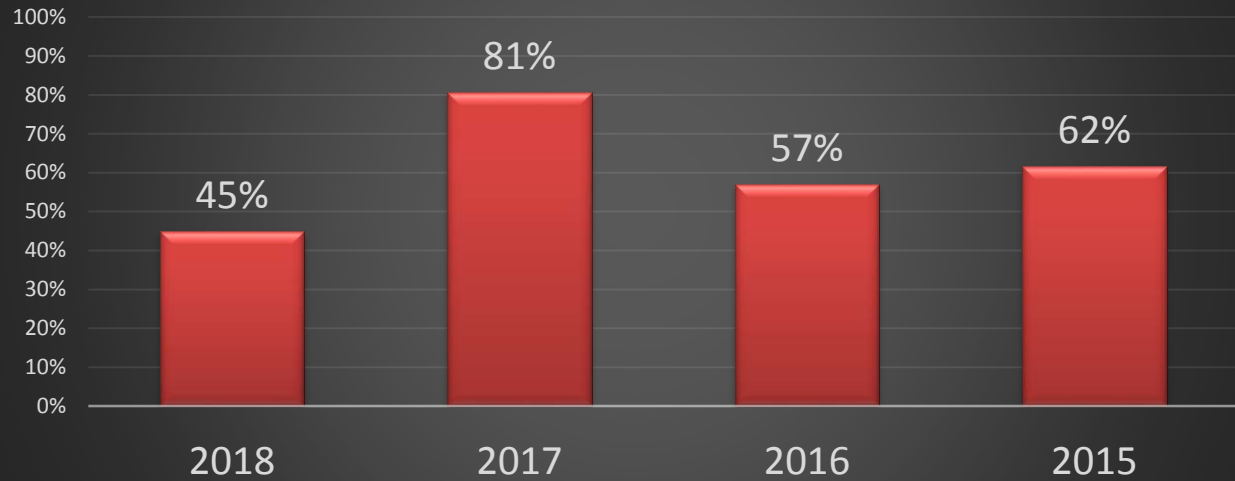
CITY REIMBURSEMENT - \$406K

CAPITAL and ALTERATION & IMPROVEMENTS

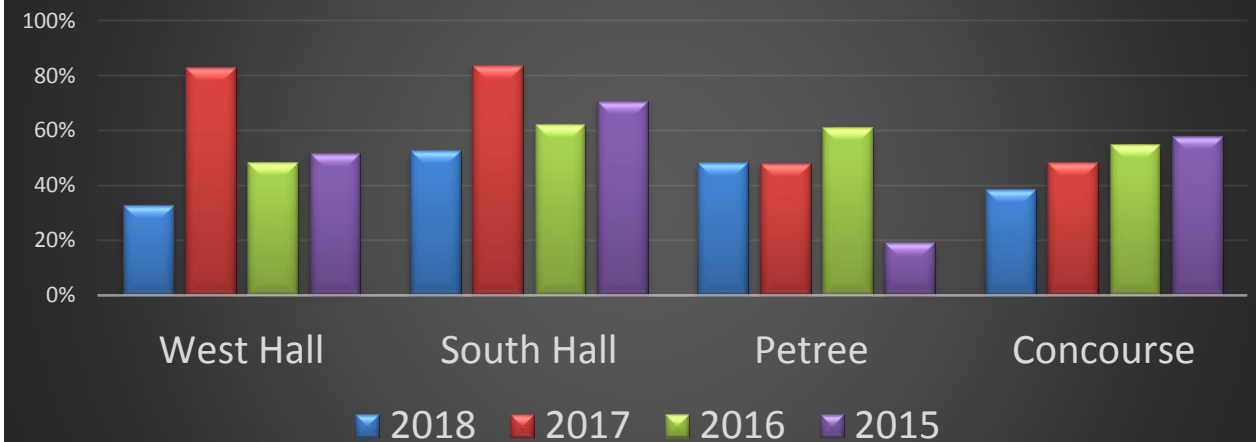
- Venice Garage LED Lighting
- F&B Equipment - blast chiller, transfer equipment, rotating oven
- Heat Exchanger for the Kitchen

LACC AUGUST 2018 OCCUPANCY

Exhibit Hall Occupancy

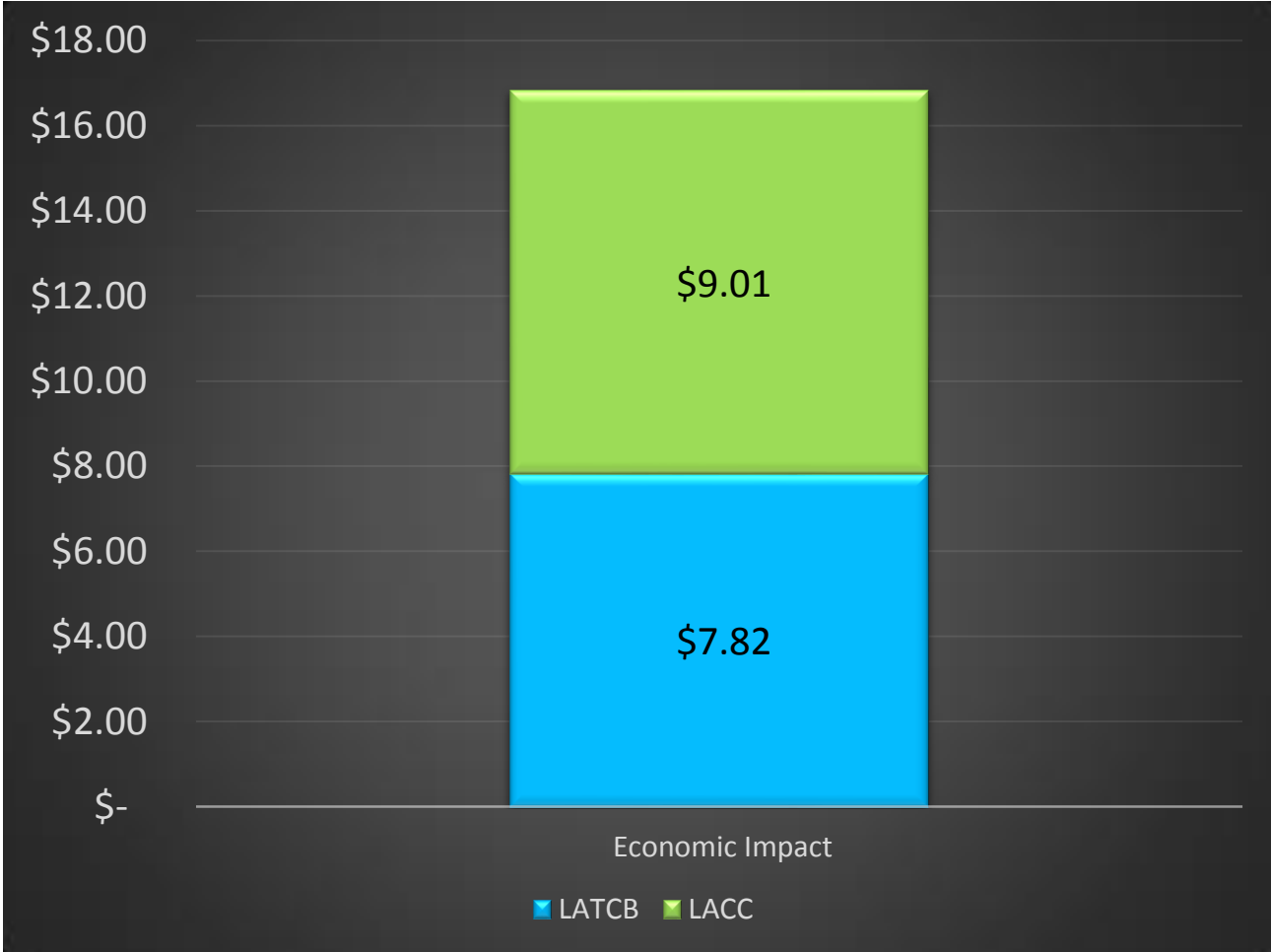


Occupancy by Exhibit Hall



LACC AUGUST 2018 ECONOMIC IMPACT

\$17 million in Projected Economic Impact



M E E T

*Los Angeles*TM

CTD Board of Commissioners Meeting

October 3, 2018



CITYWIDE CONVENTION SALES YTD FY 18/19 PRODUCTION RESULTS

Lead Production	Leads Actual
FY 18/19 Goal	220
FY 18/19 YTD	48
FY 17/18 STLY	42

Booked Room Nights Produced	RNs Actual
FY 18/19 Goal	390,000
FY 18/19 YTD	59,166
FY 17/18 STLY	69,327

Dated September 26, 2018

RECENT BOOKINGS



California Association of Realtors
California Realtor Expo 2019
September 25-28, 2019
3,832 Room Nights



International Council of Shopping Centers
ICSC 2020 Western Dealmaking Conference
September 22-23, 2020
1,740 Room Nights

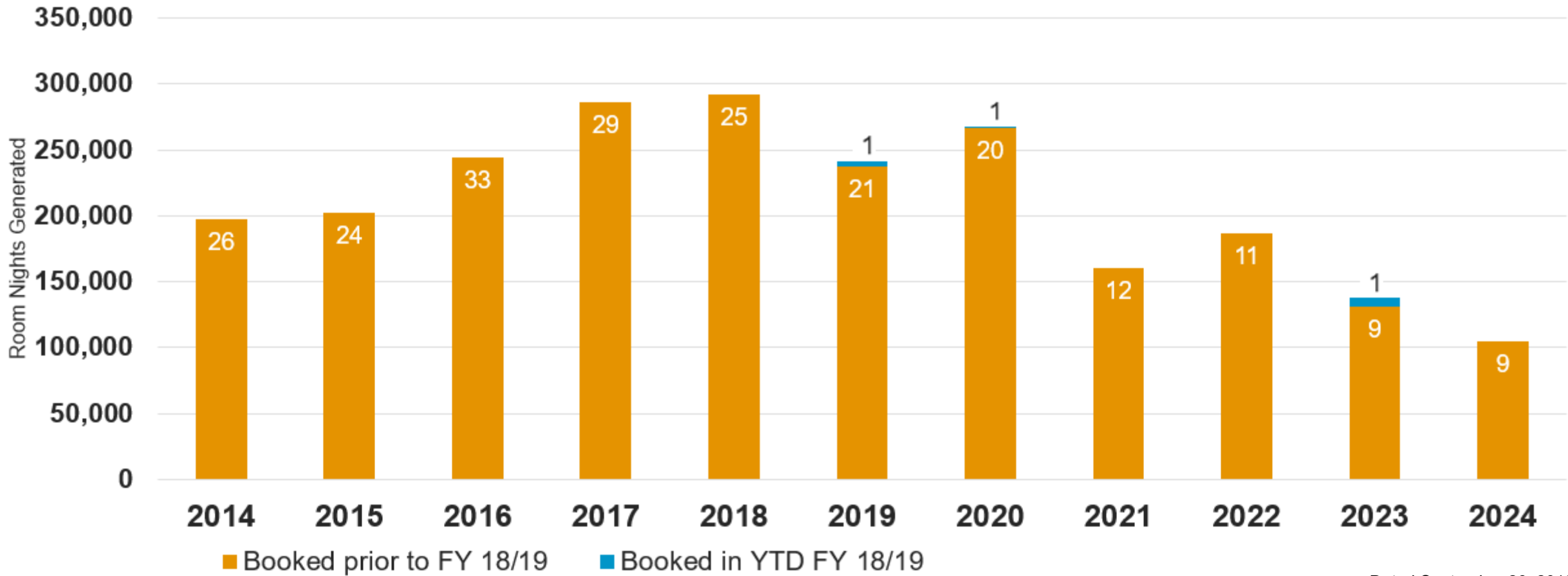


American Association for Thoracic Surgery
AATS Annual Meeting
May 6-9, 2023
May 1-4, 2027
13,333 Room Nights

M E E T

Los Angeles

CITYWIDE CONVENTION BOOKED ROOM NIGHTS 2014-2024 CALENDAR YEAR ARRIVAL DATE



Dated September 26, 2018

SALES TRAVEL CALENDAR

Recent Events:

