

2024 BUDGET

October 17, 2023

2024 Summary P&L

(\$000's)		VARIANCE		
	2023 (bud)	2024 (bud)	\$	%
Operating Income	25,184	26,926	1,742	6.9%
Cost of Sales	(639)	(676)	(37)	5.8%
Gross Profit	24,545	26,250	1,705	6.9%
Wages & Benefits	13,383	15,633	2,250	16.8%
Repairs & Maintenance	2,386	2,913	527	22.1%
Utilities	2,581	2,859	278	10.8%
Projects	965	344	(621)	-64.4%
General Operating Expenses	2,950	3,164	214	7.3%
	22,265	24,913	2,648	11.9%
Net Operating Excess	2,280	1,337	(943)	-41.4%
Other Income / (Expense)	(970)	(903)	67	-6.9%
Net Excess Before Depreciation	1,310	434	(876)	-66.9%

2024 Department Summary



(\$000's)	B&I	BOWLING	EVENTS	FOOD	G&A	GOLF	OPS	TOTAL
Operating Income		1,075	431	936		8,132	16,352	26,926
Cost of Sales		(52)	(98)	(278)		(248)		(676)
Gross Profit	0	1,023	333	658	0	7,884	16,352	26,250
Wages & Benefits	1,249	733	363	470	2,520	4,684	5,614	15,633
Repairs & Maintenance	44	45	22	62	401	703	1,636	2,913
Projects	0	0	0	3	100	40	200	343
Utilities	22	119	2	100	129	897	1,591	2,860
General Op Expenses	108	53	134	50	493	1,329	997	3,164
Total Op Expenses	1,423	950	521	685	3,643	7,653	10,038	24,913
Net Operating Excess	(1,423)	73	(188)	(27)	(3,643)	231	6,314	1,337
Other Income / (Expense)							(903)	(903)
Net Excess Before Depr	(1,423)	73	(188)	(27)	(3,643)	231	5,411	434
Depreciation	0	144	0	5	1	2,782	3,818	6,750
Net Excess After Depr	(1,423)	(71)	(188)	(32)	(3,644)	(2,551)	1,593	(6,316)
2024 Capital Project Budget:								\$6,755
Net Excess Before Depreciation:								\$434
Allocated from Unrestricted Cash:								\$6,321

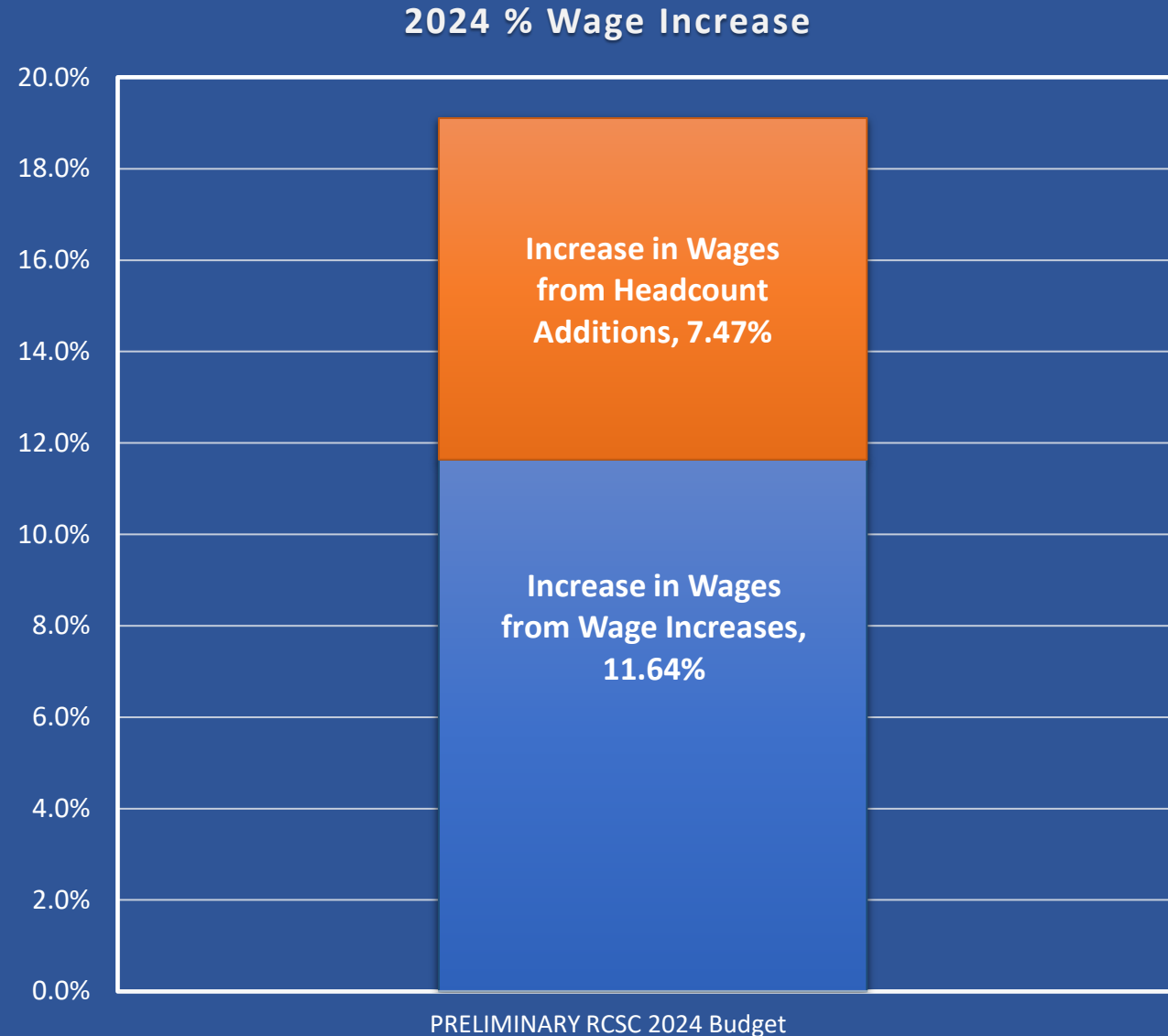
Key Assumptions - Revenue

<u>REVENUE</u>	<u>2023 (act)</u>	<u>2024 (bud)</u>	<u>Change</u>
Annual Assessment	\$525	\$575	9.5%
Golf Pass - Non-Resident w/ Cart	\$3,250	n/a	
Golf Pass - Non-Resident No Cart	\$2,750	n/a	
Golf Pass - Resident - No Fee	\$1,550	\$1,800	16.1%
Golf Pass - Resident - Surcharge	\$800	\$925	15.6%
Greens Fees * - Public	\$50.00	\$59.00	14.0%
Greens Fees * - Guest	\$44.00	\$50.00	13.6%
Greens Fees * - Cardholder	\$35.00	\$39.00	11.4%
Open Bowling Game - Resident	\$2.70	\$2.85	5.6%
Open Bowling Game - Non-Resident	\$3.15	\$3.50	11.1%
Events - Show Ticket	\$23.00	\$24.00	4.3%
* - 18 Hole Regulation Winter Round			

