



coraggiogroup

City of Sedona

# Stakeholder Engagement Insight Report

Tourism Strategic Planning

Prepared by Coraggio Group, January 2024

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# Sedona's Tourism Landscape

## BACKGROUND DATA REVIEW

# Summary Notes

- Hotel occupancy was largely the same between 2022 and 2023, although lower than 2021.
- Demand for hotel room nights increased nearly 5% in 2023. During this time, Sedona added supply and still managed to grow occupancy rates by 2%. Average rates on hotel rooms did decline somewhat in 2023, but occupancy growth during a supply expansion is notable.
- Overall, the U.S. economy continued to experience inflation in 2023. This indicates hotels were experiencing higher running costs but had lower revenues in 2023 compared to 2022.
- Short-term rental occupancy rates fell significantly in the second half of 2022. 2023 had lower occupancy rates throughout. Even during typical peak season, occupancy rates did not exceed 50%.
- However, 2022 and 2023 short-term rental ADR was almost identical and showed significant recovery since 2021. In 2021, short-term rental ADR appears seasonally low given the occupancy rates during that time period.
- Looking at the first available months of year-over-year data in the mobile location data (August-November), the visitor profile has changed dramatically. The percentage of visitors from Phoenix is significantly higher, and the length of stay shortened. There also appears to be lower visitation to the arts district and more visitation to Uptown and Tlaquepaque.

## LODGING TRENDS: HOTELS

# Occupancy Rates (2021-2023)

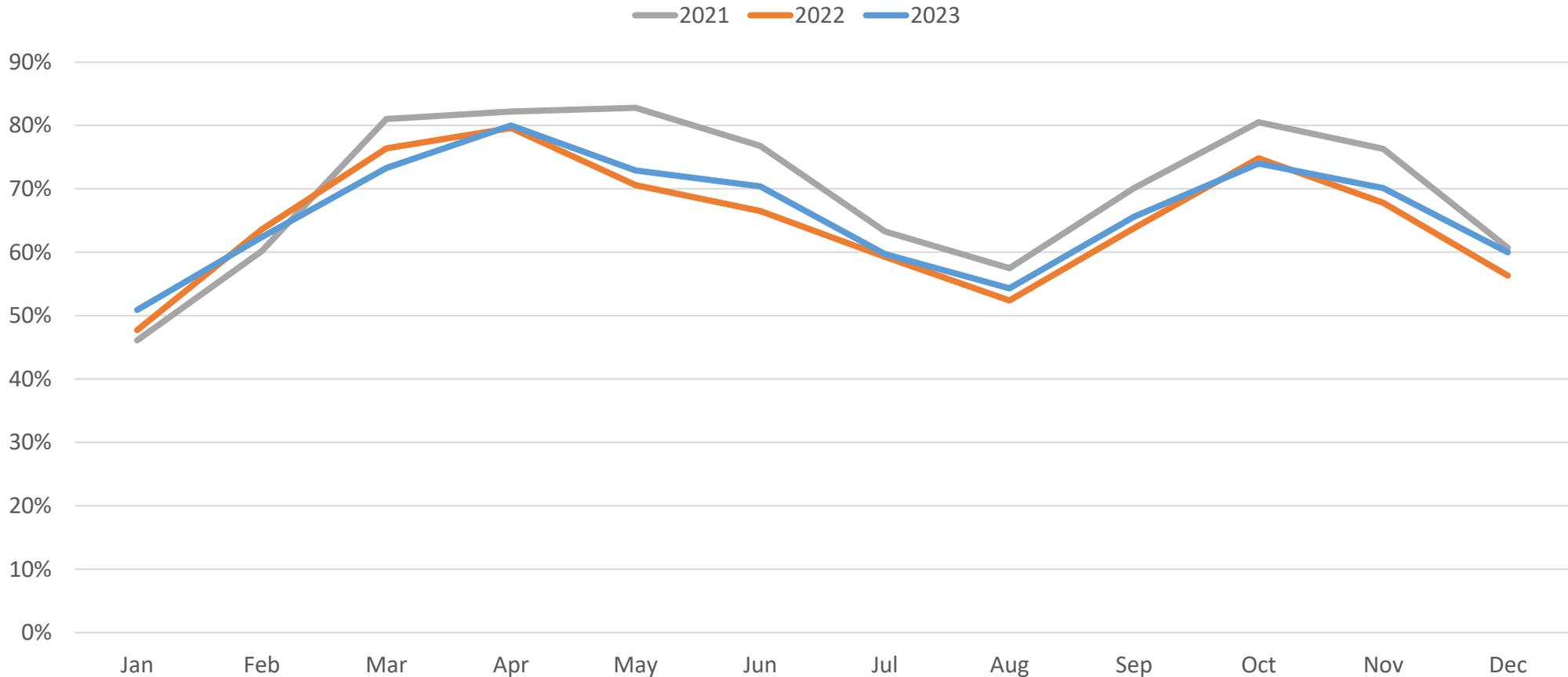
2022 and 2023 occupancy rates were nearly equal, albeit significantly lower than 2021 rates.

### Annual Average Occupancy

2021: 69.8%

2022: 64.9%

2023: 66.1%



Source: STR

## LODGING TRENDS: HOTELS

# ADR (2021-2023)

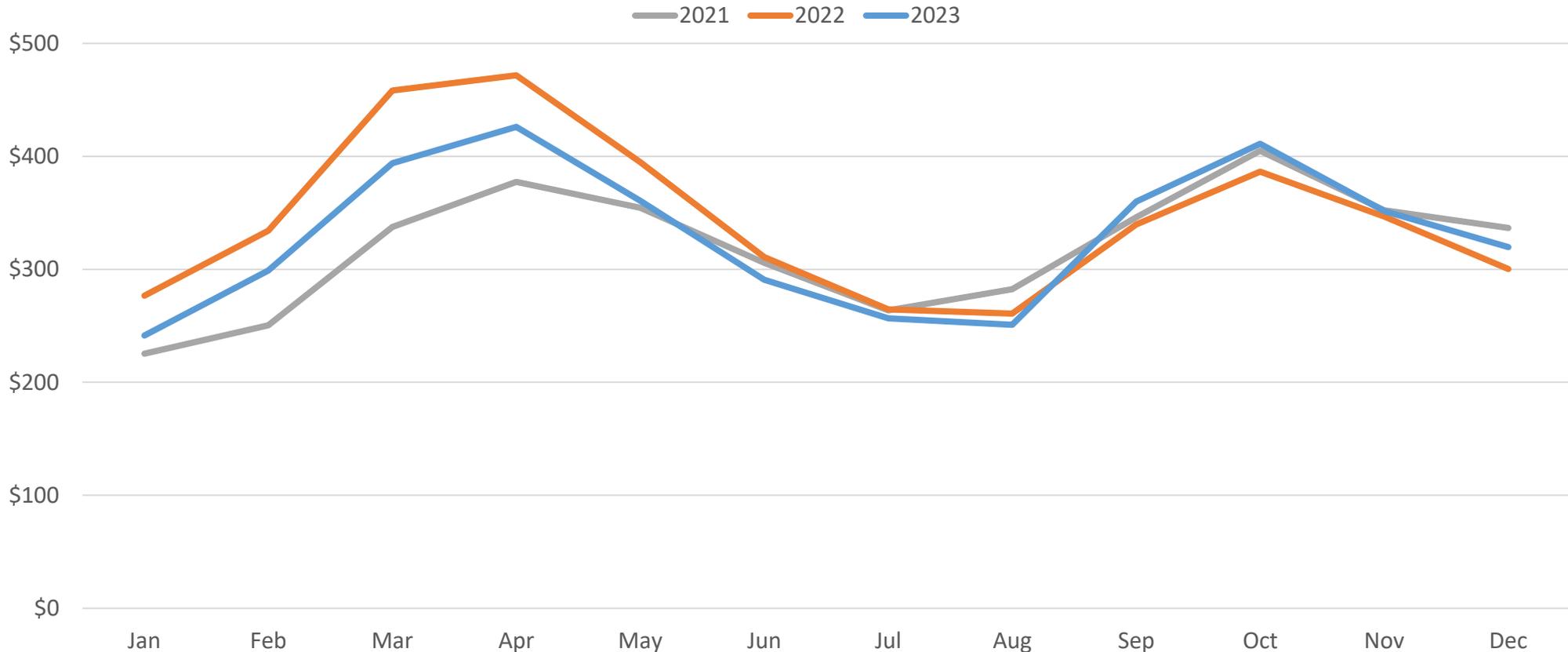
### Annual Average Daily Rate

2021: \$319.73

2022: \$345.40

2023: \$330.14

- The ADR across this 3-year period varies significantly between the December – May season.
- Average rates on hotel rooms declined in 2023 without much improvement to occupancy rates.



