



## Pelican Bay Foundation

To: Treasurer & Board of Directors  
From: Melanie Miller  
Date: July 17, 2023  
Re: FY2024 Budget

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The Pelican Bay Leadership team worked collaboratively in preparing the enclosed FY2024 budget. The Board Treasurer has guided adjustments made post June Audit & Budget Committee meetings. The primary budget assumptions are listed below followed by budget initiatives and enhancements. The FY24 budget is being presented to the Board of Directors in July for review and discussion with final approval scheduled for the August Board meeting.

- Annual wage increase amounts up to 11% with various factors considered (performance, market, internal equity, merit/responsibility, compliance – minimum wage, H2B rates)
- FTE's increased 9.4 from FY23 budget / full employment (forecast includes numerous open positions for extended periods of time in FY23)
  - 2 FTE in Food & Beverage; 1 of which is for new food trailer amenity at Community Center during season
  - 4 FTE in Facilities for restaurant cleaning crew / discontinuation of external cleaning contracts for Commons & Community Center
  - Net 3 FTE in Tennis / Community Park for new pickleball and tennis amenities
  - 1.7 FTE in Transportation offset by 1.3 FTE decrease in various other departments
  - A 3% vacancy rate was applied, further reducing the FTE's by 4.2
- Contracted employee housing transportation and H2B related legal and agency fees moved to Food & Beverage department from Housing and HR for approximately \$477,000.
- Utility rates increased 10%
- The new Social Advisory Group worked with management to design social activities in the budget. Budgeted activities include two open house designed events at restaurants plus three activities scheduled at Community Center. Community Center items are budgeted to break even. The restaurant reopening events are budgeted for minimal food and entertainment cost of approximately \$8,000 per event which will be open to all members and marketed to celebrate reopening of restaurants post hurricane Ian.

- Food, beverage, and retail cost of sales maintained
- Insurance renewal for property and casualty 21% increase over prior year with 10% estimated for April 2024 renewal
- Employee health insurance estimated at 10% increase
- Professional fees increase of \$95K primarily due to Strategic Planning Committee activities offset by reduction in IT
- Food & Beverage Sandbar operations loss of 2+ months of activity due to Hurricane Ian restoration

## **FISCAL YEAR 2024 BUDGET INITIATIVES AND ENHANCEMENTS**

As each fiscal budget has nuances and changes, the FY24 budget includes a few significant items worth mentioning in detail.

1. The food trailer will be moved to the Community Center and will operate on weekdays. A separate department is set up for this new amenity offering.
2. As you are aware, we intend to operate expanded racquet services at the Pelican Bay Community Park.
3. Social Advisory Group:  
The newly formed Social Advisory Group has recommended activities that are included in the FY2024 budget. A reopening / kickoff event is planned at each of the two restaurants as well as a few special events at the Community Center. Community Center events at the Community Center are budgeted to break even. The restaurant reopening events have a food cost of \$6,000 each and local entertainment fees.
4. History Book (break even currently included in budget)
  - Cost of books and sales revenue will be recorded as books are sold.
  - Current plans are to either publish and sell via Amazon, pay fee to sell on independent website, or sell through Pelican Bay Foundation online system. Distribution logistics and details are yet to be determined although multiple options are available.
  - Currently included in the Administration budget are retail sales of \$96,300 and cost of sales \$96,300. While the potential to sell all 2500 books, the budget is set conservatively to break even at selling 1,607 books and expensing the cost on the remaining if unsold by end of fiscal year.
5. Strategic Planning Committee (all below is currently included in budget)
  - The Strategic Planning Committee has multiple initiatives included in the FY2024 budget. The items are listed in the professional fees of the administrative department.
  - Member Survey - \$45,000
  - Consulting – architectural and other professional fees related to master planning and logo / branding - \$100,000.
6. Sunday entertainment \$16,275
7. Tram shuttle expansion – 2 part-time tram drivers - \$59,087

Insurance Detail FY24 Budget							
	Apr 23-24	Apr 22-23	% Increase	\$ Increase	FY23 Budget	FY23 Forecast	FY24 Budget
Property	\$ 804,688	\$ 580,535	39%	\$ 224,153	\$ 593,364	\$ 665,740	\$ 838,199
Equipment	2,141	3,739	-43%	(1,598)	3,822	3,033	2,230
Crime	14,344	7,324	96%	7,020	7,486	10,425	14,942
\$10MM D&O EPLI	57,423	57,500	0%	(77)	58,770	57,466	59,816
Excess D&O	36,005	36,322	-1%	(317)	37,124	36,182	37,505
Package Liab	191,262	179,761	6%	11,501	183,731	184,841	199,231
Umbrella	301,408	294,945	2%	6,463	301,458	297,800	313,967
Shuttle Busses	-	-	100%	-	-	-	-
Cyber	15,729	18,057	-13%	(2,328)	18,456	17,029	16,384
	\$ 1,423,000	\$ 1,178,183	21%	\$ 244,817	\$ 1,204,210	\$ 1,272,514	\$ 1,482,274
Per Assessment	\$ 196.90	\$ 163.03		\$ 33.88		10% Increase	April 2024

\*During the annual insurance renewal in April 2023, no property coverage was secured for the \$10M to \$20M and \$30M-\$45M levels reaching agreed upon values. Those levels are self-insured for the coverage year. The deductible remains at \$2.5M.

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department - FY2024 Budget Compared to FY2023 Budget**  
**Overview of Variances that Comprise Assessment Increase**

	A Revised FY'24 Budget	B Original FY'24 Budget	A - B Variance Increase Revenue / (Expense)	(A - B)/B %	Explanation
Food & Beverage	\$ 2,311,701	\$ 2,454,702	\$ 143,001	5.8%	SAG events - net increase of \$21,750 (\$6K food * two events, reduction of band cost \$6,500, reduction of ticket revenue \$16,250), expect reduced food sales for closing to be offset by increased beverage sales; Sunday entertainment \$16,275; Reduce wage increase by 1%, reduce staffing hours/scheduling, 3% vacancy rate for non management year round positions, adjusted 401K match \$135,440; increased covers 5% May to Sept \$32,878; increased food trailer covers \$12,708
Employee Housing	(62,462)	(77,001)	(14,539)	18.9%	Adjustment in applying lease commission to offseason rentals
Transportation	1,804,977	1,845,082	40,105	2.2%	Added two tram driver positions - one at station 6 and one as shuttle between stations 4 and 5 offset; Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Safety & Security	686,190	706,961	20,771	2.9%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Tennis	539,231	548,332	9,101	1.7%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Community Park	(36,691)	(36,691)	-	0.0%	
Beach	441,563	450,852	9,289	2.1%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Community Center	383,065	383,202	137	0.0%	Added FGCU Renaissance Academy; Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Fitness/Wellness	214,813	228,686	13,873	6.1%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Facilities	1,590,080	1,619,605	29,525	1.8%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Information Technology	969,475	981,396	11,921	1.2%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Insurance	1,482,274	1,482,274	-	0.0%	
Legal & Professional Fees	586,473	636,473	50,000	7.9%	Reduced SPC logo/branding by \$50K
Design Review & Covenants	388,515	389,430	915	0.2%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match

**Pelican Bay Foundation, Inc.**  
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	<u>A</u> Revised FY'24 Budget	<u>B</u> Original FY'24 Budget	<u>A - B</u> <u>Variance</u> Increase Revenue / (Expense)	<u>(A - B)/B</u> %	Explanation
Administration	1,953,169	2,016,913	63,744	3.2%	Reduce wage increase by 1%, vacancy rate for non management year round positions 3%, adjusted 401K match
Excess/(deficiency) of revenues over expenses	-	-	-	N/A	
Membership Assessments	<u>\$ 13,252,373</u>	<u>\$ 13,630,216</u>	<u>\$ 377,843</u>	<u>2.8%</u>	
Assessment Rate	\$1,834	\$1,886	\$52	2.8%	

Pelican Bay Foundation, Inc.  
 FY2024 Budget  
 Explanation of Major Line Item Variances Budget to Budget

FY'24 Budget	FY'23 Budget	Increase (Decrease)	Line Item	Variance Explanation
<b>INTRACTABLE ITEMS - out of our control, committed per renewals/contracts, or previously determined</b>				
(1,482,274)	(1,222,414)	(259,860)	<b>Insurance Expense</b>	> Increase in renewal required for maintaining insurance coverage at available levels
(675,740)	(617,251)	(58,489)	<b>Utilities</b>	> 10% rate increase expected for all utilities
(1,007,666)	(910,882)	(96,784)	<b>Professional Fees</b>	> \$120K Increase related to Strategic Planning Committee, Member Survey, Marketing > \$160K Decrease IT and Northstar related > \$60K Increase related to Property Management Fees / Seasonal Rentals > \$50K Increase Other related to coastal resiliency, various TBD related to projects > \$20K Decrease DRC related > \$20K Increase related to Community park > \$11K Increase related to IC incentive program for increased revenue over PY > \$7K Increase each elections provider and audit / tax engagements
(11,604,684)	(10,508,018)	(1,096,666)	<b>Salaries &amp; Wages</b>	> See separate schedule
(934,459)	(912,900)	(21,559)	<b>Payroll Taxes</b>	> Adjusted based on salaries & wages
(147,592)	(138,998)	(8,594)	<b>Worker's Comp</b>	> Adjusted based on salaries & wages > Increase of 5% renewal budgeted 1/1/24
(1,053,717)	(919,123)	(134,594)	<b>Employee Benefits</b>	> Adjusted based on salaries & wages > Increase of 10% Medical, 5% Dental/other for renewal budgeted 1/1/24
<b>PROPOSED ADJUSTMENTS - other than intractable items above</b>				
4,458,493	4,528,720	(70,227)	<b>Food Sales Revenue</b>	> Less months of operation at Sandbar than FY23 budget > Maintain gross margin %
2,406,745	2,455,780	(49,035)	<b>Beverage Sales Revenue</b>	> Less months of operation at Sandbar than FY23 budget > Maintain gross margin %
(159,340)	(54,516)	(104,824)	<b>Retail Cost of Sales</b>	> \$96K Increase due to History Book > \$9K Increase due to Racquets/Community Park
211,159	92,011	119,148	<b>Retail Sales</b>	> \$96K Increase due to History Book > \$23K Increase due to Racquets/Community Park
832,043	664,300	167,743	<b>Other Revenue</b>	> \$228K Increase due to Community Park activities > \$40K Decrease resident activities due to programmatic changes
280,678	141,168	139,510	<b>Racquets Revenue</b>	> Expecting Increase due to Racquets/Community Park
311,775	281,393	30,382	<b>Fitness Revenue</b>	> Expecting Increase due to return of beach fitness, increases in personal training and group classes
<b>DEPENDENT ITEMS - dependent on Proposed Adjustment line items</b>				
(1,545,912)	(1,556,644)	10,732	<b>Food Cost of Sales</b>	> Less months of operation at Sandbar than FY23 budget
(550,035)	(561,501)	11,466	<b>Beverage Cost of Sales</b>	> Less months of operation at Sandbar than FY23 budget
Total Variances Above		(1,421,651)		
		(6,919)	<b>Other Variances - Multiple line items</b>	
<b>Total B to B variance</b>		<b>\$ (1,428,570)</b>		

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department - FY2024 Budget Compared to FY2023 Budget**  
**Overview of Variances that Comprise Assessment Increase**

	A	B	D	E	Variance		Rate	Explanation
	FY'24 Budget	FY'23 Budget	FY'22 Actual	FY'21 Actual	Increase/ (Decrease)	(A - B)/B %		
Food & Beverage	\$ 2,311,701	\$ 1,503,384	\$ 1,150,973	\$ 1,158,821	\$ 808,317	53.8%	\$ 112	Reduced gross margin \$97K (decreased # of covers 2.5% or 5,369), Increases in P/R & related expenses of \$499K (decreased 0.5 FTE from FY23 budget & added annual wage increase / H2B wage rates), Increase in professional fees of \$316K for employee housing transportation, offset by reductions in operating supplies \$46K, utilities \$35k, repairs & maintenance \$22k, credit card fees \$4K, reduction of \$5K in purchase discounts unbudgeted, \$2K other various.
Employee Housing	(62,462)	181,364	161,793	146,424	(243,826)	-134.4%	(34)	Decrease of \$251K professional fees (primarily due to moving employee housing transportation of \$316K), \$45K increase housing repayments, offset by \$35K increase in repairs and maintenance, \$7K each operating supplies and other.
Transportation	1,804,977	1,758,698	1,366,764	1,330,895	46,279	2.6%	6	Increased \$69K P/R & related expenses for annual wage increase, full staffing, and hours/fte; offset by \$18K decrease in tram lease expense, and \$5K decrease in operating supplies.
Safety & Security	686,190	626,017	658,949	627,248	60,173	9.6%	8	Increase of \$63K in P/R & related expenses offset by \$3K decrease in various other expenses
Tennis	539,231	549,976	482,651	405,677	(10,745)	-2.0%	(1)	Increase of \$6K net retail sales, decrease of \$40K P/R & related expenses, offset by decrease of \$15K tennis/other revenue, \$10K increase in operating supplies, \$4K increase in utilities, \$3K increase in repairs and maintenance, \$2K increase in rent and lease expense
Community Park	(36,691)	-	-	-	(36,691)	0.0%	(5)	New amenity - \$214K P/R & related expenses, \$31K operating supplies, \$20K professional fees, \$14K repairs and maintenance, \$57K utilities, \$14K credit card fees offset by \$9K net retail sales, \$378K court and program fee revenue
Beach	441,563	403,039	406,937	345,683	38,524	9.6%	5	Increased \$32K P/R & related expenses for minimum wage rate and annual wage increase, \$7K increase in rent and lease expense
Community Center	383,065	379,357	329,821	311,132	3,708	1.0%	1	Decrease of \$2K P/R & related expense, increase of \$21K in utilities, offset by \$16K decrease in repairs and maintenance
Fitness/Wellness	214,813	204,577	147,882	165,354	10,236	5.0%	1	Increase \$66K in P/R & related expenses (annual wage increase / full staffing) offset by \$20K increase in revenues, \$32K decrease in repairs and maintenance, and \$3K decrease in other expenses
Facilities	1,590,080	1,364,224	1,128,523	1,131,177	225,856	16.6%	31	Increases of \$160K in P/R & related expense for annual wage increase and increased staffing, \$64K increase in repairs and maintenance primarily for preventative maintenance contracts, \$7K increase in utilities offset by \$4K reduction in various other expenses
Information Technology	969,475	981,166	902,108	951,885	(11,691)	-1.2%	(2)	Increases of \$82K in P/R & related expense for annual wage increase and staffing adjustments, offset by \$60K decrease in professional fees and \$33K decrease in telecommunications expense

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department - FY2024 Budget Compared to FY2023 Budget**  
**Overview of Variances that Comprise Assessment Increase**

	A	B	D	E	A - B		Rate	Explanation
	FY'24 Budget	FY'23 Budget	FY'22 Actual	FY'21 Actual	Increase/ (Decrease)	(A - B)/B %		
Insurance	1,482,274	1,222,414	903,762	702,959	259,860	21.3%	36	FY2024 added 10% increase over actual for April 2024 renewal. Annual renewal April 2023 was a 21% increase
Legal & Professional Fees	586,473	505,248	497,531	519,294	81,225	16.1%	11	Increase \$120K SPC/marketing/survey related, \$50K other/coastal resiliency/engineering, offset by \$100K decrease in F&B technology consulting, \$7K increase each elections vendor and audit/tax related
Design Review & Covenants	388,515	371,227	274,020	168,420	17,288	4.7%	2	Increased \$16K P/R & related expenses for annual wage increase, \$21K decrease in revenues offset by \$20K decrease in professional fees expense
Administration	1,953,169	1,773,111	1,206,019	1,659,707	180,058	10.2%	25	Increased \$132K P/R & related expenses for annual wage rate, \$40K increase other expenses, \$16K increase communications expense, \$15K increase other revenues, \$7K increase other expenses
Excess/(deficiency) of revenues over expenses	-	0	501,082	233,297	(0)	-100.0%	(0)	
Membership Assessments	<u>\$ 13,252,373</u>	<u>\$ 11,823,803</u>	<u>\$ 10,118,815</u>	<u>\$ 9,857,973</u>	<u>\$ 1,428,570</u>	<u>12.1%</u>	<u>\$198</u>	



Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A-B	(A-B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
Total Company	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments ***	13,252,372	11,823,801	11,823,781	10,118,813	9,857,969	9,424,334	8,759,427	1,428,571	12.1%	58.9%	57.0%
Food Sales	4,458,493	4,528,720	614,349	3,805,515	3,030,054	2,913,686	3,786,281	(70,227)	-1.6%	19.8%	21.8%
Beverage Sales	2,406,745	2,455,780	242,791	2,107,217	1,744,396	1,453,360	1,853,063	(49,035)	-2.0%	10.7%	11.8%
Tennis	280,678	141,168	134,618	142,845	124,835	75,797	83,490	139,510	98.8%	1.2%	0.7%
Fitness	311,775	281,393	269,291	265,231	234,036	239,669	317,441	30,382	10.8%	1.4%	1.4%
Wellness	66,712	71,978	75,445	66,349	59,946	61,576	86,193	(5,266)	-7.3%	0.3%	0.3%
Retail Sales	211,159	92,011	104,948	145,686	162,246	181,727	212,131	119,148	129.5%	0.9%	0.4%
Guest Card Fees	685,431	679,606	367,627	701,144	610,448	466,883	553,332	5,825	0.9%	3.0%	3.3%
Other	832,043	664,300	596,839	754,318	661,056	1,629,053	569,641	167,743	25.3%	3.7%	3.2%
<b>Total Revenues</b>	<b>22,505,408</b>	<b>20,738,757</b>	<b>14,229,689</b>	<b>18,107,118</b>	<b>16,484,986</b>	<b>16,446,085</b>	<b>16,220,999</b>	<b>1,766,651</b>	<b>8.5%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	1,545,912	1,556,644	187,206	1,326,125	998,796	1,000,597	1,220,571	(10,732)	-0.7%	34.7%	34.4%
Beverage Cost of Sales	550,035	561,501	57,932	467,948	376,915	340,415	457,132	(11,466)	-2.0%	22.9%	22.9%
Retail Cost of Sales	159,340	54,516	52,630	84,979	101,114	112,322	133,452	104,824	192.3%	75.5%	59.2%
<b>Total Cost of Sales</b>	<b>2,255,287</b>	<b>2,172,661</b>	<b>297,768</b>	<b>1,879,052</b>	<b>1,476,825</b>	<b>1,453,334</b>	<b>1,811,155</b>	<b>82,626</b>	<b>3.8%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	10,904,708	9,865,736	6,143,131	8,218,235	7,712,221	7,588,847	7,536,284	1,038,972	10.5%	48.5%	47.6%
Bonus	699,976	642,282	604,269	530,598	551,713	484,115	464,875	57,694	9.0%	3.1%	3.1%
Payroll Taxes	934,459	912,900	543,154	751,042	668,498	656,109	665,021	21,559	2.4%	4.2%	4.4%
Worker's Comp	147,592	138,998	83,658	86,925	93,859	93,374	89,137	8,594	6.2%	0.7%	0.7%
Employee Benefits	1,053,717	919,123	810,710	918,515	1,020,864	925,644	893,720	134,594	14.6%	4.7%	4.4%
Education & Training	80,487	58,407	30,390	37,003	15,293	22,636	21,954	22,080	37.8%	0.4%	0.3%
Other	409,989	403,678	207,546	323,005	276,807	388,482	368,744	6,311	1.6%	1.8%	1.9%
<b>Total Payroll &amp; Related Exp.</b>	<b>14,230,928</b>	<b>12,941,124</b>	<b>8,422,858</b>	<b>10,865,323</b>	<b>10,339,255</b>	<b>10,159,207</b>	<b>10,039,735</b>	<b>1,289,804</b>	<b>10.0%</b>	<b>63.2%</b>	<b>62.4%</b>
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	148,215	165,871	143,364	148,943	118,477	113,761	157,335	(17,656)	-10.6%	0.7%	0.8%
Insurance Expense	1,482,274	1,222,414	1,277,629	903,762	702,959	615,733	576,417	259,860	21.3%	6.6%	5.9%
Legal Fees	180,000	180,000	180,000	139,733	162,564	176,646	193,546	-	0.0%	0.8%	0.9%
Operating Supplies	1,097,464	1,097,852	453,466	1,070,161	953,577	1,038,230	897,200	(388)	0.0%	4.9%	5.3%
Professional Fees	1,007,666	910,882	910,874	512,049	633,437	553,729	373,271	96,784	10.6%	4.5%	4.4%
Rent & Lease Expense	392,813	411,080	292,484	383,351	317,443	220,224	235,423	(18,267)	-4.4%	1.7%	2.0%
Repairs & Maintenance	570,723	543,486	413,772	585,315	571,874	595,881	564,841	27,237	5.0%	2.5%	2.6%
Utilities	675,740	617,251	429,562	555,240	478,806	451,960	484,875	58,489	9.5%	3.0%	3.0%
Credit Card Fees	326,896	323,848	108,096	310,162	240,297	202,398	247,310	3,048	0.9%	1.5%	1.6%
Software Licenses & Fees	258,276	242,496	274,473	289,387	264,829	232,048	200,626	15,780	6.5%	1.1%	1.2%
Other	374,127	359,792	204,199	235,801	174,637	284,688	291,125	14,335	4.0%	1.7%	1.7%
Employee Housing Repayments	(495,000)	(450,000)	(451,005)	(272,242)	(183,291)	(225,332)	(227,558)	(45,000)	10.0%	-2.2%	-2.2%
Board Contingency Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>6,019,193</b>	<b>5,624,971</b>	<b>4,236,913</b>	<b>4,861,661</b>	<b>4,435,609</b>	<b>4,259,966</b>	<b>3,994,411</b>	<b>394,222</b>	<b>7.0%</b>	<b>26.7%</b>	<b>27.1%</b>
<b>Total Expenses</b>	<b>22,505,408</b>	<b>20,738,757</b>	<b>12,957,539</b>	<b>17,606,036</b>	<b>16,251,689</b>	<b>15,872,507</b>	<b>15,845,301</b>	<b>1,766,651</b>	<b>8.5%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>-</b>	<b>0</b>	<b>1,272,150</b>	<b>501,082</b>	<b>233,297</b>	<b>573,578</b>	<b>375,698</b>	<b>(0)</b>			

\*\*\* Annual Operating Assessment calculated as: Membership Assessments \$13,252,372 / no. of assessable units 7,227 = \$1,834 per unit.

Pelican Bay Foundation, Inc.  
FY2024 Budget - COMMON SIZE

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>Revenues:</b>											<i>% of total revenues:</i>
Membership Assessments	58.89%	57.01%	83.09%	55.88%	59.80%	57.30%	54.00%	1.87%	3.3%	58.9%	57.0%
Food Sales	19.81%	21.84%	4.32%	21.02%	18.38%	17.72%	23.34%	-2.03%	-9.3%	19.8%	21.8%
Beverage Sales	10.69%	11.84%	1.71%	11.64%	10.58%	8.84%	11.42%	-1.15%	-9.7%	10.7%	11.8%
Tennis Sales	1.25%	0.68%	0.95%	0.79%	0.76%	0.46%	0.51%	0.57%	83.2%	1.2%	0.7%
Fitness	1.39%	1.36%	1.89%	1.46%	1.42%	1.46%	1.96%	0.03%	2.1%	1.4%	1.4%
Wellness	0.30%	0.35%	0.53%	0.37%	0.36%	0.37%	0.53%	-0.05%	-14.6%	0.3%	0.3%
Retail Sales	0.94%	0.44%	0.74%	0.80%	0.98%	1.10%	1.31%	0.49%	111.5%	0.9%	0.4%
Guest Card Fees	3.05%	3.28%	2.58%	3.87%	3.70%	2.84%	3.41%	-0.23%	-7.1%	3.0%	3.3%
Other	3.70%	3.20%	4.19%	4.17%	4.01%	9.91%	3.51%	0.49%	15.4%	3.7%	3.2%
<b>Total Revenues</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>											
<b>Cost of Sales -</b>											<i>% of specific revenue:</i>
Food Cost of Sales	6.87%	7.51%	1.32%	7.32%	6.06%	6.08%	7.52%	-0.64%	-8.5%	34.7%	34.4%
Beverage Cost of Sales	2.44%	2.71%	0.41%	2.58%	2.29%	2.07%	2.82%	-0.26%	-9.7%	22.9%	22.9%
Retail Cost of Sales	0.71%	0.26%	0.37%	0.47%	0.61%	0.68%	0.82%	0.45%	169.3%	75.5%	38.6%
<b>Total Cost of Sales</b>	<b>10.02%</b>	<b>10.48%</b>	<b>2.09%</b>	<b>10.38%</b>	<b>8.96%</b>	<b>8.84%</b>	<b>11.17%</b>	<b>-0.46%</b>	<b>-4.3%</b>		
<b>Payroll &amp; Related Expenses -</b>											<i>% of total expenses:</i>
Salaries & Wages	48.45%	47.57%	43.17%	45.39%	46.78%	46.14%	46.46%	0.88%	1.9%	48.5%	47.6%
Bonus	3.11%	3.10%	4.25%	2.93%	3.35%	2.94%	2.87%	0.01%	0.4%	3.1%	3.1%
Payroll Taxes	4.15%	4.40%	3.82%	4.15%	4.06%	3.99%	4.10%	-0.25%	-5.7%	4.2%	4.4%
Worker's Comp	0.66%	0.67%	0.59%	0.48%	0.57%	0.57%	0.55%	-0.01%	-2.2%	0.7%	0.7%
Employee Benefits	4.68%	4.43%	5.70%	5.07%	6.19%	5.63%	5.51%	0.25%	5.6%	4.7%	4.4%
Education & Training	0.36%	0.28%	0.21%	0.20%	0.09%	0.14%	0.14%	0.08%	27.0%	0.4%	0.3%
Other	1.82%	1.95%	1.46%	1.78%	1.68%	2.36%	2.27%	-0.12%	-6.4%	1.8%	1.9%
<b>Total Payroll &amp; Related Expenses</b>	<b>63.23%</b>	<b>62.40%</b>	<b>59.19%</b>	<b>60.01%</b>	<b>62.72%</b>	<b>61.77%</b>	<b>61.89%</b>	<b>0.83%</b>	<b>1.3%</b>		
<b>Operating Expenses -</b>											<i>% of total expenses:</i>
Communications Expense	0.66%	0.80%	1.01%	0.82%	0.72%	0.69%	0.97%	-0.14%	-17.7%	0.7%	0.8%
Insurance Expense	6.59%	5.89%	8.98%	4.99%	4.26%	3.74%	3.55%	0.69%	11.7%	6.6%	5.9%
Legal Fees	0.80%	0.87%	1.26%	0.77%	0.99%	1.07%	1.19%	-0.07%	-7.8%	0.8%	0.9%
Operating Supplies	4.88%	5.29%	3.19%	5.91%	5.78%	6.31%	5.53%	-0.42%	-7.9%	4.9%	5.3%
Professional Fees	4.48%	4.39%	6.40%	2.83%	3.84%	3.37%	2.30%	0.09%	1.9%	4.5%	4.4%
Rent & Lease Expense	1.75%	1.98%	2.06%	2.12%	1.93%	1.34%	1.45%	-0.24%	-11.9%	1.7%	2.0%
Repairs & Maintenance	2.54%	2.62%	2.91%	3.23%	3.47%	3.62%	3.48%	-0.08%	-3.2%	2.5%	2.6%
Utilities	3.00%	2.98%	3.02%	3.07%	2.90%	2.75%	2.99%	0.03%	0.9%	3.0%	3.0%
Credit Card Fees	1.45%	1.56%	0.76%	1.71%	1.46%	1.23%	1.52%	-0.11%	-7.0%	1.5%	1.6%
Software Licenses & Fees	1.15%	1.17%	1.93%	1.60%	1.61%	1.41%	1.24%	-0.02%	-1.9%	1.1%	1.2%
Other	1.66%	1.73%	1.44%	1.30%	1.06%	1.73%	1.79%	-0.07%	-4.2%	1.7%	1.7%
Employee Housing Repayments	-2.20%	-2.17%	-3.17%	-1.50%	-1.11%	-1.37%	-1.40%	-0.03%	1.4%	-2.2%	-2.2%
<b>Total Other Expenses</b>	<b>26.75%</b>	<b>27.12%</b>	<b>29.78%</b>	<b>26.85%</b>	<b>26.91%</b>	<b>25.90%</b>	<b>24.62%</b>	<b>-0.38%</b>	<b>-1.4%</b>		
<b>Total Expenses</b>	<b>100.00%</b>	<b>100.00%</b>	<b>91.06%</b>	<b>97.23%</b>	<b>98.58%</b>	<b>96.51%</b>	<b>97.68%</b>	<b>0.00%</b>	<b>0.0%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>0.00%</b>	<b>0.00%</b>	<b>8.94%</b>	<b>2.77%</b>	<b>1.42%</b>	<b>3.49%</b>	<b>2.32%</b>	<b>0.00%</b>	<b>-100.0%</b>		

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department and Per Unit**

	FY'24 Budget	Cost Per Unit FY'24 Budget	% of Budget FY'24 Budget
Food & Beverage	\$ 2,311,701	\$ 320	17.4%
Employee Housing	(62,462)	(9)	-0.5%
Transportation	1,804,977	250	13.6%
Safety & Security	686,190	95	5.2%
Tennis	539,231	75	4.1%
Community Park	(36,691)	(5)	-0.3%
Beach	441,563	61	3.3%
Community Center	383,065	53	2.9%
Fitness/Wellness	214,813	30	1.6%
Facilities	1,590,080	220	12.0%
Information Technology	969,475	134	7.3%
Insurance	1,482,274	205	11.2%
Legal & Professional Fees	586,473	81	4.4%
Design Review & Covenants	388,515	54	2.9%
Administration	1,953,169	270	14.7%
Excess/(deficiency) of revenues over expenses	-	-	0.0%
Membership Assessments	<u>\$ 13,252,373</u>	<u>\$ 1,834</u>	<u>100.0%</u>
Assessment Rate		\$1,834	

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department - FY2024 Budget Compared to FY2023 Budget**

	A	B	C	D	E	F	G	A-B	(A-B)/B
	FY24	FY23	Forecast	FY22	FY21	FY20	FY19	Amount	%
	Budget	Budget		Actual	Actual	Actual	Actual	Variance	
Food & Beverage	\$ (4,458,493)	\$ (4,528,720)	\$ (614,349)	\$ (3,805,515)	\$ (3,030,054)	\$ (2,913,686)	\$ (3,786,281)	70,227	-1.6%
Food Cost of Sales	1,545,912	1,556,644	187,206	1,326,125	998,796	1,000,597	1,220,571	(10,732)	-0.7%
Beverage Sales / Other	(2,406,745)	(2,455,780)	(242,791)	(2,107,217)	(1,744,396)	(1,453,360)	(1,853,063)	49,035	-2.0%
Beverage Cost of Sales	550,035	561,501	57,932	467,948	376,915	340,415	457,132	(11,466)	-2.0%
Gross Margin	(4,769,291)	(4,866,355)	(612,002)	(4,118,659)	(3,398,739)	(3,026,034)	(3,961,641)	97,064	-2.0%
Employee Housing	432,538	631,364	365,310	434,035	329,715	344,080	330,411	(198,826)	-31.5%
Employee Housing	(495,000)	(450,000)	(451,005)	(272,242)	(183,291)	(225,332)	(227,558)	(45,000)	10.0%
Total Company	(211,159)	(92,011)	(104,948)	(145,686)	(162,246)	(181,727)	(212,131)	(119,149)	129.5%
Total Company	159,340	54,516	52,630	84,979	101,114	112,322	133,452	104,824	192.3%
Tennis	(158,672)	(173,622)	(151,324)	(155,355)	(130,960)	(87,110)	(108,638)	14,950	-8.6%
Pickleball	(377,860)	-	-	-	-	-	-	(377,860)	0.0%
Beach	(2,200)	(2,200)	(188)	(6,800)	(3,700)	(1,800)	(2,000)	-	0.0%
Community Center	(40,198)	(80,068)	(52,414)	(17,157)	(1,444)	(37,081)	(51,298)	39,870	-49.8%
Fitness/Wellness - Revenues	(378,487)	(358,371)	(345,208)	(332,346)	(293,982)	(306,998)	(411,560)	(20,116)	5.6%
Administration	(685,431)	(679,606)	(367,627)	(701,144)	(610,448)	(466,888)	(553,332)	(5,825)	0.9%
Other Revenues	(497,791)	(488,078)	(500,109)	(651,885)	(563,850)	(1,511,356)	(450,919)	(9,713)	2.0%
Food & Beverage	7,080,992	6,369,739	1,996,171	5,269,632	4,557,560	4,799,011	4,703,599	711,253	11.2%
Tennis	739,671	759,686	738,385	697,958	596,957	599,273	613,499	(20,015)	-2.6%
Pickleball	350,059	-	-	-	-	-	-	350,059	0.0%
Beach	443,763	405,239	343,123	413,737	349,383	317,477	336,845	38,524	9.5%
Community Center	423,263	459,425	448,166	346,978	312,576	403,148	391,041	(36,162)	-7.9%
Fitness/Wellness	593,300	582,948	486,675	480,228	459,336	417,545	413,994	30,352	5.4%
Transportation	1,804,977	1,758,698	1,121,301	1,366,764	1,330,895	1,184,544	1,267,703	46,279	2.6%
Safety & Security	686,190	626,017	604,838	658,949	627,248	568,729	547,086	60,173	9.6%
Facilities	1,590,080	1,364,224	1,099,472	1,128,523	1,131,177	1,099,812	1,021,937	225,856	16.6%
Information Technology	969,475	981,166	975,584	902,108	951,885	852,836	784,225	(11,681)	-1.2%
Design Review & Covenants	388,515	371,227	294,714	274,020	168,420	146,074	148,402	17,288	4.7%
Admin - P/R & Related & Ops Exp	3,137,552	2,942,202	2,506,198	2,559,803	2,834,817	2,707,120	2,624,716	195,350	6.6%
Insurance	1,482,274	1,222,414	1,277,629	903,762	702,959	615,733	576,417	259,860	21.3%
Legal & Professional Fees	586,473	505,248	826,263	497,531	519,294	527,377	469,479	81,225	16.1%
Excess(deficiency) of revenues over expenses	-	0	1,272,150	501,082	233,297	573,578	375,698	(0)	
Membership Assessments	\$ 13,252,373	\$ 11,823,803	\$ 11,823,784	\$ 10,118,815	\$ 9,857,973	\$ 9,424,338	\$ 8,759,427	\$ 1,428,569	12.1%

**Pelican Bay Foundation, Inc.**  
**FY2024 Operating Fund Budget**  
**Summarized by Department - FY2024 Budget Compared to FY2023 Forecast**

	A FY'24 Budget	B Budget	C FY'23		D FY'22 Actual	E FY'21 Actual	F FY'20 Actual	G FY'19 Actual	A-B	
			Budget	Forecast					Increase/ (Decrease)	%
Food & Beverage	\$ 2,311,701	\$ 1,503,384	\$ 1,384,169	\$ 1,150,973	\$ 1,158,821	\$ 1,772,977	\$ 741,958	\$ 808,317	58.4%	
Employee Housing	(62,462)	181,364	(85,695)	161,793	146,424	118,748	102,853	(243,826)	284.5%	
Transportation	1,804,977	1,758,698	1,121,301	1,366,764	1,330,895	1,184,544	1,267,703	46,279	4.1%	
Safety & Security	686,190	626,017	604,838	658,949	627,248	568,729	547,086	60,173	9.9%	
Tennis	539,231	549,976	535,190	482,651	405,677	443,760	427,336	(10,745)	-2.0%	
Pickleball	(36,691)	-	-	-	-	-	-	(36,691)	0.0%	
Beach	441,563	403,039	342,935	406,937	345,683	315,677	334,845	38,524	11.2%	
Community Center	383,065	379,357	395,752	329,821	311,132	366,067	339,743	3,708	0.9%	
Fitness/Wellness	214,813	204,577	141,467	147,882	165,354	110,547	2,434	10,236	7.2%	
Facilities	1,590,080	1,364,224	1,099,472	1,128,523	1,131,177	1,099,812	1,021,937	225,856	20.5%	
Information Technology	969,475	981,166	975,584	902,108	951,885	852,836	784,225	(11,691)	-1.2%	
Design Review & Covenants	388,515	371,227	294,714	274,020	168,420	146,074	148,402	17,288	5.9%	
Administration	1,953,169	1,773,111	1,638,016	1,206,019	1,659,707	727,879	1,619,311	180,058	11.0%	
Insurance	1,482,274	1,222,414	1,277,629	903,762	702,959	615,733	576,417	259,860	20.3%	
Legal & Professional Fees	586,473	505,248	826,263	497,531	519,294	527,377	469,479	81,225	9.8%	
Excess/(deficiency) of revenues over expenses	-	0	1,272,150	501,082	233,297	573,578	375,698	(0)	0.0%	
Membership Assessments	\$ 13,252,373	\$ 11,823,803	\$ 11,823,784	\$ 10,118,815	\$ 9,857,973	\$ 9,424,338	\$ 8,759,427	\$ 1,428,570	12.1%	

Pelican Bay Foundation, Inc.  
Proposed Annual Assessment  
FY 2024 Budget

Fiscal Year	2022 Budget		2023 Budget		2024 Budget	
	\$	%	\$	%	\$	%
Operating	\$ 1,400	2.6%	\$ 1,636	16.9%	\$ 1,834	12.1%
Replacement Reserve	300	5.6%	312	4.0%	358	14.7%
Subtotal	1,700	3.2%	1,948	14.6%	2,192	12.5%
Bulk Media Agreement	720	-3.2%	736	2.2%	752	2.2%
Totals	\$ 2,420	1.2%	\$ 2,684	10.9%	\$ 2,944	9.7%

**Pelican Bay Foundation, Inc.  
Assessment Analysis  
For Sixteen Years: 2009 - 2024**

Number of Units	Year	Unit Rate				% Change			
		Operating	Replacement Reserve	Bulk Media	Total	Operating	Replacement Reserve	Bulk Media	Total
7227	2024	\$ 1,834	\$ 358	\$ 752	\$ 2,944	12.1%	14.7%	2.2% **	9.7%
7227	2023	\$ 1,636	\$ 312	\$ 736	\$ 2,684	16.9%	4.0%	2.2% **	10.9%
7227	2022	\$ 1,400	\$ 300	\$ 720	\$ 2,420	2.6%	5.6%	-3.2% **	1.2%
7227	2021	1,364	284	744	2,392	4.6%	4.4%	-9.3% *	-0.2%
7227	2020	1,304	272	820	2,396	7.6%	3.0%	-16.7% *	-2.6%
7227	2019	1,212	264	984	2,460	4.1%	3.1%	2.1%	3.2%
7186	2018	1,164	256	964	2,384	1.0%	10.3%	8.6%	4.9%
7186	2017	1,152	232	888	2,272	10.8%	0.0%	9.9%	9.2%
7186	2016	1,040	232	808	2,080	2.4%	0.0%	4.7%	3.0%
7148	2015	1,016	232	772	2,020	0.0%	3.6%	82.1%	21.4%
7144	2014	1,016	224	424	1,664	2.8%	9.8%	6.0%	4.5%
7144	2013	988	204	400	1,592	3.1%	2.5%	5.5%	3.6%
7144	2012	958	199	379	1,536	2.4%	1.0%	6.2%	3.1%
7144	2011	936	197	357	1,490	4.9%	7.1%	5.0%	5.2%
7173	2010	892	184	340	1,416	2.4%	2.2%	4.9%	3.0%
7167	2009	871	180	324	1,375	7.5%	11.8%	5.2%	7.5%

\* Note: Decrease in FY20 & FY21 is due to the elimination of the infrastructure fee component of the bulk media contract, effective 2/1/20.

