



## **CITY OF KENMORE**

### **SURFACE WATER UTILITY RATE STUDY 2023**

#### **EXECUTIVE SUMMARY**

The City of Kenmore operates a surface water utility. This utility is primarily funded by rates charged to property owners. Kenmore’s surface water utility is responsible for managing all functions related to surface water and stormwater, including:

- flood prevention and management
- water quality improvement
- fish and wildlife habitat restoration and maintenance in and along wetlands, streams, rivers, and the lake
- management and control of surface runoff into wetlands, streams, rivers, and the lake, and regulating water quality laws on private and public property (including the public right-of-way on streets and roads).

Due to changes in state-mandated stormwater requirements, inflation, capital projects, and other factors, the City’s stormwater utility rates should be reviewed and increased from time to time. The last time a rate study for this utility was completed was in 2018. This year, the City hired Ashley Emery of Peninsula Financial Consulting to conduct a utility rate study in light of increasing state regulatory requirements, rising costs, and capital project needs. This report presents the findings of the study as well as several different rate scenarios.

Kenmore, due to its geography, including its topography, its prevalence of wetlands, streams and rivers, and its unique location on the Sammamish River, Swamp Creek, and Lake Washington, is on the front lines of surface water management. In other words, Kenmore has particularly high needs and demands when it comes to surface water.

In setting the surface water utility rates, the City Council should consider and give direction on how much investment should go into fish and habitat restoration in and along its bodies of water. For example, numerous culverts block fish passage and disrupt riparian habitat throughout the City. The City can either continue to take a slow approach with less impacts to ratepayers, or the City can move more quickly by raising rates to address these problems.

While both options have their pros and cons, the go-slow approach can end up being more costly over time, both in dollars and impact to the natural environment. Many of the



culvert projects in this rate study are complex and costly, and if we do not start building our rate revenues, we will be much less able to fund the high value projects that will make significant improvements to our water quality and fish and wildlife habitat.

In funding our stormwater utility, we must also recognize that growth from large development projects is less frequent than it used to be, and therefore revenues from general facility charges (aka “stormwater connection fees”) will be limited to mainly infill. As a result, we cannot assume in our revenue projections that general facility charges will provide a significant source of revenues for surface water capital projects. Therefore, the City is limited to financing new projects mainly from a combination of cash funding, grants, and issuing new debt.

It is also likely that the City’s capital improvement schedule will continue to revolve around several very large \$5M to \$15M projects. When combined with the time it takes to amass enough cash reserves to cash fund these projects, it makes it highly likely that the City will continue to require debt funding combined with grant funds to facilitate constructing these capital improvements.

This rate study creates four possible rate revenue scenarios for the City Council to evaluate and consider. All four scenarios provide for the necessary operational revenue to comply with the NPDES regulations, pay for operational costs, and meet other previously committed obligations, such as debt service on the Public Works Operations Center and the culvert replacement project at the intersection of 61<sup>st</sup> Avenue and 190<sup>th</sup> Street.

Where the four scenarios differ is how quickly and aggressively fish and wildlife habitat are restored, including removing fish-blocking culverts and acquiring open space for wetland and riparian habitat restoration. The four scenarios are as follows:

### **Stay the Course – Go Slow.**

This scenario continues what the city has been doing over the last decade or more, which is occasionally replacing a fish-blocking culvert once every few years as cash and grants become available.

More specifically, this scenario includes restoration of the recently-acquired Muck Creek property on 73<sup>rd</sup> Avenue and the removal (not replacement) of an old unused culvert on Blueberry Creek. Both of these projects are lower cost projects at \$500,000 and \$250,000, respectively. This approach also includes the removal and replacement of a culvert on a tributary under 192<sup>nd</sup> Street (east of 73<sup>rd</sup> Avenue), all of which is assumed to



be funded via future grants (including a potential congressionally-directed Community Project grant which is proposed but not yet secured).

In this scenario, no other culvert replacements or open space land acquisitions are planned between now and 2030.

### **Moderate Pace**

Proceed with as planned with the projects in Stay the Course. In addition, start increasing rates just enough to pay for design only of several culvert replacement and stream restoration projects, including the high-value Stream 0057 culverts, the Sammamish River Tributary culvert, and the Little Swamp Creek relocation (from a ditch on the side of the road to a natural, meandering stream) and culvert replacements. Assume grants will pay for construction.