- **Cvent CONNECT** in Las Vegas, July 23rd – 26th
- **Experient E4** in Anaheim, August 12th – 15th
- **ASAE Annual Meeting & Exposition** in Chicago, August 18th – 21st
- **IBTM Americas** in Mexico City, September 5th – 6th
- **IBTM China** in Beijing, September 12th – 13th



M E E T

Los Angeles

SALES TRAVEL CALENDAR

Upcoming Events:

- **IMEX America** in Las Vegas, October 16th – 18th
- **International Sales Mission** in Toronto, October 22nd – 25th
- **IBTM World** in Barcelona, November 27th – 29th
- **IAEE Expo! Expo! Holiday Showcase** in New Orleans, December 11th – 13th
- **CalSAE Seasonal Spectacular** in Sacramento, December 12th – 13th
- **AMEX Interaction** in San Diego, December 13th – 16th



M E E T

Los Angeles

NEW MICROSITES

- Mobile-friendly and responsive to different size screens
- Easily customizable with client logos and content
- Contain info on event details like hotel maps & registration
- Also contains virtual tours, articles and video on recreational activities in LA, and the newly-expanded Show Your Badge Program
- Rinse and repeat: Can be easily rebranded for another client after event is complete



NEW CONVENTION APP

- 44% of event attendees (and growing) download and utilize event apps
- Easily customizable with client colors, logos and content
- Contains detailed event information like schedule, speakers and sponsors
- Personalized scheduler for attendees to add parts of the agenda to their personal schedule
- Rinse and repeat: Can be easily rebranded for another client after event is complete



E-PRO DIRECT BLAST

- Third-party list of 80,000 planners across all markets and segments
- MeetLA averages a 38.6% open rate (versus average open rate of 15%)
- Contest: Submit an RFP by Oct 31 and be entered to win a trip to the People's Choice Awards on November 11
- E-blast will go out on October 10



**WIN A TRIP &
SEE RED CARPET
GLAMOUR**

HOME TO MOVIE STUDIOS AND THEME PARKS, OUR EXCLUSIVE VENUES MAKE AN UNFORGETTABLE STAGE FOR ANY MEETING. NOW YOU CAN SEE FOR YOURSELF.

SUBMIT AN RFP TO LOS ANGELES AND BE ENTERED TO WIN A TRIP FOR TWO TO L.A. WITH TICKETS TO THE PEOPLE'S CHOICE AWARDS.

MEET
Los Angeles

RFP submissions must be received by October 31, 2018 to qualify. Enter the promotion code "EPRO18" on the submission form. Must be submitted directly to L.A. Tourism via link below; submissions through third party sites will not be entered. Trip for two includes airfare, accommodations and tickets to the People's Choice Awards on 11/11/18.

[SUBMIT RFP NOW](#)

MEET
Los Angeles



THANK YOU



FY18 POST-CONVENTION
SURVEY RESULTS
TOURISM INSIGHTS, OCTOBER 2018

DISCOVER *Los Angeles*™

LOS ANGELES TOURISM & CONVENTION BOARD

BACKGROUND

- As specified in the contract with the City of L.A., the L.A. Tourism and Convention Board (L.A. Tourism) is required to complete the following:

“survey citywide clients to obtain feedback on specific aspects of the client experience at the LACC e.g. event services, security, facility condition, food and beverage service, LAX, participating hotels, and other related venues and service providers”

- Since January 2014, the research firm Event Survey Group has collaborated with L.A. Tourism to conduct the surveys and compile the results.

RESEARCH METHODOLOGY

- Each meeting planner for a citywide convention held in the LACC in FY18 was asked by the Event Survey Group to complete a post-convention online survey.
- The survey is sent to the meeting planner at the close of the last day of the convention. Those that complete the survey within two weeks are sent a \$75 Amex gift card in appreciation. If the survey is completed after two weeks, the incentive is a \$25 Amex gift card.
- Most metrics are rated on a scale of 1 (poor) to 5 (excellent).
- Aggregate results are presented in averages as follows:
 - “Excellent” 4.6 – 5.0
 - “Good” 3.6 – 4.5
 - “Average” 2.6 – 3.5
 - “Below Average/Poor” Below 2.6
- Respondents are assured that their feedback will be used for internal purposes only.

SURVEY RESPONSE RATES

- This report compares four years of post-convention survey results.
- It is important to note that the number of conventions, the percent of meeting planners completing the survey, and the mix of events changes from year to year which impacts ratings.

	# of Citywide Conventions	# of Completed Surveys	Response Rate
FY18	26	24	92%
FY17	31	27	87%
FY16	28	21	75%
FY15	24	16	67%

FY18 SURVEY RESPONDENTS

- Of the 26 events held in FY18, LATCB received 24 completed surveys (92%)

FY18 NON-RESPONDENTS: 2	FY18 RESPONDENTS: 24	
NBA All-Star Weekend	Society for the Promotion of Japanese Animation	American Heart Association
Herbalife	Association for Computing Machinery	SOLIDWORKS
	California Police Athletic Federation	College Art Association
	Harley-Davidson Motor Company	Academy of Osseointegration
	National Retail Federation	American Physical Society
	Medical Tourism Association	Society of Interventional Radiology
	International Council of Shopping Centers	L.A. Marathon
	American Health Information Management Association	American Academy of Neurology
	American Society of Landscape Architects	Society for Information Display
	Urban Land Institute	YouTube All Hands
	American Speech-Language Hearing Association	E3
	Society for Simulation in Health Care	Million Dollar Round Table

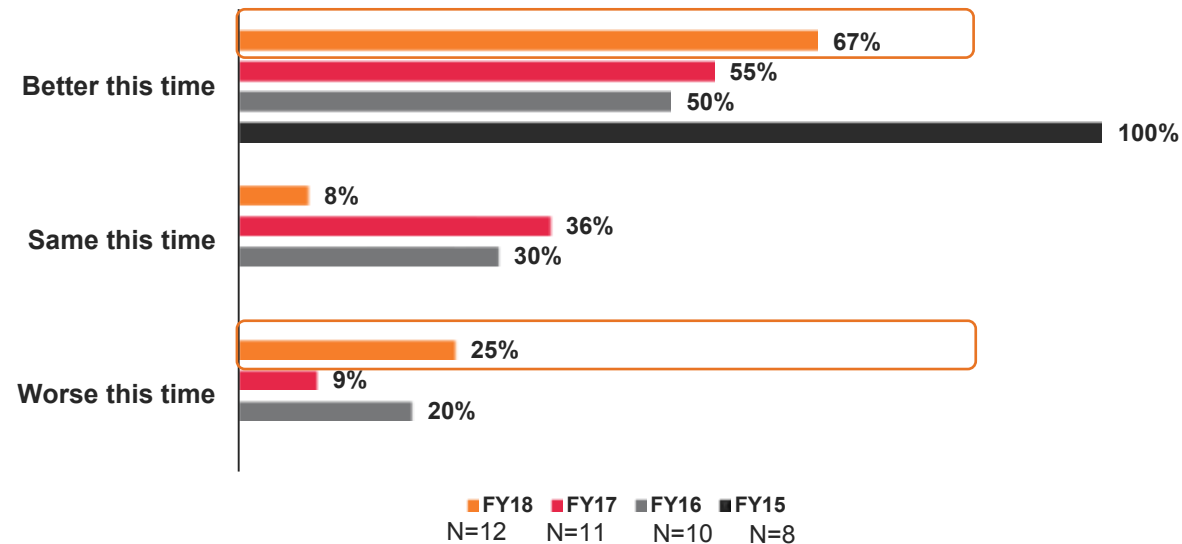
The background features a dense cluster of palm trees, with the image color-coded with a gradient from bright yellow on the left to deep red on the right. The text is centered horizontally and vertically.

L.A. AS A HOST CITY

FY18 L.A. EXPERIENCE COMPARED TO LAST VISIT

- 17 meeting planners (63% of total respondents) in FY18 indicated that their meeting/convention had been held in L.A. before. However, only 12 were able to compare their FY18 experience to previous experiences in L.A.
- 67% of the 12 said their experience in L.A. was “**better this time**” compared to the last time their convention was held in L.A. while 25% of meeting planners said it was “**worse this time**”.

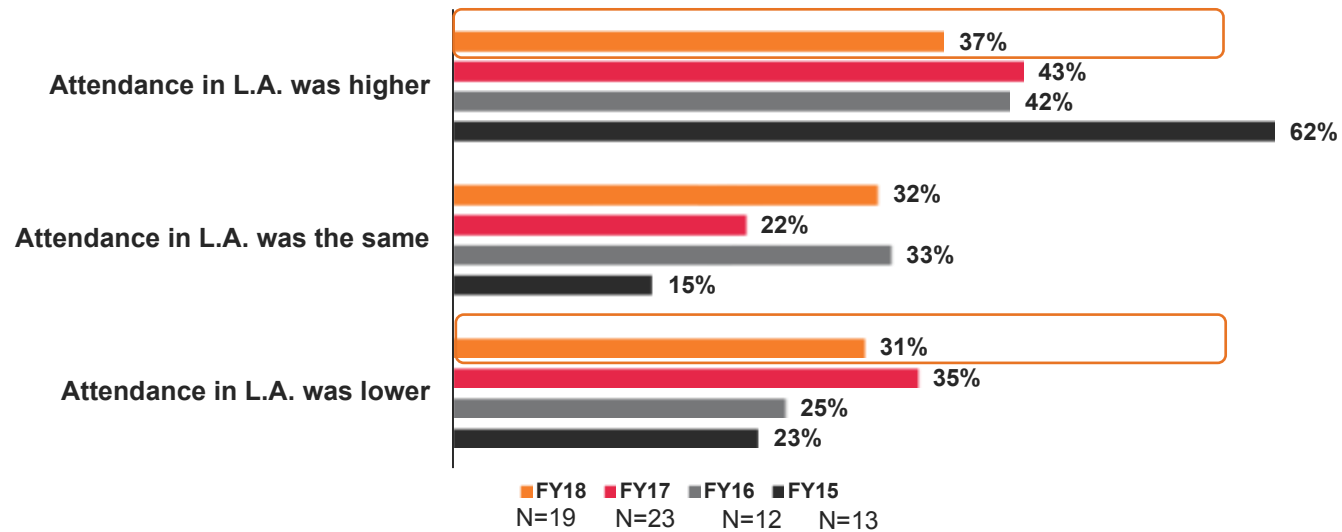
Q: How did the experience in L.A. this time compare to the last time the meeting/convention was held in L.A.?



ATTENDANCE IN L.A. COMPARED TO OTHER CITIES

- For most associations, conventions are a significant revenue source and attendance is critical relative to raising funds from registration fees and for attracting sponsors and exhibitors.
- Among the FY18 L.A. events held in other cities in the last three years, 37% of meeting planners said attendance in L.A. was “**higher**” compared to other cities but 31% said attendance was “**lower**.”

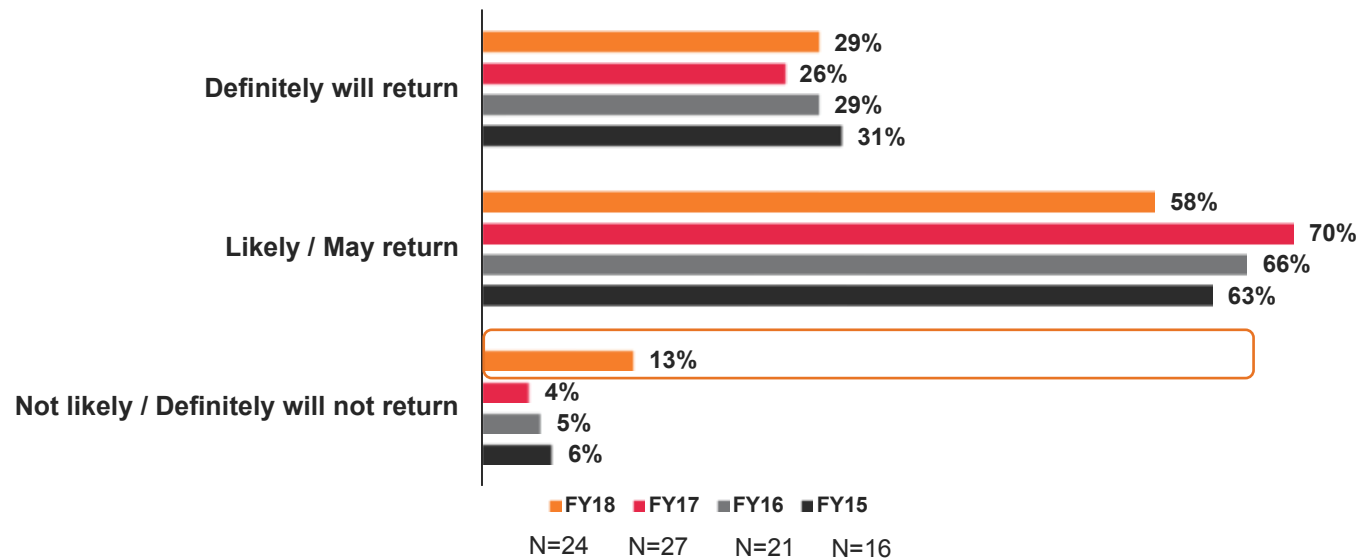
Q: How did attendance in L.A. for this meeting/convention compare to the last time this meeting/convention was held in another city?



