



FY2021/22 Budget Workshop

**Board of Trustees
February 24, 2021**

Goals for FY2021-22 Budget Process

- **Develop Robust Baseline Budgets for all District Operations**
- Review and Incorporate Updates to District Budgeting and Fiscal Management Policies and Practices
 - **Pricing Policy / Structure**
 - Appropriate Level of Fund Balance
 - Capital Budgeting and Capitalization Thresholds
 - Central Services Overhead Allocation
 - Fund Structure / Chart of Accounts
- **Consider modifications to Baseline Budgets**
 - Personnel Budget (Adds/Deletes, Re-classifications, Fund Splits)
 - Non-Personnel (Supplies, Materials, Professional Services)
- Update Capital Improvement Plan Budget – 5-Year CIP
- Continued consideration of Alternative Budget Scenarios (COVID-19 Impacts)
- **Conduct series of Board Budget Workshops to inform and guide budget process**

Budget Workshop Outline

WORKSHOP #2 – February 24, 2021

1) Review of Venue / Program Budgets and Expectations

- a. Baseline Revenues / Fee Structure
- b. Staffing and Service Levels
- c. Professional Service Contracts
- d. Net Operating Revenues(Expenses) – “Financial Bottom Line”
 - Administration
 - Utilities
 - Community Services
 - Beaches

2) Discussion of Framework for District Pricing Policy

- a. Policy 6.1.2.0 – Revenues
- b. Cost-Recovery Framework for Venue Pricing

Budget Workshop Outline

WORKSHOP #3 – MARCH (TBD)

1) CAPITAL IMPROVEMENT PLAN (CIP)

- a. Capital Project Budgeting Policies / Practices – UPDATE
 - i. Project Justification / Scope / Funding Sources
 - ii. Capital vs Operations / Maintenance
- b. Review / Update of Priority Capital Projects and Funding Strategies
- c. Preliminary FY2021/2022 Capital Budget
- d. Updated Five-Year Capital Improvement Plan

2) FACILITY FEE – FY2021/2022 RECREATION ROLL

- i. Community Services
- ii. Beach

Development of Baseline FY2021/22 Budget

Step 1 – Developing Baseline Budgets

- Current staffing and Service Levels using FY2021-22 dollars

- Baseline initiated by Finance/Accounting
 - Personnel Budgets
 - Baseline Supplies and Materials
 - Internal Services
 - Debt Service

- Venue Managers will have flexibility to adjust modify baseline budgets WITHIN overall appropriations by FUND.
 - Except = Personnel, Internal Services, Debt

- ALL Requests for CHANGES to Baseline Budget (Requests) will be reviewed and considered by Finance / GM PRIOR to incorporating into Tentative Budgets

Staffing Levels

	2019-2020	2020-2021	2021-2022
	Budget	Budget	Baseline
	Total FTE	Total FTE	Total FTE
Activity:			
Golf - Championship	43.9	30.2	31.3
Golf - Mountain	11.6	10.9	12.0
Facilities	2.5	10.4	12.1
Ski	78.5	75.9	75.5
Recreation, Parks, Tennis & Other Rec.	37.1	33.7	33.2
Subtotal Community Services	173.6	161.1	164.2
Beach	25.5	21.1	24.2
General Fund	23.8	23.0	24.0
Engineering	5.1	4.9	4.7
Fleet	7.0	7.0	7.0
Buildings	6.5	5.9	6.0
Utilities	34.2	35.2	37.6
	76.6	76.0	79.2
Total	275.7	258.2	267.6

Status of Development of FY2021/22 Budget

	General Fund	Utility Fund	Golf Champ	Golf Mountain	Facilities	Diamond Peak	Recreation	Community Services Admin	Parks	Tennis	Community Services Fund(s)	Beach Fund	Internal Services Fund
Sources:											-		
Ad Valorem	1,770,000										-		
Consolidated Tax	1,755,000										-		
Charges for Services	2,400	12,402,440	3,767,485	922,166	1,833,022	10,148,735	1,364,897	(738,000)	60,615	158,100	17,517,019	1,611,800	
Facility Fee - Operations			32,808	221,454	41,010	(1,640,400)	1,222,098	1,041,164	729,978	114,828	1,762,940	658,455	
Facility Fee - Capital			524,992	697,255	172,263	967,954	918,736	53,320	266,598	8,203	3,609,321	302,172	
Facility Fee - Debt			188,669	-	180,466	24,609	8,203	-	6,152	2,051	410,150	7,748	
Invest Inc.	131,400	148,500				22,500		30,000			52,500	11,250	
Misc. Rev.				40,890		77,240			12,100		130,230		
Intergovernmental - Operating Grants		31,000					17,000		17,800		34,800		
Interfund		241,400				14,985			84,926		99,911		3,333,181
Central Services Revenue	1,471,440										-		
Use of Fund Balance		1,278,551				530,996					530,996	2,522,888	
Total Sources	5,130,240	14,101,891	4,513,954	1,881,765	2,226,761	10,146,619	3,530,934	386,484	1,178,169	283,182	24,147,867	5,114,313	3,333,181
Uses:													
Salaries & Wages	2,222,907	3,106,239	1,309,128	449,026	490,303	3,129,501	1,159,077	154,058	336,304	107,993	7,135,390	893,972	1,531,893
Employee Benefits	1,130,916	1,604,628	387,233	127,343	196,870	1,092,840	354,382	60,409	86,333	18,219	2,323,628	237,063	810,947
Total Personnel	3,353,823	4,710,867	1,696,361	576,369	687,173	4,222,341	1,513,459	214,467	422,637	126,212	9,459,018	1,131,035	2,342,840
Professional Services	347,975	132,050	7,980	4,170	1,170	23,700	5,850		1,170	585	44,625	17,850	9,000
Services & Supplies	774,629	2,058,091	976,232	355,319	451,107	2,061,292	587,168	79,068	313,235	64,885	4,888,306	563,926	893,921
Insurance	53,100	203,880	75,180	17,280	11,820	212,700	55,920		13,320	3,540	389,760	37,980	11,100
Utilities	106,685	932,594	212,630	91,760	55,930	627,070	144,640	8,604	96,485	8,135	1,245,254	139,144	11,520
Cost of Goods Sold			722,975	105,100	429,400	529,100	44,559				15,500	1,846,634	100,500
Central Services Cost	\$\$\$\$\$\$	380,580	254,820	58,140	27,420	417,600	133,440	21,300	45,540	13,680	971,940	118,920	
Defensible Space		100,000						100,000			100,000		
Total Services & Supplies	1,282,389	3,807,195	2,249,817	631,769	976,847	3,871,462	971,577	208,972	469,750	106,325	9,486,519	978,320	925,541
Total Operating Uses	4,636,212	8,518,062	3,946,178	1,208,138	1,664,020	8,093,803	2,485,036	423,439	892,387	232,537	18,945,537	2,109,355	3,268,381
General Fund Cap. Exp.	390,100												
Utility Fund Cap. Exp.		4,940,700											
Comm. Services Cap. Exp.			522,980	694,500	174,400	1,498,950	917,050	53,000	267,200	5,000	4,133,080		
Beach Cap. Exp.												2,825,060	
Internal Services Cap. Exp.													64,800
Total Capital Expenditures	390,100	4,940,700	522,980	694,500	174,400	1,498,950	917,050	53,000	267,200	5,000	4,133,080	2,825,060	64,800
Utility Debt Service		643,129											
Comm. Serv. Debt Service			183,519		175,191	19,553	2,229		2,972	1,291	384,755		
Beach Debt Service												6,296	
Total Debt Service	-	643,129	183,519	-	175,191	19,553	2,229	-	2,972	1,291	384,755	6,296	-
Total Uses	5,026,312	14,101,891	4,652,677	1,902,638	2,013,611	9,612,306	3,404,315	476,439	1,162,559	238,828	23,463,372	4,940,711	3,333,181
Net Sources (Uses)	103,928	0	(138,724)	(20,873)	213,150	534,313	126,619	(89,955)	15,610	44,354	684,494	173,602	0

