PERSONNEL COMMITTEE

FY21 Performance Report

July 27, 2021
FY21 Economic Impact

Hosted more than 85 events

Welcomed 241 thousand visitors & guests
FY21 KPI Executive Summary

Vision: To be recognized as the #1 convention, sports, and entertainment destination in the world.

**Financial**
Focus on **SURVIVABILITY** by managing use of cash reserves

**Facilities**
Focus on **CONNECTIVITY & CLEANLINESS**

**Customer**
Focus on **RETENTION & OVERALL SATISFACTION** during recovery

**Team**
Focus on **COMMUNITY ENGAGEMENT & WELL BEING**
Financial
The Bottom Line...

The Budget: $9.8M loss

Stretch Goal: Improve loss position by $1M

Actual: $7.3M
Improved operational loss by $2.5M
Received an additional $5.9M
Available Cash (through June): $8.5M
FY21 Revenue Comparison

Original Rental Budget: $11.9M
106 Events

Original Other Revenue Budget: $25.3M

Original Total Revenue Budget: $37.3M

Rental: $8.4M
85 events

Other Revenue: $13.9M

Actual Total Revenue: $22.3M
FY21 Expense Reductions

FT Salary/Fringe: $6.5M

PT Wages/Fringe: $3.5M

Total Personnel: $10M

Show Labor/Contract Svcs.: $2.8M

Other Operating: $4.7M

Total Non-Personnel: $7.5M
# FY21 Forecast Updates

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>Updated 9/17/20</th>
<th>Updated 11/9/20</th>
<th>Updated 1/18/21</th>
<th>Updated 4/27/21</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$37.3M</td>
<td>$23.7M</td>
<td>$21.7M</td>
<td>$21.5M</td>
<td>$21.1M</td>
<td>$22.3M</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>$47.0M</td>
<td>$33.4M</td>
<td>$31.3M</td>
<td>$30.8M</td>
<td>$30.2M</td>
<td>$29.6M</td>
</tr>
<tr>
<td><strong>Net Loss</strong></td>
<td>($9.8M)</td>
<td>($9.8M)</td>
<td>($9.5M)</td>
<td>($9.3M)</td>
<td>($9.0M)</td>
<td>($7.3M)</td>
</tr>
</tbody>
</table>
FY21 Event Activity: First 3 Quarters

- 24 Traditional Events
- 10 Filming Events
- 4 Election Related Events
- Alternate Care Facility

Total Revenue: $15.2M
FY21 Event Activity: 4th Quarter

- 17 Traditional Events
- 4 Filming Events

Total Revenue: $7.1M
## Five-Year Budget Recap

<table>
<thead>
<tr>
<th></th>
<th>Goal</th>
<th>Budget</th>
<th>Actual</th>
<th>Over/ (Under)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>+2,500,000</td>
<td>$682,173</td>
<td>$6,034,989</td>
<td>$5,352,816</td>
</tr>
<tr>
<td>FY19</td>
<td>+700,000</td>
<td>$2,405,512</td>
<td>$8,314,473</td>
<td>$5,908,961</td>
</tr>
<tr>
<td>FY20</td>
<td>+2,400,000 Confusion</td>
<td>$2,410,968</td>
<td>$(4,312,647)</td>
<td>$(6,732,615)</td>
</tr>
<tr>
<td>FY21</td>
<td>Survive</td>
<td>($9,776,313)</td>
<td>$(7,273,759)</td>
<td>$2,502,554</td>
</tr>
<tr>
<td>FY22</td>
<td>Break Even or BETTER</td>
<td>$71,397</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Executive and Legislative Support

<table>
<thead>
<tr>
<th>FY21 Amended Budget</th>
<th>FY22 Budget</th>
<th>Business Interruption</th>
<th>GSFIC MMR Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3M Operations and Marketing</td>
<td>$12M (bonds) GWCC Roof Replacement</td>
<td>$2.9M Insurance Proceeds</td>
<td>$2.9M (bonds) Various Projects</td>
</tr>
</tbody>
</table>
State Fiscal Recovery Funds (CARES Act)

- Received guidance for submission of an application to receive replacement of lost revenue as a result of event cancellations.

- GWCCA will seek approximately $50M respective of cancellations occurring as a result of the pandemic.

- Applications begin being accepted on Aug. 1, 2021
Facilities
Facilities: Capital Projects

- Signia by Hilton Atlanta ($551M)
- Transportation Depot ($22M)
- Pedestrian Mall ($15M)
- Roofing Replacement ($24M)
- MMR Projects ($2.9M)

$615M in Planned Capital Investments are Underway
Signia by Hilton Atlanta

Project Overview

Scope
Featuring 975 rooms, GWCCA’s premier full-service headquarter hotel will be an economic catalyst attracting commercial and residential growth, job opportunities, and elevating the Authority’s convention profile for the state of Georgia.

