



CITY OF PEABODY FISCAL 2017 BUDGET

Mayor Edward A. Bettencourt, Jr.

June 15, 2016



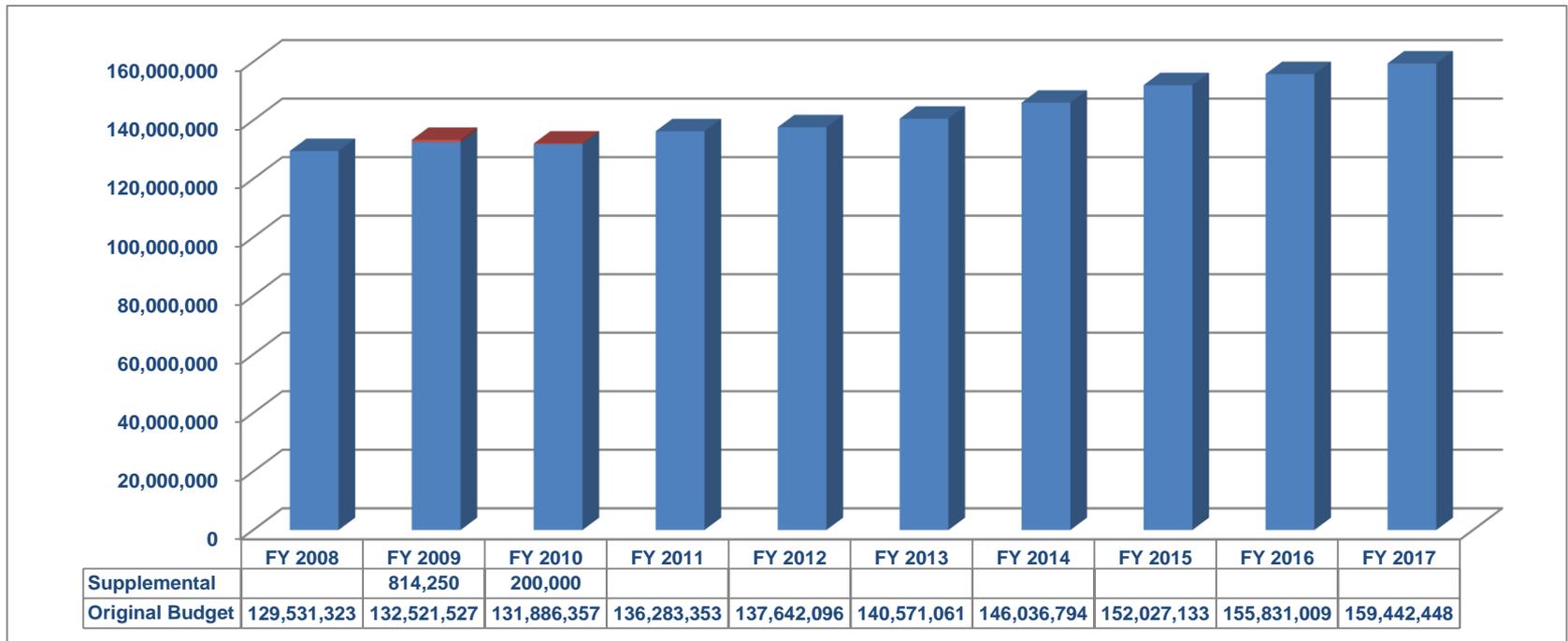
FISCAL YEAR 2017 BUDGET AGENDA

- Opening Remarks - Mayor Bettencourt
- Fiscal Year 2017 Budget Highlights
- Skating Rink Budget Fiscal 2017
- Golf Course Budget Fiscal 2017



10 YEAR BUDGET HISTORY - FISCAL 2008-2017

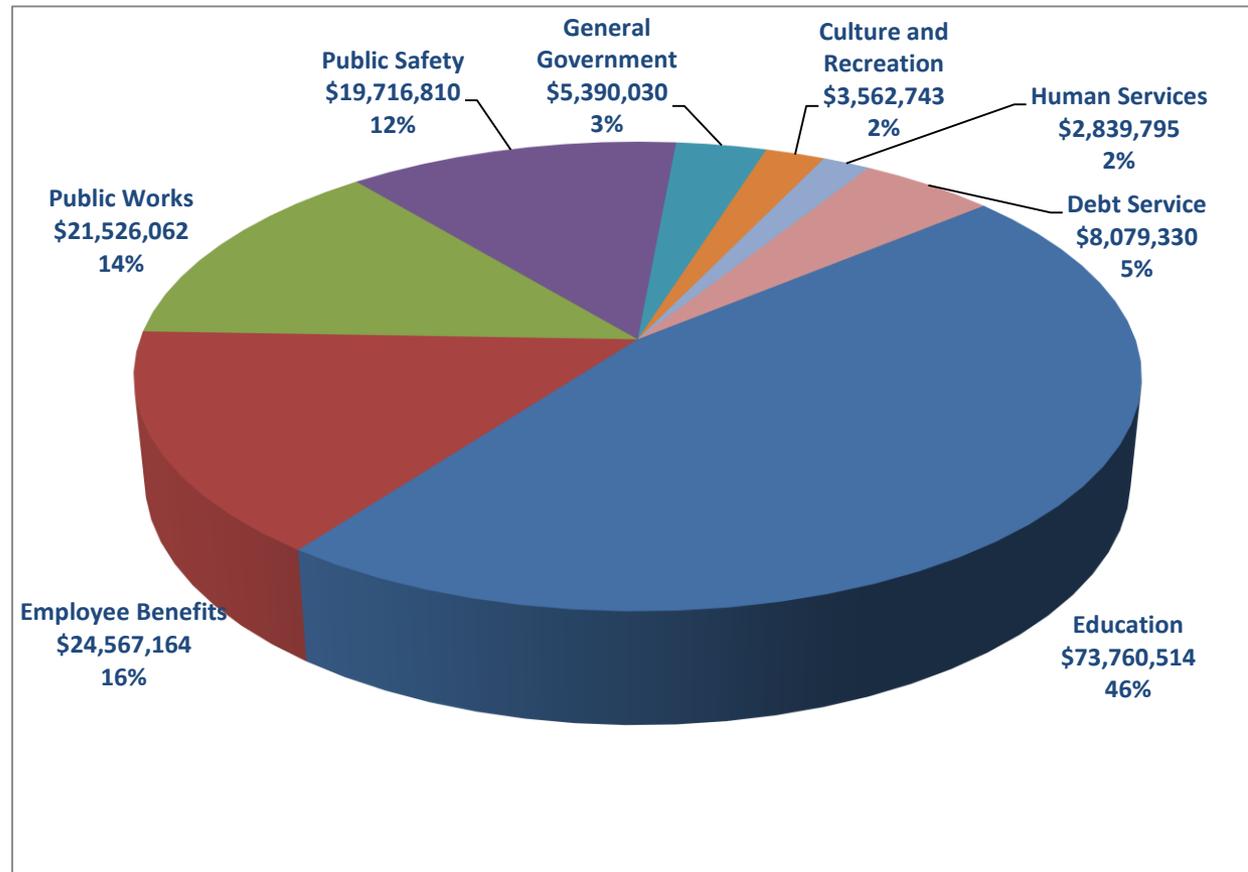
The Fiscal 2017 Operating Budget totals \$159,442,448, an increase of \$3.6 million or 2.3%. \$3.5 million is for salaries; \$1 million for Debt Service and Retirement Benefits and \$777,239 for North Shore Vocational; The Health Insurance budget decreased \$1.4 million and The South Essex Sewerage District Assessment decreased by \$785,038.





