

San Diego  
Convention Center Corporation

Fiscal Year 2021  
Board Approved Operating Budget

**SAN DIEGO CONVENTION CENTER CORPORATION**  
**FY2021 OPERATING BUDGET - BOARD APPROVED 10/27/20 (JUNE OPENING)**

	FY2020 BUDGET	FY2020 ACTUALS	JUNE OPENING FY2021 APPROVED BUDGET	FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
<b>OPERATING REVENUES</b>							
Building Rent	\$9,358,263	\$6,816,666	\$588,310	-\$8,769,953	-93.7%	-\$6,228,356	-91.4%
Co-Promoted Events	60,000	0	0	-60,000	-100.0%	0	0.0%
Food & Beverage	11,649,835	9,735,975	763,510	-10,886,325	-93.4%	-8,972,465	-92.2%
Event Services	4,744,504	3,182,992	469,150	-4,275,354	-90.1%	-2,713,842	-85.3%
Utilities	6,039,732	3,836,062	347,190	-5,692,542	-94.3%	-3,488,872	-90.9%
Telecommunications	4,742,808	3,702,250	578,090	-4,164,718	-87.8%	-3,124,160	-84.4%
Audio & Visual	1,352,738	809,296	57,550	-1,295,188	-95.7%	-751,746	-92.9%
Business Development	475,000	249,979	181,450	-293,550	-61.8%	-68,529	-27.4%
Interest/Investment Income	210,000	228,199	19,230	-190,770	-90.8%	-208,969	-91.6%
Other Revenues	238,896	151,961	34,410	-204,486	-85.6%	-117,551	-77.4%
<b>TOTAL OPERATING REVENUES</b>	<b>\$38,871,776</b>	<b>\$28,713,381</b>	<b>\$3,038,890</b>	<b>-\$35,832,886</b>	<b>-92.2%</b>	<b>-\$25,674,491</b>	<b>-89.4%</b>
<b>OPERATING INFLOWS</b>							
City of San Diego - Marketing	\$2,133,025	\$2,133,025	\$0	-\$2,133,025	-100.0%	-\$2,133,025	-100.0%
City of San Diego - Shelter Operations	0	508,212	13,798,200	13,798,200	100.0%	13,289,988	2615.0%
<b>TOTAL OPERATING INFLOWS</b>	<b>\$2,133,025</b>	<b>\$2,641,237</b>	<b>\$13,798,200</b>	<b>\$11,665,175</b>	<b>546.9%</b>	<b>\$11,156,963</b>	<b>422.4%</b>
<b>TOTAL REVENUES AND INFLOWS</b>							
	<b>\$41,004,801</b>	<b>\$31,354,618</b>	<b>\$16,837,090</b>	<b>-\$24,167,711</b>	<b>-58.9%</b>	<b>-\$14,517,528</b>	<b>-46.3%</b>
<b>OPERATING EXPENSES</b>							
Salaries & Wages - Full Time	\$13,961,391	\$13,773,201	\$9,022,880	\$4,938,511	35.4%	\$4,750,321	34.5%
Salaries & Wages - Part Time	4,676,981	3,920,980	599,370	4,077,611	87.2%	3,321,610	84.7%
Fringe Benefits	5,295,009	4,772,451	5,760,110	-465,101	-8.8%	-987,659	-20.7%
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$23,933,381</b>	<b>\$22,466,632</b>	<b>\$15,382,360</b>	<b>\$8,551,021</b>	<b>35.7%</b>	<b>\$7,084,272</b>	<b>31.5%</b>
General Expenses	\$3,484,616	\$2,831,889	\$1,654,600	\$1,830,016	52.5%	\$1,177,289	41.6%
Repair & Maintenance	2,600,247	2,633,537	2,411,110	189,137	7.3%	222,427	8.4%
Utilities	4,429,771	3,808,531	2,995,490	1,434,281	32.4%	813,041	21.3%
Contracted Services	1,161,975	661,557	1,001,270	160,705	13.8%	-339,713	-51.4%
Travel & Transportation	147,742	107,859	12,940	134,802	91.2%	94,919	88.0%
Insurance	402,720	495,616	621,890	-219,170	-54.4%	-126,274	-25.5%
Telecommunications	45,114	57,927	51,420	-6,306	-14.0%	6,507	11.2%
Sales & Marketing	2,337,192	2,224,205	1,515,230	821,962	35.2%	708,975	31.9%
Supplies	434,846	560,588	380,750	54,096	12.4%	179,838	32.1%
<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b>\$15,044,223</b>	<b>\$13,381,708</b>	<b>\$10,644,700</b>	<b>\$4,399,523</b>	<b>29.2%</b>	<b>\$2,737,008</b>	<b>20.5%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$38,977,604</b>	<b>\$35,848,340</b>	<b>\$26,027,060</b>	<b>\$12,950,544</b>	<b>33.2%</b>	<b>\$9,821,280</b>	<b>27.4%</b>
<b>NET OPERATING REVENUES / EXPENSES</b>	<b>\$2,027,197</b>	<b>-\$4,493,723</b>	<b>-\$9,189,970</b>	<b>-\$11,217,167</b>	<b>-553.3%</b>	<b>-\$4,696,247</b>	<b>-104.5%</b>
<b>EXTRAORDINARY GAIN ON DEBT FORGIVENESS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,387,000</b>	<b>\$4,387,000</b>	<b>100.0%</b>	<b>\$4,387,000</b>	<b>100.0%</b>
<b>DEBT SERVICE EXPENSES</b>							
Interest Expense	\$891,362	\$891,362	\$864,220	\$27,142	3.0%	\$27,142	3.0%
Loan Admin Fee	74,487	74,487	72,220	2,267	3.0%	2,267	3.0%
Principal: Warehouse Lease	2,197	2,197	2,200	-3	-0.1%	-3	-0.1%
Principal: iBank Loan	756,061	731,973	783,200	-27,139	-3.6%	-51,227	-7.0%
<b>TOTAL DEBT SERVICE EXPENSES</b>	<b>\$1,724,107</b>	<b>\$1,700,019</b>	<b>\$1,721,840</b>	<b>\$2,267</b>	<b>0.1%</b>	<b>-\$21,821</b>	<b>-1.3%</b>
<b>NET OPERATING RESERVE IMPACT</b>	<b>\$303,090</b>	<b>-\$6,193,742</b>	<b>-\$6,524,810</b>	<b>-\$6,827,900</b>	<b>-2252.8%</b>	<b>-\$331,068</b>	<b>-5.3%</b>