GENERAL FUND

	Actuals FY 2019-20	Current Budget FY2020-21	Preliminary Baseline FY2021-22	Tentative Budget FY2021-22	FINAL Budget FY2021-22
SOURCES					
Ad Valorem Property Tax	1,706,172	1,770,000	1,770,000		
Consolidated Taxes	1,736,657	1,668,000	1,755,000		
Charges for Services	952	2,400	2,400		
Intergovernmental - Operating Grants	-	-	-		
Central Services Revenue	1,367,400	1,471,440	1,471,440		
Non Operating Income/Leases	-	-	-		
Investment Earnings	432,643	131,400	131,400		
Funded Capital Resources	-	300,000	-		
TOTAL SOURCES	5,243,824	5,343,240	5,130,240		
USES					
Salaries and Wages	1,976,630	2,081,280	2,222,907		
Employee Fringe	903,646	1,105,120	1,130,916		
Total Personnel Cost	2,880,277	3,186,401	3,353,823		
Professional Services	294,601	392,975	347,975		
Services and Supplies	472,959	780,940	774,629		
Insurance	48,241	53,100	53,100		
Utilities	103,758	106,685	106,685		
Capital Improvements	279,424	650,150	390,100		
Transfers Out	300,000	-	-		
TOTAL USES	4,379,259	5,170,251	5,026,312		
SOURCES(USES)	864,565	172,989	103,928		

UTILITY FUND

	Actuals FY 2019-20	Current Budget FY2020-21	Preliminary Baseline FY2021-22	Tentative Budget FY2021-22	FINAL Budget FY2021-22
SOURCES					
Charges for Services	12,396,967	12,402,440	12,402,440		
Intergovernmental - Operating Grants	-	31,000	31,000		
Interfund Services	167,499	241,400	241,400		
Investment Earnings	298,225	148,500	148,500		
Proceeds from Capital Asset Dispositions	(19,184)	-	-		
Funded Capital Resources	-	3,032,786	1,278,551		
Transfers In	45,000	-	-		
TOTAL SOURCES	12,888,507	15,856,126	14,101,891		
USES					
Salaries and Wages	2,869,748	2,921,780	3,106,239		
Employee Fringe	1,281,735	1,449,604	1,604,628		
Total Personnel Cost	4,151,482	4,371,383	4,710,867		
Professional Services	221,815	182,050	132,050		
Services and Supplies	1,982,362	1,973,257	2,058,091		
Insurance	185,410	203,880	203,880		
Utilities	894,515	932,594	932,594		
Cost of Goods Sold	4,815	-	-		
Central Services Cost	353,700	392,709	380,580		
Defensible Space	97,876	100,000	100,000		
Capital Improvements	(0)	7,140,286	4,940,700		
Debt Service	635,827	643,134	643,129		
Transfers Out	-	-	-		
TOTAL USES	8,527,802	15,939,294	14,101,891		
SOURCES(USES)	4,360,705	(83,168)	0		

COMMUNITY SERVICES FUND

	Actuals FY 2019-20	Current Budget FY2020-21	Preliminary Baseline FY2021-22	Tentative Budget FY2021-22	FINAL Budget FY2021-22
SOURCES					
Charges for Services	15,451,762	16,616,228	17,517,019		
Facility Fees - Operations	5,774,067	1,763,645	1,762,940		
Facility Fees - Capital			3,609,321		
Facility Fees - Debt			410,150		
Rents	-	12,100	12,100		
Intergovernmental - Operating Grants	52,244	38,700	34,800		
Interfund Services	76,558	98,849	99,911		
Non Operating Leases	116,041	118,130	118,130		
Investment Earnings	126,143	52,500	52,500		
Capital Grants	1,637,399	-	-		
Proceeds from Capital Asset Dispositions	270,731	-	-		
Funded Capital Resources	-	-	530,996		
Transfers In	241,875	-			
TOTAL SOURCES	23,746,820	18,700,152	24,147,867		
USES					
Salaries and Wages	6,314,053	6,857,641	7,135,390		
Employee Fringe	1,883,703	2,225,323	2,323,628		
Total Personnel Cost	8,197,756	9,082,964	9,459,018		
Professional Services	380,719	44,625	44,625		
Services and Supplies	4,096,929	4,758,505	4,888,306		
Insurance	367,719	389,760	389,760		
Utilities	1,125,630	1,229,994	1,245,254		
Cost of Goods Sold	1,376,274	1,571,338	1,846,634		
Central Services Cost	903,200	972,685	971,940		
Defensible Space	97,876	100,000	100,000		
Capital Improvements	(822,959)	-	4,133,080		
Debt Service			384,755		
Transfers Out	5,443,385	-			
TOTAL USES	21,166,530	18,149,871	23,463,372		
SOURCES(USES)	2,580,291	550,281	684,495		

BEACH FUND

	Actuals FY 2019-20	Current Budget FY2020-21	Preliminary Baseline FY2021-22	Tentative Budget FY2021-22	FINAL Budget FY2021-22
SOURCES					
Charges for Services	1,619,582	831,955	1,611,800		
Facility Fees - Operations	966,817	658,580	658,455		
Facility Fees - Capital			302,172		
Facility Fees - Debt			7,748		
Investment Earnings	28,422	11,250	11,250		
Funded Capital Resources	-	-	2,522,888		
Transfers In	13,125	-	-		
TOTAL SOURCES	2,627,946	1,501,785	5,114,313		
USES					
Salaries and Wages	801,253	810,930	893,972		
Employee Fringe	185,239	221,093	237,063		
Total Personnel Cost	986,492	1,032,023	1,131,035		
Professional Services	5,700	14,765	17,850		
Services and Supplies	399,685	500,991	563,926		
Insurance	29,533	37,980	37,980		
Utilities	131,362	130,894	139,144		
Cost of Goods Sold	95,122	83,600	100,500		
Central Services Cost	110,500	106,046	118,920		
Capital Improvements	(82,009)	-	2,825,060		
Debt Service			6,296		
Transfers Out	88,299	-	-		
TOTAL USES	1,764,683	1,906,299	4,940,711		
SOURCES(USES)	863,264	(404,514)	173,602		


Initiatives Impacting FY2021/22 Budget Development

- **COVID-19** - Ongoing impacts of and protocols impacting availability of and access to District venues and activities.
- **Transitioning to Enterprise Fund** accounting for financial reporting of the District's Community Services and Beach activities
- **Charges for Services** - Consideration of modification to budgeting for, parcel owner discounts and punch cards
- **Central Services Cost Allocation Plan** – Update to methodology and budget presentation
- **Professional Services Contracts** – (ex. Marketing / Promotions)
- **Capitalization Policy** - Review of capital projects that are more appropriately reflected as operating costs (ex. repairs and maintenance)

Capital Program Uses vs. Annual Depreciation

	General Fund	Utility Fund	Golf Champ	Golf Mountain	Facilities	Diamond Peak	Recreation	Community Services Admin	Parks	Tennis	Community Services Fund(s)	Beach Fund	Internal Services Fund
General Fund Cap. Exp.	390,100												
Utility Fund Cap. Exp.		4,940,700											
Comm. Services Cap. Exp.			522,980	694,500	174,400	1,498,950	917,050	53,000	267,200	5,000	4,133,080		
Beach Cap. Exp.												2,825,060	
Internal Services Cap. Exp.													64,800
Total Capital Expenditures	390,100	4,940,700	522,980	694,500	174,400	1,498,950	917,050	53,000	267,200	5,000	4,133,080	2,825,060	64,800
Depreciation Expense	-	3,370,510	697,438	170,858	174,537	1,368,558	311,315	45,549	238,898	32,115	3,039,268	243,104	12,561

