

## Rochester-Avon Recreation Authority 2022-2024 Proposed Budget Highlights:

The FY 2022-2024 Rochester-Avon Recreation Authority (RARA) Proposed Budget is another step in the right direction as the Nation, State, Local Community, and RARA begin to get back closer to 'normal' operations after the COVID-19 pandemic.

RARA financially weathered the COVID 'storm' in FY 2020 quite well. Considering a nearly \$1M decrease in program revenue from FY 2019 to FY 2020 due to COVID, RARA administration and staff made the adjustments needed in a timely manner for RARA to nearly breakeven operationally in FY 2020.

As well, RARA was successful in obtaining a CARES Act grant through Oakland County in the amount of \$176K. This vital grant helped RARA to end up contributing \$173K into Fund Balance at year end. As of 12/31/2020, RARA's Fund Balance sits at \$539K or 32% of annual operating expenditures, achieving the goal the RARA Board set in FY 2018 to achieve a minimum of 20% fund balance coverage by the end of FY 2020.

## RARA FY 2022-2024 Budget Significant Notes:

- All program revenues (Adult, Youth, Other, Dance) are proposed to increase by +\$247K (or +28%) in FY 2022+ due to recent enrollment trends.
  - o All programs have been recently reviewed with the proposed revenues conservatively projected based on the current year's (FY 2021) enrollment trends.
- Building Rental is proposed to increase by +\$118K (or +107%) in FY 2022+ primarily due to a full year (12-months) of bringing on Applied Fitness Solutions as a tenant.
- Membership Fees are proposed to increase +\$44K (or +56%) in 2022+ due to an increase in Advanced Fitness Solutions memberships as well as traditional RARA memberships.
- Salary & Wage increases of 2.0% are proposed for all RARA Full-Time staff
- All program expenses (Adult, Youth, Other, Dance) are proposed to increase by +\$211K (or 34%) in FY 2022+ supporting program enrollment trends.
- The Fitness Equipment Lease is proposed to decrease by (\$60K) in 2022 as the fitness equipment will be full paid off in March 2022, no budget is needed for FY 2023+
- After several years of restoring RARA's Fund Balance to above the minimum target balance level of 20% of annual operating expenditures, capital projects are being proposed for FY 2022-2024:
  - o Capital Projects included in the FY 2022 Proposed RARA Budget include:
    - \$20,000 = Parking Lot Repairs
    - \$10,000 = Landscaping
    - \$244,260 = Two (2) HVAC Units / 480 & 500 Building
    - \$10,000 = Various Capital As-Needed



o Capital Projects included in the FY 2023 Projected RARA Budget include:

\$10,000 = Parking Lot Repairs\$375,000 = Roof Replacements

■ \$10,000 = Various Capital As-Needed

Capital Projects included in the FY 2024 Projected RARA Budget include:

\$10,000 = Parking Lot Repairs\$428,400 = Roof Replacements

\$10,000 = Various Capital As-Needed

The grand total FY 2022 Proposed RARA Expenditure Budget is \$2,300,500, which represents a +22% increase from FY 2021. The grand total FY 2022 Proposed RARA Revenue Budget is \$2,327,980, which represents a +23% increase from FY 2021. In summary, it is proposed for RARA revenues to exceed RARA expenditures by +\$27,480 in FY 2022, resulting in a proposed contribution into RARA Fund Balance of +\$27,480 in FY 2022.

As previously mentioned, RARA ended FY 2020 with \$539K in Fund Balance. Per RARA's FY 2021 2<sup>nd</sup> Quarter Budget Amendment, RARA anticipates adding an additional +\$5,660 to fund balance this year to end FY 2021 with roughly \$545K in Fund Balance (or 30% of annual operating expenditures). The FY 2022 Proposed Budget would add an additional +\$27,480 into Fund Balances to a projected \$572K by the end of FY 2022 (or 28% of annual operating expenditures). It is a positive sign that RARA can support \$244K of HVAC improvements in FY 2022 and still contribute +\$27,480 into Fund Balance.

The high dollar cost of the various RARA Building roof replacements is currently projected to draw funds from its Fund Balance in FY 2023-2024. In FY 2023, RARA projects to draw (\$54,580) from its Fund Balance to construct \$375K of roof replacements in FY 2023. This is projected to reduce RARA's Fund Balance to \$517K in FY 2023 (or 25% of annual operating expenditures). In FY 2024, RARA projects to draw an additional (\$96,770) from its Fund Balance to construct the final \$428K in roof replacements in FY 2024. This will reduce the projected RARA Fund Balance to \$420K in 2024 (or 20% of annual operating expenditures).

After FY 2024, the projects listed in RARA's 7-Year Capital Improvement Plan (CIP) start to drop off significantly and RARA is projected to be able to contribute +\$200K-\$300K per year into its Fund Balance starting in FY 2025+.

The RARA Budget and the capital projects projected for FY 2023-2024 will be reviewed again next year by the RARA Board as part of RARA's 2023-2025 Budget Plan. If revenues do not come in as anticipated or if there are additional unforeseen expenditures, the currently projected plan for 2023-2025 may change if needed. If RARA revenues come in at or greater than budgeted, and RARA expenditures come in at or less than budgeted, this financial budget plan can accomplish the vast majority of RARA capital project needs over the next 3-4 year period.