Construction on these projects would, if grant funded, move forward one at a time spread out over a number of years, starting with Little Swamp Creek in 2027 to the fourth Stream 0057 Culvert in 2030.

### **Rapid Progress**

In this scenario, increase rates to pay for design of the projects in the Moderate Pace scenario, plus 50% of the construction costs. This scenario would finance the projects to allow the high value Stream 0057 and Sammamish Tributary culvert replacements to be grouped together and completed simultaneously much sooner (construction as soon as 2026). Little Swamp Creek relocation and culverts would stay on the 2027 construction schedule but would have a greater chance of being fully funded and staying on schedule.

In addition, this rapid progress scenario includes annual funding for open space land acquisitions and accompanying riparian and wetland habitat restoration.

### **Rapid Progress+**

This scenario is the same as the Rapid Progress scenario, but rates are increased even higher to build up cash for replacement of large and expensive Stream 0056 culverts adjacent to and on both sides of SR 522. These 0056 culverts would be replaced in the early 2030s.

All four scenarios attempt to leave the stormwater fund with both net revenues and available cash reserves to cash fund designs and actively seek grant funds where available. As shown in the four scenarios, at the end of the next six-year rate schedule, the City's debt load will be approximately 25% of annual rate revenues. For any utility



this debt ratio is considered low and reflects positively on the management of the system and therefore will leave the stormwater utility in a financially advantageous position to meet both the recommendations of the next comprehensive plan as well as any new NPDES standards.

The following provides a snapshot summary of the four scenarios:

**Comparison of Surface Water Rate Scenarios**

	Stay the Course	Moderate Pace	Rapid Progress	Rapid Progress +
Culvert Replacements	One every few years; none planned after 19nd Street Tributary	Fund design only of several high value culverts; Hope for grants to pay for 100% construction; Spread over 2027-2030	Fund design and 50% of construction of high value culverts; group these culverts together and move construction up to 2026.	Same as Rapid Progress
Open Space Acquisitions	None Planned	None Planned	Annual Acquisitions	Same as Rapid Progress
Clean Water Facility Retrofits	Only one in 2025	One every other year	One every other year	Same as Rapid Progress
Small Works Projects	\$70k - \$90k Annually	\$70k - \$90k Annually	\$70k - \$90k Annually	Same as Rapid Progress
Muck Creek Property Restoration	2024	2024	2024	Same as Rapid Progress
Removal of old culvert on Blueberry Creek	2024	2024	2024	Same as Rapid Progress
192nd St. Tributary Culvert Replacement	2024 - 2025	2024 - 2025	2024 - 2025	Same as Rapid Progress
Stream 0057 Culverts (four)	Not included	2027 - 2030	2026	Same as Rapid Progress
Little Swamp Creek Relocation and Culverts	Not included	2027	2027	Same as Rapid Progress
Stream 0056 Large Culverts	Not included	Not included	Not included	2031

The following table provides a comparison of the projected rate increases by percentage and the corresponding monthly rates for a single-family residence with each scenario:

**Projected Rate Increases of the Four Scenarios**

	2024	2025	2026	2027	2028	2029	2030
Stay the Course/Slow Progress	14%	14%	5%	5%	5%	5%	5%
Moderate Pace	19%	19%	5%	5%	5%	3%	3%
Rapid Progress	20%	20%	7.5%	7.5%	7.5%	7.5%	3%
Rapid Progress+	20%	20%	12%	12%	6%	6%	4%



The following table shows what the single-family home monthly surface water utility rates will be for each scenario:

**Projected Monthly Rates for Each of the Four Scenarios**

	2024	2025	2026	2027	2028	2029	2030
Stay the Course/Slow Progress	\$23.66	\$26.97	\$28.32	\$29.74	\$31.23	\$32.79	\$34.43
Moderate Pace	\$24.69	\$29.38	\$30.85	\$32.39	\$34.01	\$35.03	\$36.08
Rapid Progress	\$24.90	\$29.88	\$32.12	\$34.53	\$37.12	\$39.90	\$41.10
Rapid Progress+	\$24.90	\$29.88	\$33.47	\$37.49	\$39.74	\$42.12	\$43.80

