



## Las Vegas Convention and Visitors Authority

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### MEMORANDUM

Date: February 19, 2016

To: Southern Nevada Tourism Infrastructure Committee

From: Rossi Ralenkotter, President/CEO

Re: Las Vegas Convention and Visitors Authority (LVCVA)

We are pleased to provide the following information in response to a request for information on Cashman.

- 1) We were asked to provide the last ten years operating results for Cashman. The attached financial report reflects actual revenues and expenditures from FY 2006 through FY 2015. Results reflect campus-wide operations, inclusive of both stadium and facility. R&M and capital are reported on separate line items, in alignment with the request.
- 2) Additionally, we were asked to provide a forward looking list of capital plans for Cashman. Attached is a detailed ten-year capital outlook listing potential capital programs that will be prioritized and considered for funding each budget cycle. During this forward-looking period, management will consider the necessity to conduct major renovations to the stadium. Should the situation warrant this investment, the estimated budget is up to \$83 million. This cost estimate incorporates a significant portion of the capital projects listed in the 10-year outlook.

LAS VEGAS CONVENTION AND VISITORS AUTHORITY  
CASHMAN CENTER ANALYSIS - STADIUM & FACILITY

**HISTORICAL RESULTS OF OPERATION**

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>REVENUES</b>										
Facility Use Fees <sup>(1)</sup>	942,515	1,056,780	1,019,114	470,120	609,250	666,629	769,710	775,515	782,870	873,508
Stadium Rental	230,000	240,733	217,697	277,543	291,621	300,742	304,350	321,787	318,023	334,383
Paid Parking & Lot Rental	500,154	544,807	519,952	537,128	488,901	508,991	507,667	546,946	513,072	510,840
Cell Site Leases	131,300	134,887	140,187	68,495	60,281	62,400	64,896	67,492	47,022	41,239
Contractors Services	90,448	79,768	61,750	9,117	32,623	34,158	33,040	27,802	33,012	33,802
Equipment Rentals & Late Fees	57,570	76,796	70,584	46,157	13,651	11,858	14,464	17,531	9,123	9,202
Telephone	14,027	23,673	40,092	4,205	1,603	7,263	5,077	3,822	5,471	12,369
Catering & Concessions <sup>Net of Commission (3)</sup>	146,953	124,392	144,345	281,434	(121,721)	(113,475)	36,267	42,774	55,487	70,768
Reimbursement of Expenditures	2,672	25,233	33,087	15,650	13,172	5,595	17,212	11,547	26,243	21,515
<b>Total Revenues</b>	<b>2,115,639</b>	<b>2,307,069</b>	<b>2,246,809</b>	<b>1,709,849</b>	<b>1,389,381</b>	<b>1,484,160</b>	<b>1,752,683</b>	<b>1,815,215</b>	<b>1,790,323</b>	<b>1,907,624</b>
<b>DIRECT EXPENDITURES</b>										
Salaries & Wages	4,290,391	3,239,743	3,343,009	3,102,303	3,287,634	3,148,089	3,305,723	3,249,216	3,422,510	3,451,588
Employee Benefits	1,105,937	1,093,424	1,127,028	1,123,702	1,173,663	1,192,854	1,254,647	1,310,281	1,415,669	1,369,358
Baseball Parking Revenue Share (Team)	71,653	67,118	78,155	72,701	81,705	89,806	85,725	87,650	99,345	85,640
Utilities	637,844	723,694	706,014	746,785	725,891	615,515	580,560	596,644	644,803	669,912
Repair & Maintenance	169,919	227,036	214,868	126,552	150,306	210,345	246,464	222,396	249,653	212,161
Other	(366,008)	(464,089)	(450,817)	249,319	215,579	230,576	293,288	289,536	308,538	275,015
<b>Total Direct Expenditures</b>	<b>5,909,736</b>	<b>4,886,926</b>	<b>5,018,257</b>	<b>5,421,362</b>	<b>5,634,778</b>	<b>5,487,186</b>	<b>5,766,406</b>	<b>5,755,723</b>	<b>6,140,517</b>	<b>6,063,675</b>
<b>OPERATING SHORTFALL - DIRECT EXPENDITURES</b>	<b>(3,794,097)</b>	<b>(2,579,857)</b>	<b>(2,771,449)</b>	<b>(3,711,513)</b>	<b>(4,245,397)</b>	<b>(4,003,026)</b>	<b>(4,013,723)</b>	<b>(3,940,508)</b>	<b>(4,350,194)</b>	<b>(4,156,051)</b>
<b>INDIRECT (ALLOCATED) EXPENDITURES <sup>(2)</sup></b>										
Convention Center Sales, Traffic & Fire Prevention	403,469	470,212	481,471	608,000	518,130	557,604	656,744	684,620	597,751	630,287
Insurance	102,354	141,255	159,663	146,464	137,334	120,513	115,680	119,028	150,159	154,436
Capital Expenditures	742,552	886,290	1,430,498	359,674	589,800	343,371	883,800	344,216	190,770	230,600
			(Scoreboard)							
<b>OPERATING SHORTFALL - DIRECT &amp; INDIRECT EXPENDITURES</b>	<b>(5,042,471)</b>	<b>(4,077,615)</b>	<b>(4,843,080)</b>	<b>(4,825,651)</b>	<b>(5,490,661)</b>	<b>(5,024,514)</b>	<b>(5,669,947)</b>	<b>(5,088,371)</b>	<b>(5,288,874)</b>	<b>(5,171,374)</b>