INTENT TO RETURN TO L.A.

- 87% of meeting planners in FY18 indicated at least some intent to return to Los Angeles with 29% saying that they “definitely will return” while 13% are “unlikely to return,” significantly more than in previous years.

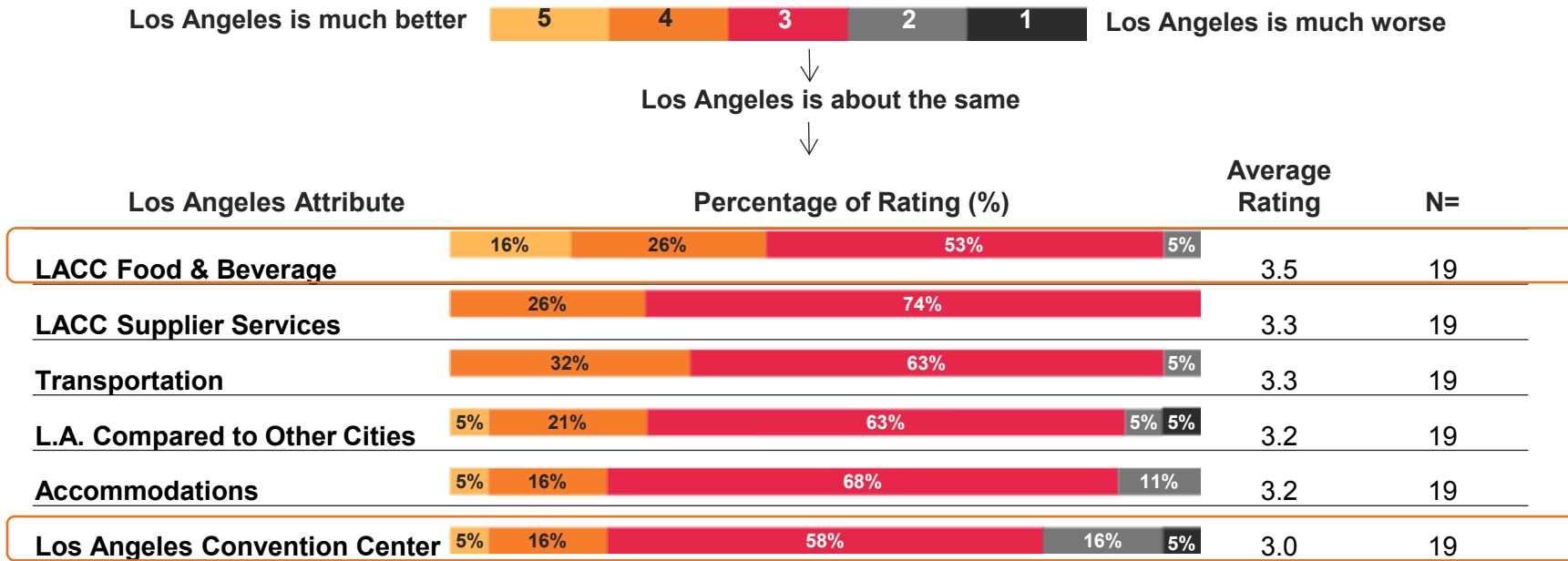
Q: How likely are you to return to L.A. in the future for this meeting/convention?



ATTRIBUTE COMPARISON: L.A. COMPARED TO OTHER CITIES

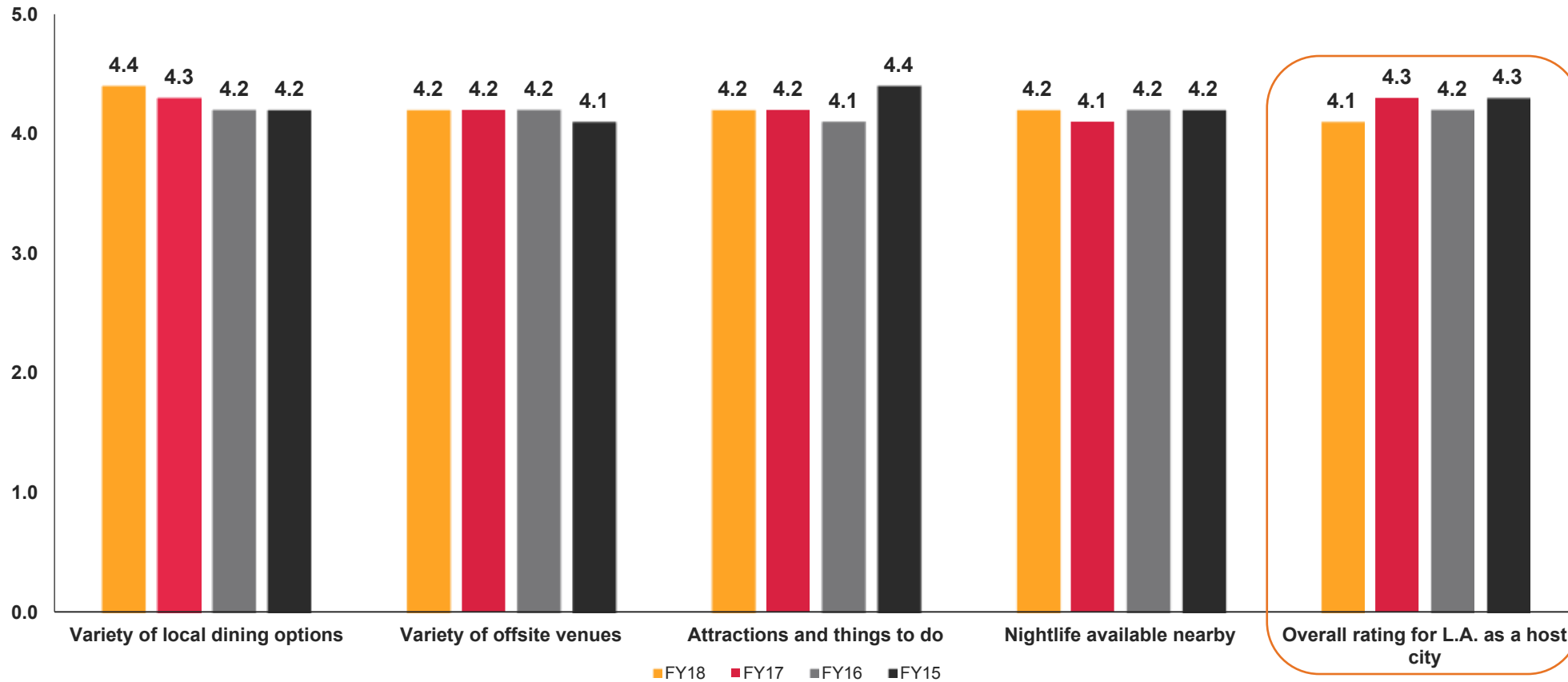
- LACC Food and Beverage appears to be comparable to other cities with only 5% rating it **“worse.”**
- 53% rated LACC as the same as in other cities but LACC itself was the lowest rating relative to other cities averaging 3.0 with 21% rating LACC **“worse”** or **“much worse”** compared to other cities.

Q: How does [attribute] in the L.A. area compare to other cities where you have held this convention in the last three years?



HOST CITY ATTRIBUTE RATINGS – HIGHEST RATED

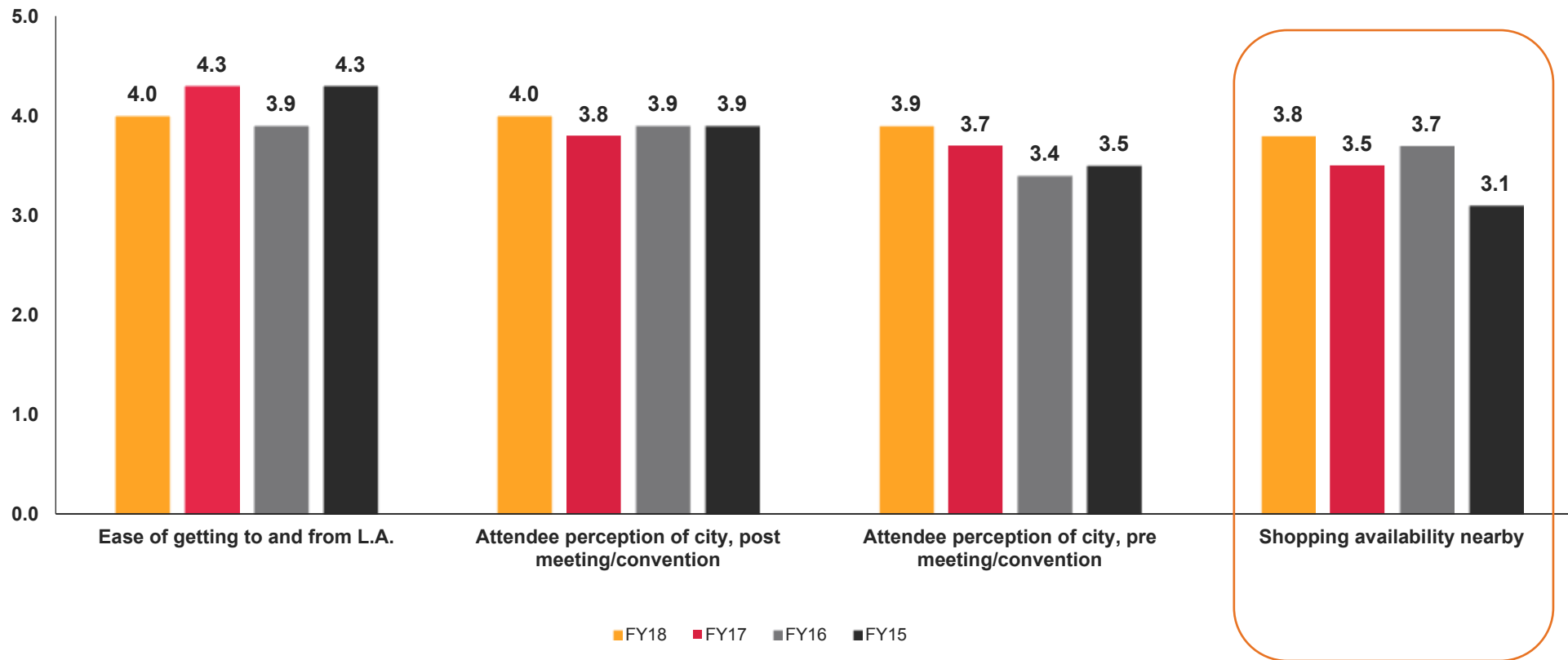
- As a host city overall in FY18, Los Angeles averages “good” at 4.1, slightly lower than previous year ratings.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

HOST CITY ATTRIBUTE RATINGS – LOWEST RATED

- Ratings for **Shopping availability nearby** have improved over the years but continue to generate the lowest host city attribute in FY18 at 3.8.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

