



Craig Recreation and Aquatic Center

Annual Operations and Maintenance Budget Projections

April 2020



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CRAIG CO RECREATION AND AQUATIC CENTER OPERATIONAL BUDGET

Operating Budget Purpose

The operating budget is driven by the overall service philosophy, which should define the facility's purposes, including whom the facility is going to serve and at what level the service is going to be provided.

An operating budget developed in this preliminary stage serves several purposes:

- Assists in helping to establish goals and expectations with operations to match the desire to obtain the highest cost recovery possible.
- Provides a foundation for understanding what will be necessary to meet budget expectations and guides how marketing plans and strategies are developed and implemented.
- Offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- Demonstrates potential overall impacts to the District's budget.

Overall Budget

It is a goal to minimize the amount of tax subsidy necessary to operate the center. It is extremely difficult for public recreation facilities to be run without subsidy and solely from the collection of fees and charges and alternative funding such as grants, philanthropic gifts or volunteers. With this mind the operational budget planning for this facility uses a conservative approach to estimating reasonable expenses and moderate approach to projecting revenues. Since recovering all of the operating expenses through revenues generated by the facility is not the norm and the envisioned outcome, revenues should view as "goals" as much as they are considered "projections."

While this initial budget provides a baseline, it is anticipated that revenues during the first year of operation may exceed these projections for several reasons.

- Leading up to and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- Particularly in year one and two, the attraction of the facility will be higher than in subsequent years when the "newness" of the spaces declines and interest in participation weakens.
- If the guest experience does not deliver as promised, people who initially utilized the facility will be disenchanted, resulting in lower retention and repeat visits, and potentially promoting negative word-of-mouth communications.

There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.

Assumptions

- Budget is calculated in 2020 figures
- Facility Total Program Area: 48,736 square feet
- Hours of Operation

Monday -Friday	6:00am - 10:00pm
Saturday	8:00am - 9:00pm
Sunday	1:00pm - 8:00pm

Expenditures

Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities. For this initial operating budget, personnel costs are projected to be around 63.5%. For this facility, services are estimated to be 27.5% and supplies will be 8.9% of the total expenditures.

The estimated utility costs for the volume of space within the facility accounts for a high percentage of the services budget and needs to be verified by the design team as the use of solar power or other energy saving construction practices may reduce utility expenses.

Other typical services include contracted instructional services, marketing and advertising, printing and publishing, travel and training, subscriptions and memberships, telephone, bank charges and administrative fees, miscellaneous service charges (permits, licenses, taxes, fees), building and equipment maintenance (contractual or rental services), other contracted services (custodial services, security and fire systems, elevator, garbage pick-up, etc.), utilities, property and liability insurance, building maintenance and repair.

Expenditure estimates are based on the type and size of the activity and support spaces in the facility and the anticipated hours of operation. When possible and wherever available, calculations are based on actual best practice or methodology. All other expenses are estimated based on our research and reported experience at similar facilities.

- Budget is based on : 100 hours/week x 51 weeks – 1 week for deep cleaning/repairs plus 3 Holidays/Shutdown (average 13 hours/day) = 5,100 hours per year
- One front desk employee is on duty during all open hours with additional staff operating as building monitors.
- In-house custodial staff will keep building clean and keep all equipment clean during the operational hours of the facility.
- A contractual janitorial service will conduct a thorough cleaning of building after hours on a monthly basis.
- Utilities are calculated at \$3.40 per square foot based on the actual similar mountain community recreation centers with aquatic centers as well as other experience.

- Administrative Services have been budgeted in contractual services at \$50,000 to cover all the additional administrative services necessary for the facility including payroll, accounting, human resources, etc.
- Capital Replacement Fund is included in the budget at approximately 2% of expense budget to purchase capital replacement items for the facility when necessary.
- Equipment Replacement Fund is included in the budget at approximately 1% of expense budget to purchase replacement or new fitness equipment for the facility when necessary.
- All computers, registrations system, software, etc. will be included in the Furniture, Fixtures, and Equipment (FFE) list and funded through the capital budget and is not included in the operational and maintenance budget.
- Staffing :

Full Time – (Staggered weekly schedule to cover building supervision responsibility)

Center Manager	\$50,000/yr.
Assistant Center Manager	\$45,000/yr.
Recreation Coordinator	\$42,000/yr.
Building Maintenance	\$42,000/yr.
Aquatic Manager	\$42,000/yr.
Office Manager	\$34,000/yr.

