



# Tourism & Cultural Affairs

2022-23 BUDGET PRESENTATION



# 2021 Major Accomplishments

AREA	DESCRIPTION
Leadership	Improved organizational resiliency with increased contingency and a priority for nimble, high impact programs.
	Added program capacity by returning 3 FTE to the program as well as services cut during the pandemic. Increased partner outreach and engagement, including conducting a partner survey.
Communications	Developed and implemented promotion to increase business for water guides and outfitters impacted by the Riverside Fire and closure of HWY224. A collaboration with outfitters and local media this campaign focused on what experiences were available and the benefits of going with a guide. Outfitters reported bookings directly from this campaign.
	Targeted audiences and messages to build awareness for the Barlow Rd anniversary in American Road Magazine; on farm experiences in 1859 Magazine; midweek deals and experiences on the mountain through Seattle Met and Portland Monthly channels.
Destination Development	Won Best Idea Award from DMAWest for the creation of virtual front line familiarization tours that connected local businesses and frontline staff to the visitor experiences available during the pandemic. Recognized for relevancy, effectiveness, positive approach and creating connections.
	Brought Travel Oregon's Destination Ready 2.0 program to Molalla. Supporting city Economic Development and local businesses by bringing in tourism experts and local stakeholders to identify immediate opportunities to improve tourism's contribution to the community and visitor experience. Action team in place led by the City of Molalla.
Regional Cooperative Tourism Program	Partnered with Visit Estacada to create the Estacada Field Guide highlighting what to see and do in and around Estacada beyond Hwy 224 which was closed. Communications team developed and implemented a promotion strategy with Visit Estacada to increase visitation in the spring.
	Created Tastebound a regional recipe book that inspires travel to experience the culinary bounty of Mt. Hood & the Columbia River Gorge. Piece includes chefs from a diversity of backgrounds and is translated into Spanish. Secured grant funding to elevate promotion of the book.

# Performance Clackamas

## Results Measures (Examples)

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Tourism & Cultural Affairs	Annual collection of revenues resulting from the TRT tax collections - County	\$3.6M	\$3.3M	\$4M	\$4.7M
	Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	***	\$348M	\$348M	\$549M

\*\*\*These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.

# Program Profiles: 2022-23 Summary

Line of Business	Program Name	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty/IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve *
Tourism & Cultural Affairs Services	Leadership & Admin	\$8.03M	0%	0%	N	100%	50% exceed
	Destination Development & Community Relations	\$1.26M	0%	0%	N	100%	50% exceed
	Marketing & Communications	\$2.35M	0%	0%	N	100%	50% exceed
	Regional Cooperative Tourism Program	\$0.43M	0%	0%	N	100%	50% exceed