OPERATING RESERVE ACTIVITY	FY2020 BUDGET	FY2020 ACTUALS	JUN OPENING FY2021 APPROVED BUDGET	FAVORABLE / (UNFAV) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE / (UNFAV) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
<b>Beginning Operating Reserve</b>	\$10,199,516	\$13,674,080	\$3,464,820	-\$6,734,696	-66.0%	-\$10,209,260	-74.7%
+ Net Operating Revenues / (Expenses)	2,027,197	-4,493,723	-9,189,970	-11,217,167	-553.3%	-4,696,247	-104.5%
+ Extraordinary Gain on Debt Forgiveness	0	0	4,387,000	4,387,000	100.0%	4,387,000	100.0%
- Debt Service Obligation	-1,724,107	-1,700,019	-1,721,840	2,267	0.1%	-21,821	-1.3%
<b>- Capital Outlay:</b>							
Capital Infrastructure Projects	-5,142,450	-2,396,835	-325,000	4,817,450	93.7%	2,071,835	86.4%
Operating Capital	-1,784,309	-1,618,688	-757,790	1,026,519	57.5%	860,898	53.2%
<b>Ending Reserve Balance</b>	<b>\$3,575,847</b>	<b>\$3,464,815</b>	<b>-\$4,142,780</b>	<b>-\$7,718,627</b>	<b>-215.9%</b>	<b>-\$7,607,595</b>	<b>-219.6%</b>
Reserve Minimum Balance (8%)	\$3,150,000	\$3,003,000	\$3,003,000	\$147,000	4.7%	\$0	0.0%
Over / (Under) Reserve Minimum Balance	\$425,847	\$461,815	-\$7,145,780	-\$7,571,627	-1778.0%	-\$7,607,595	-1647.3%

**SAN DIEGO CONVENTION CENTER CORPORATION**  
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ACCOUNT TITLE	FY2020 BUDGET	FY2020 ACTUALS	JUNE OPENING FY2021 APPROVED BUDGET	FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
<b>OPERATING REVENUES</b>							
<b>BUILDING RENT</b>							
Rentals - Convention & Trade Shows	\$7,421,927	\$4,816,124	\$572,310	-\$6,849,617	-92.3%	-\$4,243,814	-88.1%
Rentals - Corporate Events	547,121	433,279	0	-547,121	-100.0%	-433,279	-100.0%
Rentals - National Trade Shows	0	32,000	0	0	0.0%	-32,000	-100.0%
Rentals - Local Trade Shows	130,675	98,972	0	-130,675	-100.0%	-98,972	-100.0%
Rentals - Consumer Shows	598,120	641,055	0	-598,120	-100.0%	-641,055	-100.0%
Rentals - Meetings & Seminars	306,370	237,591	0	-306,370	-100.0%	-237,591	-100.0%
Rentals - Community Events	259,050	182,835	16,000	-243,050	-93.8%	-166,835	-91.2%
Rentals - Canceled Events	95,000	374,810	0	-95,000	-100.0%	-374,810	-100.0%
<b>TOTAL BUILDING RENT</b>	<b>\$9,358,263</b>	<b>\$6,816,666</b>	<b>\$588,310</b>	<b>-\$8,769,953</b>	<b>-93.7%</b>	<b>-\$6,228,356</b>	<b>-91.4%</b>
<b>CO-PROMOTED EVENTS</b>							
Co-Promoted Events	\$60,000	\$0	\$0	-\$60,000	-100.0%	\$0	0.0%
<b>TOTAL CO-PROMOTED EVENTS</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$60,000</b>	<b>-100.0%</b>	<b>\$0</b>	<b>0.0%</b>
<b>FOOD &amp; BEVERAGE</b>							
Commissions - Food & Beverage	\$9,870,856	\$8,423,974	\$461,520	-\$9,409,336	-95.3%	-\$7,962,454	-94.5%
Commissions - Tides Concessions	0	8,020	0	0	0.0%	-8,020	-100.0%
Commissions - Specialty Contractors	313,586	195,297	5,050	-308,536	-98.4%	-190,247	-97.4%
Commissions - Booth Catering	468,684	225,070	5,400	-463,284	-98.8%	-219,670	-97.6%
Commissions - Starbucks	371,709	258,613	10,280	-361,429	-97.2%	-248,333	-96.0%
Food & Beverage Premium	625,000	625,000	281,260	-343,740	-55.0%	-343,740	-55.0%
<b>TOTAL FOOD &amp; BEVERAGE</b>	<b>\$11,649,835</b>	<b>\$9,735,975</b>	<b>\$763,510</b>	<b>-\$10,886,325</b>	<b>-93.4%</b>	<b>-\$8,972,465</b>	<b>-92.2%</b>
<b>EVENT SERVICES</b>							
Booth Cleaning	\$1,504,728	\$639,580	\$61,250	-\$1,443,478	-95.9%	-\$578,330	-90.4%
Commissions - Business Center	190,000	173,823	156,000	-34,000	-17.9%	-17,823	-10.3%
Labor Services	279,026	206,700	20,770	-258,256	-92.6%	-185,930	-90.0%
HVAC Services	57,500	26,016	0	-57,500	-100.0%	-26,016	-100.0%
Guest Services	129,956	95,793	1,470	-128,486	-98.9%	-94,323	-98.5%
Cleaning Services	948,752	675,294	53,360	-895,392	-94.4%	-621,934	-92.1%
Move-In/Move-Out Allowance	45,000	15,000	1,000	-44,000	-97.8%	-14,000	-93.3%
Public Safety	209,398	119,724	10,490	-198,908	-95.0%	-109,234	-91.2%
Equipment Rental	205,716	221,280	1,820	-203,896	-99.1%	-219,460	-99.2%
ATM Services	34,000	23,394	1,530	-32,470	-95.5%	-21,864	-93.5%
Advertising	750,000	632,915	0	-750,000	-100.0%	-632,915	-100.0%
Advertising - Artwork	6,000	1,820	0	-6,000	-100.0%	-1,820	-100.0%
Housing Reservation Services	32,500	-619	0	-32,500	-100.0%	619	-100.0%
Trash Pulls	189,035	199,225	11,400	-177,635	-94.0%	-187,825	-94.3%
Truck Marshalling	162,893	153,047	150,060	-12,833	-7.9%	-2,987	-2.0%
<b>TOTAL EVENT SERVICES</b>	<b>\$4,744,504</b>	<b>\$3,182,992</b>	<b>\$469,150</b>	<b>-\$4,275,354</b>	<b>-90.1%</b>	<b>-\$2,713,842</b>	<b>-85.3%</b>
<b>UTILITIES</b>							
Commissions - Utilities	\$5,856,244	\$3,676,476	\$300,330	-\$5,555,914	-94.9%	-\$3,376,146	-91.8%
Commissions - F&B Utilities	143,120	119,218	6,490	-136,630	-95.5%	-112,728	-94.6%
Maintenance Services	40,368	40,368	40,370	2	0.0%	2	0.0%
<b>TOTAL UTILITIES</b>	<b>\$6,039,732</b>	<b>\$3,836,062</b>	<b>\$347,190</b>	<b>-\$5,692,542</b>	<b>-94.3%</b>	<b>-\$3,488,872</b>	<b>-90.9%</b>
<b>TELECOMMUNICATIONS</b>							
Cell Site Revenue	\$285,000	\$434,441	\$20,400	-\$264,600	-92.8%	-\$414,041	-95.3%
Commissions - Telecommunications	4,068,192	2,832,956	119,040	-3,949,152	-97.1%	-2,713,916	-95.8%
Commissions - DAS	383,316	431,404	438,150	54,834	14.3%	6,746	1.6%
Commissions - Device Services	6,300	3,450	500	-5,800	-92.1%	-2,950	-85.5%
<b>TOTAL TELECOMMUNICATIONS</b>	<b>\$4,742,808</b>	<b>\$3,702,250</b>	<b>\$578,090</b>	<b>-\$4,164,718</b>	<b>-87.8%</b>	<b>-\$3,124,160</b>	<b>-84.4%</b>
<b>AUDIO &amp; VISUAL</b>							
Commissions - Audio/Visual	\$1,163,388	\$739,121	\$54,050	-\$1,109,338	-95.4%	-\$685,071	-92.7%
Commissions - Rigging	189,350	70,175	3,500	-185,850	-98.2%	-66,675	-95.0%
<b>TOTAL AUDIO &amp; VISUAL</b>	<b>\$1,352,738</b>	<b>\$809,296</b>	<b>\$57,550</b>	<b>-\$1,295,188</b>	<b>-95.7%</b>	<b>-\$751,746</b>	<b>-92.9%</b>