								ROCHESTER AVON RECREATION AUTHOR 2022-2024 PROPOSED BUDGET DOCU	-	-							
	2018 Actual		2019 Actual	2020 Actual		2021 Budget	808 - 000 -			2022 roposed	2021 / 2022 % Change	P	2023 rojected	2022 / 2023 % Change	P	2024 rojected	2023 / 2024 % Change
						-		FUND BALANCE TO BALANCE		-			-			-	
\$	-	\$	-	\$ -	\$	-	401002	Balance Needed From Fund Balance	\$	-	-	\$	54,580	100.0%	\$	96,770	77.3%
<u>\$</u>	-	<u>\$</u>		<u>\$</u> -	<u>\$</u>			FUND BALANCE TO BALANCE	<u>\$</u>	<u>-</u>	=	<u>\$</u>	54,580	<u>100.0%</u>	<u>\$</u>	96,770	<u>77.3%</u>
								FEDERAL AND STATE GRANTS									
\$	-	\$	-	\$ 176,09	\$ \$	-	528000	Other Federal Grants	\$	-	<u>=</u>	\$	-	<u>=</u>	\$	-	Ξ
<u>\$</u>		<u>\$</u>		\$ 176,09	<u>\$</u>			FEDERAL AND STATE GRANTS	<u>\$</u>		<u>=</u>	<u>\$</u>		<u>=</u>	<u>\$</u>		Ξ
								MUNICIPAL CONTRIBUTIONS									
\$	642,139	\$	671,054	\$ 694,96	3 \$	713,200	589000	Contribution - City of Rochester Hills	\$	727,850	2.1%	\$	745,110	2.4%	\$	762,800	2.4%
	85,428		88,218	89,11	3	88,000	590000	Contribution - City of Rochester		89,810	2.1%		91,940	2.4%		94,120	2.4%
<u>\$</u>	727,568	<u>\$</u>	759,272	\$ 784,07	<u>\$</u>	801,200		MUNICIPAL CONTRIBUTIONS	<u>\$</u>	817,660	2.1%	<u>\$</u>	837,050	2.4%	<u>\$</u>	856,920	<u>2.4%</u>
								<u>FEES</u>									
\$	14,370	\$	12,472	\$ 3,25	3 \$	3,000	636017	Fees - Brochure Advertisement	\$	3,000	0.0%	\$	3,000	0.0%	\$	3,000	0.0%
	103,710		122,499	53,75	7	110,960	650002	Rental - Building		229,450	106.8%		246,580	7.5%		263,870	7.0%
<u>\$</u>	118,080	<u>\$</u>	134,971	\$ 57,01	<u>1</u>   <u>\$</u>	113,960		<u>FEES</u>	\$	232,450	104.0%	<u>\$</u>	249,580	7.4%	\$	266,870	<u>6.9%</u>
								INTEREST EARNINGS									
\$	7,930	\$	15,940	\$ 5,46	9 \$	1,000	664001	Interest & Dividend Earnings	\$	1,270	27.0%	\$	1,320	3.9%	\$	1,280	-3.0%
	1,000		-	-		-	673001	Sales of Assets		-	-		-	-		-	-
<u>\$</u>	8,930	<u>\$</u>	15,940	\$ 5,46	9   \$	1,000		INTEREST EARNINGS	<u>\$</u>	1,270	<u>27.0%</u>	<u>\$</u>	1,320	3.9%	<u>\$</u>	1,280	<u>-3.0%</u>
								MISCELLANEOUS REVENUE									
\$	60	\$	-	\$ 90	2 \$	-	675000	Contributions & Donations	\$	-	-	\$	-	-	\$	-	-
	21,842		11,787	7,48	5	11,000	677000	Reimbursement		12,000	9.1%		12,600	5.0%		13,230	5.0%
	11,466		6,256	4,13	8	4,000	687000	Refund & Rebates		5,000	25.0%		5,000	0.0%		5,000	0.0%
	4,694		7,846	94	0	3,000	695000	Miscellaneous Revenue		8,000	166.7%		8,000	0.0%		8,000	0.0%
<u>\$</u>	38,063	<u>\$</u>	25,889	\$ 13,46	<u>\$</u>	18,000		MISCELLANEOUS REVENUE	<u>\$</u>	25,000	38.9%	<u>\$</u>	25,600	2.4%	<u>\$</u>	26,230	<u>2.5%</u>
<u>\$</u>	<u>892,641</u>	<u>\$</u>	936,071	<u>\$ 1,036,11</u>	<u>\$</u>	934,160		<u>RARA - ADMINISTRATION</u>	<u>\$</u>	1,076,380	<u>15.22%</u>	<u>\$</u>	<u>1,168,130</u>	<u>8.52%</u>	<u>\$</u>	1,248,070	<u>6.8%</u>

				ROCHESTER AVON RECREATION AUTHOR	ITY [RARA]					
				2022-2024 PROPOSED BUDGET DOCU	MENT					
2018	2019	2020	2021	808 - Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
Actual	Actual	Actual	Budget	000 - Revenues - Administration	Proposed	% Change	Projected	% Change	Projected	% Change

2018		2019		2020	2021				
Actual F/B	Α	ctual F/B	Α	ctual F/B		Est F/B			
\$ 209,422	\$	365,335	\$	539,001	\$	544,661			

2022
Est F/B
\$ 572,141

2021 2023 Est F/B Est F/B	
	2024
	Est F/B
544,661 \$ 572,141 \$ 517,561 \$	420,79

2024
Est F/B
\$ 420,791

									ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU	-	•							
	2018		2019		2020		2021		•		2022	2021 / 2022		2023	2022 / 2023		2024	2023 / 2024
	Actual	F	Actual		Actual		Budget	960 -	Revenues - Adult Activities	P	roposed	% Change	Р	rojected	% Change	PI	ojected	% Change
									<u>FEES</u>									
\$	315	\$	204	\$	-	\$	-	636002	Fees - Basketball	\$	-	-	\$	-	-	\$	-	-
	58,412		46,920		26,153		45,000	636004	Fees - Softball / Baseball		50,000	11.1%		50,000	0.0%		50,000	0.0%
	150		-		-		-	636005	Fees - Other Sports		-	-		-	-		-	-
<u>\$</u>	58,877	<u>\$</u>	47,124	<u>\$</u>	26,153	<u>\$</u>	45,000		<u>FEES</u>	<u>\$</u>	50,000	11.1%	<u>\$</u>	50,000	0.0%	<u>\$</u>	50,000	0.0%
<u>\$</u>	<u>58,877</u>	\$	<u>47,124</u>	<u>\$</u>	<u> 26,153</u>	\$	45,000		<u>RARA - ADULT ACTIVITIES</u>	\$	<u>50,000</u>	<u>11.11%</u>	<u>\$</u>	50,000	<u>0.00%</u>	\$	50,000	<u>0.0%</u>

									ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU									
	2018	20			20		2021	808 -	Rochester Avon Recreation Authority		2022	2021 / 2022		2023	2022 / 2023		2024	2023 / 2024
	Actual	Act	tual	Act	tual	В	udget	961 -	Revenues - Youth Sports	P	roposed	% Change	Р	rojected	% Change	Р	rojected	% Change
									<u>FEES</u>									
\$	109,989	\$ :	131,293	\$	118,780	\$	124,300	636002	Fees - Basketball	\$	130,000	4.6%	\$	132,000	1.5%	\$	134,000	1.5%
	96,249		107,136		75,036		84,940	636004	Fees - Softball / Baseball		105,000	23.6%		108,000	2.9%		111,000	2.8%
	44,029		36,447		910		24,850	636005	Fees - Other Sports		25,000	0.6%		27,000	8.0%		29,000	7.4%
	-		68,741		46,928		63,300	636006	Fees - Youth Volleyball		75,000	18.5%		75,000	0.0%		75,000	0.0%
\$	250,267	\$ :	343,617	\$ 2	<u>241,654</u>	\$	297,390		<u>FEES</u>	<u>\$</u>	335,000	<u>12.6%</u>	\$	342,000	<u>2.1%</u>	<u>\$</u>	349,000	2.0%
<u>\$</u>	<u> 250,267</u>	<u>\$</u>	<u>343,617</u>	<u>\$</u>	<u>241,654</u>	<u>\$</u>	<u>297,390</u>		<u>RARA - YOUTH SPORTS</u>	<u>\$</u>	335,000	<u>12.6%</u>	<u>\$</u>	342,000	<u>2.1%</u>	<u>\$</u>	349,000	<u>2.0%</u>

						ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU	•	•							
	2018 Actual	2019 Actual	2020 Actual	2021 Budget	808 - 962 -	Rochester Avon Recreation Authority Revenues - Other Programs	P	2022 Proposed	2021 / 2022 % Change	F	2023 Projected	2022 / 2023 % Change	P	2024 rojected	2023 / 2024 % Change
	, totaai	7.00001	7.0000	Duaget	302	<u>FEES</u>		Toposcu	% change		Tojected	// change	-	ojecteu	% change
\$	201,395	\$ 196,570	\$ 46,975	\$ 172,000	636006	Fees - Day Camp	\$	195,000	13.4%	\$	200,000	2.6%	\$	205,000	2.5%
	2,023	2,049	2,616	2,600	636007	Fees - Tennis		2,600	0.0%		2,600	0.0%		2,600	0.0%
	8,417	4,260	-	-	636008	Fees - Golf		-	-		-	-		-	-
	161,493	161,136	94,544	160,000	636009	Fees - Contracted Camps		165,000	3.1%		165,000	0.0%		165,000	0.0%
	11,371	7,496	1,763	4,160	636013	Fees - Educational Events		6,000	44.2%		6,120	2.0%		6,240	2.0%
	21,581	36,127	13,167	16,410	636015	Fees - Special Events		34,000	107.2%		35,000	2.9%		36,000	2.9%
	152,881	150,409	59,451	70,360	636016	Fees - Adaptive Services		150,000	113.2%		150,000	0.0%		150,000	0.0%
	18,698	26,033	6,540	10,000	636018	Fees - Party Rental		20,000	100.0%		24,000	20.0%		24,000	0.0%
<u>\$</u>	577,858	\$ 584,080	\$ 225,056	\$ 435,530		<u>FEES</u>	<u>\$</u>	572,600	<u>31.5%</u>	<u>\$</u>	582,720	1.8%	<u>\$</u>	588,840	1.1%
<u>\$</u>	<i>577,858</i>	\$ 584,080	\$ 225,056	\$ 435,530		<u>RARA - OTHER PROGRAMS</u>	<u>\$</u>	<i>572,600</i>	<u>31.47%</u>	<u>\$</u>	<u>582,720</u>	<u>1.77%</u>	<u>\$</u>	<u>588,840</u>	<u>1.1%</u>

					ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU						
	2018	2019	2020	2021	808 - Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
	Actual	Actual	Actual	Budget	963 - Revenues - Dance	Proposed	% Change	Projected	% Change	Projected	% Change
					<u>FEES</u>						
\$	743,705	\$ 609,392	\$ 234,738	\$ 102,000	631000 Fees - Dance	\$ 170,000	66.7%	\$ 175,000	2.9%	\$ 180,000	2.9%
<u>\$</u>	743,705	\$ 609,392	\$ 234,738	\$ 102,000	<u>FEES</u>	\$ 170,000	<u>66.7%</u>	\$ 175,000	2.9%	\$ 180,000	2.9%
<u>\$</u>	743 <u>,705</u>	<u>\$ 609,392</u>	<u>\$ 234,738</u>	<u>\$ 102,000</u>	<u>RARA - DANCE</u>	<u>\$ 170,000</u>	<u>66.7%</u>	<u>\$ 175,000</u>	<u>2.9%</u>	<u>\$ 180,000</u>	<u>2.9%</u>

				ROCHESTER AVON RECREATION AUTHOR 2022-2024 PROPOSED BUDGET DOCL						
2018 Actual	2019 Actual	2020 Actual	2021 Budget	808 - Rochester Avon Recreation Authority 964 - Revenues - Recreation Complex	2022 Proposed	2021 / 2022 % Change	2023 Projected	2022 / 2023 % Change	2024 Projected	2023 / 2024 % Change
Actual	Actual	Actual	Duaget	FEES	TTOPOSCU	70 Change	Hojecteu	70 Change	Hojecteu	70 Change
\$ 118,190	\$ 153,377	\$ 64,644	\$ 79,500	636021 Fees - Memberships	\$ 124,000	56.0%	\$ 131,400	6.0%	\$ 139,040	5.8%
\$ 118,190	\$ 153,377	\$ 64,644	\$ 79,500	<u>FEES</u>	\$ 124,000	<u>56.0%</u>	\$ 131,400	6.0%	\$ 139,040	5.8%
<u>\$ 118,190</u>	\$ 153,377	<u>\$ 64,644</u>	\$ 79,500	<u>RARA - RECREATION COMPLEX</u>	\$ 124,000	<u>56.0%</u>	<u>\$ 131,400</u>	<u>6.0%</u>	<u>\$ 139,040</u>	<u>5.8%</u>
					1					
<u>\$ 2,641,538</u>	<u>\$ 2,673,661</u>	<u>\$ 1,828,363</u>	<u>\$ 1,893,580</u>	<u>GRAND TOTAL - RARA REVENUES</u>	<u>\$ 2,327,980</u>	<u>22.9%</u>	<u>\$ 2,449,250</u>	<u>5.2%</u>	<u>\$ 2,554,950</u>	<u>4.3%</u>

