



FY2023/24 Budget Workshop #1

**Board of Trustees
January 25, 2023**

Budget Workshop Outline

BUDGET WORKSHOP #1 – January 25th

Part I – District-wide

- Budget Development Calendar
- Review of Board Policies – Budgeting and Fiscal Management
 - Budgeting For Results and Outcomes (Policy 5.1.0)
 - Central Services Cost Allocation Methodology (Policy 18.1.0)
 - Pricing for Products and Services (Practice 6.2.0)
 - Appropriate Level of Fund Balance (Policy 7.1.0)
 - Multi-Year Capital Planning / Capital Project Budgeting (Policies 12.1.0, 13.1.0)
- District-wide Baseline Budget Assumptions
 - Revenues
 - Charges for Services
 - Facility Fees
 - Expenditures
 - Personnel
 - Non-Personnel
 - Capital Plan
 - Debt

Budget Workshop Outline

PART II - Baseline Staffing / Budgets / Service-Levels / Baseline Five-Year Forecasts

- General Fund – Administration (Fund 100)
 - Central Services Cost Allocation Plan
- Utility Fund – Public Works (Fund 200)
- Community Services Venues (Fund 300)
 - Golf (Fund 320)
 - Championship Course
 - Mountain Course
 - Facilities / Special Events (Fund 330))
 - Ski (Fund 340)
 - Recreation (Fund 350/360)
 - Parks (Fund 370)
 - Tennis (Fund 380)
- Beaches (Fund 390)

PART III – Indirect Charges

- Internal Services
 - Fleet (Fund 410)
 - Engineering (Fund 420)
 - Building Maintenance (Fund 430)

Budget Workshop Outline

BUDGET WORKSHOP #2 – February 22nd

- Updates to Venue Operating Budgets (Workshop #2 follow-up)
- District-wide Capital Improvement Plan Update
 - Board Priority Projects
 - FY 2023/24 CIP Budget
 - 10-Year Capital Plan
 - Financing Plan Discussion
- Venue-Specific Capital Plan
 - Major Projects
 - Recurring Capital Programs
 - Fleet Replacement Plan
- Facility Fee – FY2023/24 Rates & Budget Allocation

BUDGET WORKSHOP #3 – March (TBD)

- Updates to Venue Operating Budgets
- Updates to Capital Improvement Plan / CIP Budget
- Finalize Facility Fee / Rec Roll

Approval of TENTATIVE Budget – April 12th

Approval of FINAL Budget – May 10th

Goals for FY2023-24 Budget Process

Management anticipates the following as areas of primary focus in developing the FY2023/24 budget:

- Compliance with applicable Board Policies/Practices
- • Align budget with Strategic Plan, Board priorities and key budget initiatives
- • Refinement of budget assumptions used to develop initial baseline revenue and expenditure estimates.
- • Review of service level expectations across District venues to inform funding requirements
- • Review and update of methodology for allocation of indirect costs (internal services and central services overhead)
- • Update to rates and charges to meet applicable cost-recovery targets
- Update of the District's multi-year capital plan:
 - Board Priority Projects
 - Capital Improvements (CIP) versus operating expenses (repairs and maintenance)
 - Alignment of capital budget to internal capacity / bandwidth; reduce historical level of carry-forward appropriations
 - Financing plan(s) to support updated capital plan

Board Feedback – FY2023/24 Operating Budget

Board feedback is also sought on budget priorities to be addressed within each specific departmental and venue operating budget, including (but not limited to):

- Program offering and baseline service levels
- Appropriate staffing levels required to meet service level expectations
- Recruitment and retention of staff
- Adequate funding to support operating and maintenance of District facilities
- Expectations for rate-setting to meet cost-recovery targets, consistent with Board-Approved Pricing Policy and Cost-recovery Pyramid

Initial Board of Trustee Feedback

- Venue managers presentation of budget issues/proposals
 - Seek input from clubs / user groups
 - Consideration of cost-savings
- Education and training funding
- Evaluate value of:
 - Memberships (ex. Nevada League of Cities)
 - Federal and State Lobbyist contracts
- General Fund
 - Purchasing / Contract Manager (authorized / unfunded)
 - Internal Auditor (potential new position)
- Community Services
 - Presentation of financials before/after Facility Fee allocations*
 - Evaluate Golf Fund (320) and Ski (340) as “stand alone” businesses
 - Consider transitioning Parks maintenance (capital?) to the General Fund
- Capital Improvement Plan
 - Develop plan for Administration Bldg.
 - Evaluate Capital Improvement Project carry-overs / re-budget if still needed

Next Steps

- Refinement of FY2023/24 Baseline Operating Budgets
 - Revenue estimates updated by venue managers; incorporating pricing recommendations and product mix
 - Personnel costs – subject to successor labor agreements
- Board proposals - analysis / discussion / direction
- Mid-Year Budget Update (February 8th)
 - Results through 6 months FY2022/23
 - Update FY2022/23 Year-end Projections
- Update to Major Fund Five-Year Forecasts
- Capital Improvement Plan Update
- Update Facility Fee Allocation(s) for FY2023/24

Board Policies and Practices -

POLICY		Related Practice
<i>Existing Policy Framework:</i>		
Policy 5.1.0	Budgeting for Results and Outcomes	
Policy 18.1.0	Central Services Overhead Cost Allocation Plan	
Policy 6.1.0	Adoption of Financial Practices	
	<i>Pricing Policy for Community Services</i>	<i>Practice 6.2.0</i>
Policy 7.1.0	Appropriate Level of Fund Balance	
<i>Policy Updates – DRAFT Under Review</i>		
Policy 12.1	Multi-year Capital Planning	
Policy 13.1	Capital Project Budgeting	
	<i>Capital Expenditure</i>	<i>Practice 13.2</i>



Baseline FY2023/24 Operating Budget

Baseline Budget
Revenue Assumptions
Expenditure Assumptions

Revenue Assumptions (FY23/24 Baseline)

(Percentages are over previous budget unless otherwise noted)

- **REVENUES**

- Ad Valorem Property Tax – 4%
- Consolidated Taxes – 4%
- Charges for Services
 - Utilities
 - Water – 10%
 - Sewer – 13.5%
 - Solid Waste – 5.0% (Franchise Agreement)
 - Community Services:
 - Baseline Revenue Adjustment – 5.0%
 - Pricing being evaluated to meet cost-recovery targets
 - Beach – 5.0%
 - Internal Services
 - Fleet – 8.5%
 - Engineering – 8.5%
 - Buildings – 8.5%
 - Facility Fee – Baseline = \$780 per parcel (allocation per CIP & Debt)

Expenditure Assumptions (FY23/24 Baseline)

- **EXPENDITURES**

- Full-time Salaries and Wages – per Labor Agreements (MOU's)
 - COLA - 5.0%
- Part-Time/Seasonal
 - Hourly rates increased based on market requirements (\$12.00/hr. - \$18.00/hr.)
- Employee Fringe
 - Medical Insurance = 6.0% (Flat for Jul-Dec; assumes 12.0% increase Jan. – Jun.)
 - Dental and Vision = 5.0% Flat for Jul. – Dec.; assumes 10% increase Jan. – Jun.)
- Professional Services – Flat, unless multi-year contract with CPI inflator
 - (Review justifications listed)
- Services and Supplies – 3.0%
- Insurance – 7.0% over prior year Actual
- Utilities – 5.0% over prior 12 month actual (December – November)
 - Water & Sewer 11% over 12 month actual (December – November)
- Cost of Goods Sold – 5.0%



Baseline FY2023/24 Budget

**Review of Major Funds
Baseline FY2023/24 Budget
Preliminary Five-Year Forecasts**

Districtwide - FY2023/24 Baseline

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
SOURCES								
Ad Valorem Property Tax	1,706,172	1,760,049	1,873,949	2,008,289	2,088,600			
Consolidated Taxes	1,736,657	1,941,358	2,068,815	2,092,885	2,176,600			
Charges for Services	29,502,929	29,643,245	32,196,160	35,353,526	39,781,200			
Facility Fees	6,740,884	6,537,640	6,090,680	6,249,540	6,193,644			
Rents	-	-	-	12,100	12,100			
Intergovernmental - Operating Grants	52,244	95,294	70,963	139,875	139,875			
Interfund Services	2,867,876	2,629,169	2,867,119	3,826,605	4,131,400			
Central Services Revenue	1,367,400	-	-	-	-			
Non Operating Income/Leases	116,041	371,409	132,925	129,074	132,900			
Investment Earnings	885,434	107,275	(110,920)	105,948	105,948			
Capital Grants	1,637,399	88,505	47,927	25,535,000	-			
Proceeds from Capital Asset Dispositions	241,498	(216,463)	433,274	-	-			
Funded Capital Resources	-	-	2,172	-	-			
Transfers In	5,831,684	-	380,426	1,000,000	-			
TOTAL SOURCES	52,686,217	42,957,482	46,053,491	76,452,842	54,762,267			
USES								
Salaries and Wages	13,289,741	13,040,045	14,086,695	17,719,331	19,137,200			
Employee Fringe	4,902,940	5,057,955	5,202,243	7,218,710	7,755,820			
Total Personnel Cost	18,192,682	18,098,000	19,288,938	24,938,041	26,893,020			
Professional Services	902,836	1,129,315	564,930	702,800	602,800			
Services and Supplies	8,581,258	7,586,475	10,166,065	11,894,506	12,476,500			
Insurance	644,590	667,548	764,612	764,900	900,500			
Utilities	2,266,707	2,183,288	2,281,832	2,515,493	2,419,400			
Cost of Goods Sold	1,476,211	1,133,956	1,317,328	1,808,069	1,898,700			
Central Services Cost	1,367,400	-	-	-	-			
Other Uses	-	-	596,257	-	-			
Defensible Space	195,752	200,000	155,939	200,000	210,000			
Capital Improvements	7,064,611	6,594,946	6,024,216	44,748,400	25,363,000			
Debt Service	1,026,471	1,022,293	1,024,394	1,040,362	282,030			
Extraordinary	1,359,736	-	-	100,000	100,000			
Transfers Out	5,831,684	-	380,426	1,000,000	-			
TOTAL USES	48,909,937	38,615,820	42,564,938	89,712,570	71,145,950			
SOURCES(USES)	3,776,281	4,341,661	3,488,552	(13,259,728)	(16,383,683)			