FISCAL 2017 BUDGET BY FUNCTION

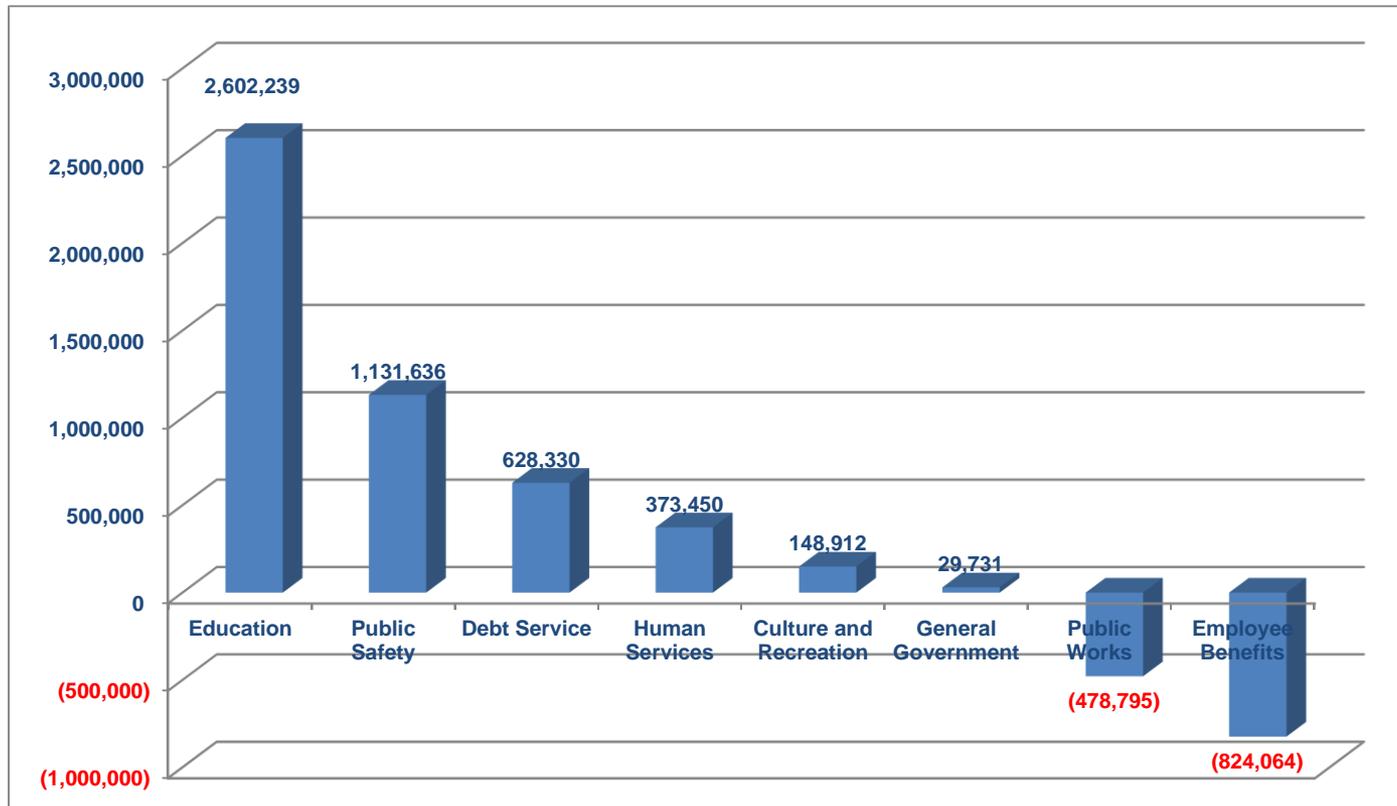
In Fiscal 2017, 46 cents of every budget dollar will be spent on Education, followed by 16 cents for Employee Benefits, 14 cents for Public Works and 12 cents for Public Safety.





FISCAL 2017 BUDGET CHANGES BY FUNCTION

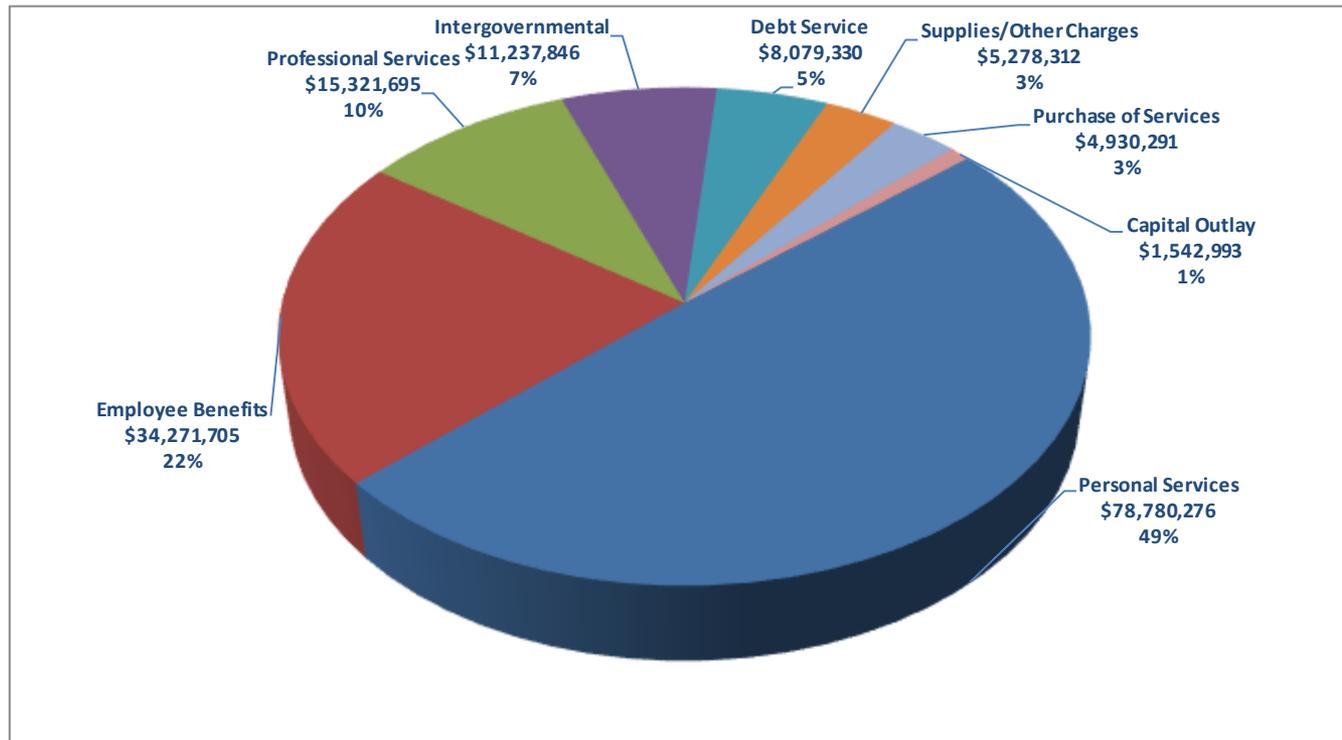
The Fiscal 2017 Budget increased by \$3.6 Million. Education has increased \$2.6 million, Public Safety \$1.1 million, Debt Service \$628,330, Human Services \$373,450, Culture and Rec \$148,912 and General Gov \$29,731. Public Works and Employee benefits decreased \$1.3 million.





