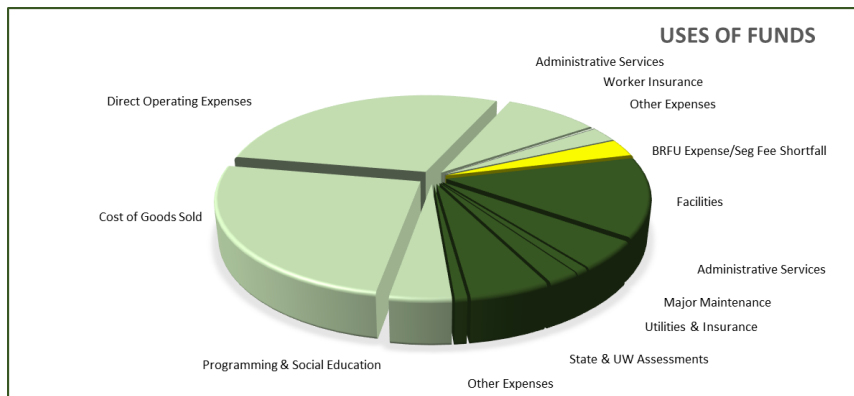
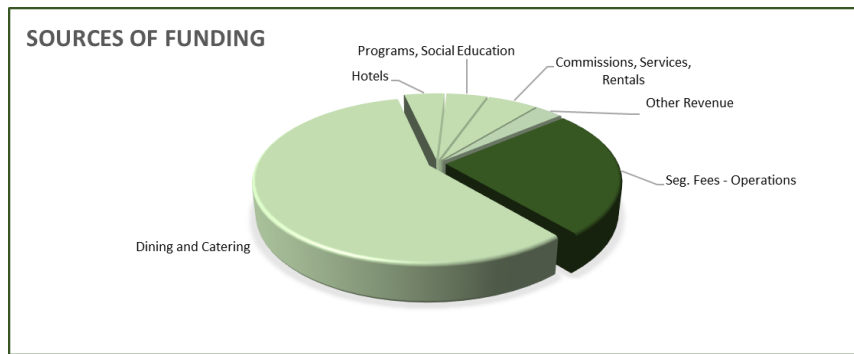


Wisconsin Union

Proposal for FY23 Operating Budget & Summary of FY22 Estimated Actual Budget

A. Sources and Uses of Wisconsin Union Funds

For the 2022-23 fiscal year, the Wisconsin Union is proposing a \$54.4 million operating budget. Revenue comes primarily from a combination of our dining, catering, and other retail operations as well as student segregated fees. In addition to these operations, the Wisconsin Union generates revenue through conference services, membership sales, and private support. The following graphs illustrate the sources of revenue and the use of funds



In the “Uses of Funds” chart above, the darker portions represent those expenses related to “building ready for use,” that is, those expenses typically covered by student segregated fees. The portion in yellow, however, represents those expenses that are for “building ready for use,” but for which there is not sufficient segregated fee funding for these expenses; instead, these expenses are covered by other revenue generated by the Wisconsin Union. The lighter portions of the chart represent expenses related to the dining and hospitality operations, student leadership and social education programming, and related administrative expenses. This chart indicates that Segregated Fees fund only 24.9% of the Wisconsin Union’s operating budget.

B. Fiscal Year 2021-22 Estimated Actual Budget

The current fiscal year is currently expected to end with a \$401,646 operating budget deficit. There are several factors that have contributed to the lower-than-expected performance including the following: the lingering effects of the pandemic discouraging patronage of the dining facilities, theater, and other Union offerings; the increase in remote work arrangements decreasing the number of faculty and staff on campus; the understaffing of dining units due to the increased difficulty in recruiting both permanent and student staff.

The initial projected deficit for the current fiscal year was much greater than the current projection. In order to remedy this larger deficit, the following actions were taken: slight postponement in the hires for some vacant positions; aggressive use of gift funds; allocation of a portion of administrative salary expense to the UW Conference Centers due to the merger's new demands on these resources.

