		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		7 year to	tals
2018 Total Vehicle Cour																	
2018 Total Vehicle Count: 324,500 % Variance from prior year:		-5%		2.5%		2.5%		2.5%		2.5%		2.5%		2.5%			
Annual traffic co		308,275	100%	315,982	100%	323,881	100%	331,978	100%	340,278	100%	348,785	100%	357,504	100%		
Ailluai traine co	unt projection.	308,273	10070	313,362	100%	323,881	100%	331,976	10070	340,278	100%	340,763	100%	337,304	100/0		
Commercial vehicles @ 3.5% of total:		10,790		11,059		11,336		11,619		11,910		12,207		12,513			
Full-size	2,158	0.7%	2,212	0.7%	2,267	0.7%	2,324	0.7%	2,382	0.7%	2,441	0.7%	2,503	0.7%			
Mid-size busses @ 20%		2,158	0.7%	2,212	0.7%	2,267	0.7%	2,324	0.7%	2,382	0.7%	2,441	0.7%	2,503	0.7%		
Commercial Vehicles @ 60%		6,474	2.1%	6,636	2.1%	6,802	2.1%	6,972	2.1%	7,146	2.1%	7,324	2.1%	7,508	2.1%		
Passenger vehicles		294,511	95.5%	301,873	95.5%	309,420	95.5%	317,156	95.5%	325,085	95.5%	333,212	95.5%	341,542	95.5%		
	Motorcycles	2,975	1.0%	3,049	1.0%	3,125	1.0%	3,204	1.0%	3,284	1.0%	3,366	1.0%	3,450	1.0%		
	Total Visitation:	308,275	100%	315,982	100%	323,881	100%	331,978	100%	340,278	100%	348,785	100%	357,504	100%	2,326,684	
Revenue	Fees																
Full-size busses	\$ 140.00	302,110	8.3%	309,662	8.3%	317,404	8.3%	325,339	8.3%	333,472	8.3%	341,809	8.3%	350,354	8.3%		
Mid-size busses	\$ 70.00	151,055	4.2%	154,831	4.3%	158,702	4.4%	162,669	4.5%	166,736	4.6%	170,905	4.7%	175,177	4.8%		
Commercial Vehicles	\$ 35.00	226,582	6.2%	232,247	6.2%	238,053	6.2%	244,004	6.2%	250,104	6.2%	256,357	6.2%	262,766	6.2%		
Passenger cars	\$ 10.00	2,945,105	80.9%	3,018,733	80.9%	3,094,201	80.9%	3,171,556	80.9%	3,250,845	80.9%	3,332,116	80.9%	3,415,419	80.9%		
Motorcycles	\$ 5.00	14,874	0.4%	15,246	0.4%	15,627	0.4%	16,018	0.4%	16,418	0.5%	16,829	0.5%	17,250	0.5%		
	ected Revenue:	3,639,726	100%	3,730,719	100%	3,823,987	100%	3,919,587	100%	4,017,576	100%	4,118,016	100.0%	4,220,966	100.0%	27,470,577	100.0%
NPS Access Fee																	
Full-size Busses	\$ 28.00		0.0%		0.0%	63,481	1.7%	65,068	1.7%	66,694	1.7%	68,362	1.7%	70,071	1.7%		
mid-size busses	\$ 14.00		0.0%		0.0%	31,740	0.9%	32,534	0.9%	33,347	0.9%	34,181	0.9%	35,035	1.0%		
Commercial Vehicles	\$ 7.00		0.0%		0.0%	47,611	1.2%	48,801	1.2%	50,021	1.2%	51,271	1.2%	52,553	1.2%		
Passenger cars	\$ 2.00 \$ 1.00		0.0%		0.0%	618,840	16.2%	634,311	16.2%	650,169	16.2%	666,423	16.2%	683,084	16.2%		
Motorcycles	\$ 1.00					3,125	0.1%	3,204	0.1%	3,284	0.1%	3,366	0.1%	3,450	0.1%	4 020 026	14.00/
Total NPS Access Fees Total NPS Accumulated Revenue						764,797	20.0%	783,917	20.0%	803,515	20.0%	823,603 3,175,833	20.0%	844,193	20.0%	4,020,026	14.6%
Total NP3 Accumulated Revenue						764,797		1,548,715		2,352,230		3,173,033		4,020,026			
	Less NPS Fees:	3,639,726	100%	3,730,719	100%	3,059,190	80%	3,135,669	80%	3,214,061	80%	3,294,413	80.0%	3,376,773	80.0%	23,450,550	85.4%
Direct Expenses:																	
Personnel Expenses:																	
Salary W&B - Manager	(1 FT)	85,000	2.3%	87,125	2.3%	89,303	2.3%	91,536	2.3%	93,824	2.3%	96,170	2.3%	98,574	2.3%		
Hourly W&B - Fee Booth Personnel	(7FT/4PT)	400,000	11.0%	410,000	11.0%	420,250	11.0%	430,756	11.0%	441,525	11.0%	452,563	11.0%	463,877	11.0%		
Hourly W&B - Site Maintenance	(2 FT)	90,000	2.5%	92,250	2.5%	94,556	2.5%	96,920	2.5%	99,343	2.5%	101,827	2.5%	104,372	2.5%		
Non-Dept W&B - Administration	(1 FT)	55,000	1.5%	56,375	1.5%	57,784	1.5%	59,229	1.5%	60,710	1.5%	62,227	1.5%	63,783	1.5%		
Non-Dept W&B - Marketing	(1-50%)	50,000	1.4%	51,250	1.4%	52,531	1.4%	53,845	1.4%	55,191	1.4%	56,570	1.4%	57,985	1.4%		
Non-Dept W&B - PW & Parks	(1-50%)	50,000	1.4%	51,250	1.4%	52,531	1.4%	53,845	1.4%	55,191	1.4%	56,570	1.4%	57,985	1.4%		
Non-Dept W& B - EMS/Safety/Security		85,000	2.3%	87,125	2.3%	89,303	2.3%	91,536	2.3%	93,824	2.3%	96,170	2.3%	98,574	2.3%		
Total P	ersonnel Costs:	815,000	22.4%	835,375	22.4%	856,259	22.4%	877,666	22.4%	899,608	22.4%	922,098	22.4%	945,150	22.4%	6,151,156	22.4%
Operating Expenses:																	
