



## **Fiscal 2018-2019 Annual Forecast and Capital Budget**

**August 15, 2018**

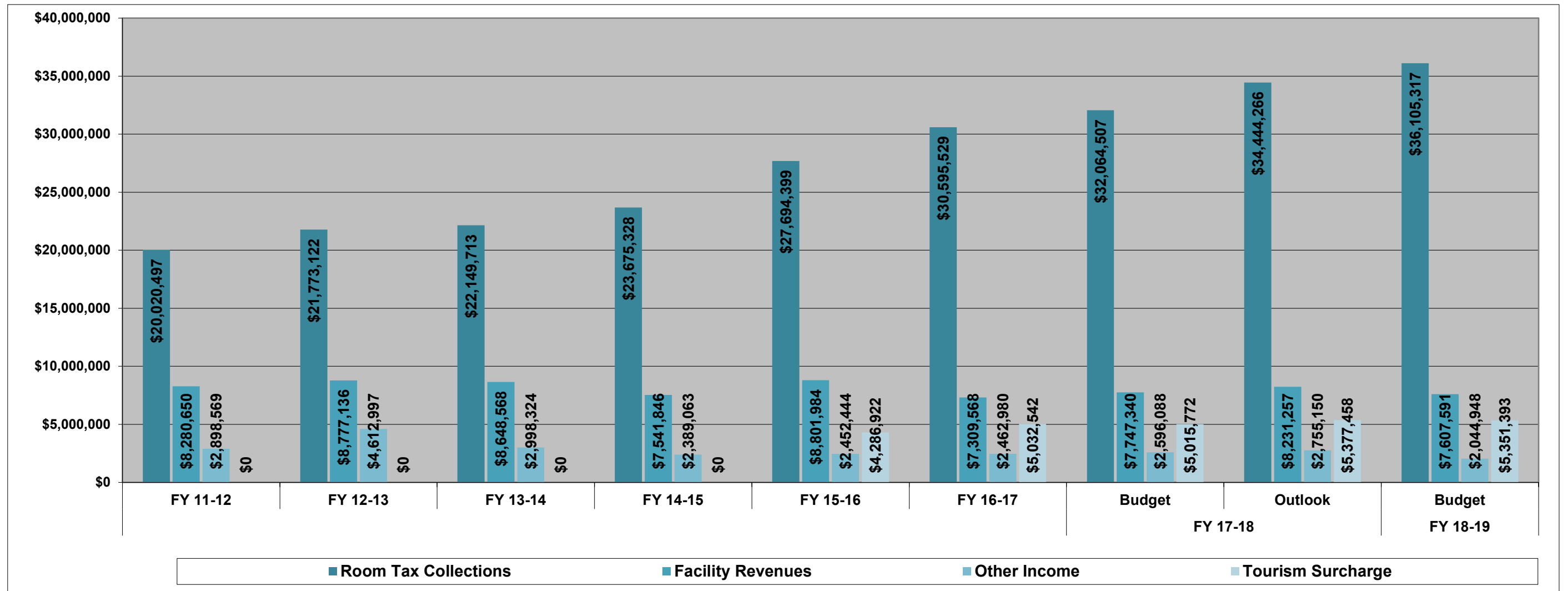
**Finance Department**



# Revenues-Consolidated

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description   | Actual              |                     |                     |                     |                     |                     | FY 17-18            |                     | FY 18-19            | Increase (Decrease) |              |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                       | FY 11-12            | FY 12-13            | FY 13-14            | FY 14-15            | FY 15-16            | FY 16-17            | Budget              | Outlook             | Budget              | \$ Amount           | % Percentage |
| <b>Revenues</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |              |
| Room Tax Collections  | \$20,020,497        | \$21,773,122        | \$22,149,713        | \$23,675,328        | \$27,694,399        | \$30,595,529        | \$32,064,507        | \$34,444,266        | \$36,105,317        | \$1,661,051         | 4.8%         |
| Tourism Surcharge     | -                   | -                   | -                   | -                   | 4,286,922           | 5,032,542           | 5,015,772           | 5,377,458           | 5,351,393           | (26,065)            | -0.5%        |
| Facility Revenues     | 8,280,650           | 8,777,136           | 8,648,568           | 7,541,846           | 8,801,984           | 7,309,568           | 7,747,340           | 8,231,257           | 7,607,591           | (623,665)           | -7.6%        |
| Other Income          | 2,898,569           | 4,612,997           | 2,998,324           | 2,389,063           | 2,452,444           | 2,462,980           | 2,596,088           | 2,755,150           | 2,044,948           | (710,202)           | -25.8%       |
| <b>Total Revenues</b> | <b>\$31,199,716</b> | <b>\$35,163,255</b> | <b>\$33,796,605</b> | <b>\$33,606,237</b> | <b>\$43,235,749</b> | <b>\$45,400,619</b> | <b>\$47,423,707</b> | <b>\$50,808,131</b> | <b>\$51,109,249</b> | <b>\$301,118</b>    | <b>0.6%</b>  |

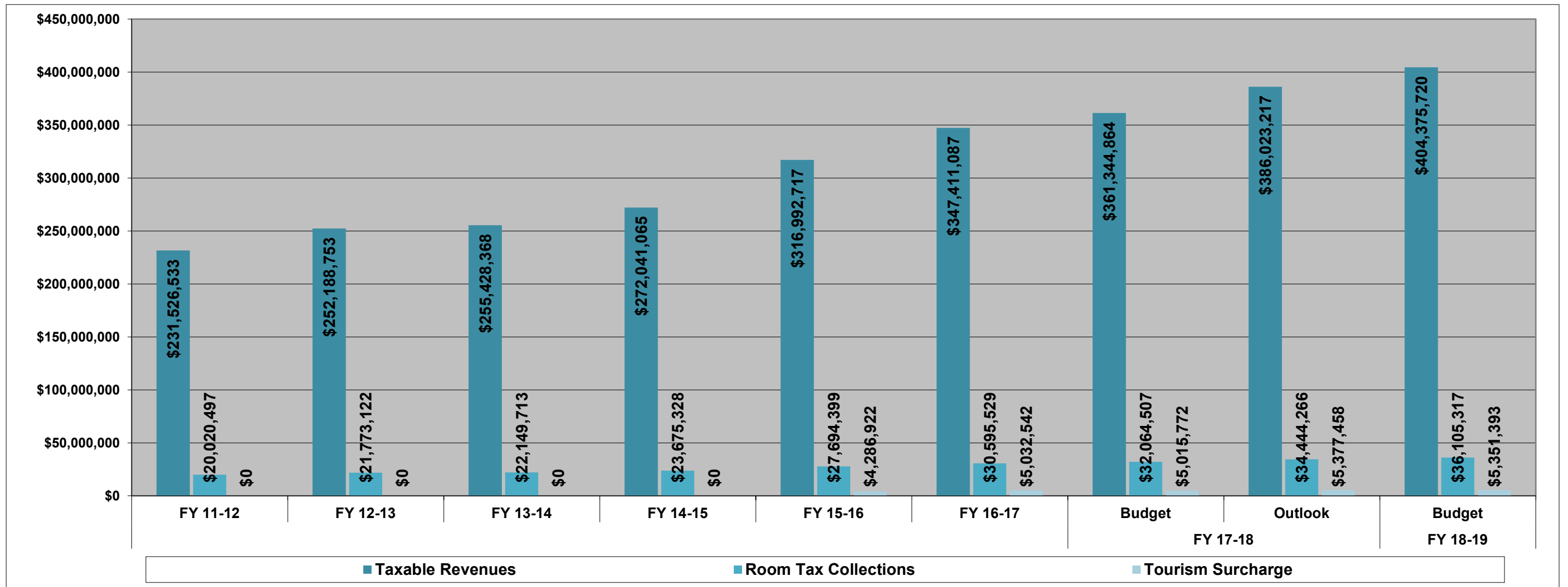




# Room Tax Revenues

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description  | Actual        |               |               |               |               |               | FY 17-18      |               | FY 18-19      | Increase (Decrease) |              |
|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|--------------|
|                      | FY 11-12      | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16      | FY 16-17      | Budget        | Outlook       | Budget        | \$ Amount           | % Percentage |
| Taxable Revenues     | \$231,526,533 | \$252,188,753 | \$255,428,368 | \$272,041,065 | \$316,992,717 | \$347,411,087 | \$361,344,864 | \$386,023,217 | \$404,375,720 | \$18,352,503        | 4.8%         |
| Room Tax Collections | \$20,020,497  | \$21,773,122  | \$22,149,713  | \$23,675,328  | \$27,694,399  | \$30,595,529  | \$32,064,507  | \$34,444,266  | \$36,105,317  | \$1,661,051         | 4.8%         |
| Tourism Surcharge    | \$0           | \$0           | \$0           | \$0           | \$4,286,922   | \$5,032,542   | \$5,015,772   | \$5,377,458   | \$5,351,393   | (\$26,065)          | -0.5%        |

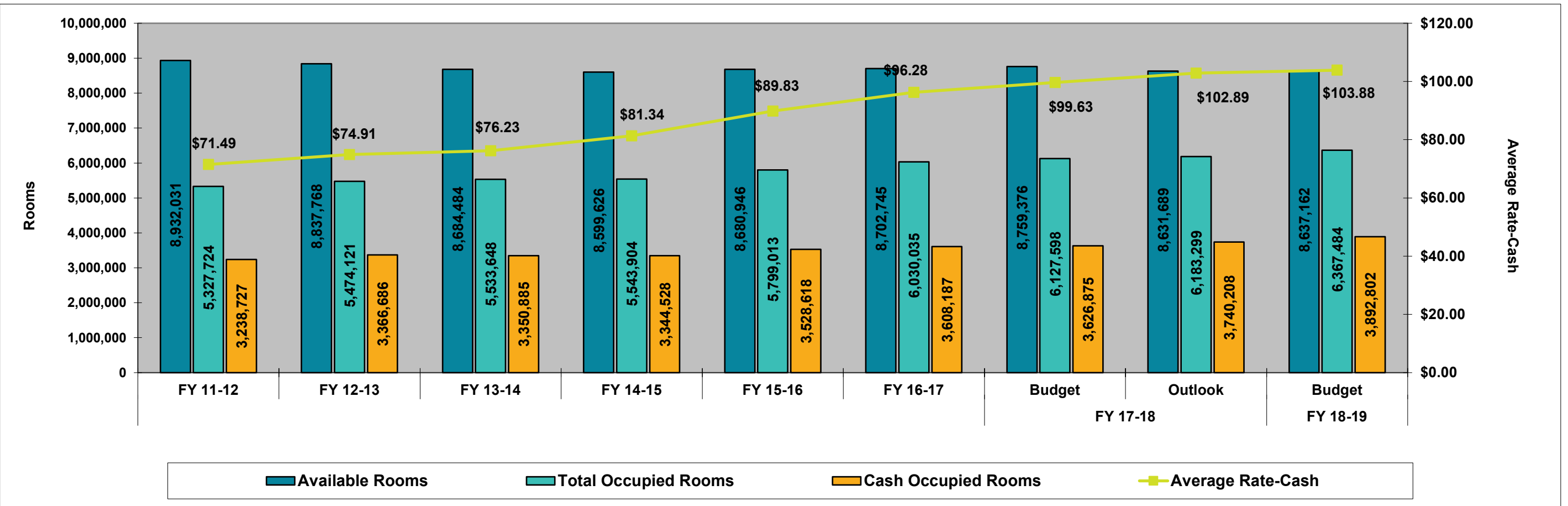




# Transient Lodging Statistics

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                        | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |              |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------|
|  | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage |
| <b>Occupied Rooms</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Cash Occupied Rooms                        | 3,238,727        | 3,366,686        | 3,350,885        | 3,344,528        | 3,528,618        | 3,608,187        | 3,626,875        | 3,740,208        | 3,892,802        | 152,594             | 4.1%         |
| Complimentary                              | 822,198          | 854,320          | 909,586          | 929,716          | 899,380          | 901,528          | 935,500          | 877,874          | 863,711          | (14,163)            | -1.6%        |
| 28 Day                                     | 1,266,799        | 1,253,115        | 1,273,177        | 1,269,660        | 1,371,015        | 1,520,320        | 1,565,223        | 1,565,217        | 1,610,971        | 45,754              | 2.9%         |
| <b>Total Occupied Rooms</b>                | <b>5,327,724</b> | <b>5,474,121</b> | <b>5,533,648</b> | <b>5,543,904</b> | <b>5,799,013</b> | <b>6,030,035</b> | <b>6,127,598</b> | <b>6,183,299</b> | <b>6,367,484</b> | <b>184,185</b>      | <b>3.0%</b>  |
| Vacant                                     | 3,604,307        | 3,363,647        | 3,150,836        | 3,055,722        | 2,881,933        | 2,672,710        | 2,631,778        | 2,448,390        | 2,269,678        | (178,712)           | -7.3%        |
| <b>Available Rooms</b>                     | <b>8,932,031</b> | <b>8,837,768</b> | <b>8,684,484</b> | <b>8,599,626</b> | <b>8,680,946</b> | <b>8,702,745</b> | <b>8,759,376</b> | <b>8,631,689</b> | <b>8,637,162</b> | <b>5,473</b>        | <b>0.1%</b>  |
| <b>Total Percentage of Occupancy</b>       | <b>59.6%</b>     | <b>61.9%</b>     | <b>63.7%</b>     | <b>64.5%</b>     | <b>66.8%</b>     | <b>69.3%</b>     | <b>70.0%</b>     | <b>71.6%</b>     | <b>73.7%</b>     | <b>2.1</b>          | <b>2.9%</b>  |
| <b>Occupied Rooms-Cash Percentage</b>      | <b>36.3%</b>     | <b>38.1%</b>     | <b>38.6%</b>     | <b>38.9%</b>     | <b>40.6%</b>     | <b>41.5%</b>     | <b>41.4%</b>     | <b>43.3%</b>     | <b>45.1%</b>     | <b>1.7</b>          | <b>4.0%</b>  |
| <b>Average Rate-Cash</b>                   | <b>\$71.49</b>   | <b>\$74.91</b>   | <b>\$76.23</b>   | <b>\$81.34</b>   | <b>\$89.83</b>   | <b>\$96.28</b>   | <b>\$99.63</b>   | <b>\$102.89</b>  | <b>\$103.88</b>  | <b>\$0.98</b>       | <b>1.0%</b>  |
| <b>Revenue Per Available Room (RevPAR)</b> | <b>\$25.92</b>   | <b>\$28.54</b>   | <b>\$29.41</b>   | <b>\$31.63</b>   | <b>\$36.52</b>   | <b>\$39.92</b>   | <b>\$41.25</b>   | <b>\$44.58</b>   | <b>\$46.82</b>   | <b>\$2.23</b>       | <b>5.0%</b>  |