Key Assumptions - Expenses

<u>EXPENSES</u>	<u>BUDGET</u>		<u>Change</u>
	<u>2023</u>	<u>2024</u>	
Headcount (Full Time)	165	181	9.7%
Minimum Wage	\$13.85	\$14.35	3.6%
Total Wages (000's)	\$10,878	\$12,957	19.1%
Utilities (000's)	\$2,581	\$2,859	10.8%
Projects:			
Repair & Maintenance	\$965	\$344	-64.4%
Capital Projects	<u>\$3,283</u>	<u>\$6,321</u>	<u>92.5%</u>
	\$4,248	\$6,665	56.9%

Key Assumptions - Expenses



Key Assumptions - Expenses



Headcount Additions by Department (16 FTEs)

Operations

- Fairway - Full-Time Custodian
- Bell - Part-Time Custodian
- Marinette -Part-Time Facilities Attendant
- Lakeview - System Admin (Comment Cards)

B & I

- Facilities Project Manager
- R & M Project Coordinator
- Facility Maintenance Supervisor
- Trades Maintenance Technician
- Facilities Asset Coordinator
- Pool & Spa Technician

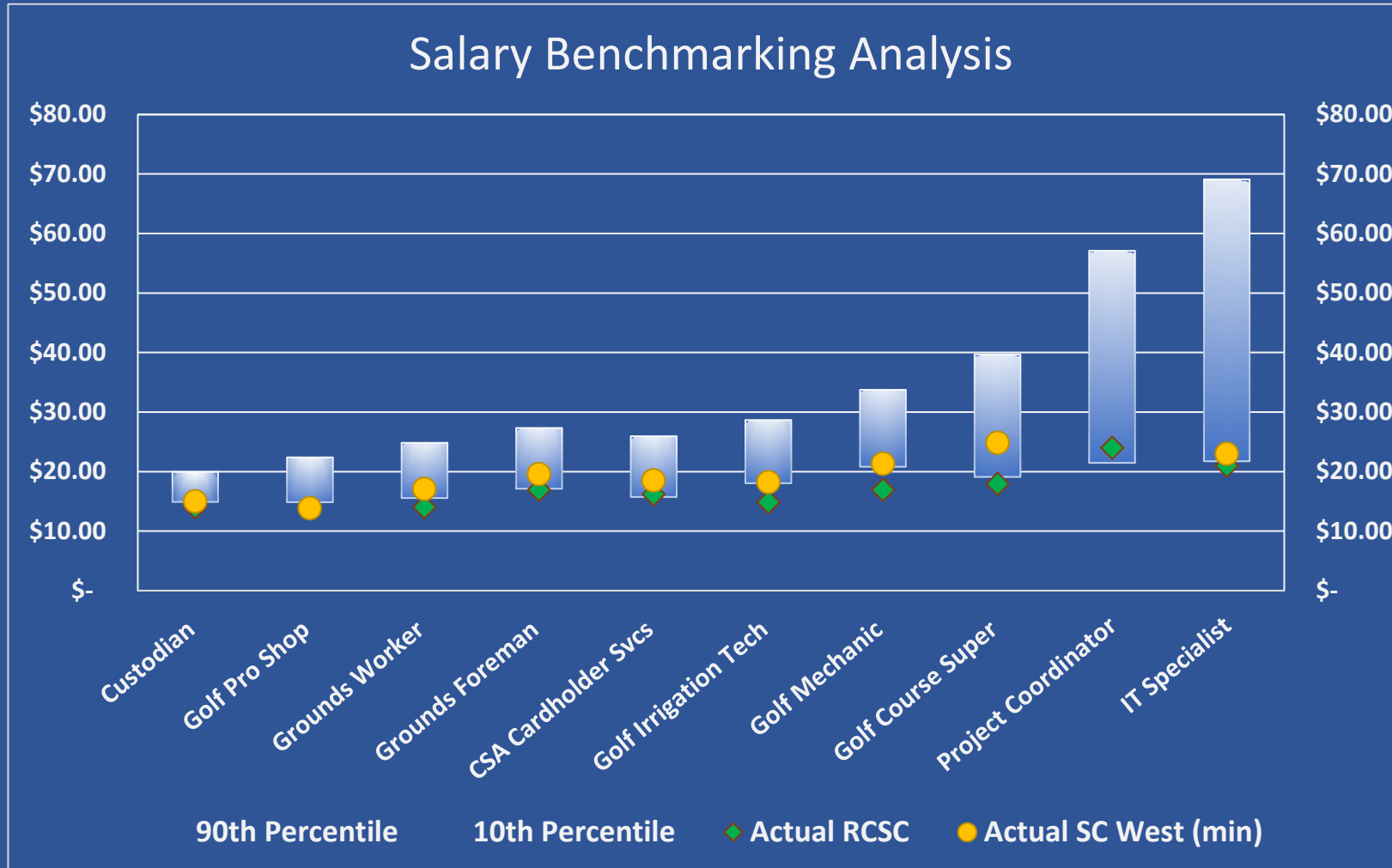
G & A

- Purchasing Manager
- Purchasing Agent #1
- Purchasing Agent #2
- Security Systems Specialist
- Support & Services Coordinator

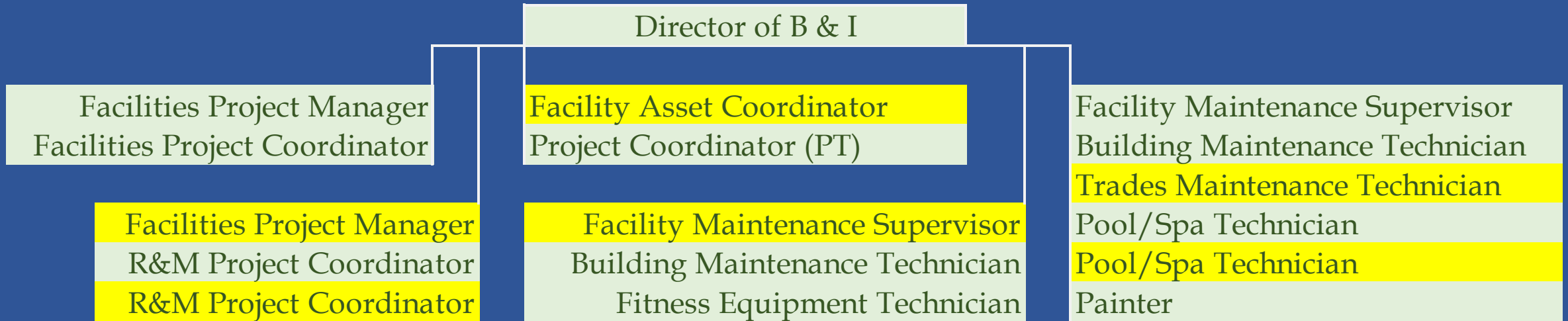
Golf

- Golf Mechanic

Wage Benchmarking



(\$000's)		VARIANCE			NOTES
	2023 (bud)	2024 (bud)	\$	%	
Operating Income	0	0	0		
Cost of Sales	0	0	0		
Gross Profit	0	0	0		
Wages & Benefits	726	1,249	523	72%	Wage increases, additional Headcount.
Repairs & Maintenance	27	44	17	63%	Computers, vehicles due to headcount increase.
Utilities	20	22	2	10%	
General Operating Expenses	98	108	10	10%	includes \$50k for Design consulting for future Projects.
	871	1,423	552	63%	
Net Operating Excess	(871)	(1,423)	(552)	63%	
Other Income / (Expense)					
Net Excess Before Depreciation	(871)	(1,423)	(552)	63%	

