

RCSC 2025 BUDGET TOWN HALL

October 21 and 23, 2024

AGENDA:

- Who are we?
- Financial Status
- Proposed 2025 Operating Budget
- Five Year Plan / Capital Project Forecast
- Preservation & Improvement Fee Forecast
- Assistance for Assessments
- Questions

Who is the RCSC?

- General Nature of the Business: To establish and conduct a general social, cultural, recreational and amusement enterprise for the benefit of its Members. (*Articles of Incorporation*)
- RCSC was created for the sole purpose of supporting recreational facilities and activities within the Sun City, Arizona community. (*Bylaws*)
- To maintain a financially sustainable corporation which provides our Members with a wide range of high quality amenities, recreational opportunities and social activities to enhance each participating Members sense of well-being and purpose. (*Mission, Vision, Values*)

What does that entail?

- **Balancing unlimited wants against limited resources.**

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- Prior to 2024, the RCSC Budget process was mostly *Non-transparent*.
 - Member input was limited to review by Finance, Budget & Audit Committee.
- New Policy: *INCREASED TRANSPARENCY*
 - Board Policy 16 (Budget & Financial Reporting) was updated in September.
 - Revised BP 16 encourages Member involvement and recommendations from Member Committees:
 - *Clubs Office recommends Clubs Projects*
 - *Long Range Planning recommends PIF Projects*
 - *Finance, Budget & Audit recommends Capital Projects, Operating Budget.*

- Over the recent past, while inflation relentlessly marched on, the RCSC choose to deal with rising costs by:
 - Not raising annual assessments from 2017 to 2023.
 - Holding employee salaries below market levels.
 - Resulted in 40% annual staff turnover.
 - Deferring capital replacement / preventive maintenance expenses.
 - Resulted in a decline in the appearance of RCSC buildings and grounds, and the playability of golf courses, tennis courts, swimming pools.
- RCSC is now dealing with these issues.

FINANCIAL STATUS



Addressing Deferred Maintenance – 2024 Capital Projects (partial list):

2024 Capital Project Description	Location	Category	Budget
Woodworking - Replace all lighting with LED	Bell	Clubs	\$85,000
Metal - Provide LED lights for interior of club	Bell	Clubs	\$75,000
Pickleball - Change outdoor court lighting	Marinette	Clubs	\$75,000
Pickleball - Add shade covers, tables, chairs	Marinette	Clubs	\$100,000
Replace pool kool deck	Oakmont	Pool Decking	\$79,890
Replace pool kool deck	Fairway	Pool Decking	\$194,670
New Security	Fairway	Security	\$200,000
Resurface Mini Golf Carpet	MTN View	B & I	\$0
Replace Canopies @ pool area	Lakeview	Gazebos/Shade	\$25,075
Replace Pool Kool Deck	Lakeview	Pool Decking	\$25,000
Repair pool deck	Sundial	Pool Decking	\$75,000
Replace Bocce Ball carpet	Sundial	Game Areas	\$50,000
LED Light Upgrade Fitness Room	Sundial	Lighting	\$58,000
Retrofit all parking lot lights	Bell	Lighting	\$100,000
Resurface Mini Golf	Bell	Game Areas	\$80,000
Remodel Tennis locker room/restrooms	Bell	B & I	\$250,000
Demo & Install new running track	Marinette	Game Area	\$120,000
Golf Cart Fleet replacement/addition	Lakes	Vehicles	\$100,000
Lighting for Parking Lot	Willow GC	Lighting	\$150,000
Golf Equipment replacement	Golf	Golf Equip	\$840,000
Fitness Equipment Replacements/Upgrades	Oakmont	Fitness Equip	\$311,410
Replacement Trucks / Vehicles / Utility carts	Vehicles	Operations	\$402,270