C. Assumptions for FY23 Budget

This FY23 budget assumes that business activity will approximate closely pre-pandemic levels. Although the current fiscal year has not performed as expected due to the lingering effects of the pandemic, the Union is optimistic that the continued public health measures, particularly in Dane County, will lead to more robust activity by the summer of 2022. Furthermore, the increasing size of the student population, both undergraduate and graduate, and accompanying growth of the campus provide further reason to believe that business activity will resemble pre-pandemic levels.

D. Segregated Fees and Building Ready for Use

UW System policy allows for Segregated Fees to be used for expenses associated with the operations of student unions and their facilities. For the Wisconsin Union, in general, Segregated Fee revenue for the operating budget goes toward the building ready for use expenses. These particular expenses include facilities staffing, building maintenance and repair, utilities, insurance, administrative overhead, and state and university assessments. Historically, these annual expenses have been underfunded by annual Segregated Fee revenue. This will also be the case for fiscal year 2022-23. Although there will be an increase in Segregated Fee revenue next year, there will still be a \$2.7M gap between Segregated Fee revenue and these expenses. This gap is due mainly to the following:

- Increased base wages for full-time staff due to labor market demands.
- Increased starting wage for student workers.
- Increased staffing levels due to resumption of Wisconsin Union activity.
- Restoration of positions that were frozen during the pandemic.

The result of these factors is a \$1,665,598 increase in building ready for use expenses in FY23 over the expense for FY22.

The FY23 budget anticipates an increase in Segregated Fee revenue due to two factors: increased enrollment and a 1% increase of the current Wisconsin Union Segregated Fee. The increased enrollment will account for an additional \$199,234 in fees compared to the estimated revenue for the current year. The 1% increase will account for an additional \$219,183 in Seg Fee revenue. Again, this overall increase of \$418,417 will assist in covering the increased costs associated with building ready for use of approximately \$1.66 million over the current year.

E. Student Wages

The FY23 budget anticipates the implementation of a \$12/hour base wage for student employees. This current year, the Wisconsin Union raised its base wage from \$10/hour to \$11/hour. The additional increase to \$12/hour for next year has an approximately \$432K impact on the budget. The Segregated Fee increase will help offset this expense in the building ready for use departments.

F. Additional Revenue Highlights and New Initiatives

The following items highlight new revenue generating opportunities or other activities and initiatives that will have a positive effect on revenue.

- **University Club.** In Fall 2022, the Wisconsin Union will begin dining operations at the University Club. The University Club has been an important part of university life for well over 100 years. After dining operations at the Club were paused due to the pandemic, the Wisconsin Union was asked to resume operations once the facility becomes available in Fall 2022.
- **Retail Outlet on East Campus Mall.** The Wisconsin Union is making plans to open a new retail outlet concept on East Campus Mall to feature logoed clothing, custom merchandise for campus organizations, and other gifts.
- **Merger with UW Conference Centers and Fluno Center.** This year, the UW Conference Centers and the Fluno Center came under the administration of the Wisconsin Union. Although these operations will be managed under a separate budget than that of the Wisconsin Union, collaboration between the Union and the Conference Centers promises to expand offerings and enhance the campus as a destination for conferences and visitors. Further, administrative services housed with the Wisconsin Union will be shared with the Conference Centers.
- **Expanded Theater Offerings.** Plans are underway for there to be 30 shows for the Wisconsin Union Theater season next year. Such an offering will be a significant increase over the 23 planned for this fiscal year. This season offering will be in addition to external partners' shows that are brought to the Theater next year. Further, the Theater will expand its marketing investment as well as offer new ticket subscription packages.
- **Wheelhouse Studios Expanded Capacity.** The Wheelhouse Studios are increasing their capacity and forging internal campus relationships to offer custom-tailored experience and thereby enhance revenue in FY23.
- **Continue to Build Upon Expanded Event Services.** Increasingly, the Event Services staff delivers value-added and premium services to campus partners for their events. These additional services for those who need event planning and execution assistance will result in increased revenue.
- **Event Services at Grainger Hall.** This fiscal year was the first year that the Wisconsin Union assumed management of event services at Grainger Hall. This partnership with the School of Business promises to be a productive and rewarding one. The first year has positioned the Wisconsin Union to expand its services at Grainger Hall next year.

