



GVR

GREEN VALLEY
RECREATION

Proposed Budget FY 2026

Green Valley Recreation

2026 Budget Goal



- ▶ The Proposed 2026 Budget meets GVR's mission of providing excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.
- ▶ The Proposed 2026 Budget meets Goal #4 of the Strategic Plan, to cultivate and maintain a sound financial base that generates good value for our members
- ▶ The 2026 Recommended Operational Budget is based on the actual expenditures that GVR anticipates for 2026, per Bylaws Article 3. Section 2.

2026 Budget Goal continued



Corporate Policy Manual (CPM)

Section 5.5.2

B. Annually, staff will prepare a tentative budget calendar based on a required budget approval of no later than November 15.

C. GVR shall annually adopt a balanced budget where operating revenues are equal to, or exceed, operating expenditures.

Budget Development



- ▶ The Budget process began in August 2025 when the CEO and CFO met with each department director to review and discuss their budget needs and requests.
- ▶ Staff developed a draft budget that the Fiscal Affairs Committee (FAC) reviewed on September 16th (pages 4 – 5), titled Original Staff Budget.
- ▶ FAC continued to review the Operating draft Budget and the draft Capital Budget on September 23rd.
- ▶ The FAC's recommendations from the September 23rd meeting are included in today's Staff Report (pages 4 - 5), titled Revised Budget Updated by FAC.
- ▶ Staff then provided updates to the FAC recommendations based on updated wage information. This is included on pages 4 and 5. Titled Staff Revisions to FAC Updates.

Original Staff Recommendations

- ▶ Key Components:
- ▶ Members' 2026 dues rate increase from current \$530 to \$540 (1.9%). See table 2
- ▶ Membership Change Fee and Initial Fee for 2026 increase from \$3,100 to \$3,200 (3.2%). See table 2
- ▶ Due to decreased revenue resulting from lower housing sales, the 2026 personnel costs included a recommended modest \$109,895 or 2.5% aggregate increase in wages, offset with a total decrease of 2.8 full-time equivalents (FTE) for a total of 88 Full Time Equivalents (FTE) in 2026. The 2.5% recommended increase did not fully account for inflation or merit increases. See table 3
- ▶ No allowance for Non-Reserve Capital projects

FAC Recommended Changes

- ▶ Eliminate Member Change Fee (MCF) refunds other than those required by law, in order to generate additional revenue. This change is proposed to occur mid-year 2026. See table 1 and 2.
- ▶ Increase funding to Initiatives by approximately \$30,080 in 2026 due to change in MCF refund policy elimination. See table 1
- ▶ Increase wages by \$259,995 or 5.9% to fully implement the Board's original three-year compensation plan which includes increases to cover inflation and merit increases. See table 3
- ▶ Increase corresponding payroll taxes by \$11,483. See table 3
- ▶ Increase Professional Fees expenses by \$10,000 to allow for improved digital marketing
- ▶ Amend and Tenant Fee structure and rates. See table 2
- ▶ Members' dues rates increase from the current \$530 to \$545 (2.8%). See table 2
- ▶ Increase 2026 funding of MRR-B Pools and Spas fund by \$7,761 to meet the 7% escalation in annual funding goal. See table 1

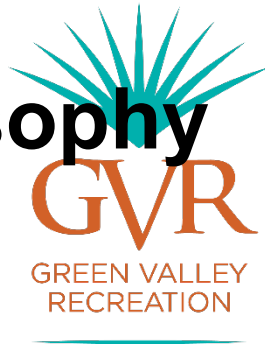
FAC Recommend Changes cont.

- ▶ Change CPM language, requiring clubs that request dedicated space or expansion to enter into an MOU with GVR.
- ▶ Investigate a pilot program on financing options for the voluntary deed restricted properties interested in joining GVR.

Staff adjustments to the FAC recommendations due to lesser increase in wage totals needed

- ▶ Decrease aggregate wage increase to 4.0% (\$177,601) from first provided 5.9% (259,995) increase to maintain recommended market labor wage rates. See table 3
- ▶ Membership dues rate revision from current \$530 and recommended FAC rate of \$545 to \$538 (1.5%) due to lower than originally anticipated increases in wages. See table 2

Board Approved Compensation Philosophy



GVR is committed to attracting and retaining the best available talent in service to GVR's strategic plan and the communities it serves. This Compensation Philosophy prioritizes: 1) competitive wages, 2) equitable pay among employees performing similar work, and 3) consideration of performance as a determining factor. It is supported through the development and standardized application of a Pay Plan.

The Pay Plan was designed to be market-driven and is based on a comprehensive analysis of GVR's relevant labor market.