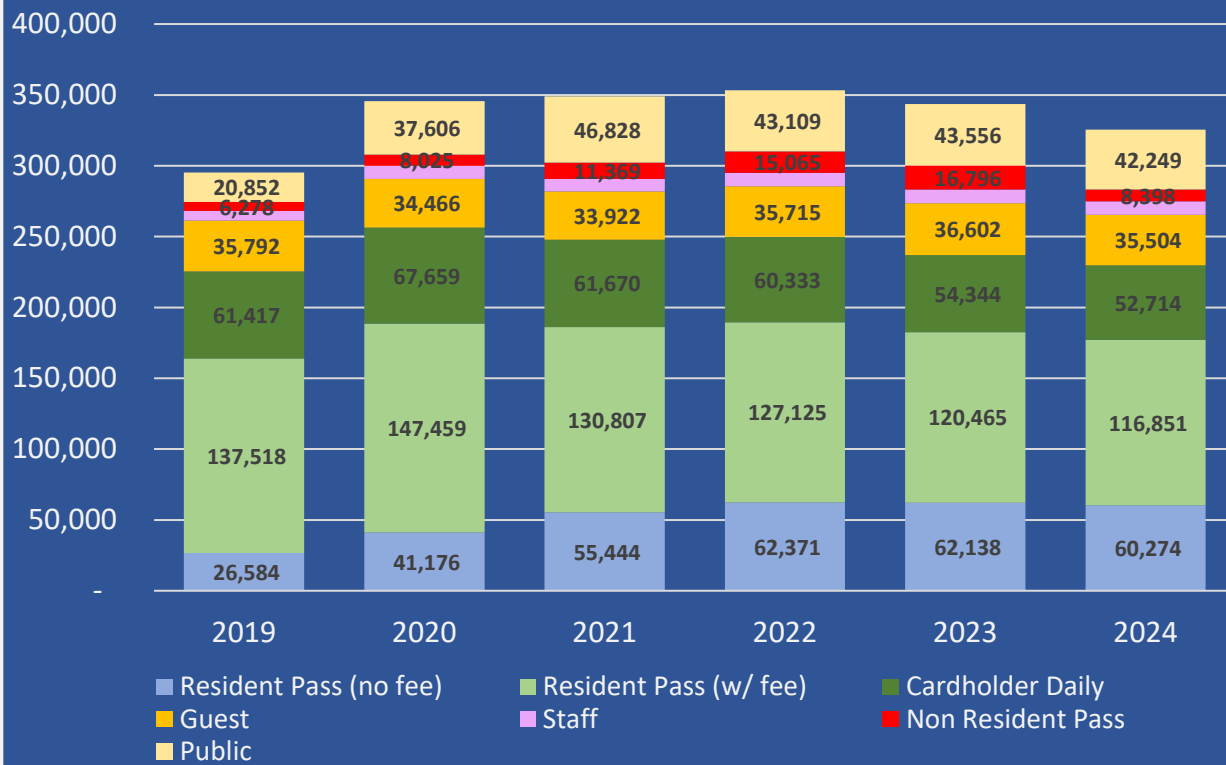


= Existing - 11
 = Additional - 6

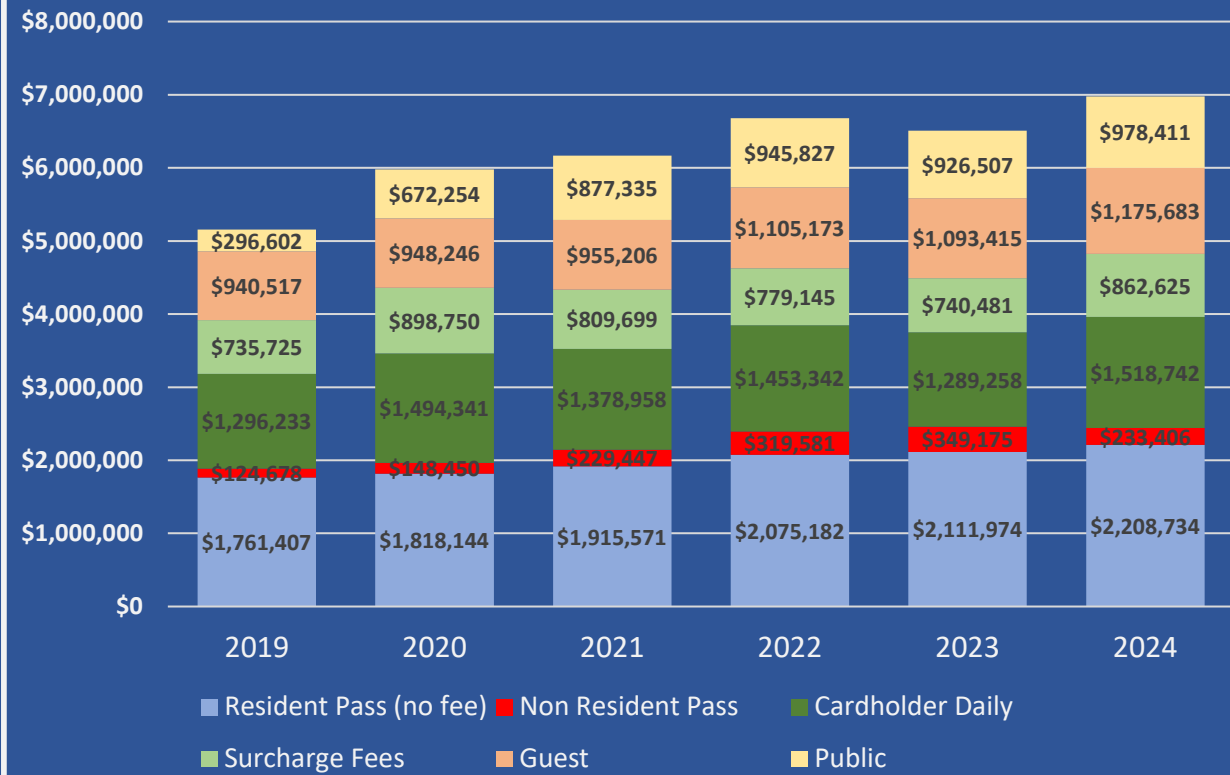
(\$000's)					
	2023 (bud)	2024 (bud)	VARIANCE		NOTES
			\$	%	
Operating Income	7,582	8,132	550	7.3%	Non-resident play is discontinued; increases in member prices to offset reduction in revenue
Cost of Sales	(222)	(248)	(26)	11.7%	2024 price increases for golf balls, sundries
Gross Profit	7,360	7,884	524	7.1%	
Wages & Benefits	4,290	4,684	394	9.2%	Wage increases
Repairs & Maintenance	594	703	109	18.4%	Golf course lake repairs, pump / well maintenance
Projects	18	40	22	122.2%	
Utilities	887	897	10	1.1%	
General Operating Expenses	1,227	1,329	102	8.3%	Sand, Seed, Fertilizer, and Pesticide price increases
	7,016	7,653	637	9.1%	
Net Operating Excess	344	231	(113)	-32.8%	
Other Income / (Expense)					
Net Excess Before Depreciation	<u>344</u>	<u>231</u>	<u>(113)</u>	<u>-32.8%</u>	