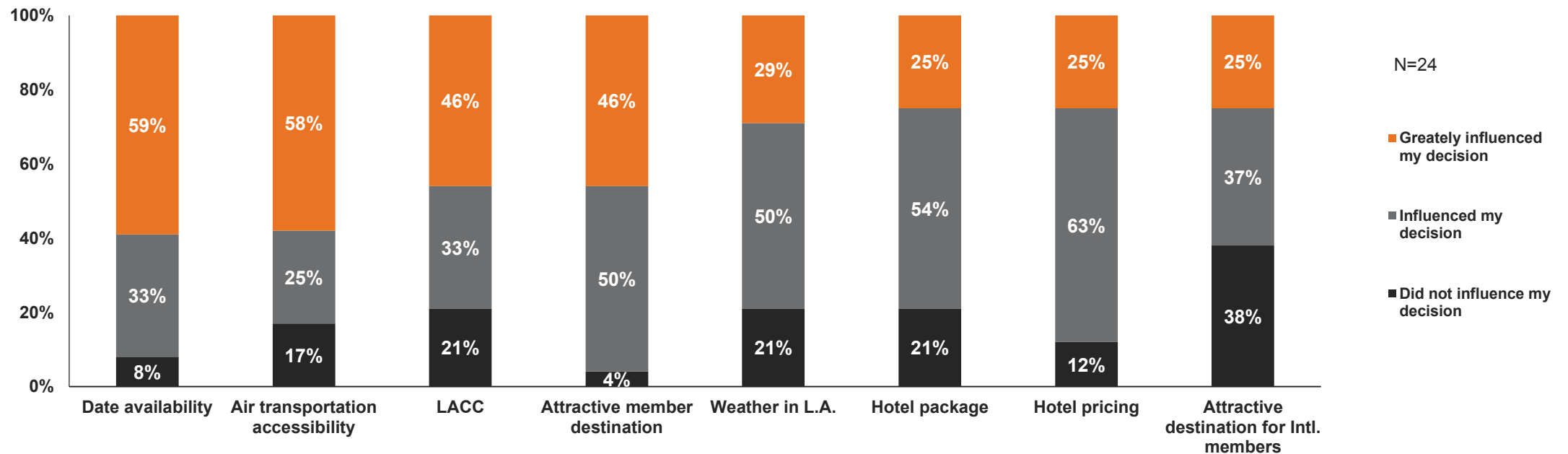
The background features a dense grove of palm trees. The image is overlaid with a color gradient that transitions from a bright yellow on the left side to a deep red on the right side. The text is centered horizontally and vertically.

DECISION INFLUENCERS

KEY DESTINATION SELECTION DECISION INFLUENCERS

- Meeting planners have a very pragmatic approach to destination selection.
- **Date availability** and **air transportation accessibility** by far followed by **LACC** and L.A. being an **attractive member destination** had the most influence on their destination selection in FY18.

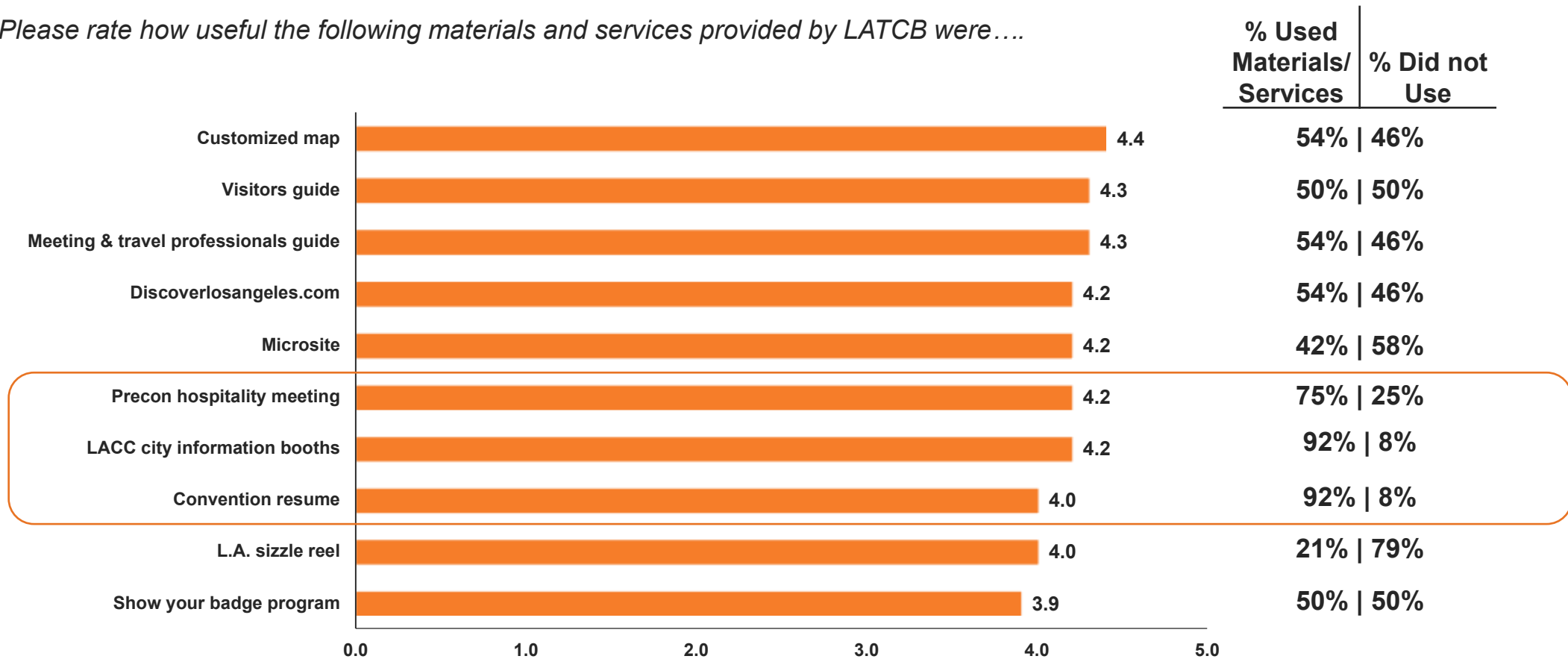
Q: How much did each of the following influence your decision to hold this meeting/convention in L.A.?



USEFUL MATERIALS AND SERVICES

- The **Precon hospitality meeting, LACC city information booths, and convention resume** were used the most (75% or more) and were relatively highly rated in FY18.

Q: Please rate how useful the following materials and services provided by LATCB were....



Rating Scale: Not useful at all / Not very useful = Below 2.6 Somewhat useful = 2.6 – 3.5 Very useful = 3.6 – 4.5 Extremely useful = 4.6 – 5.0

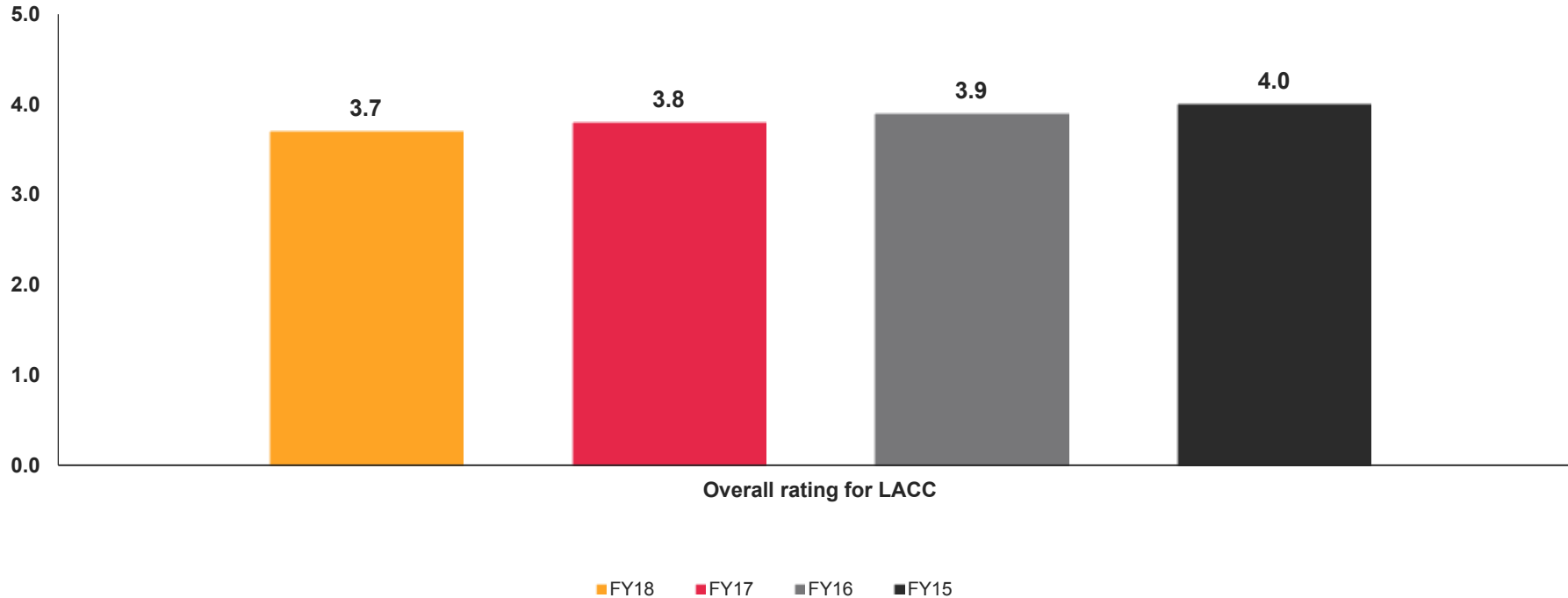
The image features a background of palm trees, with the left side being a bright yellow and the right side fading into a deep red. The word "SATISFACTION" is centered in white, bold, uppercase letters.

SATISFACTION

OVERALL RATING FOR LACC

- Overall, the LACC was rated “**good**” (3.7) by meeting planners in FY18, showing a slight but steady decline in overall ratings compared to the previous three years.

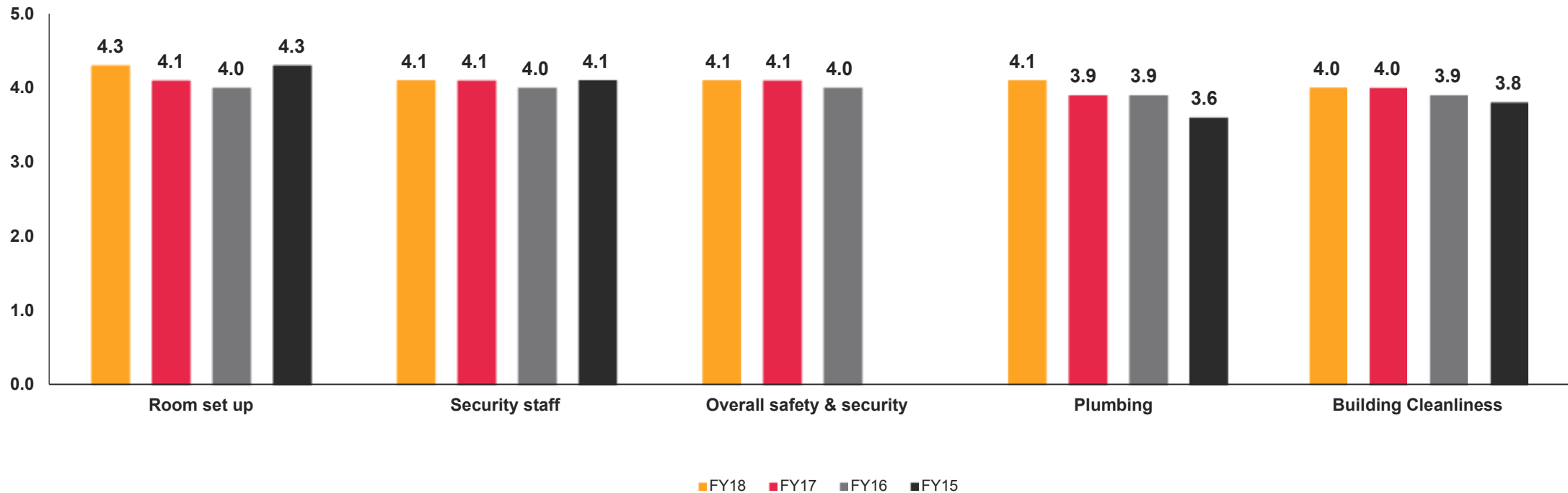
Q: Please rate the following on a scale of Excellent, Good, Average, Below Average, and Poor, Don't Know
Overall rating for the Los Angeles Convention Center



