**BOARD OF LOS ANGELES CONVENTION
AND TOURISM DEVELOPMENT**

Regular Meeting
Wednesday
October 1, 2014
9:00 a.m. – 10:30 a.m.
Los Angeles Convention Center
1201 S. Figueroa Street, L.A. CA 90015
Executive Board Room

1. Call to Order / Roll Call

2. Public Comment

3. Meeting Minutes
   a. Approval of Meeting Minutes from September 3, 2014
   b. Approval of Amendment to Meeting Minutes from August 6, 2014
      (Amendment to Pg. 2 Item 5 Title from "ITEM NO. 5 MONTHLY REPORT FOR MAY 2014"
      to "ITEM NO. 5 MONTHLY REPORT FOR **JUNE** 2014")

4. Monthly Report for August 2014
   a. LATCB – Darren Green, Sr. VP of Sales
   b. AEG – Keith Hilsgen, VP of Finance

5. Executive Director's Report
   a. Design Competition Update – Bud Ovrom
   b. CIP – Tom Fields
   c. CTD Financial Status Report – Marla Bleavins
   d. LATCB Contract Update – Marla Bleavins

6. Agenda Forecast / Special Topics:

   October 15, 2014   -   Joint Commission Meeting
                                        Presentations from LAWA & Metro

   November 5, 2014   -   AEG & LATCB Monthly Reports for September 2014

Materials related to an item on this agenda submitted to the Board of Los Angeles Convention and Tourism development after distribution of the agenda packet are available for public inspection in the Executive Office of the Los Angeles Convention Center, 1201 S. Figueroa Street, Los Angeles, CA 90015, during normal business hours.

Lost Citywide Business identified 2010-2014 for events that would have ocurred 2010-2022
Includes Simpleview Leads and Turndown Accounts
ADR and Economic Impact based on 2015 projected dollars

Lost Reason	Lost Event Count	Room Nights	Room Revenue @ $225 ADR	Lost TOT @ 14%	Economic Impact @ $1,465 p/room night
3rd party lost bid	2	17,112	$3,850,200	$539,028	$25,069,080
Client did not respond	31	198,801	$44,730,225	$6,262,232	$291,243,465
Cost of LACC	6	22,571	$5,078,475	$710,987	$33,066,515
Could not meet assn/corp requirements	23	279,554	$62,899,650	$8,805,951	$409,546,610
Decision made to try new destination	47	365,253	$82,181,925	$11,505,470	$535,095,645
Destination selected based on rotation	53	614,513	$138,265,425	$19,357,160	$900,261,545
Distance between hotels	2	21,950	$4,938,750	$691,425	$32,156,750
Does not meet peak room requirement	3	22,402	$5,040,450	$705,663	$32,818,930
Hotel rates too high	29	248,373	$55,883,925	$7,823,750	$363,866,445
Insufficient # of hotel rooms near the Convention Center	82	1,057,659	$237,973,275	$33,316,259	$1,549,470,435
Insufficient LACC space	69	1,372,991	$308,922,975	$43,249,217	$2,011,431,815
LA Hotels declined to bid	3	11,989	$2,697,525	$377,654	$17,563,885
LA hotels turn away	1	5,155	$1,159,875	$162,383	$7,552,075
LACC Construction/Renovation/Stadium	5	98,995	$22,273,875	$3,118,343	$145,027,675
Lack of Convention Center Hotel	3	13,814	$3,108,150	$435,141	$20,237,510
Lack of availability at Convention Center hotel	1	22,764	$5,121,900	$717,066	$33,349,260
Lack of local support	6	71,146	$16,007,850	$2,241,099	$104,228,890
Layout of Exhibit Space	3	53,765	$12,097,125	$1,693,598	$78,765,725
Meeting too small to pursue for LACC	1	5,295	$1,191,375	$166,793	$7,757,175
Meeting/Event postponed or cancelled	17	130,330	$29,324,250	$4,105,395	$190,933,450
Negative Perception of LA	6	35,376	$7,959,600	$1,114,344	$51,825,840
None	29	329,044	$74,034,900	$10,364,886	$482,049,460
Not Applicable	18	237,280	$53,388,000	$7,474,320	$347,615,200
Political reasons or issues	16	271,139	$61,006,275	$8,540,879	$397,218,635
Political reasons or issues/lack of local support	27	274,774	$61,824,150	$8,655,381	$402,543,910
Preferred another destination/city	118	1,075,476	$241,982,100	$33,877,494	$1,575,572,340
Preferred dates not available	71	570,093	$128,270,925	$17,957,930	$835,186,245
Repeating city due to past success	40	358,835	$80,737,875	$11,303,303	$525,693,275
Repeating previous host city	15	159,134	$35,805,150	$5,012,721	$233,131,310
Rooms & space contained within one hotel	38	213,197	$47,969,325	$6,715,706	$312,333,605
Rooms vs. meeting room ratio unbalanced	1	4,275	$961,875	$134,663	$6,262,875
Selected city due to budgetary reasons	15	164,420	$36,994,500	$5,179,230	$240,875,300
Single hotel required	2	9,920	$2,232,000	$312,480	$14,532,800
Stadium Construction	3	74,084	$16,668,900	$2,333,646	$108,533,060
Turned down	5	64,117	$14,426,325	$2,019,686	$93,931,405
Multiple Reasons (non LACC or Hotel related)	12	74,003	$16,650,675	$2,331,095	$108,414,395
TOTAL LOST BUSINESS	**803**	**8,549,599**	**$1,923,659,775**	**$269,312,369**	**$12,525,162,535**