Trail Maintenance (NPS IGA Fee)		40,000	1.1%	41,000	1.1%	42,025	1.1%	43,076	1.1%	44,153	1.1%	45,256	1.1%	46,388	1.1%		
Operating Supplies - Fee Collection		5,000	0.1%	5,125	0.1%	5,253	0.1%	5,384	0.1%	5,519	0.1%	5,657	0.1%	5,798	0.1%		
Operating Supplies - Janitorial		65,000	1.8%	66,625	1.8%	68,291	1.8%	69,998	1.8%	71,748	1.8%	73,542	1.8%	75,380	1.8%		
Operating Supplies - Site		15,000	0.4%	15,375	0.4%	15,759	0.4%	16,153	0.4%	16,557	0.4%	16,971	0.4%	17,395	0.4%		
Uniform & Clothing Allowance		5,000	0.1%	5,125	0.1%	5,253	0.1%	5,384	0.1%	5,519	0.1%	5,657	0.1%	5,798	0.1%		
Bank & CC Fees		22,500	0.6%	23,063	0.6%	23,639	0.6%	24,230	0.6%	24,836	0.6%	25,457	0.6%	26,093	0.6%		
Employee Training & Travel		2,500	0.1%	2,563	0.1%	2,627	0.1%	2,692	0.1%	2,760	0.1%	2,829	0.1%	2,899	0.1%		
Equipment Repair & Maintenance		5,000	0.1%	5,125	0.1%	5,253	0.1%	5,384	0.1%	5,519	0.1%	5,657	0.1%	5,798	0.1%		
Software/Cell phones/Security		7,500	0.2%	7,688	0.2%	7,880	0.2%	8,077	0.2%	8,279	0.2%	8,486	0.2%	8,698	0.2%		

Horseshoe Bend 7year Projection Adopted Fee Schedule with NPS 20% Fee Share Adopted Fee Schedule with NPS 20% Fee Share

		FY 2019-	20	FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		7 year totals	
			•								<u> </u>				•	-	•
Sanitation Contract Services		250,000	6.9%	256,250	6.9%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Potable Water Hauling Services		40,000	1.1%	41,000	1.1%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Refuse collection		10,000	0.3%	10,250	0.3%	10,506	0.3%	10,769	0.3%	11,038	0.3%	11,314	0.3%	11,597	0.3%		
Recycle service		5,000	0.1%	5,125	0.1%	5,253	0.1%	5,384	0.1%	5,519	0.1%	5,657	0.1%	5,798	0.1%		
Depreciation		368,917	10.1%	368,917	9.9%	368,917	9.6%	368,917	9.4%	368,917	9.2%	368,917	9.0%	368,917	8.7%		
To	otal Operating Expenses:	841,417	23.1%	853,230	22.9%	560,656	14.7%	565,450	14.4%	570,363	14.2%	575,399	14.0%	580,561	13.8%	4,547,075	16.6%
	Total Direct Expenses:	1,656,417	45.5%	1,688,605	45.3%	1,416,915	37.1%	1,443,115	36.8%	1,469,970	36.6%	1,497,497	36.4%	1,525,711	36.1%	10,698,231	38.9%
	Total Gross Profit	1,983,309	54.5%	2,042,115	54.7%	1,642,274	42.9%	1,692,554	43.2%	1,744,091	43.4%	1,796,916	43.6%	1,851,062	43.9%	12,752,320	46.4%
Investment Recapture Expense	es:																
Phase 1 Loan Annual Payment	5 year	87,000	2.4%	87,000	2.3%	87,000	2.3%	87,000	2.2%	87,000	2.2%		0.0%		0.0%		
Phase 2 Loan Annual Payment	5 year	626,383	17.2%	626,383	16.8%	626,383	16.4%	626,383	16.0%	626,383	15.6%		0.0%		0.0%		
Interim Expense Loan Annual Pi	mt. 5 year	178,635	4.9%	178,635	4.8%	178,635	4.7%	178,635	4.6%	178,635	4.4%		0.0%		0.0%		
Phase 3 Loan Annual Payment	5 year		0.0%		0.0%	347,988	9.1%	347,988	8.9%	347,988	8.7%	347,988	8.5%	347,988	8.2%		
Utility Extension Loan Annual Pr	mt. 5 year		0.0%		0.0%	811,980	21.2%	811,980	20.7%	811,980	20.2%	811,980	19.7%	811,980	19.2%		
Total Investm	nent Recapture Expense:	892,018	24.5%	892,018	23.9%	2,051,986	53.7%	2,051,986	52.4%	2,051,986	51.1%	1,159,968	28.2%	1,159,968	27.5%	10,259,930	37.3%
	Net Income:	1,091,291	30.0%	1,150,097	30.8%	(409,712)	-10.7%	(359,432)	-9.2%	(307,895)	-7.7%	636,948	15.5%	691,094	16.4%	2,492,390	9.1%
	Beginning Fund Balance	-		1,091,291		2,241,387		1,831,676		1,472,243		1,164,348		1,801,296			
	Ending Fund Balance	1,091,291		2,241,387		1,831,676		1,472,243		1,164,348		1,801,296		2,492,390			
В	eginning Liability Balance	8,845,000		8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133			
	Ending Liability Balance	8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133		-			
Ending	Liability less Net Income:	(7,073,921)		(6,293,357)		(6,202,898)		(4,400,565)		(2,488,912)		(486,185)		691,094			
Investment Loans	Amount																
Phase 1 Loan (5yr /6% Interest)		308,699		238,308		163,576		84,235		_							
Phase 2 Loan (5 yr /6% Interest)	•	2,222,631		1,715,820		1,177,749		606,492		-							
Interim Exp. Loan (5 yr / 6% Inte		633,882		489,326		335,877		172,962		_							
Phase 3 Loan (5 yr / 6% Interest	1,500,000	1,500,000		1,500,000		1,234,795		953,233		654,305		336,940					