GVR's Compensation Philosophy includes a strategy to eventually "meet" the labor market. The Pay Plan will be overseen by the CEO in collaboration with the CFO, and will be administered by the Human Resources Director.

The Compensation Philosophy and Pay Plan will be reviewed annually and adjusted as needed to continuously balance competitive pay with organizational goals, as well as to respond to changes within the labor market.

Wages



- ▶ Since 2023, GVR has implemented the Board-approved Compensation Philosophy through a consultant-developed Pay Plan. The Pay Plan assigns every position a pay range with a minimum, midpoint, and maximum, representing the competitive pay levels for that job in the relevant labor market.
- ▶ The objective of implementation was to ensure that *all positions at GVR* were placed within these externally validated ranges — not below market, not above market.
- ▶ When the plan was first introduced, GVR could not afford to bring every position up to market immediately. The Board's Compensation Philosophy did not prescribe a specific percentile or target, only that pay be competitive, equitable, and performance-informed, so the implementation strategy was structured to advance gradually over several years.
- ▶ By FY2025, after multiple phases of implementation, every position's pay range was validated against the market and confirmed to fall between the minimum and maximum. While the 2025 increase was smaller than originally planned, cumulative progress from prior years brought all positions within range. The 2026 ranges maintain that alignment through a 2% market update.

Operating Revenue Budget – Staff adjusted FAC Recommendations



- ▶ Staff adjusted 2026 Operating Revenue Budget:
 - ▶ Total Revenue Increase of \$364,436 (2.9%)
 - ▶ Member Dues Rate Increase from \$530 to \$538 (1.5%)
 - ▶ Membership Change Fees Increase from \$3,100 to \$3,200 (3.2%)
 - ▶ Budget assumes elimination* of MCF Refunds
 - ▶ \$150K increase in Revenue in 2026
 - ▶ \$300K+ Increase in Revenue in 2027 and beyond

*Elimination of MCF Refunds requires Board approval and change to the Corporate Policy Manual (CPM)