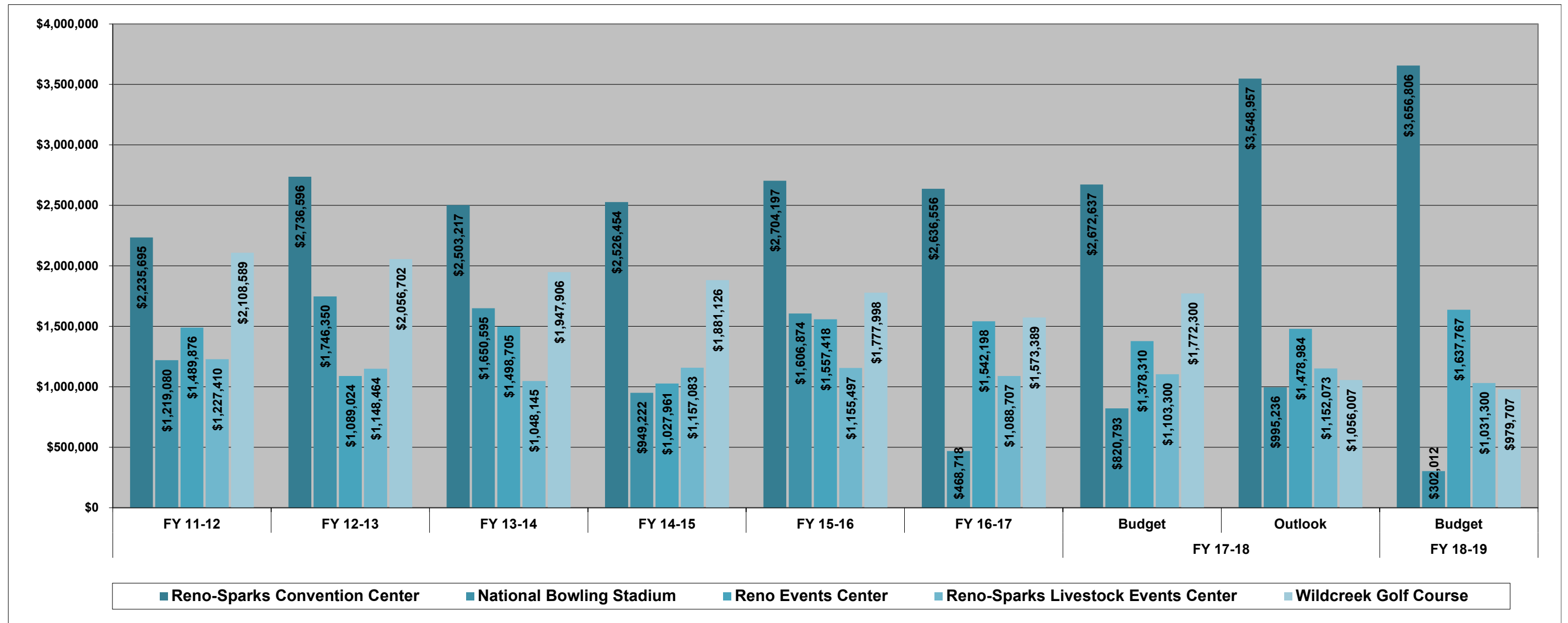




# Facility Revenues

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                 | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |              |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------|
|                                     | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage |
| <b>Facility Revenues</b>            |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |              |
| Reno-Sparks Convention Center       | \$2,235,695        | \$2,736,596        | \$2,503,217        | \$2,526,454        | \$2,704,197        | \$2,636,556        | \$2,672,637        | \$3,548,957        | \$3,656,806        | \$107,849           | 3.0%         |
| National Bowling Stadium            | 1,219,080          | 1,746,350          | 1,650,595          | 949,222            | 1,606,874          | 468,718            | 820,793            | 995,236            | 302,012            | (693,224)           | -69.7%       |
| Reno Events Center                  | 1,489,876          | 1,089,024          | 1,498,705          | 1,027,961          | 1,557,418          | 1,542,198          | 1,378,310          | 1,478,984          | 1,637,767          | 158,783             | 10.7%        |
| Reno-Sparks Livestock Events Center | 1,227,410          | 1,148,464          | 1,048,145          | 1,157,083          | 1,155,497          | 1,088,707          | 1,103,300          | 1,152,073          | 1,031,300          | (120,773)           | -10.5%       |
| Wildcreek Golf Course               | 2,108,589          | 2,056,702          | 1,947,906          | 1,881,126          | 1,777,998          | 1,573,389          | 1,772,300          | 1,056,007          | 979,707            | (76,301)            | -7.2%        |
| <b>Total Facility Revenues</b>      | <b>\$8,280,650</b> | <b>\$8,777,136</b> | <b>\$8,648,568</b> | <b>\$7,541,846</b> | <b>\$8,801,984</b> | <b>\$7,309,568</b> | <b>\$7,747,340</b> | <b>\$8,231,257</b> | <b>\$7,607,591</b> | <b>(\$623,665)</b>  | <b>-7.6%</b> |

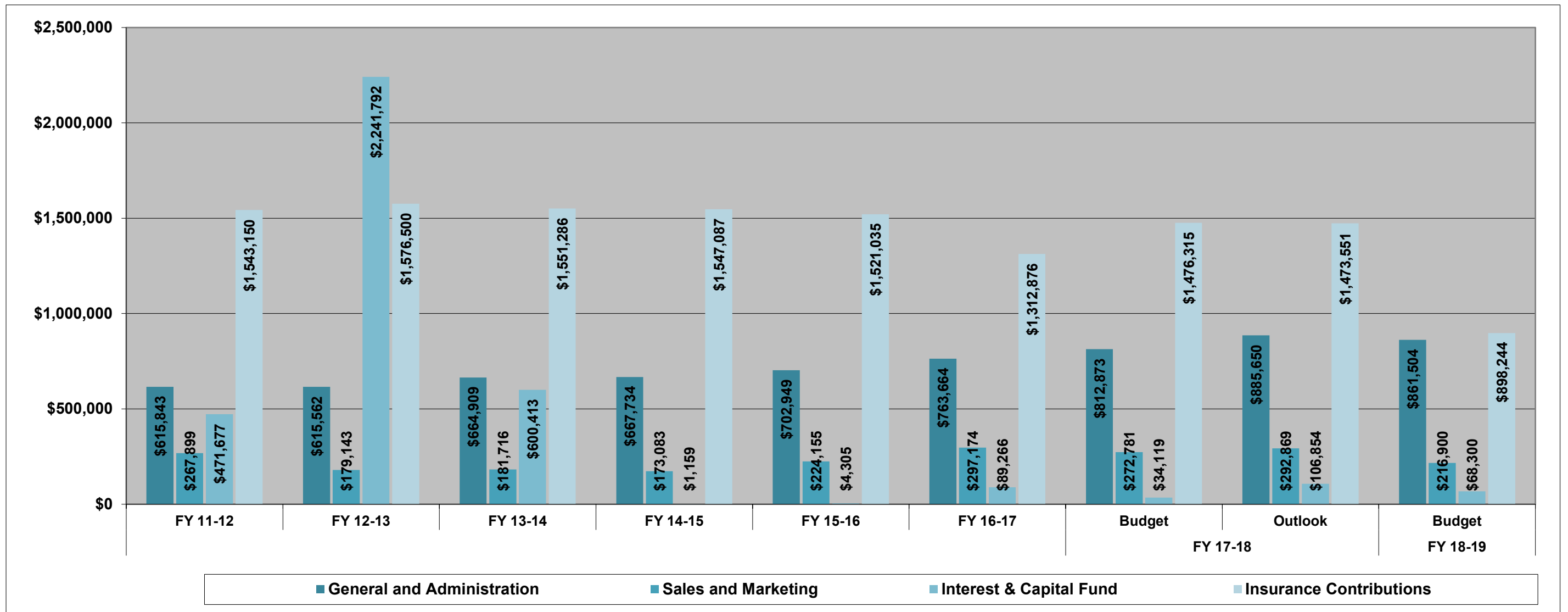




# Other Income

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description        | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |               |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------|
|                            | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage  |
| <b>Other Income</b>        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| General and Administration | \$615,843          | \$615,562          | \$664,909          | \$667,734          | \$702,949          | \$763,664          | \$812,873          | \$885,650          | \$861,504          | (\$24,146)          | -2.7%         |
| Sales and Marketing        | 267,899            | 179,143            | 181,716            | 173,083            | 224,155            | 297,174            | 272,781            | 292,869            | 216,900            | (75,969)            | -25.9%        |
| Interest & Capital Fund    | 471,677            | 2,241,792          | 600,413            | 1,159              | 4,305              | 89,266             | 34,119             | 106,854            | 68,300             | (38,554)            | -36.1%        |
| Insurance Contributions    | 1,543,150          | 1,576,500          | 1,551,286          | 1,547,087          | 1,521,035          | 1,312,876          | 1,476,315          | 1,473,551          | 898,244            | (575,307)           | -39.0%        |
| <b>Total Other Income</b>  | <b>\$2,898,569</b> | <b>\$4,612,997</b> | <b>\$2,998,324</b> | <b>\$2,389,063</b> | <b>\$2,452,444</b> | <b>\$2,462,980</b> | <b>\$2,596,088</b> | <b>\$2,758,924</b> | <b>\$2,044,948</b> | <b>(\$713,976)</b>  | <b>-25.9%</b> |



