

**CENTRAL NEW YORK REGIONAL MARKET AUTHORITY
FINANCE COMMITTEE MEETING
Tuesday, December 20th, 2022
4:00 PM**

ORDER OF BUSINESS

- I. APPROVAL OF AGENDA**

- II. 2023/24 RATES FOR APPROVAL**

- III. 2023/24 5 YEAR BUDGET FOR APPROVAL**

- IV. COMMITTEE DISCUSSION**

- V. NEXT MEETING**

- VI. ADJOURNMENT**

“The mission of the Authority is to provide facilities, programs, and services to promote opportunities for agriculture and commerce in Central New York.”

Daily Rates

	2009-10	2010-15	2015-16	2016-17	2017-20	2020-21	2021-22	2022-23	2023-24	2023-24
Saturday Growers									No Increase	~7%
Farmer	\$50.00	\$55.00	\$55.00	\$55.00	\$60.00	\$65.00	\$65.00	\$70.00	\$70.00	\$75.00
Commercial	\$55.00	\$60.00	\$60.00	\$60.00	\$65.00	\$70.00	\$70.00	\$75.00	\$75.00	\$80.00
Dealer	\$60.00	\$65.00	\$65.00	\$65.00	\$70.00	\$75.00	\$75.00	\$80.00	\$80.00	\$85.00
Thursday Growers										
Farmer	\$30.00	\$35.00	\$35.00	\$35.00	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00
Commercial	\$40.00	\$45.00	\$45.00	\$45.00	\$45.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Dealer	\$45.00	\$50.00	\$50.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00	\$60.00	\$65.00
Saturday Holiday/Winter										
Farmer A&F	\$35.00	\$40.00	\$40.00	\$40.00	\$45.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Farmer B&C	\$25.00	\$30.00	\$30.00	\$30.00	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00
Farmer E	\$30.00	\$35.00	\$35.00	\$35.00	\$40.00	\$45.00	\$45.00	\$50.00	\$50.00	\$55.00
Commercial A	\$45.00	\$50.00	\$50.00	\$50.00	\$55.00	\$60.00	\$60.00	\$65.00	\$65.00	\$70.00
Commercial C	\$35.00	\$40.00	\$40.00	\$40.00	\$45.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Commercial E	\$40.00	\$45.00	\$45.00	\$45.00	\$50.00	\$55.00	\$55.00	\$60.00	\$60.00	\$65.00
Dealer A&F		\$55.00	\$55.00	\$55.00	\$60.00	\$65.00	\$65.00	\$70.00	\$70.00	\$75.00
Dealer C		\$45.00	\$45.00	\$45.00	\$50.00	\$55.00	\$55.00	\$60.00	\$60.00	\$65.00
Dealer E		\$50.00	\$50.00	\$50.00	\$55.00	\$60.00	\$60.00	\$65.00	\$65.00	\$70.00
Sunday Summer										
Flea Market	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Community Garage Sale	\$50.00	\$55.00	\$55.00	\$60.00	\$60.00	\$65.00	\$65.00	\$70.00	\$70.00	\$75.00
Sunday Winter										
Flea Market A	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00	\$50.00	\$55.00	\$55.00	\$60.00
Flea Market B	\$25.00	\$30.00	\$30.00	\$35.00	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00
Flea Market C	\$25.00	\$30.00	\$30.00	\$35.00	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00
Flea Market E	\$25.00	\$35.00	\$35.00	\$40.00	\$40.00	\$45.00	\$45.00	\$50.00	\$50.00	\$55.00
Delivery Fee	\$12.00	\$12.00	\$12.00	\$12.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$18.00

