EAGLECREST BOARD OF DIRECTIORS
Meeting Agenda
Thursday February 4th 2021, 5:30pm
Zoom

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Agenda:

1. ROLL CALL

2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES
    a. January 7th meeting minutes

4. PUBLIC PARTICIPATION

5. COMMITTEE & LIAISON REPORTS
    a. Finance Committee Meeting January 21st
    b. Eaglecrest Foundation Fundraising Planning Meeting February 3rd

6. MANAGERS REPORT
    a. Financial Report
    b. Department Review
    c. COVID Operating Plan Updates

7. UNFINISHED BUISNESS

8. NEW BUSINESS
    a. Approval of proposed FY22 Budget

9. PUBLIC PARTICIPATION

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS
11. ADJOURNMENT – Next meeting date March 4th 2021, Zoom

EAGLECREST BOARD OF DIRECTIORS
January Meeting Minutes
Thursday January 7th, 2020, 5:30pm
Via Zoom

Agenda:

1. ROLL CALL: Mike Satre, Stephanie Hoag, Dave Hanna, Jonathan Dale, Shawn Eisele, Megan Gregory and Kevin Krein were present. Assembly member Christine Woll and General Manager Dave Scanlan were present.

2. APPROVAL OF AGENDA: Mike called the meeting to order, Stephanie moved to approve the agenda with Shawn seconding the motion. Shawn asked to discuss the cabin project in unfinished business.

3. APPROVAL OF MINUTES: December meeting minutes, Shawn moved to approve, Stephanie seconded, the minutes were approved.

4. PUBLIC PARTICIPATION: Fred Hiltner passed a big thanks from the nordic community for all their training and race usage at the mountain. The Juneau Nordic Ski Club is approaching 700 members. The club appreciates the working relationship they have between their groomers and the Eaglecrest groomers.
   Christine Woll was joining the group in place of Wade Bryson. She let the board know that the city had received an extension for its use of COIVD funds and that Parks and Rec had assumed operations of the Diamond Park Field House. Shawn asked about the close vote to which Mrs. Woll responded that the assembly is being very careful with funding.

5. COMMITTEE & LIAISON REPORTS:
   None

6. MANAGERS REPORT:
   See Manager's Report for detail.
   Additional comments:
   a. Financial Report:
      Jon asked about tracking of COVID funds and their impact on the current budget. Kevin asked about revenue reports throughout the season. Dave S informed the board that season passes and multi visit cards are 75% of revenue, sales this year are going well and we are seeing new user groups at the mountain. Shawn asked about uphill passe and any liability it might bring; Dave S let him know that there is a large trend in uphill access at many mountains.
   b. Mountain Operations

Kevin asked about Black Bear being down, Dave S let him know that it was due to icing but the fact that they are running the lift more often leads to less ice build up and operational delays. Mike asked about base area seating and how to best manage tent usage. Dave S stated that both tents are for general use and they are working to make sure that their occupancy remains inline with their COVID plan. Shawn inquired about opening the back of the tents for more air flow. Stephanie asked about limiting the number of people in the tents, Dave S stated the mountain is doing that by limiting the number of seats and tables.

c. Base Operations
Kevin asked about the road conditions and maintenance. Dave S let the board know that there had been lots of changes this year and that DOT is working with the new contractor to modify equipment to take better care of the road. Shawn asked about offering more robust face masks for employees. Dave S informed the board that fit testing requires a physical and other factors make it challenging but the mountain does offer a variety of masks to staff.

d. Ski Patrol
Mike thanked the patrol for all their work and their ability to keep the mountain open in challenging conditions.

7. UNFINISHED BUSINESS:

Cabin project – There is lots of community interest for a 2nd cabin. Options for grants were discussed along with the opportunity for discussion with the Eaglecrest Foundation and the Juneau Community Foundation. Land Water Conservation Funds are in the state budget for this year. Shawn let the board know that the Juneau Community Foundation is experienced with grant writing and he is willing to help. Shawn also asked about an Eaglecrest Foundation Committee meeting to discuss mountain priorities, it was decided to discuss this matter at the upcoming Finance Committee meeting.

8. NEW BUSINESS:
   a. None

9. PUBLIC PARTICIPATION:
   a. None

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

Mrs. Woll thanked the board for letting her join the meeting and to listen.

