



MEETING OF THE BOARD OF DIRECTORS  
Wednesday, January 24, 2024 at 4:00 pm – Room 211

**AGENDA**

**Board of Directors**

Tyron Hampton, Chair  
Phil Hosp, Vice-Chair  
Kim Burbank, Treasurer  
Joseph Titizian, Secretary  
Joan Aarestad  
Pat Amsbry  
Scott Boone  
David Eads  
Dave Klug  
Eleanor Lee  
Jeff Michael  
Blair Salisbury  
Dan Stenz

**PCOC Staff**

Michael Ross, CEO

**PCOC Mission Statement**

The mission of the Pasadena Center Operating company (PCOC) is to promote Pasadena as a meeting and travel destination in an effort to maximize economic impact through the development of meetings, conventions, entertainment events and tourism by providing professionally managed facilities and first-class service.

**MEMBERS OF THE PUBLIC MAY PARTICIPATE IN THE OPEN SESSION PORTION OF THE MEETING AS FOLLOWS:**

1) By submitting public comment of any length to the following email: [publiccomment@pasadenacenter.com](mailto:publiccomment@pasadenacenter.com) up to two hours prior to the start of the meeting. Please be aware that this email address will not be checked within the two hours prior to the start of the meeting or, 2) During the meeting, by submitting comments in writing to the Recording Secretary, or by raising their hand to be recognized to speak at the appropriate time.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please call 626/793-2122. Notification 72 hours prior to the meeting will enable the PCOC to make reasonable arrangements to assure accessibility to this meeting. Language translation services are available for this meeting by calling (626) 793-2122 at least 72 hours in advance. Habrá servicio de interpretación disponible para éstas juntas llamando al (626) 793-2122 por lo menos con 48 horas de anticipación.



**MEETING OF THE BOARD OF DIRECTORS**  
**Wednesday, January 24, 2024 at 4:00 pm – Room 211**

**AGENDA**

- I. Call to Order**
- II. Roll Call**
- III. Public Comment on Matters Not on the Agenda**
- IV. Approval of September 27, 2023 Board Meeting Minutes:** *Motion to Approve*
- V. Executive Committee Report - Tyron Hampton**
- VI. FY 2023 Audit – Lance, Soll & Lunghard, LLP, Brandon Young, Partner, and Christian Townes, Partner:** *Motion to Accept*
- VII. Restoration of the façade and stairs, including waterproofing and painting of the Civic Auditorium – Michael Ross, CEO:** *Motion to Approve*

It is recommended that the PCOC Board:

- 1. Find that the proposed action is exempt from the California Environmental Quality Act ("CEQA") pursuant to State CEQA Guidelines Section 15301 (Existing Facilities);
- 2. Accept the proposal dated December 21, 2023, submitted by Spectra Company in response to the plans and specifications for the Restoration of the Civic Auditorium façade including waterproofing and painting and replacement of the exterior stairs and reject all other proposals, and authorize the CEO to enter into a contract for an amount not-to-exceed \$1,289,618.29, which includes the base contract amount (\$1,172,380.29) and a contingency of 10% (\$117,238.00) to provide for any necessary change orders.

- VIII. Directors Reports**
  - Financial Report, December 2023 - Phuong Wong: *Motion to Approve*
  - Sales - Center, Civic, CVB – Kristin McGrath
  - Marketing Update – Christine Susa
  - Operations – Naz Sabripour
  - Ice Rink - Michael Ross



- IX. **Chief Executive Officer Report - Michael Ross**
- X. **Tournament of Roses Report – David Eads, CEO**
- XI. **Rose Bowl Operating Company Report – Aaron Milam**
- XII. **Adjournment:** Next meeting: Wednesday March 27, 2024 at 4:00 pm

Copies of this agenda and past agendas are posted at Pasadena City Hall and available for download online at <https://www.visitpasadena.com/board-agendas/>.

A handwritten signature in black ink, appearing to read "T. Hampton".

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*Tyron Hampton, Chair, Board of Directors*

I HEREBY CERTIFY that this Agenda, in its entirety, posted on the City of Pasadena rotunda area bulletin board at 100 N. Garfield Ave., and on [www.pasadenacenter.com](http://www.pasadenacenter.com).

A handwritten signature in blue ink, appearing to read "Margie Christ".

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*Margie Christ, Recording Secretary*



Convention Center  
Civic Auditorium  
Ice Skating Center  
Convention & Visitors Bureau

## **OFFICIAL MINUTES**

### **BOARD OF DIRECTORS MEETING**

Wednesday, September 27, 2023  
4:00 p.m.

Pasadena Convention Center  
300 E. Green Street  
Pasadena, CA 91101

**I. Call to Order:**

Chairman Tyron Hampton, called the September 27, 2023, Pasadena Center Operating Company (PCOC) Board of Directors Special Meeting to order at 4:05 p.m.

**II. Roll Call:**

Roll call was taken and recorded by Margie Christ. A quorum assembled.

**Board Members**

Tyron Hampton, Chair

Phil Hosp Vice-Chair

Joseph Titizian, Secretary

Joan Aarestad

Pat Amsbry

Scott Boone

David Eads

Kim Burbank

Dave Klug (absent)

Eleanor Lee (joined during item IV.Sales)

Jeff Michael

Blair Salisbury (absent)

Dan Stenz (absent)

Mike Owen (absent)

**PCOC Staff**

Michael Ross, *CEO*

Kristin McGrath, *CVB Executive Director*

Naz Sabripour, *Convention Center Executive Director*

Phuong Wong, *Director of Finance*

Margie Christ, *Director of Human Resources*

Christine Susa, *Director of Marketing & Communications*

**RBOC**

Aaron Milam, *RBOC Representative*

**City Staff**

Lesley Cheung, *Assistant Attorney, City of Pasadena*

**III. Public Comment On Matters Not On the Agenda**

(None)

**IV. Approval of June 28, 2023 Board of Directors Meeting Minutes**

It was moved by Pat Amsbry and seconded by Joan Aarestad, to approve the June 28, 2023, Board of Directors Meeting Minutes as submitted. The motion unanimously carried. *Absent: Dave Klug; Eleanor Lee; Blair Salisbury; Dan Stenz; Mike Owen.*

**V. Executive Committee Report – Tyron Hampton**

Tyron Hampton told the Board of Directors that the Executive Committee had had a discussion about their concern whether the City of Pasadena could effectively enforce TBID collection from all short-term rental property owners. He said that it would be added to the December Board of Directors meeting agenda.