\*\* Note: Decrease in FY22 is due to amendment to bulk media contract, effective 2/1/21.

**Average annual increase over last 5 years 3.80%**

**Pelican Bay Foundation, Inc.**  
**List of Fees & Rates**  
**FY2024 Proposed Budget**

Budgeted Revenues	Revenue Type	PBF Commission Split	Fees & Rates		Last Increase or Change	Previous Fee / Rate
			Split	Split		
685,431	Guest Card Income	100%	\$5.00 per day, with a 2 day minimum		FY2023	\$4.50 per day, with a 2 day minimum
3,700	Caregiver Card Income	100%	\$100 per card		FY2019	\$50 per card
245,100	Member Rental Income	100%	\$300 per lease		FY2021	\$250 per lease
29,800	Card Fee Income	100%	\$500 for all cards not turned in at closing			Same since 2008
495,000	Employee Housing Repayments	100%	\$625 per month		FY2023	\$535 per month
13,059	Tennis - Round Robin	Variable	\$10.00 per person		FY2023	\$7.00 per person
16,519	Sales - Ball Machine	100%	\$19.00 for one hour		FY2023	\$18.00 for one hour
1,720	Sales - Guest Fees	100%	\$15.00/adult w/o a guest pass (in season); \$8.00/child (over 13 yr old) guest of an owner, without a guest pass (in season)		FY2023	\$14.00/adult w/o a guest pass (in season); \$7.00/child (over 13 yr old) guest of an owner, without a guest pass (in season)
211,159	Retail Sales	100%	Various			
2,200	Sailing Certification Income	100%	\$100.00 per certification		FY2018	\$75.00 per certification
4,450	Facility Rental Fees	100%	Community Center - \$450 per segment \$400 veranda		FY2024 FY2024	Community Center - \$425 per segment \$375 veranda
36,000	Architectural Design Review Fees	100%	Single Family - Landscape Project Single Family - Major Projects Under 300 SF Single Family - Major Projects Over 300 SF Single Family - New Construction Multi-Family - Landscape Project Multi-Family - Major Project under 500 SF Multi-Family - Major Project over 500 SF Commercial - Landscape Project Commercial - Minor Project Commercial - Major Project Commercial - New Construction	\$1,500 \$2,000 \$2,500 \$3,500 \$2,000 \$2,000 \$2,000 \$2,000 \$2,500 \$2,500	FY2024 FY2024 FY2023 FY2023 FY2024 FY2024 FY2023 FY2023 FY2024 FY2024 FY2024 FY2024	Single Family - Landscape Project Single Family - Major Projects Under 300 SF Single Family - Major Projects Under 300 SF new breakout of fees new breakout of fees new breakout of fees Multi-Family - Major Project under 500 SF Multi-Family - Major Project over 500 SF new breakout of fees Commercial - Minor Project Commercial - Major Project Commercial - New Construction
110,783	Resale Estoppel Fee	100%	\$250 per estoppel		FY2019	\$125 per estoppel
-	Expedited Resale Estoppel Fee	100%	\$100 per expedited estoppel		FY2022	new fee
19,000	Resale Exemption Fee	100%	\$1,000 in lieu of capital resale fee		FY2023	\$500 in lieu of capital resale fee
2,440,000	Resale Capital Fee	100%	\$10,000 capital resale fee		FY2023	\$7,500 capital resale fee
-	Initial Capital Assessment Fee	100%	Three times the then applicable resale capital fee		FY2022	new fee
-	Fitness Guest Activity Fee	100%	\$12 per usage of the Fitness Center by any guest		FY2023	\$10 per usage of the Fitness Center by any guest



**Pelican Bay Foundation, Inc.**  
**List of Fees & Rates**  
**(Independent Contractor Items Only)**  
**FY2024 Proposed Budget**

Budgeted Revenues	Revenue Type	PBF Commission Split	Fees & Rates	Last Increase or Change	Previous Fee / Rate
111,180	Tennis Instruction	Variable 70% / 30%	\$110 for one hour; \$60 for one-half hour	FY2024	\$100 for one hour; \$55 for one-half hour
4,102	Art Instruction Income	Variable 72% / 28%	Acrylic: \$135 for 9 class hours - 5 Student Minimum Oils: \$170 for 12 class hours - 5 Student Minimum Abstract/Misc: \$120 for 3 hr. x 4 classes / wk for 6 wks - 5 Student Minimum	FY2015 FY2018 FY2024	Watercolor: \$100 for 9 class hours - 5 Student Minimum Oils: \$160 for 12 class hours - 5 Student Minimum Abstract/Misc: \$190 for 6 hours - 5 Student Minimum
3,360	Bridge Instruction Income	Variable 72% / 28%	Minimum \$200/class	FY2024	\$100/class
-	Photography Instruction Income	100%	Discontinued - No longer have member group sponsor	FY2023	\$50/class
10,800	Pickleball - Round Robin	100%	Annual Membership Fee (Tennis & Pickleball) - \$1,200 Family, \$1,000 Couple, \$800 Individual; Court Fee \$60 per 1.5 hours	FY2024 FY2024	
117,000	Pickleball Instruction	Variable	Private Lessons: \$90-120 per hour, clinics \$35-\$45 per hour Skill assessment: \$70/ hr. Leagues: \$50-\$75/session Team fee: \$525/season	FY2024 FY2024 FY2024 FY2024	
216,400	Personal Training Income (includes reformer and corealign)	70% / 30%	\$100 for one hour individual; \$75 for 1/2 half hour individual; \$130 for one hour couple ; \$95 for 30 mins couple	FY2024	\$95 for one hour individual; \$70 for 1/2 half hour individual; \$125 for one hour couple ; \$90 for 30 mins couple
20,375	Indoor Exercise Income	70% / 30%	\$17 for one hour of group exercising	FY2024	\$16 for one hour of group exercising
75,000	Beach Fitness Income	70% / 30%	\$17 / class drop-in	FY2024	\$16 / class drop-in
66,580	Massage Therapy Income	68% / 32%	see list below	FY2024	
132	Esthetics Therapy Income	65% / 35%	see list below	FY2024	
	<b>Wellness Dept Rates:</b>				
	Massage (Swedish)		\$70 for 25 minutes , package of 6 - \$65 per session	FY2024	\$65 for 25 minutes , package of 6 - \$60 per session
	Massage (Swedish)		\$95 for 50 minutes	FY2024	\$90 for 50 minutes
	Massage (Swedish)		\$125 for 80 minutes	FY2024	\$120 for 80 minutes
	Massage (Muscle Ease)		\$80 for 25 minutes, package of 6 - \$75 per session	FY2024	\$75 for 25 minutes, package of 6 - \$70 per session
	Massage (Muscle Ease)		\$105 for 50 minutes, package of 6 - \$100 per session	FY2024	\$100 for 50 minutes, package of 6 - \$95 per session
	Massage (Muscle Ease)		\$135 for 80 minutes, package of 6 - \$130 per session	FY2024	\$130 for 80 minutes, package of 6 - \$125 per session
	Massage (Custom)		\$90 for 25 minutes, package of 6 - \$85 per session	FY2024	\$85 for 25 minutes, package of 6 - \$80 per session
	Massage (Custom)		\$115 for 50 minutes, package of 6 - \$110 per session	FY2024	\$110 for 50 minutes, package of 6 - \$105 per session
	Massage (Custom)		\$145 for 80 minutes, package of 6 - \$140 per session	FY2024	\$140 for 80 minutes, package of 6 - \$135 per session
	Massage (Reflexology)		\$115 for 50 minutes	FY2024	\$70 for 25 minutes, \$110 for 50 minutes
	Massage (Microcurrent Point Stimulation)		\$50	FY2024	\$45
	Spa Signature Facial (formerly Basic Facial)		\$85 for 50 minutes	FY2024	\$80 for 50 minutes
	Spa Signature Facial (formerly Custom Facial)		\$120 for 75 minutes	FY2024	\$115 for 75 minutes
	Age Corrective Facial		\$90 for 50 minutes	FY2024	\$85 for 50 minutes
	Age Corrective Facial		\$130 for 75 minutes	FY2024	\$125 for 75 minutes
	Bright Skin Facial		\$100 for 50 minutes	FY2024	\$95 for 50 minutes
	Anti-Aging Eye Treatment		\$45 Great for reducing milia, crows feet, puffiness and dark circles	FY2024	\$40 Great for reducing milia, crows feet, puffiness and dark circles
	Anti-Aging Lip Treatment		\$35 Exfoliate, plump and moisturize the lip contours	FY2024	\$30 Exfoliate, plump and moisturize the lip contours

**Pelican Bay Foundation, Inc.**  
**Employee FTE Count**  
**FY2024 Budget Comparison to FY2023, FY2022 and FY2021**

Department	A FY'24 Budget	B FY'23 Budget	C Forecast	D FY'22 Budget	E Actual	E FY'21 Actual	A - B Variance Increase/ (Decrease)	(A - B)/B Ratio
Food & Beverage	106.0	106.5	31.9	107.9	88.9	81.9	-0.5	-0.5%
Transportation	34.4	35.0	25.3	32.8	26.9	31.4	-0.6	-1.8%
Facilities	19.5	15.9	14.8	16.8	12.3	15.3	3.6	22.9%
Administration	17.6	17.9	14.4	19.1	13.6	17.7	-0.3	-1.8%
Beach	10.3	10.3	9.2	9.6	10.8	10.7	0.0	0.0%
Safety & Security	10.7	10.0	9.1	13.0	11.6	13.4	0.7	6.7%
Fitness/Wellness	6.6	6.5	5.4	6.3	5.0	6.8	0.1	2.3%
Tennis	6.6	8.3	7.4	8.0	7.2	7.7	-1.7	-20.4%
Community Park	4.6	-	-	-	-	-	0.0	0.0%
Information Technology	3.9	4.0	4.0	4.0	3.8	3.8	-0.1	-2.2%
Covenants	2.9	3.0	2.6	3.0	2.1	2.4	-0.1	-3.1%
Community Center	2.3	2.8	2.5	2.8	2.0	2.0	-0.5	-18.1%
Housing	-	-	-	2.3	2.3	2.3	0.0	0.0%
<b>Totals</b>	<b>225.4</b>	<b>220.2</b>	<b>126.6</b>	<b>225.6</b>	<b>186.5</b>	<b>195.4</b>	<b>5.2</b>	<b>2.4%</b>

**Pelican Bay Foundation, Inc.**  
**Employee FTE Count (Regular & OT)**  
**FY2024 Budget Comparison to FY2023, FY2022 and FY2021**

REGULAR FTE'S	A FY'24	B FY'23	C Forecast	D FY'22	E Actual	F FY'21	A - B Variance	(A - B)/B Ratio
Department	Budget	Budget	Forecast	Budget	Actual	Actual	Increase/ (Decrease)	Ratio
Food & Beverage	103.0	101.3	31.4	106.0	79.9	77.1	1.7	1.7%
Transportation	34.4	35.0	25.1	32.8	26.6	31.4	-0.6	-1.7%
Administration	17.6	17.9	14.4	19.1	13.5	17.7	-0.3	-1.7%
Covenants	2.9	3.0	2.6	3.0	2.1	2.4	-0.1	-3.3%
Facilities	19.5	15.3	14.4	16.2	11.9	15.1	4.2	27.5%
Safety & Security	10.7	9.9	9.0	13.0	11.5	13.3	0.8	8.1%
Beach	10.3	10.3	9.2	9.6	10.8	10.6	0.0	0.0%
Tennis	6.6	8.3	7.4	8.0	7.0	7.7	-1.7	-20.5%
Community Park	4.6	-	-	-	-	-	0.0	0.0%
Fitness/Wellness	6.6	6.5	5.4	6.3	5.0	6.8	0.1	1.5%
Information Technology	3.9	4.0	4.0	4.0	3.8	3.8	-0.1	-2.5%
Community Center	2.3	2.8	2.5	2.8	2.0	2.0	-0.5	-17.9%
Housing	-	-	-	2.3	2.3	2.3	0.0	0.0%
<b>Totals</b>	<b>222.4</b>	<b>214.3</b>	<b>125.4</b>	<b>223.1</b>	<b>176.4</b>	<b>190.2</b>	<b>8.1</b>	<b>3.8%</b>

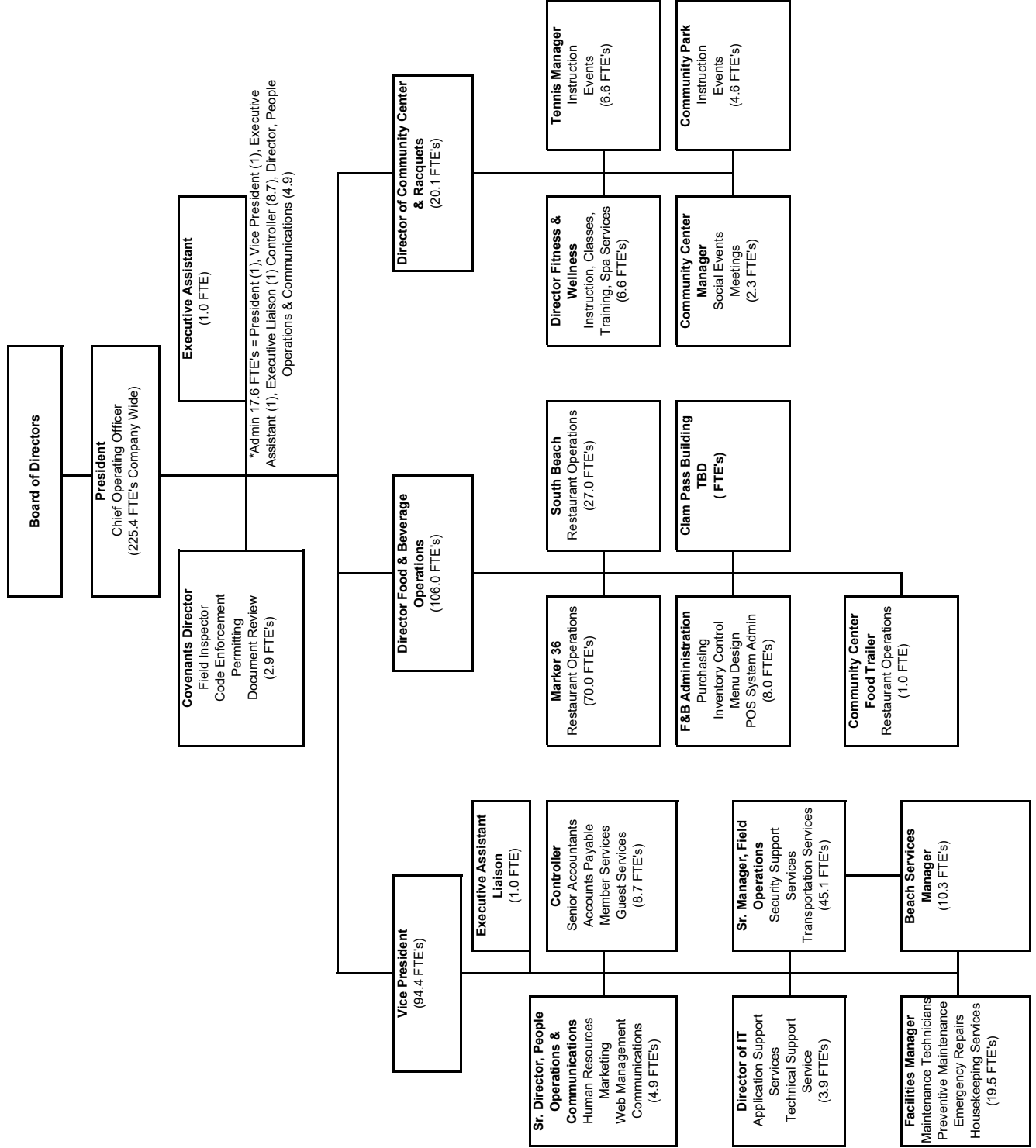
OVERTIME FTE'S	A FY'24	B FY'23	C Forecast	D FY'22	E Actual	F FY'21	A - B Variance	(A - B)/B Ratio
Department	Budget	Budget	Forecast	Budget	Actual	Actual	Increase/ (Decrease)	Ratio
Food & Beverage	3.0	5.2	0.5	1.9	9.0	4.9	-2.2	-42.3%
Transportation	-	-	0.2	-	0.3	-	0.0	0.0%
Administration	-	-	-	-	0.1	-	0.0	0.0%
Covenants	-	-	-	-	0.0	-	0.0	0.0%
Safety & Security	-	0.1	0.1	-	0.1	0.1	-0.1	-100.0%
Facilities	-	0.6	0.4	0.6	0.4	0.2	-0.6	-100.0%
Beach	-	-	-	-	-	0.1	0.0	0.0%
Tennis	-	-	-	-	0.2	-	0.0	0.0%
Community Park	-	-	-	-	-	-	0.0	0.0%
Fitness/Wellness	-	-	-	-	-	-	0.0	0.0%
Information Technology	-	-	-	-	-	-	0.0	0.0%
Community Center	-	-	-	-	-	-	0.0	0.0%
Housing	-	-	-	-	-	-	0.0	0.0%
<b>Totals</b>	<b>3.0</b>	<b>5.9</b>	<b>1.2</b>	<b>2.5</b>	<b>10.1</b>	<b>5.3</b>	<b>-2.9</b>	<b>-49.2%</b>

<b>Combined Total</b>	<b>225.4</b>	<b>220.2</b>	<b>126.6</b>	<b>225.6</b>	<b>186.5</b>	<b>195.4</b>	<b>5.2</b>	<b>2.4%</b>
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**Pelican Bay Foundation, Inc.**  
**Employee FTE Count by Department**  
**FY 2024 Budget Comparison to FY 2023, FY 2022 and FY 2021**

Department Name	A FY24			B FY23			C FY23			D FY22			E FY21			A - B Variance		
	Budget	Salary	Hourly	Headcount	Budget	Salary	Hourly	Forecast	Salary	Hourly	Actual	Salary	Hourly	Actual	Salary	Hourly	Increase/ (Decrease)	Ratio
Food & Beverage	106.0	9.8	96.2	160.0	106.5	26.8	79.7	31.9	7.8	24.1	88.9	9.5	79.4	81.9	10.1	71.8	(0.5)	-0.5%
Transportation	34.4	1.2	33.2	69.0	35.0	1.7	33.3	25.3	2.0	23.3	26.9	1.6	25.3	31.4	1.9	29.5	(0.6)	-1.7%
Facilities	19.5	1.0	18.5	20.0	15.9	2.0	13.9	14.8	1.0	13.8	12.3	1.4	10.9	15.3	2.6	12.7	3.6	22.6%
Administration	17.6	12.8	4.8	19.0	17.9	14.8	3.1	14.4	12.8	1.6	13.6	11.7	1.9	17.7	15.6	2.1	(0.3)	-1.7%
Beach	10.3	1.0	9.3	24.0	10.3	1.0	9.3	9.2	1.0	8.2	10.8	1.0	9.8	10.7	1.1	9.6	-	0.0%
Safety & Security	10.7	1.0	9.7	11.0	10.0	1.0	9.0	9.1	0.6	8.5	11.6	1.0	10.6	13.4	1.0	12.4	0.7	7.0%
Fitness/Wellness	6.6	2.0	4.6	9.0	6.5	2.0	4.5	5.4	1.9	3.5	5.0	1.9	3.1	6.8	2.5	4.3	0.1	1.5%
Tennis	6.6	3.0	3.6	9.0	8.3	3.0	5.3	7.4	3.0	4.4	7.2	2.3	4.9	7.7	1.9	5.8	(1.7)	-20.5%
Community Park	4.6	-	4.6	8.0	-	-	-	-	-	-	-	-	-	-	-	-	4.6	0.0%
Information Technology	3.9	3.9	0.0	4.0	4.0	4.0	0.0	4.0	4.0	0.0	3.8	3.8	(0.0)	3.8	3.8	(0.0)	(0.1)	-2.5%
Covenantants	2.9	2.0	0.9	3.0	3.0	2.0	1.0	2.6	1.0	1.6	2.1	1.9	0.2	2.4	2.3	0.1	(0.1)	-3.3%
Community Center	2.3	1.0	1.3	3.0	2.8	1.0	1.8	2.5	1.0	1.5	2.0	1.0	1.0	2.0	1.0	1.0	(0.5)	-17.9%
Housing	-	-	-	-	-	-	-	-	-	-	2.3	-	2.3	2.3	-	2.3	-	0.0%
<b>Totals</b>	<b>225.4</b>	<b>38.7</b>	<b>186.7</b>	<b>339.0</b>	<b>220.2</b>	<b>59.3</b>	<b>160.9</b>	<b>126.6</b>	<b>36.1</b>	<b>90.5</b>	<b>186.5</b>	<b>37.2</b>	<b>149.3</b>	<b>195.4</b>	<b>43.8</b>	<b>151.6</b>	<b>5.2</b>	<b>2.4%</b>

**Pelican Bay Foundation, Inc.  
Organizational Chart FY2024**



Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	A-B	(A-B)/B		
	FY'24 Budget	FY'23		FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Increase/ (Decrease)	%	
Food & Beverage	Budget	Budget	Forecast							
Number of Guest Cards Sold:	26,034	26,034	19,888	31,580	25,087	21,662	29,535	-	0.0%	
Tram Rider Counts:	372,000	372,000	191,826	355,581	297,433	273,903	371,778	-	0.0%	
<u>Easter Dates:</u>	3/31/24	4/9/23	4/9/23	4/17/22	4/4/21	4/12/20	4/21/19			
<b>F&amp;B Consolidated:</b>										
Restaurant Cover Counts	212,860	218,229	31,338	206,072	168,943	174,018	236,757	(5,369)	-17.1%	
Average \$ per Cover	\$32.25	\$32.01	\$27.35	\$28.69	\$28.17	\$24.56	\$23.82	\$0.25	0.9%	
Food Cost of Sales	34.7%	34.4%	30.5%	34.8%	32.9%	34.3%	32.2%	0.3%	1.0%	
Beverage Cost of Sales	22.9%	22.9%	23.9%	22.2%	21.6%	23.4%	24.7%	0.0%	0.0%	
Rest. S&W/Rest. Revenue	56.1%	50.4%	103.3%	48.3%	49.1%	56.7%	45.9%	5.7%	5.5%	
Covers per Rest. FTE	2,174	2,244	1,267	2,530	2,300	1,845	2,669	(70)	-5.5%	
Employee FTE Count - Regular	103.0	101.3	31.4	79.9	77.1	98.3	89.8 #	1.7	5.4%	
Employee FTE Count - OT	3.0	5.2	0.5	9.0	4.9	6.2	5.4 6	(2.2)	-440.0%	
Total	106.0	106.5	31.9	88.9	81.9	104.5	95.2	(0.5)	-1.6%	
Number of H2B-visa employees	96	95	-	84	64	95	79	1	1.1%	
Number of J1-visa employees	-	-	-	-	-	7	6	-	100.0%	
Salaries & Wages	4,433,382	4,126,223	1,334,375	3,321,055	2,778,413	2,985,704	2,966,693	307,159	23.0%	
Annual increase								345,050		
Compliance								1,092		
Staffing Hours								16,451		
Vacancy factor								(55,434)		
Wages Variance Analysis:								307,159		
<b>Salaries &amp; Wages/ Revenue</b>	<b>64.6%</b>	<b>59.1%</b>	<b>155.7%</b>	<b>56.2%</b>	<b>58.4%</b>	<b>68.4%</b>	<b>52.6%</b>	<b>5.5%</b>	<b>3.5%</b>	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24									
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24									
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24									
Department Subsidy/ Revenue	33.7%	21.5%	160.2%	19.5%	23.2%	40.6%	13.2%	12.1%	7.6%	
<u>Closings:</u>	M36 opens 10/1/23 with limited menu and capacity. Sandbar opens 1/3/24 and moves to limited capacity and menu beginning 4/15/23 until 5/15/23. Closes 5/15/23.	M36 opens 11/1/22, Sandbar closes 5/7/23, No buffets	M36 opens 8/1/23, Sandbar closes 8/1/23, No buffets	M36 opens 10/1/21. Sandbar opens 11/16/21. M36 closes 4/25/22.	Sandbar opens 10/1/20. M36 opens 11/2/20. BTO opens 11/25/20. No Buffets. BTO closes 12/27/20. Sandbar closes 4/25/21.	COVID-19: M36 closed 3-20-20 for FY. BTO opened 12-18-19 & closed 3-22-20. New Sandbar opened 12-18-19. Sandbar reduced services 3-21-20 thru EOY.	So Bch construction - closed 10/1 - 11/15/18 AND 4/29 - 9/30/19. M36 dinner closed MTW May thru Sept.			

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	A - B	(A - B)/B	
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Increase/	
Food & Beverage - Restaurants	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	(Decrease)	%
Number of Guest Cards Sold:	26,034	26,034	19,888	31,580	25,087	21,662	29,535	-	0.0%
Tram Rider Counts:	372,000	372,000	191,826	355,581	297,433	273,903	371,778	-	0.0%
<b>Marker 36:</b>									
Cover Counts	147,140	139,754	8,200	108,108	107,058	102,101	176,983	7,386	5.3%
Average \$ per Cover	\$32.66	\$32.62	\$20.49	\$29.05	\$29.21	\$25.03	\$24.60	\$0.04	0.1%
Food Cost of Sales	34.6%	34.4%	30.5%	34.2%	32.8%	34.0%	31.7%	0.2%	0.6%
Beverage Cost of Sales	22.8%	22.8%	23.9%	22.5%	21.4%	23.7%	25.0%	0.0%	0.0%
Employee FTE Count - Regular	68.4	61.5	4.5	38.5	43.6	50.8	61.3	6.9	11.2%
Employee FTE Count - OT	1.7	2.6	-	4.1	2.7	2.5	3.2	(0.9)	-35.6%
Total	70.1	64.1	4.5	42.6	46.3	53.3	64.5	6.0	9.3%
Salaries & Wages	2,759,465	2,367,142	213,581	1,386,497	1,468,077	1,222,593	1,932,898	392,323	16.6%
Annual increase								170,225	
Compliance								728	
Staffing Hours								253,665	
Vacancy factor								(32,295)	
Wages Variance Analysis:								392,323	
Salaries & Wages/ Revenue	57.4%	51.9%	4.9%	44.1%	46.9%	47.8%	44.4%	5.5%	10.6%
Covers per FTE	2,100	2,181	1,827	2,538	2,311	1,916	2,744	(81)	-3.7%
<b>Sandbar:</b>									
Cover Counts	63,650	78,475	23,138	97,964	61,885	71,917	59,774	(14,825)	-18.9%
Average \$ per Cover	\$31.71	\$30.90	\$29.78	\$28.30	\$26.38	\$23.90	\$21.52	\$0.81	2.6%
Food Cost of Sales	34.9%	34.9%	34.9%	34.9%	34.9%	35.3%	34.1%	0.0%	0.0%
Beverage Cost of Sales	23.0%	23.0%	23.0%	23.0%	23.0%	23.1%	23.6%	0.0%	0.0%
Employee FTE Count - Regular	25.8	30.8	19.7	34.2	25.3	38.1	22.2	(5.0)	-16.2%
Employee FTE Count - OT	1.1	2.4	0.5	4.7	1.9	2.9	2.0	(1.3)	-55.8%
Total	26.9	33.2	20.2	38.9	27.1	41.0	24.2	(6.3)	-19.0%
Salaries & Wages	1,046,487	1,151,558	671,722	1,467,100	870,472	1,252,149	656,483	(105,071)	-9.1%
Annual increase								132,564	
Compliance								364	
Staffing Hours								(225,998)	
Vacancy factor								(12,001)	
Wages Variance Analysis:								(105,071)	
Salaries & Wages/ Revenue	51.8%	47.5%	97.5%	52.9%	53.3%	72.9%	51.0%	4.4%	9.2%
Covers per FTE	2,370	2,365	1,143	2,521	2,280	1,754	2,470	4	0.2%
<b>CC Food Trailer</b>									
Cover Counts	2,070	-	-	-	-	-	-	2,070	0.0%
Average \$ per Cover	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00	0.0%
Food Cost of Sales	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	29.0%	0.0%
Beverage Cost of Sales	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Employee FTE Count - Regular	1.0	-	-	-	-	-	-	1.0	0.0%
Employee FTE Count - OT	-	-	-	-	-	-	-	-	0.0%
Total	1.0	-	-	-	-	-	-	1.0	0.0%
Salaries & Wages	42,075	-	-	-	-	-	-	42,075	0.0%
Staffing Hours								43,779	
Vacancy factor								(1,704)	
Wages Variance Analysis:								42,075	
Salaries & Wages/ Revenue	101.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	101.6%	0.0%
Covers per FTE	2,093	-	-	-	-	-	-	2,093	0.0%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>Food &amp; Beverage - Consol.</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	4,458,493	4,528,720	614,349	3,805,515	3,030,054	2,913,686	3,786,281	(70,227)	-1.6%	64.9%	64.8%
Beverage Sales	2,406,745	2,455,780	242,791	2,107,217	1,744,396	1,453,360	1,853,063	(49,035)	-2.0%	35.1%	35.2%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>6,865,238</b>	<b>6,984,500</b>	<b>857,140</b>	<b>5,912,732</b>	<b>4,774,450</b>	<b>4,367,046</b>	<b>5,639,344</b>	<b>(119,262)</b>	<b>-1.7%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	1,545,912	1,556,644	187,206	1,326,125	998,796	1,000,597	1,220,571	(10,732)	-0.7%	34.7%	34.4%
Beverage Cost of Sales	550,035	561,501	57,932	467,948	376,915	340,415	457,132	(11,466)	-2.0%	22.9%	22.9%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>2,095,947</b>	<b>2,118,145</b>	<b>245,138</b>	<b>1,794,073</b>	<b>1,375,711</b>	<b>1,341,012</b>	<b>1,677,703</b>	<b>(22,198)</b>	<b>-1.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	4,433,382	4,126,223	1,334,375	3,321,055	2,816,147	2,985,704	2,966,693	307,159	7.4%	48.3%	48.6%
Payroll Taxes	390,525	436,843	123,812	354,915	285,112	291,331	296,922	(46,318)	-10.6%	4.3%	5.1%
Worker's Comp	57,956	59,449	16,493	29,990	32,698	37,404	51,061	(1,493)	-2.5%	0.6%	0.7%
Employee Benefits	357,662	267,775	232,020	320,298	364,809	367,662	371,965	89,887	33.6%	3.9%	3.2%
Education & Training	14,100	10,400	3,206	7,361	3,855	7,240	6,698	3,700	35.6%	0.2%	0.1%
Other	204,450	58,260	11,166	47,160	34,320	86,493	45,209	146,190	250.9%	2.2%	0.7%
<b>Total Payroll &amp; Related Exp.</b>	<b>5,458,075</b>	<b>4,958,952</b>	<b>1,721,074</b>	<b>4,080,782</b>	<b>3,536,945</b>	<b>3,775,838</b>	<b>3,738,548</b>	<b>499,122</b>	<b>10.1%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	12,400	15,450	6,548	17,040	18,150	13,036	10,484	(3,050)	-19.7%	0.1%	0.2%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	560,275	606,014	94,186	527,727	430,879	478,462	392,500	(45,739)	-7.5%	6.1%	7.1%
Professional Fees	317,202	1,250	-	285	1,713	1,426	-	315,952	25276.2%	3.5%	0.0%
Rent & Lease Expense	22,536	21,608	15,779	25,131	27,252	8,958	11,192	928	4.3%	0.2%	0.3%
Repairs & Maintenance	140,707	162,532	32,590	103,078	160,439	138,716	120,831	(21,825)	-13.4%	1.5%	1.9%
Utilities	234,764	269,785	95,413	226,499	199,939	176,119	198,028	(35,021)	-13.0%	2.6%	3.2%
Credit Card Fees	232,732	236,774	29,812	220,583	165,545	139,826	172,267	(4,042)	-1.7%	2.5%	2.8%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	102,301	97,374	769	68,507	16,698	66,630	59,749	4,927	5.1%	1.1%	1.1%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>1,622,917</b>	<b>1,410,787</b>	<b>275,097</b>	<b>1,188,850</b>	<b>1,020,615</b>	<b>1,023,173</b>	<b>965,051</b>	<b>212,130</b>	<b>15.0%</b>		
<b>Total Expenses</b>	<b>9,176,939</b>	<b>8,487,884</b>	<b>2,241,309</b>	<b>7,063,705</b>	<b>5,933,271</b>	<b>6,140,023</b>	<b>6,381,302</b>	<b>689,054</b>	<b>8.1%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(2,311,701)</b>	<b>(1,503,384)</b>	<b>(1,384,169)</b>	<b>(1,150,973)</b>	<b>(1,158,821)</b>	<b>(1,772,977)</b>	<b>(741,958)</b>	<b>(808,317)</b>	<b>53.8%</b>		



Pelican Bay Foundation, Inc.  
FY2024 Budget - COMMON SIZE

	A	B	D	E	F	G	A - B	(A - B)/B	A/A	B/B
							Variance			
							Increase/ (Decrease)	%	Ratio	
Food & Beverage - Consol.	FY'24 Budget	FY'23 Budget	FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual				
<b>Revenues:</b>									<i>% of total revenues:</i>	
Membership Assessments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Food Sales	64.94%	64.84%	64.36%	63.46%	66.72%	67.14%	0.10%	0.2%	64.9%	64.8%
Beverage Sales	35.06%	35.16%	35.64%	36.54%	33.28%	32.86%	-0.10%	-0.3%	35.1%	35.2%
Tennis Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Fitness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Wellness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Retail Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Guest Card Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Total Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	0.0%	100.0%	100.0%
<b>Expenses:</b>									<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>									<i>% of total expenses:</i>	
Food Cost of Sales	22.52%	22.29%	22.43%	20.92%	22.91%	21.64%	0.23%	1.0%	34.7%	34.4%
Beverage Cost of Sales	8.01%	8.04%	7.91%	7.89%	7.80%	8.11%	-0.03%	-0.3%	22.9%	22.9%
Retail Cost of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Total Cost of Sales	30.53%	30.33%	30.34%	28.81%	30.71%	29.75%	0.20%	0.7%		
<b>Payroll &amp; Related Expenses -</b>									<i>% of total expenses:</i>	
Salaries & Wages	64.58%	59.08%	56.17%	58.98%	68.37%	52.61%	-91.10%	-154.2%	48.3%	48.6%
Payroll Taxes	5.69%	6.25%	6.00%	5.97%	6.67%	5.27%	-8.76%	-140.0%	4.3%	5.1%
Worker's Comp	0.84%	0.85%	0.51%	0.68%	0.86%	0.91%	-1.08%	-126.9%	0.6%	0.7%
Employee Benefits	5.21%	3.83%	5.42%	7.64%	8.42%	6.60%	-21.86%	-570.2%	3.9%	3.2%
Education & Training	0.21%	0.15%	0.12%	0.08%	0.17%	0.12%	-0.17%	-113.3%	0.2%	0.1%
Other	2.98%	0.83%	0.80%	0.72%	1.98%	0.80%	1.68%	200.8%	2.2%	0.7%
Total Payroll & Related Expenses	79.50%	71.00%	69.02%	74.08%	86.46%	66.29%	-121.29%	-170.8%		
<b>Operating Expenses -</b>									<i>% of total expenses:</i>	
Communications Expense	0.18%	0.22%	0.29%	0.38%	0.30%	0.19%	-0.58%	-263.7%	0.1%	0.2%
Insurance Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Legal Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Operating Supplies	8.16%	8.68%	8.93%	9.02%	10.96%	6.96%	-2.83%	-32.6%	6.1%	7.1%
Professional Fees	4.62%	0.02%	0.00%	0.04%	0.03%	0.00%	4.62%	25817.0%	3.5%	0.0%
Rent & Lease Expense	0.33%	0.31%	0.43%	0.57%	0.21%	0.20%	-1.51%	-488.9%	0.2%	0.3%
Repairs & Maintenance	2.05%	2.33%	1.74%	3.36%	3.18%	2.14%	-1.75%	-75.3%	1.5%	1.9%
Utilities	3.42%	3.86%	3.83%	4.19%	4.03%	3.51%	-7.71%	-199.7%	2.6%	3.2%
Credit Card Fees	3.39%	3.39%	3.73%	3.47%	3.20%	3.05%	-0.09%	-2.6%	2.5%	2.8%
Software Licenses & Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Other	1.49%	1.39%	1.16%	0.35%	1.53%	1.06%	1.40%	100.4%	1.1%	1.1%
Employee Housing Repayments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Total Other Expenses	23.64%	20.20%	20.11%	21.38%	23.43%	17.11%	-8.46%	-41.9%		
Total Expenses	133.67%	121.52%	119.47%	124.27%	140.60%	113.16%	-129.54%	-106.6%		
<b>Excess (deficiency) of revenues over expenses</b>	<b>-33.67%</b>	<b>-21.52%</b>	<b>-19.47%</b>	<b>-24.27%</b>	<b>-40.60%</b>	<b>-13.16%</b>	<b>127.81%</b>	<b>-593.8%</b>		

Pelican Bay Foundation, Inc.