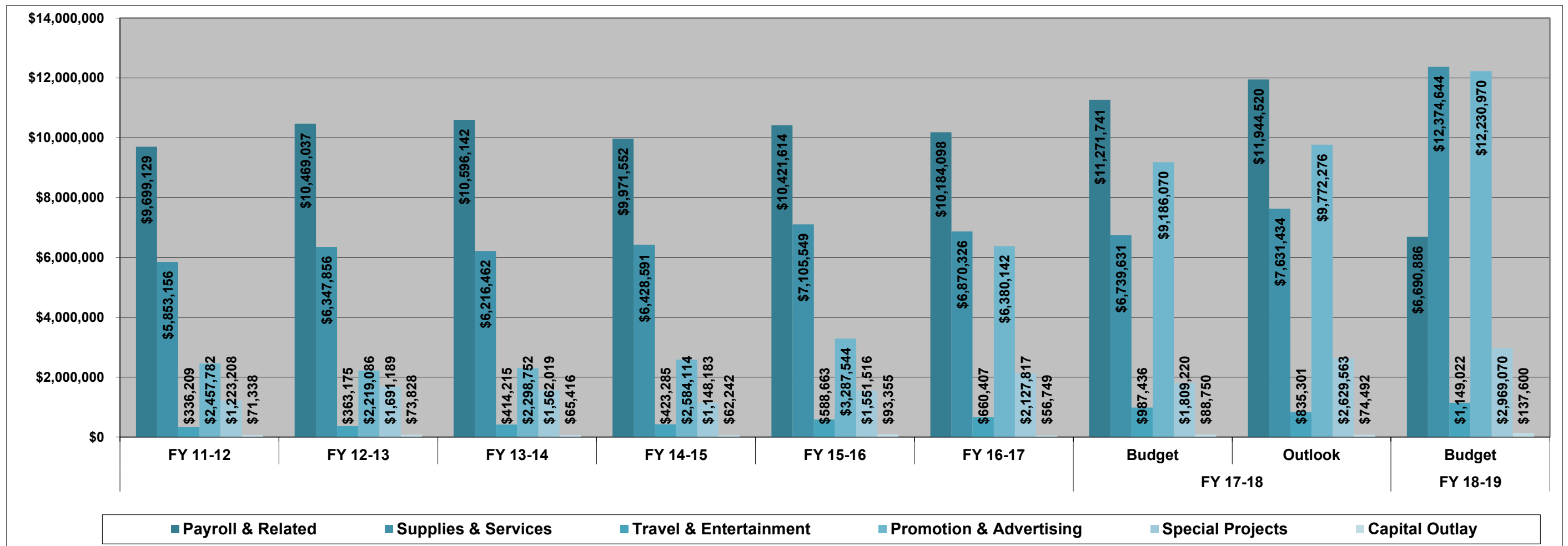


# Operating Expenses

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description             | Actual              |                     |                     |                     |                     |                     | FY 17-18            |                     | FY 18-19            | Increase (Decrease) |              |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                                 | FY 11-12            | FY 12-13            | FY 13-14            | FY 14-15            | FY 15-16            | FY 16-17            | Budget              | Outlook             | Budget              | \$ Amount           | % Percentage |
| <b>Operating Expenses</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |              |
| Payroll & Related               | \$9,699,129         | \$10,469,037        | \$10,596,142        | \$9,971,552         | \$10,421,614        | \$10,184,098        | \$11,271,741        | \$11,944,520        | \$6,690,886         | (\$5,253,633)       | -44.0%       |
| Supplies & Services             | 5,853,156           | 6,347,856           | 6,216,462           | 6,428,591           | 7,105,549           | 6,870,326           | 6,739,631           | 7,631,434           | 12,374,644          | 4,743,210           | 62.2%        |
| Travel & Entertainment          | 336,209             | 363,175             | 414,215             | 423,285             | 588,663             | 660,407             | 987,436             | 835,301             | 1,149,022           | 313,721             | 37.6%        |
| Promotion & Advertising         | 2,457,782           | 2,219,086           | 2,298,752           | 2,584,114           | 3,287,544           | 6,380,142           | 9,186,070           | 9,772,276           | 12,230,970          | 2,458,694           | 25.2%        |
| Special Projects                | 1,223,208           | 1,691,189           | 1,562,019           | 1,148,183           | 1,551,516           | 2,127,817           | 1,809,220           | 2,629,563           | 2,969,070           | 339,507             | 12.9%        |
| Capital Outlay                  | 71,338              | 73,828              | 65,416              | 62,242              | 93,355              | 56,749              | 88,750              | 74,492              | 137,600             | 63,108              | 84.7%        |
| <b>Total Operating Expenses</b> | <b>\$19,640,822</b> | <b>\$21,164,171</b> | <b>\$21,153,006</b> | <b>\$20,617,967</b> | <b>\$23,048,241</b> | <b>\$26,279,539</b> | <b>\$30,082,848</b> | <b>\$32,887,586</b> | <b>\$35,552,192</b> | <b>\$2,664,606</b>  | <b>8.1%</b>  |

Budgeted Full-Time Positions: 99, 100, 102, 97, 96, 53, 96, 98, 53, (46), -46.4%

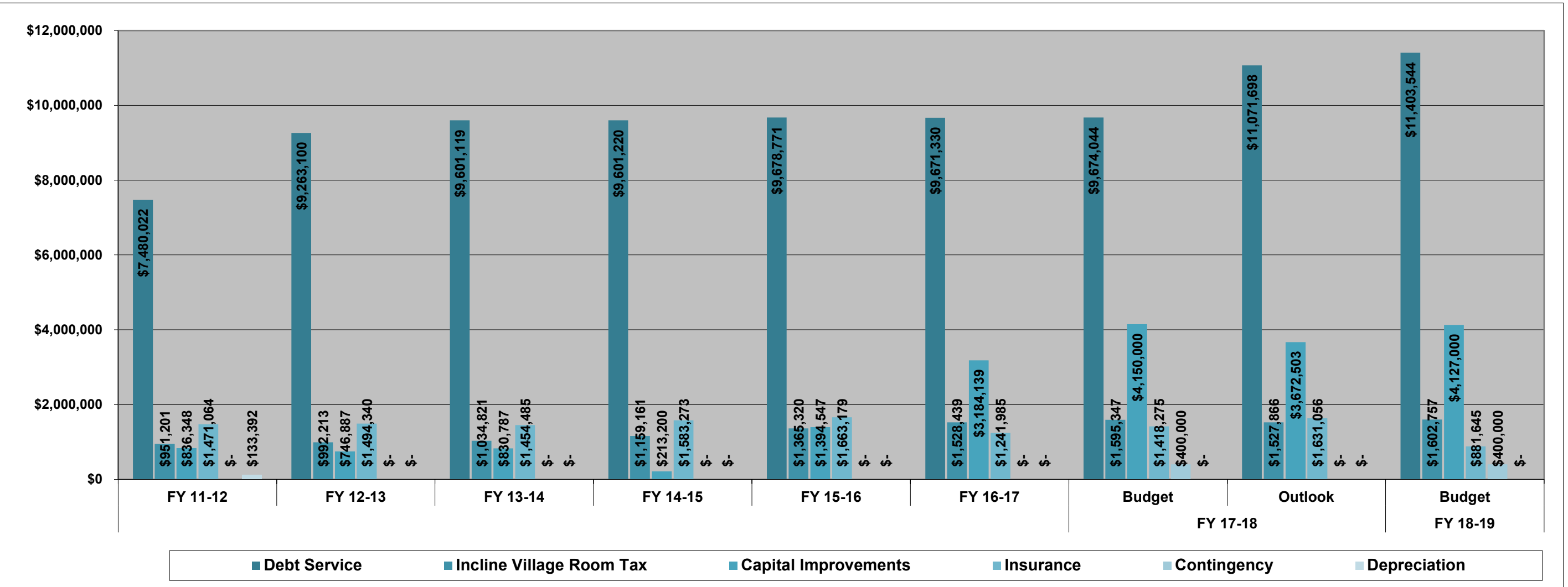




# Capital & Other Expenses

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                       | Actual              |                     |                     |                     |                     |                     | FY 17-18            |                     | FY 18-19            | Increase (Decrease) |              |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|   | FY 11-12            | FY 12-13            | FY 13-14            | FY 14-15            | FY 15-16            | FY 16-17            | Budget              | Outlook             | Budget              | \$ Amount           | % Percentage |
| <b>Capital &amp; Other Expenses</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |              |
| Debt Service                              | \$7,480,022         | \$9,263,100         | \$9,601,119         | \$9,601,220         | \$9,678,771         | \$9,671,330         | \$9,674,044         | \$11,071,698        | \$11,403,544        | \$331,846           | 3.0%         |
| Incline Village Room Tax                  | 951,201             | 992,213             | 1,034,821           | 1,159,161           | 1,365,320           | 1,528,439           | 1,595,347           | 1,527,866           | 1,602,757           | 74,891              | 4.9%         |
| Capital Improvements                      | 836,348             | 746,887             | 830,787             | 213,200             | 1,394,547           | 3,184,139           | 4,150,000           | 3,672,503           | 4,127,000           | 454,497             | 12.4%        |
| Insurance                                 | 1,471,064           | 1,494,340           | 1,454,485           | 1,583,273           | 1,663,179           | 1,241,985           | 1,418,275           | 1,631,056           | 881,645             | (749,411)           | -45.9%       |
| Contingency                               | -                   | -                   | -                   | -                   | -                   | -                   | 400,000             | -                   | 400,000             | 400,000             | #DIV/0!      |
| Depreciation                              | 133,392             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 0.0%         |
| <b>Total Capital &amp; Other Expenses</b> | <b>\$10,872,027</b> | <b>\$12,496,540</b> | <b>\$12,921,212</b> | <b>\$12,556,854</b> | <b>\$14,241,186</b> | <b>\$15,765,262</b> | <b>\$17,237,666</b> | <b>\$17,903,123</b> | <b>\$18,414,946</b> | <b>\$511,823</b>    | <b>2.9%</b>  |