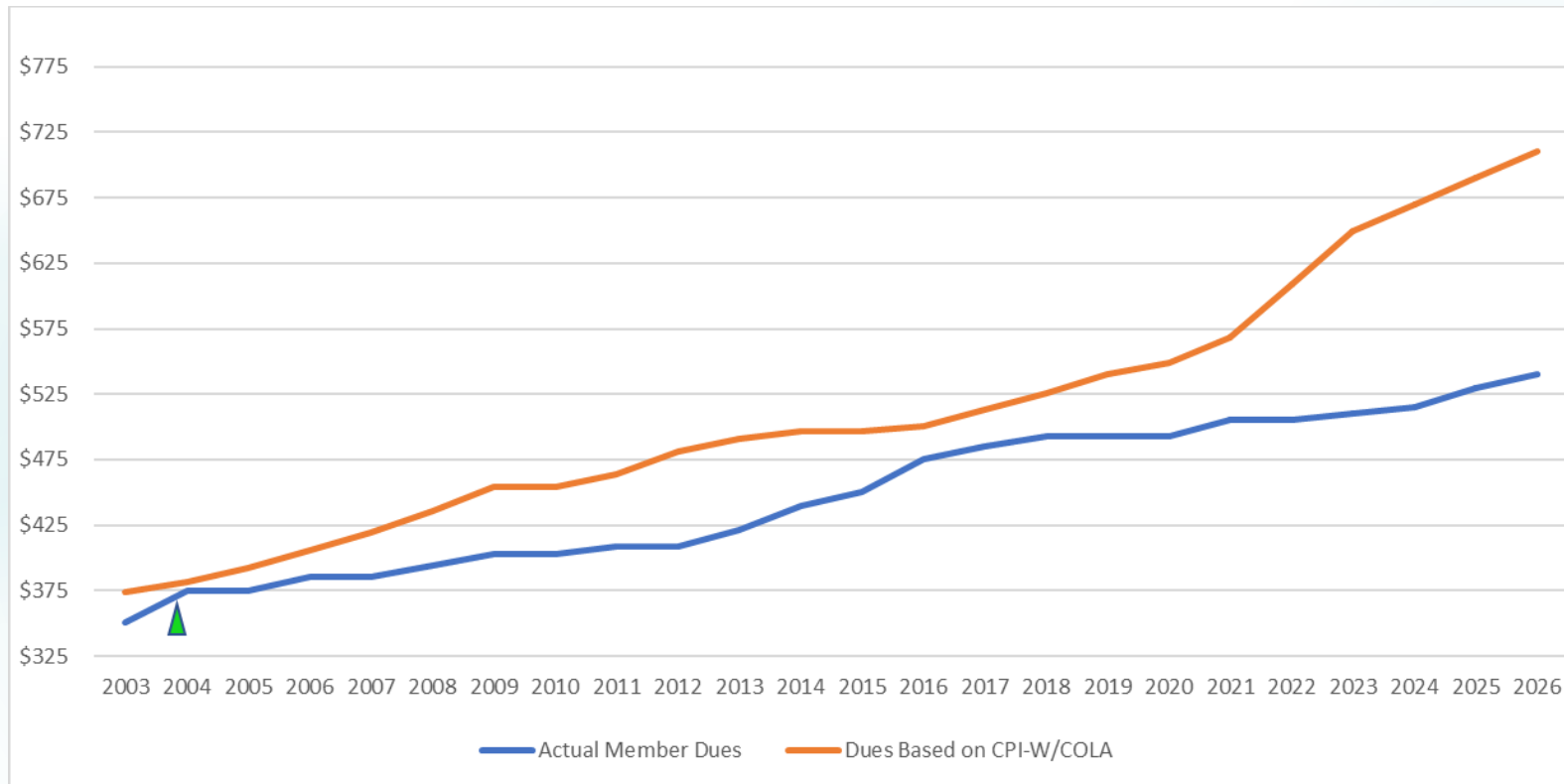
Three-year Forecast Revisions to Dues

- ▶ Three-year Dues rate forecast with FAC recommendations and Staff Adjustments:

Year	Forecasted Dues Rate	Forecasted Increase
2027	\$557	3.5%
2028	\$567	1.8%
2029	\$581	2.5%

Primary Revenue Sources

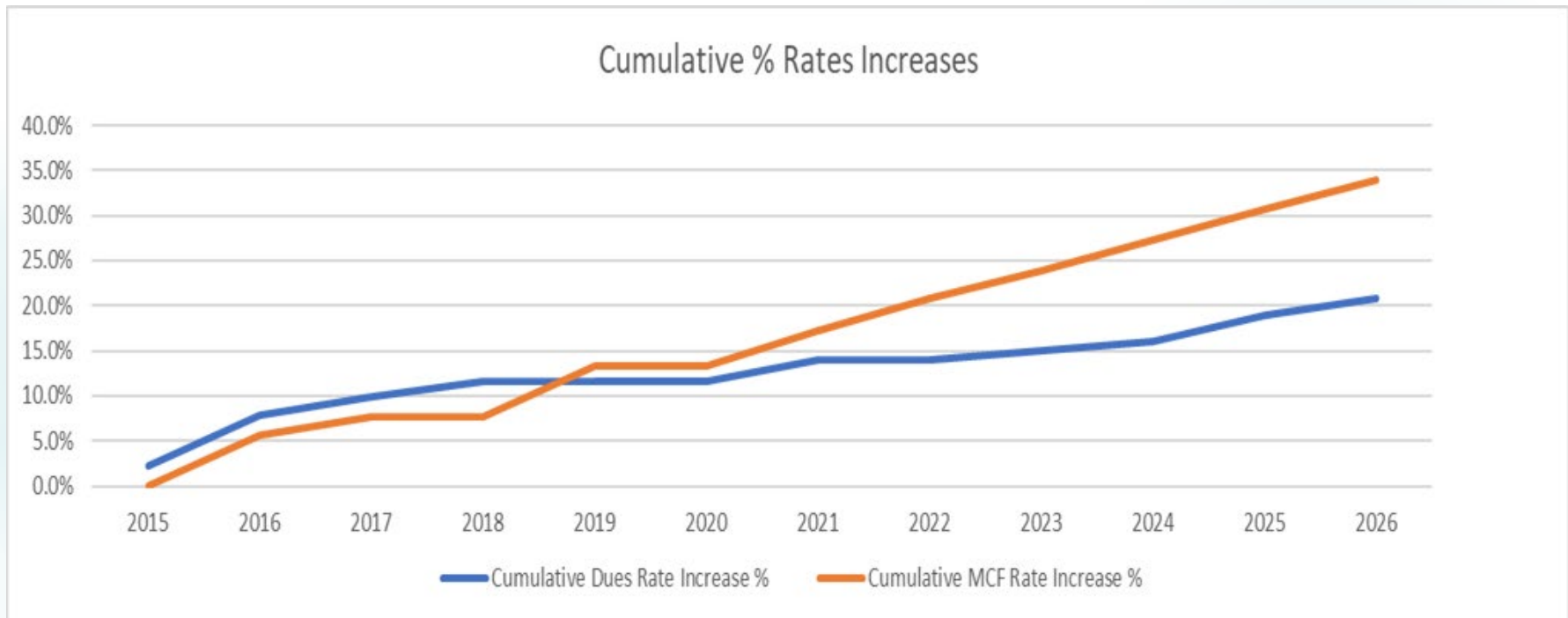
Dues increases have not kept up with cost of living since 2004. Page 8 of the Budget Message