									ROCHESTER AVON RECREATION AUTHORI	_	-							
	2018		2019		2020		2021	808 -	2022-2024 PROPOSED BUDGET DOCU Rochester Avon Recreation Authority		2022	2021 / 2022		2023	2022 / 2023		2024	2023 / 2024
	Actual		Actual		Actual		Budget	000 -	Expenditures - Administration	P	Proposed	% Change	ı	rojected	% Change	P	rojected	% Change
							-		<u>FUND BALANCE</u>		-			_			-	
\$	-	\$	-	\$	-	\$	5,660	701001	Balance Contributed To Fund Balance	\$	27,480	385.5%	\$	-	-100.0%	\$	-	-
<u>\$</u>	-	<u>\$</u>	-	<u>\$</u>	<u>-</u>	<u>\$</u>	5,660		FUND BALANCE	<u>\$</u>	27,480	<u>385.5%</u>	<u>\$</u>	-	<u>-100.0%</u>	<u>\$</u>	-	Ξ
									PERSONNEL SERVICES									
\$	508,333	\$	499,309	\$	416,159	\$	477,010	703000	Salaries & Wages	\$	486,550	2.0%	\$	496,280	2.0%	\$	506,210	2.0%
	21,494		20,736		27,912		32,090	710000	Employee - Pension Plan		32,730	2.0%		33,380	2.0%		34,050	2.0%
	7,319		7,229		6,032		6,740	714000	Employers - Medicare		6,870	1.9%		7,010	2.0%		7,150	2.0%
	31,297		30,910		25,791		28,830	715000	Employers - Social Security		29,410	2.0%		30,000	2.0%		30,600	2.0%
	88,288		70,339		66,044		64,000	716000	Health & Optical Insurance		68,800	7.5%		73,960	7.5%		79,510	7.5%
	36,000		28,000		34,000		34,000	716002	Health Savings Account (HSA)		34,000	0.0%		34,000	0.0%		34,000	0.0%
	8,244		8,894		7,608		9,000	717000	Dental Insurance		9,230	2.6%		9,460	2.5%		9,700	2.5%
	2,947		3,946		3,289		3,500	718000	Life / AD & D Insurance		3,570	2.0%		3,640	2.0%		3,710	1.9%
	1,048		3,043		3,383		3,000	719000	Disability Insurance		3,060	2.0%		3,120	2.0%		3,180	1.9%
	-		-		5,144		1,000	720000	Unemployment Insurance		1,000	0.0%		1,020	2.0%		1,040	2.0%
	8,869		8,507		5,838		7,000	721000	Workers Compensation		7,500	7.1%		8,300	10.7%		8,800	6.0%
<u>\$</u>	713,839	<u>\$</u>	680,913	<u>\$</u>	601,200	<u>\$</u>	666,170		PERSONNEL SERVICES	<u>\$</u>	682,720	<u>2.5</u> %	<u>\$</u>	700,170	<u>2.6</u> %	<u>\$</u>	717,950	<u>2.5</u> %
									OPERATING SUPPLIES									
\$	2,251	\$	2,388	\$	1,311	\$	2,400	727000	Office Supplies	\$	2,400	0.0%	\$	2,400	0.0%	\$	2,400	0.0%
	11,112		9,625		8,687		4,000	740000	Operating Supplies		10,000	150.0%		10,000	0.0%		10,000	0.0%
	4,187		16,511		6,010		4,000	748000	Operating Equipment		5,000	25.0%		6,000	20.0%		7,000	16.7%
\$	17,551	<u>\$</u>	28,524	<u>\$</u>	16,009	<u>\$</u>	10,400		OPERATING SUPPLIES	<u>\$</u>	17,400	<u>67.3</u> %	<u>\$</u>	18,400	<u>5.7</u> %	<u>\$</u>	19,400	<u>5.4</u> %
									PROFESSIONAL SERVICES									
\$	58,325	\$	59,327	\$	38,650	\$	39,430	801000	Professional Services	\$	40,220	2.0%	\$	41,020	2.0%	\$	41,830	2.0%
	4,334		3,461		18,856		22,000	801017	Professional Services - Marketing		33,000	50.0%		36,000	9.1%		39,000	8.3%
	8,100		7,388		7,494		7,600	804000	Audit Fees		7,750	2.0%		7,900	1.9%		8,050	1.9%
													l					

