



Pomona Valley
Transportation
Authority

A partnership of the cities of Claremont, La Verne, Pomona and San Dimas

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April 13, 2022

MEMORANDUM

**AGENDA
ITEM #5**

To: Pomona Valley Transportation Authority
From: George L. Sparks, PVTIA Administrator
Subject: April Budget Update-FY 2023 Budget

Recommended Action: Receive and file the FY 2023 Updated Budget

We recently received the draft fund marks for FY 2023. This update incorporates those figures. We need to revise expenditure figures as well. It is our plan to present this update for review and proceed with budget adoption at our May or June Board meeting.

A. Organization of the Budget Packet

The budget packet is divided into seven segments:

1. Estimate of Local Return Contributions by City
2. Overall Summary of Revenue & Expenditures
3. PVTIA Administration
4. Get About Budget
5. Claremont Dial-a-Ride
6. San Dimas Dial-a-Cab
7. Pomona Group Service

For the purposes of comparison, we are showing the FY 2021 and FY 2022 budget figures alongside the FY2023 budget amounts.

B. Summary of Changes to the Budget

The primary changes from the preliminary budget were:

1. Changes to Revenues

- PVTA had originally projected that the Metro funds exchanged for American Rescue Plan Act (ARPA) dollars would be received in FY 2022. The FY 2023 fund marks indicate they will be received in FY 2023. To recognize receipt of these funds correctly, we have reduced our projection of reserves for FY 2022 and are now projecting receipt of these funds in FY 2023.
- The net effect is that reserve amounts originally programmed for operations in FY 2023 have been removed and the projected ARPA related funds are included in the FY 2023 budget.
- The budget still recommends transferring \$700,000 in general reserves to the capital and technology reserve and waiving city capital contributions in FY 2023.
- City contributions to Get About remain unchanged.
- Projected interest income was reduced from \$50,000 to \$25,000.
- The budget projects an additional \$80,000 in Metro revenues for San Dimas DAC and Pomona Group reducing their projected contributions.
- We have included the Proposition A Local Return estimates for FY 2023. The estimates project an increase of 18% to 20% in these revenues compared to FY 2022 estimates.

2. Changes to Expenditures

- Our estimate for fuel costs was increased from \$80,000 to \$150,000.
- We are projecting increased consulting costs because of the need to produce a zero emissions rollout plan and expenses related to anticipated staffing changes in FY 2023. We have reduced our estimate of consulting cost in Get About by \$30,000 and increased the estimate by \$50,000 in the PVTA budget.
- The updated budget includes the expense related to a potential increase in driver and contactor staff wages.
- The estimate of PVTA related costs was increased in the revised budget to fund an increase in payments to PERS to shorten the debt payoff period from 23 years to 10 years. It also projects significantly higher audit costs due to an anticipated change in audit firms in FY 2023.

C. Projected Service Levels

The service levels for FY 2020 and FY 2021 along with the budgeted levels for FY 2022 and FY 2023 are shown below:

Get About Annual Service Levels

Program	FY2020	FY2021	FY2022(budget)	FY2023(budget)
GA VAN				
Riders	59,549	24,381	52,500	70,000
Rev hrs.	17,686	7,522	17,500	20,750
Ops Cost	\$1,782,757	\$1,604,319	\$2,085,000	\$2,483,000
GA CAB Total				
Riders	40,503	21,815	36,000	39,000
Ops Cost	\$836,980	\$546,752	\$900,000	\$1,130,000*

*Includes cost of additional dedicated drivers.

D. City Get About Shares

Get About contributions are based on a three-year rolling average. The calculation of the FY 2023 shares is shown below:

	PROJECTED FY 2023 CITY SHARES			
	<u>CL</u>	<u>LV</u>	<u>PO</u>	<u>SD</u>
FY 2019	13.4%	13.5%	65.3%	7.8%
FY 2020	12.9%	12.5%	66.5%	8.1%
FY 2022*est	<u>9.4%</u>	<u>13.5%</u>	<u>67.5%</u>	<u>9.6%</u>
FY 23 Share	11.9%	13.2%	66.4%	8.5%

*Estimated

Since the beginning of the pandemic in mid FY2020, we have seen a shift in Get About ridership shares with a decrease from Claremont and La Verne and an increase in ridership share in Pomona and San Dimas. Last year we decided to not include the FY2021 data since we did not consider it to be a typical year. In FY 2022, ridership data is more in line with typical ridership patterns. The trend of increasing ridership shares for Pomona and San Dimas continued in FY 2022, however much less pronounced than in FY 2021.