Location
Northwest corner of the campus adjacent to Building C of GWCC

Status
- Current Phase: Active Construction

Financing

Pandemic Impacts
- Planned construction start date for April 2020 was delayed as we were unable to secure financing
- Working with Citi, monitored markets weekly to determine the best time to go forward
- *Ongoing communication to stakeholders & consultants*

Project Impact
- Sought funding in Jan. 2021 and was able to secure on March 25, at more favorable rates than previously estimated
- Viewed by many as a “confidence builder” for live events and meetings industry
- First major hotel development done by Citi since 2019
- Received over $8.2B in orders for the project
Project Overview: Pedestrian Mall

Scope
Extend COP pedestrian experience to GWCC building entrances, eventually leading to new Signia by Hilton Atlanta hotel. Create a safer pedestrian experience through GWCCA Campus.

Location
Current sidewalks and traffic lanes along AYIB from Marietta St. to Centennial Olympic Park Drive. Improvements will also be made to East Plaza.

Status
- Current Phase: Active Construction
- Construction Schedule: Mid-March – Dec. 2021

Project Overview: Transportation Depot

Scope
Create a designated pick-up and drop-off area for all buses and taxi/rideshare vehicles. To improve traffic conditions by minimizing congestion and improving trip times. Create an alternative Red Deck entrance.

Location
Current green space between International Plaza and State Farm Drive and current Red Deck entry and COP Drive.

Status
- Current Phase: Active Construction
- Construction Schedule: April 2021 – April 2022
# GWCC Roof Replacement

## Project Overview

### Scope
Replacing sections of roof on Buildings A and B classified as in need of “urgent” replacement status

### Location
Sections of roofs on Buildings A and B

### Status
- Current Phase: Design Phase
- Estimated Construction Schedule:
  - Design Phase: February 2021 – May 2021
  - Preconstruction/Pricing Phase: May – Aug. 2021
  - Estimated Construction Phase: July 2021 – July 2022

## Replacement Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Square Feet</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area 1</td>
<td>Exhibit Halls B4 &amp; B5</td>
<td>345,000</td>
<td>6 Months</td>
</tr>
<tr>
<td>Area 2</td>
<td>Main Lobby &amp; East Plaza Tray Roofs</td>
<td>26,500</td>
<td>3 Months</td>
</tr>
<tr>
<td>Area 3</td>
<td>Building A Level 4 Meeting Rooms</td>
<td>21,500</td>
<td>4 Months</td>
</tr>
<tr>
<td>Area 4</td>
<td>Exhibit Halls A1-A3</td>
<td>253,000</td>
<td>6 Months</td>
</tr>
</tbody>
</table>
### Roofing Budget Overview

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>- FY2020 Bond Funds</td>
<td>- FY2021 Bond Funds</td>
<td>- Future Bond Funds</td>
</tr>
<tr>
<td>- $12 Million Budget</td>
<td>- $12 Million Budget</td>
<td>- $35 - $50 Million Est. (2021 $)</td>
</tr>
<tr>
<td>- 4 Key Areas</td>
<td>- Prioritize Remaining Building A and Building B</td>
<td>- Remaining Roof Areas</td>
</tr>
</tbody>
</table>

GWCCA BOARD OF GOVERNORS | PERSONNEL COMMITTEE MEETING 072721
COMPELLING GUEST EXPERIENCES

“Our experience was that of a first class facility that truly cares about their clients and goes out of their way to make you feel welcomed and important. The cleanliness of the facility was the best we have experienced in over 10 years, especially the bathrooms and exhibit hall. Outstanding Service!”
- Lauren Dagostino, Lil' Big South, January 2021

PLAN YOUR EVENT  EXHIBITOR PLANNING  ATTEND AN EVENT
Over the years, the Georgia World Congress Center Authority campus has undergone numerous expansions to meet the needs of growing conventions and special events. This section of our website will keep you up to date on the latest Authority capital improvements.

Upcoming projects include the Andrew Young International Blvd. pedestrian mall and transportation depot projects as well as an on-site convention headquarters hotel.
Facility Stewardship Initiatives: Campus Beautification

- October 15 – December 14, 2020
- 2x/week
- 73 Team Members Volunteered (over 70%)
- Overall Satisfaction Rating: 4.78
- Estimated Savings: $18k

Team Member Comments...

“Being together as a team...As ONE was my motivation, it’s amazing how and when we come together for the common goals, assisting and showing the world nothing can change the experience of what we deliver to our customers through good and tough times.”

“GWCCA is more than just a job, it’s my family and my home away from home, so it’s only natural that I clean my own yard.”
Facility Stewardship Initiatives: Spring Training

- March 1 – 31, 2021
- 30 Team Members/Day
- 22 Days
- 130 Punch List Items/Tasks
- Generated Additional 139 Work Orders
- Estimated Savings: $200k
Customer
Events on Championship Campus
Outlook with Effective Vaccine Distribution
FY21 Overall Satisfaction Scores

Currently trending at 5% increase over FY20 Scores

All 4s and 5s
Major Categories Seeing Increases or Holding Steady

FY20 Planner Scores

FY21 Planner Scores
“Thank you for going out in front and leading the Convention Center industry in hosting events again! It was impressive to witness the mentality of 'all hands on deck,' with staff members willing to pitch in and do work previously designated to others. You are on the right path as this country emerges from the pandemic, and I wish you abundant favor in the months ahead.”