License Rates											CPI = 7.7%	
	2011-12	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2023-24
Saturday Growers										7% and 10%	~ 7% and 10%	~ 5% and 8%
Farmer	\$597.00	\$627.00	\$636.00	\$649.00	\$662.00	\$675.00	\$696.00	\$811.00	\$825.00	\$882.75	\$945.00	\$927.00
Commercial	\$859.00	\$903.00	\$917.00	\$935.00	\$954.00	\$975.00	\$1,005.00	\$1,175.00	\$1,200.00	\$1,284.00	\$1,374.00	\$1,350.00
Dealer		\$1,279.00	\$1,317.00	\$1,370.00	\$1,425.00	\$1,482.00	\$1,572.00	\$1,847.00	\$1,905.00	\$2,095.50	\$2,303.00	\$2,262.00
Food Vendor	\$3,620.00	\$3,804.00	\$3,861.00	\$3,938.00	\$4,017.00	\$4,098.00	\$4,221.00	\$4,306.00	\$4,395.00	\$4,702.65	\$5,034.00	\$4,938.00
Friday Set-Up Agreement	\$80.00	\$84.00	\$85.00	\$87.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$107.00	\$115.00	\$110.00
Food Vendor Annual												
Thursday Growers												
Farmer	\$294.00	\$308.00	\$313.00	\$313.00	\$313.00	\$318.00	\$327.00	\$327.00	\$327.00	\$349.89	\$375.00	\$369.00
Commercial	\$384.00	\$404.00	\$410.00	\$410.00	\$410.00	\$417.00	\$429.00	\$429.00	\$429.00	\$459.03	\$493.00	\$480.00
Dealer		\$628.00	\$647.00	\$647.00	\$647.00	\$672.00	\$714.00	\$714.00	\$714.00	\$785.40	\$864.00	\$849.00
Food Vendor	\$1,238.00	\$1,302.00	\$1,322.00	\$1,322.00	\$1,322.00	\$1,347.00	\$1,416.00	\$1,416.00	\$1,416.00	\$1,515.12	\$1,620.00	\$1,590.00
Food Truck	-	-	-	-	\$1,294.00	\$1,320.00	\$1,359.00	N/A	N/A	N/A	\$1,500.00	\$1,500.00
Saturday Holiday												
Farmer A&F	\$165.00	\$173.00	\$176.00	\$180.00	\$185.00	\$188.00	\$194.00	\$198.00	\$202.00	\$216.14	\$230.00	\$226.00
Farmer B&C	\$122.00	\$129.00	\$131.00	\$134.00	\$137.00	\$140.00	\$144.00	\$147.00	\$150.00	\$160.50	\$172.00	\$168.00
Farmer E	\$144.00	\$151.00	\$153.00	\$159.00	\$162.00	\$164.00	\$168.00	\$172.00	\$176.00	\$188.32	\$202.00	\$198.00
Commercial A&F	\$304.00	\$320.00	\$325.00	\$331.00	\$338.00	\$344.00	\$354.00	\$361.00	\$370.00	\$395.90	\$424.00	\$416.00
Commercial C	\$208.00	\$218.00	\$221.00	\$225.00	\$230.00	\$234.00	\$242.00	\$247.00	\$252.00	\$269.64	\$288.00	\$284.00
Commercial E	\$246.00	\$259.00	\$263.00	\$268.00	\$273.00	\$278.00	\$286.00	\$292.00	\$298.00	\$318.86	\$340.00	\$334.00
Dealer A&F		\$354.00	\$365.00	\$380.00	\$395.00	\$410.00	\$434.00	\$451.00	\$466.00	\$512.60	\$564.00	\$554.00
Dealer C		\$262.00	\$270.00	\$281.00	\$292.00	\$304.00	\$322.00	\$335.00	\$346.00	\$380.60	\$418.00	\$410.00
Dealer E		\$308.00	\$317.00	\$330.00	\$343.00	\$356.00	\$378.00	\$393.00	\$404.00	\$444.40	\$490.00	\$480.00
