

2024 BUDGET APPROVAL

OCTOBER 20, 2023



MEETING OVERVIEW

- Review 2024 Budget Presentation
- Board Clarifying Questions
- Member Comment
- Board Action
 - Adopt Capital Schedules + Plans
 - Adopt Daily Access Fees and Recreation Fee
 - Adopt 2021 Surplus Allocation
 - Adopt Fund Budgets and Total Annual Assessment

SURPLUS OPTIONS



2021 OPERATING FUND SURPLUS RECOMMENDATIONS

Background: The 2021 budget resulted in a net operating surplus of \$850,000 due to better-than-expected amenity performance and ideal weather conditions. The Board allocated \$250,000 of this surplus to further fund incentive and retention compensation, paid out in January 2023. There is \$600,000 remaining, and **the Board requested staff to develop recommendations to apply all \$600,000 in this budget cycle.**

	AMOUNT	FUND	REDUCES ASSESSMENT	TOTAL ASSESSMENT
OPTION 1	\$200,000 \$300,000 \$100,000	NEF RRF OFCR	-\$30.90 or -1.04% -\$46.35 or -1.55% \$0 (added to operating reserve)	\$2,907 10.7% increase from 2023

	AMOUNT	FUND	REDUCES ASSESSMENT	TOTAL ASSESSMENT
OPTION 2	\$200,000 \$200,000 \$100,000 \$100,000	NEF RRF RRF OFCR	-\$30.90 or -1.04% -\$30.90 or -1.04% \$0 (added to RRF) \$0 (added to operating reserve)	\$2,922 11.4% increase from 2023
Staff Recommendation				

NOTE: The Replacement Reserve Fund has a multiyear funding plan to ensure funding is available in years to come to cover annual investments. Using the surplus in 2024 will offset this year’s Annual Assessment but cause a greater percentage increase in 2025 to meet the planned contribution for 2025.

CAPITAL IMPROVEMENT PLAN + DEVELOPMENT FUND

Unchanged from October 12 Meeting

All applicable documentation in exhibits

**RECOMMENDATION: DEVELOPMENT FUND ASSESSMENT AT \$867
(+\$173 / 25% FROM 2023)**

10-YEAR CAPITAL IMPROVEMENT PROJECT SCHEDULE

Formerly 5-Year CIP. Showing projects using all funds, grants and TSSA-1 funds

Amenity	Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Changes from 2023
Assoc. Wide	Workforce Housing Feasibility Study/Project	50,000	50,000	100,000	250,000	1,500,000	2,500,000	-	-	-	-	- Shifted Construction start from 2025 to 2028
Assoc. Wide	Mailboxes	75,000	-	700,400	-	-	-	-	-	-	-	- Shifted construction start 2025 to 2026
Assoc. Wide	Fueling Stations for Equipment - DH Ski, XC, Golf	-	-	-	-	-	-	300,000	3,000,000	-	-	- Added project from 20Yr
ACAC	Snowmaking Phase 2 - XC	-	-	-	-	-	-	-	200,000	2,000,000	-	- Added project from 20Yr
ACAC	North Parking Lot Drainage Improvements	30,000	150,000	-	-	-	-	-	-	-	-	- Changed name & shifted from 2025 to 2028
Campground	Campground Bathhouse	-	51,000	493,000	-	-	-	-	-	-	-	-
Downhill Ski	Downhill Ski Lodge Replacement	18,300,000	11,700,000	-	-	-	-	-	-	-	-	- Shifted from 2023 to 2024
Downhill Ski	Snowmaking Phase 2 - Eagle Rock	-	-	-	50,000	1,025,000	-	-	-	-	-	- Shifted from 2025 to 2028
Downhill Ski	Conveyor Replacement	-	-	-	-	-	-	380,000	-	-	-	- Shifted from 2026 2030
Forestry	New Access Road	-	-	-	-	-	-	-	-	500,000	5,000,000	- Added project from 20Yr
Forestry	New Storage Facility for Association	-	-	-	-	-	-	-	-	-	500,000	- Added project from 20Yr
Golf	Pedestrian Bridge on 18	250,000	-	-	-	-	-	-	-	-	-	- Shifted from 2023 to 2024
Golf	Cart Path Replacement	1,600,000	-	-	-	-	-	-	-	-	-	- Shifted from 2023 to 2024
Golf	Golf Cart Storage Barn	-	-	-	-	-	-	-	500,000	4,000,000	-	- New Project off Bldg Repl sched
Maintenance	Maintenance Yard Fuel Station Replacement	1,106,000	-	-	-	-	-	-	-	-	-	- Reduced cost
Marina	Deck Expansion and Shade Structure	650,000	-	-	-	-	-	-	-	-	-	- Shifted 2023 to 2024 increased cost
Marina	Day Camp Building Replacement	-	-	-	100,000	600,000	-	-	-	-	-	- Shifted 2027 to 2028
Marina	Boat House/Snack Shack Remodel	50,000	250,000	-	-	-	-	-	-	-	-	- New Project
Northwoods	Campus Master Plan and Project	50,000	50,000	2,000,000	5,400,000	3,000,000	3,000,000	4,500,000	-	-	-	-
The Lodge	Lodge Generator and Bar Shed	50,000	-	400,000	-	-	-	-	-	-	-	- Changed project to include bar
Trails & Open Space	Implement trail/trailhead projects in the TMP	100,000	100,000	100,000	100,000	50,000	50,000	-	-	-	-	- Adjusted budget to reflect real projects
Trails & Open Space	Class-1 Trail from Trout Creek Trailhead to ACAC Planning	200,000	200,000	200,000	-	-	-	-	-	-	-	-
Trails & Open Space	Glacier Way Parking Lot Expansion	900,000	-	-	-	-	-	-	-	-	-	- Increased budget
Trails & Open Space	Euer Valley Restoration Phase 1 (Coyote Crossing)	1,856,164	-	-	-	-	-	-	-	-	-	- Shifted from 2023 to 2024
Trails & Open Space	South Euer Valley Road	137,000	-	-	-	-	-	-	-	-	-	- Shifted from 2023 to 2024
Trails & Open Space	Alder Creek Trail Fjord to Campground	50,000	85,000	-	-	-	-	-	-	-	-	- Added project from 20Yr
Trails & Open Space	ADA Glacier Way Loop Trail	-	-	80,000	-	-	-	-	-	-	-	- Added project from TMP
Trails & Open Space	ACAC West Side Boardwalk	-	-	-	-	50,000	500,000	-	-	-	-	- Added project from TMP
Trails & Open Space	ACAC Family Flow Trail	-	10,000	50,000	-	-	-	-	-	-	-	- Added project from TMP
Trout Creek	Parking Lot Expansion and Entrance Reconfiguration	-	-	-	-	100,000	1,000,000	-	-	-	-	- Added project from 20Yr
Snowplay	Snowplay Building with restroom and storage	-	-	-	-	100,000	800,000	-	-	-	-	- Added project from 20Yr
Annual Project Total		\$ 25,454,164	\$ 12,646,000	\$ 4,123,400	\$ 5,900,000	\$ 6,425,000	\$ 7,850,000	\$ 5,180,000	\$ 3,700,000	\$ 6,500,000	\$ 5,500,000	
Replacement Reserve CIP Total		5,666,164	5,286,000	533,400	2,400,000	125,000	-	380,000	500,000	850,000	-	
Replacement Reserve General Asset Expenditure		5,000,249	7,710,447	6,712,597	5,545,139	6,441,016	8,342,102	7,617,277	7,506,466	4,813,107	7,790,258	
Total Capital Annual Spend		30,454,413	20,356,447	10,835,997	11,445,139	12,866,016	16,192,102	12,797,277	11,206,466	11,313,107	13,290,258	
Other outside funding (TTSA1 & Grant - Watershed Council)		1,712,000	200,000	200,000	-	-	-	-	-	-	-	

