

**FINANCIAL ADVISORY BOARD MEETING
AGENDA
FEBRUARY 8, 2012
WEDNESDAY**

**Town Council Chamber
9:00 A.M. TO 10:00 A.M. (may go to 10:30 a.m.)**

Item No. 1: Approval of the minutes from the 9-7-11 and 10-10-11 meetings (Pages 1-5).

Item No. 2: Review and discussion of the RETT Fund subsidy towards Recreation based on the FAB 2012 Budget recommendation (below) that went to the Town Council (Pages 6 - 16.

The Financial Advisory Board commends the Town for striving to decrease the amount of subsidy required for the Recreation Center operations and believes that this should be a priority due to the volatility of the Real Estate transfer tax revenues. The goal should be to continue to work towards decreasing the subsidy whether by increasing revenues, decreasing expenditures and/or a combination of both.

Adjourned

TOWN OF SNOWMASS VILLAGE
FINANCIAL ADVISORY BOARD
September 7, 2011

Item No. 1: ROLL CALL

FAB MEMBERS PRESENT: Rick Griffin, John Borthwick, Howard Gross, David Rachofsky and Gary Hartman

FAB MEMBERS ABSENT: Teddy Farrell Carolyn Purvis

STAFF MEMBERS PRESENT: Marianne Rakowski, Finance Director, Brandi Lindt, Assistant Finance Director, Hunt Walker, Public Works Director

Item No. 2: BUDGET OVERVIEW AND BUDGET PRESENTATION

The meeting was called to order at 8:30 A.M. Rakowski and Walker presented the budget overview and presentation to the FAB members. Griffin pointed out that he thought that Real Estate Transfer Tax would continue to decrease so we need to be careful with this fund this year. Gross felt that the Marketing expenses should not exceed the revenues. All members seemed to agree. The board also discussed the replacement of equipment and felt there should be a replacement plan.

Item No. 3: FAB BUDGET RECOMMENDATION TO TOWN COUNCIL

After the presentation and discussion the board came up with the following recommendations:

FAB 2011 Revised/2012 Proposed Budget Recommendation:

The Financial Advisory Board recommends adoption of the 2011 Revised and the 2012 Proposed Budget, but with these additional recommendations/comments:

- 1) The Financial Advisory Board commends staff for the very well-thought-out and thorough budget program and presentation during these economic times.
- 2) The Financial Advisory Board noting the Budget Philosophy as presented in the Budget Presentation, highly recommends continuing towards a balanced budget whereby revenues exceed expenditures, though understanding that due to unexpected expenditures in our current economic conditions the Town may have need to appropriate funds from reserves to pay said expenditures.

- 3) The Financial Advisory Board recommends that the Town Council tread cautiously due to the uncertainty in the current and future economic climate.
- 4) The Financial Advisory Board recommends that the Town Council direct staff to research the opportunity to have RFTA contribute towards the capital costs of the Daly Lane bus depot as budgeted for in the Real Estate Transfer Tax Fund.
- 5) The Financial Advisory Board commends the Town for striving to decrease the amount of subsidy required for the Recreation Center operations and believes that this should be a priority due to the volatility of the Real Estate transfer tax revenues. The goal should be to continue to work towards decreasing the subsidy whether by increasing revenues, decreasing expenditures and/or a combination of both.
- 6) Due to the inherent volatility of Real Estate Transfer Tax revenues, the Town should strive to reduce use of this fund to pay for existing operations, and instead try to use the fund to pay for capital expenditures. The Town should consider other sources of revenue to fund these operations and relieving those revenue sources of capital expenditures.
- 7) The Financial Advisory Board supports Town staff in the creation of a comprehensive capital replacement fund for Town owned property and equipment replacement, so that the replacement cost of assets is accumulated over the anticipated life of the assets, in order to minimize the impact of large purchases on the various funds and to better reflect the depreciation of those assets as a cost of current operations.
- 8) The Financial Advisory Board recommends that until the Town's principal Funds (e.g. General Fund and RETT Fund) show a current and future excess of revenues over expenditures, the Town use one-time bonuses to increase its employees' compensation rather than increasing base pay to avoid burdening future budgets, which do not anticipate revenues exceeding expenses.
- 9) After reviewing all of the Towns budgets, the Financial Advisory Board highly recommends that the Marketing Fund take the same approach as the other Town Funds including:
 - A balanced budget (revenues exceeding expenditures)
 - Trading cautiously due to the economic uncertainty

- Building up an unappropriated reserve rather than spending it particularly until Snowmass Tourism can show the return on investment for their marketing efforts and expenditures.