- **Student Print now part of the Wisconsin Union.** Student Print has been providing duplication, printing, and graphic design services to campus for 50 years with students providing leadership in its operations. Student Print now complements the retail operations of the Wisconsin Union and can expand its reach and business with the Union as a partner.
- **Staff Recruitment Enhancement.** One significant challenge for the Wisconsin Union was the recruitment of staff, particularly student staff. The reduced staffing levels prevented the Union dining units from being fully operational leading to reduced revenue. The Human Resources department is implementing a robust recruitment program and job application portal that will help simplify student hiring and placement. A full staff will bolster revenue opportunities.
- **Investment in Marketing Services.** The Marketing Department is undergoing a restructuring to better support the strategic business operations of the Wisconsin Union. The Union is investing in additional staffing in the Marketing Department to help ensure that the broader campus and Wisconsin community can learn about and take advantage of all that the Union has to offer.
- **Price Increases.** In general, there will be a 5% price increase in the dining units effective spring semester, 2022, and a subsequent increase in fall of 2022. These increases will be in line with industry practices and will help offset increasing wage levels and food costs.
- **Catering and Conferences Surcharge.** University administration implements a Central Services Assessment to assist in covering administrative expenses at the campus level. The current method to gather this revenue is to assess, for example, divisions such as the Wisconsin Union 7% of external revenue, that is, revenue that comes from sales to the public and to students, faculty, and staff at the retail units. In order to help offset a portion of this assessment, Union catering and conference services operations will implement a surcharge for external customers.
- **Sustainability Coordinator.** A recent goal of the Wisconsin Union has been to add a sustainability coordinator role to its staff. However, recent economic uncertainty has stymied such plans. Nonetheless, the Union plans to engage the Office of Sustainability on campus and its internship program with the view toward enlisting the assistance of one or more interns and the expertise of the Office of Sustainability in the Union's sustainability efforts.

G. Additional Significant Factors

The following items will also have some significant effect on the budget.

- **Increased Labor Costs Due to Title and Total Compensation Project.** The recent retitling initiative of the UW System has led to approximately \$500,000 in additional salary expense for existing positions.
- **Increased Labor Costs due to Additional Permanent Staff.** Although the Union is increasing its efforts to recruit student staff there are some roles that are especially difficult to fill with student staff as was done in the past. These roles, such as some in facilities services, are being filled with new permanent staff positions.

- **Equity and Compression.** New pressures on salaries and wages triggering higher rates, particularly for new hires, has led to a series of equity and compression issues and thus approximately \$200,000 in additional salary expense.
- **Property Insurance.** This insurance rate has increased 27% since FY20 resulting in over \$100K in additional expense for FY23.
- **Success of New Daily Membership Model.** Certain privileges at Union retail locations are accorded to Union members only. Visitors to the Union, however, have an option to purchase one-day memberships. Various daily membership models have been used, but this past summer a model requiring only a \$1 purchase of a daily membership has not only been well-received by patrons but has correlated with increased annual membership renewals.
- **Loan Repayment.** The FY21 operating budget deficit led the Union to rely on reserves for future debt service payments. The FY23 budget sets aside \$500K to help replenish those reserves.
- **Undesignated Salary and Fringe Budget.** The FY23 budget sets aside approximately \$300K for future salary and wage expenses for yet to be determined positions. This allocation allows for flexibility in staffing decisions and flexibility in reacting to unanticipated economic conditions. Currently, there are staffing needs that exceed this amount, however, this funding will allow for more informed staffing decisions as future conditions are better understood.
- **Student Affairs Assessment.** Student Affairs will inaugurate an assessment program of those program revenue units in Student Affairs to accumulate funding for special projects. The current plan is to assess the Wisconsin Union 1% of its external revenue. This assessment would be approximately \$350K for FY23. A significant portion of this assessment, however, will support positions that otherwise would be funded by the Wisconsin Union budget. A portion of the Managing Director position in the Advancement Office and the Alumni Relations Director position will be funded through this program. Also, two positions in the Center for Leadership and Involvement are funded, the Assistant Director of Leadership Development and an Advising Specialist position.
- **Additional Salary Support.** The FY23 budget also provides funding for positions that lie outside of the Wisconsin Union proper. One is an administrative assistant position in the Office of Fraternity and Sorority Life, a department that falls under the Leadership and Engagement theme area alongside the Union. The other is the Director of the Social Justice Hub housed in the Office of Inclusion Education.

