

Agenda Report

TO: City Council June 9, 2008

FROM: Pasadena Center Operating Company

SUBJECT: RESOLUTION APPROVING ANNUAL REPORT OF THE ADVISORY BOARD OF THE PASADENA TOURISM BUSINESS IMPROVEMENT DISTRICT ("DISTRICT"), DECLARING ITS INTENTION TO LEVY ASSESSMENTS AGAINST HOTEL AND MOTEL BUSINESSES WITHIN THE DISTRICT FOR FY 2008-09 AND SETTING A PUBLIC HEARING ON THE LEVY OF THE ASSESSMENTS FOR JUNE 23, 2007, AT 7:30 P.M.

RECOMMENDATION

It is recommended that the City Council adopt a Resolution approving the annual report of the advisory board with respect to the Pasadena Tourism Business Improvement District (the "District") for Fiscal Year 2008-09, declaring its intention to levy assessments against hotel and motel businesses within the District for Fiscal Year 2008-09 and setting a Public Hearing on the levy of the assessments on June 23, 2008 at 7:30 pm.

BACKGROUND

On July 18, 2006, the City Council approved the Conference Center Expansion Project and financing plan. The project has been funded through Certificates of Participation issued by The City of Pasadena. The debt service on the Certificates will be repaid from operating and transient occupancy tax revenues. In order to maximize available revenues, the City Council established the Tourism Business Improvement District (TBID), which allows for an assessment of up to 2.89% on hotel/motel room revenue pursuant to the Parking and Business Improvement Area Law of 1989. Assessments from the District are being used to pay for marketing and promotional efforts of the Convention and Visitors Bureau as discussed in the Annual Report, thus freeing up other revenues to be used to cover the debt service on the Certificates.

The Tourism Business Improvement District was initially established by the City Council in March of 2003. The City Council has renewed The District annually since 2003. The current levy of assessment is in place until June 30, 2008. In order to continue the assessment, there are a series of actions required on an annual basis.

The required actions are as follows:

At a public meeting, the City Council, must approve the Annual Report of the Advisory Board of the District, which is the PCOC, and declare its intention to levy and collect assessments within the District for the following Fiscal Year. The City Council must also schedule a public hearing on the levying of the assessment. At the conclusion of the public hearing, in the absence of a majority protest against the levy of the assessment, the City Council may enact the assessment.

By ordinance, the City Council can levy an assessment of up to 2.89% on hotel/motel room revenue on an annual basis. For each year that the assessment is levied, the City Council must adopt a resolution of intention to levy an assessment. Then, at a subsequent meeting, the Council will hold a public hearing and, in the absence of a majority protest by owners of Hotel and Motel Businesses, may adopt a resolution levying the assessment.

For Fiscal Years 2002-03 through 2005-06, the assessment rate was set at 2.39%. For Fiscal Year 2006-07 and 2007-08 the assessment rate was set at 2.89%.

At the May 28, 2008 regular meeting, the PCOC Board, serving as the Advisory Board with regard to the District approved the annual report for Fiscal Year 2008-09. The report recommends the assessment rate to continue at 2.89% for Fiscal Year 2008-09, which would be in effect from July 1, 2008 through June 30, 2009. The assessment is estimated to generate approximately \$2,641,951.

The PCOC has discussed the District with hotel and motel operators within the City of Pasadena and has received broad based support. No letters have been received in protest of the 2008-09 assessment.

FISCAL IMPACT

If the City Council ultimately approves the levying of the assessment, revenues to be used for the promotion of tourism will increase by approximately \$2,641,951 for fiscal year 2008-09.

Respectfully submitted,



Michael Ross
Chief Executive Officer

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PASADENA APPROVING THE REPORT OF THE ADVISORY BOARD FOR FISCAL YEAR 2008-2009 AND DECLARING ITS INTENTION TO LEVY ASSESSMENTS WITHIN THE PASADENA TOURISM BUSINESS IMPROVEMENT DISTRICT FOR FISCAL YEAR 2008-2009 AND SETTING A TIME AND PLACE FOR HEARING OBJECTIONS THERETO

R E C I T A L S:

WHEREAS, the City of Pasadena is a charter city organized and existing under the laws of the State of California; and

WHEREAS, Ordinance No. 6929 of the City of Pasadena, adopted February 3, 2003, established the Pasadena Tourism Business Improvement District (the "District") pursuant to the Parking and Business Improvement Area Law of 1989 (California Streets and Highways Code Sections 36500 et seq.) (the "Law"); and