Food Vendor Holiday	\$1,132.00	\$1,189.00	\$1,207.00	\$1,231.00	\$1,256.00	\$1,280.00	\$1,318.00	\$1,344.00	\$1,372.00	\$1,468.04	\$1,570.00	\$1,542.00
Food Vendor Winter	\$1,821.00	\$1,914.00	\$1,943.00	\$1,982.00	\$2,022.00	\$2,062.00	\$2,124.00	\$2,166.00	\$2,210.00	\$2,364.70	\$2,530.00	\$2,482.00
Food Vendor Option B	\$2,953.00	\$3,103.00	\$3,150.00	\$3,213.00	\$3,277.00	\$3,342.00	\$3,445.00	\$3,514.00	\$3,582.00	\$3,832.74	\$4,100.00	\$4,024.00
Saturday Winter												
Farmer A&F	\$334.00	\$341.00	\$346.00	\$353.00	\$361.00	\$369.00	\$381.00	\$389.00	\$399.00	\$426.93	\$456.00	\$447.00
Farmer B&C	\$248.00	\$253.00	\$257.00	\$262.00	\$268.00	\$273.00	\$294.00	\$300.00	\$306.00	\$327.42	\$351.00	\$345.00
Farmer E	\$292.00	\$298.00	\$302.00	\$308.00	\$315.00	\$321.00	\$330.00	\$337.00	\$345.00	\$369.15	\$396.00	\$387.00
Commercial A	\$618.00	\$630.00	\$639.00	\$652.00	\$665.00	\$678.00	\$699.00	\$713.00	\$729.00	\$780.03	\$834.00	\$819.00
Commercial C	\$422.00	\$430.00	\$436.00	\$445.00	\$454.00	\$462.00	\$477.00	\$487.00	\$498.00	\$532.86	\$570.00	\$558.00
Commercial E	\$500.00	\$510.00	\$518.00	\$528.00	\$540.00	\$549.00	\$567.00	\$578.00	\$591.00	\$632.37	\$675.00	\$663.00
Dealer A&F	\$668.00	\$695.00	\$716.00	\$745.00	\$760.00	\$789.00	\$837.00	\$870.00	\$897.00	\$986.70	\$1,086.00	\$1,065.00
Dealer C	\$496.00	\$516.00	\$531.00	\$552.00	\$563.00	\$585.00	\$621.00	\$646.00	\$669.00	\$735.90	\$810.00	\$795.00
Dealer E	\$292.00	\$304.00	\$313.00	\$326.00	\$333.00	\$358.00	\$362.00	\$364.00	\$369.00	\$735.90	\$810.00	\$795.00
Saturday Flea Market	\$500.00	\$510.00	\$518.00	\$528.00	\$539.00	\$549.00	\$564.00	\$586.00	\$600.00	\$642.00	\$705.00	\$675.00
Sunday Summer												
Flea Market	\$725.00	\$762.00	\$773.00	\$788.00	\$804.00	\$822.00	\$846.00	\$863.00	\$882.00	\$943.74	\$1,008.00	\$990.00
Farmer Sunday	\$246.00	\$130.00	\$132.00	\$135.00	\$138.00	\$140.00	\$145.00	\$148.00	N/A -free with Sat license	N/A -free with Sat license	N/A -free with Sat license	N/A -free with Sat license
Sunday Winter												
Flea Market A	\$687.00	\$721.00	\$732.00	\$747.00	\$762.00	\$777.00	\$801.00	\$817.00	\$834.00	\$892.38	\$954.00	\$936.00
Flea Market C	\$687.00	\$721.00	\$732.00	\$747.00	\$762.00	\$390.00	\$402.00	\$409.00	\$414.00	\$442.98	\$474.00	\$465.00
Flea Market E	\$565.00	\$594.00	\$603.00	\$615.00	\$627.00	\$639.00	\$660.00	\$673.00	\$687.00	\$735.09	\$786.00	\$771.00