E. City Get About Contributions

The budget projects an increase in city contributions to Get About of \$630,000. Our cost estimates assume service increasing to closer to pre-pandemic levels. The FY 2022 budget programmed \$450,000 in these funds to reduce city contributions to Get About operations. The FY 2023 budget programs \$843,000 in ARPA to soften the impact of service cost increases. Recognizing the impact of this increase, the preliminary budget recommends the transfer of

\$700,000 in general reserves to the capital and technology fund in lieu of the cities making an additional contribution. While the preliminary budget projects a 35% increase from FY 2022, the total city contributions to Get About in the FY 2023 preliminary budget remains lower than total city contributions in FY 2020.

San Dimas and Pomona see the largest percentage increases due to changes in each city's share of Get About ridership. Claremont contributions are projected to increase 28%. La Verne's contribution is budgeted to increase by 27%. Pomona would see a 38% increase and San Dimas will see a 43% increase. Below is a summary of city Get About contributions from FY 2020 through FY 2023.

**Summary of City Contributions to Get About Operations
 And Capital Funds
 FY20 to FY23**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY 2023</u>	<u>FY22-FY23</u> <u>+/-</u>
Claremont	\$300,120	\$228,595	\$224,910	\$287,385	+62,475
La Verne	\$430,000	\$346,045	\$249,900	\$318,780	+68,880
Pomona	\$1,741,680	\$1,130,760	\$1,169,175	\$1,603,560	+434,385
San Dimas	\$186,200	\$139,600	\$141,015	\$205,275	+64,260
Total	\$2,658,000	\$1,745,000	\$1,785,000	\$2,415,000	+630,000

Claremont Dial-a-Ride

The budget projects Claremont Dial-a-Ride ridership rebounding considerably. The budget also provides the capacity for the city to initiate pilot programs to address changing needs created by the impact of the pandemic. The budget also includes funds for a potential ZEB rollout plan for Claremont.

San Dimas Dial-a-Cab

The San Dimas preliminary budget projects ridership growing from its current levels to close to the ridership we had projected in FY 2022. The updated budget recognizes the additional funding allocated by Metro and reduces the projected city contribution by \$61,000.

Pomona Group

Pomona Group service currently represents a modest cost in the city's overall transit program. Based on conversations with Pomona staff, we are budgeting for an increased service level in FY 2023. One of the mobility manager's areas of focus this year is unserved potential markets for the service. For the preliminary budget we have estimated that costs and contribution will rise as public programs re-open. The updated FY 2023 budget recognizes an additional \$14,000 in Metro revenues.