DEVELOPMENT FUND

	Forecast 2023	Budget 2024
Beginning balance	\$12,664,267	\$15,394,855
Assessment Funds	\$4,492,262	\$5,612,091
Interest Income	\$124,589	\$529,000
Operating Surplus Transfer	\$0	\$0
Expenditures		
Income Tax Expense	-\$5,498	-\$42,000
Bad Debt Expense	-\$14,583	-\$7,000
Overhead / Payroll	-\$170,000	-\$226,000
Capital Additions / Expenditures	-\$1,696,182	-\$18,076,000
Inflation	\$0	-\$732,080
Ending Balance	\$15,394,855	\$2,452,866

2024 BUDGET CYCLE – DEVELOPMENT FUND INVESTMENT 10-YEAR CAPITAL FUNDS PROJECTION

Amenity	Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Changes from 2023
Assoc. Wide	Workforce Housing Feasibility Study/Project	50,000	50,000	100,000	250,000	1,500,000	2,500,000	-	-	-	-	Shifted investment start from 2025 to 2028
Assoc. Wide	Mailboxes	-	-	300,000	-	-	-	-	-	-	-	Shifted construction start 2025 to 2026
Assoc. Wide	Fueling Stations for Equipment - DH Ski, XC, Golf	-	-	-	-	-	-	300,000	3,000,000	-	-	Added project from 20yr
ACAC	Snowmaking Phase 2 - XC	-	-	-	-	-	-	-	200,000	2,000,000	-	Added project from 20yr
Campground	Campground Bathhouse	-	-	360,000	-	-	-	-	-	-	-	
Downhill Ski	Downhill Ski Lodge Replacement	16,500,000	7,000,000	-	-	-	-	-	-	-	-	Shifted from 2023 to 2024
Downhill Ski	Phase 2 Snowmaking - Eagle Rock	-	-	-	50,000	1,025,000	-	-	-	-	-	Shifted from 2025 to 2028
Forestry	New Access Road	-	-	-	-	-	-	-	-	500,000	5,000,000	Added project from 20yr
Forestry	New Storage Facility for Association	-	-	-	-	-	-	-	-	-	500,000	Added project from 20yr
Golf	Golf Cart Storage Barn	-	-	-	-	-	-	-	-	3,150,000	-	New Project off Bldg Repl sched
Maintenance	Maintenance Yard Fuel Station Replacement	356,000	-	-	-	-	-	-	-	-	-	Reduced cost
Marina	Deck Expansion and Shade Structure	225,000	-	-	-	-	-	-	-	-	-	Shifted 2023 to 2024 increased cost
Marina	Day Camp Building Replacement	-	-	-	100,000	475,000	-	-	-	-	-	Shifted 2027 to 2028
Northwoods	Campus Master Plan and Project	-	-	2,000,000	3,000,000	3,000,000	3,000,000	4,500,000	-	-	-	Shifted 2026 to 2027
The Lodge	Lodge Generator and Bar shed	50,000	-	400,000	-	-	-	-	-	-	-	Changed project to include bar
Trails & Open Space	Implement Trail/Tailhead Projects in the TMP	100,000	100,000	100,000	100,000	50,000	50,000	-	-	-	-	Adjusted budget to reflect real projects
Trails & Open Space	Glacier Way Parking Lot Expansion	795,000	-	-	-	-	-	-	-	-	-	Increased budget
Trails & Open Space	ADA Glacier Way Loop Trail	-	-	80,000	-	-	-	-	-	-	-	Added project from TMP
Trails & Open Space	ACAC West Side Boardwalk	-	-	-	-	50,000	500,000	-	-	-	-	Added project from TMP
Trails & Open Space	ACAC Family Flow Trail	-	10,000	50,000	-	-	-	-	-	-	-	Added project from TMP
Trout Creek	Parking Lot Expansion and Entrance Reconfiguration	-	-	-	-	100,000	1,000,000	-	-	-	-	Added project from 20yr
Snowplay	Snowplay Building with restroom and storage	-	-	-	-	100,000	800,000	-	-	-	-	Added project from 20yr

Final Development Fund 10-Year Plan (2024) subject to Board approval

Continued on the following slide

GREEN means moved up, RED means moved back from chart shown on Sept. 28, 2023
Project costs are for estimation purposes only; actual costs will adjust based on bid prices.

