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\* ROCHESTER \* AVON \* RECREATION \* AUTHORITY \*

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**FY 2019-2021**

**Rochester-Avon Recreation Authority**

**Adopted Budget**

Adopted by the RARA Board

July 31, 2018

**Rochester-Avon Recreation Authority  
2019-2021 Proposed Budget Notes**

**RARA 2019-2021 Budget Highlights:**

As part of the FY 2019 Budget process, RARA has moved to presenting a rolling 3-year Budget covering FY 2019-2021. Please note it is only the proposed FY 2019 Budget which will be requested for RARA Board approval, as the following 2-years (FY 2020-2021) are projections and shall be updated and proposed in future years.

The grand total Proposed FY 2019 RARA Expenditure Budget is \$2,501,790, which represents a +2.4% increase from FY 2018. The grand total Proposed FY 2019 RARA Revenue Budget is \$2,651,510, which represents a +2.2% increase from FY 2018. In summary, it is proposed for RARA revenues to exceed proposed RARA expenditures by +\$149,720, resulting in a proposed contribution to RARA Fund Balance of +\$149,720 in FY 2019.

By year-end FY 2019 RARA Fund Balance is projected to be \$275,745, which represents 11.8% of annual RARA operating expenditures. By moving to a rolling 3-year budget format, it is anticipated that by FY 2021 year-end RARA Fund Balance could be over \$620,000, which represents 25.7% of annual operating expenditures and would put RARA in compliance with RARA's recently approved Fund Balance policy which states that a minimum of 20% of annual operations shall be reserved in fund balance.

The FY 2019 RARA Budget was developed a focus on two (2) primary considerations, (1) the restoration of RARA Fund Balance and (2) the recognition and implementation of the recently completed RARA Wage & Compensation Study.

Regarding (1) the restoration of RARA Fund Balance, the 2018-2021 projections show annual RARA operating revenues in excess of annual RARA operating expenditures of \$150,000+ each year. It should be noted that very few RARA capital project expenditures are being proposed from 2018-2021 in an effort restore RARA fund balance to 20% of annual operations as quickly as possible. As previously noted, it is anticipated that by year-end 2021 RARA will have over 20% of annual operating expenditures reserved in Fund Balance. Beginning in FY 2022+ projects as identified in RARA's Capital Improvement Plan (CIP) shall start to be performed.

Regarding (2) the recognition and implementation of the recently completed RARA Wage & Compensation Study, in FY 2019 it is proposed to begin a multi-year phase-in of RARA full-time staff salary increases up to the minimum wage levels recommended in the Study. Please note the minimum wage levels recommended in the Study were for FY 2018 wages and should be increased annually by a cost-of-living factor of 2.0% each year to keep up with the market. To accomplish the salary increases up to the minimum wage levels recommended in the Study it is proposed to increase RARA salaries by a 2.0% cost-of-living adjustment as well as a maximum of 5.0% wage "catch-ups" each year until each full-time RARA employee salary meets the minimum wage levels as recommended in the Study. As a majority of RARA salaries are over 20% below the minimum wages recommended in the Study, the phase-in of the "catch-up" adjustments will be over a 4-5 year period.

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To recognize the increase in RARA expenditures over the next 4-5 years due to the phase-in of the wage levels recommended in the Study as well as other inflationary expenditures increase, it is projected to increase program fees by 2.0% each year beginning in FY 2020 to keep pace with inflationary cost impacts.

**RARA 2019-2021 Budget Notes:**

**RARA – Revenues:**

- **808 – Administration:**
  - 589000 / Contribution – City of Rochester Hills
    - Increase by [+3.6% or +\$22,610]
      - Due to increase in City of Rochester Hills RARA Millage property tax levy
  - 590000 / Contribution – City of Rochester
    - Increase by [+2.2% or +\$1,900]
      - Due to projected increase in contribution from City of Rochester
  - 636017 / Fees – Brochure Advertisement
    - Increase by [+78% or +\$6,290]
      - Due to new businesses seeking to advertise through RARA’s program magazine that is disseminated three times annually.
  - 650002 / Rental – Building
    - Increase by [+12% or +\$12,000]
      - Due to additional groups and teams renting open gymnasium time.
  - 664001 / Interest & Dividend Earnings
    - Increase by [+487% or +\$4,870]
      - Due to rising interest rates
  - 687000 / Refunds & Rebates
    - Decrease by [-25% or -\$1,500]
      - This was only for FY18 (energy credits for lighting upgrade). Need to reduce to \$4,500/ year for 19-22.
  - 695000 / Miscellaneous Revenue
    - Decrease by [-25% or -\$2,500]
      - Due to vending services now done by 3<sup>rd</sup> party company.
- **960 – Adult Services:**
  - No significant changes proposed
- **961 – Youth Sports:**
  - 636004 / Fees – Softball/Baseball
    - Decrease by [-8.3% or -\$10,000]
      - Due to registration trends
  - 636005 / Fees – Other Sports
    - Increase by [+32% or +\$11,000]

**Rochester-Avon Recreation Authority  
2019-2021 Proposed Budget Notes**

- Due to additional programming in gymnasiums
  
- **962 – Other Programs:**
  - 636006 / Fees – Day Camp
    - Increase by [+15% or +\$28,000]
      - Due to registration trends / additional camp offerings
  - 636007 / Fees – Tennis
    - Decrease by [-92% or -\$23,000]
      - Due to Wesson Tennis group running league / lessons through their business & advertising through RARA
  - 636008 / Fees – Golf
    - Increase by [+193% or \$5,800]
      - Due to increased participation
  - 636009 / Fees – Contracted Camps
    - Decrease by [-18% or -\$30,000]
      - Due to sports camps now being offered through schools. Magic soccer revenue partially now under rental. Supervisor turnover not being able to cultivate new programming.
  - 636013 / Fees – Educational Events
    - Decrease by [-55% or -\$11,000]
      - Due to lesser offerings / state requirements to offer programs that do not allow drop off / pick up & increased offerings outside RARA.
  - 636018 / Fees – Party Rental
    - Increase by [+23% or +\$3,000]
      - Due to increased party rentals
  
- **963 – Dance:**
  - 631000 / Fees – Dance
    - Increase by [+3.4% or \$25,000]
      - Due to increased participation
  
- **964 – Recreation Complex:**
  - 636021 / Fees – Memberships
    - Increase by [+15% or +\$15,000]
      - Due to increased memberships

**RARA – Expenditures:**

- **Administration:**
  - 701001 / Balance Contributed to Fund Balance
    - Decrease by [-0.4% or -\$551]
      - Due to slightly less projected funding contributed to RARA Fund Balance by year end than currently projected in FY 2018
  - 703000 / Salaries & Wages

**Rochester-Avon Recreation Authority  
2019-2021 Proposed Budget Notes**

- Increase by [+3.6% or +\$19,030]
  - Due to multi-year phase-in of RARA full-time salary increases to be in-line with the recently completed RARA Compensation Study
    - This is a multi-year phase-in to adjust employees below the RARA Compensation Study minimum by including annual cost-of-living adjustments (anticipated at 2.0%) plus annual 5.0% catch-up increments until they reach the minimum recommended salary levels recommended in the recently completed RARA Compensation Study
  - Corresponding employee benefits adjusted to align with changes in salaries
- 740000 / Operating Supplies
  - Decrease by [-20% or -\$2,000]
    - Due to less supplies needed
- 801000 / Professional Services
  - Decrease by [-17% or -\$10,300]
    - Due to completion of RARA Compensation Study in FY 2017
- 804000 / Audit Fees
  - Increase by [+28% or +\$2,200]
    - Due to anticipated increase in Audit Fees as RARA has expanded since the previous Audit Services blanket was established 5-years ago
      - FYI: Audit Services currently in Request for Proposals (RFP) process
- 860000 / Travel & Seminars
  - Increase by [+33% or +\$2,000]
    - Due to additional management training
- 900000 / Printing & Publishing
  - Increase by [+7.2% or +\$2,500]
    - Due to rising cost to distribute program magazine three times annually
- 929001 / Repairs & Maintenance
  - Increase by [+60% or +\$6,000]
    - Due to additional regular maintenance for two buildings
- 990000 / Principal Payment
  - Increase by [+6.0% or +\$7,974]
    - Due to RARA Building mortgage repayment schedule
- 995000 / Interest Payment
  - Decrease by [-5.9% or -\$7,965]
    - Due to RARA Building mortgage repayment schedule
- **Adult Activities:**
  - No significant changes proposed

**Rochester-Avon Recreation Authority  
2019-2021 Proposed Budget Notes**

- **Youth Sports:**
  - 746004 / Supplies – Softball/Baseball
    - Decrease by [-11% or -\$2,500]
      - Due to program participation trend
  - 746005 / Supplies – Other Sports
    - Increase by [+150% or +\$1,500]
      - Due to program participation trend
  - 809002 / Professional Services – Basketball
    - Increase by [+17% or +\$7,500]
      - Due to New Uniforms / shorts
  
- **Other Programs:**
  - 809006 / Professional Services – Day Camp
    - Increase by [+10% or +\$4,500]
      - Due to increase in bus services due to new camp offerings
  - 809007 / Professional Services – Tennis
    - Decrease by [-89% of -\$17,000]
      - Due to Wesson Tennis group running league / lessons through their business & advertising through RARA
  - 809008 / Professional Services – Golf
    - Increase by [+66% or +\$2,000]
      - Due to greens fees and banquet
  - 809009 / Professional Services – Camps
    - Decrease by [-11% or -\$13,000]
      - Due to less contracted program offerings at this time
  - 809013 / Professional Services – Educational
    - Decrease by [-45% or -\$5,000]
      - Due to lesser offerings / state requirements to offer programs that do not allow drop off / pick up & increased offerings outside RARA.
  - 809016 / Professional Services – Adaptive Programs
    - Increase by [+41% or +\$5,000]
      - Due to cost of bussing
  - 945007 / Rental – Tennis
    - Decrease by [-100% of -\$500]
      - Due to Wesson renting needed courts to run program contractually
  