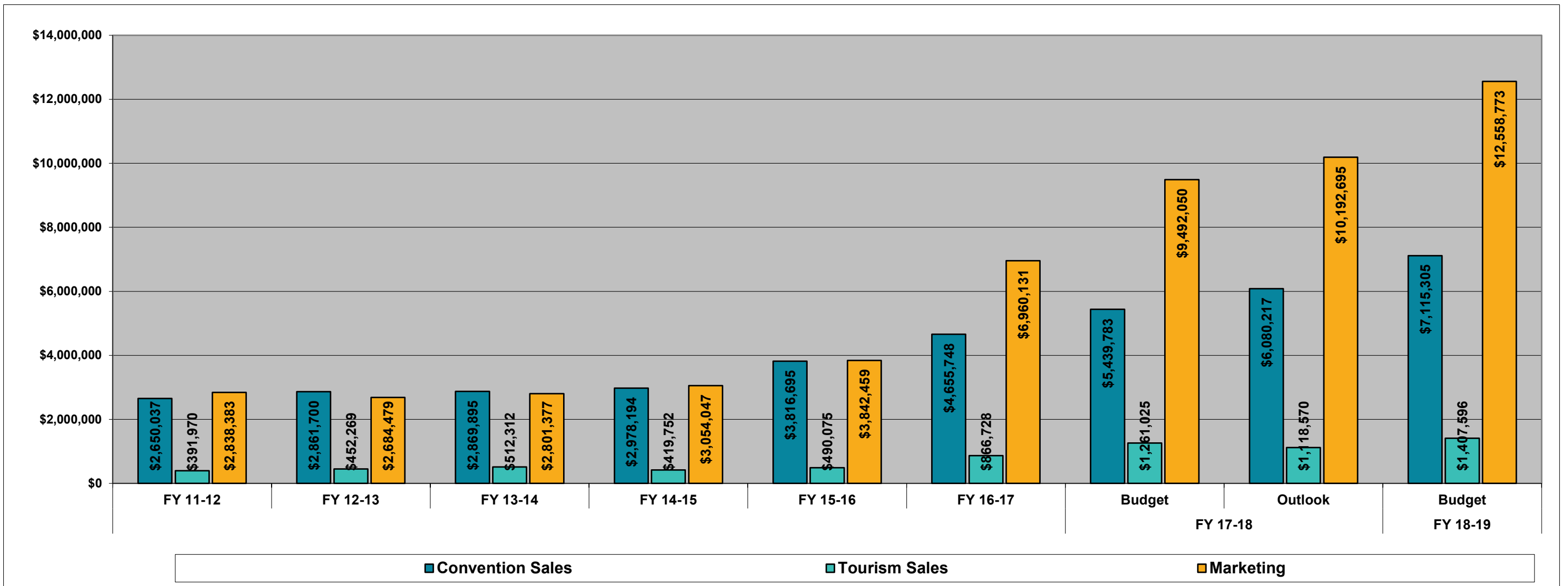




# Sales and Marketing Expenses

Fiscal 2018-19 Annual Forecast and Capital Budget

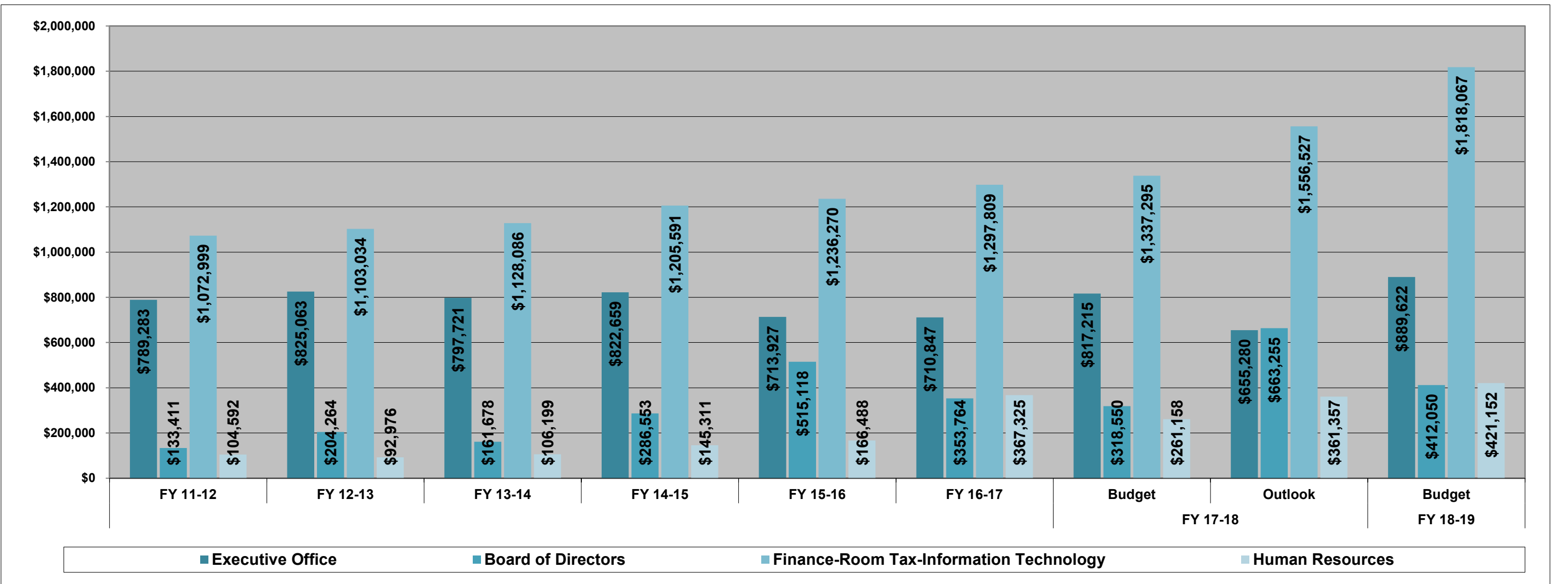
| Account Description                   | Actual             |                    |                    |                    |                    |                     | FY 17-18            |                     | FY 18-19            | Increase (Decrease) |              |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                                       | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17            | Budget              | Outlook             | Budget              | \$ Amount           | % Percentage |
| <b>Sales &amp; Marketing Expenses</b> |                    |                    |                    |                    |                    |                     |                     |                     |                     |                     |              |
| Convention Sales                      | \$2,650,037        | \$2,861,700        | \$2,869,895        | \$2,978,194        | \$3,816,695        | \$4,655,748         | \$5,439,783         | \$6,080,217         | \$7,115,305         | \$1,035,088         | 17.0%        |
| Tourism Sales                         | 391,970            | 452,269            | 512,312            | 419,752            | 490,075            | 866,728             | 1,261,025           | 1,118,570           | 1,407,596           | 289,026             | 25.8%        |
| Marketing                             | 2,838,383          | 2,684,479          | 2,801,377          | 3,054,047          | 3,842,459          | 6,960,131           | 9,492,050           | 10,192,695          | 12,558,773          | 2,366,078           | 23.2%        |
| <b>Total Sales and Marketing</b>      | <b>\$5,880,390</b> | <b>\$5,998,448</b> | <b>\$6,183,584</b> | <b>\$6,451,993</b> | <b>\$8,149,229</b> | <b>\$12,482,607</b> | <b>\$16,192,858</b> | <b>\$17,391,482</b> | <b>\$21,081,674</b> | <b>\$3,690,192</b>  | <b>21.2%</b> |



# General and Administration Expenses

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                          | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |              |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------|
|  | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage |
| <b>General &amp; Administrative Expenses</b> |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |              |
| Executive Office                             | \$789,283          | \$825,063          | \$797,721          | \$822,659          | \$713,927          | \$710,847          | \$817,215          | \$655,280          | \$889,622          | \$234,343           | 35.8%        |
| Board of Directors                           | 133,411            | 204,264            | 161,678            | 286,553            | 515,118            | 353,764            | 318,550            | 663,255            | 412,050            | (251,205)           | -37.9%       |
| Finance-Room Tax-Information Technology      | 1,072,999          | 1,103,034          | 1,128,086          | 1,205,591          | 1,236,270          | 1,297,809          | 1,337,295          | 1,556,527          | 1,818,067          | 261,540             | 16.8%        |
| Human Resources                              | 104,592            | 92,976             | 106,199            | 145,311            | 166,488            | 367,325            | 261,158            | 361,357            | 421,152            | 59,795              | 16.5%        |
| <b>Total General and Administration</b>      | <b>\$2,100,285</b> | <b>\$2,225,337</b> | <b>\$2,193,684</b> | <b>\$2,460,114</b> | <b>\$2,631,803</b> | <b>\$2,729,745</b> | <b>\$2,734,218</b> | <b>\$3,236,419</b> | <b>\$3,540,891</b> | <b>\$304,473</b>    | <b>9.4%</b>  |

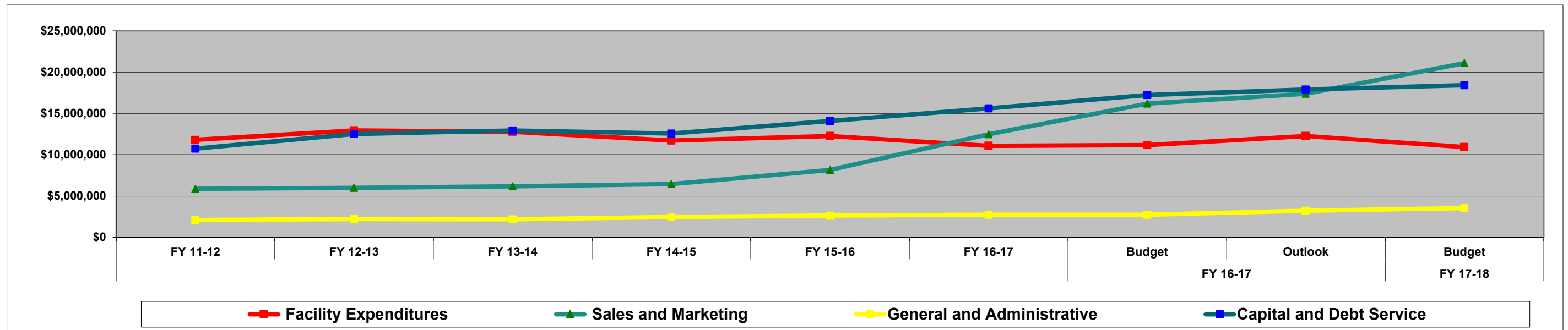




# Expense Trends-Detail

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                 | Actual              |                     |                     |                     |                     |                     | FY 16-17            |                     | FY 17-18            | Increase (Decrease) |               |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                                     | FY 11-12            | FY 12-13            | FY 13-14            | FY 14-15            | FY 15-16            | FY 16-17            | Budget              | Outlook             | Budget              | \$ Amount           | % Percentage  |
| <b>Facilities</b>                   |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |               |
| Reno-Sparks Convention Center       | \$3,120,340         | \$4,211,022         | \$3,877,704         | \$3,642,003         | \$3,724,804         | \$3,642,180         | \$3,783,827         | \$4,330,808         | \$4,922,279         | \$591,471           | 13.7%         |
| National Bowling Stadium            | 2,802,660           | 3,383,472           | 3,263,299           | 2,696,414           | 2,944,605           | 1,912,950           | 1,970,559           | 2,571,666           | 1,956,008           | (615,658)           | -23.9%        |
| Reno Events Center                  | 1,865,475           | 1,684,409           | 1,898,626           | 1,723,264           | 1,861,456           | 1,750,297           | 1,565,885           | 1,824,822           | 1,967,872           | 143,050             | 7.8%          |
| Reno-Sparks Livestock Events Center | 1,778,199           | 1,573,066           | 1,648,978           | 1,576,118           | 1,736,646           | 1,852,624           | 1,819,222           | 2,025,487           | 1,821,468           | (204,019)           | -10.1%        |
| Wildcreek Golf Course               | 2,226,865           | 2,088,417           | 2,087,131           | 2,068,061           | 1,999,698           | 1,909,136           | 2,016,279           | 1,506,902           | 262,000             | (1,244,902)         | -82.6%        |
| <b>Total Facility Expenditures</b>  | <b>11,793,539</b>   | <b>12,940,386</b>   | <b>12,775,738</b>   | <b>11,705,860</b>   | <b>12,267,209</b>   | <b>11,067,187</b>   | <b>11,155,772</b>   | <b>12,259,685</b>   | <b>10,929,627</b>   | <b>(1,330,058)</b>  | <b>-10.8%</b> |
| <b>Sales and Marketing</b>          |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |               |
| Convention Sales                    | 2,650,037           | 2,861,700           | 2,869,895           | 2,978,194           | 3,816,695           | 4,655,748           | 5,439,783           | 6,080,217           | 7,115,305           | 1,035,088           | 17.0%         |
| Tourism Sales                       | 391,970             | 452,269             | 512,312             | 419,752             | 490,075             | 866,728             | 1,261,025           | 1,118,570           | 1,407,596           | 289,026             | 25.8%         |
| Marketing                           | 2,838,383           | 2,684,479           | 2,801,377           | 3,054,047           | 3,842,459           | 6,960,131           | 9,492,050           | 10,192,695          | 12,558,773          | 2,366,078           | 23.2%         |
| <b>Total Sales and Marketing</b>    | <b>5,880,390</b>    | <b>5,998,448</b>    | <b>6,183,584</b>    | <b>6,451,993</b>    | <b>8,149,229</b>    | <b>12,482,607</b>   | <b>16,192,858</b>   | <b>17,391,482</b>   | <b>21,081,674</b>   | <b>3,690,192</b>    | <b>21.2%</b>  |
| <b>General and Administrative</b>   | <b>2,100,285</b>    | <b>2,225,337</b>    | <b>2,193,684</b>    | <b>2,460,114</b>    | <b>2,631,803</b>    | <b>2,729,745</b>    | <b>2,734,218</b>    | <b>3,236,419</b>    | <b>3,540,891</b>    | <b>304,473</b>      | <b>9.4%</b>   |
| <b>Capital and Debt Service</b>     | <b>10,738,635</b>   | <b>12,496,540</b>   | <b>12,921,212</b>   | <b>12,556,854</b>   | <b>14,101,817</b>   | <b>15,625,893</b>   | <b>17,237,666</b>   | <b>17,903,123</b>   | <b>18,414,946</b>   | <b>511,823</b>      | <b>2.9%</b>   |
| <b>Total Expenditures</b>           | <b>\$30,512,849</b> | <b>\$33,660,711</b> | <b>\$34,074,218</b> | <b>\$33,174,821</b> | <b>\$37,150,058</b> | <b>\$41,905,432</b> | <b>\$47,320,514</b> | <b>\$50,790,709</b> | <b>\$53,967,138</b> | <b>\$3,176,429</b>  | <b>6.3%</b>   |





