



May 9, 2017

Board of Directors
Reno-Sparks Convention and Visitors Authority
4001 South Virginia, Suite G
Reno, Nevada 89502

Dear Board Members:

Enclosed please find the Annual Forecast and Capital Budget of the Reno-Sparks Convention and Visitors Authority for the fiscal year ending June 30, 2018.

The following presentation of the Annual Forecast and Capital Budget outlines the revenue and expense assumptions for the upcoming fiscal year. The outlook displayed within this presentation is nine months of actual results, and three months of projected results.

Budget Process

The State of Nevada requires that the RSCVA be in compliance with NRS by submitting a tentative budget to the Department of Taxation by April 15th and a final budget by June 1st of every year. A public hearing is also mandated by statute to occur annually in May to discuss the budget.

Beginning in January, the current year departmental outlook worksheets are distributed to department heads for review and any necessary updates. This information is used as the comparison for the FY 17-18 budget worksheets, as well as to determine if there is any surplus/deficit that needs to be included within the budget.

Finance staff then provides departments with worksheets containing only the full-time payroll and related costs, with instructions to complete all remaining line items within their budget (zero-based budget). Finance staff meets to discuss the room tax revenue assumptions to be utilized for the budget based on the prior year as the base while adjusting for known anomalies. Any unused tourism surcharge funds from FY 15-16 and FY 16-17 are anticipated to be brought forward at the August/September Board meeting for discussion and re-appropriation.

Financial Policies

At the June 2016 Board retreat, the following financial guidelines were approved to be funded:

1. Capital Reserve Account: 0.5% of room tax revenues to capital reserve account up to \$1 million (to be complete at end of FY 16-17).
2. Debt Sinking Fund (as required by Washoe County due to bond refinancing) increases from 5% to maximum of 15% of room tax revenues in excess of \$22 million annually.
3. Rainy Day Fund: 1 percent of room tax revenues, to build towards a goal of \$1 million.
4. Annual Capital Funding: 10% of all room tax collections up to \$2.5 million annually.
5. Air Service Fund: Dedicate \$500K annually to build up to \$1.5 million revolving fund to support new airlift.

6. Discretionary Fund: When Policies #1-5 are fully funded, remaining funds will be remitted to a discretionary fund for Board allocation based on the strategic opportunities articulated in the Strategic Plan.
7. Ending Fund Balance: Establish Ending Fund Balance of 10-15%.

Executive Summary/Assumptions

- Tourism surcharge revenues of \$5 million in the budget. Surcharge spent as follows: agency fees \$260,000, Air Service Fund \$500,000 and marketing spend of \$4,255,772
- USBC Women's Tournament occurring at NBS in FY 17-18 (In FY 15-16 Open Tournament occurred, no USBC in FY 16-17) resulting in a projected increase of \$2 million in taxable room revenues as well as significantly impacting the operating revenues of the NBS
- Convention/group activity up significantly (38k occupied rooms) compared to FY 16-17.
- Facility budgets are based upon analysis of anticipated event schedules, required staffing and operational costs to service customer needs
- Wildcreek operations included for entire fiscal year
- Payroll assumptions - 5% increase in insurance costs, 3% merit pool
- Full time staffing changes – Executive Director of Convention Sales, Executive Director of Tourism Sales, Business Development Manager, Southeast Convention Sales Manager, Director of Tradeshow, Director of Customer Satisfaction
- Increase in special event funding to \$500,000 annually beginning in calendar 2017
- Contingency funds of \$400,000 for unanticipated budget items that may arise during the fiscal year

Fiscal 2017–2018 Annual Forecast and Capital Budget

Revenue Assumptions:

- **Room Tax Collections:** The budget reflects an increase of \$23,579,207 (7.0%) in taxable room revenues from FY 16-17 outlook. Total room tax collections are projected to increase \$2,208,619 (7.4%). Cash occupied rooms are anticipated to increase by 111,988 (3.2%), while cash average rate is anticipated to increase by \$3.53 (3.7%).

Significant changes from the current year include:

- USBC Women's Tournament at NBS in FY 17-18 (Dark in FY 16-17) resulting in \$1.9 million additional taxable room revenue and 28,000 additional cash occupied rooms
 - Convention/group occupied rooms up 38k compared to FY 16-17
 - Continued increases in resort fees
 - Anticipated continued increases in ADR's
- **Tourism Surcharge:** Estimated to generate \$5,015,772, an increase of \$208,812 from outlook (4.3%).
 - **Facility Revenues:** Estimated to increase by \$510,072 (7.0%) primarily at the NBS and Wildcreek. The National Bowling Stadium will host the USBC Women's tournament in FY 17-18, while better playing conditions are assumed for Wildcreek.
 - **Other Income:** Estimated to increase by \$92,273 (3.8%) as a result of increased room tax collection fees (charged to other governments in General & Administrative).

Expense Assumptions:

Operating Expenses

- **Payroll and Related:** Projected to increase \$1,045,651 (10.2%). The budget includes bonuses of \$260,000 and projected insurance cost increases of 5%. There is also a 3% merit pool included within the budget. Full-time positions are anticipated to remain at current outlook levels of 98, while additional part-time and contract labor is included to meet show demands. The majority of this increase is \$230k in G&A (CEO and HR manager for entire year), \$632k in Convention Sales (new positions) and \$181k in Tourism Sales (new position).
- **Supplies and Services:** Projected to decrease \$133,415 (-1.9%) primarily as a result of reduced costs associated with the completion of the Strategic Plan.
- **Travel and Entertainment:** Projected to increase \$266,238 (36.9%), primarily in Convention & Tourism Sales in anticipation of being completely staffed for the full year along with the inclusion of travel related to new positions.
- **Promotion and Advertising:** Projected to increase \$642,909 (7.5%). The budget includes additional booth and hospitality expenses in Convention Sales and implementation of the new brand and ad campaign in Marketing.
- **Special Projects:** Projected to decrease \$662,443 (26.8%). The National Bowling Stadium includes \$166,000 in USBC site fee payments (2018 Women's Tournament). Convention Sales includes \$1,005,720 in contractual obligations, primarily ASAE (\$295,000), Big Sky (\$150,000), group incentives/sponsorships and Helms Briscoe (\$40,000). Marketing includes \$500,000 for funding to special events.
- **Capital Outlay:** Projected to increase to \$88,750. Purchases include ongoing desktop PC replacements and a new storage array.

Non-Operating Expenses

- **Debt Service:** Reflects a slight increase of \$2,714 (0.0%).
- **Incline Village Room Tax:** Projected to increase \$97,840 (6.5%) due to increased room tax projections.
- **Capital Fund:** Total capital expenditures budgeted for FY 17-18 of \$4,150,000, will be funded as follows:
 - \$3,700,000 at the Reno-Sparks Convention Center, see project listing below.

Project	Est Cost	Justification
Re-roof Admin and East Hall	\$ 1,000,000	Installed in 1991, 10 year roof
Domestic hot water tanks	\$ 125,000	The 1990 tanks are worn out. Engineering being done now
Leviton Lighting system	\$ 500,000	Runs on outdated Windows XP, can not get DMX replacement parts
Fire Control Panel	\$ 100,000	No longer supported by Manufacturer
Pringle Switches & Hall 3 Power	\$ 375,000	Dangerous to operate, AMR and North Hall switches
Outside Lighting Retro	\$ 100,000	Aging non-energy efficient fixtures may get Power Company participation.
Update Internal camera to IP cameras	\$ 50,000	This will update all our camera to IP
Master Plan Improvements	\$ 1,450,000	To include lighting, carpet, paint
Total Cost	\$ 3,700,000	

- \$450,000 at the Reno-Sparks Livestock Events Center. This consists of \$200,000 for administrative office building repair/replacement and \$250,000 towards security system, equipment (lift) and FF&E (tables).
 - \$0 at Wildcreek.
 - Capital reserve funding will be fully funded at \$1,000,000 at end of FY 16-17.
- **Insurance Fund:** Projected to increase by \$114,133 (8.8%) as a result of projected insurance cost increases and full time staffing assumptions.
 - **Contingency:** \$400,000 to provide a “rainy day” fund for unanticipated budget items that may arise during the fiscal year.

Department Performance/Assumptions:

Reno-Sparks Convention Center: Revenues are projected to increase by \$71,967 (2.8%), while expenses are anticipated to increase by \$122,247 (3.3%) resulting in an operating loss of \$1,111,190 (\$13.89/room night). There will be additional volume at the RSCC this year, however much of the business is deeply discounted.

National Bowling Stadium: Revenues are projected to increase \$326,391 (66.0%), while expenses are anticipated to increase by \$28,658 (1.5%) resulting in an operating loss of \$1,149,766 (\$31.07/room night). The Stadium will host the USBC Women’s Tournament in FY 17-18, while no USBC tournament occurred in FY 16-17. USBC site fees included within the budget total \$166,000 (\$166,000 towards 2018 Women’s Tournament).

Reno Events Center: Revenues are projected to decrease \$18,646 (-1.3%), while expenses are anticipated to decrease by \$78,646 (-4.8%) resulting in an operating loss of \$187,575 (\$6.05/room night). Most of the concerts/public events booked into the facility will occur 60-120 days prior to the event.

Reno-Sparks Livestock Events Center: Revenues are projected to increase \$30,091 (2.8%), while expenses are anticipated to decrease by \$30,808 (1.7%) resulting in an operating loss of \$715,922 (\$20.45/room night). Given the recent uncertainty at the facility, numerous employees have retired or left the RSCVA for other jobs. Temporary staff have been utilized to fill those voids, while the budget assumes those positions will be filled.

