

Horseshoe Bend 7year Projection

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		
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 count projection:	308,275	100%	315,982	100%	323,881	100%	331,978	100%	340,278	100%	348,785	100%	357,504	100%			
Commercial vehicles @ 3.5% of total:	10,790		11,059		11,336		11,619		11,910		12,207		12,513				
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%			
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%		
Total Collected 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		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%		
Total NPS Access Fees						764,797	20.0%	783,917	20.0%	803,515	20.0%	823,603	20.0%	844,193	20.0%	4,020,026	14.6%
Total NPS Accumulated Revenue						764,797		1,548,715		2,352,230		3,175,833		4,020,026			
Revenue 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 Personnel 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

	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		7 year totals		
Sanitation Contract Services	250,000	6.9%	256,250	6.9%	-	0.0%	-	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%	-	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%	11,597	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%	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%	368,917	8.7%	
Total 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 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%		
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 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%		
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 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%		
Total Investment 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			
Beginning 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)	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		-			

Horseshoe Bend 10-year Projection

Adopted Fee Schedule with 20% NPS Fee Share after first 2 years

	FY 2019-20		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%	-	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%	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%	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	8.3%	368,917	8.1%	
Total 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%	585,852	13.5%	591,276	13.3%	596,834	13.1%	6,321,037	15.5%	
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%	1,554,631	35.9%	1,584,274	35.7%	1,614,658	35.5%	15,451,793	37.9%	
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%	1,906,561	44.1%	1,963,448	44.3%	2,021,757	44.5%	18,644,086	45.7%	
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 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%	-	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%
Beginning Fund Balance		-		1,091,291		2,241,387		1,831,676		1,472,243		1,164,348		1,801,296		2,492,390		4,398,951		6,362,399			
Ending Fund Balance		1,091,291		2,241,387		1,831,676		1,472,243		1,164,348		1,801,296		2,492,390		4,398,951		6,362,399		8,384,156			
Beginning 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)		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		-		-		-			