Source: STR

## LODGING TRENDS: HOTELS

# RevPAR (2021-2023)

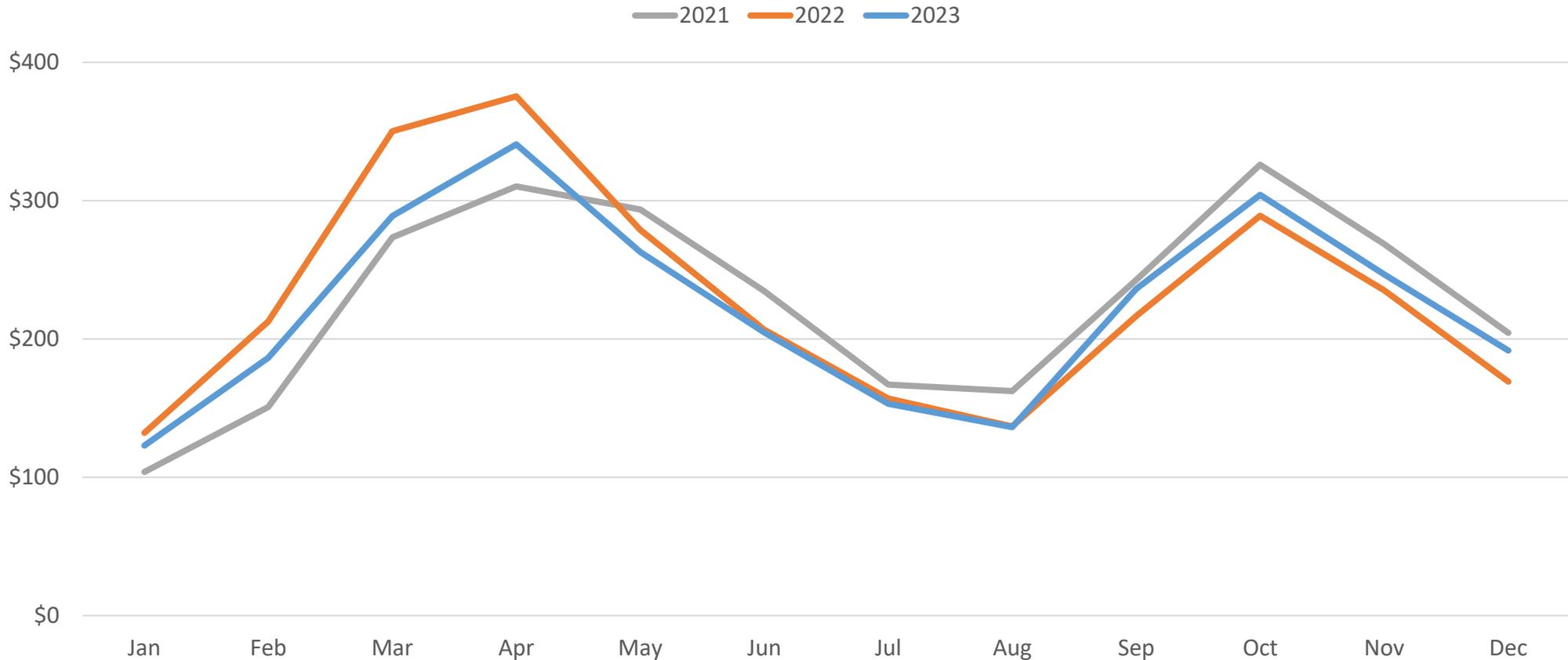
### Annual Revenue per Available Room

2021: \$228.09

2022: \$229.92

2023: \$222.86

Overall, the U.S. economy continued to experience inflation in 2023. This indicates hotels were experiencing higher running costs but had lower revenues in 2023 compared to 2022.



Source: STR

## LODGING TRENDS: SHORT-TERM RENTALS

# Occupancy Rates (2021-2023)

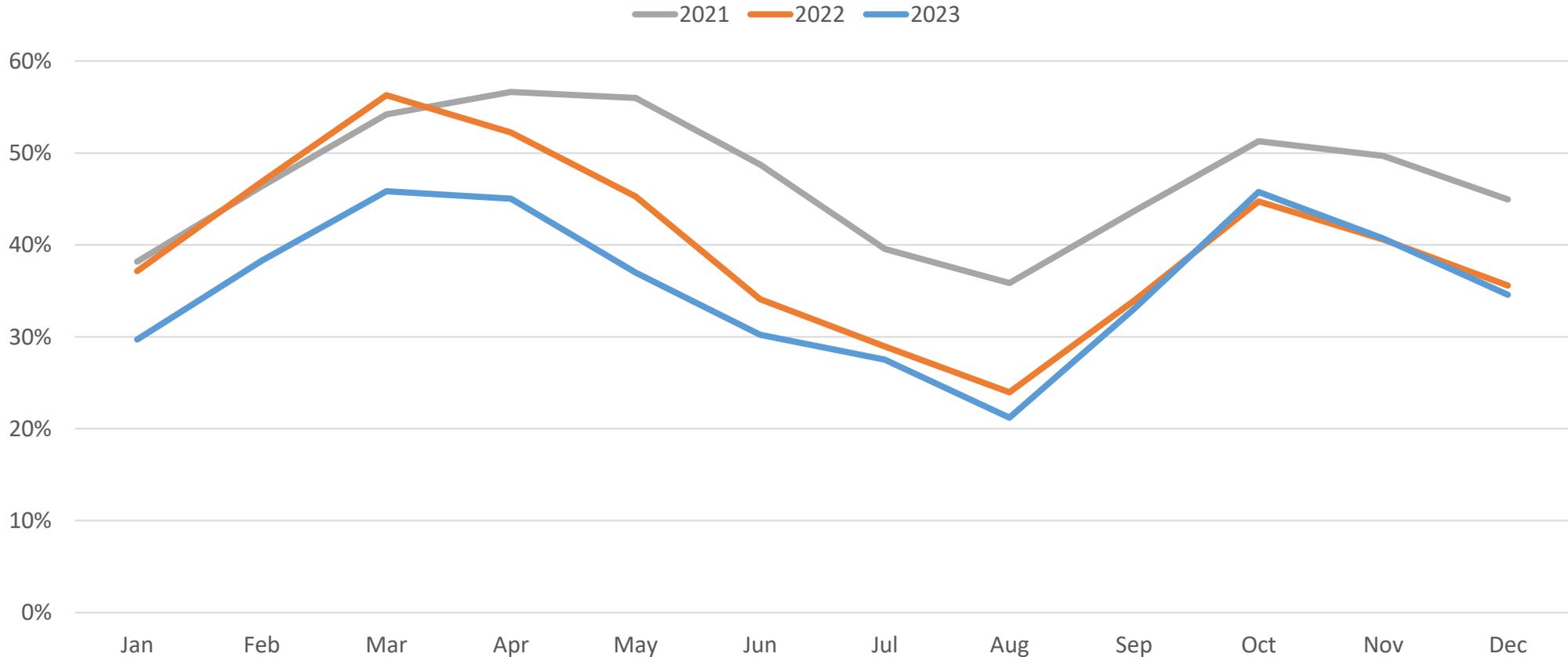
### Annual Average Occupancy

2021: 47.1%

2022: 40.0%

2023: 35.7%

2023 had lower occupancy rates compared to previous years. This indicates that supply outpaced demand in 2023 after years of rapid growth in both supply and demand.