The following is a comparison of surface water utility rates for single-family homes in neighboring cities as well as cities with similar surface water needs and demands:

	2023 Monthly Rate
Sammamish	\$35.06
Seattle	\$29.74
Lynwood	\$29.54
Mountlake Terrace	\$27.96
Bothell	\$26.92
King County	\$26.92
Snoqualmie	\$26.64
Shoreline	\$25.86
Bellevue	\$24.47
Edmonds	\$23.45
Lake Stevens	\$21.42
Kenmore	\$20.75
Lake Forest Park	\$20.52
Kirkland	\$19.75
Issaquah	\$18.88
Woodinville	\$17.17
Mill Creek	\$17.17
Average Rate	\$24.25

\* Note that Kenmore has a \$0.0 Rate for low income



## CITY OF KENMORE

### STORMWATER UTILITY SCENARIOS

This study provides Kenmore with four scenarios for funding planned capital improvements through the year 2030. Using an interactive model, staff have looked at such factors as the timing of projects, the ability to get grant funds, and issuing debt to enable the utility to pay for levels of capital improvements while maintaining adequate cash reserve balances. Increases to monthly rates were only considered as a last resort.

All four scenarios start with a major financial obligation, the construction of the new public works operation building. When combined with other debt newly issued to construct SW8 190<sup>th</sup>/61<sup>st</sup> Culvert replacement, by the year 2025 the utility's annual debt service will have increased from zero to almost \$1M. Considering that annual revenues from the utility are just over \$3M, the utility will have to quickly enact increases totaling about 25% in addition to the 4% increase in 2023 and 2024 that have already been adopted in order to pay for the new debt.

Therefore, due to the new debt, all four scenarios assume two double-digit rate increases in 2024 and 2025 to counteract the new annual debt payments; however, the 2024 rate increase also includes the 4% increase already approved.

Most operation and maintenance expenses remain consistent through the four scenarios but do reflect increases associated with the following:

#### **Operation and Maintenance expense increases that are common to all scenarios:**

- Previously passed 4% rate increases in 2023 and 2024
- To keep pace with ever-increasing NPDES surface water regulations and population growth, operating costs are increased for additional personnel as follows:
  - 1 FTE (Full time equivalent) in 2027
  - 1 FTE in 2029
  - 1 FTE in 2030
- Beginning the year after construction, an annual increase of \$50k/year for costs associated with the new public works operations center (e.g., insurance, electricity, maintenance and repair, etc.)
- Annual cost increase factors used to forecast operation and maintenance expenses:



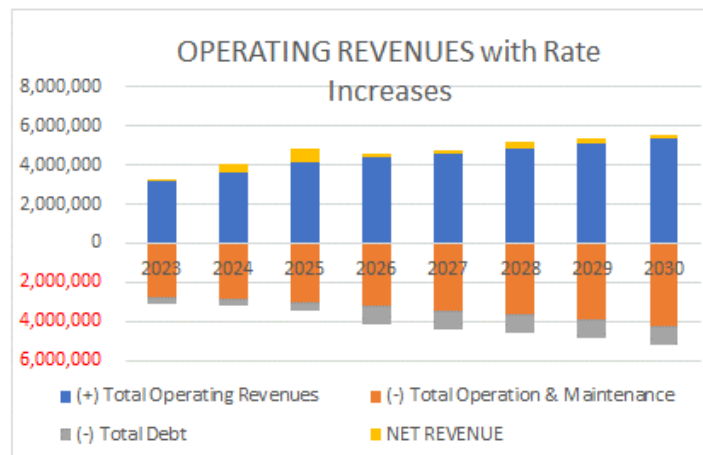
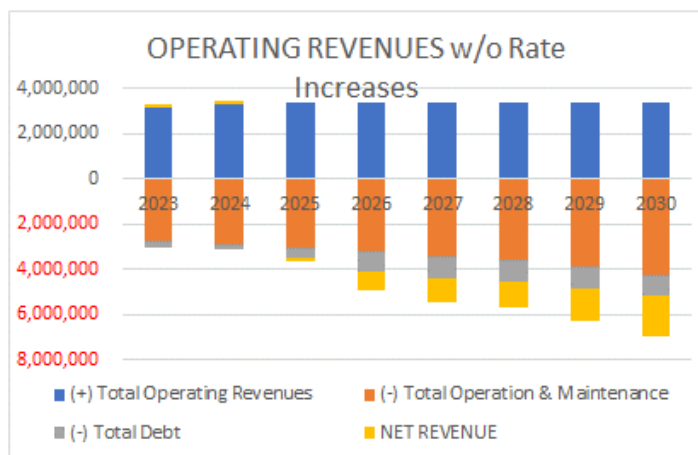
<b>Annual Inflationary Factors</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028 - 2042</b>
COLA	5.20%	4.50%	4.00%	3.50%	3.00%
Inflation	5.50%	4.50%	3.50%	2.50%	2.50%
Customer growth in single-family equivalents	50	50	50	50	50
Capital cost increases	6%	5%	4%	2.50%	2.50%