\* 50% of metrics data unavailable until June



# Department Summary by Fund



County Administration (12)  
Tourism & Cultural Affairs

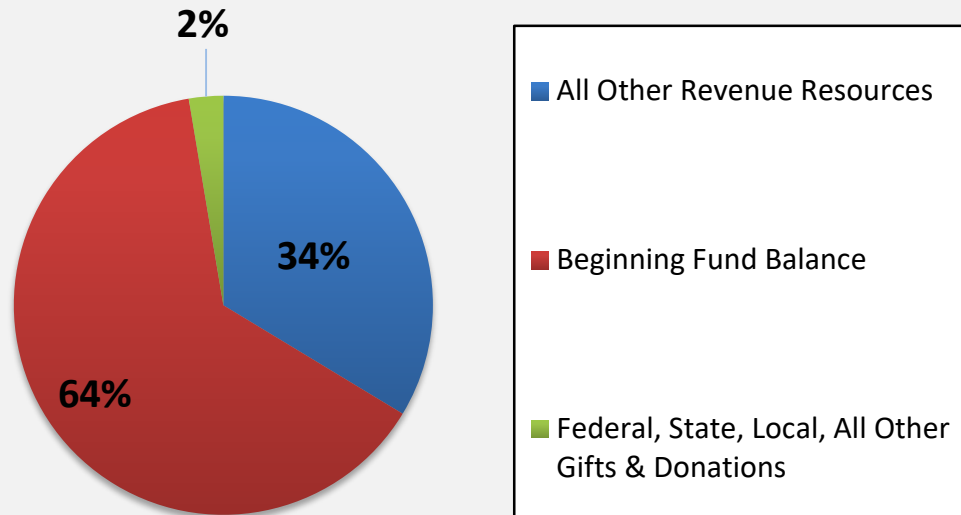
## Department Budget Summary by Fund

<i>Line of Business</i>		FY 22/23	FY 22/23	FY 22/23	FY 22/23
<i>Program</i>	<i>Prog#</i>	FTE	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Tourism & Cultural Affairs					
Leadership & Administration	120201	3.0	8,029,354	8,029,354	
Destination Development & Community Relations	120202	2.0	1,262,472	1,262,472	
Region Cooperative Tourism Program	120203	1.0	434,922	434,922	
Marketing & Communication	120204	3.5	2,348,185	2,348,185	
<b>TOTAL</b>		9.5	12,074,933	12,074,933	-
FY 21/22 Budget					
		7.5	6,504,864	6,504,864	-
\$ Increase (Decrease)		2.0	5,570,069	5,570,069	-
% Increase ( Decrease)		26.7%	85.6%	85.6%	-

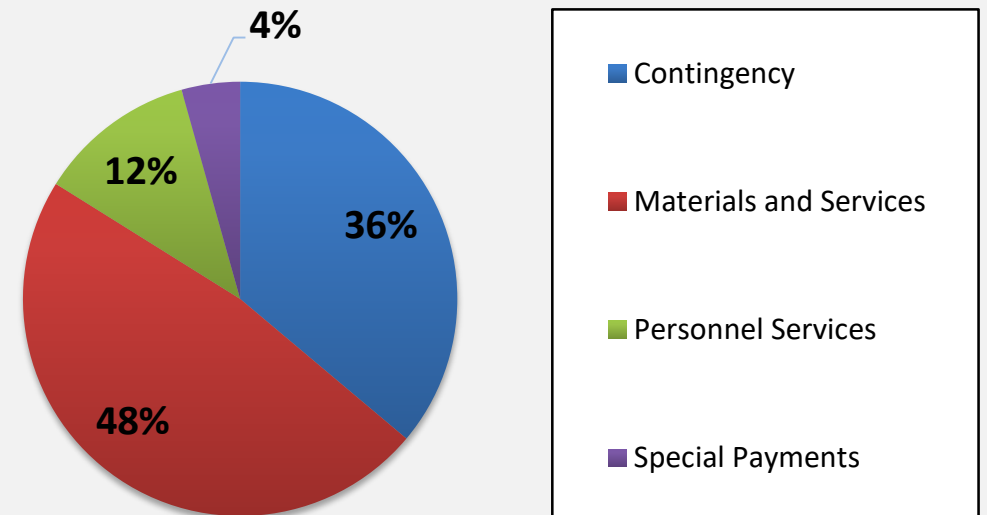
\*\* General Fund Support is the subsidy, net of any other revenue received by the department.

# 2022/23 Revenues and Expenses

## Revenues



## Expenses



# Summary of Revenues & Expenses

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>461,493</b>	<b>729,354</b>	<b>1,246,274</b>	<b>3,181,798</b>	<b>7,691,007</b>	<b>6,444,733</b>	<b>517.1%</b>
Federal, State, Local, All Other Gifts & Donations	444,677	377,711	303,105	303,105	319,731	16,626	5.5%
All Other Revenue Resources	69,665	3,039,485	2,717,666	5,234,631	4,064,195	1,346,529	49.5%
Other Interfund Transfers*	3,419,089	961,809	2,237,819	2,158,952	-	(2,237,819)	-100.0%
<b>Operating Revenue</b>	<b>3,933,431</b>	<b>4,379,005</b>	<b>5,258,590</b>	<b>7,696,688</b>	<b>4,383,926</b>	<b>(874,664)</b>	<b>-16.6%</b>
<b>Total Revenue</b>	<b>4,394,924</b>	<b>5,108,359</b>	<b>6,504,864</b>	<b>10,878,486</b>	<b>12,074,933</b>	<b>5,570,069</b>	<b>85.6%</b>
Personnel Services	1,723,273	461,541	1,082,803	1,483,018	1,421,292	338,489	31.3%
Materials and Services	1,454,280	479,851	1,719,367	1,704,461	5,744,479	4,025,112	234.1%
<b>Operating Expenditure</b>	<b>3,177,553</b>	<b>941,392</b>	<b>2,802,170</b>	<b>3,187,479</b>	<b>7,165,771</b>	<b>4,363,601</b>	<b>155.7%</b>
Special Payments	488,016	255,815	-	-	525,000	525,000	-
Transfers	-	729,354	-	-	-	-	-
Contingency	-	-	3,702,693	-	4,384,162	681,469	18.4%
<b>Total Expense</b>	<b>3,665,569</b>	<b>1,926,561</b>	<b>6,504,864</b>	<b>3,187,479</b>	<b>12,074,933</b>	<b>5,570,070</b>	<b>85.6%</b>
Ending Fund Balance - Restricted	-	-	-	7,691,007	-	-	-
<b>Revenue Less Expense</b>	<b>729,355</b>	<b>3,181,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Full Time Equiv Positions (FTE) Budgeted	2.0	4.0	7.5	7.5	9.5	2.0	26.7%