Commercial Lease Rates								7%	5%
Location	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2023-24
Commission House	\$5.28	\$5.44	\$5.55	\$5.70	\$5.80	\$5.90	\$6.25	\$6.69	\$6.57
Commons	\$11.79	\$11.97	\$12.21	\$12.54	\$12.80	\$13.05	\$13.83	\$14.80	\$14.52
Offices	\$9.74	\$9.89	\$10.09	\$10.36	\$10.56	\$10.77	\$11.42	\$12.22	\$11.99
Storage	\$180.00/\$84/\$77	\$185/\$86/\$79	\$189/\$88/\$81	195/91/84	200/93/86	\$205/\$95/\$88	217/100/93	232/107/100	228/105/98
Hiawatha Property	\$6.60	\$6.70	\$6.83	\$7.02	\$7.15	\$7.30	\$7.75	\$8.29	\$8.14
Delivery License	\$621.00	\$630.00	\$643.00	\$663.00	\$700.00	\$715.00	\$750.00	\$802.50	\$787.50

ACCOUNT DESCRIPTION	Budget	CURRENT	PROJECTED	Proposed
	2022-2023			2023-2024
INCOME				
COMMERCIAL LEASES	\$880,000.00	427,188.00	640,800.00	960,000.00
LAND LEASES	\$165,000.00	131,065.00	196,597.00	200,000.00
FARMER SAT/WHOLESALE LICENSE	\$335,000.00	257,867.00	330,000.00	350,000.00
FARMER SAT DAILY	\$45,000.00	24,313.00	35,000.00	41,000.00
COMMERCIAL SAT LICENSE	\$90,000.00	60,047.00	90,000.00	95,000.00
COMMERCIAL SAT DAILY	\$15,000.00	7,715.00	12,000.00	15,000.00
DEALER SAT LEASE	\$225,000.00	164,402.00	200,000.00	240,000.00
DEALER SAT DAILY	\$4,000.00	4,580.00	5,000.00	6,500.00
FOOD CONCESSION LICENSE	\$43,000.00	30,894.00	40,000.00	45,000.00
DEALER THURS LICENSE	\$500.00	400.00	400.00	500.00
FARMER THURSDAY LICENSE	\$3,500.00	2,775.00	2,775.00	3,000.00
FARMER THURSDAY DAILY	\$500.00	450.00	450.00	500.00
COMMERCIAL THURS LICENSE	\$1,000.00	75.00	75.00	500.00
COMMERCIAL THURS DAILY	\$500.00	605.00	605.00	500.00
DEALER THURS DAILY	\$500.00	0.00	0.00	0.00
FLEA MKT SEMI-ANNUAL LICENSE	\$130,000.00	110,519.00	130,000.00	135,000.00
FLEA MKT DAILY SUNDAY	\$110,000.00	73,475.00	100,000.00	110,000.00
DELIVERY FEES	\$10,000.00	8,604.00	10,000.00	10,000.00
MISCELLANEOUS	\$3,000.00	766	1,000.00	3,000.00
ELECTRIC SALES	\$90,000.00	39,633.00	60,000.00	95,000.00
GAS SALES	\$7,000.00	3,547.00	6,000.00	8,000.00
WATER SALES/SEWER	\$3,500.00	1,874.00	3,000.00	4,000.00
INTEREST EARNED	\$25,000.00	0.00	6,000.00	6,000.00
BAD DEBT RECEIVED	\$0.00	425.00	425.00	0.00
PROMOTIONAL LEASES	\$65,000.00	60,442.00	75,000.00	65,000.00
SECURITY DEPOSIT	\$0.00	1,699.00	1,699.00	0.00
REIMBURSEMENTS	\$0.00	11,373.00	11,373.00	0.00
OPER CONT'G RES FYE	\$31,000.00	\$31,000.00	\$31,000.00	31,000.00
RECYCLING INCOME	\$1,000.00	540.00	540.00	500.00
CASH PREV FYE	\$25,000.00	\$25,000.00	\$25,000.00	25,000.00
TOTAL	2,309,000.00	1,481,273.00	2,014,739.00	2,450,000.00