2024 BUDGET CYCLE – DEVELOPMENT FUND INVESTMENT

10-YEAR CAPITAL FUNDS PROJECTION

Estimated annual totals, exclude RRF, inflation factor and direct/allocated overhead	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Projects	18,076,000	7,150,000	3,260,000	3,500,000	6,050,000	5,550,000	4,800,000	3,200,000	5,650,000	5,500,000
Costs										
Direct and Allocated Overhead	226,000	235,040	244,442	254,219	264,388	274,964	285,962	297,401	309,297	321,668
Land Acquisition										
Expenditures Total	18,302,000	7,385,040	3,504,442	3,754,219	6,314,388	5,824,964	5,085,962	3,497,401	5,959,297	5,821,668
Inflation Factor 4% Projected in 2024	732,080	587,258	392,167	545,348	1,134,194	1,252,421	1,278,914	1,010,760	2,052,862	2,240,265
Total Including Inflation	19,034,080	7,972,298	3,896,608	4,299,568	7,448,583	7,077,385	6,364,876	4,508,161	8,012,158	8,061,934
Operating Fund Surplus Transfer										
Interest Income 3.0%	529,000	74,000	11,000	77,000	139,000	116,000	111,000	136,000	226,000	222,000
Income Tax Expense	42,000	6,000	1,000	6,000	11,000	9,000	9,000	11,000	18,000	18,000
Bad Debt Expense	7,000	7,280	7,571	7,874	8,189	8,517	8,857	9,212	9,580	9,963
Projected Development Fund Portion of Annual Assessment (4% annual increase)	867	902	938	975	1,014	1,055	1,097	1,141	1,187	1,234
Annual Contribution	5,612,091	5,836,575	6,070,038	6,312,839	6,565,353	6,827,967	7,101,085	7,385,129	7,680,534	7,987,755
Beginning	15,394,855	2,452,866	377,862	2,553,720	4,630,118	3,866,699	3,715,765	4,545,117	7,537,873	7,404,669
Ending	2,452,866	377,862	2,553,720	4,630,118	3,866,699	3,715,765	4,545,117	7,537,873	7,404,669	7,524,528
	Yr 2024	Yr 2025	Yr 2026	Yr 2027	Yr 2028	Yr 2029	Yr 2030	Yr 2031	Yr 2032	Yr 2033

Final Development Fund 10-Year Plan (2024) subject to Board approval

NOTES:

- Staff has assumed inflation to be 4% in 2024, 3.8% in 2025 and 3% beyond
- Project costs are for estimation purposes only; actual costs will adjust based on bid prices

REPLACEMENT RESERVE FUND

Two options based on surplus application



2024 REPLACEMENT RESERVE FUND BUDGET UPDATE FROM LAST WORKSHOP

The Replacement Reserve Fund has a multiyear funding plan to ensure money is available to repair, restore, replace, or maintain major Common Area components of the Association. Using the 2021 surplus to “buy down” the 2024 Assessment will offset this year’s Annual Assessment and will not reduce the amount needed for the following year.

OPTION COMPARISON

- 2024 planned contribution: \$900
- 2024 planned contribution,
 - OPTION 1: Including application of \$300k surplus: \$854
 - OPTION 2: Including application of \$200k surplus: \$869
- 2025 planned RRF contribution: \$990 (estimate)
 - **Estimated increase of \$90 from 2024 with no surplus applied**
 - **OPTION 1: Estimated increase of \$136 from the \$300k surplus amount**
 - **OPTION 2: Estimated increase of \$121 from the \$200k surplus amount**

All applicable documentation in exhibits

**RECOMMENDATION: REPLACEMENT RESERVE FUND ASSESSMENT AT \$869
(+\$4 / .5% FROM 2023)**

REPLACEMENT RESERVE FUND

	Forecast 2023	Budget 2024
Beginning balance	\$15,629,024	\$16,176,787
Assessment Funds and/or Surplus Funds Applied	\$5,599,145	\$5,825,700
Interest Income	\$303,471	\$253,094
Salvage Receipts	\$26,034	\$26,000
Expenditures		
Consulting	-\$14,135	-\$16,500
Bad Debt	-\$23,083	-\$26,000
Income Tax	-\$12,498	-\$17,500
Overhead / Payroll Allocations	-\$203,000	-\$281,000
Capital Additions / Expenditures	-\$5,128,171	-\$10,385,413
Ending Balance	\$16,176,787	\$11,555,168

If selecting OPTION 2 of the surplus recommendations, the beginning fund balance will increase by \$100,000 with a slight increase in interest income in 2024.

