



INFORMATIONAL MEMORANDUM

TO: Finance Committee

FROM: Rachel Bianchi

CC: Mayor Ekberg

DATE: May 31, 2018

SUBJECT: Financing the Public Safety Plan (*Updated from February 6 Meeting*)

NOTE: Because this topic is building on previous Committee meetings, the original memo has been updated in underline font below. This intent is to continue to preserve the information from one meeting to the next given that each discussion will build upon the previous.

ISSUE

Due to market conditions and cost escalation, the City has a significant gap in the Public Safety Plan budget. The Finance Committee has been tasked with reviewing options and identifying potential recommendations for the full Council to consider later this spring. The Justice Center will also finish Schematic Design this spring and will provide for better understanding of the costs associated with that project. Merging these timelines will provide the necessary information for the City Council to provide direction on the next steps on the Public Safety Plan.

BACKGROUND

Process:

Due to the gravity and complexity of this issue, staff worked with the Committee Chair to identify the following schedule for covering the various information associated with tackling the funding gap:

February 6, 2018 Finance Committee:

- Project costs as known
- Overview of voter-approved bonds
- Debt capacity and term
- Fire Impact Fees
- Land sales and other one-time funds
- REET 1

February 20, 2018 Finance Committee:

- New revenue options

March 6, 2018 Finance Committee:

- General fund and operations
- CIP prioritization

March 20, 2018 Finance Committee:

- Review project schedule

Staff proposes that the Committee review the information presented and provide direction to staff at each meeting as to which options are of interest to the council. Staff will then use the intervening time to build an iterative financial model that can be reviewed and added to at subsequent meetings. For instance, if the Committee is interested in dedicating land sales to filling the gap, this would be a tool we would build into the model and bring back to show you the implications as to how that tool – along with others agreed to by the committee – would work

together to fill the gap. By the end of this process, the goal is to have a collaboratively built model to inform the full Council and any final decisions.

Staff has provided its recommendations after each tool to inform the Council of its position.

Project costs as known:

Before we discuss tools for filling the gap, it is important that everyone has the same understanding of the current known project costs.

Below are the current budget estimates for the Public Safety Plan projects. Fire Station 51 has completed the schematic design phase, allowing for more certainty on the estimates associated with the fire stations. However, the estimate for the Justice Center is carrying many significant costs, such as budget allotted for site preparation and the Public Works facility estimate is the most extreme, assuming none of the buildings on the current site could be reused. The Justice Center will be done with Schematic Design in May and at that point there will be more certainty on the budget estimate. The Public Works facility will not hit that stage until toward the end of this year.

Public Safety Plan Project Cost Estimates as of January, 2018 (in millions)

Project	Initial Budget	Updated	Gap
Fire Station 51	\$11,446	\$12,509	\$1,063
Fire Station 52	\$5,657	\$17,652	\$11,995 ¹
Fire Station 54	\$7,329	\$14,753	\$7,424
Justice Center	\$28,629	\$68,536	\$39,907
Public Works Facility	\$29,493	\$63,270	\$33,777
Total Gap for Projects			\$94,166
Utility Fund Gap Obligation for PW			(\$16,888)
Total Unfunded Gap			\$77,278

The cash flow spreadsheet for the projects, on the current schedule, is attached.

Voter-Approved Bonds:

The voters approved a \$77.4 million bond measure in November 2016. In December 2016, \$36.7 million, of these bonds were issued. Based on the cash flow analysis provided by SOJ in December 2017, the remainder of the bond authorization, or \$40.6 million, will be needed in 2018 and 2019 to fund property purchases and construction costs. The recommendation is to issue the bonds in the fall of 2018 so the debt service can be included with the 2019 property tax assessments.

Debt Capacity and LTGO Bonding:

In order to address the Public Safety Plan funding gap, it is likely that the City would need to issue additional bonds, this time councilmanic ones.

State law limits the amount of debt the City can carry. For councilmanic/limited tax general obligation (LTGO) debt, the City is limited to 1.5% of taxable assessed valuation. Total debt (including voted and non-voted debt) is limited to 2.5% of assessed valuation. As of December 31, 2017, the City had capacity for an additional \$59 million in councilmanic debt. This number will increase as assessed valuation goes up and existing debt is paid off, providing the City additional capacity in the out years.

¹ The headquarters station was moved from Fire Station 51 to Fire Station 52 during the siting phase, technically flipping the budgets for Stations 51 and 52, hence the relatively small gap for 51 and huge one for 52.

Bonds are normally issued for a 20-year term. However, debt payments can be spread over the useful life of the underlying asset. In the case of structures such as the Justice Center and the Fire Stations, the debt payback period could be increased to 30 years since the life of the structures will be 30 or more years. A longer payback period translates into lower annual debt service payments, albeit over a longer period of time.

Staff recommendation: Use LTGO bonds to cover the Public Safety Plan gap in a manner that allows for some cushion in the event of an economic downturn; leverage the fact that some existing debt drops off in 2020 and 2024 freeing up additional capacity to pay back the bonds.

Fire Impact Fees:

Fire impact fees are charged on residential and commercial development to pay for the impact of growth on fire facilities. Fire impact fees, on average, have yielded \$120K over the past 9 years, excluding the \$500K fire impact fee deposit received in 2017 through the Tukwila South Development Agreement. The City has not increased its fire impacts fees in more than a decade, and there is additional capacity in these fees to support the new fire stations. The update of the fire and park impact fees is scheduled to be presented to the Finance Committee in March, 2018. Should the Council adopt the new impact fees, staff estimates that they would generate between \$200,000 and \$400,000 per year that could be used to pay off LTGO bonds. An additional \$1.5 million in fire impact fees exist today that will be dedicated to the fire station projects.

Staff recommendation: Dedicate current and future Fire Impact Fees to the Fire Stations.

Land Sales and other one-time funds:

The City owns a variety of land that could be sold with the proceeds being dedicated to the Public Safety Plan. Staff estimates there is approximately \$15 million in proceeds that could be available to fill the gap. Potential land sales include:

- Newporter site
- Tukwila Village Phases 1, 2 and 3
- Longacres site
- Old Fire Station 53 site
- Current Fire Station 51
- Current Fire Station 52
- Current Fire Station 54
- George Long Shops
- Minkler Shops

Additionally, the City currently has \$3 million in the 301 fund for parks acquisition from REET 1. The Council recently gave the authority for REET 1 to be used for the Public Safety Plan and this funding could be dedicated to the public safety plan in a one-time manner similar to the land sales.

Staff recommendation: Dedicate land sales identified above and the \$3 million in the 301 fund to the Public Safety Plan.

Ongoing REET 1:

The City also has the opportunity to dedicate REET 1 funding to the Public Safety Plan moving forward. Given historical REET 1 accruals, staff believes that approximately \$500,000 per year could be dedicated to the Public Safety Plan gap.

Staff recommendation: Dedicate ongoing REET 1 to the Public Safety Plan; funds above \$500,000 per year would go to parks acquisition.

Outcome of February 6, 2018 Finance Committee

After the February 6, 2018 Finance Committee, staff used the discussion to begin building the iterative model discussed on page one of this memo. There are two different versions of the financial framework attached, one that shows 20-year councilmanic bonds and one that uses a 30-year span. Both include the full cost of debt service and annual payment necessary to repay the bonds. Also included in this phase of the model are identified land sales and one-time funds available to dedicate to the Public Safety Plan, as well as ongoing REET 1.

The new revenue options on the attachment are meant to be potential tools for Council to deliberate as it considers how to repay councilmanic bonds, should the Council choose to move forward with those tools. However, it is not the recommendation of staff that the entire bonds be paid back with new revenues, nor that each of these revenues should be used. As identified in the schedule above, the Committee will also be reviewing operational changes that could occur to find existing funds to dedicate to the Public Safety Plan projects. Additionally, the Committee will review the project's existing schedule to determine whether there should be some deviation.

New Revenue Options

Attached is a spreadsheet of new revenue options available to Council to make decisions regarding the Public Safety Plan funding gap. Staff recognizes that some options may not be palatable to the Council but has provided them in order to give a complete picture of the funding tools available. Where possible, we have provided context for neighboring jurisdictions' rates and specific information on amount available, mechanisms and types. Staff will discuss each option with the Committee in detail at the January 21, 2018 Finance Committee meeting.

Outstanding Questions from the February 6, 2018 Finance Committee

The Committee asked for the following information and/or clarification to assist in making decisions on filling the Public Safety Plan gap:

- Provide the debt chart that Vicky Carlsen has previously shared in order to get a better understanding of the long-term implications of existing and any future councilmanic debt. See attached.
- Provide information of what the implications are of 20-year vs. 30-year councilmanic bonds. See two attached versions of the model.
- Report by year on what has been paid to the City for Fire Impact fees since they were implemented. See attached document.
- Provide an estimate of what the Public Safety Plan would pay in impact fees. Because the City is in the middle of updating its impact fees, we cannot calculate this information at this time. Staff will do this once impact fees are updated, scheduled in the first quarter of 2018.
- Indicate whether an automatic escalator can be included in the impact fees update coming before Council shortly. An escalator has been included in the impact fees legislation coming before Council.
- Provide information on Parks' REET 1 expenditures. In 2018, Parks intends to spend REET 1 funds on the following:
 - Second Dog Park
 - TCC Lobby Improvements
 - Trail Repairs
 - Fort Dent Overlay
 - TCC Seismic Evaluation
- What is the recommendation for when the Committee brings the full recommendations to Council? Staff recommends that the Finance Committee initiates the meeting with the full Council in early May so that there are multiple opportunities to have this discussion and deliberations.

Follow Up from the February 21 Finance Committee Meeting

Staff was asked to return with the following additional information and/or address these issue in subsequent meetings as the Committee deliberates on recommendations as to how to address the Public Safety Plan financial gap:

- Assurance that there will be a discussion on how the Public Safety Plan financial framework (20- and 30-year potential options reviewed on February 21) intersects with the City's overall six-year financial plan. Staff will bring that information for the Committee at a subsequent meeting.
- Add Tukwila's various fees to the new revenue matrix. This is done and included on the updated version attached.
- List the utility taxes the City levies and all of the utilities that the City has franchise agreements with. This is done and included on the updated version attached.
- Research additional information on the following new revenue options; staff will address at a subsequent meeting:
 - Possibility of structuring a B&O tax because businesses are a large consumer of public-safety related services and such a tax could provide more parity with the residential population; any such tax would be levied only on larger businesses
 - Local Improvement District
- Identify what Parks has planned for REET 1 distribution in 2018 and explain whether the projects would come before Council for approval. The Council adopted the Capital Improvement Plan (CIP) as a part of the 2017/2018 budget, which identified \$581,000 in projects from the 301 fund, of which \$567,000 is from REET 1 funds. Any contract associated with these projects above \$40,000 would come before Council for approval. While Parks is currently reassessing their overall capital projects given the potential for REET 1 funds being redirected to the Public Safety Plan, below are the projects identified in the CIP and slated for funding this year:

○ Trail improvements:	\$ 62,000	
○ Parks improvements:	\$330,000	
○ Ft. Dent:	\$125,000	
○ Duwamish Hill Preserve:	\$ 24,000	(\$10,000 from REET 1)
○ Second Dog Park	\$ 40,000	
○ Total 301 Fund Adopted CIP:	\$581,000	
- Provide a list of all City-owned properties. See attachment.
- Staff further acknowledges the concerns raised at the meeting of the ramifications of potentially limiting future councils due to long-term debt.

