



2024 BUDGET WORKSHOP

OCTOBER 12, 2023



TODAY'S OBJECTIVES

- **REVIEW UPDATED BUDGET INFORMATION + RECOMMENDATIONS**
 - Development Fund
 - Replacement Reserve Fund
 - New Equipment Fund
 - Operating Fund
- **REVIEW RECREATION FEE AND FEE PERIOD; CONSIDER 12 MONTH OR CHANGE TO 8 MONTH CYCLE TO ALIGN WITH THE ASSESSMENT PERIOD AND FISCAL YEAR**
- **REVIEW OF 2021 OPERATING FUND SURPLUS ACCUMULATION AND OPTIONS FOR USE**
- **REVIEW OF OPERATING POLICY – OPERATING FUND RESERVE AMOUNT**
- **REVIEW TOTAL ANNUAL ASSESSMENT RECOMMENDATION**
- **ADOPT THE BUDGET AS PRESENTED WITH OR WITHOUT MODIFICATION
OR
PROVIDE DIRECTION TO STAFF TO REFINE FUND CONTRIBUTIONS FOR APPROVAL AT OCT.
20 SPECIAL BOARD MEETING**

MEETING OVERVIEW

Part One: Management follow-up/response to guidance and questions from prior budget workshops

- Capital Funds
 - 20-Year Capital Plan
 - 10-Year Capital Improvement Plan
 - 10-Year Development Fund Investment Projection
 - Replacement Reserve Fund and 2024 Replacement Reserve Fund Budget
 - 2024 New Equipment Fund Budget
- Operating Fund - Multiple questions and guidance
 - Insurance renewal
 - Food and beverage
- Recreation Fee Period and Fee
- Operating Policy – Operating Reserve Amount
- Application of 2021 Operating Fund Surplus
- 2024 Assessment as drafted

Part Two: Board guidance and potential Board action

All 2024 budget applicable documentation in exhibits

CAPITAL FUNDS

CAPITAL FUNDS UPDATE FOLLOWING BOARD FEEDBACK AT PRIOR WORKSHOP

20-Year Plan:

- Aligned related project construction timing where appropriate
- Minor edits were made to correlate with 10-Year Plan changes

10-Year Plan:

- Workforce Housing: Moved \$50,000 back into 2024 and 2025 for planning
- Prioritized code + safety improvement projects:
 - ACAC North Parking Drainage Improvements – Shifted to start planning from 2027 to 2024
 - Boat House/Snack Shack Remodel – Shifted to start planning from 2025 to 2024
 - The Lodge Generator and Bar Shed – Shifted to start planning from 2025 to 2024
 - ADA Glacier Way Loop Trail – Shifted from 2024 to 2026
 - ACAC West Side Boardwalk – Shifted to start planning from 2025 to 2028



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

CAPITAL FUNDS UPDATE FOLLOWING BOARD FEEDBACK AT PRIOR WORKSHOP

10-Year Development Fund Projection

- Updated plan to reflect changes to 10-year CIP
- **All applicable documentation in exhibits**

RECOMMENDATION:

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



IMPLEMENTATION OF PLANNED 4-YEAR INCREASE TO DEVELOPMENT FUND ASSESSMENT

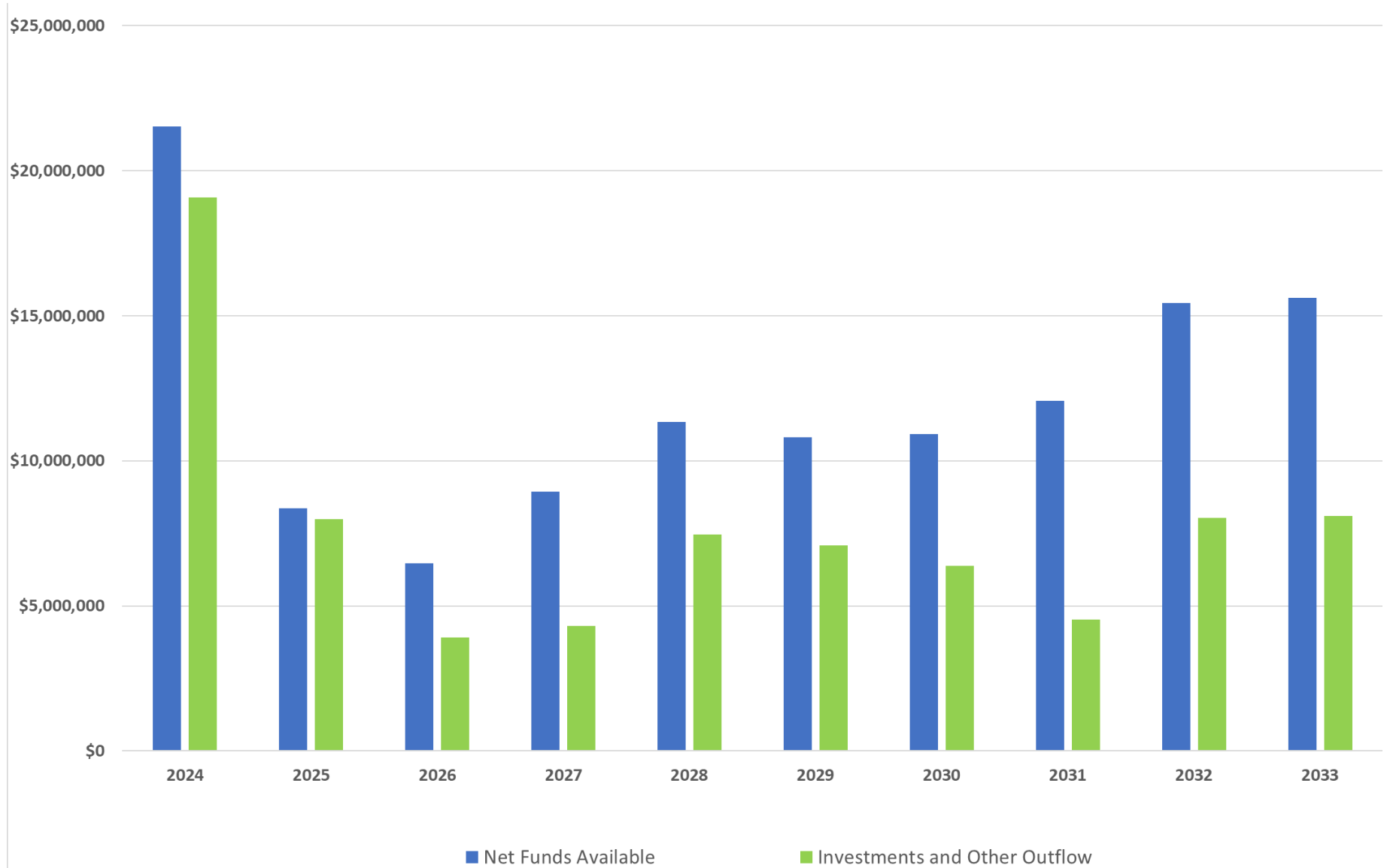
Year	Increase Each Year From 2020	Development Fund Portion of Assessment, increased 25% Per Year Through 2024
2021	\$89	\$444
2022	\$111	\$555
2023	\$139	\$694
2024	\$173	\$867
2025	Forecasting 4% to keep up with inflation	\$902
2026	Forecasting 4% to keep up with inflation	\$938
2027	Forecasting 4% to keep up with inflation	\$975

In 2020, the Board of Directors implemented a multi-year funding plan increasing the development fund to address future association building replacement and other capital investments. Since then, each board has reaffirmed the funding plan during the annual budget process.

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

DEVELOPMENT FUND 10-YEAR CASH FLOW OUTLOOK



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/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	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

2024 REPLACEMENT RESERVE FUND BUDGET UPDATE FROM LAST WORKSHOP

- Golf Course Cart Path Replacement – no change; still planned for 2024 implementation in two phases (spring and fall)
- Updated study to reflect changes made to 10-year CIP
- Added additional annual maintenance components to main buildings as recommended in CAI update
- Downhill Ski Lodge
 - Added soft cost component for additional costs caused by delay
 - Adjusted replacement components for increased cost due to inflation
 - Added additional component for utility replacement as recommended in CAI update
- **All applicable documentation in exhibits**

RECOMMENDATION:

REPLACEMENT RESERVE FUND AT \$900 (+\$35 / 4% FROM 2023)



REPLACEMENT RESERVE FUND

	Forecast 2023	Budget 2024
Beginning balance	\$15,629,024	\$16,176,787
Assessment Funds	\$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

30-YEAR CASH FLOW / RESERVE STUDY FUNDING PLAN

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

NEW EQUIPMENT FUND



NEW EQUIPMENT FUND

Have not funded in three years. Funding is recommended for 2024

	Forecast 2023	Budget 2024
Beginning balance	\$269,669	\$39,377
Assessment Funds	\$0	\$194,190
Interest Income	\$7,598	\$5,553
Expenditures		
Capital Additions / Expenditures	-\$237,890	-\$105,000
Contingency	\$0	-\$95,000
Ending Balance	\$39,377	\$39,120

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.”



2024 NEW EQUIPMENT FUND UPDATE FOLLOWING BOARD WORKSHOP

- No board feedback requiring following; No change from prior workshop
- Proposed 2024 New Equipment Investments
 - Maintenance Dump Trailer (\$15k)
 - Forestry ASVI Mastication Implement (\$10k)
 - Fleet Vehicles (\$80k)
 - Other

**RECOMMENDATION:
NEW EQUIPMENT FUND ASSESSMENT AT \$30 (+\$30 FROM 2023)**

OPERATING FUND

2024 OPERATING FUND BUDGET UPDATE FROM LAST WORKSHOP

Overall change from the prior workshop was a \$9 per property reduction in the Operating Fund contribution

NOTABLES/CALLOUTS

- **Revenue:** Reduced Community Standards Office revenue \$40k, reduced Rec Fee revenue \$30k
- **Expenses:** Labor savings in The Lodge, Aquatics and Cross Country; Operating expense savings in Equestrian
- **Insurance: \$2.27M.** Final numbers are \$31,000 more than anticipated and presented in Workshop #1
- **Salaries and Wages:** Proposed budget includes 4% merit increase and 40% incentive/retention funding
- **Rec Fee Revenue + Cost per Visit:** See separate slides