Source: KeyData

## LODGING TRENDS: SHORT-TERM RENTALS

# ADR(2021-2023)

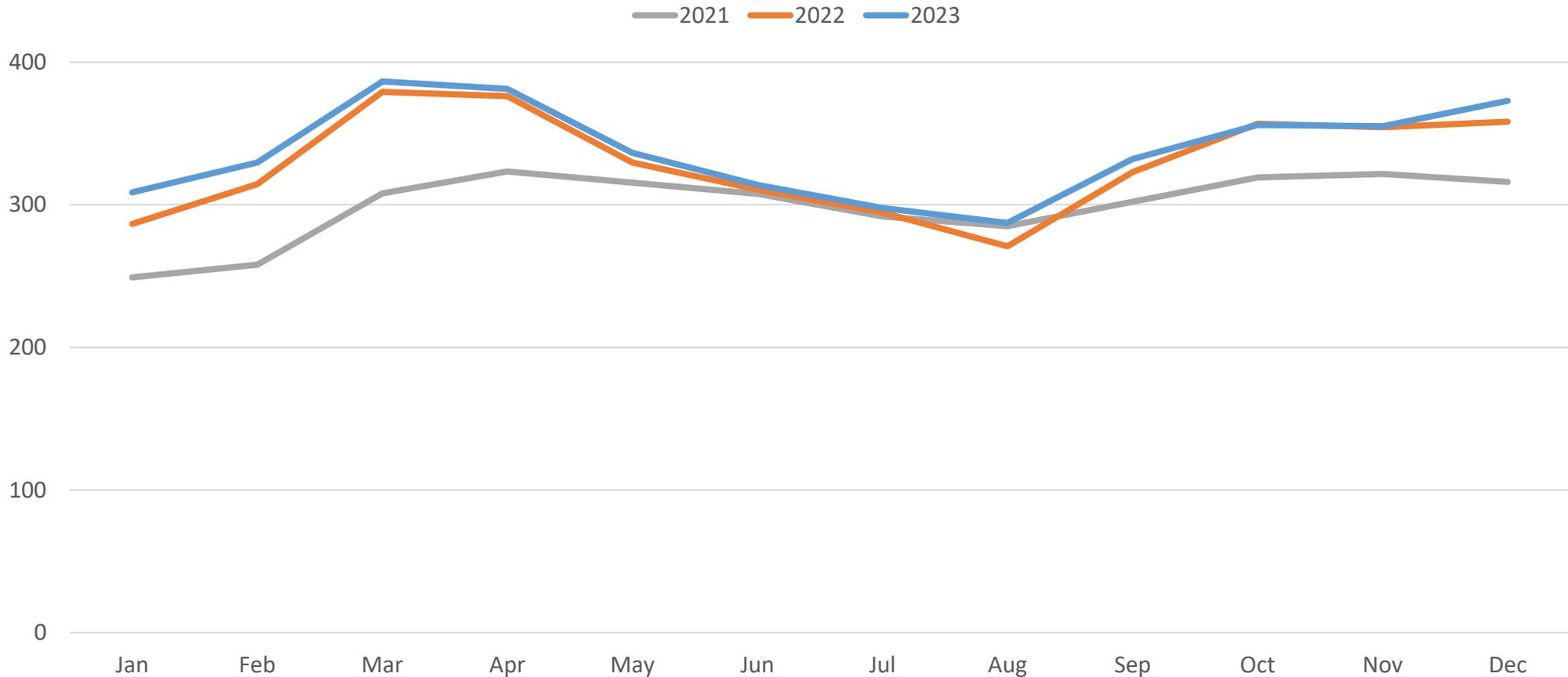
### Annual Average Daily Rate

2021: \$299.71

2022: \$329.46

2023: \$338.04

2022 and 2023 ADR was almost identical and showed significant recovery since 2021.



Source: KeyData

## LODGING TRENDS: SHORT-TERM RENTALS

# RevPAR (2021-2023)

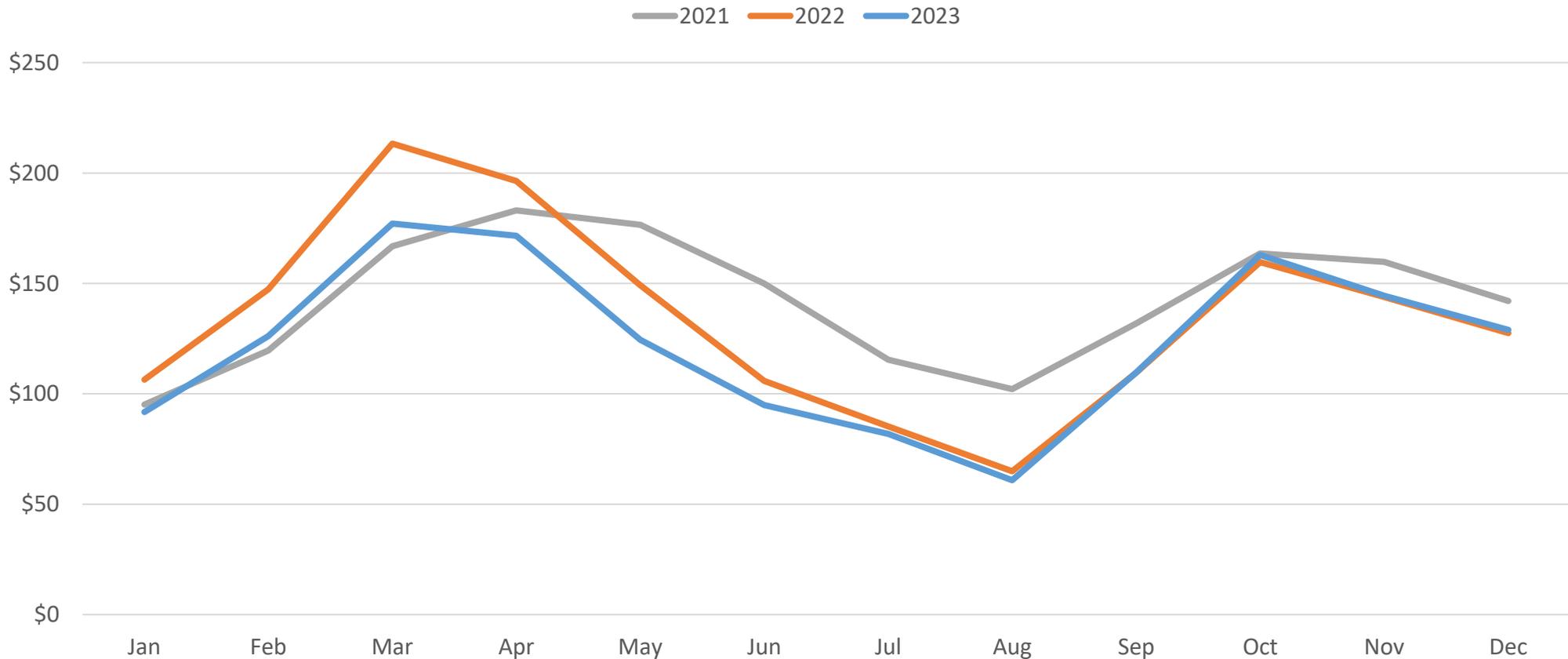
### Annual Revenue per Available Room

2021: \$142.18

2022: \$134.09

2023: \$122.88

For short-term rentals in Sedona, the occupancy rate was the determining factor in RevPAR. The higher occupancy throughout 2021 and early 2022 saw significantly higher revenues than in subsequent months.