Potential Additional New Revenue Source

One new revenue option not addressed at the February 21, 2018 Finance Committee meeting is a potential increase in the City's gambling tax. The new revenue matrix has been updated to reflect this potential tool. The City currently levies a 10% tax on cardrooms and in 2017 collected \$3.8 million. Basing this analysis on 2017 collections, if the rate was increased to 15%, the City could collect an additional \$1.9 million annually. If the rate was increased to 12% there's the potential for an additional \$720,000 per year.

General Fund Operations

Another tool available to fill the gap is to reduce general fund expenditures. The Committee is not being asked to make a recommendation at this time on specific reductions, rather whether it wants to consider such a tool as a part of the effort to fill the funding gap for the Public Safety Plan. If it is a tool to be considered, staff recommends that any reductions would be identified and approved through the 2019/2020 budget process.

Staff has identified three options to reduce general fund operational expenditures, including (1) across the board cuts, (2) program reductions using the current budget model, and (3) program reductions using the Priority Based Budgeting (PBB) model. These three options are outlined

below. It should be noted that all recommended reductions would come from operating costs, while all mandated expenses (including debt service) would remain intact.

With all options, an analysis would be completed to determine the level of reduction required each year.

Option 1 – Across the Board Reductions in all Departments

Once the annual expenditure reduction amount is determined (most likely a percentage of the total budget; examples provided in attachment), each department would be required to reduce their budget by that percentage.

Pros:

- Process is easy to communicate
- Appearance of fairness – every department takes the same reduction
- Can be a way to avoid tough decisions

Cons:

- Missed opportunity to cut ineffective and/or low priority programs
- Ignores the differential effectiveness and priority of programs
- Ignores which expenditures/programs generate revenue
- Ignores consumption vs investment
- Reductions are not strategic
- Not considered best practice

Option 2 – Reduce/Eliminate Programs Using Current Budget Structure

Pros:

- Lower priority programs (recommended by staff but informed by and ultimately approved by the Council) are reduced/eliminated

Cons:

- Objective analysis of program efficiency not part of decision
- Objective analysis of program priority not part of decision
- Doesn't consider true cost of program
- Not considered best practice

Option 3 – Reduce/Eliminate Programs Using Priority-Based Budgeting (PBB) Model

Pros:

- Lower priority programs (as identified through an objective scoring process) are reduced/eliminated
- Requires serious discussion of community values, relative benefits of different services, and long-term implications of reducing/eliminating programs
- Demonstrates strategic approach to managing significant financial issues
- Aligns with current best practice
- True cost of program is known

Cons:

- PBB model not yet fully implemented

Based on the pros and cons of each method identified above, Option 3 would provide the most efficient and objective method of determining reductions to General Fund expenditures. The Council has expressed support for PBB, and one of the primary benefits of the PBB model is that lower level priorities are easily identified, and actual program costs are known.

Capital Improvement Plan Prioritization

One option for the Committee to consider is reprioritizing the Capital Improvement Plan (CIP) to dedicate General Fund dollars that transfer to the CIP to the Public Safety Plan. Over the past four years the City has budgeted an average of \$3 million per year of General Fund dollars to

transfer to the CIP. General Fund dollars go to leverage grant funds and other matching funds for a variety of capital projects, largely for street work. Below are the budgeted and actual transfers to the CIP for the past four years.

<u>Year</u>	<u>Budgeted Transfer to CIP</u>	<u>Actual Transfer to CIP</u>
2014	\$2,662,000	\$3,150,000
2015	\$2,674,000	\$2,374,000
2016	\$3,551,000	\$1,151,000
2017	\$2,000,000	\$2,000,000

In addition, REET 2 funds are currently dedicated to the 104 fund, which covers bridges and arterial streets. REET 2 funds, like REET 1 discussed on February 6, could be dedicated to financing the Public Safety Plan as well. If reprioritizing REET 2 for the Public Safety Plan was of interest to the Council, staff estimates the annual amounts would be the same as the REET 1 estimate of \$500,000 per year.

The Council could decide to reduce but not eliminate the General Fund contributions to the CIP to cover the Public Safety Plan financial gap and identify an amount that would allow the City to continue to leverage grant funds for capital projects, though at a reduced rate.

Follow Up from the March 6, 2018 Finance Committee Meeting

Staff was asked to follow up on the following from the March 6, 2018 Finance Committee Meeting:

- Provide the 2017 budget statistics, including trends and forecast for the future. This information will be provided at the April 3, 2018 Finance Committee Meeting.
- Include a map of Park properties. Attached to the memo.
- Identify proposed Administration recommendations for immediate operational reductions. These will be provided by the April 17, 2018 Finance Committee meeting.
- Provide a CIP prioritization analysis of the effects of reducing the CIP. An analysis of a \$500,000 annual ongoing reduction in the CIP will be provided at the April 3, 2018 Finance Committee meeting.
- Provide information on market conditions moving forward from the City’s current contractors and the Council’s Program Management Quality Assurance (PMQA) consultant. Steve Goldblatt, the Council’s PMQA consultant will be in attendance at the March 20, 2018 Finance Committee meeting and additional information is provided below regarding forecasted market conditions.

Project Schedule

As prescribed by the agreed-upon schedule outlined in the beginning of this memo, the discussion slated for the March 20, 2018 meeting centers on the ramifications of pushing back the schedules of some of the Public Safety Plan projects in order to spread out funds needed for construction. Below is a discussion of this option, with some specific assumptions built in.

Assumptions

- Due to the increasing cost of land year over year, as well as the fact that the City has initiated the acquisition process for all of the necessary properties, staff has assumed that acquisition of all of the properties would continue on the timeline set forward by the Public Safety Plan and does not recommend, nor did staff analyze, the ramifications of waiting on acquisition.
- Because Fire Station 51 is contractually obligated by the Tukwila Valley South Development Agreement, staff does not recommend, nor did staff analyze, pushing out the Fire Station 51 project. This project is also the furthest along in the process.

- With Fire Station 51 moving to the new site at Southcenter Parkway and South 180th, the need to move Fire Station 52 to the preferred site on the City Hall Campus becomes critical. As the FACETS study showed, once Fire Station 51 moves it is imperative that Fire Station 52 also move to the proposed location to ensure equitable response times across the city. Because the existing Fire Station 54 is within the FACETS identified location area, it is not subject to the same urgency. Staff does not recommend, nor did staff analyze, delaying the Fire Station 52 project.

Analysis

For discussion purposes, staff worked with Shiels Obletz Johnsen and Lydig Construction, the GCCM for the fire stations, to identify the forecasted cost escalation associated with waiting to construct the Justice Center, Fire Station 54 and the Public Works Shops. For planning purposes, the team looked at what the ramifications would be if these three projects were delayed by five years. While there have been questions as to whether the overall construction market is slowing down, Lydig’s forecast indicate continued increased costs over time. Their forecast analysis shows the following percentage annual increases from 2018 through 2023, which compound over time, raising the cost of the projects by nearly 25% over that time period:

Year	2019	2020	2021	2022	2023
Annual % Increase	5%	5.25%	2.2%	5.1%	4%

On the attached conceptual cash flow document, you can see that the projects escalate in the following ways:

- Justice Center:
 - Total cost under current schedule: \$68.5 million
 - Total cost delaying project five years: \$82.5 million
- Fire Station 54:
 - Total cost under current schedule: \$14.7 million
 - Total cost delaying project five years: \$18.6 million
- Public Works Shops (most conservative estimate):
 - Total cost under current schedule: \$63.4 million
 - Total cost delaying project five years: \$76.8 million
- Public Works Shops (best case estimate):
 - Total cost under current schedule: \$44.8 million
 - Total cost delaying project five years: \$52.8 million

As we have done with the previous topics covered in this process, staff is seeking a discussion with the Committee about this analysis in order to inform the Administration recommendations. These will be presented at the April 3, 2018 Finance Committee meeting for discussion and will include the financial framework for review. Staff anticipates there will be discussion and Committee refinement at the April 3 and April 17 Finance Committee meetings, with a goal of a Finance Committee recommendation to full Council by the end of April, should Committee members concur.

Follow Up

Staff was asked to follow up on what savings could be found in the existing Capital Improvement Program (CIP):

- One-time funding from 2018:
 - Cascade View Safe Routes to School savings: \$100K
 - Small Roadway projects savings: \$175K
 - S. 144th St. Bridge Sidewalks (grant not received): \$190K
 - S. 140th St. Intersections (grant not received): \$ 75K
 - TOTAL: \$540K

- Ongoing reduction potential
 - The General Fund makes an annual contribution to the Residential Street Improvement Fund of \$750K per year.

Potential Scenarios to Fill the Public Safety Plan Gap

The Committee has requested that staff provide recommendations on potential options for filling the Public Safety Plan gap. Below is a summary of five options for discussion at the April 3, 2018 Committee meeting. Attached to this memo is the detailed financial framework for each option, including year-by-year impacts. Staff expects to refine these based on Committee discussion and return for focused discussion on a smaller number of options for the Committee to consider as it deliberates on its recommendation to the full council.

The following key assumptions went in to the development of these options:

- One-time funds previously discussed (such as land sales, existing REET, etc.) are included in all options.
- Dedicated REET1 to PSP projects is included in all options.
- Fire impact fees are included at the projected higher rate and Tukwila South agreement fire impact fees are also included in all options.
- LTGO bonds are assumed at a 30-year amortization rate.
- Reducing the PW facilities to \$30M would allow for land acquisition, improvements to one of the existing buildings and a full design program for the PW shops. Future decisions would need to be made about the Shops, with the ability to use Enterprise funds for additional financing.
- Two scenarios contemplate reducing eliminating funding for Fire Apparatus and Equipment after year 10. The City would have five bienniums to identify how to pay for this needed equipment.
- Two scenarios contemplate reducing or eliminating the construction of FS 54. There would likely be some costs associated with upgrading the facility.
- Where there is no General Fund obligation, but identified capacity from maturing debt, the repayment method could be a combination of General Fund contribution and maturing debt capacity to repay the LTGO bonds.
- Unless eliminated, each scenario contemplates the projects being built on the existing schedule.