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2025 RCSC Operating Budget

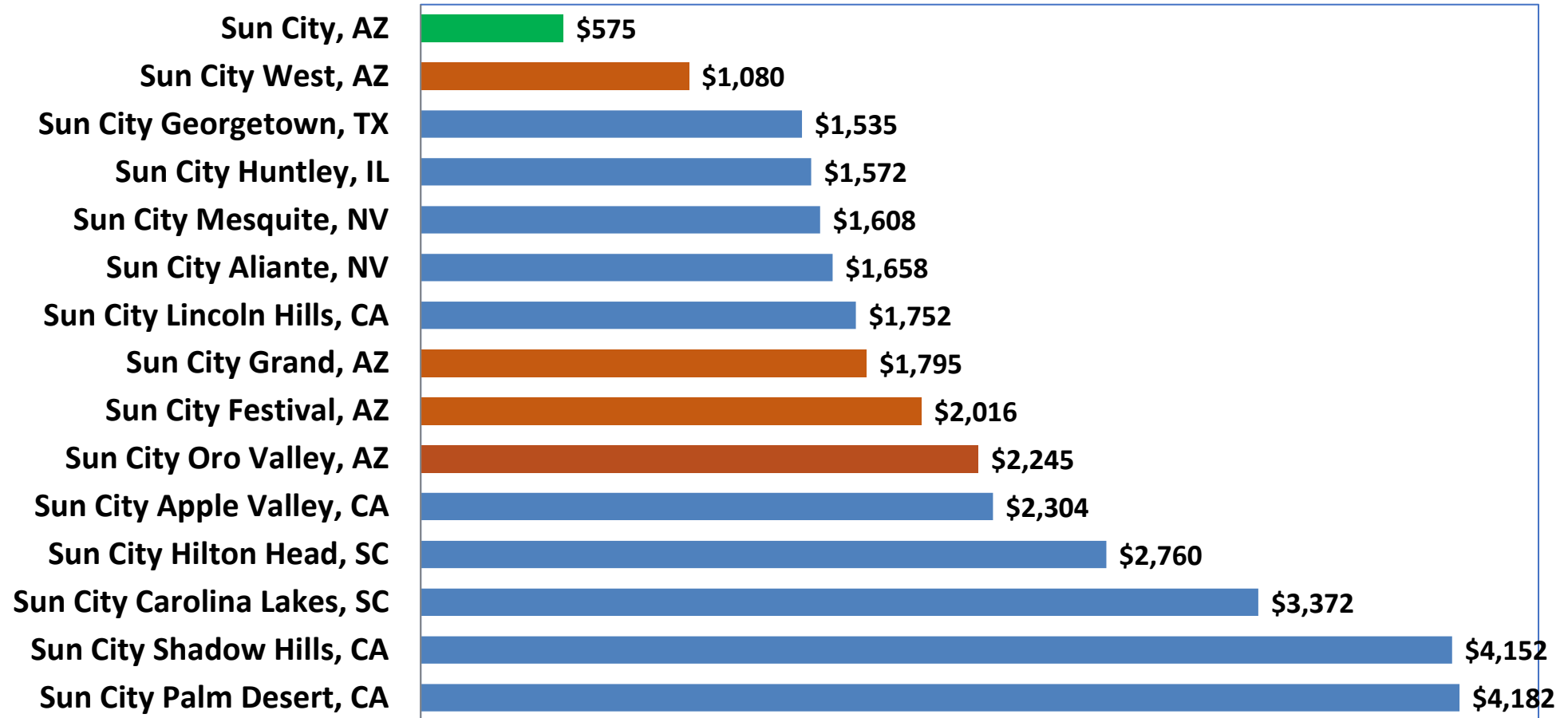


(\$000's)	BUDGET		VARIANCE		NOTES
	2024	2025	\$\$	%	
Operating Income	27,125	29,255	2,130	8%	<i>Annual Assessment Increase</i>
Cost of Sales	(676)	(805)	(129)	19%	
Gross Profit	26,449	28,450	2,001	8%	
Wages & Benefits	15,640	16,816	1,176	8%	<i>4% Wage Increase, Medical Insurance Incr.</i>
Repairs & Maintenance	2,913	3,057	144	5%	
Utilities	2,823	3,033	210	7%	<i>Electricity, Gas Increases</i>
Projects	344	196	(148)	-43%	
General Operating Expenses	3,164	3,360	196	6%	<i>Chemicals, Seed, Fertilizer</i>
	24,884	26,462	1,578	6%	
Net Operating Excess	1,565	1,988	423	27%	
Other Income / (Expense)	(903)	(1,431)	(528)	58%	<i>Insurance Premium Increase</i>
Net Excess Before Depreciation	662	557	(105)	-16%	

2025 RCSC Operating Budget



2024 COMPARABLE COMMUNITY FEES (annual per-property for 2-person household)



2025 RCSC Operating Budget



EXPENSE INFLATION

			<u>Feb-17</u>	<u>Aug-24</u>	<u>Change</u>
CPI increase - 2017 to 2024					31%
RCSC Assessment			\$496	\$575	16%
RCSC Assessment			\$496	\$650	31%
<u>Item</u>	<u>Vendor</u>	<u>Unit of Measure</u>			
Fertilizer	Fertizona	gallon	\$3.25	\$6.30	94%
Natural Gas	Southwest Gas	Therm	\$0.95	\$1.83	93%
AZ Minimum Wage		hour	\$8.05	\$14.35	78%
Diesel Fuel	Senergy	gallon	\$2.14	\$3.71	73%
Electricity	APS	KW Hour	\$0.12	\$0.20	67%
Grass Seed	Nutrien	pound	\$1.38	\$2.23	62%
Paper Towels		case	\$22.96	\$35.19	53%

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2025 RCSC 5 Year Plan



	2025	2026	2027	2028	2029	2030
<i>Forecasted</i>						
RCSC Assessment	\$650	\$676	\$703	\$731	\$760	\$791
Annual Change (\$)	\$75	\$26	\$27	\$28	\$29	\$31
Annual Change (%)	13%	4%	4%	4%	4%	4%
RCSC CIF Fee*	\$1,500	\$1,500	\$2,000	\$2,000	\$2,500	\$2,500
RCSC PIF Fee	\$4,000	\$4,000	\$5,000	\$5,500	\$6,000	\$6,000

*CIF is an abbreviation for the Capital Improvement Fund

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2025 RCSC PIF FORECAST



2025 PIF Projects		Amount
Arizona Dept. of Water Resources (Quail Run)		\$6,050,000
Riverview Maintenance Building		\$1,500,000
Mountain View (design only)		\$1,000,000
Best Friends Dog Club		\$500,000
Repurpose Indoor Bell Spa		\$1,000,000
Lakeview Lanes Counter/Restrooms		\$500,000
Security		\$500,000
Contingency (5%)		\$552,000
TOTAL 2025		\$11,602,500

2025 RCSC PIF FORECAST



PIF LONG RANGE PLAN	Forecast				
	2025	2026	2027	2028	2029
GOLF					
ADWR	\$6,050,000	\$2,500,000			\$3,260,000
Riverview Maintenance Bldg	\$1,500,000	\$2,500,000			
North Maintenance, Bunkers		\$776,250	\$500,000	\$3,000,000	
Quail Maintenance Bldg					\$2,000,000
FACILITIES					
Mountain View	\$1,000,000	\$9,000,000	\$4,000,000		
PAC		\$1,000,000	\$9,000,000	\$4,000,000	
BFDC	\$500,000	\$1,000,000			
Lakeview				\$1,000,000	
Bell Indoor Spa Repurpose	\$1,000,000				
Lakeview Lanes counter / restrooms	\$500,000				
Security (ADT)	\$500,000	\$500,000	\$500,000	\$500,000	
Contingency - 5%	\$552,500	\$863,813	\$700,000	\$425,000	\$263,000
PIF SPENDING	\$11,602,500	\$18,140,063	\$14,700,000	\$8,925,000	\$5,523,000

= Approved by RCSC Board

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- Sun City Foundation has the privilege of supporting RCSC Members who qualify for assistance in meeting their Annual Assessment obligation
- The Sun City Foundation is also actively involved in providing information on the many community resources available to Sun City, AZ residents
- The Sun City Foundation's services are intended to allow for an enhanced quality of life, permitting RCSC Members to continue their use of the facilities and remain active & social
- (623) 561-4600

