

Fees and Charges Report

Date: March 21, 2022

To: City Council

Through: Marc Heirshberg, Deputy City Manager

From: Andrea Moore, Director, Parks, Recreation and Community Facilities

Subject: Parks, Recreation and Community Facilities Department Fees and

Charges - Citywide

Purpose and Recommendation

The purpose of this report is to submit for review and consideration recommended changes to fees and charges for certain services provided by the Parks, Recreation and Community Facilities (PRCF) Department.

The PRCF Department and the Parks and Recreation Advisory Board, requests City Council's approval of changes for the recommended FY 2022/2023 Schedule of Fees and Charges for implementation in FY 2021/2022, as summarized in this report and detailed in the attached document. The Fees and Charges if approved by City Council will be effective as of April 1, 2022, as is the historical practice of fee implementation for the PRCF Department to coincide with summer program registration.

Background

The PRCF Department offers diversified programs and services at facilities that include parks, recreation centers, swimming pools, sports fields, a golf course, stadiums, convention center, amphitheater, and cemetery. The Department relies on its ability to generate revenues via fees and charges to provide these services and maintain its facilities. Fees and charges are continually monitored in order to adapt to program costs and current market and economic conditions and are adjusted accordingly within the ranges approved by Council and published in the Fees and Charges Schedules.

Each year in October, PRCF staff contact neighboring municipalities to gather data to compile a market comparison survey of fees and charges for similar program and service offerings. The Parks, Recreation and Community Facilities management and staff review and consider changes to the fee schedule and make decisions based on participant capacity, market demands, and fee structures of other cities prior to presenting the recommended changes to the Parks and Recreation Advisory Board. The recommended fees as outlined in this report were approved by the Parks and

Recreation Advisory Board on January 12, 2022; with the majority of changes being focused on fee structure simplification, terminology/verbiage changes, and range adjustments in programs and services to allow for ongoing market flexibility and to aid in cost recovery.

Discussion

The Department is proposing ranges for program fees which will allow for maximizing capacity in programs while providing flexibility to adjust fees to achieve cost recovery and respond to changes in market conditions. Detailed below are the related programs with new or adjusted fee ranges as recommended for approval.

Commercial Facilities:

The fiscal impact with the changes recommended in the Commercial Facilities is estimated at \$17,050 for FY 2022/2023.

Hohokam Stadium

Simplification and clarification for readability. Allow for negotiated agreements to meet customer requests and needs.

Mesa Convention Center and Amphitheatre

Establishment of new fees for services or areas that have been requested from various users.

Update fees for simplification and readability.

Expand fee ranges and update units to allow for broader negotiating terms based on various factors such as day of the week, length of the event, number of events on site to assist in cost recovery.

The Post

Establishment of new fees for services associated with the opening of The Post (former Federal Building) in early 2023.

Parks and Recreation (Exhibit B):

There is an estimated fiscal impact of \$26,640 for FY2022/2023.

Aquatics

Expand fee ranges to allow for the addition of potential new programming.

Establish three seasons: Summer (seasonal), Fall and Spring (offseason).

Establish new fee for "Flow Room" rental at Rhodes for participants to use for hosting meetings and events. Remodel in process, planned to open in Summer 2022.

Park Use

Reorganize schedule to create new section for Large Events for simplification, clarity, and readability. Addition of new fees to add services to aid in cost recovery and meet marketdemands.

Expand fee range at the ice rink to allow for the addition of lower cost items.

Recreation Center/Gymnasiums

Webster, Jefferson, Eagles and Red Mountain Addition of new fees for potential new programming.

Update verbiage from family to household to aid in simplification of charging fees.

Sports Leagues

Update with new Sports Complexes.

Clarification of current complexes with sport type played at facilities.

Addition of new fees for protentional new programming.

Recreation Activities

Update section title to allow for potential new programming and events.

Fee updated to Specialty Camps/Programs/Events to adjust to market conditions and to accommodate new and more cost-effective programs.

Alternatives

- 1. Take no action. Maintain the fees and charges for services provided by the Department at current levels. No fiscal impact on current revenue projections based on the existing fee structure would result.
- 2. Recommend alternative adjustments to the proposed fees and charges. The fiscal impact of this decision would depend on the changes proposed.