30-YEAR CASH FLOW/RESERVE STUDY FUNDING PLAN WITHOUT \$100k SURPLUS FUNDING

Year	Annual Percent Change to Capital / Reserve Assessment	Capital / Reserve Account Beginning Balance	Expired Useful Life of Components Expressed in Dollars aka "Fully Funded"	Percent Ratio of Fully Funded Value to Capital / Reserve Balance	Annual Dollar Change to Capital / Reserve Assessments	Annual Member Capital / Reserve Assessment	Annual Avg. Capital / Reserve Assessment / Members	Change in Avg. Annual Capital / Reserve Assessment / Members	Monthly Avg. Capital / Reserve Assessment / Members	Change in Avg. Monthly Capital / Reserve Assessment / Members	Estimated Interest, Net of Tax	Annual Expenditures	Capital Contingency	Ending Balance
1/1/2024	4.00%	16,176,787	44,742,985	36.15%	223,966	5,823,111	899.60	34.60	74.97	2.88	253,094	(10,666,413)	-	11,586,579
1/1/2025	10.00%	11,586,579	44,859,460	25.83%	582,311	6,405,422	989.56	89.96	82.46	7.50	152,556	(12,996,447)	-	5,148,109
1/1/2026	8.00%	5,148,109	40,959,089	12.57%	512,434	6,917,856	1,068.72	79.16	89.06	6.60	91,706	(7,245,997)	-	4,911,674
1/1/2027	5.00%	4,911,674	42,687,022	11.51%	345,893	7,263,748	1,122.16	53.44	93.51	4.45	84,106	(7,945,139)	-	4,314,389
1/1/2028	5.00%	4,314,389	43,787,337	9.85%	363,187	7,626,936	1,178.27	56.11	98.19	4.68	89,145	(6,566,016)	-	5,464,454
1/1/2029	5.00%	5,464,454	46,461,432	11.76%	381,347	8,008,283	1,237.18	58.91	103.10	4.91	97,475	(8,342,102)	-	5,228,110
1/1/2030	5.00%	5,228,110	47,554,739	10.99%	400,414	8,408,697	1,299.04	61.86	108.25	5.15	99,982	(7,997,277)	-	5,739,512
1/1/2031	5.00%	5,739,512	49,294,505	11.64%	420,435	8,829,132	1,363.99	64.95	113.67	5.41	113,176	(8,006,466)	-	6,675,354
1/1/2032	5.00%	6,675,354	51,049,338	13.08%	441,457	9,270,588	1,432.19	68.20	119.35	5.68	156,015	(5,663,107)	-	10,438,850
1/1/2033	5.00%	10,438,850	55,327,312	18.87%	463,529	9,734,118	1,503.80	71.61	125.32	5.97	209,958	(7,790,258)	-	12,592,668
1/1/2034	5.00%	12,592,668	57,632,000	21.85%	486,706	10,220,823	1,578.99	75.19	131.58	6.27	257,833	(7,380,807)	-	15,690,518
1/1/2035	4.00%	15,690,518	60,574,243	25.90%	408,833	10,629,656	1,642.15	63.16	136.85	5.26	303,190	(9,055,286)	-	17,568,078
1/1/2036	4.00%	17,568,078	62,108,462	28.29%	425,186	11,054,843	1,707.84	65.69	142.32	5.47	364,983	(6,518,888)	-	22,469,016
1/1/2037	4.00%	22,469,016	66,284,311	33.90%	442,194	11,497,036	1,776.15	68.31	148.01	5.69	421,529	(10,616,710)	-	23,770,872
1/1/2038	4.00%	23,770,872	66,738,349	35.62%	459,881	11,956,918	1,847.20	71.05	153.93	5.92	483,552	(6,938,618)	-	29,272,724
1/1/2039	4.00%	29,272,724	71,016,407	41.22%	478,277	12,435,195	1,921.09	73.89	160.09	6.16	567,782	(9,265,167)	-	33,010,534
1/1/2040	4.00%	33,010,534	73,174,758	45.11%	497,408	12,932,602	1,997.93	76.84	166.49	6.40	634,656	(9,969,274)	-	36,608,519
1/1/2041	4.00%	36,608,519	75,019,833	48.80%	517,304	13,449,906	2,077.85	79.92	173.15	6.66	696,138	(10,999,745)	-	39,754,819
1/1/2042	4.00%	39,754,819	76,152,930	52.20%	537,996	13,987,903	2,160.96	83.11	180.08	6.93	781,377	(8,565,264)	-	45,958,835
1/1/2043	4.00%	45,958,835	79,946,594	57.49%	559,516	14,547,419	2,247.40	86.44	187.28	7.20	873,511	(11,518,195)	-	49,861,570
1/1/2044	4.00%	49,861,570	81,123,449	61.46%	581,897	15,129,316	2,337.30	89.90	194.77	7.49	965,697	(9,885,357)	-	56,071,226
1/1/2045	4.00%	56,071,226	84,144,557	66.64%	605,173	15,734,488	2,430.79	93.49	202.57	7.79	1,030,980	(15,813,894)	-	57,022,800
1/1/2046	4.00%	57,022,800	81,720,298	69.78%	629,380	16,363,868	2,528.02	97.23	210.67	8.10	1,088,513	(12,092,881)	-	62,382,299
1/1/2047	4.00%	62,382,299	83,346,437	74.85%	654,555	17,018,422	2,629.14	101.12	219.09	8.43	1,202,077	(11,122,443)	-	69,480,356
1/1/2048	4.00%	69,480,356	86,240,710	80.57%	680,737	17,699,159	2,734.31	105.17	227.86	8.76	1,341,699	(10,822,992)	-	77,698,222
1/1/2049	4.00%	77,698,222	89,768,304	86.55%	707,966	18,407,126	2,843.68	109.37	236.97	9.11	1,450,375	(16,154,106)	-	81,401,617
1/1/2050	4.00%	81,401,617	88,213,294	92.28%	736,285	19,143,411	2,957.42	113.75	246.45	9.48	1,539,730	(14,584,668)	-	87,500,090
1/1/2051	4.00%	87,500,090	88,915,508	98.41%	765,736	19,909,147	3,075.72	118.30	256.31	9.86	1,673,030	(13,058,215)	-	96,024,052
1/1/2052	4.00%	96,024,052	91,467,905	104.98%	796,366	20,705,513	3,198.75	123.03	266.56	10.25	1,858,659	(10,725,433)	-	107,862,791
1/1/2053	4.00%	107,862,791	96,644,185	111.61%	828,221	21,533,733	3,326.70	127.95	277.23	10.66	2,027,122	(16,920,005)	-	114,503,641