Part Time/Seasonal

Front Desk	\$13/hr.
Building Maintenance	\$16/hr.
Program Coordinators	\$13/hr.
Fitness Supervisor	\$13/hr.
Gymnasium Supervisor	\$13/hr.
Head Lifeguards	\$16/hr.
Lifeguards	\$14/hr.
Child Watch/Babysitters	\$13/hr.

- Benefits are added to full time salaries at 65.4% including payroll taxes, health insurance, retirement, and workers comp; and part time at 11.097%.
- Lifeguard staffing is assumed at capacity up to 8 guards due to bather load at prime time; and at non-prime time 4 guards for rotation (4 lifeguards); not inclusive of the Aquatic Manager and Head Lifeguards scheduled for all open hours of operations.
- Recreational Programming expenses such as instructor and officials fees are calculated at the same rate currently being paid in Craig.

Revenues

Revenues are forecast based on anticipated drop-in fees, punch card and pass sales, and rentals around anticipated scheduled programming. The preliminary budget projects recreational program revenue at approximately the same user fees currently in Craig. **Recreational programs are calculated at approximately 60% capacity of marketable availability which is currently realistic and leaves room for growth.** Revenue projections take into account program and facility components, multiple admission and age discounts, and political and economic realities.

Revenue forecasts are based on the space components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area, and a comparison to other facilities with similar components in Colorado communities. Actual figures will vary based on the final design of the facility and the activity spaces included, the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility. The revenue forecast will require a developed marketing approach by staff in order to meet revenue goals.

- Pass holders can participate in self-directed activities and must pay additionally for the classes.
- There will be no contracts, initiation fees or registration fees associated with the passes.
- Automatic debits from checking accounts, savings accounts or credit cards will be an option and not mandatory for passes.
- Pass Rates

Full Facility Passes	Daily	Annual	10 Punch
Adult	\$5	\$485	\$40
Senior (55+)	\$3	\$300	\$24
Family	N/A	\$900	N/A
Youth	\$3	\$300	\$24

Fitness Passes	Annual
Adult	\$300
Senior (55+)	\$190
Family	\$540
Youth	\$190

Aquatic Passes	Annual
Adult	\$300
Senior (55+)	\$190
Family	\$540
Youth	\$190

- Rental Rates

Amenity	Hourly Rental Rates	Deposit
Multipurpose Room	\$50/hr.	N/A
After Hours Party Room	\$50/hr.	\$100
Gymnasium	\$40/hr./court (\$20/hr./crosscourt)	N/A
Full facility after hours	\$2,500	\$500

- Drop-In child Watch/Babysitting for pass holders and program participants is based on 20 hours per week at \$4 per hour. A 50% discount is given for additional children.
- Minimal merchandise resale items are to be sold at the front desk including swim caps, swim goggles, nose plugs, ear plugs, swim diapers, etc. Revenue is calculated at 200% of direct costs.
- Vending revenue is calculated at 200% of direct costs.

*Note: Potential facility programs are outlined in **Attachment A** that follows. These are not included in the pro-forma outlined in this report but rather serve as information for other program possibilities.*

ATTACHMENT A

Recreational Program Services Description

Given the nature of the proposed recreation facility and its activity components, a series of recreation services including programs and events can be designed and implemented to accommodate the surrounding community. A basic menu of recreation services are listed below as a recommended first effort to provide a diverse sampling of programs and events that will reach across a broad range on interest areas, skills, ability levels and age ranges.

Categories of Recreation Services

Category: Aquatics

Swim Lessons - Swim lessons provide the life-long skill of swimming to all ages. Both youth and teen/adult swim lessons should include ability categories for the varying skill levels of all interested participants. For example, there can be three different skill levels of swim lessons offered for the youth and teen/adult categories. These may include beginner or novice, intermediate, and advanced. Private or semi-private lessons can be made available to those who wish to learn in a more intimate, individualized setting.