FISCAL 2017 BUDGET BY EXPENSE TYPE

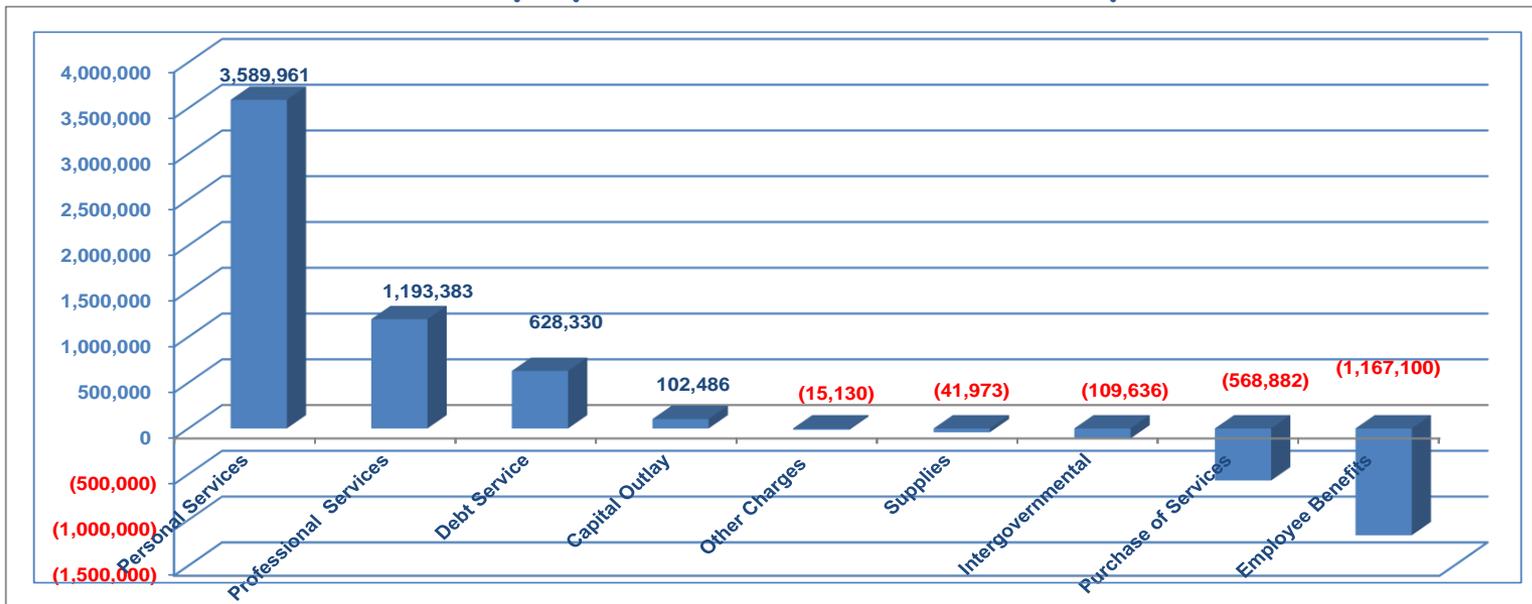
The Fiscal 2017 Budget will allocate 71% of every budget dollar for Salaries and Benefits. Professional Services, Intergovernmental Charges and Debt Service account for 10%, 7% and 5% respectively of every budget dollar.





FISCAL 2017 BUDGET CHANGES BY EXPENSE TYPE

In Fiscal 2017, 99.4% or \$3.5 million of the Budget Increase is for Salaries; \$1.2 million for Professional Services and \$628,330 for Debt Service. Purchase of Services and Employee Benefits decreased by \$1.7 million or 48.1%.