ACCOUNT DESCRIPTION	Budget	CURRENT	PROJECTED	Proposed
	2022-2023			2023-2024
EXPENSES				
PAYROLL	\$850,000.00	588,356.00	860,000.00	915,000.00
Payroll taxes to employer	\$110,000.00	100,710.00	110,000.00	115,000.00
REPAIRS TO BUILDINGS	\$65,000.00	33,299.00	40,000.00	25,000.00
REPAIRS TO GROUNDS	\$45,000.00	20,927.00	30,000.00	25,000.00
REPAIRS TO EQUIPMENT	\$10,000.00	485.00	5,000.00	5,000.00
FUEL & OIL EXPENSE	\$6,000.00	2,436.00	5,000.00	6,000.00
OPERATING EXPENSES	\$12,000.00	18,246.00	20,000.00	15,000.00
MAINTENANCE SUPPLIES	\$25,000.00	19,182.00	25,000.00	25,000.00
OFFICE EXPENSES	\$20,000.00	12,833.00	15,000.00	12,000.00
TELEPHONE	\$10,000.00	2,981.00	5,000.00	6,000.00
ASSOCIATION & LICENSE FEE	\$4,000.00	1,220.00	4,000.00	4,000.00
MISCELLANEOUS	\$3,000.00	1,495.00	2,500.00	2,500.00
INTREST EXPENSE (LOAN, ETC.)	\$210,000.00	186,000.00	250,000.00	400,000.00
SECURITY	\$145,000.00	84,759.00	130,000.00	140,000.00
TRASH REMOVAL & RECYCLABLE	\$9,000.00	5,135.00	8,000.00	9,000.00
OPERATING INSURANCE	\$100,000.00	90,887.00	95,000.00	98,000.00
HEALTH PLAN	\$210,000.00	118,837.00	180,000.00	215,000.00
DENTAL PLAN	\$9,000.00	4,593.00	8,000.00	9,000.00
ADVERTISING & PROMOTIONS	\$50,000.00	38,113.00	50,000.00	50,000.00
TRAVEL EXPENSES	\$12,500.00	8,422.00	12,000.00	12,500.00
LEGAL & PROFESSIONAL	\$53,000.00	52,366.00	60,000.00	55,000.00
PAYROLL PROCESSING	\$10,000.00	5,603.00	8,500.00	10,000.00
ELECTRICITY EXPENSES	\$90,000.00	73,425.00	110,000.00	110,000.00
GAS EXPENSES	\$20,000.00	1,855.00	7,500.00	15,000.00
WATER & SEWER EXPENSES	\$65,000.00	65,412.00	70,000.00	70,000.00
BAD DEBT EXPENSE	\$5,000.00	0	5,000.00	5,000.00
ATM EXPENSE	\$0.00	0.00	0.00	0.00
REIMBURSEABLE EXPENSES	\$0.00	4,659.00	4,659.00	0.00
NEW EQUIPMENT	\$60,000.00	0.00	60,000.00	60,000.00
CREDIT/DEBIT FEES	\$5,500.00	4039	5,500.00	6,000.00
OPERATING CONTINGENCY	\$30,000.00	30,000.00	30,000.00	30,000.00
CAPITAL RESERVE	\$65,000.00	0.00	0.00	0.00
TOTAL	2,309,000.00	1,576,275.00	2,215,659.00	2,450,000.00