- Parent-tot - under 3 years of age
- Preschool swim lessons - ages 3-5 years
- Youth swim lessons- 6-12 years
- Teens/Adult swim lessons - 13 and over
- Private/Semi-private lessons

Lifeguard/CPR Training – This training opportunity can be made available to the general public or offered strictly to those who are either applying for employment or are currently employed by the District. These trainings provide mandatory certifications to those who wish to be certified as a lifeguard, or trained in water safety and/or CPR.

Summer Swim Camp – This specialized camp is intended to provide life-long skills in swimming and water safety to youth during the summer season. The camp is recommended in one week increments but can be scheduled for any length of time that aligns with summer vacation schedules.

Birthday Parties – These rentals provide for those who wish to celebrate birthdays (or any other special occasion). Aquatics facilities are popular venues for this type of rental in that they provide a party experience in a monitored and controlled venue designed for physical activity.

Water Exercise – Water exercise classes are designed as alternative health and wellness activities in that they provide all the benefits of traditionally exercise classes without inherent resistance. These classes are increasingly popular among older adults and can also be therapeutic in nature.

Category: Day Camps

Summer Day Camp – Summer day camps can be designed as traditional, multi-activity sessions or as specialized camps focusing on a specific activity area. These camps may be offered in one-week increments but can be scheduled for any length of time that aligns with summer vacation schedules.

Summer Sports Camp – Sports camps can be general in nature offering exposure to a variety of sports activities or they can focus on a specific sport. These camps may be offered in one-week increments but can be scheduled for any length of time that aligns with summer vacation schedules.

Summer Dance Camp – Dance camps can be general in nature offering exposure to a variety of dance genres or they may focus on a specific form of dance. These camps may be offered in one-week increments but can be scheduled for any length of time that aligns with summer vacation schedules.

Spring Break Camp – Spring break camp is designed to provide structured recreation to youth who are out of school during the week of spring break. These types of spring break activities can be popular in that they provide assistance to working parents.

Winter Break Camp – Winter break camp mirrors spring break camp except for the season in which it is offered.

Category: Sports

Youth Basketball League – A youth basketball league provided to area youth, ages 7-8; 9-10; and 11-12 years of age, or for 3rd and 4th grades; 5th and 6th grades; 7th and 8th grades that encourages sportsmanship and healthy lifestyles. Co-ed or gender-specific teams could be coordinated.

Teen Basketball League – Complementing the youth basketball league could be a teen league for high school aged students or those aged 13-18 years. It is recommended that gender-specific teams be developed.

Adult Basketball League – This league could be designed for those over 18 years of age. It is recommended that gender-specific teams be developed.

Youth Volleyball Clinic – A volleyball clinic designed to develop the basic skills of volleyball could be planned for youth ages 9-12 years.

Adult Volleyball League – This league could be designed for those over 18 years of age. This league's success may rely on the development of co-ed teams.

Tots-Sports Clinic – This clinic would be an introduction to a variety of pre-selected sports for those 5-6 years of age.

Category: Teens

Dances – Organized teen dances are recommended to accommodate the social needs and desires of community teens. These dances may include organized activities as well as informal social opportunities. Food should be provided as an incentive.

Friday Nights at the Center – Aligning with the social motives of teen dances, organized, weekly gatherings at the center during the fall/winter season will also provide an informal, yet supervised and controlled outlet for area teens. Again, food should be provided as it acts as a powerful incentive encouraging participation.

Category: Health and Wellness

Aerobics – Aerobic classes offer an opportunity for enhanced health and wellness through flexibility and cardiovascular conditioning, and resistance exercises. These classes are typically designed for those over 18 years of age but could also be made available for teens as well.

- **Low-Impact** – This form of aerobics provides a less intensive exercise program for those who are just beginning an exercise regime, those who are in rehabilitation, or for those who wish to re-engage in a regular exercise program.

- **Moderate Impact** – Moderate impact aerobics is a more intensive form of aerobics than low-impact but does not offer the intensity of a high impact workout.
- **High impact** – The most intensive of the aerobic class levels, this program provides a challenging cardiovascular workout.

Yoga - Yoga is about creating balance in the body by developing both strength and flexibility. Yoga typically consists of a series of poses or postures, each of which has specific physical benefits. The poses can be done quickly in succession, creating heat in the body through movement or slowly to increase stamina and perfect the alignment of the pose. The poses are a constant, but the approach to them varies depending on the tradition in which the teacher has been trained.