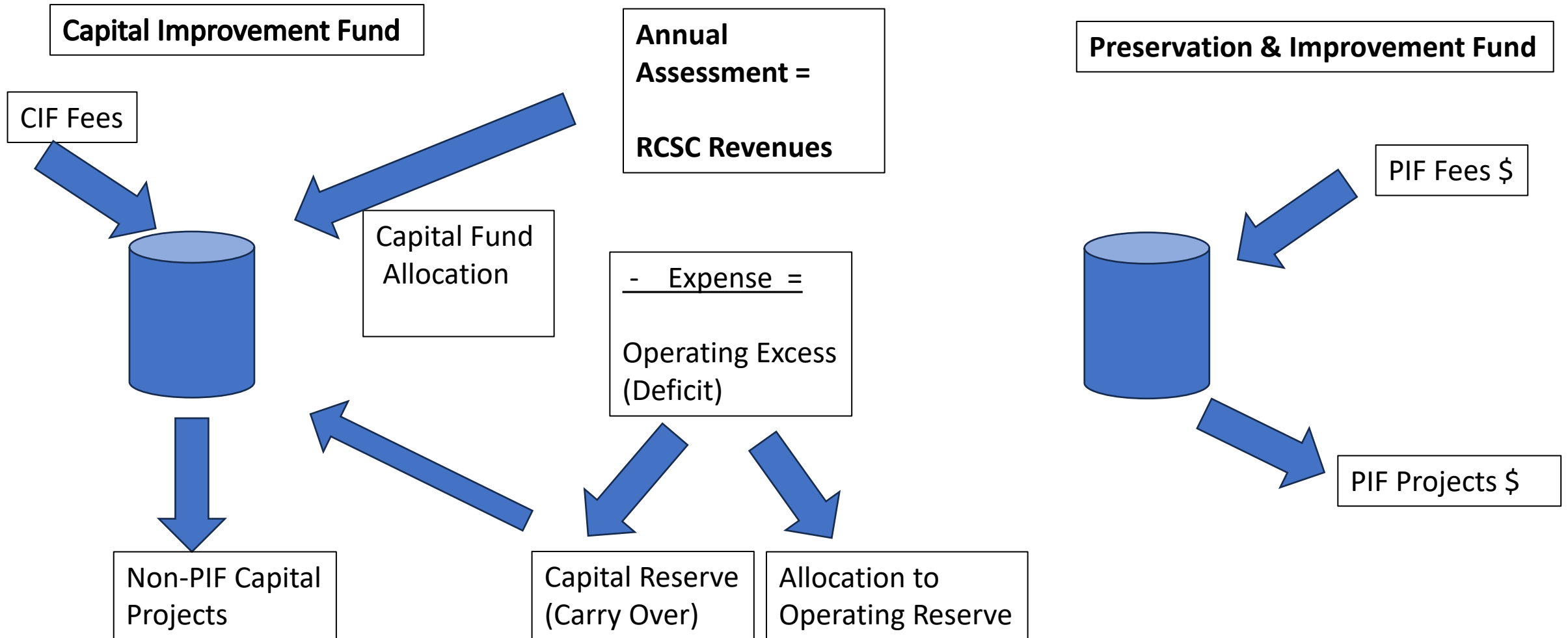
10626 W Thunderbird Blvd, Sun City, AZ

www.suncityfoundation.org

- Prior Budget process was not as transparent.
 - Budget Process in BP 16 was updated to more directly involve Members and Committees in the Budget process.
- Fee Increases:
 - 2025 Assessment increase catches us up to inflation. Future plans are for the Annual Assessment to track CPI starting in 2026.

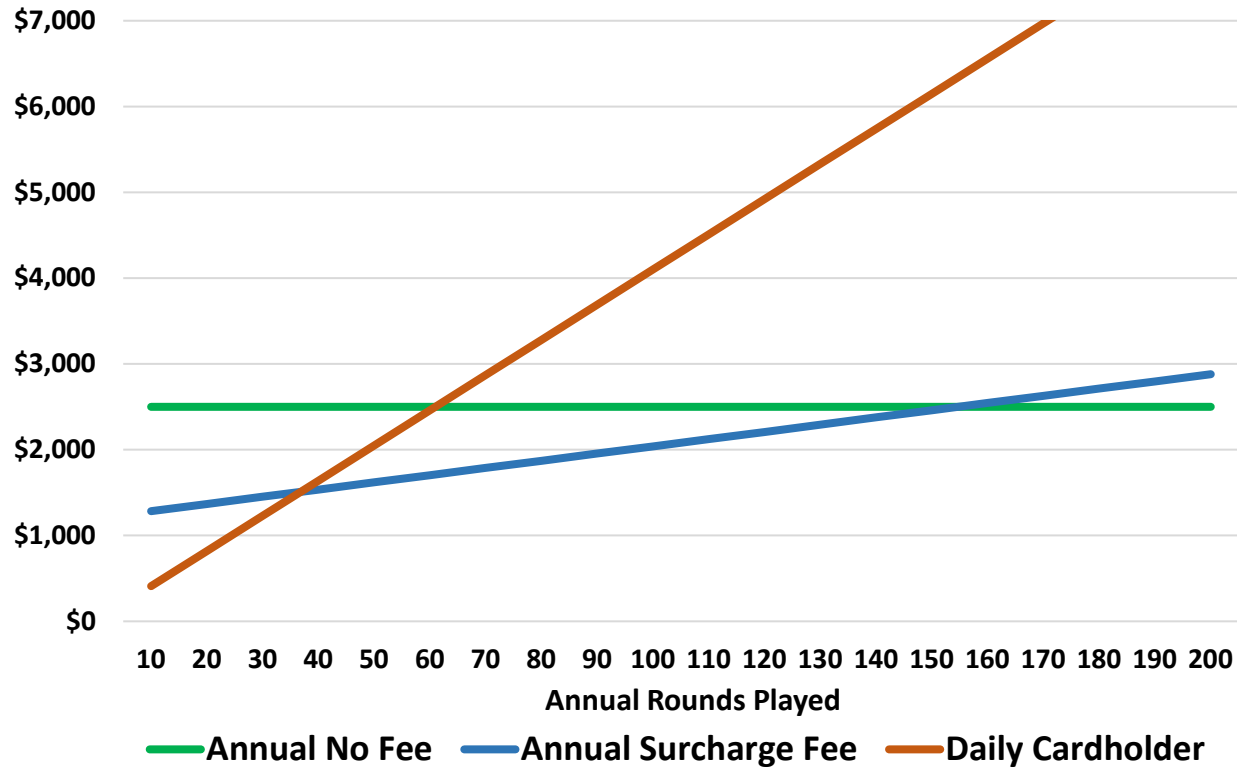
QUESTIONS?