The next pages of this document show the following:

- High level view of FY23 Budget and FY22 Estimated Actual Budget
- Detail of FY23 Budget and FY22 Estimated Actual Budget
- FY23 Debt Service Budget
- Detail for the Wisconsin Union Directorate Budget
- Detail for the Building Ready to Use expenses

Budget for Debt Service. Aside from the Wisconsin Union operating budget, there is the Wisconsin Union Debt Service Budget. The debt service for the Union South building project and the Memorial Union renovation project is largely funded through segregated fees. Full-time students pay \$96 per semester toward this expense. Debt service schedules fluctuate greatly and are changed frequently. They are managed by the State of Wisconsin, not the university system. Below is a budget based on the most recent debt service information.

Wisconsin Union							
Unit: WU Fund 123 Building Projects (0523)							
2021 - 2022 EA & 2022 - 2023 B							
			19-20A	20-21A	Original	Revised	New
Unit	Acct #	Account Name	Actual	Actual	Budget	Budget	Budget
0523	2908	Student Mbr Fees-UBP	7,802,259	8,050,976	7,795,947	8,050,976	8,575,062
0523	2959	Interst UBP-Investments	61,616	2,677	12,000	2,000	2,000
0523	2986	Receipts from WU Oper Fds-Kit DS		166,933	13,002	13,666	12,074
0523	2987	Receipts from WU Oper Fds-Hotel DS		413,261	574,622	473,861	442,383
0523	2988	Union UBP Oper Commitment	1,002,285	50,000	50,000	50,000	50,000
0523	2989	NonUEP Debt Svc Rev Tnsfr			-	-	-
0523		Total Revenue	8,866,160	8,683,848	8,445,571	8,590,503	9,081,519
0523	9020	WU Oper Contrib to UBP DS Pymts	3,512,205		-	-	-
0523	9205	MU Kitchen Debt Service Exp	183,998	166,933	13,002	13,666	12,074
0523	9210	UBP Debt Service Expense	5,169,956	4,279,950	5,623,380	6,289,687	5,352,187
0523	9215	US Hotel Debt Service Expense			19,970	(80,791)	(112,269)
0523	9215	US Hotel Debt Service Exp-Hotel			554,652	554,652	554,652
0523	9210	UBP Debt Service Expense	8,866,160	4,446,884	6,211,004	6,777,214	5,806,644
0523		Subtotal	0	4,236,964	2,234,567	1,813,289	3,274,876
0523	9020	Deferred Building Exp-UBP	1,148,481	4,236,964	2,234,567	1,813,289	3,274,876
0523		Total	(1,148,481)	-	(0)	0	(0)

WUD Budget. Below is the detail for the WUD budget as presented to the Union Council in the final Fall 2021 meeting.

Wisconsin Union Directorate Budget				
Committee	FY22 BUDGET	FY23 Allocation	FY23 Gift Funds	Total w/ Gift Funds
Alternative Breaks	3,300	3,300	2,000	5,300
Art	12,757	16,757		16,757
Cuisine	8,040	10,720		10,720
Distinguished Lecture Series	148,700	148,700		148,700
Film	52,040	67,000		67,000
Games	14,250	5,720	10,000	15,720
Global Concerns	9,600	9,600		9,600
Hoofers	5,450	5,450		5,450
Music	150,000	175,000		175,000
Performing Arts	33,360	37,000		37,000
Publications	28,050	28,050		28,050
Society and Politics	-	-	6,300	6,300
TOTALS	465,547	507,297	18,300	525,597
VP	11,597	12,545		12,545
GEN ADMINISTRATION	192,678	224,136		224,136
TOTAL	669,822	743,978		762,278