Golf Pricing

GOLF ROUNDS



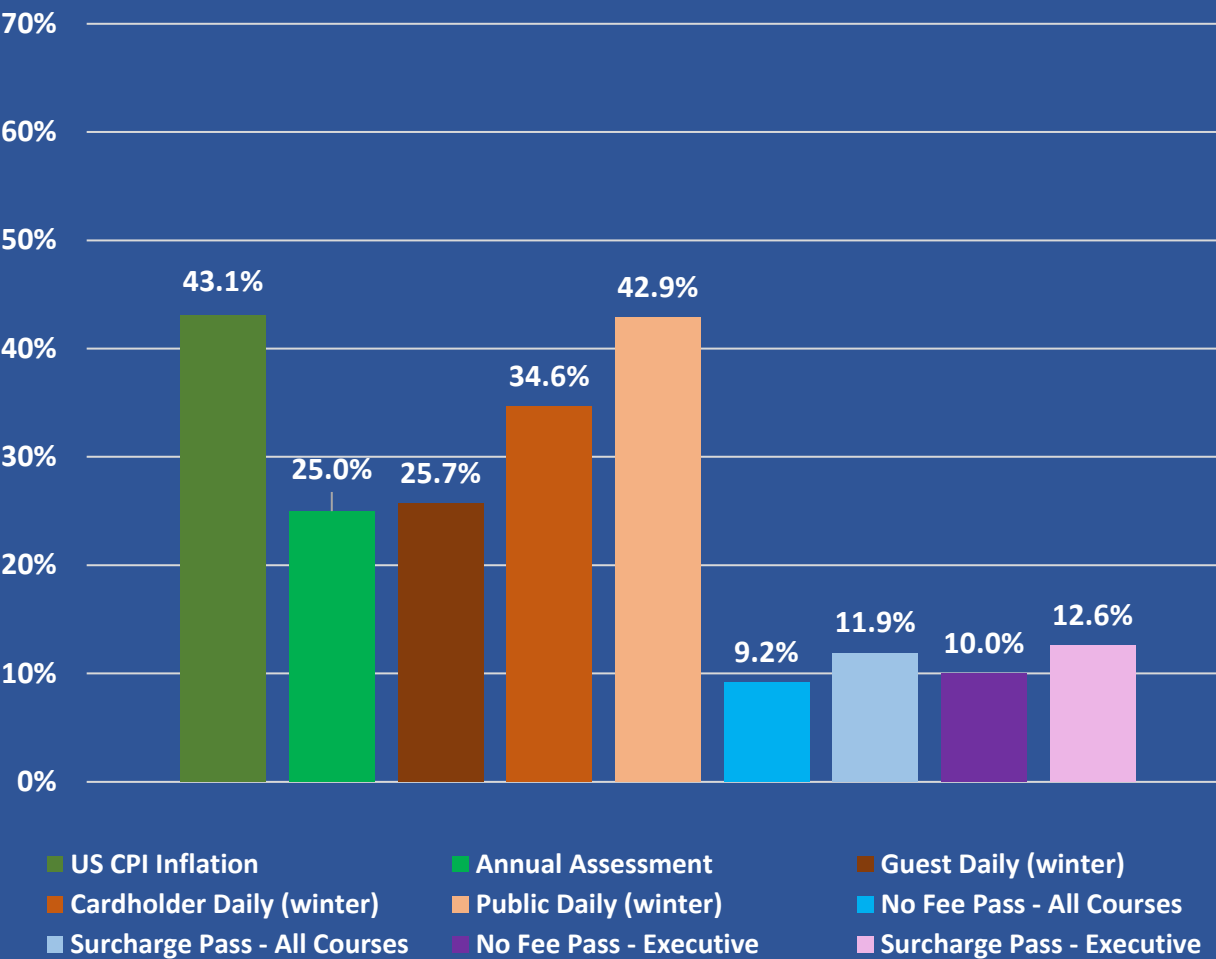
GOLF REVENUE (Greens Fees, Pass Fees)