Stephanie can't imagine any more challenging or trying times and thinks that things couldn't be going better. Great skiing, lifts are running and things are great. She is ready to help with grant writing.

Kevin is amazed at how smooth things are going and appreciates how well the mountain is working to spread folks out.

Shawn appreciates how things are going well and noted lots of support from the Assembly and the city.

Jon thanked everyone at the mountain for their work. Everyone has remained flexible and adapted to many changing conditions. He appreciated how the work force is empowered to enforce COVID rules and how they do it in a compassionate manner.

Dave H noted that all of the crew should be proud of their work and how well things are going.

Meg passed a kudos to Dave and all of the team. She has heard great things from everyone and loves all the marketing.

Mike appreciates the great job Dave is doing taking feedback and being constructive as he moves forward. This season is a great opportunity to build our user base. With all the Snowsports school activity it is a great opportunity to make for positive experiences and build a younger demographic on the mountain. He is looking forward to seeing next year's budget.

11. ADJOURNMENT – The next meeting date is February 4th at 530, via Zoom.

Stephanie moved to adjourn, and Shawn seconded the motion. The meeting was adjourned at 6:47 pm.

Eaglecrest Finance Committee Minutes

1/21/21 Eaglecrest Ski Area

The Eaglecrest Finance Committee met on January 21st, 2021. Highlights and key points are captured below.

1. Roll Call: Jon, Shawn, Kevin, Stephanie, Dave H. and GM Dave S. were all present, Mike called into the meeting via Zoom..

2. Review FY22 operating budget

The group reviewed the budget in the new CBJ Budget Matrix Tool. The new budget modeling program was much more user friendly and transparent than those of years past. The GM drafted his budget with plans to keep Black Bear operating on a daily basis. The group agreed that the continued operation of Black Bear helped to disperse crowds and changed the feel of the mountain.

The committee with make a motion at the next board meeting for adoption of the FY22 budget

3. FY22 CIP Request

CBJ asked the GM to use FY21 numbers for the FY22 CIP request. This required changes to the CIP plan drafted in the fall. The changes will be presented at the February board meeting. The group also discussed exploring the use of HDPE pipe to save on money, retrofitting existing snowmaking guns for more efficiency. The group recognized that there is a point at which the mountain can no longer continue to safely operate by deferring larger projects but agreed that another meeting should be planned to discuss the long-term plans and operations of Eaglecrest.

4. Eaglecrest Foundation

The mountain presented the committee with a plan for renewing the sponsor signs on Black Bear, Porcupine and Ptarmigan lift towers. 2 year and 4 year sponsorships would be offered for $2,500 and $4,000. A possible goal for the campaign would be to generate revenue for additional snowmaking equipment. The group felt it was important that the Eaglecrest Board work with the Eaglecrest Foundation to share our strategic plan and vision for the mountain. Dave H made a motion to work with the Eaglecrest Foundation for a campaign to generate funds to support snowmaking. The motion was made in committee because a meeting with the Foundation was scheduled before the next board meeting. There was no objection to the motion.

There is lots of interest from the Juneau Community Foundation for a 2nd Eaglecrest cabin. The group discussed the possibility of another cabin project in the summer of 2022.

Stephanie shared grant information with the group. The state has money in the FY22 budget that will Eaglecrest may be eligible to apply for during the fall of 21. In order to apply for Pitman Roberts funding, any projects must be able to benefit the hunting/trapping community along with other outdoor recreation. The project must take place on public land and a governemnt agency (CBJ) must guarantee maintenance. Stephanie will continue to look out for grant opportunities.

February Manager's Report

Financial Analysis: The chart below shows year to date revenue and expenses for each year. This allows us to spot and address emerging trends. As you can see in the chart below, revenues have been very strong this season with the highest revenue year to date in all years shown despite concession revenue being well below historical levels during busy winters. This decline is due to the fact that the indoor portions of the Fish Creek Lodge are closed due to COVID. We are optimistic that we can increase concession revenue now that all outdoor seating areas have the heaters working. We currently have sold nearly 2700 seasons pass and multi visit card holders. On the expense side of the financials, the main increase is in the Administrative expenses which is made of interdepartmental fees and bank card fee increases due to our high revenue. Vehicle Maintenance is also trending upward due to some costly repairs to the snowcats.