Item No. 4: ADJOURNMENT

Hartman motioned to adjourn the meeting and Borthwick seconded. All members were in favor.

TOWN OF SNOWMASS VILLAGE
FINANCIAL ADVISORY BOARD
OCTOBER 10, 2011

Item No. 1: ROLL CALL

FAB MEMBERS PRESENT: Gary Hartman, Rick Griffin, John Borthwick, Howard Gross, Teddy Farrell, and David Rachofsky

FAB MEMBERS ABSENT: Carolyn Purvis

STAFF MEMBERS PRESENT: Marianne Rakowski, Finance Director, Brandi Lindt, Assistant Finance Director, Russell Forrest, Town Manager, Susan Hamley, Marketing Director, Fred Brodsky, Group Sales Director

OTHERS PRESENT: John Quigley, Robert Sinko

Item No. 2: APPROVAL OF 8/10/11 MINUTES

The meeting was called to order at 8:00 A.M. Gross motioned to approve the minutes and Rachofsky seconded. All members were in favor.

Item No. 3: REVIEW, DISCUSSION AND FAB RECOMMENDATIONS FOR THE MARKETING AND GROUP SALES METRIC.

Griffin said the goal of the meeting was to finish the Marketing metric. The Marketing board presented the stake holder report. Gross asked if the metrics could be highlighted in the report. Hamley said the metrics are in the goal section.

Rachofsky wanted the sales tax to be adjusted for inflation. Gross questioned if the 3% increase in sales tax is a good goal or if it should be higher. Rachofsky thought there should be a metric based on page 6 of the report to compare to occupancy with other resorts. Gross wanted to see it broken out into winter and summer. Griffin felt that winter should be marketed more aggressively than summer. The board also felt there should be some way to track sales taxes related to specific campaigns or events.

Brodsky explained to the board the role of the Group Sales department. He said it can be misleading because they are not actually making the sales but setting the table for the lodges to make the sale. Rachofsky felt they should know what happens with the leads, but Brodsky said since they don't book the rooms they can't know what happens with the leads. The majority of the board was okay with the concept of the group sales metric but Rachofsky was opposed.

After the discussion the board came up with the following recommendations:

FAB Marketing, Special Events, and Group Sales Metric Recommendations:

- 1) Compare Occupancy among 6 other competitive resorts for summer/winter.
Although the 6 other resorts may be different for the summer vs. the winter

- 2) Adjust for inflation on sales tax year to year. Measure Occupancy and Daily (or Monthly) Sales Taxes for Lodging to a Baseline - adjust for inflation on a year-to-year basis.
- 3) Metric needs to be by Season (Summer vs. Winter)

Using Attachment B as a point of comparison, Do a write up for each marketing campaign and event. In that write up include

- Goal, Expectation using criteria and rationale for the goal...goal should be somewhere between current trend and aggressive (recognizing that "awareness" could be a goal) for campaign or event
- Occupancy/ADR/RevPar during period of event
- Sales Tax by day or month from Lodging
- Participation (# of people) in event /traffic or impressions for a marketing campaign
- Spend/per person at event multiplied by attendees=Total spend by event. This should then be compared to a comparable period of time without an event

- 4) Groups- okay with Concept (E)
Macro goal (50% of the total goal) evaluates the amount of business put on the books for the future within a given year (how to figure out what business did the Group Sales Department "touch". NOTE: The % may change for this category.
Pipeline Goal (50% of the total goal) looks at the effort and activity of the department as a whole and quantifies the type of output that can be truly accounted for. NOTE: The % may change for this category.
 - 1 Dissenting/Bookings
- 5) Winter has much higher ROI-Market Winter Aggressively
- 6) Marketing Budget should have a 10% Reserve and a 15% Unappropriated Fund Balance (which can be used if ROI case can be made).

Item No. 4: ADJOURNMENT

Howard motioned to adjourn the meeting and Rachofsky seconded. All members were in favor.