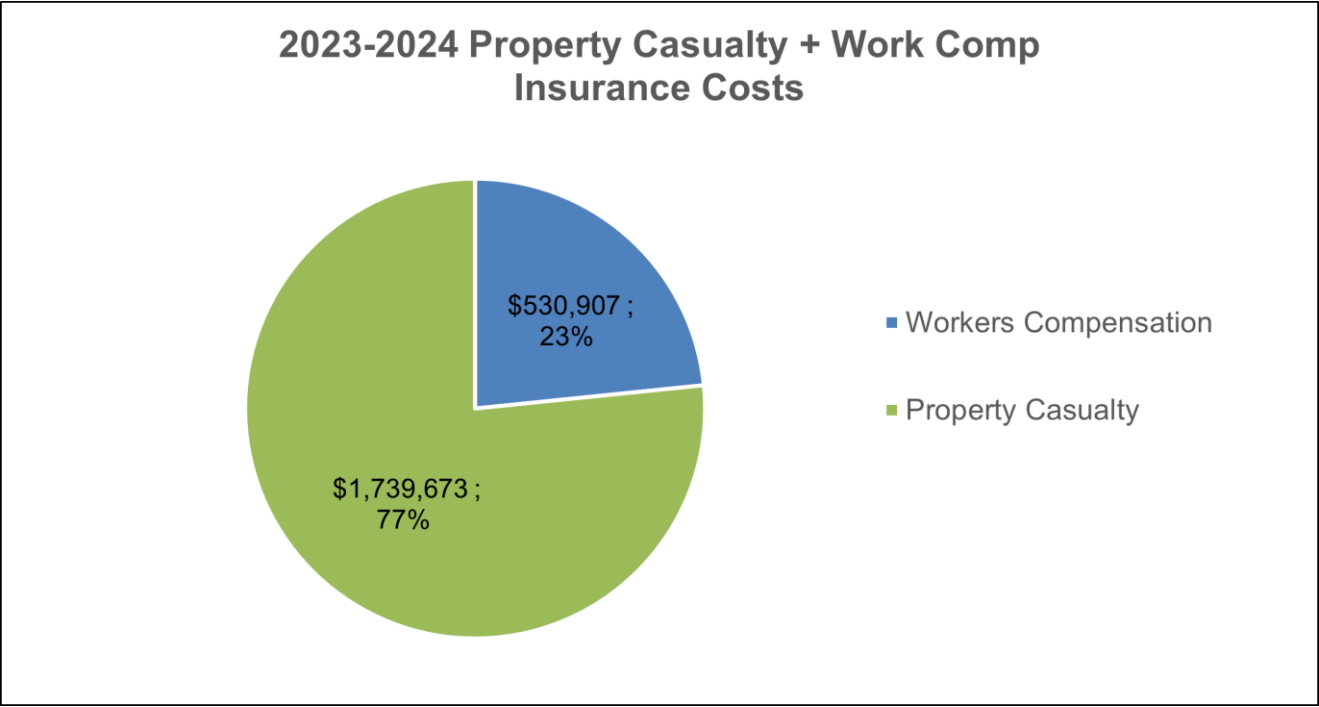
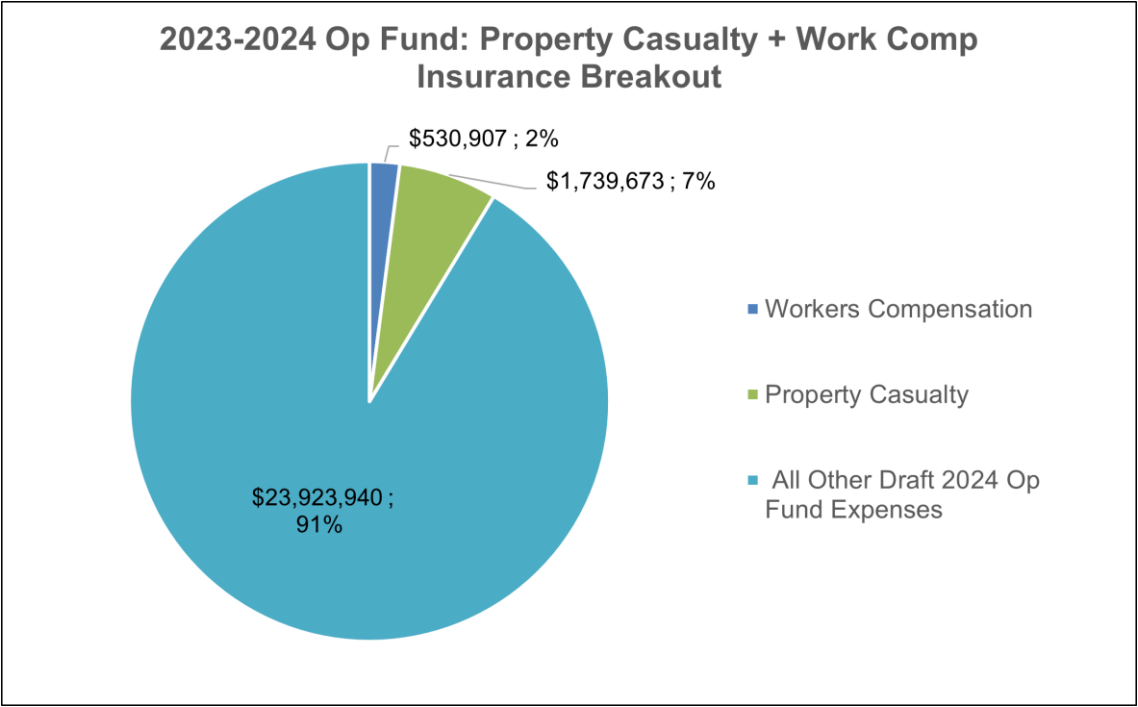
BOARD FEEDBACK TO STAFF AT PREVIOUS WORKSHOPS