# Margins and Cash Flow

## Fiscal 2018-19 Annual Forecast and Capital Budget

| Account Description                 | Actual             |                    |                     |                     |                     |                     | FY 17-18            |                     | FY 18-19             | Increase (Decrease)  |                  |
|-------------------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|------------------|
|                                     | FY 11-12           | FY 12-13           | FY 13-14            | FY 14-15            | FY 15-16            | FY 16-17            | Budget              | Outlook             | Budget               | \$ Amount            | % Percentage     |
| <b>Facilities</b>                   |                    |                    |                     |                     |                     |                     |                     |                     |                      |                      |                  |
| Reno-Sparks Convention Center       | (\$884,645)        | (\$1,474,426)      | (\$1,374,487)       | (\$1,115,549)       | (\$1,020,607)       | (\$1,005,624)       | (\$1,111,190)       | (\$781,852)         | (\$1,265,473)        | (\$483,622)          | 61.9%            |
| National Bowling Stadium            | (1,583,580)        | (1,637,122)        | (1,612,704)         | (1,747,192)         | (1,337,731)         | (1,444,232)         | (1,149,766)         | (1,576,430)         | (1,653,996)          | (77,566)             | 4.9%             |
| Reno Events Center                  | (375,599)          | (595,385)          | (399,921)           | (695,303)           | (304,038)           | (208,099)           | (187,575)           | (345,838)           | (330,105)            | 15,733               | -4.5%            |
| Reno-Sparks Livestock Events Center | (550,789)          | (424,602)          | (600,833)           | (419,035)           | (581,149)           | (763,917)           | (715,922)           | (873,414)           | (790,168)            | 83,246               | -9.5%            |
| Wildcreek Golf Course               | (118,276)          | (31,715)           | (139,225)           | (186,935)           | (221,700)           | (335,747)           | (243,979)           | (450,895)           | 717,707              | 1,168,602            | -259.2%          |
| <b>Total Facility Expenditures</b>  | <b>(3,512,889)</b> | <b>(4,163,250)</b> | <b>(4,127,170)</b>  | <b>(4,164,014)</b>  | <b>(3,465,225)</b>  | <b>(3,757,619)</b>  | <b>(3,408,432)</b>  | <b>(4,028,428)</b>  | <b>(3,322,035)</b>   | <b>706,393</b>       | <b>-17.5%</b>    |
| <b>Sales and Marketing</b>          |                    |                    |                     |                     |                     |                     |                     |                     |                      |                      |                  |
| Convention Sales                    | (2,439,064)        | (2,720,266)        | (2,740,335)         | (2,847,050)         | (3,630,502)         | (4,421,923)         | (5,245,596)         | (5,841,236)         | (6,947,105)          | (1,105,869)          | 18.9%            |
| Tourism Sales                       | (335,044)          | (414,560)          | (460,156)           | (377,813)           | (452,113)           | (803,379)           | (1,227,225)         | (1,068,456)         | (1,392,896)          | (324,440)            | 30.4%            |
| Marketing                           | (2,838,383)        | (2,684,479)        | (2,801,377)         | (3,054,047)         | (3,842,459)         | (6,960,131)         | (9,492,050)         | (10,188,921)        | (12,524,773)         | (2,335,852)          | 22.9%            |
| <b>Total Sales and Marketing</b>    | <b>(5,612,491)</b> | <b>(5,819,305)</b> | <b>(6,001,868)</b>  | <b>(6,278,910)</b>  | <b>(7,925,074)</b>  | <b>(12,185,433)</b> | <b>(15,964,871)</b> | <b>(17,098,613)</b> | <b>(20,864,774)</b>  | <b>(3,766,161)</b>   | <b>22.0%</b>     |
| <b>General and Administrative</b>   | <b>(1,484,442)</b> | <b>(1,609,775)</b> | <b>(1,528,775)</b>  | <b>(1,792,380)</b>  | <b>(1,928,854)</b>  | <b>(1,966,081)</b>  | <b>(1,921,345)</b>  | <b>(2,350,768)</b>  | <b>(2,679,387)</b>   | <b>(328,620)</b>     | <b>14.0%</b>     |
| <b>Capital and Debt Service</b>     | <b>(8,723,808)</b> | <b>(8,678,248)</b> | <b>(10,769,513)</b> | <b>(11,008,609)</b> | <b>(12,576,477)</b> | <b>(14,223,751)</b> | <b>(15,727,232)</b> | <b>(16,322,718)</b> | <b>(17,448,402)</b>  | <b>(1,125,684)</b>   | <b>6.9%</b>      |
| <b>Room Tax Revenues</b>            | <b>20,020,497</b>  | <b>21,773,122</b>  | <b>22,149,713</b>   | <b>23,675,328</b>   | <b>27,694,399</b>   | <b>30,595,529</b>   | <b>32,064,507</b>   | <b>34,444,266</b>   | <b>36,105,317</b>    | <b>1,661,051</b>     | <b>4.8%</b>      |
| <b>Tourism Surcharge</b>            | <b>-</b>           | <b>-</b>           | <b>-</b>            | <b>-</b>            | <b>4,286,922</b>    | <b>5,032,542</b>    | <b>5,015,772</b>    | <b>5,377,458</b>    | <b>5,351,393</b>     | <b>(26,065)</b>      | <b>-0.5%</b>     |
| <b>Total Departmental Margins</b>   | <b>686,867</b>     | <b>1,502,544</b>   | <b>(277,613)</b>    | <b>431,415</b>      | <b>6,085,691</b>    | <b>3,495,187</b>    | <b>58,399</b>       | <b>21,197</b>       | <b>(2,857,889)</b>   | <b>(2,879,086)</b>   | <b>-13582.3%</b> |
| <b>Less: Cash Flow Items</b>        | <b>(274,863)</b>   | <b>(1,450,561)</b> | <b>229,919</b>      | <b>(431,415)</b>    | <b>(5,312,195)</b>  | <b>(2,147,333)</b>  | <b>4,855,756</b>    | <b>4,773,105</b>    | <b>400,000</b>       | <b>(4,373,105)</b>   | <b>-91.6%</b>    |
| <b>Net RSCVA Profit (Loss)</b>      | <b>\$412,004</b>   | <b>\$51,983</b>    | <b>(\$47,694)</b>   | <b>\$0</b>          | <b>\$773,496</b>    | <b>\$1,347,854</b>  | <b>\$4,914,155</b>  | <b>\$4,794,302</b>  | <b>(\$2,457,889)</b> | <b>(\$7,252,191)</b> | <b>-151.3%</b>   |



# Convention Center

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual           |                    |                    |                    |                    |                    | FY 17-18           |                  | FY 18-19           | Increase (Decrease) |              |
|-----------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|---------------------|--------------|
|                                   | FY 11-12         | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook          | Budget             | \$ Amount           | % Percentage |
| <b>Revenues</b>                   |                  |                    |                    |                    |                    |                    |                    |                  |                    |                     |              |
| Facility Rentals                  | 1,259,435        | 1,199,746          | 1,125,208          | 1,369,581          | 1,381,535          | 1,430,737          | 1,286,572          | 1,601,842        | 1,912,506          | 310,664             | 19.4%        |
| Concessions & Catering            | 300,049          | 452,600            | 378,199            | 338,936            | 413,046            | 307,944            | 333,850            | 459,154          | 325,000            | (134,154)           | -29.2%       |
| Miscellaneous & Vending           | 364,584          | 730,590            | 583,559            | 360,511            | 480,800            | 439,550            | 586,115            | 1,111,854        | 1,016,645          | (95,209)            | -8.6%        |
| Event Parking                     | 311,627          | 353,660            | 416,251            | 457,426            | 428,816            | 458,325            | 466,100            | 376,107          | 402,655            | 26,548              | 7.1%         |
| <b>Total Revenues</b>             | <b>2,235,695</b> | <b>2,736,596</b>   | <b>2,503,217</b>   | <b>2,526,454</b>   | <b>2,704,197</b>   | <b>2,636,556</b>   | <b>2,672,637</b>   | <b>3,548,957</b> | <b>3,656,806</b>   | <b>107,849</b>      | <b>3.0%</b>  |
| <b>Expenses</b>                   |                  |                    |                    |                    |                    |                    |                    |                  |                    |                     |              |
| Payroll & Related                 | 1,936,089        | 2,284,089          | 2,187,901          | 1,858,057          | 1,929,210          | 1,931,688          | 1,898,786          | 1,974,126        | 2,073,844          | 99,718              | 5.1%         |
| Supplies & Services               | 1,173,640        | 1,918,808          | 1,676,739          | 1,766,323          | 1,782,063          | 1,691,524          | 1,865,091          | 2,351,849        | 2,842,735          | 490,886             | 20.9%        |
| Travel & Entertainment            | 10,144           | 5,844              | 7,591              | 14,391             | 7,603              | 16,181             | 19,950             | 3,606            | 4,500              | 894                 | 24.8%        |
| Promotion & Advertising           | 467              | 2,281              | 5,473              | 3,232              | 5,928              | 2,787              | -                  | 1,227            | 1,200              | (27)                | -2.2%        |
| <b>Total Expenses</b>             | <b>3,120,340</b> | <b>4,211,022</b>   | <b>3,877,704</b>   | <b>3,642,003</b>   | <b>3,724,804</b>   | <b>3,642,180</b>   | <b>3,783,827</b>   | <b>4,330,808</b> | <b>4,922,279</b>   | <b>591,471</b>      | <b>13.7%</b> |
| <b>Departmental Profit (Loss)</b> | <b>(884,645)</b> | <b>(1,474,426)</b> | <b>(1,374,487)</b> | <b>(1,115,549)</b> | <b>(1,020,607)</b> | <b>(1,005,624)</b> | <b>(1,111,190)</b> | <b>(781,852)</b> | <b>(1,265,473)</b> | <b>(483,622)</b>    | <b>61.9%</b> |



# National Bowling Stadium

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------|
|                                   | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage  |
| <b>Revenues</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| Lineage                           | 852,140            | 1,096,324          | 969,123            | 606,604            | 1,003,451          | 259,015            | 592,587            | 697,333            | 206,000            | (491,333)           | -70.5%        |
| Concessions & Catering            | 181,687            | 302,933            | 247,899            | 159,228            | 213,429            | 87,237             | 90,876             | 155,466            | 33,000             | (122,466)           | -78.8%        |
| Tenant Leases                     | 48,674             | 46,089             | 37,972             | 36,856             | 40,429             | 30,675             | 32,553             | 45,839             | 22,812             | (23,027)            | -50.2%        |
| Signage                           | 18,247             | 53,901             | 52,044             | 50,299             | 45,950             | 33,166             | 50,385             | 30,840             | 18,000             | (12,840)            | -41.6%        |
| Miscellaneous/Kingpin             | 45,639             | 69,293             | 197,349            | 43,980             | 174,225            | 27,465             | 12,157             | 11,488             | 4,200              | (7,288)             | -63.4%        |
| Telecom                           | 30,000             | 45,000             | 46,075             | 25,000             | 45,000             | -                  | 25,000             | 25,000             | -                  | (25,000)            | -100.0%       |
| Parking                           | 42,693             | 132,810            | 100,133            | 27,255             | 84,390             | 31,160             | 17,235             | 29,270             | 18,000             | (11,270)            | -38.5%        |
| <b>Total Revenues</b>             | <b>1,219,080</b>   | <b>1,746,350</b>   | <b>1,650,595</b>   | <b>949,222</b>     | <b>1,606,874</b>   | <b>468,718</b>     | <b>820,793</b>     | <b>995,236</b>     | <b>302,012</b>     | <b>(693,224)</b>    | <b>-69.7%</b> |
| <b>Expenses</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| Payroll & Related                 | 1,277,243          | 1,566,147          | 1,456,271          | 1,224,036          | 1,376,489          | 791,621            | 799,552            | 1,263,654          | 1,012,342          | (251,312)           | -19.9%        |
| Supplies & Services               | 843,910            | 949,720            | 1,029,283          | 977,299            | 1,177,946          | 813,073            | 977,931            | 1,136,481          | 936,796            | (199,685)           | -17.6%        |
| Travel & Entertainment            | 52,116             | 34,630             | 21,850             | 23,896             | 14,124             | 8,454              | 10,225             | 277                | 2,120              | 1,843               | 665.3%        |
| Promotion & Advertising           | 29,391             | 17,975             | 22,895             | 19,987             | 24,046             | 22,602             | 16,851             | 5,254              | 4,750              | (504)               | -9.6%         |
| Special Projects                  | 600,000            | 815,000            | 733,000            | 451,196            | 352,000            | 277,200            | 166,000            | 166,000            | -                  | (166,000)           | -100.0%       |
| <b>Total Expenses</b>             | <b>2,802,660</b>   | <b>3,383,472</b>   | <b>3,263,299</b>   | <b>2,696,414</b>   | <b>2,944,605</b>   | <b>1,912,950</b>   | <b>1,970,559</b>   | <b>2,571,666</b>   | <b>1,956,008</b>   | <b>(615,658)</b>    | <b>-23.9%</b> |
| <b>Departmental Profit (Loss)</b> | <b>(1,583,580)</b> | <b>(1,637,122)</b> | <b>(1,612,704)</b> | <b>(1,747,192)</b> | <b>(1,337,731)</b> | <b>(1,444,232)</b> | <b>(1,149,766)</b> | <b>(1,576,430)</b> | <b>(1,653,996)</b> | <b>(77,566)</b>     | <b>4.9%</b>   |



# Reno Events Center

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------|
|                                   | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage |
| <b>Revenues</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Facility Rentals                  | 390,365          | 395,260          | 525,049          | 451,653          | 615,961          | 543,699          | 518,010          | 693,540          | 578,010          | (115,530)           | -16.7%       |
| Concessions & Catering            | 184,713          | 94,550           | 155,436          | 83,932           | 143,829          | 143,684          | 107,200          | 105,991          | 118,800          | 12,809              | 12.1%        |
| Parking                           | 59,888           | 57,079           | 61,504           | 48,436           | 74,346           | 81,617           | 52,000           | 71,810           | 56,000           | (15,810)            | -22.0%       |
| Suites                            | 190,674          | 187,500          | 187,500          | 150,000          | 150,000          | 150,252          | 150,000          | 113,500          | 150,000          | 36,500              | 32.2%        |
| Box Office                        | 166,128          | 91,683           | 144,569          | 71,939           | 210,973          | 210,656          | 178,500          | 96,418           | 221,000          | 124,582             | 129.2%       |
| Facility Use Fees                 | 189,398          | 86,078           | 146,702          | 74,990           | 152,838          | 185,480          | 200,000          | 95,832           | 280,000          | 184,168             | 192.2%       |
| Merchandise                       | 49,314           | 12,902           | 26,070           | 5,641            | 9,639            | 11,699           | 10,000           | 16,988           | 14,000           | (2,988)             | -17.6%       |
| Sign Leases                       | 17,891           | 35,379           | 21,888           | 27,540           | 26,808           | 18,242           | 24,000           | 25,007           | 24,000           | (1,007)             | -4.0%        |
| Technical Services                | 228,172          | 118,880          | 217,089          | 93,281           | 159,532          | 183,905          | 129,000          | 234,231          | 171,000          | (63,231)            | -27.0%       |
| Telecom                           | 5,000            | 3,800            | 9,800            | 4,200            | 7,038            | 4,275            | 6,000            | 8,776            | 6,600            | (2,176)             | -24.8%       |
| Miscellaneous                     | 8,333            | 5,913            | 3,098            | 16,349           | 6,454            | 8,689            | 3,600            | 16,891           | 18,357           | 1,466               | 8.7%         |
| <b>Total Revenues</b>             | <b>1,489,876</b> | <b>1,089,024</b> | <b>1,498,705</b> | <b>1,027,961</b> | <b>1,557,418</b> | <b>1,542,198</b> | <b>1,378,310</b> | <b>1,478,984</b> | <b>1,637,767</b> | <b>158,783</b>      | <b>10.7%</b> |
| <b>Expenses</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Payroll & Related                 | 998,326          | 915,557          | 1,005,156        | 868,439          | 874,957          | 768,453          | 636,401          | 642,197          | 789,429          | 147,232             | 22.9%        |
| Supplies & Services               | 816,700          | 737,480          | 871,185          | 841,464          | 971,561          | 967,984          | 910,684          | 1,168,596        | 1,161,743        | (6,853)             | -0.6%        |
| Travel & Entertainment            | 3,748            | 7,673            | 4,360            | 3,420            | 2,770            | 2,265            | 9,800            | 6,337            | 8,300            | 1,963               | 31.0%        |
| Promotion & Advertising           | 46,701           | 23,699           | 17,925           | 9,941            | 12,168           | 11,595           | 9,000            | 7,692            | 8,400            | 708                 | 9.2%         |
| <b>Total Expenses</b>             | <b>1,865,475</b> | <b>1,684,409</b> | <b>1,898,626</b> | <b>1,723,264</b> | <b>1,861,456</b> | <b>1,750,297</b> | <b>1,565,885</b> | <b>1,824,822</b> | <b>1,967,872</b> | <b>143,050</b>      | <b>7.8%</b>  |
| <b>Departmental Profit (Loss)</b> | <b>(375,599)</b> | <b>(595,385)</b> | <b>(399,921)</b> | <b>(695,303)</b> | <b>(304,038)</b> | <b>(208,099)</b> | <b>(187,575)</b> | <b>(345,838)</b> | <b>(330,105)</b> | <b>15,733</b>       | <b>-4.5%</b> |