Option	FS 51	FS 52	FS 54	A&E	JC	PW	2020 LTGO Bonds	LTGO Repayment Method	
								General Fund contribution	Capacity from maturing debt
A	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$66M	\$1M - \$2.5 M per yr	\$830K - \$3M per yr
B	\$12M	\$17M	\$14M	\$29M	\$68M	\$30M	\$32M	\$1M - \$2M per yr	\$830K - \$2.6M per yr
C1	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$35M	\$1M in 2028 \$500K in 2029	\$830K - \$1.6M per yr
C2	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$20M	\$0	\$830K - \$2M per yr
D	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$20M	\$0	\$500K - \$1.2M per yr

Staff recommends Option C1 for the following reasons:

- The costs associated with building construction will likely rise faster than the costs associated with procuring apparatus and equipment for Fire, so it makes sense to prioritize the building over equipment.
- The City would have ample time to identify how to fund apparatus and equipment in the out-years.
- The City previously did not have an apparatus and equipment fund and has historically paid for items out of the General Fund.
- Dedicating \$30M to shops allows for the City to acquire all of the property, perform necessary upgrades to one existing facility and fully develop a program and design for the rest of the facility, allowing the City a better idea of the total budget. This also allows the City to better identify how it can leverage Enterprise Funds' contribution.
- There is very little obligation to the General Fund in this option and would not use all of the capacity from maturing debt on an annual basis, allowing for other capital priorities should the Council wish.

Follow Up and Next Steps

As the Committee continues to deliberate on how to fill the Public Safety Plan financial gap, it has asked for specific issues to be addressed and information to be provided. Now that the Schematic Design estimate is in for the Justice Center, there is more certainty in the costs associated with the Public Safety Plan. However, the Committee has made it clear that more information is needed on the overall budget forecast for the City and the six-year financial plan. The City also has the White Birch tool, which will be previewed at the May 8, 2018 Finance Committee meeting, to assist in the modeling of filling the financial gap.

The City is committed to being transparent with the community on the Public Safety Plan and has previously indicated it would hold two open houses in 2018. Staff has tentatively scheduled (though not yet advertised) a community open house for Saturday, June 23. Should the Committee members desire to keep the open house as currently scheduled, staff propose the following next steps:

- May 22 Finance Committee: Overview of six-year financial plan "Attachment A" and discussion of options to model in White Birch
- June 5 Finance Committee: Review models in White Birch, discuss preferred option
- *If ready* – June 11 COW discussion on the various options
- *If ready* – June 18 Council action

The City also has the option to move the open house back to ensure that the Committee and Council have sufficient time to review and decide on a path to fill the Public Safety Plan financial gap. Staff is seeking direction on the proposed next steps and timeline, as well as any additional information the Committee deems necessary to make a recommendation to the full Council.

Committee Options to Model in Whitebirch

Per the agreement on the above described timeline, the May 22 Finance Committee will be an opportunity for Committee members to propose potential strategies for financing the Public Safety Plan gap that were not included in the five scenarios provided by staff. Staff will then return to the June 5 Finance Committee with Committee members' scenarios in Whitebirch for review and discussion, with the goal of identifying a preferred option to present to the full Council at the June 11 workshop. No other items will be scheduled for the June 5 Committee meeting.

Staff continues to recommend scenario C1, which would:

- Build all three fire stations on the current timeline
- Build the Justice Center on the current timeline
- Invest \$30 million in Public Works facilities, allowing for the land purchase, improvements to two of the existing buildings and the architectural and engineering work needed to program and design the remaining facility
- Pay for fire apparatus and equipment for ten years, allowing the City to identify how it would pay for these needed items during this time

All five scenarios are contained in the financial framework documents attached, including C1. The Administration believes that C1 is the best option because it does not rely on General Fund contributions (except for years 2028 and 2029, which can be smoothed out by shifting apparatus purchases), does not utilize all of the capacity from maturing debt, and allows for the most significant portion of the Public Safety Plan to be achieved in the current timeline. Staff specifically does not recommend using new revenue to fund the Public Safety Plan because it is believed that this tool should be saved for the 2019/2020 budget process to address the flattening of sales tax and the elimination of Streamline Sales Tax mitigation payments. However, the new revenue matrix is attached for discussion of Committee members' desired scenarios.

Scenario Overview

Attached are the various scenarios shown in the detailed charts, as well as modeled in Whitebirch against our six-year financial forecast. In order to facilitate discussion on the pros and cons of each scenario, the chart below was developed to show the major components of each scenario.

As a reminder, the following key assumptions went in to the development of these options:

- One-time funds previously discussed (such as land sales, existing REET, etc.) are included in all options.
- Dedicated REET1 to PSP projects is included in all options.
- Fire impact fees are included at the projected higher rate and Tukwila South agreement fire impact fees are also included in all options.
- Scenarios were run at both 20-year and 30-year amortization schedules.
- Reducing the PW facilities to \$30M would allow for land acquisition, improvements to one of the existing buildings and a full design program for the PW shops. Future decisions would need to be made about the Shops, with the ability to use Enterprise funds for additional financing.
- Two scenarios contemplate reducing eliminating funding for Fire Apparatus and Equipment after year 10. The City would have five bienniums to identify how to pay for this needed equipment.
- Two scenarios contemplate reducing or eliminating the construction of FS 54. There would likely be some costs associated with upgrading the facility.
- Unless eliminated, each scenario contemplates the projects being built on the existing schedule.

								LTGO Repayment Method			
Option	FS 51	FS 52	FS 54	A&E	JC	PW	LTGO Bond	Range of Annual Cash Contribution	Capacity from maturing debt	Total GF Cont.	Total Debt Service
A-20	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$86M	\$1M - \$5M 2019-2035	\$830K- \$2.6M per yr	\$86.4M	\$79.9 M
A-30	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$86M	\$1M - \$2.5 M 2019-2038	\$830K - \$2.6M per yr	\$94.3M	\$95.7 M
C1-20	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$200K - \$1.5M 2025-2037	\$830K - \$2M per yr	\$43.2M	\$59 M
C1-30	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$1M in 2028 & \$500K in 2029	\$830K - \$2M per yr	\$51M	\$70.6M
C2-20	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$40M	\$500K - \$1.5M 2031-2037	\$830K - \$2M per yr	\$36.7M	\$37 M
C2-30	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$40M	\$283K in 2017	\$830K - \$2M per yr	\$40.7M	\$44.2 M
D-20	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$40M	\$500K - \$1M 2026-2032	\$500K - \$1.2M per yr	\$21.6M	\$37 M
D-30	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$40M	\$283K in 2017	\$500K - \$1.2M per yr	\$22.8M	\$44.2 M
E-20	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$100K - \$1.3M 2026-2038	\$830K - \$2M per yr	\$43.9M	\$59 M
E-30	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$283K in 2017	\$830K - \$2M per yr	\$51.9M	\$70.6M

Using C-1 as the example, the following is a summary of the major differences between using 20-year and 30-year financing. While the numbers will change across the other scenarios, the basic information is the same for all scenarios when comparing 20- and 30-year financing:

20-year financing will:

- Require the City to identify additional funds from the general fund from 2025 to 2037.
- Save \$13.2 million in general fund and other funds (REET, impact fees) vs 30-year financing starting in 2040.
- Save \$11 million total in financing costs.
- Save \$5 million in the enterprise funds for their portion of the public works facility.
- **Note:** 20-year financing assumes a 3.75% rate; 30-year financing assumes a 4.00% rate.

In all scenarios, the Public Safety Plan begins to affect the six-year forecast in 2020, when \$831,000 of the general fund maturing debt begins to go toward the Plan.

Revised Scenario - Option E – Financing Apparatus purchases

The State has a specific financing tool with lower rates to allow cities to finance large apparatus (pumpers and ladders) over 10 years rather than using cash. We have modeled this financing tool using Option C1 – 20 and 30 years as the base.

Over the life of the Plan, general fund cash requirements are reduced.

- In the 20-year option, general fund cash requirements are delayed one year, and average annual costs are reduced \$200-\$500K for a period of time.
- In the 30-year option, general fund cash requirements are reduced to \$0 in future years.

STAFF RECOMMENDATION

Staff recommends **Option E** with LTGO financing over a 30-year period because:

- Builds all of the facilities within the current timeframe.
- Impact on the six-year financial plan is limited to using maturing debt
- No additional general fund cash contribution necessary over the life of the plan
- Financing apparatus reduces general fund cash requirements on an annual basis
- 30-year financing provides the greatest flexibility for the general fund; and
 - o Useful life of the Facilities is greater than the length of the debt service
 - o People who benefit from the facilities will pay for them
 - o Cost of the facilities is distributed to more taxpayers over time
 - o Time value of money – dollars spent in future years have less value than dollars spent today

Staff is seeking Committee consensus on a preferred scenario to bring to the full Council at the June 11, 2018 workshop for discussion, with adoption of the preferred scenario on June 18, 2018. The goal is to have a preferred scenario for dealing with the Public Safety Plan financial gap prior to the June 23, 2018 Open House.

RECOMMENDATION

Staff is seeking committee interest in the various tools presented today. At the next Committee meeting there will be a full discussion of the various potential new revenue tools the Committee may want to employ to fill the funding gap. Subsequent to that meeting, the Committee will also discuss any potential general fund obligations that could be used for the gap. This direction will allow staff to build a model based on the Council's priorities and Administration recommendations. Finally, a discussion on the project schedule and potential cost implications of accelerating/delaying projects, can be placed into the model to understand the cash flow and facility ramifications.

ATTACHMENT

Public Safety Plan Financial Frameworks

- Option A-20
- Option A-30
- Option C1-20
- Option C1-30
- Option C2-20
- Option C2-30
- Option D-20
- Option D-30

Whitebirch Analysis of Options Within Six-Year Financial Plan

- Option A-20
- Option A-30
- Option C1-20
- Option C1-30
- Option C2-20
- Option C2-30
- Option D-20
- Option D-30

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 20 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
	TOTAL																			
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033			
1																				
2																				
8	Revenues:																			
9	UTGO bond proceeds, Voted			40,675,046																
10	LTGO bond proceeds, Councilmanic		20,000,000		66,000,000															
11	Fire Impact fees & deposit - Segale	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Fire Impact fees - other	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution		3,000,000																	
14	Property/land sales		5,038,000		3,000,000															
15	REET 1		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	258,283	200,000	100,000	100,000	40,000														
18	Annual contribution to balance	283,709	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,500,000	1,500,000	1,500,000	2,000,000	3,800,000	4,500,000	3,000,000	3,000,000	4,000,000	2,500,000			
19	Additional capacity from maturing, existing debt					831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	2,058,992	30,338,000	42,875,046	72,031,000	7,931,000	2,931,000	5,068,000	4,594,000	4,594,000	5,094,000	6,894,000	7,594,000	6,094,000	6,144,000	6,794,000	6,144,000	6,794,000	6,144,000	5,294,000
24	% Dbt Svc capacity used for PSP																			
25	Project Expenditures																			
26	Justice Center	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	142,791	1,554,000	1,978,000	10,274,000	814,587	-	-	-	-	-	-	-	-	-	-	-	-	-	-
30	Apparatus & equip	573,651	4,455,859	540,082	362,385	276,621	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681			
31	Shops	283,709	19,361,000	4,989,000	28,317,000	10,460,142	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35	Project Expenditures Total	1,847,199	45,536,359	45,438,582	77,545,292	12,585,101	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681			
37	Debt Service																			
38	Debt service LTGO		750,000	750,000	3,225,000	3,225,000	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073
39	Utility Fds pay rent = 50% of dbt svc		(375,000)	(375,000)	(1,190,625)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)
40	GF Debt Service Total	-	375,000	375,000	2,034,375	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249
41	Expense Total	1,847,199	45,911,359	45,813,582	79,579,667	14,619,476	4,774,729	6,864,271	4,652,004	4,682,229	5,073,526	6,977,033	7,779,814	5,874,452	5,864,660	7,133,205	5,155,929			
42																				
48	Annual Surplus (Shortfall)	211,793	(15,573,359)	(2,938,536)	(7,548,667)	(9,648,476)	(1,843,729)	(1,796,271)	(58,004)	(88,229)	20,474	(83,033)	(185,814)	219,548	279,340	(339,205)	138,071			
49	Beginning Carryover (Shortfall)	36,513,127	36,724,920	21,151,561	18,213,025	10,664,357	4,096,108	2,252,379	456,108	398,104	309,875	330,349	247,316	61,501	281,049	560,390	221,184			
50	Ending Carryover (Shortfall)	36,724,920	21,151,561	18,213,025	10,664,357	1,015,881	2,252,379	456,108	398,104	309,875	330,349	247,316	61,501	281,049	560,390	221,184	359,255			