FY2024 Budget Detail

-- Summary by Month by G/L Account

130, 131, 133, 136, Food & Beverage - Consolidated - by Month

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
<b>Revenues:</b>													
Membership Assessments	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Sales	107,576	246,544	294,078	517,687	787,941	946,035	699,276	388,543	141,976	137,871	83,628	107,338	4,458,493
Beverage Sales	60,243	134,482	161,100	275,560	420,881	506,211	372,488	212,124	79,507	77,208	46,832	60,109	2,406,745
Tennis Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Fitness	-	-	-	-	-	-	-	-	-	-	-	-	-
Wellness	-	-	-	-	-	-	-	-	-	-	-	-	-
Retail Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Card Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>167,819</b>	<b>381,026</b>	<b>455,178</b>	<b>793,247</b>	<b>1,208,822</b>	<b>1,452,246</b>	<b>1,071,764</b>	<b>600,667</b>	<b>221,483</b>	<b>215,079</b>	<b>130,460</b>	<b>167,447</b>	<b>6,865,238</b>
<b>Expenses:</b>													
Cost of Sales -													
Food Cost of Sales	37,652	91,906	102,543	183,847	267,530	321,282	240,377	135,990	49,692	48,255	29,270	37,568	1,545,912
Beverage Cost of Sales	13,732	30,655	36,723	63,042	96,283	115,802	85,227	48,469	18,124	17,599	10,676	13,703	550,035
Retail Cost of Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cost of Sales</b>	<b>51,384</b>	<b>122,561</b>	<b>139,266</b>	<b>246,889</b>	<b>363,813</b>	<b>437,084</b>	<b>325,604</b>	<b>184,459</b>	<b>67,816</b>	<b>65,854</b>	<b>39,946</b>	<b>51,271</b>	<b>2,095,947</b>
Payroll & Related Expenses -													
Salaries & Wages	266,002	357,598	469,587	569,047	514,932	569,047	444,273	307,809	246,345	231,969	231,969	224,804	4,433,382
Payroll Taxes	23,265	31,439	41,492	50,451	45,637	50,446	39,272	27,027	21,515	20,202	20,202	19,577	390,525
Worker's Comp	3,335	4,411	5,985	7,705	6,971	7,705	5,977	4,012	3,123	2,941	2,941	2,850	57,956
Employee Benefits	23,622	27,397	31,801	41,284	38,260	39,084	34,266	26,384	24,156	23,841	23,841	23,726	357,662
Education & Training	3,500	6,000	1,500	1,000	-	-	300	1,800	-	-	-	-	14,100
Other	38,240	25,230	36,830	3,750	4,050	3,150	6,050	67,750	50	50	19,250	50	204,450
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Payroll &amp; Related Expenses</b>	<b>357,964</b>	<b>452,075</b>	<b>587,195</b>	<b>673,237</b>	<b>609,850</b>	<b>669,432</b>	<b>530,138</b>	<b>434,782</b>	<b>295,189</b>	<b>279,003</b>	<b>298,203</b>	<b>271,007</b>	<b>5,458,075</b>
Operating Expenses													
Communications Expense	1,250	1,150	1,350	950	950	950	950	1,050	850	850	1,050	1,050	12,400
Insurance Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Supplies	30,647	29,740	42,866	65,520	95,483	112,210	85,968	43,830	15,510	15,081	9,443	13,977	560,275
Professional Fees	23,568	45,136	45,386	45,136	45,136	45,136	45,136	22,568	-	-	-	-	317,202
Rent & Lease Expense	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	22,536
Repairs & Maintenance	7,712	7,461	12,883	17,934	16,786	6,198	11,717	15,998	20,181	5,675	10,181	7,981	140,707
Beach Erosion Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	12,173	14,223	22,181	25,817	27,495	23,486	24,671	21,426	15,823	15,823	15,823	15,823	234,764
Credit Card Fees	5,689	12,917	15,431	26,891	40,979	49,231	36,333	20,363	7,508	7,291	4,423	5,676	232,732
Software Licenses & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	2,536	10,879	12,279	14,054	19,537	18,213	14,550	5,829	1,010	1,259	518	1,637	102,301
Employee Housing Repayments	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>85,453</b>	<b>123,384</b>	<b>154,254</b>	<b>198,180</b>	<b>248,244</b>	<b>257,302</b>	<b>221,203</b>	<b>132,942</b>	<b>62,760</b>	<b>47,857</b>	<b>43,316</b>	<b>48,022</b>	<b>1,622,917</b>
Excess over expenses	<b>(326,982)</b>	<b>(316,994)</b>	<b>(425,537)</b>	<b>(325,059)</b>	<b>(13,085)</b>	<b>88,428</b>	<b>(5,181)</b>	<b>(151,516)</b>	<b>(204,282)</b>	<b>(177,635)</b>	<b>(251,005)</b>	<b>(202,853)</b>	<b>(2,311,701)</b>

Pelican Bay Foundation, Inc.  
FY2024 Budget

F&B - Restaurants ONLY	A	B	C	D	E	F	G	A - B		A/A	B/B
	FY'24 Budget	FY'23 Budget      Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Variance Increase/ (Decrease)      %		Ratio	
<b>Revenues:</b>											
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	4,417,093	4,528,720	614,349	3,805,515	3,015,524	2,820,787	3,786,281	(111,627)	-2.5%	64.7%	64.8%
Beverage Sales	2,406,745	2,455,780	242,791	2,107,217	1,744,396	1,453,360	1,853,063	(49,035)	-2.0%	35.3%	35.2%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>6,823,838</b>	<b>6,984,500</b>	<b>857,140</b>	<b>5,912,732</b>	<b>4,759,920</b>	<b>4,274,147</b>	<b>5,639,344</b>	<b>(160,662)</b>	<b>-2.3%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>											
<b>Cost of Sales -</b>											
Food Cost of Sales	1,533,906	1,556,644	187,206	1,326,125	993,534	973,284	1,220,571	(22,738)	-1.5%	34.7%	34.4%
Beverage Cost of Sales	550,035	561,501	57,932	467,948	376,915	340,415	457,132	(11,466)	-2.0%	22.9%	22.9%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>2,083,941</b>	<b>2,118,145</b>	<b>245,138</b>	<b>1,794,073</b>	<b>1,370,449</b>	<b>1,313,699</b>	<b>1,677,703</b>	<b>(34,204)</b>	<b>-1.6%</b>		
<b>Payroll &amp; Related Expenses -</b>											
Salaries & Wages	3,805,952	3,518,700	885,303	2,853,597	2,338,549	2,474,742	2,589,381	287,252	8.2%	48.3%	45.6%
Payroll Taxes	342,536	390,888	88,266	319,839	249,049	252,668	268,794	(48,352)	-12.4%	4.3%	5.1%
Worker's Comp	50,170	51,877	10,936	25,656	27,264	31,269	44,657	(1,707)	-3.3%	0.6%	0.7%
Employee Benefits	300,949	217,085	184,670	269,927	312,858	313,499	322,557	83,864	38.6%	3.8%	2.8%
Education & Training	3,800	3,500	1,306	2,698	2,386	3,115	861	300	8.6%	0.0%	0.0%
Other	26,310	35,560	10,225	27,716	30,737	64,481	33,361	(9,250)	-26.0%	0.3%	0.5%
<b>Total Payroll &amp; Related Exp.</b>	<b>4,529,717</b>	<b>4,217,610</b>	<b>1,180,706</b>	<b>3,499,433</b>	<b>2,960,843</b>	<b>3,139,774</b>	<b>3,259,611</b>	<b>312,107</b>	<b>7.4%</b>		
<b>Operating Expenses -</b>											
Communications Expense	11,800	15,450	6,412	16,482	16,156	11,414	9,408	(3,650)	-23.6%	0.1%	0.2%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	542,745	599,914	80,024	523,720	396,113	436,044	383,126	(57,169)	-9.5%	6.9%	7.8%
Professional Fees	1,250	1,250	-	285	793	1,426	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	16,764	16,628	10,365	16,478	19,096	2,899	6,670	136	0.8%	0.2%	0.2%
Repairs & Maintenance	133,701	155,526	29,392	94,616	148,428	126,672	113,826	(21,825)	-14.0%	1.7%	2.0%
Utilities	233,564	269,785	95,413	226,499	195,547	164,541	198,028	(36,221)	-13.4%	3.0%	3.5%
Credit Card Fees	231,328	236,774	29,812	220,583	165,060	136,886	172,267	(5,446)	-2.3%	2.9%	3.1%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	95,496	78,224	(5,210)	41,403	(5,442)	41,660	33,674	17,272	22.1%	1.2%	1.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>1,266,648</b>	<b>1,373,551</b>	<b>246,208</b>	<b>1,140,066</b>	<b>935,751</b>	<b>921,542</b>	<b>916,999</b>	<b>(106,903)</b>	<b>-7.8%</b>		
<b>Total Expenses</b>	<b>7,880,306</b>	<b>7,709,307</b>	<b>1,672,052</b>	<b>6,433,572</b>	<b>5,267,043</b>	<b>5,375,015</b>	<b>5,854,313</b>	<b>170,999</b>	<b>2.2%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(1,056,468)</b>	<b>(724,807)</b>	<b>(814,912)</b>	<b>(520,840)</b>	<b>(507,123)</b>	<b>(1,100,868)</b>	<b>(214,969)</b>	<b>(241,556)</b>	<b>33.3%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget - COMMON SIZE - RESTAURANTS ONLY

F&B - Restaurants ONLY	A	B	C	D	E	F	G	Variance		A/A	B/B
	FY'24 Budget	FY'23		FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Increase/ (Decrease)	(A - B)/B %	Ratio	
<b>Revenues:</b>											
Membership Assessments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	% of total revenues:	
Food Sales	64.73%	64.84%	71.67%	64.36%	63.35%	66.00%	67.14%	-0.11%	-0.2%	64.7%	64.8%
Beverage Sales	35.27%	35.16%	28.33%	35.64%	36.65%	34.00%	32.86%	0.11%	0.3%	35.3%	35.2%
Tennis Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Fitness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Wellness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Retail Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Guest Card Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>											
<b>Cost of Sales -</b>											
Food Cost of Sales	22.48%	22.29%	21.84%	22.43%	20.87%	22.77%	21.64%	0.19%	0.9%	% of specific revenue:	
Beverage Cost of Sales	8.06%	8.04%	6.76%	7.91%	7.92%	7.96%	8.11%	0.02%	0.3%	34.7%	34.4%
Retail Cost of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	22.9%	22.9%
<b>Total Cost of Sales</b>	<b>30.54%</b>	<b>30.33%</b>	<b>28.60%</b>	<b>30.34%</b>	<b>28.79%</b>	<b>30.74%</b>	<b>29.75%</b>	<b>0.21%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Payroll &amp; Related Expenses -</b>											
Salaries & Wages	55.77%	50.38%	103.29%	48.26%	49.13%	57.90%	45.92%	-47.51%	-94.3%	% of total expenses:	
Payroll Taxes	5.02%	5.60%	10.30%	5.41%	5.23%	5.91%	4.77%	-5.28%	-94.3%	48.3%	45.6%
Worker's Comp	0.74%	0.74%	1.28%	0.43%	0.57%	0.73%	0.79%	-0.54%	-72.8%	4.3%	5.1%
Employee Benefits	4.41%	3.11%	21.54%	4.57%	6.57%	7.33%	5.72%	-17.13%	-551.3%	0.6%	0.7%
Education & Training	0.06%	0.05%	0.15%	0.05%	0.05%	0.07%	0.02%	-0.10%	-192.9%	3.8%	2.8%
Other	0.39%	0.51%	1.19%	0.47%	0.65%	1.51%	0.59%	-0.81%	-158.6%	0.0%	0.0%
<b>Total Payroll &amp; Related Expenses</b>	<b>66.38%</b>	<b>60.39%</b>	<b>137.75%</b>	<b>59.18%</b>	<b>62.20%</b>	<b>73.46%</b>	<b>57.80%</b>	<b>-71.37%</b>	<b>-118.2%</b>	<b>0.3%</b>	<b>0.5%</b>
<b>Operating Expenses -</b>											
Communications Expense	0.17%	0.22%	0.75%	0.28%	0.34%	0.27%	0.17%	-0.58%	-260.0%	% of total expenses:	
Insurance Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.1%	0.2%
Legal Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
Operating Supplies	7.95%	8.59%	9.34%	8.86%	8.32%	10.20%	6.79%	-1.38%	-16.1%	0.0%	0.0%
Professional Fees	0.02%	0.02%	0.00%	0.00%	0.02%	0.03%	0.00%	0.02%	102.4%	0.0%	0.0%
Rent & Lease Expense	0.25%	0.24%	1.21%	0.28%	0.40%	0.07%	0.12%	-0.96%	-404.7%	0.0%	0.0%
Repairs & Maintenance	1.96%	2.23%	3.43%	1.60%	3.12%	2.96%	2.02%	-1.47%	-66.0%	0.2%	0.2%
Utilities	3.42%	3.86%	11.13%	3.83%	4.11%	3.85%	3.51%	-7.71%	-199.6%	1.7%	2.0%
Credit Card Fees	3.39%	3.39%	3.48%	3.73%	3.47%	3.20%	3.05%	-0.09%	-2.6%	3.0%	3.5%
Software Licenses & Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	2.9%	3.1%
Other	1.40%	1.12%	-0.61%	0.70%	-0.11%	0.97%	0.60%	2.01%	179.2%	0.0%	0.0%
Employee Housing Repayments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	1.2%	1.0%
<b>Total Other Expenses</b>	<b>18.56%</b>	<b>19.67%</b>	<b>28.72%</b>	<b>19.28%</b>	<b>19.66%</b>	<b>21.56%</b>	<b>16.26%</b>	<b>-10.16%</b>	<b>-51.7%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>115.48%</b>	<b>110.38%</b>	<b>195.07%</b>	<b>108.81%</b>	<b>110.65%</b>	<b>125.76%</b>	<b>103.81%</b>	<b>-81.32%</b>	<b>-73.7%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>-15.48%</b>	<b>-10.38%</b>	<b>-95.07%</b>	<b>-8.81%</b>	<b>-10.65%</b>	<b>-25.76%</b>	<b>-3.81%</b>	<b>79.59%</b>	<b>-767.0%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	H	I	A - B	(A - B)/B	A/A	B/B
	FY'24 Budget	FY'23 Budget Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	FY'18 Actual	FY'17 Actual	Variance Increase/ (Decrease) %		Ratio	
<b>131 Marker 36</b>													
<b>Revenues:</b>													
Membership Assessments	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	3,080,443	2,922,619	118,000	2,005,318	1,958,957	1,685,609	2,897,593	2,379,640	2,666,288	157,824	5.4%	64.1%	64.1%
Beverage Sales	1,725,052	1,636,665	50,000	1,135,388	1,168,431	869,934	1,455,407	1,167,903	1,229,319	88,387	5.4%	35.9%	35.9%
Tennis	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>4,805,495</b>	<b>4,559,284</b>	<b>168,000</b>	<b>3,140,706</b>	<b>3,127,388</b>	<b>2,555,543</b>	<b>4,353,000</b>	<b>3,547,543</b>	<b>3,895,607</b>	<b>246,211</b>	<b>5.4%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>													
<b>Cost of Sales -</b>													
Food Cost of Sales	1,067,207	1,006,115	35,954	684,989	642,627	572,541	917,153	800,164	913,183	61,092	6.1%	34.6%	34.4%
Beverage Cost of Sales	393,228	373,082	11,932	255,274	250,209	205,904	363,313	285,554	297,504	20,146	5.4%	22.8%	22.8%
Wellness Cost of Sales	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>1,460,435</b>	<b>1,379,197</b>	<b>47,886</b>	<b>940,263</b>	<b>892,836</b>	<b>778,445</b>	<b>1,280,466</b>	<b>1,085,718</b>	<b>1,210,687</b>	<b>81,238</b>	<b>5.9%</b>		
<b>Payroll &amp; Related Expenses -</b>													
Salaries & Wages	2,759,465	2,367,142	213,581	1,386,497	1,468,077	1,222,593	1,932,898	1,630,255	1,745,747	392,323	16.6%	49.4%	46.8%
Payroll Taxes	248,352	257,919	18,504	187,180	143,680	132,888	202,144	179,690	193,642	(9,567)	-3.7%	4.4%	5.1%
Worker's Comp	34,471	29,477	2,694	14,844	17,154	15,845	33,926	40,247	43,547	4,994	16.9%	0.6%	0.6%
Employee Benefits	238,745	183,541	35,691	132,287	227,717	147,199	277,634	265,745	264,590	55,204	30.1%	4.3%	3.6%
Education & Training	2,300	2,300	1,000	978	1,627	1,639	510	363	-	-	0.0%	0.0%	0.0%
Other	15,760	26,010	10,150	17,803	21,003	24,462	19,949	11,945	12,125	(10,250)	-39.4%	0.3%	0.5%
Contingency	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>3,299,093</b>	<b>2,866,389</b>	<b>281,620</b>	<b>1,739,589</b>	<b>1,879,258</b>	<b>1,544,626</b>	<b>2,467,061</b>	<b>2,128,245</b>	<b>2,259,651</b>	<b>432,704</b>	<b>15.1%</b>		
<b>Operating Expenses -</b>													
Communications Expense	6,800	7,335	1,864	8,549	8,185	5,275	6,003	10,157	11,937	(535)	-7.3%	0.1%	0.1%
Insurance Expense	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	342,886	354,676	10,952	272,088	242,112	223,628	277,305	248,026	228,054	(11,790)	-3.3%	6.1%	7.0%
Professional Fees	1,000	1,000	-	-	225	1,000	-	-	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	10,212	11,744	5,840	9,727	12,212	328	529	342	2,401	(1,532)	-13.0%	0.2%	0.2%
Repairs & Maintenance	82,052	89,477	16,181	37,604	92,820	72,160	93,988	79,003	81,682	(7,425)	-8.3%	1.5%	1.8%
Utilities	151,611	150,329	31,790	99,089	118,704	84,338	145,470	127,024	121,249	1,282	0.9%	2.7%	3.0%
Credit Card Fees	162,907	154,559	5,712	117,167	109,284	80,291	133,238	112,726	122,991	8,348	5.4%	2.9%	3.1%
Software Licenses & Fees	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	64,606	44,691	(8,192)	23,077	(4,255)	27,242	24,405	26,071	30,405	19,915	44.6%	1.2%	0.9%
Employee Housing Repayments	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>822,074</b>	<b>813,811</b>	<b>64,147</b>	<b>567,301</b>	<b>579,287</b>	<b>494,262</b>	<b>680,938</b>	<b>603,349</b>	<b>598,719</b>	<b>8,263</b>	<b>1.0%</b>		
<b>Total Expenses</b>	<b>5,581,602</b>	<b>5,059,397</b>	<b>393,653</b>	<b>3,247,153</b>	<b>3,351,381</b>	<b>2,817,333</b>	<b>4,428,465</b>	<b>3,817,312</b>	<b>4,069,057</b>	<b>522,205</b>	<b>10.3%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(776,107)</b>	<b>(500,113)</b>	<b>(225,653)</b>	<b>(106,447)</b>	<b>(223,993)</b>	<b>(261,790)</b>	<b>(75,465)</b>	<b>(269,769)</b>	<b>(173,450)</b>	<b>(275,994)</b>	<b>55.2%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>133 Sandbar</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	1,336,650	1,606,101	496,349	1,800,197	1,056,567	1,135,178	888,688	(269,451)	-16.8%	66.2%	66.2%
Beverage Sales	681,693	819,115	192,791	971,829	575,965	583,426	397,656	(137,422)	-16.8%	33.8%	33.8%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>2,018,343</b>	<b>2,425,216</b>	<b>689,140</b>	<b>2,772,026</b>	<b>1,632,532</b>	<b>1,718,604</b>	<b>1,286,344</b>	<b>(406,873)</b>	<b>-16.8%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	466,699	550,529	151,252	641,136	350,907	400,743	303,418	(83,830)	-15.2%	34.9%	34.3%
Beverage Cost of Sales	156,807	188,419	46,000	212,674	126,706	134,511	93,819	(31,612)	-16.8%	23.0%	23.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>623,506</b>	<b>738,948</b>	<b>197,252</b>	<b>853,810</b>	<b>477,613</b>	<b>535,254</b>	<b>397,237</b>	<b>(115,442)</b>	<b>-15.6%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	1,046,487	1,151,558	671,722	1,467,100	870,472	1,252,149	656,483	(105,071)	-9.1%	45.5%	43.5%
Payroll Taxes	94,184	132,969	69,762	132,659	105,369	119,780	66,650	(38,785)	-29.2%	4.1%	5.0%
Worker's Comp	15,699	22,400	8,242	10,812	10,110	15,424	10,731	(6,701)	-29.9%	0.7%	0.8%
Employee Benefits	62,204	33,544	148,979	137,640	85,141	166,300	44,923	28,660	85.4%	2.7%	1.3%
Education & Training	1,500	1,200	306	1,720	759	1,476	351	300	25.0%	0.1%	0.0%
Other	10,550	9,550	75	9,913	9,734	40,019	13,412	1,000	10.5%	0.5%	0.4%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>1,230,624</b>	<b>1,351,222</b>	<b>899,086</b>	<b>1,759,844</b>	<b>1,081,585</b>	<b>1,595,148</b>	<b>792,550</b>	<b>(120,598)</b>	<b>-8.9%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	5,000	8,115	4,548	7,933	7,971	6,139	3,405	(3,115)	-38.4%	0.2%	0.3%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	199,859	245,238	69,072	251,632	154,001	212,416	105,821	(45,379)	-18.5%	8.7%	9.3%
Professional Fees	250	250	-	285	568	426	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	6,552	4,884	4,525	6,751	6,884	2,571	6,141	1,668	34.2%	0.3%	0.2%
Repairs & Maintenance	51,649	66,049	13,211	57,012	55,608	54,512	19,838	(14,400)	-21.8%	2.2%	2.5%
Utilities	81,953	119,456	63,623	127,410	76,843	80,203	52,558	(37,503)	-31.4%	3.6%	4.5%
Credit Card Fees	68,421	82,215	24,100	103,416	55,776	56,595	39,029	(13,794)	-16.8%	3.0%	3.1%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	30,890	33,533	2,982	18,326	(1,187)	14,418	9,269	(2,643)	-7.9%	1.3%	1.3%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>444,574</b>	<b>559,740</b>	<b>182,061</b>	<b>572,765</b>	<b>356,464</b>	<b>427,280</b>	<b>236,061</b>	<b>(115,166)</b>	<b>-20.6%</b>		
<b>Total Expenses</b>	<b>2,298,704</b>	<b>2,649,910</b>	<b>1,278,399</b>	<b>3,186,419</b>	<b>1,915,662</b>	<b>2,557,682</b>	<b>1,425,848</b>	<b>(351,206)</b>	<b>-13.3%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(280,361)</b>	<b>(224,694)</b>	<b>(589,259)</b>	<b>(414,393)</b>	<b>(283,130)</b>	<b>(839,078)</b>	<b>(139,504)</b>	<b>(55,667)</b>	<b>24.8%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>136 Beach Take Out Facility</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	14,530	92,899	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,530</b>	<b>92,899</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	-	-	-	-	5,262	27,313	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,262</b>	<b>27,313</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	-	-	-	-	37,734	114,562	-	-	0.0%	0.0%	0.0%
Payroll Taxes	-	-	-	-	3,105	9,382	-	-	0.0%	0.0%	0.0%
Worker's Comp	-	-	-	-	452	1,395	-	-	0.0%	0.0%	0.0%
Employee Benefits	-	-	-	-	589	2,329	-	-	0.0%	0.0%	0.0%
Education & Training	-	-	-	-	146	23	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	10	1,038	-	-	0.0%	0.0%	0.0%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42,036</b>	<b>128,729</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	-	-	-	-	294	122	-	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	-	-	10,957	-	8,445	20,886	-	-	0.0%	0.0%	0.0%
Professional Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	-	-	-	-	2,295	870	-	-	0.0%	0.0%	0.0%
Repairs & Maintenance	-	-	-	-	5,752	5,139	-	-	0.0%	0.0%	0.0%
Utilities	-	-	-	-	4,392	11,578	-	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	485	2,940	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	14	4,242	-	-	0.0%	0.0%	0.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Contingency Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>10,957</b>	<b>-</b>	<b>21,677</b>	<b>45,777</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>10,957</b>	<b>-</b>	<b>68,975</b>	<b>201,819</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>(10,957)</b>	<b>-</b>	<b>(54,445)</b>	<b>(108,920)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>138 CC Food Trailer</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	41,400	-	-	-	-	-	-	41,400	100.0%	100.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>41,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,400</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	12,006	-	-	-	-	-	-	12,006	100.0%	29.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>12,006</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,006</b>	<b>100.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	42,075	-	-	-	-	-	-	42,075	100.0%	56.7%	0.0%
Payroll Taxes	3,499	-	-	-	-	-	-	3,499	100.0%	4.7%	0.0%
Worker's Comp	470	-	-	-	-	-	-	470	100.0%	0.6%	0.0%
Employee Benefits	1,260	-	-	-	-	-	-	1,260	100.0%	1.7%	0.0%
Education & Training	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	350	-	-	-	-	-	-	350	100.0%	0.5%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>47,654</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,654</b>	<b>100.0%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	600	-	-	-	-	-	-	600	100.0%	0.8%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	11,180	-	-	-	-	-	-	11,180	100.0%	15.1%	0.0%
Professional Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Repairs & Maintenance	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Utilities	1,200	-	-	-	-	-	-	1,200	100.0%	1.6%	0.0%
Credit Card Fees	1,404	-	-	-	-	-	-	1,404	100.0%	1.9%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	105	-	-	-	-	-	-	105	100.0%	0.1%	0.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>14,489</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,489</b>	<b>100.0%</b>		
<b>Total Expenses</b>	<b>74,149</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,149</b>	<b>100.0%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(32,749)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32,749)</b>	<b>100.0%</b>		



Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>130 F&amp;B Admin</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	585,355	607,523	449,072	467,458	439,864	396,400	377,312	(22,168)	-3.6%	47.9%	78.0%
Payroll Taxes	44,490	45,955	35,546	35,076	32,958	29,281	28,128	(1,465)	-3.2%	3.6%	5.9%
Worker's Comp	7,316	7,572	5,557	4,334	4,982	4,740	6,404	(256)	-3.4%	0.6%	1.0%
Employee Benefits	55,453	50,690	47,350	50,371	51,362	51,834	49,408	4,763	9.4%	4.5%	6.5%
Education & Training	10,300	6,900	1,900	4,663	1,323	4,102	5,837	3,400	49.3%	0.8%	0.9%
Other	177,790	22,700	941	19,444	3,573	20,974	11,848	155,090	683.2%	14.5%	2.9%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>880,704</b>	<b>741,340</b>	<b>540,366</b>	<b>581,346</b>	<b>534,062</b>	<b>507,331</b>	<b>478,937</b>	<b>139,364</b>	<b>18.8%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	-	-	136	558	1,700	1,500	1,076	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	6,350	6,100	3,205	4,007	26,321	21,532	9,374	250	4.1%	0.5%	0.8%
Professional Fees	315,952	-	-	-	920	-	-	315,952	100.0%	25.8%	0.0%
Rent & Lease Expense	5,772	4,980	5,414	8,653	5,861	5,189	4,522	792	15.9%	0.5%	0.6%
Repairs & Maintenance	7,006	7,006	3,198	8,462	6,259	6,905	7,005	-	0.0%	0.6%	0.9%
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	6,700	19,150	5,979	27,104	22,126	20,728	26,075	(12,450)	-65.0%	0.5%	2.5%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>341,780</b>	<b>37,236</b>	<b>17,932</b>	<b>48,784</b>	<b>63,187</b>	<b>55,854</b>	<b>48,052</b>	<b>304,544</b>	<b>817.9%</b>		
<b>Total Expenses</b>	<b>1,222,484</b>	<b>778,576</b>	<b>558,298</b>	<b>630,130</b>	<b>597,249</b>	<b>563,185</b>	<b>526,989</b>	<b>443,908</b>	<b>57.0%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(1,222,484)</b>	<b>(778,576)</b>	<b>(558,298)</b>	<b>(630,130)</b>	<b>(597,249)</b>	<b>(563,185)</b>	<b>(526,989)</b>	<b>(443,908)</b>	<b>57.0%</b>		

**Pelican Bay Foundation, Inc.  
Marker 36 Restaurant Department  
Hours of Operation  
Fiscal Year 2024 vs 2023**

**Shoulder Season**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>2024</b>							
Oct 1 - Oct 31							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out	11:30am - 5:30pm	11:30am - 5:30pm	11:30am - 5:30pm	11:30am - 5:30pm	11:30am - 5:30pm	11:30am - 5:30pm	11:30am - 5:30pm
Nov 1 - Nov 14							
Lunch	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm
Dinner	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm
Bar/Take-out	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm
<b>2023</b>							
Oct 1 - Oct 31							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Nov 1 - Nov 14							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out	Closed	Closed	Closed	Closed	Closed	Closed	Closed

**Season**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>2024</b>							
Lunch	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm
Dinner	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm
Bar/Take-out	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm
<b>2023</b>							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out	Closed	Closed	Closed	Closed	Closed	Closed	Closed

**Off Season**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>2024</b>							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm
<b>2023</b>							
Lunch	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Dinner	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Bar/Take-out*	11:30 am - 5 pm	11:30 am - 5 pm	11:30 am - 5 pm	11:30 am - 5 pm	11:30 am - 5 pm	11:30 am - 5 pm	11:30 am - 5 pm

	<u>FY2024</u>	<u>FY2023</u>
<b>Shoulder Season:</b>	Oct 1 - Nov 14	Oct 1 - Nov 14
<b>Season:</b>	Nov 15 - Apr 30	Nov 15 - Apr 30
<b>Off Season:</b>	May 1 - Sep 30	May 1 - Sep 30

\* Reopens Aug 2023

**Pelican Bay Foundation, Inc.**  
**Sandbar Restaurant Department**  
**Hours of Operation**  
**Fiscal Year 2024 vs 2023**

**Shoulder Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024</b>							
Lunch	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Dinner	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Walk Up Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
<b>2023</b>							
Lunch	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Dinner	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Walk Up Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED

**Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024</b>							
Lunch*	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm	11:30am - 4:00pm
Bar*	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm	11:30am - 8:30pm
Dinner*	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm	5:00pm - 8:30pm
Walk Up Bar*	11:30am - 6pm	11:30am - 6pm	11:30am - 6pm	11:30am - 6pm	11:30am - 6pm	11:30am - 6pm	11:30am - 6pm
<b>2023</b>							
Lunch	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Dinner	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Walk Up Bar	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm

**Off Season**

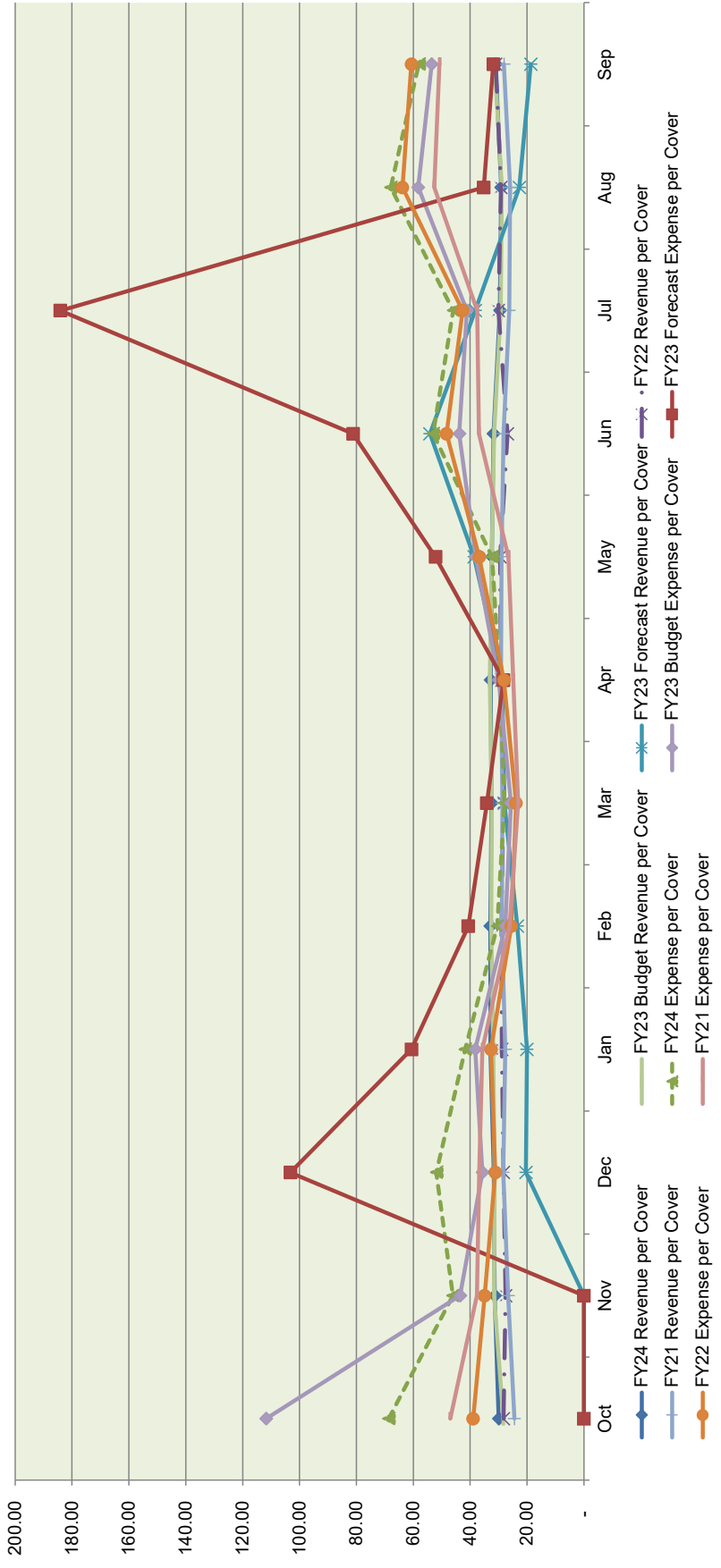
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024</b>							
Lunch	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Dinner	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Walk Up Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
<b>2023</b>							
Lunch	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Bar	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Dinner	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Walk Up Bar**	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm	11:30am - 5pm

	<u>FY2024</u>	<u>FY2023</u>
<b>Shoulder Season</b>	Oct 1 - Nov 14	Oct 1 - Nov 14
<b>Season</b>	Nov 15 - Apr 30	Nov 15 - Apr 30
<b>Off Season</b>	May 1 - Sep 30	May 1 - Sep 30

\*Projected opening Jan 3, 2024

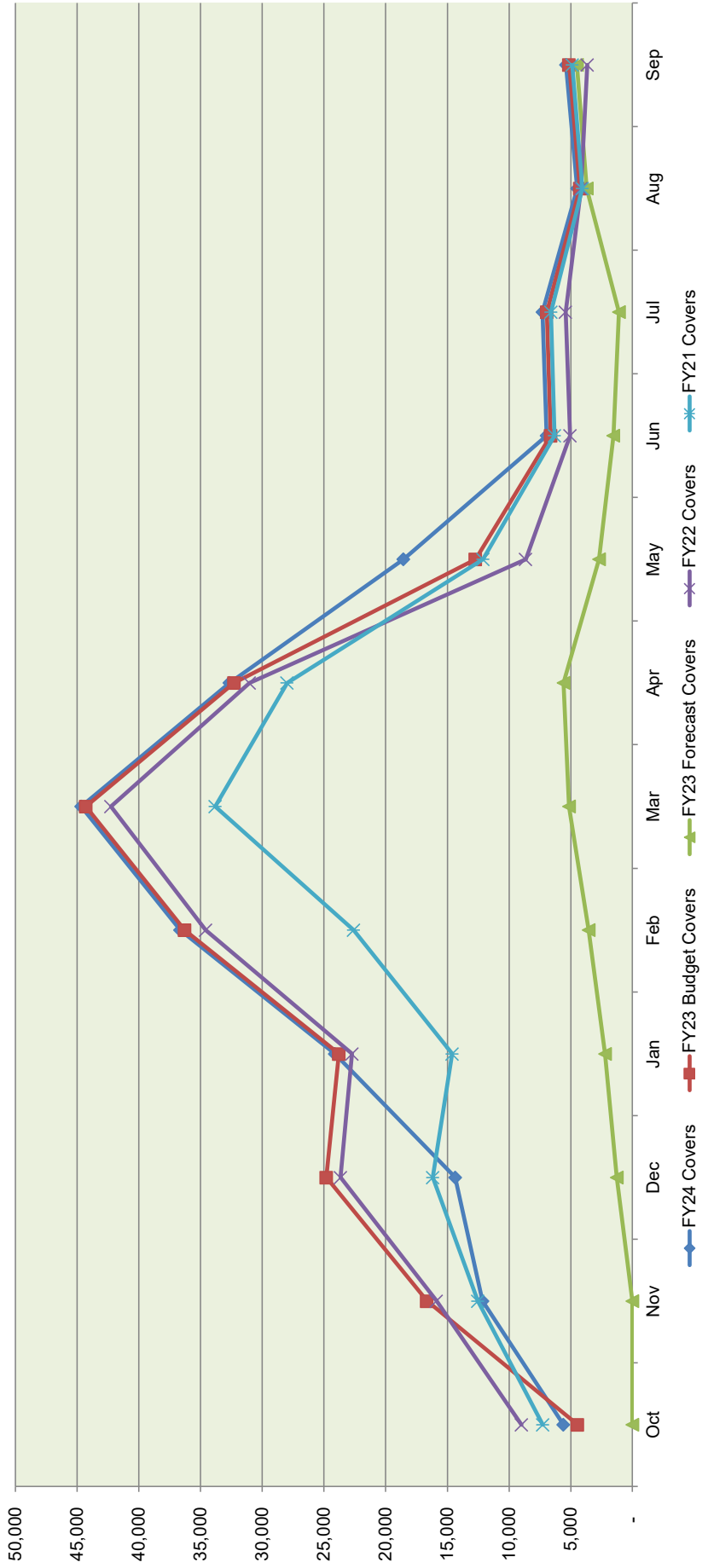
\*\* Closes end of July 2023

## Consolidated Restaurants - FY2024 Productivity Trends Compared to FY2023, FY2022 and FY2021



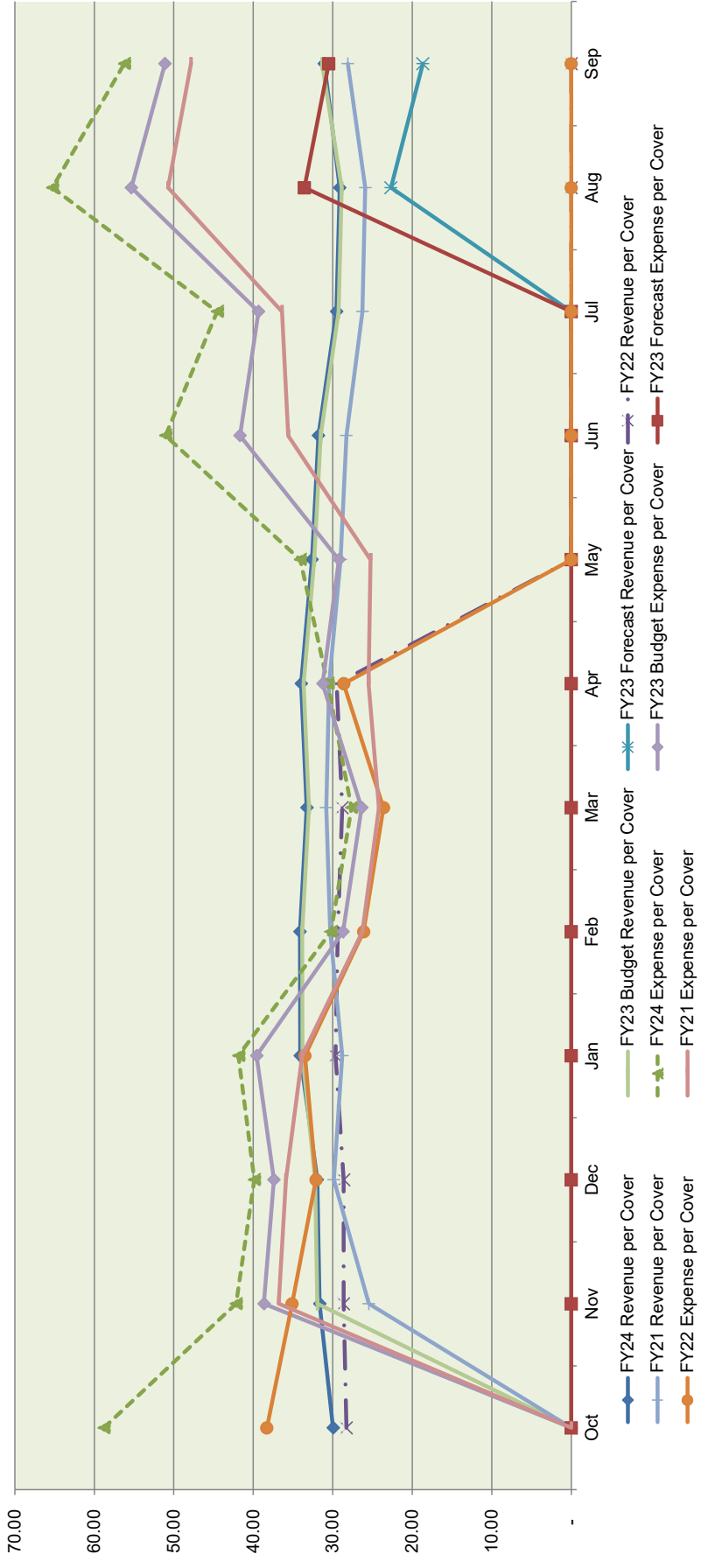
<b>FY2024 Budget</b>													
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
FY24 Revenue per Cover	29.97	31.35	31.68	32.89	32.98	32.52	32.83	32.37	31.82	29.53	29.14	31.07	32.25
FY24 Expense per Cover	68.69	46.11	51.88	41.76	30.45	28.05	29.66	32.29	53.02	45.94	67.92	58.02	37.37
<b>FY2023 Budget</b>													
FY23 Budget Revenue per Cover	28.46	31.55	31.35	31.93	32.56	32.43	33.15	32.34	31.54	29.28	28.89	31.35	32.01
FY23 Budget Expense per Cover	111.74	43.53	35.66	38.19	27.65	25.72	29.99	38.02	43.86	41.19	58.29	53.57	35.33
<b>FY2023 Forecast</b>													
FY23 Forecast Revenue per Cover	-	-	20.40	20.05	23.41	27.98	28.78	38.62	54.19	38.18	22.70	18.67	27.35
FY23 Forecast Expense per Cover	-	-	103.20	60.64	40.68	34.13	28.31	52.20	81.20	184.11	35.26	31.88	53.96
<b>FY2022 Actual</b>													
FY22 Revenue per Cover	28.30	27.54	28.30	28.90	28.95	28.41	29.13	29.47	26.94	30.11	29.18	30.99	28.69
FY22 Expense per Cover	38.96	34.92	31.15	32.68	25.57	23.90	28.14	36.79	48.32	42.66	63.87	60.65	31.22
<b>FY2021 Actual</b>													
FY21 Revenue per Cover	24.48	26.62	28.40	27.62	28.83	28.67	29.26	29.01	28.29	26.26	25.91	28.12	28.17
FY21 Expense per Cover	47.02	37.63	36.80	35.71	26.18	23.21	24.87	26.52	36.94	37.55	52.71	50.78	31.18

## Consolidated Restaurants - FY2024 Covers Compared to FY2023, FY2022 and FY2021



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
<b>FY2024 Budget</b>													
FY24 Covers	5,600	12,155	14,368	24,115	36,648	44,659	32,648	18,557	6,962	7,283	4,477	5,389	212,860
<b>FY2023 Budget</b>													
FY23 Budget Covers	4,450	16,659	24,799	23,794	36,278	44,289	32,279	12,722	6,630	6,936	4,263	5,131	218,229
<b>FY2023 Forecast</b>													
FY23 Forecast Covers	-	-	1,275	2,225	3,550	5,137	5,582	2,719	1,550	1,100	3,700	4,500	31,338
<b>FY2022 Actual</b>													
FY22 Covers	8,992	15,881	23,655	22,722	34,583	42,256	31,028	8,650	5,049	5,418	4,177	3,661	206,072
<b>FY2021 Actual</b>													
FY21 Covers	7,272	12,534	16,177	14,608	22,595	33,796	27,978	12,116	6,314	6,606	4,060	4,887	168,943

## Marker 36 Restaurant - FY2024 Productivity Trends Compared to FY2023, FY2022 and FY2021



### FY2024 Budget

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
FY24 Revenue per Cover	29.97	31.65	31.95	34.10	34.16	33.28	33.97	32.63	31.82	29.53	29.14	31.07	32.66
FY24 Expense per Cover	58.80	42.16	39.88	41.87	30.23	27.67	30.63	34.10	51.04	44.55	65.28	56.23	37.93

### FY2023 Budget

FY23 Budget Revenue per Cover	-	31.93	32.23	33.80	33.86	32.99	33.68	32.34	31.54	29.28	28.89	31.35	32.62
FY23 Budget Expense per Cover	-	38.66	37.42	39.58	28.71	26.37	31.26	29.23	41.67	39.35	55.36	51.12	36.20

### FY2023 Forecast

FY23 Forecast Revenue per Cover	-	-	-	-	-	-	-	-	-	-	22.70	18.67	20.49
FY23 Forecast Expense per Cover	-	-	-	-	-	-	-	-	-	-	33.58	30.50	48.01

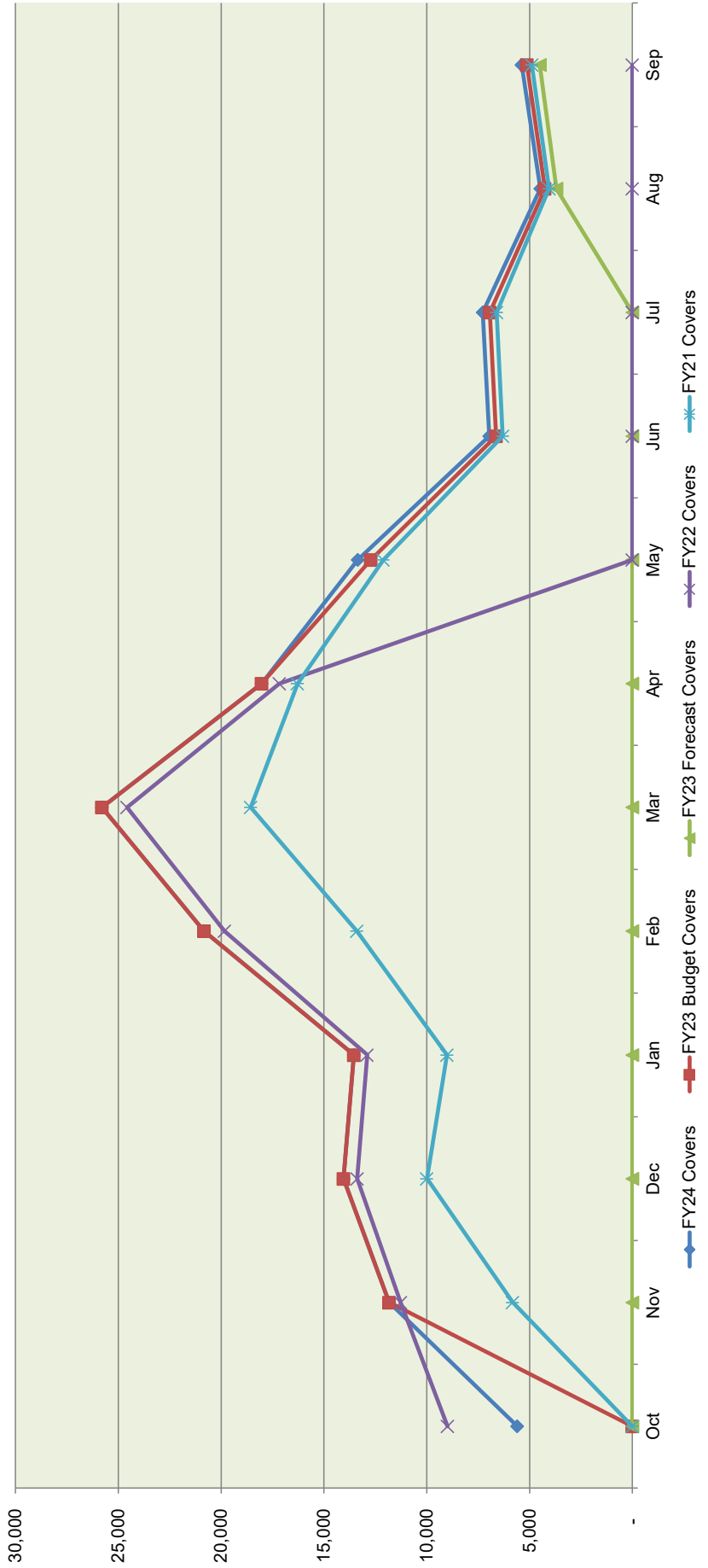
### FY2022 Actual

FY22 Revenue per Cover	28.30	28.65	28.62	29.68	29.38	28.82	29.53	-	-	-	-	-	29.05
FY22 Expense per Cover	38.32	35.12	32.11	33.50	26.13	23.62	28.62	-	-	-	-	-	30.04

### FY2021 Actual

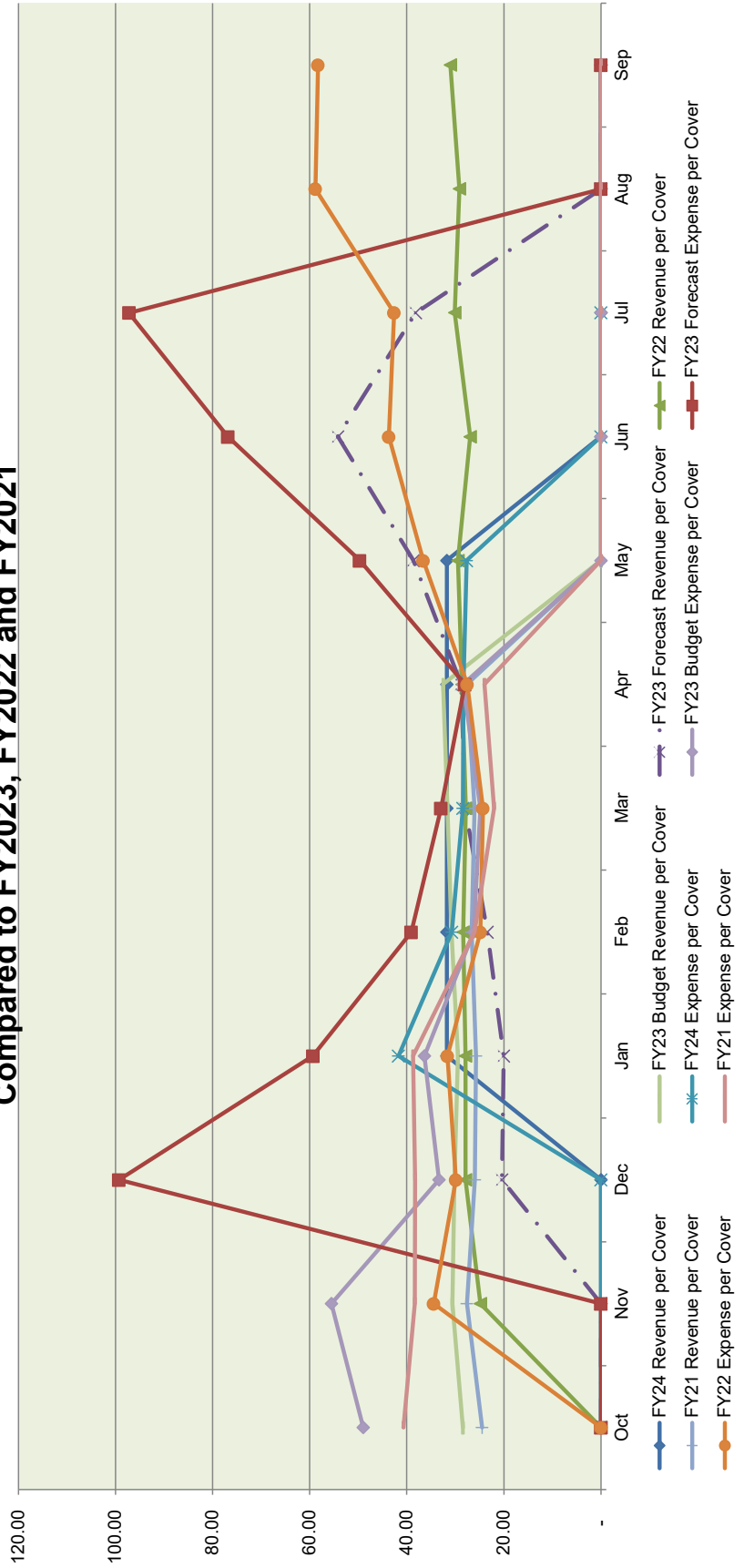
FY21 Revenue per Cover	-	25.48	29.88	28.80	30.33	30.83	30.46	29.01	28.29	26.26	25.91	28.12	29.21
FY21 Expense per Cover	-	36.81	35.90	33.85	26.26	24.21	25.49	25.25	35.60	36.40	50.74	47.83	31.30

## Marker 36 Restaurant - FY2024 Covers Compared to FY2023, FY2022 and FY2021



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
<b>FY2024 Budget</b>													
FY24 Covers	5,600	11,835	14,048	13,545	20,828	25,789	18,028	13,357	6,962	7,283	4,477	5,389	147,140
<b>FY2023 Budget</b>													
FY23 Budget Covers	-	11,834	14,049	13,544	20,828	25,789	18,029	12,722	6,630	6,936	4,263	5,131	139,754
<b>FY2023 Forecast</b>													
FY23 Forecast Covers	-	-	-	-	-	-	-	-	-	-	3,700	4,500	8,200
<b>FY2022 Actual</b>													
FY22 Covers	8,992	11,270	13,380	12,899	19,836	24,561	17,170	-	-	-	-	-	108,108
<b>FY2021 Actual</b>													
FY21 Covers	-	5,828	9,994	9,017	13,398	18,554	16,284	12,116	6,314	6,606	4,060	4,887	107,058

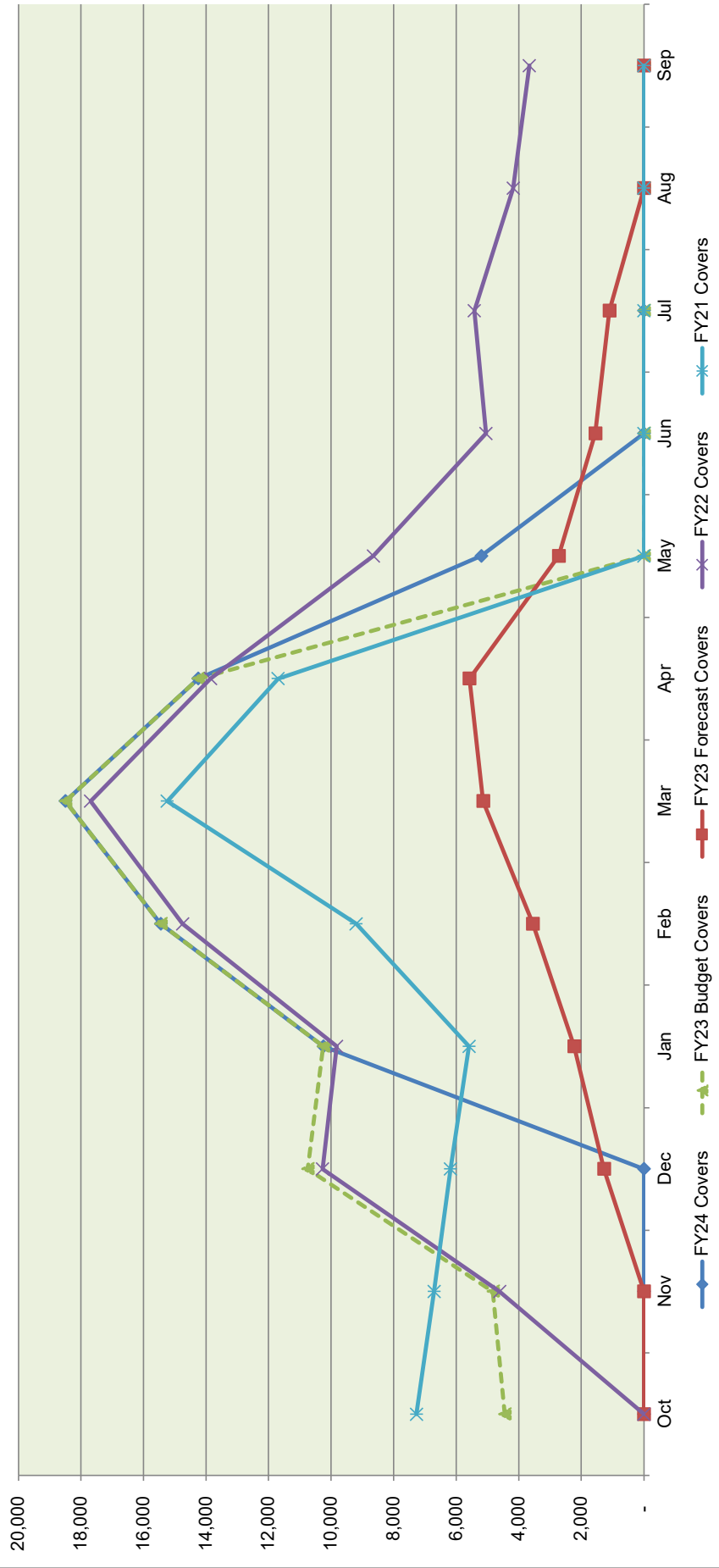
## Sandbar Restaurant - FY2024 Productivity Trends Compared to FY2023, FY2022 and FY2021



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total	
<b>FY2024 Budget</b>														
FY24 Revenue per Cover	-	-	-	31.71	31.71	31.71	31.71	31.71	31.71	-	-	-	-	31.71
FY24 Expense per Cover	-	-	-	41.69	30.71	28.46	28.35	27.64	-	-	-	-	-	36.11
<b>FY2023 Budget</b>														
FY23 Budget Revenue per Cover	28.46	30.60	30.20	29.47	30.80	31.64	32.49	-	-	-	-	-	30.90	
FY23 Budget Expense per Cover	48.97	55.50	33.37	36.34	26.23	24.81	28.39	-	-	-	-	-	33.77	
<b>FY2023 Forecast</b>														
FY23 Forecast Revenue per Cover	-	-	20.40	20.05	23.41	27.98	28.78	38.62	54.19	38.18	-	-	29.78	
FY23 Forecast Expense per Cover	-	-	99.26	59.32	39.08	32.95	28.04	49.71	76.84	97.20	-	-	55.25	
<b>FY2022 Actual</b>														
FY22 Revenue per Cover	-	24.84	27.87	27.88	28.37	27.83	28.64	29.47	26.94	30.11	29.18	30.99	28.30	
FY22 Expense per Cover	-	34.43	29.90	31.60	24.82	24.28	27.54	36.61	43.67	42.63	58.79	58.26	32.53	
<b>FY2021 Actual</b>														
FY21 Revenue per Cover	24.48	27.62	26.00	25.73	26.66	26.04	27.60	-	-	-	-	-	26.38	
FY21 Expense per Cover	40.69	38.35	38.25	38.69	26.06	22.00	24.01	-	-	-	-	-	30.96	



## Sandbar Restaurant - FY2024 Covers Compared to FY2023, FY2022 and FY2021



### FY2024 Budget

FY24 Covers

### FY2023 Budget

FY23 Budget Covers

### FY2023 Forecast

FY23 Forecast Covers

### FY2022 Actual

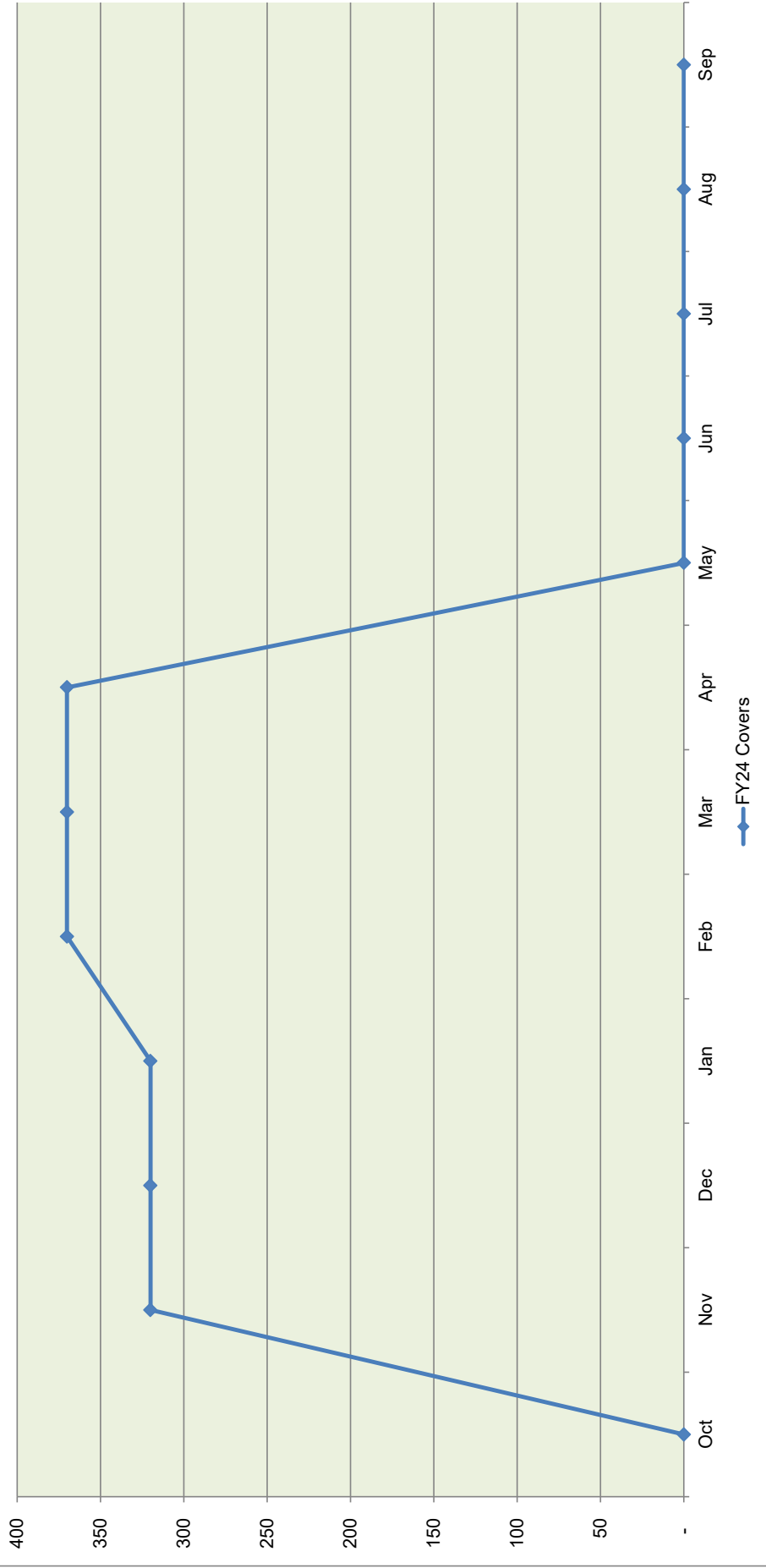
FY22 Covers

### FY2021 Actual

FY21 Covers

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
-	-	-	10,250	15,450	18,500	14,250	5,200	-	-	-	-	63,650
4,450	4,825	10,750	10,250	15,450	18,500	14,250	-	-	-	-	-	78,475
-	-	1,275	2,225	3,550	5,137	5,582	2,719	1,550	1,100	-	-	23,138
-	4,611	10,275	9,823	14,747	17,695	13,858	8,650	5,049	5,418	4,177	3,661	97,964
7,272	6,706	6,183	5,591	9,197	15,242	11,694	-	-	-	-	-	61,885

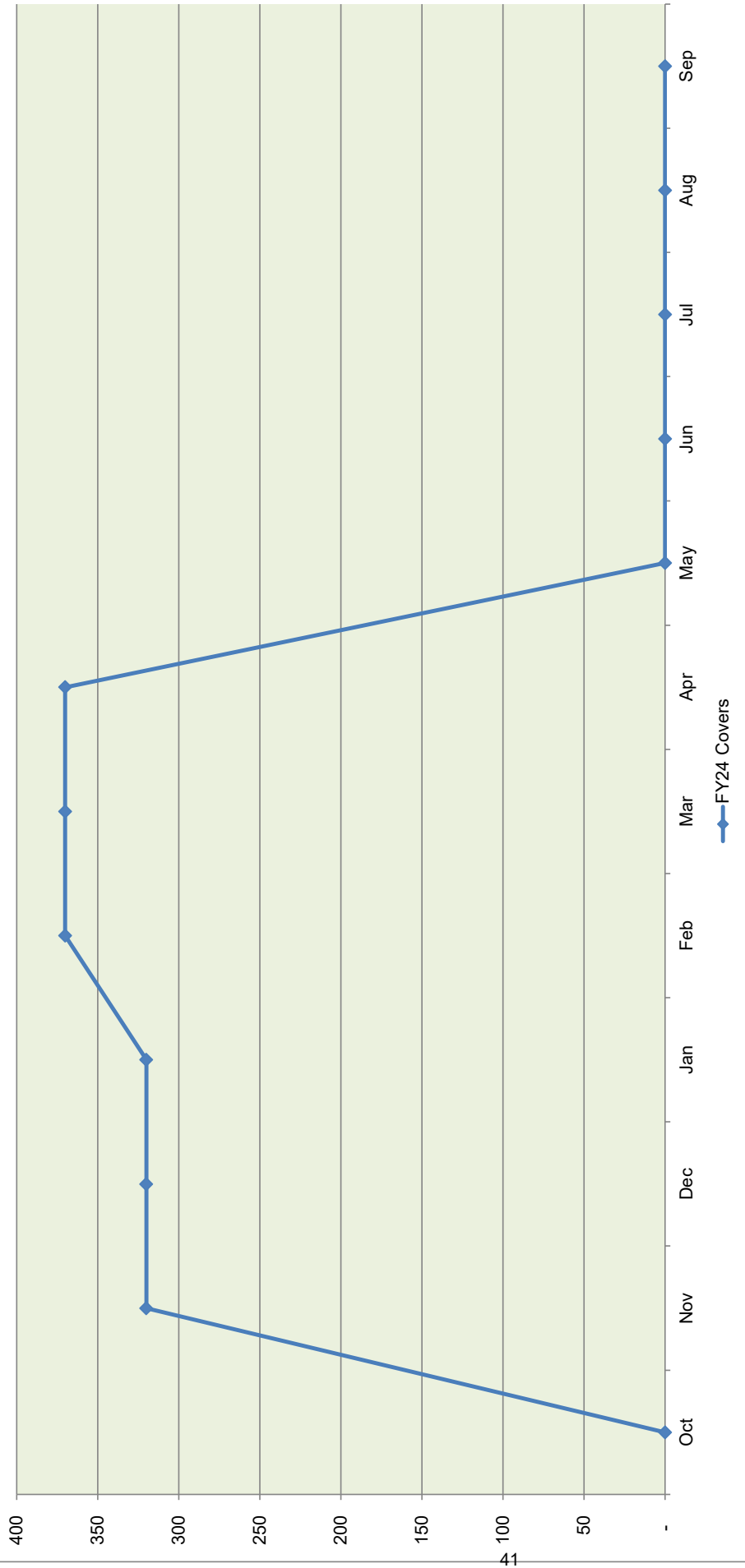
## CC Food Trailer - FY2024 Covers



### FY2024 Budget

Month	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
	320	320	320	370	370	370	-	-	-	-	-	2,070

# CC Food Trailer - FY2024 Covers



## FY2024 Budget

FY24 Covers

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
	-	320	320	320	370	370	370	-	-	-	-	-	2,070

Pelican Bay Foundation, Inc.