MEMORANDUM

TO: Financial Advisory Board
FROM: Hunt Walker/Andy Worline
DATE: January 30, 2012
SUBJECT: Recreation Center Subsidy

I. INTRODUCTION

During its review of the 2011 Revised and 2012 Proposed budget the Financial Advisory Board recommended that the Town continue to reduce the subsidy because of the volatility of the Real Estate Transfer Tax revenues. The purpose of this memo and the meeting on February 8, 2012 is to educate the FAB on the history of the subsidy since the Recreation Center opened in 2006.

II. BACKGROUND

As has been explained to the FAB in the past the Town Council did not require a thorough analysis of the Recreation Center's revenues and expenses before it decided to initiate construction of the facility. The original projected subsidy was \$139,972 for the pool and fitness portion of the Recreation Center, which did not include the gym. In 2007, the first full year of operation, the subsidy was \$291,577 for the Recreation Center. In 2009, the first full year with the gym open, the actual subsidy was \$418,288, and was projected to be \$398,374 in the 2011 revised budget. The subsidy for the 2012 Budget is \$483,895. (See first Attachment).

The second attachment includes a timeline that represents the level of services offered from 2006 – 2011. You will see that we have increased services such as classes and programs for the community over the past five years. Not only have these services increased but also self directed user participation has increased tremendously over these five years. The third attachment includes 2010 Actual, 2011 Revised, and 2012 Budget expenses.

III. Recreation Center subsidy comparisons

It is often asked how we compare to other Recreation Centers in the Valley. We can compare the expenditures and revenue for these centers but keep in mind that the comparison is not quite apples to apples. The comparison would be more accurate if each center had the same amenities such as our outdoor pool, gymnasium, fitness rooms and weight room.

Snowmass Village

Expenditures: \$ 922,874
Revenues: \$524,500

Subsidy Total: \$389,374
Subsidy % 43.2%

Aspen

Expenditures: \$3,624,570
Revenues: \$2,091,580

Subsidy Total: \$1,532,990
Subsidy % 42%

Glenwood

Expenditures: \$1,416,769
Revenues: \$635,259

Subsidy Total: \$781,510
Subsidy % 55%

Carbondale

Expenditures: \$429,354
Revenues: \$285,000

Subsidy Total: \$144,354
Subsidy % 33%

IV. Recreation Center moving forward

The Recreation Center has been open for 5 years. We understand the ebb and flow of our users and their habits throughout the year. We completely understand the seasonality of this community and we have attempted to offer programs when it is the best for the community residents. This understanding and experience has allowed us to make adjustments during busy times to add additional staff and programs when needed but also changing again for the slower times. Our goal is to continue to find creative and innovative ways to reduce expenses, increase revenues and maintain a minimal subsidy for this Recreation Center.

2006 –

- September 06 - Recreation Center opened with fitness rooms, outdoor pools and locker rooms.
- Free for two months.
- During this budget process we found out that our insuring agency CIRSA required the Town to provide life guards whenever anyone is in the pool.
- The Recreation Center open 95 hours per week. Lap pool and the hot tub open for 8 hours per day (40h per week) October-April. During May-September all 4 pools opened an average of 13 hours per day and 81hours per week.
- Proposed 1 full-time year round Aquatics Specialist and 1 part-time year round life guard. During the summer the aquatics staff will then hire 4 full-time seasonal life guards.
- All Pools stay open all winter.
- Community Picnic / Grand Opening
 - **2006 Total Drop-in Visits: 409**
 - **2006 Total Membership Visits: 1069**

Staff:
6 Part-time front desk staff
4 Part-time lifeguards
2 Full-time employees

Expenditures: \$337,568
Revenue: \$80,276
Subsidy: 76.2%

2007 –

- First full year operations of the Recreation Center.
- The Recreation Center was open 95 hours per week. These hours are Monday – Friday 5:30am – 8:30pm & Saturday & Sunday 10:00am – 8:00pm. During open hours we staffed 2 people at the Front Desk at all times. Pool hours: 6:00am-9:00am, 12:00pm-8:00pm.
- Recreation Center Staff responsible for all cleaning of facility.
- 11 – Birthday parties and other facility rentals
- During the winter of 2006/2007 Recreation Department Staff surveyed Recreation Center members about the amenities they would like in a new gym. At a minimum members felt that the gym should include a middle school size basketball court. A majority of the members also felt a separate exercise room should be included.
- Community Picnic

Fitness Programs

- Fitness Classes - 420 participants / 140 Classes
- Personal Training – 372 sessions

Aquatics Programs

Swim lessons, kayak classes, pool parties, water aerobics, modified water aerobics and scuba courses.