~ Bonnie Goldberg
Capitol Hill Classic
“Our experience was that of a first-class facility that truly cares about their clients and goes out of their way to make you feel welcomed and important. The cleanliness of the facility was the best we have experienced in over 10 years, especially the bathrooms and exhibit hall. Outstanding service!”

~ Lauri Dagostino
Lil Big South
Site Visits and Planner Meetings

56
Site Visits
May 31 – July 27, 2020

80%
ITYFTY Planning and Re-bookings

10%
New Short-Term Leads

10%
New Leads & Future Business

AACC
workhuman
CYSTIC FIBROSIS FOUNDATION
HAI HELI-EXPO
Team Members
Better Leaders
Better Community
Better Environment
JEDI Philosophy Statement

The JEDI Council, an acronym for justice, equity, diversity and inclusion, is an internal resource group at GWCCA that seeks to build on its legacy by **inspiring others** to choose behaviors that demonstrate **civility** and **respect**; identifying pathways for **celebrating distinct skills, experiences, and perspectives**; curating access to resources and opportunities; and **serving as ambassadors to the campus, the city, the state, and the industry at-large**. JEDI’s commitment to foster a more equitable culture transcends business as usual and results in enduring relationships with customers, communities, and each other.
## Educational Partnerships

- **Marietta City High School**
  Hosted four (4) career speaker series serving 176 students.

- **SCAD**
  Partnered with 20+ students and faculty and local coffee company Refuge, on a 10-week course in which students researched and developed concepts for a new retail coffee shop in Building A

- **Georgia Tech Capstone Project**

- **GSU Sports Administration & Hospitality Programs**

## Basic Needs

- **Food Distribution**
  Distributed more than 60,000 boxes of produce in the Blue Lot in collaboration with Westside Community Market.

  Team members personally packed and delivered groceries to 453 homes in the English Avenue, Vine City, and Ashview Heights – the historic Westside.

- **Blood Drives**
  Hosted three campus blood drives. Team Authority contributed 68 pints and served 204 Georgians impacted by severe weather.
## Other Sustainability Highlights

### In Kind Donations
- **12,000 lbs of food** were donated to Atlanta Public Schools (APS) via GoodR when events canceled.
- **3,200 Basketballs and t-shirts** to the Boys & Girls Clubs of Metro Atlanta.
- **600 Books** to APS through Everybody Wins Literacy Program.
- **500 Hand Warmers, blankets, and pillows** to local shelters, Stand-Up for Kids in Stone Mountain, C5 Georgia Youth Foundation.
- **Hundreds** of promotional products to Gwinnett County Public School’s Hispanic Mentoring Program.

### Environment
- **Bee Downtown**
  150k honeybees flew 9.3M miles to create the honey harvest that made 166 lbs. of honey. We use this honey in our culinary department and give to clients as gifts.
- **Planting Projects**
  810 new flowers and mulch beds.
- **Recycling**
  Clothing, textiles and technology.
The Story of Our Pandemic Year...
July 19th, 2021 marks the 25th anniversary of the opening of Centennial Olympic Park in Downtown Atlanta. To celebrate we will be sharing 25 memories, moments, and highlights for the next 25 days! We want to share your stories as well. To participate click the link below and use the hashtag #COP25th to share your favorite memories of Centennial Olympic Park. [https://bit.ly/3vKOET1](https://bit.ly/3vKOET1)

Thanks to Heather Kulla for sharing what she is thankful for this year. #thankful #thanksgiving2020

We are excited to have #IMS2021 this week on Championship Campus. Meetings are back!
GWCCA believes in building a better community. Thank you to Westside Future Fund for allowing us to help deliver free fresh groceries to 250+ Westside households in need!

GWCCA honors the proud history of Black Greek-Lettered Organizations
gwcca.org • 2 min read

Georgia World Congress Center Authority
3,606 followers
5mo • Edited

Black Greek-lettered Organizations have a rich history that spans more than a century. Today, we honor their legacy that is so important to not just our Team Members, ...see more

Our Business Return Plan was in action this weekend at a very successful Lil' Big South. To learn more about the steps we are taking to ...see more

GWCCA is committed to creating compelling guest experiences. As we continue to welcome events back on our campus, the health and safety of our guests is ...see more

Thank you and your team for the outstanding execution of our event. The COVID-19 protocols were well thought out and implemented effectively. Your team didn't miss a beat in any area. Our customer feedback on the event has been extremely positive and complimentary of the GWCC.

— Jeff Taylor, President, CHEERSPORT
The long-awaited Orange Deck will make its debut this weekend at the Southeastern Conference Football Championships. The project features six levels...

We unveiled our socially distanced theater room set in the Thomas Murphy Ballroom for the Foundational Black American Conference last Saturday...

Over the course of the last nine weeks, GWCCA has assisted in distributing more than 30,000 boxes of fresh produce to metro-Atlanta through our partnership with We...
Questions?
Recommendation

- Approval of budgeted 3% merit pool based upon FY21 performance.

- Approval to accrue incentive plan funds during FY22 for award during the fiscal year in recognition of FY21 performance.

Staff Recommends Approval.
Executive Session: Personnel