Capital vs. Operating Expenses

 2022 Capital Improvement Project Summary Report - As of 11.20.2020										Maintenance Programs
Department Description	Project Number	Project Title	Project Manager	2022	2023	2024	2025	2026	Total	Fleet Vehicles
General	1099L11705	Pavement Maintenance - Administration Building	Senior Engineer	5,000	5,000	5,000	5,000	5,000	25,000	
				5,000	5,000	5,000	5,000	5,000	25,000	
Public Works Shared	2097BD1202	Paint Interior Building #A	Buildings Superintendent	49,000	-	-	-	-	49,000	
	2097BD1204	New Carpet Building #A	Buildings Superintendent	47,000	-	-	-	-	47,000	
	2097L11401	Pavement Maintenance, Utility Facilities	Senior Engineer	247,500	90,000	12,500	260,000	260,000	870,000	
	2097L11701	Pavement Maintenance, Reservoir 3-1 WPS 4-2/5-1	Senior Engineer	220,000	-	-	-	-	220,000	
				563,500	563,500	563,500	563,500	563,500	2,817,500	
Championship Golf	3141L11201	Pavement Maintenance of Parking Lots - Champ Course & Chateau	Senior Engineer	17,500	65,000	615,000	5,000	5,000	707,500	
	3141L11202	Pavement Maintenance of Cart Paths - Champ Course	Senior Engineer	55,000	55,000	55,000	195,000	187,500	547,500	
Mountain Golf	3242L11204	Pavement Maintenance of Parking Lot - Mountain Golf Course	Senior Engineer	12,500	12,500	22,500	27,500	5,000	80,000	
	3299BD1705	Paint Exterior of Mountain Golf Clubhouse	Buildings Superintendent	-	-	-	31,000	-	31,000	
Facilities	3350BD1505	Paint Interior of Chateau	Buildings Superintendent	-	40,500	-	-	-	40,500	
	3350BD1506	Paint Exterior of Chateau	Buildings Superintendent	47,000	-	-	-	-	47,000	
Ski	3469L11105	Pavement Maintenance, Diamond Peak and Ski Way	Senior Engineer	-	-	-	-	10,000	10,000	
Parks	4378L11207	Maintenance, East & West End Parks	Senior Engineer	39,500	3,000	41,500	5,000	5,000	94,000	
	4378L11303	Pavement Maintenance, Village Green Parking	Senior Engineer	5,000	32,500	5,000	5,000	12,500	60,000	
	4378L11403	Pavement Maintenance, Preston Field	Senior Engineer	7,500	27,500	6,000	7,500	6,000	54,500	
	4378L11602	Pavement Maintenance, Overflow Parking Lot	Senior Engineer	5,000	27,500	5,000	10,000	5,000	52,500	
	4378L11802	Pavement Maintenance - Incline Park	Senior Engineer	7,500	3,500	6,000	6,000	30,000	53,000	
Tennis	4588BD1602	Paint All Court Fences and Light Poles	Buildings Superintendent	-	-	-	-	30,000	47,500	
	4588L11201	Pavement Maintenance, Tennis Facility	Senior Engineer	5,000	5,000	10,000	22,500	5,000	23,000	
Recreation Center	4884L11102	Pavement Maintenance, Recreation Center Area	Senior Engineer	7,500	357,500	307,500	307,500	6,000	986,000	
	4899BD1305	Paint Interior of Recreation Center	Buildings Superintendent	15,500	-	15,500	-	-	31,000	
				245,500	671,500	1,357,500	609,500	1,108,000	3,992,000	
Beaches	3972BD1301	Pavement Maintenance, Ski Beach	Senior Engineer	8,500	15,000	256,000	6,000	6,000	291,500	
	3972L11202	Pavement Maintenance, Burnt Cedar Beach	Senior Engineer	12,500	67,500	12,500	12,500	835,000	940,000	
				21,000	82,500	268,500	18,500	841,000	1,231,500	
				835,000	1,322,500	2,194,500	1,196,500	2,517,500	8,066,000	

Additional Budget Considerations

- General Fund
 - Processing of Property Tax Settlement
 - General Counsel Budget
 - Staffing Plan under GM Review

- Utilities
 - Operational and Asset Management Review (underway - Raftelis)
 - Utility Rate Study
 - Financing Plan for Effluent Export Pipeline

- Internal Services - Engineering / Buildings / Fleet
 - Evaluating Contracting-Out – ex. Janitorial Services
 - Review Budgeting for Vehicle Replacement Needs over Time

Additional Budget Considerations

- Community Services
 - Golf
 - Lifting of Restrictions / More Rounds -> Staffing Requirements
 - Review of Play Passes
 - Cease Operation of Hyatt Golf Shop (Spring & Summer)
 - Point-of-Sale System – Long-term Need
 - Facilities
 - Marketing Effort – Rebounding from COVID
 - Long-term Planning for Facilities / Events
 - Ski
 - Marketing / Promotions
 - Recreation
 - COVID-related Expenses - Staff and Visitor Safety
 - COVID Impacts to Membership Revenues
 - Parks & Recreation Staff Restructuring – GM Cost-saving initiative

Additional Budget Considerations

- Community Services

- Parks

- Community Benefit – currently supported by Facility Fees
 - COVID-related expenses – Health & Safety
 - Tree & Vegetation Management – increased effort and resources

- Tennis

- Staffing re-structuring
 - Increase Pickle Ball programming
 - COVID-related expenses – Health & Safety

- Beaches

- Potential Impacts of Recommendations re Ordinance 7 Revisions (pending BOT Approval)
 - Review of Seasonal Staffing at Gates – April thru October
 - Additional Kayak / Paddleboard Storage
 - COVID-related expenses – Health & Safety

Baseline Five-Year Forecasts

Major Fund Type:

General Fund

Utility Fund

Community Services Fund

Beach Fund

Internal Services Fund(s)