ACCOUNT DESCRIPTION	Budget	Proposed	Extended	Extended	Extended	Extended	Extended
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
INCOME							
COMMERCIAL LEASES	\$880,000.00	960,000.00	975,000.00	1,000,000.00	1,020,000.00	1,040,000.00	1,060,000.00
LAND LEASES	\$165,000.00	200,000.00	220,000.00	230,000.00	235,000.00	240,000.00	245,000.00
FARMER SAT/WHOLESALE LICENSE	\$335,000.00	350,000.00	355,000.00	360,000.00	372,000.00	375,000.00	380,000.00
FARMER SAT DAILY	\$45,000.00	41,000.00	45,000.00	47,000.00	49,000.00	51,000.00	53,000.00
COMMERCIAL SAT LICENSE	\$90,000.00	95,000.00	98,000.00	100,000.00	102,000.00	104,000.00	106,000.00
COMMERCIAL SAT DAILY	\$15,000.00	15,000.00	15,000.00	17,000.00	18,000.00	19,000.00	20,000.00
DEALER SAT LEASE	\$225,000.00	240,000.00	245,000.00	250,000.00	255,000.00	260,000.00	265,000.00
DEALER SAT DAILY	\$4,000.00	6,500.00	7,000.00	7,500.00	8,000.00	8,000.00	8,000.00
FOOD CONCESSION LICENSE	\$43,000.00	45,000.00	48,000.00	50,000.00	52,000.00	54,000.00	55,000.00
DEALER THURS LICENSE	\$500.00	500.00	500.00	500.00	500.00	500.00	500.00
FARMER THURSDAY LICENSE	\$3,500.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
FARMER THURSDAY DAILY	\$500.00	500.00	500.00	500.00	500.00	500.00	500.00
COMMERCIAL THURS LICENSE	\$1,000.00	500.00	500.00	500.00	500.00	500.00	500.00
COMMERCIAL THURS DAILY	\$500.00	500.00	500.00	500.00	500.00	500.00	500.00
DEALER THURS DAILY	\$500.00	0.00	0.00	0.00	0.00	0.00	0.00
FLEA MKT SEMI-ANNUAL LICENSE	\$130,000.00	135,000.00	140,000.00	145,000.00	150,000.00	155,000.00	160,000.00
FLEA MKT DAILY SUNDAY	\$110,000.00	110,000.00	115,000.00	120,000.00	125,000.00	130,000.00	135,000.00
DELIVERY FEES	\$10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
MISCELLANEOUS	\$3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
ELECTRIC SALES	\$90,000.00	95,000.00	100,000.00	110,000.00	110,000.00	115,000.00	115,000.00
GAS SALES	\$7,000.00	8,000.00	10,000.00	14,000.00	15,000.00	15,000.00	15,000.00
WATER SALES/SEWER	\$3,500.00	4,000.00	5,000.00	7,000.00	7,000.00	8,000.00	8,000.00
INTEREST EARNED	\$25,000.00	6,000.00	10,000.00	10,000.00	25,000.00	25,000.00	25,000.00
BAD DEBT RECEIVED	\$0.00	0.00	0.00	0.00	0.00	0.00	0.00
PROMOTIONAL LEASES	\$65,000.00	65,000.00	70,000.00	72,000.00	75,000.00	75,000.00	80,000.00
SECURITY DEPOSIT	\$0.00	0.00	0.00	0.00	0.00	0.00	0.00
REIMBURSEMENTS	\$0.00	0.00	0.00	0.00	0.00	0.00	0.00
OPER CONT'G RES FYE	\$31,000.00	31,000.00	31,000.00	31,000.00	31,000.00	31,000.00	31,000.00
RECYCLING INCOME	\$1,000.00	500.00	500.00	500.00	500.00	500.00	500.00
CASH PREV FYE	\$25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
TOTAL	2,309,000.00	2,450,000.00	2,532,500.00	2,614,000.00	2,692,500.00	2,748,500.00	2,804,500.00

