



**City of North Port, FL**

**Solid Waste District**

**FY 2027 Non-Ad Valorem Assessment Methodology  
Report**

January 21, 2026





January 21, 2026

Mr. Chuck Speake  
Public Works Director  
1100 N. Chamberlain Blvd.  
North Port, FL 34286

Re: Solid Waste District FY 2027  
Non-Ad Valorem Assessment  
Methodology Report

Mr. Speake,

Stantec is pleased to present the City of North Port with this Report of the Solid Waste District Assessment Study that we conducted for the City. We appreciate the fine assistance provided by you and all the members of District and City Staff who participated in the project.

If you have any questions, please do not hesitate to contact me at (904) 671-0117.

Very truly yours,

A handwritten signature in black ink, appearing to read "Peter Napoli".

**Peter Napoli**  
Managing Consultant, Financial Services

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# 1. INTRODUCTION

This report presents the results of an analysis to develop a recommended assessment methodology for the North Port Solid Waste District (District) Non-Ad Valorem Assessment Program. This study was conducted by Stantec Consulting Services Inc. (Stantec), a firm that specializes in providing rate and assessment consulting services to local governments.

## 1.1 THE SOLID WASTE DISTRICT

The City of North Port provides Solid Waste service throughout the North Port Solid Waste District. The primary sources of funding for the District are from non-ad valorem assessments and other miscellaneous revenues.

## 1.2 OBJECTIVE AND SCOPE

The objective of this study was to update the methodology for the District's Solid Waste Assessments, so that assessment rates recover the full cost requirement of providing Solid Waste service to properties within the District's limits, in proportion to the benefit received from the Solid Waste services provided by the District for Fiscal Year (FY) 2027 and subsequent years. Furthermore, the City is seeking to develop a new solid waste transfer station in FY 2027 as a result of sustained growth in the population. The City is considering pay-as-you-go the transfer station through a one time adjustment to the existing assessment structure. To support these policy considerations, Stantec conducted a detailed cost allocation analysis and developed a methodology to equitably distribute the cost of the transfer station among all benefiting residential properties within the City.

The analysis was conducted in two work elements as follows:

### **Work Element 1 – Revenue Sufficiency Analysis**

This work element consisted of the development of a 10-year financial forecasting model that allowed the District to evaluate scenarios related to future rate increases and funding requirements. This work element also established the first-year revenue requirement for the District's updated assessment program in FY 2026.

### **Work Element 2 – Cost Allocation & Assessment Rate Design**

This work element consisted of the development of a cost allocation methodology and updated assessment rates for adoption in FY 2027. The proposed transfer station assessment rates were developed to recover the revenue requirement for the total cost to build the new transfer station, so that the burden of the assessment is proportional to the benefit received from the services provided by all property classes, based upon the proposed revenue requirement from Work Element 1.

### 1.3 STUDY PROCEDURES

Stantec conducted a detailed cost allocation analysis and developed a methodology to equitably distribute the cost of the transfer station among all benefiting properties within the City. The analysis focuses on aligning the financial responsibility for the improvement with the proportional benefit received, ensuring fairness, transparency, and long-term sustainability of the Solid Waste assessment program.

### 1.4 BASIS FOR ASSESSMENT

The development of a non-ad valorem assessment for Solid Waste service requires that the service for which properties are to be assessed confer a special benefit upon the property burdened by the special assessment. Simply stated, there must be a logical relationship between the service provided and the benefit to real property assessed for the service.

In addition to the special benefit requirement, the costs associated with providing the service must be reasonably apportioned to the properties that receive a benefit from the services, in proportion to the benefit received. Therefore, the recommended Solid Waste Assessments calculated in this study were developed such that the costs of providing Solid Waste services will be recovered through assessments to properties, in proportion to the benefit received from each of the two components of service: residential and commercial properties.

### 1.5 BENEFIT OF SOLID WASTE DISTRICT SERVICES

This section describes the District services and presents a discussion of relevant Florida Law regarding Special Non-Ad Valorem Assessments, followed by an explanation of how Florida Law has been applied to the determination of benefit and the apportionment of annual revenue requirements of the Solid Waste Assessment to benefitting properties.

#### 1.5.1 Summary of Relevant Florida Law Governing Special Assessments

Special non-ad valorem assessments are a revenue source available to local governments in Florida to fund operations and maintenance expenses and capital improvements for essential services such as roads, drainage, fire/rescue services, utilities, etc. Florida case law has established two requirements for the imposition of a non-ad valorem special assessment. These two requirements have become known as the two-pronged test. They are 1) the property assessed must derive a special benefit from the service provided, and 2) the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit.

The Solid Waste Assessments recommended in this report comply with both prongs of the two-pronged test as follows.

### 1.5.1.1 Special Benefit

Special benefit, the first prong of the two-pronged test, is conferred upon properties within the District by the provision of Solid Waste services, including related administrative services, and the availability and use of facilities or improvements by owners and occupants of such property as follows:

The proposed transfer station will provide additional solid waste processing capacity that benefits both existing and future residential development within the City. Developed properties benefit through continued and reliable service at current and projected waste generation levels. Vacant properties benefit from the availability of future capacity that will support development as it occurs. Because both groups rely on the long-term functionality of the solid waste system, both receive a measurable special benefit from the new solid waste transfer station.

### 1.5.1.2 Proportional Benefit

Proportional benefit, the second prong of the two-pronged test, is conferred upon properties within the District by apportioning costs of system components to specific property classes that benefit from those system components by the following steps in the cost allocation and apportionment methodology:

To meet the second prong of the test, the cost of the transfer station must be allocated in a manner that reflects the relative benefit received by different property types. The City's existing solid waste assessment program applies only to developed residential properties and is based on equal service levels, with each dwelling unit paying a uniform annual rate. Commercial properties, by contrast, pay for solid waste services through monthly utility billing based on service type and volume. Because the transfer station provides systemwide capacity that benefits both residential and commercial users—developed and undeveloped—a different allocation methodology is required for this one-time capital cost which is explained in Section 3 of this report.

## 2. REVENUE SUFFICIENCY ANALYSIS

This section presents the Revenue Sufficiency Analysis (RSA) that was conducted in Work Element 1 and the summary of the results.

### 2.1 SOURCE DATA AND ASSUMPTIONS

The analysis used both historical and projected information. The following subsections present the key source data utilized in the Revenue Sufficiency Analysis.

#### 2.1.1 Assessment Revenues

The District's assessment revenue is the primary funding source for the District's operations. Each year, the Sarasota County Property Appraiser (SCPA) provides the property assessment database which contains the newly developed parcel information, as well as splits/comboines. The latest database update

to the assessment roll and a Commission approved 10% increase to the Solid Waste rate resulted in revenues (at 97% collection) for FY 2026 of approximately \$14,698,470.

Beginning in FY 2027, the assessment revenues are projected in each year based on the assumed rate increases and growth among the assessment units. Based on historical trends, the projected growth for the solid waste units is assumed at 4%.

### **2.1.2 Other Revenues**

Other revenues supporting the District consist of commercial rate revenues, container rental fees, roll offs, and other miscellaneous revenues from various service charges. Interest earnings are calculated annually based upon average fund balances and assumed annual interest earnings rates. Special pickups and other various rental fees are assumed to increase annually at a rate of 2.5%. All other revenues are assumed to remain flat throughout the projection period.

### **2.1.3 Operating Expenditures**

The FY 2026 operating expenditures were based on the FY 2026 Adopted Budget and included all annual personnel, operations, repair and maintenance, and capital outlay expenses. Each year thereafter, operating expenses were projected based upon the FY 2026 Adopted Budget, adjusted by escalation factors identified through reviews with District staff. The total operating budget for FY 2026 equals approximately \$14.9 million, before execution assumptions that are explained in the next section. The escalation factors and spending assumptions are reflected in detail in Schedule 5 of the Appendix.

### **2.1.4 Operating Execution**

As stated in previous sections, the analysis relies upon the FY 2026 Adopted Budget to project annual cash flows. Historically, the City has spent close to the fully budgeted amount across expense categories, therefore no adjustments were made to the execution factors.