LACC & Hotel Reasons - Lost Business Summary					
LACC condition related	143	1,996,849	$449,291,025	$62,900,744	$2,925,383,785
Hotel constraint related	128	1,339,304	$301,343,400	$42,188,076	$1,962,080,360
LACC & Hotel Reasons - Total Lost Business	**271**	**3,336,153**	**$750,634,425**	**$105,088,820**	**$4,887,464,145**

LACC & Hotel Reasons - % of Total Lost Business Summary					
LACC condition related	17.8%	23.4%	23.4%	23.4%	23.4%
Hotel constraint related	15.9%	15.7%	15.7%	15.7%	15.7%
LACC & Hotel Reasons - % of Total Lost Business	**33.7%**	**39.0%**	**39.0%**	**39.0%**	**39.0%**

Source: Lost Events and Room Nights - LA Tourism & Convention Board Sales data
  ADR - Projected 4% Growth over 2014
  Economic Impact - Touirsm Economics DMAI Calculator using 2015 booked events

Ten Transformative Meetings Technology Trends for 2015
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These are exciting times. The rate of technology change is accelerating with thousands of ideas, apps and innovations bubbling up to help meeting planners, exhibitors, venues and other meeting participants to do their jobs better.

This annual review covers many of the major events technology trends to watch for this coming year

Mobile event apps have become mainstream and will continue to grow in 2015.
As predicted in my 2000 article *The Revolution -- Looking into the Digital Future of Events*, in my *2004 Tech Trends Review*, in my *2010 Tech Trends Review* and covered in several other articles, mobile devices have made a huge impact on events!

Now, nearly everyone, including technology laggards, is carrying around a smart phone. Mobile use at events has exploded and mobile event app providers are expanding and refining the options.

Much of the development has focused on replacing existing processes:

- Replacing paper event programs, agendas, attendee lists exhibition guides, and/or course notes
- Replacing the need for keypad polling and paper surveys
- Replacing directional signage and program maps.

Additionally, event apps have offered improved means of:

- Onsite social media networking
- Group or targeted alerts and announcements
- Improved peer-peer messaging, appointment making and business contact exchange
- Improved matchmaking and networking opportunities
- Integrated gamification applications

However, mobile event apps are not just about improving existing processes. They can be about providing entirely new services as the next two trends indicate.

BLE (Bluetooth low energy) and iBeacon will provide a wealth of new options for planners and participants.
In my *2014 Tech Trends Review* (published in September 2013), I predicted that geofencing will become a

significant factor for events. Later that month, Apple released iOS7 which incorporated iBeacon technology. iBeacons are very low-power, low cost, Bluetooth (BLE – Bluetooth Low Energy) transmitters with up to a 150 foot (50 meter) range. IBeacons can interact and share information with Apple and later model Android mobile device apps. This year, iBeacons have been installed in sports arenas, museums, and a variety of retail establishments.