Sales	FY 13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Actuals
Ski School Fees	$ 99,529	$ 110,866	$ 71,865	$ 109,730	$ 100,951	$ 72,417	$ 82,247	$ 87,228	$ 111,070
Ski Lift Fees	$ 112,684	$ 81,642	$ 10,417	$ 139,942	$ 141,943	$ 44,140	$ 73,080	$ 84,392	$ 103,044
Advance Ticket	$ 68,761	$ 89,727	$ 40,456	$ 57,112	$ 92,804	$ 30,383	$ 57,048	$ 52,873	$ 85,570
Season Ticket	$ 302,915	$ 324,679	$ 306,467	$ 202,128	$ 173,153	$ 220,202	$ 229,754	$ 220,098	$ 133,126
On Line Season Pass Sales	$ 528,394	$ 515,325	$ 461,583	$ 263,080	$ 352,475	$ 460,990	$ 389,841	$ 362,258	$ 708,261
Bus Fees	$ 8,520	$ 7,815	$ 2,267	$ 3,245	$ 3,657	$ 1,127	$ 1,127	$ 1,797	$ 285
USER FEES	$ 1,120,802	$ 1,130,054	$ 893,054	$ 775,236	$ 864,983	$ 829,259	$ 833,096	$ 808,646	$ 1,141,356
Retail - Soft G	$ 17,118	$ 16,725	$ 6,358	$ 25,806	$ 27,403	$ 13,797	$ 17,605	$ 33,787	$ 32,384
Food Service	$ 72,862	$ 66,365	$ 27,606	$ 65,788	$ 83,084	$ 48,384	$ 50,602	$ 53,016	$ 37,939
Ski Repair	$ 20,386	$ 17,126	$ 11,685	$ 13,575	$ 13,042	$ 15,708	$ 10,092	$ 13,511	$ 19,928
SALES	$ 110,366	$ 100,217	$ 45,648	$ 105,169	$ 123,529	$ 77,889	$ 78,299	$ 100,314	$ 90,251
Locker Rental F	$ 68,370	$ 68,236	$ 68,476	$ 62,163	$ 63,631	$ 63,260	$ 62,839	$ 60,010	$ 62,522
Ski Rental	$ 52,351	$ 45,208	$ 20,134	$ 36,938	$ 72,718	$ 44,605	$ 38,004	$ 38,933	$ 48,380
Facility Rentals								$ 24,456	$ 33,396
RENTALS	$ 120,721	$ 113,444	$ 88,609	$ 99,101	$ 136,349	$ 107,865	$ 100,842	$ 123,399	$ 144,298
Total Sales	$ 1,351,889	$ 1,343,715	$ 1,027,312	$ 979,507	$ 1,124,861	$ 1,015,013	$ 1,012,237	$ 1,032,359	$ 1,375,905
Expenses									
Personnel Costs									
Ski Area Administration	$ 225,467	$ 317,543	$ 308,211	$ 340,712	$ 352,768	$ 361,938	$ 322,585	$ 297,206	$ 267,621
Ski Rental Shop	$ 38,224	$ 34,688	$ 22,473	$ 33,164	$ 35,059	$ 27,007	$ 22,037	$ 17,607	$ 27,577
Ski Patrol Program	$ 85,758	$ 81,085	$ 56,408	$ 75,436	$ 72,542	$ 57,163	$ 51,781	$ 54,419	$ 68,943
Lift Operation Program	$ 140,473	$ 41,909	$ 21,636	$ 55,061	$ 60,582	$ 34,294	$ 15,653	$ 16,413	$ 28,237
Maintenance Program	$ 80,482	$ 118,571	$ 91,861	$ 79,781	$ 104,336	$ 83,601	$ 110,372	$ 126,693	$ 110,198
Lodge Operations Program	$ 55,813	$ 44,316	$ 32,123	$ 44,843	$ 36,065	$ 42,314	$ 63,662	$ 46,746	$ 37,018
Food Service	$ 23,842	$ 21,693	$ 14,543	$ 15,798	$ 21,227	$ 15,388	$ 12,056	$ 12,174	$ 15,801
Marketing/Special Events	$ 18,357	$ 16,574	$ 11,047	$ 17,657	$ 19,973	$ 13,906	$ 36,288	$ 55,539	$ 48,147
Ski School Program	$ 91,438	$ 118,665	$ 92,049	$ 71,671	$ 106,867	$ 70,188	$ 61,156	$ 58,541	$ 65,806
Total Personnel Costs	$ 759,855	$ 795,044	$ 650,352	$ 734,123	$ 809,419	$ 705,799	$ 695,590	$ 685,338	$ 669,348
Other Expenses									
Ski Area Administration	$ 223,240	$ 231,067	$ 227,500	$ 229,742	$ 211,174	$ 208,020	$ 192,658	$ 180,003	$ 324,442
Ski Rental Shop	$ 17,495	$ 23,523	$ 21,056	$ 10,945	$ 15,604	$ 17,725	$ 10,701	$ 27,574	$ 32,070
Ski Patrol Program	$ 23,757	$ 9,872	$ 13,851	$ 5,315	$ 7,412	$ 8,711	$ 2,112	$ 4,264	$ 13,264
Lift Operation Program	$ 13,972	$ 9,513	$ 12,567	$ 8,201	$ 13,793	$ 7,819	$ 18,750	$ 2,706	$ 8,347
Maintenance Program	$ 58,509	$ 71,627	$ 43,196	$ 15,365	$ 25,068	$ 29,234	$ 38,141	$ 47,341	$ 49,444
Lodge Operations Program	$ 30,739	$ 26,891	$ 31,770	$ 42,534	$ 42,982	$ 46,912	$ 59,301	$ 54,257	$ 50,580
Food Service	$ 51,191	$ 44,278	$ 23,697	$ 45,537	$ 51,388	$ 20,675	$ 33,289	$ 14,965	$ 24,132
Marketing/Special Events	$ 32,135	$ 32,720	$ 26,983	$ 23,989	$ 24,157	$ 24,885	$ 21,159	$ 12,640	$ 9,827
Building Maint/Utilities	$ 53,444	$ 56,924	$ 53,006	$ 51,793	$ 55,345	$ 54,931	$ 57,730	$ 51,726	$ 54,512
Ski School Program	$ 1,782	$ 2,468	$ 3,542	$ 1,402	$ 3,055	$ 2,758	$ 2,334	$ 3,405	$ 2,323
Equipment Replacement	$ 58,333	$ 58,333	$ 58,333	$ 58,333	$ 58,333	$ 58,331	$ 58,338	$ 58,338	$ 58,338
Vehicle Maintenance	$ 8,581	$ 17,195	$ 10,893	$ 20,187	$ 23,277	$ 24,482	$ 21,846	$ 28,901	$ 46,476
Total Other Expenses	**$ 573,178**	**$ 584,411**	**$ 526,393**	**$ 513,344**	**$ 531,588**	**$ 504,483**	**$ 516,359**	**$ 486,120**	**$ 673,755**
Total Costs	**$ 1,333,034**	**$ 1,379,455**	**$ 1,176,745**	**$ 1,247,467**	**$ 1,341,007**	**$ 1,210,282**	**$ 1,211,949**	**$ 1,171,458**	**$ 1,343,103**
Over/(Short)	**$ 18,856**	$ (35,740)	(149,433)	(267,960)	(216,146)	(195,268)	(199,711)	(139,099)	**32,802**