Reserve study & funding plan subject to Board approval

30-YEAR CASH FLOW/RESERVE STUDY FUNDING PLAN

WITH \$100k SURPLUS FUNDING

Year	Annual Percent Change to Capital / Reserve Assessment	Capital / Reserve Account Beginning Balance	Expired Useful Life of Components Expressed in Dollars aka "Fully Funded"	Percent Ratio of Fully Funded Value to Capital / Reserve Balance	Annual Dollar Change to Capital / Reserve Assessments	Annual Member Capital / Reserve Assessment	Annual Avg. Capital / Reserve Assessment / Members	Change in Avg. Annual Capital / Reserve Assessment / Members	Monthly Avg. Capital / Reserve Assessment / Members	Change in Avg. Monthly Capital / Reserve Assessment / Members	Estimated Interest, Net of Tax	Annual Expenditures	Capital Contingency	Ending Balance
1/1/2024	4.00%	16,276,787	44,734,129	36.39%	223,966	5,823,111	899.60	34.60	74.97	2.88	254,934	(10,666,413)	-	11,688,419
1/1/2025	10.00%	11,688,419	44,850,620	26.06%	582,311	6,405,422	989.56	89.96	82.46	7.50	154,525	(12,986,047)	-	5,262,320
1/1/2026	8.00%	5,262,320	40,959,335	12.85%	512,434	6,917,856	1,068.72	79.16	89.06	6.60	93,808	(7,245,997)	-	5,027,986
1/1/2027	5.00%	5,027,986	42,686,752	11.78%	345,893	7,263,748	1,122.16	53.44	93.51	4.45	86,246	(7,945,139)	-	4,432,841
1/1/2028	5.00%	4,432,841	43,786,551	10.12%	363,187	7,626,936	1,178.27	56.11	98.19	4.68	91,345	(6,563,760)	-	5,587,362
1/1/2029	5.00%	5,587,362	46,461,935	12.03%	381,347	8,008,283	1,237.18	58.91	103.10	4.91	99,736	(8,342,102)	-	5,353,280
1/1/2030	5.00%	5,353,280	47,554,667	11.26%	400,414	8,408,697	1,299.04	61.86	108.25	5.15	102,285	(7,997,277)	-	5,866,985
1/1/2031	5.00%	5,866,985	49,293,859	11.90%	420,435	8,829,132	1,363.99	64.95	113.67	5.41	115,521	(8,006,466)	-	6,805,172
1/1/2032	5.00%	6,805,172	51,048,117	13.33%	441,457	9,270,588	1,432.19	68.20	119.35	5.68	158,404	(5,663,107)	-	10,571,057
1/1/2033	5.00%	10,571,057	55,325,517	19.11%	463,529	9,734,118	1,503.80	71.61	125.32	5.97	212,298	(7,800,378)	-	12,717,094
1/1/2034	5.00%	12,717,094	57,621,062	22.07%	486,706	10,220,823	1,578.99	75.19	131.58	6.27	260,123	(7,380,807)	-	15,817,233
1/1/2035	4.00%	15,817,233	60,563,019	26.12%	408,833	10,629,656	1,642.15	63.16	136.85	5.26	305,644	(9,041,972)	-	17,710,562
1/1/2036	4.00%	17,710,562	62,109,891	28.51%	425,186	11,054,843	1,707.84	65.69	142.32	5.47	367,605	(6,518,888)	-	22,614,122
1/1/2037	4.00%	22,614,122	66,285,082	34.12%	442,194	11,497,036	1,776.15	68.31	148.01	5.69	424,199	(10,616,710)	-	23,918,647
1/1/2038	4.00%	23,918,647	66,738,459	35.84%	459,881	11,956,918	1,847.20	71.05	153.93	5.92	486,298	(6,935,730)	-	29,426,133
1/1/2039	4.00%	29,426,133	71,018,670	41.43%	478,277	12,435,195	1,921.09	73.89	160.09	6.16	570,605	(9,265,167)	-	33,166,765
1/1/2040	4.00%	33,166,765	73,176,284	45.32%	497,408	12,932,602	1,997.93	76.84	166.49	6.40	637,531	(9,969,274)	-	36,767,624
1/1/2041	4.00%	36,767,624	75,020,624	49.01%	517,304	13,449,906	2,077.85	79.92	173.15	6.66	699,066	(10,999,745)	-	39,916,852
1/1/2042	4.00%	39,916,852	76,152,986	52.42%	537,996	13,987,903	2,160.96	83.11	180.08	6.93	784,358	(8,565,264)	-	46,123,849
1/1/2043	4.00%	46,123,849	79,945,914	57.69%	559,516	14,547,419	2,247.40	86.44	187.28	7.20	876,429	(11,531,150)	-	50,016,547
1/1/2044	4.00%	50,016,547	81,109,447	61.67%	581,897	15,129,316	2,337.30	89.90	194.77	7.49	968,549	(9,885,357)	-	56,229,054
1/1/2045	4.00%	56,229,054	84,130,189	66.84%	605,173	15,734,488	2,430.79	93.49	202.57	7.79	1,034,041	(15,796,851)	-	57,200,732
1/1/2046	4.00%	57,200,732	81,722,128	69.99%	629,380	16,363,868	2,528.02	97.23	210.67	8.10	1,091,787	(12,092,881)	-	62,563,505
1/1/2047	4.00%	62,563,505	83,347,423	75.06%	654,555	17,018,422	2,629.14	101.12	219.09	8.43	1,205,412	(11,122,443)	-	69,664,896
1/1/2048	4.00%	69,664,896	86,240,852	80.78%	680,737	17,699,159	2,734.31	105.17	227.86	8.76	1,345,129	(10,819,296)	-	77,889,889
1/1/2049	4.00%	77,889,889	89,771,200	86.76%	707,966	18,407,126	2,843.68	109.37	236.97	9.11	1,453,902	(16,154,106)	-	81,596,810
1/1/2050	4.00%	81,596,810	88,215,249	92.50%	736,285	19,143,411	2,957.42	113.75	246.45	9.48	1,543,322	(14,584,668)	-	87,698,875
1/1/2051	4.00%	87,698,875	88,916,521	98.63%	765,736	19,909,147	3,075.72	118.30	256.31	9.86	1,676,688	(13,058,215)	-	96,226,494
1/1/2052	4.00%	96,226,494	91,467,976	105.20%	796,366	20,705,513	3,198.75	123.03	266.56	10.25	1,862,384	(10,725,433)	-	108,068,958
1/1/2053	4.00%	108,068,958	96,643,315	111.82%	828,221	21,533,733	3,326.70	127.95	277.23	10.66	2,030,763	(16,936,588)	-	114,696,866