Source: KeyData

# Seasonal Comparisons

Mobile Location Data



# Comparative Insights



Start Date  
August 01, 2022

End Date  
November 30, 2022

Study Geography  
Greater Sedona Area

Comp Start Date  
August 01, 2023

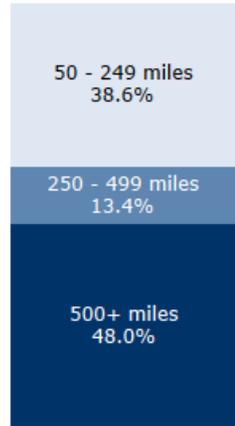
Comp End Date  
November 30, 2023

Comp Study Geography  
Greater Sedona Area

## Greater Sedona Area : August 01, 2022 to November 30, 2022

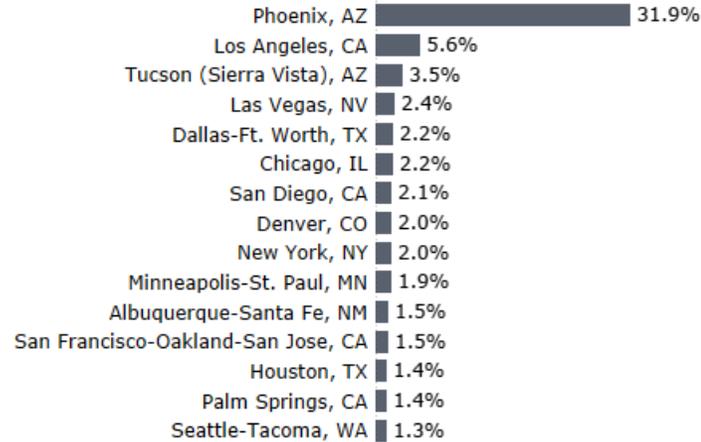
### Distance Share

% share of total



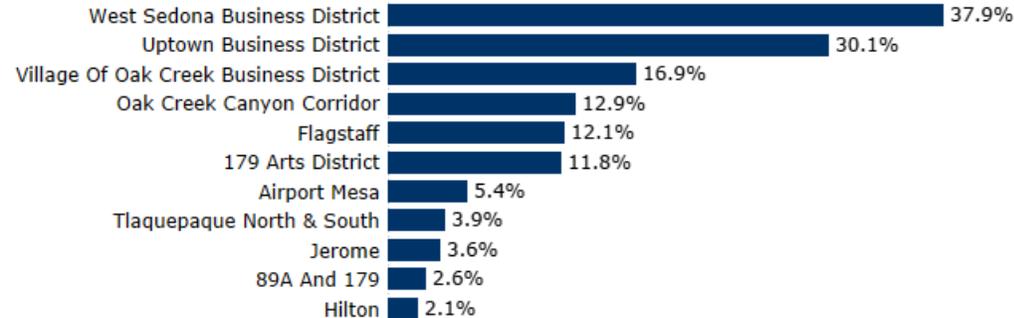
### Top Visitor Origin DMAs

% share of total



### Top POIs Visited

% share of trips



## Greater Sedona Area : August 01, 2023 to November 30, 2023

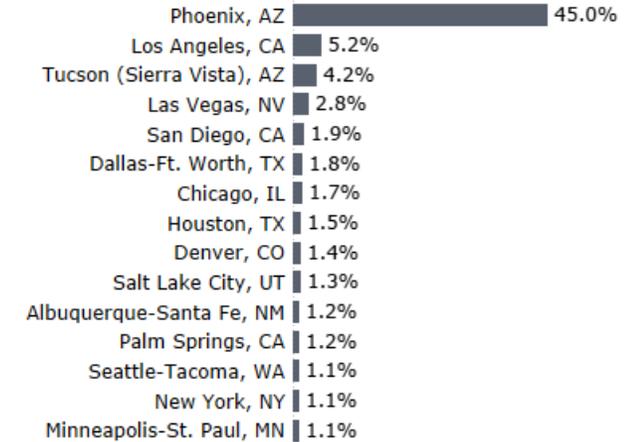
### Distance Share

% share of total



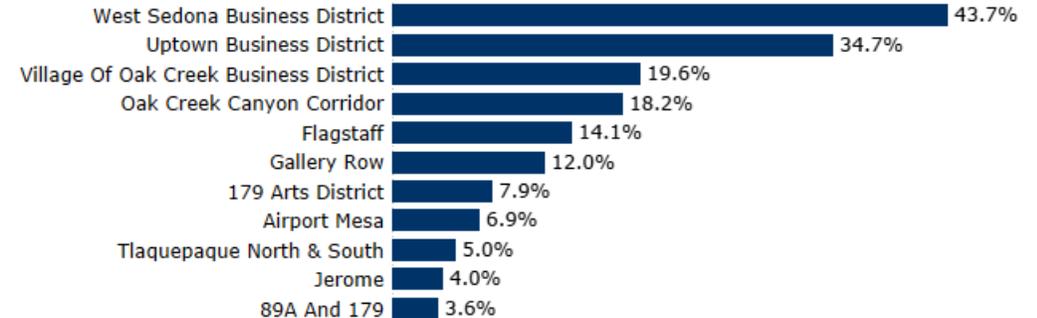
### Top Visitor Origin DMAs

% share of total



### Top POIs Visited

% share of trips



Source: Near

# Domestic Visitors: Greater Sedona Area



Study Geography  
Greater Sedona Area

Start Date  
August 01, 2022

End Date  
November 30, 2022

Trip Type  
All

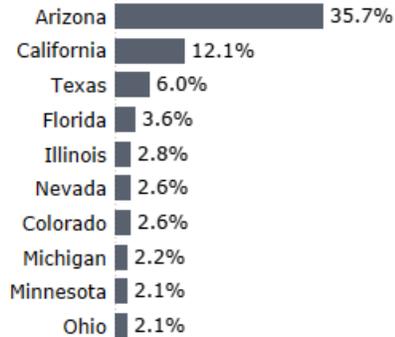
Weekend/Weekday Trips  
All

Sample Size: 35,906



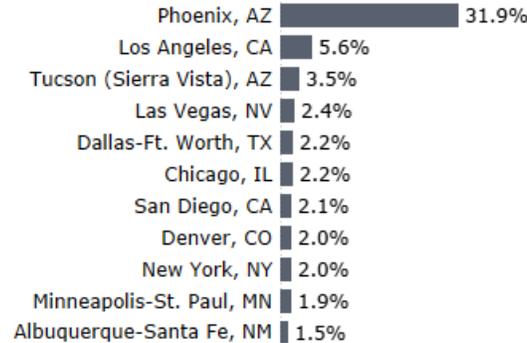
## Top Visitor Origin States

% share of total

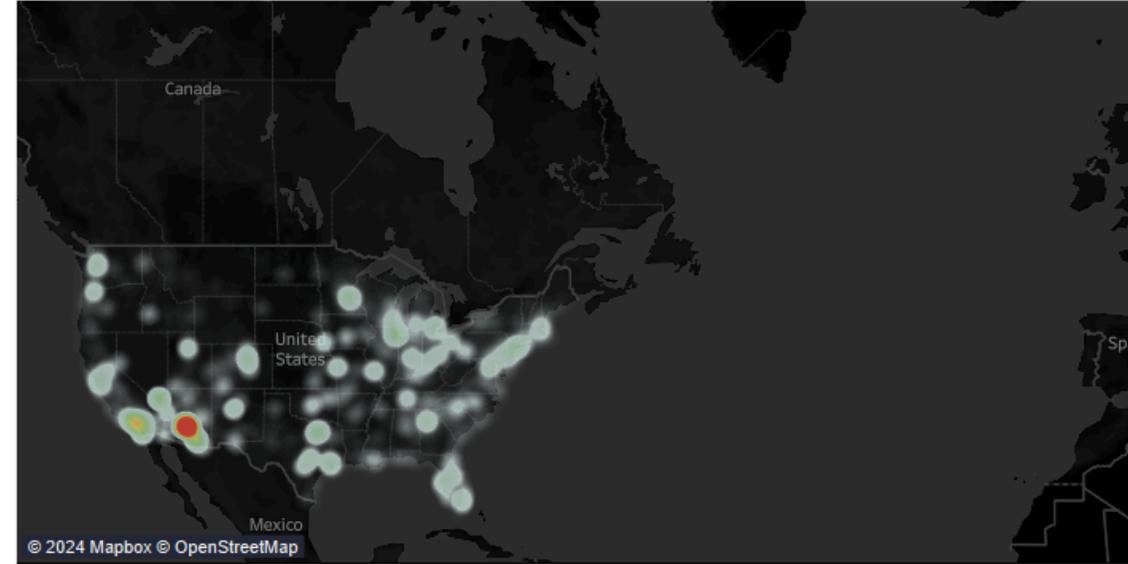


## Top Visitor Origin DMAs

% share of total

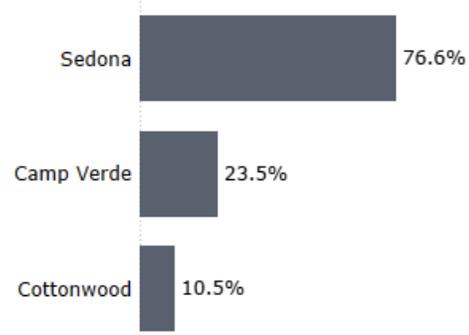


## US Mainland Origin Heat Map



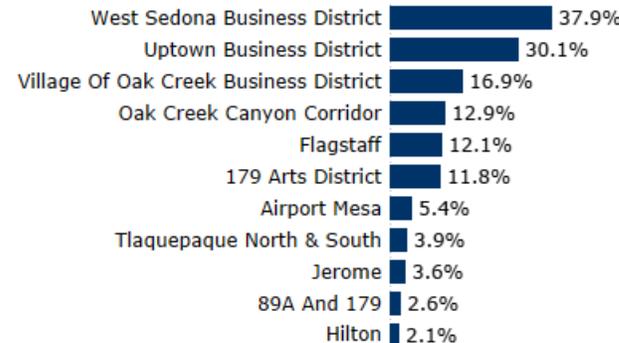
## Cross Visits

% share of visitors



## Top POIs Visited

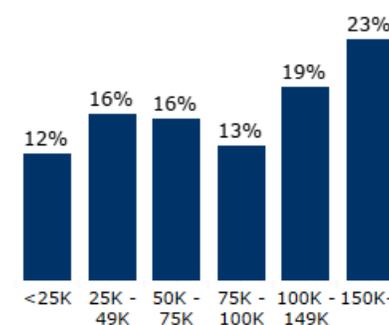
% share of trips



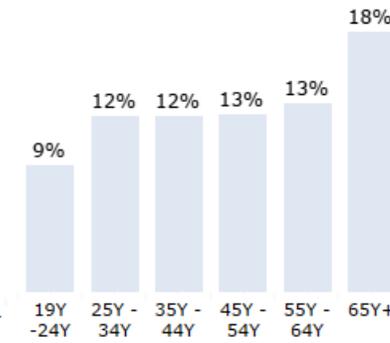