FY2023/24 Baseline Budget Sources and Uses – By Major Fund

Sum of 2024 Baseline Budget	Gen Fund 100	Utilities 200	Comm. Svcs. 300	Beach 390	Int. Svc. 400	Grand Total
Row Labels	Account Description					
Revenue						
Ad Valorem	(2,088,600)					(2,088,600)
Consolidated Tax	(2,176,600)					(2,176,600)
Sales & Fees	(2,520)	(15,903,480)	(23,220,100)	(655,100)		(39,781,200)
Facility Fee			(2,643,576)	(3,550,068)		(6,193,644)
Operating Grants			(139,875)			(139,875)
Interfund		(240,500)	(129,100)		(3,761,800)	(4,131,400)
Misc. Rev.			(145,000)			(145,000)
Invest Inc.	(13,308)	(41,688)	(40,008)	(11,400)	456	(105,948)
Capital Grants			-			-
Revenue Total	(4,281,028)	(16,185,668)	(26,317,659)	(4,216,568)	(3,761,344)	(54,762,267)
Expense						
Wages	3,069,800	4,064,100	9,207,000	1,046,300	1,750,000	19,137,200
Benefits	1,548,280	2,036,840	3,017,470	270,160	883,070	7,755,820
Professional Services	411,475	117,050	41,425	17,850	15,000	602,800
Services & Supplies	1,206,600	3,613,400	5,761,200	897,300	998,000	12,476,500
Insurance	68,200	261,200	503,000	48,600	19,500	900,500
Utilities	108,800	902,000	1,285,800	113,100	9,700	2,419,400
Cost of Goods Sold			1,898,700			1,898,700
Central Services Cost	(2,033,229)	600,268	1,282,927	150,034		-
Defensible Space		105,000	105,000			210,000
Capital Expend.	195,000	14,589,000	5,294,500	5,272,500	12,000	25,363,000
Debt Service		282,030	-	-		282,030
Extraordinary	100,000					100,000
Transfers	-	-				-
Expense Total	4,674,926	26,570,888	28,397,022	7,815,844	3,687,270	71,145,950
Grand Total	393,898	10,385,220	2,079,363	3,599,276	(74,074)	16,383,683

FY2023/24 Baseline Budget Sources and Uses – By Sub-Fund

Sum of 2024 Baseline Budget	Gen Fund 100	Utilities 200	Golf-Champ 320	Golf - Mtn. 32	Facilities 330	Ski 340	Recreation 350	CS Admin 360	Parks 370	Tennis 380	Comm. Svcs. 300 Total	Beach 390	Fleet 410	Engineering 420	Bldgs. 430	Int. Svc. 400 Total	Grand Total
Revenue																	
Ad Valorem	(2,088,600)																(2,088,600)
Consolidated Tax	(2,176,600)																(2,176,600)
Sales & Fees	(2,520)	(15,903,480)	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)	(655,100)					(39,781,200)
Facility Fee			(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)	(3,550,068)					(6,193,644)
Operating Grants							(117,000)		(22,875)		(139,875)						(139,875)
Interfund		(240,500)				(16,500)			(112,600)				(1,588,100)	(1,105,400)	(1,068,300)	(3,761,800)	(4,131,400)
Misc. Rev.				(45,300)		(87,600)			(12,100)		(145,000)						(145,000)
Invest Inc.	(13,308)	(41,688)	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)	(11,400)	(108)	(216)	780	456	(105,948)
Capital Grants																	
Revenue Total	(4,281,028)	(16,185,668)	(4,444,852)	(1,359,852)	(2,563,120)	(14,527,824)	(1,742,020)	(646,548)	(817,195)	(216,248)	(26,317,659)	(4,216,568)	(1,588,208)	(1,105,616)	(1,067,520)	(3,761,344)	(54,762,267)
Expense																	
Wages	3,069,800	4,064,100	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000	1,046,300	697,000	684,200	368,800	1,750,000	19,137,200
Benefits	1,548,280	2,036,840	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470	270,160	368,830	313,790	200,450	883,070	7,755,820
Professional Services	411,475	117,050	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425	17,850	15,000			15,000	602,800
Services & Supplies	1,206,600	3,613,400	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200	897,300	481,600	64,600	451,800	998,000	12,476,500
Insurance	68,200	261,200	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000	48,600	6,900	5,200	7,400	19,500	900,500
Utilities	108,800	902,000	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800	113,100	1,700	3,300	4,700	9,700	2,419,400
Cost of Goods Sold			646,300	119,000	488,100	586,200	48,000			11,100	1,898,700						1,898,700
Central Services Cost	(2,033,229)	600,268	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927	150,034					-
Defensible Space		105,000									105,000						210,000
Capital Expend.	195,000	14,589,000	449,900	723,200	12,000	2,268,900	70,000	64,000	1,683,500	23,000	5,294,500	5,272,500	12,000			12,000	25,363,000
Debt Service		282,030															282,030
Extraordinary	100,000																100,000
Transfers																	
Expense Total	4,674,926	26,570,888	4,985,043	2,179,719	2,076,809	12,301,949	2,934,417	582,548	2,952,553	383,984	28,397,022	7,815,844	1,568,030	1,086,090	1,033,150	3,687,270	71,145,950
Grand Total	393,898	10,385,220	540,191	819,867	(486,311)	(2,225,875)	1,192,397	(64,000)	2,135,358	167,736	2,079,363	3,599,276	(20,178)	(19,526)	(34,370)	(74,074)	16,383,683

FY2023/24 Baseline Budget Net Income – By Major Fund

Sum of 2024 Baseline Budget	Utilities 200	Comm. Svcs. 300	Beach 390	Int. Svc. 400	Grand Total
Row Labels	Account Description				
Operating Income					
Sales & Fees	(15,903,480)	(23,220,100)	(655,100)		(39,778,680)
Facility Fee		(2,643,576)	(3,550,068)		(6,193,644)
Operating Grants		(139,875)			(139,875)
Interfund	(240,500)	(129,100)		(3,761,800)	(4,131,400)
Misc. Rev.		(12,100)			(12,100)
Operating Income Total	(16,143,980)	(26,144,751)	(4,205,168)	(3,761,800)	(50,255,699)
Operating Expense					
Wages	4,064,100	9,207,000	1,046,300	1,750,000	16,067,400
Benefits	2,036,840	3,017,470	270,160	883,070	6,207,540
Professional Services	117,050	41,425	17,850	15,000	191,325
Services & Supplies	3,613,400	5,761,200	897,300	998,000	11,269,900
Insurance	261,200	503,000	48,600	19,500	832,300
Utilities	902,000	1,285,800	113,100	9,700	2,310,600
Cost of Goods Sold		1,898,700			1,898,700
Central Services Cost	600,268	1,282,927	150,034		2,033,229
Defensible Space	105,000	105,000			210,000
Depreciation	3,125,700	2,708,400	297,000	7,200	6,138,300
Operating Expense Total	14,825,558	25,810,922	2,840,344	3,682,470	47,159,294
Non Operating Income					
Misc. Rev.		(132,900)			(132,900)
Invest Inc.	(41,688)	(40,008)	(11,400)	456	(92,640)
Capital Grants		-			-
Non Operating Income Total	(41,688)	(172,908)	(11,400)	456	(225,540)
Non Operating Expense					
Debt Service	52,593	-	-		52,593
Non Operating Expense Total	52,593	-	-		52,593
Transfers					
Transfers	-				-
Transfers Total	-				-
Grand Total	(1,307,517)	(506,737)	(1,376,224)	(78,874)	(3,269,352)

FY2023/24 Baseline Budget Net Income – By Sub-Fund

Sum of 2024 Baseline Budget	Utilities 200	Golf-Champ 320	Golf - Mtn. 32	Facilities 330	Ski 340	Recreation 350	CS Admin 360	Parks 370	Tennis 380	Comm. Svcs. 300 Total	Beach 390	Fleet 400 410	Engineering 420	Bldgs. 430	Int. Svc. 400 Total	Grand Total
Operating Income																
Sales & Fees	(15,903,480)	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)	(655,100)					(39,778,680)
Facility Fee		(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)	(3,550,068)					(6,193,644)
Operating Grants						(117,000)		(22,875)		(139,875)						(139,875)
Interfund	(240,500)				(16,500)			(112,600)		(129,100)		(1,588,100)	(1,105,400)	(1,068,300)	(3,761,800)	(4,131,400)
Misc. Rev.								(12,100)		(12,100)						(12,100)
Operating Income Total	(16,143,980)	(4,447,600)	(1,317,300)	(2,563,300)	(14,418,900)	(1,741,000)	(620,676)	(817,375)	(218,600)	(26,144,751)	(4,205,168)	(1,588,100)	(1,105,400)	(1,068,300)	(3,761,800)	(50,255,699)
Operating Expense																
Wages	4,064,100	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000	1,046,300	697,000	684,200	368,800	1,750,000	16,067,400
Benefits	2,036,840	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470	270,160	368,830	313,790	200,450	883,070	6,207,540
Professional Services	117,050	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425	17,850		15,000		15,000	191,325
Services & Supplies	3,613,400	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200	897,300	481,600	64,600	451,800	998,000	11,269,900
Insurance	261,200	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000	48,600	6,900	5,200	7,400	19,500	832,300
Utilities	902,000	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800	113,100	1,700	3,300	4,700	9,700	2,310,600
Cost of Goods Sold		646,300	119,000	488,100	586,200	48,000			11,100	1,898,700						1,898,700
Central Services Cost	600,268	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927	150,034					2,033,229
Defensible Space	105,000						105,000			105,000						210,000
Depreciation	3,125,700	552,000	157,100	118,000	1,251,500	279,500	18,100	263,300	68,900	2,708,400	297,000	5,700		1,500	7,200	6,138,300
Operating Expense Total	14,825,558	5,087,143	1,613,619	2,182,809	11,284,549	3,143,917	536,648	1,532,353	429,884	25,810,922	2,840,344	1,561,730	1,086,090	1,034,650	3,682,470	47,159,294
Non Operating Income																
Misc. Rev.			(45,300)		(87,600)					(132,900)						(132,900)
Invest Inc.	(41,688)	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)	(11,400)	(108)	(216)	780	456	(92,640)
Capital Grants																
Non Operating Income Total	(41,688)	2,748	(42,552)	180	(108,924)	(1,020)	(25,872)	180	2,352	(172,908)	(11,400)	(108)	(216)	780	456	(225,540)
Non Operating Expense																
Debt Service	52,593	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,593
Non Operating Expense Total	52,593	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,593
Transfers																
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grand Total	(1,307,517)	642,291	253,767	(380,311)	(3,243,275)	1,401,897	(109,900)	715,158	213,636	(506,737)	(1,376,224)	(26,478)	(19,526)	(32,870)	(78,874)	(3,269,352)