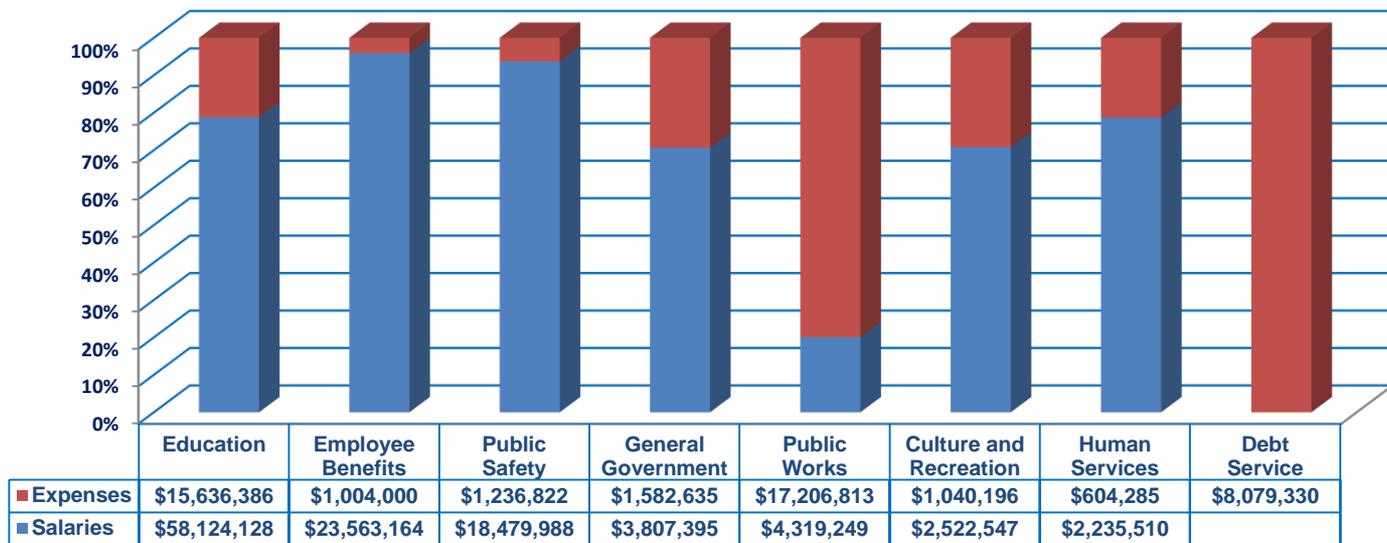


| | Fiscal 2017 Budgets | | | Fiscal 2016 Budgets | | | Budget Change | % Change |
|-----------------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|---------------------|-------------|
| | City | School | Total | City | School | Total | | |
| Personal Services | 30,154,095 | 48,626,181 | 78,780,276 | 28,189,430 | 47,000,885 | 75,190,315 | 3,589,961 | 99.4% |
| Professional Services | 6,176,069 | 9,145,626 | 15,321,695 | 5,988,404 | 8,139,908 | 14,128,312 | 1,193,383 | 33.0% |
| Debt Service | 8,079,330 | | 8,079,330 | 7,451,000 | | 7,451,000 | 628,330 | 17.4% |
| Capital Outlay | 861,991 | 681,002 | 1,542,993 | 805,260 | 635,247 | 1,440,507 | 102,486 | 2.8% |
| Other Charges | 2,031,255 | 149,670 | 2,180,925 | 2,062,065 | 133,990 | 2,196,055 | (15,130) | -0.4% |
| Supplies | 2,036,935 | 1,060,452 | 3,097,387 | 2,069,030 | 1,070,330 | 3,139,360 | (41,973) | -1.2% |
| Intergovernmental | 8,244,604 | 2,993,242 | 11,237,846 | 9,029,641 | 2,317,841 | 11,347,482 | (109,636) | -3.0% |
| Purchase of Services | 3,323,897 | 1,606,394 | 4,930,291 | 3,297,671 | 2,201,502 | 5,499,173 | (568,882) | -15.8% |
| Employee Benefits | 24,773,758 | 9,497,947 | 34,271,705 | 25,780,233 | 9,658,572 | 35,438,805 | (1,167,100) | -32.3% |
| Total Budget Changes | \$ 85,681,934 | \$ 73,760,514 | \$ 159,442,448 | \$ 84,672,734 | \$ 71,158,275 | \$ 155,831,009 | \$ 3,611,439 | 100% |



FISCAL 2017 SALARIES VS. EXPENSES

The Fiscal 2017 Operating Budget is labor intensive with 71% spent on Salaries and Benefits and 29% on expenses. 78.8% of the School Budget is spent on salaries and benefits; 94% of the Public Safety Budget is spent on salaries while Salaries account for only 20% of the Public Works Budget.

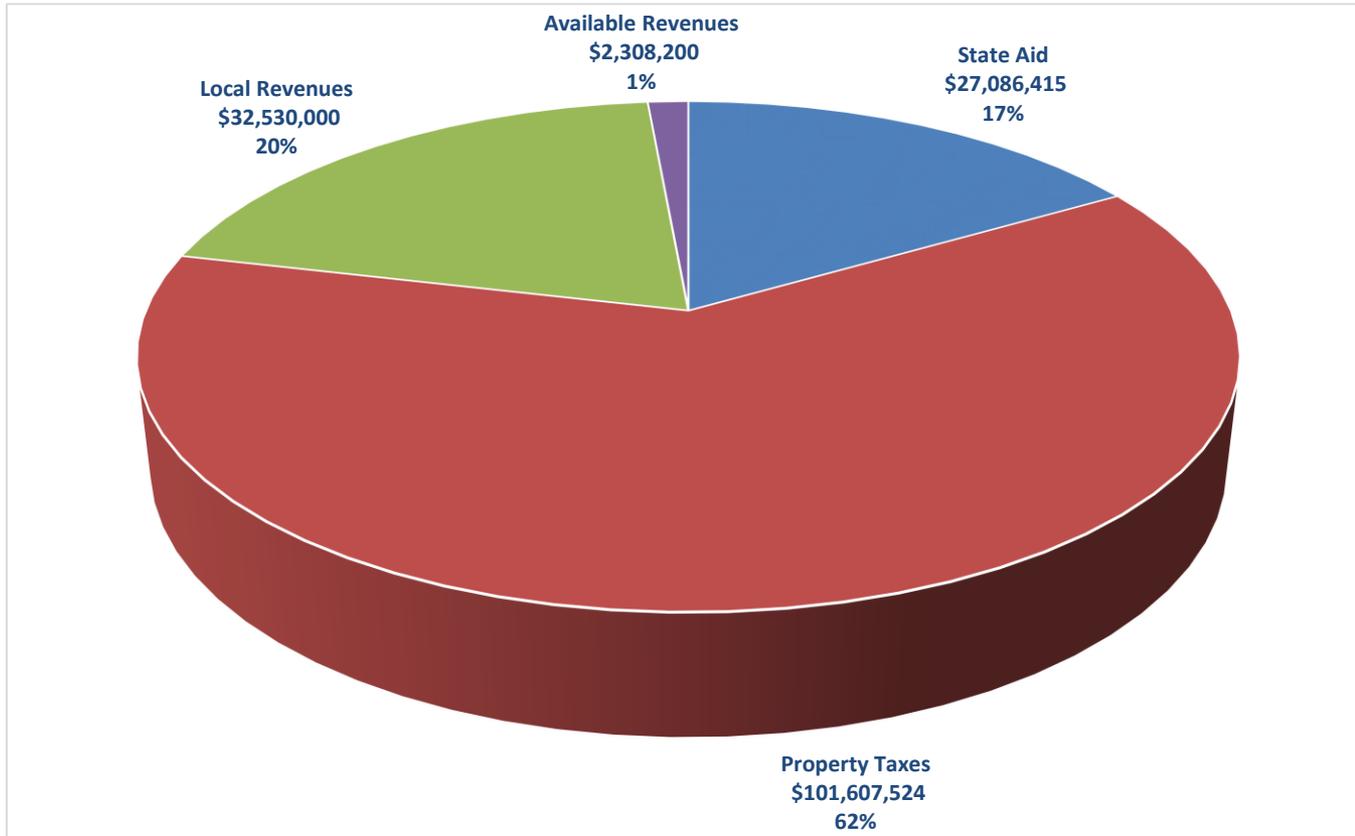


| | Salaries | Expenses | Total Budget | % Salaries | % Expenses |
|---------------------------------|----------------------|---------------------|----------------------|---------------|---------------|
| Education | \$58,124,128 | \$15,636,386 | \$73,760,514 | 78.80% | 21.20% |
| Employee Benefits | \$23,563,164 | \$1,004,000 | \$24,567,164 | 95.91% | 4.09% |
| Public Safety | \$18,479,988 | \$1,236,822 | \$19,716,810 | 93.73% | 6.27% |
| General Government | \$3,807,395 | \$1,582,635 | \$5,390,030 | 70.64% | 29.36% |
| Public Works | \$4,319,249 | \$17,206,813 | \$21,526,062 | 20.07% | 79.93% |
| Culture and Recreation | \$2,522,547 | \$1,040,196 | \$3,562,743 | 70.80% | 29.20% |
| Human Services | \$2,235,510 | \$604,285 | \$2,839,795 | 78.72% | 21.28% |
| Debt Service | | \$8,079,330 | \$8,079,330 | 0.00% | 100.00% |
| Total Fiscal 2017 Budget | \$113,051,981 | \$46,390,467 | \$159,442,448 | 70.90% | 29.10% |