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				\$	%	\$	%
<b>BUSINESS DEVELOPMENT</b>							
Digital Signage	\$100,000	\$43,479	\$10,950	-\$89,050	-89.1%	-\$32,529	-74.8%
Sponsorship - Inside	360,000	206,500	165,500	-194,500	-54.0%	-41,000	-19.9%
Sponsorship - Outside	15,000	0	5,000	-10,000	-66.7%	5,000	100.0%
<b>TOTAL BUSINESS DEVELOPMENT</b>	<b>\$475,000</b>	<b>\$249,979</b>	<b>\$181,450</b>	<b>-\$293,550</b>	<b>-61.8%</b>	<b>-\$68,529</b>	<b>-27.4%</b>
<b>INTEREST/INVESTMENT INCOME</b>							
Interest/Investment Income	\$210,000	\$228,199	\$19,230	-\$190,770	-90.8%	-\$208,969	-91.6%
<b>TOTAL INTEREST/INVESTMENT INCOME</b>	<b>\$210,000</b>	<b>\$228,199</b>	<b>\$19,230</b>	<b>-\$190,770</b>	<b>-90.8%</b>	<b>-\$208,969</b>	<b>-91.6%</b>
<b>OTHER REVENUES</b>							
Building Damage Recovery	\$22,000	\$18,638	\$23,380	\$1,380	6.3%	\$4,742	25.4%
Business Referral	10,000	0	0	-10,000	-100.0%	0	0.0%
Gain on Exchange	22,896	9,450	0	-22,896	-100.0%	-9,450	-100.0%
Miscellaneous Income - Other	38,500	31,079	8,610	-29,890	-77.6%	-22,469	-72.3%
Miscellaneous Income - Recycle Rebates	145,000	35,378	2,420	-142,580	-98.3%	-32,958	-93.2%
Capital Contribution	0	55,416	0	0	0.0%	-55,416	-100.0%
Event Insurance	500	0	0	-500	-100.0%	0	0.0%
Facility Access Fee	0	2,000	0	0	0.0%	-2,000	-100.0%
<b>TOTAL OTHER REVENUES</b>	<b>\$238,896</b>	<b>\$151,961</b>	<b>\$34,410</b>	<b>-\$204,486</b>	<b>-85.6%</b>	<b>-\$117,551</b>	<b>-77.4%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$38,871,776</b>	<b>\$28,713,381</b>	<b>\$3,038,890</b>	<b>-\$35,832,886</b>	<b>-92.2%</b>	<b>-\$25,674,491</b>	<b>-89.4%</b>
<b>OPERATING INFLOWS:</b>							
City of San Diego - Marketing	\$2,133,025	\$2,133,025	\$0	-\$2,133,025	-100.0%	-\$2,133,025	-100.0%
City of San Diego - Shelter Operations	0	508,212	13,798,200	13,798,200	100.0%	13,289,988	2615.0%
<b>TOTAL OPERATING INFLOWS</b>	<b>\$2,133,025</b>	<b>\$2,641,237</b>	<b>\$13,798,200</b>	<b>\$11,665,175</b>	<b>546.9%</b>	<b>\$11,156,963</b>	<b>422.4%</b>
<b>TOTAL REVENUES AND INFLOWS</b>	<b>\$41,004,801</b>	<b>\$31,354,618</b>	<b>\$16,837,090</b>	<b>-\$24,167,711</b>	<b>-58.9%</b>	<b>-\$14,517,528</b>	<b>-46.3%</b>
<b>OPERATING EXPENSES</b>							
<b>SALARIES &amp; WAGES</b>							
Salaries & Wages - Full Time	\$13,413,110	\$13,095,763	\$8,982,630	\$4,430,480	33.0%	\$4,113,133	31.4%
Overtime Wages - Full Time	63,881	109,672	35,600	28,281	44.3%	74,072	67.5%
Performance Awards	99,400	-25	0	99,400	100.0%	-25	-100.0%
Vacation Accrual	-40,000	34,327	-711,670	671,670	1679.2%	745,997	2173.2%
Vacation Expense	425,000	533,463	716,320	-291,320	-68.5%	-182,857	-34.3%
Regular Wages - Part Time	4,631,537	3,869,135	588,130	4,043,407	87.3%	3,281,005	84.8%
Overtime Wages - Part Time	45,444	51,845	11,240	34,204	75.3%	40,605	78.3%
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$18,638,372</b>	<b>\$17,694,181</b>	<b>\$9,622,250</b>	<b>\$9,016,122</b>	<b>48.4%</b>	<b>\$8,071,931</b>	<b>45.6%</b>
Social Security Tax	\$1,344,259	\$1,267,453	\$743,280	\$600,979	44.7%	\$524,173	41.4%
Unemployment Insurance	55,000	345,027	2,000,000	-1,945,000	-3536.4%	-1,654,973	-479.7%
Health Insurance	1,706,120	1,484,349	1,146,580	559,540	32.8%	337,769	22.8%
Health Insurance - PT	25,000	33,990	24,220	780	3.1%	9,770	28.7%
Worker's Comp Insurance	213,283	180,332	160,450	52,833	24.8%	19,882	11.0%
Worker's Comp Insurance - Claim	325,000	2,829	576,670	-251,670	-77.4%	-573,841	-20284.2%
Life Insurance	34,346	33,391	26,890	7,456	21.7%	6,501	19.5%
Long Term Disability Insurance	33,669	32,100	26,240	7,429	22.1%	5,860	18.3%
Retirement Plans	1,416,759	1,281,915	1,028,210	388,549	27.4%	253,705	19.8%
Retirement Plans - Union	99,573	89,565	9,730	89,843	90.2%	79,835	89.1%
Parking Subsidy	42,000	21,500	17,840	24,160	57.5%	3,660	17.0%
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$5,295,009</b>	<b>\$4,772,451</b>	<b>\$5,760,110</b>	<b>-\$465,101</b>	<b>-8.8%</b>	<b>-\$987,659</b>	<b>-20.7%</b>
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$23,933,381</b>	<b>\$22,466,632</b>	<b>\$15,382,360</b>	<b>\$8,551,021</b>	<b>35.7%</b>	<b>\$7,084,272</b>	<b>31.5%</b>