Reserve study & funding plan subject to Board approval

NEW MACHINERY + EQUIPMENT FUND

Unchanged from October 12 Meeting



NEW EQUIPMENT FUND

Recommend using surplus funds of \$200,000 and \$0 Annual Assessment

	Forecast 2023	Budget 2024
Beginning Balance	\$269,669	\$39,377
2021 Surplus Funds Applied	\$0	\$200,000
Interest Income	\$7,598	\$5,891
Expenditures		
Capital Additions / Expenditures	-\$237,890	-\$105,000
Contingency	\$0	-\$95,000
Ending Balance	\$39,377	\$45,268

Resolution 2017-4

“A contingency reserve minimum balance of \$25,000 will be maintained in the NEF, with Board approval required to draw down below this minimum.”

OPERATING FUND

Unchanged from October 12 Meeting



RECREATION FEE + DAILY ACCESS FEES

- Daily Access Fees at the private amenities held flat and no peak period pricing for unaccompanied guests
 - Member: \$12
 - Accompanied Guest: \$15
 - Unaccompanied Guest: \$20
- Recreation Fee | Valid May 1, 2024 – Dec. 31, 2024 (8 months)

PRORATED REC FEE RATE (~80%)		
	2023/24 RATE Expiring April 30, 2024	2024 PRORATED 8 MONTH RATE
2 PERSON REC FEE	\$295	\$250
4+ PERSON REC FEE	\$460	\$410
PER CARD FEE 5-8	\$165	\$140

2024 AMENITY NET OPERATING RESULTS (NOR)

	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2024 Budget	2024 Bud vs 2023 F/cast	2024 Bud vs 2023 Bud
Amenities							
Trails	-\$174,405	-\$76,927	-\$263,813	-\$279,793	-\$299,408	-\$19,615	-\$35,595
Beach Club Marina	\$306,776	\$173,912	\$232,333	\$213,727	\$227,457	\$13,730	-\$4,876
Beach Club Marina F&B	\$0	\$0	\$0	\$0	-\$1,080	-\$1,080	-\$1,080
Equestrian	-\$156,956	-\$191,495	-\$139,107	-\$208,840	-\$199,885	\$8,955	-\$60,778
Tennis	\$30,146	\$51,023	\$49,422	\$51,023	\$43,759	-\$7,264	-\$5,663
Campground	\$20,151	-\$4,429	\$19,019	\$5,876	-\$9,434	-\$15,310	-\$28,453
Cross Country Ski Center	\$686,038	\$896,251	\$868,549	\$794,048	\$747,003	-\$47,045	-\$121,546
Golf Course Operations	\$36,612	-\$235,839	-\$211,313	-\$384,132	-\$298,154	\$85,978	-\$86,841
The Lodge / Summer F&B	-\$650,170	-\$883,877	-\$657,069	-\$747,395	-\$536,806	\$210,589	\$120,263
Trout Creek Recreation Center	\$355,787	\$342,230	\$30,135	\$46,784	\$58,421	\$11,637	\$28,286
Aquatics	-\$198,506	\$1,031	-\$86,990	-\$88,625	-\$70,123	\$18,502	\$16,867
Recreation	-\$62,414	-\$59,045	-\$27,775	-\$2,217	-\$19,937	-\$17,720	\$7,838
Day Camps	\$69,232	\$106,988	\$88,426	\$176,250	\$71,909	-\$104,341	-\$16,517
Bikeworks	-\$17,116	-\$39,698	\$11,870	-\$20,937	-\$26,433	-\$5,495	-\$38,303
Pizza on the Hill	-\$135,128	-\$172,364	-\$102,623	-\$149,101	-\$167,062	-\$17,961	-\$64,439
Alder Creek Café	-\$111,779	-\$73,576	-\$45,359	-\$102,269	-\$81,327	\$20,942	-\$35,968
Downhill Ski Consolidated	\$1,119,551	\$1,866,791	\$1,473,944	\$2,325,247	\$2,023,653	-\$301,594	\$549,709
Snowplay	\$178,054	\$114,989	\$122,781	\$122,781	\$109,004	-\$13,777	-\$13,777
Total Amenity Departments	\$1,295,871	\$1,815,964	\$1,362,430	\$1,752,426	\$1,571,557	-\$180,869	\$209,127

2024 HOA NET OPERATING RESULTS (NOR)

	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2024 Budget	2024 Bud vs 2023 F/cast	2024 Bud vs 2023 Bud
Association Business							
General	-\$575,259	-\$824,814	-\$880,725	-\$851,970	-\$972,567	-\$120,597	-\$91,842
Administration	-\$1,234,798	-\$1,264,141	-\$1,147,267	-\$1,176,155	-\$1,139,224	\$36,932	\$8,043
Communications	-\$488,835	-\$484,525	-\$619,032	-\$648,310	-\$711,378	-\$63,068	-\$92,346
ASO	-\$122,077	-\$172,964	-\$253,382	-\$242,645	-\$348,360	-\$105,715	-\$94,978
MIS - Information Technology	-\$703,080	-\$807,189	-\$851,324	-\$838,711	-\$872,138	-\$33,427	-\$20,814
Accounting	-\$827,649	-\$934,087	-\$1,067,238	-\$1,090,822	-\$1,090,285	\$537	-\$23,047
Human Resources	-\$458,119	-\$480,723	-\$539,670	-\$554,992	-\$644,884	-\$89,892	-\$105,214
Workforce Housing	\$0	\$0	\$0	\$0	-\$147,916	-\$147,916	-\$147,916
Member Services	-\$300,589	-\$280,552	-\$365,575	-\$321,547	-\$402,798	-\$81,251	-\$37,223
Forestry	-\$1,252,544	-\$1,526,866	-\$1,201,728	-\$1,226,931	-\$1,303,847	-\$76,916	-\$102,119
Maintenance	-\$541,237	-\$799,782	-\$740,264	-\$944,018	-\$1,006,383	-\$62,365	-\$266,119
Facility Administration	-\$388,168	-\$631,592	-\$590,886	-\$507,811	-\$608,010	-\$100,199	-\$17,124
Total Association Departments	-\$6,892,355	-\$8,207,235	-\$8,257,091	-\$8,403,912	-\$9,247,789	-\$843,877	-\$990,698