**Scenario 1: Stay the Course – Go Slow**

This scenario includes all operating costs and cost increase factors as outlined above plus the capital projects as listed in the color-coded CIP table on the last page of this report. With only the 4% rate increases in 2023 and 2024, revenues are insufficient to offset increased operating costs and new debt payments that increase from about \$300k to \$1M per year as a result of the new Public Works Operations Center. Similarly, as positive net revenues are replaced with net losses, the continuing drain on capital reserves continues into 2025 and beyond.

Of note in the CIP:

- In addition to the surface water utility share of the annual debt service on Public Works Operations land acquisition in 2021, the utility’s share of the new PW Operation building (\$8,250,000) is being financed with a 20-year LTGO bond at 5% annual interest
- 75% of the 61<sup>st</sup> Avenue property acquisition is grant funded
- There is a \$1M grant for the FPCL 12 192<sup>nd</sup> Swamp Creek Tributary Culvert
- SW 8 190<sup>th</sup> Street Culvert Replacement has partial funding of an existing \$1.5M Public Works Trust Fund low interest loan from the State
- The remaining capital projects are funded from existing cash reserves currently at \$4.5M



The above left chart shows that the additional debt payments cannot be funded from existing rates and the planned 4% increase in 2023 and 2024 are not enough--net revenues are negative beginning in 2025 and grow to over a \$1M a year in losses. The chart on the right above shows the resulting cash flows in the operating fund if the rate increases listed below are enacted.

In order to correct the cash projection, the Baseline scenario requires additional rate increases. If the city adopts the following schedule of rate increases, the cash flows are in balance and the fund will run smoothly. Note that the two large increases in 2024 and 2025 are necessary to offset the new debt from the Public Works Operations Center (also note that the 14% in 2024 includes the planned 4%).

Note also that the utility is growing its cash reserves to over \$3M and as shown in the table below and that annual operating revenue is positive in each year and stable.

Year	2023	2024	2025	2026	2027	2028	2029	2030
Residential Storm Monthly Bill	\$20.75	\$23.66	\$26.97	\$28.32	\$29.74	\$31.23	\$32.79	\$34.43
% Rate Increase	4.0%	14.0%	14.0%	5.0%	5.0%	5.0%	5.0%	5.0%

**CAPITAL SUMMARY**

<b>Start of Year Cash</b>	<b>4,502,000</b>	<b>1,728,900</b>	<b>958,500</b>	<b>1,227,500</b>	<b>1,603,300</b>	<b>1,942,100</b>	<b>2,422,600</b>	<b>2,851,600</b>
(+) Connection Charges & Intere	221,700	208,900	215,300	230,300	245,900	262,200	273,600	279,500
(+) Transfer from Operations	96,500	456,600	663,200	229,000	179,700	307,300	246,600	174,200
(+) Total Loan Funds	0	2,000,000	6,250,000	0	0	0	0	0
(+) Total CIAC Funds	0	1,043,100	0	0	0	0	0	0
(-) Total Capital Expenses	3,091,300	4,479,000	6,859,500	83,500	86,800	89,000	91,200	93,500
(-) Transfer to Operations	0	0	0	0	0	0	0	0
<b>NET CAPITAL REVENUE</b>	<b>2,773,100</b>	<b>770,400</b>	269,000	375,800	338,800	480,500	429,000	360,200
<b>End of Year Cash</b>	<b>1,728,900</b>	<b>958,500</b>	<b>1,227,500</b>	<b>1,603,300</b>	<b>1,942,100</b>	<b>2,422,600</b>	<b>2,851,600</b>	<b>3,211,800</b>