- **2007 Total Drop-in Visits: 6848**
- **2007 Total Membership Visits: 18,958**

Staff: 8 Part-time front desk staff
 6 Part-time lifeguards
 3 Full-time employees

Expenditures: **\$649,862**
Revenue: **\$358,285**
Subsidy: **44%**

2008 -

Recreation Center-

- Gym construction completed and opened.
- Full-Time Janitor hired and contracting cleaning service company to clean after hours.
- Classes are currently included with a membership. Only Specialty classes such as Ski Conditioning are extra fee to participate.
- 42 – Birthday parties and other facility rentals
- Community Picnic

Fitness Programs-

- Fitness Classes: 1129 participants / 450 Classes
- Personal Training: 986 Sessions

- **2008 Total Drop-in Visits: 8007**
- **2008 Total Membership Visits: 26,164**

Staff: 8 Part-time front desk staff
 12 Part-time lifeguards
 3 Full-time employees

Expenditures: **\$854,805**
Revenue: **\$444,381**
Subsidy: **48.0%**

2009 –

Recreation Center-

- Completion of the Town Park landscaping. All the amenities are open to the public.
- CUTS!
- February 2009 – Although cuts throughout the town are being made we recommend “affordable option” such as the Recreation Center will be important to offer for the community.
- Developed Contingency budget Cuts of 10%, 15% and 20%
- Reduced Facility operating hours: Fridays closing moved from 8:30pm to 6:00pm. Sunday hours changed from closing at 8:00pm to 6:00pm.
- March 1st – Started charging for Fitness Classes. No longer free with membership.
- 49 – Birthday parties and other facility rentals
- Community Picnic

Fitness Programs-

- Fitness Classes – 1900 participants / 724 classes
- Personal Training - 893 sessions

Aquatics Programs-

- Aquatics – 562 participants in 123 classes
 - **2009 Total Drop-in Visits: 8288**
 - **2009 Total Membership Visits: 29,460**

Staff: 6 Part-time front desk staff
 9 Part-time lifeguards
 3 Full-time employees

Expenditures: **\$869,196**
Revenue: **\$450,908**
Subsidy: **48.1%**

2010 –

Recreation Center-

- Completion of the New Town Park Recreation campus.
- All the amenities are open to the public. Attracted more users to the Recreation Center to look or to use the facility.
- Basketball, Volleyball and the last to be completed tennis courts are also attracting more users and memberships
- 55 – Birthday parties and other facility rentals
- Completion of the landscaping and The Recreation Center
- Staff proposes creating a single fee structure by eliminating the Non- resident rate and allowing anybody to buy a membership at the same rate regardless of where they live.
- Community Picnic

Fitness Programs-

- Fitness Classes – 2674 participants / 682 classes
- Personal Training - 769 sessions

Aquatics Programs-

- Aquatics – 562 participants in 123 classes
 - **2010 Total Drop-in Visits: 6436**
 - **2010 Total Membership Visits: 32,418**

Staff: 8 Part-time front desk staff
 11 Part-time lifeguards
 3 Full-time employees

Expenditures: **\$812,862**
Revenue: **\$538,488**
Subsidy: **33.8%**

2011 –

- Finally hitting our stride
- 88 – Birthday parties and other facility rentals
- Biggest Day – 331 people 7/2/2011
- Community Picnic

Fitness Programs -

- Fitness Classes – 3596 participants / 850 classes
- Personal Training - 1085 sessions

Aquatic Programs -

- Swim lessons – 354 participants
- Water Fitness - 127 participants
- Kayak Roll Clinics
- CPR / AED and First Aid Classes
- Lifeguard Training class

- **2011 Total Drop-in Visits: 5699**
- **2011 Total Membership Visits: 35,525**

Staff: 5 Part-time front desk staff
 9 Part-time lifeguards
 3 Full-time employees