- **Dance:**
  - 703000 / Salaries & Wages
    - Increase by [+14% or +\$28,500]
      - Due to additional administrative staff added to supervise program.
        - Corresponding employee benefits adjusted to align with changes in salaries

**Rochester-Avon Recreation Authority  
2019-2021 Proposed Budget Notes**

- **Recreation Complex:**
  - No significant changes proposed

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015<br>Actual    | 2016<br>Actual      | 2017<br>Actual      | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>000 - Revenues - Administration | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------|---------------------|---------------------|-------------------|------------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
|                   |                     |                     |                   | <u>MUNICIPAL CONTRIBUTIONS</u>                                               |                   |                         |                   |                         |                   |                         |
| \$ 593,817        | \$ 612,598          | \$ 628,048          | \$ 633,510        | 589000 Contribution - City of Rochester Hills                                | \$ 656,120        | 3.6%                    | \$ 674,070        | 2.7%                    | \$ 686,130        | 1.8%                    |
| 86,866            | 87,952              | 85,787              | 86,000            | 590000 Contribution - City of Rochester                                      | 87,900            | 2.2%                    | 90,300            | 2.7%                    | 91,920            | 1.8%                    |
| <u>\$ 680,683</u> | <u>\$ 700,550</u>   | <u>\$ 713,834</u>   | <u>\$ 719,510</u> | <u>MUNICIPAL CONTRIBUTIONS</u>                                               | <u>\$ 744,020</u> | <u>3.4%</u>             | <u>\$ 764,370</u> | 2.7%                    | <u>\$ 778,050</u> | <u>1.8%</u>             |
|                   |                     |                     |                   | <u>FEES</u>                                                                  |                   |                         |                   |                         |                   |                         |
| \$ 180            | \$ 30               | \$ 30               | \$ 30             | 630001 Fees - NSF Check Charge                                               | \$ 30             | 0.0%                    | \$ 30             | 0.0%                    | \$ 30             | 0.0%                    |
| 4,585             | 9,555               | 7,715               | 8,000             | 636017 Fees - Brochure Advertisement                                         | 14,290            | 78.6%                   | 14,290            | 0.0%                    | 14,290            | 0.0%                    |
| 23,391            | 57,735              | 78,770              | 100,000           | 650002 Rental - Building                                                     | 112,000           | 12.0%                   | 122,000           | 8.9%                    | 127,000           | 4.1%                    |
| <u>\$ 28,156</u>  | <u>\$ 67,320</u>    | <u>\$ 86,515</u>    | <u>\$ 108,030</u> | <u>FEES</u>                                                                  | <u>\$ 126,320</u> | <u>16.9%</u>            | <u>\$ 136,320</u> | 7.9%                    | <u>\$ 141,320</u> | <u>3.7%</u>             |
|                   |                     |                     |                   | <u>INTEREST EARNINGS</u>                                                     |                   |                         |                   |                         |                   |                         |
| \$ 1,954          | \$ 2,221            | \$ 2,684            | \$ 1,000          | 664001 Interest & Dividend Earnings                                          | \$ 5,870          | 487.0%                  | \$ 7,120          | 21.3%                   | \$ 8,470          | 19.0%                   |
| <u>\$ 1,954</u>   | <u>\$ 2,221</u>     | <u>\$ 2,684</u>     | <u>\$ 1,000</u>   | <u>INTEREST EARNINGS</u>                                                     | <u>\$ 5,870</u>   | <u>487.0%</u>           | <u>\$ 7,120</u>   | 21.3%                   | <u>\$ 8,470</u>   | <u>19.0%</u>            |
|                   |                     |                     |                   | <u>MISCELLANEOUS REVENUE</u>                                                 |                   |                         |                   |                         |                   |                         |
| \$ -              | \$ 1,285            | \$ 50               | \$ -              | 675000 Contributions & Donations                                             | \$ -              | -                       | \$ -              | -                       | \$ -              | -                       |
| 2,410             | 12,425              | 12,575              | 14,000            | 677000 Reimbursement                                                         | 14,500            | 3.6%                    | 15,000            | 3.4%                    | 15,500            | 3.3%                    |
| 2,662             | 6,060               | 12,232              | 6,000             | 687000 Refund & Rebates                                                      | 4,500             | -25.0%                  | 5,000             | 11.1%                   | 5,000             | 0.0%                    |
| 11,786            | 10,216              | 11,550              | 10,000            | 695000 Miscellaneous Revenue                                                 | 7,500             | -25.0%                  | 7,500             | 0.0%                    | 7,500             | 0.0%                    |
| -                 | 1,059,000           | 364,887             | -                 | 698001 Other Financing Sources / Bonds                                       | -                 | -                       | -                 | -                       | -                 | -                       |
| <u>\$ 16,858</u>  | <u>\$ 1,088,986</u> | <u>\$ 401,295</u>   | <u>\$ 30,000</u>  | <u>MISCELLANEOUS REVENUE</u>                                                 | <u>\$ 26,500</u>  | -11.7%                  | <u>\$ 27,500</u>  | 3.8%                    | <u>\$ 28,000</u>  | <u>1.8%</u>             |
| <u>\$ 727,650</u> | <u>\$ 1,859,077</u> | <u>\$ 1,204,328</u> | <u>\$ 858,540</u> | <u>RARA - ADMINISTRATION</u>                                                 | <u>\$ 902,710</u> | <u>5.14%</u>            | <u>\$ 935,310</u> | <u>3.61%</u>            | <u>\$ 955,840</u> | <u>2.2%</u>             |

ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT

| 2015<br>Actual   | 2016<br>Actual   | 2017<br>Actual   | 2018<br>Budget   | 808 - Rochester Avon Recreation Authority<br>960 - Revenues - Adult Activities | 2019<br>Proposed | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|------------------|------------------|------------------|------------------|--------------------------------------------------------------------------------|------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
|                  |                  |                  |                  | <u>FEES</u>                                                                    |                  |                         |                   |                         |                   |                         |
| \$ 430           | \$ 4,040         | \$ 480           | \$ -             | 636002 Fees - Basketball                                                       | \$ -             | -                       | \$ -              | -                       | \$ -              | -                       |
| 21,660           | 33,028           | 63,590           | 65,000           | 636004 Fees - Softball / Baseball                                              | 65,000           | 0.0%                    | 66,300            | 2.0%                    | 67,630            | 2.0%                    |
| -                | 600              | -                | -                | 636005 Fees - Other Sports                                                     | -                | -                       | -                 | -                       | -                 | -                       |
| <u>\$ 22,090</u> | <u>\$ 37,668</u> | <u>\$ 64,070</u> | <u>\$ 65,000</u> | <u>FEES</u>                                                                    | <u>\$ 65,000</u> | 0.0%                    | <u>\$ 66,300</u>  | 2.0%                    | <u>\$ 67,630</u>  | 2.0%                    |
| <u>\$ 22,090</u> | <u>\$ 37,668</u> | <u>\$ 64,070</u> | <u>\$ 65,000</u> | <u>RARA - ADULT ACTIVITIES</u>                                                 | <u>\$ 65,000</u> | <u>0.00%</u>            | <u>\$ 66,300</u>  | <u>2.00%</u>            | <u>\$ 67,630</u>  | <u>2.0%</u>             |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015<br>Actual    | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>961 - Revenues - Youth Sports | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------|-------------------|-------------------|-------------------|----------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
|                   |                   |                   |                   | <u>FEES</u>                                                                |                   |                         |                   |                         |                   |                         |
| \$ 96,463         | \$ 99,840         | \$ 110,138        | \$ 115,000        | 636002 Fees - Basketball                                                   | \$ 115,000        | 0.0%                    | \$ 117,300        | 2.0%                    | \$ 119,650        | 2.0%                    |
| 121,840           | 123,304           | 111,227           | 120,000           | 636004 Fees - Softball / Baseball                                          | 110,000           | -8.3%                   | 112,200           | 2.0%                    | 114,440           | 2.0%                    |
| 26,067            | 30,105            | 32,618            | 34,000            | 636005 Fees - Other Sports                                                 | 45,000            | 32.4%                   | 45,900            | 2.0%                    | 46,820            | 2.0%                    |
| <u>\$ 244,370</u> | <u>\$ 253,248</u> | <u>\$ 253,983</u> | <u>\$ 269,000</u> | <u>FEES</u>                                                                | <u>\$ 270,000</u> | <u>0.4%</u>             | <u>\$ 275,400</u> | <u>2.0%</u>             | <u>\$ 280,910</u> | <u>2.0%</u>             |
| <u>\$ 244,370</u> | <u>\$ 253,248</u> | <u>\$ 253,983</u> | <u>\$ 269,000</u> | <u>RARA - YOUTH SPORTS</u>                                                 | <u>\$ 270,000</u> | <u>0.4%</u>             | <u>\$ 275,400</u> | <u>2.0%</u>             | <u>\$ 280,910</u> | <u>2.0%</u>             |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015<br>Actual    | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>962 - Revenues - Other Programs | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------|-------------------|-------------------|-------------------|------------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
|                   |                   |                   |                   | <u>FEES</u>                                                                  |                   |                         |                   |                         |                   |                         |
| \$ 172,154        | \$ 172,960        | \$ 177,293        | \$ 177,000        | 636006 Fees - Day Camp                                                       | \$ 205,000        | 15.8%                   | \$ 209,100        | 2.0%                    | \$ 213,280        | 2.0%                    |
| 39,663            | 27,714            | 23,485            | 25,000            | 636007 Fees - Tennis                                                         | 2,000             | -92.0%                  | 2,040             | 2.0%                    | 2,080             | 2.0%                    |
| 18,969            | 10,100            | 3,028             | 3,000             | 636008 Fees - Golf                                                           | 8,800             | 193.3%                  | 8,980             | 2.0%                    | 9,160             | 2.0%                    |
| 315,971           | 216,609           | 159,672           | 165,000           | 636009 Fees - Contracted Camps                                               | 135,000           | -18.2%                  | 137,700           | 2.0%                    | 140,450           | 2.0%                    |
| 20,380            | 20,287            | 15,926            | 20,000            | 636013 Fees - Educational Events                                             | 9,000             | -55.0%                  | 9,180             | 2.0%                    | 9,360             | 2.0%                    |
| 18,780            | 18,005            | 19,476            | 20,000            | 636015 Fees - Special Events                                                 | 20,000            | 0.0%                    | 20,400            | 2.0%                    | 20,810            | 2.0%                    |
| 144,983           | 149,366           | 145,811           | 148,000           | 636016 Fees - Adaptive Services                                              | 148,000           | 0.0%                    | 150,960           | 2.0%                    | 153,980           | 2.0%                    |
| 1,090             | 7,230             | 11,520            | 13,000            | 636018 Fees - Party Rental                                                   | 16,000            | 23.1%                   | 16,320            | 2.0%                    | 16,650            | 2.0%                    |
| 5,890             | 17,488            | -                 | -                 | 636019 Fees - Playscape                                                      | -                 | -                       | -                 | -                       | -                 | -                       |
| -                 | 85                | -                 | -                 | 636020 Fees - Customer Equipment Rentals                                     | -                 | -                       | -                 | -                       | -                 | -                       |
| <u>\$ 737,880</u> | <u>\$ 639,843</u> | <u>\$ 556,211</u> | <u>\$ 571,000</u> | <u>FEES</u>                                                                  | <u>\$ 543,800</u> | <u>-4.8%</u>            | <u>\$ 554,680</u> | 2.0%                    | <u>\$ 565,770</u> | 2.0%                    |
| <u>\$ 737,880</u> | <u>\$ 639,843</u> | <u>\$ 556,211</u> | <u>\$ 571,000</u> | <u>RARA - OTHER PROGRAMS</u>                                                 | <u>\$ 543,800</u> | <u>-4.76%</u>           | <u>\$ 554,680</u> | <u>2.00%</u>            | <u>\$ 565,770</u> | <u>2.0%</u>             |

ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT

| 2015<br>Actual           | 2016<br>Actual           | 2017<br>Actual           | 2018<br>Budget           | 808 - Rochester Avon Recreation Authority<br>963 - Revenues - Dance | 2019<br>Proposed         | 2018 / 2019<br>% Change | 2020<br>Projected        | 2019 / 2020<br>% Change | 2021<br>Projected        | 2020 / 2021<br>% Change |
|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------------------------------------|--------------------------|-------------------------|--------------------------|-------------------------|--------------------------|-------------------------|
|                          |                          |                          |                          | <u>FEES</u>                                                         |                          |                         |                          |                         |                          |                         |
| \$ 740,861               | \$ 722,690               | \$ 721,391               | \$ 730,000               | 631000 Fees - Dance                                                 | \$ 755,000               | 3.4%                    | \$ 770,100               | 2.0%                    | \$ 785,500               | 2.0%                    |
| <u>740,861</u>           | <u>722,690</u>           | <u>721,391</u>           | <u>\$ 730,000</u>        | <u>FEES</u>                                                         | <u>\$ 755,000</u>        | <u>3.4%</u>             | <u>\$ 770,100</u>        | 2.0%                    | <u>\$ 785,500</u>        | 2.0%                    |
| <b><u>\$ 740,861</u></b> | <b><u>\$ 722,690</u></b> | <b><u>\$ 721,391</u></b> | <b><u>\$ 730,000</u></b> | <b><u>RARA - DANCE</u></b>                                          | <b><u>\$ 755,000</u></b> | <b><u>3.4%</u></b>      | <b><u>\$ 770,100</u></b> | <b><u>2.0%</u></b>      | <b><u>\$ 785,500</u></b> | <b><u>2.0%</u></b>      |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015 Actual         | 2016 Actual         | 2017 Actual         | 2018 Budget         | 808 - Rochester Avon Recreation Authority<br>964 - Revenues - Recreation Complex | 2019 Proposed       | 2018 / 2019 % Change | 2020 Projected      | 2019 / 2020 % Change | 2021 Projected      | 2020 / 2021 % Change |
|---------------------|---------------------|---------------------|---------------------|----------------------------------------------------------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
|                     |                     |                     |                     | <u>FEES</u>                                                                      |                     |                      |                     |                      |                     |                      |
| \$ -                | \$ -                | \$ 62,523           | \$ 100,000          | 636021 Fees - Memberships                                                        | \$ 115,000          | 15.0%                | \$ 120,000          | 4.3%                 | \$ 125,000          | 4.2%                 |
| -                   | -                   | <u>62,523</u>       | <u>\$ 100,000</u>   | <u>FEES</u>                                                                      | <u>\$ 115,000</u>   | <u>15.0%</u>         | <u>\$ 120,000</u>   | 4.3%                 | <u>\$ 125,000</u>   | 4.2%                 |
| <u>\$ -</u>         | <u>\$ -</u>         | <u>\$ 62,523</u>    | <u>\$ 100,000</u>   | <u>RARA - RECREATION COMPLEX</u>                                                 | <u>\$ 115,000</u>   | <u>15.0%</u>         | <u>\$ 120,000</u>   | <u>4.3%</u>          | <u>\$ 125,000</u>   | <u>4.2%</u>          |
| <u>\$ 2,472,852</u> | <u>\$ 3,512,525</u> | <u>\$ 2,862,506</u> | <u>\$ 2,593,540</u> | <u>GRAND TOTAL - RARA REVENUES</u>                                               | <u>\$ 2,651,510</u> | <u>2.2%</u>          | <u>\$ 2,721,790</u> | <u>2.7%</u>          | <u>\$ 2,780,650</u> | <u>2.2%</u>          |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
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| 2015 Actual    | 2016 Actual    | 2017 Actual    | 2018 Budget       | 808 - Rochester Avon Recreation Authority<br>000 - Expenditures - Administration | 2019 Proposed     | 2018 / 2019 % Change | 2020 Projected    | 2019 / 2020 % Change | 2021 Projected    | 2020 / 2021 % Change |
|----------------|----------------|----------------|-------------------|----------------------------------------------------------------------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|
|                |                |                |                   | <u>FUND BALANCE</u>                                                              |                   |                      |                   |                      |                   |                      |
| \$ -           | \$ -           | \$ -           | \$ 150,271        | 701001 Balance Contributed To Fund Balance                                       | \$ 149,720        | -0.4%                | \$ 167,080        | 11.6%                | \$ 177,860        | 6.5%                 |
| -              | -              | -              | <u>\$ 150,271</u> | <u>FUND BALANCE</u>                                                              | <u>\$ 149,720</u> | <u>-0.4%</u>         | <u>\$ 167,080</u> | <u>11.6%</u>         | <u>\$ 177,860</u> | <u>6.5%</u>          |
|                |                |                |                   | <u>PERSONNEL SERVICES</u>                                                        |                   |                      |                   |                      |                   |                      |
| \$ 443,231     | \$ 513,334     | \$ 517,017     | \$ 527,500        | 703000 Salaries & Wages                                                          | \$ 546,530        | 3.6%                 | \$ 576,320        | 5.5%                 | \$ 603,890        | 4.8%                 |
| 19,424         | 20,259         | 22,136         | 22,600            | 710000 Employee - Pension Plan                                                   | 24,120            | 6.7%                 | 25,500            | 5.7%                 | 26,760            | 4.9%                 |
| 6,443          | 7,357          | 7,447          | 7,700             | 714000 Employers - Medicare                                                      | 7,920             | 2.9%                 | 8,360             | 5.6%                 | 8,760             | 4.8%                 |
| 27,550         | 31,456         | 31,844         | 32,700            | 715000 Employers - Social Security                                               | 33,880            | 3.6%                 | 35,730            | 5.5%                 | 37,440            | 4.8%                 |
| 114,642        | 105,638        | 106,696        | 108,046           | 716000 Health & Optical Insurance                                                | 114,530           | 6.0%                 | 121,400           | 6.0%                 | 128,680           | 6.0%                 |
| -              | 26,300         | 25,300         | 36,000            | 716002 Health Savings Account (HSA)                                              | 36,000            | 0.0%                 | 36,000            | 0.0%                 | 36,000            | 0.0%                 |
| 9,916          | 9,488          | 9,617          | 10,338            | 717000 Dental Insurance                                                          | 10,900            | 5.4%                 | 11,450            | 5.0%                 | 12,020            | 5.0%                 |
| 972            | 4,367          | 5,326          | 3,446             | 718000 Life / AD & D Insurance                                                   | 4,820             | 39.9%                | 4,920             | 2.1%                 | 5,020             | 2.0%                 |
| 540            | 6,219          | 7,031          | -                 | 719000 Disability Insurance                                                      | 8,000             | 100.0%               | 8,160             | 2.0%                 | 8,320             | 2.0%                 |
| 86             | 71             | -              | -                 | 720000 Unemployment Insurance                                                    | -                 | -                    | -                 | -                    | -                 | -                    |
| 10,002         | 12,711         | 10,892         | 11,500            | 721000 Workers Compensation                                                      | 11,730            | 2.0%                 | 11,960            | 2.0%                 | 12,200            | 2.0%                 |
| -              | 561            | -              | 500               | 722000 Clothing                                                                  | 510               | 2.0%                 | 520               | 2.0%                 | 530               | 1.9%                 |
| <u>632,805</u> | <u>737,759</u> | <u>743,308</u> | <u>\$ 760,330</u> | <u>PERSONNEL SERVICES</u>                                                        | <u>\$ 798,940</u> | <u>5.1%</u>          | <u>\$ 840,320</u> | <u>5.2%</u>          | <u>\$ 879,620</u> | <u>4.7%</u>          |
|                |                |                |                   | <u>OPERATING SUPPLIES</u>                                                        |                   |                      |                   |                      |                   |                      |
| 4,389          | 3,527          | 3,089          | \$ 4,500          | 727000 Office Supplies                                                           | \$ 4,000          | -11.1%               | \$ 4,000          | 0.0%                 | \$ 4,000          | 0.0%                 |
| 12,998         | 17,968         | 13,356         | 10,000            | 740000 Operating Supplies                                                        | 8,000             | -20.0%               | 8,000             | 0.0%                 | 8,000             | 0.0%                 |
| 3,472          | 5,592          | 20,867         | 6,000             | 748000 Operating Equipment                                                       | 6,000             | 0.0%                 | 6,000             | 0.0%                 | 6,000             | 0.0%                 |
| <u>20,858</u>  | <u>27,086</u>  | <u>37,312</u>  | <u>\$ 20,500</u>  | <u>OPERATING SUPPLIES</u>                                                        | <u>\$ 18,000</u>  | <u>-12.2%</u>        | <u>\$ 18,000</u>  | <u>0.0%</u>          | <u>\$ 18,000</u>  | <u>0.0%</u>          |
|                |                |                |                   | <u>PROFESSIONAL SERVICES</u>                                                     |                   |                      |                   |                      |                   |                      |
| 65,746         | 52,950         | 55,992         | 60,000            | 801000 Professional Services                                                     | 49,700            | -17.2%               | 50,900            | 2.4%                 | 51,600            | 1.4%                 |
| 2,136          | 3,772          | 1,925          | 3,000             | 801017 Professional Services - Marketing                                         | 3,000             | 0.0%                 | 3,000             | 0.0%                 | 3,000             | 0.0%                 |