Golf Pricing

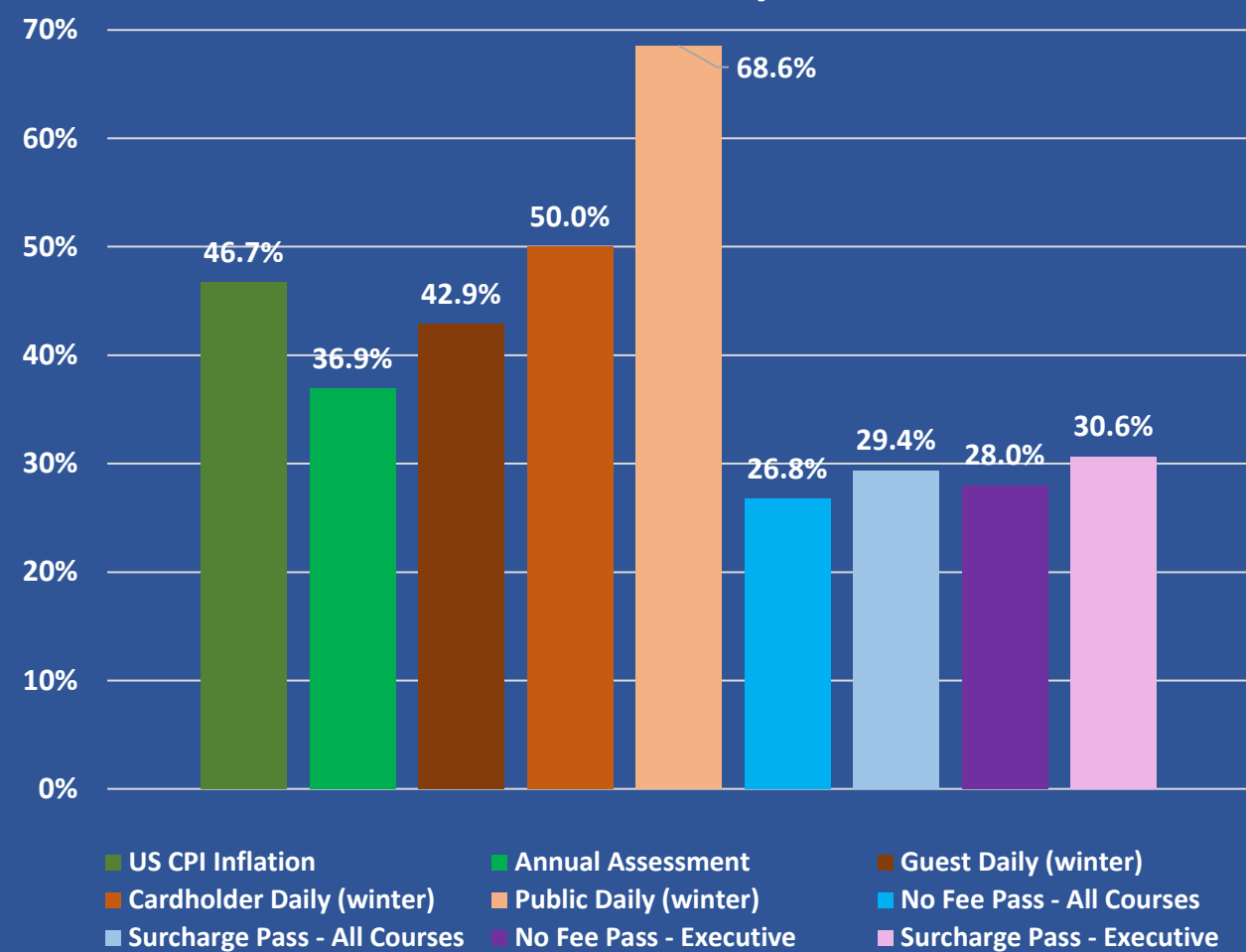
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<i>incr</i>
<i>Pass Fees</i>							
Resident Pass - w/ Cart					\$2,000	\$2,250	12.5%
Resident Pass - w/o Cart	\$1,550	\$1,550	\$1,550	\$1,550	\$1,550	\$1,800	16.1%
Resident Pass - w/ Surcharge	\$800	\$800	\$800	\$800	\$800	\$925	15.6%
Surcharge Fee (winter)	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$8.00	14.3%
Non Resident w/ Cart *	\$2,500	\$2,500	\$2,500	\$2,750	\$3,250	n/a	
Non Resident w/o Cart	\$2,000	\$2,000	\$2,000	\$2,250	\$2,750	n/a	
<i>18 Hole Regulation Winter Fees</i>							
Cardholder	\$31.00	\$33.00	\$33.00	\$35.00	\$35.00	\$39.00	11.4%
Guest	\$40.00	\$42.00	\$42.00	\$44.00	\$44.00	\$50.00	13.6%
Public	\$40.00	\$42.00	\$42.00	\$46.00	\$50.00	\$59.00	18.0%
<i>Cart Fees (\$ per seat / \$ per Cart)</i>							
Member				\$6/\$12	\$6/\$12	\$6/\$12	
Non-Member				\$6/\$12	\$7/\$14	\$8/\$15	

Fee Increases - 2009 to 2023



10/17/23

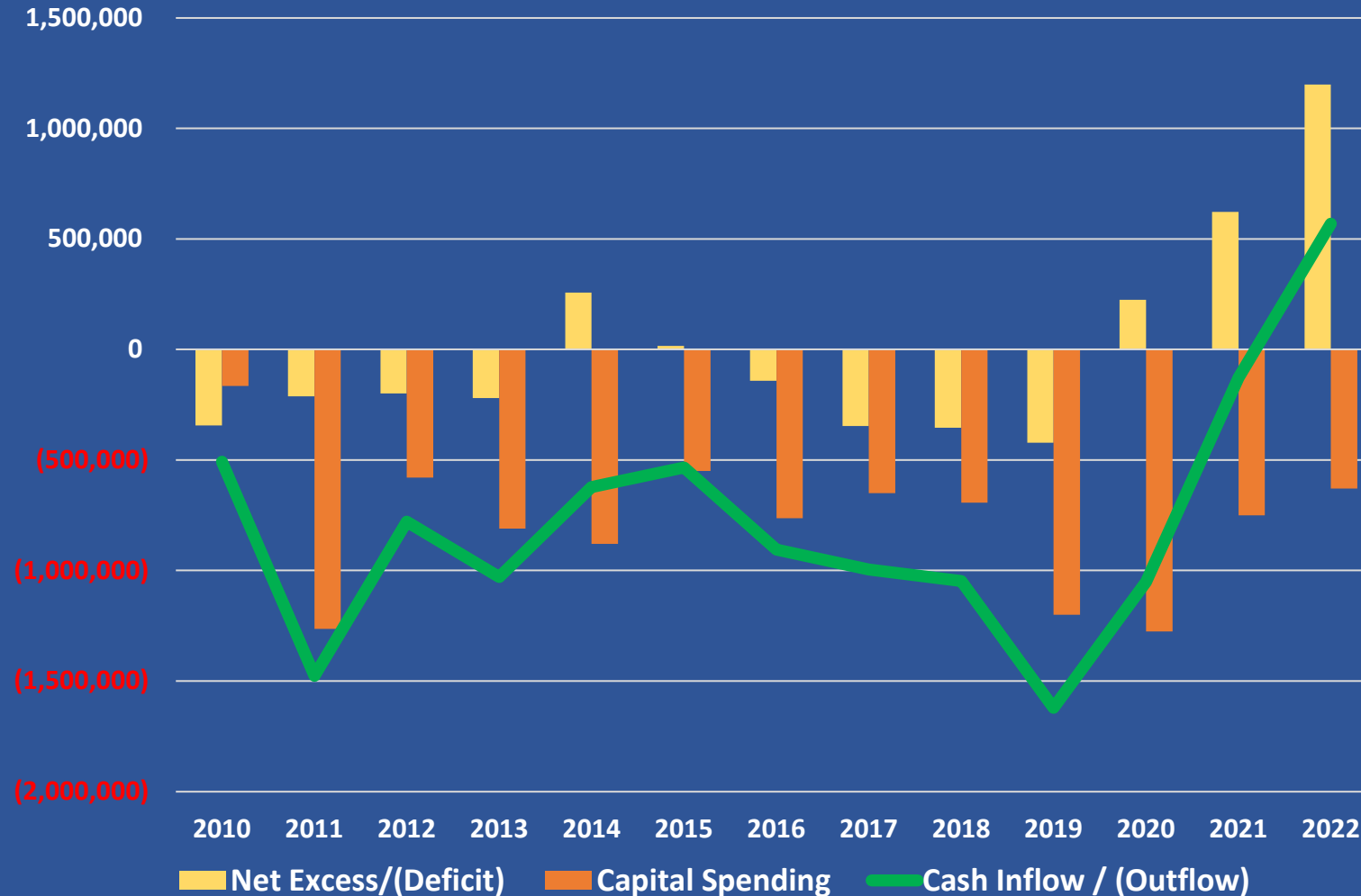
Fee Increases - 2009 to Proposed 2024 Fees