Baseline FY2023/24 Budget

General Fund

Service Levels

Baseline FY2023/24 Budget

Preliminary Five-Year Forecasts

Central Services Cost Allocation

General Fund

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

General Fund – FY2023/24 Baseline

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
SOURCES								
Ad Valorem Property Tax	1,706,172	1,760,049	1,873,949	2,008,289	2,088,600			
Consolidated Taxes	1,736,657	1,941,358	2,068,815	2,092,885	2,176,600			
Charges for Services	952	162	2	2,520	2,520			
Intergovernmental - Operating Grants	-	1,440	2,000	-	-			
Central Services Revenue	1,367,400	-	-	-	-			
Non Operating Income/Leases	-	251,712	1,402	-	-			
Investment Earnings	432,643	68,488	(16,517)	13,308	13,308			
Proceeds from Capital Asset Dispositions	(10,079)	-	-	-	-			
TOTAL SOURCES	5,233,745	4,023,209	3,929,652	4,117,002	4,281,028			
USES								
Salaries and Wages	1,976,630	2,047,726	2,233,788	2,842,293	3,069,800			
Employee Fringe	903,646	957,723	1,016,423	1,437,169	1,548,280			
Total Personnel Cost	2,880,277	3,005,449	3,250,212	4,279,462	4,618,080			
Professional Services	294,601	285,670	358,403	461,475	411,475			
Services and Supplies	472,959	440,793	956,070	1,124,356	1,206,600			
Insurance	48,241	51,394	55,100	57,900	68,200			
Utilities	103,758	109,363	111,204	117,212	108,800			
Central Services Cost	-	(1,335,748)	(1,538,807)	(1,319,400)	(2,033,229)			
Other Uses	-	-	596,257	-	-			
Capital Improvements	279,424	365,878	98,550	633,000	195,000			
Extraordinary	1,359,736	-	-	100,000	100,000			
Transfers Out	300,000	-	-	1,000,000	-			
TOTAL USES	5,738,995	2,922,799	3,886,988	6,454,005	4,674,926			
SOURCES(USES)	(505,250)	1,100,409	42,664	(2,337,003)	(393,898)			

General Fund Baseline Five-year Forecast

	Actuals			Final Budget	Baseline Budget	Forecast			
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Beginning Fund Balance	\$ 3,765,586	\$ 4,630,149	\$ 5,730,560	\$ 5,773,224	\$ 3,436,221	\$ 3,042,323	\$ 2,545,202	\$ 2,214,188	\$ 1,738,807
SOURCES									
Ad Valorem Property Tax	\$ 1,706,170	\$ 1,760,049	\$ 1,873,949	\$ 2,008,289	\$ 2,088,600	\$ 2,172,144	\$ 2,259,030	\$ 2,349,391	\$ 2,443,367
Consolidated Taxes	1,736,657	1,941,358	2,068,816	2,092,885	2,176,600	2,263,664	2,354,211	2,448,379	2,546,314
Charges for Services		162	2	2,520	2,520	2,520	2,520	2,520	2,520
Central Services Revenue									
Intergovernmental- Operating Grants		1,440	2,000						
Non Operating Income/Leases									
Investment Earnings	432,643	68,488	(16,517)	13,308	13,308	13,308	13,308	13,308	13,308
Miscellaneous	952	251,713	1,402						
TOTAL SOURCES	\$ 3,876,422	\$ 4,023,210	\$ 3,929,652	\$ 4,117,002	\$ 4,281,028	\$ 4,451,636	\$ 4,629,068	\$ 4,813,598	\$ 5,005,509
USES									
Salaries and Wages	1,976,631	\$ 2,047,726	\$ 2,233,788	\$ 2,842,293	\$ 3,069,800	\$ 3,192,592	\$ 3,320,296	\$ 3,453,108	\$ 3,591,232
Employee Fringe	903,646	957,723	1,016,423	1,437,169	1,548,280	1,703,108	1,873,419	2,060,761	2,266,837
Total Personnel Cost	2,880,277	3,005,449	3,250,211	4,279,462	4,618,080	4,895,700	5,193,714	5,513,868	5,858,069
Professional Services	294,601	285,670	358,403	461,475	411,475	411,475	411,475	411,475	411,475
Services and Supplies	472,960	440,793	956,070	1,124,356	1,206,600	1,223,148	1,259,842	1,297,638	1,336,567
Insurance	48,240	51,394	55,100	57,900	68,200	70,928	73,765	76,716	79,784
Utilities	103,757	109,363	111,204	117,212	108,800	112,064	115,426	118,889	122,455
Cost of Goods Sold									
Central Services Cost									
Other Uses			596,257						
Capital Improvements	279,424	365,878	98,550	633,000	195,000	350,000	105,000	157,500	30,000
Central Services Off-set	(1,367,400)	(1,335,748)	(1,538,807)	(1,319,400)	(2,033,229)	(2,114,558)	(2,199,140)	(2,287,106)	(2,378,590)
Contingency				100,000	100,000				
Transfers (Out)	300,000			1,000,000					
TOTAL USES	3,011,859	\$ 2,922,799	\$ 3,886,988	\$ 6,454,005	\$ 4,674,926	\$ 4,948,757	\$ 4,960,082	\$ 5,288,979	\$ 5,459,760
SOURCES(USES)	864,563	\$ 1,100,411	\$ 42,664	\$ (2,337,003)	\$ (393,898)	\$ (497,121)	\$ (331,014)	\$ (475,381)	\$ (454,251)
Ending Fund Balance	4,630,149	\$ 5,730,560	\$ 5,773,224	\$ 3,436,221	\$ 3,042,323	\$ 2,545,202	\$ 2,214,188	\$ 1,738,807	\$ 1,284,556
Restricted	1,359,737	\$ 1,942,195	\$ 679,869	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unrestricted	3,270,412	\$ 3,788,365	\$ 5,093,356	\$ 3,436,221	\$ 3,042,323	\$ 2,545,202	\$ 2,214,188	\$ 1,738,807	\$ 1,284,556
Reserve Policy Level (15% of Expenses)	155,057	160,928	157,186	968,101	701,239	742,314	744,012	793,347	818,964
Excess/Available Fund Balance	3,115,355	3,627,437	4,936,169	2,468,120	2,341,084	1,802,889	1,470,176	945,460	465,592

FY2023/24 Baseline: Central Services Overhead Allocation

Incline Village General Improvement District
Central Services Cost Allocation Plan
For the Fiscal Year Ending June 30, 2024
BASELINE - January 2023

	General	UTILITY	Championship Golf	Mountain Golf	Facilities	Ski	Recreation Center	Parks	Tennis	Comm. Services Admin	Beach	Internal Services	Total District
Base Cost													
Budgeted FTE by Fund Allocation	26.9 9.88%	40.2 14.77%	31.1 11.41%	11.6 4.26%	9.2 3.37%	76.9 28.25%	22.7 8.34%	8.4 3.07%	2.2 0.81%	3.8 1.39%	24.0 8.80%	15.4 5.65%	272.4 100%
Budgeted Wages by Fund Allocation	\$ 3,163,200 16.07%	\$ 4,187,300 21.78%	\$ 1,701,700 8.65%	\$ 554,500 2.82%	\$ 583,900 2.97%	\$ 4,390,600 22.00%	\$ 1,445,900 7.35%	\$ 461,300 2.34%	\$ 145,700 0.74%	\$ 230,600 1.17%	\$ 1,072,900 5.45%	\$ 1,803,400 9.16%	\$ 19,681,000 100%
Budgeted Benefits by Fund Allocation	\$ 1,546,280 10.94%	\$ 2,036,840 26.27%	\$ 492,820 6.36%	\$ 174,920 2.29%	\$ 267,140 3.45%	\$ 1,435,620 18.52%	\$ 401,380 5.18%	\$ 124,770 1.61%	\$ 34,380 0.44%	\$ 86,440 1.11%	\$ 270,160 3.48%	\$ 883,070 11.39%	\$ 7,753,820 100%
Budgeted Services & Supplies by Fund Allocation	\$ 1,842,375 10.02%	\$ 4,943,650 26.87%	\$ 2,127,580 11.57%	\$ 656,870 3.57%	\$ 1,114,970 6.06%	\$ 3,821,700 20.78%	\$ 900,750 4.90%	\$ 622,770 3.39%	\$ 164,885 0.90%	\$ 80,600 0.44%	\$ 1,076,850 5.85%	\$ 1,042,000 5.66%	\$ 18,395,000 100%
Budgeted Accounting - Invest. Int.	\$ 1,450,880												
Percentage of Costs Allocated	80%												
Allocation based on Services & Supplies	116,252	311,939	134,248	41,448	70,353	241,145	56,836	30,296	10,404	5,086	67,948	65,749	\$ 1,160,704
Blended Allocation	15%	21%	9%	3%	3%	23%	7%	2%	1%	1%	6%	9%	100%
Budgeted Human Resources	\$ 1,097,950												
HR + 20% Accounting	\$ 1,318,126												
Based on Wages, Benefits & FTE	212,341	288,330	122,195	43,182	45,246	318,184	96,551	32,517	9,215	17,022	82,086	121,258	\$ 1,388,126
Central Services Cost Allocation	\$ 515,600	\$ 600,268	\$ 256,443	\$ 84,629	\$ 115,599	\$ 559,329	\$ 153,387	\$ 71,813	\$ 19,619	\$ 22,108	\$ 150,034		\$ 2,548,830
Annual Billing for Adopted Budget		\$ 600,268	\$ 256,443	\$ 84,629	\$ 115,599	\$ 559,329	\$ 153,387	\$ 71,813	\$ 19,619	\$ 22,108	\$ 150,034		\$ 2,693,230
Baseline budget													\$ 45,629,820
Overhead Rate for Charging vs Actual		5.4%	5.9%	6.1%	5.9%	5.8%	5.6%	5.9%	5.7%	5.6%	6.2%		6.2%