## Demographic Estimates

### Household Income

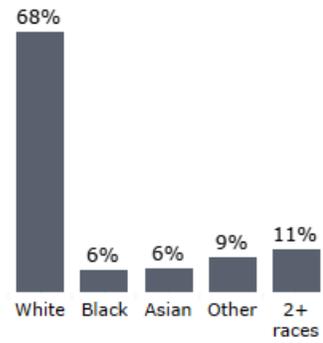
Median: \$95.2K



### Age Groups



### Race



Source: Near & US Census Bureau

# Domestic Visitors: Greater Sedona Area



Study Geography  
Greater Sedona Area

Start Date  
August 01, 2023

End Date  
November 30, 2023

Trip Type  
All

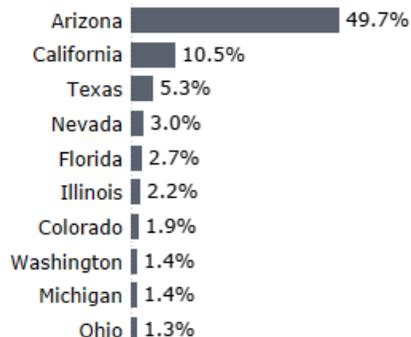
Weekend/Weekday Trips  
All

Sample Size: 98,784



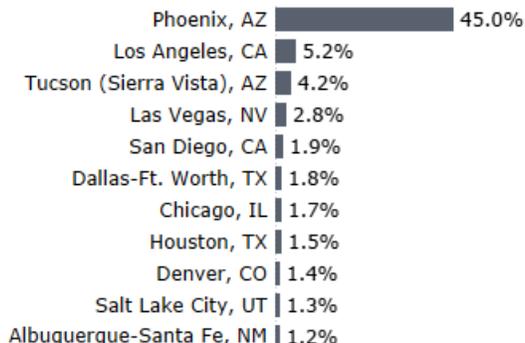
## Top Visitor Origin States

% share of total

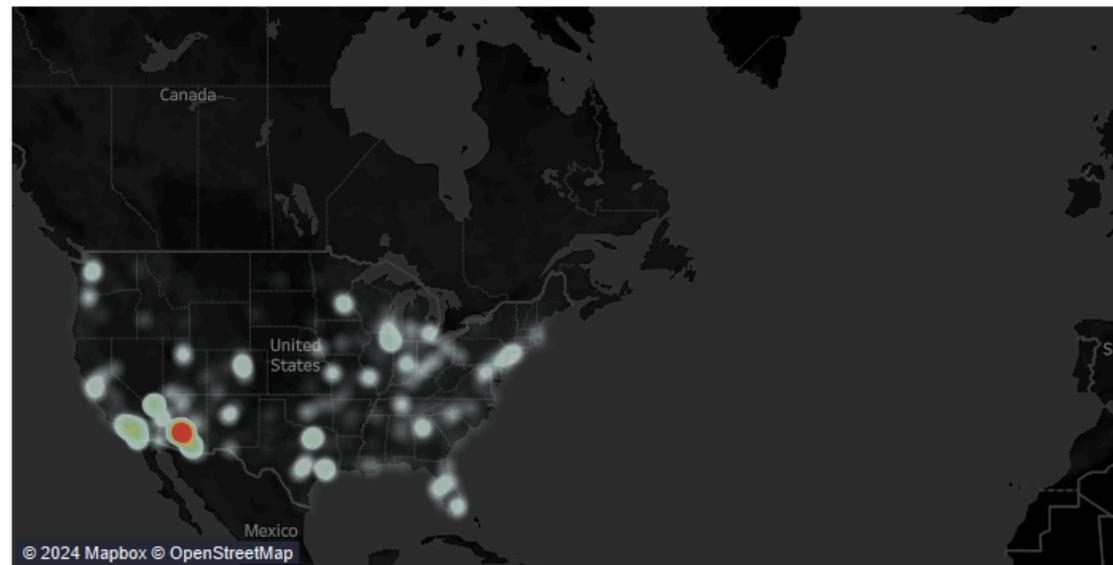


## Top Visitor Origin DMAs

% share of total

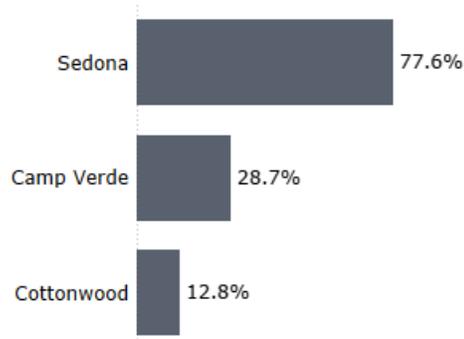


## US Mainland Origin Heat Map



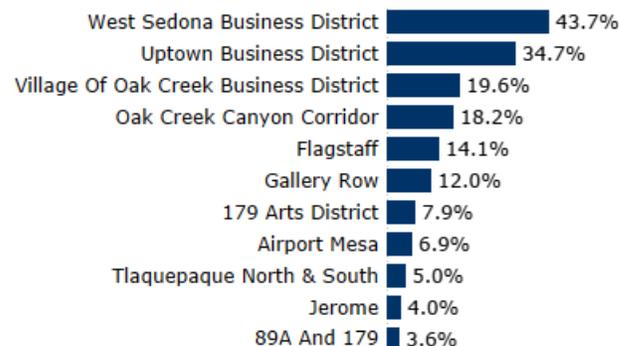
## Cross Visits

% share of visitors



## Top POIs Visited

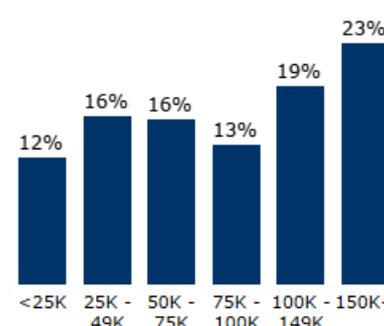
% share of trips



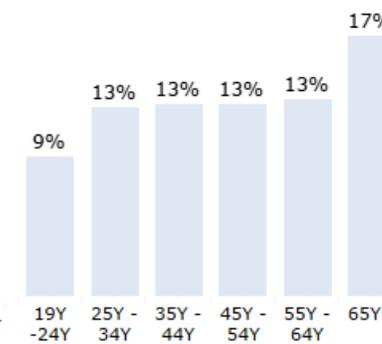
## Demographic Estimates

### Household Income

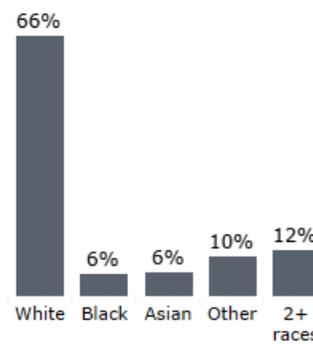
Median: \$95.1K



### Age Groups



### Race



MOBILE LOCATION DATA

Origin Markets

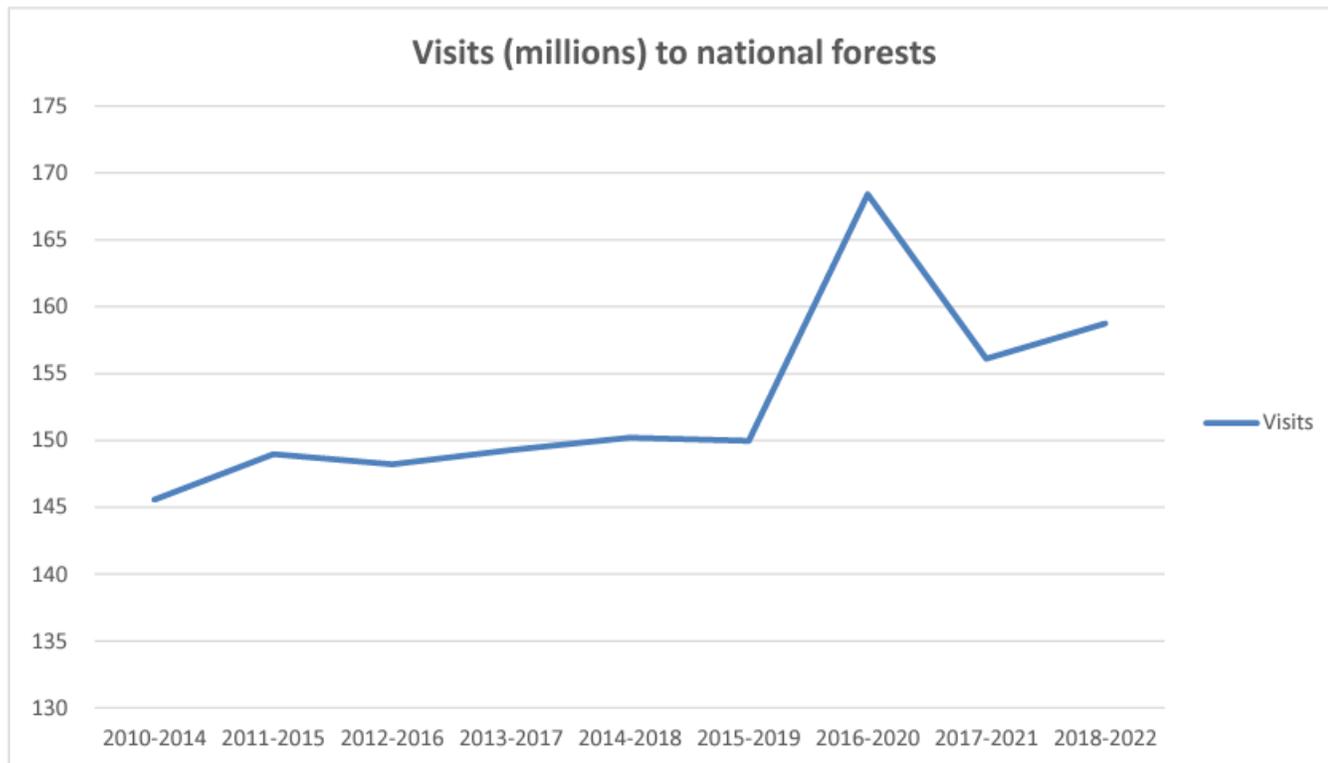
2022



2023



# Public Land Usage



Source: [U.S. Forest Service National Visitor Use Monitoring Survey Results, September 2023](#)

Although official visitor estimates to the Red Rock Ranger District have not been estimated since 2015 (2.8 million total visitors, 1.7 million trail users at the time), the increase in visitation to all parts of the National Forests has risen at steeper rates compared to the years prior to 2016. Even as of 2015, visitor use of the district had tripled in the prior decade.