APRIL REVISED BUDGET FY2023
 POMONA VALLEY TRANSPORTATION AUTHORITY
 TOTAL LOCAL RETURN CONTRIBUTION ANALYSIS

4/13/2022

	<u>19-20</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
CLAREMONT				
Get About	\$300,120	\$228,595	\$224,910	\$287,385
Dial-a-Ride	<u>\$195,000</u>	<u>\$165,000</u>	<u>\$123,342</u>	<u>\$60,000</u> *
	\$495,120	\$393,595	\$348,252	\$347,385
LA VERNE				
Get About	\$393,600	\$246,045	\$249,900	\$318,780
Capital Expenditures	<u>\$36,400</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	\$430,000	\$246,045	\$249,900	\$318,780
POMONA				
Get About	\$1,594,080	\$1,130,760	\$1,169,175	\$1,603,560
Pomona Group	\$39,000	\$28,000	\$33,972	\$45,500
Capital Expenditures	<u>\$147,600</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	\$1,780,680	\$1,158,760	\$1,203,147	\$1,649,060
SAN DIMAS				
Get About	\$172,200	\$139,600	\$141,015	\$205,275
Dial-a-Cab	\$301,000	\$190,000	\$204,753	\$197,000
Capital Expenditures	<u>\$16,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	\$489,200	\$329,600	\$345,768	\$402,275
	<u>CLAREMONT</u>	<u>LA VERNE</u>	<u>POMONA</u>	<u>SAN DIMAS</u>
Prop. A FY 23 MTA Est.	\$871,136	\$807,143	\$3,691,697	\$829,564
City Prop.A Contribution	<u>\$347,385</u>	<u>\$318,780</u>	<u>\$1,649,060</u>	<u>\$402,275</u>
Balance	\$523,751	\$488,363	\$2,042,637	\$427,289

* Does not include \$216,000 in regional formula funds

APRIL REVISED FY 2023 BUDGET
POMONA VALLEY TRANSPORTATION AUTHORITY

4/13/2022

<u>Get About</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
Fares	\$35,000	\$60,000	\$110,000
Subregional Incentive Funds	\$1,150,000	\$800,000	\$800,000
Interest	\$20,000	\$28,003	\$25,000
Carryover - Reduction in Reserves	\$475,000	\$400,000	\$0
FTA Operations Revenue	\$55,000	\$120,000	\$140,000
CRRSAA/ARPA	\$0	\$450,000	\$840,000
Total Fares & Other Revenue	\$1,735,000	\$1,858,003	\$1,915,000
Local Funds Prop A	<u>FY 23</u>		
Claremont 11.9%	\$228,595	\$224,910	\$287,385
La Verne 13.2%	\$246,045	\$249,900	\$318,780
Pomona 66.4%	\$1,130,760	\$1,169,175	\$1,603,560
San Dimas 8.5%	\$139,600	\$141,015	\$205,275
Total Local Funds 100%	\$1,745,000	\$1,785,000	\$2,415,000
Total Get About Revenue	<u>\$3,480,000</u>	<u>\$3,643,003</u>	<u>\$4,330,000</u>
<u>Claremont & San Dimas Cab, Pomona Group</u>			
Fares	\$20,000	\$57,000	\$57,000
Subregional Incentive Funds	\$107,000	\$74,500	\$74,500
Regional Funds (Claremont)	\$310,000	\$354,772	\$216,000
CRRSSA/ARPA	\$0	\$162,500	\$304,000
Total Fares & Other Revenue	\$437,000	\$648,772	\$651,500
Local Funds (Prop A)			
Claremont	\$35,000	\$0	\$60,000
San Dimas	\$190,000	\$204,753	\$197,000
Pomona	\$28,000	\$33,972	\$45,500
Total Local Funds	\$253,000	\$238,725	\$302,500
Total Cab & Group Revenue	<u>\$690,000</u>	<u>\$887,497</u>	<u>\$954,000</u>
Total Operating Revenue	<u>\$4,170,000</u>	<u>\$4,530,500</u>	<u>\$5,284,000</u>
<u>Capital & Technology Revenue</u>			
	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
La Verne	\$0	\$0	\$0
Pomona	\$0	\$0	\$0
San Dimas	\$0	\$0	\$0
Capital and Technology Reserves	\$151,000	\$300,000	\$700,000
FTA 5310/5317	\$194,000	\$0	\$0
Total Capital & Technology Revenue	\$345,000	\$300,000	\$700,000
Total Revenue	<u>\$4,515,000</u>	<u>\$4,830,500</u>	<u>\$5,984,000</u>