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

LACC – HIGHEST RATED ATTRIBUTES

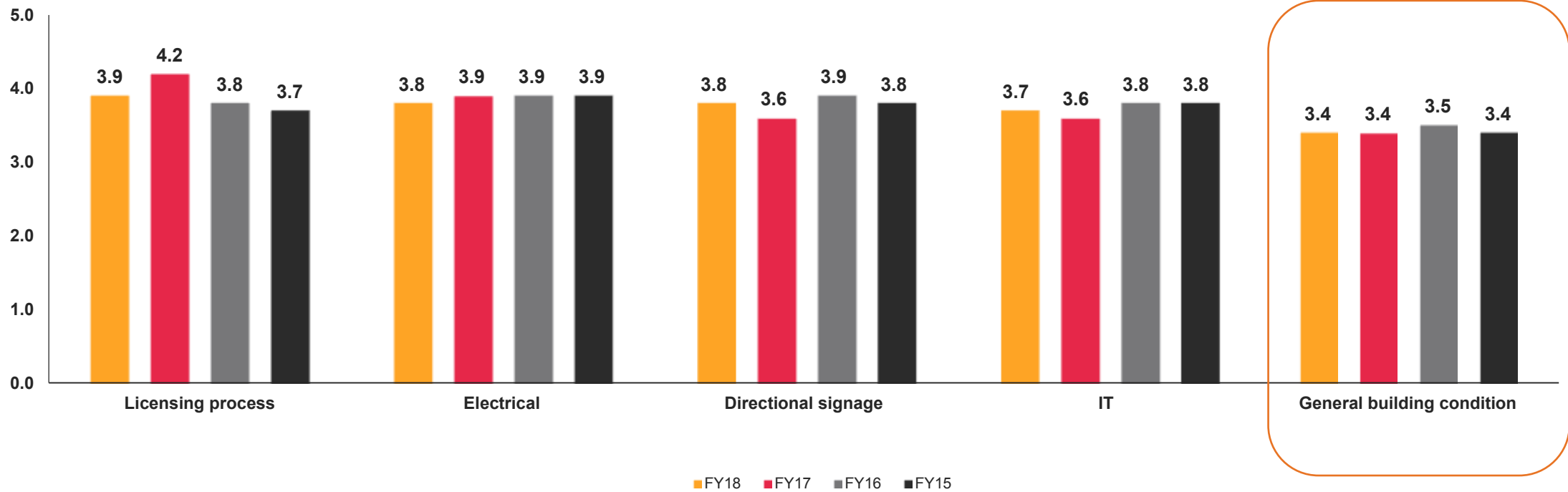
- Specific services such as **Room set up**, **Security staff**, **Overall safety & security**, **Plumbing** and **Building cleanliness** received “good” ratings of **4.0** or higher in FY18.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

LACC – LOWEST RATED ATTRIBUTES

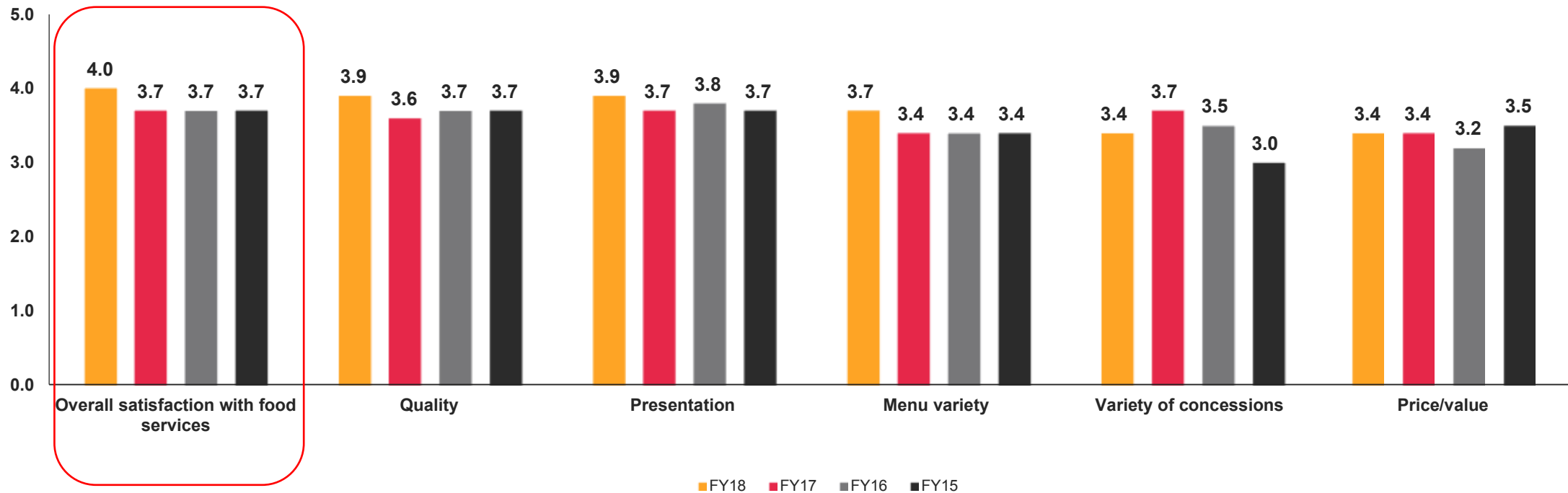
- The **General building condition** continues to be the lowest rated LACC attribute at 3.4, an “average” rating.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

LACC FOOD & BEVERAGE RATINGS

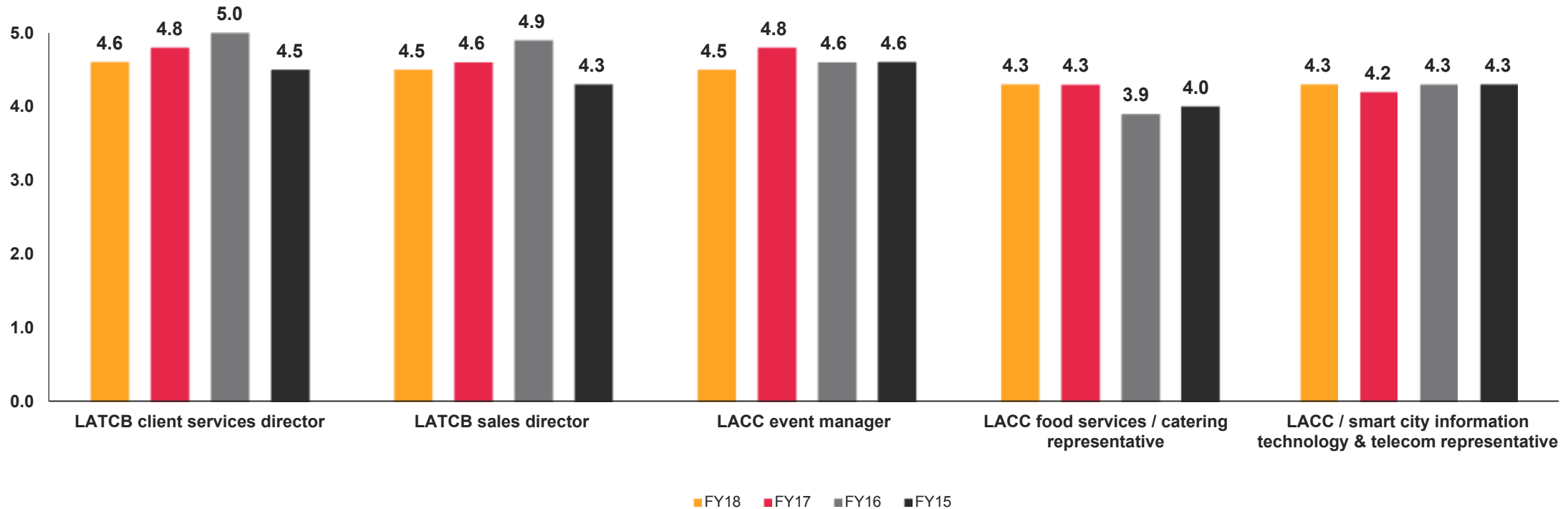
- Overall satisfaction with food services averaged “good” (4.0) in FY18 for the fourth year in a row.
- Overall satisfaction with food services, quality, and menu variety showed the highest ratings growth year over year, while variety of concessions decreased somewhat in satisfaction.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

STAFF RATINGS

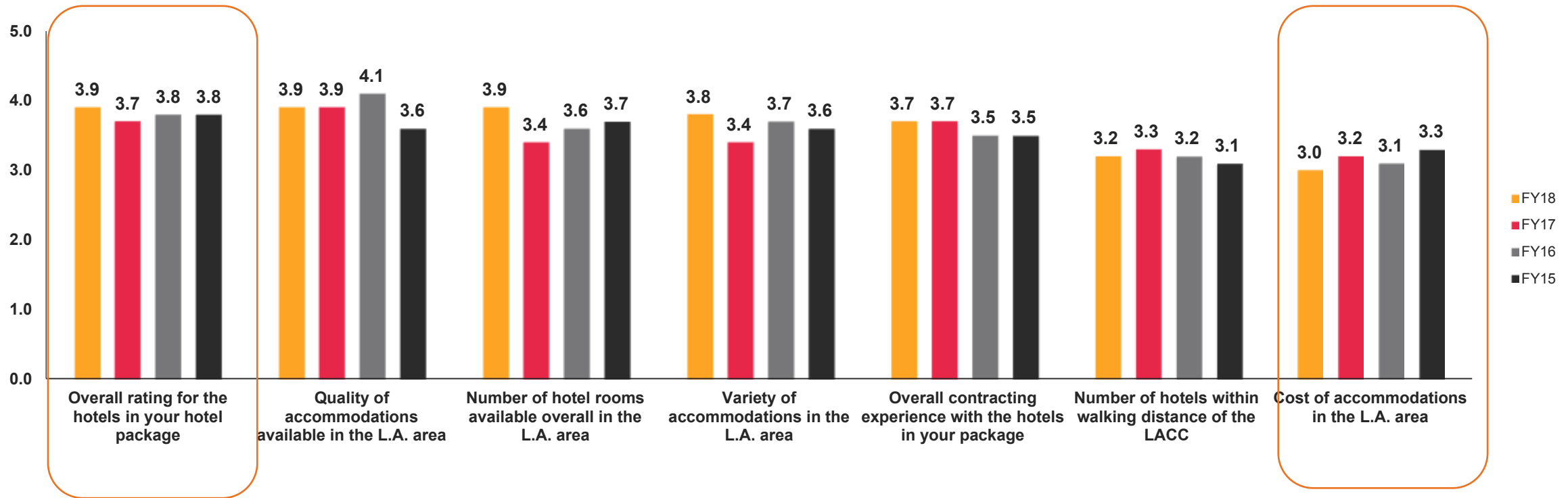
- **LATCB client service directors** were rated “**excellent**” in FY18 averaging 4.6.
- The other FY18 staff ratings are “**good**” ranging from 4.3-4.5.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