BOARD FEEDBACK ON OPERATING FUND	
OPERATING FUND FEEDBACK	STAFF RESPONSE
Look at creating a Workforce Housing department (for accounting proposes only)	A new department/cost center has been created (Dept #036)
Look into Trout Creek Kids Club service and what can be done to bring the service back	Staff are considering a few options for the return of this service, resource requirement is available to make the service happen in the 2024 budget
Are we competitive in the marketplace for Trout Creek staffing and what would stabilize staffing?	Confirmed pay ranges of Trout Creek positions are competitive with regional competitors
Review options for a parking solution that prioritizes members at the Beach Club Marina	Staff will make changes to the parking plan for the 2024 summer season to prioritize member parking inside the Beach Club Marina fencing. Minimal resource requirement

BOARD FEEDBACK TO STAFF AT PREVIOUS WORKSHOPS

BOARD FEEDBACK ON OPERATING FUND CONTINUED	
OPERATING FUND FEEDBACK	STAFF RESPONSE
Provide what it would cost to fully fund the employee incentive program (versus funding at 40% as historically done)	Approximately \$62 additional per property would be needed to fully fund the employee incentive program
Review full-time year-round position ranges and budget competitive wages	Efforts over the past three years to assess regional trends and adjust wages to be competitive are reflected in this budget. The ranges align with Operating Fund Policy 2023-3 principles
Insurance update	See slides 25 and 26
Food + Beverage review and update	See slides 27-30
Recreation Fee period to align with calendar year and cost per use detail	See separate section and information on Rec Fee period (slide 32-35). No impact to the 2024 budget

PROPERTY CASUALTY AND WORKERS COMP INSURANCE



PROPERTY CASUALTY AND WORKERS COMP INSURANCE

2023 – 2024 RENEWAL

TOTAL: \$2.27M

- \$1.7M Property Casualty
- \$530k Workers Comp
- \$350/property Operating Fund assessment
- \$50/property of assessment increase related to insurance increase



*includes premium, taxes, and broker service fees

CONSOLIDATED FOOD + BEVERAGE INCOME STATEMENT

THE LODGE, SUMMER F+B, ALDER CREEK CAFE, PIZZA ON THE HILL, WINTER F+B, MARINA GRILL

	2019	2020	2021	2022	2023	2023	2024	2024 Bdg vs 2023 F/cast		2024 Bdg vs 2023 Budget	
	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	4,218,214	1,990,266	2,512,996	3,554,946	3,934,930	3,886,633	4,343,185	456,552	12%	408,255	10%
Cogs	(1,220,585)	(633,049)	(819,780)	(1,200,161)	(1,270,073)	(1,173,400)	(1,314,838)	(141,438)	-12%	(44,765)	-4%
Gross Margin	2,997,629	1,357,217	1,693,216	2,354,785	2,664,857	2,713,233	3,028,347	315,114	12%	363,490	14%
Payroll Direct-Salary	(591,544)	(322,180)	(596,238)	(689,761)	(774,277)	(735,080)	(811,809)	(76,728)	-10%	(37,532)	-5%
Payroll Direct-Hourly	(1,298,536)	(808,514)	(942,274)	(1,408,803)	(1,388,254)	(1,387,276)	(1,446,614)	(59,338)	-4%	(58,360)	-4%
Payroll Direct-Total	(1,890,080)	(1,130,694)	(1,538,512)	(2,098,564)	(2,162,531)	(2,122,356)	(2,258,423)	(136,067)	-6%	(95,892)	-4%
Payroll Burden	(517,304)	(339,361)	(455,072)	(612,453)	(632,343)	(644,362)	(670,062)	(25,701)	-4%	(37,719)	-6%
Payroll	(2,407,384)	(1,470,055)	(1,993,584)	(2,711,017)	(2,794,874)	(2,766,718)	(2,928,485)	(161,767)	-6%	(133,611)	-5%
Expenses	(714,809)	(503,884)	(582,068)	(740,385)	(755,577)	(850,135)	(836,064)	14,071	2%	(80,487)	-11%
NORBO	(124,564)	(616,722)	(882,436)	(1,096,617)	(885,594)	(903,620)	(736,203)	167,418	19%	149,391	17%
Overhead Alloc	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(124,564)	(616,722)	(882,436)	(1,096,617)	(885,594)	(903,620)	(736,203)	167,418	19%	149,391	17%
COGS %	-29%	-32%	-33%	-34%	-32%	-30%	-30%				
Payroll Direct %	-45%	-57%	-61%	-59%	-55%	-55%	-52%				
Payroll Burden % Payroll	-27%	-30%	-30%	-29%	-29%	-30%	-30%				
Net Result % to Revenue	-3%	-31%	-35%	-31%	-23%	-23%	-17%				