THE WISCONSIN UNION
2022-23 ANNUAL BUDGET - HIGH LEVEL VIEW
FOR YEAR ENDED JUNE 30, 2023

	19-20 ACTUAL	20-21 ACTUAL	21-22 BUDGET	21-22 EST/ACT	22-23 BUDGET
REVENUE					
Total Op Revenue	23,733,638	7,417,684	32,115,579	27,570,891	36,239,444
Total Indirect Revenue	2,338,116	3,104,978	2,516,276	2,595,030	3,013,296
Total Other Revenue	12,268,808	13,444,588	12,508,407	14,509,940	15,183,643
Total Revenue	38,340,562	23,967,250	47,140,262	44,675,861	54,436,384
EXPENSES					
Total Cost of Goods Sold	9,578,223	4,082,971	12,080,673	10,943,991	13,589,353
Total Direct Op Expenses	12,416,253	8,271,881	13,624,839	12,733,802	15,751,497
Total Support Services	5,525,552	5,451,228	5,990,967	6,473,143	7,415,367
Total Facilities Expenses	7,579,923	6,831,002	7,392,252	8,163,026	8,939,363
Total Program Expenses	2,037,319	1,559,128	1,964,129	1,998,629	2,242,248
Total Depr & Major Repairs/Maintena	586,554	151,207	486,155	382,188	469,714
Total Utilities, Taxes & Insurance	1,024,516	1,124,309	1,043,632	1,196,859	1,262,635
Total State/UW Assessments	2,528,480	1,613,286	2,540,407	2,330,563	2,933,861
Total Other Expenses	1,000,899	742,901	2,017,207	855,306	1,832,345
Total Expenses	42,277,719	29,827,912	47,140,261	45,077,507	54,436,384
Net Income (Loss)	(3,937,156)	(5,860,662)	0	(401,646)	(0)