**SAN DIEGO CONVENTION CENTER CORPORATION**  
**FY2021 OPERATING BUDGET - BOARD APPROVED 10/27/20 (JUNE OPENING)**

ACCOUNT TITLE	FY2020 BUDGET	FY2020 ACTUALS	JUNE OPENING FY2021 APPROVED BUDGET	FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
<b>SUPPLIES AND SERVICES</b>							
<b>GENERAL EXPENSES</b>							
Advertising - Purchasing	\$12,000	\$0	\$1,000	\$11,000	91.7%	-\$1,000	-100.0%
Advertising - Recruiting	13,375	590	2,700	10,675	79.8%	-2,110	-357.6%
Archive & File Retention	690	0	710	-20	-2.9%	-710	-100.0%
Bad Debts - Unpaid Charges	4,000	67,978	0	4,000	100.0%	67,978	100.0%
Bank Charges/Armored Car Service	3,522	1,246	2,400	1,122	31.9%	-1,154	-92.6%
Board of Directors	10,000	12,209	5,000	5,000	50.0%	7,209	59.0%
Books & Periodicals	4,613	1,512	790	3,823	82.9%	722	47.8%
Cash Short/Over	0	-1,522	0	0	0.0%	-1,522	-100.0%
Copier - Supplies/Services	58,500	59,180	36,000	22,500	38.5%	23,180	39.2%
Credit Card Service Charges	108,068	78,593	35,620	72,448	67.0%	42,973	54.7%
Employee Recognition	31,690	31,443	10,880	20,810	65.7%	20,563	65.4%
Employment Screening/Physicals	35,215	13,926	6,000	29,215	83.0%	7,926	56.9%
Equipment Rental	12,830	10,318	4,760	8,070	62.9%	5,558	53.9%
FF&E Under \$15k	2,545,693	2,010,250	1,161,910	1,383,783	54.4%	848,340	42.2%
Meetings - Business	48,980	46,124	25,120	23,860	48.7%	21,004	45.5%
Memberships	42,606	26,315	24,010	18,596	43.6%	2,305	8.8%
Parking Validations	200	130	180	20	10.0%	-50	-38.5%
Photography & Blueprints	8,900	24,100	2,400	6,500	73.0%	21,700	90.0%
Postage & Delivery Bulk	6,800	5,243	320	6,480	95.3%	4,923	93.9%
Postage & Delivery Service	9,100	7,940	3,300	5,800	63.7%	4,640	58.4%
Printing - Advertising Artwork	3,000	1,584	0	3,000	100.0%	1,584	100.0%
Printing - Communications	100,700	5,151	4,600	96,100	95.4%	551	10.7%
Printing - General	10,550	4,562	2,550	8,000	75.8%	2,012	44.1%
Recruiting Expenses	25,925	14,423	7,800	18,125	69.9%	6,623	45.9%
Regulatory Fees	5,757	3,582	5,730	27	0.5%	-2,148	-60.0%
Special Event Expenses	20,000	141,220	5,000	15,000	75.0%	136,220	96.5%
Staff Training	136,059	41,186	60,890	75,169	55.2%	-19,704	-47.8%
Storage/Recovery - Offsite	79,910	71,376	94,940	-15,030	-18.8%	-23,564	-33.0%
Truck Marshalling	145,933	153,231	149,990	-4,057	-2.8%	3,241	2.1%
<b>TOTAL GENERAL</b>	<b>\$3,484,616</b>	<b>\$2,831,889</b>	<b>\$1,654,600</b>	<b>\$1,830,016</b>	<b>52.5%</b>	<b>\$1,177,289</b>	<b>41.6%</b>
<b>REPAIR AND MAINTENANCE</b>							
Equipment Fuel	\$22,360	\$18,018	\$13,100	\$9,260	41.4%	\$4,918	27.3%
R/M Dewatering	17,450	20,135	21,500	-4,050	-23.2%	-1,365	-6.8%
Pest Control	6,952	12,015	15,950	-8,998	-129.4%	-3,935	-32.8%
R/M Building Automation System	47,600	21,100	50,960	-3,360	-7.1%	-29,860	-141.5%
R/M Closed Circuit TV	14,688	15,441	14,700	-12	-0.1%	741	4.8%
Software & Application Maintenance Services	341,459	252,391	320,370	21,089	6.2%	-67,979	-26.9%
R/M Website	29,115	15,066	19,000	10,115	34.7%	-3,934	-26.1%
R/M Elevator/Escalator	411,766	354,786	400,570	11,196	2.7%	-45,784	-12.9%
R/M Fire System	148,594	229,146	150,620	-2,026	-1.4%	78,526	34.3%
R/M General Building	701,550	928,546	754,300	-52,750	-7.5%	174,246	18.8%
R/M HVAC Equipment	246,255	215,880	287,590	-41,335	-16.8%	-71,710	-33.2%
R/M Kitchen Equipment	101,100	31,749	22,000	79,100	78.2%	9,749	30.7%
R/M Electrical	14,800	7,155	14,000	800	5.4%	-6,845	-95.7%
R/M Other Equipment	112,139	141,612	118,610	-6,471	-5.8%	23,002	16.2%
R/M Parking Area	1,500	0	1,500	0	0.0%	-1,500	-100.0%
R/M Sound System	19,792	15,192	17,190	2,602	13.1%	-1,998	-13.2%
Small Tools, Parts, & Materials	25,376	36,953	23,700	1,676	6.6%	13,253	35.9%
Trash Removal	107,108	150,500	84,690	22,418	20.9%	65,810	43.7%
Uniforms - Cleaning/Rental	223,748	167,589	74,760	148,988	66.6%	92,829	55.4%
Window Washing	6,895	260	6,000	895	13.0%	-5,740	-2205.9%
<b>TOTAL REPAIR &amp; MAINTENANCE</b>	<b>\$2,600,247</b>	<b>\$2,633,537</b>	<b>\$2,411,110</b>	<b>\$189,137</b>	<b>7.3%</b>	<b>\$222,427</b>	<b>8.4%</b>
<b>UTILITIES</b>							
Utilities - Electrical	\$3,900,000	\$3,323,467	\$2,519,530	\$1,380,470	35.4%	\$803,937	24.2%
Utilities - Gas	147,084	159,769	127,380	19,704	13.4%	32,389	20.3%
Utilities - Water/Sewer	382,687	325,295	348,580	34,107	8.9%	-23,285	-7.2%
<b>TOTAL UTILITIES</b>	<b>\$4,429,771</b>	<b>\$3,808,531</b>	<b>\$2,995,490</b>	<b>\$1,434,281</b>	<b>32.4%</b>	<b>\$813,041</b>	<b>21.3%</b>