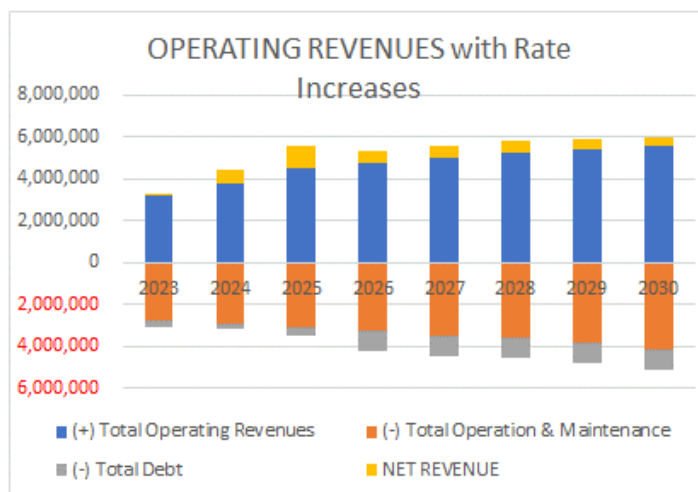
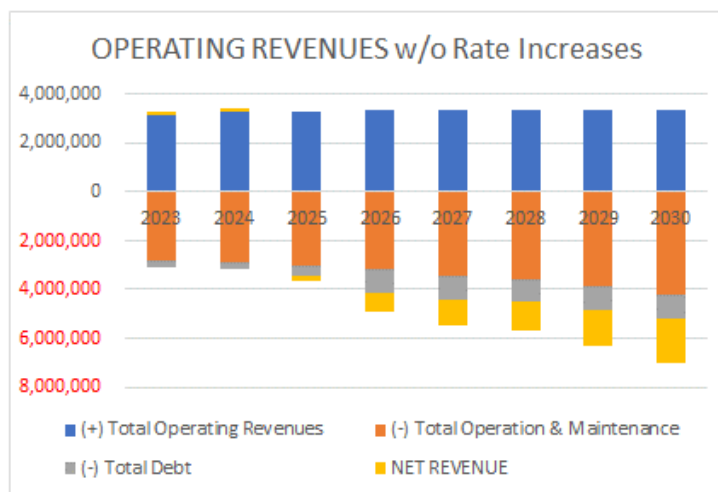
### MODERATE PACE

This scenario includes all operating costs and cost increase factors as outlined earlier plus all of the capital costs and financing (new debt and grant funds) associated with the Stay the Course scenario.

In addition, this Moderate Pace scenario also includes:

- \$500k in every other year (in today’s dollars) for ongoing small stormwater facility retrofits for improved water quality for fish habitat in our lake, streams, and rivers
- Phases I & II for Little Swamp Creek Relocation (about \$5.7M) with designs paid by cash to better our ability to get grants and with both construction costs 100% paid by grants
- The four Stream 0057 Culverts and the Sammamish River Tributary culvert (projects FPCL 1, 2, 3, 4 & 11) have been staggered over 5 years with the design costs for each project paid for by cash to facilitate getting grant funds and the construction costs (shown as the cost in the last year) are 100% paid for by grants

The major difference between this scenario and the Stay the Course scenario is that design for five high value culvert and stream projects are funded, producing an additional \$4M in capital costs. These costs are paid for by cash which results in rates needing to be increased to maintain cash reserves at a reasonable level. Since these costs are design costs, we need to fund them from cash in order to better our chances in getting grant funds. We don’t want to issue debt to pay for these design costs in case the grant funds are not awarded.





The above left chart shows that the additional cash needed for the new projects as well as the existing debt payments cannot be funded from existing rates and the planned 4% increase in 2023 and 2024, in fact net revenues are negative beginning in 2025 and grow to over a \$1M a year in losses. The chart on the right above shows the resulting cash flows in the operating fund if the rate increases listed below are enacted.