WHEREAS, in accordance with Section 36533 of the Law, the Pasadena Center Operating Company, serving as advisory board with respect to the District, prepared and filed with the City Clerk a report entitled "Report of the Advisory Board with Regard to the Pasadena Tourism Business Improvement District for Fiscal Year 2008-2009" (the "Report"); and

WHEREAS, in accordance with the Law, the City Council is required to approve a report for each Fiscal Year for which assessments are to be levied and collected to pay the costs of the activities described in the Report; and

WHEREAS, the Pasadena Center Operating Company has heretofore presented to the City Clerk its Annual Report and the City Council desires to approve the report and to adopt this resolution evidencing its intention to levy an annual assessment for the one-year period commencing July 1, 2008 and ending June 30, 2009.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Pasadena as follows:

1. The above recitals are true and correct.
2. The Report filed with the City Clerk by the Pasadena Center Operating Company contains all of the component parts required to be included by Section 36533 of the Streets and Highways Code.
3. Accordingly, the City Council hereby approves the Report as filed by the Pasadena Center Operating Company.
4. The City Council hereby declares its intention, except where funds are otherwise available, to levy and collect assessments within the Pasadena Tourism Business Improvement District for the Fiscal Year commencing July 1, 2008 and ending June 30, 2009. Such assessment shall be in addition to any assessments, fees, charges or taxes imposed by the City. The assessment will be levied against each Hotel and Motel business in the City (as defined in Ordinance 6929). No other business will be subject to the assessment. New Hotel and Motel Businesses established in the District after July 1, 2008 will not be exempt from the levy of the assessment.

5. The proposed activities authorized by the ordinance (Ordinance No. 6929) which established the Pasadena Tourism Business Improvement District, have not changed substantially since the ordinance was enacted on February 3, 2003. The activities include the promotion of tourism in the District, the promotion of public events which benefit the Hotel and Motel businesses operating in the District, the furnishing of music in any public place in the District and activities which benefit the Hotel and Motel businesses operating in the District.

6. The location of the Pasadena Tourism Business Improvement District is the City boundaries of the City of Pasadena.

7. A public hearing concerning the intention of the City Council to levy an annual assessment for Fiscal Year 2008-2009 will be held on June 23, 2008 at 7:30 p.m, or as soon thereafter as the matter can be heard, in the Council Chamber of the City of Pasadena located at 100 North Garfield Avenue, Pasadena, California.

8. The Report of the Pasadena Tourism Business Improvement District is on file with the City Clerk, 100 North Garfield Avenue, Room S228, Pasadena, California. A full and detailed description of the boundaries of the Pasadena Tourism Business Improvement District and activities to be provided for Fiscal Year 2008-2009 and the proposed assessments to be levied upon the businesses within the Pasadena Tourism Business Improvement District for Fiscal Year 2008-2009 are contained therein.

9. Written and oral protests may be made at the public hearing. The City Council shall hear and consider all protests against the levy of the proposed annual assessment or the furnishing of specified types of activities within the Pasadena Tourism Business Improvement District. A protest may be made orally or in writing by any interested person. Any protest pertaining to the regularity or sufficiency of the proceedings shall be in writing and shall clearly set forth the irregularity or defect to which the objection is made. Every written protest shall be filed with the City Clerk at 100 North Garfield Avenue, Room S228, Pasadena, California, at or before the time fixed for the public hearing. The City Council may waive any irregularity in the form or content of any written protest and at the public hearing may correct minor defects in the proceedings. A written protest may be withdrawn in writing at any time before the conclusion of the public hearing. Each written protest shall contain a description of the business in which the person subscribing the protest is interested sufficient to identify the business and, if a person subscribing is not shown on the official records of the City as the owner of the business, the protest shall contain or be accompanied by written evidence that the person subscribing is the owner of the business. The written protest which does not comply with these requirements shall not be counted in determining a majority protest.

If, at the conclusion of the public hearing, written protests are received from the owners of businesses in the District which will pay 50 percent or more of the Assessment proposed to be levied and protests are not withdrawn so as to reduce the protests to less than that 50 percent (i.e., there is a majority protest), no further proceedings to levy the Assessment, as described in this resolution, shall be taken for a period of one year from the date of the finding of a majority protest by the City Council.