Pilates – Pilates focuses on core postural muscles, which help keep the body balanced and are essential to providing support for the spine. In particular, Pilate's exercises teach awareness of breath and alignment of the spine and aim to strengthen the deep torso muscles. This activity is quickly becoming a staple of health and wellness offerings nationwide.

Other current fitness classes – Boot Camp, Zumba, TRX, etc.

Category: Arts

Youth Ballet - Ballet is a formal dance practice that is primarily performed with the accompaniment of classical music. It has been influential as a form of dance globally and is taught in schools around the world which use their own culture and society to modernize the art. It is best known in the form of classical ballet, notable for its techniques and its graceful, flowing, and precise movements. These classes can be designed for youth approximately 9-12 years of age.

Youth Jazz - Jazz dance is an umbrella term that can refer to several related dance styles, most of which are connected via common roots in tap, ballet, jazz music, and African-American rhythms. These classes can be designed for youth approximately 9-12 years of age.

Youth Hip-Hop – This form of dance has increased in popularity as it combines athleticism with the essence of dance. It has become a common form of expression for both youth and teens. These classes can be designed for youth approximately 9-12 years of age and may also appeal to boys through its athletic elements.

Teen Ballet – Please refer to the description above as detailed in Youth Ballet. However, these classes should be designed for teens ages 13-18.

Teen Jazz - Please refer to the description above as detailed in Youth Jazz. However, these classes should be designed for teens ages 13-18.

Teen Hip Hop - Please refer to the description above as detailed in Youth Hip Hop. However, these classes should be designed for teens ages 13-18.

Adult Jazz - Please refer to the description above as detailed in Youth Jazz. However, these classes should be designed for adults ages 18 and older.

Tots Art Smart – This art class for pre-school aged children emphasizes creativity as it introduces various age appropriate art forms leading to creative expression and fun.

Category: Community Events

Health Fair – An annual Health Fair can provide the District with the opportunity to showcase health and wellness services and related classes.

Flea Market – A community-wide Flea Market can provide an opportunity for residents to purchase a space and sell their wares and goods.

Center Open House – An Open House can debut District services through class demonstrations and provides an opportunity to showcase the community recreation center to all residents. This type of special event can be enhanced with giveaways and food.

Category: Child Care

Child Care – This program is typically viewed as a service to those who require child care while they participate in recreation center activities or wish to drop-in and utilize the fitness center.

Facility Use

Table 1 below suggests appropriate facility spaces for each of the recreational service categories listed above.

Table 1: Facility Use Matrix

	Leisure/ Lap Pool	Gymnasium	Running Track	Fitness Center	Multi- purpose	Child Sitting
Aquatics						
Day Camps						
Sports						
Teens						
Health & Wellness						
Arts						
Community Events						
Child Care						