2025 RCSC Budget Town Hall

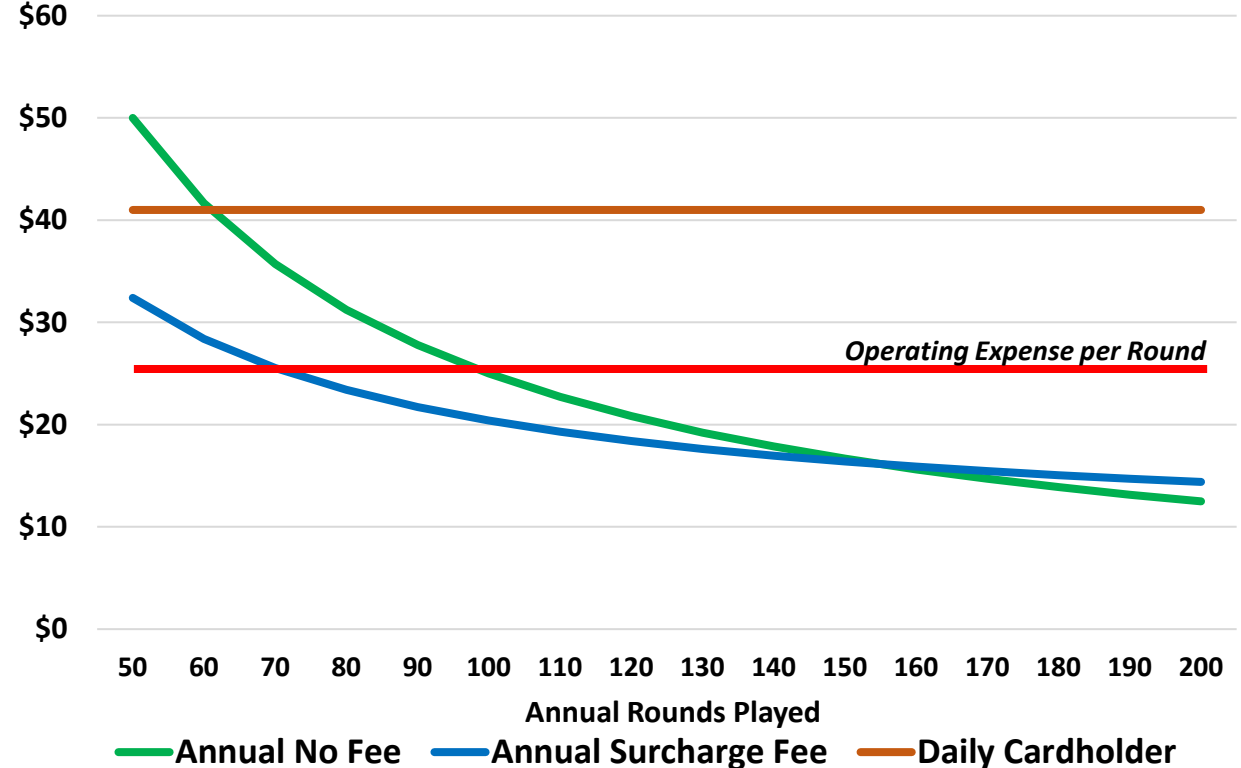


2025 RCSC Budget Town Hall

Member Pass vs Cardholder Daily Breakeven (Proposed)