FY2024 Budget

History & Plan for Openings & Closings - Beach Restaurants

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY2024 - Budget</b>	M36: Open 11:30-8:30 Limited menu and capacity Sandbar: Closed; Walk-up Bar closed due to construction	M36: Open 11:30-8:30 Sandbar: Closed; Walk-up Bar closed due to construction	M36: Open 11:30-8:30 Sandbar: Closed; Walk-up Bar closed due to construction	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar OPEN 1/3	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open with limited capacity beginning 4/15 until 5/15	M36: Open 11:30-8:30 with limited capacity beginning 5/15 Sandbar: Open 11:30-8:30; Walk-up Bar open, CLOSED 5/15	M36: Open 11:30-8:30 with limited capacity Sandbar: Closed	M36: Open 11:30-8:30 with limited capacity Sandbar: Closed	M36: Open 11:30-8:30 with limited capacity Sandbar: Closed	M36: Open 11:30-8:30 with limited capacity Sandbar: Closed
<b>FY2023 - Actual / Budget</b>	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar closed due to Hurricane Ian	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar closed due to Hurricane Ian	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Closed due to Hurricane Ian Sandbar: Closed; Walk-up Bar open 11am-5pm	M36: Open 11:30-8:30 Limited menu and capacity Sandbar: Closed	M36: Open 11:30-8:30 Limited menu and capacity Sandbar: Closed
<b>FY2022 - Actual</b>	M36: 10/1 Bar/Lounge daily 11:30-8:30; Dining Wed-Sun 11:30-8:30 Sandbar Closed	M36: 11/15 M36 open 11:30-8:30 Sandbar: Closed; Walk-up Bar closed due to Hurricane Ian	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Open 11:30-8:30 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Closed 4/25 Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Closed Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Closed Sandbar: Open 11:30-8:30; Walk-up Bar open	M36: Closed Sandbar: Open 11:30-8:30; Walk-up Bar closed 7/5	M36: Closed Sandbar: Open 11:30-8:30; Walk-up Bar closed	M36: Closed Sandbar: Open 11:30-8:30; Walk-up Bar closed
<b>FY2021 - Actual</b>	Beach Take Out Closed M36: Close Breakfast M36: Closed 11:30-4 11/22, Open 11:30-8:30 as of 11/23	Beach Take Out open Wed-Sun 11/25 10:30-4:30 M36: Close Breakfast M36: Open 11:30-4 11/22, Open 11:30-8:30 as of 11/23	Beach Take Out closed 12/27/20 M36: Close Breakfast M36: Open 11:30-8:30	Beach Take Out Closed M36: Close Breakfast M36: Open 11:30-8:30	Beach Take Out Closed M36: Close Breakfast M36: Open 11:30-8:30	Beach Take Out Closed M36: Close Breakfast M36: Open 11:30-8:30	Beach Take Out Closed M36: Close Breakfast M36: Open 11:30-8:30	Beach Take Out Closed M36: Close Breakfast M36: 5/10 Mon/Tue closed dinner; Dining closed;	Beach Take Out Closed M36: Close Breakfast M36: 5/10 Mon/Tue closed dinner; Dining closed;	Beach Take Out Closed M36: Close Breakfast M36: 5/10 Mon/Tue closed dinner; Dining closed;	Beach Take Out Closed M36: Close Breakfast M36: 5/10 Mon/Tue closed dinner; Dining closed;	Beach Take Out Closed M36: Close Breakfast M36: 5/10 Mon/Tue closed dinner; Dining closed;

Pelican Bay Foundation, Inc.  
 FY2024 Budget  
 History & Plan for Openings & Closings - Beach Restaurants

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY2020 - Actual	Beach Take Out Closed for Construction M36: Close Breakfast	Beach Take Out Closed for Construction M36: Close Breakfast	Beach Take Out open 12/18 M36: Breakfast open Sun 9-1pm Dec 22 Sat 8:30-10:30 Jan 18	M36: Breakfast open Sun 9-1pm Dec 22 Sat 8:30-10:30 Jan 18		Beach Take Out Closed 3/22 M36: Breakfast ends 3/8	Beach Take Out Closed M36: Close Breakfast	Beach Take Out Closed M36: Close Breakfast	Beach Take Out Closed M36: Close Breakfast	Beach Take Out Closed M36: Close Breakfast	Beach Take Out Closed M36: Close Breakfast	Beach Take Out Closed M36: Close Breakfast
	M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed	M36: Lunch 11:30-4 Bar 11:30-8:30 Dinner 5-8:30 as of Nov 6			M36: bar closed 3/18, restaurant closed 3/20	M36: Closed for remodeling	M36: Closed for remodeling	M36: Closed for remodeling	M36: Closed for remodeling	M36: Closed for remodeling	M36: Closed for remodeling	M36: Closed for remodeling
	Sandbar Closed for construction	Sandbar Closed for construction	Sandbar open 12/18 Lunch 11:30-4, Dinner 5-8:30, Bar 11:30-8:30		Sandbar Take Out Only 3/21	Sandbar: Open Curbside only 4/3	Sandbar: Open 11:30-8:30 as of May 4	Sandbar: Open 11:30-8:30	Sandbar: Open 11:30-8:30	Sandbar: Open 11:30-8:30	Sandbar: Open 11:30-8:30	Sandbar: Open 11:30-8:30
FY2019 - Actual	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Breakfast open Sat 8:30-10:30 Dec 15 Sun 9-1pm Dec 16	Beach Store Closed	Beach Store Closed	Beach Store Closed	Beach Store Closed	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Close Breakfast	Beach Store Closed M36: Close Breakfast
	M36: Lunch 11:30-4 Bar 11:30-8:30 Dinner closed Mon - Tue	M36: Lunch 11:30-4 Bar 11:30-8:30 Dinner 5-8:30 as of Nov 16						M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed as of May 28	M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed	M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed	M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed	M36: Lunch 11:30-4 Bar 11:30-8:30, Dinner Closed Mon Tues Wed
	Sunset Closed for construction	Sunset Closed for construction						Sunset Closed for construction	Sunset Closed for construction	Sunset Closed for construction	Sunset Closed for construction	Sunset Closed for construction
	Sandbar Closed for construction	Sandbar reopens 11/16						Sandbar Closed for construction	Sandbar Closed for construction	Sandbar Closed for construction	Sandbar Closed for construction	Sandbar Closed for construction
FY2018 - Actual	Beach Store: Closed	Beach Store: Open 11/8/17 11AM-5PM					Beach Store: Closed 4/9/18	Beach Store: Closed	Beach Store: Closed	Beach Store: Closed	Beach Store: Closed	Beach Store: Closed
	M36: Closed-Hurricane Irma	M36: Open Nov 8 Lunch 11:30-4 7 days Bar 11:30-8:30 Dinner 5-8:30	M36: Lunch 11:30-4 7 days Bar 11:30-8:30 Dinner 5-8:30					M36: Lunch 11:30-4 Bar 11:30-8:30 Dinner 5-8:30	M36: Lunch 11-4 Bar 11-8:30 Dinner closed Mon - Tues - Wed	M36: Open 11-830 thru 4th Closed 7/5-7/31	M36: Lunch 11-4 Bar 11-8:30 Dinner closed Mon - Tues - Wed	M36: Lunch 11-4 Bar 11-8:30 Dinner closed Mon - Tues - Wed
	M36: Closed-Hurricane Irma	M36: Close Breakfast	M36: Open Breakfast 12/16/17					M36: Closed for Breakfast 4/22/18				
	Sunset: 11:30AM-8:30 PM							Sunset: Closed 4/8/18				
	Sandbar: 11:30AM-8:30PM							Sandbar: Lunch 11-4 Closed Dinner Mon-Thurs	Sandbar: Lunch 11-4 Closed for Dinner	Sandbar: 7/5/18 Lunch: 11-4 Bar: 11-8:30 Dinner: closed Mon-Wed	South closed under construction	South closed under construction

Pelican Bay Foundation, Inc.  
FY2024 Budget  
History & Plan for Openings & Closings - Beach Restaurants

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY2017 - Actual	Beach Store: Closed	Beach Store: Open 11/15/2016 11AM-5PM						Beach Store: Closed 5/15/2017	Beach Store: Closed	Beach Store: Closed	Beach Store: Closed	Beach Store: Closed
	M36: Re-opened 10/3/16 Close Dinner Mon - Tues M36: Close Breakfast	M36: Re-open Dinner Mon-Tues 11/14/16 M36: Close Breakfast	M36: Re-open Breakfast 12/17/16					M36: Close Dinner 5/15/17 Mon - Tues Wed M36: Close Breakfast 5/15/17	M36: Close Dinner Mon - Tues - Wed M36: Close Breakfast	M36: Close Dinner Mon - Tues - Wed M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast
	Sunset 11:30AM-6PM weekends only Sandbar open 11:30AM- 8:30PM	Sunset Re-open 11/18/16 (daily) 11:30AM-sunset Sandbar open 11:30AM- 8:30PM	Sunset 11:30AM - 8:30PM	Sunset 11:30AM - 8:30PM				Close Sunset 5/17/17 Sandbar open 11:30AM- 11:30AM- 8:30PM	Sunset Closed: Sandbar open lunch 11:30AM- 4:00PM, dinner 5PM-8:30PM Thur-Sun	Sunset Closed: Sandbar open lunch 11:30AM- 4:00PM, dinner 5PM-8:30PM Thur-Sun	Sunset Closed: Sandbar open lunch 11:30AM- 4:00PM, dinner 5PM-8:30PM Thur-Sun	Sunset Closed: Sandbar open lunch 11:30AM- 4:00PM, dinner 5PM-8:30PM Thur-Sun
FY2016 - Actual 44	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Re-open Dinner Mon-Tues 11/9/16 M36: Close Breakfast	M36: Open Breakfast 12/10/16					M36: Close Dinner 5/16 Mon - Tues M36: Close Breakfast 4/17	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast
	Sandbar open 11:30AM-4PM	Open Sunset 11/02/16					Close Sunset 4/20/16; Sandbar open 11:30AM- 8:30PM	Sunset Closed; Sandbar open 11:30AM- 8:30PM	Sunset Closed: Sandbar open 11:30AM- 8:30PM	Sunset Closed: Sandbar open 11:30AM- 6:00PM	Sunset Closed: Sandbar open 11:30AM- 6:00PM	Sunset Re- opened 9/3/16 11:30AM-6PM weekends only Sandbar open 11:30AM- 8:30PM
	North Closed - under construction Expanded service at South	North Closed - under construction Expanded service at South	M36 Opens 12/15/14					M36: Close Dinner Mon - Tues M36: Close Breakfast 5/15	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast	M36: Close Dinner Mon - Tues M36: Close Breakfast
FY2015 - Actual	North Closed - under construction Expanded service at South	North Closed - under construction Expanded service at South					Sandbar Closed April 15th Sunset Open 11-8	Sandbar Closed Sunset open11 to 8	Sandbar Closed - Sunset open11 to 8	Sandbar Closed - Sunset open11 to 8	Sandbar Closed - Sunset open11 to 8	Sandbar Closed - Sunset open11 to 8
							North Closed 4/21/14	North Closed - under construction	North Closed - under construction	North Closed - under construction	North Closed - under construction	North Closed - under construction
	Sunset Closed - Sandbar open lunch only	Sunset Closed - Sandbar open lunch only till 11/15					Begin expanded service at South	Expanded service at South	Expanded service at South	Expanded service at South	Expanded service at South	Expanded service at South
FY2014 - Actual												

Pelican Bay Foundation, Inc.

FY2024 Budget

History & Plan for Openings & Closings - Beach Restaurants

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY2013 - Actual	Sandpiper Closed Dinner								Sandpiper Closed Mon-Thur Dinner Beach Café Open 11:30- 8:30	Sandpiper Closed Dinner Mon-Thur Dinner	Sandpiper Closed Mon-Thur	Sandpiper Closed for 4 Weeks. Beach Café Open Lunch and Dinner Only
								Sunset Closed - Sandbar open lunch only	Sunset Closed - Sandbar open lunch only	Sunset Closed - Sandbar open lunch only	Sunset Closed - Sandbar open lunch only	Sunset Closed - Sandbar open lunch only
FY2012 - Actual	South Closed	South Closed till Nov 11						Sandbar Closed - Sunset open lunch & dinner	Sandbar Closed - Sunset open lunch & dinner	Sandbar Closed - Sunset open lunch & dinner	Sandbar Closed - Sunset open lunch & dinner	Sandbar Closed - Sunset open lunch & dinner

## Pelican Bay Foundation Coastal Kitchens

### Marker 36

Marker 36 boasts a modern yet inviting atmosphere, reminiscent of the classic southwest Florida beachside vibe with the vibrant and calm blue watercolors of the Gulf of Mexico throughout its interior and al fresco seating areas, emphasizing an upscale casual beachside atmosphere. The interior dining space feels intimate and welcoming with gorgeous coastal seating arrangement and elegant booths alongside the back walls where you have exquisite waterside, beachside and sunset views. The recent inclusion of an elegant wine cabinet paved the way for us to elevate our wine collection, satisfying our members' wine pallet. We've curated an elevated wine list that complements our culinary options offering well-known brands not only at highly competitive price points but meets or exceeds our members and guests desires.

Executive Chef, Erinel, has proudly been crafting exclusive cuisine for Pelican Bay members for 24 years. He specializes in southwest Florida and island flavors, like key-lime, pineapple, mango, and coconut, which he creatively infuses into his menus in unique ways. The lunch menu is intentionally designed to be more casual and includes options like seafood dishes, an array of salads and specific member classics that like cheeseburgers, hot dogs and quesadillas. The dinner menu is designed with slightly more upscale creations ranging from fresh seafood to heartier protein dishes for members and guests wanting something more substantial. Chef Erinel prides himself on creating unique daily features that capture local, seasonal ingredients.

We've received significant member feedback requesting the return of the beloved bar bites menu and have added this back. This menu will provide classic bar food such as burgers, wings and coconut shrimp.

### Sandbar

The Sandbar's ambiance will continue to be bright, fresh and airy with an elevated Mediterranean look and feel. The open air that makes this restaurant so desirable will be complemented with the addition of glass sliding doors opening to the picturesque beachfront our members adore, creating an even more fresh and breezy atmosphere even within the interior dining space.

Executive Chef Sean has a passion for Mediterranean inspired dishes and incorporates his unique flare. From house made pomodoro sauce to a Greek-style lamb burgers, there is sure to be something for everyone to savor.

The Sandbar menu is intentionally designed with a delicate balance between classic beach cuisine, also known as "Member Favorites," and healthier, more nutrition friendly based options that are Blue Zone inspired. You can expect to see classic staples like cheeseburgers, hot dogs, quesadillas regularly included on the lunch menu alongside salads and gluten-free pressed paninis for those looking for something lighter and healthier.

The dinner experience is a bit more intimate and deserves a menu that compliments that. Meal option focus on Mediterranean classics with pastas, fish dishes and a new "build your own" section of the menu allowing for customizable dishes, while still offering "Member Favorites" like the lobster rolls and fish & chips.

The Sandbar will also feature an elevated wine list that not only compliments our culinary options but offers well-known brands at competitive price points expecting to meet or exceed our members wine pallet.



# LUNCH

## APPETIZERS

### Brussels Style Mussels

Garlic, shallots, tomato, parsley, chardonnay, crispy ciabatta  
21

### Fried Calamari

Radish, scallions, pimento sweet chili sauce  
18

### Coconut Shrimp

Orange ginger sauce, mango-papaya salsa  
19

### Grouper Bites

.....  
17

### Crispy Chicken Wings

Gorgonzola dipping sauce, carrots & celery  
18

*Your choice of: Pineapple Habanero Barbecue Sauce, Hot Sauce*

### Chef's Sampler

Jumbo wings, Coconut shrimp, gorgonzola dipping sauce, orange ginger sauce  
24

### Artisan Flatbread

Roasted tomato sauce, mozzarella  
16

*Grilled vegetables, Chicken, Shrimp*

## SALADS

### GF Garden

Artisan Romaine, pickled vegetables, tomato, radish, cucumber, key-lime vinaigrette  
13

### Caesar

Romaine, tomatoes, homemade garlic croutons, grated parmesan cheese, Caesar dressing  
15

### GF Tomato & Gorgonzola

Baby mixed greens, sweet tomatoes, basil, gorgonzola, red onions, Caribbean spiced walnuts, balsamic vinaigrette  
17

### GF Beets & Goat Cheese

Baby arugula, beets, radish, whipped goat cheese, extra-virgin olive oil, balsamic glaze  
17

### GF Chef Signature Island Salad

Romaine, Boar's Head Turkey, strawberries, purple cabbage, apples, gorgonzola, maple cranberries, pecans, balsamic vinaigrette  
19

### GF Floribbean Steak

Artisan greens, tenderloin tips, radish, mango, papaya, and tomato, key-lime vinaigrette  
23

### Protein add-ons

*Chicken, Mahi, Shrimp, Salmon*

## SANDWICHES

### Vegetable Press

Ciabatta bun, yellow squash, Chinese eggplant, pepper, Vidalia onion, Gruyere cheese, kale pesto

16

### Coconut Mahi Sandwich

Marinated in coconut milk with a coconut curry aioli and served with lettuce, tomatoes, artisan roll. Available grilled or blackened

22

### Herb Butter Lobster

King's Hawaiian bun, charred tomato dressing, lobster, lettuce, tomato, avocado

28

### Grilled Chicken Wrap

Gouda, lettuce, avocado, chipotle tortilla, honey chipotle sauce

17

### Panini

Ciabatta bun, gruyere cheese, arugula, roasted peppers, pesto aioli

19

*Turkey, Chicken*

### Chef's Signature Burger\*

Prime Beef, chipotle gouda, tomato, avocado, sweet Vidalia onion marmalade, lettuce, chipotle sauce, brioche bun

22

*Each Sandwich comes with your choice of fries, fruit, potato chips or coleslaw*

## ENTRÉES

### V GF Vegan Bowl

Red quinoa & brown rice blend, roasted vegetable du jour, sweet potato, infused oregano olive oil

24

### Island Style Quesadilla

Grilled scallions, peppers, chipotle gouda, queso fresco, mozzarella, chipotle tortilla, Pico de Gallo, cilantro-lime sour cream

*Chicken \$19, Shrimp \$21, Lobster \$23*

### Tacos

Corn wheat tortillas, queso fresco, tropical slaw, chipotle aioli, sweet pickled onions

*Grouper \$25 Shrimp \$21*

### Sweet & Spicy Pineapple shrimp

Shrimp, pineapple, peppers, green onions, sweet chili sauce, linguine

29

### Orange-Ginger Glazed Salmon

Garden vegetable truffle risotto, Swiss chard, blistered tomatoes

28

### Lobster & Shrimp Risotto

Arborio rice with a light truffle basil pesto cream sauce, grilled scallions, green peas, corn, tomatoes, and parmesan cheese

32

### Fish & Chips

Hand breaded Grouper, Cranberry apple coleslaw, French fries, key-lime tartar sauce

23

## A LA CARTE SIDES ~

Roasted Panko Parmesan Asparagus

Parmesan Truffle Fries, Chipotle aioli

Roasted Sweet Potato

Grilled Vegetables

# Dinner

## APPETIZERS

### **Brussels Style Mussels**

Garlic, shallots, tomato, parsley, chardonnay, crispy ciabatta  
21

### **Fried Calamari**

Radish, scallions, pimento sweet chili sauce  
18

### **Coconut Shrimp**

Orange ginger sauce, mango-papaya salsa  
19

### **Grouper Bites**

.....  
17

### **Crispy Chicken Wings**

Gorgonzola dipping sauce, carrots & celery  
*Your choice of: Pineapple Habanero Barbecue Sauce, Hot Sauce*  
18

### **Steak & Blue Cheese Flatbread**

Tenderloin tips, gorgonzola, mozzarella, mushrooms, roasted peppers, arugula, kale pesto, balsamic syrup  
25

## SALADS

### **GF Garden**

Artisan Romaine, pickled vegetables, tomato, radish, cucumber, key-lime vinaigrette  
13

### **Caesar**

Romaine, tomatoes, homemade garlic croutons, grated parmesan cheese, Caesar dressing  
15

### **GF Tomato & Gorgonzola**

Baby mixed greens, sweet tomatoes, basil, gorgonzola, red onions, Caribbean spiced walnuts, balsamic vinaigrette  
17

### **GF Beets & Goat Cheese**

Baby arugula, beets, radish, whipped goat cheese, extra-virgin olive oil, balsamic glaze  
17

### **GF Vegan Bowl**

Red quinoa & brown rice blend, roasted vegetable du jour, sweet potato, infused oregano olive oil  
24

# Land

## **Spinach Gruyere Stuffed Airline Chicken Breast**

Mushroom fricassée, blistered tomatoes, potato mousseline, caper lemon sauce  
34

## **Honey Garlic Bone-In French Pork Chop**

Grilled veggies, brandied apple, Caribbean glaze  
42

## **Filet**

6oz, Gorgonzola crust, potato mousseline, balsamic demi-glace  
44

## **Mixed Grill**

Gorgonzola petite filet, rosemary lamb chop, andouille sausage, potato mousseline, grilled asparagus, rosemary demi-glace, yogurt mint jelly  
52

# Sea

## **Caribbean Style Steamed Branzino**

Island rice, escovitch vegetables, garlic, fresh herbs, sweet & sour sauce  
39

## **Grilled Yellowtail Snapper**

Grilled veggies, Swiss chard, mango-papaya salsa, Caribbean sweet chili sauce  
38

## **Lobster & Shrimp Scampi**

Asparagus, tomato, fresh parsley, garlic butter, white wine, pappardelle pasta  
42

## **Pesto Crusted Seabass**

Heirloom tomato brodetto di Pesce, frisee radish salad, crispy capers,  
45

## A LA CARTE SIDES ~

Roasted Panko Parmesan Asparagus

Parmesan Truffle Fries, Chipotle aioli

Roasted Sweet Potato

Grilled Vegetables

Potato Mousseline

## DESSERT

Key Lime Pie

10

Beignets

12

Raspberry Sorbet

9

Gelato

*Belgian Chocolate, French Vanilla, Vegan Malaysian Coconut*

9

Marker  
36

# BAR BITES

## Fried Calamari

Radish, scallions, pimento sweet chili  
sauce  
18

## Coconut Shrimp

Orange ginger sauce, mango-papaya salsa  
19

## Grouper Bites

.....  
17

## Crispy Chicken Wings

Gorgonzola dipping sauce, carrots & celery  
18

Your choice of: Pineapple Habanero Barbecue  
Sauce, Hot Sauce

## Island Style Quesadilla

Grilled scallions, peppers, chipotle gouda,  
queso fresco, mozzarella, chipotle tortilla,  
Pico de Gallo, cilantro-lime sour cream  
Chicken \$19, Shrimp \$21, Lobster \$23

## Artisan Flatbread

Roasted tomato sauce, mozzarella  
16

Grilled vegetables, Chicken, Shrimp

## Chef's Signature Burger\*

Prime Beef, chipotle gouda, tomato,  
avocado, sweet Vidalia onion marmalade,  
lettuce, chipotle sauce, brioche bun  
22

## Hot Dog

Grilled ½ lb Kosher dog, diced onions,  
relish  
11

To see our full menu scan the QR codes below



Lunch



Dinner



\*Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs  
may increase your risk of foodborne illness, especially  
if you have certain medical conditions.

## SIGNATURE COCKTAILS

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### Blue Lagoon

Peach & Orange Blossom Ketel One  
Botanicals, blue curacao, sour mix

11

### Milagro Mule

Milagro Silver Tequila, Goslings Ginger  
Beer, lime juice

12

### Blood Orange Margarita

Don Julio Silver tequila, blood orange mix,  
lime, Grand Marnier float

16

### Cosmo Pink Lemonade

Ketel One vodka, Limoncello, cranberry  
juice, pink lemonade

12

## DRAFT BEER

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### Domestic Drafts

Bud Light, Yuengling

4.75

### Import/Craft

Stella Artois, Cigar City Jai Alai

7

## BOTTLED BEER

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Coors Light

7

Michelob

Ultra

7

Miller Lite

7

White Claw

Black

Cherry

8

Corona

8

Heineken

8

Heineken

Zero

8

Non Alcoholic

High Five

IPA

8

Fort Myers Brewing  
Company

# LUNCH

## Appetizers

### Mezze Platter

herb pita, romaine, crudité, hummus, olives, feta, tzatziki  
\$16

### Bruschetta

grilled sourdough, tomato jam, fresh mozzarella, micro basil, heirloom tomatoes, avocado  
\$15

### Ceviche

shrimp, bay scallops, onion, avocado, tomato, citrus, chipotle sauce, tortilla chips  
\$20

### Coconut Shrimp

lime, mango-habanero sauce, herb salad  
\$18

### Mussels Pomodoro

house pomodoro, sourdough, lemon aioli  
\$21

### Oven Roasted Wings

Garlic Parmesan, lemon aioli, crudité  
\$18

### Chicken Quesadilla

shredded chicken, harissa, mozzarella, cotija, onion, cilantro, sour cream, chipotle sauce  
\$17

## Salads

### Kale

baby kale, roasted chickpeas, roasted sweet potato, granny smith apples, fresh herbs, tahini dressing  
\$13

### Caprese

fresh mozzarella balls, heirloom tomatoes, micro basil, balsamic-tomato dressing  
\$15

### Greek

romaine, roasted red beets, olives, red onion, feta, heirloom tomato, cucumber, pepperoncini, herb vinaigrette  
\$14

### Caesar

romaine, parmesan, sourdough croutons, creamy Caesar dressing  
\$14

### Berries

artisan greens, seasonal berries, roasted nut granola, blue cheese, and raspberry vinaigrette  
\$17

Add Ons Chicken \$, Shrimp \$, Salmon \$, Grouper \$  
\$MP

# Handhelds

## Veggie Burger

wheat bun, avocado, lettuce, tomato, house pickles, tomato jam  
\$17

## Grouper Sandwich

blackened, wheat bun, lemon aioli, house pickles, romaine, tomato  
\$25

## Lobster Roll

split top bun, buttered, knuckle and claw, mayo, romaine, old bay  
\$28

## Shrimp Burger

wheat bun, hand-crafted, romaine, tomato, pub sauce  
\$21

## Harissa Chicken Sandwich

brioche bun, white cheddar, romaine, tomato, avocado aioli  
\$18

## Lamb Gyro Burger

brioche bun, Colorado Lamb, romaine, tomato, feta, tzatziki sauce  
\$20

## Prime Cheeseburger

brioche bun, white cheddar, artisan lettuce, tomato, pickles  
\$20

# From the Panini Press

## Hummus

lavash, chickpea spread, romaine,  
heirloom tomato, cucumber, olive,  
herb salad  
\$16

## Roast Turkey

lavash, tomato jam, lemon aioli,  
arugula  
\$19

## Italian

mortadella, salami, mozzarella,  
tomato, arugula, roasted peppers,  
vinegar, oregano  
\$18

## BLT

lavash, smoked apple cider bacon,  
artisan greens, tomato, lemon aioli  
\$17

**Handhelds & Panini's served with your choice of a side: French Fries, Sweet Potato Fries, Fresh Fruit, Coleslaw, Potato Chips**

# Entrees

## Fish and Chips

beer battered Grouper fingers, shoestring fries, coleslaw, tartar  
\$23

## Pomodoro Flatbread

house pomodoro, mozzarella, micro basil  
·Add Roasted Shrimp ·Add Roasted Chicken ·Hand sliced Pepperoni  
\$16

## Cavatappi Caprese

house pomodoro, fresh mozzarella, micro basil  
\$21  
· Roasted Shrimp · Roasted Chicken · Roasted Salmon · Veggies



# Dinner

## Appetizers

### Mezze Platter

herbed bread, romaine, crudité, olives, marinated feta, hummus, tzatziki

\$16

### Ceviche

shrimp, bay scallops, fresh herbs, onion, avocado, tomato, citrus, chipotle sauce, and fresh tortilla chips

\$20

### Coconut Shrimp

lime, mango-habanero sauce, herb salad

\$18

### Mussels Pomodoro

steamed, house pomodoro, sourdough, lemon aioli

\$21

### Oven Roasted Wings

Garlic Parmesan, lemon aioli and crudité

\$18

### Chicken Quesadilla

Corn flour tortillas, shredded chicken, mozzarella cheese, cotija, onion, cilantro, sour cream, chipotle sauce

\$17

### Pomodoro Flatbread

house pomodoro, mozzarella, micro basil

\$16

*Roasted Shrimp · Roasted Chicken · Pepperoni · Veggie*

## Salads

### Caprese

fresh mozzarella balls, heirloom tomatoes, micro basil, balsamic-tomato dressing

\$15

### Petite Greek

romaine, roasted red beets, olives, red onion, feta, heirloom tomato, cucumber, pepperoncini, herb vinaigrette

\$9

### Petite Caesar

romaine, parmesan, sourdough croutons, creamy Caesar dressing

\$9

## Pasta

### Cavatappi Caprese

house pomodoro, fresh mozzarella, micro basil

\$21

*·Chicken·Shrimp· Salmon*

### Frutti Di Mare

U-10 Scallops, shrimp, mussels, seafood broth, leeks, tomato, tagliatelle, parsley, sourdough

\$38

### Lobster Bucatini

House pomodoro, cream, cognac, lemon zest, micro basil

\$40

## Entrees

### Shrimp Risotto

mascarpone, arugula, lemon, micro basil  
\$32

### Whole Roasted Branzino

garlic marinade, citrus, roasted carrots, caper butter, cauliflower puree, fresh herbs  
\$36

### Chicken Parmigiano

panko, mozzarella, house pomodoro, cavatappi pasta, parmesan, micro basil, olive oil  
\$29

### Lamb Chops

harissa, fingerling potatoes, pickled onion, tzatziki, fresh herbs  
\$39

## Build Your Own

1. Choose your protein 2. Choose your sauce 3. Choose two sides

### Sea

Atlantic Salmon \$34  
U10 Scallops \$38  
Grouper \$42

### Land

12 oz NY Strip \$46  
6 oz Filet \$44  
14 oz Veal Chop \$43

### Sauces

Lemon & Roasted Pepper Beurre Blanc  
Lobster Butter Sauce  
Garlic & Herb Butter  
Au Poivre  
Horesradish Cream

### Sides

·Mediterranean Honey glazed carrots  
·Whipped Yukon Potatoes  
·Jumbo Asparagus, lemon aioli  
·Cauliflower Puree  
·Green Beans Almandine  
·Spiced Fingerling Potatoes

### Upgrades:

·4 oz Lobster Tail \$ ·U-10 Scallops \$ ·Jumbo Shrimp \$

## Favorites

### Grouper Sandwich

blackened, wheat bun, pickles, romaine, tomato, lemon aioli  
\$25

### Lobster Roll

top sliced bun, buttered claw and knuckle, mayo, romaine, old bay  
\$28

### Fish & Chips

beer battered Grouper fingers, shoestring fries, coleslaw, tartar, and lime  
\$23

### Prime Cheeseburger

brioche bun, white cheddar, lettuce, tomato, pickles  
\$20

**Favorites served with your choice of a side: French Fries, Sweet Potato Fries, Fresh Fruit, Coleslaw, Lays Kettle Cooked Potato Chips**

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	A - B (A - B)/B Variance		
	FY'24 Budget	FY'23 Budget Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	%
<b>Employee Housing</b>								
Employee FTE Count - Regular	-	-	-	2.3	2.3	1.8	-	0.0%
Employee FTE Count - OT	-	-	-	-	-	-	-	0.0%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.3</b>	<b>2.3</b>	<b>1.8</b>	<b>-</b>	<b>0.0%</b>
Salaries & Wages	-	-	-	87,452	76,087	58,014	-	0.0%
Worker's Comp Expense:	N/A - Outsourcing transportation							
Employee Benefits Expense:	N/A - Outsourcing transportation							
Professional Fees	151,501	402,694	130,814	59,188	21,978	28,557	(251,193)	-62.4%
Property management company is paid a flat fee plus % on off-season rentals								
Outsourcing transportation - \$317K for FY23. FY2024 the outsourced transportation was moved to Food & Beverage.								
Repairs & Maintenance Exp.	101,668	66,948	88,946	131,688	88,144	116,526	34,720	51.9%
No major repairs expected in FY23								
Employee Housing Repayments	(495,000)	(450,000)	(451,005)	(272,242)	(183,291)	(225,332)	(45,000)	10.0%
FY22 budget assumes 1/2 employees will arrive in Oct/Nov and stay through mid-May. Rates are increased \$90 pp.								
No. of PBF-owned apts.	24	24	24	24	24	24		
Monthly Rent Rate	\$625	\$625	\$625	\$535	\$535	\$535	\$0	0.0%
Deposit/Incidental Fee Required	\$250	\$250	\$250	No	No	No		
Refundable	Yes	Yes	Yes	N/A	N/A	N/A		
No. of PBF employees in non-owned apartments	-	-	-	-	-	-	-	0.0%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
Employee Housing - Consolidated	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	-	-	-	87,452	76,087	58,014	59,534	-	0.0%	0.0%	0.0%
Payroll Taxes	-	-	-	7,095	6,074	4,699	4,887	-	0.0%	0.0%	0.0%
Worker's Comp	-	-	-	874	880	737	1,010	-	0.0%	0.0%	0.0%
Employee Benefits	-	-	(1)	2,146	2,018	1,644	1,474	-	0.0%	0.0%	0.0%
Education & Training	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	40	401	-	115	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>97,607</b>	<b>85,460</b>	<b>65,094</b>	<b>67,020</b>	<b>-</b>	<b>0.0%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	30,441	29,652	29,965	28,852	27,807	26,997	26,268	789	2.7%	-48.7%	16.3%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	42,338	34,720	21,548	23,779	25,651	26,380	17,632	7,618	21.9%	-67.8%	19.1%
Professional Fees	151,501	402,694	130,814	59,188	21,978	28,557	27,982	(251,193)	-62.4%	-242.5%	222.0%
Rent & Lease Expense	-	2,736	-	2,058	2,814	1,966	-	(2,736)	-100.0%	0.0%	1.5%
Repairs & Maintenance	101,668	66,948	88,946	131,688	88,144	116,526	113,314	34,720	51.9%	-162.8%	36.9%
Utilities	66,029	61,414	58,467	58,181	49,018	52,664	52,382	4,615	7.5%	-105.7%	33.9%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	40,561	33,200	35,571	32,682	28,843	25,896	25,813	7,361	22.2%	-64.9%	18.3%
Employee Housing Repayments	(495,000)	(450,000)	(451,005)	(272,242)	(183,291)	(225,332)	(227,558)	(45,000)	10.0%	792.5%	-248.1%
<b>Total Operating Expenses</b>	<b>(62,462)</b>	<b>181,364</b>	<b>(85,694)</b>	<b>64,186</b>	<b>60,964</b>	<b>53,654</b>	<b>35,833</b>	<b>(243,826)</b>	<b>-134.4%</b>		
<b>Total Expenses</b>	<b>(62,462)</b>	<b>181,364</b>	<b>(85,695)</b>	<b>161,793</b>	<b>146,424</b>	<b>118,748</b>	<b>102,853</b>	<b>(243,826)</b>	<b>-134.4%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>62,462</b>	<b>(181,364)</b>	<b>85,695</b>	<b>(161,793)</b>	<b>(146,424)</b>	<b>(118,748)</b>	<b>(102,853)</b>	<b>(23,233)</b>	<b>12.8%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	A - B	(A - B)/B
	FY'24	FY'23		FY'22	FY'21	FY'20	
Transportation	Budget	Budget	Forecast	Actual	Actual	Actual	Increase/ (Decrease) %
Employee FTE Count - Regular	34.4	35.0	25.1	26.6	31.4	30.1	(0.6) -1.7%
Employee FTE Count - OT	-	-	0.2	0.3	-	-	- 0.0%
Total	34.4	35.0	25.3	26.9	31.4	30.1	(0.6) -1.7%
Salaries & Wages	1,336,633	1,282,847	855,879	980,336	930,759	834,738	53,786 4.2%
Annual increase							85,043
Staffing Hours - Moved station attendants from Security							56,954
Vacancy factor							(88,211)
Wages Variance Analysis:							53,786
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24						
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24						
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24						
Operating Supplies	24,340	29,340	11,993	27,767	39,113	31,782	(5,000) -17.0%
Incurred costs for COVID19 testing in FY2021 - not expected to be repeated in FY2022.							
Rent & Lease Expense	184,056	201,846	99,641	177,626	178,543	152,238	(17,790) -8.8%
Leases - Trams	184,056	201,846	99,641	177,626	177,626	150,156	(17,790) -8.8%
New lease contracts (beginning in FY20) for trams - and leasing company gave PBF a discount for delays in delivery.							