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 20 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM		
	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050			
1																				
2																				
8	Revenues:																			
9																				
10																				
11																				
12	300,000	300,000	300,000	300,000	300,000	300,000	300,000	85,134												
13																				
14																				
15	500,000	500,000	500,000	500,000	500,000	500,000	500,000													
17																				
18	5,000,000	1,500,000	1,800,000	1,000,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
19	1,994,000	2,259,000	2,647,000	2,647,000	2,561,600	2,561,600	2,561,600	2,561,600												
23	7,794,000	4,559,000	5,247,000	4,447,000	3,411,600	3,361,600	3,361,600	2,646,734												
24			100%	100%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	
25	Project Expenditures																			
26																				
27																				
28																				
29																				
30	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
31																				
35	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
37																				
38	6,793,073	6,793,073	6,793,073	6,793,073	5,108,177	5,108,177	-	-	-	-	-	-	-	-	-	-	-	-	-	
39	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(1,683,376)	(1,683,376)	-	-	-	-	-	-	-	-	-	-	-	-	-	
40	4,267,249	4,267,249	4,267,249	4,267,249	3,424,800	3,424,800	-	-	-	-	-	-	-	-	-	-	-	-	-	
41	7,934,822	4,510,258	4,877,000	4,980,227	3,424,800	3,424,800	-	-	-	-	-	-	-	-	-	-	-	-	-	
42																				
48	(140,822)	48,742	370,000	(533,227)	(13,200)	(63,200)	3,361,600	2,646,734	-	-	-	-	-	-	-	-	-	-	-	
49	359,255	218,433	267,175	637,176	103,948	90,748	27,547	3,389,147	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	
50	218,433	267,175	637,176	103,948	90,748	27,547	3,389,147	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	6,035,881	

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 30 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
		TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8	Revenues:	77,385,000			40,675,046														
9	UTGO bond proceeds, Voted					66,000,000													
10	LTGO bond proceeds, Councilmanic	86,000,000	20,000,000																
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000		3,000,000															
14	Property/land sales	15,038,000	5,038,000		3,000,000		2,000,000	5,000,000											
15	REET 1	16,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	28,783,709	283,709	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	2,500,000
19	Additional capacity from maturing, existing debt	65,585,800					831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	308,667,354	2,058,992	30,338,000	42,875,046	72,031,000	4,971,000	7,931,000	2,931,000	3,568,000	4,594,000	4,594,000	5,094,000	5,094,000	5,094,000	5,144,000	5,294,000	5,294,000	5,294,000
24	% Dbt Svc capacity used for PSP																		
25	Project Expenditures	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Justice Center	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
27	FS 51	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751												
28	FS 52	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
29	FS 54	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
30	Apparatus & equip	63,410,851	283,709	19,361,000	4,989,000	28,317,000	10,460,142												
31	Shops	206,867,877	1,847,199	45,536,359	45,438,582	77,545,292	12,585,101	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
35	Project Expenditures Total	151,919,016	800,000	800,000	800,000	3,440,000	3,440,000	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204
37	Debt Service						interest only	full DS											
38	Debt service LTGO						interest only	interest only											
39	Utility Fds pay rent = 50% of dbt svc	(56,155,421)	(400,000)	(400,000)	(400,000)	(1,270,000)	(1,270,000)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)
40	GF Debt Service Total	95,763,595	-	400,000	400,000	2,170,000	2,170,000	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248
41	Expense Total	302,631,472	1,847,199	45,936,359	45,838,582	79,715,292	14,755,101	3,864,773	3,788,728	5,878,271	3,666,003	3,696,228	4,087,525	5,991,032	6,793,813	4,888,452	4,878,659	6,147,205	4,169,929
42																			
48	Annual Surplus (Shortfall)	6,035,881	211,793	(15,598,359)	(2,963,536)	(7,684,292)	(9,784,101)	4,066,227	(857,728)	(2,310,271)	927,997	897,772	1,006,475	(897,032)	(1,699,813)	205,548	265,341	(853,205)	1,124,071
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,126,561	18,163,025	10,478,732	694,631	4,760,859	3,903,131	1,592,860	2,520,856	3,418,628	4,425,103	3,528,071	1,828,257	2,033,805	2,299,146	1,445,942
50	Ending Carryover (Shortfall)	6,035,881	36,724,920	21,126,561	18,163,025	10,478,732	694,631	4,760,859	3,903,131	1,592,860	2,520,856	3,418,628	4,425,103	3,528,071	1,828,257	2,033,805	2,299,146	1,445,942	2,570,013

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 30 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM		
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050		
8	Revenues:																			
9	UTGO bond proceeds, Voted																			
10	LTGO bond proceeds, Councilmanic																			
11	Fire Impact fees & deposit - Segale																			
12	Fire Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
13	F301, Lnd & Prk Acq contribution																			
14	Property/land sales																			
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings																			
18	Annual contribution to balance	2,500,000	1,000,000																	
19	Additional capacity from maturing, existing debt	1,994,000	2,259,000	2,647,000	2,647,000	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600
23	Revenue Total	5,294,000	4,059,000	3,447,000	3,447,000	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600
24	% Dbt Svc capacity used for PSP		100%	100%	100%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
25	Project Expenditures																			
26	Justice Center																			
27	FS 51																			
28	FS 52																			
29	FS 54																			
30	Apparatus & equip	3,667,573	243,009	609,751	712,979															
31	Shops																			
35	Project Expenditures Total	3,667,573	243,009	609,751	712,979															
37	Debt Service																			
38	Debt service LTGO	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204
39	Utility Fds pay rent = 50% of dbt svc	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)
40	GF Debt Service Total	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248
41	Expense Total	6,948,821	3,524,257	3,890,999	3,994,227	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248
42																				
48	Annual Surplus (Shortfall)	(1,654,821)	534,743	(443,999)	(547,227)	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352
49	Beginning Carryover (Shortfall)	2,570,013	915,192	1,449,935	1,005,936	458,709	539,061	619,413	699,765	780,117	860,469	940,821	1,021,174	1,101,526	1,181,878	1,262,230	1,342,582	1,422,934	1,503,286	1,583,638
50	Ending Carryover (Shortfall)	915,192	1,449,935	1,005,936	458,709	539,061	619,413	699,765	780,117	860,469	940,821	1,021,174	1,101,526	1,181,878	1,262,230	1,342,582	1,422,934	1,503,286	1,583,638	1,663,990

PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 20 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1		TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8	Revenues:	77,385,000			40,675,046														
9	UTGO bond proceeds, Voted					35,000,000													
10	LTGO bond proceeds, Councilmanic	55,000,000	20,000,000																
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	9,417,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000																
14	Property/land sales	15,038,000	5,038,000	3,000,000	3,000,000	3,000,000	2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	14,155,928	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	11,583,709	283,709	-	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000	1,500,000	1,200,000	-	-	-	500,000
19	Additional capacity from maturing, existing debt	31,710,500			831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	222,747,982	2,058,992	29,338,000	41,875,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	4,594,000	4,594,000	4,594,000	4,594,000	4,294,000	3,094,000	3,144,000	2,794,000	3,294,000
24	% Dbt Svc svgs used for PSP									100%	100%								
25	Project Expenditures	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Justice Center	12,540,338	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587	-	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	15,000,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130	-	-	-	-
30	Apparatus & equip	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291	-	-	-	-	-	-	-	-	-	-	-	-
31	Shops	158,525,026	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130	-	-	-	-
35	Project Expenditures Total	81,343,214	1,847,199	750,000	750,000	2,062,500	2,062,500	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778
37	Debt Service	(22,319,868)	(375,000)	(375,000)	(375,000)	(562,500)	(562,500)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)
38	Debt service LTGO	59,023,346	-	375,000	375,000	1,500,000	1,500,000	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347
39	Utility Fds pay rent = 50% of dbt svc	217,548,373	1,847,199	45,911,359	44,366,582	56,447,292	4,719,250	3,747,872	3,671,827	3,761,370	4,549,102	4,579,327	3,970,624	5,874,131	3,937,477	3,164,347	3,164,347	3,164,347	3,164,347
40	GF Debt Service Total	5,199,609	211,793	(16,573,359)	(2,491,536)	(16,416,292)	(748,250)	3,183,128	(1,740,827)	(1,193,370)	44,898	14,673	623,376	(1,280,131)	356,523	(70,347)	(20,347)	(370,347)	129,653
41	Expense Total	5,199,609	36,513,127	36,724,920	20,151,561	17,660,025	1,243,732	495,482	3,678,611	1,937,784	744,414	789,312	803,985	1,427,361	147,229	503,753	433,406	413,059	42,712
42	Annual Surplus (Shortfall)																		
48	Beginning Carryover (Shortfall)	5,199,609	36,724,920	20,151,561	17,660,025	1,243,732	495,482	3,678,611	1,937,784	744,414	789,312	803,985	1,427,361	147,229	503,753	433,406	413,059	42,712	172,365
49	Ending Carryover (Shortfall)																		

PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 20 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
2																		
8	Revenues:																	
9	UTGO bond proceeds, Voted																	
10	LTGO bond proceeds, Councilmanic																	
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000					
12	Fire Impact fees - other																	
13	F301, Lnd & Prk Acq contribution																	
14	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	155,928					
15	REET 1																	
17	Investment earnings																	
18	Annual contribution to balance	200,000	1,500,000	800,000	1,100,000	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,323,500	1,323,500	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000					
23	Revenue Total	2,994,000	3,429,500	2,923,500	3,223,500	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	800,000	155,928				
24	% Dbt Svc svgs used for PSP		50%	50%	50%	50%												
25	Project Expenditures																	
26	Justice Center																	
27	FS 51																	
28	FS 52																	
29	FS 54																	
30	Apparatus & equip																	
31	Shops																	
35	Project Expenditures Total																	
37	Debt Service																	
38	Debt service LTGO	4,393,778	4,393,778	4,393,778	4,393,778	2,708,882	2,708,882	2,708,882	2,708,882	2,708,882	2,708,882	2,708,882	2,708,882					
39	Utility Fds pay rent = 50% of dbt svc	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(386,983)	(386,983)	(386,983)	(386,983)	(386,983)	(386,983)	(386,983)	(386,983)					
40	GF Debt Service Total	3,164,347	3,164,347	3,164,347	3,164,347	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899					
41	Expense Total	3,164,347	3,164,347	3,164,347	3,164,347	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899	2,321,899					
42																		
48	Annual Surplus (Shortfall)	(170,347)	265,153	(240,847)	59,153	79,101	79,101	800,000	800,000	800,000	800,000	800,000	800,000	155,928				
49	Beginning Carryover (Shortfall)	172,365	2,018	267,172	26,325	85,478	164,579	243,681	1,043,681	1,843,681	2,643,681	3,443,681	4,243,681	5,043,681	5,199,609	5,199,609	5,199,609	5,199,609
50	Ending Carryover (Shortfall)	2,018	267,172	26,325	85,478	164,579	243,681	1,043,681	1,843,681	2,643,681	3,443,681	4,243,681	5,043,681	5,199,609	5,199,609	5,199,609	5,199,609	5,199,609

PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 30 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
3																			
4																			
5																			
6																			
7																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	55,000,000	20,000,000		35,000,000														
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000		3,000,000														
14	Property/land sales	15,038,000	5,038,000		500,000		2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	500,000		500,000		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	1,783,709	283,709											1,000,000	500,000				
19	Additional capacity from maturing, existing debt	49,321,500			831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	234,403,054	2,058,992	29,338,000	41,875,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	4,094,000	3,594,000	3,094,000	3,144,000	2,794,000	2,794,000
24	% Dbt Svc svgs used for PSP									100%	100%								
25	Project Expenditures																		
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406													
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751												
29	FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
30	Apparatus & equip	15,000,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
31	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
35	Project Expenditures Total	158,525,026	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
36																			
37	Debt Service																		
38	Debt service LTGO	97,347,754	800,000	800,000	800,000	2,200,000	2,200,000	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802
39	Utility Fds pay rent = 50% of dbt svc	(26,669,355)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	GF Debt Service Total	70,678,418	-	400,000	400,000	1,600,000	1,600,000	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063
41	Expense Total	229,203,445	1,847,199	45,936,359	44,391,582	56,547,292	4,819,250	3,009,588	2,933,543	3,023,086	3,810,818	3,841,043	3,232,340	5,135,848	3,199,193	2,426,063	2,426,063	2,426,063	2,426,063
42																			
48	Annual Surplus (Shortfall)	5,199,609	211,793	(16,598,359)	(2,516,536)	(16,516,292)	(848,250)	3,921,412	(1,002,543)	(455,086)	(716,818)	(747,043)	(138,340)	(1,041,848)	394,807	667,937	717,937	367,937	367,937
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	20,126,561	17,610,025	1,093,732	245,482	4,166,894	3,164,351	2,709,265	1,992,447	1,245,404	1,107,063	65,216	460,023	1,127,960	1,845,897	2,213,834
50	Ending Carryover (Shortfall)	5,199,609	36,724,920	20,126,561	17,610,025	1,093,732	245,482	4,166,894	3,164,351	2,709,265	1,992,447	1,245,404	1,107,063	65,216	460,023	1,127,960	1,845,897	2,213,834	2,581,771

PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 30 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
2																		
8	Revenues:																	
9	UTGO bond proceeds, Voted																	
10	LTGO bond proceeds, Councilmanic																	
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Fire Impact fees - other																	
13	F301, Lnd & Prk Acq contribution																	
14	Property/land sales																	
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings																	
18	Annual contribution to balance																	
	Additional capacity from maturing,																	
19	existing debt	1,994,000	1,129,500	1,323,500	1,323,500	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000
23	Revenue Total	2,794,000	1,929,500	2,123,500	2,123,500	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000
24	% Dbt Svc svgs used for PSP		50%	50%	50%	50%												
25	Project Expenditures																	
26	Justice Center																	
27	FS 51																	
28	FS 52																	
29	FS 54																	
30	Apparatus & equip																	
31	Shops																	
35	Project Expenditures Total																	
36																		
37	Debt Service																	
38	Debt service LTGO	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	GF Debt Service Total	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063
41	Expense Total	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063
42																		
48	Annual Surplus (Shortfall)	367,937	(496,563)	(302,563)	(302,563)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)
49	Beginning Carryover (Shortfall)	2,581,771	2,949,707	2,453,144	2,150,581	1,848,018	1,797,892	1,772,829	1,747,766	1,722,703	1,697,640	1,672,577	1,647,514	1,622,451	1,597,388	2,197,998	2,798,609	2,798,609
50	Ending Carryover (Shortfall)	2,949,707	2,453,144	2,150,581	1,848,018	1,822,955	1,772,829	1,747,766	1,722,703	1,697,640	1,672,577	1,647,514	1,622,451	1,597,388	2,197,998	2,798,609	5,199,609	5,199,609

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 20 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1	TOTAL																			2033
2																				2032
8	Revenues:																			2031
9	UTGO bond proceeds, Voted																			2030
10	LTGO bond proceeds, Councilmanic																			2029
11	Fire Impact fees & deposit - Segale																			2028
12	Fire Impact fees - other																			2027
13	F301, Lnd & Prk Acq contribution																			2026
14	Property/land sales																			2025
15	REET 1																			2024
17	Investment earnings																			2023
18	Annual contribution to balance																			2022
19	Additional capacity from maturing,																			2021
23	Revenue Total																			2020
24	% Dbt Svc capacity used for PSP																			2019
25	Project Expenditures																			2018
26	Justice Center																			2017
27	FS 51																			2016
28	FS 52																			2015
29	FS 54																			2014
30	Apparatus & equip																			2013
31	Shops																			2012
35	Project Expenditures Total																			2011
36																				2010
37	Debt Service																			2009
38	Debt service LTGO																			2008
39	Utility Fds pay rent = 50% of dbt svc																			2007
40	GF Debt Service Total																			2006
41	Expense Total																			2005
42																				2004
48	Annual Surplus (Shortfall)																			2003
49	Beginning Carryover (Shortfall)																			2002
50	Ending Carryover (Shortfall)																			2001
		77,385,000			40,675,046															
		40,000,000		20,000,000																
		4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
		9,672,491	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
		15,038,000	5,038,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
		14,500,000	258,283	200,000	100,000	100,000	40,000													
		707,845	283,709																	
		7,783,709																		
		28,939,700		831,000	41,875,046	25,031,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	
		201,776,745	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	4,644,000	4,294,000	4,294,000	
										100%	100%									
		68,570,005	431,266	17,890,500	26,694,000	23,430,406														
		12,540,338	254,484	1,385,000	8,725,500	2,115,501														
		17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751													
		142,791	142,791																	
		29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681	
		30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291													
		158,836,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681	
		59,321,127		interest only	interest only	interest only	interest only	full DS												
		Debt service LTGO	750,000	750,000	750,000	1,500,000	1,500,000	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	
		Utility Fds pay rent = 50% of dbt svc	(375,000)	(375,000)	(375,000)	(562,500)	(562,500)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	
		GF Debt Service Total	-	375,000	937,500	937,500	937,500	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	
		Expense Total	1,847,199	44,357,359	42,388,582	45,610,792	3,342,163	2,586,922	2,510,878	4,600,420	2,388,153	2,418,378	2,809,675	4,713,182	5,515,963	3,610,601	3,600,809	4,869,354	2,892,078	
		Annual Surplus (Shortfall)	211,793	(15,019,359)	(513,536)	(20,579,792)	628,837	4,344,078	(579,878)	(2,032,420)	705,847	675,622	284,325	(1,619,182)	(2,421,963)	(516,601)	1,043,191	(575,354)	1,401,922	
		Beginning Carryover (Shortfall)	36,513,127	36,724,920	21,705,561	21,192,025	612,232	1,241,069	5,585,147	5,005,269	2,972,849	3,678,696	4,354,318	4,638,643	3,019,461	597,498	80,897	1,124,089	548,734	
		Ending Carryover (Shortfall)	36,724,920	21,705,561	21,192,025	612,232	1,241,069	5,585,147	5,005,269	2,972,849	3,678,696	4,354,318	4,638,643	3,019,461	597,498	80,897	1,124,089	548,734	1,950,656	

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 20 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
8	Revenues:																	
9	UTGO bond proceeds, Voted																	
10	LTGO bond proceeds, Councilmanic																	
11	Fire Impact fees & deposit - Segale																	
12	Fire Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	(44,509)			
13	F301, Lnd & Prk Acq contribution																	
14	Property/land sales																	
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000				
17	Investment earnings																	
18	Annual contribution to balance	1,500,000	1,000,000	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,058,800	1,058,800	960,600												
23	Revenue Total	4,294,000	2,929,500	2,358,800	1,858,800	1,760,600	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	(44,509)			
24	% Dbt Svc capacity used for PSP		50%	40%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
25	Project Expenditures																	
26	Justice Center																	
27	FS 51																	
28	FS 52																	
29	FS 54																	
30	Apparatus & equip	3,667,573	243,009	609,751	712,979	-	0	0	0	0	0	0	0	0	0	0	0	0
31	Shops																	
35	Project Expenditures Total	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-
36																		
37	Debt Service																	
38	Debt service LTGO	3,232,829	3,232,829	3,232,829	3,232,829	1,547,932	1,547,932	-	-	-	-	-	-	-	-	-	-	-
39	Utility Fds pay rent = 50% of dbt svc	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(386,983)	(386,983)	-	-	-	-	-	-	-	-	-	-	-
40	GF Debt Service Total	2,003,398	2,003,398	2,003,398	2,003,398	1,160,949	1,160,949	-	-	-	-	-	-	-	-	-	-	-
41	Expense Total	5,670,971	2,246,406	2,613,149	2,716,376	1,160,949	1,160,949	-	-	-	-	-	-	-	-	-	-	-
42																		
48	Annual Surplus (Shortfall)	(1,376,971)	683,094	(254,349)	(857,576)	599,651	(360,949)	800,000	800,000	800,000	800,000	800,000	800,000	800,000	(44,509)	-	-	-
49	Beginning Carryover (Shortfall)	1,950,656	573,685	1,256,779	1,002,430	144,854	744,504	383,555	1,183,555	1,983,555	2,783,555	3,583,555	4,383,555	5,183,555	5,983,555	5,939,046	5,939,046	5,939,046
50	Ending Carryover (Shortfall)	573,685	1,256,779	1,002,430	144,854	744,504	383,555	1,183,555	1,983,555	2,783,555	3,583,555	4,383,555	5,183,555	5,983,555	5,939,046	5,939,046	5,939,046	5,939,046