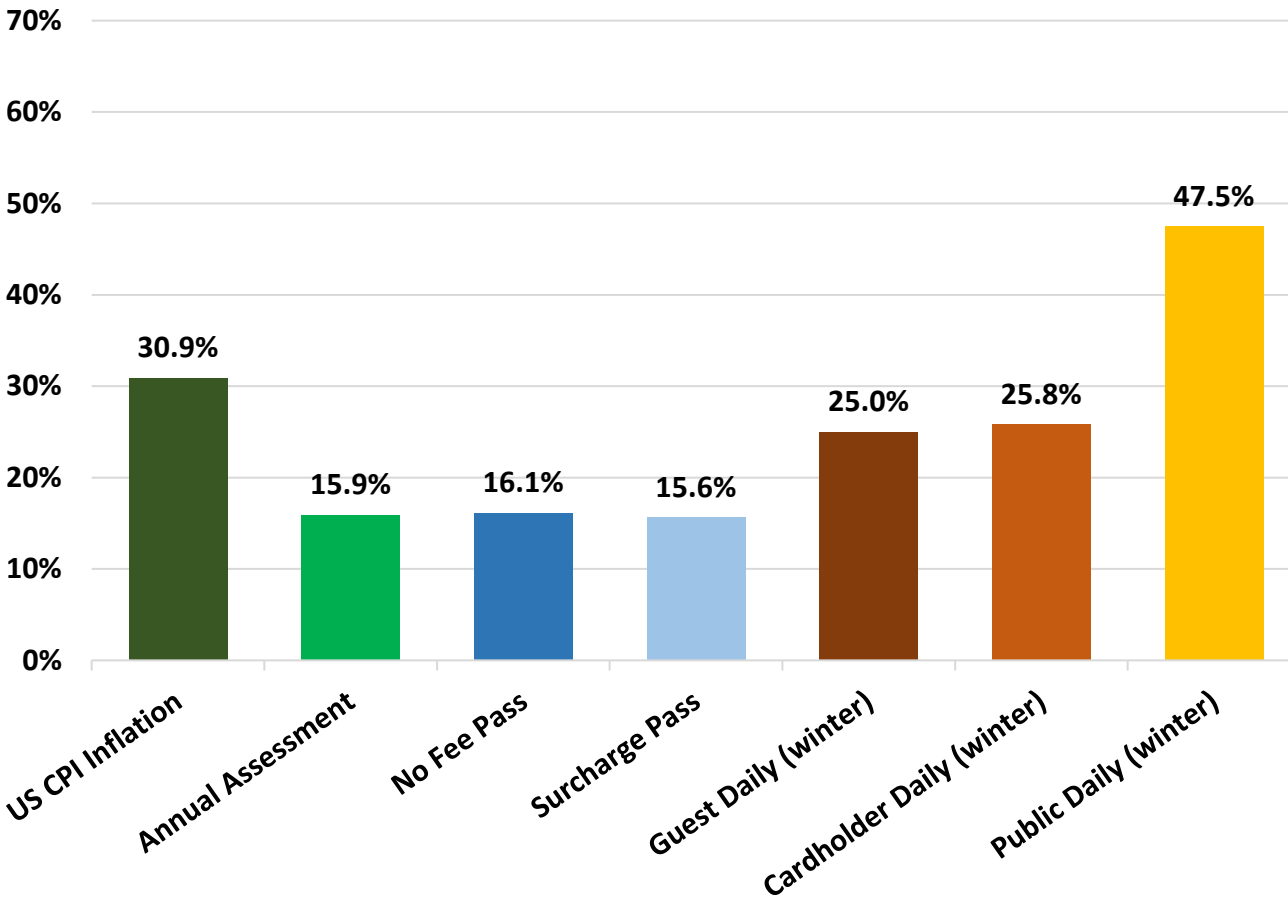
Average Revenue per Round



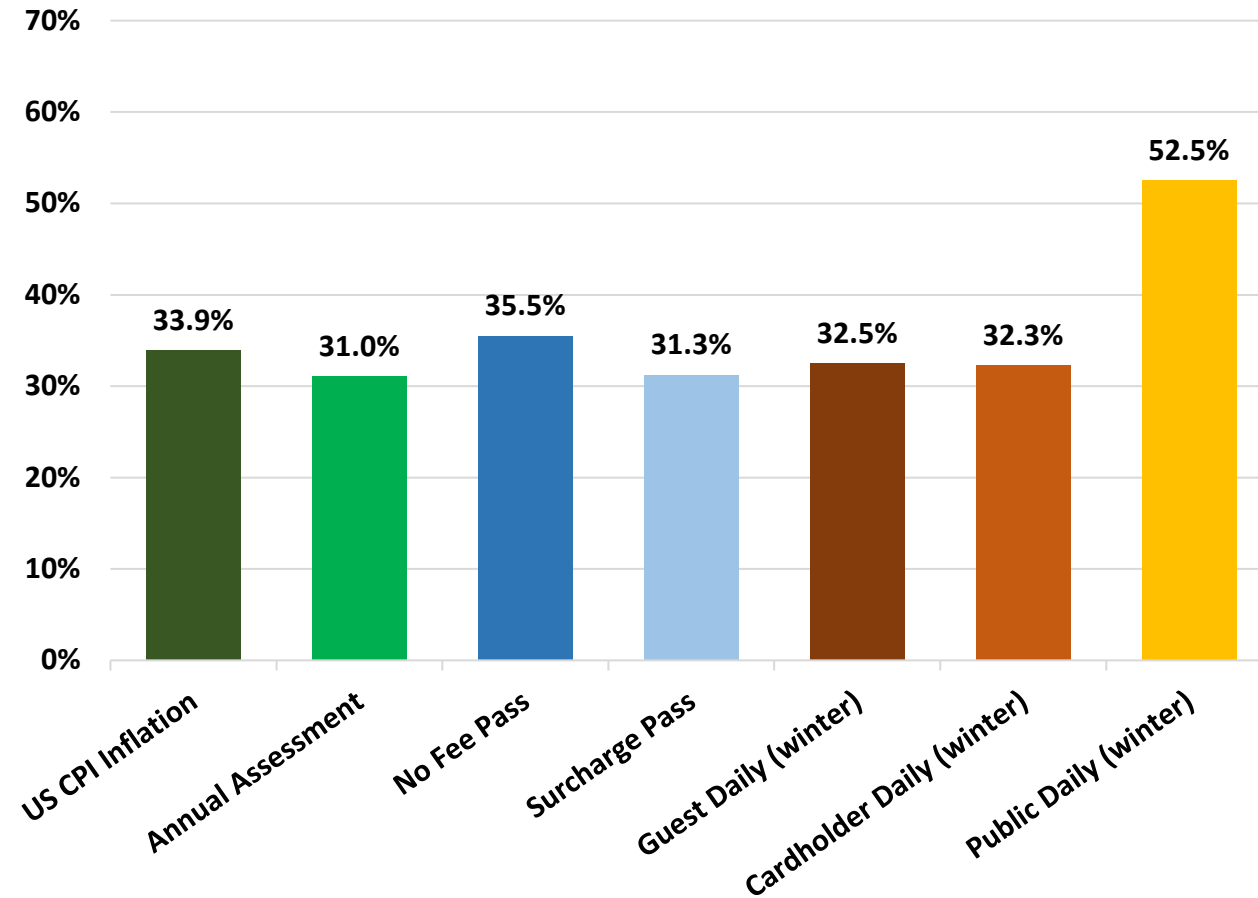
2025 RCSC Operating Budget



Fee Increases - 2017 to 2024



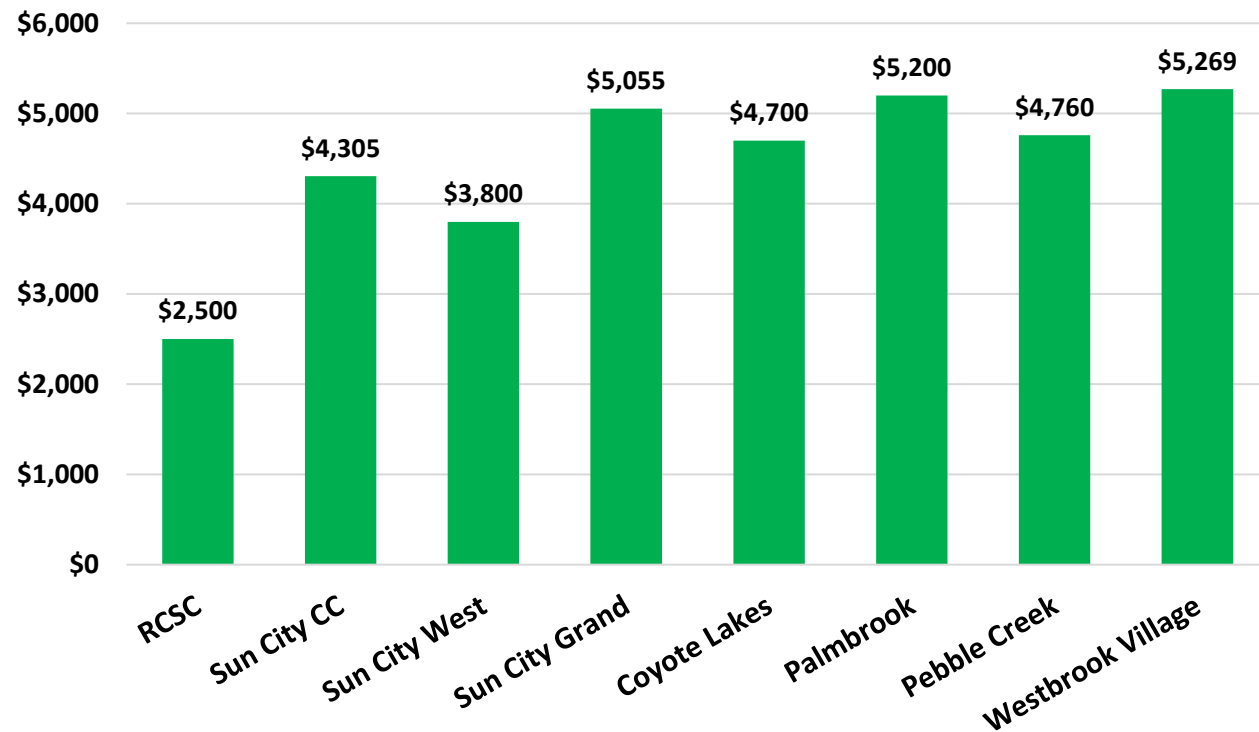
Fee Increases - 2017 to 2025



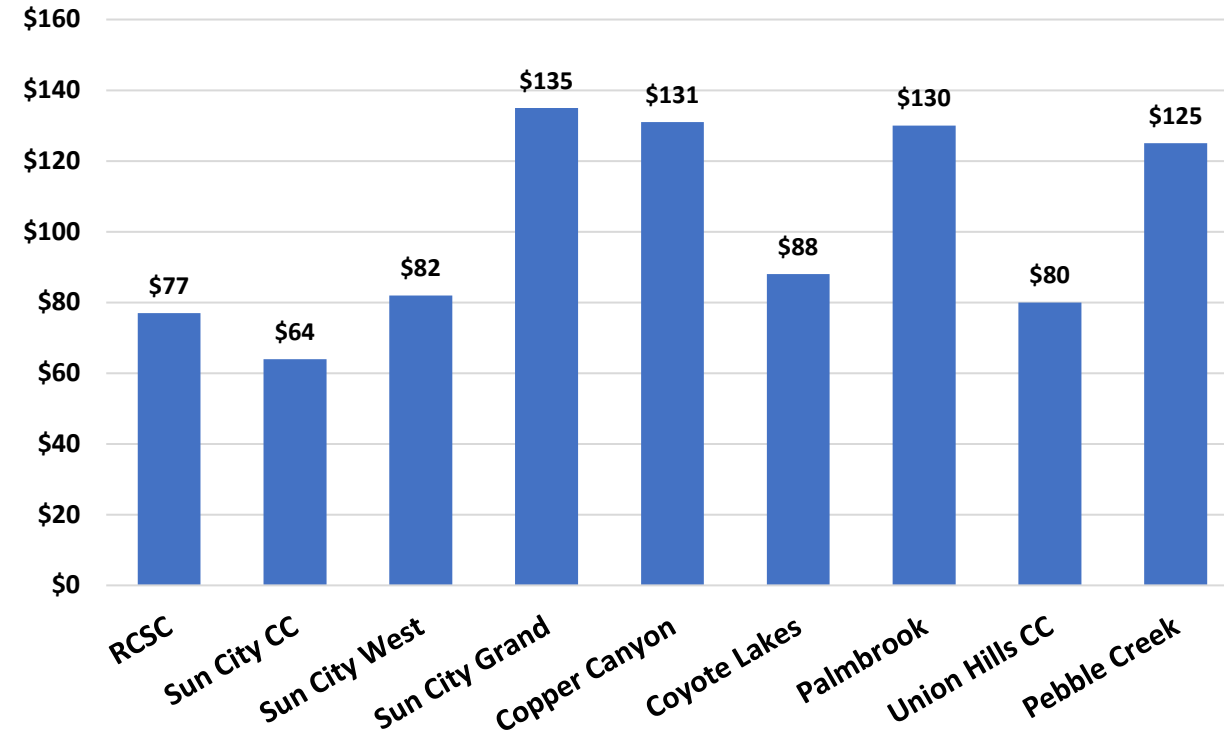
2025 RCSC Operating Budget



Annual All Inclusive Golf Pass Fees - West Valley



Daily Public Golf Fees (winter, w/cart)



2025 RCSC Budget Town Hall

PASSES	<u>2024</u>	<u>Jan-25</u>	<u>Oct-25</u>
Resident No Fee	\$1,800.00	\$2,500.00	\$2,800.00
Resident Surcharge	\$925.00	\$1,200.00	\$1,300.00
Resident Exec No Fee	\$1,595.00	\$1,950.00	\$2,150.00
Resident Exec Surcharge	\$725.00	\$900.00	\$1,000.00
Non-Resident No Cart	\$3,250.00	\$3,500.00	\$3,750.00

<i>SURCHARGE FEES</i>	<u>Winter</u>	<u>Summer</u>	<u>Winter</u>	<u>Summer</u>	<u>Winter</u>	<u>Summer</u>
Surcharge Fee - 18 Hole	\$8.00	\$6.00	\$9.00	\$7.00	\$10.00	\$8.00
Surcharge Fee - 9 Hole	\$6.00	\$4.00	\$7.00	\$5.00	\$8.00	\$6.00

18 Hole Regulation Winter Fees

Cardholder Daily	\$39.00	\$41.00	\$42.00
Guest Daily	\$49.00	\$53.00	\$55.00
Public Daily	\$59.00	\$61.00	\$63.00

Golf Cart Rental

Member	\$6/\$12	\$8/\$15
Public	\$8/\$15	\$10/\$16

2025 RCSC Budget Town Hall



GOLF PRICING

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<i>Change Change since '24 - '25 2017</i>	