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| 2015 Actual    | 2016 Actual    | 2017 Actual    | 2018 Budget       | 808 - Rochester Avon Recreation Authority<br>000 - Expenditures - Administration | 2019 Proposed     | 2018 / 2019 % Change | 2020 Projected    | 2019 / 2020 % Change | 2021 Projected    | 2020 / 2021 % Change |
|----------------|----------------|----------------|-------------------|----------------------------------------------------------------------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|
| 7,600          | 7,800          | 7,900          | 7,800             | <b>804000</b> Audit Fees                                                         | 10,000            | 28.2%                | 10,000            | 0.0%                 | 10,000            | 0.0%                 |
| 1,383          | 3,780          | 1,581          | 1,500             | <b>805001</b> Legal Fees - City Attorney                                         | 1,500             | 0.0%                 | 1,500             | 0.0%                 | 1,500             | 0.0%                 |
| 7,167          | 14,574         | 8,249          | 9,000             | <b>807000</b> Contractual Services                                               | 9,000             | 0.0%                 | 9,000             | 0.0%                 | 9,000             | 0.0%                 |
| 4,353          | 2,787          | 2,921          | 3,000             | <b>850000</b> Membership & Dues                                                  | 3,100             | 3.3%                 | 3,100             | 0.0%                 | 3,100             | 0.0%                 |
| 5,827          | 6,517          | 5,476          | 6,000             | <b>860000</b> Travel & Seminars                                                  | 8,000             | 33.3%                | 8,000             | 0.0%                 | 8,000             | 0.0%                 |
| 29,737         | 43,523         | 34,096         | 34,500            | <b>900000</b> Printing & Publishing                                              | 37,000            | 7.2%                 | 37,000            | 0.0%                 | 37,000            | 0.0%                 |
| 19,871         | 21,864         | 25,285         | 26,000            | <b>910000</b> Liability Insurance & Bonds                                        | 26,000            | 0.0%                 | 26,000            | 0.0%                 | 26,000            | 0.0%                 |
| <b>143,819</b> | <b>157,566</b> | <b>143,426</b> | <b>150,800</b>    | <b><u>PROFESSIONAL SERVICES</u></b>                                              | <b>147,300</b>    | <b>-2.3%</b>         | <b>148,500</b>    | <b>0.8%</b>          | <b>149,200</b>    | <b>0.5%</b>          |
|                |                |                |                   | <b><u>OTHER EXPENSES</u></b>                                                     |                   |                      |                   |                      |                   |                      |
| 27,625         | 35,027         | 61,090         | \$ 50,000         | <b>920000</b> Public Utilities                                                   | \$ 50,000         | 0.0%                 | \$ 50,000         | 0.0%                 | \$ 50,000         | 0.0%                 |
| 7,519          | 7,983          | 8,484          | 8,000             | <b>922000</b> Telephone Expense                                                  | 8,000             | 0.0%                 | 8,000             | 0.0%                 | 8,000             | 0.0%                 |
| 11,780         | 18,139         | 17,756         | 10,000            | <b>929001</b> Repairs & Maintenance - Building                                   | 16,000            | 60.0%                | 16,000            | 0.0%                 | 16,000            | 0.0%                 |
| 48,000         | 48,000         | 48,000         | 48,000            | <b>931000</b> Maintenance - Park                                                 | 48,000            | 0.0%                 | 48,000            | 0.0%                 | 48,000            | 0.0%                 |
| 4,786          | 4,947          | 7,623          | 5,000             | <b>940000</b> Rental - Equipment                                                 | 5,000             | 0.0%                 | 5,000             | 0.0%                 | 5,000             | 0.0%                 |
| 203            | 118            | 6              | 300               | <b>954000</b> Miscellaneous Expense                                              | 300               | 0.0%                 | 300               | 0.0%                 | 300               | 0.0%                 |
| 888            | (1,002)        | (525)          | -                 | <b>960000</b> Tax Tribunals                                                      | -                 | -                    | -                 | -                    | -                 | -                    |
| <b>100,801</b> | <b>113,212</b> | <b>142,434</b> | <b>\$ 121,300</b> | <b><u>OTHER EXPENSES</u></b>                                                     | <b>\$ 127,300</b> | <b>4.9%</b>          | <b>\$ 127,300</b> | <b>0.0%</b>          | <b>\$ 127,300</b> | <b>0.0%</b>          |
|                |                |                |                   | <b><u>CAPITAL OUTLAY</u></b>                                                     |                   |                      |                   |                      |                   |                      |
| \$ -           | \$ 135,060     | \$ -           | \$ -              | <b>971000</b> Land                                                               | -                 | -                    | -                 | -                    | -                 | -                    |
| 7,500          | 12,900         | 23,215         | -                 | <b>974000</b> Land Improvement                                                   | -                 | -                    | -                 | -                    | -                 | -                    |
| -              | 950,675        | -              | -                 | <b>975000</b> Building                                                           | -                 | -                    | -                 | -                    | -                 | -                    |
| 42,417         | 3,441          | 658,400        | -                 | <b>976000</b> Building Improvements                                              | -                 | -                    | -                 | -                    | -                 | -                    |
| 56,310         | 4,980          | 328,116        | 9,000             | <b>977000</b> Equipment - Capitalized                                            | 10,000            | 11.1%                | 10,000            | 0.0%                 | 10,000            | 0.0%                 |
| -              | -              | 13,825         | -                 | <b>980000</b> Office Equipment                                                   | -                 | -                    | -                 | -                    | -                 | -                    |
| 78,413         | 71,415         | 130,071        | 131,826           | <b>990000</b> Principal Payment                                                  | 139,800           | 6.0%                 | 148,320           | 6.1%                 | 154,910           | 4.4%                 |

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| 2015<br>Actual          | 2016<br>Actual          | 2017<br>Actual          | 2018<br>Budget             | 808 - Rochester Avon Recreation Authority<br>000 - Expenditures - Administration | 2019<br>Proposed           | 2018 / 2019<br>% Change | 2020<br>Projected          | 2019 / 2020<br>% Change | 2021<br>Projected          | 2020 / 2021<br>% Change |
|-------------------------|-------------------------|-------------------------|----------------------------|----------------------------------------------------------------------------------|----------------------------|-------------------------|----------------------------|-------------------------|----------------------------|-------------------------|
| 40,138                  | 49,080                  | 141,462                 | 134,155                    | 995000 Interest Payment                                                          | 126,190                    | -5.9%                   | 117,670                    | -6.8%                   | 108,610                    | -7.7%                   |
| <u>224,778</u>          | <u>1,227,551</u>        | <u>1,295,089</u>        | <u>\$ 274,981</u>          | <u>CAPITAL OUTLAY</u>                                                            | <u>\$ 275,990</u>          | <u>0.4%</u>             | <u>\$ 275,990</u>          | <u>0.0%</u>             | <u>\$ 273,520</u>          | <u>-0.9%</u>            |
| <u><u>1,123,062</u></u> | <u><u>2,263,174</u></u> | <u><u>2,361,568</u></u> | <u><u>\$ 1,327,911</u></u> | <u>RARA - ADMINISTRATION</u>                                                     | <u><u>\$ 1,367,530</u></u> | <u><u>3.0%</u></u>      | <u><u>\$ 1,410,110</u></u> | <u><u>3.1%</u></u>      | <u><u>\$ 1,447,640</u></u> | <u><u>2.7%</u></u>      |