General Fund Baseline Five-year Forecast

FIVE-YEAR FORECAST GENERAL FUND								
	Actuals	Budget	Estimate	Baseline	Projected			
	FY2019-20	FY2020-21	FY2020-22	FY2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26
Beginning Fund Balance	\$ 3,765,586	\$ 3,935,986	\$ 4,630,153	\$ 4,503,142	\$ 4,574,055	\$ 4,835,510	\$ 2,064,814	\$ 2,258,171
SOURCES								
Ad Valorem Property Tax	\$ 1,706,179	\$ 1,770,000	\$ 1,770,000	\$ 1,823,100	\$ 1,877,793	\$ 1,934,127	\$ 1,992,151	\$ 2,051,915
Consolidated Taxes	1,737,657	1,668,000	1,668,000	1,718,040	1,769,581	1,822,669	1,877,349	1,933,669
Charges for Services	952	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Central Services Revenue		1,471,440	1,471,440	1,515,583	1,561,051	1,607,882	1,656,119	1,705,802
Non Operating Income/Leases		-	-	-	-	-	-	-
Investment Earnings	431,636	131,400	131,400	131,400	131,400	131,400	131,400	131,400
Funded Capital Resources								
TOTAL SOURCES	\$ 3,876,424	\$ 5,043,240	\$ 5,043,240	\$ 5,190,523	\$ 5,342,225	\$ 5,498,478	\$ 5,659,418	\$ 5,825,187
USES								
Salaries and Wages	1,976,630	\$ 2,081,280	\$ 2,081,280	\$ 2,168,182	\$ 2,254,910	\$ 2,345,106	\$ 2,438,910	\$ 2,536,467
Employee Fringe	903,646	1,105,120	1,105,120	1,171,427	1,218,285	1,267,016	1,317,697	1,370,404
Total Personnel Cost	2,880,276	3,186,401	3,186,401	3,339,610	3,473,194	3,612,122	3,756,607	3,906,871
Professional Services	294,601	392,975	392,975	347,975	347,975	347,975	347,975	347,975
Services and Supplies	472,959	780,940	780,940	780,940	804,368	828,499	853,354	878,955
Insurance	48,240	53,100	53,100	53,100	53,100	53,100	53,100	53,100
Utilities	103,757	106,685	106,685	109,886	113,182	116,578	120,075	123,677
Cost of Goods Sold								
Central Services Cost								
Defensible Space								
Capital Improvements	279,424	650,150	650,150	488,100	288,950	3,310,900	334,950	358,500
Central Services Off-set	(1,367,400)							
Transfers (Out)	300,000							
TOTAL USES	3,011,857	\$ 5,170,251	\$ 5,170,251	\$ 5,119,610	\$ 5,080,770	\$ 8,269,174	\$ 5,466,061	\$ 5,669,078
SOURCES(USES)	864,567	\$ (127,011)	\$ (127,011)	\$ 70,913	\$ 261,455	\$ (2,770,696)	\$ 193,357	\$ 156,108
Ending Fund Balance	4,630,153	\$ 3,808,975	\$ 4,503,142	\$ 4,574,055	\$ 4,835,510	\$ 2,064,814	\$ 2,258,171	\$ 2,414,279
Restricted	1,359,737	\$ 1,359,737	\$ 1,359,737	\$ 1,359,737	\$ 1,359,737	\$ 1,359,737	\$ 1,359,737	\$ 1,359,737
Unrestricted	3,270,416	\$ 2,449,238	\$ 3,143,405	\$ 3,214,318	\$ 3,475,773	\$ 705,077	\$ 898,434	\$ 1,054,542
Reserve Policy Level (4% - NRS 354.650)	155,057	201,730	201,730	207,621	213,689	219,939	226,377	233,007
Excess/Available Fund Balance	3,115,359	2,247,509	2,941,676	3,006,697	3,262,084	485,138	672,057	821,535

Community Services Fund Five-Year Forecast

Incline Village General Improvement District								
Community Services Fund								
	Audited 2018-19	Adopted Budget 2019-20	Unaudited Actuals 2019-20	Adopted Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
Community Services Fund								
Beginning Unrestricted Fund Balance		\$ 13,183,167	\$ 12,261,649	\$ 14,464,432	\$ 9,447,147	\$ 9,132,778	\$ 9,856,920	\$ 10,650,164
Operating Revenue		15,891,865	15,822,750	16,616,228	17,114,715	17,628,156	18,157,001	18,701,711
Facility Fee (8203 Parcels)								
Facility Fee - Operations		2,050,750	2,041,702	1,763,645	1,763,645	1,763,645	1,763,645	1,763,645
Facility Fee - Capital Projects		3,322,215	3,322,215	533,195	3,609,320	3,609,320	4,019,470	4,019,470
Facility Fee - Debt Service		410,150	410,150	410,150	410,150	410,150	-	-
Facility Fee Subtotal		5,783,115	5,774,067	2,706,990	5,783,115	5,783,115	5,783,115	5,783,115
Other Sources								
CIP Source - Insurance Proceeds Mtn Clubhouse		300,000	243,548					
CIP Source - Capital Grants		623,800	1,637,399					
One-time transfer from General Fund		561,800	241,875					
Sale of Capital Assets			44,639					
Other Sources				320,279				
Total Sources		23,160,580	23,764,278	19,643,497	22,897,830	23,411,271	23,940,116	24,484,826
Operating Expenditures		(17,926,815)	(16,256,844)	(18,149,869)	(18,694,365)	(19,255,196)	(19,832,852)	(20,427,837)
Capital Projects - Baseline 5 Year		(8,886,502)	(5,059,031)	(3,627,040)	(7,733,080)	(3,042,900)	(3,314,020)	(3,492,820)
Capital Projects Carryover				(2,500,701)				
<i>Ski Way (exclude from current funding)</i>					3,600,000			
Debt Service on 2012 Bond		(384,354)	(384,354)	(383,172)	(384,754)	(389,033)	-	
Total Uses		(27,197,671)	(21,700,229)	(24,660,782)	(23,212,199)	(22,687,129)	(23,146,872)	(23,920,657)
Net Change in Fund Balance		(4,037,091)	2,064,049	(5,017,285)	(314,369)	724,142	793,244	564,169
Change in Restrictd Portion of Fund Balance			427,994					
Prior Year Adjustments			(289,260)					
Ending Unrestricted Fund Balance	\$ 12,261,649	\$ 9,146,076	\$ 14,464,432	\$ 9,447,147	\$ 9,132,778	\$ 9,856,920	\$ 10,650,164	\$ 11,214,333
Projected Policy Target Fund Balance (25% Operating Exp)		4,481,704	4,064,211	4,537,467	4,673,591	4,813,799	4,958,213	5,106,959
Excess (Deficiency) to Target		4,664,372	10,400,221	4,909,680	4,459,187	5,043,121	5,691,951	6,107,374

Beach Fund Five-Year Forecast

Incline Village General Improvement District								
Beach Fund								
		Adopted Budget 2019-20	Unaudited Actuals 2019-20	Adopted Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
Beach Fund								
Beginning Unrestricted Fund Balance		\$ 1,749,171	\$ 1,774,846	\$ 2,556,100	\$ 4,895,026	\$ 577,407	\$ 722,136	\$ 758,679
Operating Revenues		1,511,300	1,648,004	831,995	1,656,292	1,705,980	1,757,160	1,809,874
Facility Fee (7748 Parcels)								
Facility Fee - Operations		658,580	656,897	658,580	658,580	658,580	658,580	658,580
Facility Fee - Capital Projects		302,172	302,172	3,207,672	302,172	302,172	309,920	309,920
Facility Fee - Debt Service		7,748	7,748	7,748	7,748	7,748		
Facility Fee Subtotal		968,500	966,817	3,874,000	968,500	968,500	968,500	968,500
Other Sources			13,125	-	-	-	-	
Financing Sources								
Bonding Sources			-					
Total Sources		2,479,800	2,627,946	4,705,995	2,624,792	2,674,480	2,725,660	2,778,374
Operating Expenditures		(2,109,190)	(1,758,394)	(1,906,299)	(2,111,054)	(2,174,386)	(2,239,617)	(2,306,806)
Capital Projects		(990,050)	(82,009)	(454,500)	(2,825,060)	(349,000)	(449,500)	(206,100)
<i>Burnt Cedar Pool</i>					(2,000,000)			
Scheduled Debt Service on 2012 Bond		(6,289)	(6,289)	(6,270)	(6,296)	(6,366)	-	-
Total Uses		(3,105,529)	(1,846,692)	(2,367,069)	(6,942,410)	(2,529,752)	(2,689,117)	(2,512,906)
Net Change in Fund Balance		(625,729)	781,254	2,338,926	(4,317,619)	144,729	36,542	265,469
Ending Unrestricted Fund Balance	\$ 1,774,846	\$ 1,123,442	\$ 2,556,100	\$ 4,895,026	\$ 577,407	\$ 722,136	\$ 758,679	\$ 1,024,147
Projected Policy Target Fund Balance (25% Operating Exp)		527,298	439,599	476,575	527,764	543,596	559,904	576,701
Excess (Deficiency) to Target		596,144	2,116,501	4,418,451	49,643	178,540	198,775	447,446