This technology holds great promise for events with nearly all of the major event app developers working on ways to incorporate. Here are some of the possibilities:

- Gamification and scavenger hunts (as used at CES 2014).
- Location information and navigation assistance: A geofence can notify attendees where they are on a map and give guidance on where they wish to go.
- Personalized welcome and other location-based alert notifications upon arrival: For example, a badge could be printed upon when the attendee enters the geo-fence with notification sent via the app to the badge printing location.
- Social media networking and information exchange: iBeacon communication can be two-way. So, with user permission, the phone app can transmit contact information, social media profiles, specific meeting room access information, meal tracking, food preferences, and much more. Communication between attendees can be enhanced with notification/pictures/information about who is nearby.
- Exhibit booth dwell time measurement (the longer a person is at a booth, the more likely they are interested in the product).
- Automated demonstrations (videos, etc.) for exhibit booth products or any other interest point in a conference venue.
- Targeted exhibitor or event management messages to different categories of participants.
- Automated continuing education unit (CEU) tracking.
- Local area information and deals. Local area merchants could send discount coupons to convention attendees (if the attendee opts in to receive).
- Loss prevention: AV companies or venues could be notified of unauthorized equipment removal using an RFID tag linked to a geofence.
- Attendee action metrics: Organizers will be able to track where attendees are spending their time and can be notified of traffic patterns (i.e. an inordinately long registration line or crowd flow through an exhibit hall).

However, planners and event app developers must take care to use iBeacons very judiciously -- to provide significant value to event participants. If attendees feel that this technology is an invasion of privacy with no payback for them or a "pop up spam" device, they will simply turn off the Bluetooth reception or uninstall the app.

More detail on iBeacons and BLE is available here.

Analytics will emerge as one of the most important benefits of mobile event apps.
The onsite meeting used to be the "black hole" of event data management. Planners used computers before and after events, but during an event they were "flying blind." For example, paper surveys were handed out, but tallying wasn't completed until after the event – not in time to make mid-course corrections.

Today, mobile event apps offer an unprecedented amount of analytic data – a goldmine of useful, real-time information to improve the event experience! Every touch is trackable!

App analytics can answer instantly the following questions at any time during the event:

- What are trending hot topics?
- Who are the top speakers?
- What exhibit booths have the most attendance?
- What is the crowd flow through an exhibit hall?

- What speakers/exhibitors are "liked" the most?
- Who are the key connectors/influencers?
- What app features are the most popular?
- Who, when, where, why and how are apps being used?
- What are the attendees' ratings on specific survey and/or polling questions?

As mobile event apps become fully adopted in the business process, these analytic capabilities will likely be considered one of the most useful elements of the many benefits they provide.

These analytic capabilities will also extend to and interoperate with online registration and membership management systems to provide greater personalization to participants and greater insight into their behavior (see next trend).

Big data will become a key component of event marketing and design.
In these hyper-connected times, nearly every activity can be tracked: your website visits, every touch on your mobile device, every Facebook like, any online posting, your profiles, your purchases using reward points, surveillance cameras, and much, much more.

Big data seeks to combine these data from widely disparate sources in an aggregate form to spot trends and make business decisions and to improve customer interaction experiences (sell more)! Big Data is "the next frontier for innovation, competition, and productivity" according to McKinsey Global Institute.

The challenge is that big data takes lots of computer processing and storage resources -- previously only available to large, very well funded entities. Big Data as-a-Service (BDaaS) is emerging as cloud providers offer smaller organizations or associations more affordable access to these huge streams of relevant data.

An example is the collaboration between ICCA – The International Congress and Convention Association and Human Equation providing BDaaS for its members. Members can search 436 million articles by 7.4 million academic authors to find local "champions" to help develop events, to track trends, and a variety of other deep database search capabilities.

As these large data integration services work on a broad, enterprise scale, this same concept will also be used on an event level. Through integrated registration and mobile technologies, it is becoming possible to combine many streams of data generated during event registration, web clicks, exhibitor interactions, mobile app activity, gamification, surveys and more to gain insight to improve events and to facilitate personalization for event participants. Examples of event big data management can be seen at GenieConnect and BusyEvent among a number of other technology companies working on this.

Data breaches and app hacking will likely target events in 2015.
The recent data breaches of Home Depot, Target, eBay, the Heartbleed bug and the August 2014 hacker theft of 1.2 billion email address/passwords are examples of increased and more sophisticated hacking activity. Hackers will almost inevitably target some events via an online registration system and/or a mobile event-related app (likely an Android version) in the near future.

A few suggestions to limit exposure:

As a planner, make sure your registration company is PCI compliant and take other steps to guard attendee information captured.

As an individual, the standard precautions:

- Use strong passwords.
- Become aware of phishing scams.
- Keep your virus protection up-to-date.
- Consider the use of identity theft protection services.

- Use double-authentication services when available.