\*FY21-22 ARPA revenue of \$2,158,952 for Lost Revenue Replenishment.

# Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
Transient Room Tax revenue and travel demand is anticipated to return to pre-pandemic levels in FY22-23	Tourism program activities expanding to meet current stakeholder needs and industry trends
Revenue this year reflects the unique circumstances of pandemic impact and recovery  FY22-23 includes \$2 million in program lost revenue return from the County and carryover from multiple years	Funds are programmed to acknowledge this one time revenue balloon and ensure ongoing program can be sustained by annual TRT collections
Established a contingency equal to one year of revenue so that each fiscal year budget is spending prior year collections. Previous budgets were based on forecasted revenue for the same year	Greater organizational resiliency and stability
Adding 2 FTE	Increases capacity to deliver program. Total FTE 9.5. This is five fewer than pre-pandemic staffing level
Budget supports the Tourism Development Council priorities	Delivers organizational resiliency, responsive programs to address unique community needs including COVID & wildfire impacts along with overuse and underuse of attractions



# End of Presentation



County Administration (12)  
Tourism

Department Budget Summary by Fund

Line of Business		FY 22/23	FY 22/23	FY 22/23	FY 22/23
Program	Prog#	FTE	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget**
Tourism & Cultural Affairs					
Leadership & Administration	120201	3.0	8,029,354	8,029,354	
Destination Development & Community Relations	120202	2.0	1,262,472	1,262,472	
Region Cooperative Tourism Program	120203	1.0	434,922	434,922	
Marketing & Communication	120204	3.5	2,348,185	2,348,185	
TOTAL		9.5	12,074,933	12,074,933	-
FY 21/22 Budget					
		7.5	6,504,864	6,504,864	-
\$ Increase (Decrease)		2.0	5,570,069	5,570,069	-
% Increase ( Decrease)		26.7%	85.6%	85.6%	-

\*\* General Fund Support is the subsidy, net of any other revenue received by the department.



## Department Mission

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism. The Tourism Development Fund was established in accordance with the Transient Room Tax Ordinance (TRT). The ordinance specifies that, after a 2% administrative fee is taken by the Finance Department and an allotment is distributed to the Clackamas County Fair, the remainder is transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining Tourism revenue is interest, miscellaneous fees and sales, grants, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with Tourism to serve as the fiscal administrator of a portion of the regional funds collected through the State 1.5% TRT. These funds are to implement the regional plans approved by Travel Oregon.

Tourism	
Samara Phelps, Director	
FTE 9.5	
Total Budget	12,074,933
General Fund Support	-

Tourism & Cultural Affairs	
Samara Phelps	
TDC Budget	
\$12,074,933	
Gen Fund	\$ -

Leadership & Administration	
3 FTE	
Total Budget	
\$8,029,354	
Gen Fund	

Destination Development & Community Relations	
2 FTE	
Total Budget	
\$1,262,472	
Gen Fund	

Region Cooperative Tourism Program	
1 FTE	
Total Budget	
\$434,922	
Gen Fund	

Marketing & Communication	
3.5 FTE	
Total Budget	
\$2,348,185	
Gen Fund	\$ -



# Tourism & Cultural Affairs

## Leadership & Administration

### Purpose Statement

**MISSION-**Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

**VISION-**

Serve as the leading force to grow and sustain tourism in Clackamas County through effective and efficient marketing and asset development strategies, and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

**GUIDING PRINCIPLES-**

Leader in County and Regional Tourism Efforts

Support Sustainable Tourism Practice

Conduct Effective Marketing and Development of County Tourism Assets and Opportunities

Focus on the Three Pillars of Clackamas County Tourism: Outdoor Recreation, Agritourism, Cultural/Heritage Tourism

Effective and Efficient Use of Public Resources

Build and Strengthen Public and Private Partnerships

### Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

### Key Performance Measures

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.3M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Travel and tourism was deeply impacted by the pandemic but recovered more quickly than forecasted. TRT collections were boosted in FY20-21 by extreme weather including fires, ice storms, and extreme heat. These events did not increase visitor spend.