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| 2015<br>Actual         | 2016<br>Actual          | 2017<br>Actual          | 2018<br>Budget          | 808 - Rochester Avon Recreation Authority<br>960 - Expenditures - Adult Activities | 2019<br>Proposed        | 2018 / 2019<br>% Change | 2020<br>Projected       | 2019 / 2020<br>% Change | 2021<br>Projected       | 2020 / 2021<br>% Change |
|------------------------|-------------------------|-------------------------|-------------------------|------------------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                        |                         |                         |                         | <u>PERSONNEL SERVICES</u>                                                          |                         |                         |                         |                         |                         |                         |
| \$ 25                  | \$ 525                  | \$ -                    | \$ -                    | 703002 Wages - Basketball                                                          | \$ -                    | -                       | \$ -                    | -                       | \$ -                    | -                       |
| -                      | -                       | 280                     | -                       | 703004 Wages - Softball / Baseball                                                 | -                       | -                       | -                       | -                       | -                       | -                       |
| 0                      | 8                       | 4                       | -                       | 714000 Employers - Medicare                                                        | -                       | -                       | -                       | -                       | -                       | -                       |
| 2                      | 33                      | 17                      | -                       | 715000 Employers - Social Security                                                 | -                       | -                       | -                       | -                       | -                       | -                       |
| <u>\$ 27</u>           | <u>\$ 565</u>           | <u>\$ 301</u>           | <u>\$ -</u>             | <u>PERSONNEL SERVICES</u>                                                          | <u>\$ -</u>             | <u>=</u>                | <u>\$ -</u>             | <u>=</u>                | <u>\$ -</u>             | <u>=</u>                |
|                        |                         |                         |                         | <u>OPERATING SUPPLIES</u>                                                          |                         |                         |                         |                         |                         |                         |
| \$ -                   | \$ 205                  | \$ 190                  | \$ -                    | 746002 Supplies - Basketball                                                       | \$ -                    | -                       | \$ -                    | -                       | \$ -                    | -                       |
| 2,950                  | 2,337                   | 5,764                   | 5,800                   | 746004 Supplies - Softball / Baseball                                              | 5,800                   | 0.0%                    | 5,800                   | 0.0%                    | 5,800                   | 0.0%                    |
| <u>\$ 2,950</u>        | <u>\$ 2,542</u>         | <u>\$ 5,954</u>         | <u>\$ 5,800</u>         | <u>OPERATING SUPPLIES</u>                                                          | <u>\$ 5,800</u>         | <u>0.0%</u>             | <u>\$ 5,800</u>         | <u>0.0%</u>             | <u>\$ 5,800</u>         | <u>0.0%</u>             |
|                        |                         |                         |                         | <u>PROFESSIONAL SERVICES</u>                                                       |                         |                         |                         |                         |                         |                         |
| \$ -                   | \$ 318                  | \$ 288                  | \$ -                    | 809002 Professional Services - Basketball                                          | \$ -                    | -                       | \$ -                    | -                       | \$ -                    | -                       |
| 2,118                  | 7,054                   | 7,894                   | 8,000                   | 809004 Professional Services - Softball / Baseball                                 | 8,000                   | 0.0%                    | 8,000                   | 0.0%                    | 8,000                   | 0.0%                    |
| 625                    | 625                     | 625                     | 625                     | 910000 Liability Insurance & Bonds                                                 | 630                     | 0.8%                    | 630                     | 0.0%                    | 630                     | 0.0%                    |
| <u>\$ 2,743</u>        | <u>\$ 7,997</u>         | <u>\$ 8,808</u>         | <u>\$ 8,625</u>         | <u>PROFESSIONAL SERVICES</u>                                                       | <u>\$ 8,630</u>         | <u>0.1%</u>             | <u>\$ 8,630</u>         | <u>0.0%</u>             | <u>\$ 8,630</u>         | <u>0.0%</u>             |
|                        |                         |                         |                         | <u>OTHER EXPENSES</u>                                                              |                         |                         |                         |                         |                         |                         |
| \$ 280                 | \$ 980                  | \$ 195                  | \$ -                    | 945002 Rental - Basketball                                                         | \$ -                    | -                       | \$ -                    | -                       | \$ -                    | -                       |
| <u>\$ 280</u>          | <u>\$ 980</u>           | <u>\$ 195</u>           | <u>\$ -</u>             | <u>OTHER EXPENSES</u>                                                              | <u>\$ -</u>             | <u>=</u>                | <u>\$ -</u>             | <u>=</u>                | <u>\$ -</u>             | <u>=</u>                |
| <u><u>\$ 6,000</u></u> | <u><u>\$ 12,084</u></u> | <u><u>\$ 15,258</u></u> | <u><u>\$ 14,425</u></u> | <u>RARA - ADULT ACTIVITIES</u>                                                     | <u><u>\$ 14,430</u></u> | <u><u>0.0%</u></u>      | <u><u>\$ 14,430</u></u> | <u><u>0.0%</u></u>      | <u><u>\$ 14,430</u></u> | <u><u>0.0%</u></u>      |