### **2.1.5 Capital Improvement Program**

District staff provided a detailed 5-year capital improvement program that was used as the basis for estimating the District's capital funding requirements in the analysis. Particular focus was paid to the construction and development of the transfer station, as the funding of it is the priority of the City Solid Waste department.

The CIP total is \$39.8 million through FY 2031, for an average annual capital spending amount of \$5.7 million. The entire list of the capital projects to be funded by assessment revenues is detailed in Schedule 6 of the Appendix.

### 2.1.6 Renewal & Replacement Fund

The Renewal and Replacement Fund (R&R Fund) is a separate fund from the Solid Waste District Operating Fund and is responsible for funding the necessary replacements of all vehicles utilized by the District. District staff provided a database which was used as the basis for projecting future replacements of the existing vehicle inventory based on remaining asset life and the asset condition score. On average, the projected annual replacement cost is \$2.08 million per year in order to sufficiently maintain the District's fleet.

According to guidance from the American Public Works Association (APWA), the District should target 15% of fleet asset replacement value as a R&R Fund reserve balance for timely replacement, emergencies, and unforeseen replacement of fleet assets. The R&R Fund is supported solely by transfers from the District's Operating Fund.

### 2.1.7 Minimum Working Capital Reserve

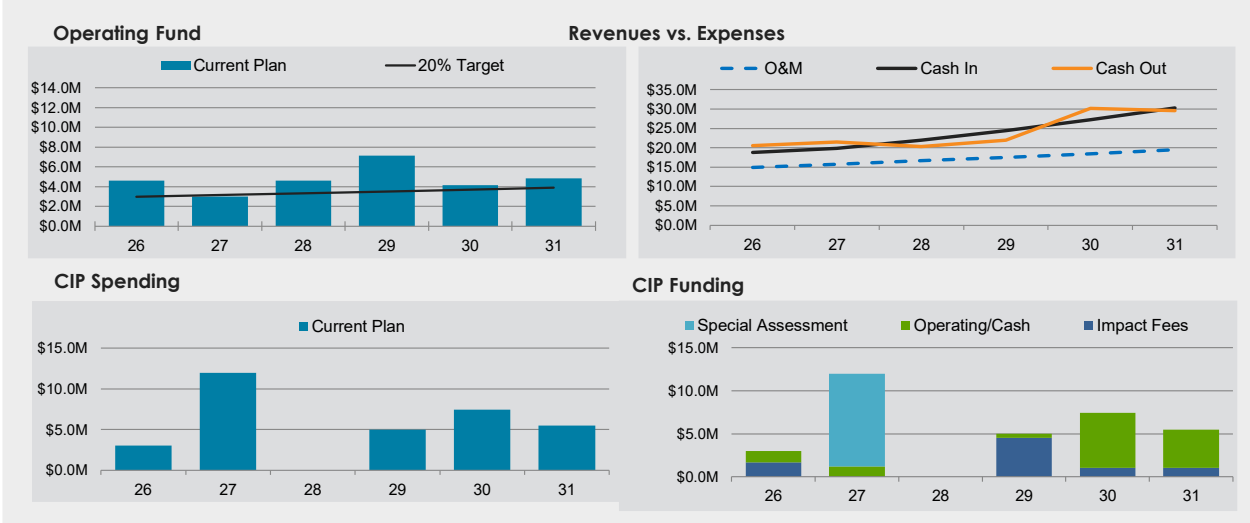
Per discussions with District staff, the current required minimum balance for unrestricted reserves assumed in the analysis is equal to 20% of annual operating expenses.

## 2.2 RESULTS

We have prepared a plan of rate adjustments that would provide for stable reserves and financial sustainability over the 5-year projection period. The plan below reflects a 10% annual increase for commercial customers annually through FY 2031, and a one-time increase to existing residential and vacant customers in FY 2027 to fund the transfer station. After the transfer station is funded, residential assessments are planned to be increased at 7.5% annually. The plan shown in Figure 1 reflects the District's goal to maintain a reserve balance of at least 20% in any given year of the projection period, cash fund the capital program, and provide sufficient funding to the R&R fund.

**Figure 1 – Financial Forecast Control Panel**

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
Residential	10.00%	0.00%	7.50%	7.50%	7.50%	7.50%	Scenario
Commercial	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
One-Time Transfer Station Assessment	\$128.01						
Residential Assessment	\$ 332.75	\$460.76	\$357.71	\$ 384.53	\$ 413.37	\$ 444.38	Transfer Sta. Assessment



## 3. COST ALLOCATION & ASSESSMENT RATE DESIGN

This section presents the cost allocation and assessment rate design analysis that was conducted in Work Element 2 and the summary of the results.

### 3.1 ALLOCATION OF DISTRICT COSTS

This section presents the methodology used to allocate District costs in the development of the Solid Waste Assessments.

#### 3.1.1 Establishing Transfer Station Capacity

The first step in the allocation process was to quantify the total capacity of the proposed transfer station. The facility is designed to accommodate 118,273 tons of annual throughput. From this total, Stantec identified the portion required to serve the City's existing customer base, which is 61,814 tons annually.

This comparison results in the following allocation of capacity:

- 52.26% of total capacity dedicated to existing residential development
- 47.74% of total capacity reserved for future or vacant residential properties

This capacity-based split reflects the proportional benefit each group receives from the transfer station and forms the foundation for distributing the project cost.

#### 3.1.2 Allocation Between Residential and Commercial Users

After determining the shares attributable to existing and future development, the next step was to allocate each share between residential and commercial customers. This allocation was based on the relative solid waste disposal needs of each customer type, measured using annual disposal capacity in gallons. By using actual and projected disposal volumes, the methodology ensures that the cost burden aligns with the level of benefit each customer type receives from the transfer station's available capacity.

The City's annual disposal volumes total 275.0 million gallons, consisting of:

- Residential: 225.1 million gallons
- Commercial: 49.9 million gallons

Based on these volumes, residential customers account for **81.94%** of total disposal demand, while commercial customers account for **18.06%**. These percentages were applied to both the existing-customer share and the future-customer share of the transfer station capacity to align proportionality consistent with Florida's two-prong test.

This two-tiered allocation—first between existing and future development, and then between residential and commercial users—aligns the cost distribution with Florida’s two-prong test. Properties are assessed only to the extent they benefit from the availability of additional system capacity, and the apportionment reflects the proportional demand each customer type places on the solid waste system.

### 3.1.3 Application of Allocation Percentages to Project Cost

The total cost of the transfer station to be funded through the Solid Waste District is \$13,699,665. This amount includes required gross-ups to recover the full cost of administering the assessment program.

Using the previously established capacity allocation, 52.26% of the total cost is assigned to existing customers and 47.74% of the total cost is assigned to future customers, resulting in:

- **Existing-customer cost share:**  

$$\$13,699,665 \times 52.26\% = \mathbf{\$7,159,445}$$
- **Future-customer cost share:**  

$$\$13,699,665 \times 47.74\% = \mathbf{\$6,540,220}$$

The existing-customer and future-customer cost share was allocated between residential and commercial customer types using the 81.94% / 18.06% disposal-demand split:

- **Existing residential share:**  

$$\$7,159,445 \times 81.94\% = \mathbf{\$5,866,449}$$
- **Existing commercial share:**  

$$\$7,159,445 \times 18.06\% = \mathbf{\$1,292,996}$$
- **Future residential share:**  

$$\$6,540,220 \times 81.94\% = \mathbf{\$5,359,056}$$
- **Future commercial share:**  

$$\$6,540,220 \times 18.06\% = \mathbf{\$1,181,164}$$

## 3.2 CALCULATION OF ASSESSMENTS

The methodology described above is applied to calculate the one-time assessment increases for both existing and future customers in a manner consistent with the proportional benefit each property receives from the proposed solid waste transfer station. For existing residential customers located on developed parcels, the allocated share of the project cost is converted into a uniform, one-time assessment applied

per dwelling unit, reflecting the equal level of solid waste service provided to each unit. For future or vacant properties, the assessment is based on the maximum residential density permitted under current zoning and parcel size. Because these vacant parcels benefit from the future system capacity reserved for them, each vacant property is assigned a one-time assessment per density unit, ensuring that the cost burden aligns with the development potential and corresponding benefit derived from the additional transfer station capacity.