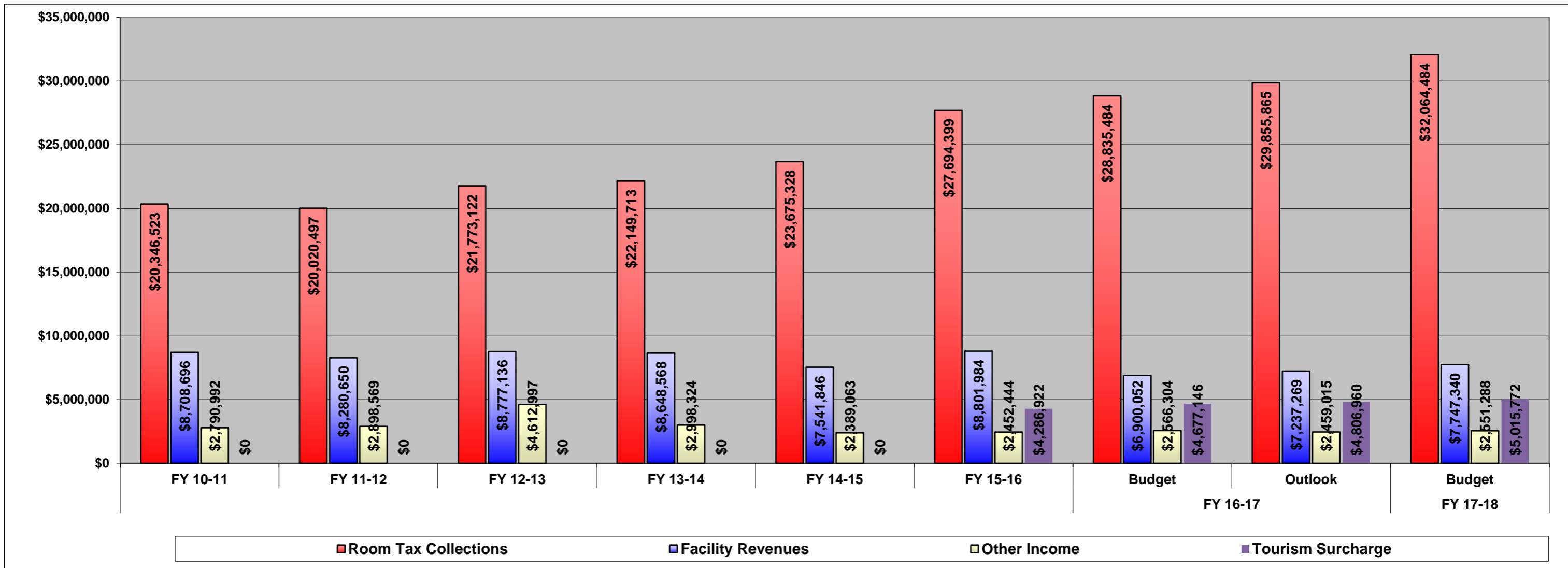
Wildcreek Golf Course: Revenues are projected to increase \$100,269 (6.0%), while expenses are anticipated to increase by \$6,627 (0.3%) resulting in an operating loss of \$243,979 (\$5.13/loss per round). The golf course operation is forecast for the entire fiscal, as the long term future of the course is continued to be evaluated.



Revenues-Consolidated

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Room Tax Collections	\$20,346,523	\$20,020,497	\$21,773,122	\$22,149,713	\$23,675,328	\$27,694,399	\$28,835,484	\$29,855,865	\$32,064,484	\$2,208,619	7.4%
Tourism Surcharge	-	-	-	-	-	4,286,922	4,677,146	4,806,960	5,015,772	208,812	4.3%
Facility Revenues	8,708,696	8,280,650	8,777,136	8,648,568	7,541,846	8,801,984	6,900,052	7,237,269	7,747,340	510,072	7.0%
Other Income	2,790,992	2,898,569	4,612,997	2,998,324	2,389,063	2,452,444	2,566,304	2,459,015	2,551,288	92,273	3.8%
Total Revenues	\$31,846,211	\$31,199,716	\$35,163,255	\$33,796,605	\$33,606,237	\$43,235,749	\$42,978,986	\$44,359,109	\$47,378,884	\$3,019,776	6.8%

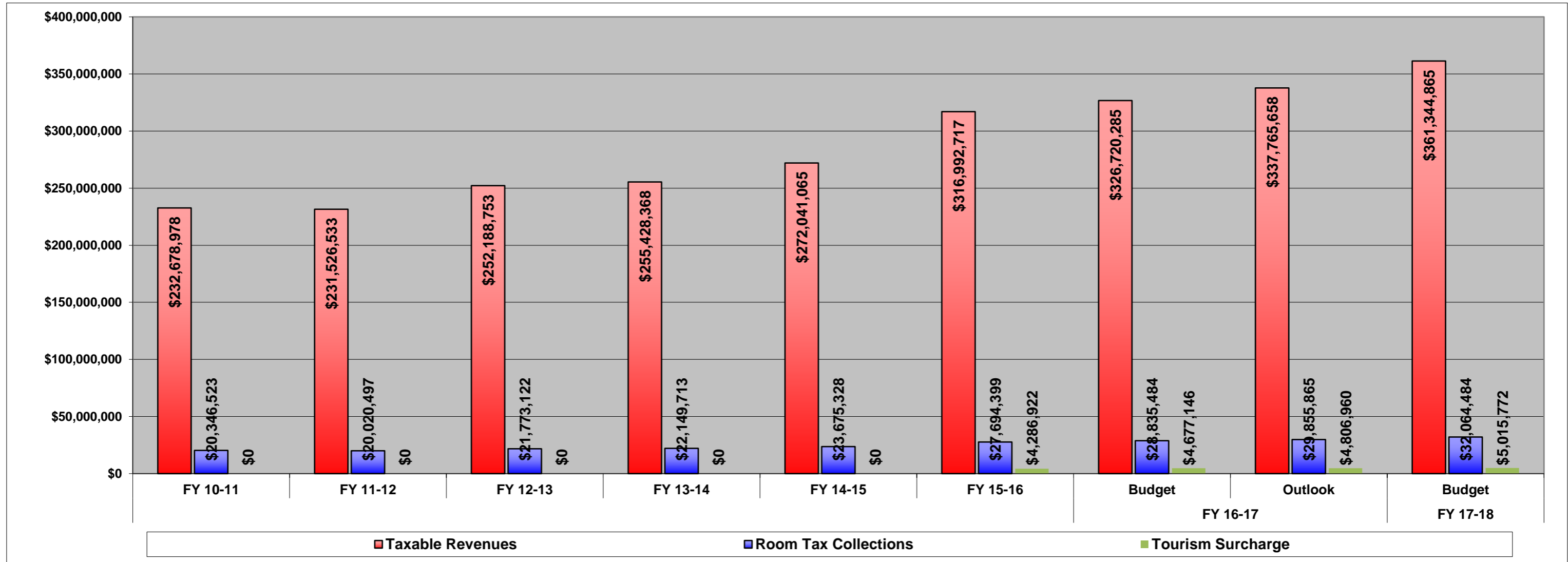




Room Tax Revenues

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Taxable Revenues	\$232,678,978	\$231,526,533	\$252,188,753	\$255,428,368	\$272,041,065	\$316,992,717	\$326,720,285	\$337,765,658	\$361,344,865	\$23,579,207	7.0%
Room Tax Collections	\$20,346,523	\$20,020,497	\$21,773,122	\$22,149,713	\$23,675,328	\$27,694,399	\$28,835,484	\$29,855,865	\$32,064,484	\$2,208,619	7.4%
Tourism Surcharge	\$0	\$0	\$0	\$0	\$0	\$4,286,922	\$4,677,146	\$4,806,960	\$5,015,772	\$208,812	4.3%