<i>Pass Fees</i>											
Resident Pass - No Fee	\$1,550	\$1,550	\$1,550	\$1,550	\$1,550	\$1,550	\$1,550	\$1,800	\$2,500	38.9%	61.2%
Resident Surcharge Pass	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$925	\$1,200	29.7%	50.0%
Non Resident No Cart	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,750	\$3,250	\$3,500	7.7%	75.0%
<i>18 Hole Regulation Winter Fees</i>											
Cardholder Daily	\$31.00	\$31.00	\$31.00	\$33.00	\$33.00	\$35.00	\$35.00	\$39.00	\$41.00	5.1%	32.3%
Guest	\$40.00	\$40.00	\$40.00	\$42.00	\$42.00	\$44.00	\$44.00	\$49.00	\$53.00	8.2%	32.5%
Public	\$40.00	\$40.00	\$40.00	\$42.00	\$42.00	\$46.00	\$50.00	\$59.00	\$61.00	3.4%	52.5%

2025 RCSC 5 Year Plan



Recreation Centers of Sun City

Budget

2024 2025

Forecast

2026 2027 2028 2029 2030

STATEMENT OF OPERATIONS

Annual Assessment per Property:

\$575 \$650 \$676 \$703 \$731 \$760 \$791

24,500

\$14,087,500 \$15,781,285 \$16,562,000 \$17,224,480 \$17,913,459 \$18,629,998 \$19,375,197

Operating Income:

Property Assessments \$14,621,889 \$15,781,285 \$16,562,000 \$17,224,480 \$17,913,459 \$18,629,998 \$19,375,197
 less Capital Impr. Fund Contribution (473,438) (-4.0%) (662,480) (-5.0%) (861,224) (-5.0%) (895,673) (-5.0%) (931,500) (-5.0%) (968,760)