### 3.2.1 Existing/Developed Residential Assessments

To determine the one-time assessment for existing residential customers, the residential cost share of the existing cost was divided by the projected number of residential dwelling units in FY 2027. This calculation results in:

- **One-time developed residential assessment (FY 2027):**

$$\frac{\$5,866,449 \text{ Existing Residential Share}}{45,830 \text{ FY 2027 Project Dwelling Units}} = \$128.01 \text{ per Existing Dwelling Unit}$$

This one-time increase reflects each residential unit's proportional share of the cost of constructing the transfer station, consistent with the special benefit received and the principles of fair apportionment required under Florida law.

### 3.2.2 Future/Vacant Residential Assessments

To determine the one-time assessment for vacant residential property owners, the residential cost share of the future cost was divided by the total density units assigned to vacant residential properties in the City. This calculation results in:

- **One-time vacant residential assessment (FY 2027):**

$$\frac{\$5,359,056 \text{ Future Residential Share}}{50,087 \text{ Density Units}} = \$106.99 \text{ per Density Unit}$$

This one-time increase reflects each vacant property's proportional share of the cost of constructing the transfer station, consistent with the special benefit received and the principles of fair apportionment required under Florida law.

Table 1 includes a summary of calculated vacant residential assessment for several parcel sizes and zoning codes based on the proposed methodology establishing density units.

**Table 1 Calculated Vacant Residential Assessments by Size and Zone**

Parcel Size (Acres)	Zone Code	Density (Acres per Unit)	Density Units	One-time Vacant Residential Assessment	
0.25	R1	0.25	1	\$	106.99
0.5	R1	0.25	2	\$	213.98
0.75	R1	0.25	3	\$	320.97
1.0	R1	0.25	4	\$	427.96
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0.25	R2	0.1	2	\$	213.98
0.5	R2	0.1	5	\$	534.95
0.75	R2	0.1	7	\$	748.93
1.0	R2	0.1	10	\$	1,069.90
<hr/>					
0.25	R3	0.05	5	\$	534.95
0.5	R3	0.05	10	\$	1,069.90
0.75	R3	0.05	15	\$	1,604.85
1.0	R3	0.05	20	\$	2,139.80

Table 2 shows a summary of the vacant properties in the City of North Port identified by Land Use Code derived from the Sarasota County Property Appraiser’s database.

**Table 2 Vacant Properties by Land Use Code (Count, Acres, and Density Units)**

Land Use Code	Description of Land Use Code	Type	Count	Acres	Density Units
0000	Residential vacant site	Vacant Residential	35,338	10,286	42,976
0004	Vacant Condo Lot/Unbuilt Unit	Vacant Residential	4	-	4
0005	Vacant After Calamity	Vacant Residential	56	7	56
0010	Vacant Multi-family	Vacant Residential	3	16	284
9900	Acreage Not Ag	Vacant Residential	39	1,657	6,628
9904	Vacant Land /Intended Condo Project	Vacant Residential	11	36	139
<b>TOTAL</b>			<b>35,451</b>	<b>12,001</b>	<b>50,087</b>

Table 3 shows a summary of the vacant properties in the City of North Port identified by Zoning Code derived from the Sarasota County Property Appraiser’s database. The density expressed by acres per

unit is featured for each zoning code according to the City's development services standards, a default of 0.25 was utilized where specific density was not identified.

**Table 3 Vacant Properties by Zoning Code (Average Parcel Size, Density, and Density Units)**

Zone Code	Vacant Count	Average Parcel Size	Density (Acres per Unit)	Density Units
AC1	4	0.37	0.25	6
AC2	1	0.12	0.25	1
AC3	219	0.24	0.25	223
AC4	510	0.16	0.25	519
AC5	2	20.34	0.25	162
AC6	2,377	0.42	0.25	3,639
AC7A	22	0.62	0.25	51
AC7B	0	0.00	0.25	0
AC8	0	0.00	0.25	0
AC9	76	1.78	0.25	575
AC10	3,401	0.31	0.25	3,940
AG	171	4.22	3.00	214
CNP	7	0.53	0.25	15
COR	495	0.25	0.25	504
CTNP	457	0.39	0.25	688
EC	13	4.33	0.25	222
GU	12	2.11	0.25	97
I2	0	0.00	0.25	0
MH	112	0.12	0.25	112
NZD	2	1.47	0.25	11
R1	23,470	0.26	0.25	24,342
R2	2,000	0.28	0.1	4,899
R3	517	0.32	0.05	2,984
V	1,583	1.05	0.25	6,883
<b>Total</b>	<b>35,451</b>			<b>50,087</b>

### 3.3 COMMERCIAL CUSTOMERS

In contrast to the residential methodology, a one-time commercial assessment for funding the transfer station was not calculated due to the complexity and variability of commercial solid waste service levels. Commercial customers utilize a wide range of container sizes, collection frequencies, and service configurations, resulting in highly individualized disposal patterns that cannot be uniformly translated into a single per-unit assessment. Instead, the portion of the transfer station cost allocated to commercial customers will be recovered gradually over time through incremental adjustments to commercial service rates. This approach ensures that commercial users contribute proportionally based on their actual service demands while maintaining consistency with the principles of fair and reasonable apportionment.

## 4. SUMMARY OF FINDINGS AND RECOMMENDATIONS

This section of the report presents the findings and recommendations developed during the Solid Waste District Non-Ad Valorem Assessment study.

### 4.1 OVERALL RECOMMENDATIONS

Based upon the analysis and results described in the prior sections of this report, we recommend the following:

1. Consider the recommended rate increases for FY 2027 and future years as presented in the Revenue Sufficiency Analysis.
2. Adopt the proposed one-time increase to Solid Waste Assessment Rates for FY 2027 as presented herein to fund the Transfer Station.

## **APPENDIX A – REVENUE SUFFICIENCY ANALYSIS**

Schedule 1 – Assumptions

Schedule 2 –Beginning Fund Balance

Schedule 3 – Projection of Cash Inflows

Schedule 4 – Projection of Cash Outflows

Schedule 5 – Cost Escalation Factors

Schedule 6 – Capital Improvement Program

Schedule 7 – FAMS Control Panel

Schedule 8 – Pro Forma

Schedule 9 – Funding Summary

Schedule 10 – Detailed Funding by Fund

Schedule 11 – Senior Borrowing Projections

**Assumptions****Schedule 1**

	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>
<b>Rate Increase Adoption Date</b>	10/1/2024	10/1/2025	10/1/2026	10/1/2027	10/1/2028	10/1/2029	10/1/2030	10/1/2031	10/1/2032	10/1/2033	10/1/2034
<b>Annual Growth</b>											
<b>Residential</b>											
Ending # of Accounts	41,059	43,028	44,749	46,539	48,401	50,337	52,350	54,444	56,622	58,887	61,242
Account Growth	1,768	1,969	1,721	1,790	1,862	1,936	2,013	2,094	2,178	2,265	2,355
% Change in Accounts	4.50%	6.09%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Commercial</b>											
Ending # of Account	472	474	477	479	482	484	486	489	491	494	496
% Change in	2.39%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
<b>Capital Spending</b>											
Annual Capital Budget (Future Year Dollars)	\$ 4,201,222	\$ 3,008,649	\$ 11,970,000	\$ -	\$ 5,000,000	\$ 7,444,660	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -
Annual Percent Executed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Average Annual Interest Earnings Rate</b>											
On Fund Balances	7.65%	0.00%	2.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>Operating Budget Reserve</b>											
Target (Number of Months of Reserve)	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
<b>Operating Budget Execution Percentage</b>											
Personal Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Variable Operations & Maintenance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fixed Operations & Maintenance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>FTE Count</b>	51	52	53	54	55	56	57	58	59	60	61
<b>Equipment Count</b>	67	69.5	72	74.5	77	79.5	82	84.5	87	89.5	92