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| 2015<br>Actual               | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>961 - Expenditures - Youth Sports | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|------------------------------|-------------------|-------------------|-------------------|--------------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
| <u>PERSONNEL SERVICES</u>    |                   |                   |                   |                                                                                |                   |                         |                   |                         |                   |                         |
| \$ 6,921                     | \$ 7,373          | \$ 7,460          | \$ 7,500          | 703002 Wages - Basketball                                                      | \$ 7,650          | 2.0%                    | \$ 7,800          | 2.0%                    | \$ 7,960          | 2.1%                    |
| 7,734                        | 6,370             | 6,402             | 7,000             | 703004 Wages - Softball / Baseball                                             | 7,140             | 2.0%                    | 7,280             | 2.0%                    | 7,430             | 2.1%                    |
| 612                          | 192               | 210               | 500               | 703005 Wages - Other Sports                                                    | 510               | 2.0%                    | 520               | 2.0%                    | 530               | 1.9%                    |
| 221                          | 202               | 204               | 100               | 714000 Employers - Medicare                                                    | 220               | 120.0%                  | 230               | 4.5%                    | 230               |                         |
| 947                          | 864               | 872               | 700               | 715000 Employers - Social Security                                             | 950               | 35.7%                   | 970               | 2.1%                    | 990               | 2.1%                    |
| <u>\$ 16,434</u>             | <u>\$ 15,000</u>  | <u>\$ 15,149</u>  | <u>\$ 15,800</u>  | <u>PERSONNEL SERVICES</u>                                                      | <u>\$ 16,470</u>  | <u>4.2%</u>             | <u>\$ 16,800</u>  | <u>2.0%</u>             | <u>\$ 17,140</u>  | <u>2.0%</u>             |
| <u>OPERATING SUPPLIES</u>    |                   |                   |                   |                                                                                |                   |                         |                   |                         |                   |                         |
| \$ 1,308                     | \$ (13)           | \$ 1,567          | \$ 1,500          | 746002 Supplies - Basketball                                                   | \$ 1,500          |                         | \$ 1,500          |                         | \$ 1,500          |                         |
| 10,014                       | 24,033            | 21,691            | 22,500            | 746004 Supplies - Softball / Baseball                                          | 20,000            | -11.1%                  | 20,000            |                         | 20,000            |                         |
| 213                          | 1,958             | 528               | 1,000             | 746005 Supplies - Other Sports                                                 | 2,500             | 150.0%                  | 2,500             |                         | 2,500             |                         |
| <u>\$ 11,534</u>             | <u>\$ 25,978</u>  | <u>\$ 23,786</u>  | <u>\$ 25,000</u>  | <u>OPERATING SUPPLIES</u>                                                      | <u>\$ 24,000</u>  | <u>-4.0%</u>            | <u>\$ 24,000</u>  |                         | <u>\$ 24,000</u>  |                         |
| <u>PROFESSIONAL SERVICES</u> |                   |                   |                   |                                                                                |                   |                         |                   |                         |                   |                         |
| \$ 49,121                    | \$ 57,229         | \$ 44,147         | \$ 42,500         | 809002 Professional Services - Basketball                                      | \$ 50,000         | 17.6%                   | \$ 50,000         |                         | \$ 50,000         |                         |
| 33,762                       | 26,596            | 18,705            | 20,000            | 809004 Professional Services - Softball / Baseball                             | 20,000            |                         | 20,000            |                         | 20,000            |                         |
| 7,830                        | 8,136             | 5,677             | 4,400             | 809005 Professional Services - Other Sports                                    | 4,400             |                         | 4,400             |                         | 4,400             |                         |
| 131                          | 140               | 140               | 200               | 910000 Liability Insurance & Bonds                                             | 200               |                         | 200               |                         | 200               |                         |
| <u>\$ 90,844</u>             | <u>\$ 92,101</u>  | <u>\$ 68,669</u>  | <u>\$ 67,100</u>  | <u>PROFESSIONAL SERVICES</u>                                                   | <u>\$ 74,600</u>  | <u>11.2%</u>            | <u>\$ 74,600</u>  |                         | <u>\$ 74,600</u>  |                         |
| <u>OTHER EXPENSES</u>        |                   |                   |                   |                                                                                |                   |                         |                   |                         |                   |                         |
| \$ 21,311                    | \$ 22,740         | \$ 20,330         | \$ 18,500         | 945002 Rental - Basketball                                                     | \$ 19,000         | 2.7%                    | \$ 19,000         |                         | \$ 19,000         |                         |
| 4,242                        | 4,993             | 3,198             | 5,000             | 945004 Rental - Softball / Baseball                                            | 5,000             |                         | 5,000             |                         | 5,000             |                         |
| 10,729                       | 9,171             | 6,750             | 7,400             | 945005 Rental - Other Sports                                                   | 7,400             |                         | 7,400             |                         | 7,400             |                         |
| <u>\$ 36,282</u>             | <u>\$ 36,904</u>  | <u>\$ 30,278</u>  | <u>\$ 30,900</u>  | <u>OTHER EXPENSES</u>                                                          | <u>\$ 31,400</u>  | <u>1.6%</u>             | <u>\$ 31,400</u>  |                         | <u>\$ 31,400</u>  |                         |
| <u>\$ 155,095</u>            | <u>\$ 169,983</u> | <u>\$ 137,882</u> | <u>\$ 138,800</u> | <u>RARA - YOUTH SPORTS</u>                                                     | <u>\$ 146,470</u> | <u>5.5%</u>             | <u>\$ 146,800</u> | <u>0.2%</u>             | <u>\$ 147,140</u> | <u>0.2%</u>             |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015<br>Actual                      | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>962 - Expenditures - Other Programs | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------------------------|-------------------|-------------------|-------------------|----------------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
| <b><u>PERSONNEL SERVICES</u></b>    |                   |                   |                   |                                                                                  |                   |                         |                   |                         |                   |                         |
| \$ 88,704                           | \$ 90,990         | \$ 90,637         | \$ 92,000         | <b>703006 Wages - Day Camp</b>                                                   | \$ 93,840         | 2.0%                    | \$ 95,720         | 2.0%                    | \$ 97,630         | 2.0%                    |
| 83                                  | 80                | -                 | -                 | <b>703013 Wages - Education</b>                                                  | -                 | -                       | -                 | -                       | -                 | -                       |
| 758                                 | 110               | 242               | 500               | <b>703015 Wages - Special Events</b>                                             | 510               | 2.0%                    | 520               | 2.0%                    | 530               | 1.9%                    |
| 74,626                              | 83,973            | 74,089            | 75,000            | <b>703016 Wages - Adaptive Programs</b>                                          | 76,500            | 2.0%                    | 78,030            | 2.0%                    | 79,590            | 2.0%                    |
| 308                                 | 1,680             | 3,403             | 4,000             | <b>703018 Wages - Party Rental</b>                                               | 4,080             | 2.0%                    | 4,160             | 2.0%                    | 4,240             | 1.9%                    |
| 236                                 | 5,711             | -                 | -                 | <b>703019 Wages - Playscape</b>                                                  | -                 | -                       | -                 | -                       | -                 | -                       |
| 2,388                               | 2,647             | 2,441             | 2,500             | <b>714000 Employers - Medicare</b>                                               | 2,540             | 1.6%                    | 2,590             | 2.0%                    | 2,640             | 1.9%                    |
| 10,212                              | 11,318            | 10,439            | 10,633            | <b>715000 Employers - Social Security</b>                                        | 10,850            | 2.0%                    | 11,060            | 1.9%                    | 11,280            | 2.0%                    |
| <b>\$ 177,314</b>                   | <b>\$ 196,508</b> | <b>\$ 181,252</b> | <b>\$ 184,633</b> | <b><u>PERSONNEL SERVICES</u></b>                                                 | <b>\$ 188,320</b> | <b>2.0%</b>             | <b>\$ 192,080</b> | <b>2.0%</b>             | <b>\$ 195,910</b> | <b>2.0%</b>             |
| <b><u>OPERATING SUPPLIES</u></b>    |                   |                   |                   |                                                                                  |                   |                         |                   |                         |                   |                         |
| \$ 18,139                           | \$ 19,566         | \$ 21,619         | \$ 22,500         | <b>746006 Supplies - Day Camp</b>                                                | \$ 22,500         | 0.0%                    | \$ 22,500         | 0.0%                    | \$ 22,500         | 0.0%                    |
| -                                   | -                 | 50                | -                 | <b>746009 Supplies - Contracted</b>                                              | -                 | -                       | -                 | -                       | -                 | -                       |
| 45                                  | -                 | -                 | -                 | <b>746013 Supplies - Educational</b>                                             | -                 | -                       | -                 | -                       | -                 | -                       |
| 3,946                               | 5,009             | 6,458             | 6,000             | <b>746015 Supplies - Special Events</b>                                          | 6,000             | 0.0%                    | 6,000             | 0.0%                    | 6,000             | 0.0%                    |
| 18,302                              | 18,950            | 18,762            | 19,000            | <b>746016 Supplies - Adaptive Programs</b>                                       | 19,000            | 0.0%                    | 19,000            | 0.0%                    | 19,000            | 0.0%                    |
| 57                                  | -                 | -                 | -                 | <b>740018 Supplies - Party Rental</b>                                            | -                 | -                       | -                 | -                       | -                 | -                       |
| 30                                  | 288               | 45                | -                 | <b>746019 Supplies - Playscape</b>                                               | -                 | -                       | -                 | -                       | -                 | -                       |
| -                                   | 350               | -                 | -                 | <b>746020 Supplies - Fitness</b>                                                 | -                 | -                       | -                 | -                       | -                 | -                       |
| <b>\$ 40,518</b>                    | <b>\$ 44,163</b>  | <b>\$ 46,934</b>  | <b>\$ 47,500</b>  | <b><u>OPERATING SUPPLIES</u></b>                                                 | <b>\$ 47,500</b>  | <b>0.0%</b>             | <b>\$ 47,500</b>  | <b>0.0%</b>             | <b>\$ 47,500</b>  | <b>0.0%</b>             |
| <b><u>PROFESSIONAL SERVICES</u></b> |                   |                   |                   |                                                                                  |                   |                         |                   |                         |                   |                         |
| \$ 37,296                           | \$ 40,428         | \$ 41,328         | \$ 42,500         | <b>809006 Professional Services - Day Camp</b>                                   | \$ 47,000         | 10.6%                   | \$ 47,000         | 0.0%                    | \$ 47,000         | 0.0%                    |
| 28,673                              | 19,474            | 16,788            | 19,000            | <b>809007 Professional Services - Tennis</b>                                     | 2,000             | -89.5%                  | 2,000             | 0.0%                    | 2,000             | 0.0%                    |
| 14,485                              | 7,294             | 2,390             | 3,000             | <b>809008 Professional Services - Golf</b>                                       | 5,000             | 66.7%                   | 5,000             | 0.0%                    | 5,000             | 0.0%                    |
| 234,465                             | 146,119           | 108,158           | 115,000           | <b>809009 Professional Services - Camps</b>                                      | 102,000           | -11.3%                  | 102,000           | 0.0%                    | 102,000           | 0.0%                    |

**ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT**

| 2015<br>Actual    | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>962 - Expenditures - Other Programs | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------|-------------------|-------------------|-------------------|----------------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
| 14,512            | 12,927            | 10,075            | 11,000            | 809013 Professional Services - Educational                                       | 6,000             | -45.5%                  | 6,000             | 0.0%                    | 6,000             | 0.0%                    |
| 13,475            | 13,290            | 15,528            | 16,000            | 809015 Professional Services - Special Events                                    | 16,000            | 0.0%                    | 16,000            | 0.0%                    | 16,000            | 0.0%                    |
| 17,683            | 16,039            | 10,833            | 12,000            | 809016 Professional Services - Adaptive Programs                                 | 17,000            | 41.7%                   | 17,000            | 0.0%                    | 17,000            | 0.0%                    |
| 90                | 90                | -                 | -                 | 809019 Professional Services - Playscape                                         | -                 | -                       | -                 | -                       | -                 | -                       |
| <b>\$ 360,680</b> | <b>\$ 255,660</b> | <b>\$ 205,099</b> | <b>\$ 218,500</b> | <b>PROFESSIONAL SERVICES</b>                                                     | <b>\$ 195,000</b> | <b>-10.8%</b>           | <b>\$ 195,000</b> | <b>0.0%</b>             | <b>\$ 195,000</b> | <b>0.0%</b>             |
|                   |                   |                   |                   | <b>OTHER EXPENSES</b>                                                            |                   |                         |                   |                         |                   |                         |
| \$ 109            | \$ 258            | \$ 370            | \$ 400            | 945006 Rental - Day Camps                                                        | \$ 400            | 0.0%                    | \$ 400            | 0.0%                    | \$ 400            | 0.0%                    |
| -                 | 510               | 330               | 500               | 945007 Rental - Tennis Courts                                                    | -                 | -100.0%                 | -                 | -                       | -                 | -                       |
| 3,496             | 4,348             | 3,014             | 3,500             | 945009 Rental - Contracted Camps                                                 | 3,500             | 0.0%                    | 3,500             | 0.0%                    | 3,500             | 0.0%                    |
| 313               | 135               | 135               | 500               | 945015 Rental - Special Events                                                   | 500               | 0.0%                    | 500               | 0.0%                    | 500               | 0.0%                    |
| 15,498            | 13,060            | 14,245            | 12,000            | 945016 Rental - Adaptive Programs                                                | 12,000            | 0.0%                    | 12,000            | 0.0%                    | 12,000            | 0.0%                    |
| <b>\$ 19,416</b>  | <b>\$ 18,311</b>  | <b>\$ 18,094</b>  | <b>\$ 16,900</b>  | <b>OTHER EXPENSES</b>                                                            | <b>\$ 16,400</b>  | <b>-3.0%</b>            | <b>\$ 16,400</b>  | <b>0.0%</b>             | <b>\$ 16,400</b>  | <b>0.0%</b>             |
| <b>\$ 597,929</b> | <b>\$ 514,643</b> | <b>\$ 451,379</b> | <b>\$ 467,533</b> | <b>RARA - OTHER PROGRAMS</b>                                                     | <b>\$ 447,220</b> | <b>-4.3%</b>            | <b>\$ 450,980</b> | <b>0.8%</b>             | <b>\$ 454,810</b> | <b>0.8%</b>             |