Change in Taxable Room Revenues FY 17-18

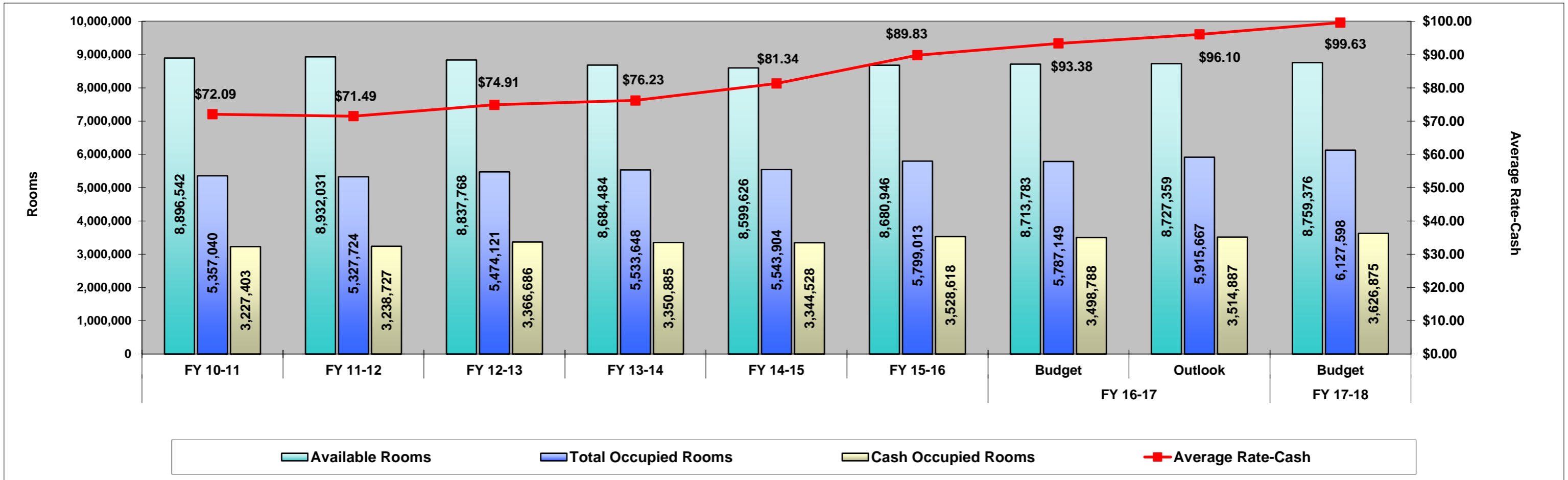
	<u>Taxable Revenue</u>	<u>Rooms</u>	<u>Rate</u>
Hotel Taxable Revenues 16-17	299,091,298	2,944,743	\$101.57
USBC Tournament	1,960,000	28,000	
Convention/Group Activity	3,909,259	38,741	
Courtyard	794,375	6,355	
5.1% Increase in Revenues/Rate	15,253,657	29,445	
1.0% Increase Increase in Cash Occupied Rooms			
Budgeted Hotel Taxable Revenues 17-18	321,008,589	3,047,284	\$105.34
Motel Taxable Revenues 16-17	14,409,154	259,281	\$55.57
5.0% Increase in Revenues/Rate	720,458	2,593	
1.0% Increase Increase in Cash Occupied Rooms			
Budgeted Motel Taxable Revenues 17-18	15,129,612	261,874	\$57.77
28 Day Taxable Revenues 16-17	3,140,505	91,481	\$34.33
-5.0% Decrease in Revenues/Rate	-157,023	(4,574)	
-5.0% Decrease Increase in Cash Occupied Rooms			
Budgeted 28 Day Taxable Revenues 17-18	2,983,482	86,907	\$34.33
RV Parks Taxable Revenues 16-17	3,104,968	97,927	\$31.71
10.0% Increase in Revenues/Rate	310,498	9,793	
10.0% Increase Increase in Cash Occupied Rooms			
Budgeted RV Parks Taxable Revenues 17-18	3,415,466	107,720	\$31.71
Vacation Rentals Taxable Revenues 16-17	12,451,994	50,901	\$244.63
5.0% Increase in Revenues/Rate	622,600	1,527	
3.0% Increase Increase in Cash Occupied Rooms		-	
Budgeted Vacation Rentals Taxable Revenues 17-18	13,074,594	52,428	\$249.38
Timeshare Taxable Revenues 16-17	2,742,647	59,796	\$45.87
5.0% Increase in Revenues/Rate	137,132	-	
0.0% Increase Increase in Cash Occupied Rooms			
Budgeted Timeshare Taxable Revenues 17-18	2,879,779	59,796	\$48.16
Home Owner Taxable Revenues 16-17	2,825,092	10,758	\$262.60
1.0% Increase in Revenues/Rate	28,250	107	
1.0% Increase Increase in Cash Occupied Rooms		-	
Budgeted Home Owner Taxable Revenues 17-18	2,853,342	10,865	\$262.62
Taxable Revenues 16-17	337,765,658	3,514,887	\$96.10
Total Change - All Market Segments	23,579,206	111,988	\$3.53
Budgeted Taxable Revenues 17-18	361,344,864	3,626,875	\$99.63



Transient Lodging Statistics

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Occupied Rooms											
Cash Occupied Rooms	3,227,403	3,238,727	3,366,686	3,350,885	3,344,528	3,528,618	3,498,788	3,514,887	3,626,875	111,988	3.2%
Complimentary	875,571	822,198	854,320	909,586	929,716	899,380	908,331	917,367	935,500	18,133	2.0%
28 Day	1,254,066	1,266,799	1,253,115	1,273,177	1,269,660	1,371,015	1,380,030	1,483,413	1,565,223	81,810	5.5%
Total Occupied Rooms	5,357,040	5,327,724	5,474,121	5,533,648	5,543,904	5,799,013	5,787,149	5,915,667	6,127,598	211,931	3.6%
Vacant	3,539,502	3,604,307	3,363,647	3,150,836	3,055,722	2,881,933	2,926,634	2,811,692	2,631,778	(179,914)	-6.4%
Available Rooms	8,896,542	8,932,031	8,837,768	8,684,484	8,599,626	8,680,946	8,713,783	8,727,359	8,759,376	32,017	0.4%
Total Percentage of Occupancy	60.2%	59.6%	61.9%	63.7%	64.5%	66.8%	66.4%	67.8%	70.0%	2.2	3.2%
Occupied Rooms-Cash Percentage	36.3%	36.3%	38.1%	38.6%	38.9%	40.6%	40.2%	40.3%	41.4%	1.1	2.8%
Average Rate-Cash	\$72.09	\$71.49	\$74.91	\$76.23	\$81.34	\$89.83	\$93.38	\$96.10	\$99.63	\$3.53	3.7%
Revenue Per Available Room (RevPAR)	\$26.15	\$25.92	\$28.54	\$29.41	\$31.63	\$36.52	\$37.49	\$38.70	\$41.25	\$2.55	6.6%

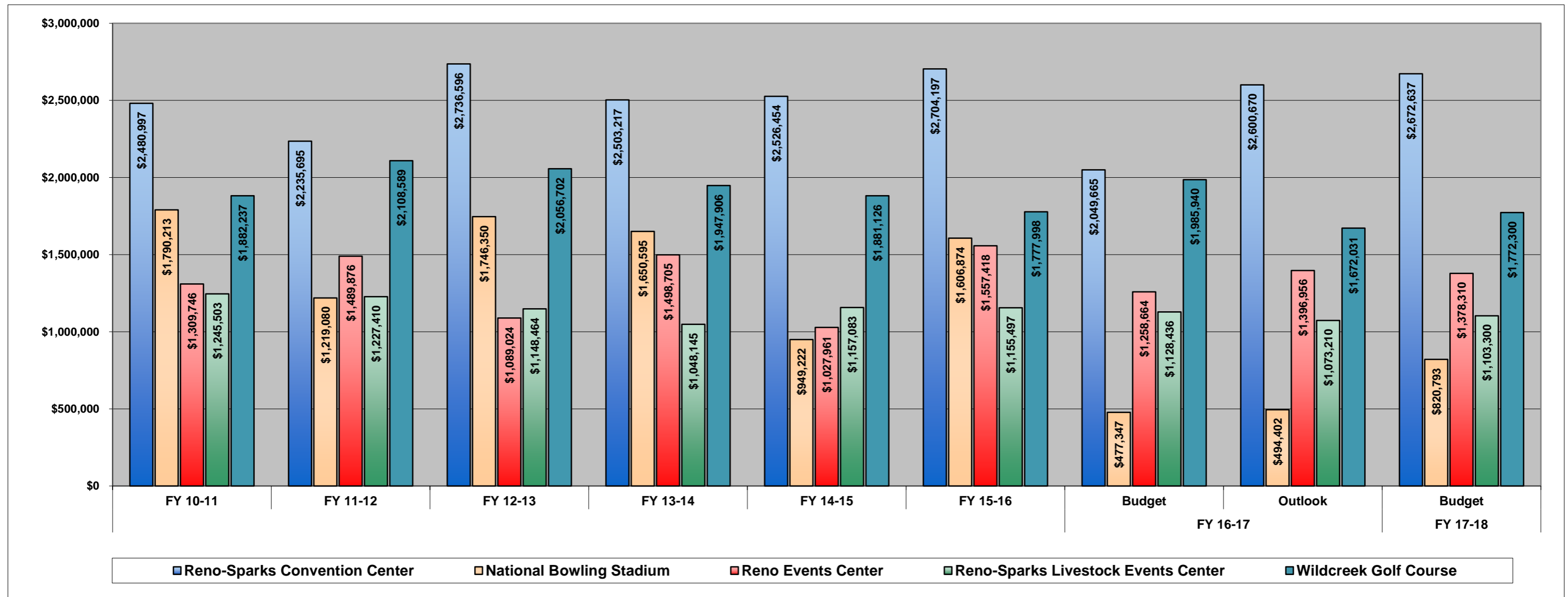




Facility Revenues

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Facility Revenues											
Reno-Sparks Convention Center	\$2,480,997	\$2,235,695	\$2,736,596	\$2,503,217	\$2,526,454	\$2,704,197	\$2,049,665	\$2,600,670	\$2,672,637	\$71,967	2.8%
National Bowling Stadium	1,790,213	1,219,080	1,746,350	1,650,595	949,222	1,606,874	477,347	494,402	820,793	326,391	66.0%
Reno Events Center	1,309,746	1,489,876	1,089,024	1,498,705	1,027,961	1,557,418	1,258,664	1,396,956	1,378,310	(18,646)	-1.3%
Reno-Sparks Livestock Events Center	1,245,503	1,227,410	1,148,464	1,048,145	1,157,083	1,155,497	1,128,436	1,073,210	1,103,300	30,091	2.8%
Wildcreek Golf Course	1,882,237	2,108,589	2,056,702	1,947,906	1,881,126	1,777,998	1,985,940	1,672,031	1,772,300	100,269	6.0%
Total Facility Revenues	\$8,708,696	\$8,280,650	\$8,777,136	\$8,648,568	\$7,541,846	\$8,801,984	\$6,900,052	\$7,237,269	\$7,747,340	\$510,072	7.0%