Fiscal Impact

There is an anticipated fiscal impact of \$43,690 in FY2022/2023 with the adjustments outlined in this report. Recommended changes continue to simplify the PRCF Fees and Charges Schedules and maintain current cost recovery goals of the PRCF's diverse programming while also recognizing Parks and Recreation's role in the community to provide affordable, accessible programs and facilities to its citizens. Staff continues to reassess cost recovery strategies in all programs and also pursues opportunities for maximizing revenue generation through program partnership and sponsors.

Coordinated With

The recommended fees and charges were coordinated with the Parks and Recreation Advisory Board, the Office of Management and Budget and the Audit, Finance and Enterprise Committee Chair.

Fees & Charges Schedule – Key

Heading Configuration

Schedule of Fees & Charges								
Department								
Contact Information								
HEADING 1								
HEADING 2								
Heading 3								
Description of Fee								
Description of Fee 2								

Font Indications

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Font	Font Indications
Regular Font	Existing fee or language
Strikethrough	Fee or language will be deleted from the Fee Schedule
BOLD CAPS	Language is being added to Fee Schedule
Bold	New or increased Fee Amount

Description of Service		Proposed Fee RANGE	Unit	Revenu		Notes
LICHOKANA CTA DILINA						
HOHOKAM STADIUM						
Miscellaneous Stadium/Field Fees						
Paved parking lot for special events per day	\$1,050.00- \$1,260.00	NEGOTIAT BASED ON AND SCOP EVENT	N SIZE		\$1,050.00	Based on market conditions and customer requests
Labor				1105- 3215		
Electrician (4-hour minimum)	Charges will be passed thru from the contractor to the client, Arrangements are made by the Center CITY.					Update verbiage
Miscellaneous						
STADIUM PRE/POST CUSTODIAL AND CLEANING SERVICES		CHARGES BE PASSE THROUGH FROM THE CONTRAC ARRANGE TS ARE MA BY THE CI	ED E TOR. EMEN ADE			New Fee to aid in cost recovery

Schedule of Fees & Charges

Traffic Barricading CONTROL \$1,000.00-	CHARGES	Clarification of Fee to include
SERVICES for Special Events \$4,000.00	WILL BE	additional services
	PASSED	
	THROUGH	
	FROM CITY	
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	TRANSPORT	
	ATION AND	
	POLICE	
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	MADE BY	
	THE CITY.	

Description of Service	Current Fee Range	Proposed Fee RANGE	Unit	Revenue Source Code	Total Fiscal Impact	Notes
Security Services				1105- 3757		
City of Mesa Police Department Off-Duty, CONTRACTOR OR PARK RANGERS	Charges will be passed through to the client; arrangements to be made by the City.					
MESA CONVENTION CENTER						
Facility Rentals						
Mesa Room (3,090 s.f.)	\$550.00- \$900.00	\$550.00- \$1,500.00			\$3,600.00	Increased range to meet market conditions, aid in cost recovery.
Conference Theatre (3,016 s.f.)	\$600.00- \$750.00	\$750.00- \$1,800.00			\$2,000.00	Increased rental fee for Conference Theatre with additional seating and upgraded finishes and AV
Gallery	\$250.00- \$350.00	\$250.00-\$75	0.00		\$1,000.00	Increase rate to meet market conditions, aid in cost recovery

Department: Parks, Recreation and Community Facilities – Commercial Facilities								
Description of Service	Current Fee Range	Proposed Fee RANGE	Unit	Revenue Source Code	Total Fiscal Impact	Notes		
Service Fee on Rental:	Up to 20% Service Fee on Conventior Center Charges in lieu of Labor Charges	Up to 20% Service Fee Convention Center-Charge (RENT, UTILITIES, LABOR, EQUIPMENTETC)	ges			Now includes Labor Fee (eliminates Payroll Overhead – below) and equipment		
Parking Lots:		,						
Main parking lot	\$750.00 \$1,500.00	NEGOTIATE BASED ON AND SCOPE EVENT	SIZE	1105CC- 3795		Allows for small and large events, including commercial events		
MLK Way parking lot	\$500.00 \$1,000.00	NEGOTIATE BASED ON AND SCOPE EVENT	SIZE	1105CC- 3795		Allows for small and large events, including commercial events		
Parking Passes	\$5.00 20.00	\$10.00-\$25.0	00 PER VEHIC LE	1105CC- 3795		Consolidate overnight parking and event/concert parking		