BOARD COMMENTS AND FEEDBACK

Framework for District Pricing Policy

**Board Policy 6.1
Pricing Structure
SAMPLE Cost-Recovery Analysis**

Board Policies & Practices

Budget and Fiscal Management

Financial Practices – Policy 6.1.0

- **2.0 Revenues**

- *2.1 Revenue Diversification*

- ***2.2 Fees and Charges. The District shall adopt process that identifies the manner in which fees and charges for services are set and the extent to which they cover the cost of the service provided.***

Framework for Pricing Policy

	RESIDENT RATES	GUEST RATES	NON-RESIDENT RATES
Charges for Services	% of Variable Operating Costs	% of Variable Operating Costs	0.0% of Variable Operating Costs
	% of Fixed Operating Costs	% of Fixed Operating Costs	0.0% of Fixed Operating Costs
	% of Total Operating Costs	100.0% of Total Operating Costs	100.0% of Total Operating Costs
	% of Capital Costs (Depreciation)	X % of Capital Costs (Depreciation)	100.0% of Capital Costs (Depreciation)
	% of Debt Service Costs	X % of Debt Service Costs	100.0% of Debt Service Costs
	% of Total Costs (Oper., Capital, Debt)	% of Total Costs (Oper., Capital, Debt)	100.0% of Total Costs (Oper., Capital, Debt)
Facility Fee			
Operating Costs	X % of Operating Costs		
Capital Improvements	100.0% of Capital Costs (Depreciation)		
Debt	100.0% of Debt Service Costs		

PRICING OBJECTIVES:

Provide Maximum Discounts to Residents
 Facility Fees for Capital & Debt
 Reduce need for Facility Fee to Cover Operations
 Minimize Subsidy from Non-Users

Provide Discounted Rates
 Cover Operating Costs

Rates Set at NO LESS than 100% of Full Cost of Services
 Profit Centers to Include Margin over Costs
 Continue Practice of DYNAMIC Pricing (Market-Driven)



CHAMPIONSHIP GOLF COURSE

SAMPLE FULL-COST PRICING ANALYSIS

Championship Golf Course - Model

FY2021 Prelim Budget	CHAMP COURSE OPERATIONS								PROFIT CENTERS				OVERHEAD		Total Champ Course
	Golf - Championship Course	Course Services	Course Operations	Course Maintenance	Driving Range	Golf Carts	Equipment Repair	Total COURSE	Champ Pro Shop	Event F&B	F&B Grille, Snack Bar, Bar Carts	Hyatt Sport Shop (Summer-Fall)	Marketing	Administration & Overhead	
Sum of Budget Amount	Class	400	410	420	430	440	450		460	520	530	960	980	990	Grand Total
Revenue	Sales & Fees	2,115,816			191,850			2,307,666	584,125	1,303,600	756,800	116,894		2,000	5,071,085
	Facility Fee							-						32,812	32,812
	Other Source							-						0	0
	Metrics Revenue Type							-						0	0
	Transfers							-						1,736,765	1,736,765
Revenue Total		2,115,816	0	0	191,850	0	0	2,307,666	584,125	1,303,600	756,800	116,894	0	1,771,577	6,840,662
Expense	Wages		-135,326	-492,514	-40,220	-101,868		-769,928	-85,957	-396,657	-300,178	-30,520	-25,315	-131,393	-1,739,948
	Benefits		-47,416	-143,239	-4,685	-11,864		-207,205	-30,161	-150,642	-66,751	-5,108	-12,235	-51,907	-524,010
	Professional Services			-3,300				-3,300						-4,680	-7,980
	Services & Supplies		-24,410	-256,073	-23,450	-44,965	-303,480	-652,378	-1,830	-116,045	-114,530	-15,045	-67,500	-145,855	-1,113,183
	Insurance							0						-75,180	-75,180
	Utilities		-600	-147,045		-11,165	-660	-159,470	-1,800	-19,330	-18,140	-390		-32,830	-231,960
	Cost of Goods Sold							0	-429,875	-429,400	-230,400	-62,700			-1,152,375
	Central Services Cost							0						-254,820	-254,820
	Dept Overhead	0	-38,755	-194,410	-12,751	-31,687	-56,735	-334,338	-102,529	-207,450	-136,177	-21,222	105,050	696,665	0
		0	-246,507	-1,236,581	-81,106	-201,549	-360,875	-2,126,619	-652,152	-1,319,524	-866,176	-134,985	0	0	-5,099,456
	Capital Expend.													-1,554,000	-1,554,000
	Debt Service													-182,765	-182,765
		0	0	0	0	0	0	0	0	0	0	0	0	-1,736,765	-1,736,765
														0	0
Expense Total		0	-246,507	-1,236,581	-81,106	-201,549	-360,875	-2,126,619	-652,152	-1,319,524	-866,176	-134,985	0	-1,736,765	-6,836,222
Net Sources / (Uses)	Net Sources and (Uses)	2,115,816	(246,507)	(1,236,581)	110,744	(201,549)	(360,875)	181,047	(68,027)	(15,924)	(109,376)	(18,091)	(0)	34,812	4,440
Capital vs Depreciation															
	Exclude CIP													1,554,000	1,554,000
	Include Annual Depreciation							-697,438							-697,438
	Net Sources and (Uses)	0	0	0	0	0	0	-697,438	0	0	0	0	0	1,554,000	856,562
	Net for Pricing														
	Revenues							2,307,666	584,125	1,303,600	756,800	116,894	0	1,771,577	
	Expenditures							-2,824,057	-652,152	-1,319,524	-866,176	-134,985	0	-182,765	
		2,115,816	(246,507)	(1,236,581)	110,744	(201,549)	(360,875)	(516,391)	(68,027)	(15,924)	(109,376)	(18,091)	(0)	1,588,812	861,002
								(516,391)	(68,027)	(15,924)	(109,376)	(18,091)	(0)	1,588,812	861,002

SAMPLE Unit Cost Analysis

Championship Course

Budget Summary

Personnel	\$	977,133	
Professional Services		3,300	
Services & Supplies		652,378	
Insurance		-	
Utilities		159,470	
COGS		-	
Overhead		334,338	
Operating Costs		<u>2,126,619</u>	
Capital (Depreciation)		697,438	
	\$	<u>2,824,057</u>	
Debt		182,765	* Debt for Fund 320
Total Expenses	\$	<u><u>3,006,822</u></u>	

Rounds of Golf		23,000
Cost Per Round		
<i>Operating Costs</i>	\$	77.93
<i>Operating Costs + OVHD</i>	\$	92.46
<i>Oper. Costs, OVHD, Capital</i>	\$	122.79
<i>Oper. Costs, OVHD, Capital, Debt</i>	\$	130.73

Championship Course Rates

Resident Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 2pm	\$ 90.00	\$ 95.00
2pm - 4pm	\$ 65.00	\$ 75.00
After 4pm	\$ 45.00	\$ 55.00
After 5:30pm (9 holes)	\$ 30.00	\$ 37.00

Average Rate Per Round - Resident		
2019	\$	60.38
2020	\$	64.89

Play Pass	Cost	Avg. \$ /	
		Round	# Rounds
Unlimited	\$ 2,695	\$ 67.35	40.0
Unlimited Couples	\$ 4,345	\$ 54.31	80.0
10 Play	\$ 792	\$ 79.20	10.0
20 Play	\$ 1,430	\$ 71.50	20.0

Average Rate Per Round - Resident		
2019	\$	53.40
2020	\$	49.92

Guest Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 2pm	\$ 115.00	\$ 120.00
2pm - 4pm	\$ 90.00	\$ 100.00
After 4pm	\$ 75.00	\$ 80.00
After 5:30pm (9 holes)	\$ 45.00	\$ 52.00