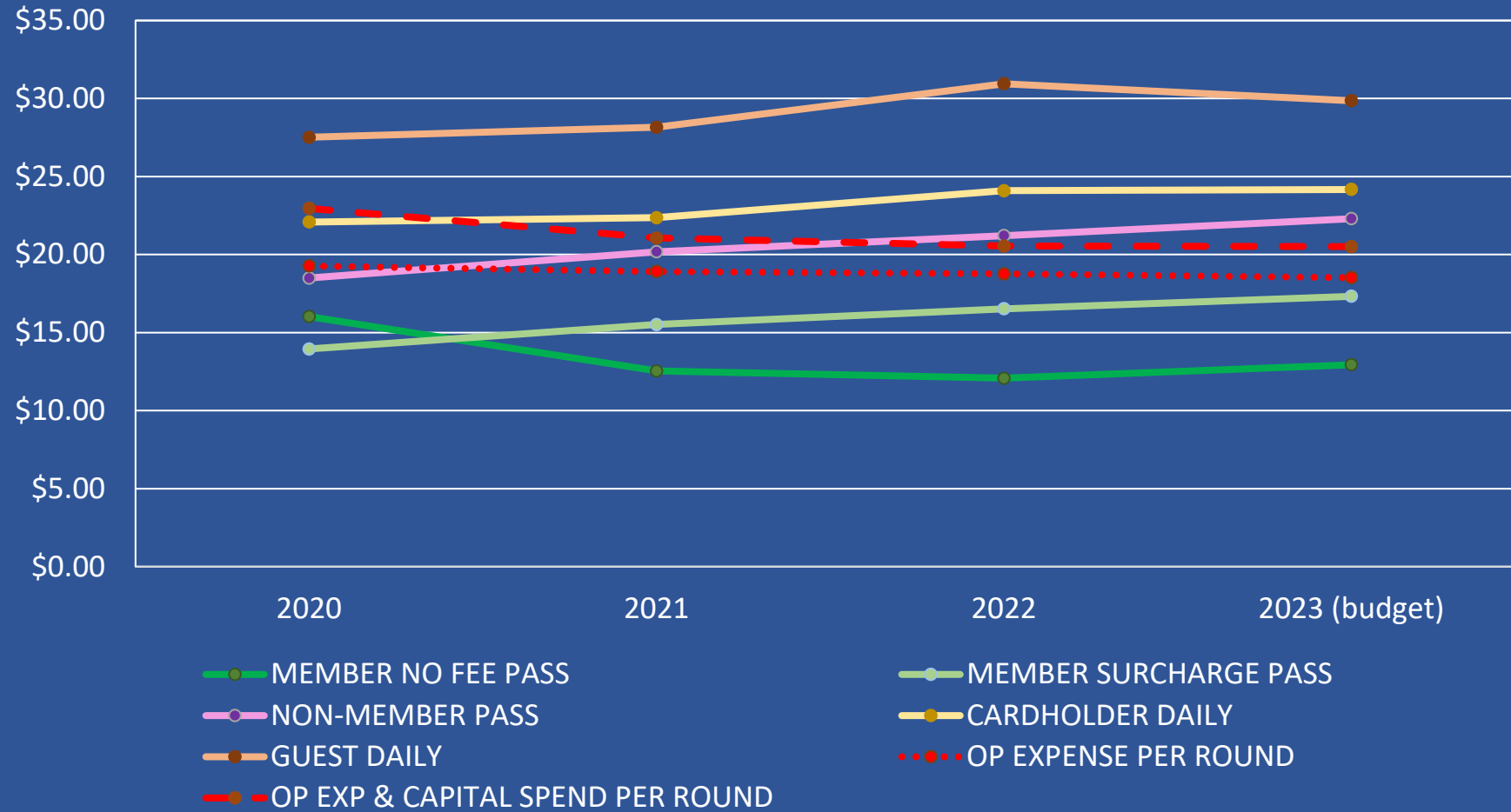
PRELIMINARY RCSC 2024 Budget

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Golf Net Excess, Capital Spending 2010-2022



Average Fee per Round 2020 - 2024



Assumptions - Bowling

	2023 (bud)	2024 (bud)	% Change
Lineage:			
League	199,962	198,432	(1%)
Open	73,728	98,071	33%
Pricing:			
Member - League	\$2.70	\$2.75	2%
Member - Open	\$2.70	\$2.85	6%
Guest - League	\$3.15	\$3.40	8%
Guest - Open	\$3.15	\$3.50	11%

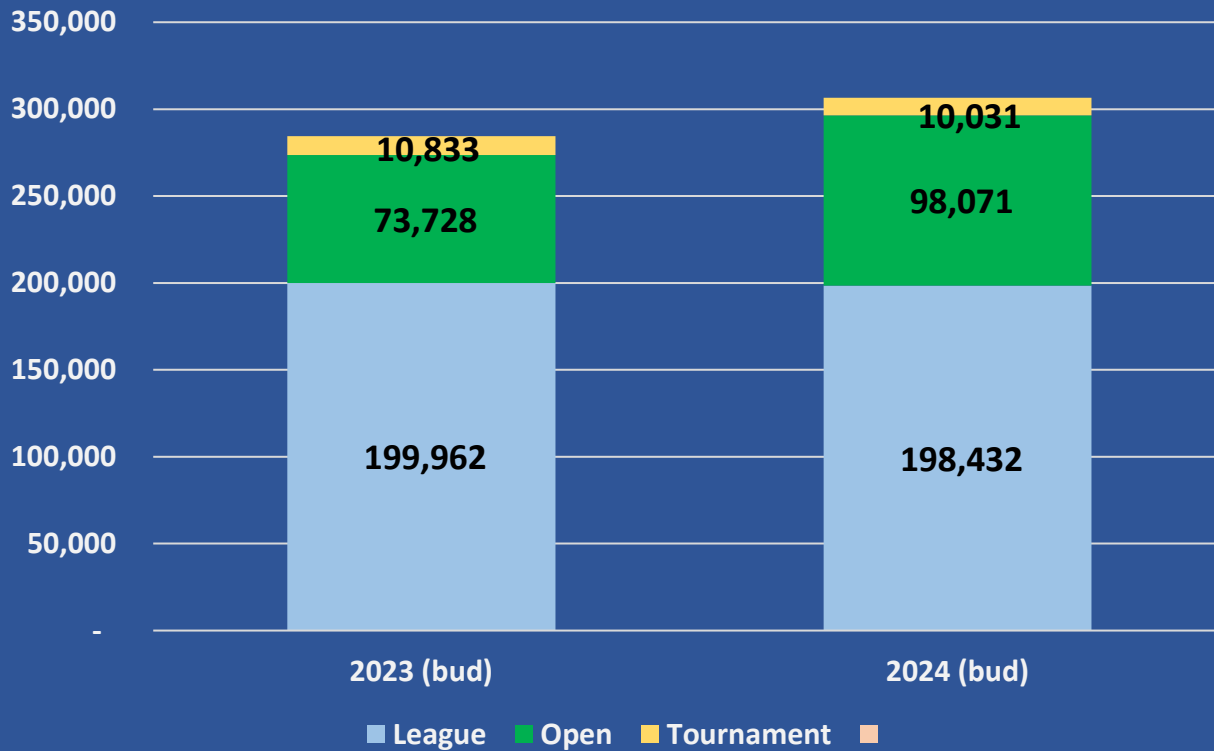
BOWLING

(\$000's)