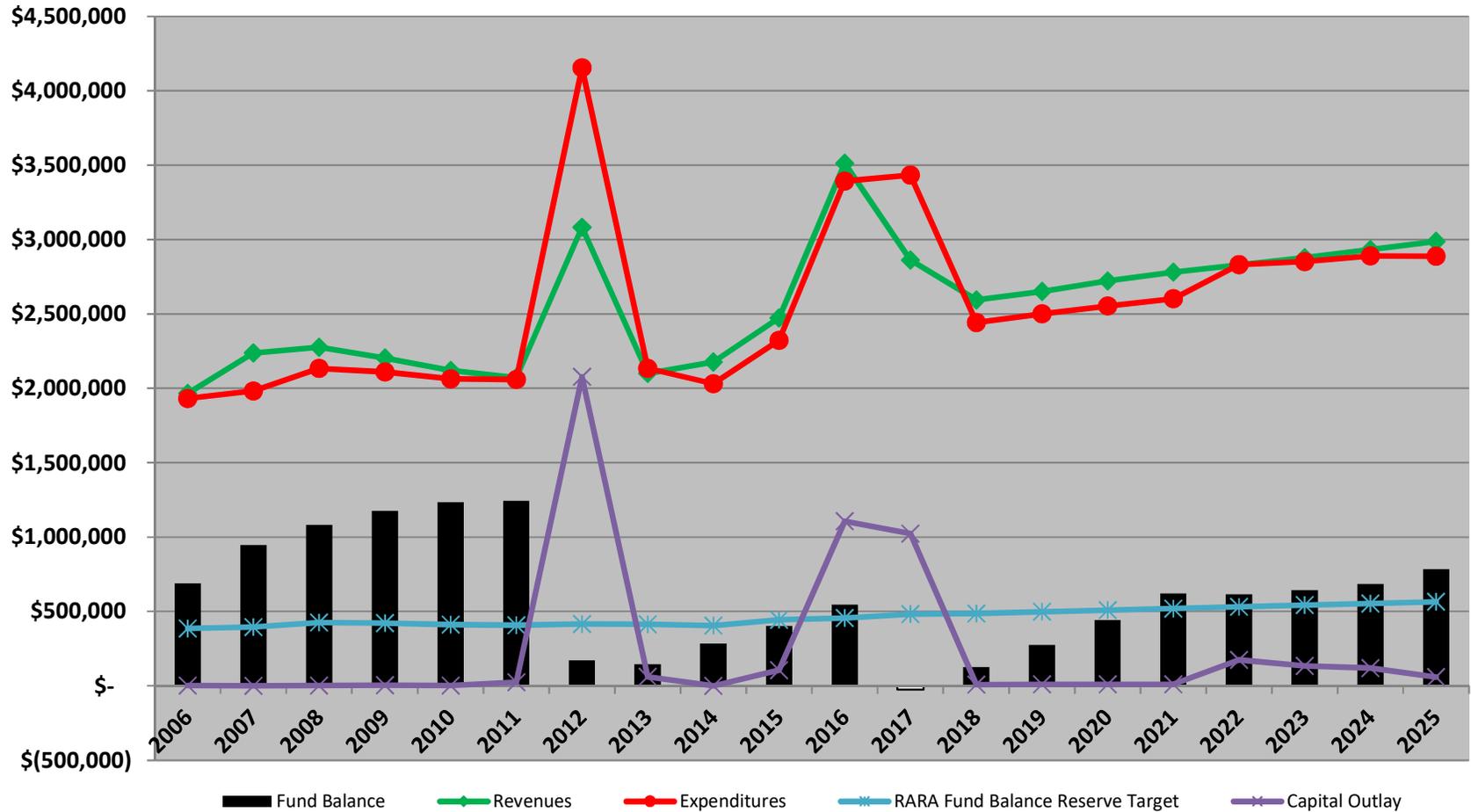
ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT

| 2015<br>Actual    | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Budget    | 808 - Rochester Avon Recreation Authority<br>963 - Expenditures - Dance | 2019<br>Proposed  | 2018 / 2019<br>% Change | 2020<br>Projected | 2019 / 2020<br>% Change | 2021<br>Projected | 2020 / 2021<br>% Change |
|-------------------|-------------------|-------------------|-------------------|-------------------------------------------------------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|
|                   |                   |                   |                   | <u>PERSONNEL SERVICES</u>                                               |                   |                         |                   |                         |                   |                         |
| \$ 217,589        | \$ 201,246        | \$ 195,187        | \$ 201,000        | <b>703000</b> Salaries & Wages                                          | \$ 229,500        | 14.2%                   | \$ 234,090        | 2.0%                    | \$ 238,770        | 2.0%                    |
| 3,155             | 2,918             | 2,830             | 2,900             | <b>714000</b> Employers - Medicare                                      | 3,330             | 14.8%                   | 3,390             | 1.8%                    | 3,460             | 2.1%                    |
| 13,491            | 12,477            | 12,102            | 12,500            | <b>715000</b> Employers - Social Security                               | 14,230            | 13.8%                   | 14,510            | 2.0%                    | 14,800            | 2.0%                    |
| <u>\$ 234,235</u> | <u>\$ 216,642</u> | <u>\$ 210,119</u> | <u>\$ 216,400</u> | <u>PERSONNEL SERVICES</u>                                               | <u>\$ 247,060</u> | <u>14.2%</u>            | <u>\$ 251,990</u> | <u>2.0%</u>             | <u>\$ 257,030</u> | <u>2.0%</u>             |
|                   |                   |                   |                   | <u>OPERATING SUPPLIES</u>                                               |                   |                         |                   |                         |                   |                         |
| \$ 116,154        | \$ 117,605        | \$ 116,644        | \$ 119,000        | <b>746014</b> Supplies - Dance                                          | \$ 119,000        | 0.0%                    | \$ 119,000        | 0.0%                    | \$ 119,000        | 0.0%                    |
| <u>\$ 116,154</u> | <u>\$ 117,605</u> | <u>\$ 116,644</u> | <u>\$ 119,000</u> | <u>OPERATING SUPPLIES</u>                                               | <u>\$ 119,000</u> | <u>0.0%</u>             | <u>\$ 119,000</u> | <u>0.0%</u>             | <u>\$ 119,000</u> | <u>0.0%</u>             |
|                   |                   |                   |                   | <u>PROFESSIONAL SERVICES</u>                                            |                   |                         |                   |                         |                   |                         |
| \$ 77,121         | \$ 83,188         | \$ 75,301         | \$ 78,000         | <b>807000</b> Contractual Services                                      | \$ 78,000         | 0.0%                    | \$ 78,000         | 0.0%                    | \$ 78,000         | 0.0%                    |
| 10                | 116               | -                 | 200               | <b>860000</b> Travel & Seminars                                         | 200               | 0.0%                    | 200               | 0.0%                    | 200               | 0.0%                    |
| <u>\$ 77,131</u>  | <u>\$ 83,304</u>  | <u>\$ 75,301</u>  | <u>\$ 78,200</u>  | <u>PROFESSIONAL SERVICES</u>                                            | <u>\$ 78,200</u>  | <u>0.0%</u>             | <u>\$ 78,200</u>  | <u>0.0%</u>             | <u>\$ 78,200</u>  | <u>0.0%</u>             |
|                   |                   |                   |                   | <u>OTHER EXPENSES</u>                                                   |                   |                         |                   |                         |                   |                         |
| \$ 13,695         | \$ 15,085         | \$ 15,665         | \$ 16,000         | <b>942000</b> Rental                                                    | \$ 16,000         | 0.0%                    | \$ 16,000         | 0.0%                    | \$ 16,000         | 0.0%                    |
| <u>\$ 13,695</u>  | <u>\$ 15,085</u>  | <u>\$ 15,665</u>  | <u>\$ 16,000</u>  | <u>OTHER EXPENSES</u>                                                   | <u>\$ 16,000</u>  | <u>0.0%</u>             | <u>\$ 16,000</u>  | <u>0.0%</u>             | <u>\$ 16,000</u>  | <u>0.0%</u>             |
| <u>\$ 441,215</u> | <u>\$ 432,636</u> | <u>\$ 417,729</u> | <u>\$ 429,600</u> | <u>RARA - DANCE</u>                                                     | <u>\$ 460,260</u> | <u>7.1%</u>             | <u>\$ 465,190</u> | <u>1.1%</u>             | <u>\$ 470,230</u> | <u>1.1%</u>             |