**SAN DIEGO CONVENTION CENTER CORPORATION**  
**FY2021 OPERATING BUDGET - BOARD APPROVED 10/27/20 (JUNE OPENING)**

ACCOUNT TITLE	FY2020 BUDGET	FY2020 ACTUALS	JUNE OPENING FY2021 APPROVED BUDGET	FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
<b>CONTRACTED SERVICES</b>							
Audit Services	\$52,200	\$52,060	\$55,760	-\$3,560	-6.8%	-\$3,700	-7.1%
Contracted Labor	20,000	28,385	0	20,000	100.0%	28,385	100.0%
Legal Services	285,000	148,193	265,000	20,000	7.0%	-116,807	-78.8%
Other Professional Services	796,125	424,605	672,410	123,715	15.5%	-247,805	-58.4%
Payroll Processing	8,650	8,314	8,100	550	6.4%	214	2.6%
<b>TOTAL CONTRACTED SERVICES</b>	<b>\$1,161,975</b>	<b>\$661,557</b>	<b>\$1,001,270</b>	<b>\$160,705</b>	<b>13.8%</b>	<b>-\$339,713</b>	<b>-51.4%</b>
<b>TRAVEL / TRANSPORTATION</b>							
Automotive - Allowance	\$21,000	\$21,600	\$2,510	\$18,490	88.0%	\$19,090	88.4%
Automotive - Gas	1,300	844	1,300	0	0.0%	-456	-54.1%
Automotive - Operating	31,368	22,686	5,550	25,818	82.3%	17,136	75.5%
Travel - Local Mileage & Parking	4,345	3,143	1,580	2,765	63.6%	1,563	49.7%
Travel - Out of Town - Board	10,000	10,163	0	10,000	100.0%	10,163	100.0%
Travel - Out of Town - Staff	79,729	49,424	2,000	77,729	97.5%	47,424	96.0%
<b>TOTAL TRAVEL &amp; TRANSPORTATION</b>	<b>\$147,742</b>	<b>\$107,859</b>	<b>\$12,940</b>	<b>\$134,802</b>	<b>91.2%</b>	<b>\$94,919</b>	<b>88.0%</b>
<b>INSURANCE</b>							
Insurance - Auto	\$5,600	\$6,637	\$8,490	-\$2,890	-51.6%	-\$1,853	-27.9%
Insurance - Deductible Reserve	25,000	74,220	95,000	-70,000	-280.0%	-20,780	-28.0%
Insurance - Directors/Officers	49,500	49,229	58,430	-8,930	-18.0%	-9,201	-18.7%
Insurance - Liability	120,900	127,704	161,750	-40,850	-33.8%	-34,046	-26.7%
Insurance - Paid Claims	3,000	32,596	43,000	-40,000	-1333.3%	-10,404	-31.9%
Insurance - Property	196,950	203,459	253,450	-56,500	-28.7%	-49,991	-24.6%
Insurance - Event	1,020	1,020	1,020	0	0.0%	0	0.0%
Insurance - Travel	750	750	750	0	0.0%	0	0.0%
<b>TOTAL INSURANCE</b>	<b>\$402,720</b>	<b>\$495,616</b>	<b>\$621,890</b>	<b>-\$219,170</b>	<b>-54.4%</b>	<b>-\$126,274</b>	<b>-25.5%</b>
<b>TELECOMMUNICATIONS</b>							
Communication Services	\$34,600	\$52,036	\$42,300	-\$7,700	-22.3%	\$9,736	18.7%
Long Distance Services	3,714	3,660	3,720	-6	-0.2%	-60	-1.6%
Supplies - Telecommunications	6,800	2,230	5,400	1,400	20.6%	-3,170	-142.1%
<b>TOTAL TELECOMMUNICATIONS</b>	<b>\$45,114</b>	<b>\$57,927</b>	<b>\$51,420</b>	<b>-\$6,306</b>	<b>-14.0%</b>	<b>\$6,507</b>	<b>11.2%</b>
<b>SALES &amp; MARKETING</b>							
Business Promotions & Entertainment	\$92,450	\$45,784	\$12,850	\$79,600	86.1%	\$32,934	71.9%
Marketing & Promotion Materials	17,130	9,318	880	16,250	94.9%	8,438	90.6%
Travel - Out of Town - Sales	94,587	36,078	1,500	93,087	98.4%	34,578	95.8%
Marketing Contract Payment	2,133,025	2,133,025	1,500,000	633,025	29.7%	633,025	29.7%
<b>TOTAL SALES &amp; MARKETING</b>	<b>\$2,337,192</b>	<b>\$2,224,205</b>	<b>\$1,515,230</b>	<b>\$821,962</b>	<b>35.2%</b>	<b>\$708,975</b>	<b>31.9%</b>
<b>SUPPLIES</b>							
Supplies - Information Systems	\$3,800	\$3,845	\$2,500	\$1,300	34.2%	\$1,345	35.0%
Supplies - Ergonomics	3,500	1,071	2,500	1,000	28.6%	-1,429	-133.4%
Supplies - Event Services	17,425	15,747	10,000	7,425	42.6%	5,747	36.5%