Real-time, automated language translation capabilities will be used for events.
The days of the UN-style interpretation booths in the back of the room for international events may be numbered.

In 2007, Google Translate, a free web text translation tool, became available. It currently translates text to and from more than 80 languages.

Since then, a range of mobile apps have added more functionality:

- WordLens, is a mobile app that enables real-time augmented reality translations of signs/menus/slides (not full pages of text) in multiple languages (at US$4,99/language) without an internet connection needed. WordLens also works as a Google Glass app for heads-up translations.
- Voice to voice translations apps, such as Translate Voice Free and Jibbigo are now available.
- Microsoft's Skype will soon offer Skype Translator (it is currently in beta testing) to provide two-way video conference voice translation capability.

As these tools advance to provide easy, inexpensive and reliable real-time voice translation, it will be used by event hosts and/or individually by attendees. The world is becoming a smaller place daily!

Event and hotel Wi-Fi is becoming expected and ubiquitous.
Free Wi-Fi is the most desired hotel in-room amenity (Hotels.com, April 2014). With hundreds of mobile event apps now available, Wi-Fi and cellular connectivity have become the lifeblood of event communications. This has not been without challenges, with hotels and other event venues scrambling to keep up with the exploding demand.

This is a complex subject with education needed by planners and suppliers. The intricacies are explored in the articles below:
The True Cost of Free Wi-Fi
10 Savings Tips for Using Internet Services at your Next Event,
How to Determine if a Venue can Provide Good Event Wi-Fi for Your Next Event,
Understanding the Internet Landscape at Hotels and Convention Centers
Wi-Fi: The Lifeblood of Events - Should It Be Free to Attendees?

The good news is that the technology exists to provide very high-density, high-speed Wi-Fi connectivity to large groups – and many facilities are starting to catch up! Planners are increasingly examining venues' abilities to provide good quality, easy-to-use, and reasonably priced Wi-Fi and cellular connectivity as key factors in making venue purchase decisions.

In the meantime, the larger the event (especially large tradeshows), the more likely that attendees will experience less than ideal Wi-Fi connectivity. In two to three years, as venues digest the "bulge in the snake" of Wi-Fi demand, this will be less of an issue.

The transition from "attendee" to "participant" will continue.
The combination of social media and mobile technology has provided a wide range of attendee engagement options. The entire dynamic of meetings is changing; instead of "top-down" it is "bottom-up."   Instead of attendees passively sitting at event watching a talking head, meeting participants are demanding a greater say and expect active engagement. There are several ways that this is playing out:

- Social media apps are being used to recruit and engage participants before the events, during and after events.
- The highly mobilized social media tools (Twitter, Instagram, Vine, YouTube and others) are seeing strong use during many events.

- Social media hubs and moderated live event social walls such as TweetWall, Postano, Hashcaster, and SocialWall are seeing greater use.
- Gamification is being tightly integrated into many mobile event apps to increase participant engagement and appealing to peoples' "fundamental needs and desires for reward, status, achievement, self-expression, competition, and altruism." (bunchball)
- Matchmaking and networking options are being built into many mobile event apps.
- Meeting designers are moving to shorter sessions and placing a high priority on audience engagement skills when choosing speakers.
- Meeting designers are moving away from passive theater-style seating to alternate room sets to facilitate discussion and participation.
- Event participants are expecting personalized communication and choices tailored to their desires.
- There are many specialized participant engagement apps and web tools which can be used by speakers inlcuding: Conferences i/o, Crowd Mics, Evenium ConnexMe, MeetingPulse, PollEverwhere,Social Q&A, Klowd and UberMeetings.
- Many "Swiss army knife" mobile event guide apps are building in polling, survey and other engagements tools as well.

9. Aerial (drone) photography will be used for a variety of event purposes (if regulatory hurdles are passed).

Convention video has been around for decades, but it has typically been limited to tripod-mounted and handheld cameras providing fairly static shots. This is about to change.

Remote controlled, multi-rotor helicopters (sometimes referred to as drones), fitted with professional HD video cameras with stabilizing mounts are providing an entirely new prospective for event and meetings-related video.

Here are some examples:

Event videos:
BUZZair Aerial Cinema – EventsReel
BUZZlive - #CventCMS - General Session

Hotel site inspections/promotion:
Tour event venues with Freeman's PLANTOUR
Cap Maison - Premier Luxury Resort & Spa - St. Lucia
Kamalame Cay - Bahamas Private Island

Convention center construction updates/promotion:
Sydney Convention and Exhibition Centre Demolition Update

Travel marketing:
Les îles Marseillaises par drone
Drone demo reel 2014

One caution: things are a bit up in the air (forgive the pun) regarding drone usage. The FAA has yet to fully weigh in on the topic and significant restrictions may be coming.