Baseline FY2023/24 Budget

Utility Fund

Service Levels

Baseline FY2023/24 Budget

Baseline CIP

Preliminary Five-Year Forecasts

Utility Fund

- Service Levels and Metrics

- Budget Considerations
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 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

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Utility Fund – FY2023/24 Baseline Budget

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
OPERATING INCOME								
Charges for Services	12,396,967	12,711,165	12,885,588	14,289,893	15,903,480			
Intergovernmental - Operating Grants	-	39,857	22,138	-	-			
Interfund Services	167,499	119,895	122,384	236,500	240,500			
TOTAL OPERATING INCOME	12,564,466	12,870,918	13,030,110	14,526,393	16,143,980			
OPERATING EXPENSE								
Salaries and Wages	2,869,748	2,844,275	2,878,173	3,762,672	4,064,100			
Employee Fringe	1,281,735	1,357,142	1,332,264	1,891,008	2,036,840			
Total Personnel Cost	4,151,482	4,201,417	4,210,438	5,653,680	6,100,940			
Professional Services	221,815	227,259	175,021	167,050	117,050			
Services and Supplies	2,110,209	2,030,188	2,971,167	3,733,100	3,613,400			
Insurance	185,410	197,331	211,382	221,900	261,200			
Utilities	894,515	815,167	931,759	958,691	902,000			
Cost of Goods Sold	4,815	7,125	10,212	-	-			
Central Services Cost	353,700	356,440	445,092	-	600,268			
Defensible Space	97,876	100,000	77,969	100,000	105,000			
Depreciation	3,367,362	3,264,581	3,285,127	3,188,160	3,125,700			
TOTAL OPERATING EXPENSE	11,387,184	11,199,509	12,318,166	14,022,581	14,825,558			
NET INCOME (EXPENSE)	1,177,282	1,671,409	711,943	503,812	1,318,422			
NON OPERATING INCOME								
Non Operating Income/Leases	-	-	500	-	-			
Investment Earnings	298,225	33,681	(57,287)	41,688	41,688			
Proceeds from Capital Asset Dispositions	(19,184)	(153,379)	9,096	-	-			
TOTAL NON OPERATING INCOME	279,041	(119,699)	(47,690)	41,688	41,688			
NON OPERATING EXPENSE								
Debt Service Interest	111,838	96,914	81,563	73,728	52,593			
TOTAL NON OPERATING EXPENSE	111,838	96,914	81,563	73,728	52,593			
INCOME(EXPENSE) BEFORE TRANSFERS	1,344,484	1,454,797	582,690	471,772	1,307,517			
TRANSFERS								
Transfers In	45,000	-	-	1,000,000	-			
Transfers Out	-	-	-	-	-			
TOTAL TRANSFERS	45,000	-	-	1,000,000	-			
CHANGE IN NET POSITION	1,389,484	1,454,797	582,690	1,471,772	1,307,517			

Utility Fund – FY2023/24 Baseline Budget

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
SOURCES								
Charges for Services	12,396,967	12,711,165	12,885,588	14,289,893	15,903,480			
Intergovernmental - Operating Grants	-	39,857	22,138	-	-			
Interfund Services	167,499	119,895	122,384	236,500	240,500			
Non Operating Income/Leases	-	-	500	-	-			
Investment Earnings	298,225	33,681	(57,287)	41,688	41,688			
Proceeds from Capital Asset Dispositions	(19,184)	(153,379)	9,096	-	-			
Transfers In	45,000	-	-	1,000,000	-			
TOTAL SOURCES	12,888,507	12,751,219	12,982,419	15,568,081	16,185,668			
USES								
Salaries and Wages	2,869,748	2,844,275	2,878,173	3,762,672	4,064,100			
Employee Fringe	1,281,735	1,357,142	1,332,264	1,891,008	2,036,840			
Total Personnel Cost	4,151,482	4,201,417	4,210,438	5,653,680	6,100,940			
Professional Services	221,815	227,259	175,021	167,050	117,050			
Services and Supplies	2,110,209	2,030,188	2,971,167	3,733,100	3,613,400			
Insurance	185,410	197,331	211,382	221,900	261,200			
Utilities	894,515	815,167	931,759	958,691	902,000			
Cost of Goods Sold	4,815	7,125	10,212	-	-			
Central Services Cost	353,700	356,440	445,092	-	600,268			
Defensible Space	97,876	100,000	77,969	100,000	105,000			
Capital Improvements	1,644,147	3,053,119	715,805	15,588,700	14,589,000			
Debt Service	635,827	635,620	635,405	643,135	282,030			
Transfers Out	-	-	-	-	-			
TOTAL USES	10,299,797	11,623,667	10,384,249	27,066,256	26,570,888			
SOURCES(USES)	2,588,710	1,127,552	2,598,171	(11,498,175)	(10,385,220)			



Ten-Year Capital Improvement Project Summary Report

Run Date: 2/6/23

Department Description	Q	Project #	Project Title	Approved FY 2023	Approved FY 2024	Approved FY 2025	Approved FY 2026	Approved FY 2027	Planned FY 2028	Approved 5-YR Total
Utilities										
Public Works Shared		20978D1702	Replace Public Works Front Security Gate					79,320		79,320
		20978D2301	Building 6 Replacement							-
		2097U1701	Pavement Maintenance, Reservoir 3-1 WPS 4-2/5-1	90,000						-
		20970O2101	Public Works Billing Software Replacement	-	200,000	-				200,000
		20970E1205	Large Format Printer Replacement		-		29,000			29,000
		Rolling Stock	Fleet / Vehicle Replacement - PW Shared	53,700	198,000	428,000	741,700	901,000	31,000	2,298,700
		Total		143,700	398,000	428,000	770,700	960,320	31,000	2,608,000
Water		2299011702	Water Pump Station 2-1 Improvements	-	320,000					320,000
		2299WS1705	Watermain Replacement - Crystal Peak Road	1,500,000						-
		2299WS1802	Watermain Replacement - Alder Avenue	65,000	535,000					535,000
		2299WS1803	Watermain Replacement - Future		65,000	600,000	600,000	600,000	600,000	2,465,000
		2299WS1804	R6-1 Tank Road Construction			125,000				125,000
		2299011102	Water Pumping Station Improvements	50,000	50,000	50,000	50,000	70,000		220,000
		2299011401	Burnt Color Water Disinfection Plant Improvements	25,000	25,000	150,000	1,500,000			1,675,000
		2299CO2101	SCADA Management Servers/Network - BCDP			70,000				70,000
		2299CO2203	LIMS Software	55,000						-
		2299X2205	R2-1 Reservoir Roof Replacement					300,000		300,000
		2299X2206	R-2 Interior Tank Rehabilitation				120,000			120,000
		Rolling Stock	Fleet / Vehicle Replacement - Water	-	31,000	-	-	-	-	31,000
		Total		1,695,000	1,026,000	965,000	2,270,000	970,000	600,000	5,861,000
Sewer		2524S1010	Effluent Pipeline Project	10,000,000	10,000,000	10,000,000	10,000,000			30,000,000
		2599S2010	Effluent Pond Lining	3,000,000	2,250,000					2,250,000
		2599011703	Sewer Pump Station #1 Improvements	500,000						-
		2599S1702	WRRF Biosolids Bins				100,000			100,000
		2599S2107	Update Camera Equipment							-
		2599011105	Roof Replacement Water Resource Recovery Facility		325,000	-				325,000
		2599011104	Sewer Pumping Station Improvements	50,000	50,000	50,000	200,000	70,000		370,000
		2599011701	Sewer Pumping Station 14 Improvements		-	115,000	300,000			415,000
		2599S1102	Water Resource Recovery Facility Improvements	100,000	175,000	475,000	400,000	175,000	175,000	1,400,000
		2599S1103	Wetlands Effluent Disposal Facility Improvements	100,000	100,000	50,000	50,000	200,000		400,000
		2599S1203	Sewer Main Rehabilitation		100,000	100,000	500,000	300,000		1,000,000
		2599CO2105	SCADA Management Servers/Network - WRRF				70,000			70,000
		2599X2209	SPS#1 Pump Station & Generator Bldg Roof Replacement				255,000			255,000
		Rolling Stock	Fleet / Vehicle Replacement - Sewer	-	85,000	-	-	-	-	85,000
		Total		13,750,000	13,085,000	10,790,000	11,875,000	745,000	175,000	35,670,000
		<input type="checkbox"/>	Total Utilities	15,988,700	14,506,000	12,213,000	14,915,700	2,465,320	806,000	45,139,000