Expenditures: **\$922,874**
Revenue: **\$524,500**
Subsidy: **43%**

Recreation Center Subsidy Comparison 2006 through 2012

Recreation Center Subsidy	2006 Estimate	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Memberships	\$256,116	\$78,352	\$310,095	\$354,017	\$334,977	\$396,752	\$400,000	\$410,000
Fitness Classes/Trainers		\$1,680	\$32,475	\$69,856	\$96,436	\$111,346	\$95,000	\$100,000
Concessions		\$243	\$15,714	\$20,508	\$19,495	\$21,683	\$22,000	\$22,220
						\$8,707	\$7,500	\$7,575
Total		\$80,276	\$358,285	\$444,381	\$450,908	\$538,488	\$524,500	\$539,795
Expenses	\$396,088	\$337,568	\$649,862	\$854,806	\$869,196	\$812,863	\$922,874	\$1,023,690
Subsidy	(\$139,972)	(\$257,292)	(\$291,577)	(\$410,425)	(\$418,288)	(\$274,374)	(\$398,374)	(\$483,895)
% Subsidized	-35.3%	-76.2%	-44.9%	-48.0%	-48.1%	-33.8%	-43.2%	-47.3%

Notes:

- 2006 Estimate without gym
- 2006 Actual, Rec Center opened 9/06
- 2007 Actual 1st full yr without gym
- 2008 Actual, gym opened 9/08
- 2009 Actual, 1st full year with gym

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2012

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2010 ACTUAL	2011 BUDGET	2011 REVISED BUDGET	2011 ***VARIANCE***	2012 PROPOSED BUDGET	2012 ***VARIANCE***	2013 PROPOSED BUDGET	2014 PROPOSED BUDGET	2015 PROPOSED BUDGET	2016 PROPOSED BUDGET
RECREATION CENTER											
PERSONNEL SERVICES											
001-0707-507.01-01	PAYROLL	315,175	304,718	307,553	2,835-	317,299	9,746-	317,299	317,299	317,299	317,299
001-0707-507.01-08	PAYROLL - OVERTIME	2,712	1,500	1,500	0	1,500	0	1,500	1,500	1,500	1,500
001-0707-507.01-09	PAYROLL BENEFITS	140,323	197,318	155,483	41,835	175,828	20,345-	188,136	201,306	215,397	230,475
001-0707-507.01-10	TRAINING/REGISTRATIONS	1,041	2,060	2,060	0	2,060	0	2,060	2,060	2,060	2,060
001-0707-507.01-12	TRAVEL	1,369	1,000	1,000	0	1,000	0	1,000	1,000	1,000	1,000
*	EXPENDITURE	460,620	506,596	467,596	39,000	497,687	30,091-	509,995	523,165	537,256	552,334
**	PERSONNEL SERVICES	460,620	506,596	467,596	39,000	497,687	30,091-	509,995	523,165	537,256	552,334
PURCHASED SERVICES											
001-0707-507.02-08	CONSULTANT	0	2,100	0	2,100	0	0	0	0	0	0
001-0707-507.02-09	CONSULTANT-ENGINEER	0	1,000	0	1,000	0	0	0	0	0	0
001-0707-507.02-13	CONTRACT LABOR	81,807	70,000	80,000	10,000-	80,000	0	80,000	80,000	80,000	80,000
001-0707-507.02-14	CONTRACT SERVICES	14,912	30,000	30,000	0	30,000	0	30,000	30,000	30,000	30,000
001-0707-507.02-29	EQUIPMENT REPAIRS	0	3,100	3,100	0	3,100	0	3,100	3,100	3,100	3,100
001-0707-507.02-32	FREIGHT	0	550	550	0	550	0	550	550	550	550
001-0707-507.02-43	TELEPHONE	1,018	2,100	2,100	0	2,100	0	2,100	2,100	2,100	2,100
001-0707-507.02-44	UTILITIES	84,992	97,125	85,000	12,125	91,800	6,800-	96,390	101,210	106,270	111,583
001-0707-507.02-80	BANK FEES	12,997	8,000	13,700	5,700-	13,700	0	13,700	13,700	13,700	13,700
*	EXPENDITURE	195,726	213,975	214,450	475-	221,250	6,800-	225,840	230,660	235,720	241,033