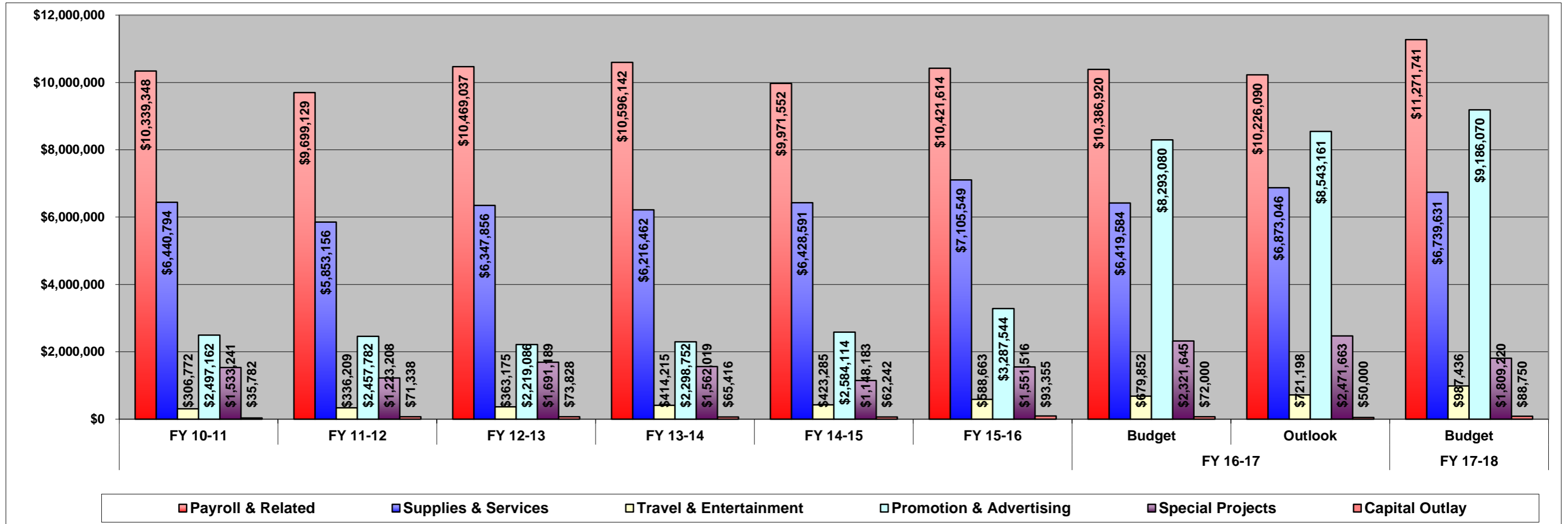




Operating Expenses

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Operating Expenses											
Payroll & Related	\$10,339,348	\$9,699,129	\$10,469,037	\$10,596,142	\$9,971,552	\$10,421,614	\$10,386,920	\$10,226,090	\$11,271,741	\$1,045,651	10.2%
Supplies & Services	6,440,794	5,853,156	6,347,856	6,216,462	6,428,591	7,105,549	6,419,584	6,873,046	6,739,631	(133,415)	-1.9%
Travel & Entertainment	306,772	336,209	363,175	414,215	423,285	588,663	679,852	721,198	987,436	266,238	36.9%
Promotion & Advertising	2,497,162	2,457,782	2,219,086	2,298,752	2,584,114	3,287,544	8,293,080	8,543,161	9,186,070	642,909	7.5%
Special Projects	1,533,241	1,223,208	1,691,189	1,562,019	1,148,183	1,551,516	2,321,645	2,471,663	1,809,220	(662,443)	-26.8%
Capital Outlay	35,782	71,338	73,828	65,416	62,242	93,355	72,000	50,000	88,750	38,750	77.5%
Total Operating Expenses	\$21,153,099	\$19,640,822	\$21,164,171	\$21,153,006	\$20,617,967	\$23,048,241	\$28,173,081	\$28,885,158	\$30,082,848	\$1,197,690	4.1%
Budgeted Full-Time Positions	108	99	100	102	97	96	96	98	98	-	0.0%

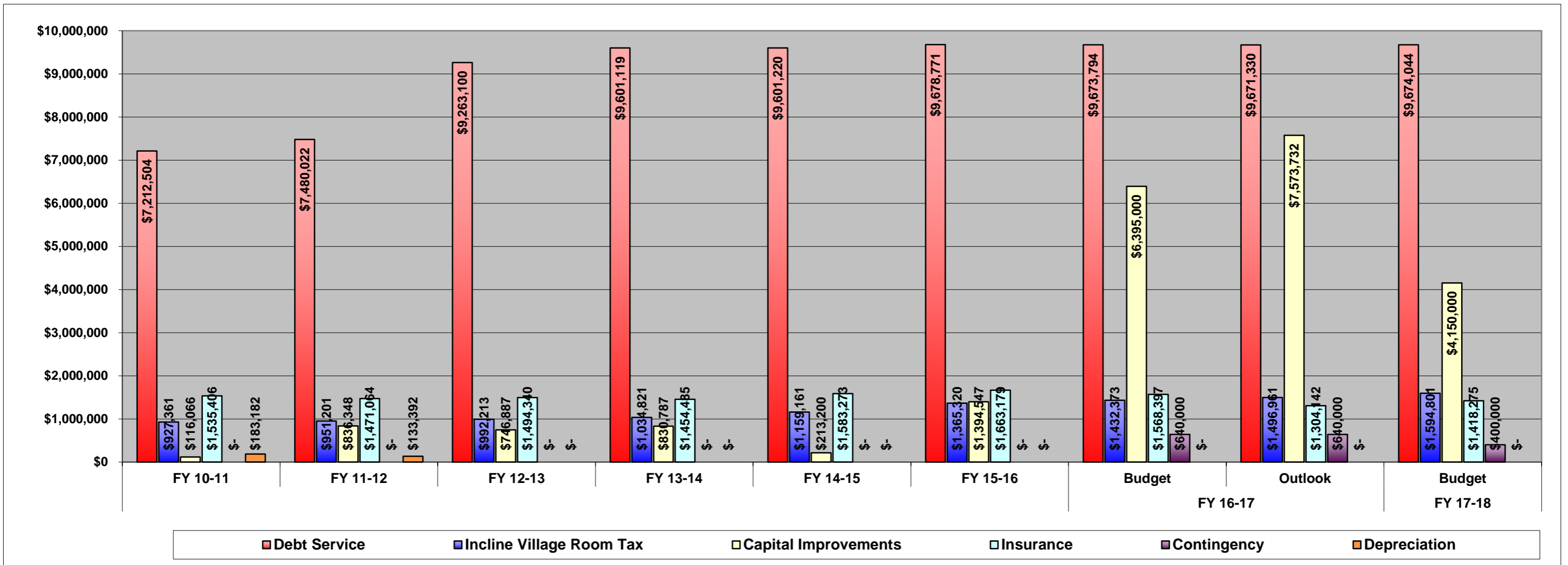




Capital & Other Expenses

Fiscal 2017-2018 Annual Forecast and Capital Budget

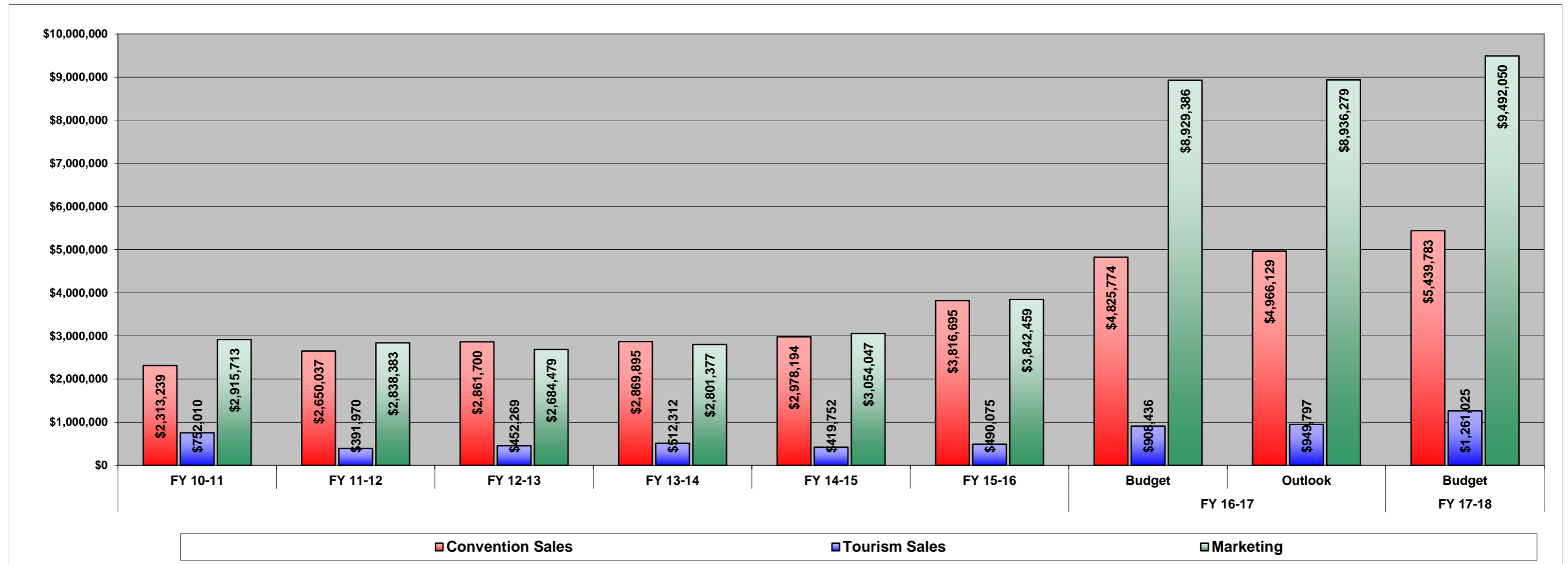
Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Capital & Other Expenses											
Debt Service	\$7,212,504	\$7,480,022	\$9,263,100	\$9,601,119	\$9,601,220	\$9,678,771	\$9,673,794	\$9,671,330	\$9,674,044	\$2,714	0.0%
Incline Village Room Tax	927,361	951,201	992,213	1,034,821	1,159,161	1,365,320	1,432,373	1,496,961	1,594,801	97,840	6.5%
Capital Improvements	116,066	836,348	746,887	830,787	213,200	1,394,547	6,395,000	7,573,732	4,150,000	(3,423,732)	-45.2%
Insurance	1,535,406	1,471,064	1,494,340	1,454,485	1,583,273	1,663,179	1,568,397	1,304,142	1,418,275	114,133	8.8%
Contingency	-	-	-	-	-	-	640,000	640,000	400,000	(240,000)	-37.5%
Depreciation	183,182	133,392	-	-	-	-	-	-	-	-	0.0%
Total Capital & Other Expenses	\$9,974,519	\$10,872,027	\$12,496,540	\$12,921,212	\$12,556,854	\$14,241,186	\$19,709,564	\$20,686,165	\$17,237,120	(\$3,449,045)	-16.7%