In order to correct the cash projection, the Moderate Pace scenario requires additional rate increases. If the city adopts the following schedule of rate increases, the cash flows will be in balance and the fund will run smoothly. Note that the two large increases in 2024 and 2025 are necessary to offset the new debt from the Public Works Operations Center (also note that the 19% in 2024 includes the planned 4%).

Year	2023	2024	2025	2026	2027	2028	2029	2030
Residential Storm Monthly Bill	\$20.75	\$24.69	\$29.38	\$30.85	\$32.39	\$34.01	\$35.03	\$36.08
% Rate Increase	4.0%	19.0%	19.0%	5.0%	5.0%	5.0%	3.0%	3.0%
<b>Start of Year Cash</b>	<b>4,502,000</b>	<b>1,728,900</b>	<b>1,115,500</b>	<b>1,220,300</b>	<b>1,072,500</b>	<b>665,700</b>	<b>904,500</b>	<b>585,800</b>
(+) Connection Charges & Intere	221,700	210,000	216,400	226,300	232,300	241,300	245,200	247,200
(+) Transfer from Operations	96,500	612,500	1,027,900	613,500	585,000	734,600	592,700	431,200
(+) Total Loan Funds	0	2,000,000	6,250,000	0	0	0	0	0
(+) Total CIAC Funds	0	1,043,100	0	0	4,630,000	4,402,300	2,346,500	3,749,500
(-) Total Capital Expenses	3,091,300	4,479,000	7,389,500	987,600	5,854,100	5,139,400	3,503,100	3,843,000
(-) Transfer to Operations	0	0	0	0	0	0	0	0
<b>NET CAPITAL REVENUE</b>	<b>2,773,100</b>	<b>613,400</b>	<b>104,800</b>	<b>147,800</b>	<b>406,800</b>	<b>238,800</b>	<b>318,700</b>	<b>584,900</b>
<b>End of Year Cash</b>	<b>1,728,900</b>	<b>1,115,500</b>	<b>1,220,300</b>	<b>1,072,500</b>	<b>665,700</b>	<b>904,500</b>	<b>585,800</b>	<b>1,170,700</b>

### RAPID PROGRESS

This scenario includes all operating costs and cost increase factors as outlined earlier plus all of the capital costs and financing (new debt and grant funds) associated with the Stay the Course scenario.

In addition, this Rapid Progress scenario also includes:

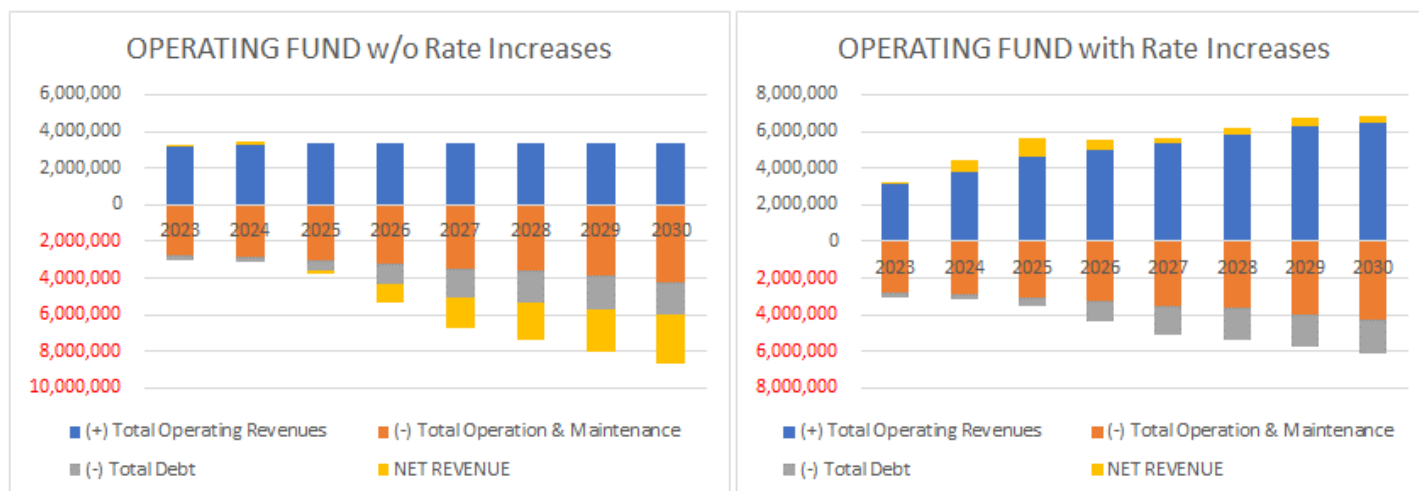
- \$500k in every other year (in today’s dollars) for ongoing small stormwater facility retrofits
- Phases I & II for Little Swamp Creek Relocation (about \$5.7M) with designs paid by new debt and construction costs paid by 50% grants and 50% new debt
- The four Stream 0057 Culverts and the Sammamish River Tributary culvert Projects (FPCL 1, 2, 3, 4 & 11) are grouped together and brought up much sooner in the schedule with the design costs for each project paid for by new debt and