## VI. Directors Reports

- **Financial Report, August 2023 – Phuong Wong**

Phuong Wong provided an update on the PCOC financials. Operating revenue through August 2023 was \$1.5 million, which was on budget. Operating expenses were \$1.4 million, \$244,000 better than budget. Net operating income was \$116,000 which was \$184,000 better than budget.

TOT revenue collected through August, 2023 was \$2.1 million which was on budget. Debt service expense was \$1.8 million, which was \$223,000 better than budget. The result was \$320,00 net gain, \$223,000 better than budget.

TBID assessment was \$725,000 which was \$58,000 better than budget. CVB expenses were \$455,000, resulting in a net gain of \$270,000 which was \$172,000 better than budget.

The total net gain for the company was \$706,000, which was \$579,000 better than budget.

It was moved by Joan Aarestad and seconded by Scott Boone, to approve the August, 2023, financials as presented. The motion unanimously carried. *Absent: Dave Klug; Blair Salisbury; Dan Stenz; Mike Owen.*

- **Sales – Kristin McGrath**

Kristin McGrath, Executive Director of the CVB directed the Board of Directors to the information previously provided about the CVB, Center and Civic Auditorium activity. She said that definite hotel room nights achieved to date in FY24 are 6,855 to an annual goal of 40,000 (17%). Further, she said 59 new leads, equaling 35,561 room nights over the next 24 months, were issued to the hotel community from July, 2023 to date in September. She noted that ADR continues to be healthy. Kristin directed the Board's attention to several pages in the meeting package that had been sent previously, about the variety of activities the CVB sales team has had in recent months.

There were some questions/comments regarding activity/outreach that Kristin McGrath addressed.

- **Marketing Update – Christine Susa**

Kristin McGrath directed the Board to the information previously provided about marketing and communications efforts. She reviewed some of the activities of the sales and marketing teams for the CVB.

- **Operations – Naz Sabripour**

Naz Sabripour, Executive Director of the Convention Center, directed the Board directors' attention to the materials that had previously been provided. She reviewed the highlights with the group.

- **Ice Rink - Michael Ross**

Michael Ross, CEO reported that the Ice Rink activity has continued to be very strong. He directed the Board to the information previously provided about the ice rink. Mike also told the Board of Directors that after 11 years, the Ice Rink GM has resigned to move out of the area. He said that a search is in process.

## VII. (IX) Chief Executive Officer Report - Michael Ross, CEO

- **Civic waterproofing and painting Project**

Michael Ross, CEO reported that no bids were submitted for the Civic Auditorium restoration. He went on to say that feedback from contractors had been that the work would be complicated,

requiring various sub-contractors. As such, the contractors said that they needed more time to complete the RFP. Therefore, the RFP process will be re-opened.

**VIII. (X) Tournament of Roses Report - David Eads, CEO**

David Eads reported that planning for the Rose Parade and the Rose Bowl Game is in process. He said that the parade lineup of floats, bands, equestrian and entertainment acts is nearly complete. The court will be announced within a week and the Grand Marshall will be announced soon. David also said that this year there will be more parade broadcast and streaming partners for even more visibility of Pasadena and the parade.

**IX. (XI) RBOC Report – Aaron Milam**

Aaron Milam reported that the Rose Bowl (happily) has been busier with soccer matches and concerts.

**X. (XII) Adjournment**

On order of the Chair, the Board Meeting adjourned at 5:25 p.m.

**Approved for the Board of Directors By:**

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**Tyron Hampton**  
**Chair, Board of Directors**

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**Joe Titizian**  
**Secretary, Board of Directors**

**Respectfully submitted by:**

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**Margie Christ, Recording Secretary**

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**Date**

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
Pasadena Center Operating Company  
Pasadena, California

### Report on the Audit of the Financial Statements

#### **Opinion**

We have audited the accompanying financial statements of Pasadena Center Operating Company (the "Company"), a component unit of the City of Pasadena, California, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Company's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Company, as of June 30, 2023, and the changes in financial position, and cash flows thereof, as listed in the table of contents, for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Emphasis of Matter**

##### *Change in Accounting Principle*

As described in Note 1 to the financial statements, in 2023, the Company adopted new accounting guidance, GASB Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*, and GASB Statement No. 96, *Subscription Based Information Technology Arrangements*. Our opinion is not modified with respect to this matter.

##### *Component Unit Reporting*

As discussed in Note 1, the financial statements of the Company are intended to present the financial position, the changes in financial position, and cash flows of only that portion of the business-type activities of the City of Pasadena that is attributable to the transactions of the Company. They do not purport to, and do not, present fairly the financial position of the City of Pasadena, as of June 30, 2023, the changes in its financial position, or, where applicable, its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.



To the Board of Directors  
Pasadena Center Operating Company  
Pasadena, California

### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.



To the Board of Directors  
Pasadena Center Operating Company  
Pasadena, California

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 21, 2023, on our consideration of the Company's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Company's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Company's internal control over financial reporting and compliance.

Brea, California  
December 21, 2023



INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors  
Pasadena Center Operating Company  
Pasadena, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Pasadena Center Operating Company (the "Company"), component unit of the City of Pasadena, California (the "City"), as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Company's basic financial statements, and have issued our report thereon dated December 21, 2023.

### Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Company's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we do not express an opinion on the effectiveness of the Company's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

### Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Company's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.



To the Board of Directors  
Pasadena Center Operating Company  
Pasadena, California

### **Purpose of This Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Company's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Company's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Brea, California  
December 21, 2023

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TO: PCOC Board of Directors

FROM: Michael Ross, CEO

SUBJECT: Restoration of the façade and stairs, including waterproofing and painting of the Civic Auditorium

DATE: January 19, 2024

RECOMMENDATION:

It is recommended that the PCOC Board:

1. Find that the proposed action is exempt from the California Environmental Quality Act ("CEQA") pursuant to State CEQA Guidelines Section 15301 (Existing Facilities);
2. Accept the proposal dated December 21, 2023, submitted by Spectra in response to the plans and specifications for the Restoration of the Civic Auditorium façade including waterproofing and painting and replacement of the exterior stairs and reject all other proposals, and authorize the CEO to enter into a contract for an amount not-to-exceed \$1,289,618.29, which includes the base contract amount (\$1,172,380.29) and a contingency of 10% (\$117,238.00) to provide for any necessary change orders.