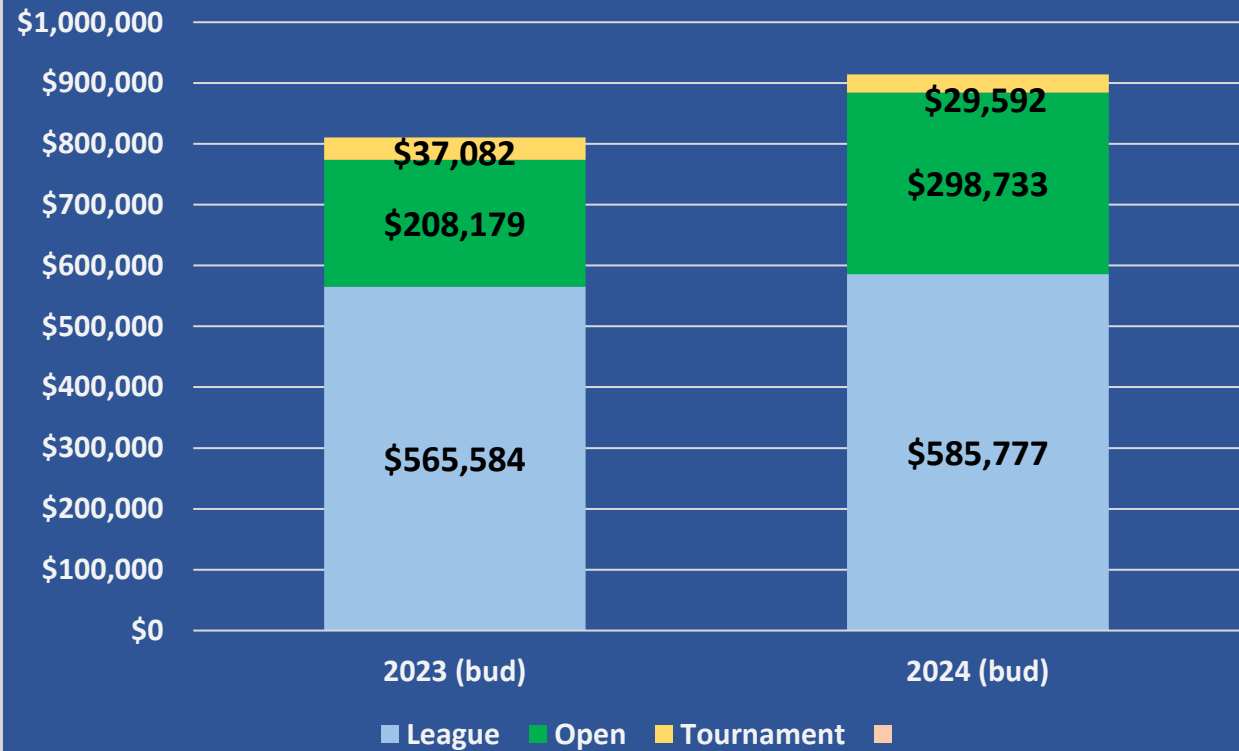
			VARIANCE		
	2023 (bud)	2024 (bud)	\$	%	NOTES
Operating Income	933	1,075	142	15%	<i>includes price increases for Open and League Bowling</i>
Cost of Sales	(45)	(52)	(7)	16%	
Gross Profit	888	1,023	135	15%	
Wages & Benefits	643	733	90	14%	<i>Wage Increases, additional PT hours for Open Bowling Pinsetting and Scoring Equipment upgrade Electric and Gas Utilities increases New Lane oil, new Pins (purchased every 2 years)</i>
Repairs & Maintenance	34	45	11	32%	
Utilities	109	119	10	9%	
General Operating Expenses	42	53	11	26%	
	828	950	122	15%	
Net Operating Excess	60	73	13	22%	
Other Income / (Expense)	0	0	0		
Net Excess Before Depreciation	60	73	13	22%	

Bowling

2023 Bowling Budget - Total Lineage



2024 Bowling Budget - Revenue



Assumptions - Events

	<u>2023 (bud)</u>	<u>2024 (bud)</u>	<u>Change</u>	<u>Notes</u>
Total Shows	12	12	-	
Tickets Sold per Show	1,100	1,100	-	
Season Ticket Price per Show	\$23.00	\$24.00	4%	2024 Season Ticket Price Increase
Revenue	\$316,800	\$339,000	7%	

Events & Entertainment

(\$000's)					
	2023 (bud)	2024 (bud)	VARIANCE		NOTES
			\$	%	
Operating Income	415	431	16	4%	Ticket sales up 12%, Facility Rental down 18%
Cost of Sales	(84)	(98)	(14)	-17%	More original artists on the event schedule in 2024
Gross Profit	331	333	2	1%	
Wages & Benefits	383	364	(19)	-5%	Shift from full time to on call labor for ticket sales, events
Repairs & Maintenance	2	22	20	1000%	Ticket Sales, Room Rental software fees (moved from Ops)
Utilities	2	2	0	0%	
General Operating Expenses	119	134	15	13%	New sound board for Sun Bowl
	506	522	16	3%	
Net Operating Deficit	(175)	(189)	(14)	8%	
Other Income / (Expense)	0	0	0	0%	
Net Deficit Before Depreciation	(175)	(189)	(14)	8%	