THE WISCONSIN UNION
2022-23 ANNUAL BUDGET - Detail

	19-20	20-21	21-22	21-22	22-23
	ACTUAL	ACTUAL	BUDGET	EST/ACT	BUDGET
REVENUE					
Direct Operating Revenue					
MU Retail Group	7,992,237	4,212,703	11,077,412	11,588,415	13,337,981
US Retail Group	4,244,009	786,081	5,624,267	4,075,780	5,731,220
Academic Retail Group	4,110,343	520,141	5,637,222	4,562,224	6,419,203
WU Catering	3,752,723	278,516	4,861,500	3,454,882	5,646,979
Conf Center Catering	203,324	3,827	460,675	145,690	250,770
Hotels	1,350,709	83,455	2,243,325	1,576,970	2,405,400
Programs	2,080,294	1,532,960	2,211,178	2,166,930	2,447,892
Total Op Revenue	23,733,638	7,417,684	32,115,579	27,570,891	36,239,444
Indirect Revenue					
Commissions	351,872	374,998	422,400	175,000	350,000
Rentals	524,257	1,642,030	587,975	491,624	638,747
Service Revenue	1,348,330	997,083	1,385,901	1,843,627	1,904,549
Reimbursements	113,657	90,866	120,000	84,780	120,000
Total Indirect Revenue	2,338,116	3,104,978	2,516,276	2,595,030	3,013,296
Net Operating Revenue	26,071,755	10,522,662	34,631,855	30,165,921	39,252,740
Other Revenue					
Student Segregated Fees	11,760,691	12,313,232	12,045,087	13,144,044	13,562,460
Seg Fees-Union Building Project	-	-	-	-	-
Campus Vending	362,867	114,351	334,059	257,400	334,059
Membership	42,566	55,822	111,350	82,804	89,300
Investment Revenue	123,231	5,354	-	2,086	-
Interest Revenue-Union Bldg Project	-	-	-	-	-
Miscellaneous	(20,546)	955,829	17,911	907,163	1,062,681
Student Print	-	-	-	116,442	135,143
Total Other Revenue	12,268,808	13,444,588	12,508,407	14,509,940	15,183,643
Total Revenue	38,340,562	23,967,250	47,140,262	44,675,861	54,436,384
EXPENSES					
Cost of Goods Sold					
Food	9,518,798	4,047,613	11,986,773	10,824,900	13,476,943
Retail Merchandise	59,426	35,358	93,900	97,410	97,410
Student Print	-	-	-	21,681	15,000
Total Cost of Goods Sold	9,578,223	4,082,971	12,080,673	10,943,991	13,589,353
Direct Op Expenses					
Salaries, Wages, Fringes	9,021,682	6,911,516	10,032,182	9,396,820	11,561,738
Supplies & Services	3,200,799	1,165,636	3,508,228	3,063,412	3,890,184
Depreciation - Equipment	193,772	194,729	84,429	91,161	109,463
Student Print	-	-	-	182,408	190,112
Total Direct Op Expenses	12,416,253	8,271,881	13,624,839	12,733,802	15,751,497
Support Services					
Salaries, Wages, Fringes	4,142,525	4,144,436	4,387,181	4,526,492	5,417,528
Supplies & Services	1,351,356	1,271,404	1,578,157	1,921,021	1,971,219
Depreciation - Equipment	31,672	35,387	25,630	25,629	26,620
Total Support Services	5,525,552	5,451,228	5,990,967	6,473,143	7,415,367
Facilities Expenses					
Salaries, Wages, Fringes	5,744,160	5,213,175	5,731,291	6,480,995	7,160,688
Supplies & Services	1,452,459	1,272,053	1,507,839	1,537,446	1,696,117
Depreciation - Equipment	383,304	345,773	153,122	144,585	82,558
Total Facilities Expenses	7,579,923	6,831,002	7,392,252	8,163,026	8,939,363
Program Expenses					
Salaries, Wages, Fringes	1,322,753	1,107,682	1,223,369	1,172,177	1,382,554
Supplies & Services	701,016	438,520	728,875	814,566	851,595
Depreciation - Equipment	13,550	12,925	11,885	11,885	8,099
Total Program Expenses	2,037,319	1,559,128	1,964,129	1,998,629	2,242,248
Depreciation & Major Repairs/Maintenance					
Major Repairs/Maint - Equip					
Major Repairs/Maint - Bldg	303,306	59,097	400,000	292,474	380,000
Def Bldg Exp/Union UBP Commitment	255,864	50,000	50,000	50,000	50,000
Depreciation - Building/0500	27,384	42,110	36,155	39,714	39,714
Total Depr & Major Repairs/Maintena	586,554	151,207	486,155	382,188	469,714
Utilities, Taxes & Insurance					
Unemployment Compensation	6,409	148,149	7,000	4,667	7,000
Worker's Compensation	139,415	131,402	161,396	161,397	173,340
Telephone	99,281	77,928	103,196	103,197	105,264
Insurance - Property	419,516	455,843	354,207	492,309	531,696
Heating/Cooling	72,621	102,055	104,458	104,990	108,266
Electricity	191,000	168,135	199,225	234,207	240,062
Water & Sewer	14,220	10,910	19,384	15,572	16,039
Trash Removal	82,053	29,887	94,766	80,519	80,968
Total Utilities, Taxes & Insurance	1,024,516	1,124,309	1,043,632	1,196,859	1,262,635
State/UW Assessments					
Utility Infrastructure Assessments	160,186	81,980	226,458	226,456	217,270
UW Assessments	2,368,294	1,531,306	2,313,949	2,104,107	2,716,591
Total State/UW Assessments	2,528,480	1,613,286	2,540,407	2,330,563	2,933,861
Other Expenses					
Debt Svc - Hotel/Building	562,423	413,261	574,622	473,861	442,385
Debt Svc - Kitchen	183,998	166,933	13,002	13,666	12,074
Misc - SWF, S&S	140,821	71,840	1,309,583	283,000	1,257,886
Reimbursements	113,657	90,866	120,000	84,780	120,000
Total Other Expenses	1,000,899	742,901	2,017,207	855,306	1,832,345
Total Expenses	42,277,719	29,827,912	47,140,261	45,077,507	54,436,384
Net Income (Loss)	(3,937,156)	(5,860,662)	0	(401,646)	0