Source: [Visitor Use Summary Data - 2015, Red Rock Ranger District, Coconino National Forest](#)

# Stakeholder Engagement Activities

# Engagement Activities

To inform this important process, the City of Sedona and Coraggio Group undertook a series of engagement activities with residents and stakeholders to ensure that critical voices and insights were captured.

19

Interviews with stakeholders representing the arts, environmental groups, transportation, recreation, and businesses

3

In-person listening sessions with the Tourism Advisory Board, Sedona Lodging Council and Sedona residents



# Acknowledgements:

Coraggio Group would like to thank the following groups and individuals for lending their time, expertise and insight to this process:

## **Sedona City Council**

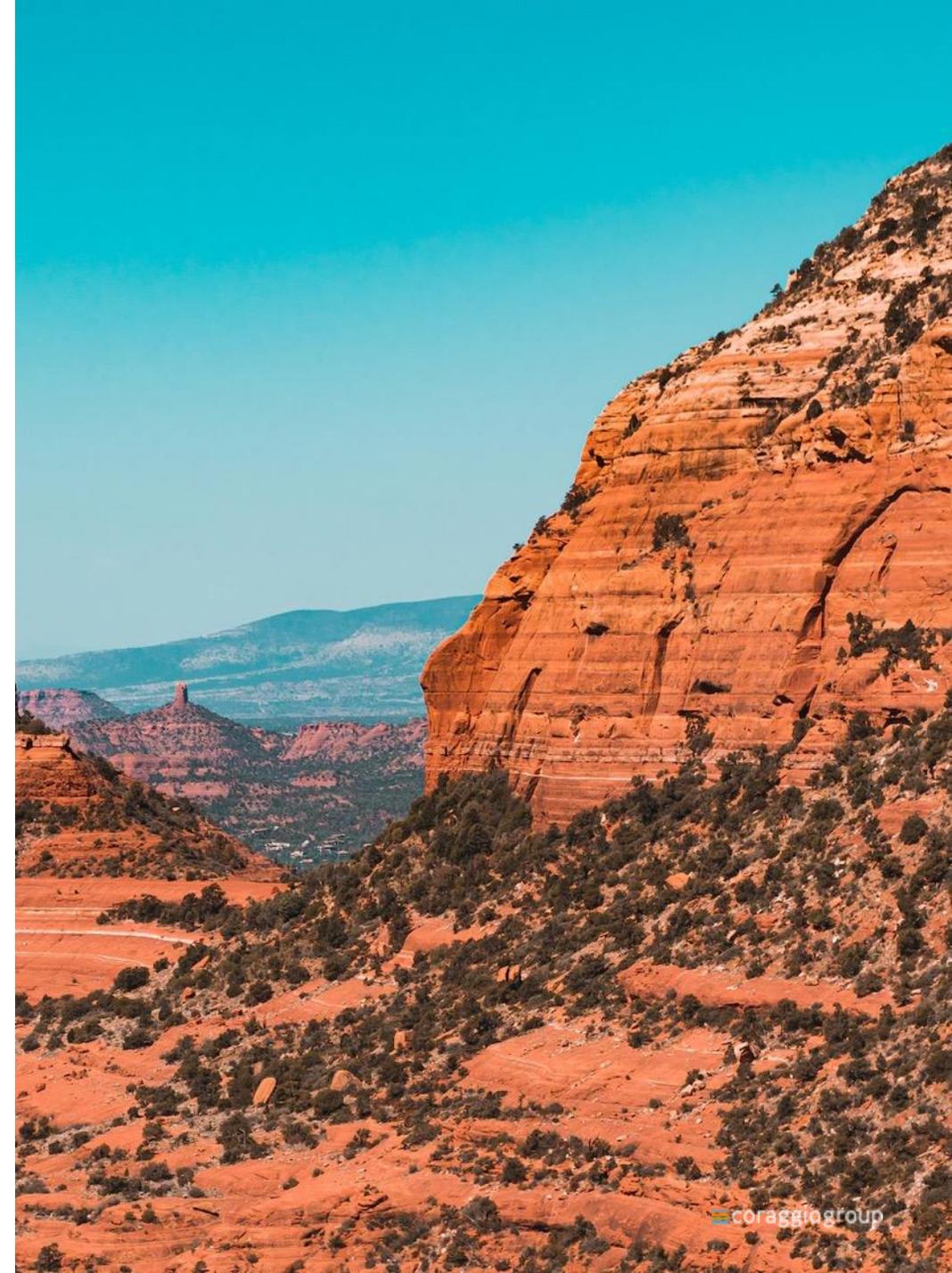
Mayor Scott Jablow  
Vice Mayor Holli Ploog  
Councilor Pete Furman  
Councilor Jessica Williamson  
Councilor Kathy Kinsella  
Councilor Brian Fultz  
Councilor Melissa Dunn

## **Tourism Advisory Board**

David Price, Chair  
John Fitzgibbons, Vice Chair  
Alisha Hansen  
Althea Johnson  
Richard Kepple  
Randy McGrane  
Bob Pifke  
Frances Reimer  
Danielle Sonn  
Craig Swanson  
Renee Taylor

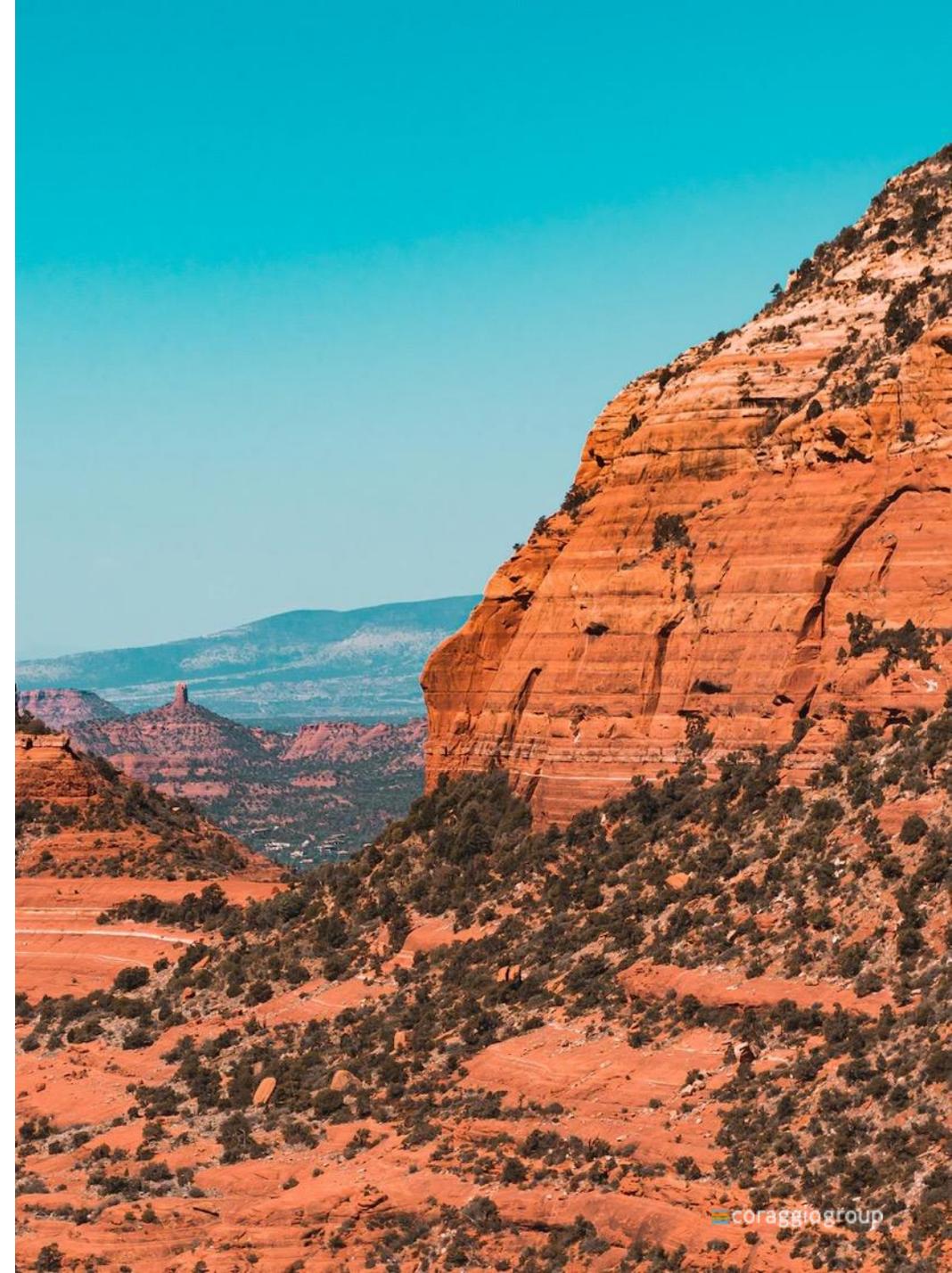
## **Sedona Lodging Council**

Cheryl Barron, President  
Lonnie Lillie, Vice President  
Debra Shinn, Vice President  
Cilla Stark, Secretary  
and attendees



## Acknowledgements (continued):

- Nena Barlow, Owner, Barlow Adventures
- Michelle Conway, President and CEO, Sedona Chamber of Commerce & Tourism Bureau
- Chef Lisa Dahl, Dahl Restaurant Group
- Linda Goldenstein, Owner, Goldenstein Gallery
- Wendy Lippman, Managing Partner, Tlaquepaque Arts and Crafts Village
- Pete Sanders, Treasurer, Sedona Metaphysical Spiritual Association
- Greg Stevenson, Owner, The Hike House
- Mike Raney, Owner, Thunder Mountain Bikes
- Ed Rose, Airport Manager, Sedona Airport Authority
- Pat Schweiss, Director, Sedona International Film Festival
- Amy Tinderholt, District Ranger, National Forest Service
- Cameron Wylde, Owner, Wylde Vacation Rentals



# Special Thanks

To the residents of Sedona for their passion and insight, particularly at the Resident Listening Session.