Mountain Operations: The mountain operations team has had a busy month. The team finished up getting our new tables and bench seating built and deployed into our outdoor seating tents. The heaters in all tents are now up and running and have done a good job keeping the edge off even in the cold temperatures that we have experienced over the last two weeks. Once the warm active weather pattern ended two weeks ago, the mountain operations team jumped right back into snowmaking operations running 10 snowguns over the course of 4 days. The temperatures where perfect for very productive snowmaking operations. The team was able to cover many of the thin spots in the Porcupine Learning Area, below the base of Ptarmigan, the lower portion of Ego and cover the mountain bike trail on Lower Sourdough. This effort allowed the Juneau Ski Club to host a very successful Giant Slalom race on Saturday January 30th. The mountain operations team is using the manmade snow to build a larger terrain park on lower Ego. This is been asked for by our guests for many years. We hope to have the new expanded terrain park open for the weekend.

The Mountain Operations Team has been doing a great job deicing the Black Bear and Ptarmigan chair during the last round of active weather that resulted in a lot of daily ice buildup on both chairlifts. The efforts have led to more consistent operations than previous years. The crew is also making an effort to support the lift operations staff during busy weekends with assisting with mask enforcement in the lift lines. They are also helping with traffic control in the parking lot. The new snow and perfect riding conditions has been overwhelming the parking lot over the last two weekends. We are currently working with DOT to be able to place "no parking this side of road" signage to prevent the gridlock parking problem that has presented itself lately.