# LAS VEGAS CONVENTION AND VISITORS AUTHORITY CASHMAN CENTER

## 10-Year Capital Projects Outlook *Updated February 2016*

This is an all-inclusive list of potential capital investments for Cashman, inclusive of both the facility and the stadium, over the next ten year period. Individual projects will be evaluated each budget cycle and scheduled based on critical needs and funding availability. The list does not represent a fixed plan, rather it presents an aggregate view of all potential projects for management consideration. The list is sorted based on staff's current assessment of priority. Costs are based on staff estimates and are subject to actual competitive procurement results. The list will be updated as projects are completed, removed from consideration, or revised for cost.

Trainer's Room - Medical Facility Upgrades	\$	400,000
Lot C Repair/Reseal		350,000
Stadium Club Level Renovations		175,000
Indoor Batting Cage		150,000
Dugout Upgrades		100,000
Water Valve Replacement		55,000
Freight Door B Track Replacement		20,000
Roof Replacement		3,500,000
Theatre Lights Replacement		200,000
Wi-Fi System		130,000
Perimeter Doors Replacement		100,000
Lot B Repairs and Seal Coat		100,000
Cart Storage Area		20,000
Hydraulic Stage Lift Design & Install		215,000
Auditorium Remodel (Theatre Renovation)		3,500,000
Restrooms - Stadium		1,500,000
Stadium Seating Conversion		400,000
Group/Corporate Event Area Upgrades		300,000
Stadium Concrete Replacement - Concourse		250,000
HVAC System Automation		200,000
Lot D Repairs and Seal Coat		150,000
Airwalls Recarpeting (Meeting Rooms)		100,000
Stadium Locker Room Upgrades		100,000
Theatre Seating Replacement		95,000
Ballfield Protective Netting and Padding		110,000
Restrooms Remodel Design & Construction - Exhibit Halls		400,000
Lighting Controls Upgrade		170,000
Re-tube Boilers		35,000
Speaker Replacement - Exhibit Halls		25,000
Rolling Gate at Lot A		25,000
Stadium Concrete Replacement - Club Level		250,000
Block Wall (additional) on South side of Parking Lot A		150,000
Press Box Upgrade		125,000
Lot A Repairs and Seal Coat		125,000
Bulk Storage Bins		55,000
Ball Field Renovation		1,600,000
Replace Stadium Lights		525,000
Stadium Concession Stands Upgrade		250,000
Kitchen Renovations - Stadium		150,000
2nd Water Supply Design & Install		500,000
Shade Structures (Stadium) for Open Seating		450,000
Boiler Replacement Design & Construction		408,500
 RUNNING TOTAL	 \$	 <u>17,463,500</u>