If the majority protest is only against the furnishing of a specified type or types of activities within the District, those types of activities must be eliminated.

10. The City Clerk shall give notice of the public hearing by causing this resolution to be published once in a newspaper of general circulation in the City in the manner prescribed by Section 36534(b) of the Streets and Highway Code.

Adopted at the regular meeting of the City Council on the _____ of _____, 2008, by the following vote:

AYES:

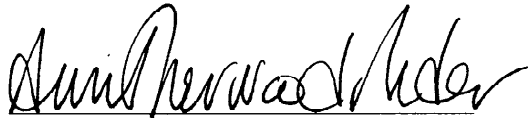
NOES:

ABSENT:

ABSTAIN

Jane Rodriguez CMC
City Clerk

APPROVED AS TO FORM:

A handwritten signature in black ink, appearing to read "Ann Sherwood Rider". The signature is written in a cursive style with a horizontal line underneath the text.

Ann Sherwood Rider
Assistant City Attorney

Introduction

The Board of Directors of the Pasadena Center Operating Company, acting as advisory board to the Pasadena Tourism Business Improvement District (the "TBID"), has caused this report to be prepared pursuant to Section 36533 of the Parking and Business Improvement Law of 1989 (Section 36500 and following of the California Streets and Highways Code) (the "Law"). This report is for the fiscal year commencing July 1, 2008 and ending June 30, 2009. ("Fiscal Year 2008-09")

As required by the Law, this report contains the following information:

- (1) Any proposed changes in the boundaries of the TBID or in any benefit zones within the TBID;
- (2) The improvements and activities to be provided for Fiscal Year 2008-09;
- (3) An estimate of the costs of providing the improvements and the activities for that Fiscal Year;
- (4) The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for Fiscal Year 2008-09;
- (5) The amount of any surplus or deficit revenues to be carried over from a previous fiscal year; and
- (6) The amount of any contributions to be made from sources other than assessments levied pursuant to the Law.

Submitted by: Tom Seifert on behalf of the Board of Directors of the Pasadena Center Operating Company on May 28, 2008.

Received on file in the Office of the City Clerk of the City of Pasadena on _____ by
_____.

Section 1: Proposed changes in the boundaries of the TBID or in any benefit zones within the TBID.

There are no changes to the TBID boundaries. The boundaries of the TBID are the City Limits of the City of Pasadena. There are no benefit zones within the TBID.

Section 2: The improvements and activities to be provided for Fiscal Year 2008-09.

No improvements are proposed to be provided for Fiscal Year 2008-09. The activities listed in Exhibit 'A' to this Report are proposed to be provided annually.

Section 3: An estimate of the cost of providing the improvements and the activities for Fiscal Year 2008-09.

The total cost of providing the activities is estimated to be \$2,807,646. The budget for providing the activities is set forth in Exhibit 'B-1' to this Report.

Section 4: The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for Fiscal Year 2008-09.

Except where otherwise defined in Resolution No. 8215, adopted on February 24, 2003, all capitalized terms shall have the meanings set forth in Section 4.44.020 of the Pasadena Municipal Code. Additionally, the following terms shall have the following meanings:

1. "Gross Occupancy Revenue" means the total Rent received from Transients by a Hotel and Motel Business.
2. "Hotel and Motel Business" means and Operator of a Hotel other than the operator of a Hotel that is owned by a non profit corporation and operated as an adjunct to a charitable or educational activity.
3. "Transient Occupancy Tax" means the tax imposed by the City pursuant to Section 4.44.030 of the Pasadena Municipal Code.

The Assessment will be levied against each Hotel and Motel Business in the City. No other business shall be subject to the Assessment.

The Assessment will be calculated as a percentage of each day's Gross Occupancy Revenue. The rate of the Assessment will be set annually by resolution of the City Council adopted pursuant to Section 36535 of the Law, and will not exceed 2.89%. For Fiscal Year 2008-09 the rate is recommended to be 2.89%.

The Assessment calculated based on each day's Gross Occupancy Revenues shall be paid to the City no later than the date on which the Hotel and Motel Business is required, pursuant to Section 4.44.070 of the Pasadena Municipal Code, to remit to the

City the Transient Occupancy Tax collected by the Hotel and Motel Business on that day.

New Hotel and Motel Businesses established in the District after the beginning of any fiscal year shall not be exempt from the levy of the assessment for that fiscal year but shall instead be subject to the assessment.