# Livestock Events Center

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|---------------|
|                                   | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage  |
| <b>Revenues</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Facility Rentals                  | 514,754          | 437,001          | 343,348          | 395,813          | 409,174          | 402,678          | 499,765          | 497,005          | 499,765          | 2,760               | 0.6%          |
| Concessions & Catering            | 176,265          | 149,937          | 158,744          | 147,814          | 142,802          | 146,057          | 134,000          | 147,291          | 134,000          | (13,291)            | -9.0%         |
| Miscellaneous                     | 306,521          | 322,906          | 296,022          | 302,913          | 321,640          | 244,115          | 216,135          | 249,994          | 144,135          | (105,859)           | -42.3%        |
| Stall & Pen Rentals               | 1,640            | 5,465            | 1,615            | 1,305            | 1,255            | 658              | -                | 1,667            | -                | (1,667)             | -100.0%       |
| R.V. Parking                      | 78,063           | 93,889           | 85,896           | 151,232          | 118,620          | 118,585          | 94,500           | 97,539           | 94,500           | (3,039)             | -3.1%         |
| Event Parking                     | 150,167          | 139,266          | 162,520          | 158,006          | 162,006          | 176,614          | 158,900          | 158,577          | 158,900          | 323                 | 0.2%          |
| <b>Total Revenues</b>             | <b>1,227,410</b> | <b>1,148,464</b> | <b>1,048,145</b> | <b>1,157,083</b> | <b>1,155,497</b> | <b>1,088,707</b> | <b>1,103,300</b> | <b>1,152,073</b> | <b>1,031,300</b> | <b>(120,773)</b>    | <b>-10.5%</b> |
| <b>Expenses</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Payroll & Related                 | 876,909          | 875,347          | 908,242          | 846,201          | 954,789          | 1,004,701        | 1,098,529        | 1,171,399        | 1,075,781        | (95,618)            | -8.2%         |
| Supplies & Services               | 859,772          | 667,561          | 728,158          | 673,784          | 758,583          | 822,617          | 698,568          | 833,716          | 719,737          | (113,979)           | -13.7%        |
| Travel & Entertainment            | 55               | -                | -                | 2,645            | 3,865            | 3,189            | 6,625            | 5,369            | 8,250            | 2,881               | 53.7%         |
| Promotion & Advertising           | 41,463           | 30,158           | 12,578           | 53,488           | 19,409           | 22,117           | 15,500           | 15,003           | 17,700           | 2,697               | 18.0%         |
| <b>Total Expenses</b>             | <b>1,778,199</b> | <b>1,573,066</b> | <b>1,648,978</b> | <b>1,576,118</b> | <b>1,736,646</b> | <b>1,852,624</b> | <b>1,819,222</b> | <b>2,025,487</b> | <b>1,821,468</b> | <b>(204,019)</b>    | <b>-10.1%</b> |
| <b>Departmental Profit (Loss)</b> | <b>(550,789)</b> | <b>(424,602)</b> | <b>(600,833)</b> | <b>(419,035)</b> | <b>(581,149)</b> | <b>(763,917)</b> | <b>(715,922)</b> | <b>(873,414)</b> | <b>(790,168)</b> | <b>(9,060)</b>      | <b>-39.3%</b> |





# Wildcreek Golf Course

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19       | Increase (Decrease) |                |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|---------------------|----------------|
|                                   | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Actual           | Budget         | \$ Amount           | % Percentage   |
| <b>Revenues</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                |                     |                |
| Green Fees 9 Hole                 | 251,879          | 228,896          | 219,413          | 213,548          | 203,300          | 201,186          | 213,500          | <b>155,610</b>   | -              | (155,610)           | -100.0%        |
| Green Fees 18 Hole                | 595,015          | 575,270          | 547,407          | 521,771          | 514,607          | 460,046          | 513,000          | <b>346,987</b>   | -              | (346,987)           | -100.0%        |
| Memberships                       | 190,051          | 197,964          | 192,261          | 211,650          | 167,491          | 165,188          | 188,500          | <b>7,493</b>     | -              | (7,493)             | -100.0%        |
| Pro Shop                          | 265,946          | 275,637          | 283,476          | 257,116          | 244,948          | 197,614          | 229,000          | <b>162,581</b>   | -              | (162,581)           | -100.0%        |
| Miscellaneous & Lessons           | 26,681           | 33,069           | 20,099           | 9,329            | 12,988           | 7,382            | 15,100           | <b>(20,291)</b>  | 979,707        | 999,998             | -4928.3%       |
| Food & Beverage                   | 356,150          | 351,146          | 322,133          | 300,032          | 298,296          | 259,033          | 292,700          | 195,267          | -              | (195,267)           | -100.0%        |
| Cart Rental                       | 317,485          | 299,799          | 267,849          | 274,997          | 239,769          | 201,632          | 231,000          | 160,039          | -              | (160,039)           | -100.0%        |
| Driving Range                     | 105,382          | 94,921           | 95,268           | 92,683           | 96,599           | 81,308           | 89,500           | 48,321           | -              | (48,321)            | -100.0%        |
| <b>Total Revenues</b>             | <b>2,108,589</b> | <b>2,056,702</b> | <b>1,947,906</b> | <b>1,881,126</b> | <b>1,777,998</b> | <b>1,573,389</b> | <b>1,772,300</b> | <b>1,056,007</b> | <b>979,707</b> | <b>(76,301)</b>     | <b>-7.2%</b>   |
| <b>Expenses</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                |                     |                |
| Payroll & Related                 | 1,069,639        | 1,070,437        | 1,050,044        | 1,032,417        | 1,036,495        | 968,744          | 1,015,078        | 767,588          | -              | (767,588)           | -100.0%        |
| Supplies & Services               | 993,962          | 991,536          | 1,010,814        | 1,005,220        | 941,751          | 923,488          | 970,601          | 736,273          | 262,000        | (474,273)           | -64.4%         |
| Travel & Entertainment            | 1,122            | 2,238            | 980              | 1,124            | 7                | 110              | 2,200            | -                | -              | -                   | 0.0%           |
| Promotion & Advertising           | 28,750           | 24,206           | 25,293           | 29,300           | 21,445           | 16,794           | 28,400           | 3,041            | -              | (3,041)             | -100.0%        |
| Depreciation                      | 133,392          | -                | -                | -                | -                | -                | -                | -                | -              | -                   | 0.0%           |
| <b>Total Expenses</b>             | <b>2,226,865</b> | <b>2,088,417</b> | <b>2,087,131</b> | <b>2,068,061</b> | <b>1,999,698</b> | <b>1,909,136</b> | <b>2,016,279</b> | <b>1,506,902</b> | <b>262,000</b> | <b>(1,244,902)</b>  | <b>-82.6%</b>  |
| <b>Departmental Profit (Loss)</b> | <b>(118,276)</b> | <b>(31,715)</b>  | <b>(139,225)</b> | <b>(186,935)</b> | <b>(221,700)</b> | <b>(335,747)</b> | <b>(243,979)</b> | <b>(450,895)</b> | <b>717,707</b> | <b>1,168,602</b>    | <b>-259.2%</b> |



# General and Administration

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                  | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |              |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------|
|                                      | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage |
| <b>Revenues</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Executive Office                     | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%         |
| Board of Directors                   | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%         |
| Finance                              | 312,709          | 320,658          | 322,404          | 322,519          | 334,261          | 366,280          | 381,440          | 444,000          | 404,012          | (39,988)            | -9.0%        |
| Room Tax                             | 303,134          | 294,904          | 342,505          | 345,215          | 368,688          | 397,384          | 431,433          | 441,651          | 457,492          | 15,841              | 3.6%         |
| Human Resources                      | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%         |
| Information Technology               | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%         |
| Mail Services                        | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%         |
| <b>Total Revenues</b>                | <b>615,843</b>   | <b>615,562</b>   | <b>664,909</b>   | <b>667,734</b>   | <b>702,949</b>   | <b>763,664</b>   | <b>812,873</b>   | <b>885,651</b>   | <b>861,504</b>   | <b>(24,147)</b>     | <b>-2.7%</b> |
| <b>Expenses</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| <b>Payroll &amp; Related</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Executive Office                     | 353,990          | 450,482          | 481,724          | 533,602          | 407,132          | 320,750          | 540,654          | 422,993          | 640,966          | 217,974             | 51.5%        |
| Board of Directors                   | -                | 15,760           | 14,080           | 15,280           | 12,640           | 10,480           | 11,000           | 9,280            | 12,000           | 2,720               | 29.3%        |
| Finance                              | 361,943          | 383,718          | 385,666          | 407,986          | 419,264          | 447,120          | 442,093          | 657,329          | 822,853          | 165,524             | 25.2%        |
| Room Tax                             | 155,998          | 161,407          | 170,866          | 173,539          | 182,429          | 187,929          | 186,854          | 196,861          | 203,581          | 6,720               | 3.4%         |
| Human Resources                      | 86,066           | 82,508           | 88,812           | 87,604           | 101,877          | 158,169          | 177,178          | 304,110          | 331,642          | 27,532              | 9.1%         |
| Information Technology               | 122,607          | 129,197          | 129,727          | 130,635          | 148,017          | 155,242          | 153,450          | 163,135          | 138,707          | (24,428)            | -15.0%       |
| Mail Services                        | 65,927           | 68,016           | 70,285           | 71,641           | 72,426           | 72,496           | 72,383           | 80,665           | 71,111           | (9,554)             | -11.8%       |
| <b>Total Payroll &amp; Related</b>   | <b>1,146,531</b> | <b>1,291,088</b> | <b>1,341,160</b> | <b>1,420,287</b> | <b>1,343,785</b> | <b>1,352,186</b> | <b>1,583,612</b> | <b>1,834,373</b> | <b>2,220,860</b> | <b>386,488</b>      | <b>21.1%</b> |
| <b>Supplies &amp; Services</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Executive Office                     | 393,826          | 317,840          | 250,800          | 247,062          | 288,476          | 330,095          | 220,361          | 212,908          | 213,756          | 848                 | 0.4%         |
| Board of Directors                   | 133,411          | 188,504          | 147,598          | 271,273          | 484,134          | 335,150          | 301,800          | 371,815          | 388,800          | 16,985              | 4.6%         |
| Finance                              | 95,545           | 108,572          | 104,606          | 111,772          | 103,766          | 110,542          | 120,295          | 130,878          | 150,375          | 19,497              | 14.9%        |
| Room Tax                             | 49,907           | 19,834           | 32,317           | 20,125           | 33,451           | 20,636           | 37,580           | 51,807           | 25,400           | (26,407)            | -51.0%       |
| Human Resources                      | 18,215           | 10,343           | 11,145           | 49,633           | 55,792           | 201,551          | 61,430           | 46,846           | 73,660           | 26,814              | 57.2%        |
| Information Technology               | 131,979          | 151,216          | 149,565          | 206,465          | 178,332          | 225,222          | 215,920          | 186,628          | 249,520          | 62,892              | 33.7%        |
| Mail Services                        | 9,412            | 10,703           | 11,305           | 9,957            | 8,914            | 13,922           | 10,380           | 8,464            | 11,280           | 2,816               | 33.3%        |
| <b>Total Supplies &amp; Services</b> | <b>832,295</b>   | <b>807,012</b>   | <b>707,336</b>   | <b>916,287</b>   | <b>1,152,865</b> | <b>1,237,118</b> | <b>967,766</b>   | <b>1,009,346</b> | <b>1,112,791</b> | <b>103,445</b>      | <b>10.2%</b> |
| <b>Travel &amp; Entertainment</b>    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |              |
| Executive Office                     | 25,644           | 41,155           | 43,257           | 27,355           | 13,588           | 47,271           | 44,200           | 19,127           | 28,900           | 9,773               | 51.1%        |
| Board of Directors                   | -                | -                | -                | -                | 18,344           | 8,134            | 5,750            | 4,660            | 11,250           | 6,590               | 141.4%       |
| Finance                              | 8,191            | 5,680            | 7,872            | 11,103           | 13,206           | 11,288           | 12,700           | 6,118            | 7,800            | 1,682               | 27.5%        |