Department: Parks, Recreation and Community Facilities – Commercial Facilities									
Description of Service	Current Fee Range	Proposed Fee RANGE	Unit	Revenue Source Code	Total Fiscal Impact	Notes			
Short Notice Bookings (within 40 30 days of event)	Up to 20% surcharge or discount of rental fees may be applied at the Director's or Designee's discretion.	or discount of rental fees may be applied at				Redefine what short notice is per industry standards and increase % to meet market conditions			
Miscellaneous Equipment and Services									
Piano Rental (Includes Tuning)	\$50.00- \$300.00	\$200.00- \$500.00	Per Day	1105-3781		To coordinate fee with The Post			
Dance Floor		\$150.00- \$750.00		1105-3781		Simplify fee schedule			
12' x 15'	\$150.00 \$250.00			1105-3781		Included above			
15' x 15'	\$200.00 \$275.00			1105-3781		Included above			
15' x 18'	\$250.00 \$300.00			1105-3781		Included above			
24' x 24'	\$450.00 \$600.00			1105-3781		Included above			
Risers and STAGING		\$40.00- \$75.00	Piece/PER DAY	1105-3781		Simplify fee schedule. Update unit			
6' x 8' Risers	\$30.00- \$60.00		Piece	1105-3781		Included above			

Department: 1	Proposed			Revenue	Total	
Description of Service	Current Fee Range	Fee RANGE	Unit	Source Code	Fiscal Impact	Notes
	•				•	
6' x 8' Staging	\$30.00- \$60.00					Included above
Stage Barricade	\$500.00- \$1,000.00	\$500.00- \$2,000.00			\$500.00	To aid in cost recovery
Tables (all sizes)	\$12.00- \$30.00	\$6.00-30.00	Each / 1st two days EACH / PER DAY			May be negotiated as a flat rate for the entire event; update unit
Each Additional Day	\$1.00-\$6.00		Each add'l day			Simplify Schedule
Labor for Client supplied table set- up	\$4.00- \$10.00		Table	1105-3796		Moved to labor section
Bike Barricade	\$12.00- \$25.00		Section/ PER SECTION/P ER DAY	1105-3781		Update unit
Stanchions w/ rope (6 foot section)	\$15.00	\$15.00- \$25.00	Section PER SECTION/P ER DAY	1105-3781		Add range; update unit
Main Hall Drapery 12' H heavy (linear ft- 20 ft minimum)	\$5.00- \$20.00		Foot PER LINEAR FOOT /PER DAY	1105-3781		Update unit
Table Skirting and Linens	\$6.00- \$12.00		Each/ PER DAY	1105-3781		Update unit
Tables in Amphitheatre or Plaza	\$25.00- \$40.00		Table w/ 8 Chairs			Consolidated below under chairs

Department: Parks, Recreation and Community Facilities – Commercial Facilities								
Description of Service	Current Fee Range	Proposed Fee RANGE	Unit	Revenue Source Code	Total Fiscal Impact	Notes		
Plaza Chairs	\$5.00- \$10.00		Each	1105-3781		Consolidated below under chairs		
CHAIRS		\$1.00- \$10.00	EACH/PER DAY			Simplify schedule		
PIPE AND DRAPE (FOR ROOM DIVIDING)		\$3.00- \$10.00	LINEAR FOOT/PER DAY		\$250.00	New Fee for masking in addition to vendor booth set ups		
5 Gallon Water JUG Cooler (COOLER-INCLUDED)		\$25.00- \$75.00	Each	1105-3781		Clarify verbiage, lower range to allow for lower refill costs.		
Roll off Dumpster (various sizes)		\$400.00- \$800.00	PER PICK UP			To allow for billing client before receipt of bill from City department.		
Event Equipment Miscellaneous	\$10.00- 100.00	\$10.00- \$250.00	Each/PER DAY	1105-3781		Aid in cost recovery in response to market conditions; update unit		
Electric Service:								
208 Volt, 3-phase, 20 Amp, will be subject to a min. of one-hour labor, flat rate of:	•	\$200.00- \$300.00			\$100.00	To aid in cost recovery		