**FY 2025 Beginning Balances****Schedule 2**

	Revenue Fund	Solid Waste Impact Fee	Renewal & Replacement
<b>Current Unrestricted Assets</b>			
Cash and Cash Equivalents	\$ 7,945,000	\$ 2,376,232	\$ 1,102,592
<b>Total Assets</b>	<b>\$ 7,945,000</b>	<b>\$ 2,376,232</b>	<b>\$ 1,102,592</b>
<b>Current Liabilities</b>			
<b>Calculated Fund Balance (Assets - Liabilities)</b>	<b>\$ 7,945,000</b>	<b>\$ 2,376,232</b>	<b>\$ 1,102,592</b>
<b>Net Unrestricted Fund Balance</b>	<b>\$ 7,945,000</b>	<b>\$ 2,376,232</b>	<b>\$ 1,102,592</b>
<b>Available Fund Balance</b>	<b>\$ 7,945,000</b>	<b>\$ 2,376,232</b>	<b>\$ 1,102,592</b>
<b>Fund Summary</b>			
Revenue Fund	\$ 7,945,000		
Solid Waste Impact Fee		2,376,232	
Renewal & Replacement			1,102,592
<b>Total Available Funds</b>	<b>\$ 11,423,825</b>		

## Projection of Cash Inflows

## Schedule 3

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
<b>Unit Growth Assumptions</b>											
1 % Change in Residential Units	4.50%	6.09%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
2 % Change in Commercial Units	2.39%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
3 <b>Assumed Residential Rate Revenue Increases</b>	10.00%	10.00%	0.00%	7.50%	7.50%	7.50%	7.50%	0.00%	0.00%	0.00%	0.00%
4 <b>Assumed Commercial Rate Revenue Increases</b>	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	0.00%	0.00%	0.00%	0.00%
<b>5 Rate Revenues</b>											
6 Residential Revenue	\$ 12,575,140	\$ 14,698,470	\$ 15,286,409	\$ 17,090,205	\$ 19,106,849	\$ 21,361,457	\$ 23,882,109	\$ 24,837,394	\$ 25,830,890	\$ 26,864,125	\$ 27,938,690
7 Commercial Revenue	3,074,640	3,382,100	3,738,912	4,133,367	4,569,437	5,051,513	5,584,447	5,612,369	5,640,431	5,668,633	5,696,976
8 One-Time Transfer Station Revenue	-	-	10,776,485	-	-	-	-	-	-	-	-
9 <b>Total Rate Revenue</b>	<b>\$ 15,649,780</b>	<b>\$ 18,080,570</b>	<b>\$ 29,801,806</b>	<b>\$ 21,223,572</b>	<b>\$ 23,676,286</b>	<b>\$ 26,412,970</b>	<b>\$ 29,466,556</b>	<b>\$ 30,449,763</b>	<b>\$ 31,471,321</b>	<b>\$ 32,532,758</b>	<b>\$ 33,635,667</b>
<b>Other Operating Revenue</b>											
10 Solid Waste Fees Special Pickups	\$ 22,540	\$ 20,000	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774	\$ 24,368	\$ 24,977
11 Solid Waste Fees Trash Container Rental	35,000	40,000	41,000	42,025	43,076	44,153	45,256	46,388	47,547	48,736	49,955
12 Solid Waste Fees Recycling Sales--Scrap	22,000	22,000	22,550	23,114	23,692	24,284	24,891	25,513	26,151	26,805	27,475
13 Solid Waste Fees Service Initiation Fees	500,000	300,000	294,000	288,120	282,358	276,710	271,176	265,753	260,438	255,229	250,124
14 Other Charges For Service	50,000	52,000	53,300	54,633	55,998	57,398	58,833	60,304	61,812	63,357	64,941
15 Other Misc Revenues	9,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
16 <b>Total Other Operating Revenue</b>	<b>\$ 638,540</b>	<b>\$ 450,000</b>	<b>\$ 447,350</b>	<b>\$ 444,904</b>	<b>\$ 442,661</b>	<b>\$ 440,621</b>	<b>\$ 438,785</b>	<b>\$ 437,152</b>	<b>\$ 435,722</b>	<b>\$ 434,495</b>	<b>\$ 433,472</b>
<b>Non-Operating Income</b>											
17 City Wide Fee Ordinances Solid Waste Drc Fees	\$ 3,500	\$ 1,500	\$ 1,538	\$ 1,576	\$ 1,615	\$ 1,656	\$ 1,697	\$ 1,740	\$ 1,783	\$ 1,828	\$ 1,873
18 Prop Stand Abatement Fees	64,000	34,000	34,850	35,721	36,614	37,530	38,468	39,430	40,415	41,426	42,461
19 Dispose Of Fixed Assets	240,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
20 <b>Total Non-Operating Income</b>	<b>\$ 307,500</b>	<b>\$ 260,500</b>	<b>\$ 261,388</b>	<b>\$ 262,297</b>	<b>\$ 263,230</b>	<b>\$ 264,185</b>	<b>\$ 265,165</b>	<b>\$ 266,169</b>	<b>\$ 267,198</b>	<b>\$ 268,253</b>	<b>\$ 269,335</b>
<b>Interest Income</b>											
21 Unrestricted	\$ 550,000	\$ -	\$ 76,152	\$ 57,106	\$ 88,086	\$ 84,596	\$ 67,506	\$ 110,177	\$ 184,119	\$ 260,021	\$ 337,332
22 <b>Total Interest Income</b>	<b>\$ 550,000</b>	<b>\$ -</b>	<b>\$ 76,152</b>	<b>\$ 57,106</b>	<b>\$ 88,086</b>	<b>\$ 84,596</b>	<b>\$ 67,506</b>	<b>\$ 110,177</b>	<b>\$ 184,119</b>	<b>\$ 260,021</b>	<b>\$ 337,332</b>
23 <b>Total Cash Inflows</b>	<b>\$ 17,145,820</b>	<b>\$ 18,791,070</b>	<b>\$ 30,586,695</b>	<b>\$ 21,987,879</b>	<b>\$ 24,470,262</b>	<b>\$ 27,202,373</b>	<b>\$ 30,238,013</b>	<b>\$ 31,263,261</b>	<b>\$ 32,358,359</b>	<b>\$ 33,495,528</b>	<b>\$ 34,675,805</b>