Primary Revenue Sources – Dues and MCF Fees



Starting in 2019, the MCF rate increases have outpaced increases in dues. Page 10 of the Budget Message



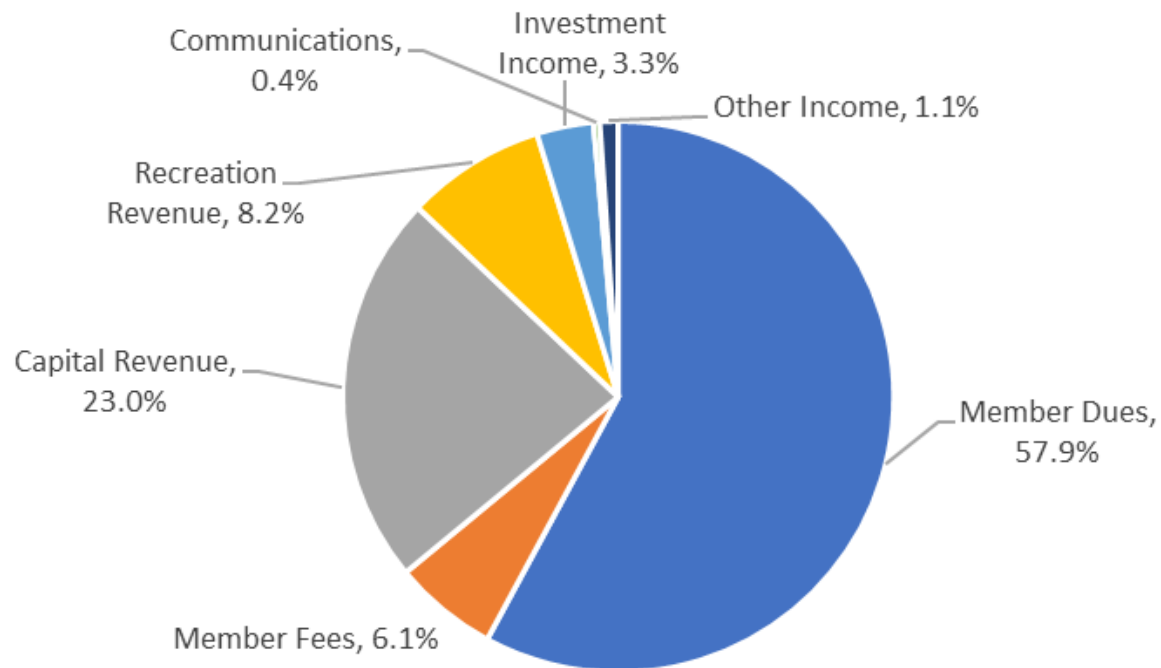
2026 Revenue Budget Summary



2026 Budget		2025 Budget	2026 Budget with Staff Revisions to FAC Updates	2026 Budget v 2025 Budget	
Full Time Equivalents	91	88			
Head Count	104	104			
Member Dues	7,350,040	7,471,744	121,704	1.7%	
LC,Trans., Crd Fees.	729,376	800,700	71,324	9.8%	
Capital Revenue	2,724,900	3,011,200	286,300	10.5%	
Membership Revenue	10,804,316	11,283,644	479,328	4.4%	
Programs	643,718	571,456	(72,262)	-11.2%	
Instructional	480,000	498,000	18,000	3.8%	
Recreational Revenue	1,123,718	1,069,456	(54,262)	-4.8%	
Investment Income	435,000	435,000	-	0.0%	
Cell Tower Lease Inc.	48,919	48,919	-	0.0%	
Comm. Revenue	48,919	48,919			
Other Income	173,100	121,350	(51,750)	-29.9%	
Facility Rent/Leases	27,500	18,620	(8,880)	-32.3%	
Contributed Income		-	-		
Other Revenue	200,600	139,970	(60,630)	-30.2%	
			-		
Total Operating Revenue	12,612,553	12,976,989	364,436	2.9%	

2026 Revenue Budget Summary cont.

Revenue as a Percentage of GVR Budget



- Member Dues
- Member Fees
- Capital Revenue
- Recreation Revenue
- Investment Income
- Communications
- Other Income