## **Background**

The current CIP was approved by the City Council in the FY 2020 budget. Due to COVID and the subsequent lack of funds the project was put on hold. The phased scope of the project includes restoration of the exterior façade, exterior stairs, lower level spaces below the plaza and the plaza of the 92-year-old Civic Auditorium.

The Civic Auditorium is part of the Civic Center District. As such all work must follow the National Park Service, Secretary of the Interior's Standards for the Treatment of Historic Properties. Work completed to date includes research, field investigations, technical drawings and specifications, documentation and coordination, with project management to follow. Rehabilitation drawings and bid documents have been prepared and are awaiting Consolidated Design Review approval from the City of Pasadena Planning Department – Design and Historic Preservation Division.

The field investigation revealed significant areas requiring repair and restoration. This along with the COVID related delay, the project has escalated in cost and the scope has expanded. The PCOC Board received a loan of \$2.5m with a 3% interest rate set by the City to fund this Capital Improvement Project of a historic City asset.

## **Project Description & Scope of Work**

ONYX Architects was asked to prepare a limited study of the Historic Civic Auditorium that included field research to determine the cause of continued water damage to the Auditorium's exterior façade, exterior stairs, roof, plaza and building interiors, including finishes and substrates, such as the waterproofing materials, steel structural systems and concrete sub-structure.

After a preliminary investigation with ONYX Staff and our waterproofing and historic resources restoration sub-consultant, it was determined that there were four primary causes of water intrusion into the building:

- 1) Leaks in the ceiling and down interior walls caused by outdated or deteriorated roofing materials and joint compounds.
- 2) Deteriorated sub-surface grading beneath portions of the plaza that lead to standing water or improper surface drainage which migrates into undesired portions of the plaza and building.
- 3) Failing sub-surface drainage and waterproofing beneath the portions of the plaza over an area of the basement.
- 4) Water intrusion through façade details such as the exterior staircases, windows, custom cast concrete façade trim and detail components, and general wall surface painting – which subsequently has led to deterioration of exterior finishes and cast stone.

All the building elements are character defining features, and as such, are equally important and interconnected, which will require concurrent repairs within a succinct timeframe.

Based on the expanded scope of work after the preliminary investigation, it was determined that the work should be executed at one time through phases completed in concurrent stages. This approach would be in the best interest of PCOC to help staff carefully manage the complete restoration of the building's exterior and interior within the confines of budget availability and event scheduling.

Due to the thriving event activity at the Pasadena Civic Auditorium, it is important for key stakeholders, visitors and clientele that disruptions caused by construction and restoration remain limited and are completed in an efficient and orderly manner.

This unique and specialized project type requires qualified contractors with significant experience in historic preservation and restoration, and that will also be able to meet the demands of a publicly funded project that requires prevailing wage for all work done on-site.

A Consolidated Design Review Decision letter and subsequent Building Department Plan Check was completed and bidding for the (4) separate projects closed on September 15.

Unfortunately, the PCOC didn't receive any bids for the project. It was noted the scope was far too complex with the time allotted to secure qualified bids. Therefore, the PCOC revised the project in early November simplifying the scope and limiting it to restoration of the façade

including waterproofing and painting and replacement of the outside stairs. We did receive one proposal on December 11, 2023.

The selection committee agreed that having only one proposal was not sufficient, so once again the project was rebid with a deadline of December 21, 2023.

On December 21, 2023, two proposals were received, one by J.A. Urban Inc. and one by Spectra Company.

#### **Evaluation of proposals:**

Evaluation of the proposals was based on a competitive selection process, in which the evaluation of proposals will not be limited to price alone.

The selection panel graded and scored responsive proposals with the following criteria and weights: The competitive selection evaluation criteria are as follows:

Company/Contractor Experience	30%
Personnel Experience	30%
Project Approach/Proposed Solution	10%
Cost	20%
Local Pasadena Business	5%
Small or Micro-Business	5%

#### **AGGREGATE SCORES SUMMARY**

<b>Vendor</b>	<b>Evaluator 1</b>	<b>Evaluator 2</b>	<b>Evaluator 3</b>	<b>Evaluator 4</b>	<b>Total Score (Max Score 100)</b>
Spectra	89	85	83	83	<b>85</b>
J.A. Urban Inc.	59.9	68.9	65.9	68.9	<b>65.9</b>

Spectra Company \$1,172,380.29

J. A. Urban Inc. \$1,686,709.00

Spectra Company was deemed the contractor of choice and was the lowest responsible bidder. POCO and city staff are confident in their qualifications, as does Onyx Architects who will continue to help monitor the project adhering to the stringent historic standards.