Projection of Cash Outflows

Schedule 4

Account Number	Expense Line Item	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
1	120-3032-53411-00 Executive Salaries	\$ 16,810	\$ 17,930	\$ 19,185	\$ 20,144	\$ 21,152	\$ 22,209	\$ 23,320	\$ 24,486	\$ 25,710	\$ 26,995	\$ 28,345
2	120-3032-53412-00 Regular Salaries	2,875,050	3,141,290	3,361,180	3,529,239	3,705,701	3,890,986	4,085,536	4,289,812	4,504,303	4,729,518	4,965,994
3	120-3032-53414-00 Overtime	380,000	305,000	350,000	354,375	358,805	363,290	367,831	372,429	377,084	381,798	386,570
4	120-3032-53415-08 Special Pay Clothing/Cleaning Allow	9,120	9,600	9,720	9,842	9,965	10,089	10,215	10,343	10,472	10,603	10,736
5	120-3032-53421-00 Fica	235,810	256,250	269,063	282,516	296,641	311,473	327,047	343,400	360,569	378,598	397,528
6	120-3032-53422-01 Retirement Contributions Florida Retirement System	436,450	489,500	513,975	539,674	566,657	594,990	624,740	655,977	688,776	723,214	759,375
7	120-3032-53423-00 Insurance-Health	778,400	909,490	982,249	1,060,829	1,145,695	1,237,351	1,336,339	1,443,246	1,558,706	1,683,403	1,818,075
8	120-3032-53423-02 Insurance-Health Vision Care	3,320	3,110	3,359	3,628	3,918	4,231	4,570	4,935	5,330	5,756	6,217
9	120-3032-53423-04 Insurance-Health Dental,Life,Add,Disabilit	42,950	47,830	51,656	55,789	60,252	65,072	70,278	75,900	81,972	88,530	95,612
10	120-3032-53424-00 Workers' Compensation	128,850	81,630	87,344	91,711	96,297	101,112	106,167	111,476	117,049	122,902	129,047
11	120-3032-53425-00 Unemployment Compensation	4,000	4,000	4,280	4,494	4,719	4,955	5,202	5,462	5,736	6,022	6,324
12	120-3032-53431-00 Professional Services	30,000	46,000	47,380	48,801	50,265	51,773	53,327	54,926	56,574	58,271	60,020
13	120-3032-53431-04 Professional Services Medical Services	2,500	2,620	2,699	2,780	2,863	2,949	3,037	3,128	3,222	3,319	3,419
14	120-3032-53431-05 Professional Services Other	5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
15	31-06 Professional Services	-	39,290	40,469	41,683	42,933	44,221	45,548	46,914	48,322	49,771	51,265
16	306-3032-53434-00 Other Contracted Services	3,748	-	-	-	-	-	-	-	-	-	-
17	120-3032-53434-00 Other Contracted Services	2,500	2,850	2,936	3,024	3,114	3,208	3,304	3,403	3,505	3,610	3,719
18	120-3032-53434-50 Other Contracted Services Tipping Fees	3,329,730	3,480,000	3,723,600	3,984,252	4,263,150	4,561,570	4,880,880	5,222,542	5,588,120	5,979,288	6,397,838
19	120-3032-53440-00 Travel And Per Diem	5,070	5,070	5,197	5,327	5,460	5,596	5,736	5,880	6,027	6,177	6,332
20	120-3032-53441-00 Communication Services	74,540	78,170	80,124	82,127	84,181	86,285	88,442	90,653	92,920	95,243	97,624
21	120-3032-53442-00 Postage & Mailing	1,000	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218	1,249
22	120-3032-53443-01 Utility Services Water & Sewer	1,030	1,130	1,187	1,246	1,308	1,374	1,442	1,514	1,590	1,670	1,753
23	120-3032-53443-02 Utility Services Electricity	8,550	9,680	10,164	10,672	11,206	11,766	12,354	12,972	13,621	14,302	15,017
24	120-3032-53444-00 Rentals & Leases	49,000	102,880	105,452	108,088	110,791	113,560	116,399	119,309	122,292	125,349	128,483
25	120-3032-53445-00 Insurance	229,040	213,100	230,148	248,560	268,445	289,920	313,114	338,163	365,216	394,433	425,988
26	120-3032-53446-01 Repair & Maintenance R&M Office Equipment	1,000	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
27	120-3032-53446-03 Repair & Maintenance R&M Vehicles & Equipment	1,000	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
28	120-3032-53446-04 Repair & Maintenance Buildings	172,882	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	15,513
29	120-3032-53446-50 Repair & Maintenance Fleet - Administrative	285,370	329,630	346,112	363,417	381,588	400,667	420,701	441,736	463,823	487,014	511,364
30	120-3032-53446-51 Repair & Maintenance Fleet - Labor	480,000	528,000	554,400	582,120	611,226	641,787	673,877	707,570	742,949	780,096	819,101
31	120-3032-53446-52 Repair & Maintenance Fleet - Parts	1,000,000	1,000,030	1,050,032	1,102,533	1,157,660	1,215,543	1,276,320	1,340,136	1,407,143	1,477,500	1,551,375
32	120-3032-53446-53 Repair & Maintenance Fleet - Outsourced	160,630	188,770	198,209	208,119	218,525	229,451	240,924	252,970	265,618	278,899	292,844
33	120-3032-53447-00 Printing & Binding	15,000	15,000	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733
34	120-3032-53448-00 Promotional Activities	5,000	7,000	7,175	7,354	7,538	7,727	7,920	8,118	8,321	8,529	8,742
35	120-3032-53449-01 Other Current Charges Bank And Transaction Fees, Transfers	6,000	6,000	6,150	6,304	6,461	6,623	6,788	6,958	7,132	7,310	7,493
36	120-3032-53449-14 Other Current Charges Licenses, Fees, Permits	1,000	300	308	315	323	331	339	348	357	366	375
37	324-3032-53449-14 Other Current Charges Licenses, Fees, Permits	5,345	-	-	-	-	-	-	-	-	-	-
38	120-3032-53449-30 Other Current Charges Tax Collector Fees/Holiday Ornaments	128,000	125,000	128,125	131,328	134,611	137,977	141,426	144,962	148,586	152,300	156,108
39	120-3032-53449-50 Other Current Charges Customer Deposit Interest	4,000	7,000	7,175	7,354	7,538	7,727	7,920	8,118	8,321	8,529	8,742
40	120-3032-53449-69 Other Current Charges Food	500	700	718	735	754	773	792	812	832	853	874
41	120-3032-53449-70 Other Current Charges Payment To General Fund	1,590,680	1,705,990	1,748,640	1,792,356	1,837,165	1,883,094	1,930,171	1,978,425	2,027,886	2,078,583	2,130,548
42	120-3032-53451-00 Office Supplies	2,050	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560
43	120-3032-53452-01 Operating Supplies Other Operating Supplies	20,000	20,000	20,500	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977
44	120-3032-53452-02 Operating Supplies Fuel	992,470	913,530	936,368	959,777	983,772	1,008,366	1,033,575	1,059,415	1,085,900	1,113,048	1,140,874
45	120-3032-53452-07 Operating Supplies Uniforms	10,380	10,240	10,496	10,758	11,027	11,303	11,586	11,875	12,172	12,476	12,788
46	120-3032-53452-50 Operating Supplies Minor Operating Equipment	683,740	726,570	799,227	879,150	967,065	1,063,771	1,170,148	1,287,163	1,415,879	1,557,467	1,713,214
48	120-3032-53454-00 Books, Public, Subs, Memb	14,670	11,320	11,603	11,893	12,190	12,495	12,808	13,128	13,456	13,792	14,137
49	120-3032-53455-00 Training & Education	4,750	4,750	4,869	4,990	5,115	5,243	5,374	5,509	5,646	5,787	5,932
	1 Operator	-	-	-	-	-	-	-	-	-	-	-
50	1 New Staff for Transfer Station	-	-	-	-	-	-	-	-	-	-	-
	1 Transport Operator	-	-	-	-	-	-	-	-	-	-	-
51	<b>Total Expenses</b>	<b>\$ 14,236,965</b>	<b>\$ 14,866,300</b>	<b>\$ 15,767,721</b>	<b>\$ 16,615,816</b>	<b>\$ 17,516,406</b>	<b>\$ 18,473,073</b>	<b>\$ 19,489,659</b>	<b>\$ 20,570,291</b>	<b>\$ 21,719,400</b>	<b>\$ 22,941,747</b>	<b>\$ 24,242,449</b>
	<b>Total Expenses by Category</b>											
52	Personal Services	\$ 4,910,760	\$ 5,265,630	\$ 5,652,011	\$ 5,952,240	\$ 6,269,802	\$ 6,605,759	\$ 6,961,245	\$ 7,337,466	\$ 7,735,708	\$ 8,157,340	\$ 8,603,823
53	Variable Operations & Maintenance Costs	9,580	10,810	11,351	11,918	12,514	13,140	13,797	14,486	15,211	15,971	16,770
54	Fixed Operations & Maintenance Costs	9,316,625	9,589,860	10,104,359	10,651,657	11,234,091	11,854,174	12,514,618	13,218,338	13,968,482	14,768,436	15,621,856
55	<b>Total Expenses</b>	<b>\$ 14,236,965</b>	<b>\$ 14,866,300</b>	<b>\$ 15,767,721</b>	<b>\$ 16,615,816</b>	<b>\$ 17,516,406</b>	<b>\$ 18,473,073</b>	<b>\$ 19,489,659</b>	<b>\$ 20,570,291</b>	<b>\$ 21,719,400</b>	<b>\$ 22,941,747</b>	<b>\$ 24,242,449</b>
	<b>Expense Execution Factors</b>											
56	Personal Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
57	Variable Operations & Maintenance Costs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
58	Fixed Operations & Maintenance Costs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
59	Capital Outlay - Machinery & Equipment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	<b>Total Expenses at Execution</b>											
60	Personal Services	\$ 4,910,760	\$ 5,265,630	\$ 5,652,011	\$ 5,952,240	\$ 6,269,802	\$ 6,605,759	\$ 6,961,245	\$ 7,337,466	\$ 7,735,708	\$ 8,157,340	\$ 8,603,823
61	Variable Operations & Maintenance Costs	9,580	10,810	11,351	11,918	12,514	13,140	13,797	14,486	15,211	15,971	16,770
62	Fixed Operations & Maintenance Costs	9,316,625	9,589,860	10,104,359	10,651,657	11,234,091	11,854,174	12,514,618	13,218,338	13,968,482	14,768,436	15,621,856
63	<b>Total Expenses at Execution</b>	<b>\$ 14,236,965</b>	<b>\$ 14,866,300</b>	<b>\$ 15,767,721</b>	<b>\$ 16,615,816</b>	<b>\$ 17,516,406</b>	<b>\$ 18,473,073</b>	<b>\$ 19,489,659</b>	<b>\$ 20,570,291</b>	<b>\$ 21,719,400</b>	<b>\$ 22,941,747</b>	<b>\$ 24,242,449</b>