FISCAL 2017 SOURCES OF REVENUE

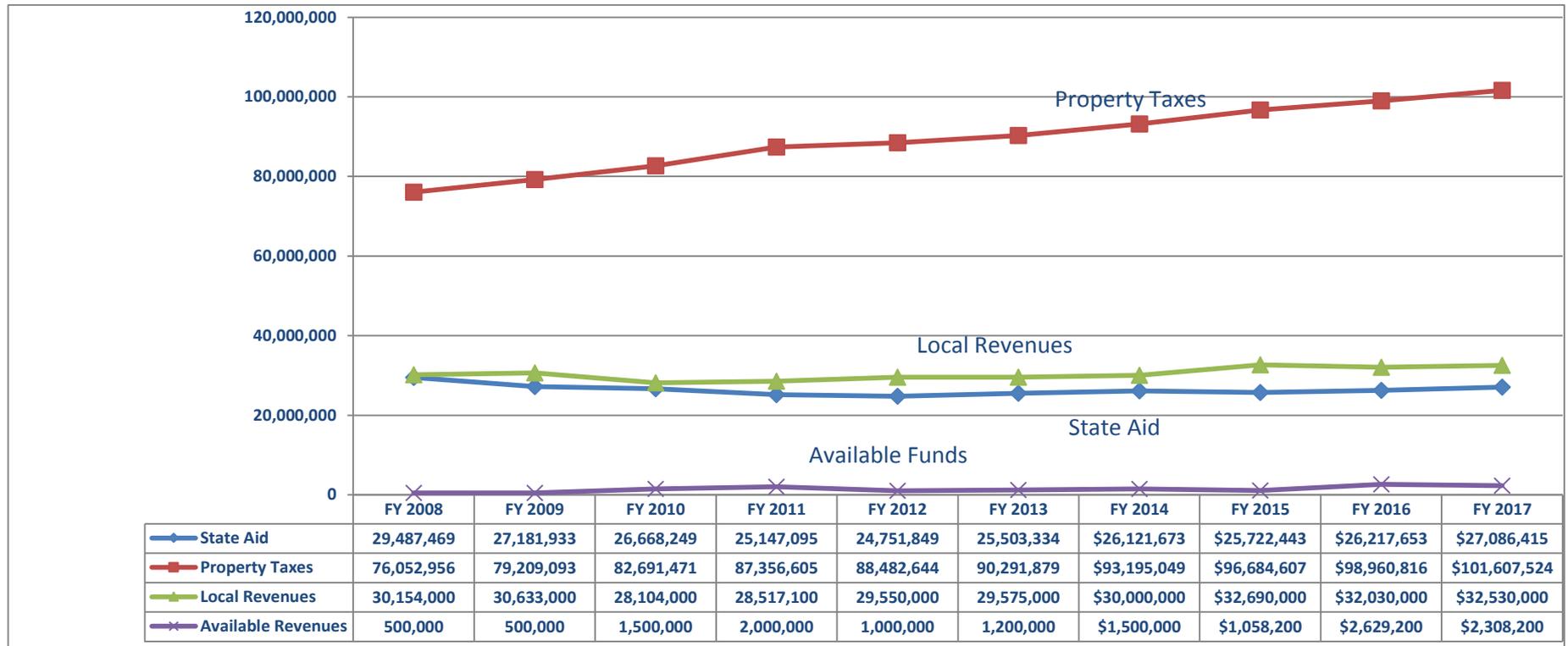
In Fiscal 2017, \$134 million or 82% of all City Revenues will be generated at the local level. Property Taxes represent 62% or \$101.6 million, while local revenues total \$32.5 million or 20% and State Aid totals \$27 million or 17%. We have allocated \$2.3 million from Reserves to help offset a portion of increases for Salaries and Debt Service.





10 YEAR HISTORY OF REVENUES FY 2008-2017

Our reliance on Property Taxes continues to increase. Since 2008, the Tax Levy has increased by \$25.6 million or 33.6%. State Aid has decreased by \$2.4 million while local revenues increased \$2.4 million during that same 10 year period.





FISCAL 2017 BUDGET PROJECTIONS - EXPENSES

The Total Amount to be raised in Fiscal 2017 including State Charges and Allowances for Abatements will be \$163,532,139. A Net Increase of \$3,694,470 or 2.3% from FY 2016.

| 6/7/2016 Updated | Actual 2013 Budget | Actual 2014 Budget | Actual 2015 Budget | Actual 2016 Budget | Projected 2017 Budget | Change | % Change |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|-------------|-------------|
| School Salaries | 42,960,463 | 45,726,413 | 46,093,963 | 47,000,885 | 48,626,181 | 1,625,296 | |
| Employee Benefits | 10,978,839 | 9,477,204 | 9,467,791 | 9,658,572 | 9,497,947 | (160,625) | |
| School Operating Expenses | 10,236,491 | 10,232,176 | 11,111,039 | 11,802,336 | 12,162,665 | 360,329 | |
| School Budget | 64,175,793 | 65,435,793 | 66,672,793 | 68,461,793 | 70,286,793 | 1,825,000 | 2.7% |
| Vocational School Assessment | - | - | 2,969,181 | 2,696,482 | 3,473,721 | 777,239 | 28.8% |
| Salaries | 25,552,551 | 26,837,625 | 27,616,572 | 28,189,430 | 30,154,095 | 1,964,665 | |
| Salary Reserve | | | | | | | |
| Employee Benefits | 22,521,032 | 24,203,065 | 24,357,441 | 25,780,233 | 24,773,758 | (1,006,475) | |
| Operating Expenses | 22,327,685 | 23,261,711 | 24,162,146 | 23,252,071 | 22,674,751 | (577,320) | |
| Debt Service | 5,994,000 | 6,294,000 | 6,249,000 | 7,451,000 | 8,079,330 | 628,330 | |
| City Budget | 76,395,268 | 80,596,401 | 82,385,159 | 84,672,734 | 85,681,934 | 1,009,200 | 1.2% |
| Total Budget | 140,571,061 | 146,032,194 | 152,027,133 | 155,831,009 | 159,442,448 | 3,611,439 | 2.3% |
| | 4,287,708 | 5,461,133 | 5,994,939 | 3,803,876 | 3,611,439 | | |
| | 3.1% | 3.9% | 4.1% | 2.5% | 2.3% | 2.3% | |
| Other Amounts to be Raised: | | | | | | | |
| State & County Assessments | 4,443,326 | 3,310,361 | 2,558,250 | 2,605,108 | 2,789,691 | 184,583 | |
| Abatements/Other Amounts | 1,682,181 | 1,434,167 | 1,569,867 | 1,401,552 | 1,300,000 | (101,552) | |
| Other Amounts | 6,125,507 | 4,744,528 | 4,128,117 | 4,006,660 | 4,089,691 | 83,031 | 2.1% |
| Gross Amount to be Raised | 146,696,568 | 150,776,722 | 156,155,250 | 159,837,669 | 163,532,139 | 3,694,470 | 2.3% |