2024 SUMMARY OPERATING FUND INCOME STATEMENT

	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2024 Budget	2024 Bud vs 2023 F/cast	2024 Bud vs 2023 Bud
Rec Fee Income	\$1,340,250	\$1,586,515	\$1,332,000	\$1,580,000	\$1,660,428	\$80,428	\$328,428
Access Fees	\$5,286,643	\$6,447,826	\$6,323,195	\$6,525,886	\$6,607,233	\$81,347	\$284,038
Food and Beverage	\$2,507,619	\$3,791,169	\$3,909,011	\$3,886,633	\$4,343,185	\$456,552	\$434,174
Retail	\$491,842	\$668,531	\$574,959	\$563,745	\$600,254	\$36,509	\$25,295
Lessons and Rentals	\$2,682,182	\$3,644,807	\$3,743,634	\$4,014,990	\$3,975,193	-\$39,796	\$231,559
Other Income	\$939,197	\$1,432,277	\$1,290,028	\$1,204,071	\$1,337,675	\$133,604	\$47,647
Total Gross Revenue	\$13,247,732	\$17,571,124	\$17,172,827	\$17,775,324	\$18,523,969	\$748,644	\$1,351,142
COGS	-\$1,103,995	-\$1,637,028	-\$1,594,633	-\$1,612,108	-\$1,663,104	-\$50,996	-\$68,471
Gross Margin	\$12,143,738	\$15,934,096	\$15,578,194	\$16,163,216	\$16,860,864	\$697,648	\$1,282,670
Payroll	-\$12,176,586	-\$15,243,526	-\$15,669,145	-\$15,978,493	-\$17,207,340	-\$1,228,847	-\$1,538,195
Operating Expense	-\$5,760,635	-\$7,350,388	-\$7,195,609	-\$7,265,609	-\$7,889,733	-\$624,124	-\$694,124
Net Operating Revenue	-\$5,793,484	-\$6,659,818	-\$7,286,560	-\$7,080,885	-\$8,236,208	-\$1,155,323	-\$949,648
Overhead Charged to Other Funds	\$197,000	\$305,020	\$391,899	\$429,399	\$559,976	\$130,577	\$168,077
Net Operating Revenue after Overhead Allocat	-\$5,596,484	-\$6,354,798	-\$6,894,661	-\$6,651,486	-\$7,676,232	-\$1,024,746	-\$781,571
Per Property Assessment	\$865	\$982	\$1,065	\$1,028	\$1,186		
Assessment Increase (Decrease) v 2023					\$121		

TOTAL ANNUAL ASSESSMENT



2024 ANNUAL ASSESSMENT OPTIONS

OPTION 1	FUNDING NEEDED	SURPLUS APPLIED	TOTAL ASSESSMENT
Development Fund	\$867 (+\$173 / 25 % FROM 2023)	\$0	\$867
Replacement Reserve Fund	\$900 (+\$35 / 4% FROM 2023)	\$(300,000)	\$854
New Equipment Fund	\$30	\$(200,000)	\$0
Operating Fund	\$1,186 (+\$121 / 11.4% FROM 2023)	\$0	\$1,186
TOTAL ASSESSMENT	\$2,983 (+\$359 / 13.7% FROM 2023)	\$(500,000)	\$2,907 (+\$283 / 10.7% FROM 2023)

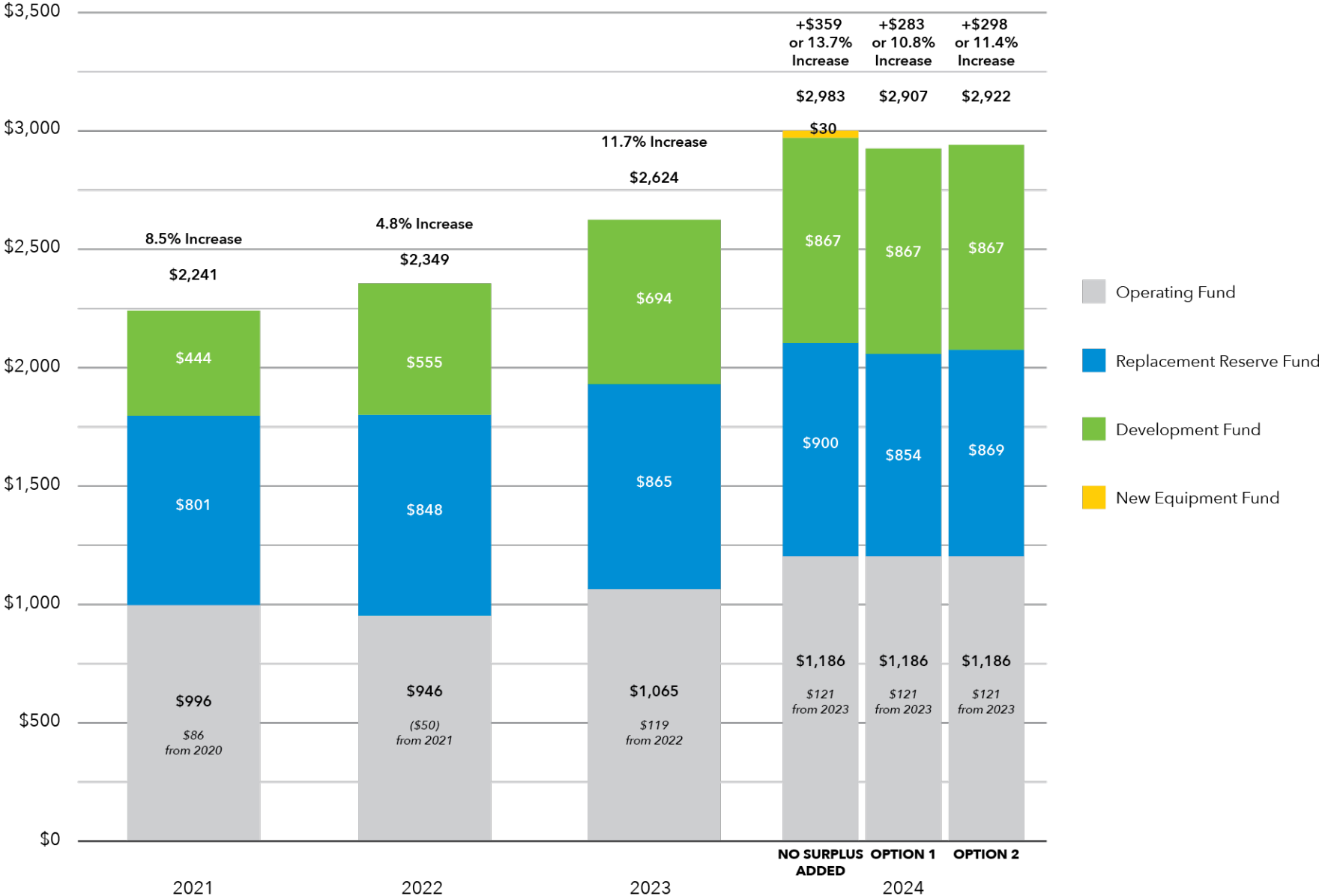
Additional \$100,000 2021 surplus applied to the Operating Fund Contingency Reserve