FOOD AND BEVERAGE OPERATIONS + INITIATIVES FOR 2024

DRIVING REVENUES

- Member discount implementation (see next slide)
- Promoting operations in shoulder season with member discounts and other promotional events/activities
- A full season of The Lodge Pavilion enhancement and expecting spring 2024 Marina remodel to be complete
- Continue to offer live music events - a proven revenue generator
- Continue and strengthen specialty activities with F&B venues, e.g., Bingo at Pizza on the Hill, Trivia Night and Edibol at Alder Creek Cafe

OPERATING EFFICIENCIES

- Rationalized operations in shoulder seasons. Ex: Alder Creek Cafe closure, Pizza on the Hill 4-day-a-week operation
- Aggressively manage labor to business volumes and zero-base approach to labor
- Utilization of new financial and statistical software reporting (DOMO) for improved proactiveness, operating efficiencies and cost savings





FOOD + BEVERAGE MEMBER DISCOUNT

The Board requested staff look at a member discount at the Sept. 14 Budget Workshop. Staff reviewed options and implemented the following:

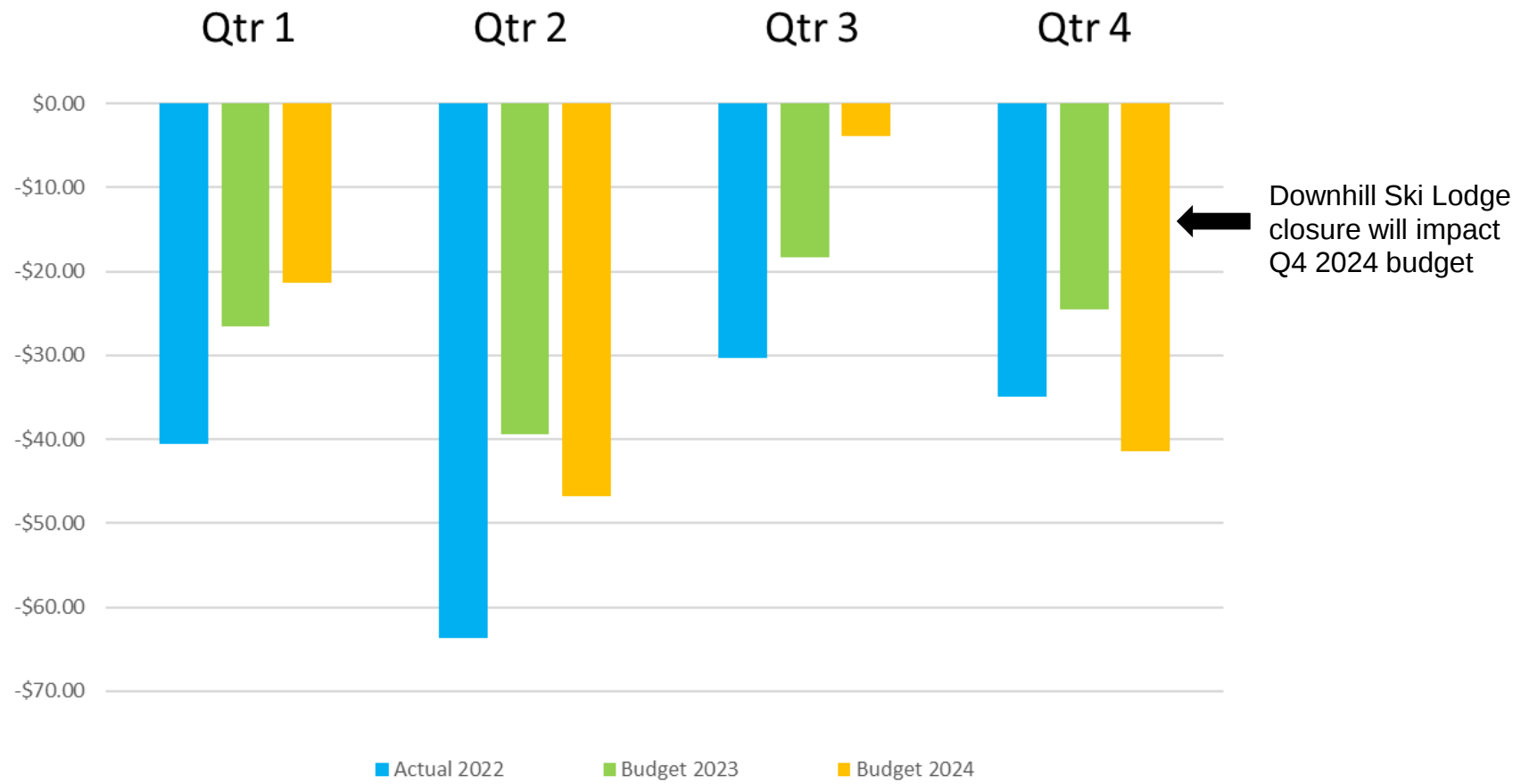
The Lodge Restaurant & Pub Member Discount