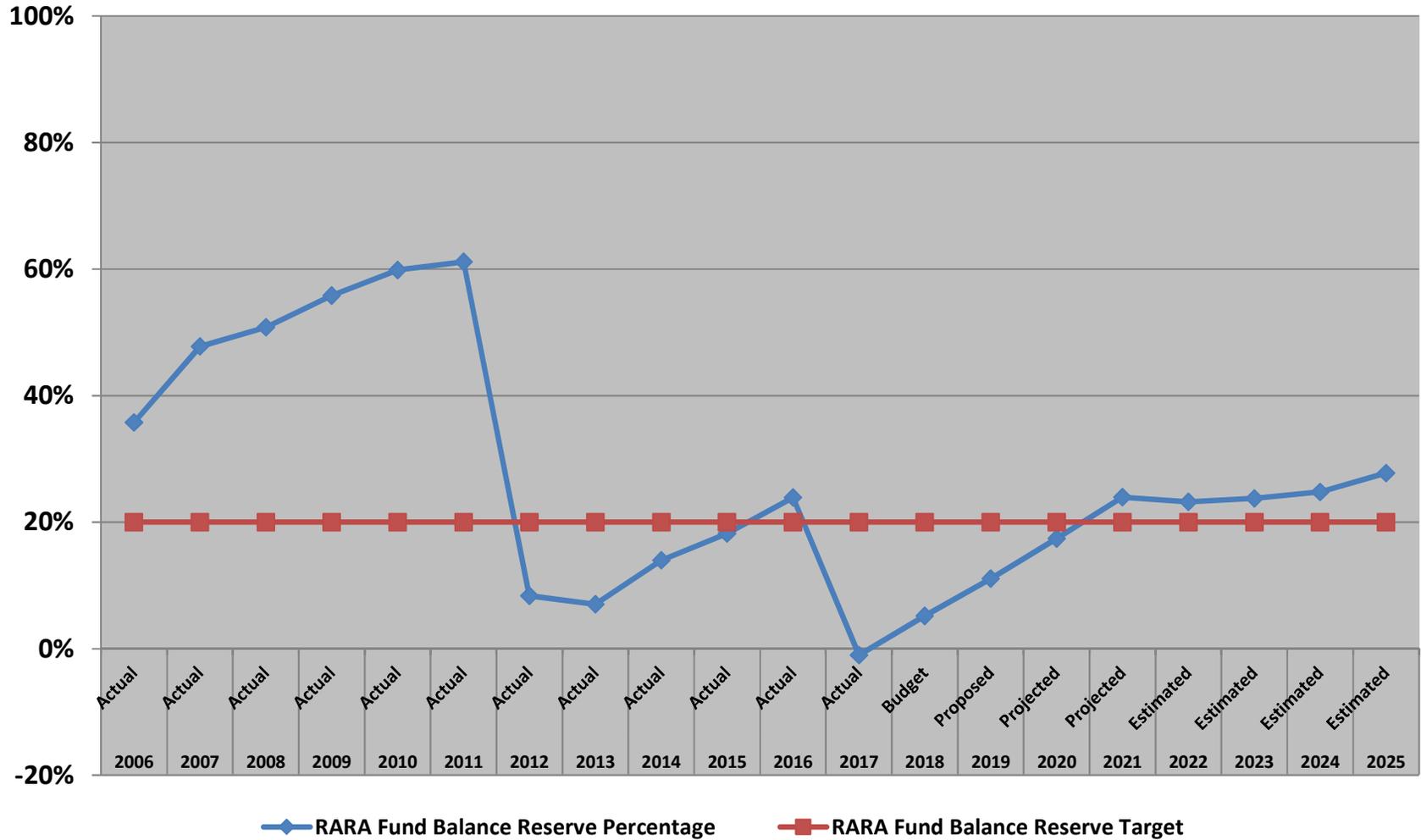
ROCHESTER AVON RECREATION AUTHORITY [RARA]  
2019-2021 PROPOSED BUDGET DOCUMENT

| 2015<br>Actual      | 2016<br>Actual      | 2017<br>Actual      | 2018<br>Budget      | 808 - Rochester Avon Recreation Authority<br>964 - Expenditures - Recreation Complex | 2019<br>Proposed    | 2018 / 2019<br>% Change | 2020<br>Projected   | 2019 / 2020<br>% Change | 2021<br>Projected   | 2020 / 2021<br>% Change |
|---------------------|---------------------|---------------------|---------------------|--------------------------------------------------------------------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                     |                     |                     |                     | <u>PERSONNEL SERVICES</u>                                                            |                     |                         |                     |                         |                     |                         |
| \$ -                | \$ -                | \$ 46,668           | \$ 60,000           | 703021 Wages                                                                         | \$ 61,200           | 2.0%                    | \$ 62,420           | 2.0%                    | \$ 63,670           | 2.0%                    |
| -                   | -                   | 677                 | 1,000               | 714000 Employers - Medicare                                                          | 890                 | -11.0%                  | 910                 | 2.2%                    | 920                 | 1.1%                    |
| -                   | -                   | 2,893               | 4,000               | 715000 Employers - Social Security                                                   | 3,790               | -5.3%                   | 3,870               | 2.1%                    | 3,950               | 2.1%                    |
| <u>\$ -</u>         | <u>\$ -</u>         | <u>\$ 50,238</u>    | <u>\$ 65,000</u>    | <u>PERSONNEL SERVICES</u>                                                            | <u>\$ 65,880</u>    | <u>1.4%</u>             | <u>\$ 67,200</u>    | <u>2.0%</u>             | <u>\$ 68,540</u>    | <u>2.0%</u>             |
| <u>\$ -</u>         | <u>\$ -</u>         | <u>\$ 50,238</u>    | <u>\$ 65,000</u>    | <u>RARA - RECREATION COMPLEX</u>                                                     | <u>\$ 65,880</u>    | <u>1.4%</u>             | <u>\$ 67,200</u>    | <u>2.0%</u>             | <u>\$ 68,540</u>    | <u>2.0%</u>             |
| <u>\$ 2,323,299</u> | <u>\$ 3,392,519</u> | <u>\$ 3,434,055</u> | <u>\$ 2,443,269</u> | <u>GRAND TOTAL - RARA EXPENDITURES</u>                                               | <u>\$ 2,501,790</u> | <u>2.4%</u>             | <u>\$ 2,554,710</u> | <u>2.1%</u>             | <u>\$ 2,602,790</u> | <u>1.9%</u>             |

## RARA Operating Fund (Rev / Exp / Fund Balance) 2019-2021 Proposed Budget



## RARA Fund Balance Reserve Percentage Level



Rochester Avon Recreation Authority  
 Capital Improvement Budget  
 FY 2018 - 2026



| Line Item                            | Fiscal Year                                    | FY 2018         | FY 2019          | FY 2020          | FY 2021          | FY 2022              | FY 2023             | FY 2024             | FY 2025             | FY 2026             |
|--------------------------------------|------------------------------------------------|-----------------|------------------|------------------|------------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| <b>500 E 2nd St.</b>                 |                                                |                 |                  |                  |                  |                      |                     |                     |                     |                     |
| 1                                    | Roof 1                                         |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 2                                    | Roof 2                                         |                 |                  |                  |                  | \$ 38,000            | \$ -                | \$ -                | \$ -                | \$ -                |
| 3                                    | Roof 3                                         |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 4                                    | Roof 4                                         |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 5                                    | Air Handler Units Fieldhouse                   |                 |                  |                  |                  | \$ 15,000            | \$ -                | \$ -                | \$ -                | \$ -                |
| 6                                    | Common Area Furniture/Seating                  |                 |                  |                  |                  | \$ 50,000            | \$ -                | \$ -                | \$ -                | \$ -                |
| 7                                    | Main Entrance Improvements                     |                 |                  |                  |                  | \$ -                 | \$ 30,000           | \$ -                | \$ -                | \$ -                |
| 8                                    | Fieldhouse Windows                             |                 |                  |                  |                  | \$ -                 | \$ -                | \$ 40,000           | \$ -                | \$ -                |
| 9                                    | Playscape Additions                            |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ 20,000           | \$ -                |
| 12                                   | Parking Lot Repair                             |                 |                  |                  |                  | \$ 15,000            | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           |
| 13                                   | Rear Parking Lot Improvements - Completed FY17 |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 14                                   | Exterior Painting                              |                 |                  |                  |                  | \$ -                 | \$ -                | \$ 10,000           | \$ -                | \$ -                |
| 15                                   | Traffic Flow Circle install                    |                 |                  |                  |                  |                      | \$ 10,000           | \$ -                | \$ -                | \$ -                |
| 16                                   | Other                                          |                 |                  |                  |                  | \$ 10,000            | \$ -                | \$ -                | \$ -                | \$ -                |
| <b>500 E Subtotal Capital Outlay</b> |                                                | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ 128,000.00</b> | <b>\$ 55,000.00</b> | <b>\$ 65,000.00</b> | <b>\$ 35,000.00</b> | <b>\$ 15,000.00</b> |
| <b>480 E 2nd St.</b>                 |                                                |                 |                  |                  |                  |                      |                     |                     |                     |                     |
| 17                                   | Landscape Signage                              |                 |                  |                  |                  | \$ 11,000            | \$ -                | \$ -                | \$ -                | \$ -                |
| 18                                   | 2nd Street Landscaping                         |                 |                  |                  |                  | \$ 10,000            | \$ 10,000           | \$ -                | \$ -                | \$ -                |
| 19                                   | Window Replacement                             |                 |                  |                  |                  | \$ -                 | \$ -                | \$ 20,000           | \$ -                | \$ -                |
| 20                                   | Parking Lot Repair                             |                 |                  |                  |                  | \$ 15,000            | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           |
| 21                                   | Roof 1                                         |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 22                                   | Roof 2                                         |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 23                                   | Roof 3                                         |                 |                  |                  |                  | \$ -                 | \$ 45,000           | \$ -                | \$ -                | \$ -                |
| 24                                   | Exterior Painting                              |                 |                  |                  |                  | \$ -                 | \$ -                | \$ 10,000           | \$ -                | \$ -                |
| 25                                   | Facility Surveillance System - Completed FY17  |                 |                  |                  |                  | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| 27                                   | Convert interior lighting - Completed FY 18    | \$ 8,000        |                  |                  |                  |                      |                     | \$ -                | \$ -                | \$ -                |
| 28                                   | Other                                          |                 | \$ 10,000        | \$ 10,000        | \$ 10,000        | \$ -                 | \$ -                | \$ -                | \$ -                | \$ -                |
| <b>480 E Subtotal Capital Outlay</b> |                                                | <b>\$ 8,000</b> | <b>\$ 10,000</b> | <b>\$ 10,000</b> | <b>\$ 10,000</b> | <b>\$ 36,000</b>     | <b>\$ 70,000</b>    | <b>\$ 45,000</b>    | <b>\$ 15,000</b>    | <b>\$ 15,000</b>    |
| <b>TOTAL CAPITAL OUTLAY</b>          |                                                | <b>\$ 8,000</b> | <b>\$ 10,000</b> | <b>\$ 10,000</b> | <b>\$ 10,000</b> | <b>\$ 164,000</b>    | <b>\$ 125,000</b>   | <b>\$ 110,000</b>   | <b>\$ 50,000</b>    | <b>\$ 30,000</b>    |