Utility Extension Loan (5 yr / 6%	6 Int) 3,500,000	3,500,000		3,500,000		2,881,189		2,224,211		1,526,712		786,193		-			
Total Loan Balance	8,845,000	8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133		-			

	FY 2019-	20	FY 2020-	-21	FY 2021-	22	FY 2022-2	23	FY 2023	-24	FY 2024	-25	FY 2025-	26	FY 2025-	-26	FY 2025-2	26	FY 2025-2	26	10 year to	otals
2018 Total Vehicle Count: 324,500																						
% Variance from prior year:	-5%		2.5%		2.5%		2.5%		2.5%		2.5%		2.5%		2.5%		2.5%		2.5%			
Annual traffic count projection:	308,275	100%	315,982		323,881		331,978		340,278		348,785		357,504		366,442		375,603		384,993			
Aimaai traine count projection.	300,273	100%	313,302		323,001		331,370		340,270		340,703		337,304		300,442		373,003		304,333			
Commercial vehicles @ 3.5% of total:	10,790	3.5%	11,059	3.5%	11,336	3.5%	11,619	3.5%	11,910	3.5%	12,207	3.5%	12,513	3.5%	12,825	3.5%	13,146	3.5%	13,475	3.5%		
Full-size Busses @ 20%	2,158	0.7%	2,212	0.7%	2,267	0.7%	2,324	0.7%	2,382	0.7%	2,441	0.7%	2,503	0.7%	2,565	0.7%	2,629	0.7%	2,695	0.7%		
Mid-size busses @ 20%	2,158	0.7%	2,212	0.7%	2,267	0.7%	2,324	0.7%	2,382	0.7%	2,441	0.7%	2,503	0.7%	2,565	0.7%	2,629	0.7%	2,695	0.7%		
Commercial Vehicles @ 60%	6,474	2.1%	6,636	2.1%	6,802	2.1%	6,972	2.1%	7,146	2.1%	7,324	2.1%	7,508	2.1%	7,695	2.1%	7,888	2.1%	8,085	2.1%		
Passenger vehicles	294,511	95.5%	301,873	95.5%	309,420	95.5%	317,156	95.5%	325,085	95.5%	333,212	95.5%	341,542	95.5%	350,080	95.5%	358,832	95.5%	367,803	95.5%		
Motorcycles	2,975	1.0%	3,049	1.0%	3,125	1.0%	3,204	1.0%	3,284	1.0%	3,366	1.0%	3,450	1.0%	3,536	1.0%	3,625	1.0%	3,715	1.0%		
Total Visitation:	308,275	100%	315,982	100%	323,881	100%	331,978	100%	340,278	100%	348,785	100%	357,504	100%	366,442	100%	375,603	100%	384,993	100%		
Revenue Fees																						
Full-size busses \$ 140.00	302,110	8.3%	309,662	8.3%	317,404	8.3%	325,339	8.3%	333,472	8.3%	341,809	8.3%	350,354	8.3%	359,113	8.3%	368,091	8.3%	377,293	8.3%		
Mid-size busses \$ 70.00	151,055	4.2%	154,831	4.3%	158,702	4.4%	162,669	4.5%	166,736	4.6%	170,905	4.7%	175,177	4.8%	179,557	4.2%	184,046	4.2%	188,647	4.2%		
Commercial Vehicles \$ 35.00	226,582	6.2%	232,247	6.2%	238,053	6.2%	244,004	6.2%	250,104	6.2%	256,357	6.2%	262,766	6.2%	269,335	6.2%	276,068	6.2%	282,970	6.2%		
Passenger cars \$ 10.00	2,945,105	80.9%	3,018,733	80.9%	3,094,201	80.9%	3,171,556	80.9%	3,250,845	80.9%	3,332,116	80.9%	3,415,419	80.9%	3,500,805	80.9%	3,588,325	80.9%	3,678,033	80.9%		
Motorcycles \$ 5.00	14,874	0.4%	15,246 3.730.719	0.4% 100%	15,627	0.4% 100%	16,018	0.4% 100%	16,418 4.017.576	0.5%	16,829	0.5%	17,250	0.5%	17,681	0.5%	18,123	0.5% 100.0%	18,576	0.5%	40 777 220	100.0%
Total Collected Revenue: NPS Access Fee	3,639,726	100%	3,/30,/19	100%	3,823,987	100%	3,919,587	100%	4,017,576	100%	4,118,016	100.0%	4,220,966	100.0%	4,326,490	100.0%	4,434,653	100.0%	4,545,519	100.0%	40,777,238	100.0%
Full-size Busses \$ 28.00		0.0%		0.0%	63,481	1.7%	65,068	1.7%	66.694	1.7%	68,362	1.7%	70,071	1.7%	71,823	1.7%	73,618	1.7%	75,459	1.7%		
mid-size busses \$ 14.00		0.0%		0.0%	31,740	0.9%	32,534	0.9%	33,347	0.9%	34,181	0.9%	35,035	1.0%	35,911	0.8%	36,809	0.8%	37,729	0.8%		
Commercial Vehicles \$ 7.00		0.0%		0.0%	47,611	1.2%	48,801	1.2%	50,021	1.2%	51,271	1.2%	52,553	1.2%	53,867	1.2%	55,214	1.2%	56,594	1.2%		
Passenger cars \$ 2.00		0.0%		0.0%	618,840	16.2%	634,311	16.2%	650,169	16.2%	666,423	16.2%	683,084	16.2%	700,161	16.2%	717,665	16.2%	735,607	16.2%		
Motorcycles \$ 1.00		0.070		0.070	3,125	0.1%	3,204	0.1%	3,284	0.1%	3,366	0.1%	3,450	0.1%	3,536	0.1%	3,625	0.1%	3,715	0.1%		
Total NPS Access Fees						20.0%		20.0%		20.0%		20.0%		20.0%		20.0%		20.0%		20.0%	6,681,359	16.4%
, included the second of the s					764,797 764,797	20.0%	783,917 1,548,715	20.0%	803,515 2,352,230		823,603 3,175,833		844,193 4,020,026	20.0%	865,298 4,885,324		886,931 5,772,255		909,104 6,681,359	20.0%	6,681,359	16.4%