Average Rate Per Round - Guest		
2019	\$	93.26
2020	\$	98.86

Non-Resident Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 2pm	\$ 199.00	\$ 220.00
2pm - 4pm	\$ 140.00	\$ 150.00
After 4pm	\$ 95.00	\$ 105.00
After 5:30pm (9 holes)	\$ 60.00	\$ 75.00

Average Rate Per Round - Non-Resident		
2019	\$	117.01
2020	\$	141.05

Average Rate Per Round - ALL GOLFERS		
2019	\$	70.54
2020	\$	69.82

Championship Course Rate Cost-Recovery

Residents

	Mon-Thurs	Avg.	
7am - 2pm	\$ 90.00		\$ 130.73 Oper. Costs, OVHD, Capital, Debt
2pm - 4pm	\$ 65.00		\$ 122.79 Oper. Costs, OVHD, Capital
After 4pm	\$ 45.00		\$ 92.46 Operating Costs + OVHD
After 5:30pm (9 hole)	\$ 30.00		\$ 77.93 Operarting Costs
		\$ 64.89	
Fri-Sun & Holiday			
7am - 2pm	\$ 95.00		
2pm - 4pm	\$ 75.00		
After 4pm	\$ 55.00		
After 5:30pm (9 hole)	\$ 37.00		
Play Pass		\$ 49.92	

Guests

	Mon-Thurs	
7am - 2pm	\$ 115.00	
2pm - 4pm	\$ 90.00	
After 4pm	\$ 75.00	\$ 130.73 Oper. Costs, OVHD, Capital, Debt
After 5:30pm (9 hole)	\$ 45.00	\$ 122.79 Oper. Costs, OVHD, Capital
		\$ 98.86
		\$ 92.46 Operating Costs + OVHD
		\$ 77.93 Operarting Costs
Fri-Sun & Holiday		
7am - 2pm	\$ 120.00	
2pm - 4pm	\$ 100.00	
After 4pm	\$ 80.00	
After 5:30pm (9 hole)	\$ 52.00	

Non-Residents

	Mon-Thurs	
7am - 2pm	\$ 199.00	
2pm - 4pm	\$ 140.00	
After 4pm	\$ 95.00	
After 5:30pm (9 hole)	\$ 60.00	
		141.05
		\$ 130.73 Oper. Costs, OVHD, Capital, Debt
		\$ 122.79 Oper. Costs, OVHD, Capital
		\$ 92.46 Operating Costs + OVHD
		\$ 77.93 Operarting Costs
Fri-Sun & Holiday		
7am - 2pm	\$ 220.00	
2pm - 4pm	\$ 150.00	
After 4pm	\$ 105.00	
After 5:30pm (9 hole)	\$ 75.00	



MOUNTAIN GOLF COURSE

SAMPLE FULL-COST PRICING ANALYSIS

Mountain Golf Course - Model

FY2021 Prelim Budget	Golf - Mountain Course	Mountain Course Operations						PROFIT CENTERS		OVERHEAD		Total Mountain Course
		Course Services	Course Operations	Course Maintenance	Golf Carts	Equipment Repair	Total COURSE	Mountain Pro Shop	F&B	Marketing	Administration & Overhead	
Fund	320											
Department	32											
Sum of Budget Amount		Division										
GL Type	Class	400	410	420	440	450		460	530	980	990	Grand Total
Revenue	Sales & Fees	687,516					687,516	104,700	129,950			922,166
	Facility Fee										221,481	221,481
	Other Source										0	0
	Misc. Rev.										40,890	40,890
	Metrics Revenue Type										0	0
	Transfers										208,000	208,000
Revenue Total		687,516	0	0	0	0	687,516	104,700	129,950	0	470,371	1,392,537
Expense	Wages		(83,874)	(175,732)	(76,782)		(336,388)	(20,160)	(31,458)	(12,097)	(31,953)	(432,056)
	Benefits		(16,126)	(63,863)	(8,949)		(88,938)	(8,574)	(3,669)	(6,072)	(12,539)	(119,791)
	Professional Services			(3,000)			(3,000)				(1,170)	(4,170)
	Services & Supplies		(8,390)	(117,930)	(19,525)	(90,030)	(235,875)		(28,449)	(31,600)	(56,865)	(352,789)
	Insurance						-				(17,280)	(17,280)
	Utilities		(1,680)	(70,480)			(72,160)		(6,410)		(13,190)	(91,760)
	Cost of Goods Sold						-	(66,000)	(39,100)			(105,100)
	Central Services Cost						-				(58,140)	(58,140)
	Dept. Overhead	0	(28,204)	(110,438)	(26,970)	(23,069)	(188,681)	(24,274)	(27,952)	49,769	191,137	(0)
		0	(138,273)	(541,443)	(132,226)	(113,099)	(925,041)	(119,008)	(137,038)	0	(0)	(1,181,086)
	Capital Expend.						-				(208,000)	(208,000)
	Debt Service						-				(208,000)	(208,000)
		0	0	0	0	0	-	0	0	0	(208,000)	(208,000)
Expense Total		0	(138,273)	(541,443)	(132,226)	(113,099)	(925,041)	(119,008)	(137,038)	0	(208,000)	(1,389,086)
Net Sources / (Uses)		687,516	(138,273)	(541,443)	(132,226)	(113,099)	(237,525)	(14,308)	(7,088)	0	262,371	3,451
Capital vs. Depreciation												
	Exclude CIP										208,000	
	Include Annual Depreciation						(170,858)					
	Net Sources and (Uses)	0	0	0	0	0	(170,858)	0	0	0	208,000	0
	Net for Pricing											
	Revenues						687,516	104,700	129,950	0	470,371	
	Expenditures						(1,095,899)	(119,008)	(137,038)	0	(208,000)	
		687,516	(138,273)	(541,443)	(132,226)	(113,099)	(408,383)	(14,308)	(7,088)	0	470,371	40,593
							(408,383)	(14,308)	(7,088)	0	470,371	40,593

SAMPLE Unit Cost Analysis – Mountain Course

Mountain Course

Budget Summary

Personnel	\$	425,326	
Professional Services		3,000	
Services & Supplies		235,875	
Insurance		-	
Utilities		72,160	
COGS		-	
Overhead		188,681	
Operating Costs		<u>925,042</u>	
Capital (Depreciation)		170,858	
	\$	<u>1,095,900</u>	
Debt			* Debt for Fund 320
Total Expenses	\$	<u><u>1,095,900</u></u>	

Rounds of Golf	18,322
Cost Per Round	
<i>Operating Costs</i>	\$ 40.19
<i>Operating Costs + OVHD</i>	\$ 50.49
<i>Oper. Costs, OVHD, Capital</i>	\$ 59.81
<i>Oper. Costs, OVHD, Capital, Deb</i>	\$ 59.81

Mountain Course Rates

Resident Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 12pm	\$ 44.00	\$ 48.00
12pm - 4pm	\$ 44.00	\$ 48.00
After 4pm	\$ 26.00	\$ 29.00

Average Rate Per Round - Resident	
2019	\$ 32.32
2020	\$ 30.23

Guest Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 12pm	\$ 54.00	\$ 58.00
12pm - 4pm	\$ 47.00	\$ 53.00
After 4pm	\$ 26.00	\$ 29.00

Average Rate Per Round - Guest	
2019	\$ 41.83
2020	\$ 39.79

Play Pass	Cost	Avg. \$ /	
		Round	# Rounds
Unlimited	\$ 715	\$ 17.88	40.0
Unlimited Couples	\$ 1,100	\$ 27.50	40.0
10 Play	\$ 385	\$ 38.50	10.0