Supplies - Housekeeping	279,891	441,957	270,980	8,911	3.2%	170,977	38.7%
Supplies - Landscaping	52,502	35,872	53,100	-598	-1.1%	-17,228	-48.0%
Supplies - Medical	5,254	5,333	1,100	4,154	79.1%	4,233	79.4%
Supplies - Office	38,041	32,678	30,890	7,151	18.8%	1,788	5.5%
Supplies - Security	2,475	1,764	3,830	-1,355	-54.7%	-2,066	-117.1%
Supplies - Wardrobe	31,958	22,320	5,850	26,108	81.7%	16,470	73.8%
<b>TOTAL SUPPLIES</b>	<b>\$434,846</b>	<b>\$560,588</b>	<b>\$380,750</b>	<b>\$54,096</b>	<b>12.4%</b>	<b>\$179,838</b>	<b>32.1%</b>
<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b>\$15,044,223</b>	<b>\$13,381,708</b>	<b>\$10,644,700</b>	<b>\$4,399,523</b>	<b>29.2%</b>	<b>\$2,737,008</b>	<b>20.5%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$38,977,604</b>	<b>\$35,848,340</b>	<b>\$26,027,060</b>	<b>\$12,950,544</b>	<b>33.2%</b>	<b>\$9,821,280</b>	<b>27.4%</b>
<b>NET OPERATING REVENUES / EXPENSES</b>	<b>\$2,027,197</b>	<b>-\$4,493,723</b>	<b>-\$9,189,970</b>	<b>-\$11,217,167</b>	<b>-553.3%</b>	<b>-\$4,696,247</b>	<b>-104.5%</b>

**SAN DIEGO CONVENTION CENTER CORPORATION**  
**FY2021 OPERATING BUDGET - BOARD APPROVED 10/27/20 (JUNE OPENING)**

ACCOUNT TITLE	FY2020 BUDGET	FY2020 ACTUALS	JUNE OPENING FY2021 APPROVED BUDGET	FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE (UNFAVORABLE) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
				<b>EXTRAORDINARY GAIN ON DEBT FORGIVENESS</b>	\$0	\$0	\$4,387,000
<b>DEBT SERVICE EXPENSES</b>							
Interest Expense	\$891,362	\$891,362	\$864,220	\$27,142	3.0%	\$27,142	3.0%
Loan Admin Fee	74,487	74,487	72,220	2,267	3.0%	2,267	3.0%
Principle: Warehouse Lease	2,197	2,197	2,200	-3	-0.1%	-3	-0.1%
Principle: IBank Loan	756,061	731,973	783,200	-27,139	-3.6%	-51,227	-7.0%
<b>TOTAL DEBT SERVICE EXPENSES</b>	<b>\$1,724,107</b>	<b>\$1,700,019</b>	<b>\$1,721,840</b>	<b>\$2,267</b>	<b>0.1%</b>	<b>-\$21,821</b>	<b>-1.3%</b>
<b>NET OPERATING RESERVE IMPACT</b>	<b>\$303,090</b>	<b>-\$6,193,742</b>	<b>-\$6,524,810</b>	<b>-\$6,827,900</b>	<b>-2252.8%</b>	<b>-\$331,068</b>	<b>-5.3%</b>

OPERATING RESERVE ACTIVITY	FY2020 BUDGET	FY2020 ACTUALS	JUN OPENING FY2021 APPROVED BUDGET	FAVORABLE / (UNFAV) FY2021 BUDGET to FY2020 BUDGET		FAVORABLE / (UNFAV) FY2021 BUDGET to FY2020 ACTUALS	
				\$	%	\$	%
				<b>Beginning Operating Reserve</b>	\$10,199,516	\$13,674,080	\$3,464,820
+ Net Operating Revenues / (Expenses)	2,027,197	-4,493,723	-9,189,970	-11,217,167	-553.3%	-4,696,247	-104.5%
+ Extraordinary Gain on Debt Forgiveness	0	0	4,387,000	4,387,000	100.0%	4,387,000	100.0%
- Debt Service Obligation	-1,724,107	-1,700,019	-1,721,840	2,267	0.1%	-21,821	-1.3%
<b>- Capital Outlay:</b>							
Capital Infrastructure Projects	-5,142,450	-2,396,835	-325,000	4,817,450	93.7%	2,071,835	86.4%
Operating Capital	-1,784,309	-1,618,688	-757,790	1,026,519	57.5%	860,898	53.2%
<b>Ending Reserve Balance</b>	<b>\$3,575,847</b>	<b>\$3,464,815</b>	<b>-\$4,142,780</b>	<b>-\$7,718,627</b>	<b>-215.9%</b>	<b>-\$7,607,595</b>	<b>-219.6%</b>
Reserve Minimum Balance (8%)	\$3,150,000	\$3,003,000	\$3,003,000	\$147,000	4.7%	\$0	0.0%
Over / (Under) Reserve Minimum Balance	\$425,847	\$461,815	-\$7,145,780	-\$7,571,627	-1778.0%	-\$7,607,595	-1647.3%