FISCAL 2017 BUDGET PROJECTIONS - REVENUES

The Fiscal 2017 Budget will be funded primarily by Property Taxes. We will use \$2.3 million from Reserves to offset a portion of the budget increases. Net State Aid has increased by \$868,762, Local revenues are expected to be stable and the Tax Levy will increase by \$2.6 million.

| Sources of Revenue: | 2013 Budget | 2014 Budget | 2015 Budget | 2016 Budget | Projected 2017 Budget | Change | % Change |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------|------------------|-------------|
| Available Revenues | 1,000,000 | 1,500,000 | 1,058,200 | 2,629,200 | 2,308,200 | (321,000) | |
| State Aid | 25,482,112 | 26,121,673 | 25,722,443 | 26,217,653 | 27,086,415 | 868,762 | |
| Local Revenues | 29,598,000 | 29,960,000 | 32,690,000 | 32,030,000 | 32,530,000 | 500,000 | |
| Tax Levy | 90,616,457 | 93,195,049 | 96,684,607 | 98,960,816 | 101,607,524 | 2,646,708 | |
| Total Sources of Revenue | 146,696,569 | 150,776,722 | 156,155,250 | 159,837,669 | 163,532,139 | 3,694,470 | 2.3% |



FISCAL 2017 BUDGET PROJECTIONS-STATE AID

Preliminary estimates for 2017 State Aid based on the Senate Budget will be \$27 million which reflects a \$560,568 increase in Education Aid and \$286,143 in Local Unrestricted Aid.

| State Aid Account Description | Fiscal 2012 Actual | Fiscal 2013 Actual | Fiscal 2014 Actual | Fiscal 2015 Actual | Fiscal 2016 Actual | Fiscal 2017 Estimates | Net Change Fy 2016- 2017 |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|-----------------------------|
| Education Aid | 18,719,257 | 19,219,662 | 19,491,369 | 18,890,899 | 19,191,952 | 19,752,520 | 560,568 |
| Gen Govt Local Aid | 6,105,613 | 6,015,613 | 6,249,937 | 6,423,259 | 6,654,496 | 6,940,639 | 286,143 |
| State Aid Reimbursements | 214,613 | 135,133 | 207,924 | 205,604 | 205,976 | 207,382 | 1,406 |
| Veterans Benefits | 89,734 | 97,148 | 127,065 | 113,892 | 104,383 | 124,192 | 19,809 |
| Police Career Incentive Reimb | | | | | | | 0 |
| Parking Surcharges | 8,760 | 8,280 | | | | | 0 |
| SBAB Interest Reimbursement | | | | | | | 0 |
| Misc Governmental Reimb | 176 | | 45,378 | 61,586 | 60,846 | 61,682 | 836 |
| Subtotal State Aid | 25,138,153 | 25,475,836 | 26,121,673 | 25,695,240 | 26,217,653 | 27,086,415 | 868,762 |



FISCAL 2017 BUDGET PROJECTIONS - STATE CHARGES

Fiscal 2017 State Charges have increased by \$71,230 or 3.3%. School Choice and Charter School Sending Expenses increased \$51,502 and MBTA increased \$11,078.

| State Assessments <i>ESTIMATED CHARGES:</i> | Fiscal 2013 | Fiscal 2014 | Fiscal 2015 | Fiscal 2016 | Fiscal 2017 Estimates | Net Change FY 2016-2017 |
|--|------------------|--------------------|------------------|------------------|--------------------------|----------------------------|
| Essex County Tech Tuition | 374,251 | 414,254 | | | | - |
| School Choice Tuition | 316,471 | 377,563 | 298,507 | 262,846 | 263,896 | 1,050 |
| Charter School Sending | 321,755 | 755,806 | 556,005 | 632,201 | 682,653 | 50,452 |
| Retired Teachers - Health | 2,187,535 | | | | | - |
| Retired Employees-Health | | | | | | - |
| Mosquito Control Projects | 73,859 | 79,441 | 73,171 | 73,784 | 81,404 | 7,620 |
| Air Pollution Districts | 15,086 | 15,123 | 15,099 | 15,423 | 15,809 | 386 |
| Metro Area Planning Council | 16,146 | 16,549 | 25,934 | 25,750 | 26,394 | 644 |
| Registry Surcharge | 53,280 | 51,700 | 52,440 | 52,440 | 52,440 | - |
| MBTA | 1,082,946 | 1,094,690 | 1,103,782 | 1,114,494 | 1,125,572 | 11,078 |
| Special Education 71B | 7,823 | 27,933 | 13,909 | 1,382 | 1,382 | 0 |
| Total Charges | 4,449,152 | 2,833,059 | 2,138,847 | 2,178,320 | 2,249,550 | 71,230 |
| Net Change | (493,245) | (1,616,093) | (694,212) | 39,473 | 71,230 | |
| % Change | -10.0% | -36.3% | -24.5% | 1.8% | 3.3% | |



FISCAL 2017 BUDGET PROJECTIONS - LOCAL REVENUES

Fiscal 2017 Local Revenues are projected to remain stable at \$32,530,000. Water and Sewer Rate increases are anticipated in this projection.

| Account Description | Fiscal 2013 Actual | Fiscal 2014 Actual | Fiscal 2015 Actual | Fiscal 2016 Budget | Fiscal 2016 YTD Actual | Fiscal 2017 Projections |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------------|-------------------------|
| Motor Vehicle Excise Taxes | 5,796,609 | 6,689,354 | 7,024,865 | 7,025,000 | 7,032,095 | 7,325,000 |
| Hotel Taxes | 1,388,523 | 1,427,055 | 1,635,282 | 1,630,000 | 1,428,510 | 1,750,000 |
| Meals Tax | 1,044,006 | 1,080,366 | 1,071,042 | 1,070,000 | 875,164 | 1,125,000 |
| Interest & Fees on Taxes | 524,049 | 660,712 | 699,416 | 695,000 | 576,541 | 635,000 |
| Payments in Lieu of Taxes | 703,299 | 780,581 | 758,164 | 800,000 | 827,327 | 800,000 |
| Water User Charges | 5,458,919 | 5,482,319 | 5,571,439 | 5,500,000 | 5,039,120 | 5,985,000 |
| Sewer User Charges | 9,245,764 | 10,020,956 | 9,714,376 | 9,705,000 | 8,065,790 | 9,775,000 |
| Landfill Revenues | | 50,000 | 156,972 | 50,000 | 9,202 | 10,000 |
| Fees | 399,058 | 428,763 | 399,201 | 400,000 | 423,758 | 450,000 |
| Rental Fees | 62,501 | 74,301 | 62,870 | 63,000 | 68,585 | 75,000 |
| Recreation Revenue | 600,000 | 700,000 | 600,000 | 700,000 | 700,000 | 700,000 |
| Departmental Revenue | 324,162 | 506,894 | 292,420 | 300,000 | 387,852 | 425,000 |
| Licenses & Permit Fees | 1,335,911 | 1,610,447 | 1,596,821 | 1,600,000 | 1,541,060 | 1,700,000 |
| Parking Fines & Forfeits | 218,461 | 205,905 | 219,257 | 212,000 | 186,850 | 210,000 |
| Interest Income | 106,055 | 106,510 | 114,320 | 110,000 | 125,295 | 135,000 |
| Water Filtration Grant | | | | | | |
| Medicaid Reimbursements | 365,386 | 392,142 | 699,196 | 405,000 | 317,979 | 400,000 |
| SESD Refunds | 400,000 | 600,000 | 515,000 | 550,000 | - | 550,000 |
| Urban Redevelopment Taxes | 267,558 | 271,966 | 68,348 | 0 | | 0 |
| Medicare Part D Reimb | 554,132 | 67,589 | 32,736 | 0 | - | 0 |
| Premium on Sale of Bonds | | | 1,353,152 | 0 | 1,368,320 | 0 |
| Excess Overlay Reserve | 142,944 | | | 0 | | |
| Debt Service Transfer/CPC | | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 |
| Health Insurance Trust Fund Refund | | 396,551 | 226,167 | 0 | - | 0 |
| Misc Receipt | | | | 125,000 | 125,000 | 0 |
| Billboard Revenue | | | 115,000 | 850,000 | 643,000 | 240,000 |
| Subtotal Local Revenues | 28,937,337 | 31,792,411 | 33,166,044 | 32,030,000 | 29,981,448 | 32,530,000 |