ACCOMMODATION RATINGS

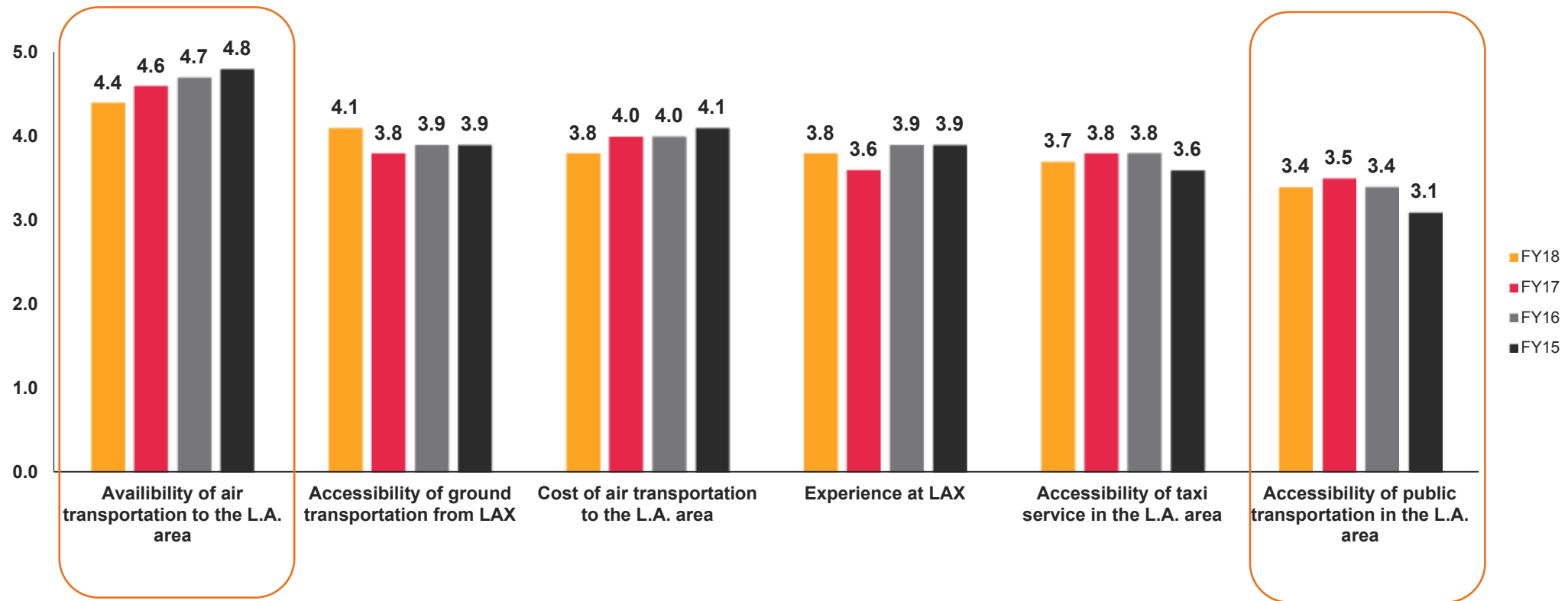
- Overall ratings for hotels in package averaged “good” at 3.9 in FY18, slightly higher than in previous years.
- Cost of accommodations in the L.A. area showed a slight decline year over year to 3.0 vs 3.2 in FY17.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

TRANSPORTATION RATINGS

- **Availability of air transportation to the L.A. area** received the highest transportation rating at 4.4, though lower than in previous years, and **Accessibility of public transportation** received the lowest average rating at 3.4.



Rating Scale: Below Average / Poor = Below 2.6 Average = 2.6 – 3.5 Good = 3.6 – 4.5 Excellent = 4.6 - 5.0

The background of the image features a dense grove of palm trees. The color palette is a gradient, starting with a bright yellow on the left side and transitioning through orange to a deep red on the right side. The palm fronds are silhouetted against this warm, glowing light.

APPENDIX

FY17 SURVEY RESPONDENTS

- Of the 31 events held in FY17, LATCB received 27 completed surveys (87%)

FY17 NON-RESPONDENTS: 4	FY17 RESPONDENTS: 27	
KCON	ANIME	Japan Gray Line DIANA
Emergency Nurses Association	IDEA	Buffalo Wild Wings
NHL All Star Weekend	American Association for Justice	L.A. Marathon
IHRSA	National Medical Association	Optical Society of America
	National Association of Letter Carriers	National Science Teachers Association
	American Public Transportation Association	AFCOM
	American Society of Plastic Surgeons	American Association of Neurological Surgeons
	Audio Engineering Society	American Society of Cataract & Refractive Surgery
	U.S. Green Building Council	INTEL ISEF
	Direct Marketing Association	Society for Information Display
	American College of Chest Physicians	NAFSA
	National Association for the Education of Young Children	E3
	National Soccer Coaches of America	Dwell on Design
	SOLIDWORKS	

FY16 SURVEY RESPONDENTS

- Of the 28 events held in FY16, LATCB received 21 completed surveys (75%)

FY16 NON-RESPONDENTS: 7	FY16 RESPONDENTS: 21	
SIGGRAPH Conference	ANIME	AAAI
CoreNet Global	IDEA	United Spirit Association
American Heart Association	Special Olympics	International Association for Dental Research
Biophysical Society	KCON	Association of Writers & Writing Programs
WonderCon	Organo Gold	SoCal Volleyball Association (Set 1)
NeighborWorks America	Adobe MAX	SoCal Volleyball Association (Set 2)
Dwell on Design	Association of Housing & Redevelopment Officials	Roentgen Ray Society
	Obesity Week	Society of Colon & Rectal Surgeons
	Mary Kay	Association of Legal Administrations
	Service Employees International Union	E3
	LA Marathon	

FY15 SURVEY RESPONDENTS


- Of the 24 events held in FY16, LATCB received 16 completed surveys (67%)

FY15 NON-RESPONDENTS: 8	FY15 RESPONDENTS: 16	
ANIME	League of California Cities	NeighborWorks America
National Council of La Raza	Society of Women Engineers	Herbalife
Global Business Travel Association	Society for Advancement of Chicanos and Native Americans in Science	LA Marathon
Audio Engineering Society	American Federation of Teachers	Optical Society of America
IHRSA	Adobe MAX	Drupal
SoCal Volleyball Association (Set 1)	UBM, LLC	American Telemedicine Association
SoCal Volleyball Association (Set 2)	International Association of Exhibitions and Events	E3
Dwell on Design	Morinda	Building Owners and Managers Association International

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: October 3, 2018

To: Board of Los Angeles Convention and Tourism Development
Commissioners

From:  Doane Liu, Executive Director
Department of Convention and Tourism Development

Subject: **PROPOSED 2018-19 APPENDIX E OF THE AGREEMENT BETWEEN
THE DEPARTMENT OF CONVENTION AND TOURISM DEVELOPMENT
AND THE LOS ANGELES TOURISM AND CONVENTION BOARD -
REPORT #18-006**

SUMMARY:

The Los Angeles Tourism and Convention Board ("LATCB") provides a variety of services, including marketing the City of Los Angeles as a premiere tourist destination and booking citywide events at the Los Angeles Convention Center ("LACC"). The Department of Convention and Tourism Development ("CTD") administers the LATCB Agreement ("Agreement"). Appendix E of the Agreement, however, is updated annually and is attached to this report for the CTD Commission's consideration.

DISCUSSION:

The primary goal of the City's engagement with the LATCB is to grow the local economy by promoting the City. As such, the Agreement defines four core objectives to assist with achieving that goal. Appendix E outlines performance metrics that align with each of the four core objectives to help the City evaluate how well these goals are being met. The objectives and metric categories for tracking performance, developed in collaboration with the CTD and the LATCB, are anticipated to remain the same during the term of the agreement. However, the performance goals are re-evaluated annually and have been updated for fiscal year 2018-19.

In addition, LATCB tracks and updates specific market data in a separate category as part of the annual Appendix E review. This market data provides the City with comprehensive information on external convention and tourism industry trends and statistics to keep policymakers current on the status of tourism as an economic driver. Although not specifically related to LATCB's performance, this market data ensures LA stays competitive and is thus considered important and directly relevant to the four objectives identified in the Agreement.

Aside from this annual review process, the CTD also updates the Commission on the status of LATCB's performance metrics through quarterly reports.

RECOMMENDATION:

That the Board of Los Angeles Convention and Tourism Development Commissioners approve the proposed Appendix E for Fiscal Year 2018-19 to the Agreement between the CTD Department and LATB.

DL:dm

ATTACHMENT

APPENDIX E

Services to be Provided by Contractor In Contract Fiscal Year 2018 – 2019

The primary goal of the City of Los Angeles' engagement with the Los Angeles Tourism & Convention Board (LATCB) is to grow the local economy by promoting the City as a site for citywide conventions, business meetings, major tradeshows and as a destination for leisure travel. LATCB will endeavor to achieve this goal by executing the services and deliverables described below that align with the four core objectives identified in Section 3(a) of the Agreement. Performance metrics that align with each core objective will help the City to evaluate how well these objectives are being met. The City recognizes that LATCB's ability to meet annual performance goals can be impacted both positively and negatively by broader economic trends and factors. As such, the City will take this into consideration when assessing LATCB's performance in order to properly attribute accomplishments due to their efforts.

To achieve these objectives optimally the City recognizes and encourages LATCB to leverage these contract funds with other sources of funding to drive paid room demand yielding increased TOT revenues and visitor spending that benefits the City's General Fund and the Los Angeles economy.

OBJECTIVE 1

Increase the number of people visiting Los Angeles as both a convention and tourist destination in order to increase the economic benefits derived from out-of-town visitors to the City

Services and Deliverables Related to Objective 1:

- a. Promote the City of Los Angeles and its facilities and attractions as a desirable location for association and corporate meetings, conventions and major trade shows. Efforts shall include but not be limited to, representing the City in domestic and international convention and tourism industry associations; attending industry trade shows, customer events, and sales missions; and advertising in key industry trade publications.
- b. Solicit sales leads for such conventions, meetings and trade shows to be held in the City of Los Angeles with an emphasis on using the Los Angeles Convention Center (LACC) and City of Los Angeles hotels.
- c. Book citywide conventions and assisted convention center events at LACC for future years that will produce room nights at hotels within the City of Los Angeles.

- d. Provide customary client services to citywide conventions at the LACC.
- e. Develop and execute a sales and marketing plan for booking events at the LACC that focuses on leveraging the LACC's strengths and opportunities, mitigating the LACC's weakness and challenges, and provides specific strategies and tactics for addressing them. In addition, once plans are finalized, develop and execute ongoing communications with all appropriate audiences regarding LACC's expansion and modernization plans.
- f. Use best efforts to promote the geographic and cultural diversity of the City to drive overnight stays with additional focus on areas of the City that may have been overlooked by traditional tourism efforts with the intent of spreading the economic benefits of tourism throughout the City.
- g. Promote Los Angeles in the media. Keep CTD staff and commissioners apprised of major destination advertising and tourism media campaigns, including ongoing reporting regarding the proportion of these efforts funded by non-TOT funds.
- h. Assist the City as requested with efforts related to the expansion and modernization of the Convention Center. Assistance may include, but is not limited to, providing design input and attending design meetings, providing data as requested, which may involve the use of third party consultants, and visiting other convention centers to evaluate competitive designs.
- i. Regularly report to CTD staff and commissioners on overall marketing strategy and major campaigns.
- j. Maintain close communications and collaboration with CTD and AEG Facilities staff regarding proprietary customer information, proprietary sales strategies, conversion rates and other data.
- k. Provide the City with a comprehensive collection of convention and tourism industry data that will inform policymakers on the performance of tourism as an economic driver. Data may include research compiled or acquired with non-TOT funds. Research includes, but is not limited to, drivers of decision making for meeting planners and data on competitive centers.