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>110 Transportation</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of total expenses:</i>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	1,336,633	1,282,847	855,879	980,336	930,759	834,738	881,620	53,786	4.2%	74.1%	72.9%
Payroll Taxes	109,603	105,037	71,247	79,416	71,028	65,229	70,446	4,566	4.3%	6.1%	6.0%
Worker's Comp	16,698	15,994	10,427	8,150	10,613	10,717	16,292	704	4.4%	0.9%	0.9%
Employee Benefits	106,597	96,584	60,794	71,127	86,990	72,225	69,744	10,013	10.4%	5.9%	5.5%
Education & Training	-	-	-	-	36	-	-	-	0.0%	0.0%	0.0%
Other	14,550	14,550	9,904	5,238	7,558	10,568	10,870	-	0.0%	0.8%	0.8%
Contingency	-	-	-	(1)	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>1,584,081</b>	<b>1,515,012</b>	<b>1,008,251</b>	<b>1,144,266</b>	<b>1,106,984</b>	<b>993,477</b>	<b>1,048,972</b>	<b>69,069</b>	<b>6.9%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	-	-	-	-	27	-	-	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	24,340	29,340	11,993	27,767	39,113	31,782	27,071	(5,000)	-17.0%	1.3%	1.7%
Professional Fees	-	-	-	-	238	-	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	184,056	201,846	99,641	177,626	178,543	152,238	184,168	(17,790)	-8.8%	10.2%	11.5%
Repairs & Maintenance	6,000	6,000	1,223	10,233	3,046	1,251	767	-	0.0%	0.3%	0.3%
Utilities	200	200	134	54	35	-	72	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	6,300	6,300	59	6,818	2,909	5,796	6,653	-	0.0%	0.3%	0.4%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>220,896</b>	<b>243,686</b>	<b>113,050</b>	<b>222,498</b>	<b>223,911</b>	<b>191,067</b>	<b>218,731</b>	<b>(22,790)</b>	<b>-9.4%</b>		
<b>Total Expenses</b>	<b>1,804,977</b>	<b>1,758,698</b>	<b>1,121,301</b>	<b>1,366,764</b>	<b>1,330,895</b>	<b>1,184,544</b>	<b>1,267,703</b>	<b>46,279</b>	<b>2.6%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(1,804,977)</b>	<b>(1,758,698)</b>	<b>(1,121,301)</b>	<b>(1,366,764)</b>	<b>(1,330,895)</b>	<b>(1,184,544)</b>	<b>(1,267,703)</b>	<b>(46,279)</b>	<b>2.6%</b>		

Pelican Bay Foundation, Inc.  
Transportation Department

Hours of Operation  
Fiscal Year 2024 vs 2023

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024 Hours</b>	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm
<b>2023 Hours</b>	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm	7:30am - 10:00pm

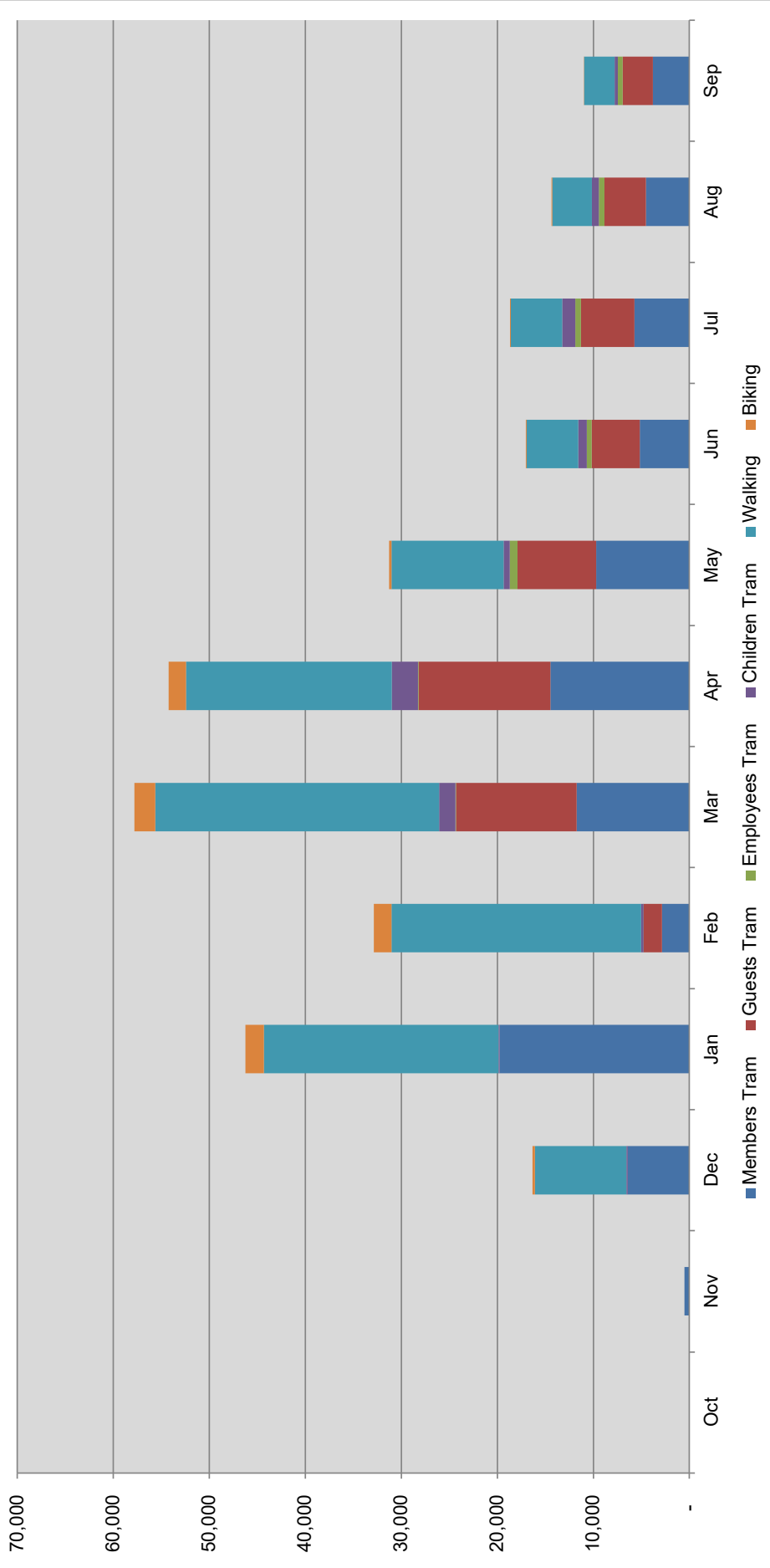
Tram Schedule  
Fiscal Year 2024

Non-Holiday Schedule	Station 1	Station 4	Tram Shuttle	Station 5	Station 6	Station 8	Total Per Shift	Total Per Day
10/01 - 10/15	1	2	0	2	0	2	7	14
10/16 - 10/31	1	2	0	3	0	2	8	16
11/01 - 11/15	1	2	1	3	0	3	10	20
11/16 - 11/30	2	4	1	4	1	4	16	32
12/01 - 12/15	2	2	1	3	0	2	10	20
12/16 - 12/31	2	4	1	4	1	4	16	32
01/01 - 01/15	2	3	1	3	1	4	14	28
01/16 - 01/31	2	4	1	4	1	4	16	32
02/01 - 04/30 **	2	4	1	4 / 5	1	4 / 5	16 / 18	32 / 36
05/01 - 09/30	1	2	0	2	0	2	7	14

Holiday Schedule	Station 1	Station 4	Tram Shuttle	Station 5	Station 6	Station 8	Total Per Shift	Total Per Day
Easter Week	2	4	1	5	1	5	18	36
Memorial Day Weekend	2	3	0	3	0	4	12	24
July 4th	2	3	0	3	0	4	12	24
Labor Day	2	3	0	3	0	4	12	24
Thanksgiving Week	2	4	1	4	1	4	16	32
Christmas Week	2	4	1	5	1	5	18	36

\*\* Add 1 tram Fri, Sat, Sun  
Total per day = 2 shifts

# Transportation - FY2023 Usage Trends



	Actual												Forecast												FY Total	% of Total
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Members Tram	-	510	6,415	19,782	2,864	11,750	14,463	9,698	5,163	5,730	4,518	3,806	84,699	28.20%												
Guests Tram	-	-	-	-	1,919	12,556	13,736	8,196	5,009	5,560	4,329	3,157	54,462	18.13%												
Employees Tram	-	-	-	-	3	56	70	808	503	585	570	485	3,080	1.03%												
Children Tram	-	-	150	94	249	1,713	2,724	657	913	1,378	726	337	8,941	2.98%												
Walking	-	-	9,520	24,454	25,987	29,547	21,432	11,673	5,370	5,338	4,141	3,170	140,632	46.82%												
Biking	-	-	242	1,916	1,830	2,180	1,806	245	85	93	84	48	8,529	2.84%												
<b>Total</b>	-	510	16,327	46,246	32,852	57,802	54,231	31,277	17,043	18,684	14,368	11,003	300,343													



Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C		D	E	A - B	(A - B)/B
Safety & Security	FY'24 Budget	FY'23		FY'22	FY'21	FY'20	Variance	
		Budget	Forecast	Actual	Actual	Actual	Increase/ (Decrease)	%
Employee FTE Count - Regular	10.7	9.9	9.0	11.5	13.3	12.4	0.8	8.1%
Employee FTE Count - OT	-	0.1	0.1	0.1	0.1	-	(0.1)	-100.0%
Total	10.7	10.0	9.1	11.6	13.4	12.4	0.7	7.0%
Salaries & Wages	548,488	493,034	496,698	526,495	486,546	444,230	55,454	11.2%
Annual increase							39,803	
Staffing Hours / Restructure							33,959	
Vacancy factor							(18,308)	
Wages Variance Analysis:							55,454	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%	Ratio	
<b>115 Safety &amp; Security</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of specific revenue:</i>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	548,488	493,034	496,698	526,495	486,546	444,230	440,734	55,454	11.2%	79.9%	78.8%
Payroll Taxes	42,673	38,641	39,119	40,637	36,613	33,974	34,123	4,032	10.4%	6.2%	6.2%
Worker's Comp	6,855	6,147	6,170	3,825	5,544	5,311	7,462	708	11.5%	1.0%	1.0%
Employee Benefits	61,827	64,706	49,259	62,399	53,326	38,854	35,903	(2,879)	-4.4%	9.0%	10.3%
Education & Training	9,275	3,275	1,300	2,099	1,427	3,298	2,096	6,000	183.2%	1.4%	0.5%
Other	5,482	5,482	3,079	1,979	2,004	2,880	3,429	-	0.0%	0.8%	0.9%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>674,600</b>	<b>611,285</b>	<b>595,625</b>	<b>637,434</b>	<b>585,460</b>	<b>528,547</b>	<b>523,747</b>	<b>63,315</b>	<b>10.4%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	600	600	200	-	271	398	335	-	0.0%	0.1%	0.1%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	7,050	11,892	6,952	15,016	14,178	14,038	11,844	(4,842)	-40.7%	1.0%	1.9%
Professional Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Repairs & Maintenance	2,140	2,140	2,011	3,126	1,894	2,985	4,564	-	0.0%	0.3%	0.3%
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	1,800	100	50	3,373	25,445	22,761	6,596	1,700	1700.0%	0.3%	0.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>11,590</b>	<b>14,732</b>	<b>9,213</b>	<b>21,515</b>	<b>41,788</b>	<b>40,182</b>	<b>23,339</b>	<b>(3,142)</b>	<b>-21.3%</b>		
<b>Total Expenses</b>	<b>686,190</b>	<b>626,017</b>	<b>604,838</b>	<b>658,949</b>	<b>627,248</b>	<b>568,729</b>	<b>547,086</b>	<b>60,173</b>	<b>9.6%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(686,190)</b>	<b>(626,017)</b>	<b>(604,838)</b>	<b>(658,949)</b>	<b>(627,248)</b>	<b>(568,729)</b>	<b>(547,086)</b>	<b>(60,173)</b>	<b>9.6%</b>		

**Pelican Bay Foundation, Inc.  
Safety & Security Department  
Hours of Operation  
2024 vs 2023**

**Off Season (October and May thru September)**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Station 2</b>							
2024	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm
2023	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm
<b>Station 3</b>	Covers #2 thru dusk						
2024	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close
2023	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close
<b>Station 4</b>							
2024	Station coverage transferred to transportation dept						
2023	Station coverage transferred to transportation dept						
<b>Station 5</b>							
2024	Station coverage transferred to transportation dept						
2023	Station coverage transferred to transportation dept						
<b>Station 6</b>							
2024	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm
2023	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm
<b>Station 7</b>	Covers #6 thru dusk						
2024	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm
2023	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm
<b>Station 8</b>							
2024	Station coverage transferred to transportation dept						
2023	Station coverage transferred to transportation dept						
<b>Captain</b>							
2024	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm
2023	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm	6:00am - 10:00pm

**Season (November thru April)**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Station 2</b>							
2024	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm
2023	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm
<b>Station 3</b>	Covers #2 thru dusk						
2024	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close
2023	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close	2:30pm - Close
<b>Station 4</b>							
2024	Station coverage transferred to transportation dept						
2023	Station coverage transferred to transportation dept						
<b>Station 5</b>							
2024	Station coverage transferred to transportation dept						
2023	Station coverage transferred to transportation dept						
<b>Station 6</b>							
2024	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm
2023	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm	6:30am - 2:30pm
<b>Station 7</b>	Covers #6 thru dusk						
2024	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm
2023	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm	2:30pm - 10:00pm
<b>Station 8</b>							
2024	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk
2023	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk	7:00am - Dusk
<b>Captain</b>							
2024	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm
2023	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm	6:00am - 11:30pm

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	Variance		
	FY'24	FY'23		FY'22	FY'21	FY'20	Increase/ (Decrease)	(A - B)/B %
Tennis	Budget	Budget	Forecast	Actual	Actual	Actual		
Tennis Revenue	139,078	141,168	134,618	142,845	124,835	75,797	(2,090)	-1.5%
Tennis Pro Instruction Fee	111,180	112,860	115,189	117,733	103,336	59,674	(1,680)	-1.5%
Sales - Ball Machine	12,719	12,719	11,121	16,094	9,891	7,576	-	0.0%
Retail Sales	97,000	90,000	104,415	144,671	161,287	180,331	7,000	7.8%
Other Revenue	19,594	32,454	16,706	12,510	6,125	11,313	(12,860)	-39.6%
Resident Activities	17,874	14,904	14,309	8,625	1,200	5,266	2,970	19.9%
Employee FTE Count - Regular	6.6	8.3	7.4	7.0	7.7	8.3	(1.7)	-20.5%
Employee FTE Count - OT	-	-	-	0.2	-	0.1	-	0.0%
Total	6.6	8.3	7.4	7.2	7.7	8.4	(1.7)	-20.5%
Salaries & Wages	427,069	464,664	424,404	394,161	330,742	329,975	(37,595)	-8.1%
Annual increase							30,053	
Staffing Hours							(61,734)	
Vacancy factor							(5,914)	
Wages Variance Analysis:							(37,595)	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							
Operating Supplies	51,260	41,360	42,861	52,689	52,186	65,597	9,900	23.9%
Repairs & Maintenance Exp.	45,067	41,817	31,571	48,912	52,580	44,869	3,250	7.8%
Other Operating Expenses	15,795	13,995	17,368	16,170	6,661	12,353	1,800	12.9%
Resident Activities Expense	12,440	10,640	15,836	9,142	2,743	7,753	1,800	16.9%
Rent & Lease Expense	23,128	20,928	36,149	21,048	14,939	8,249	2,200	10.5%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	<u>A - B</u> <u>(A - B)/B</u> Variance		
Community Park	FY'24 Budget	FY'23 Budget    Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	%
Racquet Revenue	141,600	-	-	-	-	-	141,600	0.0%
Racquet Pro Instruction Fee	117,000	-	-	-	-	-	117,000	0.0%
Sales - Ball Machine	3,800	-	-	-	-	-	3,800	0.0%
Retail Sales	16,200	-	-	-	-	-	16,200	0.0%
Other Revenue	236,260	-	-	-	-	-	236,260	0.0%
Resident Activities	236,260	-	-	-	-	-	236,260	0.0%
Court fees, daily fees, annual passes								
Employee FTE Count - Regular	4.6	-	-	-	-	-	4.6	0.0%
Employee FTE Count - OT	-	-	-	-	-	-	-	0.0%
Total	4.6	-	-	-	-	-	4.6	0.0%
Salaries & Wages	173,986	-	-	-	-	-	173,986	0.0%
Staffing Hours							173,986	
Wages Variance Analysis:							173,986	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							
Operating Supplies	31,050	-	-	-	-	-	31,050	0.0%
Repairs & Maintenance Exp.	14,900	-	-	-	-	-	14,900	0.0%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance			
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%	Ratio	
<b>150 Tennis</b>											
<b>Revenues:</b>										<b>% of total revenues:</b>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	139,078	141,168	134,618	142,845	124,835	75,797	83,490	(2,090)	-1.5%	54.4%	53.5%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	97,000	90,000	104,415	144,671	161,287	180,331	210,171	7,000	7.8%	37.9%	34.1%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	19,594	32,454	16,706	12,510	6,125	11,313	25,148	(12,860)	-39.6%	7.7%	12.3%
<b>Total Revenues</b>	<b>255,672</b>	<b>263,622</b>	<b>255,739</b>	<b>300,026</b>	<b>292,247</b>	<b>267,441</b>	<b>318,809</b>	<b>(7,950)</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>										<b>% of specific revenue:</b>	
<b>Cost of Sales -</b>										<b>% of total expenses:</b>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	55,232	53,912	52,544	84,719	100,967	111,928	132,646	1,320	2.4%	56.9%	59.9%
<b>Total Cost of Sales</b>	<b>55,232</b>	<b>53,912</b>	<b>52,544</b>	<b>84,719</b>	<b>100,967</b>	<b>111,928</b>	<b>132,646</b>	<b>1,320</b>	<b>2.4%</b>		
<b>Payroll &amp; Related Expenses -</b>										<b>% of total expenses:</b>	
Salaries & Wages	427,069	464,664	424,404	394,161	330,742	329,975	313,387	(37,595)	-8.1%	53.7%	57.1%
Payroll Taxes	31,174	34,986	31,090	28,196	22,999	24,173	22,149	(3,812)	-10.9%	3.9%	4.3%
Worker's Comp	5,338	5,790	5,216	3,310	3,779	4,391	5,319	(452)	-7.8%	0.7%	0.7%
Employee Benefits	69,725	69,260	67,838	69,281	53,800	59,353	56,855	465	0.7%	8.8%	8.5%
Education & Training	-	1,500	1,500	341	36	-	80	(1,500)	-100.0%	0.0%	0.2%
Other	6,450	3,250	1,200	1,993	3,619	2,764	5,228	3,200	98.5%	0.8%	0.4%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>539,756</b>	<b>579,450</b>	<b>531,248</b>	<b>497,282</b>	<b>414,975</b>	<b>420,656</b>	<b>403,018</b>	<b>(39,694)</b>	<b>-6.9%</b>		
<b>Operating Expenses -</b>										<b>% of total expenses:</b>	
Communications Expense	759	359	-	-	379	-	482	400	111.4%	0.1%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	51,260	41,360	42,861	52,689	52,186	65,597	56,635	9,900	23.9%	6.4%	5.4%
Professional Fees	-	1,600	14,436	-	-	-	-	(1,600)	-100.0%	0.0%	1.8%
Rent & Lease Expense	23,128	20,928	36,149	21,048	14,939	8,249	8,742	2,200	10.5%	2.9%	4.6%
Repairs & Maintenance	45,067	41,817	31,571	48,912	52,580	44,869	73,950	3,250	7.8%	5.7%	4.0%
Utilities	46,445	42,313	43,722	39,637	35,635	33,858	33,577	4,132	9.8%	5.8%	5.5%
Credit Card Fees	17,461	17,864	21,030	22,220	19,602	13,691	14,814	(403)	-2.3%	2.2%	2.7%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	15,795	13,995	17,368	16,170	6,661	12,353	22,281	1,800	12.9%	2.0%	2.2%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>199,915</b>	<b>180,236</b>	<b>207,137</b>	<b>200,676</b>	<b>181,982</b>	<b>178,617</b>	<b>210,481</b>	<b>19,679</b>	<b>10.9%</b>		
<b>Total Expenses</b>	<b>794,903</b>	<b>813,598</b>	<b>790,929</b>	<b>782,677</b>	<b>697,924</b>	<b>711,201</b>	<b>746,145</b>	<b>(18,695)</b>	<b>-2.3%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(539,231)</b>	<b>(549,976)</b>	<b>(535,190)</b>	<b>(482,651)</b>	<b>(405,677)</b>	<b>(443,760)</b>	<b>(427,336)</b>	<b>10,745</b>	<b>-2.0%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24 Budget	FY'23 Budget	Forecast	FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Increase/ (Decrease)	%	Ratio	
<b>151 Community Park</b>											
<b>Revenues:</b>										<b>% of total revenues:</b>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	141,600	-	-	-	-	-	-	141,600	100.0%	35.9%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	16,200	-	-	-	-	-	-	16,200	100.0%	4.1%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	236,260	-	-	-	-	-	-	236,260	100.0%	60.0%	0.0%
<b>Total Revenues</b>	<b>394,060</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>394,060</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<b>% of specific revenue:</b>	
<b>Cost of Sales -</b>										<b>% of total expenses:</b>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	7,310	-	-	-	-	-	-	7,310	100.0%	45.1%	0.0%
<b>Total Cost of Sales</b>	<b>7,310</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,310</b>	<b>100.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<b>% of total expenses:</b>	
Salaries & Wages	173,986	-	-	-	-	-	-	173,986	100.0%	48.7%	0.0%
Payroll Taxes	12,700	-	-	-	-	-	-	12,700	100.0%	3.6%	0.0%
Worker's Comp	2,188	-	-	-	-	-	-	2,188	100.0%	0.6%	0.0%
Employee Benefits	25,013	-	-	-	-	-	-	25,013	100.0%	7.0%	0.0%
Education & Training	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>213,887</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>213,887</b>	<b>100.0%</b>		
<b>Operating Expenses -</b>										<b>% of total expenses:</b>	
Communications Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	31,050	-	-	-	-	-	-	31,050	100.0%	8.7%	0.0%
Professional Fees	19,500	-	-	-	-	-	-	19,500	100.0%	5.5%	0.0%
Rent & Lease Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Repairs & Maintenance	14,900	-	-	-	-	-	-	14,900	100.0%	4.2%	0.0%
Utilities	57,000	-	-	-	-	-	-	57,000	100.0%	15.9%	0.0%
Credit Card Fees	13,722	-	-	-	-	-	-	13,722	100.0%	3.8%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>136,172</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>136,172</b>	<b>100.0%</b>		
<b>Total Expenses</b>	<b>357,369</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>357,369</b>	<b>100.0%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>36,691</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,691</b>	<b>100.0%</b>		

**Pelican Bay Foundation, Inc.  
Tennis Department  
Hours of Operation  
Fiscal Year 2024 vs 2023**

**Off Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>North Tennis</b>							
<b>2024</b>	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 1:00pm	<i>Closed</i>
<b>2023</b>	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 3:00pm	7:30am - 1:00pm	<i>Closed</i>
<b>South Tennis</b>							
<b>2024</b>	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	<i>Closed</i>
<b>2023</b>	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	7:30am - 1:00pm	<i>Closed</i>

**Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>North Tennis</b>							
<b>2024</b>	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 3:00pm	7:30am - 3:00pm
<b>2023</b>	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 7:00pm	7:30am - 3:00pm	7:30am - 3:00pm
<b>South Tennis</b>							
<b>2024</b>	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 1:00pm	7:30am - 1:00pm
<b>2023</b>	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 1:00pm	7:30am - 1:00pm



**Pelican Bay Foundation, Inc.  
Community Park  
Hours of Operation  
Fiscal Year 2024**

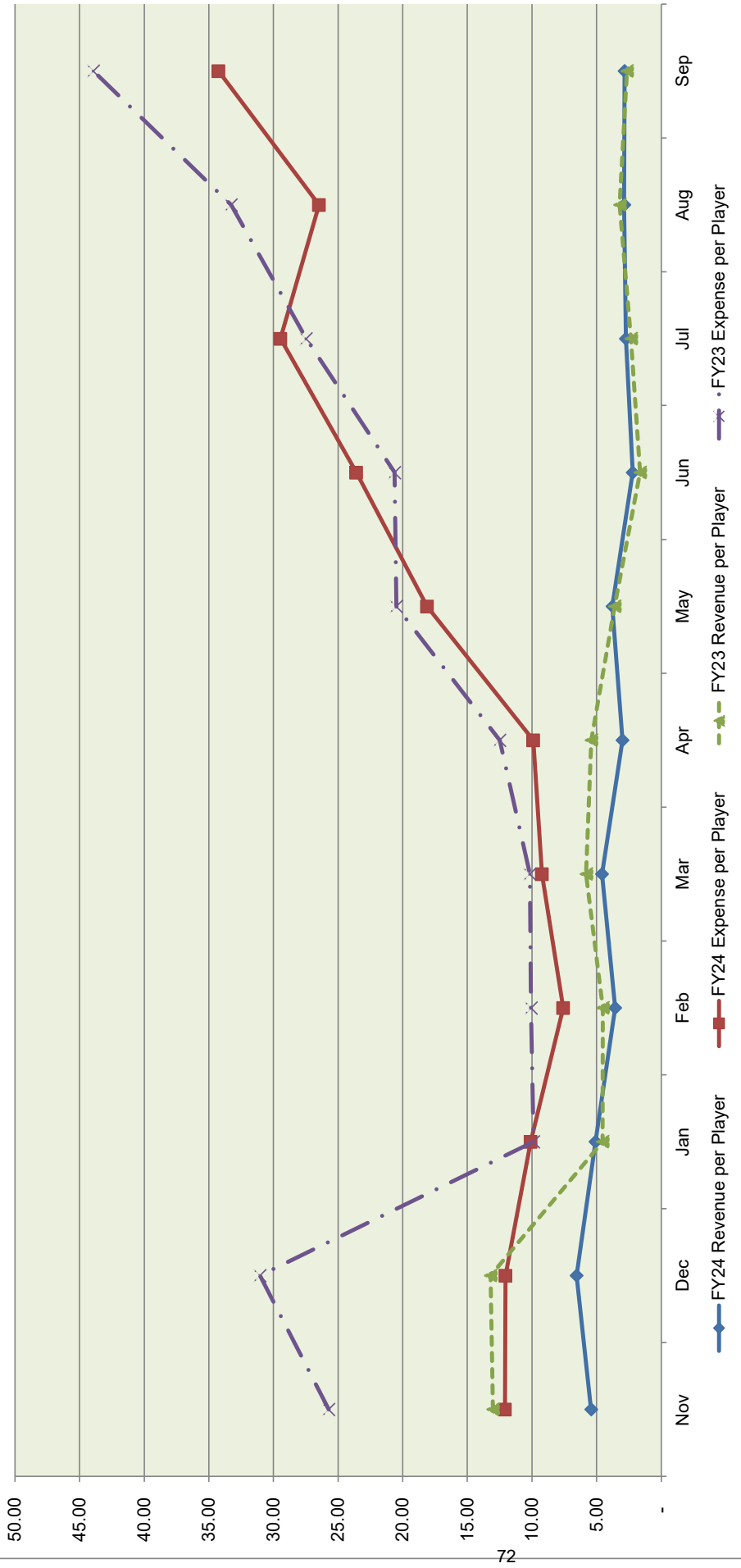
**Off Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024</b>	8 am - 1 pm	8 am - 1 pm	8 am - 1 pm	8 am - 1 pm	8 am - 1 pm	8 am - 1 pm	8 am - 1 pm

**Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>2024</b>	8 am - 6 pm	8 am - 6 pm	8 am - 6 pm	8 am - 6 pm	8 am - 6 pm	8 am - 1 pm	8 am - 1 pm

# Tennis - FY2024 Productivity Trends Compared to FY2023



## FY2024 Budget

FY24 Revenue per Player

FY24 Expense per Player

## FY2023 Forecast

FY23 Revenue per Player

FY23 Expense per Player

## FY2022 Actual

FY22 Revenue per Player

FY22 Expense per Player

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
FY24 Revenue per Player	4.80	5.42	6.54	5.10	3.57	4.57	3.00	3.78	2.22	2.73	2.87	2.84	4.31
FY24 Expense per Player	21.78	12.09	12.04	10.10	7.59	9.23	9.90	18.11	23.59	29.45	26.48	34.25	13.40

FY23 Revenue per Player	14.49	13.03	13.20	4.54	4.52	5.81	5.40	3.60	1.64	2.34	3.21	2.65	5.48
FY23 Expense per Player	56.94	25.72	31.04	9.88	10.07	10.16	12.49	20.49	20.64	27.47	33.27	43.92	16.93

FY22 Revenue per Player	5.91	6.98	6.04	4.65	4.84	5.59	4.66	4.47	4.01	6.48	5.49	4.32	5.29
FY22 Expense per Player	20.61	12.13	10.06	8.07	7.78	9.52	9.55	18.66	23.97	37.05	43.14	63.42	13.80

Pelican Bay Foundation, Inc.  
FY2024 Budget

Beach	A	B	C	D	E	A - B	(A - B)/B
	FY'24 Budget	FY'23 Budget      Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)      %
Employee FTE Count - Regular	10.3	10.3	9.2	10.8	10.6	8.3	-      0.0%
Employee FTE Count - OT	-	-	-	-	0.1	0.1	-      0.0%
<b>Total</b>	<b>10.3</b>	<b>10.3</b>	<b>9.2</b>	<b>10.8</b>	<b>10.7</b>	<b>8.4</b>	<b>-      0.0%</b>
Salaries & Wages	318,750	295,414	237,488	324,509	262,087	223,841	<b>23,336</b> 7.9%
Annual increase							14,845
Compliance							15,184
Vacancy factor							(6,693)
Wages Variance Analysis:							<b>23,336</b>
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24						
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24						
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24						
Operating Supplies	21,585	21,585	14,023	2,442	10,684	26,351	-      0.0%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>120 Beach</b>											
<b>Revenues:</b>										<b>% of total revenues:</b>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	2,200	2,200	188	6,800	3,700	1,800	2,000	-	0.0%	100.0%	100.0%
<b>Total Revenues</b>	<b>2,200</b>	<b>2,200</b>	<b>188</b>	<b>6,800</b>	<b>3,700</b>	<b>1,800</b>	<b>2,000</b>	<b>-</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>										<b>% of total expenses:</b>	
<b>Cost of Sales -</b>										<b>% of specific revenue:</b>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<b>% of total expenses:</b>	
Salaries & Wages	318,750	295,414	237,488	324,509	262,087	223,841	246,378	23,336	7.9%	71.8%	72.9%
Payroll Taxes	29,325	24,044	22,257	25,928	20,903	17,253	19,849	5,281	22.0%	6.6%	5.9%
Worker's Comp	3,982	3,682	2,899	2,541	2,949	2,680	4,452	300	8.1%	0.9%	0.9%
Employee Benefits	35,634	33,367	33,002	30,331	28,732	25,410	29,507	2,267	6.8%	8.0%	8.2%
Education & Training	400	-	-	933	18	-	-	400	100.0%	0.1%	0.0%
Other	6,575	6,575	11,225	8,395	7,017	8,044	9,130	-	0.0%	1.5%	1.6%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>394,666</b>	<b>363,082</b>	<b>306,871</b>	<b>392,637</b>	<b>321,706</b>	<b>277,228</b>	<b>309,316</b>	<b>31,584</b>	<b>8.7%</b>		
<b>Operating Expenses -</b>										<b>% of total expenses:</b>	
Communications Expense	-	-	588	-	161	-	-	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	21,585	21,585	14,023	2,442	10,684	26,351	15,364	-	0.0%	4.9%	5.3%
Professional Fees	2,090	2,090	-	2,767	2,082	800	2,551	-	0.0%	0.5%	0.5%
Rent & Lease Expense	12,648	5,708	12,888	6,238	4,528	6,479	5,272	6,940	121.6%	2.9%	1.4%
Repairs & Maintenance	12,700	12,700	8,750	9,051	9,879	6,476	4,282	-	0.0%	2.9%	3.1%
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Credit Card Fees	74	74	-	251	131	55	60	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	3	170	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	181	212	88	-	-	0.0%	0.0%	0.0%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>49,097</b>	<b>42,157</b>	<b>36,252</b>	<b>21,100</b>	<b>27,677</b>	<b>40,249</b>	<b>27,529</b>	<b>6,940</b>	<b>16.5%</b>		
<b>Total Expenses</b>	<b>443,763</b>	<b>405,239</b>	<b>343,123</b>	<b>413,737</b>	<b>349,383</b>	<b>317,477</b>	<b>336,845</b>	<b>38,524</b>	<b>11.2%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(441,563)</b>	<b>(403,039)</b>	<b>(342,935)</b>	<b>(406,937)</b>	<b>(345,683)</b>	<b>(315,677)</b>	<b>(334,845)</b>	<b>(38,524)</b>	<b>9.6%</b>		