APRIL REVISED FY 2023 BUDGET
POMONA VALLEY TRANSPORTATION AUTHORITY

4/13/2022

EXPENDITURES

PVTA ADMINISTRATION

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
<u>Salaries & Benefits</u>			
Administrator	\$125,000	\$133,000	\$135,000
Senior Analyst	\$90,000	\$94,000	\$100,000
Office Administrative	\$66,000	\$70,000	\$73,000
Benefits	<u>\$140,000</u>	<u>\$142,000</u>	<u>\$200,000</u>
Total Salaries & Benefits	<u>\$421,000</u>	<u>\$439,000</u>	<u>\$508,000</u>
<u>Other Expenditures</u>			
Audit	\$7,000	\$9,000	\$23,000
Legal	\$2,500	\$5,000	\$3,000
Telephone	\$3,500	\$4,500	\$9,000
Supplies	\$5,000	\$8,000	\$10,000
Insurance	\$18,000	\$19,000	\$20,000
Travel & Training	\$7,000	\$10,000	\$10,000
Rent & Utilities	\$50,000	\$53,000	\$55,000
Equipment Rent & Maintenance	\$5,000	\$5,000	\$4,000
Miscellaneous	<u>\$0</u>	<u>\$2,000</u>	<u>\$1,000</u>
Total Other Expense	<u>\$98,000</u>	<u>\$115,500</u>	<u>\$135,000</u>
Marketing & Consultants	<u>85,000</u>	<u>85,000</u>	<u>\$150,000</u>
Total Consultants & Marketing	<u>85,000</u>	<u>85,000</u>	<u>\$150,000</u>
Total PVTA Administration & Marketing	<u>604,000</u>	<u>639,500</u>	<u>\$793,000</u>
<u>Mobility Manager</u>			
Wages	126,000	134,000	\$140,000
Benefits	40,000	50,000	\$37,000
Rent/Supplies/Start-up	<u>10,000</u>	<u>10,000</u>	<u>\$5,000</u>
	<u>176,000</u>	<u>194,000</u>	<u>\$182,000</u>
Total (Administration Expense)	780,000	833,500	\$975,000
(Less FTA 5310 Mobility Manager)	<u>-150,000</u>	<u>-170,000</u>	<u>-\$162,000</u>
Net Administration Cost	<u>\$630,000</u>	<u>\$663,500</u>	<u>\$813,000</u>

APRIL REVISED FY 2023 BUDGET
POMONA VALLEY TRANSPORTATION AUTHORITY

4/13/2022

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>
<u>Get About Other</u>			
Consultant, Marketing	24,000	100,000	\$50,000.00
Total Get About Other	24,000	100,000	\$50,000.00
<u>Get About Operations</u>			
Van Service	1,975,000	2,085,000	\$2,483,000.00
Cab Meter	<u>945,000</u>	<u>900,000</u>	<u>\$1,130,000.00</u>
Total Get About Operations	2,920,000	2,985,000	\$3,613,000.00
<u>Claremont Dial-a-Ride Operations</u>			
Cab Charges	195,000	235,000	\$235,000.00
Van Service	75,000	165,000	\$150,000.00
Marketing & Consultants	<u>42,000</u>	<u>57,000</u>	<u>\$80,000.00</u>
Total DAR Operations	312,000	457,000	\$465,000.00
<u>San Dimas Dial-a-Cab Operations</u>			
Cab Charges including dedicated	240,000	275,000	\$280,000.00
Marketing	<u>5,000</u>	<u>5,000</u>	<u>\$0.00</u>
	245,000	280,000	\$280,000.00
<u>Pomona Group Service</u>			
Contract Cost	38,000	42,000	\$63,000.00
Marketing	<u>1,000</u>	<u>3,000</u>	<u>\$0.00</u>
Total Pomona Group Service	39,000	45,000	\$63,000.00
<u>Total Operating Expense</u>	<u>4,170,000</u>	<u>4,530,500</u>	<u>\$5,284,000.00</u>
<u>Capital & Technology Fund</u>			
Vehicles	240,000	120,000	215,000
Computers/Telephone System (FY 2018)	20,000	0	0
PVTA Transit Options Website	20,000	0	0
Software Update	0	100,000	85,000
In-Vehicle Camera System	65,000	65,000	0
Capital Reserves	0	15,000	400,000
Total Capital & Technology	345,000	300,000	700,000
Total Expenditures	<u>\$4,515,000</u>	<u>\$4,830,500</u>	<u>\$5,984,000</u>