Sales and Marketing Expenses

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Sales & Marketing Expenses											
Convention Sales	\$2,313,239	\$2,650,037	\$2,861,700	\$2,869,895	\$2,978,194	\$3,816,695	\$4,825,774	\$4,966,129	\$5,439,783	\$473,654	9.5%
Tourism Sales	752,010	391,970	452,269	512,312	419,752	490,075	908,436	949,797	1,261,025	311,228	32.8%
Marketing	2,915,713	2,838,383	2,684,479	2,801,377	3,054,047	3,842,459	8,929,386	8,936,279	9,492,050	555,771	6.2%
Total Sales and Marketing	\$5,980,962	\$5,880,390	\$5,998,448	\$6,183,584	\$6,451,993	\$8,149,229	\$14,663,596	\$14,852,205	\$16,192,858	\$1,340,653	9.0%

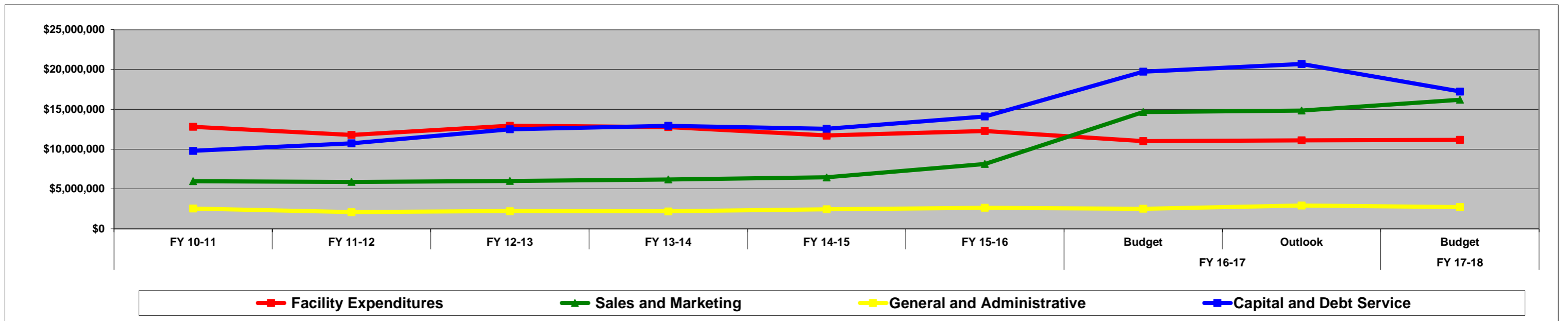




Expense Trends-Detail

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Facilities											
Reno-Sparks Convention Center	\$3,783,161	\$3,120,340	\$4,211,022	\$3,877,704	\$3,642,003	\$3,724,804	\$3,565,273	\$3,661,580	\$3,783,827	\$122,247	3.3%
National Bowling Stadium	3,403,696	2,802,660	3,383,472	3,263,299	2,696,414	2,944,605	1,887,885	1,941,901	1,970,559	28,658	1.5%
Reno Events Center	1,718,093	1,865,475	1,684,409	1,898,626	1,723,264	1,861,456	1,586,678	1,644,531	1,565,885	(78,646)	-4.8%
Reno-Sparks Livestock Events Center	1,731,909	1,778,199	1,573,066	1,648,978	1,576,118	1,736,646	1,760,799	1,850,030	1,819,222	(30,808)	-1.7%
Wildcreek Golf Course	2,161,003	2,226,865	2,088,417	2,087,131	2,068,061	1,999,698	2,204,156	2,009,652	2,016,279	6,627	0.3%
Total Facility Expenditures	12,797,862	11,793,539	12,940,386	12,775,738	11,705,860	12,267,209	11,004,791	11,107,694	11,155,772	48,078	0.4%
Sales and Marketing											
Convention Sales	2,313,239	2,650,037	2,861,700	2,869,895	2,978,194	3,816,695	4,825,774	4,966,129	5,439,783	473,654	9.5%
Tourism Sales	752,010	391,970	452,269	512,312	419,752	490,075	908,436	949,797	1,261,025	311,228	32.8%
Marketing	2,915,713	2,838,383	2,684,479	2,801,377	3,054,047	3,842,459	8,929,386	8,936,279	9,492,050	555,771	6.2%
Total Sales and Marketing	5,980,962	5,880,390	5,998,448	6,183,584	6,451,993	8,149,229	14,663,596	14,852,205	16,192,858	1,340,653	9.0%
General and Administrative	2,557,457	2,100,285	2,225,337	2,193,684	2,460,114	2,631,803	2,504,694	2,925,259	2,734,218	(191,041)	-6.5%
Capital and Debt Service	9,791,337	10,738,635	12,496,540	12,921,212	12,556,854	14,101,817	19,709,564	20,686,165	17,237,120	(3,449,045)	-16.7%
Total Expenditures	\$31,127,618	\$30,512,849	\$33,660,711	\$34,074,218	\$33,174,821	\$37,150,058	\$47,882,645	\$49,571,323	\$47,319,968	(\$2,251,355)	-4.5%





Margins and Cash Flow

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Facilities											
Reno-Sparks Convention Center	(\$1,302,164)	(\$884,645)	(\$1,474,426)	(\$1,374,487)	(\$1,115,549)	(\$1,020,607)	(\$1,515,608)	(\$1,060,910)	(\$1,111,190)	(\$50,280)	4.7%
National Bowling Stadium	(1,613,483)	(1,583,580)	(1,637,122)	(1,612,704)	(1,747,192)	(1,337,731)	(1,410,538)	(1,447,499)	(1,149,766)	297,733	-20.6%
Reno Events Center	(408,347)	(375,599)	(595,385)	(399,921)	(695,303)	(304,038)	(328,014)	(247,575)	(187,575)	60,000	-24.2%
Reno-Sparks Livestock Events Center	(486,406)	(550,789)	(424,602)	(600,833)	(419,035)	(581,149)	(632,364)	(776,821)	(715,922)	60,899	-7.8%
Wildcreek Golf Course	(278,766)	(118,276)	(31,715)	(139,225)	(186,935)	(221,700)	(218,216)	(337,621)	(243,979)	93,642	-27.7%
Total Facility Expenditures	(4,089,166)	(3,512,889)	(4,163,250)	(4,127,170)	(4,164,014)	(3,465,225)	(4,104,740)	(3,870,425)	(3,408,432)	461,993	-11.9%
Sales and Marketing											
Convention Sales	(2,195,915)	(2,439,064)	(2,720,266)	(2,740,335)	(2,847,050)	(3,630,502)	(4,654,574)	(4,737,271)	(5,245,596)	(508,325)	10.7%
Tourism Sales	(677,713)	(335,044)	(414,560)	(460,156)	(377,813)	(452,113)	(864,636)	(902,775)	(1,227,225)	(324,450)	35.9%
Marketing	(2,915,713)	(2,838,383)	(2,684,479)	(2,801,377)	(3,054,047)	(3,842,459)	(8,929,386)	(8,936,279)	(9,492,050)	(555,771)	6.2%
Total Sales and Marketing	(5,789,341)	(5,612,491)	(5,819,305)	(6,001,868)	(6,278,910)	(7,925,074)	(14,448,596)	(14,576,325)	(15,964,871)	(1,388,546)	9.5%
General and Administrative	(1,922,162)	(1,484,442)	(1,609,775)	(1,528,775)	(1,792,380)	(1,928,854)	(1,776,958)	(2,166,641)	(1,921,351)	245,290	-11.3%
Capital and Debt Service	(7,827,261)	(8,723,808)	(8,678,248)	(10,769,513)	(11,008,609)	(12,576,477)	(18,143,654)	(19,261,647)	(15,726,686)	3,534,961	-18.4%
Room Tax Revenues	20,346,523	20,020,497	21,773,122	22,149,713	23,675,328	27,694,399	28,835,484	29,855,865	32,064,484	2,208,619	7.4%
Tourism Surcharge	-	-	-	-	-	4,286,922	4,677,146	4,806,960	5,015,772	208,812	4.3%
Total Departmental Margins	718,593	686,867	1,502,544	(277,613)	431,415	6,085,691	(4,961,318)	(5,212,213)	58,916	5,271,129	-101.1%
Less: Cash Flow Items	195,991	(274,863)	(1,450,561)	229,919	(431,415)	(5,312,195)	4,986,824	5,360,320	(58,916)	(5,419,236)	-101.1%
Net RSCVA Profit (Loss)	\$914,584	\$412,004	\$51,983	(\$47,694)	\$0	\$773,496	\$25,506	\$148,107	\$0	(\$148,107)	-100.0%
Year End Unassigned Fund Balance	4,484,961	4,338,052	3,850,219	3,655,320	4,284,169	4,967,564	4,659,203	5,011,293	5,127,094		
Fund Balance as % of GF Expenditures	22%	21%	17%	16%	20%	20%	20%	17%	16%		