Total NPS Access Fees Total NPS Accumulated Revenue	2 620 726	100%	2 720 710	1009/	764,797 764,797		783,917 1,548,715		803,515 2,352,230	20.0%	823,603 3,175,833	20.0%	844,193 4,020,026		865,298 4,885,324	20.0%	886,931 5,772,255	20.0%	909,104 6,681,359			
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees:	3,639,726	100%	3,730,719	100%	764,797	20.0%	783,917	20.0%	803,515		823,603		844,193	20.0%	865,298		886,931		909,104		6,681,359 34,095,880	16.4% 83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses:	3,639,726	100%	3,730,719	100%	764,797 764,797		783,917 1,548,715		803,515 2,352,230	20.0%	823,603 3,175,833	20.0%	844,193 4,020,026		865,298 4,885,324	20.0%	886,931 5,772,255	20.0%	909,104 6,681,359			
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses:	, ,		, ,		764,797 764,797 3,059,190	80%	783,917 1,548,715 3,135,669	80%	803,515 2,352,230 3,214,061	20.0%	823,603 3,175,833 3,294,413	20.0% 80.0%	844,193 4,020,026 3,376,773	80.0%	865,298 4,885,324 3,461,192	20.0%	886,931 5,772,255 3,547,722	20.0%	909,104 6,681,359 3,636,415	80.0%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT)	85,000	2.3%	87,125	2.3%	764,797 764,797 3,059,190	80% 2.3%	783,917 1,548,715 3,135,669	80% 2.3%	803,515 2,352,230 3,214,061 93,824	20.0% 80% 2.3%	823,603 3,175,833 3,294,413	20.0% 80.0% 2.3%	844,193 4,020,026 3,376,773	80.0%	865,298 4,885,324 3,461,192	20.0% 80.0% 2.3%	886,931 5,772,255 3,547,722	20.0% 80.0% 2.3%	909,104 6,681,359 3,636,415	80.0%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT)	85,000 400,000		87,125 410,000	2.3% 11.0%	764,797 764,797 3,059,190 89,303 420,250	80%	783,917 1,548,715 3,135,669 91,536 430,756	80%	803,515 2,352,230 3,214,061	20.0%	823,603 3,175,833 3,294,413 96,170 452,563	20.0% 80.0% 2.3% 11.0%	844,193 4,020,026 3,376,773 98,574 463,877	80.0% 2.3% 11.0%	865,298 4,885,324 3,461,192 101,038 475,474	20.0% 80.0% 2.3% 11.0%	886,931 5,772,255 3,547,722 103,564 487,361	20.0%	909,104 6,681,359 3,636,415 106,153 499,545	80.0%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT)	85,000	2.3% 11.0%	87,125	2.3%	764,797 764,797 3,059,190	80% 2.3% 11.0%	783,917 1,548,715 3,135,669	80% 2.3% 11.0%	803,515 2,352,230 3,214,061 93,824 441,525	20.0% 80% 2.3% 11.0%	823,603 3,175,833 3,294,413	20.0% 80.0% 2.3%	844,193 4,020,026 3,376,773	80.0%	865,298 4,885,324 3,461,192	20.0% 80.0% 2.3%	886,931 5,772,255 3,547,722	20.0% 80.0% 2.3% 11.0%	909,104 6,681,359 3,636,415	80.0% 2.3% 11.0%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT)	85,000 400,000 90,000	2.3% 11.0% 2.5%	87,125 410,000 92,250	2.3% 11.0% 2.5%	764,797 764,797 3,059,190 89,303 420,250 94,556	80% 2.3% 11.0% 2.5%	783,917 1,548,715 3,135,669 91,536 430,756 96,920	2.3% 11.0% 2.5%	803,515 2,352,230 3,214,061 93,824 441,525 99,343	20.0% 80% 2.3% 11.0% 2.5%	823,603 3,175,833 3,294,413 96,170 452,563 101,827	20.0% 80.0% 2.3% 11.0% 2.5%	844,193 4,020,026 3,376,773 98,574 463,877 104,372	2.3% 11.0% 2.5%	865,298 4,885,324 3,461,192 101,038 475,474 106,982	20.0% 80.0% 2.3% 11.0% 2.5%	886,931 5,772,255 3,547,722 103,564 487,361 109,656	20.0% 80.0% 2.3% 11.0% 2.5%	909,104 6,681,359 3,636,415 106,153 499,545 112,398	80.0% 2.3% 11.0% 2.5%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT)	85,000 400,000 90,000 55,000	2.3% 11.0% 2.5% 1.5%	87,125 410,000 92,250 56,375	2.3% 11.0% 2.5% 1.5%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784	80% 2.3% 11.0% 2.5% 1.5%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229	80% 2.3% 11.0% 2.5% 1.5%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710	20.0% 80% 2.3% 11.0% 2.5% 1.5%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227	20.0% 80.0% 2.3% 11.0% 2.5% 1.5%	98,574 463,877 104,372 63,783	80.0% 2.3% 11.0% 2.5% 1.5%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378	20.0% 80.0% 2.3% 11.0% 2.5% 1.5%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012	20.0% 80.0% 2.3% 11.0% 2.5% 1.5%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687	80.0% 2.3% 11.0% 2.5% 1.5%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%)	85,000 400,000 90,000 55,000 50,000	2.3% 11.0% 2.5% 1.5% 