- Purchase one entrée and receive the second 50% off, through Nov. 22
- 74 Members have received the discount since Sept. 29
- Total discount value \$1,386

Pizza on the Hill Member Discount

- Purchase one pizza and receive the second free on Sundays and Mondays through football season
- 54 members have received the free pizza since Sept. 29
- Total discount value \$1,503

CONSOLIDATED FOOD + BEVERAGE CONTRIBUTION BY PROPERTY



RECREATION FEE



RECREATION FEE PERIOD + FEE SETTING

AUTHORITY

Covenants and Restrictions, Article II, Section 1(a)

“Regulations of Common Facilities. The Association shall have the right to regulate the use and enjoyment of its Common Facilities, including without limitation, the right to: (i) charge reasonable admission and other fees as a condition to facilities access and usage...”

Amenity Access Policy, B1.(b):

“ AT THE BEGINNING OF EACH BUDGET YEAR, the Board of Directors will establish a recreation fee for property owner use of the recreation fee amenities...” [emphasis added].

RECREATION FEE PERIOD 12 MONTH VS 8 MONTH

Sept. 14 Board feedback: Provide details on aligning the Rec Fee year with the fiscal/calendar year in 2025

- Prorating the Recreation Fee to align the Rec Fee calendar with the fiscal/calendar year should not have an impact on the Annual Assessment, assuming the proration schedule would follow utilization trends
- Approximately 80% of "Rec Fee member" utilization occurs between May 1 and Dec. 31; therefore 80% of the Rec Fee revenue is allocated during this same period
- Aligning the Rec Fee with calendar year will require a simplified access product (Rec Fee) that does not require manual staff application, as currently done
- Recommendation: Offer an 8-month Rec Fee, valid May 1, 2024 to Dec. 31, 2024 at 80% of the 12-month Rec Fee rate recommendation. This revenue would be allocated for those same 8 months, resulting in the same revenue amount allocated during that timeframe as the 12-month rate.

RECREATION FEE MEMBER VISITATION AT THE PRIVATE AMENITIES

YEAR*	MAY 1-DEC. 31	MAY 1-APR 30	% VISITATION MAY 1- DEC. 31
2018	103,165	132,022	78%
2019	110,579	129,553	85%
2022	113,168	141,119	80%

The majority of the utilization occurs during the summer months when all private amenities (Trout Creek, Beach Club, Northwoods Pool and Tennis Center) are open. The only private amenity open January through April is the Trout Creek Recreation Center.

*2020 and 2021 data excluded because of COVID mitigation impacts

RECREATION FEE PERIOD 12-MONTH VS 8-MONTH

Discussion

- 80% prorated rate for the 8-month period is necessary to achieve the Rec Fee revenue forecast for 2024
- To align the Rec Fee year with the fiscal/calendar year, a prorated Rec Fee will have to happen. Implementing the change for 2024 allows for maximum efficiency and flexibility for any change in the policy in 2025
- Staff recommendation: Prorated Rec Fee for 2024 at 80% of the 12-month rate, which would apply to the periods from May 1, 2024 to Dec 31, 2024

12-MONTH REC FEE RATE			
	2023/24 RATE	WORKSHOP 1 RECOMMENDATION	BOARD SUGGESTION FROM WORKSHOP 1
2 PERSON REC FEE	\$295	\$310	\$310
4+ PERSON REC FEE	\$460	\$490	\$510
PER CARD FEE 5-8	\$165	\$175	\$175

PRORATED REC FEE RATE (~80%)			
	2023/24 RATE	WORKSHOP 1 RECOMMENDATION	BOARD SUGGESTION FROM WORKSHOP 1
2 PERSON REC FEE	\$295	\$250	\$250
4+ PERSON REC FEE	\$460	\$390	\$410
PER CARD FEE 5-8	\$165	\$140	\$140