2026 Recommended Fees and Dues



GVR Fees				
	Actual Rate FY 2025	Staff 2026 Fees Revisions to FAC Updates	Incr. %	
Dues	\$ 530	\$ 538	1.5%	
Life Care	\$ 530	\$ 538	1.5%	
Transfer Fee	\$ 465	\$ 470	1.1%	
Guest Card Daily Pass	\$ 15	\$ 10	-33.3%	
Guest Card Weekly Pass		\$ 30		
Guest Card Annual Pass	\$ 80	\$ 85		
Tenant Fee 1-7 Days	\$ 35	\$ 40	14.3%	
Tenant Fee 2 Weeks	\$ 45	\$ 50	11.1%	
Tenant Fee 1 Month	\$ 60	\$ 65	8.3%	
Tenant Fee 2 Months	\$ 95	\$ 100	5.3%	
Tenant Fee 3 Months	\$ 135	\$ 140	3.7%	
Tenant Fees 4-12 Months	\$ 170			
Tenant Fee 4 Month		\$ 180		
Tenant Fee 5 Month		\$ 215		
Tenant Fee 6-12 Months		\$ 250		
Additional Card Fee	\$ 105	\$ 140	33.3%	
Membership Change Fee	\$ 3,100	\$ 3,200	3.2%	
Initial Fee	\$ 3,100	\$ 3,200	3.2%	
Late Fee	\$ 25	\$ 25	0.0%	
Estate Planning Fee	\$ 105	\$ 105	0.0%	
GVR Card Issuance Fee		\$ 5		
Card Replacement Fee	\$ 20	\$ 5	-75.0%	

2026 Expense Budget Highlights



- ▶ **The Wages line item includes a 4.0% aggregate rate increase.**
- ▶ **Employee Benefits includes a 5.0% mid year rate increase.**
- ▶ **5.0% rate increase for commercial business insurance.**

2026 Expense Budget Summary



2026 Budget	2025 Budget	2026 Budget with Staff Revisions to FAC Updates	2026 Budget v 2025 Budget	
Major Proj.-Rep. & Maint.	206,143	238,970	32,827	15.9%
Facility Maintenance	396,230	421,600	25,370	6.4%
Fees & Assessments	2,000	1,000	(1,000)	-50.0%
Utilities	1,081,000	1,106,400	25,400	2.3%
Depreciation	1,268,520	1,268,520	-	0.0%
Furniture & Equipment	198,963	229,874	30,911	15.5%
Vehicle Expenses	100,000	80,000	(20,000)	-20.0%
Facilities & Equipment	3,252,856	3,346,364	93,508	2.9%
Wages	4,653,287	4,584,295	(68,992)	-1.5%
Payroll Taxes	370,215	355,699	(14,516)	-3.9%
Benefits	790,024	897,672	107,648	13.6%
Personnel	5,813,526	5,837,666	24,140	0.4%
Food & Catering	92,310	78,698	(13,612)	-14.7%
Recreation Contracts	712,086	651,787	(60,299)	-8.5%
Bank & Credit Card Fees	81,500	67,895	(13,605)	-16.7%
Program	885,896	798,380	(87,516)	-9.9%
Communications	109,900	107,569	(2,331)	-2.1%
Printing	97,000	129,500	32,500	33.5%
Advertising	18,000	11,000	(7,000)	-38.9%
Communications	224,900	248,069	23,169	10.3%
Supplies	547,100	570,906	23,806	4.4%
Postage	19,500	21,125	1,625	8.3%
Dues & Subscriptions	14,900	13,687	(1,213)	-8.1%
Travel	9,700	8,622	(1,078)	-11.1%
Other Operating Expense	101,600	101,450	(150)	-0.1%
Operations	692,800	715,790	22,990	3.3%
Information Technology	137,041	142,777	5,736	4.2%
Professional Fees	170,500	234,350	63,850	37.4%
Commercial Insurance	417,185	447,064	29,879	7.2%
Taxes	53,000	53,532	532	1.0%
Conferences & Training	25,750	24,200	(1,550)	-6.0%
Employee Recognition	12,500	13,000	500	4.0%
Corporate Expenses	815,976	914,923	98,947	12.1%
Total Operating Expenses	11,685,954	11,861,192	175,238	1.5%

2026 P&E Recommended and FAC Amended Capital Budget



- ▶ Funds for the Abrego South pool replacement project was recommended for removal by the FAC from the Original Staff recommendation and the P&E recommendation.
 - ▶ \$1,651,539 was removed from the Maintenance Repair and Replacement MRR Part B – Pools and Spas fund in 2026 for the Abrego South pool replacement.
 - ▶ \$750,000 was removed from the Initiatives Fund for the Abrego South locker room building. This change results in a decrease of expenditures of \$250,000 in 2026 and \$500,000 in 2027.
 - ▶ \$100,000 was added to the 2026 Initiatives Fund in 2026 for the demolition of the Abrego South pool and locker room building.
- ▶ The Initiatives funded West Center woodworking facility expansion project was recommended by FAC to move up from a three-year period of 2027 through 2029 to an earlier period of 2026 through 2028. The total amount of the project remains an estimated \$1,200,000.
- ▶ The Non-Reserve Capital Budget for 2026 was revised by FAC to include \$20,000 for ADA projects