10-Yr. CIP (Capital Infrastructure Projects)

Board Approved

PRIORITY	PROJECT DESCRIPTION	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	10-yr CIP FY21-FY30	Project Totals
<b>Roof Planning and Design</b>												<b>1,250,000</b>	
1	Roof Engineering/Design Consultant - 11% of both roofs (Permitting, studies, solar analysis)	1,250,000	-	-	-	-	-	-	-	-	-	1,250,000	
2	Solar Feasibility and planning												
<b>Roof (West) Replacement (Based on Assessment)</b>												<b>5,550,000</b>	
1	West Building Roof (Upper)	-	2,118,784	-	-	-	-	-	-	-	-	2,118,784	
1	West Building Roof (Solar prep - elevated rack)	-	2,026,310	-	-	-	-	-	-	-	-	2,026,310	
1	West Building Roof (20% Contingency)	-	974,406	-	-	-	-	-	-	-	-	974,406	
1	West Building Roof (Lower)	-	430,500	-	-	-	-	-	-	-	-	430,500	
<b>Roof (East) Replacement (Based on Assessment)</b>												<b>8,621,000</b>	
1	East Building - Metal Roof	-	-	2,623,500	-	-	-	-	-	-	-	2,623,500	
2	East Building Roof (Upper, Lower & Mechanical Wells)	-	-	4,560,700	-	-	-	-	-	-	-	4,560,700	
2	East Building Roof (20% Contingency)	-	-	1,436,800	-	-	-	-	-	-	-	1,436,800	
<b>Central Plant Replacement (Based on Assessment)</b>												<b>67,505,490</b>	
2	Central Plant AHU's replacement/refurb	-	-	-	12,109,000	13,982,000	2,360,000	-	24,513,000	-	-	52,964,000	
2	Central Plant Boiler replacement	-	-	-	-	1,292,000	-	-	-	-	-	1,292,000	
2	Central Plant control upgrades	-	-	-	-	2,335,000	-	-	-	-	-	2,335,000	
2	Central Plant Pump replacement	-	-	-	312,000	55,000	600,000	267,000	-	-	-	1,234,000	
2	Chiller replacement 1 & 2 and then 3-5	-	-	-	-	2,400,000	-	-	-	3,600,000	-	6,000,000	
2	Chillers 3, 4 & 5: Complete rebuild - central plant	-	-	-	1,140,000	-	-	-	-	-	-	1,140,000	
2	Chillers 3-5: Replace three large VFD's (\$300K each x 3)	-	-	-	970,840	-	-	-	-	-	-	970,840	
3	Air Delivery System: Upgrade - Ballroom 20	-	-	-	223,700	-	-	-	-	-	-	223,700	
3	Boilers: Replace two - central plant	-	-	-	-	295,450	-	-	-	-	-	295,450	
3	Variable Frequency Drive (VFD): For Air Handlers (Meeting rooms in West Building)	-	-	-	-	350,250	350,000	350,250	-	-	-	1,050,500	
<b>Building Reconditioning Projects</b>												<b>28,521,844</b>	
1	Replace kitchen sewer drain pipes (West)	250,000	-	-	-	-	-	-	-	-	-	250,000	
2	ADA Interior Door Openings: Replace 31 sets - Sails, kitchen, 20 foyer, lobbies etc.	-	-	240,250	-	-	-	-	-	-	-	240,250	
2	Control Networks for Operations / need consultant to plan for replacement/maintenance	-	-	250,000	250,000	-	-	-	-	-	-	500,000	
2	Control Panels: Replace 27 - Facility Lighting	-	200,000	484,450	-	-	-	-	-	-	-	684,450	
2	Exhibit Halls A-H floor boxes (recpt, breakers etc.)	-	-	-	1,250,000	1,250,000	-	-	-	-	-	2,500,000	
2	Master Modernization (Carpet) - Meeting Rooms (Install/Carpet/Proj Mgmt)	-	750,000	-	-	-	-	-	-	-	-	750,000	
2	Master Modernization (Paint) - Meeting Rooms	-	250,000	-	-	-	-	-	-	-	-	250,000	
2	Resurface East Kitchen floors	-	-	250,000	-	-	-	-	-	-	-	250,000	
2	West Kitchen Equipment: Remodel infrastructure	-	-	-	550,992	750,000	-	-	-	-	-	1,300,992	
2	West Kitchen: Remodel (Equipment Replacement)	-	-	-	1,200,000	-	-	-	-	-	-	1,200,000	
3	12KV Switchgear: Replace/upgrade 7 - East Building (MAY BE PART OF EXPANSION)	-	-	-	-	-	-	-	2,210,000	-	-	2,210,000	
3	18 Restrooms : Upgrade Cityside/upper level - East Building (3 per year)	-	-	-	765,000	785,000	805,000	825,000	850,000	875,000	-	4,905,000	
3	250 HP Pumps: Replace two with six 50 HP pumps in HVAC system (VFD's & loop mods included)	-	362,250	-	-	-	-	-	-	-	-	362,250	
3	Access points of entry upgrade	-	-	-	-	2,000,000	-	-	-	-	-	2,000,000	
3	Concession stands: Retrofit A-C (\$100,000 each; 2 total) Others will be demoed in expansion	-	-	-	-	200,000	-	-	-	-	-	200,000	
3	Electrical Switchgear: Upgrade - Sail	-	-	-	121,800	-	-	-	-	-	-	121,800	
3	Elevators Recondition (5 front facing) + cameras	-	350,000	-	-	-	-	-	-	-	-	350,000	
3	Front Drive East: Replace concrete	-	-	-	-	1,238,445	-	-	-	-	-	1,238,445	
3	Inclined Elevator: Replace & rebuild	-	-	-	1,369,500	-	-	-	-	-	-	1,369,500	
3	Lockinval Boilers: Replace - East Kitchen	-	-	-	257,373	-	-	-	-	-	-	257,373	
3	Move coffee service area to 20B corridor	-	-	-	50,000	-	-	-	-	-	-	50,000	
3	Replace 1989 emergency generator & transfer system	-	-	-	796,040	-	-	-	-	-	-	796,040	
3	Replace ceiling (Stewarding area)	-	-	-	80,000	-	-	-	-	-	-	80,000	
3	Replace concrete at West Mezzanine Terrace	-	-	-	-	1,090,000	-	-	-	-	-	1,090,000	
3	Replace underground fuel tanks (2)	-	-	-	-	91,600	-	-	-	-	-	91,600	
3	Sails Pavilion Floor boxes (108 panels - recpt, breakers etc.)	-	-	-	-	134,784	-	-	-	-	-	134,784	
3	Signage: Way Finding & Design	-	-	-	1,500,000	-	-	-	-	-	-	1,500,000	
3	Terrace/Mezz Rehab: Planters reconditioning (Design, demo and planter replacement)	-	-	-	125,000	1,221,800	-	-	-	-	-	1,346,800	
4	Freight Elevators: Recondition 3, 4, & 5 - East Building	-	-	-	-	-	-	1,300,600	-	-	-	1,300,600	
4	Passenger Elevators: Modernization - B,C,1,2,6, and 7	-	-	-	-	-	1,191,960	-	-	-	-	1,191,960	
<b>Total Capital Infrastructure Projects</b>		<b>\$ 1,500,000</b>	<b>\$ 7,462,250</b>	<b>\$ 9,845,700</b>	<b>\$ 23,071,245</b>	<b>\$ 29,471,329</b>	<b>\$ 5,306,960</b>	<b>\$ 2,742,850</b>	<b>\$ 27,573,000</b>	<b>\$ 4,475,000</b>	<b>\$ -</b>	<b>\$ 111,448,334</b>	<b>111,448,334</b>