APRIL REVISED
FY 2023 BUDGET
PVTA ADMINISTRATION

EXPENDITURES

<u>Salaries & Benefits</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Administrator	\$125,000	\$133,000	\$135,000
Senior Transit Analyst	\$90,000	\$94,000	\$100,000
Secretary	\$66,000	\$70,000	\$73,000
Benefits (PERS, Health Ins, W/C)	\$140,000	\$142,000	\$200,000
Total Salaries & Benefits	\$421,000	\$439,000	\$508,000

Other Expenditures

Audit	\$7,000	\$9,000	\$23,000
Legal	\$2,500	\$5,000	\$3,000
Telephone	\$3,500	\$4,500	\$9,000
Supplies/ADP	\$5,000	\$8,000	\$10,000
Insurance	\$18,000	\$19,000	\$20,000
Travel & Training	\$7,000	\$10,000	\$10,000
Rent & Utilities	\$50,000	\$53,000	\$55,000
Equipment Rent & Maintenance	\$5,000	\$5,000	\$4,000
Miscellaneous & Moving Exp.	\$0	\$2,000	\$1,000
Total Other Expenditures	\$98,000	\$115,500	\$135,000

Marketing & Consultants	\$85,000	\$85,000	\$150,000
Total Marketing and Consultants	\$85,000	\$85,000	\$150,000

Total Admin & Marketing	<u>604,000</u>	<u>639,500</u>	<u>793,000</u>
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	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
<u>Mobility Manager</u>			
Wages	\$126,000	\$134,000	\$140,000
Benefits	\$40,000	\$50,000	\$37,000
Supplies etc.	\$10,000	\$10,000	\$5,000
Mobility Manager Total	\$176,000	\$194,000	\$182,000
Total Administrative Expense	\$780,000	\$833,500	\$975,000
(Less FTA 5310 Mobility Manager)	<u>-\$150,000</u>	<u>-\$170,000</u>	<u>-\$162,000</u>
	\$630,000	\$663,500	\$813,000

Allocation of Administrative Costs

Get About	82%	\$536,000	\$558,003	\$667,000
Claremont DAR	8%	\$41,000	\$47,772	\$65,000
San Dimas DAC	9%	\$50,000	\$51,753	\$73,000
Pomona Group	1%	\$3,000	\$5,972	\$8,000
Total	100%	\$630,000	\$663,500	\$813,000

4/13/2022

**APRIL REVISED FY 2023 BUDGET
GET ABOUT**

<u>REVENUES</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fares	\$35,000	\$60,000	\$110,000
Subregional Incentive Funds	\$1,150,000	\$800,000	\$800,000
Interest	\$20,000	\$28,003	\$25,000
Carryover - Reduction in Reserves	\$475,000	\$400,000	\$0
FTA Operations Revenue	\$55,000	\$120,000	\$140,000
CRRSAA/ARPA	\$0	\$450,000	\$840,000
Total Fares & Other Revenue	\$1,735,000	\$1,858,003	\$1,915,000
Local Funds FY 2023			
Claremont 11.9%	\$228,595	\$224,910	\$287,385
La Verne 13.2%	\$246,045	\$249,900	\$318,780
Pomona 66.4%	\$1,130,760	\$1,169,175	\$1,603,560
San Dimas 8.5%	\$139,600	\$141,015	\$205,275
100%			
Total Local Revenue (Prop. A)	\$1,745,000	\$1,785,000	\$2,415,000
Total Revenue	<u>\$3,480,000</u>	<u>\$3,643,003</u>	<u>\$4,330,000</u>
<u>EXPENDITURES</u>			
<u>Administration & Marketing</u>			
Consultant & Marketing	\$24,000	\$100,000	\$50,000
PVRTA Administration	\$536,000	\$558,003	\$667,000
Total Administration & Marketin	\$560,000	\$658,003	\$717,000
<u>Contractor Expense</u>			
Fixed Rate	\$1,195,000	\$1,220,000	\$1,270,000
Hourly & Other 21,000 hrs FY 23	\$760,000	\$835,000	\$1,063,000
Gas (60,000 gallons x \$1.00)	\$20,000	\$30,000	\$150,000
Van Service Total	\$1,975,000	\$2,085,000	\$2,483,000
Cab Charges 41,000 Rides FY 23	\$945,000	\$900,000	\$1,130,000
Total Contractor Expense	<u>\$2,920,000</u>	<u>\$2,985,000</u>	<u>\$3,613,000</u>
Get About Total Expense	<u>\$3,480,000</u>	<u>\$3,643,003</u>	<u>\$4,330,000</u>