Section 5: The amount of any surplus or deficit revenues to be carried over from a previous fiscal year

There is no surplus or deficit.

Section 6: The amount of any contributions to be made from sources other than assessments levied pursuant to the Law.

Assessment proceeds will be approximately \$2,641,951 for Fiscal Year 2008-09. In addition to this amount, the City of Pasadena and the Pasadena Center Operating Company may make contributions to the marketing and promotion programs set forth in this report pursuant to the Agreement between the City and the Pasadena Center Operating Company. Assessment proceeds will be spent only on activities authorized in the Annual Report and Pasadena Municipal Code Chapter 4.101.

Telemarketing Activity

Each sales manager will telemarket contacts made at tradeshow, industry events, and through data research to identify potential meetings for Pasadena. In addition to the telemarketing the entire sales team will conduct outside sales calls to increase lead production. Sales efforts will be monitored weekly against benchmarks set for each activity.

Lead Generator

The CVB will continue to work with The Hyland Group to represent the Pasadena CVB as its outside sales representatives in the national association, corporate, government and related group markets to increase lead production and generate business.

Website

- We have changed our url from Pasadenacal.com to Visitpasadena.com. We have also created a Pasadenameetings.com address that will be used exclusively for the group sales effort.
- Revised and improved our site map to streamline and ensure easy navigation for end user.
- Continually update site with rich content for all sections.
- Contracted with VisionNet and are the first CVB in Southern California to develop and create an electronic bid book in response to client RFP's.
- Upgrading housing module to EMBS
- Site creative re-designed to reflect new branding

CULTURAL TOURISM MARKETING

Familiarization Events

Produce at least two familiarization events targeting domestic and international tour operators. These events will educate the travel buys on all that the destination has to offer for the leisure visitor as well as showcase the ease of getting to Pasadena and highlight the walkability of the city.

Trade Shows

Register to attend and exhibit at approximately 3 industry tradeshow to reach the target audience. Examples include, but are not limited to National Tour Operator Association, Travel Industry Association PowWow, and Go West. Participation at these and any other trade event is subject to change due to market conditions.

Industry Associations

The CVB will hold memberships in various industry associations and become involved by service on boards and by attending industry meetings to increase the destinations visibility throughout the industry.

MARKETING

Advertising

The CVB has hired a new advertising/marketing firm, The Cimarron Group. They have developed our new logo and tag line "Pasadena, Simply More" as well as a new creative strategy for the meetings market.

This new design and fee has been integrated in all marketing materials, print and on-line. A new advertising campaign has been developed for the meeting trades focusing on the key attribute that planners look for in a meeting destination: SPACE, CONVENIENCE, and INSPIRATION. The new agency is also working on the web-site redesign.

The agency will create a media placement strategy to best maximize our dollars and reach to the association and corporate meetings markets. A cooperative advertising campaign will be developed to target the leisure market.

E-Marketing (www.visitpasadena.com)

- The CVB is working with Advanced Reservation Systems to create and sell Pasadena product (hotels, Pasadena Culture pass) online. In its first year ARES has booked 800+ room nights. This interactive booking engine in addition to selling Pasadena product will also be able to offer the consumer airfare and rental car purchase from our site; offering the consumer a one stop shopping option.
- We have placed our calendar of events on-line. This collaboration is with PasadenaNow. Our calendar of events is updated daily and offers one of the most comprehensive listings of activities in the city.
- We have created customized e-newsletters targeting meeting planner and tour operators and blast them out quarterly with relevant information, encouraging our clients to visit the destination and to keep Pasadena top of mind.

COMMUNICATIONS/PR PROGRAMS

Target Markets/Publications

The following publications will be targeted in an effort to generate positive media coverage on Pasadena:

- Trade Publications -- Continue building relationships with meeting trade publications that reach meeting planners. Examples include:
 - Convene
 - Association Management
 - The Meeting Professional
 - Meetings West
 - Association News
 - Corporate Meetings & Incentives
 - Meeting News
 - USAE
 - Sports & Travel (sports market)
 - Rejuvenate (religious market)

- Inflight/Consumer Publications -- Continue building relationships with targeted inflight and consumer magazines that reach the leisure traveler, including:

American Way	Westways
Hemispheres (United)	Sunset
Southwest Spirit	Travel & Leisure
Frommer's	
- Local/Regional Media -- Continue building relationships with members of the local media who reach people in Pasadena and throughout Southern California, including:

Pasadena Star-News	Los Angeles Magazine
Los Angeles Times	Los Angeles Business Journal

News Releases

- Write and distribute news releases to local and regional publications focusing on all public events for the Pasadena Convention Center and Civic Auditorium.
 - Create and send 24 press releases/feature stories that will generate expanded media coverage on Pasadena. These stories will be released to appropriate trade and consumer media.