**Building Ready For Use Expenses and Segregated Fee Funding
FY23 Budget**

Expense Category	Total Expense	Non-BRFU	BRFU
Cost of Goods Sold			
Food	\$ 13,476,943	\$ 13,476,943	\$ -
Student Print	\$ 15,000	\$ 15,000	\$ -
Retail Merchandise	\$ 97,410	\$ 97,410	\$ -
Total Cost of Goods Sold	\$ 13,589,353	\$ 13,589,353	\$ -
Direct Op Expenses			
Salaries, Wages, Fringes	\$ 11,561,738	\$ 11,561,738	\$ -
Supplies & Services	\$ 3,890,184	\$ 3,890,184	\$ -
Student Print	\$ 190,112	\$ 190,112	\$ -
Depreciation - Equipment	\$ 109,463	\$ 109,463	\$ -
Total Direct Op Expenses	\$ 15,751,497	\$ 15,751,497	\$ -
Support Services (Less Wiscrd, Adv, Fd Dir)			
Salaries, Wages, Fringes	\$ 3,467,430	\$ 1,733,715	\$ 1,733,715
Supplies & Services	\$ 1,644,969	\$ 822,484	\$ 822,484
UWCC Support	\$ 389,142	\$ 389,142	\$ -
Wiscard, Advncmnt, Fd Dir Off	\$ 1,560,956	\$ 1,560,956	\$ -
CfLI, FSL, Soc. Just. Support	\$ 326,250	\$ 326,250	\$ -
Depreciation - Equipment	\$ 26,620	\$ 13,310	\$ 13,310
Total Support Services	\$ 7,415,367	\$ 4,845,857	\$ 2,569,509
Facilities Expenses			
Salaries, Wages, Fringes	\$ 7,160,688	\$ -	\$ 7,160,688
Supplies & Services	\$ 1,696,117	\$ -	\$ 1,696,117
Depreciation - Equipment	\$ 82,558	\$ -	\$ 82,558
Total Facilities Expenses	\$ 8,939,363	\$ -	\$ 8,939,363
Program Expenses			
Salaries, Wages, Fringes	\$ 1,382,554	\$ 1,382,554	\$ -
Supplies & Services	\$ 851,595	\$ 851,595	\$ -
Depreciation - Equipment	\$ 8,099	\$ 8,099	\$ -
Total Program Expenses	\$ 2,242,248	\$ 2,242,248	\$ -
Major Repairs/Maintenance			
Major Repairs/Maint - Bldg	\$ 380,000	\$ -	\$ 380,000
Def Bldg Exp/Union UBP Commitment	\$ 50,000	\$ -	\$ 50,000
Depreciation - Building/0500	\$ 39,714	\$ -	\$ 39,714
Total Depr & Major Repairs/Maintenance	\$ 469,714	\$ -	\$ 469,714
Utilities, Taxes & Insurance			
Unemployment Compensation	\$ 7,000	\$ 3,500	\$ 3,500
Worker's Compensation	\$ 173,340	\$ 86,670	\$ 86,670
Telephone	\$ 105,264	\$ -	\$ 105,264
Insurance - Property	\$ 531,696	\$ -	\$ 531,696
Heating/Cooling	\$ 108,266	\$ -	\$ 108,266
Electricity	\$ 240,062	\$ -	\$ 240,062
Water & Sewer	\$ 16,039	\$ -	\$ 16,039
Trash Removal	\$ 80,968	\$ -	\$ 80,968
Total Utilities, Taxes & Insurance	\$ 1,262,635	\$ 90,170	\$ 1,172,465
State/UW Assessments			
Utility Infrastructure Assessments	\$ 217,270	\$ -	\$ 217,270
UW Assessments	\$ 2,716,591	\$ -	\$ 2,716,591
Total State/UW Assessments	\$ 2,933,861	\$ -	\$ 2,933,861
Other Expenses			
Debt Svc - Hotel/Building	\$ 442,385	\$ 442,385	\$ -
Debt Svc - Kitchen	\$ 12,074	\$ 12,074	\$ -
Misc - SWF, S&S	\$ 394,079	\$ 197,040	\$ 197,040
SA Assessment and Loan Repayment	\$ 863,807	\$ 863,807	\$ -
Reimbursements	\$ 120,000	\$ 120,000	\$ -
Total Other Expenses	\$ 1,832,345	\$ 1,635,305	\$ 197,040
Total Operating Expenses	\$ 54,436,384	\$ 38,154,431	\$ 16,281,953
Segregated Fee for Operating Budget			\$ 13,562,460
Unfunded BRFU Expenses			\$ 2,719,493