**Projection of Cash Outflows**

**Schedule 4**

Account Number	Expense Line Item	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
<b>Transfers Out</b>												
64	Transfers Out To R&R Fund	\$ 849,440	\$ 2,540,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 1,907,326	\$ 1,907,326
65	Payment In Lieu Of Taxes	1,639,080	1,885,500	2,981,275	2,240,791	2,496,421	2,781,288	3,098,746	3,189,468	3,283,653	3,381,439	3,482,968
66	<b>Total Transfers Out</b>	<b>\$ 2,488,520</b>	<b>\$ 4,425,500</b>	<b>\$ 4,481,275</b>	<b>\$ 3,740,791</b>	<b>\$ 3,996,421</b>	<b>\$ 5,281,288</b>	<b>\$ 5,598,746</b>	<b>\$ 5,689,468</b>	<b>\$ 5,783,653</b>	<b>\$ 5,288,765</b>	<b>\$ 5,390,294</b>
67	<b>Total Cash Outflows</b> <sup>1</sup>	<b>\$ 16,725,485</b>	<b>\$ 19,291,800</b>	<b>\$ 20,248,997</b>	<b>\$ 20,356,607</b>	<b>\$ 21,512,827</b>	<b>\$ 23,754,361</b>	<b>\$ 25,088,405</b>	<b>\$ 26,259,759</b>	<b>\$ 27,503,053</b>	<b>\$ 28,230,512</b>	<b>\$ 29,632,743</b>

<sup>1</sup>Capital costs are not reflected on this schedule and are shown on Schedule 6.

**Cost Escalation Factors**

**Schedule 5**

Expense Line Item	Escalation	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Executive Salaries	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Regular Salaries	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Regular Salaries P/T And Temp	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other Salaries & Wages	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Overtime	Special Pay/Overtime	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Overtime P/T And Temp	Special Pay/Overtime	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Overtime Part-Timers	Special Pay/Overtime	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Special Pay Clothing/Cleaning Allow	Special Pay/Overtime	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Fica	Retirement	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement Contributions Florida Retirement System	Retirement	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Insurance-Health	Health Insurance	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Insurance-Health Vision Care	Health Insurance	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Insurance-Health Dental,Life,Add,Disabilit	Health Insurance	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Workers' Compensation	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Unemployment Compensation	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Compensated Absences	Salaries	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Educational Assistance	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Drop Account-Expense	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Professional Services Legal Services	Professional/Contract Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Professional Services Medical Services	Professional/Contract Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Contracted Services	Professional/Contract Services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Contracted Services Tipping Fees	Tonnage Growth	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Travel And Per Diem	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Communication Services	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Postage & Mailing	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utility Services Water & Sewer	Utilities	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Rentals & Leases	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	Insurance	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Repair & Maintenance R&M Office Equipment	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance Communication Equipment	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance R&M Vehicles & Equipment	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance Fleet - Administrative	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance Fleet - Labor	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance Fleet - Parts	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Repair & Maintenance Fleet - Outsourced	Repair & Maintenance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Printing & Binding	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Promotional Activities	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Bank And Transaction Fees, Transfers	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Cash Over And Short	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Safety Training / Veterans Services	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Ads And Public Notices	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Licenses, Fees, Permits	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Tax Collector Fees/Holiday Ornaments	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Recycling Expense	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Customer Deposit Interest	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Food	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Current Charges Payment To General Fund	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Office Supplies	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Supplies Other Operating Supplies	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Supplies Fuel	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Supplies Diesel	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Supplies Uniforms	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Books, Public, Subs, Memb	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Training & Education	Default Inflation Factor	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

**Capital Improvement Program<sup>1</sup>**

**Schedule 6**

<u>Project Description</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>	<u>FY 2031</u>	<u>FY 2032</u>	<u>FY 2033</u>	<u>FY 2034</u>	<u>FY 2035</u>
1 R20FAC Public Works Facility Phase II	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 7,444,660	\$ -	\$ -	\$ -	\$ -	\$ -
2 Solid Waste Transfer Station Phase II	-	-	11,970,000	-	-	-	-	-	-	-	-
3 West Villages Capital Improvement SW29WP	-	-	-	-	-	-	5,500,000	-	-	-	-
4 Solid Waste Transfer Station (Fund 156)	2,199,280	1,605,940	-	-	-	-	-	-	-	-	-
5 Buildings (Fund 120)	1,336,766	-	-	-	-	-	-	-	-	-	-
6 Capital Machinery & Equip (Fund 120)	542,810	1,230,000	-	-	-	-	-	-	-	-	-
<b>7 Total CIP Budget (in current dollars)</b>	<b>\$ 4,078,856</b>	<b>\$ 2,835,940</b>	<b>\$ 11,970,000</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 7,444,660</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
8 Cummulative Projected Cost Escalation	3.0%	6.1%	9.3%	12.6%	15.9%	19.4%	23.0%	26.7%	30.5%	34.4%	38.4%
9 CIP Projects with Escalation Applied	4,201,222	3,008,649	11,970,000	-	5,000,000	7,444,660	5,500,000	-	-	-	-
<b>10 Resulting CIP: Escalated</b>	<b>\$ 4,201,222</b>	<b>\$ 3,008,649</b>	<b>\$ 11,970,000</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 7,444,660</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
11 Annual CIP Execution Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>12 Final CIP Funding Level</b>	<b>\$ 4,201,222</b>	<b>\$ 3,008,649</b>	<b>\$ 11,970,000</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 7,444,660</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<sup>1</sup> All of the following projects are assumed to be funded by the Solid Waste Operating and Impact Fee Funds.