PRIVATE AMENITY USAGE, ACCESS REVENUE + COST PER VISIT

CONSOLIDATED PRIVATE AMENITIES - Snowplay not included

	2018			2019			2021			2022			2023 - thru August		
	Qty	Rev	Access Rev/Visit	Qty	Rev	Access Rev/Visit	Qty	Rev	Access Rev/Visit	Qty	Rev	Access Rev/Visit	Qty	Rev	Access Rev/Visit
Member w/Rec Fee Access	132,774	1,055,156	\$ 7.95	139,322	1,151,269	\$ 8.26	118,736	1,277,803	\$ 10.76	138,177	1,563,265	\$ 11.31	108,230	1,191,672	\$ 11.01
Member Daily Access (incl. all members 7+ and under 7)	7,602	44,012	\$ 5.79	6,138	47,396	\$ 7.72	8,339	70,185	\$ 8.42	7,286	66,021	\$ 9.06	4,915	56,008	\$ 11.40
Accompanied Guest Access (incl. under 7)	20,299	156,688	\$ 7.72	21,127	190,107	\$ 9.00	15,752	145,755	\$ 9.25	15,671	188,911	\$ 12.05	12,921	184,632	\$ 14.29
Unaccompanied Guest Access Incl. under 7)	22,728	271,296	\$ 11.94	19,402	291,079	\$ 15.00	15,462	239,603	\$ 15.50	15,606	254,992	\$ 16.34	12,889	247,321	\$ 19.19
Employee Access	8,504	-	\$ -	10,252	-	\$ -	2,734	-	\$ -	6,220	-	\$ -	6,621	-	\$ -
Total	191,907	\$ 1,527,152	\$ 7.96	196,241	\$1,679,851	\$ 8.56	161,023	\$ 1,733,346	\$ 10.76	182,960	\$ 2,073,189	\$ 11.33	145,576	\$ 1,679,633	\$ 11.54
Total Cost	\$ (1,700,035)			\$ (1,759,518)			\$ (1,907,665)			\$ (2,236,285)			\$ (1,824,703)		
Cost / Visit - Expense	\$ (8.86)			\$ (8.97)			\$ (11.85)			\$ (12.22)			\$ (12.53)		
Cost / Visit - incl. Access Rev	\$ (0.90)			\$ (0.41)			\$ (1.08)			\$ (0.89)			\$ (1.00)		

NOTES:

2020 excluded due to COVID

2021 highly impacted by COVID mitigation

2023 pacing to exceed 2022 by 8-10k visits

OPERATING FUND



OPERATING FUND POLICY

OPERATING FUND CONTINGENCY RESERVE AMOUNT

In accordance with Operating Fund Policy 2023-3

“Beginning in the 2024 budget year, the minimum OFCR balance shall be increased incrementally over 3 to 5 years until it reaches the greater of \$2 million and 10% of the annual operating expenses, at the discretion of the Board.”

“The Board of Directors shall review the amount of the minimum and maximum OFCR balance annually during the budget process to ensure that the estimated operating fund balance will continue to be adequate for the needs specified above.”

Projected Beginning Balance of the OFCR in 2024 is \$1.85M, an increase of \$135,000 over Beginning Balance 2023.

Discussion: To what degree will the OFCR funding level be increased for 2024?
What is overall funding level guidance?

APPLICATION OF 2021 OPERATING SURPLUS

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.

Options for how to use the surplus could include

- **Utilize \$100,000 of the surplus and fund the New Equipment Fund**, this would reduce the Annual Assessment by \$15 per owner (total Assessment \$2,968 or 13.1% increase) and still provide the recommended funding to the NEF
- **Utilize \$200,000 of the surplus and fund the New Equipment Fund**, this would reduce the Annual Assessment by \$30 per owner (total Assessment \$2,953 or 12.5% increase) and still provide the recommended funding to the NEF
- **Hold for any 2024 or 2025 budget shortfalls** due to impacted program revenue from ski lodge construction
- **Hold all for future contribution to capital funds**
- **Utilize a portion for workforce retention programs** to combat labor market variances and competition

OPERATING FUND SURPLUS SCENARIOS

	USING \$0 2021 SURPLUS	USING \$100k 2021 SURPLUS	USING \$200k 2021 SURPLUS
ASSESSMENT % increase from 2023	\$2,983 13.68%	\$2,968 13.11%	\$2,953 12.53%

Staff provides the above scenarios for the board to consider to allocate up to \$200,000 of the 2021 surplus. If the Board decides to allocate a portion of the Operating Fund surplus towards the assessment, the staff recommendation is to fund the New Equipment Fund portion of the 2024 Assessment up to \$200,000