1.4%	87,125 410,000 92,250 56,375 51,250	2.3% 11.0% 2.5% 1.5% 1.4%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531	2.3% 11.0% 2.5% 1.5% 1.4%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845	2.3% 11.0% 2.5% 1.5% 1.4%	93,824 441,525 99,343 60,710 55,191	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	98,574 463,877 104,372 63,785	2.3% 11.0% 2.5% 1.5% 1.4%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443	2.3% 11.0% 2.5% 1.5% 1.4%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security	85,000 400,000 90,000 55,000 50,000 50,000 85,000	2.3% 11.0% 2.5% 1.5% 1.4% 1.4% 2.3%	87,125 410,000 92,250 56,375 51,250 51,250 87,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 53,845 91,536	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 55,191 93,824	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3%	98,574 463,877 104,372 63,785 57,985 98,574	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 59,434 101,038	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 60,920 103,564	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs:	85,000 400,000 90,000 55,000 50,000	2.3% 11.0% 2.5% 1.5% 1.4%	87,125 410,000 92,250 56,375 51,250 51,250	2.3% 11.0% 2.5% 1.5% 1.4%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531	2.3% 11.0% 2.5% 1.5% 1.4% 1.4%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 53,845	2.3% 11.0% 2.5% 1.5% 1.4%	93,824 441,525 99,343 60,710 55,191 55,191	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 1.4%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 56,570	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	98,574 463,877 104,372 63,785 57,985 57,985	2.3% 11.0% 2.5% 1.5% 1.4%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 59,434	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 60,920	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 62,443	2.3% 11.0% 2.5% 1.5% 1.4%		
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses:	85,000 400,000 90,000 55,000 50,000 85,000 815,000	2.3% 11.0% 2.5% 1.5% 1.4% 1.4% 2.3%	87,125 410,000 92,250 56,375 51,250 51,250 87,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303 856,259	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 53,845 91,536	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 55,191 93,824 899,608	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 56,570 96,170 922,098	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 59,434 101,038 968,779	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee)	85,000 400,000 90,000 55,000 50,000 85,000 815,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303 856,259	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 53,845 91,536 877,666	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153	20.0% 80% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 56,570 56,570 96,170 922,098 45,256	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150	80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4% 1.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4% 1.1%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 60,920 103,564 992,998	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823	80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4% 1.1%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection	85,000 400,000 90,000 55,000 50,000 85,000 815,000	2.3% 11.0% 2.5% 1.5% 1.4% 1.4% 2.3%	87,125 410,000 92,250 56,375 51,250 51,250 87,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303 856,259	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 53,845 91,536	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 56,570 96,170 922,098	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 59,434 101,038 968,779	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 1.4% 2.3% 22.4%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823	2.3% 11.0% 2.5% 1.5% 1.4% 2.3%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee)	85,000 400,000 90,000 55,000 50,000 85,000 815,000 40,000 5,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303 