FAMS - Control Panel

Schedule 7

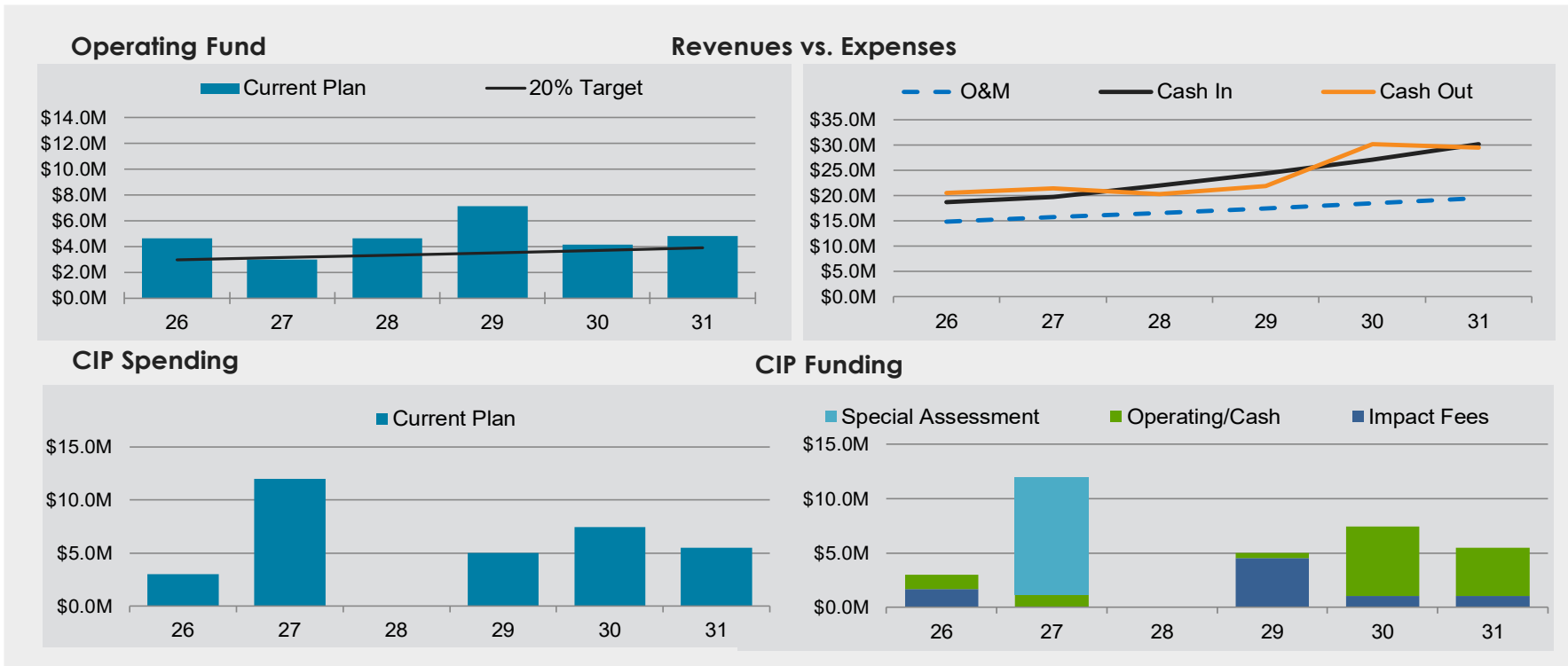


**FAMS**  
Financial Analysis & Management System | By Stantec



**Stantec**  
CALC SAVE OVR  
LAST CTRL

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
Residential	10.00%	0.00%	7.50%	7.50%	7.50%	7.50%	<b>Scenario</b>
Commercial	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
Transfer Station Assessment	\$128.01						
Residential Assessment	\$ 332.75	\$460.76	\$357.71	\$ 384.53	\$ 413.37	\$ 444.38	Transfer Sta. Assessment



## Pro Forma (Fund 120)

## Schedule 8

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
<b>Operating Revenue</b>											
1 Solid Waste Assessment Revenue	\$ 15,649,780	\$ 15,649,780	\$ 18,080,570	\$ 19,025,320	\$ 21,223,572	\$ 23,676,286	\$ 26,412,970	\$ 29,466,556	\$ 30,449,763	\$ 31,471,321	\$ 32,532,758
2 Change in Revenue From Growth	-	781,046	604,849	630,151	704,275	787,121	879,716	983,207	1,021,558	1,061,438	1,102,908
4 Subtotal	\$ 15,649,780	\$ 16,436,882	\$ 18,685,419	\$ 19,655,471	\$ 21,927,847	\$ 24,463,407	\$ 27,292,686	\$ 30,449,763	\$ 31,471,321	\$ 32,532,758	\$ 33,635,667
5 <i>Weighted Average Rate Increase</i>	0.00%	10.00%	1.82%	7.98%	7.97%	7.97%	7.97%	0.00%	0.00%	0.00%	0.00%
6 Additional Revenue From Rate Increase	-	1,643,688	339,901	1,568,100	1,748,439	1,949,563	2,173,871	-	-	-	-
7 Total Assessment Revenue	\$ 15,649,780	\$ 18,080,570	\$ 19,025,320	\$ 21,223,572	\$ 23,676,286	\$ 26,412,970	\$ 29,466,556	\$ 30,449,763	\$ 31,471,321	\$ 32,532,758	\$ 33,635,667
8 Plus: Other Operating Revenue	638,540	450,000	447,350	444,904	442,661	440,621	438,785	437,152	435,722	434,495	433,472
Plus: One-time Transfer Station Assessment	-	-	10,776,485	-	-	-	-	-	-	-	-
9 <b>Equals: Total Operating Revenue</b>	<b>\$ 16,288,320</b>	<b>\$ 18,530,570</b>	<b>\$ 30,249,156</b>	<b>\$ 21,668,476</b>	<b>\$ 24,118,947</b>	<b>\$ 26,853,591</b>	<b>\$ 29,905,341</b>	<b>\$ 30,886,915</b>	<b>\$ 31,907,042</b>	<b>\$ 32,967,253</b>	<b>\$ 34,069,139</b>
<b>Less: Operating Expenses</b>											
10 Personal Services	\$ (4,910,760)	\$ (5,265,630)	\$ (5,652,011)	\$ (5,952,240)	\$ (6,269,802)	\$ (6,605,759)	\$ (6,961,245)	\$ (7,337,466)	\$ (7,735,708)	\$ (8,157,340)	\$ (8,603,823)
11 Cost of General Fund Services	(9,580)	(10,810)	(11,351)	(11,918)	(12,514)	(13,140)	(13,797)	(14,486)	(15,211)	(15,971)	(16,770)
12 Operations & Maintenance Costs	(9,316,625)	(9,589,860)	(10,104,359)	(10,651,657)	(11,234,091)	(11,854,174)	(12,514,618)	(13,218,338)	(13,968,482)	(14,768,436)	(15,621,856)
13 <b>Equals: Net Operating Income</b>	<b>\$ 2,051,355</b>	<b>\$ 3,664,270</b>	<b>\$ 14,481,434</b>	<b>\$ 5,052,660</b>	<b>\$ 6,602,541</b>	<b>\$ 8,380,518</b>	<b>\$ 10,415,682</b>	<b>\$ 10,316,624</b>	<b>\$ 10,187,642</b>	<b>\$ 10,025,506</b>	<b>\$ 9,826,690</b>
<b>Non-Operating Income/(Expense)</b>											
14 Interest Income	\$ 550,000	\$ -	\$ 76,152	\$ 57,106	\$ 88,086	\$ 84,596	\$ 67,506	\$ 110,177	\$ 184,119	\$ 260,021	\$ 337,332
15 Non-Operating Revenue	307,500	260,500	261,388	262,297	263,230	264,185	265,165	266,169	267,198	268,253	269,335
16 Solid Waste Impact Fee	1,525,940	1,525,940	919,529	946,998	975,566	1,005,277	1,036,176	1,068,311	1,101,731	1,136,488	1,172,636
17 Transfers Out	(2,488,520)	(4,425,500)	(4,481,275)	(3,740,791)	(3,996,421)	(5,281,288)	(5,598,746)	(5,689,468)	(5,783,653)	(5,288,765)	(5,390,294)
18 <b>Equals: Net Income</b>	<b>\$ 1,946,275</b>	<b>\$ 1,025,210</b>	<b>\$ 11,257,227</b>	<b>\$ 2,578,270</b>	<b>\$ 3,933,002</b>	<b>\$ 4,453,288</b>	<b>\$ 6,185,784</b>	<b>\$ 6,071,813</b>	<b>\$ 5,957,037</b>	<b>\$ 6,401,504</b>	<b>\$ 6,215,698</b>
<b>Unrestricted Reserve Fund Test</b>											
19 Balance At Beginning Of Fiscal Year	\$ 7,945,000	\$ 6,429,372	\$ 15,400,220	\$ 2,991,433	\$ 4,622,705	\$ 7,122,055	\$ 4,157,431	\$ 4,843,415	\$ 9,846,917	\$ 14,702,223	\$ 19,967,238
20 Cash Flow Surplus/(Deficit)	420,335	(500,730)	(438,787)	1,631,272	2,957,435	3,448,012	5,149,608	5,003,502	4,855,306	5,265,015	5,043,062
21 Transfer Station	-	-	(10,776,485)	-	-	-	-	-	-	-	-
22 Projects Designated To Be Paid With Cash	(1,935,963)	(1,304,907)	(1,193,515)	-	(458,086)	(6,412,636)	(4,463,624)	-	-	-	-
23 <b>Balance At End Of Fiscal Year</b>	<b>\$ 6,429,372</b>	<b>\$ 4,623,735</b>	<b>\$ 2,991,433</b>	<b>\$ 4,622,705</b>	<b>\$ 7,122,055</b>	<b>\$ 4,157,431</b>	<b>\$ 4,843,415</b>	<b>\$ 9,846,917</b>	<b>\$ 14,702,223</b>	<b>\$ 19,967,238</b>	<b>\$ 25,010,300</b>
24 Minimum Fund Balance Reserve Target (20%)	2,847,393	2,973,260	3,153,544	3,323,163	3,503,281	3,694,615	3,897,932	4,114,058	4,343,880	4,588,349	4,848,490
25 <b>Excess/(Deficiency) of Balance to Target</b>	<b>\$ 3,581,979</b>	<b>\$ 1,650,475</b>	<b>\$ (162,111)</b>	<b>\$ 1,299,542</b>	<b>\$ 3,618,773</b>	<b>\$ 462,816</b>	<b>\$ 945,483</b>	<b>\$ 5,732,859</b>	<b>\$ 10,358,343</b>	<b>\$ 15,378,889</b>	<b>\$ 20,161,810</b>