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Operating Revenue							
Convention Center	\$ 1,451,000	\$ 1,071,000	\$ 380,000	\$ 1,521,000	\$ (70,000)	-4.6%	\$ 2,380,000
Other rentals & Commissions	1,092,000	938,000	154,000	1,077,000	15,000	1.4%	2,085,000
Subtotal Center revenue	2,543,000	2,009,000	534,000	2,598,000	(55,000)	-2.1%	4,465,000
Civic Auditorium & Facility Fees	983,000	596,000	387,000	820,000	163,000	n/a	1,330,000
Food Service Commission	714,000	455,000	259,000	452,000	262,000	58.0%	900,000
Parking Garage	926,000	810,000	116,000	930,000	(4,000)	-0.4%	1,800,000
Ice Skating Center	1,649,000	1,501,000	148,000	1,805,000	(156,000)	-8.6%	3,000,000
Total Operating Revenues	6,815,000	5,371,000	1,444,000	6,605,000	210,000	3.2%	11,495,000
Investment Earnings	13,000	13,000	-	13,000	-	0.0%	25,000
Total Revenues:	6,828,000	5,384,000	1,444,000	6,618,000	210,000	3.2%	11,520,000
Center Operating Expenses							
Convention Center	3,516,000	4,053,000	537,000	3,191,000	(325,000)	-10.2%	7,989,000
Parking Garage	155,000	192,000	37,000	140,003	(14,997)	-10.7%	396,000
Ice Skating Center	949,000	993,000	44,000	827,000	(122,000)	-14.8%	1,947,000
Total Center Operating Expense	4,620,000	5,238,000	618,000	4,158,003	(461,997)	-11.1%	10,332,000
Operating Results:	2,208,000	146,000	2,062,000	2,459,997	(251,997)	-10.2%	1,188,000
Debt Service - Loans	-	-	-	92,000	92,000	100.0%	275,000
Net Gain/(Loss)	\$ 2,208,000	\$ 146,000	\$ 2,062,000	\$ 2,367,997	\$ (159,997)	-6.8%	\$ 913,000
TOT / Bonds Debt Services							
Transient Occupancy Tax	6,393,000	6,230,000	163,000	6,246,000	147,000	2.4%	11,832,000
Debt Services & Allowance	5,304,000	6,079,000	775,000	5,241,000	(63,000)	-1.2%	11,832,000
Net Gain / (Loss)	\$ 1,089,000	\$ 151,000	\$ 938,000	\$ 1,005,000	\$ 84,000	8.4%	\$ -
Convention Visitors Bureau							
TBID Assessment	2,120,000	2,000,000	120,000	2,050,000	70,000	3.4%	4,000,000
Convention Visitors Bureau Expenses	1,397,000	1,846,000	449,000	1,242,000	(155,000)	-12.5%	3,750,000
Net Gain / (Loss)	\$ 723,000	\$ 154,000	\$ 569,000	\$ 808,000	\$ (85,000)	-10.5%	\$ 250,000
Total PCOC							
Total Revenue	\$ 15,341,000	\$ 13,614,000	\$ 1,727,000	\$ 14,914,000	\$ 427,000	2.9%	\$ 27,352,000
Total Expenses	11,321,000	13,163,000	1,842,000	10,733,003	(587,997)	-5.5%	26,189,000
Toal Net Gain / (Loss)	\$ 4,020,000	\$ 451,000	\$ 3,569,000	\$ 4,180,997	\$ (160,997)	-3.9%	\$ 1,163,000

### Capital Improvements Programs

Fiscal Year 2024

Projects	Location	Budget Amount	12/31/2023	Over / (Under)	Status
			Actual Amount		
Exterior Waterproofing / Painting Civic exterior	Civic	<u>2,300,000.00</u>	<u>-</u>	<u>(2,300,000.00)</u>	
General Facility Maintenance Repair including Civic, Ice Rink, Conference Ctr	General	<u>200,000.00</u>	<u>-</u>	<u>(200,000.00)</u>	
		<u>2,500,000.00</u>	<u>-</u>	<u>(2,500,000.00)</u>	

Notes: (1)



PASADENA  
CENTER OPERATING COMPANY

# DIRECTORS REPORT

January 2024

PASADENA

# DIRECTORS REPORT SALES

## CVB

**October – December Definite Bookings:**  
**22 Bookings; 11,750 Total Room Nights**  
**11 of the 22 bookings are repeat clients**  
**YTD 56% to FY24 goal of 40,000 total room nights (22,525 rooms)**

**Highlights:**

- AYSO 2024 Section 1/10/11 Expo, April 2024, 1546 total rooms
- The Magnetics Show – May 2024, 577 total rooms
- Head Start California – June 2024, 95 total rooms
- Campus FM Technology Assn – July 2024, 398 total rooms

**October - December New Leads:**  
**47 new leads; 29,463 total room nights**

**Highlights:**

- Barbershop Harmony Society – Jan 2025 or '26, 1805 total rooms
- PokemonGO/Planner Hero – Feb 2024, 1200 total rooms
- ASM International Symposium for Testing – Nov 2025, 835 rooms
- Solution Tree PLC – Dec 2025, 1055 total rooms
- Assn of CA Water Agencies – Dec 2025, 2875 total rooms



## CONVENTION CENTER

**Definite Bookings (30):**

**Highlights:**

- Ozzy Events (wedding) - November 2023
- Southern CA Assn of Non-Profit Housing – November 2023
- Om for All – January 2024
- Intl Gem & Jewellery Show – March and July 2024
- SoCal Gaming Expo – June 2024
- Small Business Expo – Sept 2024

## CIVIC AUDITORIUM

**Definite Bookings (7):**

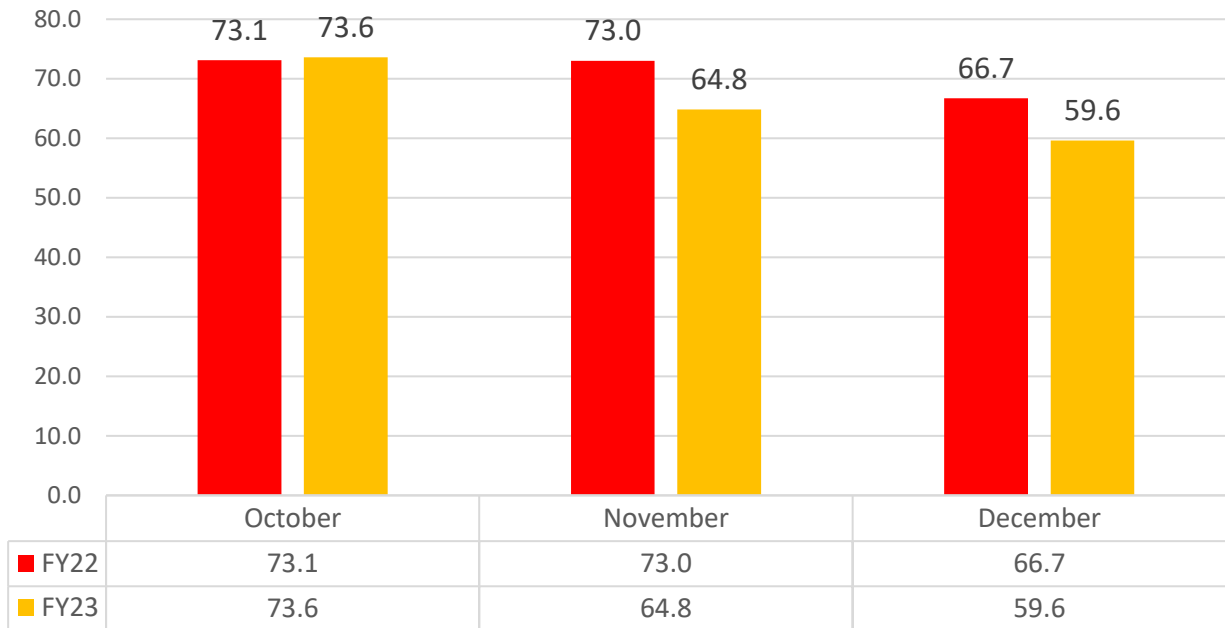
**Highlights:**

- VISM Entertainment Group – March 2024
- Alliant Intl University – May 2024
- Pacific Oaks College – June 2024