856,259 42,025 5,253	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153	20.0% 80% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 56,570 96,170 922,098 45,256 5,657	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150 46,388 5,798	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244	2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial	85,000 400,000 90,000 55,000 50,000 85,000 815,000 40,000 5,000 65,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125 66,625	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 52,531 89,303 856,259 42,025 5,253 68,291	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748	20.0% 80% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150 46,388 5,798 75,380	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial Operating Supplies - Site	85,000 400,000 90,000 55,000 50,000 85,000 40,000 5,000 65,000 15,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125 66,625 15,375	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 89,303 856,259 42,025 5,253 68,291 15,759	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998 16,153	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748 16,557	20.0% 80% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542 16,971	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150 46,388 5,798 75,380 17,395	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265 17,830	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196 18,276	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176 18,733	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial Operating Supplies - Site Uniform & Clothing Allowance	85,000 400,000 90,000 55,000 50,000 85,000 40,000 5,000 65,000 15,000 5,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125 66,625 15,375 5,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 89,303 856,259 42,025 5,253 68,291 15,759 5,253	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998 16,153 5,384	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748 16,557 5,519	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542 16,971 5,657	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150 46,388 5,798 75,380 17,395 5,798	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265 17,830 5,943	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196 18,276 6,092	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176 18,733 6,244	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial Operating Supplies - Site Uniform & Clothing Allowance Bank & CC Fees	85,000 400,000 90,000 55,000 50,000 85,000 40,000 5,000 65,000 15,000 5,000 22,500	2.3% 11.0% 2.5% 1.5% 1.4% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125 66,625 15,375 5,125 23,063	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 89,303 856,259 42,025 5,253 68,291 15,759 5,253 23,639	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998 16,153 5,384 24,230	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748 16,557 5,519 24,836	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542 16,971 5,657 25,457	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 98,574 945,150 46,388 5,798 75,380 17,395 5,798 26,093	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265 17,830 5,943 26,745	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196 18,276 6,092 27,414	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176 18,733 6,244 28,099	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial Operating Supplies - Site Uniform & Clothing Allowance Bank & CC Fees Employee Training & Travel	85,000 400,000 90,000 55,000 50,000 85,000 40,000 5,000 65,000 15,000 5,000 22,500 2,500	2.3% 11.0% 2.5% 1.5% 1.4% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1% 0.6% 0.1%	87,125 410,000 92,250 56,375 51,250 51,250 87,125 835,375 41,000 5,125 66,625 15,375 5,125 23,063 2,563	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1% 0.6% 0.1%	764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 89,303 856,259 42,025 5,253 