Craig CO Recreation and Aquatic Center						
Operational and Maintenance Budget Projections						
						% of Budget
STAFFING PROJECTIONS					\$1,002,094	63.54%
Full Time Staff		<u>Number</u>	<u>Unit Cost</u>		\$421,770	
Center Manager	1	\$ 50,000	\$50,000			
Assistant Center Manager	1	\$ 45,000	\$45,000			
Recreation Coordinator	1	\$ 42,000	\$42,000			
Aquatic Manager	1	\$ 42,000	\$42,000			
Building Maintenance	1	\$ 42,000	\$42,000			
Office Manager	1	\$ 34,000	\$34,000			
Benefit Percentage not included in wages	65.4%		\$166,770			
Part Time Staff		<u>Hours</u>	<u>Unit Cost</u>		\$580,324	
Front Desk	5100	\$13	\$66,300			
Building Maintenance	3640	\$16	\$58,240			
Program Coordinators	1650	\$13	\$21,450			
Building Supervisors						
Fitness	1580	\$13	\$20,540			
Gymnasium	1460	\$13	\$18,980			
Head Lifeguards	4120	\$16	\$65,920			
Lifeguards	18000	\$14	\$252,000			
Child Watch/Babysitters	1456	\$13	\$18,928			
Benefits Percentage	11.097%		\$57,966			
OPERATING EXPENSES						
Contractual Services		<u>Multiplier</u>	<u>Unit Cost</u>		\$434,562	27.56%
Utilities: Electrical, Gas, Water/Sewer, Trash (Square Footage Cost)	48,736	\$3.40		\$165,702		
Instructors/Officials/Etc.				\$115,440		
Recreation Programs	352	\$35	\$ 12,320			
Aquatic Programs	176	\$35	\$ 6,160			
Day Camps	1080	\$30	\$ 32,400			
Sports Clinics	1128	\$30	\$ 33,840			
Youth Sports Officials	512	\$25	\$ 12,800			
Adult Sports Officials	512	\$35.00	\$ 17,920			
Telephone / Internet / Cable / WiFi	12	\$400		\$4,800		
Equipment Maintenance	12	\$400		\$4,800		
Trash Removal	12	\$360		\$4,320		
Building, Grounds and Landscape Maintenance	12	\$625		\$7,500		
Administrative Services (Accounting, Payroll, HR, etc.)				\$50,000		
Janitorial	12	\$4,500		\$54,000		
Security/Fire Alarm Service	12	\$250		\$3,000		
Bank Fees - Credit Card Charges/Registration				\$25,000		
OPERATING EXPENSES continued						
Commodities					\$140,400	8.90%
Recreational Supplies				\$ 23,500		
Recreational and Aquatic Programs			\$ 20,000			
Drop-In Child Watch			\$ 2,000			
Resale Merchandise			\$ 1,500			
Vending Inventory				\$3,000		
Pool Chemicals				\$25,000		
Pool Supplies				\$5,000		
Pool Laboratory Supplies				\$1,000		
First Aid Equipment				\$800		
First Aid Supplies				\$600		
Custodial Supplies				\$1,000		
Building Maintenance Supplies				\$2,000		
Marketing/Printing				\$12,000		
Office Supplies				\$6,000		
Education/Training				\$5,000		
Dues/Subscriptions				\$1,000		
Uniforms				\$2,500		
Capital Replacement Fund				\$28,000		
Equipment Replacement Fund				\$14,000		
Insurance				\$10,000		
TOTAL EXPENSES						\$1,577,056

REVENUE						
Passes					\$562,600	71.50%
	<u>Annual Full Facility Passes</u>	<u>Number</u>	<u>Price</u>		\$142,000	
	Adult	200	\$485	\$97,000		
	Senior	25	\$300	\$7,500		
	Family	25	\$900	\$22,500		
	Youth	50	\$300	\$15,000		
	<u>Annual Fitness Passes</u>	<u>Number</u>	<u>Price</u>		\$198,200	
	Adult	125	\$300	\$150,000		
	Senior	25	\$190	\$19,000		
	Family	10	\$540	\$21,600		
	Youth	10	\$190	\$7,600		
	<u>Annual Aquatic Passes</u>	<u>Number</u>	<u>Price</u>		\$222,400	
	Adult	50	\$300	\$60,000		
	Senior	20	\$190	\$15,200		
	Family	40	\$540	\$86,400		
	Youth	80	\$190	\$60,800		
Full Facility Punch Passes		<u>Number</u>	<u>Price</u>		\$42,400	5.39%
	<u>10 Punch Passes</u>					
	Adult	400	\$40	\$16,000		
	Senior	300	\$24	\$7,200		
	Youth	800	\$24	\$19,200		
Full Facility Daily Admissions		<u>Number</u>	<u>Price</u>		\$26,900	3.42%
	Adult	2500	\$5	\$12,500		
	Senior	800	\$3	\$2,400		
	Youth	4000	\$3	\$12,000		
Rentals		<u>#/Year</u>	<u>Cost</u>	<u>Multiplier</u>	\$16,000	2.03%
	Multipurpose Room	25	\$50	6	\$7,500	
	(\$50/hr x 6 hrs/wk avg x 25 wks.)					
	Gymnasium	15	\$40	8	\$4,800	
	(\$40/hr x 8 hrs/wk avg x 15 wks.)					
	After Hours Party Room Rentals	12	\$50	2	\$1,200	
	(\$50/hr x 2 hrs/wk avg x 8 wks.)					
	Full Facility After Hours	1	\$2,500	1	\$2,500	
Recreation Programs					\$126,100	16.03%
	Recreation Programs	300	\$50	\$15,000		
	Aquatic Programs	300	\$50	\$15,000		
	Day Camps	600	\$50	\$30,000		
	Sports Clinics	500	\$80	\$40,000		
	Swim Lessons	120	\$50	\$6,000		
	Youth Sports Leagues (Basketball/Volleyball)	300	\$35	\$10,500		
	Adult Sports Leagues (Basketball/Volleyball)	32	\$300	\$9,600		
Customer Services		<u>Hours</u>	<u>Amount</u>	<u>Multiplier</u>	\$12,840	1.63%
	Drop-In Child Watch	20	\$4	48	\$3,840	
	Vending		\$3,000	200%	\$6,000	
	Merchandise		\$1,500	200%	\$3,000	
	TOTAL REVENUE					\$786,840
	TOTAL NET					-\$790,216
	COST RECOVERY					50%