Utility Fund Five-Year Forecast

Pending Utility Rate Study /
Financing Plan

	Actuals	Actual	Actual	Final Budget	Baseline Budget	Forecast			
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Unrestricted Net Position	\$ 12,442,309	\$ 15,137,933	\$ 16,409,938	\$ 19,008,108	\$ 1,622,138	\$ 7,074,090	\$ 8,921,934	\$ 10,099,020	\$ 11,521,843
SOURCES									
Charges for Services	\$ 12,396,967	\$ 12,505,849	\$ 12,885,588	\$ 13,951,893	\$ 15,529,680	\$ 17,275,187	\$ 19,091,487	\$ 20,156,618	\$ 21,285,388
Franchise Fees		325,211	22,138	338,000	373,800	388,752	404,302	420,474	437,293
Intergovernmental - Operating Grants		39,857							
Interfund Services	167,499		122,384	236,500	240,500	240,500	240,500	240,500	240,500
Investment Earnings	298,225	33,681	(57,287)	41,688	41,688	41,688	41,688	41,688	41,688
No-Operating Leases			500						
Bond Proceeds					10,800,000	12,200,000	13,000,000		
Proceeds from Capital Asset Dispositions	(22,322)		9,096						
Funded Capital Resources	45,000				5,040,750				
Transfer (IN)				1,000,000					
TOTAL SOURCES	\$ 12,885,369	\$ 12,904,598	\$ 12,982,419	\$ 15,568,081	\$ 32,026,418	\$ 30,146,127	\$ 32,777,977	\$ 20,859,280	\$ 22,004,869
USES									
Salaries and Wages	\$ 2,869,747	\$ 2,844,275	\$ 2,878,173	\$ 3,762,672	\$ 4,064,100	\$ 4,226,664	\$ 4,395,731	\$ 4,571,560	\$ 4,754,422
Employee Fringe	1,281,734	1,357,142	1,332,264	1,891,008	2,036,840	2,199,787	2,375,770	2,565,832	2,771,098
Total Personnel Cost	4,151,481	4,201,417	4,210,437	5,653,680	6,100,940	6,426,451	6,771,501	7,137,392	7,525,521
Professional Services	221,815	227,259	175,021	167,050	117,050	122,903	129,048	135,500	142,275
Services and Supplies	2,107,062	2,030,189	2,971,167	3,733,100	3,613,400	3,848,900	3,828,900	3,901,400	3,394,400
Insurance	185,410	197,331	211,382	221,900	261,200	269,036	277,107	285,420	293,983
Utilities	894,515	815,167	931,759	958,691	902,000	938,080	975,603	1,014,627	1,055,212
Cost of Goods Sold	4,814	7,125	10,212						
Central Services Cost	353,700	356,440	445,092		603,846	628,000	653,120	679,245	706,414
Defensible Space	97,876	100,000	77,969	100,000	105,000	105,000	105,000	105,000	105,000
Capital Improvements	1,529,939	3,053,120	715,805	15,588,700	14,589,000	12,213,000	15,113,700	2,695,320	853,000
Carry-Forward				5,887,795					
Debt Service	643,133	644,545	635,405	643,135	282,030	3,746,913	3,746,913	3,482,552	3,482,552
TOTAL USES	\$ 10,189,745	\$ 11,632,593	\$ 10,384,249	\$ 32,954,051	\$ 26,574,466	\$ 28,298,263	\$ 31,600,891	\$ 19,436,456	\$ 17,558,357
SOURCES(USES)	\$ 2,695,624	\$ 1,272,005	\$ 2,598,170	\$ (17,385,970)	\$ 5,451,952	\$ 1,847,844	\$ 1,177,085	\$ 1,422,824	\$ 4,446,512
Unrestricted Net Position	15,137,933	16,409,938	19,008,108	1,622,138	7,074,090	8,921,934	10,099,020	11,521,843	15,968,355
Restricted by Third Party		324,306							
Board "Reservation"	9,656,890	14,213,435	13,882,435						
Operating Reserve Policy Level (25%)	2,004,168	1,983,732	2,258,260	4,180,554	2,925,859	3,084,592	3,185,070	3,314,646	3,305,701
Excess/Available Unrestricted Net Position	3,476,875	212,771	2,867,413	(2,558,416)	4,148,231	5,837,342	6,913,950	8,207,197	12,662,654
Capital Reserve (1 year of 3 year Avg Depreciation)				3,188,160	3,125,700	3,552,935	3,889,760	4,222,808	4,222,809
Debt Reserve (1 Year Debt Service)				643,135	282,030	3,614,733	3,614,733	3,614,733	3,614,733
Total Reserve Policy Requirement				8,011,849	6,333,589	10,252,260	10,689,563	11,152,187	11,143,243
Excess/Available Fund Balance				(6,389,711)	740,501	(1,330,326)	(590,543)	369,656	4,825,112

Baseline FY2023/24 Budget

COMMUNITY SERVICES FUND

Baseline FY2023/24 Budget

Preliminary Five-Year Forecasts

Venue Discussions

Service Levels

Baseline FY2023/24 Budget

Baseline CIP

Community Services Fund – Net Income

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
OPERATING INCOME								
Charges for Services	15,485,428	16,092,512	18,560,447	20,437,223	23,220,100			
Facility Fees	5,774,067	1,735,612	830,977	3,692,700	2,643,576			
Rents	-	-	-	12,100	139,875			
Intergovernmental - Operating Grants	52,244	53,997	46,825	139,875	129,100			
Interfund Services	76,558	91,769	149,813	123,002	12,100			
TOTAL OPERATING INCOME	21,388,297	17,973,890	19,588,062	24,404,900	26,144,751			
OPERATING EXPENSE								
Salaries and Wages	6,314,053	6,159,583	6,902,641	8,525,014	9,207,000			
Employee Fringe	1,883,703	1,942,752	2,134,510	2,819,953	3,017,470			
Total Personnel Cost	8,197,756	8,102,335	9,037,151	11,344,967	12,224,470			
Professional Services	380,719	35,770	26,689	41,425	41,425			
Services and Supplies	4,802,036	3,625,079	4,941,073	5,485,729	5,761,200			
Insurance	367,719	367,254	442,932	427,200	503,000			
Utilities	1,125,630	1,129,611	1,125,484	1,300,863	1,285,800			
Cost of Goods Sold	1,376,274	1,046,170	1,305,464	1,808,069	1,898,700			
Central Services Cost	903,200	882,970	999,760	1,178,206	1,282,927			
Defensible Space	97,876	100,000	77,970	100,000	105,000			
Depreciation	2,938,157	2,916,601	2,960,294	2,711,592	2,708,400			
TOTAL OPERATING EXPENSE	20,189,368	18,205,789	20,916,816	24,398,051	25,810,922			
NET INCOME (EXPENSE)	1,198,929	(231,899)	(1,328,754)	6,849	333,829			
NON OPERATING INCOME								
Other Sources	-	-	2,172	-	-			
Non Operating Leases	116,041	119,697	176,871	129,074	132,900			
Investment Earnings	126,143	4,472	(62,788)	40,008	40,008			
Capital Grants	-	-	47,927	25,535,000	-			
Proceeds from Capital Asset Dispositions	270,761	(28,518)	424,177	-	-			
TOTAL NON OPERATING INCOME	512,945	95,650	588,359	25,704,082	172,908			
NON OPERATING EXPENSE								
Debt Service Interest	-	(2,728)	10,848	6,157	-			
Amortization	-	3,358	1,679	-	-			
TOTAL NON OPERATING EXPENSE	-	630	12,527	6,157	-			
INCOME(EXPENSE) BEFORE TRANSFERS	1,711,874	(136,878)	(752,921)	25,704,774	506,737			
TRANSFERS								
Transfers In	241,875	-	380,426	-	-			
Transfers Out	5,443,385	-	380,426	-	-			
TOTAL TRANSFERS	(5,201,510)	-	-	-	-			
CHANGE IN NET POSITION	(3,489,636)	(136,878)	(753,414)	25,704,774	506,737			

Community Services Fund – Sources and Uses

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
SOURCES								
Charges for Services	15,485,428	16,092,512	18,560,447	20,437,223	23,220,100			
Facility Fees	5,774,067	1,735,612	830,977	3,692,700	2,643,576			
Rents	-	-	-	12,100	12,100			
Intergovernmental - Operating Grants	52,244	53,997	46,825	139,875	139,875			
Interfund Services	76,558	91,769	149,813	123,002	129,100			
Non Operating Leases	116,041	119,697	176,871	129,074	132,900			
Investment Earnings	126,143	4,472	(62,788)	40,008	40,008			
Capital Grants	-	-	47,927	25,535,000	-			
Other Sources	-	-	2,172	-	-			
Proceeds from Capital Asset Dispositions	270,761	(28,518)	424,177	-	-			
Funded Capital Resources	-	-	2,172	-	-			
Transfers In	241,875	-	380,426	-	-			
TOTAL SOURCES	22,143,117	18,069,541	20,559,019	50,108,982	26,317,659			
USES								
Salaries and Wages	6,314,053	6,159,583	6,902,641	8,525,014	9,207,000			
Employee Fringe	1,883,703	1,942,752	2,134,510	2,819,953	3,017,470			
Total Personnel Cost	8,197,756	8,102,335	9,037,151	11,344,967	12,224,470			
Professional Services	380,719	35,770	26,689	41,425	41,425			
Services and Supplies	4,802,036	3,625,079	4,941,073	5,485,729	5,761,200			
Insurance	367,719	367,254	442,932	427,200	503,000			
Utilities	1,125,630	1,129,611	1,125,484	1,300,863	1,285,800			
Cost of Goods Sold	1,376,274	1,046,170	1,305,464	1,808,069	1,898,700			
Central Services Cost	903,200	882,970	999,760	1,178,206	1,282,927			
Defensible Space	97,876	100,000	77,970	100,000	105,000			
Capital Improvements	-	-	1,993,406	28,041,700	5,294,500			
Debt Service	-	(2,728)	382,762	390,862	-			
Transfers Out	5,443,385	-	380,426	-	-			
TOTAL USES	22,694,596	15,286,460	20,713,116	50,119,021	28,397,022			
SOURCES(USES)	(551,479)	2,783,081	(154,097)	(10,039)	(2,079,363)			