Department: P Description of Service	Current Fee Range	Proposed Fee RANGE	Unit	Revenue Source Code	Total Fiscal Impact	Notes
		IVAITOL		Jour	Impact	
400 AMP, 3-phase Electrical	\$250.00- \$1,000.00	\$1,200.00- \$3,600.00	DAY		\$1,200.00	To aid in cost recovery
200 AMP, 3-PHASE ELECTRICAL		\$600.00- \$1,800.00	DAY		\$600.00	New Fee
100 AMP, 3-PHASE ELECTRICAL		\$300.00- 900.00	DAY		\$300.00	New Fee
Additional Days	\$250.00- \$1,000.00		Day			Fee included above
Internet/LAN Services (DSL):						Clarification, add DSL
First DAY -Connection:	\$150.00- \$450.00					Verbiage clarification
Labor						
In House Electrician	\$45.00- \$75.00			1105-3795		Do not supply in house
FORKLIFT, LIFT PLATFORM, PALLET JACK W/ OPERATOR (1 HOUR MINIMUM)		\$80.00- \$120.00	HOUR	1105-3795		Simplify schedule by consolidating items
Lift Platform w/ Operator (1 hr minimum)	\$80.00- \$120.00		Hour	1105-3795		Included Above
Pallet Jack w/Operator (1 hr minimum)	\$40.00- \$60.00		Hour	1105-3795		Included Above
Payroll Overhead	12%-18% of labor fees			1105-3795		Replaced with Service Fee above (now includes labor)

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
AMPHITHEATRE						
Facility Rental						
Non-Ticket Events		\$1,200.00- \$5,000.00	Day	1105 -3778	\$600.00	Aligning with similar cc rentals
Commercial Ticketed Events (Event Day)	or \$12% of gross ticket sales	\$2,500.00 or \$12% of gross ticket sales (whichever is greater, capped at \$20,000.00)	Day/Show		\$2,400.00	Aid in cost recovery
Overtime	\$100.00 \$500.00		Hour (Outside of regular operating hours)	1105-3778		Included above
Amphitheatre Chairs	\$3.00-\$10.00		Each	1105-3781		Included above
Decibel (dB) Limit Violation	\$1,000.00	\$2,500.00	Occurrence			to encourage compliance with City Ordinance

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
					•	
Labor						
Event Labor (4-hr minimum)	\$12.00- \$75.00		Hour	1105-3795		Included in Service Fee above
In-House Electrician	\$45.00- \$75.00			1105-3795		Included in Service Fee above
Parking Fee	\$2.00-\$20.00			1105-3795		Included in Service Fee above
Forklift w/Operator (1-hr minimum)	\$80.00- \$120.00		Hour	1105-3795		Included in Service Fee above
Lift Platform w/Operator (1 hr minimum)	\$80.00- \$120.00		Hour	1105-3795		Included in Service Fee above
Lift Platform w/Operator (1-hr minimum)	\$80.00- \$120.00		Hour	1105-3795		Included in Service Fee above
Pallet Jack w/Operator (1- hr minimum)	\$40.00- \$60.00		Hour	1105-3795		Included in Service Fee above
Sound Level (db) Monitor	\$100.00- \$300.00		Show	1105-3795		Included in Service Fee above
Electrician contracted (4- hr minimum)	"Charges will be passed thru from the contractor to the client.		Hour			No longer use contracted electricians.