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 30 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	40,000,000		20,000,000															
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000																
14	Property/land sales	15,038,000	5,038,000	3,000,000	3,000,000	3,000,000	2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	283,709	283,709																
19	Additional capacity from maturing,	40,466,900				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	209,048,454	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,144,000	2,794,000	2,794,000
24	% Dbt Svc capacity used for PSP									100%	100%								
25	Project Expenditures	68,570,005																	
26	Justice Center		431,266	17,890,500	26,694,000	23,430,406													
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751												
29	FS 54	142,791	142,791																
30	Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
31	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
35	Project Expenditures Total	158,836,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
36																			
37	Debt Service	70,942,304																	
38	Debt service LTGO		800,000	interest only	interest only	interest only	interest only	full DS	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	GF Debt Service Total	44,272,969	-	400,000	400,000	1,000,000	1,000,000	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41	Expense Total	203,109,408	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	4,122,891	1,910,624	1,940,849	2,332,146	4,235,653	5,038,434	3,133,072	3,123,279	4,391,825	2,414,549
42																			
48	Annual Surplus (Shortfall)	5,939,046	211,793	(15,044,359)	(538,536)	(20,642,292)	566,337	4,821,607	(102,348)	(1,554,891)	1,183,376	1,153,151	761,854	(1,141,653)	(1,944,434)	(39,072)	20,721	(1,597,825)	379,451
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,887,676	5,785,328	4,230,436	5,413,813	6,566,964	7,328,818	6,187,165	4,242,731	4,203,659	4,224,380	2,626,555
50	Ending Carryover (Shortfall)	5,939,046	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,887,676	5,785,328	4,230,436	5,413,813	6,566,964	7,328,818	6,187,165	4,242,731	4,203,659	4,224,380	2,626,555	3,006,005

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 30 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
1																		
2	Revenues:																	
8	UTGO bond proceeds, Voted																	
9	LTGO bond proceeds, Councilmanic																	
10	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
11	Fire Impact fees - other																	
12	F301, Lnd & Prk Acq contribution																	
13	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
14	REET 1																	
15	Investment earnings																	
17	Annual contribution to balance																	
18	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,058,800	1,058,800	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600
19	Revenue Total	2,794,000	1,929,500	1,858,800	1,858,800	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600
23	% Dbt Svc capacity used for PSP		50%	40%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
24	Project Expenditures																	
25	Justice Center																	
26	FS 51																	
27	FS 52																	
28	FS 54																	
29	Apparatus & equip	3,667,573	243,009	609,751	712,979	0	0	0	0	0	0	0	0	0	0	0	0	0
30	Shops																	
31	Project Expenditures Total	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-
35	Debt Service																	
36	Debt service LTGO	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
37	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
38	GF Debt Service Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
39	Expense Total	5,193,442	1,768,877	2,135,620	2,238,847	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
40	Annual Surplus (Shortfall)	(2,399,442)	160,623	(276,820)	(380,047)	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732
41	Beginning Carryover (Shortfall)	3,006,005	606,564	767,187	490,367	110,320	345,051	579,783	814,514	1,049,246	1,283,977	1,518,709	1,753,441	1,988,172	2,222,904	2,457,635	3,318,041	4,178,446
42	Ending Carryover (Shortfall)	606,564	767,187	490,367	110,320	345,051	579,783	814,514	1,049,246	1,283,977	1,518,709	1,753,441	1,988,172	2,222,904	2,457,635	3,318,041	4,178,446	5,939,046

PUBLIC SAFETY PLAN - Financial Framework - Scenario D - 20 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	40,000,000	20,000,000			20,000,000													
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	300,000	300,000
12	Fire Impact fees - other	8,517,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000			3,000,000	2,000,000	5,000,000											
14	Property/land sales	15,038,000	5,038,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	12,813,091	500,000	100,000	100,000	100,000	40,000												
17	Investment earnings	707,845	258,283	200,000															
18	Annual contribution to balance	6,783,709	283,709									1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	
19	Additional capacity from maturing, existing debt	14,858,560				831,000	831,000	498,600	498,600	880,800	1,196,400	717,840	717,840	717,840	717,840	717,840	717,840	717,840	717,840
23	Revenue Total	183,853,205	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,598,600	1,598,600	1,980,800	2,296,400	2,817,840	2,817,840	2,817,840	2,817,840	2,817,840	2,867,840	2,017,840	1,517,840
24	% Dbt Svc capacity used for PSP						100%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
25	Project Expenditures	68,570,005	17,890,500	26,694,000	23,430,406														
26	Justice Center	431,266	17,890,500	8,725,500	2,115,501														
27	FS 51	254,484	1,385,000	2,512,000	13,046,000		1,033,751												
28	FS 52	161,299	890,000																
29	FS 54	142,791																	
30	Apparatus & equip	15,000,000	4,455,859	540,082	362,385		276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
31	Shops	30,000,000	283,709	3,542,000	5,719,000		1,094,291												
35	Project Expenditures Total	143,904,439	1,847,199	42,013,582	44,673,292		2,404,663	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
37	Debt Service	59,321,127	750,000	750,000	1,500,000		1,500,000	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829	3,232,829
38	Debt service LTGO																		
39	Utility Fds pay rent = 50% of dbt svc	(22,319,868)	(375,000)	(375,000)	(562,500)		(562,500)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)
40	GF Debt Service Total	37,001,259	-	375,000	937,500		937,500	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398	2,003,398
41	Expense Total	180,905,699	1,847,199	42,388,582	45,610,792		3,342,163	2,586,922	2,510,878	2,600,420	3,388,153	3,418,378	2,809,675	4,713,182	2,776,528	2,003,398	2,003,398	2,003,398	2,003,398
42																			
48	Annual Surplus (Shortfall)	2,947,506	211,793	(15,019,359)	(513,536)	(20,579,792)	628,837	4,011,678	(912,278)	(619,620)	(1,091,753)	(600,538)	8,165	(1,895,342)	41,312	814,442	864,442	14,442	(485,558)
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,705,561	21,192,025	612,232	1,241,069	5,252,747	4,340,469	3,720,849	2,629,096	2,028,558	2,036,723	141,381	182,694	997,136	1,861,579	1,876,021
50	Ending Carryover (Shortfall)	2,947,506	36,724,920	21,705,561	21,192,025	612,232	1,241,069	5,252,747	4,340,469	3,720,849	2,629,096	2,028,558	2,036,723	141,381	182,694	997,136	1,861,579	1,876,021	1,390,464

PUBLIC SAFETY PLAN - Financial Framework - Scenario D - 20 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
8	Revenues:																		
9	UTGO bond proceeds, Voted																		
10	LTGO bond proceeds, Councilmanic																		
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000									
12	Fire Impact fees - other																		
13	F301, Lnd & Prk Acq contribution																		
14	Property/land sales																		
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	313,091								
17	Investment earnings																		
18	Annual contribution to balance																		
19	Additional capacity from maturing, existing debt	717,840	903,600	1,058,800	1,058,800	640,400													
23	Revenue Total	1,517,840	1,703,600	1,858,800	1,858,800	1,440,400	800,000	800,000	800,000	800,000	313,091								
24	% Dbt Svc capacity used for PSP	60%	40%	40%	30%	20%													
25	Project Expenditures																		
26	Justice Center																		
27	FS 51																		
28	FS 52																		
29	FS 54																		
30	Apparatus & equip						0	0	0	0	0	0	0	0	0	0	0	0	0
31	Shops																		
35	Project Expenditures Total																		
37	Debt Service																		
38	Debt service LTGO	3,232,829	3,232,829	3,232,829	3,232,829	1,547,932	1,547,932												
39	Utility Fds pay rent = 50% of dbt svc	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(386,983)	(386,983)												
40	GF Debt Service Total	2,003,398	2,003,398	2,003,398	2,003,398	1,160,949	1,160,949												
41	Expense Total	2,003,398	2,003,398	2,003,398	2,003,398	1,160,949	1,160,949												
42																			
48	Annual Surplus (Shortfall)	(485,558)	(299,798)	(144,598)	(144,598)	279,451	(360,949)	800,000	800,000	800,000	313,091								
49	Beginning Carryover (Shortfall)	1,390,464	904,906	605,109	460,511	315,913	595,364	234,415	1,034,415	1,834,415	2,634,415	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506
50	Ending Carryover (Shortfall)	904,906	605,109	460,511	315,913	595,364	234,415	1,034,415	1,834,415	2,634,415	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506	2,947,506

PUBLIC SAFETY PLAN - Financial Framework, Scenario D - 30 Year Debt

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	40,000,000	20,000,000			20,000,000													
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000			3,000,000	2,000,000	5,000,000											
14	Property/land sales	15,038,000	5,038,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	283,709	283,709																
19	Additional capacity from maturing, existing debt	22,543,360				831,000	831,000	498,600	498,600	880,800	1,196,400	717,840	717,840	717,840	717,840	717,840	717,840	717,840	717,840
20	Revenue Summary:																		
21	JC/Fire Revenue-restricted	93,052,000	1,517,000	600,000	41,275,046	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	650,000	300,000	300,000
22	Shops/other revenue-unrestricted	98,072,914	541,992	28,738,000	600,000	24,431,000	3,371,000	5,998,600	998,600	1,380,800	1,696,400	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840
23	Revenue Total	191,124,914	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,598,600	1,598,600	1,980,800	2,296,400	1,817,840	1,817,840	1,817,840	1,817,840	1,817,840	1,867,840	1,517,840	1,517,840
24	% Dbt Svc capacity used for PSP						100%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
25	Project Expenditures																		
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	142,791	142,791																
30	Apparatus & equip	15,000,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
31	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
35	Project Expenditures Total	143,904,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
36																			
37	Debt Service																		
38	Debt service LTGO	70,942,304	800,000	800,000	800,000	1,600,000	1,600,000	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	GF Debt Service Total	44,272,969	-	400,000	400,000	1,000,000	1,000,000	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41	Expense Total	188,177,408	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	2,122,891	2,910,624	2,940,849	2,332,146	4,235,653	2,298,998	1,525,868	1,525,868	1,525,868	1,525,868
42																			
48	Annual Surplus (Shortfall)	2,947,506	211,793	(15,044,359)	(538,536)	(20,642,292)	566,337	4,489,207	(434,748)	(142,091)	(614,224)	(1,123,009)	(514,306)	(2,417,813)	(481,158)	291,972	341,972	(8,028)	(8,028)
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,555,276	5,120,528	4,978,436	4,364,213	3,241,204	2,726,898	309,085	(172,073)	119,898	461,870	453,841
50	Ending Carryover (Shortfall)	2,947,506	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,555,276	5,120,528	4,978,436	4,364,213	3,241,204	2,726,898	309,085	(172,073)	119,898	461,870	453,841	445,813