FISCAL 2017 BUDGET PROJECTIONS - VALUES

Preliminary estimates indicate that Residential Values will increase by 5% and CIP Values will remain stable. New Growth in the Property Tax Base is estimated at \$39 million generating \$714,000 in new taxes. The Projected Excess Levy Capacity is \$8.8 million after the tax rate is set.

| | Actual 2013 Budget | Actual 2014 Budget | Actual 2015 Budget | Actual 2016 Budget | Projected 2017 Budget |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|
| Residential Values | 4,728,970,924 | 4,668,178,302 | 4,913,745,514 | 5,242,305,205 | 5,504,420,465 |
| CIP Values | 1,440,958,203 | 1,443,566,555 | 1,491,585,894 | 1,507,752,692 | 1,507,752,692 |
| Total Values | 6,169,929,127 | 6,111,744,857 | 6,405,331,408 | 6,750,057,897 | 7,012,173,157 |
| | | | | | |
| New Growth - Residential | 44,017,934 | 23,359,056 | 21,608,405 | 19,328,700 | 19,328,700 |
| New Growth - CIP | 25,233,350 | 29,719,340 | 26,611,062 | 36,299,020 | 20,000,000 |
| Total New Growth | 69,251,284 | 53,078,396 | 48,219,467 | 55,627,720 | 39,328,700 |
| | | | | | |
| New Growth - Residential Taxes | 509,708 | 279,846 | 267,944 | 237,743 | 230,397 |
| New Growth - CIP Taxes | 583,936 | 700,466 | 650,870 | 882,066 | 483,804 |
| Total New Growth - Taxes | 1,093,644 | 980,312 | 918,814 | 1,119,809 | 714,201 |
| | | | | | |
| Levy Limit | 96,548,014 | 99,943,245 | 103,360,640 | 107,064,465 | 110,455,278 |
| Actual Levy | 90,616,457 | 93,195,049 | 96,684,607 | 98,960,816 | 101,607,524 |
| Excess Levy Capacity | 5,931,557 | 6,748,196 | 6,676,033 | 8,103,649 | 8,847,754 |



FISCAL 2017 BUDGET PROJECTIONS-TAX LEVY

Based on a Tax Levy of \$101.6 million using a CIP Factor of 168.6%, The average annual tax bill may increase by approximately \$138.84 This number will change depending on actual new growth, actual values as well as final State Aid and Local Receipts Projections.

| | Actual 2013 Budget | Actual 2014 Budget | Actual 2015 Budget | Actual 2016 Budget | Projected 2017 Budget |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|
| Commercial Levy | 33,962,465 | 35,307,649 | 36,245,537 | 36,472,861 | 36,835,021 |
| Residential Levy | 56,653,992 | 57,887,400 | 60,439,070 | 62,487,955 | 64,772,503 |
| Total Levy | 90,616,457 | 93,195,049 | 96,684,607 | 98,960,816 | 101,607,524 |
| Equalized Tax Rate | \$14.69 | \$15.25 | \$15.09 | \$14.66 | \$14.49 |
| C.I.P Rate 168.6% | \$23.57 | \$24.46 | \$24.30 | \$24.19 | \$24.43 |
| Residential Rate | \$11.98 | \$12.40 | \$12.30 | \$11.92 | \$11.77 |
| Average Residential Value | 289,900 | 287,700 | 303,400 | 324,000 | 340,000 |
| Average Residential Tax Bill | \$3,473.06 | \$3,567.48 | \$3,731.82 | \$3,862.06 | \$4,000.90 |
| Change in Annual Tax Bill | \$164.78 | \$94.42 | \$164.34 | \$130.24 | \$138.84 |
| | 5.0% | 2.7% | 4.6% | 3.5% | 3.6% |



SUMMARY FISCAL 2017 BUDGET

- **Operating Budget - \$159,442,448**
- **Increase of \$3,611,439 or 2.3%**
- **Sources of Funding**
 - ▶ **Property Taxes - \$101.6 Million**
 - ▶ **Local Revenues - \$32.5 Million**
 - ▶ **Available Revenues - \$2,308,200**
 - ▶ **Unreserved Fund Balance \$1,650,000**
 - ▶ **Debt Service Fund Balance \$ 600,000**
 - ▶ **Parking Meter \$ 58,200**
 - ▶ **State Aid - \$27 Million**



FISCAL 2017 BUDGETS

SKATING RINK AND GOLF COURSE

Enterprise Funds Established Under Ch44 Sec53 F1/2

Self Sustaining by User Fees - No Tax Dollars

City Council Vote Required to Authorize Budget



McVANN O'KEEFE SKATING RINK REVENUES

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|---------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|
| Revenues: | | | | |
| Ice Rental Fee | 522,248 | 502,000 | 520,000 | 525,000 |
| Public Skating | 80,851 | 85,000 | 82,954 | 83,000 |
| Special Events | 9,237 | 10,000 | 13,762 | 14,000 |
| Special Programs | 22,588 | 30,000 | 17,289 | 18,000 |
| Concession/Vending | 35,834 | 40,000 | 33,839 | 34,000 |
| Rentals, Int, Adv, Other | 15,617 | 21,000 | 21,142 | 22,000 |
| Total Revenues | \$686,375 | \$688,000 | \$688,986 | \$696,000 |