Transfer & Access Fees 660,000 600,000 4.0% 624,000 4.0% 648,960 4.0% 674,918 4.0% 701,915 4.0% 729,992
 Privilege & Guest Cards 952,054 852,284 4.0% 886,375 4.0% 921,830 4.0% 958,704 4.0% 997,052 4.0% 1,036,934
 Golf Fees 7,967,590 9,386,538 5.0% 9,855,865 4.0% 10,250,099 4.0% 10,660,103 4.0% 11,086,508 4.0% 11,529,968
 Bowling Fees 884,510 998,483 4.0% 1,038,422 4.0% 1,079,959 4.0% 1,123,158 4.0% 1,168,084 4.0% 1,214,807
 Food/Liquor Sales 989,507 1,152,067 4.0% 1,198,150 4.0% 1,246,076 4.0% 1,295,919 4.0% 1,347,755 4.0% 1,401,666
 Events & Rental Income 290,722 308,336 4.0% 320,669 4.0% 333,496 4.0% 346,836 4.0% 360,710 4.0% 375,138
 Merchandise Sales 179,095 166,905 4.0% 173,581 4.0% 180,524 4.0% 187,745 4.0% 195,255 4.0% 203,065
 Event Ticket Sales 339,000 454,000 4.0% 472,160 4.0% 491,046 4.0% 510,688 4.0% 531,116 4.0% 552,360
 Other 41,866 28,150 4.0% 29,276 4.0% 30,447 4.0% 31,665 4.0% 32,932 4.0% 34,249
Total Operating Income 26,926,233 29,254,610 30,498,019 31,545,695 32,807,523 34,119,824 35,484,616

Operating Expenses:

Wages 12,956,605 13,805,906 5.0% 14,496,201 4.0% 15,076,049 4.0% 15,679,091 4.0% 16,306,255 4.0% 16,958,505
 Payroll Taxes & Benefits 2,676,727 3,010,359 5.0% 3,160,877 4.0% 3,287,312 4.0% 3,418,805 4.0% 3,555,557 4.0% 3,697,779
 Repairs & Maintenance 2,912,748 3,056,698 5.0% 3,209,533 5.0% 3,370,010 5.0% 3,538,510 5.0% 3,715,436 5.0% 3,901,207
 Projects 343,731 196,058 4.0% 203,900 4.0% 212,056 4.0% 220,539 4.0% 229,360 4.0% 238,535
 Utilities 2,858,924 3,033,224 4.0% 3,154,553 4.0% 3,280,735 4.0% 3,411,964 4.0% 3,548,443 4.0% 3,690,381
 General Operating Expenses 3,163,925 3,359,920 5.0% 3,527,916 4.0% 3,669,033 4.0% 3,815,794 4.0% 3,968,426 4.0% 4,127,163
 Cost of Goods Sold 676,094 804,779 4.0% 836,970 4.0% 870,449 4.0% 905,267 4.0% 941,478 4.0% 979,137
Total Operating Expenses 25,588,754 27,266,944 28,589,951 29,765,644 30,989,970 32,264,954 33,592,706

Net Operating Excess/(Deficit)

1,337,479 1,987,666 1,908,068 1,780,051 1,817,553 1,854,870 1,891,910

Other Income/(Expense):

Interest Income (Unrestricted) 320,500 260,000 4.0% 270,400 4.0% 281,216 4.0% 292,465 4.0% 304,163 4.0% 316,330
 Investment Fees 0 (10,640) 4.0% (11,066) 4.0% (11,508) 4.0% (11,969) 4.0% (12,447) 4.0% (12,945)
 Property Tax (145,200) (152,460) 4.0% (158,558) 4.0% (164,901) 4.0% (171,497) 4.0% (178,357) 4.0% (185,491)
 Insurance (1,078,398) (1,527,810) 4.0% (1,588,922) 4.0% (1,652,479) 4.0% (1,718,578) 4.0% (1,787,322) 4.0% (1,858,814)
Other Income/(Expense): (903,098) (1,430,910) (1,488,146) (1,547,672) (1,609,579) (1,673,962) (1,740,921)

Net Excess/(Deficit) Before Depr.

434,381 556,756 419,922 232,379 207,974 180,908 150,990

2025 RCSC CIF FORECAST



CAPITAL IMPROVEMENT FUND

	Budget		Forecast				
	2024	2025	2026	2027	2028	2029	2030
# of Resales per year:	1,600	1,600	1,600	1,600	1,600	1,600	1,600
CIF Fee:	\$1,000	\$1,500	\$1,500	\$2,000	\$2,000	\$2,500	\$2,500
Beginning Balance - Capital Fund	5,660,000	11,439,381	8,474,001	7,301,719	5,795,879	5,438,246	4,258,311
Transfer from Carryforward (\$8m), Op Reserve (\$2.5m)	10,500,000						
Net Excess / (Deficit)	434,381	556,756	419,922	232,379	207,974	180,908	150,990
Contribution from Assessment	0	473,438	662,480	861,224	895,673	931,500	968,760
Contribution from CIF	1,600,000	2,400,000	2,400,000	3,200,000	3,200,000	4,000,000	4,000,000
Capital Project Spending							
Reserve Study	(5,262,500)	(4,928,674)	(3,322,440)	(4,363,130)	(3,328,436)	(4,811,220)	(2,869,992)
Clubs Requests (~5% of Reserve Study)	(492,500)	(466,900)	(166,122)	(218,157)	(166,422)	(240,561)	(143,500)
Golf Equipment	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Contingency (~5% of Reserve Study)			(166,122)	(218,157)	(166,422)	(240,561)	(143,500)
	(6,755,000)	(6,395,574)	(4,654,684)	(5,799,443)	(4,661,280)	(6,292,342)	(4,156,991)
Capital Reserve Inflow/(Outflow)	5,779,381	(2,965,380)	(1,172,282)	(1,505,840)	(357,633)	(1,179,935)	962,758
Ending Balance - Capital Fund	11,439,381	8,474,001	7,301,719	5,795,879	5,438,246	4,258,311	5,221,069