Average Rate Per Round - Resident	
2019	\$ 36.21
2020	\$ 17.83

Non-Resident Rates

	<u>Mon-Thurs</u>	<u>Fri-Sun & Holiday</u>
7am - 12pm	\$ 70.00	\$ 75.00
12pm - 4pm	\$ 65.00	\$ 70.00
After 4pm	\$ 45.00	\$ 50.00

Average Rate Per Round - Non-Resident	
2019	\$ 53.39
2020	\$ 50.65

Average Rate Per Round - ALL GOLFERS	
2019	\$ 39.11
2020	\$ 32.40

Mountain Course Rate Cost-Recovery

Residents

	Mon-Thurs	Avg.	
7am - 12pm	\$ 44.00	\$ 30.23	\$ 59.81 Oper. Costs, OVHD, Capital, Debt
12pm - 4pm	\$ 44.00		\$ 59.81 Oper. Costs, OVHD, Capital
After 4pm	\$ 26.00		\$ 50.49 Operating Costs + OVHD
			\$ 40.19 Operating Costs
Fri-Sun & Holiday			
7am - 12pm	\$ 48.00		
12pm - 4pm	\$ 48.00		
After 4pm	\$ 29.00		
Play Pass		\$ 17.83	

Guests

	Mon-Thurs	
7am - 12pm	\$ 54.00	\$ 39.79
12pm - 4pm	\$ 47.00	
After 4pm	\$ 26.00	
		\$ 59.81 Oper. Costs, OVHD, Capital, Debt
		\$ 59.81 Oper. Costs, OVHD, Capital
		\$ 50.49 Operating Costs + OVHD
		\$ 40.19 Operating Costs
Fri-Sun & Holiday		
7am - 12pm	\$ 58.00	
12pm - 4pm	\$ 53.00	
After 4pm	\$ 29.00	

Non-Residents

	Mon-Thurs	
7am - 12pm	\$ 70.00	\$ 50.65
12pm - 4pm	\$ 65.00	
After 4pm	\$ 45.00	
		\$ 59.81 Oper. Costs, OVHD, Capital, Debt
		\$ 59.81 Oper. Costs, OVHD, Capital
		\$ 50.49 Operating Costs + OVHD
		\$ 40.19 Operating Costs
Fri-Sun & Holiday		
7am - 12pm	\$ 75.00	
12pm - 4pm	\$ 70.00	
After 4pm	\$ 50.00	



DIAMOND PEAK SKI RESORT

SAMPLE

FULL-COST PRICING ANALYSIS

Diamond Peak - Model

		DIAMOND PEAK SKI OPERATIONS										PROFIT CENTERS					OVERHEAD		
FY2021 Prelim Budget	Diamond Peak Ski	Equipment Repair	Brushing Crew	Skier Services	Ticketing Office	Lift Operations	Slope Maintenance	Mountain Operations	Ski Patrol	Property, Parking, Transportation	TOTAL SKI OPERATIONS	F&B	Ski & Snowboard School	Child Ski Center	Rentals	Hyatt Sport Shop (Winter)	Marketing	Administrati on & Overhead	Total Ski
Sum of Budget Amount	Division	450	490	600	610	620	630	640	650	690		530	660	670	680	960	980	990	Grand Total
GL Type	Class																		
Revenue	Sales & Fees			5,259,900							5,259,900	1,690,900	827,100	926,258	1,134,500	348,077		(38,000)	10,148,735
	Facility Fee										-							(1,640,600)	(1,640,600)
	Interfund		14,985								14,985								14,985
	Other Source										-								0
	Invest Inc.										-								22,500
	Misc. Rev.										-								77,240
	Capital Grants										-								40,000
	Metrics Revenue Type										-								0
	Transfers										-								0
Revenue Total		0	14,985	5,259,900	0	0	0	0	0	0	5,274,885	1,690,900	827,100	926,258	1,134,500	348,077	0	(117,388)	10,084,332
Expense	Wages		(59,520)		(208,712)	(504,451)	(176,756)	(246,106)	(172,456)	(217,554)	(1,585,555)	(373,259)	(262,877)	(324,878)	(184,490)	(53,617)	(127,156)	(224,017)	(3,135,849)
	Benefits		(10,496)		(68,113)	(207,818)	(31,200)	(137,839)	(35,457)	(72,814)	(563,736)	(109,500)	(61,971)	(67,875)	(45,475)	(9,468)	(71,905)	(120,734)	(1,050,665)
	Professional Services										-								(23,700)
	Services & Supplies	(273,196)	(4,250)		(59,726)	(121,845)	(158,745)	(3,900)	(19,700)	(278,779)	(920,141)	(202,289)	(35,180)	(34,880)	(52,760)	(46,108)	(391,795)	(375,063)	(2,058,216)
	Insurance										-								(212,700)
	Utilities	(15,920)	(2,000)		(1,680)	(63,800)	(374,520)	(240)	(360)	(105,140)	(563,660)	(33,380)	(120)	(360)	(240)	(390)	(11,280)	(17,640)	(627,070)
	Cost of Goods Sold										-	(529,100)							(529,100)
	Central Services Cost										-							(417,600)	(417,600)
	Dept Overhead	(95,091)	(25,084)	0	(111,246)	(295,328)	(243,791)	(127,643)	(74,981)	(221,776)	(1,194,939)	(410,317)	(118,454)	(140,769)	(93,068)	(36,042)	602,136	1,391,454	(0)
		(384,207)	(101,350)	0	(449,476)	(1,193,242)	(985,012)	(515,727)	(302,954)	(896,062)	(4,828,031)	(1,657,846)	(478,603)	(568,762)	(376,033)	(145,625)	0	(0)	(8,054,899)
	Capital Expend.										0							(1,442,000)	(1,442,000)
	Debt Service																	(19,472)	(19,472)
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,461,472)	(1,461,472)
Expense Total		(384,207)	(101,350)	0	(449,476)	(1,193,242)	(985,012)	(515,727)	(302,954)	(896,062)	(4,828,031)	(1,657,846)	(478,603)	(568,762)	(376,033)	(145,625)	0	(1,461,472)	(9,516,371)
Net Sources / Uses		(384,207)	(86,365)	5,259,900	(449,476)	(1,193,242)	(985,012)	(515,727)	(302,954)	(896,062)	446,854	33,054	348,497	357,496	758,467	202,452	0	(1,578,860)	567,961
Capital vs. Depreciation																			
	Exclude CIP										(1,368,558)							1,442,000	1,442,000
	Include Annual Depreciation										(1,368,558)								(1,368,558)
	Net Sources and (Uses)	0	0	0	0	0	0	0	0	0	(1,368,558)	-	-	-	-	-	-	1,442,000	73,442
Net for Pricing																			
	Revenues										5,274,885	1,690,900	827,100	926,258	1,134,500	348,077			
	Expenditures										(6,196,589)	(1,657,846)	(478,603)	(568,762)	(376,033)	(145,625)			
		(384,207)	(86,365)	5,259,900	(449,476)	(1,193,242)	(985,012)	(515,727)	(302,954)	(896,062)	(921,704)	33,054	348,497	357,496	758,467	202,452			

SAMPLE Unit Cost Analysis – Diamond Peak

Diamond Peak

Budget Summary	\$	2,149,291	
Personnel		-	
Professional Services		920,141	
Services & Supplies		-	
Insurance		563,660	
Utilities		-	
COGS		1,194,939	
Overhead	\$	4,828,031	
Operating Costs			
		<u>1,368,558</u>	
Capital (Depreciation)	\$	6,196,589	
			19,472 * Debt for Fund 340
Debt	\$	<u>6,216,061</u>	
Total Expenses			

Skier Visist		110,000
Cost Per Skier Visit		
Operarting Costs	\$	33.03
Operating Costs + OVHD	\$	43.89
Oper. Costs, OVHD, Capital	\$	56.33
Oper. Costs, OVHD, Capital, Debt	\$	56.51