## General and Administration

### Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                     | Actual        |               |               |               |               |               | FY 17-18      |               | FY 18-19      | Increase (Decrease) |              |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|--------------|
|   | FY 11-12      | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16      | FY 16-17      | Budget        | Outlook       | Budget        | \$ Amount           | % Percentage |
| Room Tax                                | 107           | 577           | 162           | 70            | 296           | 245           | 340           | 72            | 600           | 528                 | 733.3%       |
| Human Resources                         | 311           | 125           | 6,242         | 8,074         | 8,819         | 7,605         | 13,800        | 9,012         | 9,350         | 338                 | 3.8%         |
| Information Technology                  | 45            | 342           | 299           | 56            | 1,891         | 1,296         | 300           | 78            | 240           | 162                 | 207.7%       |
| Mail Services                           | -             | -             | -             | -             | -             | -             | -             | -             | -             | -                   | 0.0%         |
| <b>Total Travel &amp; Entertainment</b> | <b>34,298</b> | <b>47,879</b> | <b>57,832</b> | <b>46,658</b> | <b>56,144</b> | <b>75,839</b> | <b>77,090</b> | <b>39,067</b> | <b>58,140</b> | <b>19,073</b>       | <b>48.8%</b> |



# General and Administration

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                      | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |               |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------|
|  | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage  |
| <b>Promotion &amp; Advertising</b>       |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| Executive Office                         | 15,823             | 15,586             | 21,940             | 14,640             | 4,731              | 12,731             | 12,000             | 252                | 6,000              | 5,748               | 2281.0%       |
| Board of Directors                       | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 277,500            | -                  | (277,500)           | -100.0%       |
| Finance                                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Room Tax                                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Human Resources                          | -                  | -                  | -                  | -                  | -                  | -                  | 5,000              | 1,389              | 5,500              | 4,111               | 296.0%        |
| Information Technology                   | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Mail Services                            | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| <b>Total Promotion &amp; Advertising</b> | <b>15,823</b>      | <b>15,586</b>      | <b>21,940</b>      | <b>14,640</b>      | <b>4,731</b>       | <b>12,731</b>      | <b>17,000</b>      | <b>279,141</b>     | <b>11,500</b>      | <b>(267,641)</b>    | <b>-95.9%</b> |
| <b>Capital Outlay</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| Executive Office                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Board of Directors                       | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Finance                                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 5,323              | 2,500              | (2,823)             | -53.0%        |
| Room Tax                                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%          |
| Human Resources                          | -                  | -                  | -                  | -                  | -                  | -                  | 3,750              | -                  | 1,000              | 1,000               | 0.0%          |
| Information Technology                   | 71,338             | 63,772             | 65,416             | 62,242             | 74,278             | 51,871             | 85,000             | 69,169             | 132,000            | 62,831              | 90.8%         |
| Mail Services                            | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 2,100              | 2,100               | 0.0%          |
| <b>Total Capital</b>                     | <b>71,338</b>      | <b>63,772</b>      | <b>65,416</b>      | <b>62,242</b>      | <b>74,278</b>      | <b>51,871</b>      | <b>88,750</b>      | <b>74,492</b>      | <b>137,600</b>     | <b>63,108</b>       | <b>84.7%</b>  |
| <b>Total Expenses</b>                    | <b>2,100,285</b>   | <b>2,225,337</b>   | <b>2,193,684</b>   | <b>2,460,114</b>   | <b>2,631,803</b>   | <b>2,729,745</b>   | <b>2,734,218</b>   | <b>3,236,419</b>   | <b>3,540,891</b>   | <b>304,473</b>      | <b>9.4%</b>   |
| <b>Departmental Profit (Loss)</b>        | <b>(1,484,442)</b> | <b>(1,609,775)</b> | <b>(1,528,775)</b> | <b>(1,792,380)</b> | <b>(1,928,854)</b> | <b>(1,966,081)</b> | <b>(1,921,345)</b> | <b>(2,350,768)</b> | <b>(2,679,387)</b> | <b>(328,620)</b>    | <b>14.0%</b>  |
| <b>Margins - Profit (Loss)</b>           |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |               |
| Executive Office                         | (789,283)          | (825,063)          | (797,721)          | (822,659)          | (713,927)          | (710,847)          | (817,215)          | (655,280)          | (889,622)          | (234,343)           | 35.8%         |
| Board of Directors                       | (133,411)          | (204,264)          | (161,678)          | (286,553)          | (515,118)          | (353,764)          | (318,550)          | (663,255)          | (412,050)          | 251,205             | -37.9%        |
| Finance                                  | (152,970)          | (177,312)          | (175,740)          | (208,342)          | (201,975)          | (202,670)          | (193,648)          | (355,648)          | (579,516)          | (223,868)           | 62.9%         |
| Room Tax                                 | 97,122             | 113,086            | 139,160            | 151,481            | 152,512            | 188,574            | 206,659            | 192,911            | 227,911            | 35,000              | 18.1%         |
| Human Resources                          | (104,592)          | (92,976)           | (106,199)          | (145,311)          | (166,488)          | (367,325)          | (261,158)          | (361,357)          | (421,152)          | (59,795)            | 16.5%         |
| Information Technology                   | (325,969)          | (344,527)          | (345,007)          | (399,398)          | (402,518)          | (433,631)          | (454,670)          | (419,010)          | (520,467)          | (101,457)           | 24.2%         |
| Mail Services                            | (75,339)           | (78,719)           | (81,590)           | (81,598)           | (81,340)           | (86,418)           | (82,763)           | (89,129)           | (84,491)           | 4,638               | -5.2%         |
| <b>Total Departmental Margins</b>        | <b>(1,484,442)</b> | <b>(1,609,775)</b> | <b>(1,528,775)</b> | <b>(1,792,380)</b> | <b>(1,928,854)</b> | <b>(1,966,081)</b> | <b>(1,921,345)</b> | <b>(2,350,768)</b> | <b>(2,679,387)</b> | <b>(328,620)</b>    | <b>14.0%</b>  |



# Convention Sales and Services

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                      | Actual           |                  |                  |                  |                  |                  | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |               |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|---------------|
|  | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage  |
| <b>Revenues</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Convention Sales                         | 157,296          | 98,950           | 99,886           | 109,027          | 186,193          | 233,825          | 194,187          | 238,981          | 168,200          | (70,781)            | -29.6%        |
| Convention Services                      | 53,677           | 42,484           | 29,674           | 22,117           | -                | -                | -                | -                | -                | -                   | 0.0%          |
| <b>Total Revenues</b>                    | <b>210,973</b>   | <b>141,434</b>   | <b>129,560</b>   | <b>131,144</b>   | <b>186,193</b>   | <b>233,825</b>   | <b>194,187</b>   | <b>238,981</b>   | <b>168,200</b>   | <b>(70,781)</b>     | <b>-29.6%</b> |
| <b>Expenses</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| <b>Payroll &amp; Related</b>             |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Convention Sales                         | 1,457,510        | 1,466,342        | 1,588,764        | 1,604,699        | 1,870,959        | 2,122,995        | 2,791,487        | 2,692,251        | 2,741,820        | 49,569              | 1.8%          |
| Convention Services                      | 97,549           | 97,072           | 92,518           | 108,946          | -                | -                | -                | -                | -                | -                   | 0.0%          |
| <b>Total Payroll &amp; Related</b>       | <b>1,555,059</b> | <b>1,563,414</b> | <b>1,681,282</b> | <b>1,713,645</b> | <b>1,870,959</b> | <b>2,122,995</b> | <b>2,791,487</b> | <b>2,692,251</b> | <b>2,741,820</b> | <b>49,569</b>       | <b>1.8%</b>   |
| <b>Supplies &amp; Services</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Convention Sales                         | 179,779          | 134,913          | 74,429           | 77,820           | 113,002          | 197,906          | 121,840          | 205,083          | 152,381          | (52,702)            | -25.7%        |
| Convention Services                      | 446              | 198              | 441              | 637              | -                | -                | -                | -                | -                | -                   | 0.0%          |
| <b>Total Supplies &amp; Services</b>     | <b>180,225</b>   | <b>135,111</b>   | <b>74,870</b>    | <b>78,457</b>    | <b>113,002</b>   | <b>197,906</b>   | <b>121,840</b>   | <b>205,083</b>   | <b>152,381</b>   | <b>(52,702)</b>     | <b>-25.7%</b> |
| <b>Travel &amp; Entertainment</b>        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Convention Sales                         | 188,146          | 204,306          | 242,642          | 241,240          | 364,942          | 404,603          | 631,756          | 584,397          | 865,412          | 281,015             | 48.1%         |
| Convention Services                      | -                | -                | 1,917            | 190              | -                | -                | -                | -                | -                | -                   | 0.0%          |
| <b>Total Travel &amp; Entertainment</b>  | <b>188,146</b>   | <b>204,306</b>   | <b>244,559</b>   | <b>241,430</b>   | <b>364,942</b>   | <b>404,603</b>   | <b>631,756</b>   | <b>584,397</b>   | <b>865,412</b>   | <b>281,015</b>      | <b>48.1%</b>  |
| <b>Promotion &amp; Advertising</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |               |
| Convention Sales                         | 294,399          | 369,242          | 305,871          | 436,549          | 528,880          | 627,505          | 888,980          | 819,895          | 945,622          | 125,727             | 15.3%         |
| Convention Services                      | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | 0.0%          |
| <b>Total Promotion &amp; Advertising</b> | <b>294,399</b>   | <b>369,242</b>   | <b>305,871</b>   | <b>436,549</b>   | <b>528,880</b>   | <b>627,505</b>   | <b>888,980</b>   | <b>819,895</b>   | <b>945,622</b>   | <b>125,727</b>      | <b>15.3%</b>  |



# Convention Sales and Services

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |              |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------|
|                                   | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage |
| <b>Special Projects</b>           |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |              |
| Convention Sales                  | 432,208            | 579,571            | 563,313            | 508,113            | 919,835            | 1,297,861          | 1,005,720          | 1,778,591          | 2,410,070          | 631,479             | 35.5%        |
| Convention Services               | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%         |
| <b>Total Special Projects</b>     | <b>432,208</b>     | <b>579,571</b>     | <b>563,313</b>     | <b>508,113</b>     | <b>919,835</b>     | <b>1,297,861</b>   | <b>1,005,720</b>   | <b>1,778,591</b>   | <b>2,410,070</b>   | <b>631,479</b>      | <b>35.5%</b> |
| <b>Capital Outlay</b>             |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |              |
| Convention Sales                  | -                  | 10,056             | -                  | -                  | 19,077             | 4,878              | -                  | -                  | -                  | -                   | 0.0%         |
| Convention Services               | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%         |
| <b>Total Capital</b>              | <b>-</b>           | <b>10,056</b>      | <b>-</b>           | <b>-</b>           | <b>19,077</b>      | <b>4,878</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            | <b>0.0%</b>  |
| <b>Total Expenses</b>             | <b>2,650,037</b>   | <b>2,861,700</b>   | <b>2,869,895</b>   | <b>2,978,194</b>   | <b>3,816,695</b>   | <b>4,655,748</b>   | <b>5,439,783</b>   | <b>6,080,217</b>   | <b>7,115,305</b>   | <b>1,035,088</b>    | <b>17.0%</b> |
| <b>Departmental Profit (Loss)</b> | <b>(2,439,064)</b> | <b>(2,720,266)</b> | <b>(2,740,335)</b> | <b>(2,847,050)</b> | <b>(3,630,502)</b> | <b>(4,421,923)</b> | <b>(5,245,596)</b> | <b>(5,841,236)</b> | <b>(6,947,105)</b> | <b>(1,105,869)</b>  | <b>18.9%</b> |
| <b>Margins - Profit (Loss)</b>    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                     |              |
| Convention Sales                  | (2,394,746)        | (2,665,480)        | (2,675,133)        | (2,759,394)        | (3,630,502)        | (4,421,923)        | (5,245,596)        | (5,841,236)        | (6,947,105)        | (1,105,869)         | 18.9%        |
| Convention Services               | (44,318)           | (54,786)           | (65,202)           | (87,656)           | -                  | -                  | -                  | -                  | -                  | -                   | 0.0%         |
| <b>Total Departmental Margins</b> | <b>(2,439,064)</b> | <b>(2,720,266)</b> | <b>(2,740,335)</b> | <b>(2,847,050)</b> | <b>(3,630,502)</b> | <b>(4,421,923)</b> | <b>(5,245,596)</b> | <b>(5,841,236)</b> | <b>(6,947,105)</b> | <b>(1,105,869)</b>  | <b>18.9%</b> |