Schedule of Fees & Charges

<u>Exhibit A</u>

Department: Parks, Recreation and Community Facilities – Commercial Facilities

Department. Farks, Necreation and Community Facilities — Commercial Facilities								
Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification		
Security Services	Charges will			1105-3795		Included in Service Fee		
contracted (4 hr minimum)	be passed					above		
	thru from the							
	contractor to							
	the client.							
	Arrangement							
	s							
	are made							
	by the							
	Center.			1105.0705				
Event Clean-Up/Cleaning	\$250.00-		Event/Occurrence	1105-3795		Included in Service Fee		
	\$3,000.00					above		
Service Contractor	\$300.00-	\$300.00-	DAY	1105-3795		Clarify verbiage		
CONCESSIONNAIRE	\$600.00	\$5,000.00				, ,		
Buy-Out								
Box Office								
TICKET BUYER FEES (SERVICE FEES, MAILING, WILL CALL FACILTY FEE, PROMOTER BUMP, TICKET PRINTING, CHARITY, PER ORDER FEE, ETC.)		\$0.75-\$250.00	PER TICKET/PER ORDER			Consolidated to simplify schedule		

Departii	lent. Farks, ix	ecreation and c	ommunity Facili			
Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
-Mailing Fee	\$0.00-\$5.00		Per Mailing	1105-3799		
Service Fee	\$0.00-\$15.00		Per ticket	1105-3799		
Will Call Fee	\$0.00-\$4.00		Transaction	1105-3799		
Ticket Printing Fees	\$0.00-\$4.00		Per ticket	1105-3799		
Facility Fee	\$0.00-\$5.00		Per ticket	1105-3799		
Promoter Fee	\$0.00-\$5.00		Per ticket	1105-3799		
Promoter Fees:						New Heading
TICKET PRINTING/CONSIGNMENT FEE		\$0.25-\$1.00	PER TICKET		\$800.00	To recover cost of ticket printing/ticket stock
VIP Lift/ Package ADMINISTRATION FEE	T	\$500.00- \$2,500.00	Per Event	1105-3799	\$1,000.00	Clarification of Promoter Fees
AUDIENCEVIEW EVENT BUILD		\$500.00- \$1,500.00	PER EVENT			Clarification of Promoter Fees

Schedule of Fees & Charges

Exhibit A

Community Facilities – Commercial Facilities

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
Security Services	Charges will be passed thru from the contractor to the client. Arrangemen ts are made bythe Center.			1105-3799		Included above
City of Mesa Police Department Off- Duty and City of Mesa Emergency Medical Services	Charges will be passed thru from the contractor to the client. Arrangement s are made by the City.			1105-3799		Included above
THE POST						Establish fees for new facility; opening early 2023
Facility Rentals				1105-3773		Establish fees for new facility; early 2023

Department: Parks, Recreation and Community Facilities – Commercial Facilities

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Source Code	Fiscal Impact	Notes/Justification
NORTH & SOUTH HALL: 5,750 SQFT		\$600.00- \$4,500.00	DAY		\$600.00	Establish fees for new facility; early 2023
NORTH HALL: 3,550 SQFT		\$550.00- \$3,000.00	DAY		\$550.00	Establish fees for new facility; early 2023
SOUTH HALL: 2,200 SQFT		\$500.00- \$2,000.00	DAY		\$500.00	Establish fees for new facility; early 2023

Total Commercial Facilities – Exhibit A Financial Impact = \$17,050.00

Exhibit B

Department: Parks, Recreation and Community Facilities – Recreation

Department: Parks, Recreation and Community Facilities – Recreation							
Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification	
		_					
AQUATICS*							
Public Swim							
Off-season lap swim pass (Individual)	\$100.00- \$300.00	\$75.00- \$300.00	Each			Lower end or range to account for black Friday sales and discounts	
Season is Memorial Day through Labor Day; Off season is Labor Day through Memorial Day OFF-SEASON (FALL: AUGUST THROUGH DECEMBER; SPRING: JANUARY THROUGH MAY)						Created a 3 rd season; now Fall, Spring and Summer	
Youth (17 years and younger)	\$1.75 -\$4.00	\$1.00-10.00				Broadening range to account for special event admissions: Pumpkin Splash, Dive In Moves, etc.	
Adults (18 years and older)	\$1.75 -\$4.00	\$3.00-20.00				Broadening range to account for special event admissions: Pumpkin Splash, Dive In Moves, etc.	