Media Tours

- Arrange familiarization tours for 12 travel and/or meeting trade writers.

Media Contacts

- Create an annual media target list to pitch visits and or stories focusing on specific Pasadena attributes: first quarter focus on Culture/Arts/ Architecture; second quarter focus on Shopping/Dinning; third quarter Leisure destination; fourth quarter Special interest focus i.e. family travel, culinary.
- Monitor electronic and online media opportunities (blogs and RSS Feeds)

Media Special Events

- Tournament of Roses Parade/Rose Bowl Championship Annual Holiday Hotline
 - Target, pitch and obtain national and local media coverage for the Bureau's Tournament of Roses Holiday Hotline.
 - "Media Day" will be held in late December for print and broadcast media. The goal is to attract 7 broadcast stations and print media outlets from the Los Angeles area and the cities of the schools playing in the Rose Bowl.

COLLATERAL/PROMOTIONAL MATERIAL

Not only have we updated all our internal and external collateral/promotional pieces to reflect the new brand; two new pieces have been created: Meeting & Travel Planner Guide and a Convention Center Brochure.

Additionally, branded shells have been created for Client Services.

All collateral will also be available on-line (pdf format). We will encourage clients to go to the web-site and download whenever possible

Visitors Guide

- This years visitors guide will feature a small meeting planner section, highlighting our new convention center
- The comprehensive, full-color Visitors Guide will feature Pasadena's hotels, museums, attractions, and shopping, dining and entertainment options

Simply More Value Card

- Upon checking in at Pasadena's participating hotels and motels, guests receive a Simply More Value Card. The card is filled with discount offers from participating Pasadena merchants. This year's card is printed in the z-card format and includes a destination map.

COMMUNITY AWARENESS

Develop programs to educate the community on the value of the convention and visitor industry and to gain support for the Bureau's efforts in augmenting the economic impact of Pasadena's economy.

Special Events

Holiday Hotline (see Media Special Events)

Eighth Annual Hospitality Breakfast

- This year's event took place in the Gold Room in April. Our keynote speaker was Michael Hughes, *Tradeshaw Week's* associate publisher and director of research services, a recognized analyst, consultant, columnist and speaker.
- Partner business, city officials and media were invited to attend this event to get updated on CVB activities and to hear trends on the meetings market. The speaker's topic was "*What it Takes to Drive Group Business Today*".

PR Roundtable

This roundtable is now called a Marketing Update and is held quarterly. A formal presentation is given updating our hospitality industry marketers on CVB activities and co-op opportunities.

Pasadena Awareness Training

Semi-annually, the Bureau will hold a training session to familiarize new front-line hotel employees and business district guides with Pasadena's visitor attractions. The tours will be held in September and March.

CLIENT SERVICES

Client Services will serve as *Pasadena's Concierge* during the sales process and once the business is booked. This department's services include: attendance builders, referrals, registration personnel, off-site venue assistance and advice to meeting planners to assist them in reaching their meeting objectives. The support given by this department creates a positive experience for the meeting planner and attendees, resulting in repeat bookings.

Housing

Central computerized housing reservation service is provided for groups utilizing two or more hotels in Pasadena. Reservations are received by fax or through the Bureau's Web site and processed. The Bureau tracks reservations and provides the meeting planner with regular reports updates on reservation counts. We will incorporate technology that will provide web-based options for booking and communicating back to the client to provide fast and seamless service.

Tournament of Roses Holiday Hotline

Annually, the Client Services department creates the Holiday Hotline Handbook detailing all information regarding the Tournament of Roses Parade and Rose Bowl Game. The handbook is distributed to the Tournament of Roses Association, Pasadena hotels and motels, city officials, local attractions and venues, Chamber of Commerce and the Pasadena Police Department.

Client Services organizes and conducts the Holiday Hotline service. This service, utilizing approximately 70 volunteers, answers an average of 3,000 calls during the week-long celebrations surrounding the Tournament of Roses Parade and Rose Bowl Game.