PUBLIC SAFETY PLAN - Financial Framework, Scenario D - 30 Year Debt

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
1																		
2																		
8	Revenues:																	
9	UTGO bond proceeds, Voted																	
10	LTGO bond proceeds, Councilmanic																	
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Fire Impact fees - other																	
13	F301, Lnd & Prk Acq contribution																	
14	Property/land sales																	
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings																	
18	Annual contribution to balance																	
19	Additional capacity from maturing, existing debt	717,840	903,600	1,058,800	1,058,800	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400
20	Revenue Summary:																	
21	JC/Fire Revenue-restricted	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
22	Shops/other revenue-unrestricted	1,217,840	1,403,600	1,558,800	1,558,800	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400
23	Revenue Total	1,517,840	1,703,600	1,858,800	1,858,800	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400
24	% Dbt Svc capacity used for PSP	60%	40%	40%	30%	20%												
25	Project Expenditures																	
26	Justice Center																	
27	FS 51																	
28	FS 52																	
29	FS 54																	
30	Apparatus & equip																	
31	Shops																	
35	Project Expenditures Total																	
36																		
37	Debt Service																	
38	Debt service LTGO	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	GF Debt Service Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41	Expense Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
42																		
48	Annual Surplus (Shortfall)	(8,028)	177,732	332,932	332,932	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)
49	Beginning Carryover (Shortfall)	445,813	437,785	615,516	948,448	1,281,379	1,195,911	1,110,442	1,024,974	939,506	854,037	768,569	683,100	597,632	512,163	426,695	341,226	256,757
50	Ending Carryover (Shortfall)	437,785	615,516	948,448	1,281,379	1,195,911	1,110,442	1,024,974	939,506	854,037	768,569	683,100	597,632	512,163	426,695	341,226	256,757	182,288

PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 20 Year Debt with Apparatus Financed

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
		TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
1																			
8	Revenues:	77,385,000			40,675,046														
9	UTGO bond proceeds, Voted					35,000,000													
10	LTGO bond proceeds, Councilmanic	55,000,000	20,000,000																
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	300,000	300,000
12	Fire Impact fees - other	9,417,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000																
14	Property/land sales	15,038,000	500,000	5,038,000	3,000,000	3,000,000	2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	14,281,724	258,283	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845		100,000	100,000	100,000	40,000												
18	Annual contribution to balance	12,283,709	283,709									1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	500,000	1,000,000
	Additional capacity from maturing,																		
19	existing debt	31,710,500			831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	223,573,778	2,058,992	24,300,000	46,913,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	4,094,000	4,094,000	4,094,000	4,094,000	4,094,000	3,644,000	3,294,000	3,794,000
24	% Dbt Svc capacity used for PSP									100%	100%								
25	Project Expenditures																		
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406													
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751												
29	FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
30	Apparatus & equip	10,075,304	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	287,091	384,755	414,980	806,277	109,936	758,212	575,049	575,049	575,049	575,049
31	Apparatus financing	5,750,493								270,250	270,250	270,250	270,250	270,250	270,250	270,250	270,250	270,250	270,250
32	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
36	Project Expenditures Total	159,350,823	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	557,341	655,005	685,230	1,076,527	380,186	1,333,262	575,049	575,049	575,049	575,049
38	Debt Service																		
39	Debt service LTGO	81,343,214	750,000	750,000	750,000	2,062,500	2,062,500	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778	4,393,778
40	Utility Fds pay rent = 50% of dbt svc	(22,319,868)	(375,000)	(375,000)	(375,000)	(562,500)	(562,500)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)
41	GF Debt Service Total	59,023,346	-	375,000	375,000	1,500,000	1,500,000	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347	3,164,347
42	Expense Total	218,374,169	1,847,199	45,911,359	44,366,582	56,447,292	4,719,250	3,747,872	3,671,827	3,721,688	3,819,352	3,849,577	4,240,874	3,544,533	4,497,608	3,739,396	3,739,396	3,739,396	3,739,396
43																			
49	Annual Surplus (Shortfall)	5,199,609	211,793	(21,611,359)	2,546,464	(16,416,292)	(748,250)	3,183,128	(1,740,827)	(1,153,688)	(725,352)	244,423	(146,874)	549,467	(403,608)	354,604	(95,396)	(445,396)	54,604
50	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	15,113,560	17,660,024	1,243,732	495,482	3,678,610	1,937,783	784,095	58,743	303,166	156,292	705,758	302,150	656,754	561,358	115,962
51	Ending Carryover (Shortfall)	5,199,609	36,724,920	15,113,560	17,660,024	1,243,732	495,482	3,678,610	1,937,783	784,095	58,743	303,166	156,292	705,758	302,150	656,754	561,358	115,962	170,566

PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 20 Year Debt with Apparatus Financed

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
2																		
8	Revenues:																	
9	UTGO bond proceeds, Voted																	
10	LTGO bond proceeds, Councilmanic																	
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000					
12	Fire Impact fees - other																	
13	F301, Lnd & Prk Acq contribution																	
14	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	281,724					
15	REET 1																	
17	Investment earnings																	
18	Annual contribution to balance	1,000,000	1,300,000	1,300,000	1,300,000	100,000												
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,323,500	1,323,500	1,601,000												
23	Revenue Total	3,794,000	3,229,500	3,423,500	3,423,500	2,501,000	800,000	800,000	800,000	800,000	800,000	800,000	281,724					
24	% Dbt Svc capacity used for PSP		50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
25	Project Expenditures																	
26	Justice Center																	
27	FS 51																	
28	FS 52																	
29	FS 54																	
30	Apparatus & equip	304,799	304,799	304,799	304,799	304,799												
31	Apparatus financing																	
32	Shops																	
36	Project Expenditures Total	304,799	304,799	304,799	304,799	304,799												
38	Debt Service																	
39	Debt service LTGO	4,393,778	4,393,778	4,393,778	4,393,778	2,708,882												
40	Utility Fds pay rent = 50% of dbt svc	(1,229,431)	(1,229,431)	(1,229,431)	(1,229,431)	(386,983)												
41	GF Debt Service Total	3,164,347	3,164,347	3,164,347	3,164,347	2,321,899												
42	Expense Total	3,469,146	3,469,146	3,469,146	3,469,146	2,626,698												
43																		
49	Annual Surplus (Shortfall)	324,854	(239,646)	(45,646)	(45,646)	(125,698)	79,101	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
50	Beginning Carryover (Shortfall)	170,566	495,420	255,773	210,127	164,481	38,783	117,885	917,885	1,717,885	2,517,885	3,317,885	4,117,885	4,917,885	5,199,609	5,199,609	5,199,609	5,199,609
51	Ending Carryover (Shortfall)	495,420	255,773	210,127	164,481	38,783	117,885	1,717,885	2,517,885	3,317,885	4,117,885	4,917,885	5,199,609	5,199,609	5,199,609	5,199,609	5,199,609	5,199,609

PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 30 Year Debt with Apparatus Financed

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	55,000,000	20,000,000			35,000,000													
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	300,000	300,000
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000																
14	Property/land sales	15,038,000	500,000	5,038,000	500,000	3,000,000	2,000,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	258,283	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	283,709	100,000	100,000	100,000	40,000												
18	Annual contribution to balance	283,709																	
19	Additional capacity from maturing, existing debt	51,647,296				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	235,228,850	2,058,992	24,300,000	46,913,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,144,000	2,794,000	2,794,000
24	% Dbt Svc capacity used for PSP								100%	100%	100%								
25	Project Expenditures																		
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406													
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751												
29	FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
30	Apparatus & equip	10,075,304	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	287,091	384,755	414,980	806,277	109,936	758,212	575,049	575,049	575,049	575,049
31	Apparatus financing	5,750,493																	
32	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
36	Project Expenditures Total	159,350,823	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	557,341	655,005	685,230	1,076,527	380,186	1,333,262	575,049	575,049	575,049	575,049
37																			
38	Debt Service																		
39	Debt service LTGO	97,347,754	800,000	800,000	800,000	2,200,000	2,200,000	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802
40	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
41	GF Debt Service Total	70,678,418	-	400,000	400,000	1,600,000	1,600,000	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063
42	Expense Total	230,029,241	1,847,199	45,936,359	44,391,582	56,547,292	4,819,250	3,009,588	2,933,543	2,983,404	3,081,068	3,111,293	3,502,590	2,806,249	3,759,325	3,001,112	3,001,112	3,001,112	3,001,112
43																			
49	Annual Surplus (Shortfall)	5,199,609	211,793	(21,636,359)	2,521,464	(16,516,292)	(848,250)	3,921,412	(1,002,543)	(415,404)	12,932	(17,293)	(408,590)	287,751	(665,325)	92,888	142,888	(207,112)	(207,112)
50	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	15,088,560	17,610,024	1,093,732	245,482	4,166,894	3,164,351	2,748,946	2,761,878	2,744,585	2,335,994	2,623,745	1,958,420	2,051,308	2,194,196	1,987,083
51	Ending Carryover (Shortfall)	5,199,609	36,724,920	15,088,560	17,610,024	1,093,732	245,482	4,166,894	3,164,351	2,748,946	2,761,878	2,744,585	2,335,994	2,623,745	1,958,420	2,051,308	2,194,196	1,987,083	1,779,971

PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 30 Year Debt with Apparatus Financed

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM		
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050		
8	Revenues:																			
9	UTGO bond proceeds, Voted																			
10	LTGO bond proceeds, Councilmanic																			
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
12	Fire Impact fees - other																			
13	F301, Lnd & Prk Acq contribution																			
14	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
15	REET 1																			
17	Investment earnings																			
18	Annual contribution to balance																			
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,588,200	1,588,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,476,196			
23	Revenue Total	2,794,000	1,929,500	2,388,200	2,388,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,276,196	800,000		
24	% Dbt Svc capacity used for PSP		50%	60%	60%	60%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%		
25	Project Expenditures																			
26	Justice Center																			
27	FS 51																			
28	FS 52																			
29	FS 54																			
30	Apparatus & equip	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799
31	Apparatus financing																			
32	Shops																			
36	Project Expenditures Total	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799	304,799
37																				
38	Debt Service																			
39	Debt service LTGO	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	2,100,454			
40	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(300,065)			
41	GF Debt Service Total	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	1,800,389			
42	Expense Total	2,730,862	2,730,862	2,730,862	2,730,862	2,730,862	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	1,800,389			
43																				
49	Annual Surplus (Shortfall)	63,138	(801,362)	(342,662)	(342,662)	(9,662)	295,137	295,137	295,137	295,137	295,137	295,137	295,137	295,137	295,137	920,811	475,807	800,000		
50	Beginning Carryover (Shortfall)	1,779,971	1,843,109	1,041,746	699,084	356,421	346,759	641,896	937,033	1,232,170	1,527,307	1,822,444	2,117,581	2,412,718	2,707,855	3,002,992	3,923,802	4,399,609		
51	Ending Carryover (Shortfall)	1,843,109	1,041,746	699,084	356,421	346,759	641,896	937,033	1,232,170	1,527,307	1,822,444	2,117,581	2,412,718	2,707,855	3,002,992	3,923,802	4,399,609	5,199,609		