I. Metrics for Objective 1:4

Objective 1 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
CITYWIDE / CENTER EVENTS					
1.1 Number of Citywide/Center Events Sales Leads (combined)	Month	230	222	222	220
1.2 Number of Citywide/Center Events Booked for future years (track separately)	Month	32	33	27	31
1.3 Number of Room Nights Booked for future years	Month	408,454	393,708	440,812	390,000
		FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
1.4 Number of Citywide/Center Events Hosted (track separately)	Month	29	32	27	23
1.5 Reported Number of Delegates from Hosted Citywide/Center Event	Quarter	496,886	503,036	440,634	N/A
1.6 Total Number of Room Nights from Hosted Citywide/Center Events (based on convention actuals)	Quarter	225,077	301,364	278,702	N/A
Objective 1 LA County Market Data Source: July 2018 Tourism Economics Estimates					
	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
1.a Total Visitors to L.A. County	Annual	46.3 million	47.7 million	49.0 million	50.2 million
1.b Total Overnight Domestic Visitors	Annual	23.6 million	24.3 million	24.9 million	25.6 million
1.c Total International Visitors	Annual	6.9 million	7.1 million	7.4 million	7.6 million
1.d Total Day Visitors	Annual	15.7 million	16.3 million	16.7 million	17.0 million

OBJECTIVE 2

Measure the economic impact from citywide conventions and the tourism and hospitality sector

Services and Deliverables Related to Objective 2:

- a. Report on economic impact of citywide conventions and provide detail on methodology for calculating economic impact.
- b. Produce audits on hotel room nights consumed by conventions.

c. Provide data on economic impact of tourism and hospitality industry.

d. Metrics for Objective 2:

Objective 2 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
ECONOMIC IMPACT OF CITYWIDE / CENTER EVENTS Sources: Tourism Economics/CBRE/LATCB					
2.1 TOT from Hosted Citywide/Center Events 14% (track separately) Source: CBRE Hotel Audits	Quarter	\$6.8 million	\$10.3 million	\$10.0 million	N/A
2.2 TOT revenue for the City Source: City of Los Angeles	Month	\$230.8 million	\$265.7 million	\$299.1 million	\$314.8 million
L.A. COUNTY LODGING PERFORMANCE Sources: STR Actuals, July 2018 Tourism Economics Estimates and Secondary Data Sources					
2.3 Hotel Room Night Demand (Sold)	Month	28.8 million	29.5 million	29.7 million	30.3 million
2.4 Hotel Occupancy Rates	Month	80.8%	80.6%	79.5%	79.4%
2.5 Hotel Average Daily Rates	Month	\$166.98	\$172.82	\$177.82	\$183.19
2.6 Revenue Per Available Hotel Room	Month	\$134.92	\$139.29	\$141.37	\$145.44
2.7 Jobs from Leisure and Hospitality Sector Source: CA EDD (Fiscal Year Average)	Month	498,158	517,750	535,150	N/A
Objective 2 L.A. County Market Data Source: July 2018 Tourism Economics Estimates (FY)					
	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
2.a Visitor Direct Spending	Annual	\$22.12 billion	\$22.18 billion	\$23.16 billion	\$24.28 billion
2.b Visitor Indirect/Induced Spending	Annual	\$11.39 billion	\$11.92 billion	\$12.41 billion	\$12.96 billion
2.c Local Tax Revenue from LA County Visitors	Annual	\$1.55 billion	\$1.63 billion	\$1.70 billion	\$1.77 billion
2.d Overnight Visitor Average Trip Spend in LA County (Market/Planning Resource)	Annual	\$659	\$673	\$683	\$696
Objective 2 City Market Data Source: DMAI Impact Calculator					
	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
2.e Local Business Sales based on direct spending from Citywide/Center Events	Annual	\$266.8 million	\$353.1 million	\$352.7 million	N/A
2.f Local Tax Revenue based on total economic impact from Citywide/Center Events (track separately)	Annual	\$23.2 million	\$25.9 million	\$21.0 million	N/A
2.g Fulltime Equivalent (FTE) Jobs based on total economic impact from Citywide/Center Events(track separately)	Annual	3,333	4,570	4,770	N/A

OBJECTIVE 3

Facilitate and track engagement with those visiting Los Angeles for conventions and leisure travel to enhance the visitor experience with the intent of encouraging repeat visitation, and longer lengths of stay

Services and Deliverables Related to Objective 3:

- a. Survey citywide clients to obtain feedback on specific aspects of the client experience at the LACC (e.g., event services, security, facility condition, food and beverage service, LAX, participating hotels, and other related venues and service providers).
- b. Host and facilitate Customer Advisory Boards as requested by the CTD to obtain feedback from current and potential clients on long-term strategic issues such as designs for the expansion and modernization of the facility, industry trends and client needs.
- c. Enhance the visitor experience through an integrated network of visitor centers, digital channels, visitor information publications (digital or print) and in-market servicing of group clients providing convenient and relevant destination information and resources.
- d. Maintain a mobile optimized web site and social media platforms to engage potential visitors to Los Angeles. Provide ongoing performance data to CTD.
- e. Leverage emerging and immersive technology in providing compelling information to LA's visitors and in differentiating LA from its competitors.
- f. Collaborate with CTD to find new options and venues that would expand outreach to LA's visitors.
- g. Report on visitor perceptions and satisfaction levels (including studies conducted with non-TOT funding) to inform the City as to how it may improve the visitor experience with the goal of encouraging repeat visitation, increasing the likelihood of visitors recommending the destination to others and driving longer lengths of stay/increase spending.
- h. Maintain and publish L.A. Tourism Calendar of Events.
- i. Metrics for Objective 3:

Objective 3 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
Source: LATCB Post-Con Surveys 3.1 Overall Host City Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	4.2	4.3	4.1	N/A
3.2 Overall LACC Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	3.9	3.8	3.7	N/A
3.3 Overall LATCB Client Services Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	5.0	4.8	4.6	4.5

3.4 Number of Visitor Impressions at Visitor Centers, Kiosks and Publications (Track Separately) *Note – reduction for FY17/18 due to 1) discontinuation of kiosk pilot and 2) shift from full China OVG to Pocket Guide.	Quarter	1.1 million	2.0 million	1.2 million*	1.5 Million
3.5 Number of Unique Visitors to web site, social platforms, e-comms *Note – data for FY15/16 through FY16/17 reflects number of visits to Discover Los Angeles website.	Quarter	12.4 million*	13.5 million*	16.4 million	16.5 Million
3.6 Social Media Activity (Facebook, Twitter and Instagram followers)	Quarter	3.6 million	4.0 million	4.5 million	4.9 Million
Objective 3 Market Data	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
3.a Visitor Satisfaction Ratings from Visitor Profile Study Source: Destination Analysts FY17 (Funded by non-TOT resources)	Every 3 years or when conducted	N/A	91%	N/A	N/A
3.b Average Length of Stay of Overnight Visitors (Marketing & Planning Resource)	Annual	4.1 nights	4.2 nights	4.1 nights	N/A
3.c Percent of Repeat Visitors from Visitor Profile Study Source: Destination Analysts FY17 (Funding by non-TOT resources)	Every 3 years or when conducted	N/A	68%	N/A	N/A

OBJECTIVE 4

Effectively leverage TOT funds with other sources of funds to promote conventions and tourism to maximize the yield from the City's investment

Services and Deliverables Related to Objective 4:

- a. Use best efforts to develop other sources of revenue, such as Memberships, sponsorships, corporate partnerships and advertising sales to support the promotion of tourism in Los Angeles.
- b. Use best efforts in booking the City's convention facilities to maximize total revenues for the LACC facility with the priority of booking quality business that drives hotel room nights and spending from out-of-town visitors that stimulates the local economy and generates TOT to the City of Los Angeles.
- c. Generate earned media to create awareness and excitement among potential visitors, with an emphasis on driving feature stories in which at least 75% of content is specifically about Los Angeles.

- d. Submit TOT-funded budget for review by CTD Board and inclusion in the Mayor's proposed budget.
- e. Deliver audited financial statements within 120 days after close of fiscal year.
- f. Regularly update CTD staff and commissioners on key performance metrics.
- g. Submit monthly financial reports to CTD on use of TOT vs. non-TOT funds.
- h. Metrics for Objective 4:

Objective 4 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
4.1 Percent of Rental Income from Citywides Retained After Discounts Source: LACC Operator	Quarter	22.7%	12.4%	18.9%	N/A
4.2 Non-TOT Funds	Quarter	\$30.8 million	\$29.5 million	\$33.1 million	\$33.9 million
4.3 Total Paid Advertising Value from multiple funding sources	Annual	\$6.6 million	\$9.6 million	\$8.1 million	\$8.9 million
4.4 Earned Media Feature Stories* as Percentage of Total Earned Media *Note –Feature Story is defined as any story where at least 3/4 of the content is about Los Angeles	Annual	--	--	50%	50%
Objective 4 Market Data	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
4.a Rental Income Retained from Citywides Source: LACC Operator	Quarter	\$1,610,926	\$1,086,817	\$1,409,891	N/A

CTD Approval: _____
Signature Title

LATCB Approval: _____
Signature Title

LATCB Approval: _____
Signature Title

Date: _____

APPENDIX E

Services to be Provided by Contractor In Contract Fiscal Year 2018 – 2019

The primary goal of the City of Los Angeles' engagement with the Los Angeles Tourism & Convention Board (LATCB) is to grow the local economy by promoting the City as a site for citywide conventions, business meetings, major tradeshows and as a destination for leisure travel. LATCB will endeavor to achieve this goal by executing the services and deliverables described below that align with the four core objectives identified in Section 3(a) of the Agreement. Performance metrics that align with each core objective will help the City to evaluate how well these objectives are being met. The City recognizes that LATCB's ability to meet annual performance goals can be impacted both positively and negatively by broader economic trends and factors. As such, the City will take this into consideration when assessing LATCB's performance in order to properly attribute accomplishments due to their efforts.

To achieve these objectives optimally the City recognizes and encourages LATCB to leverage these contract funds with other sources of funding to drive paid room demand yielding increased TOT revenues and visitor spending that benefits the City's General Fund and the Los Angeles economy.

OBJECTIVE 1

Increase the number of people visiting Los Angeles as both a convention and tourist destination in order to increase the economic benefits derived from out-of-town visitors to the City

Services and Deliverables Related to Objective 1:

- a. Promote the City of Los Angeles and its facilities and attractions as a desirable location for association and corporate meetings, conventions and major trade shows. Efforts shall include but not be limited to, representing the City in domestic and international convention and tourism industry associations; attending industry trade shows, customer events, and sales missions; and advertising in key industry trade publications.
- b. Solicit sales leads for such conventions, meetings and trade shows to be held in the City of Los Angeles with an emphasis on using the Los Angeles Convention Center (LACC) and City of Los Angeles hotels.
- c. Book citywide conventions and assisted convention center events at LACC for future years that will produce room nights at hotels within the City of Los Angeles.

- d. Provide customary client services to citywide conventions at the LACC.
- e. Develop and execute a sales and marketing plan for booking events at the LACC that focuses on leveraging the LACC's strengths and opportunities, mitigating the LACC's weakness and challenges, and provides specific strategies and tactics for addressing them. In addition, once plans are finalized, develop and execute ongoing communications with all appropriate audiences regarding LACC's expansion and modernization plans.
- f. Use best efforts to promote the geographic and cultural diversity of the City to drive overnight stays with additional focus on areas of the City that may have been overlooked by traditional tourism efforts with the intent of spreading the economic benefits of tourism throughout the City.
- g. Promote Los Angeles in the media. Keep CTD staff and commissioners apprised of major destination advertising and tourism media campaigns, including ongoing reporting regarding the proportion of these efforts funded by non-TOT funds.
- h. Assist the City as requested with efforts related to the expansion and modernization of the Convention Center. Assistance may include, but is not limited to, providing design input and attending design meetings, providing data as requested, which may involve the use of third party consultants, and visiting other convention centers to evaluate competitive designs.
- i. Regularly report to CTD staff and commissioners on overall marketing strategy and major campaigns.
- j. Maintain close communications and collaboration with CTD and AEG Facilities staff regarding proprietary customer information, proprietary sales strategies, conversion rates and other data.
- k. Provide the City with a comprehensive collection of convention and tourism industry data that will inform policymakers on the performance of tourism as an economic driver. Data may include research compiled or acquired with non-TOT funds. Research includes, but is not limited to, drivers of decision making for meeting planners and data on competitive centers.