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>461,493</b>	<b>729,354</b>	<b>1,246,274</b>	<b>3,181,798</b>	<b>5,984,130</b>	<b>4,737,856</b>	<b>380.2%</b>
Federal, State, Local, All Other Gifts & Donations	444,677	377,711	-	-	-	-	-
All Other Revenue Resources	69,665	3,039,486	1,516,204	4,004,932	2,045,224	529,021	34.9%
Other Interfund Transfers	3,419,089	961,809	2,237,819	2,158,952		(2,237,819)	-100.0%
<b>Operating Revenue</b>	<b>3,933,431</b>	<b>4,379,006</b>	<b>3,754,022</b>	<b>6,163,884</b>	<b>2,045,224</b>	<b>(1,708,798)</b>	<b>-45.5%</b>
<b>Total Revenue</b>	<b>4,394,924</b>	<b>5,108,360</b>	<b>5,000,296</b>	<b>9,345,682</b>	<b>8,029,354</b>	<b>3,029,058</b>	<b>60.6%</b>
Personnel Services	1,723,273	461,541	1,082,803	1,483,018	472,321	(610,482)	-56.4%
Materials & Services	1,454,280	479,853	424,800	381,657	3,195,521	2,770,721	652.2%
<b>Operating Expense</b>	<b>3,177,553</b>	<b>941,394</b>	<b>1,507,603</b>	<b>1,864,675</b>	<b>3,667,842</b>	<b>2,160,239</b>	<b>143.3%</b>
Special Payments	488,016	255,815	-	-	-	-	-
Transfers	-	729,354	-	-	-	-	-
Contingency	-	-	3,492,693	-	4,361,512	4,361,512	24.9%
<b>Total Expense</b>	<b>3,665,569</b>	<b>1,926,563</b>	<b>5,000,296</b>	<b>1,864,675</b>	<b>8,029,354</b>	<b>3,029,058</b>	<b>-3.2%</b>
Ending Fund Balance - Restricted				7,481,007			
<b>Revenues Less Expenses</b>	<b>729,355</b>	<b>3,181,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Significant Issues and Changes**

FY22-23 revenue forecasts are based on a strong demand for our destination during the pandemic and forecasts by Tourism Economics for travel demand to return to prepandemic levels in 2023. This is more than a year ahead of forecasts used in FY21-22 budgeting. Leadership and Administration's budget also reflects lost revenue replenishment provided to Tourism from the County's ARPA funds. Tourism received the carryover from FY19-20 and FY20-21 in current year, FY21-22.



## Marketing &amp; Communication

## Purpose Statement

The purpose of the Marketing & Communication program is to provide inspiration and trip planning information services to visitors so their experience is positive and benefits the community

## Performance Narrative Statement

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

## Key Performance Measures

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.3M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation





Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	-	-	1,028,678	-	-
All Other Revenue Resources			758,060	758,060	1,319,507	561,447	74.1%
<b>Operating Revenue</b>	-	-	<b>758,060</b>	<b>758,060</b>	<b>1,319,507</b>	<b>561,447</b>	<b>74.1%</b>
<b>Total Revenue</b>	-	-	<b>758,060</b>	<b>758,060</b>	<b>2,348,185</b>	<b>1,590,125</b>	<b>209.8%</b>
Personnel Services					569,685	569,685	-
Materials & Services			758,060	758,060	1,778,500	1,020,440	134.6%
<b>Operating Expense</b>	-	-	<b>758,060</b>	<b>758,060</b>	<b>2,348,185</b>	<b>1,590,125</b>	<b>209.8%</b>
<b>Total Expense</b>	-	-	<b>758,060</b>	<b>758,060</b>	<b>2,348,185</b>	<b>1,590,125</b>	<b>209.8%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-

Significant Issues and Changes

Travel demand is expected to reach prepandemic levels in 2023. Marketing, public relations, and advertising budgets and capacity are being added to optimize the benefits of travel and visits for the county. No marketing was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration.