**Capital Project Funding Summary****Schedule 9**

<b>Final Capital Projects Funding Sources</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>
Solid Waste Impact Fee	\$ 2,265,258	\$ 1,703,742	\$ -	\$ -	\$ 4,541,914	\$ 1,032,024	\$ 1,036,376	\$ -	\$ -	\$ -	\$ -
Revenue Fund (Cash Funded)	1,935,963	1,304,907	11,970,000	-	458,086	6,412,636	4,463,624	-	-	-	-
<b>Total Projects Paid</b>	<b>\$ 4,201,222</b>	<b>\$ 3,008,649</b>	<b>\$ 11,970,000</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 7,444,660</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Detailed Funding by Fund

## Schedule 10

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
<b>Solid Waste Impact Fee</b>											
Balance At Beginning Of Fiscal Year	\$ 2,376,232	\$ 1,790,467	\$ 1,612,665	\$ 2,573,643	\$ 3,566,348	\$ 26,748	\$ 201	\$ 2	\$ 1,076,325	\$ 2,202,464	\$ 3,380,513
Annual Revenues	1,525,940	1,525,940	919,529	946,998	975,566	1,005,277	1,036,176	1,068,311	1,101,731	1,136,488	1,172,636
Subtotal	\$ 3,902,172	\$ 3,316,407	\$ 2,532,194	\$ 3,520,641	\$ 4,541,914	\$ 1,032,024	\$ 1,036,376	\$ 1,068,312	\$ 2,178,056	\$ 3,338,952	\$ 4,553,149
Total Amount Available For Projects	3,902,172	3,316,407	2,532,194	3,520,641	4,541,914	1,032,024	1,036,376	1,068,312	2,178,056	3,338,952	4,553,149
Amount Paid For Projects	(2,265,258)	(1,703,742)	-	-	(4,541,914)	(1,032,024)	(1,036,376)	-	-	-	-
Subtotal	\$ 1,636,914	\$ 1,612,665	\$ 2,532,194	\$ 3,520,641	\$ -	\$ -	\$ -	\$ 1,068,312	\$ 2,178,056	\$ 3,338,952	\$ 4,553,149
Plus: Interest Earnings	153,553	-	41,449	45,707	26,748	201	2	8,012	24,408	41,561	59,502
<b>Balance At End Of Fiscal Year</b>	<b>\$ 1,790,467</b>	<b>\$ 1,612,665</b>	<b>\$ 2,573,643</b>	<b>\$ 3,566,348</b>	<b>\$ 26,748</b>	<b>\$ 201</b>	<b>\$ 2</b>	<b>\$ 1,076,324</b>	<b>\$ 2,202,464</b>	<b>\$ 3,380,513</b>	<b>\$ 4,612,651</b>
<b>Renewal &amp; Replacement</b>											
Balance At Beginning Of Fiscal Year	\$ 1,102,592	\$ 137,742	\$ 137,742	\$ 140,496	\$ 142,604	\$ 144,743	\$ 744,033	\$ 1,352,312	\$ 1,969,716	\$ 2,596,380	\$ 2,635,326
Annual Revenues	849,440	2,540,000	1,500,000	1,500,000	1,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,907,326	1,907,326
Less: Annual Expenses	(1,860,000)	(2,540,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,907,326)	(1,907,326)	(1,907,326)	(1,907,326)	(1,907,326)	(1,907,326)
Subtotal	\$ 92,032	\$ 137,742	\$ 137,742	\$ 140,496	\$ 142,604	\$ 737,417	\$ 1,336,707	\$ 1,944,986	\$ 2,562,390	\$ 2,596,380	\$ 2,635,326
Less: Restricted Funds	(92,032)	(137,742)	(137,742)	(140,496)	(142,604)	(737,417)	(1,336,707)	(1,944,986)	(2,562,390)	(2,596,380)	(2,635,326)
Add Back: Restricted Funds	92,032	137,742	137,742	140,496	142,604	737,417	1,336,707	1,944,986	2,562,390	2,596,380	2,635,326
Plus: Interest Earnings	45,709	-	2,755	2,107	2,139	6,616	15,606	24,730	33,991	38,946	39,530
<b>Balance At End Of Fiscal Year</b>	<b>\$ 137,742</b>	<b>\$ 137,742</b>	<b>\$ 140,496</b>	<b>\$ 142,604</b>	<b>\$ 144,743</b>	<b>\$ 744,033</b>	<b>\$ 1,352,312</b>	<b>\$ 1,969,716</b>	<b>\$ 2,596,380</b>	<b>\$ 2,635,326</b>	<b>\$ 2,674,856</b>
<b>Solid Waste Fund (Fund 120)</b>											
Balance At Beginning Of Fiscal Year	\$ 7,945,000	\$ 6,429,372	\$ 4,623,735	\$ 2,991,433	\$ 4,622,705	\$ 7,122,055	\$ 4,157,431	\$ 4,843,415	\$ 9,846,917	\$ 14,702,223	\$ 19,967,238
Net Cash Flow	420,335	(500,730)	(438,787)	1,631,272	2,957,435	3,448,012	5,149,608	5,003,502	4,855,306	5,265,015	5,043,062
Subtotal	\$ 8,365,335	\$ 5,928,642	\$ 2,991,433	\$ 4,622,705	\$ 7,580,140	\$ 10,570,066	\$ 9,307,039	\$ 9,846,917	\$ 14,702,223	\$ 19,967,238	\$ 25,010,300
Less: 20% Reserve Target	(2,847,393)	(2,973,260)	(2,991,433)	(3,323,163)	(3,503,281)	(3,694,615)	(3,897,932)	(4,114,058)	(4,343,880)	(4,588,349)	(4,848,490)
Total Amount Available For Projects	\$ 5,517,942	\$ 2,955,382	\$ -	\$ 1,299,542	\$ 4,076,859	\$ 6,875,452	\$ 5,409,107	\$ 5,732,859	\$ 10,358,343	\$ 15,378,889	\$ 20,161,810
Amount Paid For Projects	(1,935,963)	(1,304,907)	-	-	(458,086)	(6,412,636)	(4,463,624)	-	-	-	-
Subtotal	\$ 3,581,979	\$ 1,650,475	\$ -	\$ 1,299,542	\$ 3,618,773	\$ 462,816	\$ 945,483	\$ 5,732,859	\$ 10,358,343	\$ 15,378,889	\$ 20,161,810
Add Back: 20% Reserve Target	2,847,393	2,973,260	2,991,433	3,323,163	3,503,281	3,694,615	3,897,932	4,114,058	4,343,880	4,588,349	4,848,490
Plus: Interest Earnings	550,000	-	76,152	57,106	88,086	84,596	67,506	110,177	184,119	260,021	337,332
Less: Interest Allocated To Cash Flow	(550,000)	-	(76,152)	(57,106)	(88,086)	(84,596)	(67,506)	(110,177)	(184,119)	(260,021)	(337,332)
<b>Balance At End Of Fiscal Year</b>	<b>\$ 6,429,372</b>	<b>\$ 4,623,735</b>	<b>\$ 2,991,433</b>	<b>\$ 4,622,705</b>	<b>\$ 7,122,055</b>	<b>\$ 4,157,431</b>	<b>\$ 4,843,415</b>	<b>\$ 9,846,917</b>	<b>\$ 14,702,223</b>	<b>\$ 19,967,238</b>	<b>\$ 25,010,300</b>

**Senior Borrowing Projections**

**Schedule 11**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Term (Years)	30	30	30	30	30	30	30	30	30	30	30
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Sources of Funds</b>											
Par Amount	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Uses of Funds</b>											
Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Issuance	-	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1 Year Interest	-	-	-	-	-	-	-	-	-	-	-
Annual Debt Service	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cumulative New Annual Senior Lien Debt Service<sup>1</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<sup>1</sup>Reflects interest-only payment due in year of issuance.