construction costs (shown as the cost in the last year) paid for by 50% grants and 50% new debt

- Open space acquisitions (projects RP1, RP2, RP3, RP4, RP5, & RP6) are added—one each year—and are included as being 50% grant and 50% cash funded
- All new debts are assumed to be 20-year bonds with an annual interest rate of 5.5%

The major difference between this scenario and the Moderate Pace scenario is that all five of the FCPL (Stream 0057 and Sammamish Tributary) culvert projects have been grouped together and moved up to start design in 2024. Also, the funding for the FCPL and Little Swamp Creek Relocation projects have changed from the designs being cash funded to being debt funded and the construction costs being 100% grant funded to 50% grant and 50% debt funded. This approach speeds up the projects in order to apply for grants that might not last as long as we planned in the Moderate Pace scenario. Paying for all of design and 50% of construction also increases the City’s chances of obtaining grants by having “skin in the game”. Another benefit of this approach is the ability to combine multiple projects into one large project, which may result in better grant scoring and lower interest costs.



The above left chart shows that the additional debt payments cannot be funded from existing rates and the planned 4% increase in 2023 and 2024; in fact, net revenues are negative beginning in 2025 and grow to over almost \$2M a year in losses. The chart on the right above shows the resulting cash flows in the operating fund if the rate increases listed below are enacted.

In order to correct the cash projection, the Rapid Progress scenario requires additional rate increases. If the city adopts the following schedule of rate increases, the cash



flows are in balance and the fund will run smoothly. Note that the two large increases in 2024 and 2025 are necessary to offset the new debt from the Public Works Bldg. (also note that the 20% in 2024 includes the planned 4%)

In this scenario we have increased the total costs of projects by about \$2.5M (the 6 RP projects) but saved a million dollars in inflation costs by moving the 5 FPCL projects up by several years. Of more consequence, we have reduced the expected total in grants by about \$6M and increased new debt by \$10M.

Year	2023	2024	2025	2026	2027	2028	2029	2030
Residential Storm Monthly Bill	\$20.75	\$24.90	\$29.88	\$32.12	\$34.53	\$37.12	\$39.90	\$41.10
% Rate Increase	4.0%	20.0%	20.0%	7.5%	7.5%	7.5%	7.5%	3.0%

<b>CAPITAL SUMMARY</b>								
<b>Start of Year Cash</b>	<b>4,502,000</b>	<b>1,728,900</b>	<b>1,147,000</b>	<b>1,415,400</b>	<b>1,789,000</b>	<b>1,228,000</b>	<b>1,345,700</b>	<b>975,700</b>
(+) Connection Charges & Intere	221,700	210,300	218,100	233,100	241,900	248,800	251,400	249,300
(+) Transfer from Operations	96,500	643,700	1,030,800	613,100	267,800	373,100	503,500	367,400
(+) Total Loan Funds	0	2,858,600	7,690,100	5,369,400	2,315,000	0	0	0
(+) Total CIAC Funds	0	1,043,100	371,000	5,202,400	2,720,200	415,300	425,700	436,300
(-) Total Capital Expenses	3,091,300	5,337,600	9,041,600	11,044,400	6,105,900	919,500	1,550,600	966,100
(-) Transfer to Operations	0	0	0	0	0	0	0	0
<b>NET CAPITAL REVENUE</b>	<b>2,773,100</b>	<b>581,900</b>	268,400	373,600	561,000	117,700	370,000	86,900
<b>End of Year Cash</b>	<b>1,728,900</b>	<b>1,147,000</b>	<b>1,415,400</b>	<b>1,789,000</b>	<b>1,228,000</b>	<b>1,345,700</b>	<b>975,700</b>	<b>1,062,600</b>