Ski Patrol: The Ski Patrol staff continue to do a great job having avalanche control work complete and the entire mountain cleared for opening prior to 9:00. This has helped us with spreading out the crowds quickly on busy powder days and weekends.

Base Operations: Base Operations has been busy handling the high level of day ticket sales and other transactions that we are continuing with to ensure the smooth flow of customers onto the mountain. We continue to be surprised by the business volume at the window after setting a record for the number of season's passes and multi-card visits that have been sold this year. This is truly a testament that the walk up sales volume is dependent on what the weather is doing each week and may not be as linked to the amount of seasons passes sold.

Now that we have the heaters running in our outdoor seating tents, food sales are starting to go up. We still see room for improvement and are currently looking at ways to offer over the phone ordering for Tower Bar Patrons and other Eaglecrest guests.

Marketing: Per preseason budget concerns, we are spending less advertising dollars overall, just concentrating buys on social media and digital display networks. Happy with the results so far. Website sessions are up 22% Jan 2020 vs Jan 2021, and social media audience is growing.

Webcams finally sorted out with time stamps and no more cached image issues.

Organizing a media visit (w/ strict social distancing) for March with the same group as last year, Snowledge. Working with Travel Juneau & JEDC to focus the narrative on attracting people with variety of outdoor interests and also remote workers.

Eaglecrest hosted an Avalanche Beacon Scramble event and raised $1500 for Coastal Alaska Avalanche Center and was a resounding success. Going to aim for another over Presidents' Weekend.

Also working on logistics for a self-timed Powder Keg Cup using Strava app and GPS. Pretty cool possibilities.

Season is going great!

Snowsports School: The Snowsports School has been doing a fantastic job managing heightened demand for lessons while keeping group sizes as small as possible and factoring in all of the COVID Safety protocols. The Snowsports School has now surpassed revenues for the entire season last year. The Homeschool program has been extremely popular and has bringing in higher per capita revenue than the typical school programs through the school district.

RRR: The rental shop has been busy refining their process for renting equipment while adhering to our COVID protocols. The prefit process has allowed the rental shop to control who is inside the actual rental shop building at one particular time to allow for detailed contact tracing should it be needed. Same day prefit appointments are now being offered with advanced reservations. Many customers are now enjoying the heated tent just outside the rental shop for an area to put boots on and gear up for the day.

The retail shop is metering customers in and out of the retail space so only one shopping group is in the space at any one particular time. This has allowed us to be nearly tied for record revenue and both retail and repair revenue. The staff continue to adapt to the challenges to COVID 19 and refine processes to improve efficiency.

COVID 19 Operating Plans: It seems like a world of a time ago when we first developed our Phased COVID 19 Operating Plans back in September. When we developed these plans, we knew that we had developed a great starting point to get the season rolling. Once the City EOC scaled back to level the COVID Risk Level 2 we took the time to revisit what our phase two plan called for and what was currently working well. We came to the conclusion that it was in the best interest to keep all aspects of operations running the way we had them in phase two of our previous plan. We have updated the plan on the website and have removed the three tier approach to simplify the operating plan for the remainder of the season. The new plan is published here https://skieaglecrest.com/covid19/#plan

New Business:

A. FY 22 Budget Approval

	Expenditures										
	Personnel	Travel	Commodities & Services	Inter-departmental Charges	Grants	Transfers Out	Total	Charges for Services	Licenses & Permits	Fees, Fines & Forfeitures	Sales
Eaglecrest											
Administration	508,400	-	241,800	373,400	-	-	1,123,600	(1,293,500)	(280,400)	-	(58,000)
Base Operations	106,100	-	124,500	-	-	-	230,600	-	-	-	-
Building Maintenance	-	-	87,500	-	-	-	87,500	-	-	-	-
Dimond Park Field House	-	-	-	-	-	-	-	-	-	-	-
Food Service	38,800	-	73,000	-	-	-	111,800	-	-	-	-
Lift Operations	123,500	-	38,500	-	-	-	162,000	-	-	-	-
Marketing	106,600	-	54,500	-	-	-	161,100	-	-	-	-
Mountain Maintenance	281,000	3,300	128,800	-	-	-	413,100	-	-	-	-
Ski Patrol	171,200	2,300	21,000	-	-	-	194,500	-	-	-	-
Ski Rental Shop	73,400	-	55,000	-	-	-	128,400	-	-	-	-
Snow Sports School	151,200	6,600	13,600	-	-	-	171,400	-	-	-	-
Vehicle Maintenance	-	-	80,000	-	-	-	80,000	-	-	-	-
FY2022 Budget Request	***1,560,200***	***12,200***	***918,200***	***373,400***	-	-	***2,864,000***	***(1,293,500)***	***(280,400)***	-	***(58,000)***
Increase (Decrease) over Prior FY	***(486,200)***	***(14,800)***	***20,500***	***(30,100)***	-	-	***(510,600)***	***(71,000)***	***(75,000)***	-	-
	(23.8%)	***(54.8%)***	***2.3%***	***(7.5%)***			***(15.1%)***	***(5.2%)***	***(21.1%)***		***0.0%***
FY2021 Budget	*2,046,400*	*27,000*	*897,700*	*403,500*	-	-	*3,374,600*	*(1,364,500)*	*(355,400)*	-	*(58,000)*
FY2020 Actuals	*1,431,400*	*5,500*	*787,700*	*269,200*	-	-	*2,493,800*	*(1,126,200)*	*(201,600)*	-	*(50,600)*
FY2019 Actuals	*1,413,000*	*15,400*	*713,700*	*268,000*	-	-	*2,410,100*	*(1,054,200)*	*(203,200)*	-	*(26,600)*
FY2018 Actuals	*1,290,600*	*6,300*	*620,100*	*276,900*	-	-	*2,193,900*	*(1,132,700)*	*(162,300)*	-	*(20,400)*
3-Year Actuals Average	***1,378,300***	***9,100***	***707,200***	***271,400***	-	-	***2,365,900***	***(1,104,400)***	***(189,000)***	-	***(32,500)***

	Funding Sources								Fund Balance Impact
	Rentals & Leases	Donations & Contributions	State	Federal	Other	Inter-departmental Charges	Transfers In/ Support From	Total	Surplus (Draw)
Eaglecrest									
Administration	(263,000)	(100,000)	-	-	(4,000)	-	(875,000)	(2,873,900)	1,750,300
Base Operations	-	-	-	-	-	-	-	-	(230,600)
Building Maintenance	-	-	-	-	-	-	-	-	(87,500)
Dimond Park Field House	-	-	-	-	-	-	-	-	-
Food Service	-	-	-	-	-	-	-	-	(111,800)
Lift Operations	-	-	-	-	-	-	-	-	(162,000)
Marketing	-	-	-	-	-	-	-	-	(161,100)
Mountain Maintenance	-	-	-	-	-	-	-	-	(413,100)
Ski Patrol	-	-	-	-	-	-	-	-	(194,500)
Ski Rental Shop	-	-	-	-	-	-	-	-	(128,400)
Snow Sports School	-	-	-	-	-	-	-	-	(171,400)
Vehicle Maintenance	-	-	-	-	-	-	-	-	(80,000)
FY2022 Budget Request	***(263,000)***	***(100,000)***	-	-	***(4,000)***	-	***(875,000)***	***(2,873,900)***	***9,900***
Increase (Decrease) over Prior FY	***(12,000)***	-	-	-	***4,000***	-	-	***(154,000)***	***(356,600)***
	(4.4%)	***0.0%***					***0.0%***	***(5.1%)***	***(102.9%)***
FY2021 Budget	*(275,000)*	*(100,000)*	-	-	-	-	*(875,000)*	*(3,027,900)*	*(346,700)*
FY2020 Actuals	*(171,500)*	*(100,300)*	-	-	*(5,500)*	-	*(1,030,400)*	*(2,686,100)*	*192,300*
FY2019 Actuals	*(174,800)*	*(175,100)*	-	-	*(2,600)*	-	*(725,000)*	*(2,361,500)*	*(48,600)*
FY2018 Actuals	*(154,500)*	*(2,500)*	-	-	*(800)*	-	*(700,000)*	*(2,173,200)*	*(20,700)*
3-Year Actuals Average	***(166,900)***	***(92,600)***	-	-	***(3,000)***	-	***(818,500)***	***(2,406,900)***	***41,000***