Community Services Fund Five-Year Forecast

	Actuals	Actual	Actual	Final Budget	Baseline Budget	Forecast			
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Beginning Fund Balance	\$ 13,333,953	\$ 15,280,913	15,890,932	15,736,833	12,651,081	10,571,718	6,691,980	4,397,127	6,330,091
SOURCES									
Charges for Services	\$ 15,485,428	\$ 16,092,512	\$ 18,560,447	\$ 20,437,223	\$ 23,220,100	\$ 23,916,703	\$ 24,634,204	\$ 25,373,230	\$ 26,134,427
Facility Fees - Operating	2,041,702	1,735,612	420,827						
Facility Fees - Capital	3,322,215	536,571	-						
Facility Fees - Debt	410,150	412,748	410,150						
Facility Fees	5,774,067	2,684,931	830,977	3,692,700	2,643,576	3,692,700	3,692,700	3,692,700	3,692,700
Rents			4,342		12,100	12,100	12,100	12,100	12,100
Intergovernmental - Operating Grants	1,689,644	53,997	46,825	141,174	139,875	139,875	139,875	139,875	139,875
Interfund Services	76,558	91,769	149,813	123,002	129,100	129,100	129,100	129,100	129,100
Non Operating Leases	116,042	119,697	176,871	139,875	132,900	132,900	132,900	132,900	132,900
Investment Earnings	128,143	4,471	(62,789)	40,008	40,008	40,008	40,008	40,008	40,008
Capital Grant		88,505	47,927	25,535,000	-				
Proceeds from Capital Asset Dispositions	288,187	53,750	424,178						
Transfers (IN)	241,875		380,426						1
TOTAL SOURCES	\$ 23,797,944	\$ 19,189,632	\$ 20,559,017	\$ 50,106,982	\$ 26,317,659	\$ 28,063,386	\$ 28,780,887	\$ 29,519,913	\$ 30,281,111
USES									
Salaries and Wages		\$ 6,159,583	\$ 6,902,641	\$ 8,525,014	\$ 9,207,000	\$ 9,575,280	\$ 9,958,291	\$ 10,356,623	\$ 10,770,888
Employee Fringe		1,942,751	2,134,510	2,819,953	3,017,470	3,107,994	3,201,234	3,297,271	3,396,189
Total Personnel Cost		8,102,334	9,037,151	11,344,967	12,224,470	12,683,274	13,159,525	13,653,894	14,167,077
Professional Services		388,925	26,689	41,425	41,425	41,425	41,425	41,425	41,425
Services and Supplies		4,016,395	4,941,073	5,485,729	5,761,200	5,900,091	6,137,369	6,612,580	6,581,147
Insurance		367,254	442,932	427,200	503,000	518,090	533,633	549,642	566,131
Utilities		1,129,611	1,125,484	1,300,863	1,285,800	1,285,800	1,285,800	1,285,800	1,285,800
Cost of Goods Sold		1,046,171	1,305,464	1,808,069	1,898,700	1,898,700	1,898,700	1,898,700	1,898,700
Central Services Cost		882,970	999,759	1,178,206	1,282,927	1,334,244	1,387,614	1,443,118	1,500,843
Defensible Space		100,000	77,970	100,000	105,000	105,000	105,000	105,000	105,000
Transfers (OUT)			380,426						
Capital Improvements	5,059,031	2,165,510	1,993,406	28,041,700	5,294,500	8,176,500	6,526,675	1,996,790	4,570,165
Carry-Forward				3,075,713					
Debt Service	384,354	380,443	382,762	390,882					
TOTAL USES	\$ 21,989,489	\$ 18,579,613	\$ 20,713,116	\$ 53,194,734	\$ 28,397,022	\$ 31,943,124	\$ 31,075,740	\$ 27,586,949	\$ 30,716,288
SOURCES(USES)	\$ 1,808,455	\$ 610,019	\$ (154,099)	\$ (3,085,752)	\$ (2,079,363)	\$ (3,879,738)	\$ (2,294,853)	\$ 1,932,965	\$ (435,177)
Prior Year Adjustments	139,505								
Ending Fund Balance	\$ 15,280,913	\$ 15,890,932	\$ 15,736,833	\$ 12,651,081	\$ 10,571,718	\$ 6,691,980	\$ 4,397,127	\$ 6,330,091	\$ 5,894,914
Operating Reserve Policy Level (25%)	4,136,526	4,008,415	4,584,237	6,190,543	5,775,631	5,941,656	6,137,266	6,397,540	6,536,531
Excess/Available Fund Balance	11,144,387	11,882,517	11,152,596	6,460,538	4,796,088	750,324	(1,740,140)	(67,449)	(641,617)
Capital Reserve (1 year of 3 year Avg Depreciation)				2,785,000	2,785,000	2,785,000	2,785,000	2,785,000	2,785,001
Total Reserve Policy Requirement				8,975,543	8,560,631	8,726,656	8,922,266	9,182,540	9,321,532
Excess/Available Fund Balance				3,675,538	2,011,088	(2,034,676)	(4,525,140)	(2,852,449)	(3,426,618)

Community Services Fund

Sources and Uses – By Sub-Fund

Sum of 2024 Baseline Budget	Golf-Champ	Golf - Mtn.	Facilities	Ski	Recreation	CS Admin	Parks	Tennis	Comm. Svcs.
	320	32	330	340	350	360	370	380	300 Total
Row Labels	Account Description								
Revenue									
Ad Valorem									
Consolidated Tax									
Sales & Fees	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)
Facility Fee	(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)
Operating Grants					(117,000)		(22,875)		(139,875)
Interfund				(16,500)			(112,600)		(129,100)
Misc. Rev.		(45,300)		(87,600)			(12,100)		(145,000)
4503							(12,100)		(12,100)
4705		(45,300)		(87,600)					(132,900)
Operating Contributions									
Non-Operating Lease Income		(45,300)		(87,600)					(132,900)
Invest Inc.	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)
Capital Grants					-		-		-
Revenue Total	(4,444,852)	(1,359,852)	(2,563,120)	(14,527,824)	(1,742,020)	(646,548)	(817,195)	(216,248)	(26,317,659)
Expense									
Wages	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000
Benefits	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470
Professional Services	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425
Services & Supplies	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200
Insurance	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000
Utilities	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800
Cost of Goods Sold	646,300	119,000	488,100	586,200	48,000			11,100	1,898,700
Central Services Cost	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927
Defensible Space						105,000			105,000
Capital Expend.	449,900	723,200	12,000	2,268,900	70,000	64,000	1,683,500	23,000	5,294,500
Debt Service	-	-	-	-	-	-	-	-	-
Extraordinary									
Transfers									
Expense Total	4,985,043	2,179,719	2,076,809	12,301,949	2,934,417	582,548	2,952,553	383,984	28,397,022
Grand Total	540,191	819,867	(486,311)	(2,225,875)	1,192,397	(64,000)	2,135,358	167,736	2,079,363

Community Services Fund Sources and Uses – By Sub-Fund

Sum of 2024 Baseline Budget	Golf-Champ 300	Golf - Mtn.	Facilities 330	Ski 340	Recreation 350	CS Admin 360	Parks 370	Tennis 380	Comm. Svcs. 300 Total
Sub Fund Dept. 31	320	32	330	340	350	360	370	380	300 Total
Revenue									
Ad Valorem									
Consolidated Tax									
Sales & Fees	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)
Facility Fee									-
Operating Grants					(117,000)		(22,875)		(139,875)
Interfund				(16,500)			(112,600)		(129,100)
Misc. Rev.		(45,300)		(87,600)			(12,100)		(145,000)
Invest Inc.	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)
Capital Grants					-		-		-
Revenue Total	(3,994,952)	(1,127,852)	(2,551,120)	(14,181,924)	(1,672,020)	260,728	(213,695)	(193,248)	(23,674,083)
Expense									
Wages	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000
Benefits	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470
Professional Services	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425
Services & Supplies	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200
Insurance	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000
Utilities	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800
Cost of Goods Sold	646,300	119,000	488,100	586,200	48,000			11,100	1,898,700
Central Services Cost	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927
Defensible Space						105,000			105,000
Capital Expend.	449,900	723,200	12,000	2,268,900	70,000	64,000	1,683,500	23,000	5,294,500
Debt Service	-	-	-	-	-	-	-	-	-
Extraordinary									-
Transfers									-
Expense Total	4,985,043	2,179,719	2,076,809	12,301,949	2,934,417	582,548	2,952,553	383,984	28,397,022
Grand Total	990,091	1,051,867	(474,311)	(1,879,975)	1,262,397	843,276	2,738,858	190,736	4,722,939
Facility Fee	(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)
	540,191	819,867	(486,311)	(2,225,875)	1,192,397	(64,000)	2,135,358	167,736	2,079,363

Community Services Fund Net Income – By Sub-Fund

Sum of 2024 Baseline Budget	Golf-Champ	Golf- Mtn.	Facilities	Ski	Recreation	CS Admin	Parks	Tennis	Comm Svcs.
	320		330	340	350	360	370	380	300 Total
Row Labels	31	32							
Account Description									
Operating Income									
Sales & Fees	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)
Facility Fee	(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)
Operating Grants					(117,000)		(22,875)		(139,875)
Interfund				(16,500)			(112,600)		(129,100)
Misc. Rev.							(12,100)		(12,100)
Operating Income Total	(4,447,600)	(1,317,300)	(2,563,300)	(14,418,900)	(1,741,000)	(620,676)	(817,375)	(218,600)	(26,144,751)
Operating Expense									
Wages	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000
Benefits	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470
Professional Services	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425
Services & Supplies	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200
Insurance	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000
Utilities	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800
Cost of Goods Sold	646,300	119,000	488,100	586,200	48,000			11,100	1,898,700
Central Services Cost	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927
Defensible Space						105,000			105,000
Depreciation	552,000	157,100	118,000	1,251,500	279,500	18,100	263,300	68,900	2,708,400
Operating Expense Total	5,087,143	1,613,619	2,182,809	11,284,549	3,143,917	536,648	1,532,353	429,884	25,810,922
Non Operating Income									
Misc. Rev.		(45,300)		(87,600)					(132,900)
Invest Inc.	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)
Capital Grants									-
Non Operating Income Total	2,748	(42,552)	180	(108,924)	(1,020)	(25,872)	180	2,352	(172,908)
Non Operating Expense									
Debt Service	-	-	-	-	-	-	-	-	-
Non Operating Expense Total	-	-	-	-	-	-	-	-	-
Transfers									
Transfers									
Transfers Total									
Grand Total	642,291	253,767	(380,311)	(3,243,275)	1,401,897	(109,900)	715,158	213,636	(506,737)