**Pelican Bay Foundation, Inc.**  
**Beach Department**  
**Hours of Operation**  
**Fiscal Year 2024 vs 2023**

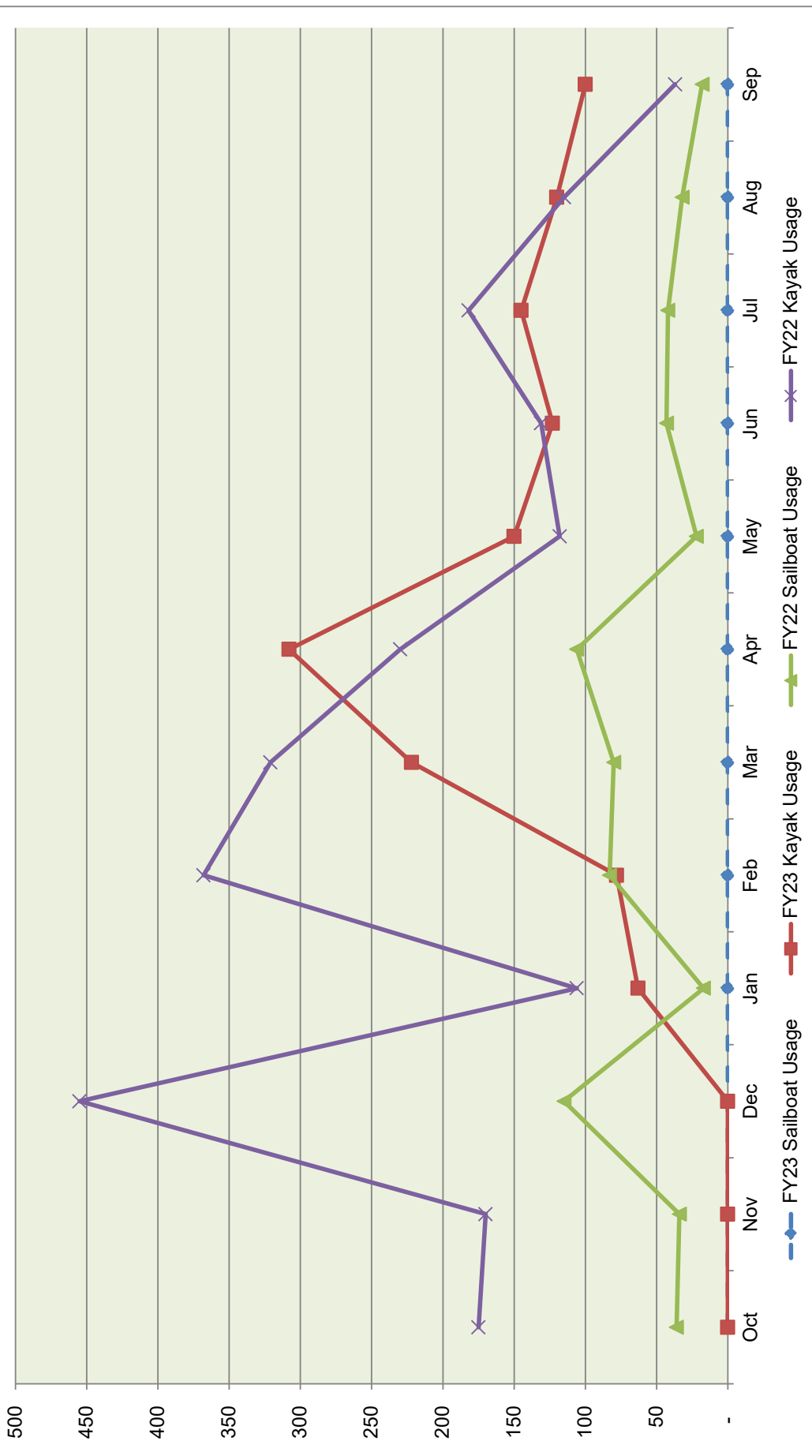
**Off Season**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b><u>North Beach</u></b>							
<b>2024</b>	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm
<b>2023</b>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>
<b><u>South Beach</u></b>							
<b>2024</b>	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm
<b>2023</b>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>

**Season**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b><u>North Beach</u></b>							
<b>2024</b>	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm
<b>2023</b>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>
<b><u>South Beach</u></b>							
<b>2024</b>	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm	8:30am - 8:30pm
<b>2023</b>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>	<i>8:30am - 8:30pm</i>

# Beach - FY2023 Watercraft Usage Trends Compared to FY2022



		Actual												Forecast												
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
FY2023	FY23 Sailboat Usage	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	-
	FY23 Kayak Usage	Closed	Closed	Closed	63	78	222	308	150	123	145	120	100	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	1,309
FY2022	FY22 Sailboat Usage	36	34	115	17	83	80	106	22	43	42	32	18	175	170	455	106	368	321	230	118	131	182	115	37	628
	FY22 Kayak Usage	175	170	455	106	368	321	230	118	131	182	115	37													2,408

Pelican Bay Foundation, Inc.  
FY2024 Budget

Community Center	A	B	C	D	E	Variance		
	FY'24 Budget	FY'23 Budget Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	(A - B)/B %
Other Revenue	40,198	80,068	52,414	17,157	1,444	37,081	(39,870)	-49.8%
Education - Art & Bridge	7,462	7,462	10,957	2,596	708	7,178	-	0.0%
Added back art & bridge classes in FY22.								
Facility Rental Fees	4,450	4,450	2,888	2,834	0	2,550	-	0.0%
Added back facility rentals in FY22.								
Sales - Resident Activities	27,286	67,156	37,354	10,952	354	25,769	(39,870)	-59.4%
Added back resident activities in FY22.								
<u>DETAIL AS FOLLOWS:</u>								
Dinner & Movie events:								
No. of events	0	7	6	0	0	3	(7)	-100.0%
Ticket price	N/A	\$70	\$60	N/A	N/A	\$40		
Dinner Dance events:								
No. of events	0	0	0	0	0	1	-	0.0%
Ticket price	N/A	N/A	N/A	N/A	N/A	\$45		
Renaissance Academy events:								
No. of events	6	8	6	6	0	5	(2)	-25.0%
Ticket price	\$30	\$30	\$30	\$30	\$25	\$25		
Holiday Social								
No. of events	1	0	1	0	0	0	1	0.0%
Ticket price	\$56	N/A	\$25	N/A	N/A	N/A		
Friendly Feud Social								
No. of events	1	0	0	0	0	0	1	0.0%
Ticket price	\$25	N/A	N/A	N/A	N/A	N/A		
March Madness: Disco								
No. of events	1	0	0	0	0	0	1	0.0%
Ticket price	\$58	N/A	N/A	N/A	N/A	N/A		
Employee FTE Count - Regular	2.3	2.8	2.5	2.0	2.0	2.3	(0.5)	-17.9%
Employee FTE Count - OT	-	-	-	-	-	0.1	-	0.0%
Total	2.3	2.8	2.5	2.0	2.0	2.4	(0.5)	-17.9%
Salaries & Wages	137,792	141,801	124,936	108,223	106,394	108,302	(4,009)	-2.8%
Annual increase							10,091	
Market increase							1,331	
Staffing Hours							(12,480)	
Vacancy factor							(2,951)	
Wages Variance Analysis:							(4,009)	
No seasonal hires in FY21 to assist with room set up or front desk - added back in FY2022								
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	133,276	112,493	120,909	104,159	90,709	91,560	20,783	18.5%
Utilities								
Operating Supplies	43,314	39,144	36,090	22,001	22,645	41,194	4,170	10.7%
Increase in supplies due to increase in usage of facilities. No "communal" coffee in budget.								
Other	27,475	67,255	39,097	10,158	1,459	27,238	(39,780)	-59.1%
Activities & Events	27,000	67,110	38,200	8,501	-	26,666		
Repairs & Maintenance	35,579	51,285	73,161	57,652	47,913	75,366	(15,706)	-30.6%
Increase in FY2022 due to increase in cleaning (i.e., increase utilization of space requires more cleaning)								

Pelican Bay Foundation, Inc.  
FY2024 Budget

Community Center	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24 Budget	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
		Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%		
<b>Revenues:</b>											<b>% of total revenues:</b>
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	40,198	80,068	52,414	17,157	1,444	37,081	51,298	(39,870)	-49.8%	100.0%	100.0%
<b>Total Revenues</b>	<b>40,198</b>	<b>80,068</b>	<b>52,414</b>	<b>17,157</b>	<b>1,444</b>	<b>37,081</b>	<b>51,298</b>	<b>(39,870)</b>	<b>-49.8%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>											<b>% of specific revenue:</b>
<b>Cost of Sales -</b>											
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>											<b>% of total expenses:</b>
Salaries & Wages	137,792	141,801	124,936	108,223	106,394	108,302	122,210	(4,009)	-2.8%	32.6%	30.9%
Payroll Taxes	9,740	9,939	8,884	7,830	7,078	7,440	8,526	(199)	-2.0%	2.3%	2.2%
Worker's Comp	1,721	1,765	1,540	914	1,210	1,314	2,387	(44)	-2.5%	0.4%	0.4%
Employee Benefits	26,169	23,596	29,006	21,962	25,971	25,177	22,928	2,573	10.9%	6.2%	5.1%
Education & Training	-	-	-	-	18	-	-	-	0.0%	0.0%	0.0%
Other	1,200	1,200	7,143	6,266	115	15,740	1,200	-	0.0%	0.3%	0.3%
<b>Total Payroll &amp; Related Exp.</b>	<b>176,622</b>	<b>178,301</b>	<b>171,509</b>	<b>145,195</b>	<b>140,786</b>	<b>157,973</b>	<b>157,251</b>	<b>(1,679)</b>	<b>-0.9%</b>		
<b>Operating Expenses -</b>											<b>% of total expenses:</b>
Communications Expense	2,259	1,001	1,315	855	749	1,058	773	1,258	125.7%	0.5%	0.2%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	43,314	39,144	36,090	22,001	22,645	41,194	40,662	4,170	10.7%	10.2%	8.5%
Professional Fees	-	-	-	-	143	1,224	-	-	0.0%	0.0%	0.0%
Rent & Lease Expense	2,724	6,580	3,144	5,896	8,054	5,787	4,277	(3,856)	-58.6%	0.6%	1.4%
Repairs & Maintenance	35,579	51,285	73,161	57,652	47,913	75,366	44,244	(15,706)	-30.6%	8.4%	11.2%
Utilities	133,276	112,493	120,909	104,159	90,709	91,560	97,699	20,783	18.5%	31.5%	24.5%
Credit Card Fees	2,014	3,366	2,941	1,062	118	1,748	2,297	(1,352)	-40.2%	0.5%	0.7%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	27,475	67,255	39,097	10,158	1,459	27,238	43,838	(39,780)	-59.1%	6.5%	14.6%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>246,641</b>	<b>281,124</b>	<b>276,657</b>	<b>201,783</b>	<b>171,790</b>	<b>245,175</b>	<b>233,790</b>	<b>(34,483)</b>	<b>-12.3%</b>		
<b>Total Expenses</b>	<b>423,263</b>	<b>459,425</b>	<b>448,166</b>	<b>346,978</b>	<b>312,576</b>	<b>403,148</b>	<b>391,041</b>	<b>(36,162)</b>	<b>-7.9%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(383,065)</b>	<b>(379,357)</b>	<b>(395,752)</b>	<b>(329,821)</b>	<b>(311,132)</b>	<b>(366,067)</b>	<b>(339,743)</b>	<b>(3,708)</b>	<b>1.0%</b>		



**Pelican Bay Foundation, Inc.  
Community Center Department  
Hours of Operation  
Fiscal Year 2024 vs 2023**

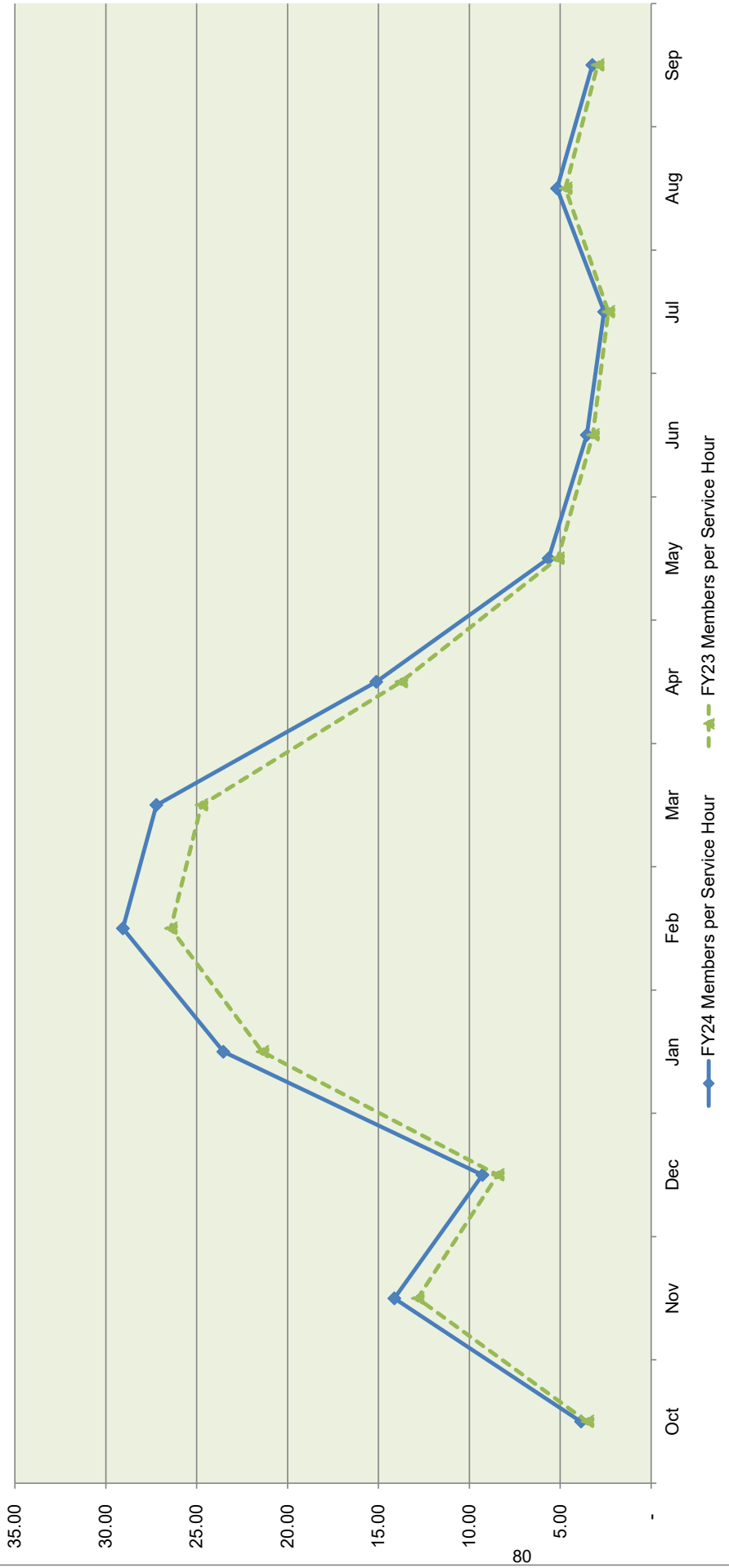
**Off Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Front Desk</b>							
<b>2024</b>	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	Closed	Closed
<b>2023</b>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>Closed</i>	<i>Closed</i>

**Season**

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Front Desk</b>							
<b>2024</b>	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	8:30am - 5:00pm	Closed	Closed
<b>2023</b>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>8:30am - 5:00pm</i>	<i>Closed</i>	<i>Closed</i>

# Community Center - FY2024 Productivity Trends Compared to FY2023



## FY2024 Budget

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
<b>FY24 Members per Service Hour</b>	3.85	14.13	9.28	23.52	29.06	27.22	15.12	5.64	3.53	2.59	5.18	3.24	11.91

## FY2023 Forecast

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
<b>FY23 Members per Service Hour</b>	3.50	12.84	8.44	21.39	26.42	24.74	13.75	5.13	3.21	2.35	4.71	2.94	10.83

Pelican Bay Foundation, Inc.  
FY2024 Budget

Fitness/Wellness	A	B	C	D	E	Variance		
	FY'24 Budget	FY'23 Budget Forecast		FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	(A - B)/B %
Fitness Revenue	311,775	281,393	269,291	265,231	234,036	239,669 #	30,382	10.8%
Personal Training	216,400	210,900	211,242	203,366	192,702	190,012	5,500	2.6%
Increase in FY2022 due to increased capacity and reduced hesitancy of members due to COVID19								
Indoor Exercise	20,375	20,450	55,794	18,755	10,351	16,310	(75)	-0.4%
Increase in FY2022 due to reduced hesitancy of members due to COVID19								
Beach Fitness	75,000	50,043	2,255	43,110	30,983	33,348	24,957	49.9%
Increase in FY2022 due to reduced hesitancy of members due to COVID19. FY2023 was included under Indoor Fitness due to Hurricane Ian.								
Wellness Revenue	66,712	71,978	75,445	66,349	59,946	61,576 #	(5,266)	-7.3%
Increase in FY2022 due to reduced hesitancy of members due to COVID19								
Employee FTE Count - Regular	6.6	6.5	5.4	5.0	6.8	5.0	0.1	1.5%
Employee FTE Count - OT	-	-	-	-	-	-	-	0.0%
Total	<u>6.6</u>	<u>6.5</u>	<u>5.4</u>	<u>5.0</u>	<u>6.8</u>	<u>5.0</u>	<u>0.1</u>	<u>1.5%</u>
Salaries & Wages	403,260	347,448	314,652	284,473	289,472	233,672	<b>55,812</b>	16.1%
Annual increase							55,705	
Staffing Hours							8,320	
Vacancy factor							(8,213)	
Wages Variance Analysis:							<b>55,812</b>	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							
Operating Supplies	37,878	39,184	34,947	28,983	28,645	41,650	(1,306)	-3.3%
Increase in services provided will drive increase in supplies used								
Repairs & Maintenance Exp.	14,650	46,720	10,681	50,640	36,361	53,035	(32,070)	-68.6%
Cleaning	-	35,178	1,589	32,819	26,668	24,879	(35,178)	-100.0%
Moved cleaning in-house								
Credit Card Fees	31,240	39,570	40,297	40,429	33,767	32,142	(8,330)	-21.1%

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B	
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio		
Fitness/Wellness	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%			
<b>Revenues:</b>											<b>% of total revenues:</b>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Fitness	311,775	281,393	269,291	265,231	234,036	239,669	317,441	30,382	11.3%	82.4%	78.5%	
Wellness	66,712	71,978	75,445	66,349	59,946	61,576	86,193	(5,266)	-7.0%	17.6%	20.1%	
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Other	-	5,000	472	766	-	5,753	7,926	(5,000)	-1059.3%	0.0%	1.4%	
<b>Total Revenues</b>	<b>378,487</b>	<b>358,371</b>	<b>345,208</b>	<b>332,346</b>	<b>293,982</b>	<b>306,998</b>	<b>411,560</b>	<b>20,116</b>	<b>5.8%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>Expenses:</b>											<b>% of specific revenue:</b>	
<b>Cost of Sales -</b>											<b>% of specific revenue:</b>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>			
<b>Payroll &amp; Related Expenses -</b>											<b>% of total expenses:</b>	
Salaries & Wages	403,260	347,448	314,652	284,473	289,472	233,672	241,640	55,812	17.7%	68.0%	61.7%	
Payroll Taxes	29,679	26,465	23,741	20,955	21,523	17,248	18,454	3,214	13.5%	5.0%	4.7%	
Worker's Comp	5,040	4,328	3,897	2,359	3,300	2,834	4,104	712	18.3%	0.8%	0.8%	
Employee Benefits	51,433	45,687	41,394	42,065	34,341	30,109	25,548	5,746	13.9%	8.7%	8.1%	
Education & Training	-	-	-	-	36	1,063	195	-	0.0%	0.0%	0.0%	
Other	2,350	2,300	1,132	517	1,364	574	1,089	50	4.4%	0.4%	0.4%	
<b>Total Payroll &amp; Related Exp.</b>	<b>491,762</b>	<b>426,228</b>	<b>384,816</b>	<b>350,369</b>	<b>350,036</b>	<b>285,500</b>	<b>291,030</b>	<b>65,534</b>	<b>17.0%</b>			
<b>Operating Expenses -</b>											<b>% of total expenses:</b>	
Communications Expense	200	200	-	-	-	-	159	-	0.0%	0.0%	0.0%	
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Operating Supplies	37,878	39,184	34,947	28,983	28,645	41,650	32,734	(1,306)	-3.7%	6.4%	7.0%	
Professional Fees	11,500	1,000	11,251	1,000	2,650	2,000	-	10,500	93.3%	1.9%	0.2%	
Rent & Lease Expense	3,960	8,556	3,858	6,517	6,796	2,561	1,738	(4,596)	-119.1%	0.7%	1.5%	
Repairs & Maintenance	14,650	46,720	10,681	50,640	36,361	53,035	46,941	(32,070)	-300.3%	2.5%	8.3%	
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Credit Card Fees	31,240	39,570	40,297	40,429	33,767	32,142	41,106	(8,330)	-20.7%	5.3%	7.0%	
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
Other	2,110	1,490	825	2,290	1,081	657	286	620	75.2%	0.4%	0.3%	
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
<b>Total Operating Expenses</b>	<b>101,538</b>	<b>136,720</b>	<b>101,859</b>	<b>129,859</b>	<b>109,300</b>	<b>132,045</b>	<b>122,964</b>	<b>(35,182)</b>	<b>-34.5%</b>			
<b>Total Expenses</b>	<b>593,300</b>	<b>562,948</b>	<b>486,675</b>	<b>480,228</b>	<b>459,336</b>	<b>417,545</b>	<b>413,994</b>	<b>30,352</b>	<b>6.2%</b>			
<b>Excess (deficiency) of revenues over expenses</b>	<b>(214,813)</b>	<b>(204,577)</b>	<b>(141,467)</b>	<b>(147,882)</b>	<b>(165,354)</b>	<b>(110,547)</b>	<b>(2,434)</b>	<b>(10,236)</b>	<b>7.2%</b>			

# Pelican Bay Foundation, Inc.

## Fitness/Wellness Department

### Hours of Operation

#### Fiscal Year 2024 vs 2023

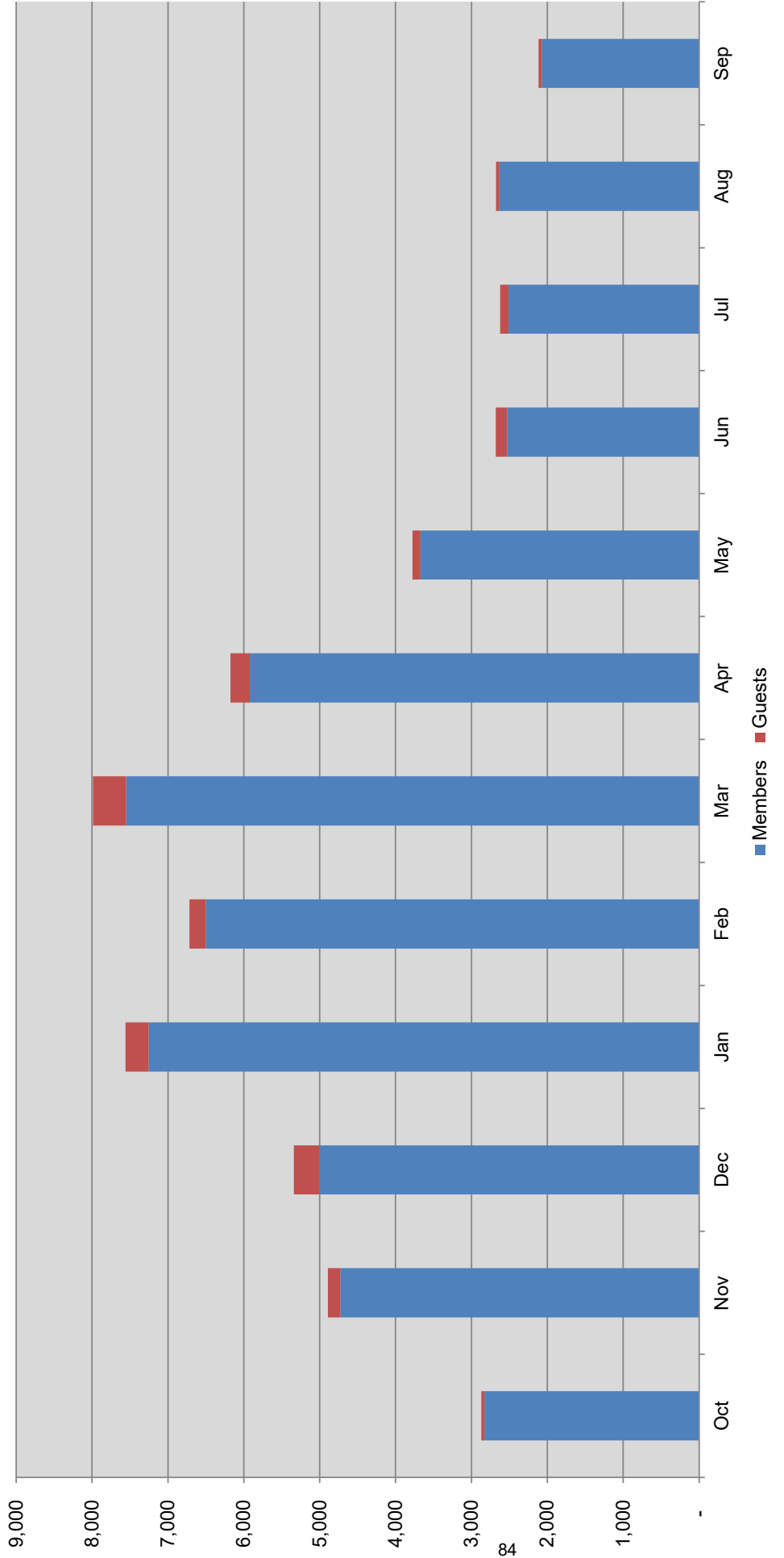
#### Off Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b><u>Community Ctr</u></b>							
<b>2024</b>	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 3:00pm	8:00am - 3:00pm
<b>2023</b>	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 3:00pm	8:00am - 3:00pm
<b><u>North Beach Deck</u></b>							
<b>2024</b>	Closed	Closed	Closed	Closed	Closed	Closed	Closed
<b>2023</b>	Closed	Closed	Closed	Closed	Closed	Closed	Closed
<b><u>South Beach Deck</u></b>							
<b>2024</b>	Closed	Closed	Closed	Closed	Closed	Closed	Closed
<b>2023</b>	Closed	Closed	Closed	Closed	Closed	Closed	Closed

#### Season

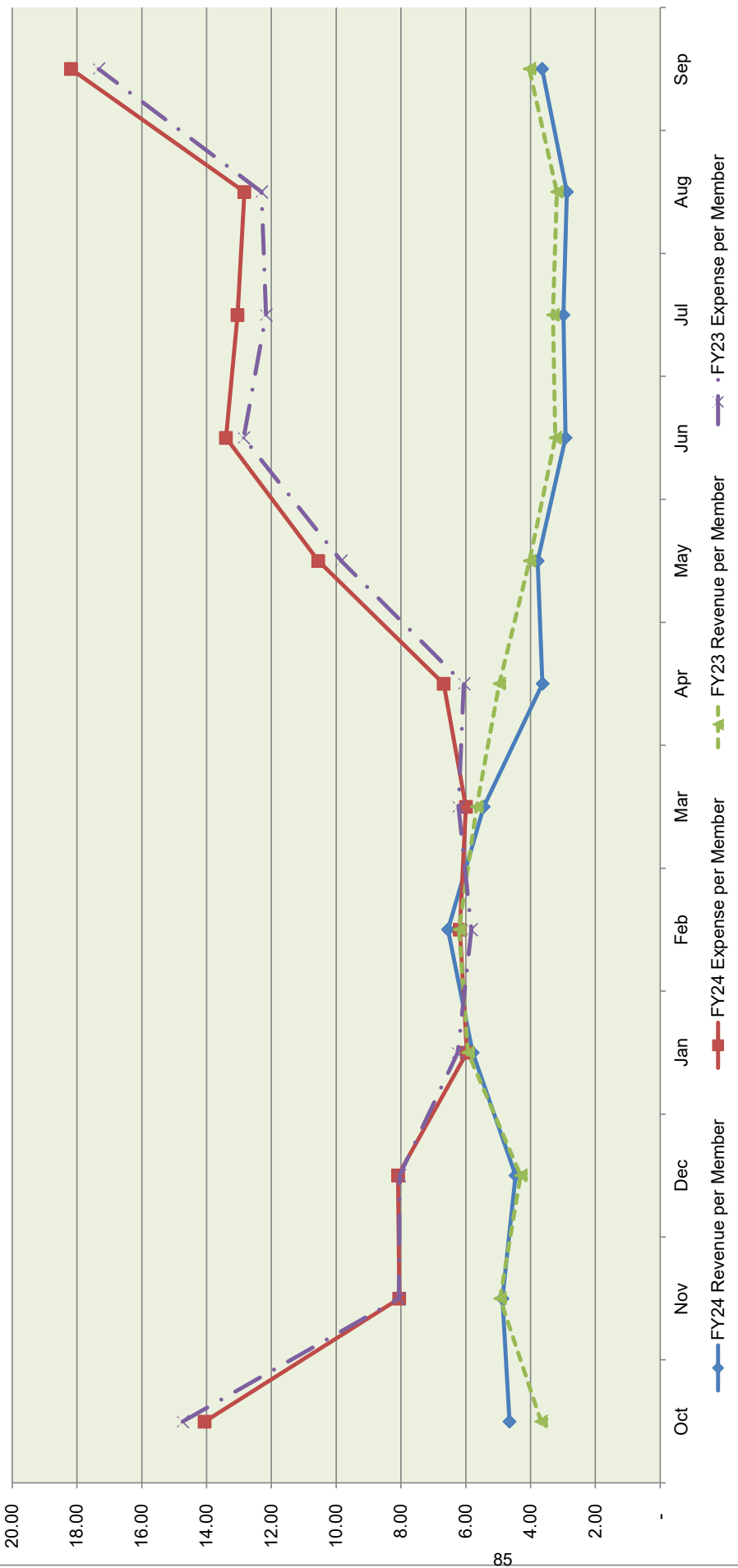
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b><u>Community Ctr</u></b>							
<b>2024</b>	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 3:00pm	8:00am - 3:00pm
<b>2023</b>	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 7:00pm	6:00am - 3:00pm	8:00am - 3:00pm
<b><u>North Beach Deck</u></b>							
<b>2024</b>							
10/1/23 - 12/31/23	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed	Closed
1/1/24 - 4/30/24	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed
<b>2023</b>							
10/1/22 - 12/31/22	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed	Closed
1/1/23 - 4/30/23	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed
<b><u>South Beach Deck</u></b>							
<b>2024</b>							
10/1/23 - 12/31/23	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed	Closed
1/1/24 - 4/30/24	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed
<b>2023</b>							
10/1/22 - 12/31/22	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed	Closed
1/1/23 - 4/30/23	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	7:30am - 11:00am	Closed

# Fitness - FY2023 Usage Trends



	Actual												Forecast				FY Total	% of Total
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Members	2,831	4,730	4,999	7,253	6,504	7,554	5,922	3,671	2,530	2,513	2,634	2,074	53,215	53,215	96.04%			
Guests	40	161	340	305	211	433	253	108	150	109	43	43	2,196	2,196	3.96%			
Total	2,871	4,891	5,339	7,558	6,715	7,987	6,175	3,779	2,680	2,622	2,677	2,117	55,411	55,411				

# Fitness - FY2024 Productivity Trends Compared to FY2023



### FY2024 Budget

FY24 Revenue per Member	4.87
FY24 Expense per Member	8.05

### FY2023 Forecast

FY23 Revenue per Member	4.94
FY23 Expense per Member	8.06

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
FY24 Revenue per Member	4.65	4.87	4.46	5.79	6.55	5.45	3.63	3.78	2.92	2.99	2.88	3.64	4.69
FY24 Expense per Member	14.06	8.05	8.09	5.96	6.18	5.99	6.68	10.55	13.40	13.04	12.83	18.18	8.68

FY23 Revenue per Member	3.67	4.94	4.30	5.93	6.20	5.67	4.97	4.04	3.24	3.31	3.19	4.04	4.87
FY23 Expense per Member	14.74	8.06	8.04	6.25	5.83	6.22	6.06	9.85	12.86	12.17	12.30	17.33	8.51

Pelican Bay Foundation, Inc.  
FY2024 Budget

Facilities	A	B	C	FY'22 Actual	D	E	Variance	
	FY'24 Budget	FY'23 Budget Forecast			FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	(A - B)/B %
Employee FTE Count - Regular	19.5	15.3	14.4	11.9	15.1	14.0	4.2	27.5%
Employee FTE Count - OT	-	0.6	0.4	0.4	0.2	0.1	(0.6)	-100.0%
<b>Total</b>	<b>19.5</b>	<b>15.9</b>	<b>14.8</b>	<b>12.3</b>	<b>15.3</b>	<b>14.1</b>	<b>3.6</b>	<b>22.6%</b>
Salaries & Wages	925,580	797,288	607,123	583,860	637,544	571,893	<b>128,292</b>	16.1%
Annual increase							47,900	
Staffing Hours / Restructure							97,973	
Vacancy factor							(17,581)	
Wages Variance Analysis:							<b>128,292</b>	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							
Utilities	138,026	131,046	110,917	126,710	103,470	97,759	6,980	5.3%
Electric - 20% remainder of calendar 2023, 10% calendar 2024; waste management 5%; water/sewer 9%								
Rent & Lease Expense	60,924	70,435	44,273	68,942	63,580	22,718	(9,511)	-13.5%
Added solar waste receptacles in FY20. FY22 budget includes full year expansion of that program and full year of leased ice machines (which were added in FY21 as a COVID19 response).								
Repairs & Maintenance:	126,985	63,455	80,439	79,445	52,893	88,014	63,530	100.1%
Quarterly preventative maintenance contracts for all locations and monthly composting								
Operating Supplies	125,959	123,114	90,512	119,944	111,685	159,695	2,845	2.3%
Primarily Housekeeping Supplies								



Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%	Ratio	
<b>111 Facilities</b>											
<b>Revenues:</b>										<i>% of total revenues:</i>	
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>										<i>% of specific revenue:</i>	
<b>Cost of Sales -</b>										<i>% of specific revenue:</i>	
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>										<i>% of total expenses:</i>	
Salaries & Wages	925,580	797,288	607,123	583,860	637,544	571,893	534,650	128,292	16.1%	58.2%	58.4%
Payroll Taxes	82,377	61,794	54,216	45,779	42,778	41,849	41,036	20,583	33.3%	5.2%	4.5%
Worker's Comp	11,570	9,937	7,456	4,069	7,275	6,775	9,606	1,633	16.4%	0.7%	0.7%
Employee Benefits	78,737	72,193	72,410	71,726	82,982	75,346	62,977	6,544	9.1%	5.0%	5.3%
Education & Training	2,000	1,000	1,000	-	-	-	-	1,000	100.0%	0.1%	0.1%
Other	9,300	7,740	6,186	4,312	6,099	13,451	29,634	1,560	20.2%	0.6%	0.6%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>1,109,564</b>	<b>949,952</b>	<b>748,391</b>	<b>709,746</b>	<b>776,678</b>	<b>709,314</b>	<b>677,903</b>	<b>159,612</b>	<b>16.8%</b>		
<b>Operating Expenses -</b>										<i>% of total expenses:</i>	
Communications Expense	-	-	-	-	161	-	159	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	125,959	123,114	90,512	119,944	111,685	159,695	138,970	2,845	2.3%	7.9%	9.0%
Professional Fees	4,900	2,500	2,500	-	-	-	-	2,400	96.0%	0.3%	0.2%
Rent & Lease Expense	60,924	70,435	44,273	68,942	63,580	22,718	8,980	(9,511)	-13.5%	3.8%	5.2%
Repairs & Maintenance	126,985	63,455	80,439	79,445	52,893	88,014	73,544	63,530	100.1%	8.0%	4.7%
Utilities	138,026	131,046	110,917	126,710	103,470	97,759	103,117	6,980	5.3%	8.7%	9.6%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	23,722	23,722	22,440	23,736	22,710	22,312	19,264	-	0.0%	1.5%	1.7%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>480,516</b>	<b>414,272</b>	<b>351,081</b>	<b>418,777</b>	<b>354,499</b>	<b>390,498</b>	<b>344,034</b>	<b>66,244</b>	<b>16.0%</b>		
<b>Total Expenses</b>	<b>1,590,080</b>	<b>1,364,224</b>	<b>1,099,472</b>	<b>1,128,523</b>	<b>1,131,177</b>	<b>1,099,812</b>	<b>1,021,937</b>	<b>225,856</b>	<b>16.6%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(1,590,080)</b>	<b>(1,364,224)</b>	<b>(1,099,472)</b>	<b>(1,128,523)</b>	<b>(1,131,177)</b>	<b>(1,099,812)</b>	<b>(1,021,937)</b>	<b>(225,856)</b>	<b>16.6%</b>		

Pelican Bay Foundation, Inc.  
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Information Technology	A	B	C	FY'22 Actual	D	E	Variance	
	FY'24 Budget	FY'23			FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	(A - B)/B %
		Budget	Forecast					
Employee FTE Count - Regular	3.9	4.0	4.0	3.8	3.8	4.0	(0.1)	-2.5%
Employee FTE Count - OT	-	-	-	-	-	-	-	0.0%
<b>Total</b>	<b>3.9</b>	<b>4.0</b>	<b>4.0</b>	<b>3.8</b>	<b>3.8</b>	<b>4.0</b>	<b>(0.1)</b>	<b>-2.5%</b>
Salaries & Wages	433,405	359,894	362,698	337,674	296,899	272,757	<b>73,511</b>	20.4%
Annual increase							41,443	
Structure / Responsibility							42,432	
Vacancy factor							(10,364)	
Wages Variance Analysis:							<b>73,511</b>	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 5% increase effective 1/1/24							
Professional Fees	34,000	94,000	80,585	46,109	183,348	132,572	(60,000)	-63.8%
Decrease in contracts with outside consultants								
Software License & Fees	258,276	242,496	274,470	289,250	264,829	232,048	15,780	6.5%
Increase in fees / software								
Communications Expense	56,556	89,496	89,962	58,089	63,461	60,249	(32,940)	-36.8%

Pelican Bay Foundation, Inc.  
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	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
103 Information Technology	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%	Ratio	
<b>Revenues:</b>											
											<i>% of total revenues:</i>
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Expenses:</b>											
											<i>% of specific revenue:</i>
Cost of Sales -											
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
Payroll & Related Expenses -											
Salaries & Wages	433,405	359,894	362,698	337,674	296,899	272,757	272,176	73,511	20.4%	44.7%	36.7%
Payroll Taxes	31,984	27,394	26,676	22,938	19,234	20,230	20,080	4,590	16.8%	3.3%	2.8%
Worker's Comp	5,416	4,488	4,469	3,001	3,378	3,252	4,618	928	20.7%	0.6%	0.5%
Employee Benefits	38,102	39,917	37,099	30,715	19,212	25,765	23,223	(1,815)	-4.5%	3.9%	4.1%
Education & Training	11,412	6,432	2,749	5,789	2,413	2,396	7,631	4,980	77.4%	1.2%	0.7%
Other	1,482	1,700	920	837	812	842	-	(218)	-12.8%	0.2%	0.2%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>521,801</b>	<b>439,825</b>	<b>434,611</b>	<b>400,954</b>	<b>341,948</b>	<b>325,242</b>	<b>327,728</b>	<b>81,976</b>	<b>18.6%</b>		
Operating Expenses -											
Communications Expense	56,556	89,496	89,962	58,089	63,461	60,249	84,141	(32,940)	-36.8%	5.8%	9.1%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	43,848	43,704	27,782	34,926	45,858	44,656	48,514	144	0.3%	4.5%	4.5%
Professional Fees	34,000	94,000	80,585	46,109	183,348	132,572	66,655	(60,000)	-63.8%	3.5%	9.6%
Rent & Lease Expense	-	-	-	212	-	-	-	-	0.0%	0.0%	0.0%
Repairs & Maintenance	50,364	65,400	64,072	65,959	50,065	49,927	49,503	(15,036)	-23.0%	5.2%	6.7%
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	258,276	242,496	274,470	289,250	264,829	232,048	200,626	15,780	6.5%	26.6%	24.7%
Other	4,630	6,245	4,102	6,609	2,376	8,142	7,058	(1,615)	-25.9%	0.5%	0.6%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>447,674</b>	<b>541,341</b>	<b>540,973</b>	<b>501,154</b>	<b>609,937</b>	<b>527,594</b>	<b>456,497</b>	<b>(93,667)</b>	<b>-17.3%</b>		
<b>Total Expenses</b>	<b>969,475</b>	<b>981,166</b>	<b>975,584</b>	<b>902,108</b>	<b>951,885</b>	<b>852,836</b>	<b>784,225</b>	<b>(11,691)</b>	<b>-1.2%</b>		
Excess (deficiency) of revenues over expenses	(969,475)	(981,166)	(975,584)	(902,108)	(951,885)	(852,836)	(784,225)	11,691	-1.2%		

Pelican Bay Foundation, Inc.  
FY2024 Budget

Administration	A	B	C	D	E	A - B (A - B)/B Variance		
	FY'24 Budget	FY'23 Budget	FY'23 Forecast	FY'22 Actual	FY'21 Actual	FY'20 Actual	Increase/ (Decrease)	%
Membership Assessments	13,252,372	11,823,802	11,823,781	10,118,813	9,857,969	9,424,334	1,428,570	12.1%
Assessment rate per unit	\$1,834	\$1,636	\$1,636	\$1,400	\$1,364	\$1,304	\$198	12.1%
# of assessable units	7,227.25	7,227.25	7,227.25	7,227.25	7,227.25	7,227.25	-	0.0%
Guest Card Fees	685,431	679,606	367,627	701,144	610,448	466,883	5,825	0.9%
Fee per day/2-day minimum	\$5.00	\$5.00	\$5.00	\$4.50	\$4.50	\$4.50	\$0.00	0.0%
Other Revenue:	497,791	488,078	500,109	651,885	563,850	1,511,356	9,713	2.0%
Member Rental Fee Income	245,100	248,700	178,127	236,250	250,800	182,400	(3,600)	-1.4%
Assumed volume would increase approximately 3% over FY2021								
Estoppel & Resale Exemption Fees	159,583	225,570	129,903	180,140	288,225	165,175	(65,987)	-29.3%
Employee FTE Count - Regular	17.6	17.9	14.4	13.5	17.7	18.2	(0.3)	-1.7%
Employee FTE Count - OT	-	-	-	0.1	-	-	-	0.0%
Total	17.6	17.9	14.4	13.6	17.7	18.2	(0.3)	-1.7%
Salaries & Wages	2,228,110	1,980,099	1,807,590	1,611,470	1,877,781	1,876,123	248,011	12.5%
Annual increase							273,337	
Staffing Hours							20,459	
Vacancy factor							(45,785)	
Wages Variance Analysis:							248,011	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 10% increase effective 1/1/24							
Health Insurance	FY24 Budget prepared with 10% increase effective 1/1/24							
Education & Training	42,700	35,200	20,035	19,992	7,422	8,350	7,500	21.3%
Strategic Initiative to offer increased employee training - 3.a. - Education & Training - \$25,000								
Other Payroll & Related Expenses	150,650	301,121	154,012	245,964	213,483	246,722	(150,471)	-50.0%
Costs for employee referral, various employee incentives, employment advertising. H2B Visa recruitment expenses moved to Food & Beverage in FY24.								
Communications Expense	45,000	29,113	14,786	43,803	7,311	12,023	15,887	54.6%
Photography, website management, printing member welcome packets								
Insurance Expense	1,482,274	1,222,414	1,277,629	903,762	702,959	615,733	259,860	21.3%
April '23 renewal; 20% increase April '24								
Legal Fees	180,000	180,000	180,000	139,733	162,564	176,646	-	0.0%
Operating Supplies	105,783	105,083	71,299	213,852	170,732	107,425	700	0.7%
Operated a vaccination clinic in FY2021								
Professional Fees	406,473	325,248	646,263	357,797	356,730	350,731	81,225	25.0%
See detailed list in budget packet								
Rent & Lease Expense	13,804	10,247	10,409	10,655	10,937	11,268	3,557	34.7%
Equipment and storage								
Other Operating Expenses	146,193	107,271	81,351	64,091	65,828	92,579	38,922	36.3%
Dues/subscriptions, bank charges, postage, licenses/permits, meals, travel, 410K plan administration fees (prior yr forfeiture acct)								

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Covenants	A	B	C	D	E	Variance		
	FY'24 Budget	FY'23 Budget	FY'23 Forecast	FY'22 Actual	FY'21 Actual	FY'20 Actual	A - B Increase/ (Decrease)	(A - B)/B %
Other Revenue:	36,000	56,500	26,950	65,200	85,937	61,750	(20,500)	-36.3%
Architectural Design Review Fees	36,000	56,500	26,950	65,200	85,937	61,750	(20,500)	-36.3%
Employee FTE Count - Regular	2.9	3.0	2.6	2.1	2.4	-	(0.1)	-3.3%
Employee FTE Count - OT	-	-	-	0.0	-	-	-	0.0%
Total	2.9	3.0	2.6	2.1	2.4	-	(0.1)	-3.3%
Salaries & Wages	238,229	219,306	181,557	189,125	153,476	133,713	18,923	8.6%
Annual increase							24,163	
Vacancy factor							(5,240)	
Wages Variance Analysis:							18,923	
Worker's Comp Expense:	FY24 Budget prepared with 5% increase effective 1/1/24							
Employee Benefits Expense:	FY24 Budget prepared with 10% increase effective 1/1/24							
Health Insurance								
Other Payroll & Related Expenses	7,500	1,500	1,579	304	15	404	6,000	400.0%
Cost for temporary labor and employee incentives								
Professional Fees	60,500	80,500	25,025	44,903	64,555	36,419	(20,000)	-24.8%
See detailed list in budget packet								

Pelican Bay Foundation, Inc.  
FY2024 Budget

Administration	A	B	C	D	E	F	G	A - B		(A - B)/B	A/A	B/B
	FY'24 Budget	FY'23		FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Variance		%	Ratio	
		Budget	Forecast					Increase/ (Decrease)	Ratio			
<b>Revenues:</b>												<i>% of total revenues:</i>
Membership Assessments	13,252,372	11,823,802	11,823,781	10,118,813	9,857,969	9,424,334	8,759,427	1,428,570	12.1%		91.2%	91.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Retail Sales	97,959	2,011	533	1,015	959	1,396	1,960	95,948	4771.2%		0.7%	0.0%
Guest Card Fees	685,431	679,606	367,627	701,144	610,448	466,883	553,332	5,825	0.9%		4.7%	5.2%
Other	497,791	488,078	500,109	651,885	563,850	1,511,356	450,919	9,713	2.0%		3.4%	3.8%
<b>Total Revenues</b>	<b>14,533,553</b>	<b>12,993,497</b>	<b>12,692,050</b>	<b>11,472,857</b>	<b>11,033,226</b>	<b>11,403,969</b>	<b>9,765,638</b>	<b>1,540,056</b>	<b>11.9%</b>		<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>												<i>% of specific revenue:</i>
<b>Cost of Sales -</b>												
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Retail Cost of Sales	96,798	604	86	260	147	394	806	96,194	15926.2%		98.8%	30.0%
<b>Total Cost of Sales</b>	<b>96,798</b>	<b>604</b>	<b>86</b>	<b>260</b>	<b>147</b>	<b>394</b>	<b>806</b>	<b>96,194</b>	<b>15926.2%</b>			
<b>Payroll &amp; Related Expenses -</b>												<i>% of total expenses:</i>
Salaries & Wages	2,228,110	1,980,099	1,807,590	1,611,470	1,877,781	1,876,123	1,795,836	248,011	12.5%		42.0%	42.4%
Payroll Taxes	145,499	131,029	128,231	103,726	123,409	123,016	119,099	14,470	11.0%		2.7%	2.8%
Worker's Comp	27,851	24,684	22,713	26,171	20,495	16,331	(19,302)	3,167	12.8%		0.5%	0.5%
Employee Benefits	187,206	178,374	168,051	174,854	251,021	182,560	178,556	8,832	5.0%		3.5%	3.8%
Education & Training	42,700	35,200	20,035	19,992	7,422	8,350	4,644	7,500	21.3%		0.8%	0.8%
Other	150,650	301,121	154,012	245,964	213,483	246,722	262,840	(150,471)	-50.0%		2.8%	6.4%
<b>Total Payroll &amp; Related Exp.</b>	<b>2,782,016</b>	<b>2,650,507</b>	<b>2,300,632</b>	<b>2,182,177</b>	<b>2,493,611</b>	<b>2,453,102</b>	<b>2,341,673</b>	<b>131,509</b>	<b>5.0%</b>			
<b>Operating Expenses -</b>												<i>% of total expenses:</i>
Communications Expense	45,000	29,113	14,786	43,803	7,311	12,023	34,213	15,887	54.6%		0.8%	0.6%
Insurance Expense	1,482,274	1,222,414	1,277,629	903,762	702,959	615,733	576,417	259,860	21.3%		28.0%	26.2%
Legal Fees	180,000	180,000	180,000	139,733	162,564	176,646	193,546	-	0.0%		3.4%	3.9%
Operating Supplies	105,783	105,083	71,299	213,852	170,732	107,425	111,954	700	0.7%		2.0%	2.2%
Professional Fees	406,473	325,248	646,263	357,797	356,730	350,731	275,933	81,225	25.0%		7.7%	7.0%
Rent & Lease Expense	13,804	10,247	10,409	10,655	10,937	11,268	11,054	3,557	34.7%		0.3%	0.2%
Repairs & Maintenance	15,103	13,781	13,705	19,643	65,264	15,787	19,414	1,322	9.6%		0.3%	0.3%
Utilities	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
Credit Card Fees	29,653	26,200	14,016	25,617	21,134	14,936	16,766	3,453	13.2%		0.6%	0.6%
Software Licenses & Fees	-	-	-	(33)	-	-	-	-	0.0%		0.0%	0.0%
Other	146,193	107,271	81,351	64,091	65,828	92,579	89,642	38,922	36.3%		2.8%	2.3%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%		0.0%	0.0%
<b>Total Operating Expenses</b>	<b>2,424,283</b>	<b>2,019,357</b>	<b>2,309,458</b>	<b>1,778,919</b>	<b>1,563,459</b>	<b>1,397,128</b>	<b>1,328,939</b>	<b>404,926</b>	<b>20.1%</b>			
<b>Total Expenses</b>	<b>5,303,097</b>	<b>4,670,468</b>	<b>4,610,176</b>	<b>3,961,356</b>	<b>4,057,217</b>	<b>3,850,624</b>	<b>3,671,418</b>	<b>632,629</b>	<b>13.5%</b>			
<b>Excess (deficiency) of revenues over expenses</b>	<b>9,230,456</b>	<b>8,323,029</b>	<b>8,081,874</b>	<b>7,511,501</b>	<b>6,976,009</b>	<b>7,553,345</b>	<b>6,094,220</b>	<b>907,427</b>	<b>10.9%</b>			

Pelican Bay Foundation, Inc.  
FY2024 Budget - COMMON SIZE

Administration	A	B	C	D	E	F	G	Variance		A/A	B/B
	FY'24 Budget	FY'23 Budget	FY'23 Forecast	FY'22 Actual	FY'21 Actual	FY'20 Actual	FY'19 Actual	Increase/ (Decrease)	(A - B)/B %	Ratio	
<b>Revenues:</b>											
Membership Assessments	91.18%	91.00%	93.16%	88.20%	89.35%	89.70%	89.70%	0.19%	0.2%	% of total revenues: 91.2% 91.0%	
Food Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Beverage Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Tennis Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Fitness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Wellness	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Retail Sales	0.67%	0.02%	0.00%	0.01%	0.01%	0.02%	0.02%	0.66%	4255.0%	0.7% 0.0%	
Guest Card Fees	4.72%	5.23%	2.90%	6.11%	5.53%	5.67%	5.67%	-0.51%	-9.8%	4.7% 5.2%	
Other	3.43%	3.76%	3.94%	5.68%	5.11%	4.62%	4.62%	-0.33%	-8.8%	3.4% 3.8%	
<b>Total Revenues</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.0%</b>	<b>100.0% 100.0%</b>	
<b>Expenses:</b>											
<b>Cost of Sales -</b>											
% of specific revenue:											
Food Cost of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Beverage Cost of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Retail Cost of Sales	0.67%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.66%	14227.9%	98.8% 30.0%	
<b>Total Cost of Sales</b>	<b>0.67%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.66%</b>	<b>14227.9%</b>	<b>98.8% 30.0%</b>	
<b>Payroll &amp; Related Expenses -</b>											
% of total expenses:											
Salaries & Wages	15.33%	15.24%	14.24%	14.05%	17.02%	18.39%	18.39%	0.09%	0.6%	42.0% 42.4%	
Payroll Taxes	1.00%	1.01%	1.01%	0.90%	1.12%	1.22%	1.22%	-0.01%	-0.7%	2.7% 2.8%	
Worker's Comp	0.19%	0.19%	0.18%	0.23%	0.19%	-0.20%	-0.20%	0.00%	0.9%	0.5% 0.5%	
Employee Benefits	1.29%	1.37%	1.32%	1.52%	2.28%	1.83%	1.83%	-0.08%	-6.2%	3.5% 3.8%	
Education & Training	0.29%	0.27%	0.16%	0.17%	0.07%	0.05%	0.05%	0.02%	8.5%	0.8% 0.8%	
Other	1.04%	2.32%	1.21%	2.14%	1.93%	2.69%	2.69%	-1.28%	-55.3%	2.8% 6.4%	
<b>Total Payroll &amp; Related Expenses</b>	<b>19.14%</b>	<b>20.40%</b>	<b>18.13%</b>	<b>19.02%</b>	<b>22.60%</b>	<b>23.98%</b>	<b>23.98%</b>	<b>-1.26%</b>	<b>-6.2%</b>		
<b>Operating Expenses -</b>											
% of total expenses:											
Communications Expense	0.31%	0.22%	0.12%	0.38%	0.07%	0.35%	0.35%	0.09%	38.2%	0.8% 0.6%	
Insurance Expense	10.20%	9.41%	10.07%	7.88%	6.37%	5.90%	5.90%	0.79%	8.4%	28.0% 26.2%	
Legal Fees	1.24%	1.39%	1.42%	1.22%	1.47%	1.98%	1.98%	-0.15%	-10.6%	3.4% 3.9%	
Operating Supplies	0.73%	0.81%	0.56%	1.86%	1.55%	1.15%	1.15%	-0.08%	-10.0%	2.0% 2.2%	
Professional Fees	2.80%	2.50%	5.09%	3.12%	3.23%	2.83%	2.83%	0.29%	11.7%	7.7% 7.0%	
Rent & Lease Expense	0.09%	0.08%	0.08%	0.09%	0.10%	0.11%	0.11%	0.02%	20.4%	0.3% 0.2%	
Repairs & Maintenance	0.10%	0.11%	0.11%	0.17%	0.59%	0.20%	0.20%	0.00%	-2.0%	0.3% 0.3%	
Utilities	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Credit Card Fees	0.20%	0.20%	0.11%	0.22%	0.19%	0.17%	0.17%	0.00%	1.2%	0.6% 0.6%	
Software Licenses & Fees	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
Other	1.01%	0.83%	0.64%	0.56%	0.60%	0.92%	0.92%	0.18%	21.8%	2.8% 2.3%	
Employee Housing Repayments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%	0.0% 0.0%	
<b>Total Other Expenses</b>	<b>16.68%</b>	<b>15.54%</b>	<b>18.20%</b>	<b>15.51%</b>	<b>14.17%</b>	<b>13.61%</b>	<b>13.61%</b>	<b>1.14%</b>	<b>7.3%</b>		
<b>Total Expenses</b>	<b>36.49%</b>	<b>35.94%</b>	<b>36.32%</b>	<b>34.53%</b>	<b>36.77%</b>	<b>37.60%</b>	<b>37.60%</b>	<b>0.54%</b>	<b>1.5%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>63.51%</b>	<b>64.06%</b>	<b>63.68%</b>	<b>65.47%</b>	<b>63.23%</b>	<b>62.40%</b>	<b>62.40%</b>	<b>-0.54%</b>	<b>-0.8%</b>		

Pelican Bay Foundation, Inc.  
FY2024 Budget

	A	B	C	D	E	F	G	A - B	(A - B)/B	A/A	B/B
	FY'24	FY'23		FY'22	FY'21	FY'20	FY'19	Variance		Ratio	
	Budget	Budget	Forecast	Actual	Actual	Actual	Actual	Increase/ (Decrease)	%	% of total revenues:	
<b>118 Covenants</b>											
<b>Revenues:</b>											
Membership Assessments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Food Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Tennis	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Fitness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Wellness	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Guest Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	36,000	56,500	26,950	65,200	85,937	61,750	32,350	(20,500)	-36.3%	100.0%	100.0%
<b>Total Revenues</b>	<b>36,000</b>	<b>56,500</b>	<b>26,950</b>	<b>65,200</b>	<b>85,937</b>	<b>61,750</b>	<b>32,350</b>	<b>(20,500)</b>	<b>-36.3%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Expenses:</b>											
<b>Cost of Sales -</b>											
Food Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Beverage Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Retail Cost of Sales	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Payroll &amp; Related Expenses -</b>											
Salaries & Wages	238,229	219,306	181,557	189,125	153,476	133,713	126,301	18,923	8.6%	56.1%	51.3%
Payroll Taxes	19,180	16,728	13,881	13,627	11,747	9,667	9,450	2,452	14.7%	4.5%	3.9%
Worker's Comp	2,977	2,734	2,378	1,721	1,738	1,628	2,128	243	8.9%	0.7%	0.6%
Employee Benefits	15,612	27,663	19,838	21,611	17,662	21,539	15,040	(12,051)	-43.6%	3.7%	6.5%
Education & Training	600	600	600	488	32	289	610	-	0.0%	0.1%	0.1%
Other	7,500	1,500	1,579	304	15	404	-	6,000	400.0%	1.8%	0.4%
Contingency	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Payroll &amp; Related Exp.</b>	<b>284,098</b>	<b>268,531</b>	<b>219,833</b>	<b>226,876</b>	<b>184,670</b>	<b>167,240</b>	<b>153,529</b>	<b>15,567</b>	<b>7.1%</b>		
<b>Operating Expenses -</b>											
Communications Expense	-	-	-	304	-	-	321	-	0.0%	0.0%	0.0%
Insurance Expense	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Legal Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Operating Supplies	2,784	2,712	1,273	1,035	1,321	1,000	3,320	72	2.7%	0.7%	0.6%
Professional Fees	60,500	80,500	25,025	44,903	64,555	36,419	150	(20,000)	-24.8%	14.3%	18.8%
Rent & Lease Expense	69,033	62,436	66,343	59,028	-	-	-	6,597	10.6%	16.3%	14.6%
Repairs & Maintenance	4,860	10,708	6,623	5,888	3,396	2,929	13,487	(5,848)	-54.6%	1.1%	2.5%
Utilities	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Credit Card Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Software Licenses & Fees	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
Other	3,240	2,840	2,567	1,186	415	236	9,945	400	14.1%	0.8%	0.7%
Employee Housing Repayments	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>Total Operating Expenses</b>	<b>140,417</b>	<b>159,196</b>	<b>101,831</b>	<b>112,344</b>	<b>69,687</b>	<b>40,584</b>	<b>27,223</b>	<b>(18,779)</b>	<b>-11.8%</b>		
<b>Total Expenses</b>	<b>424,515</b>	<b>427,727</b>	<b>321,664</b>	<b>339,220</b>	<b>254,357</b>	<b>207,824</b>	<b>180,752</b>	<b>(3,212)</b>	<b>-0.8%</b>		
<b>Excess (deficiency) of revenues over expenses</b>	<b>(388,515)</b>	<b>(371,227)</b>	<b>(294,714)</b>	<b>(274,020)</b>	<b>(168,420)</b>	<b>(146,074)</b>	<b>(148,402)</b>	<b>(17,288)</b>	<b>4.7%</b>		



Pelican Bay Foundation, Inc.  
 FY2024 Budget  
 Professional Fees

Service	FY2024 Budget	FY2023 Budget
F&B technology consulting	\$ -	\$ 100,000
Financial statement audits & tax returns	64,300	57,750
Other (Coastal Resiliency, TBD)	100,000	50,000
Election count	32,000	25,000
SPC - Consulting, Branding, Member Survey, etc.	145,000	-
Marketing & communications	-	10,000
F&B Survey	-	10,000
Website ADA compliancy audit	-	5,000
Payroll processing fees	56,569	58,893
401k consultant	8,604	8,604
Information technology consultation/support	34,000	94,000
Property management company	149,751	84,000
Moving services	1,750	1,750
Environment testing / Monitor programming	4,900	2,500
Design review fees & meetings	60,500	80,500
Moving services	2,090	2,090
Moving services	1,250	1,250
Incentive for Increased Revenues - Trainers	10,500	-
Massage Therapy License	1,000	1,000
Tennis court maintenance	-	1,600
Racquets	19,500	-
Total Company	\$ 691,714	\$ 593,937

Pelican Bay Foundation, Inc.  
Replacement Reserves Fund  
FY2024 Assessment

	<u>No Threshold</u>
Anticipated Reserves balance @ 9/30/23	\$ 2,318,098
Anticipated Expenditures in FY23	(3,850,695)
Adjustment / Special Assessment	2,030,000
Estimated Interest Earned in FY24	<u>54,205</u>
FY24 reserves balance, before assessments	551,608
FY24 ending required balance, per Reserve Study	<u>3,156,608</u>
Reserve Study Assessments Required to reach Reserves Balance	<u>\$ 2,605,000</u>
# of assessable units	<u>7,227.25</u>
FY2024 Proposed Replacement Reserves Assessment Rate	<u>\$ 358.00</u>
% change in rate from FY2023	14.7%

# RESERVE FUNDING PLAN

7% Inflation in 2023, 5% in 2024, 3% in 2025, & 2% after & 2% Interest

## CASH FLOW ANALYSIS

	Individual Reserve Budgets & Cash Flows for the Next 30 Years															
	FY2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Reserves at Beginning of Year	3,201,367	2,316,098	3,156,608	2,596,323	3,107,069	4,448,507	4,845,197	5,086,482	4,408,917	3,681,197	4,409,227	3,684,225	4,940,129	3,836,527	3,827,110	4,588,215
Recommended Reserve Contributions	560,000	2,605,000	2,857,100	2,710,200	2,764,400	2,819,700	2,876,100	2,933,600	2,992,300	3,052,100	3,113,100	3,175,400	3,238,900	3,303,700	3,369,800	3,437,200
Additional Assessment	3,251,047	2,030,000														
Total Recommended Reserve Contributions	3,801,047	4,635,000	2,657,100	2,710,200	2,764,400	2,819,700	2,876,100	2,933,600	2,992,300	3,052,100	3,113,100	3,175,400	3,238,900	3,303,700	3,369,800	3,437,200
Anticipated Interest Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Interest Earned, During Year	32,010	54,205	56,960	56,669	74,808	92,017	98,333	94,014	80,100	80,103	80,232	85,083	86,698	86,698	83,419	77,330
Anticipated Expenditures, By Year	(4,716,326)	(3,850,695)	(3,274,344)	(2,255,924)	(1,487,770)	(2,515,027)	(2,733,148)	(3,705,179)	(3,800,121)	(2,404,173)	(3,908,334)	(2,014,965)	(4,429,400)	(3,388,996)	(2,862,114)	(4,889,696)
Anticipated Reserves at Year End	\$2,318,058	\$3,156,608	\$2,596,323	\$3,107,069	\$4,448,507	\$4,845,197	\$5,086,482	\$4,408,917	\$3,681,197	\$4,409,227	\$3,684,225	\$4,940,129	\$3,836,527	\$3,827,110	\$4,588,215	\$5,213,058

	Individual Reserve Budgets & Cash Flows for the Next 30 Years, Continued														
	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053
Reserves at Beginning of Year	3,213,058	3,955,544	4,934,562	4,927,447	6,600,643	6,956,517	6,390,258	3,858,634	4,690,530	3,690,083	2,429,284	4,128,768	4,748,527	4,733,234	6,212,122
Recommended Reserve Contributions	3,505,900	3,576,000	3,647,500	3,720,500	3,794,900	3,870,800	3,948,200	4,027,200	4,107,700	4,189,900	4,273,700	4,359,200	4,446,400	4,535,300	4,626,000
Total Recommended Reserve Contributions	3,505,900	3,576,000	3,647,500	3,720,500	3,794,900	3,870,800	3,948,200	4,027,200	4,107,700	4,189,900	4,273,700	4,359,200	4,446,400	4,535,300	4,626,000
Anticipated Interest Rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Interest Earned, During Year	70,976	88,021	97,644	114,140	134,229	132,146	101,474	84,645	82,976	60,588	64,331	87,894	87,894	93,879	103,370
Anticipated Expenditures, By Year	(2,834,390)	(2,685,003)	(3,752,259)	(2,161,443)	(3,573,255)	(4,569,205)	(6,561,298)	(3,279,949)	(5,191,123)	(5,511,287)	(2,639,147)	(3,827,335)	(4,555,573)	(3,164,761)	(8,762,127)
Anticipated Reserves at Year End	\$3,955,544	\$4,934,562	\$4,927,447	\$6,600,643	\$6,956,517	\$6,390,258	\$3,858,634	\$4,690,530	\$3,690,083	\$2,429,284	\$4,128,768	\$4,748,527	\$4,733,234	\$6,212,122	\$2,198,876

(NOTE 4)

**Pelican Bay Foundation Inc.**  
**FY2024 Budget - Capital Plan**

As has historically been the case, the Foundation's Audit & Budget (A&B) Committee recommendations, which are set forth in the Capital Fund Budget below, are very different in nature from the A&B Committee's recommendations for the Operating Fund Budget and the Replacement Reserve Fund Budgets which appear in other sections of the FY2023 budget book. More specifically, both the FY2023 Operating Fund and Replacement Reserve Fund Budgets will be extensively reviewed and vetted by the A&B Committee and recommended that the PBF Board vote the related FY2023 assessments at their regularly scheduled August 28, 2023 PBF Board meeting. However, the projects under consideration included in the FY2023 Capital Fund Budget have been reviewed yet are to be finalized with specifics at applicable future Board and A&B Committee meetings when project details are more defined.

The proposed FY2024 Capital Fund budgeted projects are proposed yet not being requested for final funding approval or purchasing at this time. The annual Capital Fund budgeting approval process in the PBF does not equate to project approval. Rather, each budgeted Capital Fund project will be remanded back to the appropriate PBF committee during the upcoming year for approval or non-approval. Then, projects approved by those groups would be advanced to the A&B Committee for vetting and recommendation/non-recommendation to the PBF Board. The PBF Board makes the ultimate determination as to whether each budgeted Capital Fund project will, or will not, be approved for funding and acquisition/construction.

Description	Amount
<b><u>Proposed Capital Expenditures</u></b>	
Community Park	6,000,000
<b>Total Project Expenditures</b>	<b>\$ 6,000,000</b>

Pelican Bay Foundation, Inc.  
 Capital Fund - Cash Projection  
 For the Fiscal Year ended 2021-2022 Actual; Projections through FY2028  
 \$000's Omitted

**REVISED June 2023**

The following Capital Fund Cash Projection sets forth the Foundation's major capital projects which are currently proposed and the timing of their proposed construction/acquisition. Based on the financial analysis done to date, this cash projection is believed to be reasonably reflective of the estimated costs which are expected to be incurred in FY2024. Given the uncertainty of economic events beyond FY2024 - including inflation rates, the prices of commodities, general construction costs, and the fact that final detail designs of the projects to be constructed/purchased beyond FY2022 are uncertain, this schedule is considerably less precise for those outlying years and is designed primarily for planning purposes. When the final designs of the projects to be accomplished in FY2024 and beyond are known, the estimated costs in those years may differ -- up or down -- from those set forth in this schedule.

Description	Actual 2021	Actual 2022	Projection 2023	Projection 2024	Projection 2025	Projection 2026	Projection 2027	Projection 2028
<b>Beginning Cash Balance</b>	<b>\$ 1,443</b>	<b>\$ 5,251</b>	<b>\$ 8,602</b>	<b>\$ 5,917</b>	<b>\$ 6,975</b>	<b>\$ 9,033</b>	<b>\$ 11,049</b>	<b>\$ 13,035</b>
<b>Income/Receipts</b>								
Resale Fees - Actual	4,278	3,824	-	-	-	-	-	-
Resale Fees - Projection (1)	-	-	2,440	2,440	2,440	2,440	2,440	2,440
Hurricane Ian Assessment (5)	-	-	-	2,917	-	-	-	-
Borrowings (2)	-	-	-	-	-	-	-	-
Investment Income	-	43	293	202	119	77	47	28
Total Income/Receipts	4,278	3,867	2,733	5,559	2,559	2,517	2,487	2,468
<b>Disbursements</b>								
<u>Approved Projects:</u>								
Other Capital Expenditures (3)	469	487	500	500	500	500	500	500
Hurricane Ian Expenditures (5)	-	-	2,917	-	-	-	-	-
Expenses	1	29	1	1	1	1	1	1
Sub-total - Approved Projects	470	516	3,418	501	501	501	501	501
<u>Projects under Consideration:</u>								
Community Park (4)	-	-	2,000	4,000	-	-	-	-
Sub-total - Projects under Consideration	-	-	2,000	4,000	-	-	-	-
Debt Repayments	-	-	-	-	-	-	-	-
Interest Payments	-	-	-	-	-	-	-	-
Total Disbursements - All	470	516	5,418	4,501	501	501	501	501
<b>Ending Cash Balance</b>	<b>\$ 5,251</b>	<b>\$ 8,602</b>	<b>\$ 5,917</b>	<b>\$ 6,975</b>	<b>\$ 9,033</b>	<b>\$ 11,049</b>	<b>\$ 13,035</b>	<b>\$ 15,001</b>
<b>Unused Portion Of Credit Line</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

Notes:

- (1) Assumes 244 closings in FY23 @ \$10,000 (Current year actual plus calculated at 67% of remaining prior year based on % YTD actual to prior for first 7 months). Assumes flat future trend.
- (2) A \$5.0 million line of credit is available for borrowing, as needed. WSJ Prime Rate floating; (currently 8.25%) with a floor of 3.0%.
- (3) Flat annual amount allocated for potential / unknown items.
- (4) Expected County partnership for community park.
- (5) Hurricane Ian estimated expenditures as of April 2023, offset by special assessment.