**	PURCHASED SERVICES	195,726	213,975	214,450	475-	221,250	6,800-	225,840	230,660	235,720	241,033
OPERATING & MAINTENANCE											
001-0707-507.04-01	ADVERTISING	3,526	9,500	9,500	0	9,500	0	9,500	9,500	9,500	9,500
001-0707-507.04-06	DUES, MEMBERSHIPS & SUBSC	140	0	0	0	0	0	0	0	0	0
001-0707-507.04-09	INSURANCE	20,098	21,111	20,395	716	22,435	2,040-	22,435	22,435	22,435	22,435
001-0707-507.04-12	MISCELLANEOUS	253	0	0	0	0	0	0	0	0	0
001-0707-507.04-15	PRINTING	244	3,100	3,100	0	3,100	0	3,100	3,100	3,100	3,100
001-0707-507.04-22	SUPPLIES BUILDING	5,328	5,000	8,100	3,100-	8,100	0	8,100	8,100	8,100	8,100
001-0707-507.04-23	SUPPLIES CLEANING	287	825	825	0	825	0	825	825	825	825
001-0707-507.04-28	SUPPLIES OFFICE	471	3,000	3,000	0	3,000	0	3,000	3,000	3,000	3,000
001-0707-507.04-34	SUPPLIES TOOLS	0	2,100	2,100	0	2,100	0	2,100	2,100	2,100	2,100
001-0707-507.04-35	UNIFORMS	1,860	2,500	2,500	0	2,500	0	2,500	2,500	2,500	2,500
001-0707-507.04-36	VEHICLE GAS & OIL	382	404	575	171-	604	29-	634	666	699	734
001-0707-507.04-37	VEHICLE - INSURANCE	98	116	94	22	103	9-	116	116	116	116
001-0707-507.04-38	VEHICLE PARTS & SUPPLIES	848	212	212	0	212	0	212	212	212	212
001-0707-507.04-39	VEHICLE LABOR	850	1,000	1,000	0	1,000	0	1,000	1,000	1,000	1,000
001-0707-507.04-40	SUPPLIES POOL	36,210	41,300	41,300	0	41,300	0	41,300	41,300	41,300	41,300
001-0707-507.04-41	SUPPLIES FITNESS CENTER	15,068	25,000	25,000	0	25,000	0	25,000	25,000	25,000	25,000
001-0707-507.04-52	SUPPLIES YOUTH PROGRAM	0	1,500	1,500	0	1,500	0	1,500	1,500	1,500	1,500
001-0707-507.04-53	SUPPLIES ADULT PROGRAM	305	1,000	1,000	0	1,000	0	1,000	1,000	1,000	1,000
001-0707-507.04-54	SUPPLIES SPECIAL EVENT	168	1,000	1,000	0	1,000	0	1,000	1,000	1,000	1,000
001-0707-507.04-55	SUPPLIES CONCESSION	12,414	10,600	10,600	0	10,600	0	10,600	10,600	10,600	10,600
001-0707-507.04-98	CONTRA ACCT - VEHICLE LER	850-	1,000-	1,000-	0	1,000-	0	1,000-	1,000-	1,000-	1,000-
*	EXPENDITURE	97,690	128,268	130,801	2,533-	132,879	2,078-	132,922	132,954	132,987	133,022
**	OPERATING & MAINTENANCE	97,690	128,268	130,801	2,533-	132,879	2,078-	132,922	132,954	132,987	133,022

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BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2012

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2010 ACTUAL	2011 BUDGET	2011 REVISED BUDGET	2011 ***VARIANCE***	2012 PROPOSED BUDGET	2012 ***VARIANCE**	2013 PROPOSED BUDGET	2014 PROPOSED BUDGET	2015 PROPOSED BUDGET	2016 PROPOSED BUDGET
CAPITAL											
001-0707-507.06-01	CASH PURCHASES	9,699	17,000	17,000	0	105,000	88,000-	0	17,000	0	20,082
*	EXPENDITURE	9,699	17,000	17,000	0	105,000	88,000-	0	17,000	0	20,082
**	CAPITAL	9,699	17,000	17,000	0	105,000	88,000-	0	17,000	0	20,082
***	RECREATION CENTER	763,735	865,839	829,847	35,992	956,816	126,969-	868,757	903,779	905,963	946,471
****	EXPENDITURES	884,257	1,011,977	947,474	64,503	1,100,398	152,924-	1,012,309	1,049,489	1,053,982	1,096,961
*****	RECREATION, PARKS & TRAILS	1,102,362	1,254,738	1,229,861	24,877	1,397,789	167,928-	1,324,912	1,346,284	1,350,401	1,460,884