More detail on drone video can be found here.

10. Attention spans will continue to decrease.

Human knowledge is doubling every year and the rate is accelerating rapidly (*IndustryTab, 2014*). We are awash in information. The world's body of information is at our fingertips and available 24/7 wherever we go. We are barraged with hundreds of marketing messages daily and receive hundreds of email/text messages as well. 100 hours of video are uploaded to YouTube every minute! As we desperately try to multi-task to keep up, many of us feel overwhelmed.

One of the results is decreasing attention spans which are changing how events are marketed, managed and experienced. Here are examples:

- Shorter presentation times are being scheduled (the15-minute TED talk style is becoming more prominent)
- More interactivity during sessions is required.
- More audience engagement tools are being used.
- Images need to play a prominent role in articles, blogs, website postings, event promotional materials and computer presentations (a picture is worth a thousand words).
- Short video is the new language of the internet – more powerful than pictures and far more powerful than text. A good video can be worth a thousand pictures! *Two video tips: A: Record in HD. B: Keep it SHORT! In many cases, promotional videos should be no longer than a minute!*

11. Bonus trend (a repeat from previous years' predictions): Despite the increased use of virtual meetings technology, face-to-face meetings and tradeshows will remain viable.
Webinars and other virtual meetings are great for short information exchange. However, in today's multi-tasking and often distracting work environment, attention spans are short. Thirty to forty-five minutes is usually the maximum you can expect someone to pay attention to a webinar while sitting in front of a monitor. Meetings, on the other hand, take people to a more focused environment with fewer distractions. As long as attendees are informed, entertained and fed, event hosts can keep them engaged for days. At the minimum, we share a social contract to at least look like we are paying attention at an event. The opportunities for networking, brainstorming, and relationship building are usually far greater at face-to-face events than online. For an exhibitor, it is often the best way to meet so many qualified buyers in such a short time. For buyers, it is a great chance to meet vendors of interest – all together in one location, categorized and mapped for your choosing.

Meetings provide a vastly richer, more targeted, and more focused learning experience than nearly any virtual meeting. To put it succinctly, there is no such thing as a "virtual beer!"

These are just a few of whirlwind of changes coming. Do you agree with them? Do you have others? Please leave comments and let me know your thoughts.

__Corbin Ball, CMP, CSP__ is a speaker and independent third-party consultant focusing on meetings technology. With 20 years of experience running international citywide technology meetings, he now helps clients worldwide use technology to save time and improve productivity He can be contacted at his extensive web site Corbin Ball Associates - Meetings Technology Headquarters (www.corbinball.com) and followed at www.twitter.com/corbinball. Subscribe to Corbin's free every-other-month, high-content TechTalk Newsletter/Blog at www.corbinball.com/techtalk.

(In Whole Numbers)