ROCHESTER AVON RECREATION AUTHORITY [RARA]	
2022-2024 PROPOSED BUDGET DOCUMENT	

2018		2019	2020	2021	808 -	Rochester Avon Recreation Authority		2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
Actual 17	70	Actual	Actual	Budget 4,000	000 -	Expenditures - Administration	Pr	oposed	% Change	Projected	<b>% Change</b> 00 0.0%	Projected 1.0	% Change
17	, 5	239	862	4,000	902001	Legal Fees - City Attorney		1,000	-75.0%	1,0	0.0%	1,0	0.0%
7,42	24	7,907	8,310	8,500	807000	Contractual Services		8,760	3.1%	9,0	3.0%	9,2	3.0%
4,18	30	2,905	3,660	4,000	850000	Membership & Dues		4,120	3.0%	4,2	2.9%	4,3	70 3.1%
4,09	99	10,805	4,543	8,000	860000	Travel & Seminars		9,000	12.5%	10,0	00 11.1%	11,0	10.0%
35,41	11	36,390	-	-	900000	Printing & Publishing		-	-	-	-	-	-
25,89	95	26,786	26,292	26,020	910000	Liability Insurance & Bonds		26,500	1.8%	27,2	2.6%	28,0	2.9%
147,94	15	155,208	108,666	119,550		PROFESSIONAL SERVICES		130,350	<u>9.0</u> %	136,3	<u>4.6</u> %	142,5	40 4.5%
						OTHER EXPENSES							
\$ 58,55	51 \$	57,340	\$ 51,767	\$ 54,000	920000	Public Utilities	\$	59,400	10.0%	\$ 61,1	3.0%	\$ 63,0	3.0%
9,01	13	11,114	9,495	8,500	922000	Telephone Expense		9,000	5.9%	9,0	0.0%	9,0	0.0%
15,62	26	13,275	6,119	8,000	929001	Repairs & Maintenance - Building		15,000	87.5%	17,0	13.3%	19,0	00 11.8%
48,00	00	48,000	30,000	48,000	931000	Maintenance - Park		48,000	0.0%	48,0	0.0%	48,0	0.0%
5,66	57	10,072	8,456	8,000	940000	Rental - Equipment		11,000	37.5%	11,0	0.0%	11,0	0.0%
1	13	286	95	300	954000	Miscellaneous Expense		300	0.0%	3	0.0%	3	0.0%
10	02	40	10	100	960000	Tax Tribunals		100	0.0%	1	0.0%	1	0.0%
\$ 136,97	<u> </u>	140,127	\$ 105,942	\$ 126,900		OTHER EXPENSES	<u>\$</u>	142,800	<u>12.5</u> %	\$ 146,5	<u>2.6</u> %	\$ 150,4	20 2.6%
						CAPITAL OUTLAY							
\$ -	\$	_	\$ -	\$ 14,000	974000	Land Improvement	\$	30,000	114.3%	\$ 10,0	00 -66.7%	\$ 10,0	0.0%
7			<b>*</b>	2,000	<i>57</i> 1000	500 Building: Parking Lot Repairs	Ť	10,000	22075	5,0		5,0	
				2,000		500 Building: Traffic Flow Circle (2025) 480 Building: Parking Lot Repairs		10,000		5,0	00	5,0	00
				10,000		480 Building: Landscape Signage (2021) 480 Building: Landscape (2022)		- 10,000		-		-	
12,47	78	5,410	_	49,000	976000	Building Improvements		244,260	398.5%	375,0	00 53.5%	428,4	00 14.2%
, . ,		3, .20		-		500 Building: Roof #1 (2023)		-	223.07	159,0		-	
				-		500 Building: Roof #2 (2024) 500 Building: Roof #3 (2023)		-		117,6	00	159,0	
				-		500 Building: Roof #4 (2024)		-		-		117,6	
				<u>24,500</u>		500 Building: Air Handlers Fieldhouse (2021-22) 480 Building: Roof #1 (2024)		126,960 -		-		151,8	
				-		480 Building: Roof #2 (2023)		-		98,4		-	
				24,500		480 Building: Air Handlers Gymnasium (2021-22)		117,300		-		-	

						ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU						
	2018	2019	2020	2021	808 -	Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
	Actual	Actual	Actual	Budget	000 -	Expenditures - Administration	Proposed	% Change	Projected	% Change	Projected	% Change
	-	-	3,885	10,000	977000		10,000	0.0%	10,000	0.0%	10,000	0.0%
				5,000 5,000		500 Building: Miscellaneous Capital 480 Building: Miscellaneous Capital	5,000 5,000		<i>5,000 5,000</i>		5,000 5,000	
	131,827	139,798	148,319	157,470	990000	Principal Payment	105,970	-32.7%	97,860	-7.7%	105,980	8.3%
	134,155	126,184	117,663	108,070	995000	Interest Payment	99,240	-8.2%	91,640	-7.7%	83,520	-8.9%
<u>\$</u>	278,460	\$ 271,392	\$ 269,867	\$ 338,540		CAPITAL OUTLAY	\$ 489,470	<u>44.6</u> %	\$ 584,500	<u>19.4</u> %	\$ 637,900	9.1%
<u>\$</u>	<u>1,294,767</u>	<u>\$ 1,276,164</u>	<u>\$ 1,101,683</u>	<u>\$ 1,261,560</u>		<u>RARA - ADMINISTRATION</u>	<u>\$ 1,462,740</u>	<u>15.9%</u>	<u>\$ 1,586,030</u>	<u>8.4%</u>	<u>\$ 1,668,210</u>	<u>5.2%</u>

					ROCHESTER AVON RECREATION AUTHOR 2022-2024 PROPOSED BUDGET DOCU						
	2018	2019	2020	2021	808 - Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
Α	ctual	Actual	Actual	Budget	960 - Expenditures - Adult Activities	Proposed	% Change	Projected	% Change	Projected	% Change
					OPERATING SUPPLIES						
\$	3,492	\$ 3,015	\$ 4,861	\$ 5,000	746004 Supplies - Softball / Baseball	\$ 5,500	10.0%	\$ 5,500	0.0%	\$ 5,500	0.0%
\$	3,492	\$ 3,015	\$ 4,861	\$ 5,000	OPERATING SUPPLIES	\$ 5,500	<u>10.0</u> %	\$ 5,500	<u>0.0</u> %	\$ 5,500	<u>0.0</u> %
					PROFESSIONAL SERVICES						
\$	5,507	\$ 2,448	\$ 2,792	\$ 4,050	809004 Professional Services - Softball / Baseball	\$ 4,500	11.1%	\$ 4,500	0.0%	\$ 4,500	0.0%
	(108)	825	-	-	809005 Professional Services - Other Sports	-	-	-	-	-	-
	625	625	-	750	910000 Liability Insurance & Bonds	750	0.0%	750	0.0%	750	0.0%
\$	6,025	\$ 3,898	\$ 2,792	\$ 4,800	PROFESSIONAL SERVICES	\$ 5,250	<u>9.4</u> %	\$ 5,250	<u>0.0</u> %	\$ 5,250	<u>0.0</u> %
<u>\$</u>	<u>9,516</u>	\$ 6,913	\$ 7,653	\$ 9,800	<u>RARA - ADULT ACTIVITIES</u>	<u>\$ 10,750</u>	<u>9.7%</u>	<u>\$ 10,750</u>	<u>0.0%</u>	<u>\$ 10,750</u>	<u>0.0</u> %