# DIRECTORS REPORT

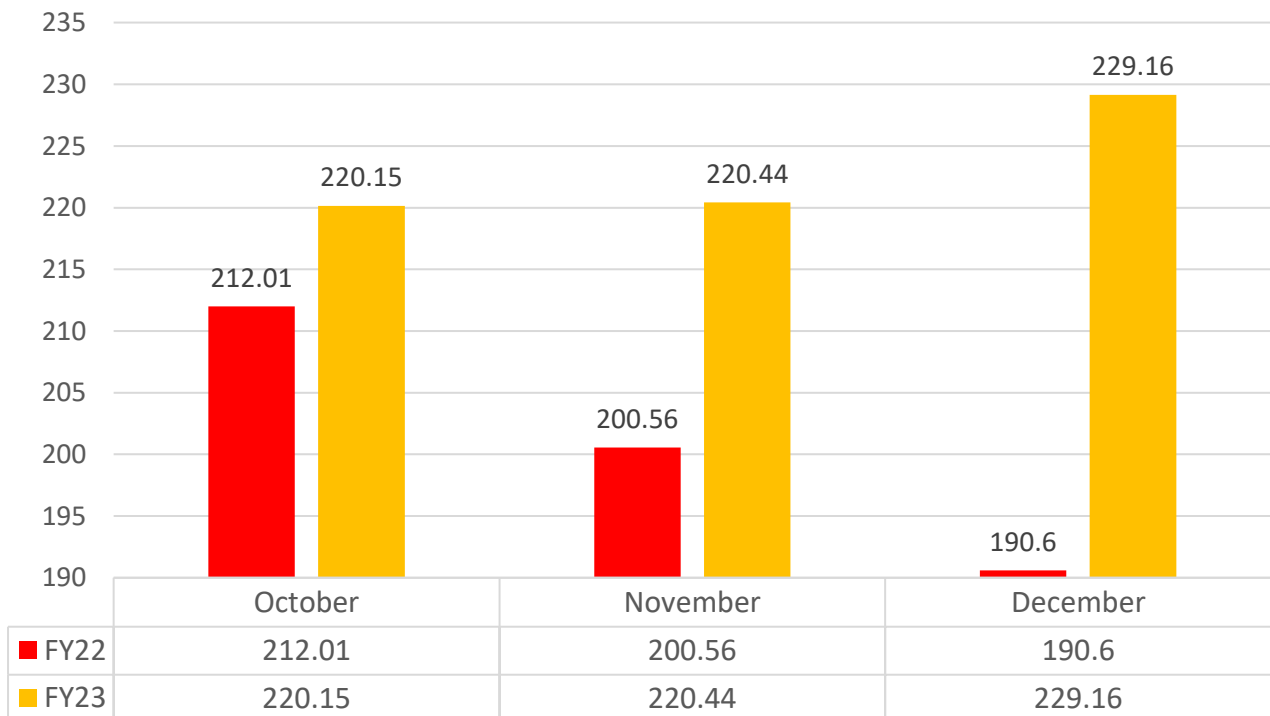
## VISIT PASADENA UPDATE

### HOTEL OCCUPANCY (%)



■ FY22 ■ FY23

### HOTEL ADR (AVERAGE DAILY RATE \$)



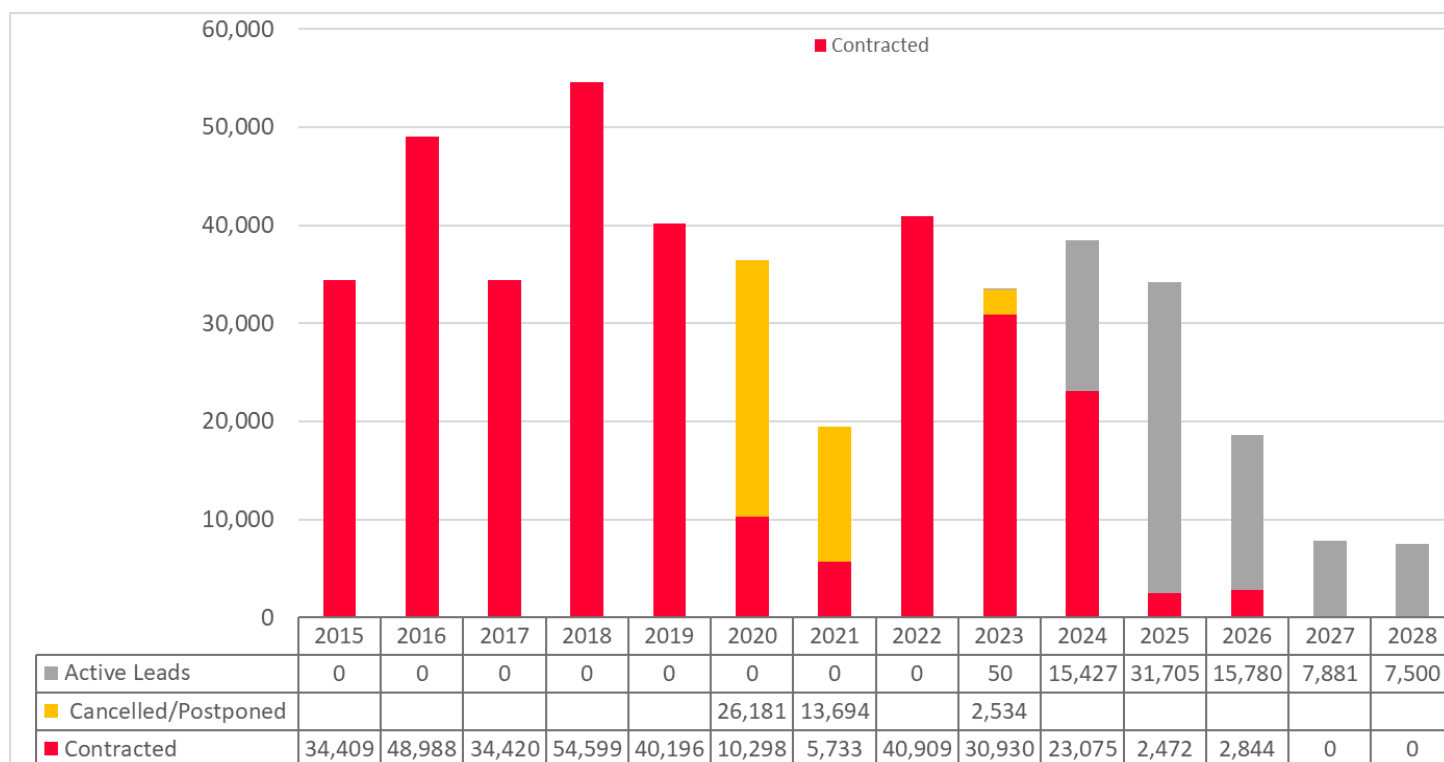
■ FY22 ■ FY23

Source: STR

# DIRECTORS REPORT

## SALES

### CONTRACTED ROOM NIGHTS & ACTIVE LEADS 2015-2027



#### NOTES:

- We are in a much stronger position moving into the new calendar year than we were same time last year. As of December 2022, we had 14,867 definite rooms on the books for 2023. Moving into 2024, we currently have 23,075 definite rooms on the books for 2024.
- The short-term (12 month out) lead funnel status: 15,427 room nights related to leads for 2024 versus 25,624 room nights related to leads for 2023 at the same time last year. This is to be expected as we have been working with a great sense of urgency to move clients through the sales process faster - to either convert to definite status or remove from the active lead funnel.
- The longer-term (beyond 12 months out) lead funnel is in a great position: 62,866 this year versus 40,836 last year.

# DIRECTORS REPORT

## SALES

### IMEX America

The Pasadena hospitality community was well represented at IMEX America 2023. In October, Visit Pasadena was joined by the Hilton Pasadena, Westin Pasadena, Hotel Dena, Hyatt Place Pasadena, Pasadena Hotel & Pool and members of the Rose Bowl Stadium sales team. Over three dozen 30-minute sales meetings took place over the course of the 3-day event. Based on partner feedback following IMEX America 2022, we upgraded to a 10x20 booth. The expanded footprint allowed for us to provide hospitality to our potential clients - a boba tea station. The boba tea was very well received and served as a natural conversation starter regarding Pasadena's diversity, culinary strengths, and multitude of small, unique businesses that make Pasadena so special.



### CONNECT DC & HOLIDAY SHOWCASE

Visit Pasadena was present at two major industry events the week of November 27th. Matt Hourihan attended Connect DC on the 28th and 29th where he conducted 22 appointments with Washington DC area association meeting planners. Prior to returning to California, he attended Holiday Showcase on Thursday, 11/30 in Chicago. Holiday Showcase is a tradeshow produced by the Association Forum. The event brings together hundreds of Midwest based association meeting planners and destinations eager to work with them on future conference and conventions.