Resident Listening Session, January 22, 2024

# Stakeholder Themes

## STAKEHOLDER ENGAGEMENT

# Themes

1. Protecting the environment and the transcendent nature of Sedona is paramount.
2. Transportation solutions will continue to be a long-term priority.
3. A clear, consistent, and representative brand will be critical in shaping Sedona's reputation and attracting visitors who will care for the destination.
4. Tourism is a key economic driver in Sedona, and stakeholders desire a balance between economic vitality and the Sedona way of life.
5. The City may be in a better position to holistically manage the destination and will need to demonstrate coordination with other city departments and external agencies.
6. Consistent and coordinated communication is needed for three specific audiences: target visitor segments, all visitors and residents.

## INSIGHTS

# Protecting the environment and the transcendent nature of Sedona is paramount.

Almost universally in listening sessions and interviews, stakeholders emphasized the transcendent and revered quality of Sedona and its natural environment. There is a strong emotional connection to and sense of responsibility for the environment and to preserve its health and tranquility.

- Several stakeholders pointed out that Sedona has possibly the best hiking and established trail system in the country, a market advantage that should be capitalized upon.
- Stakeholders see Sedona's recreation brand as slower and more intentional, which can conflict with the large number of motorized vehicles utilizing trails and outdoor assets.
- Sedona's local community highly values volunteerism, which may provide opportunities to utilize this spirit and the underlying infrastructure to engage visitors in volunteer projects.
- Many stakeholders and residents attribute environmental degradation and poor visitor behavior to the volume of day visitors, particularly from the Phoenix metro area, although it is difficult to fully ascertain if any one group is responsible with available data. However, the desire for robust educational messaging to Sedona visitors was clear.

*"Hikers form a connection to Sedona. They can come here for two years and never do the same trail twice."*

Stakeholder  
Interview

## INSIGHTS (continued)

# Protecting the environment and the transcendent nature of Sedona is paramount.

- Stakeholders are concerned that the trails are subject to overuse and damage. In particular, the condition of the trails during and immediately after COVID was traumatic for residents.
- There appears to be a mismatch between Forest Service's mission and approach to management of the lands around Sedona compared to how Sedona may desire the lands to be protected and managed. Stakeholders suggest that the volume of visitors and the proximity to such a heavily visited town requires more enforcement, infrastructure and resources than are currently allocated. Stakeholders describe the relationship between the City and the Forest Service as good, but that there is potential to work together more effectively.
- Visitor use of Forest Service land is unlikely to decrease given current visitor trends. A focus on supporting infrastructure such as bathrooms, trash cans and shuttles will be important to facilitate and encourage responsible recreation behaviors.

*“[The forest lands] are visited as much as National Parks, but without the management and resources dedicated to National Parks.”*  
- Stakeholder Interview

## ENVIRONMENT

# Recommendations

- Clarify the desired future state through vision and mission statements that address the revered nature of Sedona. This serves to unify stakeholders around a common understanding for how Sedona will protect its landscape and ethos.
- Coordinate even more with hotels and short-term rental operators to utilize booking channels for education.
- Create a formalized cooperative agreement with the Forest Service district to set clear priorities and strategic goals.
- Connect with similar destinations to advocate for federal land management policy updates.

## INSIGHTS

# Transportation solutions will continue to be a long-term priority

Another nearly universally cited challenge was traffic congestion, particularly in Uptown. The City has made significant strides in traffic mitigation efforts, but the process of coordinating transportation infrastructure improvement within a limited system is a years-long endeavor.

- Although many stakeholders are realistic about the limitations present, traffic is at the forefront of everyone's mind and requires attention and action.
- Expanding ridership and growing the City's transit system is a key long-term opportunity, and the City can undertake strategies in the short-term towards that goal.
- Several stakeholders highlighted examples from other cities such as Aspen, Glenwood Springs, and Telluride as potential models for traffic and parking management, particularly around popular trailheads.
- There is a desire for a transit system that allows visitors to "Park Once" and is ultimately more convenient than using their personal vehicle in town.

## TRANSPORTATION

# Recommendations

- Work toward utilizing tech solutions for parking management and increasing awareness of existing shuttle and transit options, particularly on Google Maps and other platforms frequently used by travelers.
- Continue to work together with OHV rental companies on education for responsible use and ways that operators can minimize noise and environmental impacts.
- Explore partnerships with OHV manufacturers to leverage existing or create responsible use educational materials to distribute to private vehicle owners.
- Continue to work with hotels and short-term rental owners to educate their guests on the availability of transit options.
- Continue to coordinate and play a key role in transportation master planning.
- Connect with similar destinations to discuss their transportation models and learn their current best practices.

## THEME

# A clear, consistent, and representative brand will be critical in shaping Sedona's reputation and attracting visitors who will care for the destination.

A consistent message among all stakeholder groups was the need to have more control of the message. Without a strong, authoritative brand and voice from the destination itself, consumers were left with a scattered collection of messages, many of which did not communicate messages that aligned with the Sedona resident or business community.

- Once a brand is established for Sedona, it not only clarifies the message to visitors but can be a rallying point for residents. It may be reassuring to residents to know how their home is being represented and promoted.
- Stakeholders cited a desire to refocus on arts and culture. Sedona has become so well known for its outdoor recreation that the arts have gotten lost. Stakeholders contend that visitors interested in arts and culture spend more, attend festivals and support important small businesses in Sedona.
- Stakeholders described Sedona's ethos as spiritual and valuing the environment, arts, culture, peace and respect. They desire visitors to mirror those values as well.
- In addition to arts and culture promotion, stakeholders desire a brand that promotes a sustainable outdoor recreation ethos, one in which recreationists are here to commune with nature rather than conquer it.

*“Sedona markets itself with its beauty. We need to focus on why they need to stay.”*  
- Stakeholder Interview

## CONSISTENT BRAND

# Recommendations

- Finalize the Sedona brand with DVA and establish a communication plan to bring it to stakeholders and residents.
- Establish a way to consistently update and communicate the Tourism Program initiatives and key messaging.
- Commit to a high level of transparency, particularly about marketing decisions that are likely to draw detractors.
- Activate the City Council and TAB in championing the brand and the City-led tourism program's approach.

## THEME

# Tourism is a key economic driver in Sedona, and stakeholders desire a balance between economic vitality and the Sedona way of life.

There is a general understanding that tourism is *the* economic industry in Sedona and businesses depend on it to survive. However, there is a disconnect between the motivations of tourism stakeholders and many residents who do not rely on tourism for income.

- Minimizing the swings between high and low seasons has several benefits; allowing businesses to provide more consistency for their workforce, which could in turn, leads to less turnover and loss of institutional knowledge. However, it should be noted that some residents value the slower winter season as a relief from the high season.
- Residents and stakeholders value the small-town quality of Sedona but desire a greater sense of community. They cite a lack of a city center and gathering places for locals to connect, a concern for shrinking schools as well as the detrimental impact of short-term rentals on the sense of community within neighborhoods.
- Cost of housing was cited as a major impediment to a sense of community, maintaining workforce for businesses and traffic.
- The high volume of short-term rentals were mentioned by residents and stakeholders as a key issue, negatively impacting housing costs and the sense of neighborhood community.
- In the resident listening session and survey, there is a significant group who feel that fewer visitors is the most desirable outcome, and for this group, the negative impacts of visitation outweigh the benefits.

*“Where do WE  
gather?”*  
-Resident  
Listening  
Session

## ECONOMY AND QUALITY OF LIFE

# Recommendations

- Actively communicate to residents that their concerns are heard and valid and point to specific actions undertaken by the City to remediate these concerns.
- Set achievable goals and metrics to establish a narrative of action and results.
- Continue to provide residents with opportunities to have an impact, such as contacting their state legislators about short-term rental regulations.
- Continue to market shoulder and off-season travel to minimize the seasonal shock experienced by the community and improve consistency for businesses.
- Utilize peak-season marketing to educate drive markets on responsible visitation and destination management messaging.
- Because tourism drives the local economy, the Tourism Program should be regularly consulted and involved in broad City initiatives and planning.
- Begin to clarify an achievable definition of a balanced tourism economy.

## THEME

# The City may be in a better position to holistically manage the destination and will need to demonstrate coordination with other city departments and external agencies.