OPTION 2	FUNDING NEEDED	SURPLUS APPLIED	TOTAL ASSESSMENT
Development Fund	\$867 (+\$173 / 25 % FROM 2023)	\$0	\$867
Replacement Reserve Fund	\$900 (+\$35 / 4% FROM 2023)	\$(200,000)	\$869
New Equipment Fund	\$30	\$(200,000)	\$0
Operating Fund	\$1,186 (+\$121 / 11.4% FROM 2023)	\$0	\$1,186
TOTAL ASSESSMENT	\$2,983 (+\$359 / 13.7% FROM 2023)	\$(400,000)	\$2,922 (+\$298 / 11.4% FROM 2023)

Additional \$100,000 2021 surplus applied to the Operating Fund Contingency Reserve, and \$100,000 applied to Replacement Reserve Fund to add to the fund balance with no offset to the Annual Assessment.

ASSESSMENT CONTRIBUTION TO OPERATING + CAPITAL FUNDS

CURRENT RECOMMENDATION





CAPITAL PLANS AND SCHEDULES

BY MOTION, APPROVE THE FOLLOWING:

- 20-YEAR CAPITAL PLAN
- 10-YEAR CAPITAL IMPROVEMENT PLAN
- DEVELOPMENT FUND INVESTMENT 10-YEAR PROJECTION
- 30-YEAR RESERVE STUDY + 30-YEAR CASH FLOW
- 2024 NEW EQUIPMENT FUND INVESTMENTS



RECREATION FEE + DAILY ACCESS FEES

BY MOTION, APPROVE,

- Daily Access Fees at the private amenities
 - Member: \$12 (\$0 increase)
 - Accompanied Guest: \$15 (\$0 increase)
 - Unaccompanied Guest: \$20 (\$0 increase)
- Recreation Fee | valid May 1, 2024 – Dec. 31, 2024 (8 months)

PRORATED REC FEE RATE (~80%)		
	2023/24 RATE Expiring Apr 30, 2024	2024 PRORATED 8 MONTH RATE
2 PERSON REC FEE	\$295	\$250
4+ PERSON REC FEE	\$460	\$410
PER CARD FEE 5-8	\$165	\$140

2021 SURPLUS APPLICATION

BY MOTION, APPROVE APPLYING (OPTION 1)

- \$200,000 to the New Equipment Fund to offset the Annual Assessment
- \$300,000 to the Replacement Reserve Fund to offset the Annual Assessment
- \$100,000 to the Operating Fund Contingency Reserve

BY MOTION, APPROVE APPLYING (OPTION 2)

- \$200,000 to the New Equipment Fund to offset the Annual Assessment
- \$200,000 to the Replacement Reserve Fund to offset the Annual Assessment
- \$100,000 to the Operating Fund Contingency Reserve
- \$100,000 to the Reserve Replacement Fund balance without offsetting the assessment

2024 BUDGET + ANNUAL ASSESSMENT

	NO SURPLUS APPLIED	OPTION 1	OPTION 2
Operating Fund	\$1,186	\$1,186	\$1,186
Development Fund	\$867	\$867	\$867
New Equipment Fund	\$30	\$0	\$0
Replacement Reserve Fund	\$900	\$854	\$869
TOTAL ASSESSMENT	\$2,983 (+\$359 / 13.7% FROM 2023)	\$2,907 (+\$283 / 10.7% FROM 2023)	\$2,922 (+\$298 / 11.4% FROM 2023)

BY MOTION, ADOPT THE BUDGET AS PRESENTED WITH OR WITHOUT MODIFICATION FOR AN ANNUAL ASSESSMENT OF

- Operating Fund Assessment at \$1,186 (+\$121 from 2023)
- Development Fund Assessment at \$867 (+\$173 from 2023)
- New Equipment Fund Assessment at \$0
- Replacement Reserve Fund Assessment at \$854 (-\$11 from 2023) or \$869 (+\$4 from 2023)
- TOTAL 2024 ASSESSMENT \$2,907 (+\$283 from 2023) or \$2,922 (+\$298 from 2023)

THANK YOU