### AMEX INTER(action)

Visit Pasadena leveraged the opportunity to attend AMEX INTER(action) for the first time as a partner in the Visit California 40x40 booth. Debbie Vail conducted seven client appointments and spoke to dozens of additional members of the American Express Meetings & Events Global Team.

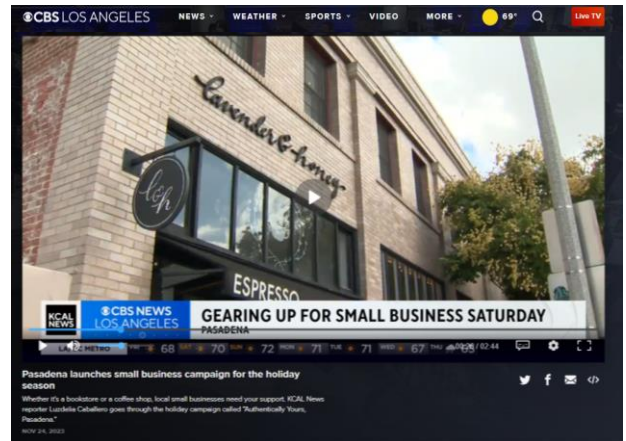
# DIRECTORS REPORT MARKETING & COMMUNICATIONS

## AUTHENTICALLY YOURS SHOP SMALL DINE LOCAL CAMPAIGN

The Authentically Yours holiday shopping campaign shines a spotlight on Pasadena's independent businesses and encourages the public to shop and dine local throughout the holiday season.

The campaign features 25 welcome stations throughout the city who distributed tote bags to shoppers on Small Business Saturday.

Pasadena's Small Business Saturday activities were covered by CBS Los Angeles, KNX, Pasadena Now, and Pasadena Star News.



## THANKSGIVING TURKEY PREP FOR UNION STATION HOMELESS SERVICES

In preparation for Union Station Homeless Services' "Dinner in the Park" event feeding thousands of those in need, 200 turkeys were cooked and carved in the Pasadena Convention Center kitchen. PCOC and Sodexo Live! staff, were joined by Pasadena City Councilmember Tyron Hampton Union Station CEO Anne Miskey.



## MAKE TIME FOR PASADENA

We are actively engaged in advertising initiatives with Perceptiv on social media platforms and Google, utilizing both banners and video content. We are also utilizing prospecting and retargeting ads with Datafy.

### Perceptiv Stats

- 4,853,193 impressions
- 42,904 clicks (0.88% CTR)

### Datafy Stats

- 1,911,255 impressions
- 3,939 clicks (0.21% CTR, benchmark: 0.12-0.18%)



# DIRECTORS REPORT MARKETING & COMMUNICATIONS

## VISITOR HOTLINE & MEDIA DAY

Visit Pasadena continued the tradition of supporting visitors coming to the Rose Parade and Rose Bowl Game by running the Visitors Hotline from December 27 – Jan 2. The hotline operators answered any questions regarding parking, lodging, logistics, dining, and more. The hotline was also promoted across various local new channels and with a boosted video reel leading to an increase in page views.