Diamond Peak Rate Cost-Recovery

Skier Visist	110,000
Cost Per Skier Visit	
Operarting Costs	\$ 33.03
Operating Costs + OVHD	\$ 43.89
Oper. Costs, OVHD, Capital	\$ 56.33
Oper. Costs, OVHD, Capital, Debt	\$ 56.51

Resident Rates

	Value	Weekend	Peak
Adult	\$ 25.00	\$ 25.00	\$ 35.00
Youth	\$ 20.00	\$ 20.00	\$ 30.00
Senior	\$ 20.00	\$ 20.00	\$ 30.00
Child	\$ 15.00	\$ 15.00	\$ 25.00
Beginner	\$ 18.00	\$ 18.00	\$ 28.00
Under 6 / Over 80	Free	Free	Free

Non-Resident Rates

	Value	Weekend	Peak
Adult	\$ 109.00	\$ 124.00	\$ 134.00
Youth	\$ 89.00	\$ 104.00	\$ 129.00
Senior	\$ 89.00	\$ 104.00	\$ 129.00
Child	\$ 44.00	\$ 54.00	\$ 64.00
Beginner	\$ 59.00	\$ 59.00	\$ 89.00
Under 6 / Over 80	Free	Free	Free



BEACH

SAMPLE

FULL-COST PRICING ANALYSIS

Beach - Model

		BEACH OPERATIONS					PROFIT CENTER			OVERHEAD	
FY2021 Prelim Budget	Beaches	Incline Beach F&B	Burnt Cedar F&B	Beach Hosts	Parks Services	Aquatics	Beach Operations	Burnt Cedar Bar (Concession)	Incline Beach Bar (Concession)	Administratio n & Overhead	Total Beaches
		38	39								Grand Total
GL Type	Class	530	530	710	780	850		750	760	990	
Revenue	Sales & Fees	169,900	169,900			7,000	346,800	16,668	33,332	1,200,000	1,596,800
	Facility Fee						-			968,500	968,500
	Other Source						-			75,000	75,000
	Invest Inc.						-			11,250	11,250
	Capital Grants						-			-	-
	Metrics Revenue Type						-			-	-
Revenue Total		169,900	169,900	-	-	7,000	346,800	16,668	33,332	2,254,750	2,651,550
Expense	Wages	(43,947)	(42,861)	(210,111)	(335,822)	(245,638)	(878,379)			(55,253)	(933,632)
	Benefits	(9,584)	(9,456)	(42,800)	(91,365)	(67,219)	(220,425)			(20,581)	(241,006)
	Professional Services						-			(17,850)	(17,850)
	Services & Supplies	(37,671)	(38,726)	(12,900)	(200,054)	(45,940)	(335,291)	(924)	(900)	(236,060)	(573,175)
	Insurance						-			(37,980)	(37,980)
	Utilities	(1,630)	(5,650)		(51,580)	(1,080)	(59,940)			(79,204)	(139,144)
	Cost of Goods Sold	(49,200)	(51,300)				(100,500)				(100,500)
	Central Services Cost						-			(118,920)	(118,920)
	Dept Overhead	(50,345)	(52,458)	(94,220)	(240,616)	(127,563)	(565,201)	(328)	(319)	565,848	-
		(192,378)	(200,451)	(360,031)	(919,437)	(487,440)	(2,159,737)	(1,252)	(1,219)	0	(2,162,207)
	Capital Expend.						-			(483,600)	(483,600)
	Debt Service						-			(6,270)	(6,270)
	Transfers						-			-	-
		-	-	-	-	-	-	-	-	(489,870)	(489,870)
Expense Total		(192,378)	(200,451)	(360,031)	(919,437)	(487,440)	(2,159,737)	(1,252)	(1,219)	(489,870)	(2,652,077)
Net Sources / (Uses)		(22,478)	(30,551)	(360,031)	(919,437)	(480,440)	(1,812,937)	15,416	32,113	1,764,880	(527)
Capital vs Depreciation											
	Exclude CIP									483,600	483,600
	Include Annual Depreciation						(243,104)				(243,104)
	Net Sources and (Uses)	-	-	-	-	-	(243,104)	-	-	483,600	240,496
	Net for Pricing										
	Revenues						346,800	16,668	33,332	2,254,750	2,651,550
	Expenditures						(2,402,841)	(1,252)	(1,219)	(6,270)	(2,411,581)
		(22,478)	(30,551)	(360,031)	(919,437)	(480,440)	(2,056,041)	15,416	32,113	1,764,880	239,969

Beach Unit Price / Cost-Recovery

Cost Per Beach Visit-	Beach Visits =	199,802	
	<i>Operating Costs</i>		\$ (7.98)
	<i>Operating with Ovhd</i>		\$ (10.81)
	<i>Operating, OVHD & Capital</i>		\$ (12.03)
	<i>Operating, OVHD Capital & Debt</i>		\$ (12.06)

BEACH PRICING				
	Picture Pass Holder	Punch Card Holder	Daily Guest *	Peak
DAILY ADMISSION	FREE ADMISSION	\$12.00 PUNCH CARD DEDUCT <u>- 12.00</u> NET ADMISSION FEE → \$0.00	\$12.00 <i>* MUST BE ACCOMPANIED BY PICTURE PASS HOLDER</i>	\$15.00

Consideration in District Pricing Policy

- Role of Facility Fees Assessed on District Parcels
- Differential Pricing / Discounts
- Punch Cards and Pricing
- Dynamic Pricing for Non-Resident Rates
- Recreation and Community Programming - Cost-Recovery Pyramid

Next Steps - Pricing

- Golf Play Passes
 - Championship Course
 - Mountain Course

- Diamond Peak 2021/22 Season
 - Resident Season Passes
 - Resident Daily Tickets
 - Non-Resident Season Passes

- Beaches
 - Pricing increase Boat Launch. Kayak / Paddleboard Storage

- Recreation
 - Price Adjustments for Recreation Programming

- Parks – Facility Rental Rates

Next Steps

Budget Workshop Outline

WORKSHOP #3 – MARCH (TBD)

1) CAPITAL IMPROVEMENT PLAN (CIP)

- a. Capital Project Budgeting Polices / Practices – UPDATE
 - i. Project Justification / Scope / Funding Sources
 - ii. Capital vs Operations / Maintenance
- b. Review / Update of Priority Capital Projects and Funding Strategies
- c. Preliminary FY2021/2022 Capital Budget
- d. Updated Five-Year Capital Improvement Plan

2) FACILITY FEE – FY2021/2022 RECREATION ROLL

- i. Community Services
- ii. Beach

FY2021/22 Budget Calendar

- 12/7/20 Senior Team Budget Kick-Off
- 12/1/20 – 1/30/21 Finance staff prepares draft operating budget
- 12/1/20 – 1/30/21 Staff prepares Baseline FY21/22 Capital Improvement Project Budget and Five-Year Plan Update
- **January 20, 2021** **1st Board of Trustees Budget Workshop**
- 2/1/21 Finalize BASELINE BUDGET
- 2/16/21 Deadline for Venue Managers to submit BUDGET REQUESTS to Finance / GM
- 2/16/20 Complete Initial Update of CIP Budget and Five-Year Plan
- **February 2021** **2nd Board of Trustees Budget Workshop**
- **March 2021** **3rd Board of Trustees Budget Workshop**
- March 2021 Board Considers TENTATIVE BUDGET (State Submittal April 15th)
- April 2021 Revisions to Tentative Budget / Finalize CIP Budget
- May 2021 Public Hearing FINAL 2020-2021 Fiscal Year Budget / Rec Roll