GENERAL FUND BASELINE

		A General Fund Budget Projections - Tukwila - 2018 - 2024							
		B	C	D	E	F	G	H	
		2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	
1	General Fund Budget Projections - Tukwila - 2018 - 2024								
2									
3	Revenues								
4	General Fund Revenues								
5	TAXES								
6	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168	
7	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976	
8	BUSINESS TAX	11,229,927	11,521,339	11,818,769	12,145,985	12,479,787	12,802,514	13,132,498	
9	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642	
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393	
11	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790	
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418	
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	2,516,351	2,567,698	2,619,052	
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274	
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846	
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415	
17									
18	Expenses								
19	General Fund Expenditures								
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287	
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861	
22	TRANSFERS								
23	TRANSFER OUT								
24	DEBT SERVICE								
25	TRANSFERS OUT-FUND 208	246,000	0	0	0	0	0	0	
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0	
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246	
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0	
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0	
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750	
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583	
32	Total DEBT SERVICE	3,598,580	3,259,886	2,441,339	2,441,144	4,729,188	2,271,396	1,724,579	
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000	
34	Total TRANSFER OUT	3,967,621	3,614,886	2,796,339	2,796,144	5,084,188	2,626,396	2,024,579	
35	Total TRANSFERS	3,967,621	3,614,886	2,796,339	2,796,144	5,084,188	2,626,396	2,024,579	
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)	
37	Total General Fund Expenditures	61,191,884	61,632,351	61,911,453	63,805,076	67,601,580	66,961,591	68,229,727	
38									
39	Operating Results								
40	Net Operating Result	52,356	604,628	904,942	520,131	503,384	380,346	659,688	
41	Capital Inflows	3,800,000	0	0	0	0	0	0	
42	Capital Outflows								
43	CAPITAL	30,000	0	0	0	0	0	0	
44	TRANSFERS								
45	TRANSFER OUT								
46	Capital								
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000	
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0	
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000	
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000	
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
55									
56	Fund Balance								
57	Starting Fund Balance	12,795,650	13,836,006	13,540,634	11,401,576	8,225,707	5,899,090	4,014,437	
58	Surplus/Deficit	1,040,356	(295,372)	(2,139,058)	(3,175,869)	(2,326,616)	(1,884,654)	(1,605,312)	
59	Ending Fund Balance	13,836,006	13,540,634	11,401,576	8,225,707	5,899,090	4,014,437	2,409,124	
60									

SCENARIO A - 20 YEAR

		A							
General Fund Budget Projections - Tukwila - 2018 - 2024		B	C	D	E	F	G	H	
1		2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	
2									
3	Revenues								
4	General Fund Revenues								
5	TAXES								
6	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168	
7	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976	
8	BUSINESS TAX	11,229,927	11,521,339	11,818,769	12,145,985	12,479,787	12,802,514	13,132,498	
9	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642	
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393	
11	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790	
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418	
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	2,516,351	2,567,698	2,619,052	
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274	
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846	
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	65,814,964	67,341,937	68,889,415	
17									
18	Expenses								
19	General Fund Expenditures								
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287	
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861	
22	TRANSFERS								
23	TRANSFER OUT								
24	DEBT SERVICE								
25	TRANSFERS OUT-FUND 208	1,246,000	1,000,000	1,831,000	1,831,000	1,831,000	1,831,000	3,968,000	
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0	
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246	
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0	
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0	
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750	
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583	
32	Total DEBT SERVICE	4,598,580	4,259,886	4,272,339	4,272,144	6,560,188	4,102,396	5,692,579	
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000	
34	Total TRANSFER OUT	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	5,992,579	
35	Total TRANSFERS	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	5,992,579	
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)	
37	Total General Fund Expenditures	62,191,884	62,632,351	63,742,453	65,636,076	69,432,580	72,197,727	74,197,727	
38									
39	Operating Results								
40	Net Operating Result	(947,644)	(395,372)	(926,058)	(1,310,869)	(1,327,616)	(1,450,654)	(3,308,312)	
41		3,800,000	0	0	0	0	0	0	
42	Capital Outflows								
43	CAPITAL	30,000	0	0	0	0	0	0	
44	TRANSFERS								
45	TRANSFER OUT								
46	Capital								
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000	
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0	
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000	
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000	
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
55									
56	Fund Balance								
57	Starting Fund Balance	12,795,650	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	
58	Surplus/Deficit	40,356	(1,295,372)	(3,970,058)	(5,006,869)	(4,157,616)	(3,715,654)	(5,573,312)	
59	Ending Fund Balance	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	(10,882,876)	
60									

SCENARIO A - 30 YEAR

		A							
General Fund Budget Projections - Tukwila - 2018 - 2024		B	C	D	E	F	G	H	
1		2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	
2									
3	Revenues								
4	General Fund Revenues								
5	TAXES								
6	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168	
7	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976	
8	BUSINESS TAX	11,229,927	11,521,339	11,818,769	12,145,985	12,479,787	12,802,514	13,132,498	
9	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642	
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393	
11	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790	
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418	
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	2,516,351	2,567,698	2,619,052	
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274	
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846	
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415	
17									
18	Expenses								
19	General Fund Expenditures								
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287	
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861	
22	TRANSFERS								
23	TRANSFER OUT								
24	DEBT SERVICE								
25	TRANSFERS OUT-FUND 208	1,246,000	1,000,000	1,831,000	1,831,000	1,831,000	1,831,000	2,468,000	
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0	
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246	
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0	
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0	
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750	
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583	
32	Total DEBT SERVICE	4,598,580	4,259,886	4,272,339	4,272,144	6,560,188	4,102,396	4,192,579	
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000	
34	Total TRANSFER OUT	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	4,492,579	
35	Total TRANSFERS	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	4,492,579	
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)	
37	Total General Fund Expenditures	62,191,884	62,632,351	63,742,453	65,636,076	69,432,580	68,792,591	70,697,727	
38									
39	Operating Results								
40	Net Operating Result	(947,644)	(395,372)	(926,058)	(1,310,869)	(1,327,616)	(1,450,654)	(1,808,312)	
41		3,800,000	0	0	0	0	0	0	
42	Capital Outflows								
43	CAPITAL	30,000	0	0	0	0	0	0	
44	TRANSFERS								
45	TRANSFER OUT								
46	Capital								
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000	
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0	
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000	
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000	
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
55									
56	Fund Balance								
57	Starting Fund Balance	12,795,650	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	
58	Surplus/Deficit	40,356	(1,295,372)	(3,970,058)	(5,006,869)	(4,157,616)	(3,715,654)	(4,073,312)	
59	Ending Fund Balance	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	(9,382,876)	
60									

SCENARIOS C1, C2 - 20 and 30 YR, E - 20 and 30 YR

		A General Fund Budget Projections - Tukwila - 2018 - 2024							
		B	C	D	E	F	G	H	
		2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	
1	General Fund Budget Projections - Tukwila - 2018 - 2024								
2									
3	Revenues								
4	General Fund Revenues								
5	TAXES								
6	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168	
7	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976	
8	BUSINESS TAX	11,229,927	11,521,339	11,818,769	12,145,985	12,479,787	12,802,514	13,132,498	
9	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642	
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393	
11	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790	
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418	
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	2,516,351	2,564,711	2,613,071	
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274	
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846	
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415	
17									
18	Expenses								
19	General Fund Expenditures								
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287	
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861	
22	TRANSFERS								
23	TRANSFER OUT								
24	DEBT SERVICE								
25	TRANSFERS OUT-FUND 208	246,000	0	831,000	831,000	831,000	831,000	1,468,000	
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0	
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246	
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0	
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0	
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750	
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583	
32	Total DEBT SERVICE	3,598,580	3,259,886	3,272,339	3,272,144	5,560,188	3,102,396	3,192,579	
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000	
34	Total TRANSFER OUT	3,967,621	3,614,886	3,627,339	3,627,144	5,915,188	3,457,396	3,492,579	
35	Total TRANSFERS	3,967,621	3,614,886	3,627,339	3,627,144	5,915,188	3,457,396	3,492,579	
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)	
37	Total General Fund Expenditures	61,191,884	61,632,351	62,742,453	64,636,076	68,432,580	67,792,591	69,697,727	
38									
39	Operating Results								
40	Net Operating Result	52,356	604,628	73,942	(310,869)	(327,616)	(450,654)	(808,312)	
41	Capital Inflows	3,800,000	0	0	0	0	0	0	
42	Capital Outflows								
43	CAPITAL	30,000	0	0	0	0	0	0	
44	TRANSFERS								
45	TRANSFER OUT								
46	Capital								
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000	
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0	
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000	
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000	
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
55									
56	Fund Balance								
57	Starting Fund Balance	12,795,650	13,836,006	13,540,634	10,570,576	6,563,707	3,406,090	690,437	
58	Surplus/Deficit	1,040,356	(295,372)	(2,970,058)	(4,006,869)	(3,157,616)	(2,715,654)	(3,073,312)	
59	Ending Fund Balance	13,836,006	13,540,634	10,570,576	6,563,707	3,406,090	690,437	(2,382,876)	
60									

SCENARIO D - 20 and 30 YEAR

		A General Fund Budget Projections - Tukwila - 2018 - 2024							
		B	C	D	E	F	G	H	
		2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	
1	General Fund Budget Projections - Tukwila - 2018 - 2024								
2									
3	Revenues								
4	General Fund Revenues								
5	TAXES								
6	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168	
7	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976	
8	BUSINESS TAX	11,229,927	11,521,339	11,818,769	12,145,985	12,479,787	12,802,514	13,132,498	
9	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642	
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393	
11	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790	
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418	
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	2,516,351	2,567,698	2,619,052	
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274	
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846	
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415	
17									
18	Expenses								
19	General Fund Expenditures								
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287	
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861	
22	TRANSFERS								
23	TRANSFER OUT								
24	DEBT SERVICE								
25	TRANSFERS OUT-FUND 208	246,000	0	831,000	831,000	498,600	498,600	880,800	
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0	
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246	
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0	
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0	
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750	
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583	
32	Total DEBT SERVICE	3,598,580	3,259,886	3,272,339	3,272,144	5,227,788	2,769,996	2,605,379	
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000	
34	Total TRANSFER OUT	3,967,621	3,614,886	3,627,339	3,627,144	5,582,788	3,124,996	2,905,379	
35	Total TRANSFERS	3,967,621	3,614,886	3,627,339	3,627,144	5,582,788	3,124,996	2,905,379	
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)	
37	Total General Fund Expenditures	61,191,884	61,632,351	62,742,453	64,636,076	68,100,180	67,460,191	69,110,527	
38									
39	Operating Results								
40	Net Operating Result	52,356	604,628	73,942	(310,869)	4,784	(118,254)	(221,112)	
41	Capital Inflows	3,800,000	0	0	0	0	0	0	
42	Capital Outflows								
43	CAPITAL	30,000	0	0	0	0	0	0	
44	TRANSFERS								
45	TRANSFER OUT								
46	Capital								
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000	
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0	
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000	
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000	
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000	
55									
56	Fund Balance								
57	Starting Fund Balance	12,795,650	13,836,006	13,540,634	10,570,576	6,563,707	3,738,490	1,355,237	
58	Surplus/Deficit	1,040,356	(295,372)	(2,970,058)	(4,006,869)	(2,825,216)	(2,383,254)	(2,486,112)	
59	Ending Fund Balance	13,836,006	13,540,634	10,570,576	6,563,707	3,738,490	1,355,237	(1,130,876)	
60									