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Description of Service	Current	Proposed	Unit	Revenue Source	Fiscal	Notes/Justification
2000p	Fee Range	Fee Range		Code	Impact	
Seniors (55 years and older)	\$1.75 -\$4.00	\$1.00-\$10.00				Broadening range to account for special event admissions: Pumpkin Splash, Dive In Moves, etc.
Rhodes Flowrider				1101- 3206		
FLOW ROOM RENTAL (2 HOUR MINIMUM RENTAL)		\$40.00- \$100.00	Hour		\$7,500.00	New Fee. Remodel in process, plan to open in Summer 2022.
PARKS MISCELLANEOUS						
LARGE EVENTS:						
EVENT SECURITY		CHARGES WILL BE PASSED THROUGH TO PERMIT HOLDER			\$5,000.00	Establish option to pass through costs of Park Ranger overtime.
CLEANING DEPOSIT		\$500.00- \$2,000.00	PER EVENT			New Fee-Refundable

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
EQUIPMENT RENTAL		\$10.00- \$1,000.00	PER ITEM		\$200.00	Increase range to aid in cost recovery and market demands
Ice Rink:						
Miscellaneous	\$5.00-\$25.00	\$1.00-\$25.00		1101-3125		Lower end of range in order to add lower cost items: socks, water bottles, etc.
RECREATION						
CENTERS/GYMNASIUMS						
Eagles Community Center						
DAILY USE		\$2.00-\$8.00	EACH		\$6,240.00	New Fee for Eagles Fitness
MONTHLY MEMBERSHIP		\$10.00-\$60.00	EACH		\$6,240.00	New Fee for Eagles Fitness
Red Mountain Multigenerational Center						
Two Adult Family HOUSEHOLD Resident	\$18.00-\$60.00					Update verbiage

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Description of Service	Current Fee Range	Proposed Fee Range	Unit	Source Code	Fiscal Impact	Notes/Justification
Two Adult Family HOUSEHOLD Non- Resident	\$18.00-\$72.00					Update verbiage
One Adult Family HOUSEHOLD Resident	\$18.00-\$60.00					Update verbiage
One Adult Family HOUSEHOLD Non- Resident	\$18.00-\$72.00					Update verbiage
Note: Family HOUSEHOLD pass includes up to 5 unmarried children 17 years old and younger living in the same household						Update verbiage
SPORTS COMPLEX FIELD USE						
SPORTS LEAGUES						
Baseball Complex (Locked): Fitch Sports				1101-3801		Update Sports Complexes

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Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
Complex; Gene Autry Sports Complex; Red Mountain Baseball Complex, Riverview Baseball Complex; Quail Run Baseball/Softball						
Complex; Fiesta Sports Park						Hadata Casata
Soccer Complex (Locked): Red Mountain Soccer Complex, Quail Run Soccer Complex, Eagles Soccer Complex, NORTH CENTER						Update Sports Complexes
Softball Complex (Locked): Fiesta Sports Park; Quail Run Baseball/Softball Complex; Eastmark Sports Complex; Red Mountain Softball Complex; Skyline Softball Complex; MONTEREY						Update Sports Complexes
CONCESSION STAND RENTAL		\$10.00-\$100.00	PER MONTH		\$240.00	New Fee

Department: Parks, Recreation and Community Facilities – Recreation

Description of Service	Current Fee Range	Proposed Fee Range	Unit	Revenue Source Code	Total Fiscal Impact	Notes/Justification
STORAGE FEE		\$20.00-\$100.00	PER MONTH/PER FACILITY		\$720.00	To standardize operations through PRCF facilities
SCHEDULE CHANGE FEE		\$25.00	PER CHANGE		\$500.00	To aid in cost recovery when numerous changes are requested
SUMMER/SCHOOL BREAK RECREATION ACTIVITIES						
Specialty Camps/Programs/Events	\$10.00- \$200.00	\$1.00-\$200.00	Program			Lower fee range in order to accommodate new events

Total Recreation – Exhibit B Financial Impact = \$26,640.00

Total Parks, Recreation and Community Facilities (Exhibit A + B) Financial Impact = \$43,690.00