Community Services Fund Net Income – By Sub-Fund

Sum of 2024 Baseline Budget	Golf-Champ	Golf - Mtn.	Facilities	Ski	Recreation	CS Admin	Parks	Tennis	Comm. Svcs.
	300								
	320		330	340	350	360	370	380	300 Total
	31	32							
Operating Income									
Sales & Fees	(3,997,700)	(1,085,300)	(2,551,300)	(14,056,500)	(1,554,000)	286,600	(66,300)	(195,600)	(23,220,100)
Facility Fee									-
Operating Grants					(117,000)		(22,875)		(139,875)
Interfund				(16,500)			(112,600)		(129,100)
Misc. Rev.							(12,100)		(12,100)
Operating Income Total	(3,997,700)	(1,085,300)	(2,551,300)	(14,073,000)	(1,671,000)	286,600	(213,875)	(195,600)	(23,501,175)
Operating Expense									
Wages	1,658,300	540,100	567,100	4,216,400	1,408,900	224,400	449,700	142,100	9,207,000
Benefits	492,820	174,920	267,140	1,435,620	401,380	86,440	124,770	34,380	3,017,470
Professional Services	6,380	2,570	1,170	23,700	5,850		1,170	585	41,425
Services & Supplies	1,110,500	404,900	550,900	2,361,000	641,800	74,700	482,900	134,500	5,761,200
Insurance	96,300	22,100	15,100	276,100	71,700		17,100	4,600	503,000
Utilities	268,100	108,300	59,700	574,700	133,400	5,900	121,600	14,100	1,285,800
Cost of Goods Sold	646,300	119,000	488,100	586,200	48,000			11,100	1,898,700
Central Services Cost	256,443	84,629	115,599	559,329	153,387	22,108	71,813	19,619	1,282,927
Defensible Space						105,000			105,000
Depreciation	552,000	157,100	118,000	1,251,500	279,500	18,100	263,300	68,900	2,708,400
Operating Expense Total	5,087,143	1,613,619	2,182,809	11,284,549	3,143,917	536,648	1,532,353	429,884	25,810,922
Non Operating Income									
Misc. Rev.		(45,300)		(87,600)					(132,900)
Invest Inc.	2,748	2,748	180	(21,324)	(1,020)	(25,872)	180	2,352	(40,008)
Capital Grants					-		-		-
Non Operating Income Total	2,748	(42,552)	180	(108,924)	(1,020)	(25,872)	180	2,352	(172,908)
Non Operating Expense									
Debt Service	-	-	-	-	-	-	-	-	-
Non Operating Expense Total	-	-	-	-	-	-	-	-	-
Transfers									
Transfers									
Transfers Total	-	-	-	-	-	-	-	-	-
Grand Total	1,092,191	485,767	(368,311)	(2,897,375)	1,471,897	797,376	1,318,658	236,636	2,136,839
Facility Fee	(449,900)	(232,000)	(12,000)	(345,900)	(70,000)	(907,276)	(603,500)	(23,000)	(2,643,576)
Grand Total (w/ Facility Fee)	642,291	253,767	(380,311)	(3,243,275)	1,401,897	(109,900)	715,158	213,636	(506,737)

Golf Fund – Championship Course

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Golf Fund – Mountain Course

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Facilities Fund – Weddings / Events

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Ski Fund – Diamond Peak

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Recreation Fund – Rec Center and Programming Community Services Admin.

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Parks Fund

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Tennis (& Pickleball) Fund

- Service Levels and Metrics
- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs
- Baseline FY2023/24 Capital Improvement Projects
- Board Discussion and Priorities

Baseline FY2023/24 Budget

BEACH FUND

Service Levels

Baseline FY2023/24 Budget

Baseline CIP

Preliminary Five-Year Forecasts

Beach Fund

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Beach Fund

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
OPERATING INCOME								
Charges for Services	1,619,582	839,405	750,123	623,890	655,100			
Facility Fees	966,817	648,974	5,259,704	2,556,840	3,550,068			
TOTAL OPERATING INCOME	2,586,399	1,488,379	6,009,826	3,180,730	4,205,168			
OPERATING EXPENSE								
Salaries and Wages	801,253	800,752	806,634	968,860	1,046,300			
Employee Fringe	185,239	198,994	196,200	250,645	270,160			
Total Personnel Cost	986,492	999,746	1,002,834	1,219,505	1,316,460			
Professional Services	5,700	5,329	4,293	17,850	17,850			
Services and Supplies	432,541	362,416	350,475	591,409	897,300			
Insurance	29,533	36,760	39,371	41,300	48,600			
Utilities	131,362	119,172	103,507	128,817	113,100			
Cost of Goods Sold	95,122	80,661	1,652	-	-			
Central Services Cost	110,500	96,338	93,956	141,194	150,034			
Depreciation	236,889	215,035	188,686	184,260	297,000			
TOTAL OPERATING EXPENSE	2,028,138	1,915,456	1,784,774	2,324,334	2,840,344			
NET INCOME (EXPENSE)	558,261	(427,077)	4,225,052	856,396	1,364,824			
NON OPERATING INCOME								
Investment Earnings	28,422	635	(19,005)	11,400	11,400			
Proceeds from Capital Asset Dispositions	-	(36,065)	-	-	-			
TOTAL NON OPERATING INCOME	28,422	(35,430)	(19,005)	11,400	11,400			
NON OPERATING EXPENSE								
Debt Service Interest	-	(42)	142	70	-			
Amortization	-	54	27	-	-			
TOTAL NON OPERATING EXPENSE	-	12	169	70	-			
INCOME(EXPENSE) BEFORE TRANSFERS	586,684	(462,519)	4,206,043	867,726	1,376,224			
TRANSFERS								
Transfers In	13,125	-	-	-	-			
Transfers Out	88,299	-	-	-	-			
TOTAL TRANSFERS	(75,174)	-	-	-	-			
CHANGE IN NET POSITION	511,510	(462,519)	4,206,043	867,726	1,376,224			

Beach Fund

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
SOURCES								
Charges for Services	1,619,582	839,405	750,123	623,890	655,100			
Facility Fees	966,817	648,974	5,259,704	2,556,840	3,550,068			
Investment Earnings	28,422	635	(19,005)	11,400	11,400			
Proceeds from Capital Asset Dispositions	-	(36,065)	-	-	-			
Transfers In	13,125	-	-	-	-			
TOTAL SOURCES	2,627,946	1,452,949	5,990,821	3,192,130	4,216,568			
USES								
Salaries and Wages	801,253	800,752	806,634	968,860	1,046,300			
Employee Fringe	185,239	198,994	196,200	250,645	270,160			
Total Personnel Cost	986,492	999,746	1,002,834	1,219,505	1,316,460			
Professional Services	5,700	5,329	4,293	17,850	17,850			
Services and Supplies	432,541	362,416	350,475	591,409	897,300			
Insurance	29,533	36,760	39,371	41,300	48,600			
Utilities	131,362	119,172	103,507	128,817	113,100			
Cost of Goods Sold	95,122	80,661	1,652	-	-			
Central Services Cost	110,500	96,338	93,956	141,194	150,034			
Capital Improvements	-	-	3,216,455	485,000	5,272,500			
Debt Service	-	(42)	6,227	6,365	-			
Transfers Out	88,299	-	-	-	-			
TOTAL USES	1,879,548	1,700,380	4,818,771	2,631,439	7,815,844			
SOURCES(USES)	748,399	(247,431)	1,172,050	560,691	(3,599,276)			

Beach Fund Five-Year Capital Plan (excerpt)



Ten-Year Capital Improvement Project Summary Report

Run Date: 1/9/23

Department Description	Q	Project #	Project Title	Approved FY 2023	Approved FY 2024	Approved FY 2025	Approved FY 2026	Approved FY 2027	Planned FY 2028	Approved 5-YR Total	
Beaches		3973LI1302	Incline Beach Facility Replacement		3,250,000	-				3,250,000	
		3972BD1501	Beaches Flatscape and Retaining Wall Enhancement and Replacement	55,000	55,000	55,000				110,000	
		3972BD1710	Storage Container Replacement						40,000	40,000	
		3972FF1205	All Beaches Picnic Tables						14,250	14,250	
		3972BD2101	Ski Beach Boat Ramp Improvement Project	100,000	1,500,000					1,500,000	
		3999BD1708	Ski Beach Bridge Replacement	120,000						-	
		3999LI1902	Burnt Cedar Beach Eastern Stormwater Improvements				190,000			190,000	
		3999FF2201	Beach Furnishings	10,000	10,000	10,000	10,000	10,000		40,000	
		3999ME2202	Central Irrigation Controller Upgrade			30,000				30,000	
		3999BD2203	Third Creek Fence Redesign and Replacement			15,000				15,000	
		3999LI2204	Ski and Incline Beach Landscape Enhancement			15,000				15,000	
		3972BD2102	Beach Access Improvements	200,000	200,000	200,000				400,000	
		3972BD1301	Reconstruct Pavement - Ski Beach		250,000					250,000	
		3972LI1202	Pavement Reconstruction - Burnt Cedar Beach				835,000			835,000	
		3972RS1701	Replace Playgrounds - Beaches		7,500	150,000	150,000			307,500	
		3999BD1703	Replace Ski Beach Entrance Gate						25,000	25,000	
		Rolling Stock	Fleet / Vehicle Replacement - Beaches			54,000					54,000
		Total			485,000	5,272,500	529,000	1,185,000	35,000	54,250	7,075,750