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10-Yr. (Operating Capital Equipment)

Board Approved

PRIORITY	PROJECT DESCRIPTION	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	10 yr FY21-FY30
1	Broiler - Kitchen Equipment	30,000	-									30,000
1	Glassware Dish Machine	45,000	-									45,000
1	Radio console (Base upgrade) - all call, tech update	35,000	-									35,000
2	Ansul (fire hood) - West Kitchen	-	81,250									81,250
2	Barometric Damper controls (Albireo)	-	58,000									58,000
2	Bobcat SkidSteer S590 with bucket, grapple bucket, excavator, stump grinder attachment	-	95,000	-								95,000
2	Digital Conventions phase III wiring	-	75,000									75,000
2	ERP Conversion (Event MGT. / Finance software system replacement)	250,000	200,000	-								450,000
2	Exterior PA Speakers (\$70K FY20/\$230K FY21?)	229,701	-									229,701
2	Injector Pumps, Controls & Alarms: Replace - P2 South	150,000	-									150,000
2	New Walk-in Fridge (plate storage room)	-	-	120,000								120,000
2	Public Safety System - (Speakers, AMP, controls)	-	-	-	1,049,369							1,049,369
2	Redundant Cooler for Rack System in server room - wait for vote	-	-		250,000							250,000
2	Vehicle - Minivan (Security) to replace 2006 highlander	-		30,000								30,000
2	Walk thru metal detectors (need to do ROI on lease/purchase)	-			100,000							100,000
3	19' Scissor Lifts: Replace	18,000	-									18,000
3	32' Boom Lift: Replace	-	-	38,000								38,000
3	Air Wall Trollies: Replace - East Mtg Rms • Reevaluate w/ "Expansion"	-	-		340,000							340,000
3	Air Wall Trollies: Replace - Exhibit Halls D-H • Reevaluate w/ "Expansion"	-	-		475,000							475,000
3	Air Wall Trollies: Replace - West Mtg Rms 1-19	-	-		397,500							397,500
3	Carpet Vacuum (to replace sweeper)	50,000										50,000
3	East Dock Entrance & Exit Roll-up Doors: Replace	-	-					118,450				118,450
3	Electric Tow Tractor (Mule)	-		16,500			18,000					34,500
3	File server replacements	38,000	-									38,000
3	Kitchen Stacker system with shelving equip warehouse	-	40,000									40,000
3	Sewer: Injector Pumps, Controls & Alarms: Replace - P2 North	-	-			89,000						89,000
3	Telescopic Seating Riser System 5,000	-			1,300,000							1,300,000
3	Trash Can cleaning machine	90,000										90,000
3	West Dock Roll-up Door Entrance	-	-					56,750				56,750
3	Yale Electric Forklift with Charger	-	-	35,000								35,000
4	40' Boom Lift: Replace	-	-		41,000							41,000
4	Air-blades Hand Dryers: Plans, permitting, install tile/drywall refinishing	-	198,000									198,000
4	Carpet Extractor	-	16,000									16,000
4	Concierge Booth Upgrades (Design)	-	100,000									100,000
4	Flooring: Rubberized replacement	-	-		858,001							858,001
4	Robotic Vacuum 1 - Manufacturer/model TBD	-	50,000									50,000
4	Sewer: Injector Pumps, Controls & Alarms: Replace - P1 North	-	-					89,000				89,000
4	Sweeper, Large ride on, Tennant S30	-	39,000									39,000
4	Triplex Lawnmower	-	-		42,000							42,000
4	Yale Electric Forklift with Charger	-	-		44,000							44,000
4	Yale Electric Forklift with Charger	-	-				46,000					46,000
<b>Total Operating Capital Projects</b>		<b>\$ 935,701</b>	<b>\$ 952,250</b>	<b>\$ 239,500</b>	<b>\$ 4,896,870</b>	<b>\$ 89,000</b>	<b>\$ 64,000</b>	<b>\$ 264,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,441,521</b>

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