2025 RCSC PIF FORECAST



PIF LONG RANGE PLAN	Budget		Forecast										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
# Resales / Transfers per Year	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	
PIF Fee	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	
Beginning Balance - PIF	\$33,100,000	\$38,727,500	\$34,493,188	\$23,615,455	\$14,082,841	\$12,900,912	\$17,642,935	\$21,385,258	\$14,169,890	\$9,424,137	\$13,099,075	\$11,510,152	\$33,100,000
PIF Income	\$6,400,000	\$6,400,000	\$6,400,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$9,600,000	\$9,600,000	\$9,600,000	\$9,600,000	\$97,600,000
PIF Interest Income	\$827,500	\$968,188	\$862,330	\$590,386	\$352,071	\$322,523	\$441,073	\$534,631	\$354,247	\$235,603	\$327,477	\$287,754	\$6,103,784
GOLF													
ADWR		(\$6,050,000)	(\$2,500,000)	(\$3,260,000)	(\$1,580,000)	(\$1,410,000)	(\$975,000)	\$0	\$0	(\$5,867,300)	(\$10,968,000)	\$0	(\$32,610,300) 28.3%
Riverview Maintenance Bldg		(\$1,500,000)	(\$2,500,000)										(\$4,000,000) 3.5%
North Maintenance Bldg, Cart Barn				(\$500,000)	(\$3,000,000)								(\$3,500,000) 3.0%
North Bunker Redesign			(\$776,250)										(\$776,250) 0.7%
Quail Maintenance Bldg						(\$2,000,000)							(\$2,000,000) 1.7%
Lakes Patio							(\$1,500,000)						(\$1,500,000) 1.3%
Willow PopGolf							(\$1,000,000)						(\$1,000,000) 0.9%
													38.5%
FACILITIES													
Sundial Dehumidifiers	(\$1,000,000)												(\$1,000,000) 0.9%
Sunbowl Parking	(\$600,000)												(\$600,000) 0.5%
Thunderbird Building	\$0	\$0											\$0 0.0%
Mountain View		(\$1,000,000)	(\$9,000,000)	(\$4,000,000)									(\$14,000,000) 12.1%
PAC			(\$1,000,000)	(\$9,000,000)	(\$4,000,000)								(\$14,000,000) 12.1%
BFDC		(\$500,000)	(\$1,000,000)										(\$1,500,000) 1.3%
Lakeview							(\$1,000,000)	(\$15,000,000)	(\$14,000,000)				(\$30,000,000) 26.0%
Bell Indoor Spa Repurpose		(\$1,000,000)											(\$1,000,000) 0.9%
Lakeview Lanes counter / restrooms		(\$500,000)											(\$500,000) 0.4%
Security (ADT)		(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)								(\$2,000,000) 1.7%
Contingency - 5%		(\$552,500)	(\$863,813)	(\$863,000)	(\$454,000)	(\$170,500)	(\$223,750)	(\$750,000)	(\$700,000)	(\$293,365)	(\$548,400)	\$0	(\$5,419,328) 4.7%
PIF Inflow/(Outflow)	(\$1,600,000)	(\$11,602,500)	(\$18,140,063)	(\$18,123,000)	(\$9,534,000)	(\$3,580,500)	(\$4,698,750)	(\$15,750,000)	(\$14,700,000)	(\$6,160,665)	(\$11,516,400)	\$0	(\$115,405,878) 99.1%
	\$38,727,500	\$34,493,188	\$23,615,455	\$14,082,841	\$12,900,912	\$17,642,935	\$21,385,258	\$14,169,890	\$9,424,137	\$13,099,075	\$11,510,152	\$21,397,906	\$21,397,906

2025 Budget - COST CENTERS



(\$000's)	Facilities	Finance	Non Golf	Subtotal	Golf	Food	TOTAL
Operating Income			18,580	18,580	9,580	1,094	29,254
Cost of Sales			(214)	(214)	(254)	(337)	(805)
Gross Profit	0	0	18,366	18,366	9,326	757	28,449
Wages & Benefits	1,764	2,732	6,512	11,008	5,314	494	16,816
Repairs & Maintenance	108	486	1,415	2,009	935	113	3,057
Projects			196	196			196
Utilities	25	173	1,799	1,997	933	103	3,033
General Op Expenses	188	437	1,097	1,722	1,573	65	3,360
Total Op Expenses	2,085	3,828	11,019	16,932	8,755	775	43,394
Net Operating Excess	(2,085)	(3,828)	7,347	1,434	571	(18)	1,987
Other Income / (Expense)			(1,431)	(1,431)			(1,431)
Net Excess Before Depr	(2,085)	(3,828)	5,916	3	571	(18)	556
Depreciation							0
Net Excess After Depr	(2,085)	(3,828)	5,916	3	571	(18)	556

2025 Budget Assumptions

<u>REVENUE</u>	<u>2024</u>	<u>2025 (bud)</u>	<u>Change</u>
Annual Assessment	\$575	\$650	13.0%
Golf Pass - Non-Resident No Cart	\$3,250	\$3,500	7.7%
Golf Pass - Resident - No Fee	\$1,800	\$2,500	38.9%
Golf Pass - Resident - Surcharge	\$925	\$1,200	29.7%
Greens Fees * - Public	\$59.00	\$61.00	3.4%
Greens Fees * - Guest	\$49.00	\$53.00	8.2%
Greens Fees * - Cardholder	\$39.00	\$41.00	5.1%
Open Bowling Game - Resident	\$2.85	\$2.90	1.8%
Open Bowling Game - Non-Resident	\$3.50	\$3.75	7.1%
Events - Show Ticket	\$24.00	\$25.00	4.2%
<i>* - 18 Hole Regulation Winter Round</i>			

2025 Budget Assumptions

	<u>2024 (bud)</u>	<u>2025 (bud)</u>	<u>Change</u>
<u>EXPENSES</u>			
Headcount (Full Time)	168	175	4.2%
Minimum Wage	\$14.35	\$14.85	3.5%
Total Wages (000's)	\$12,957	\$13,806	6.6%
Benefits (000's)	\$2,683	\$3,010	12.2%
Utilities (000's)	\$2,859	\$3,033	6.1%
Projects:			
Repair & Maintenance	\$2,913	\$3,057	4.9%
Projects (R&M)	\$243	\$196	
Capital Projects	\$6,755	\$6,396	-8.9%
	\$9,911	\$9,649	-2.6%

2025 Budget Assumptions

HEADCOUNT ADDITIONS

	2024 UNBUDGETED POSITIONS	2025 POSITIONS
FINANCE & SUPPORT	IT Technical Support Specialist Assistant to General Manager Safety Technical Specialist	Process Coordinator (Part Time) Buyer (Purchasing)
FACILITIES	Project Coordinator II Project Coordinator II	
GOLF	Lead Golf Ranger	Snack Shop Cook (Part Time) Snack Shop Cook (Part Time)
NON-GOLF	Audio/Video Tech (Part Time) SC Welcome Center Asst (Part Time)	Events Marketing Coord (Part Time)

2025 Budget Assumptions

DEPARTURES BY COST CENTER (# of heads)

	YTD THROUGH		<u>%</u>
	<u>7/31/2023</u>	<u>7/31/2024</u>	
GOLF	42	29	-31%
NON GOLF	47	46	-2%
FACILITIES	3	10	233%
FINANCE	1	3	200%
	93	88	-5%

2025 Budget Assumptions – Medical



TOTAL ENROLLEES

Employee Only	73	76
Employee plus One	15	24
Employee plus Family	1	7
	<hr/>	
	89	107

2025 Budget - RESALES