Convention Center

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Facility Rentals	1,113,133	1,259,435	1,199,746	1,125,208	1,369,581	1,381,535	1,190,943	1,473,304	1,286,572	(186,732)	-12.7%
Concessions & Catering	463,159	300,049	452,600	378,199	338,936	413,046	252,750	262,435	333,850	71,415	27.2%
Miscellaneous & Vending	592,078	364,584	730,590	583,559	360,511	480,800	262,672	428,826	586,115	157,289	36.7%
Event Parking	312,627	311,627	353,660	416,251	457,426	428,816	343,300	436,105	466,100	29,995	6.9%
Total Revenues	2,480,997	2,235,695	2,736,596	2,503,217	2,526,454	2,704,197	2,049,665	2,600,670	2,672,637	71,967	2.8%
Expenses											
Payroll & Related	2,126,371	1,936,089	2,284,089	2,187,901	1,858,057	1,929,210	1,825,909	1,884,165	1,898,786	14,621	0.8%
Supplies & Services	1,646,817	1,173,640	1,918,808	1,676,739	1,766,323	1,782,063	1,721,877	1,754,577	1,865,091	110,514	6.3%
Travel & Entertainment	9,623	10,144	5,844	7,591	14,391	7,603	10,537	19,251	19,950	699	3.6%
Promotion & Advertising	350	467	2,281	5,473	3,232	5,928	6,950	3,587	-	(3,587)	-100.0%
Total Expenses	3,783,161	3,120,340	4,211,022	3,877,704	3,642,003	3,724,804	3,565,273	3,661,580	3,783,827	122,247	3.3%
Departmental Profit (Loss)	(1,302,164)	(884,645)	(1,474,426)	(1,374,487)	(1,115,549)	(1,020,607)	(1,515,608)	(1,060,910)	(1,111,190)	(50,280)	4.7%
Margin Percentage	-52.5%	-39.6%	-53.9%	-54.9%	-44.2%	-37.7%	-73.9%	-40.8%	-41.6%		
Full Time Staff	26.50	21.50	22.50	22.50	19.50	21.50	21.00	21.00	21.00		
Room Night Generating Events	13	17	25	22	16	19	13	24	30		
Non-Room Night Generating Events	85	81	62	61	54	82	54	78	75		
Room Night Generating Attendance	243,361	201,833	328,003	268,300	185,746	220,096	155,000	165,340	143,140		
Non-Room Night Generating Attendance	80,637	137,482	79,090	82,030	91,529	93,887	92,000	129,189	70,175		
Estimated Room Nights Generated	77,514	53,212	119,610	103,581	41,901	52,078	47,336	47,336	80,000		
Operating Cost per Room Night	\$ (16.80)	\$ (16.62)	\$ (12.33)	\$ (13.27)	\$ (26.62)	\$ (19.60)	\$ (32.02)	\$ (22.41)	\$ (13.89)		
Debt Service	\$ 7,205,604	\$ 7,480,022	\$ 9,237,834	\$ 9,592,094	\$ 9,591,794	\$ 9,669,044	\$ 9,664,044	\$ 9,664,044	\$ 9,664,044		
Capital Investment	\$ 76,094	\$ 198,693	\$ 352,989	\$ 89,950	\$ -	\$ 982,271	\$ 3,750,000	\$ 3,215,000	\$ 3,700,000		
Payroll as % of Total Revenues	86%	87%	83%	87%	74%	71%	89%	72%	71%		



National Bowling Stadium

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Lineage	1,150,678	852,140	1,096,324	969,123	606,604	1,003,451	276,808	281,087	592,587	311,500	110.8%
Concessions & Catering	328,237	181,687	302,933	247,899	159,228	213,429	92,334	82,729	90,876	8,147	9.8%
Tenant Leases	58,998	48,674	46,089	37,972	36,856	40,429	28,409	26,434	32,553	6,119	23.1%
Signage	27,339	18,247	53,901	52,044	50,299	45,950	56,105	55,486	50,385	(5,101)	-9.2%
Miscellaneous/Kingpin	53,513	45,639	69,293	197,349	43,980	174,225	8,736	27,806	12,157	(15,649)	-56.3%
Telecom	45,000	30,000	45,000	46,075	25,000	45,000	-	-	25,000	25,000	0.0%
Parking	126,448	42,693	132,810	100,133	27,255	84,390	14,955	20,860	17,235	(3,625)	-17.4%
Total Revenues	1,790,213	1,219,080	1,746,350	1,650,595	949,222	1,606,874	477,347	494,402	820,793	326,391	66.0%
Expenses											
Payroll & Related	1,322,860	1,277,243	1,566,147	1,456,271	1,224,036	1,376,489	705,546	794,920	799,552	4,632	0.6%
Supplies & Services	1,024,120	843,910	949,720	1,029,283	977,299	1,177,946	909,909	840,456	977,931	137,475	16.4%
Travel & Entertainment	33,184	52,116	34,630	21,850	23,896	14,124	8,835	8,840	10,225	1,385	15.7%
Promotion & Advertising	13,732	29,391	17,975	22,895	19,987	24,046	21,595	20,485	16,851	(3,634)	-17.7%
Special Projects	1,009,800	600,000	815,000	733,000	451,196	352,000	242,000	277,200	166,000	(111,200)	-40.1%
Total Expenses	3,403,696	2,802,660	3,383,472	3,263,299	2,696,414	2,944,605	1,887,885	1,941,901	1,970,559	28,658	1.5%
Departmental Profit (Loss)	(1,613,483)	(1,583,580)	(1,637,122)	(1,612,704)	(1,747,192)	(1,337,731)	(1,410,538)	(1,447,499)	(1,149,766)	297,733	-20.6%
Margin Percentage	-90.1%	-129.9%	-93.7%	-97.7%	-184.1%	-83.3%	-295.5%	-292.8%	-140.1%		
Total Full Time Staff	18.00	21.00	21.00	21.00	18.00	18.00	8.00	8.00	8.00		
Full Time Staff Charged to Facility (most staff shared with REC)	10.00	12.50	12.75	12.75	11.25	11.25	5.00	5.00	5.00		
Room Night Generating Events	31	31	38	35	43	35	40	40	43		
Non-Room Night Generating Events	40	44	47	47	50	44	60	60	50		
Room Night Generating Attendance	197,159	87,985	181,216	159,142	60,468	153,093	28,000	28,000	60,000		
Non-Room Night Generating Attendance	6,972	10,173	9,096	11,128	15,216	9,255	11,000	11,000	12,000		
Estimated Room Nights Generated	166,261	58,895	129,249	114,116	35,100	100,423	17,000	17,000	37,000		
Operating Cost per Room Night	\$ (9.70)	\$ (26.89)	\$ (12.67)	\$ (14.13)	\$ (49.78)	\$ (13.32)	\$ (82.97)	\$ (85.15)	\$ (31.07)		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Capital Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Payroll as % of Total Revenues	74%	105%	90%	88%	129%	86%	148%	161%	97%		



Reno Events Center

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Facility Rentals	386,048	390,365	395,260	525,049	451,653	615,961	477,010	503,750	518,010	14,260	2.8%
Concessions & Catering	138,086	184,713	94,550	155,436	83,932	143,829	106,000	119,185	107,200	(11,985)	-10.1%
Parking	42,216	59,888	57,079	61,504	48,436	74,346	48,000	56,757	52,000	(4,757)	-8.4%
Suites	235,625	190,674	187,500	187,500	150,000	150,000	150,000	145,252	150,000	4,748	3.3%
Box Office	104,742	166,128	91,683	144,569	71,939	210,973	126,000	199,401	178,500	(20,901)	-10.5%
Facility Use Fees	108,765	189,398	86,078	146,702	74,990	152,838	180,000	183,119	200,000	16,881	9.2%
Merchandise	42,850	49,314	12,902	26,070	5,641	9,639	9,000	10,420	10,000	(420)	-4.0%
Sign Leases	27,991	17,891	35,379	21,888	27,540	26,808	25,300	18,992	24,000	5,008	26.4%
Technical Services	208,815	228,172	118,880	217,089	93,281	159,532	128,500	148,534	129,000	(19,534)	-13.2%
Telecom	8,150	5,000	3,800	9,800	4,200	7,038	5,400	5,100	6,000	900	17.6%
Miscellaneous	6,458	8,333	5,913	3,098	16,349	6,454	3,454	6,446	3,600	(2,846)	-44.2%
Total Revenues	1,309,746	1,489,876	1,089,024	1,498,705	1,027,961	1,557,418	1,258,664	1,396,956	1,378,310	(18,646)	-1.3%
Expenses											
Payroll & Related	972,862	998,326	915,557	1,005,156	868,439	874,957	704,532	720,824	636,401	(84,423)	-11.7%
Supplies & Services	700,950	816,700	737,480	871,185	841,464	971,561	862,221	907,283	910,684	3,401	0.4%
Travel & Entertainment	656	3,748	7,673	4,360	3,420	2,770	6,425	3,713	9,800	6,087	163.9%
Promotion & Advertising	43,625	46,701	23,699	17,925	9,941	12,168	13,500	12,711	9,000	(3,711)	-29.2%
Total Expenses	1,718,093	1,865,475	1,684,409	1,898,626	1,723,264	1,861,456	1,586,678	1,644,531	1,565,885	(78,646)	-4.8%
Departmental Profit (Loss)	(408,347)	(375,599)	(595,385)	(399,921)	(695,303)	(304,038)	(328,014)	(247,575)	(187,575)	60,000	-24.2%
Margin Percentage	-31.2%	-25.2%	-54.7%	-26.7%	-67.6%	-19.5%	-26.1%	-17.7%	-13.6%		
Total Full Time Staff	17.00	17.00	17.00	17.00	15.00	16.00	9.00	9.00	9.00		
Full Time Staff Charged to Facility (most staff shared with NBS)	9.00	8.50	8.75	8.75	8.25	9.25	6.00	6.00	6.00		
Room Night Generating Events	20	30	22	28	19	28	20	25	25		
Non-Room Night Generating Events	39	27	31	32	28	27	32	26	26		
Room Night Generating Attendance	78,822	123,250	87,033	102,942	72,528	142,689	81,149	130,000	125,000		
Non-Room Night Generating Attendance	59,483	29,422	35,508	35,080	25,711	32,887	34,909	33,000	32,000		
Estimated Room Nights Generated	37,859	33,056	19,204	22,385	16,133	34,189	19,168	30,000	31,000		
Operating Cost per Room Night	\$ (10.79)	\$ (11.36)	\$ (31.00)	\$ (17.87)	\$ (43.10)	\$ (8.89)	\$ (17.11)	\$ (8.25)	\$ (6.05)		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Capital Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Payroll as % of Total Revenues	74%	67%	84%	67%	84%	56%	56%	52%	46%		