ACCOUNT DESCRIPTION	Budget	Proposed	Extended	Extended	Extended	Extended	Extended
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
EXPENSES							
PAYROLL	\$850,000.00	915,000.00	935,000.00	960,000.00	975,000.00	990,000.00	1,010,000.00
Payroll taxes to employer	\$110,000.00	115,000.00	115,000.00	120,000.00	125,000.00	127,000.00	130,000.00
REPAIRS TO BUILDINGS	\$65,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
REPAIRS TO GROUNDS	\$45,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
REPAIRS TO EQUIPMENT	\$10,000.00	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
FUEL & OIL EXPENSE	\$6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
OPERATING EXPENSES	\$12,000.00	15,000.00	15,000.00	18,000.00	18,000.00	20,000.00	20,000.00
MAINTENANCE SUPPLIES	\$25,000.00	25,000.00	28,000.00	30,000.00	32,000.00	35,000.00	35,000.00
OFFICE EXPENSES	\$20,000.00	12,000.00	12,000.00	14,000.00	15,000.00	15,000.00	15,000.00
TELEPHONE	\$10,000.00	6,000.00	7,000.00	7,000.00	7,500.00	8,000.00	8,000.00
ASSOCIATION & LICENSE FEE	\$4,000.00	4,000.00	4,000.00	4,000.00	5,000.00	5,000.00	5,000.00
MISCELLANEOUS	\$3,000.00	2,500.00	2,500.00	2,500.00	3,000.00	3,000.00	3,000.00
INTREST EXPENSE (LOAN, ETC.)	\$210,000.00	400,000.00	410,000.00	410,000.00	410,000.00	410,000.00	410,000.00
SECURITY	\$145,000.00	140,000.00	150,000.00	155,000.00	158,000.00	158,000.00	162,000.00
TRASH REMOVAL & RECYCLABLE	\$9,000.00	9,000.00	9,000.00	9,000.00	10,000.00	10,000.00	10,000.00
OPERATING INSURANCE	\$100,000.00	98,000.00	100,000.00	100,000.00	105,000.00	110,000.00	110,000.00
HEALTH PLAN	\$210,000.00	215,000.00	220,000.00	230,000.00	239,000.00	250,000.00	275,000.00
DENTAL PLAN	\$9,000.00	9,000.00	9,500.00	9,500.00	10,000.00	10,500.00	10,500.00
ADVERTISING & PROMOTIONS	\$50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	55,000.00	58,000.00
TRAVEL EXPENSES	\$12,500.00	12,500.00	12,500.00	13,000.00	13,000.00	14,000.00	14,000.00
LEGAL & PROFESSIONAL	\$53,000.00	55,000.00	55,000.00	60,000.00	60,000.00	65,000.00	65,000.00
PAYROLL PROCESSING	\$10,000.00	10,000.00	10,000.00	12,000.00	12,000.00	12,000.00	13,000.00
ELECTRICITY EXPENSES	\$90,000.00	110,000.00	110,000.00	115,000.00	115,000.00	118,000.00	118,000.00
GAS EXPENSES	\$20,000.00	15,000.00	15,000.00	17,000.00	17,000.00	19,000.00	19,000.00
WATER & SEWER EXPENSES	\$65,000.00	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	75,000.00
BAD DEBT EXPENSE	\$5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
ATM EXPENSE	\$0.00	0.00	0.00	0.00	0.00	0.00	0.00
REIMBURSEABLE EXPENSES	\$0.00	0.00	0.00	0.00	0.00	0.00	0.00
NEW EQUIPMENT	\$60,000.00	60,000.00	60,000.00	70,000.00	70,000.00	70,000.00	70,000.00
CREDIT/DEBIT FEES	\$5,500.00	6,000.00	6,000.00	6,000.00	6,000.00	7,000.00	7,000.00
OPERATING CONTINGENCY	\$30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
CAPITAL RESERVE	\$65,000.00	0.00	30,000.00	30,000.00	65,000.00	65,000.00	65,000.00
TOTAL	2,309,000.00	2,450,000.00	2,532,500.00	2,614,000.00	2,692,500.00	2,748,500.00	2,804,500.00