**APRIL REVISED 2023 BUDGET
CLAREMONT DIAL-A-RIDE**

4/13/2022

<u>Revenue</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fares	\$8,000	\$30,000	\$30,000
Regional Funds	\$310,000	\$335,772	\$216,000
Proposition A	\$35,000	\$0	\$60,000
FTA 5307	\$0	\$139,000	\$224,000
Total Revenue	\$353,000	\$504,772	\$530,000

<u>Expenditures</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cab Charges	\$195,000	\$235,000	\$235,000
Van Service (Group)	\$75,000	\$165,000	\$150,000
Administration	\$41,000	\$47,772	\$65,000
Marketing & Consulti	\$42,000	\$57,000	\$80,000
Total Expenditures	\$353,000	\$504,772	\$530,000 *

* The total does not include an estimated \$80,000 in Claremont administrative costs. Projected Claremont revenues and expenditures for FY 2023 including Claremont administrative costs & are detailed below.

**CLAREMONT DIAL-A-RIDE
(INCLUDING CLAREMONT ADMINISTRATION)**

<u>Revenue</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2023</u>
Fares	\$50,000	\$8,000	\$30,000
Regional Funds	\$420,000	\$310,000	\$296,000
Proposition A	\$195,000	\$165,000	\$60,000
FTA 5307	\$0	\$0	\$224,000
Total Revenue	\$665,000	\$483,000	\$610,000

<u>Expenditures</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2023</u>
Cab Charges	\$305,000	\$195,000	\$235,000
Van Service	\$135,000	\$75,000	\$150,000
PVTA Cost	\$95,000	\$83,000	\$145,000
Claremont Admin	\$130,000	\$130,000	\$80,000
Total Expenditures	\$665,000	\$483,000	\$610,000

4/13/2022

APRIL REVISED BUDGET
FY 2023
SAN DIMAS DIAL-A-CAB

<u>Revenue</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fares	\$10,000	\$25,000	\$25,000
Subregional Incentive Funds	\$95,000	\$65,000	\$65,000
CRRSAA/.ARPA	\$0	\$37,000	\$66,000
Proposition A Funds	\$190,000	\$204,753	\$197,000
Total Revenue	<u>\$295,000</u>	<u>\$331,753</u>	<u>\$353,000</u>
<u>Expense</u>	<u>FY 2021 Rev.</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cab Charges	\$240,000	\$275,000	\$280,000
Administration	\$50,000	\$51,753	\$73,000
Marketing	\$5,000	\$5,000	\$0
TOTAL EXPENSE	<u>\$295,000</u>	<u>\$331,753</u>	<u>\$353,000</u>

APRIL REVISED
 BUDGET FY2023
 POMONA GROUP SERVICE

4/13/2022

<u>Revenue</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fares	\$2,000	\$2,000	\$2,000
Subregional Incentive Funds	\$12,000	\$9,500	\$9,500
CRRSAA/ARPA	\$0	\$5,500	\$14,000
Proposition A	<u>\$28,000</u>	<u>\$33,972</u>	<u>\$45,500</u>
Total Revenue	<u>\$42,000</u>	<u>\$50,972</u>	<u>\$71,000</u>
<u>Expense</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Contractor Cost	\$38,000	\$42,000	\$63,000
Administration	\$3,000	\$5,972	\$8,000
Marketing	<u>\$1,000</u>	<u>\$3,000</u>	<u>\$0</u>
Total Expense	<u>\$42,000</u>	<u>\$50,972</u>	<u>\$71,000</u>