Livestock Events Center

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Facility Rentals	502,131	514,754	437,001	343,348	395,813	409,174	382,853	377,175	499,765	122,591	32.5%
Concessions & Catering	187,925	176,265	149,937	158,744	147,814	142,802	161,600	159,563	134,000	(25,563)	-16.0%
Miscellaneous	351,552	306,521	322,906	296,022	302,913	321,640	329,683	251,592	216,135	(35,457)	-14.1%
Stall & Pen Rentals	1,490	1,640	5,465	1,615	1,305	1,255	300	671	-	(671)	-100.0%
R.V. Parking	54,751	78,063	93,889	85,896	151,232	118,620	96,500	107,520	94,500	(13,020)	-12.1%
Event Parking	147,654	150,167	139,266	162,520	158,006	162,006	157,500	176,689	158,900	(17,789)	-10.1%
Total Revenues	1,245,503	1,227,410	1,148,464	1,048,145	1,157,083	1,155,497	1,128,436	1,073,210	1,103,300	30,091	2.8%
Expenses											
Payroll & Related	963,565	876,909	875,347	908,242	846,201	954,789	1,057,201	1,040,377	1,098,529	58,152	5.6%
Supplies & Services	760,333	859,772	667,561	728,158	673,784	758,583	681,918	782,012	698,568	(83,444)	-10.7%
Travel & Entertainment	194	55	-	-	2,645	3,865	7,680	5,028	6,625	1,597	31.8%
Promotion & Advertising	7,817	41,463	30,158	12,578	53,488	19,409	14,000	22,613	15,500	(7,113)	-31.5%
Special Projects	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	1,731,909	1,778,199	1,573,066	1,648,978	1,576,118	1,736,646	1,760,799	1,850,030	1,819,222	(30,808)	-1.7%
Departmental Profit (Loss)	(486,406)	(550,789)	(424,602)	(600,833)	(419,035)	(581,149)	(632,364)	(776,821)	(715,922)	(9,060)	-39.3%
Margin Percentage	-39.1%	-44.9%	-37.0%	-57.3%	-36.2%	-50.3%	-56.0%	-72.4%	-64.9%		
Full Time Staff	15.50	14.50	14.00	14.00	14.00	14.00	14.00	14.00	14.00		
Room Night Generating Events	33	39	30	32	34	21	35	21	21		
Non-Room Night Generating Events	23	19	14	11	13	30	14	34	40		
Room Night Generating Attendance	286,309	273,540	257,115	279,072	235,071	227,949	260,000	230,000	230,000		
Non-Room Night Generating Attendance	72,110	62,026	62,102	68,580	68,348	55,325	70,000	65,000	65,000		
Estimated Room Nights Generated	46,885	44,223	35,947	35,949	38,780	33,601	42,000	30,000	35,000		
Operating Cost per Room Night	\$ (10.37)	\$ (12.45)	\$ (11.81)	\$ (16.71)	\$ (10.81)	\$ (17.30)	\$ (15.06)	\$ (25.89)	\$ (20.45)		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Capital Investment	\$ 39,972	\$ 637,654	\$ 92,451	\$ 740,837	\$ 186,334	\$ 412,276	\$ 2,500,000	\$ 870,000	\$ 450,000		
City of Reno Funding (included above)	\$ -	\$ -	\$ -	\$ 599,265	\$ -	\$ -	\$ -	\$ 69,333	\$ -		
Payroll as % of Total Revenues	77%	71%	76%	87%	73%	83%	94%	97%	100%		



Wildcreek Golf Course

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Green Fees 9 Hole	235,973	251,879	228,896	219,413	213,548	203,300	227,500	205,793	213,500	7,707	3.7%
Green Fees 18 Hole	531,830	595,015	575,270	547,407	521,771	514,607	579,000	497,865	513,000	15,135	3.0%
Memberships	174,338	190,051	197,964	192,261	211,650	167,491	202,000	184,838	188,500	3,662	2.0%
Pro Shop	210,100	265,946	275,637	283,476	257,116	244,948	247,200	187,722	229,000	41,278	22.0%
Miscellaneous & Lessons	25,877	26,681	33,069	20,099	9,329	12,988	18,400	11,796	15,100	3,304	28.0%
Food & Beverage	317,199	356,150	351,146	322,133	300,032	298,296	327,340	280,888	292,700	11,812	4.2%
Cart Rental	294,780	317,485	299,799	267,849	274,997	239,769	289,500	216,707	231,000	14,293	6.6%
Driving Range	92,140	105,382	94,921	95,268	92,683	96,599	95,000	86,422	89,500	3,078	3.6%
Total Revenues	1,882,237	2,108,589	2,056,702	1,947,906	1,881,126	1,777,998	1,985,940	1,672,031	1,772,300	100,269	6.0%
Expenses											
Payroll & Related	978,346	1,069,639	1,070,437	1,050,044	1,032,417	1,036,495	1,168,111	1,029,898	1,015,078	(14,820)	-1.4%
Supplies & Services	977,350	993,962	991,536	1,010,814	1,005,220	941,751	1,000,645	951,885	970,601	18,716	2.0%
Travel & Entertainment	250	1,122	2,238	980	1,124	7	2,200	1,310	2,200	890	67.9%
Promotion & Advertising	21,875	28,750	24,206	25,293	29,300	21,445	33,200	26,559	28,400	1,841	6.9%
Depreciation	183,182	133,392	-	-	-	-	-	-	-	-	0.0%
Total Expenses	2,161,003	2,226,865	2,088,417	2,087,131	2,068,061	1,999,698	2,204,156	2,009,652	2,016,279	6,627	0.3%
Departmental Profit (Loss)	(278,766)	(118,276)	(31,715)	(139,225)	(186,935)	(221,700)	(218,216)	(337,621)	(243,979)	93,642	-27.7%
Margin Percentage	-14.8%	-5.6%	-1.5%	-7.1%	-9.9%	-12.5%	-11.0%	-20.2%	-13.8%	93.4%	-849.9%
Statistics											
9 Hole Executive	21,136	22,840	21,044	19,763	19,783	18,448	20,836	16,542	19,134	2,592	15.7%
18 Hole Championship	32,392	36,058	32,965	21,424	21,097	20,238	22,965	20,160	20,610	450	2.2%
Annual Passes	-	-	-	10,275	9,997	7,986	9,054	7,800	7,800	-	0.0%
Total Rounds	53,528	58,898	54,009	51,462	50,877	46,672	52,855	44,502	47,544	3,042	6.8%
Total Revenue Per Round	\$35.16	\$35.80	\$38.08	\$37.85	\$36.97	\$38.10	\$37.57	\$37.57	\$37.28	\$32.96	87.7%
Profit (Loss) Per Round	(\$5.21)	(\$2.01)	(\$0.59)	(\$2.71)	(\$3.67)	(\$4.75)	(\$4.13)	(\$7.59)	(\$5.13)	(\$2.45)	32.4%
Cash Flow											
Less: Capital	(95,584)	15,116	(31,715)	(139,225)	(186,935)	(221,700)	(218,216)	(337,621)	(243,979)	93,642	-42.9%
	131,818	149,857	301,450	-	-	-	-	-	-	-	0.0%
Net	(227,402)	(134,741)	(333,165)	(139,225)	(186,935)	(221,700)	(218,216)	(337,621)	(243,979)	93,642	-42.9%
Full Time Staff	8.00	8.00	8.00	8.00	8.00	7.00	7.00	6.00	6.00		
Payroll as % of Total Revenues	52%	51%	52%	54%	55%	58%	59%	62%	57%		