68,291 15,759 5,253 23,639 2,627	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998 16,153 5,384 24,230 2,692	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1% 0.6% 0.1%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748 16,557 5,519 24,836 2,760	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.8% 0.4% 0.1% 0.6% 0.1%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542 16,971 5,657 25,457 2,829	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 57,985 98,574 945,150 46,388 5,798 75,380 17,395 5,798 26,093 2,899	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.1% 0.6% 0.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265 17,830 5,943 26,745 2,972	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196 18,276 6,092 27,414 3,046	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176 18,733 6,244 28,099 3,122	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1%	34,095,880	83.6%
Total NPS Access Fees Total NPS Accumulated Revenue Revenue Less NPS Fees: Direct Expenses: Personnel Expenses: Salary W&B - Manager (1 FT) Hourly W&B - Fee Booth Personnel (7FT/4PT) Hourly W&B - Site Maintenance (2 FT) Non-Dept W&B - Administration (1 FT) Non-Dept W&B - Marketing (1-50%) Non-Dept W&B - PW & Parks (1-50%) Non-Dept W&B - EMS/Safety/Security Total Personnel Costs: Operating Expenses: Trail Maintenance (NPS IGA Fee) Operating Supplies - Fee Collection Operating Supplies - Janitorial Operating Supplies - Site Uniform & Clothing Allowance Bank & CC Fees Employee Training & Travel Equipment Repair & Maintenance	85,000 400,000 90,000 55,000 50,000 85,000 40,000 5,000 65,000 15,000 22,500 2,500 5,000	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.1% 0.6% 0.1%	87,125 410,000 92,250 56,375 51,250 87,125 835,375 41,000 5,125 66,625 15,375 5,125 23,063 2,563 5,125	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.1% 0.6% 0.1%	764,797 764,797 764,797 3,059,190 89,303 420,250 94,556 57,784 52,531 89,303 856,259 42,025 5,253 68,291 15,759 5,253 23,639 2,627 5,253	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.6% 0.1% 0.1%	783,917 1,548,715 3,135,669 91,536 430,756 96,920 59,229 53,845 91,536 877,666 43,076 5,384 69,998 16,153 5,384 24,230 2,692 5,384	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.1% 0.6% 0.1% 0.1%	803,515 2,352,230 3,214,061 93,824 441,525 99,343 60,710 55,191 93,824 899,608 44,153 5,519 71,748 16,557 5,519 24,836 2,760 5,519	20.0% 80% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.6% 0.1% 0.1% 0.1%	823,603 3,175,833 3,294,413 96,170 452,563 101,827 62,227 56,570 96,170 922,098 45,256 5,657 73,542 16,971 5,657 25,457 2,829 5,657	20.0% 80.0% 2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.6% 0.1% 0.1% 0.1%	844,193 4,020,026 3,376,773 98,574 463,877 104,372 63,783 57,985 98,574 945,150 46,388 5,798 75,380 17,395 5,798 26,093 2,899 5,798	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.1% 0.6% 0.1%	865,298 4,885,324 3,461,192 101,038 475,474 106,982 65,378 59,434 101,038 968,779 47,547 5,943 77,265 17,830 5,943 26,745 2,972 5,943	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.4% 0.1% 0.6% 0.1% 0.1%	886,931 5,772,255 3,547,722 103,564 487,361 109,656 67,012 60,920 103,564 992,998 48,736 6,092 79,196 18,276 6,092 27,414 3,046 6,092	20.0% 80.0% 2.3% 11.0% 2.5% 1.4% 2.3% 22.4% 1.1% 0.1% 1.8% 0.4% 0.1% 0.6% 0.1% 0.1%	909,104 6,681,359 3,636,415 106,153 499,545 112,398 68,687 62,443 106,153 1,017,823 49,955 6,244 81,176 18,733 6,244 28,099 3,122 6,244	2.3% 11.0% 2.5% 1.5% 1.4% 2.3% 22.4% 1.1% 0.1% 0.6% 0.1% 0.1%	34,095,880	83.6%

Horseshoe Bend 10-year Projection Adopted Fee Schedule with 20% NPS Fee Share after first 2 years Adopted Fee Schedule with 20% NPS Fee Share after first 2 years

	FY 2019-20		20	FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-	-24	FY 2024-	-25	FY 2025-	26	FY 2025-	26	FY 2025-26		FY 2025-26		10 year totals	
					•		•		•		•		•		•				•		•		•