FOOD & BEVERAGE

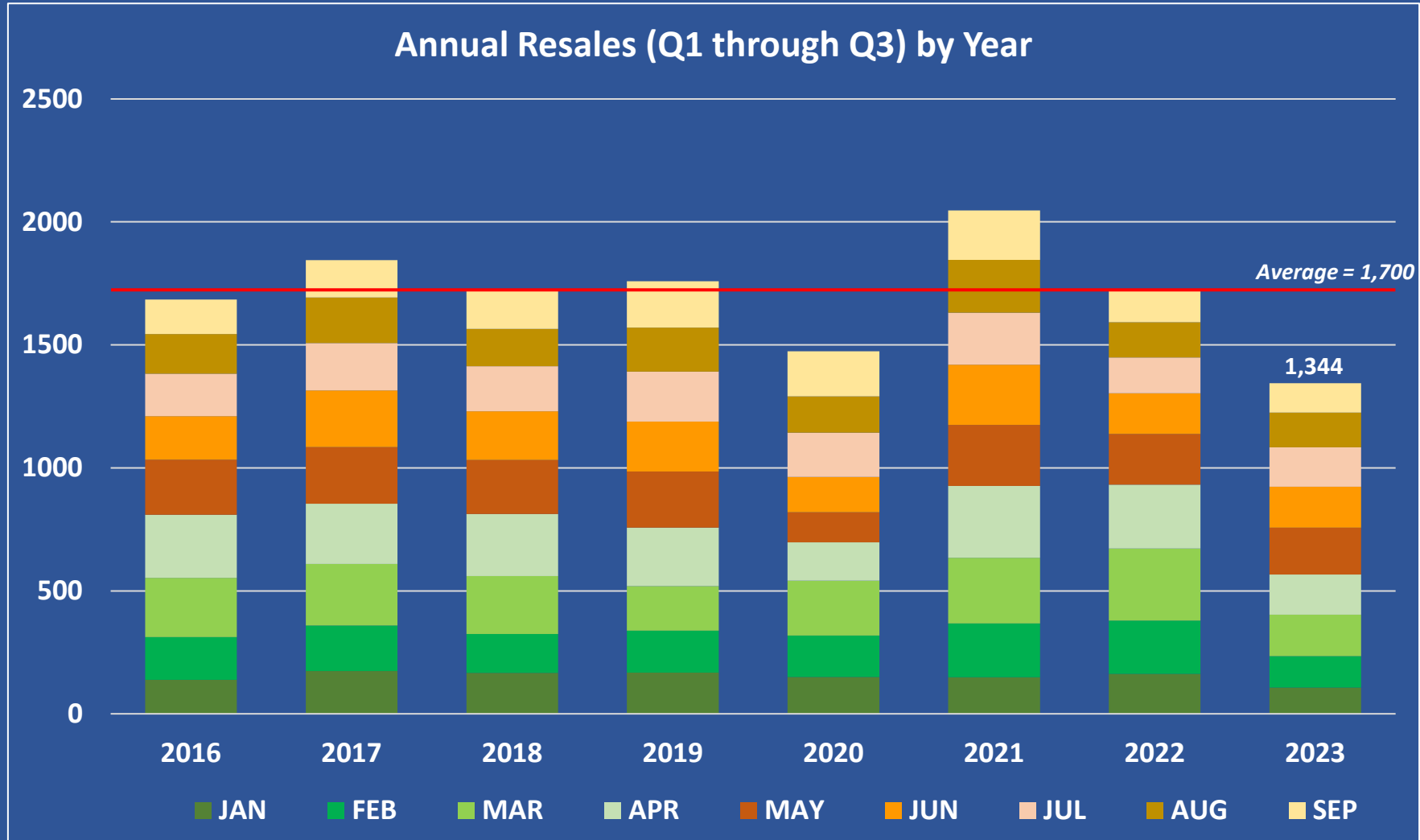
(\$000's)		VARIANCE			NOTES
	2023 (bud)	2024 (bud)	<u>\$</u>	<u>%</u>	
Operating Income	933	936	3	0%	
Cost of Sales	(287)	(278)	9	3%	
Gross Profit	646	658	12	2%	
Wages & Benefits	382	470	88	23%	2024 wage increases, add'l PT hours for F&B Mgr
Repairs & Maintenance	42	62	20	48%	Equipment repair for George's Café
Projects	0	4	4	0%	
Utilities	88	100	12	14%	
General Operating Expenses	40	50	10	25%	5K for South Snack Shop Equip. Replacement
	552	686	134	24%	
Net Operating Excess	94	(28)	(122)	-130%	
Other Income / (Expense)					
Net Excess Before Depreciation	<u>94</u>	<u>(28)</u>	<u>(122)</u>	<u>-130%</u>	

(\$000's)		VARIANCE		NOTES
	2023 (bud)	2024 (bud)	<u>\$</u> <u>\$</u>	
Operating Income	0	0	0	
Cost of Sales	0	0	0	
Gross Profit	0	0	0	
Wages & Benefits	1,804	2,520	716	39.7%
Repairs & Maintenance	291	401	110	37.8%
Utilities	105	129	24	22.9%
Projects	264	100	(164)	-62.1%
General Operating Expenses	559	493	(66)	-11.8%
	3,023	3,643	620	20.5%
Net Operating Excess	(3,023)	(3,643)	620	-20.5%
Other Income / (Expense)				
Net Excess Before Depreciation	<u>(3,023)</u>	<u>(3,643)</u>	<u>620</u>	<u>-20.5%</u>

Assumptions - Operations

(000's)	<u>2023 (bud)</u>	<u>2024 (bud)</u>	<u>% Change</u>
Annual Assessment <i>Annual assessment per property increases to \$575 per year</i>	\$13,639	\$14,622	7.2%
Preventive Maintenance <i>B&I is aggressively expanding the preventive maintenance schedule to extend life of RCSC assets.</i>	\$253	\$345	36.4%
R&M Projects <i>see attached Capital, R&M Project listing</i>	\$683	\$200	-70.7%
Furniture <i>Tables, chairs, umbrellas at all rec centers</i>	\$23	\$60	160.9%
Equipment <i>Includes replacement of fitness equipment</i>	\$150	\$229	52.7%

Resales



Operations

(\$000's)			VARIANCE		NOTES
	2023 (bud)	2024 (bud)	\$	%	
Operating Income	15,321	16,352	1,031	6.7%	Annual Assessment increase to \$575
Cost of Sales					
Gross Profit	15,321	16,352	1,031	6.7%	
Wages & Benefits	5,154	5,614	460	8.9%	System Admin (comment cards), wage increases.
Repairs & Maintenance	1,397	1,636	239	17.1%	Pool Repairs (80% incr), Building Repair (11% incr)
Projects	683	200	(483)	-70.7%	Pending 2024 Capital Project list
Utilities	1,371	1,591	220	16.0%	APS, Southwest Gas rate increases
General Operating Expenses	864	997	133	15.4%	Increase in replacement of Pool furniture, fitness equipment
	9,469	10,038	569	6.0%	
Net Operating Excess	5,852	6,314	462	7.9%	
Other Income / (Expense)	(970)	(903)	67	-6.9%	
Net Excess Before Depreciation	<u>4,882</u>	<u>5,411</u>	529	10.8%	

Capital Projects

RCSC - 2024 CAPITAL PROJECTS, R&M PROJECTS

		NOTES
Ranking #5 - Safety	\$5,050,109	
less Sunbowl Parking lot	(\$1,037,746)	Project > \$300k - PIF Project?
less MTN View	(\$816,262)	Defer until resolution on Mountain View
	\$3,196,101	
Ranking #4	\$2,651,593	
less Sundial Dehumidifier	(\$500,000)	Project > \$300k - PIF Project?
	\$2,151,593	
Clubs	\$611,400	
Golf	\$1,040,000	
TOTAL R&M, CAPITAL - 2024	\$6,999,094	