Craig CO
Recreation and Aquatic Center
Five-Year Pro-forma

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<u>EXPENSES</u>					
Personnel	\$1,002,094	\$1,032,157	\$1,063,122	\$1,095,015	\$1,127,866
Contractual Services	\$434,562	\$443,254	\$456,551	\$470,248	\$484,355
Commodities	\$140,400	\$143,208	\$146,072	\$148,994	\$151,973
TOTAL EXPENSES	\$1,577,056	\$1,618,619	\$1,665,745	\$1,714,257	\$1,764,194
<u>REVENUES</u>					
Passes	\$562,600	\$579,478	\$596,862	\$614,768	\$633,211
Punch Passes	\$42,400	\$43,672	\$44,982	\$46,332	\$47,722
Daily Admissions	\$26,900	\$27,707	\$28,538	\$29,394	\$30,276
Rentals	\$16,000	\$16,480	\$16,974	\$17,484	\$18,008
Recreation Programs	\$126,100	\$129,883	\$133,779	\$137,793	\$141,927
Customer Services	\$12,840	\$13,225	\$13,622	\$14,031	\$14,452
TOTAL REVENUE	\$786,840	\$810,445	\$834,759	\$859,801	\$885,595
NET	-\$790,216	-\$808,173	-\$830,986	-\$854,455	-\$878,599
COST RECOVERY	50%	50%	50%	50%	50%

Based on 2020 Figures



NW Colorado Recreation Foundation

Financing Options

April 23, 2020

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Recreation Center Financing Scenarios

- The District is considering financing approximately \$24.6 million in project expenses for the construction of a recreation center.
- D.A. Davidson examined two financing scenarios:
 1. Assessed Value Growth:
 - Projected AV of the District is assumed to be \$ 327.3 million
 - Assumes the District's Assessed Value grows by 2.00% in reassessment years.
 - 30-year debt service with a stable mill levy.
 - Operating levy of approximately \$630,000, with growth projected based on 5-year pro-forma..
 - Capitalized interest through June 2022.
 2. Assessed Value Decline:
 - Projected AV of the District is assumed to be \$327.3 million, however this AV declines over a 10 year period to \$187.1 million.
 - From 2030 onward, the AV grows by 2.00% in reassessment years thereafter.
 - 30-year debt service with a stable mill levy.
 - Operating levy of approximately \$630,000, with growth projected based on 5-year pro-forma..
 - Capitalized interest through June 2022.