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

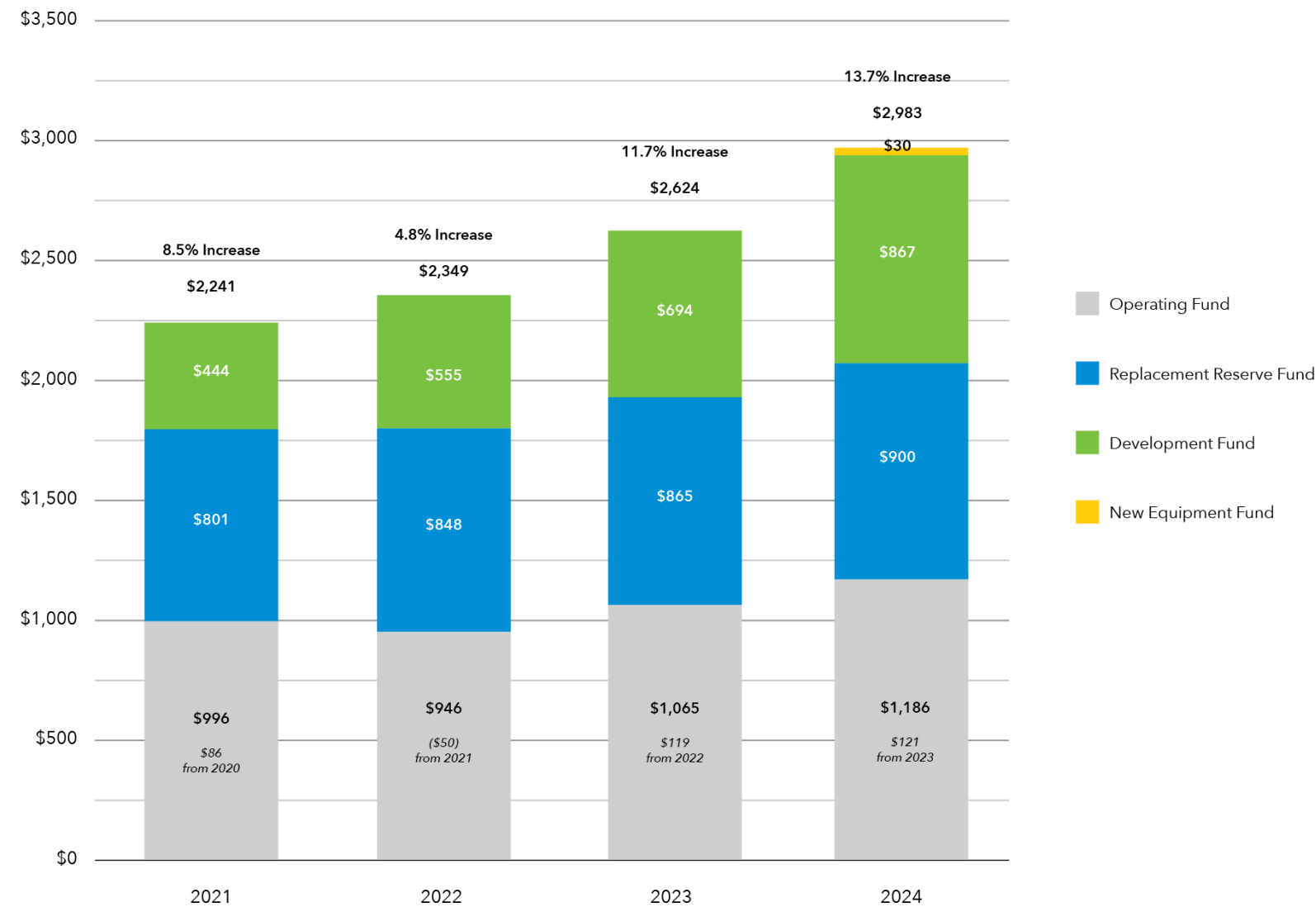
2024 SUMMARY OPERATING FUND INCOME STATEMENT

	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 2024 ANNUAL ASSESSMENT



ASSESSMENT CONTRIBUTION TO OPERATING + CAPITAL FUNDS



SEEKING DIRECTION + ACTION

- **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
- **OR**
PROVIDE DIRECTION TO STAFF TO REFINE FUND CONTRIBUTIONS FOR APPROVAL AT OCT. 20 REGULAR BOARD MEETING

SEEKING DIRECTION – RECREATION FEE

- SET RECREATION FEE PERIOD AND FEE AMOUNT EFFECTIVE 5/1/2024
- OR
- SET THE REVENUE AMOUNT BUDGETED FOR THE BUDGET YEAR 2024 AND DEFER THE DECISION TO LATER BOARD DECISION IN OCTOBER
- IF THE BOARD DESIRES TO MOVE FORWARD WITH THE DECISION TODAY,
- BY MOTION, APPROVE,
 - SET RECREATION FEE PERIOD
 - RECREATION FEE RATES

SEEKING DIRECTION – OPERATING FUND CONTINGENCY RESERVE AMOUNT

- **OPTIONS**
 - DOLLARS ADDED TO 2024 ANNUAL ASSESSMENT
 - UTILIZE OTHER FUNDING AT A LATER DATE
 - DEFER THIS DISCUSSION TO ANOTHER BOARD MEETING FOR FURTHER ANALYSIS AND DISCUSSION
 - OTHER, AS DECIDED BY THE BOARD

SEEKING DIRECTION – 2024 BUDGET + ANNUAL ASSESSMENT

- **BY MOTION, ADOPT THE BUDGET AS PRESENTED WITH OR WITHOUT MODIFICATION FOR AN ANNUAL ASSESSMENT OF**
 - DEVELOPMENT FUND ASSESSMENT AT \$867 (+\$173 FROM 2023)
 - REPLACEMENT RESERVE FUND ASSESSMENT AT \$900 (+\$35 FROM 2023)
 - NEW EQUIPMENT FUND ASSESSMENT AT \$30 (+\$30 FROM 2023)*
 - OPERATING FUND ASSESSMENT AT \$1,186 (+\$121 FROM 2023)
 - TOTAL 2024 ASSESSMENT \$2,983 (+\$359 FROM 2023)*
- **OR PROVIDE DIRECTION TO STAFF TO REFINE FUND CONTRIBUTIONS FOR APPROVAL AT OCT. 20 REGULAR BOARD MEETING**

* Assumes zero surplus

THANK YOU