ROCHESTER AVON RECREATION AUTHORITY [RARA]	
2022-2024 PROPOSED BUDGET DOCUMENT	

									2022-2024 PROPOSED BUDGET DOCU									
	2018 Actual		2019 Actual		2020 ctual		2021	808 - 961 -	Rochester Avon Recreation Authority		2022	2021 / 2022 % Change		2023	2022 / 2023 % Change	ח	2024	2023 / 2024 % Change
	Actual	,	Actual	A	ctuai	В	Budget	301 -	Expenditures - Youth Sports	Pr	oposed	% Change	PI	ojected	% Change	P	rojected	% Change
									PERSONNEL SERVICES									
\$	5,028	\$	4,980	\$	3,048	\$	5,600	703002	Wages - Basketball	\$	6,500	16.1%	\$	6,500	0.0%	\$	6,500	0.0%
	1,770		3,882		3,707		4,000	703004	Wages - Softball / Baseball		5,000	25.0%		5,000	0.0%		5,000	0.0%
	279		99		-		-	703005	Wages - Other Sports		-	-		-	-		-	-
	-		8,635		1,200		1,500	703006	Wages - Youth Volleyball		3,000	100.0%		3,000	0.0%		3,000	0.0%
	103		255		115		160	714000	Employers - Medicare		210	31.3%		210	0.0%		210	0.0%
	439		1,091		493		690	715000	Employers - Social Security		900	30.4%		900	0.0%		900	0.0%
\$	7,618	<u>\$</u>	18,942	<u>\$</u>	8,564	<u>\$</u>	11,950		PERSONNEL SERVICES	<u>\$</u>	15,610	<u>30.6%</u>	\$	15,610	0.0%	<u>\$</u>	15,610	0.0%
									OPERATING SUPPLIES									
\$	918	\$	4,042	\$	3,771	\$	3,000	746002	Supplies - Basketball	\$	4,000	33.3%	\$	4,000	0.0%	\$	4,000	0.0%
	20,645		4,580		6,727		5,000	746004	Supplies - Softball / Baseball		6,000	20.0%		6,000	0.0%		6,000	0.0%
	2,058		1,119		900		-	746005	Supplies - Other Sports		-	-		-	-		-	-
	-		10,227		4,686		4,000	746006	Supplies - Volleyball		5,000	25.0%		5,000	0.0%		5,000	0.0%
\$	23,621	\$	19,969	<u>\$</u>	16,084	<u>\$</u>	12,000		OPERATING SUPPLIES	\$	15,000	<u>25.0%</u>	<u>\$</u>	15,000	0.0%	<u>\$</u>	15,000	0.0%
									PROFESSIONAL SERVICES									
\$	-	\$	19,667	\$	25,603	\$	25,000	801806	Professional Services - Volleyball	\$	30,000	20.0%	\$	30,000	0.0%	\$	30,000	0.0%
	51,238		58,153		46,430		60,000	809002	Professional Services - Basketball		62,000	3.3%		63,000	1.6%		64,000	1.6%
	28,207		25,273		31,795		30,000	809004	Professional Services - Softball / Baseball		33,000	10.0%		34,000	3.0%		35,000	2.9%
	9,200		9,424		4,310		7,000	809005	Professional Services - Other Sports		7,000	0.0%		7,000	0.0%		7,000	0.0%
	-		276		-		500	850806	Membership & Dues - Volleyball		500	0.0%		500	0.0%		500	0.0%
<u>\$</u>	88,645	<u>\$</u>	112,793	<u>\$</u>	108,137	<u>\$</u>	122,500		PROFESSIONAL SERVICES	<u>\$</u>	132,500	<u>8.2%</u>	<u>\$</u>	134,500	<u>1.5%</u>	<u>\$</u>	136,500	<u>1.5%</u>
									OTHER EXPENSES									
\$	18,714	\$	23,193	\$	21,456	\$	12,000	945002	Rental - Basketball	\$	22,000	83.3%	\$	23,000	4.5%	\$	24,000	4.3%
	4,738		1,464		-		-	945004	Rental - Softball / Baseball		-	-		-	-		-	-
	2,325		11,838		-		5,000	945005	Rental - Other Sports		12,000	140.0%		12,000	0.0%		12,000	0.0%
		l				1							l			l	ļ	

					ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU	• •					
2018	2019	2020	2021	808 -	Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
Actual	Actual	Actual	Budget	961 -	Expenditures - Youth Sports	Proposed	% Change	Projected	% Change	Projected	% Change
-	3,284	-	3,000	945006	Rental - Volleyball	5,000	66.7%	5,000	0.0%	5,000	0.0%
\$ 25,77	\$ 39,778	\$ 21,456	\$ 20,000		OTHER EXPENSES	\$ 39,000	<u>95.0%</u>	\$ 40,000	<u>2.6%</u>	\$ 41,000	<u>2.5%</u>
<u>\$ 145,66</u>	\$ 191,482	<u>\$ 154,241</u>	<u>\$ 166,450</u>		<u>RARA - YOUTH SPORTS</u>	<u>\$ 202,110</u>	<u>21.4%</u>	<u>\$ 205,110</u>	<u>1.5%</u>	<u>\$ 208,110</u>	<u>1.5%</u>