P&E Recommended and FAC Amended 5-Yr Capital Plan



GVR					
2026 Budget					
Cash Funding Projections					
All Amounts Are Projections					
	2026	2027	2028	2029	2030
Initiatives					
Beginning Balance	\$ 973,772	\$ 416,407	\$ 615,500	\$ 756,934	\$ 1,568,902
Funding From Operations Revenue	\$ 605,120	\$ 663,300	\$ 690,200	\$ 717,500	\$ 745,200
Additional GVR Funding (Surplus)					
Transfer from Emergency					
Net Investment Earnings	\$ 63,039	\$ 46,793	\$ 62,234	\$ 105,468	\$ 155,420
Total Revenue	\$ 668,159	\$ 710,093	\$ 752,434	\$ 822,968	\$ 900,620
Projects:					
Del Sol Clubhouse Parking Lot Note	\$ (11,000)	\$ (11,000)	\$ (11,000)	\$ (11,000)	\$ (11,000)
WC Lobby improvements	\$ (190,000)				
LC Fitness Expand to Cypress	\$ (100,000)				
WC Club Expansion - Lapidary	\$ (634,524)				
WC Club Expansion - Woodworking	\$ (100,000)	\$ (500,000)	\$ (600,000)		
LC Third Tennis Court					\$ (200,000)
SRAL Lower Level Expansion					\$ (400,000)
Abrego South Locker Room Building	\$ -	\$ -			
Abrego Pool Demolition	\$ (100,000)				
PBC Fencing	\$ (50,000)				
Metal Arts Shop Yard					\$ (35,000)
SRS Fitness Center Expansion	\$ (40,000)				
Total Expenditures	\$ (1,225,524)	\$ (511,000)	\$ (611,000)	\$ (11,000)	\$ (646,000)
Ending Balance	\$ 416,407	\$ 615,500	\$ 756,934	\$ 1,568,902	\$ 1,823,522

P&E Recommended and FAC Amended

5-Yr Cap Plan cont.



GVR					
2026 Budget					
Cash Funding Projections					
All Amounts Are Projections					
	2026	2027	PROJECTION 2028	2029	2030
Maintenance Repair & Replacement					
Beginning Balance	\$ 7,440,839	\$ 7,001,867	\$ 6,455,203	\$ 6,528,504	\$ 6,570,051
Annual Funding (per Reserve Study)	\$ 1,400,102	\$ 1,500,102	\$ 1,600,102	\$ 1,700,102	\$ 1,800,102
Additional Funding					
Net Investment Earnings (actual IPS rate)	\$ 693,803	\$ 685,275	\$ 622,480	\$ 642,297	\$ 607,757
Projects:					
Per Reserve Study REVISED	\$ (2,532,877)	\$ (2,732,040)	\$ (2,149,281)	\$ (2,300,852)	\$ (1,593,077)
Ending Balance	\$ 7,001,867	\$ 6,455,203	\$ 6,528,504	\$ 6,570,051	\$ 7,384,833
MRR Part B - Pools and Spas					
Beginning Balance	\$ 1,584,531	\$ 2,039,759	\$ 2,546,942	\$ 3,110,887	\$ 3,736,809
Funding	\$ 342,783	\$ 366,778	\$ 392,452	\$ 419,924	\$ 449,319
Additional Funding					
Net Investment Earnings	\$ 112,445	\$ 140,405	\$ 171,493	\$ 205,998	\$ 244,231
Abrego South pool	\$ -				
Ending Balance	\$ 2,039,759	\$ 2,546,942	\$ 3,110,887	\$ 3,736,809	\$ 4,430,359
Subtotal Capital Projects Reserves	\$ 9,458,033	\$ 9,617,645	\$ 10,396,326	\$ 11,875,762	\$ 13,638,715
Emergency					
Beginning Balance	\$ 553,270	\$ 597,270	\$ 645,270	\$ 697,270	\$ 753,270
Annual Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Initiative					
Net Investment Earnings	\$ 44,000	\$ 48,000	\$ 52,000	\$ 56,000	\$ 60,000
Projects:					
Ending Balance	\$ 597,270	\$ 645,270	\$ 697,270	\$ 753,270	\$ 813,270
Total Board Designated Funds	\$ 10,055,303	\$ 10,262,915	\$ 11,093,596	\$ 12,629,032	\$ 14,451,985

Maintenance, Repair, & Replace Fund (MRR-A)



- ▶ The Reserve Study recommended increases to annual funding due to increased annual expenditures due to:
 - ▶ Increased execution of the plan (more planned repairs and maintenance components are being performed).
 - ▶ Inflationary pressures.
- ▶ The annual budgeted contributions to the MRR-A fund have been increased about \$100,000 for 2026 with additional escalations for future years.