Potable Water Hauling Services		40,000	1.1%	41,000	1.1%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Refuse collection		10,000	0.3%	10,250	0.3%	10,506	0.3%	10,769	0.3%	11,038	0.3%	11,314	0.3%	11,597	0.3%	11,887	0.3%	12,184	0.3%	12,489	0.3%		
Recycle service		5,000	0.1%	5,125	0.1%	5,253	0.1%	5,384	0.1%	5,519	0.1%	5,657	0.1%	5,798	0.1%	5,943	0.1%	6,092	0.1%	6,244	0.1%		
Depreciation		368,917	10.1%	368,917	9.9%	368,917	9.6%	368,917	9.4%	368,917	9.2%	368,917	9.0%	368,917	8.7%	368,917	8.5%	368,917	8.3%	368,917	8.1%		
Total On an		841.417	23.1%	853.230	22.9%	560.656	14.7%	565,450	14.4%	570.363	14.2%	575.399	14.0%	580,561	13.8%	585.852	13.5%	591,276	13.3%	596.834	13.1%	6,321,037	15.5%
rotai Oper	ating Expenses:	041,417	23.1%	655,250	22.9%	300,030	14.7%	303,430	14.4%	570,303	14.2%	3/3,333	14.0%	360,361	13.6%	303,032	13.5%	591,276	15.5%	390,634	15.1%	0,321,037	15.5%
Total D	Direct Expenses:	1,656,417	45.5%	1,688,605	45.3%	1,416,915	37.1%	1,443,115	36.8%	1,469,970	36.6%	1,497,497	36.4%	1,525,711	36.1%	1,554,631	35.9%	1,584,274	35.7%	1,614,658	35.5%	15,451,793	37.9%
To	otal Gross Profit	1,983,309	54.5%	2.042.115	54.7%	1,642,274	42.9%	1,692,554	43.2%	1,744,091	43.4%	1,796,916	43.6%	1,851,062	43.9%	1,906,561	44.1%	1,963,448	44.3%	2,021,757	11 5%	18,644,086	45.7%
	otal Gloss Florit	1,363,303	34.376	2,042,113	34.776	1,042,274	42.370	1,032,334	43.2/0	1,744,031	43.470	1,730,310	43.070	1,831,002	43.570	1,500,501	44.1/0	1,503,448	44.570	2,021,737	44.570	10,044,000	43.770
Investment Recapture Expenses:																							
Phase 1 Loan Annual Payment	5 year	87,000	2.4%	87,000	2.3%	87,000	2.3%	87,000	2.2%	87,000	2.2%		0.0%		0.0%		0.0%		0.0%		0.0%		
Phase 2 Loan Annual Payment	5 year	626,383	17.2%	626,383	16.8%	626,383	16.4%	626,383	16.0%	626,383	15.6%		0.0%		0.0%		0.0%		0.0%		0.0%		
Interim Expense Loan Annual Pmt.	5 year	178,635	4.9%	178,635	4.8%	178,635	4.7%	178,635	4.6%	178,635	4.4%		0.0%		0.0%		0.0%		0.0%		0.0%		
Phase 3 Loan Annual Payment	5 year		0.0%		0.0%	347,988	9.1%	347,988	8.9%	347,988	8.7%	347,988	8.5%	347,988	8.2%		0.0%		0.0%		0.0%		
Utility Extension Loan Annual Pmt.	5 year		0.0%		0.0%	811,980	21.2%	811,980	20.7%	811,980	20.2%	811,980	19.7%	811,980	19.2%		0.0%		0.0%		0.0%		
Total Investment Reca	apture Expense:	892,018	24.5%	892,018	23.9%	2,051,986	53.7%	2,051,986	52.4%	2,051,986	51.1%	1,159,968	28.2%	1,159,968	27.5%	-	0.0%	-	0.0%	-	0.0%	10,259,930	25.2%
	Net Income:	1,091,291	30.0%	1,150,097	30.8%	(409,712)	-10.7%	(359,432)	-9.2%	(307,895)	-7.7%	636,948	15.5%	691,094	16.4%	1,906,561	44.1%	1,963,448	44.3%	2,021,757	44.5%	8,384,156	20.6%
Roginale	og Fund Dalanca			1 001 201		2 241 207		1,831,676		1,472,243		1 164 240		1 901 206		2 402 200		4,398,951		6,362,399			
•	ng Fund Balance ng Fund Balance	- 1,091,291		1,091,291 2,241,387		2,241,387 1,831,676		1,831,878 1,472,243		1,472,243 1,164,348		1,164,348 1,801,296		1,801,296 2,492,390		2,492,390 4,398,951		6,362,399		8,384,156			
Endi	ig i dila balance	1,031,231		2,241,307		1,031,070		1,472,243		1,104,340		1,001,230		2,432,330		4,330,331		0,302,333		0,304,130			
Beginning I	Liability Balance	8,845,000		8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133		-		-		-			
Ending I	Liability Balance	8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133		-		-		-		-			
Ending Liability l	ess Net Income:	(7,073,921)		(6,293,357)		(6,202,898)		(4,400,565)		(2,488,912)		(486,185)		691,094									
Investment Loans	Amount																						
Phase 1 Loan (5yr /6% Interest)	375,000	308,699		238,308		163,576		84,235		_													
Phase 2 Loan (5 yr /6% Interest)	2,700,000	2,222,631		1,715,820		1,177,749		606,492															
Interim Exp. Loan (5 yr / 6% Interest)	770,000	633,882		489,326		335,877		172,962		-													
Phase 3 Loan (5 yr / 6% Interest)	1,500,000	1,500,000		1,500,000		1,234,795		953,233		654,305		336,940											
Utility Extension Loan (5 yr / 6% Int)	3,500,000	3,500,000		3,500,000		2,881,189		2,224,211		1,526,712		786,193		-		-		-		-			
Total Loan Balance	8,845,000	8,165,212		7,443,454		5,793,186		4,041,133		2,181,017		1,123,133		-		-		-		-			