I. Metrics for Objective 1:4

Objective 1 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
CITYWIDE / CENTER EVENTS					
1.1 Number of Citywide/Center Events Sales Leads (combined)	Month	230	222	222	220
1.2 Number of Citywide/Center Events Booked for future years (track separately)	Month	32	33	27	31
1.3 Number of Room Nights Booked for future years	Month	408,454	393,708	440,812	390,000
		FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
1.4 Number of Citywide/Center Events Hosted (track separately)	Month	29	32	27	23
1.5 Reported Number of Delegates from Hosted Citywide/Center Event	Quarter	496,886	503,036	440,634	N/A
1.6 Total Number of Room Nights from Hosted Citywide/Center Events (based on convention actuals)	Quarter	225,077	301,364	278,702	N/A
Objective 1 LA County Market Data <i>Source: July 2018 Tourism Economics Estimates</i>	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
1.a Total Visitors to L.A. County	Annual	46.3 million	47.7 million	49.0 million	50.2 million
1.b Total Overnight Domestic Visitors	Annual	23.6 million	24.3 million	24.9 million	25.6 million
1.c Total International Visitors	Annual	6.9 million	7.1 million	7.4 million	7.6 million
1.d Total Day Visitors	Annual	15.7 million	16.3 million	16.7 million	17.0 million

OBJECTIVE 2

Measure the economic impact from citywide conventions and the tourism and hospitality sector

Services and Deliverables Related to Objective 2:

- a. Report on economic impact of citywide conventions and provide detail on methodology for calculating economic impact.
- b. Produce audits on hotel room nights consumed by conventions.

c. Provide data on economic impact of tourism and hospitality industry.

d. Metrics for Objective 2:

Objective 2 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
ECONOMIC IMPACT OF CITYWIDE / CENTER EVENTS Sources: Tourism Economics/CBRE/LATCB					
2.1 TOT from Hosted Citywide/Center Events 14% (track separately) Source: CBRE Hotel Audits	Quarter	\$6.8 million	\$10.3 million	\$10.0 million	N/A
2.2 TOT revenue for the City Source: City of Los Angeles	Month	\$230.8 million	\$265.7 million	\$299.1 million	\$314.8 million
L.A. COUNTY LODGING PERFORMANCE Sources: STR Actuals, July 2018 Tourism Economics Estimates and Secondary Data Sources					
2.3 Hotel Room Night Demand (Sold)	Month	28.8 million	29.5 million	29.7 million	30.3 million
2.4 Hotel Occupancy Rates	Month	80.8%	80.6%	79.5%	79.4%
2.5 Hotel Average Daily Rates	Month	\$166.98	\$172.82	\$177.82	\$183.19
2.6 Revenue Per Available Hotel Room	Month	\$134.92	\$139.29	\$141.37	\$145.44
2.7 Jobs from Leisure and Hospitality Sector Source: CA EDD (Fiscal Year Average)	Month	498,158	517,750	535,150	N/A
Objective 2 L.A. County Market Data Source: July 2018 Tourism Economics Estimates (FY)					
	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
2.a Visitor Direct Spending	Annual	\$22.12 billion	\$22.18 billion	\$23.16 billion	\$24.28 billion
2.b Visitor Indirect/Induced Spending	Annual	\$11.39 billion	\$11.92 billion	\$12.41 billion	\$12.96 billion
2.c Local Tax Revenue from LA County Visitors	Annual	\$1.55 billion	\$1.63 billion	\$1.70 billion	\$1.77 billion
2.d Overnight Visitor Average Trip Spend in LA County (Market/Planning Resource)	Annual	\$659	\$673	\$683	\$696
Objective 2 City Market Data Source: DMAI Impact Calculator					
	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
2.e Local Business Sales based on direct spending from Citywide/Center Events	Annual	\$266.8 million	\$353.1 million	\$352.7 million	N/A
2.f Local Tax Revenue based on total economic impact from Citywide/Center Events (track separately)	Annual	\$23.2 million	\$25.9 million	\$21.0 million	N/A
2.g Fulltime Equivalent (FTE) Jobs based on total economic impact from Citywide/Center Events(track separately)	Annual	3,333	4,570	4,770	N/A

OBJECTIVE 3

Facilitate and track engagement with those visiting Los Angeles for conventions and leisure travel to enhance the visitor experience with the intent of encouraging repeat visitation, and longer lengths of stay

Services and Deliverables Related to Objective 3:

- a. Survey citywide clients to obtain feedback on specific aspects of the client experience at the LACC (e.g., event services, security, facility condition, food and beverage service, LAX, participating hotels, and other related venues and service providers).
- b. Host and facilitate Customer Advisory Boards as requested by the CTD to obtain feedback from current and potential clients on long-term strategic issues such as designs for the expansion and modernization of the facility, industry trends and client needs.
- c. Enhance the visitor experience through an integrated network of visitor centers, digital channels, visitor information publications (digital or print) and in-market servicing of group clients providing convenient and relevant destination information and resources.
- d. Maintain a mobile optimized web site and social media platforms to engage potential visitors to Los Angeles. Provide ongoing performance data to CTD.
- e. Leverage emerging and immersive technology in providing compelling information to LA’s visitors and in differentiating LA from its competitors.
- f. Collaborate with CTD to find new options and venues that would expand outreach to LA’s visitors.
- g. Report on visitor perceptions and satisfaction levels (including studies conducted with non-TOT funding) to inform the City as to how it may improve the visitor experience with the goal of encouraging repeat visitation, increasing the likelihood of visitors recommending the destination to others and driving longer lengths of stay/increase spending.
- h. Maintain and publish L.A. Tourism Calendar of Events.
- i. Metrics for Objective 3:

Objective 3 Performance Metrics <i>Source: LATCB Post-Con Surveys</i>	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
3.1 Overall Host City Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	4.2	4.3	4.1	N/A
3.2 Overall LACC Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	3.9	3.8	3.7	N/A
3.3 Overall LATCB Client Services Rating Citywide Client Satisfaction: (5-point scale)	Semi-Annual	5.0	4.8	4.6	4.5

3.4 Number of Visitor Impressions at Visitor Centers, Kiosks and Publications (Track Separately) <i>*Note – reduction for FY17/18 due to 1) discontinuation of kiosk pilot and 2) shift from full China OVG to Pocket Guide.</i>	Quarter	1.1 million	2.0 million	1.2 million*	1.5 Million
3.5 Number of Unique Visitors to web site, social platforms, e-comms <i>*Note – data for FY15/16 through FY16/17 reflects number of visits to Discover Los Angeles website.</i>	Quarter	12.4 million*	13.5 million*	16.4 million	16.5 Million
3.6 Social Media Activity (Facebook, Twitter and Instagram followers)	Quarter	3.6 million	4.0 million	4.5 million	4.9 Million
Objective 3 Market Data	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Forecast
3.a Visitor Satisfaction Ratings from Visitor Profile Study <i>Source: Destination Analysts FY17 (Funded by non-TOT resources)</i>	Every 3 years or when conducted	N/A	91%	N/A	N/A
3.b Average Length of Stay of Overnight Visitors <i>(Marketing & Planning Resource)</i>	Annual	4.1 nights	4.2 nights	4.1 nights	N/A
3.c Percent of Repeat Visitors from Visitor Profile Study <i>Source: Destination Analysts FY17 (Funding by non-TOT resources)</i>	Every 3 years or when conducted	N/A	68%	N/A	N/A

OBJECTIVE 4

Effectively leverage TOT funds with other sources of funds to promote conventions and tourism to maximize the yield from the City’s investment

Services and Deliverables Related to Objective 4:

- a. Use best efforts to develop other sources of revenue, such as Memberships, sponsorships, corporate partnerships and advertising sales to support the promotion of tourism in Los Angeles.
- b. Use best efforts in booking the City’s convention facilities to maximize total revenues for the LACC facility with the priority of booking quality business that drives hotel room nights and spending from out-of-town visitors that stimulates the local economy and generates TOT to the City of Los Angeles.
- c. Generate earned media to create awareness and excitement among potential visitors, with an emphasis on driving feature stories in which at least 75% of content is specifically about Los Angeles.

- d. Submit TOT-funded budget for review by CTD Board and inclusion in the Mayor’s proposed budget.
- e. Deliver audited financial statements within 120 days after close of fiscal year.
- f. Regularly update CTD staff and commissioners on key performance metrics.
- g. Submit monthly financial reports to CTD on use of TOT vs. non-TOT funds.
- h. Metrics for Objective 4:

Objective 4 Performance Metrics	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
4.1 Percent of Rental Income from Citywides Retained After Discounts <i>Source: LACC Operator</i>	Quarter	22.7%	12.4%	18.9%	N/A
4.2 Non-TOT Funds	Quarter	\$30.8 million	\$29.5 million	\$33.1 million	\$33.9 million
4.3 Total Paid Advertising Value from multiple funding sources	Annual	\$6.6 million	\$9.6 million	\$8.1 million	\$8.9 million
4.4 Earned Media Feature Stories* as Percentage of Total Earned Media <i>*Note –Feature Story is defined as any story where at least 3/4 of the content is about Los Angeles</i>	Annual	--	--	50%	50%
Objective 4 Market Data	Frequency of Reporting	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Goal
4.a Rental Income Retained from Citywides <i>Source: LACC Operator</i>	Quarter	\$1,610,926	\$1,086,817	\$1,409,891	N/A

CTD Approval: _____
Signature Title

LATCB Approval: _____
Signature Title

LATCB Approval: _____
Signature Title

Date: _____

LATCB Contract Objectives
Appendix E Performance Metrics

Reporting Frequency	Year	Area	Appendix E Objective	Fiscal Year 2017-18 Year-End	FY 2017 Actual	FY 2018 Actual	FY 2018 Goal	Percent of Goal
Objective 1: Increase the number of visitors to L.A. as a convention and tourist destination and increase the associated economic benefits.								
Month	FY	City	1.1	Sales Leads-Citywides/Center Events (combined)	222	222	220	100.9%
Month	FY	City	1.2	Citywides/Center Events Booked in FY17-18 for Future Years	33	27	35	77.1%
Month	FY	City	1.3	Room Nights booked in FY17-18 for Future Years	393,708	440,812	390,000	113.0%
Month	FY	City	1.4	Hosted Events-Citywides/Center Events	32	27	27	100.0%
Quarter	FY	City	1.5	Event Delegates from Hosted Citywides/Center Events	503,036	440,634	456,958	96.4%
Quarter	FY	City	1.6	Hosted Citywide/Center Event Generated Room Nights (CBRE Audit)	301,364	278,702	306,560	90.9%
Objective 2: Measure and report the economic impact from citywide conventions and the tourism and hospitality sector.								
Quarter	FY	City	2.1	TOT from Hosted Citywide/Center Events (14%) (Hotel Audits) (in millions)	\$10.3	\$10.0	N/A	N/A
Month	FY	City	2.2	Total TOT to City's General Fund (13%) (in millions)	\$265.7	\$299.1	\$282.1	106.0%
Month	FY	County	2.3	Hotel Room Night Demand (sold) (in millions, revised monthly)	29.5	29.7	29.7	100.0%
Month	FY	County	2.4	Hotel Occupancy Rate (revised monthly)	80.6%	79.5%	79.0%	100.6%
Month	FY	County	2.5	Average Daily Rate - ADR (revised monthly)	\$172.82	\$177.82	\$178.04	99.9%
Month	FY	County	2.6	Revenue Per Available Room -RevPar (revised monthly)	\$139.29	\$141.37	\$140.68	100.5%
Month	FY	County	2.7	Jobs - Leisure & Hospitality Sector (Fiscal Year average)	517,750	535,150	N/A	N/A
Objective 3: Enhance the visitor experience . Facilitate and track convention and leisure travel visitors to encourage repeat visitation and longer stays.								
Semi-Annually	FY	City	3.1	Citywide Client Satisfaction: Host City Rating (5 point scale)	4.3	4.1	4.6	89.1%
Semi-Annually	FY	City	3.2	Citywide Client Satisfaction: LACC Rating (5 point scale)	3.8	3.7	4.6	80.4%
Semi-Annually	FY	City	3.3	Citywide Client Satisfaction: LATCB Client Services Rating (5 point scale)	4.8	4.6	4.6	100.0%
Quarter	FY	City	3.4	Visitors' Intercept Visitor Centers, Kiosks & Publications (Millions)	2.0	1.2	1.5	80.0%
Quarter	FY	County	3.5	Number of Unique Visitors to web site, social platforms, e-comms	13.5	16.4	15.0	109.3%
Quarter	FY	County	3.6	Social Media Activity-Followers (Millions)	4.0	4.5	4.4	102.3%
Objective 4: Effectively leverage TOT funds with other sources of funds to promote conventions and tourism to maximize the City's investment.								
Quarter	FY	City	4.1	% of Citywide Rental Income-Retained by LACC	12.4%	18.9%	N/A	N/A
Quarter	FY	County	4.2	Non-TOT Funds (in Millions)	\$29.5	\$33.9	\$33.3	101.8%
Annual	FY	County	4.3	Paid Advertising Value (in Millions)	\$9.6	\$8.1	\$8.3	97.6%
Annual	FY	County	4.4	Earned Media Feature Stories as Percentage of Total Earned Media	\$70.0	50%	42%	119.0%