FAC Recommended Total Budget



GVR				
Budget				
FY 2026				
		Original Budget presented by Staff	Revised Budget Updated by FAC	Staff Revisions to FAC Updates
INITIATIVES CAPITAL IMPROVEMENT PLAN:				
	Del Sol Clubhouse Parking Lot Note	\$ 11,000	\$ 11,000	\$ 11,000
	West Center Lobby improvements	\$ 190,000	\$ 190,000	\$ 190,000
	West Center Club Expansion	\$ 634,524	\$ 634,524	\$ 634,524
	Las Campanas Fitness Expansion to Cypress Room	\$ 100,000	\$ 100,000	\$ 100,000
	Abrego South Locker Room Building	\$ 250,000	\$ -	\$ -
	West Center Expansion - Woodworking		\$ 100,000	\$ 100,000
	Abrego South Pool Demolition		\$ 100,000	\$ 100,000
	Pickleball Center Fencing	\$ 40,000	\$ 50,000	\$ 50,000
	Santa Rita Springs Fitness Center Expansion	\$ 40,000	\$ 40,000	\$ 40,000
	TOTAL BUDGETED INITIATIVES CAPITAL BUDGET	\$ 1,265,524	\$ 1,225,524	\$ 1,225,524
	NON RESERVE CAPITAL PROJECTS	\$ -	\$ 20,000	\$ 20,000
	ABREGO SOUTH POOL REPLACEMENT (MRR-B)	\$ 1,651,539	\$ -	\$ -
	MRR CAPITAL PROJECTS 2026 REVISED	\$ 2,284,781	\$ 2,532,877	\$ 2,532,877
	GRAND TOTAL CAPITAL BUDGETS 2026	\$ 5,201,844	\$ 3,778,401	\$ 3,778,401
	2026 OPERATING BUDGET	\$ 11,778,306	\$ 11,856,283	\$ 11,859,166
	GRAND TOTAL BUDGETS, 2026	\$ 16,980,150	\$ 15,634,684	\$ 15,637,567

First and Second Discussion Points

- ▶ Take a straw poll on eliminating Membership Change Fee Refunds.
 - ▶ \$300,000 per year in MCF Refunds equal \$22 in dues rates.
- ▶ Take a straw poll to maintain or remove capital funds from the 2026 earmarked to rebuild the Abrego South pool, spa, and locker room facilities.
 - ▶ Allowing funds to remain budgeted does not guarantee the facilities will be rebuilt, but it will provide the Board additional time to perform its due diligence, should additional time be necessary.

Plan B



- ▶ See Plan B Handout
- ▶ For consideration, should the Board, through a straw-poll, oppose the elimination of Member Change Fee (MCF) refunds, other than those required by law, staff has developed a 2026 Budget alternative that is referred to as Plan B. A draft of the Plan B 2026 Budget is provided and includes the following recommendations:
- ▶ No elimination of the MCF refunds, resulting in an approximately \$150,000 revenue reduction in 2026 and \$300,000+ reduction in forecasted years 2027 through 2029.
- ▶ Assuming that the MCF refunds are not eliminated, the Initiatives funding is estimated to be reduced by approximately \$30,000 in 2026 and \$60,000+ in forecasted years 2027 through 2029.
- ▶ Dues rate increase from the current rate of \$530 to a proposed rate of \$545 (2.8%) for 2026.
- ▶ If the Abrego South pool is eliminated, approximately \$20,000 in saving in utilities is included for 2026 and approximately \$40,000 of utilities savings in forecasted years 2027 through 2029.