### Media Outlets

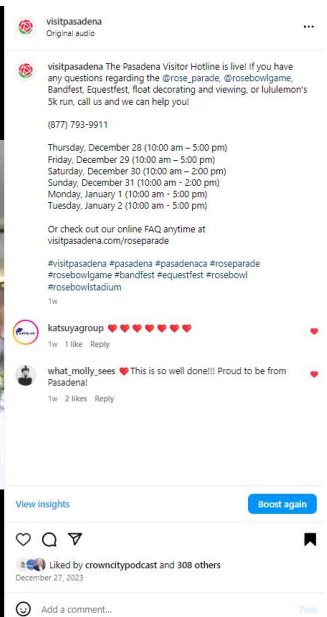
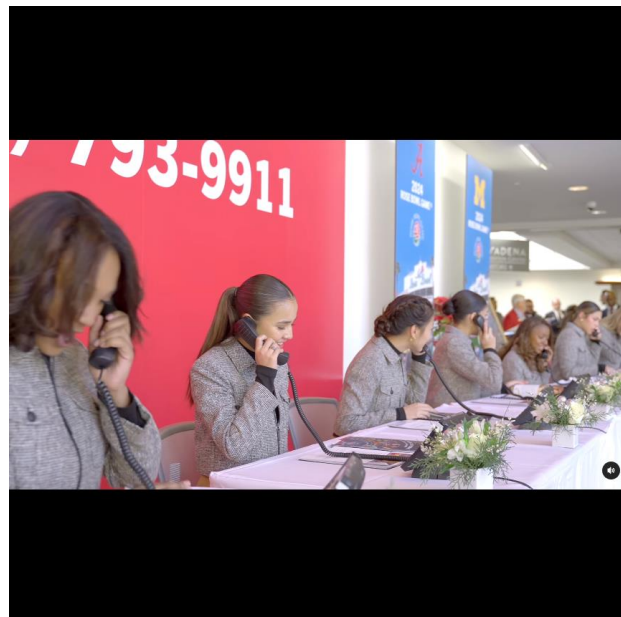
- KCAL9
- Pasadena Star News
- Pasadena Now
- CBS
- Fox
- KTLA
- KNX-AM
- Spectrum News

### Boosted Reel Stats

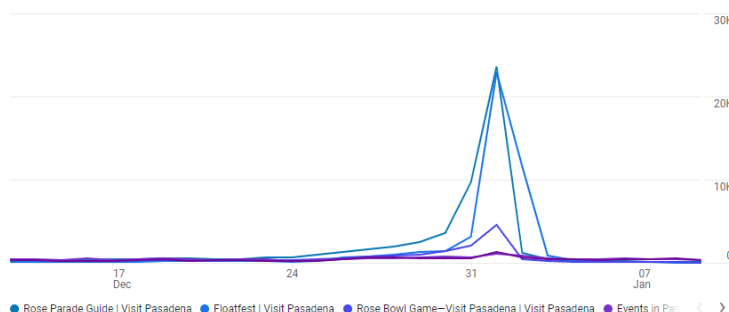
- 29,809 plays
- 309 likes
- 35 shares
- 21,143 reach

### Notable Website Page Views

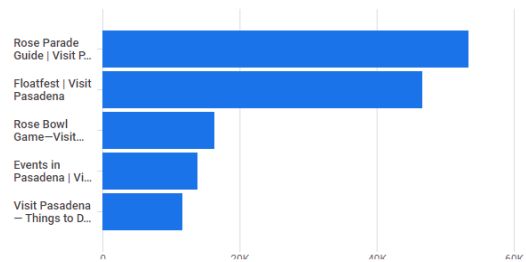
- Rose Parade Guide: 53,334
- Floatfest: 46,615
- Rose Bowl Game: 16,285



Views by Page title and screen class over time



Views by Page title and screen class



# DIRECTORS REPORT

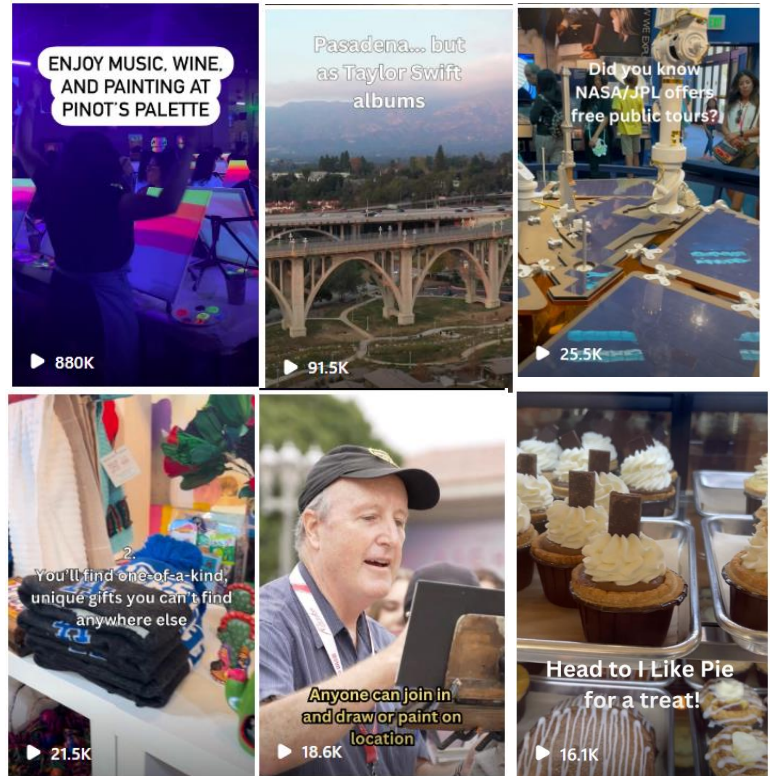
## MARKETING & COMMUNICATIONS

### SOCIAL MEDIA

Visit Pasadena is utilizing Crowdriff Creator Studio to increase production of b-roll as well as fully-edited videos for upcoming reels and social media posts. The team has almost doubled reel posting frequency due to this new streamlined approach. This has led to a quicker increase in our Instagram follower count, demonstrating the positive impact of our content strategy.