# Tourism Sales

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                      | Actual         |                |                |                |                |                | FY 17-18         |                  | FY 18-19         | Increase (Decrease) |               |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|---------------------|---------------|
|  | FY 11-12       | FY 12-13       | FY 13-14       | FY 14-15       | FY 15-16       | FY 16-17       | Budget           | Outlook          | Budget           | \$ Amount           | % Percentage  |
| <b>Revenues</b>                          |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 56,926         | 37,709         | 52,156         | 41,939         | 37,962         | 63,349         | 33,800           | 50,114           | 14,700           | (35,414)            | -70.7%        |
| <b>Total Revenues</b>                    | <b>56,926</b>  | <b>37,709</b>  | <b>52,156</b>  | <b>41,939</b>  | <b>37,962</b>  | <b>63,349</b>  | <b>33,800</b>    | <b>50,114</b>    | <b>14,700</b>    | <b>(35,414)</b>     | <b>-70.7%</b> |
| <b>Expenses</b>                          |                |                |                |                |                |                |                  |                  |                  |                     |               |
| <b>Payroll &amp; Related</b>             |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 206,376        | 230,155        | 233,762        | 239,011        | 245,280        | 296,691        | 485,125          | 463,141          | 560,516          | 97,375              | 21.0%         |
| <b>Total Payroll &amp; Related</b>       | <b>206,376</b> | <b>230,155</b> | <b>233,762</b> | <b>239,011</b> | <b>245,280</b> | <b>296,691</b> | <b>485,125</b>   | <b>463,141</b>   | <b>560,516</b>   | <b>97,375</b>       | <b>21.0%</b>  |
| <b>Supplies &amp; Services</b>           |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 32,329         | 19,671         | 19,702         | 18,397         | 20,985         | 18,732         | 17,770           | 28,848           | 32,170           | 3,322               | 11.5%         |
| <b>Total Supplies &amp; Services</b>     | <b>32,329</b>  | <b>19,671</b>  | <b>19,702</b>  | <b>18,397</b>  | <b>20,985</b>  | <b>18,732</b>  | <b>17,770</b>    | <b>28,848</b>    | <b>32,170</b>    | <b>3,322</b>        | <b>11.5%</b>  |
| <b>Travel &amp; Entertainment</b>        |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 36,713         | 43,644         | 48,446         | 55,857         | 92,366         | 99,405         | 180,180          | 138,567          | 150,470          | 11,903              | 8.6%          |
| <b>Total Travel &amp; Entertainment</b>  | <b>36,713</b>  | <b>43,644</b>  | <b>48,446</b>  | <b>55,857</b>  | <b>92,366</b>  | <b>99,405</b>  | <b>180,180</b>   | <b>138,567</b>   | <b>150,470</b>   | <b>11,903</b>       | <b>8.6%</b>   |
| <b>Promotion &amp; Advertising</b>       |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 112,052        | 140,931        | 179,946        | 95,363         | 115,463        | 276,981        | 440,450          | 312,166          | 605,440          | 293,274             | 93.9%         |
| <b>Total Promotion &amp; Advertising</b> | <b>112,052</b> | <b>140,931</b> | <b>179,946</b> | <b>95,363</b>  | <b>115,463</b> | <b>276,981</b> | <b>440,450</b>   | <b>312,166</b>   | <b>605,440</b>   | <b>293,274</b>      | <b>93.9%</b>  |
| <b>Special Projects</b>                  |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | 4,500          | 17,868         | 30,456         | 11,124         | 15,981         | 174,919        | 137,500          | 175,848          | 59,000           | (116,848)           | -66.4%        |
| <b>Total Special Projects</b>            | <b>4,500</b>   | <b>17,868</b>  | <b>30,456</b>  | <b>11,124</b>  | <b>15,981</b>  | <b>174,919</b> | <b>137,500</b>   | <b>175,848</b>   | <b>59,000</b>    | <b>(116,848)</b>    | <b>-66.4%</b> |
| <b>Capital Outlay</b>                    |                |                |                |                |                |                |                  |                  |                  |                     |               |
| Tourism Sales                            | -              | -              | -              | -              | -              | -              | -                | -                | -                | -                   | 0.0%          |
| <b>Total Capital</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>            | <b>0.0%</b>   |
| <b>Total Expenses</b>                    | <b>391,970</b> | <b>452,269</b> | <b>512,312</b> | <b>419,752</b> | <b>490,075</b> | <b>866,728</b> | <b>1,261,025</b> | <b>1,118,570</b> | <b>1,407,596</b> | <b>289,026</b>      | <b>25.8%</b>  |



# Tourism Sales

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description               | Actual           |                  |                  |                  |                  |                  | FY 17-18           |                    | FY 18-19           | Increase (Decrease) |              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|---------------------|--------------|
|                                   | FY 11-12         | FY 12-13         | FY 13-14         | FY 14-15         | FY 15-16         | FY 16-17         | Budget             | Outlook            | Budget             | \$ Amount           | % Percentage |
| <b>Departmental Profit (Loss)</b> | <b>(335,044)</b> | <b>(414,560)</b> | <b>(460,156)</b> | <b>(377,813)</b> | <b>(452,113)</b> | <b>(803,379)</b> | <b>(1,227,225)</b> | <b>(1,068,456)</b> | <b>(1,392,896)</b> | <b>(324,440)</b>    | <b>30.4%</b> |
| <b>Margins - Profit (Loss)</b>    |                  |                  |                  |                  |                  |                  |                    |                    |                    |                     |              |
| Tourism Sales                     | (335,044)        | (414,560)        | (460,156)        | (377,813)        | (452,113)        | (803,379)        | (1,227,225)        | (1,068,456)        | (1,392,896)        | (324,440)           | 30.4%        |
| <b>Total Departmental Margins</b> | <b>(335,044)</b> | <b>(414,560)</b> | <b>(460,156)</b> | <b>(377,813)</b> | <b>(452,113)</b> | <b>(803,379)</b> | <b>(1,227,225)</b> | <b>(1,068,456)</b> | <b>(1,392,896)</b> | <b>(324,440)</b>    | <b>30.4%</b> |





# Marketing

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                     | Actual         |                |                |                |                |                | FY 17-18       |                  | FY 18-19         | Increase (Decrease) |               |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|---------------------|---------------|
|   | FY 11-12       | FY 12-13       | FY 13-14       | FY 14-15       | FY 15-16       | FY 16-17       | Budget         | Outlook          | Budget           | \$ Amount           | % Percentage  |
| <b>Revenues</b>                         |                |                |                |                |                |                |                |                  |                  |                     |               |
| Marketing                               | -              | -              | -              | -              | -              | -              | -              | 3,774            | 34,000           | 30,226              | 800.9%        |
| Visitor Services                        | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| Visitor Centers                         | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| <b>Total Revenues</b>                   | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>3,774</b>     | <b>34,000</b>    | <b>30,226</b>       | <b>800.9%</b> |
| <b>Expenses</b>                         |                |                |                |                |                |                |                |                  |                  |                     |               |
| <b>Payroll &amp; Related</b>            |                |                |                |                |                |                |                |                  |                  |                     |               |
| Marketing                               | 632,957        | 672,803        | 732,324        | 769,459        | 789,650        | 947,019        | 963,171        | 1,135,791        | 1,167,690        | 31,899              | 2.8%          |
| Visitor Services                        | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| Visitor Centers                         | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| <b>Total Payroll &amp; Related</b>      | <b>632,957</b> | <b>672,803</b> | <b>732,324</b> | <b>769,459</b> | <b>789,650</b> | <b>947,019</b> | <b>963,171</b> | <b>1,135,791</b> | <b>1,167,690</b> | <b>31,899</b>       | <b>2.8%</b>   |
| <b>Supplies &amp; Services</b>          |                |                |                |                |                |                |                |                  |                  |                     |               |
| Marketing                               | 89,399         | 80,486         | 98,375         | 151,360        | 186,793        | 197,884        | 209,380        | 161,242          | 147,675          | (13,567)            | -8.4%         |
| Visitor Services                        | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| Visitor Centers                         | 30,924         | 40,471         | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| <b>Total Supplies &amp; Services</b>    | <b>120,323</b> | <b>120,957</b> | <b>98,375</b>  | <b>151,360</b> | <b>186,793</b> | <b>197,884</b> | <b>209,380</b> | <b>161,242</b>   | <b>147,675</b>   | <b>(13,567)</b>     | <b>-8.4%</b>  |
| <b>Travel &amp; Entertainment</b>       |                |                |                |                |                |                |                |                  |                  |                     |               |
| Marketing                               | 9,867          | 16,961         | 28,597         | 33,864         | 46,842         | 50,361         | 49,610         | 57,681           | 75,000           | 17,319              | 30.0%         |
| Visitor Services                        | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| Visitor Centers                         | -              | -              | -              | -              | -              | -              | -              | -                | -                | -                   | 0.0%          |
| <b>Total Travel &amp; Entertainment</b> | <b>9,867</b>   | <b>16,961</b>  | <b>28,597</b>  | <b>33,864</b>  | <b>46,842</b>  | <b>50,361</b>  | <b>49,610</b>  | <b>57,681</b>    | <b>75,000</b>    | <b>17,319</b>       | <b>30.0%</b>  |



# Marketing

## Fiscal 2017-2018 Annual Forecast and Capital Budget

| Account Description                      | Actual             |                    |                    |                    |                    |                    | FY 17-18           |                     | FY 18-19            | Increase (Decrease) |              |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|--------------|
|  | FY 11-12           | FY 12-13           | FY 13-14           | FY 14-15           | FY 15-16           | FY 16-17           | Budget             | Outlook             | Budget              | \$ Amount           | % Percentage |
| <b>Promotion &amp; Advertising</b>       |                    |                    |                    |                    |                    |                    |                    |                     |                     |                     |              |
| Marketing                                | 1,888,736          | 1,595,008          | 1,706,831          | 1,921,614          | 2,555,474          | 5,387,030          | 7,769,889          | 8,328,857           | 10,668,408          | 2,339,551           | 28.1%        |
| Visitor Services                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| Visitor Centers                          | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| <b>Total Promotion &amp; Advertising</b> | <b>1,888,736</b>   | <b>1,595,008</b>   | <b>1,706,831</b>   | <b>1,921,614</b>   | <b>2,555,474</b>   | <b>5,387,030</b>   | <b>7,769,889</b>   | <b>8,328,857</b>    | <b>10,668,408</b>   | <b>2,339,551</b>    | <b>28.1%</b> |
| <b>Special Projects</b>                  |                    |                    |                    |                    |                    |                    |                    |                     |                     |                     |              |
| Marketing                                | 186,500            | 278,750            | 235,250            | 177,750            | 263,700            | 377,837            | 500,000            | 509,124             | 500,000             | (9,124)             | -1.8%        |
| Visitor Services                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| Visitor Centers                          | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| <b>Total Special Projects</b>            | <b>186,500</b>     | <b>278,750</b>     | <b>235,250</b>     | <b>177,750</b>     | <b>263,700</b>     | <b>377,837</b>     | <b>500,000</b>     | <b>509,124</b>      | <b>500,000</b>      | <b>(9,124)</b>      | <b>-1.8%</b> |
| <b>Capital Outlay</b>                    |                    |                    |                    |                    |                    |                    |                    |                     |                     |                     |              |
| Marketing                                | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| Visitor Services                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| Visitor Centers                          | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| <b>Total Capital</b>                     | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>0.0%</b>  |
| <b>Total Expenses</b>                    | <b>2,838,383</b>   | <b>2,684,479</b>   | <b>2,801,377</b>   | <b>3,054,047</b>   | <b>3,842,459</b>   | <b>6,960,131</b>   | <b>9,492,050</b>   | <b>10,192,695</b>   | <b>12,558,773</b>   | <b>2,366,078</b>    | <b>23.2%</b> |
| <b>Departmental Profit (Loss)</b>        | <b>(2,838,383)</b> | <b>(2,684,479)</b> | <b>(2,801,377)</b> | <b>(3,054,047)</b> | <b>(3,842,459)</b> | <b>(6,960,131)</b> | <b>(9,492,050)</b> | <b>(10,188,921)</b> | <b>(12,524,773)</b> | <b>(2,335,852)</b>  | <b>22.9%</b> |
| <b>Margins - Profit (Loss)</b>           |                    |                    |                    |                    |                    |                    |                    |                     |                     |                     |              |
| Marketing                                | (2,807,459)        | (2,644,008)        | (2,801,377)        | (3,054,047)        | (3,842,459)        | (6,960,131)        | (9,492,050)        | (10,188,921)        | (12,524,773)        | (2,335,852)         | 22.9%        |
| Visitor Services                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| Visitor Centers                          | (30,924)           | (40,471)           | -                  | -                  | -                  | -                  | -                  | -                   | -                   | -                   | 0.0%         |
| <b>Total Departmental Margins</b>        | <b>(2,838,383)</b> | <b>(2,684,479)</b> | <b>(2,801,377)</b> | <b>(3,054,047)</b> | <b>(3,842,459)</b> | <b>(6,960,131)</b> | <b>(9,492,050)</b> | <b>(10,188,921)</b> | <b>(12,524,773)</b> | <b>(2,335,852)</b>  | <b>22.9%</b> |