ROCHESTER AVON RECREATION AUTHORITY [RARA]	
2022-2024 PROPOSED BUDGET DOCUMENT	

						2022-2024 PROPOSED BUDGET DOCU									
201 Actu		2019 Actual	2020 Actual	2021 Budget	808 - 962 -	Rochester Avon Recreation Authority Expenditures - Other Programs		2022 roposed	2021 / 2022 % Change		2023 Projected	2022 / 2023 % Change		2024 Projected	2023 / 2024 % Change
Actu	ıdı	Actual	Actual	Duuget	302 -	Expenditures - Other Frograms	-	орозеи	70 Change		Tojecteu	70 Citalige		Tojecteu	70 Change
						PERSONNEL SERVICES									
\$ 10	01,337	\$ 88,795	\$ 38,041	\$ 87,000	703006	Wages - Day Camp	\$	100,000	14.9%	\$	102,000	2.0%	\$	104,000	2.0%
	138	157	220	400	703015	Wages - Special Events		400	0.0%		400	0.0%		400	0.0%
-	75,986	71,753	9,307	40,000	703016	Wages - Adaptive Programs		72,000	80.0%		74,000	2.8%		76,000	2.7%
	4,110	5,721	1,286	2,500	703018	Wages - Party Rental		5,000	100.0%		5,500	10.0%		6,000	9.1%
	2,633	2,413	708	1,360	714000	Employers - Medicare		1,860	36.8%		1,900	2.2%		1,950	2.6%
-	11,257	10,318	3,029	8,080	715000	Employers - Social Security		11,030	36.5%		11,320	2.6%		11,590	2.4%
\$ 19	95,461	\$ 179,157	\$ 52,592	\$ 139,340		PERSONNEL SERVICES	<u>\$</u>	190,290	<u>36.6%</u>	<u>\$</u>	195,120	<u>2.5%</u>	<u>\$</u>	199,940	<u>2.5%</u>
						OPERATING SUPPLIES									
\$ 2	23,456	\$ 25,672	\$ 3,537	\$ 15,000	746006	Supplies - Day Camp	\$	24,000	60.0%	\$	25,000	4.2%	\$	26,000	4.0%
	-	420	-	-	746008	Supplies - Golf		-	-		-	-		-	-
	-	-	873	3,000	746009	Supplies - Contracted		3,000	0.0%		3,000	0.0%		3,000	0.0%
	5	-	30	-	746013	Supplies - Educational		-	-		-	-		-	-
	3,419	5,440	1,604	4,000	746015	Supplies - Special Events		5,000	25.0%		5,000	0.0%		5,000	0.0%
-	17,291	17,218	7,045	7,050	746016	Supplies - Adaptive Programs		17,000	141.1%		17,000	0.0%		17,000	0.0%
	-	138	210	500	740018	Supplies - Party Rental		500	0.0%		500	0.0%		500	0.0%
\$ 4	44,172	\$ 48,887	\$ 13,298	\$ 29,550		OPERATING SUPPLIES	\$	49,500	<u>67.5%</u>	\$	50,500	2.0%	\$	51,500	2.0%
						PROFESSIONAL SERVICES									
\$ 4	44,406	\$ 41,842	\$ 1,694	\$ 5,000	809006	Professional Services - Day Camp	\$	38,000	660.0%	\$	40,000	5.3%	\$	42,000	5.0%
	1,397	1,486	2,373	2,400	809007	Professional Services - Tennis		2,400	0.0%		2,400	0.0%		2,400	0.0%
	6,799	2,996	-	-	809008	Professional Services - Golf		-	-		-	-		-	-
10	02,264	124,055	51,421	112,000	809009	Professional Services - Camps		125,000	11.6%		127,000	1.6%		129,000	1.6%
	7,277	3,318	-	-	809013	Professional Services - Educational		-	-		-	-		-	-
:	18,143	17,348	9,477	7,000	809015	Professional Services - Special Events		17,000	142.9%		18,000	5.9%		19,000	5.6%
-	17,943	19,600	1,693	5,000	809016	Professional Services - Adaptive Programs		17,000	240.0%		18,000	5.9%		19,000	5.6%
			I	I	ĺ		I		I	I			I		

							ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU	-	-							
	2018 Actual	2019 Actual	2020 Actual	202 Budg		808 - 962 -	Rochester Avon Recreation Authority Expenditures - Other Programs	P	2022 roposed	2021 / 2022 % Change	P	2023 rojected	2022 / 2023 % Change		2024 ojected	2023 / 2024 % Change
	-	611	-		-	809019	Professional Services - Playscape		-	-		-	=		-	-
<u>\$</u>	198,228	\$ 211,255	\$ 66,658	\$ 1	131,400		PROFESSIONAL SERVICES	<u>\$</u>	199,400	<u>51.8%</u>	<u>\$</u>	205,400	3.0%	<u>\$</u>	211,400	<u>2.9%</u>
							OTHER EXPENSES									
\$	376	\$ 371	\$ 325	\$	400	945006	Rental - Day Camps	\$	400	0.0%	\$	400	0.0%	\$	400	0.0%
	8,556	4,247	358		-	945009	Rental - Contracted Camps		4,000	100.0%		5,000	25.0%		6,000	20.0%
	110	75	-		100	945015	Rental - Special Events		100	0.0%		100	0.0%		100	0.0%
	14,089	10,610	675		1,500	945016	Rental - Adaptive Programs		10,000	566.7%		11,000	10.0%		12,000	9.1%
<u>\$</u>	23,131	\$ 15,303	\$ 1,358	\$	2,000		OTHER EXPENSES	<u>\$</u>	14,500	<u>625.0%</u>	<u>\$</u>	16,500	<u>13.8%</u>	<u>\$</u>	18,500	<u>12.1%</u>
<u>\$</u>	<u>460,992</u>	<u>\$ 454,603</u>	<u>\$ 133,905</u>	<u>\$ 3</u>	302,290		<u>RARA - OTHER PROGRAMS</u>	\$	<u>453,690</u>	<u>50.1%</u>	<u>\$</u>	<u>467,520</u>	<u>3.0%</u>	<u>\$</u>	<u>481,340</u>	<u>3.0%</u>