Financing Scenario Comparison

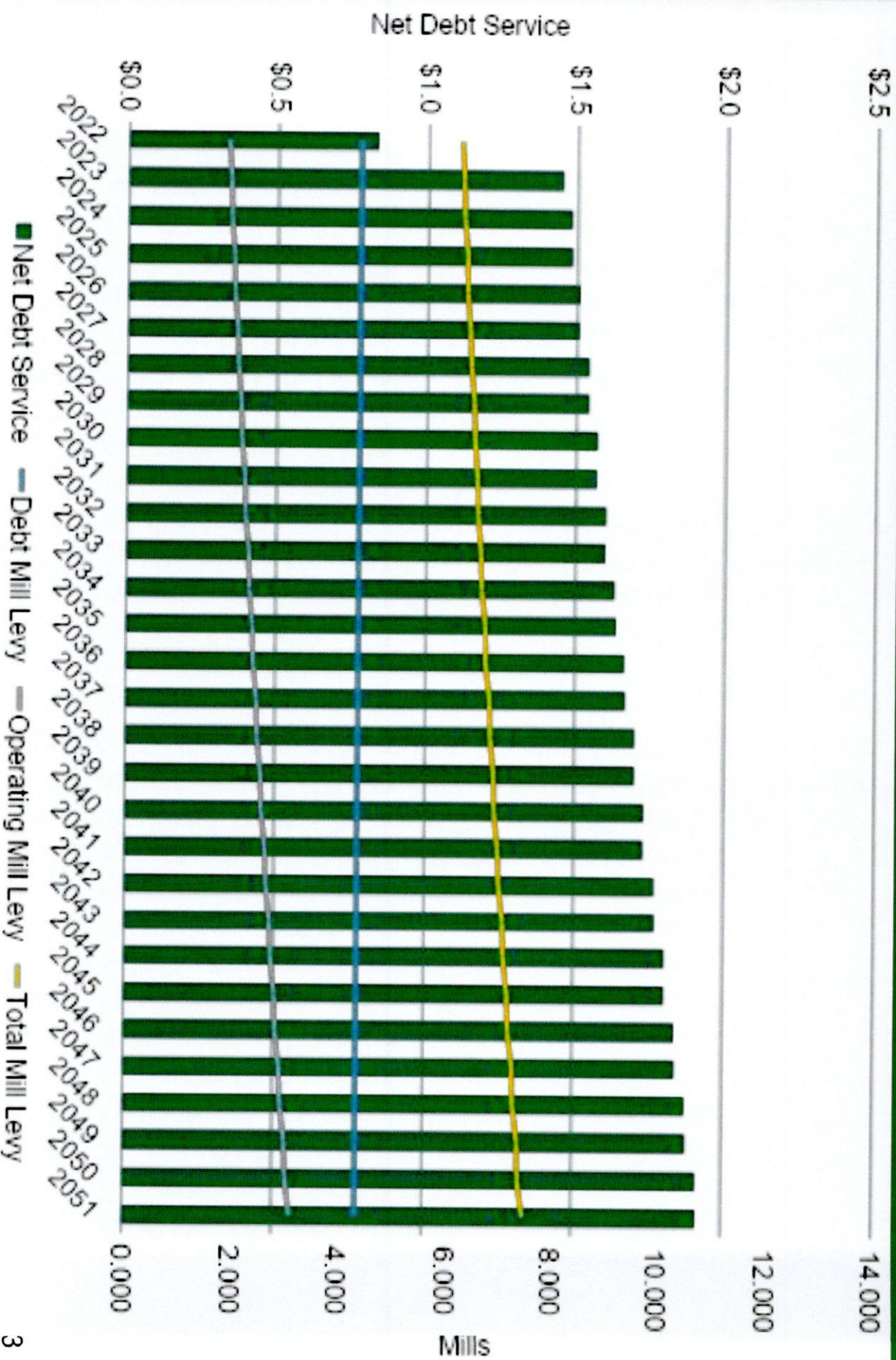
Craig Recreation and Aquatic Center Financing Scenario Comparison

	Scenario	
	Assessed Value Growth	Assessed Value Decline
Par Amount (\$)	24,830,000	24,665,000
Project Fund (\$)	24,620,000	24,620,000
Capitalized Interest (\$)	1,241,500	1,233,250
True Interest Cost (%)	4.61%	4.51%
Total Net Debt Service (\$)	49,571,500	46,074,625
Average Annual Net DS (\$)	1,652,383	1,535,821
Average Debt Mill Levy	4.346	7.061
Average Operating Mill Levy	2.448	4.427
Total Mill Levy	6.794	11.489
Annual Tax Impact per \$100,000 Residential Actual Value	48.58	82.14
Annual Tax Impact per \$100,000 Commercial/Industrial/Vacant Actual Value	197.02	333.17



Net Debt Service and Mill Levy: Assessed Value Growth

Preliminary Net Debt Service





Net Debt Service and Mill Levy: Assessed Value Decline

Preliminary Net Debt Service