Beach Fund Five-Year Forecast

	Actuals	Actual	Actual	Final Budget	Baseline Budget	Forecast			
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Beginning Fund Balance	\$ 1,810,378	\$ 2,591,632	\$ 4,332,485	\$ 5,504,537	\$ 5,376,004	\$ 1,776,728	\$ 2,214,323	\$ 1,934,712	\$ 2,711,513
SOURCES									
Charges for Services	\$ 1,619,582	\$ 839,405	\$ 750,123	\$ 623,890	\$ 655,100	\$ 674,753	\$ 694,996	\$ 715,845	\$ 737,321
Facility Fees - Operating		648,974	1,075,784		-	-	-	-	-
Facility Fees - Capital		3,196,016	4,176,172						
Facility Fees - Debt		7,720	7,748						
Facility Fees	966,817	3,852,710	5,259,704	2,556,840	3,550,068	2,556,840	2,556,840	2,556,840	2,556,840
Investment Earnings	28,442	635	(19,005)	11,400	11,400	11,400	11,400	11,400	11,400
TOTAL SOURCES	\$ 2,614,841	\$ 4,692,750	\$ 5,990,822	\$ 3,192,130	\$ 4,216,568	\$ 3,242,993	\$ 3,263,236	\$ 3,284,085	\$ 3,305,561
USES									
Salaries and Wages		\$ 800,751	\$ 806,634	\$ 968,860	\$ 1,046,300	\$ 1,088,152	\$ 1,131,678	\$ 1,176,945	\$ 1,224,023
Employee Fringe		198,994	196,200	250,645	270,160	280,966	292,205	303,893	316,049
Total Personnel Cost		999,745	1,002,834	1,219,505	1,316,460	1,369,118	1,423,883	1,480,838	1,540,072
Professional Services		227,462	4,293	17,850	17,850	17,850	17,850	17,850	17,850
Services and Supplies		375,051	350,475	591,409	897,300	568,344	585,394	632,956	626,945
Insurance		36,760	39,371	41,300	48,600	50,058	51,560	53,107	54,700
Utilities		119,172	103,507	128,817	113,100	116,493	119,988	123,587	127,295
Cost of Goods Sold		80,661	1,652	-	-	-	-	-	-
Central Services Cost		96,338	93,956	141,194	150,034	154,535	159,171	163,946	168,865
Capital Improvements	82,009	1,010,438	3,216,455	485,000	5,272,500	529,000	1,185,000	35,000	54,250
Carry-Forward				689,223					
Debt Service	6,289	6,270	6,227	6,365					
TOTAL USES	\$ 1,833,587	\$ 2,951,897	\$ 4,818,770	\$ 3,320,663	\$ 7,815,844	\$ 2,805,398	\$ 3,542,846	\$ 2,507,285	\$ 2,589,976
SOURCES(USES)	\$ 781,254	\$ 1,740,853	\$ 1,172,052	\$ (128,533)	\$ (3,599,276)	\$ 437,595	\$ (279,610)	\$ 776,801	\$ 715,585
Ending Fund Balance	\$ 2,591,632	\$ 4,332,485	\$ 5,504,537	\$ 5,376,004	\$ 1,776,728	\$ 2,214,323	\$ 1,934,712	\$ 2,711,513	\$ 3,427,097
Operating Reserve Policy Level (25%)	436,322	483,797	399,022	707,325	635,836	589,100	589,462	618,071	633,932
Excess/Available Fund Balance	2,155,310	3,848,688	5,105,515	4,668,680	1,140,892	1,645,223	1,345,251	2,093,442	2,793,166
Capital Reserve (1 year of 3 year Avg Depreciation)				184,260	184,260	184,260	184,260	184,260	184,261
Total Reserve Policy Requirement				891,585	820,096	753,360	773,722	802,331	818,193
Excess/Available Fund Balance				4,484,420	956,632	1,460,963	1,160,991	1,909,182	2,608,905



Baseline FY2023/24 Budget

INTERNAL SERVICE FUND

Service Levels

Baseline FY2023/24 Budget

Baseline CIP

Internal Services

- Service Levels and Metrics

- Budget Considerations
 - Baseline Staffing
 - Operations
 - Priority Needs

- Baseline FY2023/24 Capital Improvement Projects

- Board Discussion and Priorities

Internal Services

	Actuals FY2019-20	Actuals FY2020-21	Actuals FY2021-22	Adopted Budget FY2022-23	Baseline Budget FY2023-24	Preliminary Budget FY2023-24	Tentative Budget FY2023-24	Final Budget FY2023-24
OPERATING INCOME								
Interfund Services	1,111,184	1,050,540	1,130,616	1,463,650	1,588,100			
TOTAL OPERATING INCOME	1,111,184	1,050,540	1,130,616	1,463,650	1,588,100			
OPERATING EXPENSE								
Salaries and Wages	503,161	478,698	493,873	645,375	697,000			
Employee Fringe	276,552	256,695	244,765	342,669	368,830			
Total Personnel Cost	779,713	735,393	738,638	988,044	1,065,830			
Services and Supplies	379,712	324,442	493,373	467,560	481,600			
Insurance	4,727	5,227	5,610	5,900	6,900			
Utilities	1,721	1,494	1,631	1,809	1,700			
Cost of Goods Sold	-	-	-	-	-			
Depreciation	9,208	9,208	7,188	6,528	5,700			
TOTAL OPERATING EXPENSE	1,175,101	1,075,765	1,246,441	1,469,841	1,561,730			
NET INCOME (EXPENSE)	(63,917)	(25,224)	(115,825)	(6,191)	26,370			
NON OPERATING INCOME								
Investment Earnings	-	-	3	108	108			
TOTAL NON OPERATING INCOME	-	-	3	108	108			
INCOME(EXPENSE) BEFORE TRANSFERS	(63,917)	(25,224)	(115,822)	(6,083)	26,478			
CHANGE IN NET POSITION	(63,917)	(25,224)	(115,822)	(6,083)	26,478			



Baseline FY2023/24 Budget

FACILITY FEE ALLOCATIONS
Baseline FY2023/24 Budget

FACILITY FEE ALLOCATION PER PARCEL

Baseline FY2023/24 Budget

	Historical Recreation Fee Per Parcel				Historical Beach Fee Per Parcel				TOTAL Combined Fee(s)
	Operating	Capital Projects	Debt Service	Total Recreation Fee	Operating	Capital Projects	Debt Service	Total Beach Fee	
2023-24	103	219	-	322	242	216	-	458	780
2022-23	92	310	48	450	145	184	1	330	780
2021-22	50	-	50	100	165	514	1	680	780
2020-21	215	65	50	330	85	414	1	500	830
2019-20	250	405	50	705	85	39	1	125	830
2018-19	215	440	50	705	85	39	1	125	830
2017-18	215	330	160	705	85	39	1	125	830
2016-17	250	320	160	730	75	24	1	100	830
2015-16	266	308	156	730	75	24	1	100	830
2014-15	211	303	216	730	65	-	35	100	830
2013-14	239	277	214	730	63	-	37	100	830
2012-13	258	199	273	730	66	17	17	100	830
2011-12	199	242	274	715	98	-	17	115	830
2010-11				730				100	830
2009-10				623				113	736
2008-09				605				155	760

ALLOCATION OF FACILITY FEES PER FY2023/24 BASELINE BUDGET

Facility Fee Allocations	Facility Fee Revenues By Fund									Roll-up	
	320	330	340	350	360	370	380	Total Comm. Svcs	390 Beach		
Facility Fee charged to # Parcels:	8,206	7,748									
Golf - Championship											
Golf - Mountain											
Facilities											
Diamond Peak Ski											
Youth & Family Programming											
Senior Programming											
Adult Programs											
Recreation Center Activities											
Comm. Services Administration	103					843,276			843,276		
Parks											
Tennis											
Beach		242									1,876,844
Per Parcel Operating Component	103	242	\$ -	\$ -	\$ -	\$ -	\$ 843,276	\$ -	\$ -	843,276	1,876,844
Per Parcel Capital Exp. Component	218	216	681,900	12,000	345,900	70,000	64,000	603,500	23,000	1,800,300	1,673,224
Per Parcel Debt Service Component											
Total Facility Fee Per Parcel	\$ 322	\$ 458	\$ 681,900	\$ 12,000	\$ 345,900	\$ 70,000	\$ 907,276	\$ 603,500	\$ 23,000	\$ 2,643,576	\$ 3,550,068

Facility Fee - NO Beach Access	\$ 322
	\$ 458
Facility Fee - Beach Access	\$ 780



Facility Fee Considerations

- Baseline Budget preliminarily retains \$780 Facility Fee
 - Recreation Fee - \$322
 - Beach Facility Fee - \$458

- Facility Fee Rate(s) and Allocation recommendation pending
 - Refinement of FY2023/24 Capital Budget and Multi-year CIP
 - Level of cost-recovery from Charges for Services across venues
 - *Update of Community Services and Beach Funds Five-Year Forecasts*

- Policy consideration in setting Facility Fee
 - Continue to cover Capital and Debt and Support for Programs/Services
 - *(Exclusive of CIP Projects funded from Fund Balance, Grants, Borrowing)*
 - Consider covering cost of “availability of facilities” (incl. capital maintenance; facility-related costs)
 - Facility Fee allocation to cover Resident discounts (relative full-cost recovery fee levels).



Baseline FY2023/24 Budget

CAPITAL IMPROVEMENT PLAN UPDATE

Preview



Updating Multi-Year Capital Improvement Plan

- Board-Approved Five-Year CIP (July 2022)
- Baseline Capital Budget STARTS with Years 2-5 plus Year 6
- EXPAND Multi-year Capital Planning to 10-Year CIP Plan
- Capital Plan Updates
 - Review and Update COST ESTIMATES for EXISTING Projects in Plan
 - Review TIMING of current projects (Advance / Defer)
 - Evaluate NEW PROJECTS to be added to Capital Plan
 - Cost Estimates
 - Timing
 - Projects to be REMOVED from Capital Plan



Updating Multi-Year Capital Improvement Plan

- UPDATES for FY2023/24 Capital Planning / Budgeting
 - Board PRIORITY PROJECTS
 - Prioritize projects that maintain EXISTING facilities / Infrastructure
 - Update and Expand CIP Project Data / Cost Estimates

- Presentation of Multi-Year Capital Plan and FY2022/23 CIP Budget
 - Board Priority Projects
 - Major Projects
 - Existing Facilities
 - New Facilities
 - Capital Improvements
 - Capital Maintenance
 - Rolling Stock / Equipment

- Develop Comprehensive **FINANCING PLAN** to Support Multi-Year CIP



Wrap-Up