Plan B

2026 Budget		Staff Revisions to FAC Updates Plan B	2027	2028	2029
Full Time Equivalents Head Count		88 104	Revised Forecast with FAC Recommendations PLAN B		
		88 104	88 104	88 104	88 104
Member Dues	7,568,960	7,568,960	7,963,554	8,275,260	8,573,488
LC,Trans., Crd Fees.	800,700	800,700	813,085	818,705	823,905
Capital Revenue	2,860,800	2,860,800	2,923,800	3,046,400	3,171,000
Membership Revenue	11,230,460	11,230,460	11,700,439	12,140,365	12,568,393
Programs	571,456	571,456	600,029	642,031	699,814
Instructional	498,000	498,000	512,940	538,587	576,288
Recreational Revenue	1,069,456	1,069,456	1,112,969	1,180,618	1,276,102
Investment Income	435,000	435,000	443,700	452,574	461,625
Cell Tower Lease Inc.	48,919	48,919	48,919	48,919	48,919
Comm. Revenue	48,919	48,919	48,919	48,919	48,919
Other Income	121,350	121,350	123,777	126,871	130,678
Facility Rent/Leases	18,620	18,620	19,179	19,754	20,347
Contributed Income	-	-	-	-	-
Other Revenue	139,970	139,970	142,956	146,625	151,024
Total Operating Revenue	12,923,805	12,923,805	13,448,982	13,969,101	14,506,063
Major Proj.-Rep. & Maint.	238,970	238,970	243,749	249,234	254,842
Facility Maintenance	421,600	421,600	430,032	439,708	449,601
Fees & Assessments	1,000	1,000	1,020	1,043	1,066
Utilities	1,086,400	1,086,400	1,088,528	1,113,920	1,139,883
Depreciation	1,268,520	1,268,520	1,293,890	1,323,003	1,352,771
Furniture & Equipment	229,874	229,874	234,471	239,747	245,141
Vehicle Expenses	80,000	80,000	81,600	83,436	85,313
Facilities & Equipment	3,326,364	3,326,364	3,373,291	3,450,090	3,528,617
Wages	4,584,295	4,584,295	4,767,667	4,958,373	5,156,708
Payroll Taxes	355,699	355,699	369,927	384,724	400,113
Benefits	897,672	897,672	942,555	980,257	1,019,468
Personnel	5,837,666	5,837,666	6,080,149	6,323,355	6,576,289
Food & Catering	78,698	78,698	80,272	82,078	83,925
Recreation Contracts	651,787	651,787	677,858	711,751	747,339
Bank & Credit Card Fees	67,895	67,895	69,253	70,811	72,405
Program	798,380	798,380	827,384	864,641	903,668
Communications	107,569	107,569	109,720	112,189	114,713
Printing	129,500	129,500	132,090	135,062	138,101
Advertising	11,000	11,000	11,220	11,472	11,731
Communications	248,069	248,069	253,030	258,724	264,545
Supplies	570,906	570,906	582,324	595,426	608,824
Postage	21,125	21,125	21,548	22,032	22,528
Dues & Subscriptions	13,687	13,687	13,961	14,275	14,596
Travel	8,622	8,622	8,794	8,992	9,195
Other Operating Expense	101,450	101,450	103,479	105,807	108,188
Operations	715,790	715,790	730,106	746,533	763,330
Information Technology	142,777	142,777	145,633	148,909	152,260
Professional Fees	234,350	234,350	237,551	243,023	248,561
Commercial Insurance	447,064	447,064	458,680	472,441	486,614
Taxes	53,532	53,532	54,603	55,831	57,087
Conferences & Training	24,200	24,200	24,684	25,239	25,807
Employee Recognition	13,000	13,000	13,260	13,558	13,863
Corporate Expenses	914,923	914,923	934,411	959,002	984,193
Total Operating Expenses	11,841,192	11,841,192	12,198,371	12,602,345	13,020,643
Gross surplus(Rev-Exp)/ Net Cas	1,082,613	1,082,613	1,250,612	1,366,756	1,485,421
Accrual Basis Net from Operatic	1,082,613	1,082,613	1,250,612	1,366,756	1,485,421
Subtract:			(4,000)	(4,000)	(4,000)
Non-Reserve Capital Projects	(20,000)	(20,000)	(100,000)	(100,000)	(100,000)
Income From Reserve Funds	(260,400)	(260,400)	(288,405)	(294,173)	(300,057)
Reserved Funding/Initiatives	(575,040)	(575,040)	(587,684)	(612,326)	(637,371)
MRR B (Pools & Spas)	(342,783)	(342,783)	(358,474)	(383,567)	(410,416)
Deduct non cash In Kind Revi	(4,000)	(4,000)			
Reserve Funding/MRR A	(1,400,102)	(1,400,102)	(1,500,102)	(1,600,102)	(1,700,102)
Cash Basis Change in Net Assets	(1,519,712)	(1,519,712)	(1,588,053)	(1,627,412)	(1,666,525)
Add Back:					
MRR Operating Expenses.	172,885	172,885	210,000	220,500	231,525
Depreciation	1,268,520	1,268,520	1,293,890	1,323,003	1,352,771
Expenses from Reserve Funds	76,000	76,000	77,250	79,568	81,955
Cash Basis Net Surplus (Deficit)	(2,307)	(2,307)	(6,912)	(4,341)	(275)



Dues Rates Forecasted		
Year	Dues Rate	Increase %
FY 2027	\$ 573	5.1%
FY 2028	\$ 595	3.8%
FY 2029	\$ 616	3.5%