As an entity, the City is naturally positioned to respond to a wide variety of stakeholders in balance (residents, businesses and visitors) and may be better able to work within its own structure to address destination management needs such as wayfinding, zoning and transportation. Sedona's reputation globally and the tendency for businesses and social media to promote the destination speaks to a need for guiding demand and managing the impacts within complex structures.

- Most of the issues cited by stakeholders do not involve a lack of awareness of Sedona as a destination, but rather call for an integrated approach to managing visitor volumes and impacts. The City may be in a better position to work directly with its own departments such as Public Works and transit as well as external agencies such as ADOT and the Forest Service.
- Partner organizations and businesses look to the City for direction. There is a need to define the roles played by each organization under the umbrella of tourism management. In this new configuration, the Chamber can focus on promoting businesses while the City promotes an overall brand and ethos.
- Several stakeholders expressed a desire to take a more regional perspective on tourism promotion and development, particularly given that visitors do not delineate between Sedona city limits and other jurisdictions.
- The City has an opportunity to be a convener, bringing groups together to make progress against complex challenges.
- Many challenges cited by stakeholders involve multiple agencies such as the desire to enforce or establish enforcement of parking regulations in Oak Creek Canyon and near trailheads.

*“Mend the fence  
with the  
Chamber.  
Understand what  
they were doing  
right and  
capitalize on  
that.”*  
- Stakeholder  
Interview

## Recommendations

- Work with the Chamber on how to effectively communicate with the business community.
- Define and document the specific roles played by partner organizations to ensure everyone is clear, goals are aligned, and efforts are not duplicated.
- Leverage initiatives within the Community Plan that are aligned with Tourism Program goals.

*“If you listened to everyone, you would do nothing. I’m here to do things.”*  
- Stakeholder Interview

## INSIGHTS

# Consistent and coordinated communication is needed for three specific audiences: target visitor segments, all visitors and residents.

Throughout the stakeholder engagement process, it became clear that three audiences require consistent and tailored messaging. They want the City to market to visitors who will be the most beneficial to Sedona, educate those who are coming regardless of marketing on how to visit Sedona in a respectful manner, and to meet the communication needs of residents.

- Residents and industry stakeholders were consistent in that the ideal Sedona visitor is one who appreciates arts and culture and treats Sedona as sacred.
- Educating all visitors on how to visit Sedona in a responsible and respectful way was nearly universally cited by residents and stakeholders. The ideal Sedona visitor is respectful of residents and the landscape, appreciates arts and culture, spends time and money in Sedona at local businesses and has an interest in volunteering their time to leave Sedona better than they found it.
- The City and Council have an opportunity to set a unified and deliberate tone when communicating about tourism issues.
- Residents want to be able to see themselves and their values in the tourism brand.
- Stakeholders expressed a desire for data and measurable objectives. Many are versed in marketing tactics.

*“[Residents should look at the brand and say,] Oh man, that’s the Sedona I want”*  
- Stakeholder Interview

## COMMUNICATION

# Recommendations

- Clearly and realistically communicate expected timelines. Ensure that the strategy includes a mix of “quick wins” as well as long-term plans such as roadways.
- Activate City Council and TAB members as community advocates around a focused message to the community and prepare members for tough questions.
- Several stakeholders compared Sedona to a national park in terms of visitation and the need for protection and management. This may be a useful framing to help other agencies understand the need for resources and policy changes when it comes to the public lands around Sedona.
- Clearly define how goals and initiatives will be measured and communicate progress to the full Sedona tourism community.
- Explore a consistent and financially sustainable method of estimating key metrics such as visitation volume.
- Establish a highly visual and approachable way to communicate how the City is conducting marketing efforts. This may include examples of advertising creative, target market profiles, and campaign goals and performance metrics.

# Appendix

## DESTINATION MANAGEMENT- Benchmarking and Peer Comparisons

- **Visitor Management Marketing**
  - **Amsterdam, Netherlands-** ["Stay Away" campaign](#) launched in 2023 with debatable success
  - **New Zealand-** [Tiaki Promise campaign](#) to encourage visitors to adopt indigenous and local environmental values
- **Trail Visitation and Degradation Management**
  - **Aspen, CO-** Concentration of visitors sent to [Maroon Bells](#), which has shuttle transportation, reservations, hardened and widened trails, and ample toilets and trash cans. This relieves pressure on other trails and allows locals to find less crowded areas to recreate.
  - **Crested Butte, CO-** Implement a dispersal method, where the [plethora of trails are marketed](#) in hopes of minimizing traffic and trail degradation due to the use being spread throughout the area.
- **Transportation**
  - **Glenwood Springs, CO-** Provide a [shuttle from downtown to Hanging Lake](#), a primary visitor attraction that is outside of town. Spurs downtown spending from visitors and mitigates traffic and parking issues at the lake.
- **Arts and Cultural Events in an Outdoor Recreation Community**
  - **Santa Fe, NM-** [Provide events](#) to both offset seasonality but also enhance busier times to promote longer stays, local culture, and community development.
  - **Park City, UT-** Beyond Sundance, there is a [consistent amount of events](#) throughout the year that enhance both local and visitor experiences.
- **Champion the Value of Tourism**
  - **British Columbia, Canada-** Conveys the positive impacts of tourism to locals through a [Tourism Industry Dashboard](#), [ongoing resident sentiment research](#), and working with communities to [promote local stories and attractions](#).

Destinations around the world struggle with many of the same issues as Sedona. While no single destination has cracked the code in sustainable destination management, knowledge sharing among these places can provide best practices to adapt for Sedona.

## TAX INCOME

# FY2023-2024 City of Sedona Annual Budget Tax Collection

- The City's total **tax** revenue (excluding fees, permits, and state-shared revenues) is budgeted to be \$38,409,000.
- \$8,025,000 is derived from bed taxes, approximately 20.9% of total tax revenue, or 12% of the City's total revenue.
- The sales tax is the primary source of the City's funding, contributing 45.6% of total revenues.

### All Funds

	General Fund	Streets Fund	Housing Fund	Grants, Donations, & Restricted Funds	Transportation Sales Tax Fund	Capital Improvements Fund	Development Impact Fees Funds	Art in Public Places Fund	Public Transit Fund	Wastewater Enterprise Fund	Information Technology Fund	Totals
<b>Revenues</b>												
City Sales Taxes	\$ 26,052,000	\$ -	\$ -	\$ -	\$ 4,332,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,384,000
Bed Taxes	8,025,000	-	-	-	-	-	-	-	-	-	-	8,025,000
In Lieu Fees	552,340	-	-	-	-	-	-	-	-	-	-	552,340
Franchise Fees	906,500	-	-	-	-	-	-	-	-	-	-	906,500
State Shared Revenues	4,749,000	994,000	-	86,700	-	-	-	-	-	-	-	5,829,700
Other Intergovernmental	56,800	-	60,330	2,482,340	-	775,000	-	-	1,387,290	-	-	4,761,760
Licenses and Permits	644,580	-	-	-	-	-	-	-	-	-	-	644,580
Charges for Services	926,190	-	-	-	-	-	-	-	115,300	6,270,370	500	7,312,360
Internal Cost Charges	-	-	-	-	-	-	-	-	-	-	2,561,760	2,561,760
Fines and Forfeitures	332,850	-	-	27,700	-	-	-	-	-	43,600	-	404,150
Development Impact Fees	-	-	-	-	-	-	993,500	-	-	-	-	993,500
Capacity Fees	-	-	-	-	-	-	-	-	-	1,675,570	-	1,675,570
Other Revenues	709,140	29,560	61,520	79,170	168,540	471,330	71,100	4,090	-	459,060	19,600	2,073,110
Contingent Grants and Donations	-	-	-	500,000	-	-	-	-	-	-	-	500,000
<b>Total Revenues</b>	<b>\$ 42,954,400</b>	<b>\$ 1,023,560</b>	<b>\$ 121,850</b>	<b>\$ 3,175,910</b>	<b>\$ 4,500,540</b>	<b>\$ 1,246,330</b>	<b>\$ 1,064,600</b>	<b>\$ 4,090</b>	<b>\$ 1,502,590</b>	<b>\$ 8,448,600</b>	<b>\$ 2,581,860</b>	<b>\$ 66,624,330</b>
<b>Other Financing Sources</b>												
Transfers from Other Funds	\$ -	\$ 2,298,349	\$ 14,835,500	\$ -	\$ -	\$ 6,767,760	\$ 4,507,280	\$ 19,130	\$ 3,407,600	\$ 3,284,400	\$ 44,450	\$ 35,164,469
<b>GRAND TOTAL</b>	<b>\$ 42,954,400</b>	<b>\$ 3,321,909</b>	<b>\$ 14,957,350</b>	<b>\$ 3,175,910</b>	<b>\$ 4,500,540</b>	<b>\$ 8,014,090</b>	<b>\$ 5,571,880</b>	<b>\$ 23,220</b>	<b>\$ 4,910,190</b>	<b>\$ 11,733,000</b>	<b>\$ 2,626,310</b>	<b>\$ 101,788,799</b>