#### REEL HIGHLIGHTS

- **Pinot's Palette Paint Night**
  - 880k views
  - 42.7k likes
- **Pasadena as Taylor Swift**
  - 91.5k views
  - 1421 likes
- **NASA JPL Tours**
  - 25.5k views
  - 885 likes
- **Shop Small Campaign**
  - 21.5k views
  - 764 likes
- **Lightbox Expo**
  - 18.6k views
  - 582likes
- **I Like Pie**
  - 16.1k views
  - 554 likes



	Sept	Oct	Nov	Dec	FYTD
Website Pageviews	158,775	165,000	121,000	248,000	1,005,510
Website Users	81,152	81,000	96,000	117,000	532,902

### DIGITAL STATS SEPTEMBER – DECEMBER 2023

	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rates	Video Views
All Platforms	78,177	7,272	700	6,576,201	256,151	3.9%	1,506,139
Instagram – Visit Pasadena	35,517	4,492	301	2,029,706	125,903	6.2% (.91% industry rate)	1,228,347
Facebook – Visit Pasadena	28,412	1,712	159	2,373,393	46,295	2% (.19% industry rate)	106,028

# DIRECTORS REPORT

## MARKETING & COMMUNICATIONS

### MEDIA COVERAGE

#### The New York Times

##### 52 PLACES TO GO 2024

We are thrilled to share the news of Pasadena's inclusion in the New York Times' 52 Places To Go list. Visit Pasadena met with journalist AnneLise Sorensen in January 2023 at TravMedia's International Media Marketplace. As part of our regular media outreach, we have been keeping her up to date on all the unique and exciting things that make Pasadena special and a must-visit location. [Link](#). Reach: 146M.



#### VOGUE

An Insider's Guide to Pasadena, the Old-School Los Angeles Enclave Wooing a New Generation of Creatives. [Link](#). Reach: 100M.

#### shondaland

I Traveled to the Birthplace of the Cheeseburger. [Link](#). Reach: 335K.

#### An Insider's Guide to Pasadena, the Old-School Los Angeles Enclave Wooing a New Generation of Creatives

BY MOSHA LUNDSTRÖM HALBERT  
December 20, 2023



# DIRECTORS REPORT MARKETING & COMMUNICATIONS



## MEDIA COVERAGE

Visit Pasadena produced 153 media placements in September through December, resulting in 233M media impressions.



### Pasadena: The Magical Christmas Town You Will Not Want to Miss This Holiday Season

Travel Awaits; Reach: 1,235,733



### The Best Places to Celebrate Halloween in All 50 States

HGTV.com; Reach: 5,383,946



### Pasadena's Wrigley Mansion has a rich history beyond a legacy with the Tournament of Roses

ABC7 & Localish; Reach: 5,459,168



### Historic Stadium Caucus Launched to Preserve Venue Legacy

SKIFT Meetings; Reach: 594,800



### A Neighborhood Guide to the Lush and Historic City of Pasadena

Locale Magazine; Reach: 83,222



### The Huntington Library is debuting a 320-year-old Japanese House

Travel + Leisure; Reach: 12,450,410



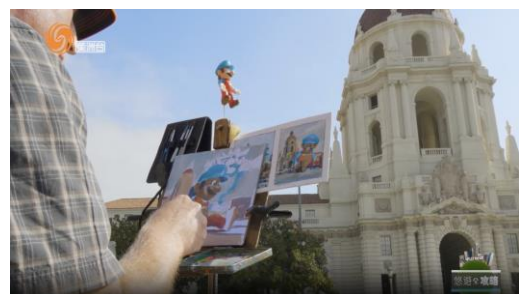
Shop Small Campaign  
CBS Los Angeles; Reach: 9M



Oldest Comedy Club in the Nation  
ABC7 & Localish; Reach: 5,459,168



Pasadena Getaway  
Times Colonist; Reach: 579,394



LightBox Expo  
Phoenix Satellite TV (US); Reach: 5M

# DIRECTORS REPORT CONVENTION CENTER

## EVENT STATS

	Number of Events	Attendance
October	28	34,020
November	20	30,665
December	11	12,875

## FEATURED EVENTS

- Jon Stewart & John Mulaney
- Southern California Association of Non-Profit Housing Conference
- 35th Annual Great Minds in STEM Conference
- LightBox Expo
- Disney Animation Studios – Screening and Wrap Party
- An Evening with David Sedaris
- Anime Pasadena
- CA Transit Association – 58th Annual Fall Conference & Expo
- Brett Goldstein: The Second Best Night of Your Life
- Nutcracker! Magical Christmas Ballet

## FACILITY HIGHLIGHTS

- As of November, we have diverted 40.3 tons of mixed and organic waste. We continue to look at ways to increase our diversion rate as well as other sustainability practices.
- The Convention Center continues to achieve a high level of customer satisfaction, with an overall score of 3.88 out of 4.0.



Anime Pasadena



LightBox Expo

**3.88/4.0**

**Overall Client  
Satisfaction**

*"The conference went great, and the Pasadena staff (Convention Center and Hotels) were amazing. I worked with Gianna Wilkins for a second time, and it was a true pleasure. The catering staff took such great care of our group, and everyone was on top of things. We definitely plan to come back to Pasadena with our groups."*

- Erin Meyer, Events & Education Director  
Meeting Planner for CA Transit Association

# DIRECTORS REPORT

## ICE SKATING CENTER

### ICE SKATING CENTER HIGHLIGHTS

- Pasadena Figure Skating Club hosted their 44th annual skating competition September 15-17
- Hollywood Curling came back to run their Fall League and Learn-to-Curl classes on Saturday nights.
- 934 registered skaters for the Fall Semester of skating school group classes.
- Public Sessions hours were extended Thanksgiving week with a total of 2,376 Admissions and 1,638 Skate Rentals.
- The Hennessy Group hosted their annual Christmas party on November 25 for their real estate clients. The Hennessy Group rented the rink for their guests to ice skate, enjoy hot cocoa, take photos with Santa Claus, and were provided with goodie bags at the end of their event.
- The rink's Synchro teams performed exhibitions on December 3rd in celebration of World Ice Skating Day.
- 955 registered skaters for the Winter Semester of skating school group classes.
- Public Sessions hours were extended the week of Christmas and New Years with a total of 11,430 Admissions and 10,296 Skate Rentals.

**955**

**Winter Group  
Skaters**