Convention Sales and Services

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Convention Sales	80,201	157,296	98,950	99,886	109,027	186,193	171,200	228,858	194,187	(34,671)	-15.1%
Convention Services	37,123	53,677	42,484	29,674	22,117	-	-	-	-	-	0.0%
Total Revenues	117,324	210,973	141,434	129,560	131,144	186,193	171,200	228,858	194,187	(34,671)	-15.1%
Expenses											
Payroll & Related											
Convention Sales	1,253,973	1,457,510	1,466,342	1,588,764	1,604,699	1,870,959	2,226,384	2,159,228	2,791,487	632,259	29.3%
Convention Services	97,301	97,549	97,072	92,518	108,946	-	-	-	-	-	0.0%
Total Payroll & Related	1,351,274	1,555,059	1,563,414	1,681,282	1,713,645	1,870,959	2,226,384	2,159,228	2,791,487	632,259	29.3%
Supplies & Services											
Convention Sales	222,836	179,779	134,913	74,429	77,820	113,002	128,665	151,640	121,840	(29,800)	-19.7%
Convention Services	6,294	446	198	441	637	-	-	-	-	-	0.0%
Total Supplies & Services	229,130	180,225	135,111	74,870	78,457	113,002	128,665	151,640	121,840	(29,800)	-19.7%
Travel & Entertainment											
Convention Sales	160,308	188,146	204,306	242,642	241,240	364,942	443,945	479,187	631,756	152,569	31.8%
Convention Services	126	-	-	1,917	190	-	-	-	-	-	0.0%
Total Travel & Entertainment	160,434	188,146	204,306	244,559	241,430	364,942	443,945	479,187	631,756	152,569	31.8%
Promotion & Advertising											
Convention Sales	253,556	294,399	369,242	305,871	436,549	528,880	502,135	550,480	888,980	338,500	61.5%
Convention Services	-	-	-	-	-	-	-	-	-	-	0.0%
Total Promotion & Advertising	253,556	294,399	369,242	305,871	436,549	528,880	502,135	550,480	888,980	338,500	61.5%



Convention Sales and Services

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Special Projects											
Convention Sales	318,845	432,208	579,571	563,313	508,113	919,835	1,524,645	1,625,594	1,005,720	(619,874)	-38.1%
Convention Services	-	-	-	-	-	-	-	-	-	-	0.0%
Total Special Projects	318,845	432,208	579,571	563,313	508,113	919,835	1,524,645	1,625,594	1,005,720	(619,874)	-38.1%
Capital Outlay											
Convention Sales	-	-	10,056	-	-	19,077	-	-	-	-	0.0%
Convention Services	-	-	-	-	-	-	-	-	-	-	0.0%
Total Capital	-	-	10,056	-	-	19,077	-	-	-	-	0.0%
Total Expenses	2,313,239	2,650,037	2,861,700	2,869,895	2,978,194	3,816,695	4,825,774	4,966,129	5,439,783	473,654	9.5%
Departmental Profit (Loss)	(2,195,915)	(2,439,064)	(2,720,266)	(2,740,335)	(2,847,050)	(3,630,502)	(4,654,574)	(4,737,271)	(5,245,596)	(508,325)	10.7%
Margins - Profit (Loss)											
Convention Sales	(2,129,317)	(2,394,746)	(2,665,480)	(2,675,133)	(2,759,394)	(3,630,502)	(4,654,574)	(4,737,271)	(5,245,596)	(508,325)	10.7%
Convention Services	(66,598)	(44,318)	(54,786)	(65,202)	(87,656)	-	-	-	-	-	0.0%
Total Departmental Margins	(2,195,915)	(2,439,064)	(2,720,266)	(2,740,335)	(2,847,050)	(3,630,502)	(4,654,574)	(4,737,271)	(5,245,596)	(508,325)	10.7%
Room Nights Booked (Net)	70,433	99,614	110,067	163,259	230,109	226,581	290,000	245,000	260,000		
Cost to Book Room Night	\$ (31.18)	\$ (24.49)	\$ (24.71)	\$ (16.79)	\$ (12.37)	\$ (16.02)	\$ (16.05)	\$ (19.34)	\$ (20.18)		



Tourism Sales

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Tourism Sales	74,297	56,926	37,709	52,156	41,939	37,962	43,800	47,022	33,800	(13,222)	-28.1%
Total Revenues	74,297	56,926	37,709	52,156	41,939	37,962	43,800	47,022	33,800	(13,222)	-28.1%
Expenses											
Payroll & Related											
Tourism Sales	498,579	206,376	230,155	233,762	239,011	245,280	251,756	303,175	485,125	181,950	60.0%
Total Payroll & Related	498,579	206,376	230,155	233,762	239,011	245,280	251,756	303,175	485,125	181,950	60.0%
Supplies & Services											
Tourism Sales	27,995	32,329	19,671	19,702	18,397	20,985	17,945	19,177	17,770	(1,407)	-7.3%
Total Supplies & Services	27,995	32,329	19,671	19,702	18,397	20,985	17,945	19,177	17,770	(1,407)	-7.3%
Travel & Entertainment											
Tourism Sales	66,181	36,713	43,644	48,446	55,857	92,366	107,935	90,019	180,180	90,161	100.2%
Total Travel & Entertainment	66,181	36,713	43,644	48,446	55,857	92,366	107,935	90,019	180,180	90,161	100.2%
Promotion & Advertising											
Tourism Sales	140,294	112,052	140,931	179,946	95,363	115,463	375,800	368,557	440,450	71,893	19.5%
Total Promotion & Advertising	140,294	112,052	140,931	179,946	95,363	115,463	375,800	368,557	440,450	71,893	19.5%
Special Projects											
Tourism Sales	18,961	4,500	17,868	30,456	11,124	15,981	155,000	168,869	137,500	(31,369)	-18.6%
Total Special Projects	18,961	4,500	17,868	30,456	11,124	15,981	155,000	168,869	137,500	(31,369)	-18.6%
Capital Outlay											
Tourism Sales	-	-	-	-	-	-	-	-	-	-	0.0%
Total Capital	-	-	-	-	-	-	-	-	-	-	0.0%
Total Expenses	752,010	391,970	452,269	512,312	419,752	490,075	908,436	949,797	1,261,025	311,228	32.8%
Departmental Profit (Loss)	(677,713)	(335,044)	(414,560)	(460,156)	(377,813)	(452,113)	(864,636)	(902,775)	(1,227,225)	(324,450)	35.9%
Margins - Profit (Loss)											
Tourism Sales	(677,713)	(335,044)	(414,560)	(460,156)	(377,813)	(452,113)	(864,636)	(902,775)	(1,227,225)	(324,450)	35.9%
Total Departmental Margins	(677,713)	(335,044)	(414,560)	(460,156)	(377,813)	(452,113)	(864,636)	(902,775)	(1,227,225)	(324,450)	35.9%



Marketing

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Revenues											
Marketing	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Revenues	-	-	-	-	-	-	-	-	-	-	0.0%
Expenses											
Payroll & Related											
Marketing	588,600	632,957	672,803	732,324	769,459	789,650	975,106	939,651	963,171	23,520	2.5%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Payroll & Related	588,600	632,957	672,803	732,324	769,459	789,650	975,106	939,651	963,171	23,520	2.5%
Supplies & Services											
Marketing	55,433	89,399	80,486	98,375	151,360	186,793	196,620	199,393	209,380	9,987	5.0%
Visitor Services	35,633	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	25,600	30,924	40,471	-	-	-	-	-	-	-	0.0%
Total Supplies & Services	116,666	120,323	120,957	98,375	151,360	186,793	196,620	199,393	209,380	9,987	5.0%
Travel & Entertainment											
Marketing	14,106	9,867	16,961	28,597	33,864	46,842	40,760	49,036	49,610	574	1.2%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Travel & Entertainment	14,106	9,867	16,961	28,597	33,864	46,842	40,760	49,036	49,610	574	1.2%



Marketing

Fiscal 2017-2018 Annual Forecast and Capital Budget

Account Description	Actual						FY 16-17		FY 17-18	Increase (Decrease) From Outlook	
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Budget	Outlook	Budget	\$ Amount	% Percentage
Promotion & Advertising											
Marketing	2,010,406	1,888,736	1,595,008	1,706,831	1,921,614	2,555,474	7,316,900	7,348,199	7,769,889	421,690	5.7%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Promotion & Advertising	2,010,406	1,888,736	1,595,008	1,706,831	1,921,614	2,555,474	7,316,900	7,348,199	7,769,889	421,690	5.7%
Special Projects											
Marketing	185,635	186,500	278,750	235,250	177,750	263,700	400,000	400,000	500,000	100,000	25.0%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Special Projects	185,635	186,500	278,750	235,250	177,750	263,700	400,000	400,000	500,000	100,000	25.0%
Capital Outlay											
Marketing	300	-	-	-	-	-	-	-	-	-	0.0%
Visitor Services	-	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	-	-	-	-	-	-	-	-	-	-	0.0%
Total Capital	300	-	-	-	-	-	-	-	-	-	0.0%
Total Expenses	2,915,713	2,838,383	2,684,479	2,801,377	3,054,047	3,842,459	8,929,386	8,936,279	9,492,050	555,771	6.2%
Departmental Profit (Loss)	(2,915,713)	(2,838,383)	(2,684,479)	(2,801,377)	(3,054,047)	(3,842,459)	(8,929,386)	(8,936,279)	(9,492,050)	(555,771)	6.2%
Margins - Profit (Loss)											
Marketing	(2,854,480)	(2,807,459)	(2,644,008)	(2,801,377)	(3,054,047)	(3,842,459)	(8,929,386)	(8,936,279)	(9,492,050)	(555,771)	6.2%
Visitor Services	(35,633)	-	-	-	-	-	-	-	-	-	0.0%
Visitor Centers	(25,600)	(30,924)	(40,471)	-	-	-	-	-	-	-	0.0%
Total Departmental Margins	(2,915,713)	(2,838,383)	(2,684,479)	(2,801,377)	(3,054,047)	(3,842,459)	(8,929,386)	(8,936,279)	(9,492,050)	(555,771)	6.2%