As a client service, the public relations department provides meeting planners and event promoters with public relations assistance in producing and distributing news releases for their conferences and events. They also provide meeting and event promoters with electronic images to promote attendance.

VISITOR INFORMATION CENTER

The CVB maintains a Visitor Center that assists visitors with maps, information on attractions and restaurants and general information about Pasadena. The Visitors Center maintains a supply of Pasadena and surrounding area brochures. The Visitors Center is open Monday-Friday from 8:00 a.m. - 5:00 p.m. and on Saturdays from 10:00 a.m. - 4:00 p.m.

We will continue to compile a data base of all those who have requested visitor information via Web site, email, postal mail or telephone calls to the CVB. Current list includes over 8,000 contact names and addresses.

ATTACHMENT B - 1

THE PASADENA CVB & CENTER MARKETING BUDGET ADOPTED BUDGET FOR PERIOD: JULY 2008 THROUGH JUNE 2009 FY2009

ADMINISTRATIVE EXPENSE:

Marketing Salaries - CVB	\$ 951,262	
Marketing Salaries - Center	308,763	
Benefits / Taxes	<u>315,006</u>	
NET SALARY EXPENSE	1,575,031	1,575,031

PROMOTIONAL EXPENSE:

Advertising / Media & Agency- CVB	347,894	
Advertising / Leisure - CVB		
Events	220,600	
Sponsorship	50,300	
FAM	129,500	
Advertising - Center	45,000	
Membership Dues	19,200	
Sales Promotional	30,900	
Trade Show Exp	152,065	
Sales Collateral Materials	24,000	
Visual Aids	12,000	
Travel Expense	27,600	
Website Maintenance	18,600	
Offsite Sales Representative	<u>36,000</u>	
TOTAL PROMOTIONAL EXPENSE	1,113,659	1,113,659

OTHER OPERATING EXPENSE:

Miscellaneous Operating Expense	4,180	
Office Rent	43,200	
Office Supplies	9,600	
Postage	17,000	
Printing	12,000	
Employee Training	6,000	
Equipment Purchase	9,000	
Equipment Rental	6,019	
Equipment Repair	-	
Service Agreements	1,940	
Telephone	3,072	
Temporary Staffing	-	
Utilities	<u>6,945</u>	
TOTAL OTHER OPERATING	118,956	118,956

TOTAL CVB & CENTER MARKETING EXPENSES \$ 2,807,646

Approved Budget TBID Collections @ 2.89% 2,641,951
2.89%

Projected Excess / (Deficit) of TBID Collections over Expenses \$ (165,695)

ATTACHMENT B - 2

TOURISM BUSINESS IMPROVEMENT DISTRICT TAX INCOME STATEMENT FOR THE PERIOD: JULY 2007 THROUGH APRIL 2008

FY2008

TBID COLLECTIONS	\$ 2,126,282	
ADMINISTRATIVE EXPENSE:		
Marketing Salaries - CVB	\$ 659,926	
Marketing Salaries - Center	221,919	
Benefits / Taxes	<u>220,461</u>	
NET SALARY EXPENSE	1,102,306	1,102,306
PROMOTIONAL EXPENSE:		
Advertising / Media & Agency- CVB	364,760	
Advertising / Leisure - CVB	-	
Events	141,482	
FAM	75,680	
Membership Dues	19,288	
Promotional	117,147	
Trade Show Exp	154,711	
Sponsorship	28,426	
Sales Collateral Materials	65,247	
Trade Subscriptions	8,038	
Travel Expense	23,124	
Visual Aids	38,443	
Website Maintenance	2,632	
Offsite Sales Representative	<u>46,737</u>	
TOTAL PROMOTIONAL EXPENSE	1,085,715	1,085,715
OTHER OPERATING EXPENSE:		
Miscellaneous Operating Expense	3,677	
Office Rent	68,750	
Office Supplies	10,262	
Postage	15,476	
Printing	38,583	
Employee Recruiting	749	
Employee Training	5,117	
Equipment Purchase	4,939	
Equipment Rental	14,378	
Equipment Repair	120	
Professional Fees	28,601	
Service Agreements	2,721	
Telephone	12,947	
Temporary Staffing	411	
Utilities	<u>10,505</u>	
TOTAL OTHER OPERATING	217,236	217,236
TOTAL CVB & CENTER MARKETING EXPENSES		\$ 2,405,257
Projected Excess / (Deficit) of TBID Collections over Expenses		<u>\$ (278,975)</u>