	Period Actual	Period Budget	Period Budget Variance	Current Year Actual	YTD Budget - Original	YTD Budget Variance - Original	Total Budget
Revenue							
Rent							
Gross Rent	530,877	516,110	14,767	1,928,052	2,093,573	(165,521)	5,843,521
Discounts	0	0	0	(980,678)	(1,161,983)	181,305	(2,977,636)
Total Rent	530,877	516,110	14,767	947,374	931,590	15,784	2,865,885
Net Food and Beverage Revenue							
Food and Beverage Sales	156,891	264,000	(107,109)	2,264,116	1,464,062	800,054	4,966,305
Food and Beverage	(279,394)	(323,260)	43,866	(1,744,587)	(1,347,753)	(396,834)	(4,176,145)
Total Net Food and Beverage Revenue	(122,503)	(59,260)	(63,243)	519,529	116,309	403,220	790,160
Utility Services							
Utility Sales	142,089	251,500	(109,411)	930,119	964,823	(34,704)	5,046,859
Service Provider Share	(85,270)	(156,559)	71,289	(554,761)	(600,602)	45,841	(2,973,936)
Total Utility Services	56,820	94,941	(38,121)	375,358	364,221	11,137	2,072,923
Parking							
Parking, Net of Tax	344,457	438,208	(93,751)	1,005,112	1,071,501	(66,389)	4,044,893
Bond Obligation	(83,333)	(83,333)	0	(166,667)	(166,667)	0	(500,000)
Total Parking	261,123	354,875	(93,751)	838,445	904,834	(66,389)	3,544,893
Telecommunications							
Telecommunication sales	44,626	51,000	(6,374)	515,653	417,000	98,653	546,782
Service Provider Share	(26,018)	(33,150)	7,132	(307,701)	(271,050)	(36,651)	0
Total Telecommunications	18,609	17,850	759	207,952	145,950	62,002	546,782
Audio/Visual							
Audio Visual Sales	49,654	18,332	31,322	66,321	88,832	(22,511)	116,667
Service Provider Share	(47,994)	(13,932)	(34,062)	(47,994)	(66,912)	18,918	0
Total Audio/Visual	1,660	4,400	(2,739)	18,327	21,920	(3,592)	116,667
Event Billing							
All Event Services	66,119	22,960	43,159	132,217	122,560	9,657	283,460
Total Event Billing	66,119	22,960	43,159	132,217	122,560	9,657	283,460
Cell Towers	30,872	31,851	(979)	64,109	63,527	583	210,869
Advertising & Sponsorship	8,750	4,167	4,583	52,625	18,333	34,292	242,188
Other Income	10,533	4,950	5,583	16,410	8,650	7,760	11,100
Total Revenue	862,860	992,844	(129,984)	3,172,347	2,697,894	474,453	10,684,927
Expenses							
Personnel							
Salaries & Wages - Full Time	556,608	566,691	10,083	1,049,255	1,077,961	28,706	3,154,507
Salaries & Wages Part Time	92,623	84,442	(8,181)	179,172	167,174	(11,998)	564,357
Event Expenses	66,818	23,683	(43,135)	158,808	145,856	(12,952)	168,000
Parking Labor	50,661	42,657	(8,004)	114,118	105,838	(8,279)	507,198
Overtime	22,182	16,227	(5,955)	60,883	32,283	(28,600)	168,098
Payroll Taxes	41,973	54,403	12,430	84,744	108,805	24,062	392,747
Fringe Benefits	67,946	78,565	10,620	136,358	157,131	20,773	513,189
Workers Comp	5,922	5,922	0	11,844	11,843	0	37,683
Total Personnel	904,732	872,589	(32,143)	1,795,181	1,806,892	11,712	5,505,779
Other Expenses							
Printing & Binding	2,556	4,002	1,446	17,702	18,536	834	16,107
Contracted Services	432,707	379,873	(52,834)	791,602	712,872	(78,730)	1,726,345
Field Equipment	10,419	27,063	16,644	10,419	39,126	28,707	37,625
Maintenance Supplies	21,184	10,250	(10,934)	47,475	36,500	(10,975)	69,788
Transportation Reimbursement	1,093	1,152	59	1,915	2,303	388	6,250
Parking Expenses	35,573	36,782	1,209	82,062	75,822	(6,240)	313,983
Utilities	387,078	440,685	53,607	945,899	938,856	(7,043)	1,965,830
Office and Administration	1,006	2,600	1,594	10,304	10,200	(104)	2,813
Operating Supplies	64,588	24,417	(40,171)	69,457	50,480	(18,977)	168,750
Modification & Repairs	2,161	1,500	(661)	11,561	3,000	(8,561)	41,096
Advertising and Promotions	13,412	20,592	7,179	23,466	58,727	35,261	53,949
Uniforms	5,012	1,000	(4,012)	8,126	2,000	(6,126)	39,775
Recruiting	358	417	59	944	1,117	172	59,605
Employee Welfare	2,017	300	(1,717)	8,634	3,495	(5,139)	3,500
Insurance	9,658	13,541	3,883	23,484	27,082	3,598	61,333
Start-up Expenses	0	0	0	0	0	0	597,741
Depreciation	4,694	4,167	(527)	9,387	8,333	(1,054)	0
Management Fee	14,949	15,021	72	29,692	30,042	350	167,708
Total Other Expenses	1,008,465	983,361	(25,105)	2,092,129	2,018,491	(73,638)	5,332,197
Total Expenses	1,913,198	1,855,950	(57,248)	3,887,310	3,825,384	(61,926)	10,837,976
Total Expenses and Appropriations	1,913,198	1,855,950	(57,248)	3,887,310	3,825,384	(61,926)	10,837,976
Net Income (Loss)	(1,050,338)	(863,106)	(187,232)	(714,963)	(1,127,490)	412,527	(153,049)