McVANN O'KEEFE SKATING RINK

OPERATING EXPENSES

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|-----------------------|------------------|------------------|---------------------|------------------|
| EXPENSE: | | | | |
| Salaries & Wages | 305,743 | 310,200 | 318,200 | 331,605 |
| Utilities | 143,575 | 131,700 | 126,527 | 130,300 |
| CIP | 32,373 | 30,000 | 23,000 | 29,601 |
| Supplies | 32,629 | 29,006 | 28,825 | 26,600 |
| Professional Services | 28,020 | 37,400 | 31,004 | 30,200 |
| Commonwealth | 19,768 | 18,500 | 21,000 | 18,100 |
| Repairs | \$44,985 | \$29,500 | \$30,000 | \$29,500 |
| Operating Expense | 607,093 | 586,306 | 578,556 | 595,906 |
| Debt Service | 77,794 | 101,694 | 101,694 | 100,094 |
| Total Expenses | \$684,887 | \$688,000 | \$680,250 | \$696,000 |



McVANN O'KEEFE SKATING RINK

REVENUE/EXPENSES & RETAINED EARNINGS

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|------------------------------|------------------|------------------|---------------------|------------------|
| Revenues | 686,375 | 688,000 | 688,986 | 696,000 |
| Operating Expenses | (607,093) | (586,306) | (578,556) | (595,906) |
| Gross Profit/Loss Operations | \$79,282 | \$101,694 | \$110,430 | \$100,094 |
| Less: Financing Costs | | | | |
| Debt Service | (77,794) | (101,694) | (101,694) | (100,094) |
| Net Revenue/(Deficit) | \$1,488 | \$0 | \$8,736 | \$0 |
| Retained Earnings: | | | | |
| Beginning | 251,295 | | 252,783 | 261,519 |
| | | | 0 | |
| Ending | \$252,783 | | \$261,519 | \$261,519 |



THE MEADOW AT PEABODY GOLF COURSE SALES STATISTICS

| | 2016 | % | 2015 | % | 2014 |
|--------------------|--------------|--------|--------------|--------|--------------|
| July | \$ 245,472 | 16.2% | \$ 243,560 | 17.3% | \$ 229,640 |
| August | \$ 254,944 | 16.9% | \$ 271,880 | 19.3% | \$ 257,044 |
| September | \$ 185,642 | 12.3% | \$ 181,658 | 12.9% | \$ 179,600 |
| October | \$ 111,165 | 7.4% | \$ 111,162 | 7.9% | \$ 109,174 |
| November | \$ 61,220 | 4.1% | \$ 33,510 | 2.4% | \$ 39,976 |
| December | \$ 38,793 | 2.6% | \$ 20,442 | 1.4% | \$ 16,658 |
| <i>Summer/Fall</i> | \$ 897,236 | | \$ 862,212 | | \$ 832,092 |
| Jan/Feb/March | \$ 44,447 | 2.9% | \$ 4,970 | 0.4% | \$ 10,402 |
| April | \$ 119,865 | 7.9% | \$ 89,711 | 6.4% | \$ 133,862 |
| May | \$ 201,034 | 13.3% | \$ 189,240 | 13.4% | \$ 213,154 |
| June (Proj) | \$ 249,000 | 16.5% | \$ 265,365 | 18.8% | \$ 231,977 |
| <i>Spring</i> | \$ 614,346 | | \$ 549,286 | | \$ 589,395 |
| Total Revenue | \$ 1,511,582 | 100.0% | \$ 1,411,498 | 100.0% | \$ 1,421,487 |
| Revenue Budget | \$ 1,497,500 | | \$ 1,494,500 | | \$ 1,499,500 |
| | \$ 14,082 | | | | |



GOLF COURSE REVENUES

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|-----------------------|--------------------|--------------------|---------------------|--------------------|
| Revenues: | | | | |
| Green Fees | 850,376 | 933,000 | 890,467 | 891,000 |
| Carts | 370,202 | 375,000 | 441,057 | 441,000 |
| Concession | 46,160 | 53,000 | 45,663 | 46,000 |
| Pro Shop | 44,060 | 45,500 | 51,250 | 51,000 |
| Golf Outings | 74,293 | 72,000 | 72,000 | 72,000 |
| Interest, Other | 26,407 | 19,000 | 11,145 | 12,000 |
| Total Revenues | \$1,411,498 | \$1,497,500 | \$1,511,582 | \$1,513,000 |



GOLF COURSE EXPENSES CLUB HOUSE

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|----------------------------|------------------|------------------|---------------------|------------------|
| CLUB HOUSE EXPENSE: | | | | |
| Salaries & Wages | 234,073 | 235,700 | 243,700 | 252,304 |
| Building | 6,702 | 8,000 | 8,000 | 9,356 |
| Utilities | 30,294 | 31,100 | 29,900 | 30,600 |
| Supplies-Pro Shop | 33,377 | 29,500 | 35,232 | 29,500 |
| Supplies-Grill | 31,511 | 29,500 | 29,892 | 29,500 |
| Professional Services | 20,427 | 23,500 | 24,458 | 23,500 |
| Office Supplies | 3,616 | 3,025 | 2,393 | 3,025 |
| Lease | 79,350 | 105,000 | 81,674 | 93,000 |
| Training | 0 | 500 | 480 | 500 |
| Club House Expense | \$439,350 | \$465,825 | \$455,729 | \$471,285 |



GOLF COURSE EXPENSES

Grounds

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|----------------------------------|------------------|------------------|---------------------|------------------|
| GROUNDS EXPENSE: | | | | |
| Salaries & Wages | 286,660 | 306,450 | 302,450 | 304,269 |
| Building | 7,597 | 7,000 | 3,513 | 7,000 |
| Utilities | 30,003 | 42,000 | 41,509 | 43,000 |
| Maintenance/Grounds | 181,480 | 174,875 | 181,313 | 184,246 |
| Professional Services/Train | 1,301 | 3,500 | 1,358 | 3,500 |
| Office Supplies | 43 | 400 | 82 | 400 |
| Capital Improvements | 0 | 6,000 | 6,000 | 5,000 |
| Subtotals Grounds Expense | \$507,084 | \$540,225 | \$536,225 | \$547,415 |



GOLF COURSE

Revenue/Expense/Debt & Retained Earnings

| | FY2015 Actual | FY2016 Budget | FY2016 Projected | FY2017 Budget |
|--------------------------------|-------------------|------------------|---------------------|------------------|
| Revenues | 1,411,498 | 1,497,500 | 1,511,582 | 1,513,000 |
| Operating Expenses | 946,434 | 1,006,050 | 991,954 | 1,018,700 |
| Gross Profit Operations | \$465,064 | \$491,450 | \$519,628 | \$494,300 |
| Less: Financing Costs | | | | |
| Debt Service | (486,325) | (491,450) | (491,450) | (482,800) |
| Net Revenue/(Deficit) | (\$21,261) | \$0 | \$28,178 | \$11,500 |
| Retained Earnings: | | | | |
| Beginning | 140,649 | | 119,388 | 147,566 |
| Ending | \$119,388 | | \$147,566 | \$159,066 |