Tourism & Cultural Affairs

Region Cooperative Tourism Program

Purpose Statement

We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places. We maximize the benefits to Oregon's economy from the statewide lodging tax; comply with the requirements of HB 2267, HB 4146 and all other applicable law; encourage multi-regional and targeted niche marketing; foster management of regional tourism resources; formalize simple, straightforward RCTP procedure; maximize benefits from RCTP funds to the regions; leverage Travel Oregon programs; deliver consistent messages, outstanding experiences, and efficient use of resources and minimize RCTP-related administrative workload on Travel Oregon and the regions.

Performance Narrative Statement

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.5% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge Regional Destination Management Organization (RDMO) program coordinator, in addition to funds for project and tactical implementation as administered and approved by Travel Oregon.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through quarterly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, annual financial audit, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

Key Performance Measures

	FY 19-20 Actuals	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/20	FY 22-23 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	1	0	0	1

Program includes:

- Mandated Services ☐ N
- Shared Services ☐ N
- Grant Funding ☐ N

Explain all "Yes" boxes below  
For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Regional Tourism Cooperative Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actuals	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	-	-	115,191	115,191	-
Federal, State, Local, All Other Gifts & Donations		-	303,105	331,342	319,731	303,105	5.5%
<b>Operating Revenue</b>	-	-	<b>303,105</b>	<b>331,342</b>	<b>434,922</b>	<b>131,817</b>	<b>43.5%</b>
<b>Total Revenue</b>	-	-	<b>303,105</b>	<b>331,342</b>	<b>434,922</b>	<b>131,817</b>	<b>43.5%</b>
					105,414		-
Materials & Services	-	-	303,105	331,342	329,508	26,403	8.7%
<b>Operating Expense</b>	-	-	<b>303,105</b>	<b>331,342</b>	<b>434,922</b>	<b>131,817</b>	<b>43.5%</b>
<b>Total Expense</b>	-	-	<b>303,105</b>	<b>331,342</b>	<b>434,922</b>	<b>131,817</b>	<b>43.5%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-

Significant Issues and Changes

FY21-22: Presentation changes are the result of the new county-wide chart of account implementation.  
Revenue for this program is collected at the state level and on a different cycle than the other program areas which are funded with local TRT.  
FY22-23 revenues were collected in FY20-21 and reflect the pandemic impact on travel.



# Tourism & Cultural Affairs

## Destination Development and Community Relations

### Purpose Statement

The purpose of the Destination Development, Community Relations & Advocacy program is to provide development, enhancement, and tools to communities and operators so they can offer diverse, sustainable, and optimized tourism experiences.

### Performance Narrative

Tourism's overall measurements of success are based on following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

### Key Performance Measures

	FY 19-20 Actuals	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$3.7M	\$3.6M	\$3.6M	\$2.8M	\$4.7M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$295M (year 2020)	***	\$348M	***	\$549M
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.					

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Destination Development and Community Relations

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	-	-	563,008	-	-
All Other Revenue Resources			443,402	443,402	699,464	256,062	57.7%
<b>Operating Revenue</b>	-	-	<b>443,402</b>	<b>443,402</b>	<b>699,464</b>	<b>256,062</b>	<b>57.7%</b>
<b>Total Revenue</b>	-	-	<b>443,402</b>	<b>443,402</b>	<b>1,262,472</b>	<b>819,070</b>	<b>184.7%</b>
Materials & Services			233,402	233,402	273,872	273,872	-
Special Payments	-	-	-	-	463,600	230,198	98.6%
<b>Operating Expense</b>	-	-	<b>233,402</b>	<b>233,402</b>	<b>1,262,472</b>	<b>230,198</b>	<b>440.9%</b>
Contingency	-	-	210,000	-	-	(210,000)	-100.0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>443,402</b>	<b>233,402</b>	<b>1,262,472</b>	<b>819,070</b>	<b>184.7%</b>
Ending Fund Balance - Restricted				210,000			
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-

Significant Issues and Changes

The significant increase in budget reflects the expanded need and opportunity for development and community relations as demand for travel returns to prepandemic levels. All contingency is now included in the leadership and administration budget. No development was budgeted in FY20-21 due to the pandemic that resulted in a reduction of program funds and capacity. These activities were included in Leadership & Administration. FY21-22 returned staff and budget to this program at a rebuilding level.