									ROCHESTER AVON RECREATION AUTHORI 2022-2024 PROPOSED BUDGET DOCU	-	-							
	2018		2019 Natural		2020 Actual		2021	808 - 963 -	Rochester Avon Recreation Authority		2022	2021 / 2022	,	2023	2022 / 2023	_	2024	2023 / 2024
	Actual	-	Actual	,	Actual		Budget	963 -	Expenditures - Dance	P	roposed	% Change	P	rojected	% Change	,	rojected	% Change
									PERSONNEL SERVICES									
\$	210,486	\$	276,916	\$	161,926	\$	106,000	703000	Salaries & Wages	\$	120,000	13.2%	\$	122,400	2.0%	\$	124,850	2.0%
	-		4,350		5,358		3,500	710000	Employers - Pension		3,570	2.0%		3,640	2.0%		3,710	1.9%
	3,052		4,016		2,348		1,540	714000	Employers - Medicare		1,740	13.0%		1,770	1.7%		1,810	2.3%
	13,050		17,173		10,039		6,580	715000	Employers - Social Security		6,700	1.8%		6,830	1.9%		6,970	2.0%
\$	226,587	<u>\$</u>	302,454	<u>\$</u>	179,671	\$	117,620		PERSONNEL SERVICES	\$	132,010	<u>12.2%</u>	<u>\$</u>	134,640	<u>2.0%</u>	\$	137,340	2.0%
									OPERATING SUPPLIES									
\$	116,695	\$	117,221	\$	49,336	\$	15,000	746014	Supplies - Dance	\$	15,000	0.0%	\$	15,000	0.0%	\$	15,000	0.0%
<u>\$</u>	116,695	<u>\$</u>	117,221	<u>\$</u>	49,336	<u>\$</u>	15,000		OPERATING SUPPLIES	<u>\$</u>	15,000	0.0%	<u>\$</u>	15,000	0.0%	<u>\$</u>	15,000	0.0%
									PROFESSIONAL SERVICES									
\$	2,244	\$	14,301	\$	3,896	\$	4,000	801000	Professional Services	\$	6,000	50.0%	\$	8,000	33.3%	\$	10,000	25.0%
	82,601		73,193		2,750		3,000	807000	Contractual Services		10,000	233.3%		14,000	40.0%		16,000	14.3%
	-		61		-		200	860000	Travel & Seminars		200	0.0%		200	0.0%		200	0.0%
\$	84,845	\$	87,555	<u>\$</u>	6,646	\$	7,200		PROFESSIONAL SERVICES	<u>\$</u>	16,200	<u>125.0%</u>	<u>\$</u>	22,200	<u>37.0%</u>	<u>\$</u>	26,200	<u>18.0%</u>
									OTHER EXPENSES									
\$	16,528	\$	17,180	\$	2,679	\$	8,000	942000	Rental	\$	8,000	0.0%	\$	8,000	0.0%	\$	8,000	0.0%
<u>\$</u>	16,528	<u>\$</u>	17,180	\$	2,679	<u>\$</u>	8,000		OTHER EXPENSES	<u>\$</u>	8,000	0.0%	<u>\$</u>	8,000	0.0%	\$	8,000	0.0%
<u>\$</u>	<u>444,656</u>	<u>\$</u>	<u>524,410</u>	<u>\$</u>	238,333	<u>\$</u>	147,820		<u>RARA - DANCE</u>	<u>\$</u>	<u> 171,210</u>	<u>15.8%</u>	<u>\$</u>	<u>179,840</u>	<u>5.0%</u>	<u>\$</u>	<u> 186,540</u>	<u>3.7%</u>

					ROCHESTER AVON RECREATION AUTHORITE 2022-2024 PROPOSED BUDGET DOCUI						
	2018	2019	2020	2021	808 - Rochester Avon Recreation Authority	2022	2021 / 2022	2023	2022 / 2023	2024	2023 / 2024
	Actual	Actual	Actual	Budget	964 - Expenditures - Recreation Complex	Proposed	% Change	Projected	% Change	Projected	% Change
					PERSONNEL SERVICES						
\$	54,292	\$ 59,615	\$ 17,540	\$ -	703021 Wages	\$ -	-	\$ -	-	\$ -	-
	787	865	254	-	714000 Employers - Medicare	-	-	-	-	-	-
	3,366	3,696	1,087	-	715000 Employers - Social Security	-	-	-	-	-	-
<u>\$</u>	58,445	\$ 64,176	\$ 18,882	<u>\$ -</u>	PERSONNEL SERVICES	<u>\$</u> -	=	<u>\$ -</u>	=	<u>\$</u> -	=
<u>\$</u>	<u>58,445</u>	<u>\$ 64,176</u>	<u>\$ 18,882</u>	<u>\$ -</u>	<u>RARA - RECREATION COMPLEX</u>	<u>\$ -</u>	Ξ	<u>\$</u> _	Ξ	<u>\$ -</u>	-
<u>\$</u>	<u>2,414,038</u>	<u>\$ 2,517,748</u>	\$ 1,654,697	<u>\$ 1,887,920</u>	<u>GRAND TOTAL - RARA EXPENDITURES</u>	\$ 2,300,500	<u>21.9%</u>	\$ 2,449,250	<u>6.5%</u>	\$ 2,554,950	<u>4.3%</u>

## CAPITAL IMPROVEMENT SCHEDULE FY 21 - 25



Line Item	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
500 BUILDING						
Roof 1				\$159,000		
Roof 2					\$159,000	
Roof 3				\$117,600		
Roof 4					\$117,600	
Air Handler Units Fieldhouse			\$ 126,960			
Advisor Services for HVAC/Roofs		\$ 49,000	,			
Common Area Furniture/Seating		, ,,,,,,,,				
Main Entrance Improvements						\$ 30,000
Fieldhouse Windows						\$ 40,000
Parking Lot Repair		\$ 2,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
Rear Parking Lot Improvements - Completed FY17						
Exterior Painting						\$ 10,000
Traffic Flow Circle install						\$ 10,000
Other		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
500 E Subtotal Capital Outlay	\$ -	\$ 56,000	\$ 141,960	\$286,600	\$286,600	\$100,000
480 E 2nd St.						
Landscape Signage		\$ 10,000				
2nd Street Landscaping			\$ 10,000			
Gymnasium / fitness windows						\$ 20,000
Parking Lot Repair		\$ 2,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
Roof 1					\$151,800	
Roof 2				\$ 98,400		
Air Handler Units gymnasium			\$ 117,300			
Exterior Painting						\$ 10,000
Facility Survellience System - Completed FY17						
Convert interior lighting - Completed FY 18						
Other		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
480 E Subtotal Capital Outlay	\$ -	\$ 17,000	\$ 142,300	\$108,400	\$161,800	\$ 40,000
Repairs / maintenance building / grounds-other	\$ -	\$ 14,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 30,000
Land improvement	\$ -	\$ 10,000	\$ 10,000			
Building improvement			\$ -	\$375,000	\$428,400	\$110,000
Equipment capitalized		\$ 49,000	\$ 244,260			
TOTAL CAPITAL OUTLAY	\$ -	\$ 73,000	\$ 284,260	\$395,000	\$448,400	\$140,000