**RAPID PROGRESS+**

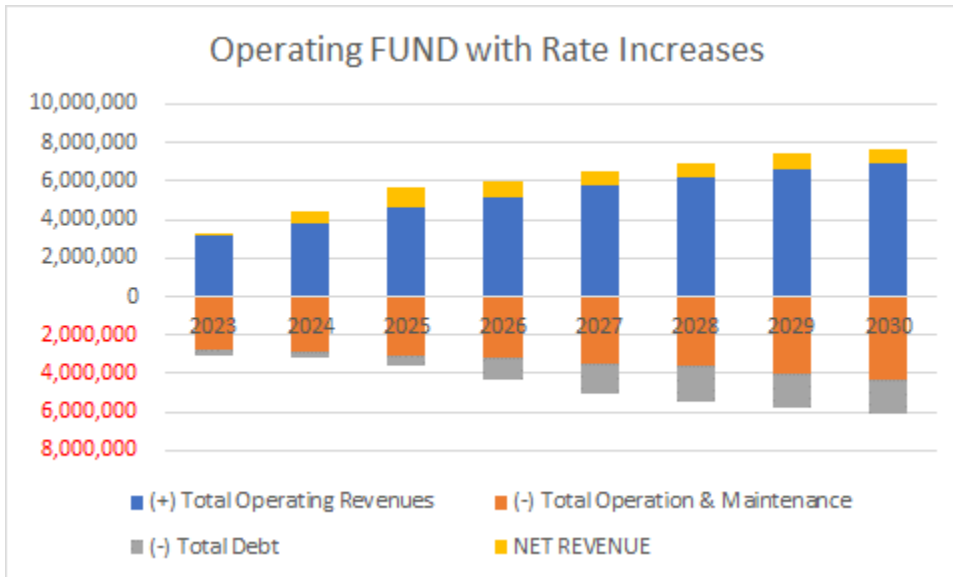
The Rapid Progress+ scenario is the exact same as the Rapid Progress scenario except that rates have been increased in the years 2025 through 2029 in order to increase both net operating revenues as well as build cash reserves to leave the utility with more capability to continue to fund projects important to the environment like the Stream 0056 culverts on either side of SR 522 or the Swamp Creek channel restoration in the 2030s.

With the additional monthly rate increases by the year 2030, the utility has grown net operating revenues from 400K to 900K and increased cash reserves from \$1M to \$3M.

This scenario is intended to build sufficient capacity and flexibility into the fund in order to meet the new challenges that will be determined by the next comprehensive plan update which is planned to occur around 2030. These rates will allow the utility to cash fund the design of a major project (\$10M to \$15M) such as the Stream 0056 culverts or the Swamp Creek channel restoration and then pay for the construction of the project from a mixture of cash reserves and new debt. Without these additional rate increases



the utility will require substantial future increases before work on any new projects can begin after the year 2030.



The chart above shows the cash flows in the operating fund if the rate increases listed in the table below are enacted.

The table below shows a summary of the stormwater utility finances with the indicated rate increases. As can be seen in the table below by the **end of year cash** in 2030 the fund is just short of \$3M and the **transfer from operations** (e.g., net revenue from operations) is almost \$800K in the year 2030.

Year	2023	2024	2025	2026	2027	2028	2029	2030
Residential Storm Monthly Bill	\$20.75	\$24.90	\$29.88	\$33.47	\$37.49	\$39.74	\$42.12	\$43.80
% Rate Increase	4.0%	20.0%	20.0%	12.0%	12.0%	6.0%	6.0%	4.0%

CAPITAL SUMMARY								
<b>Start of Year Cash</b>	<b>4,502,000</b>	<b>1,728,900</b>	<b>1,147,000</b>	<b>1,415,400</b>	<b>1,994,200</b>	<b>1,888,500</b>	<b>2,417,800</b>	<b>2,405,400</b>
(+) Connection Charges & Intere	221,700	210,300	218,100	234,700	248,400	261,800	270,200	274,000
(+) Transfer from Operations	96,500	643,700	1,030,800	816,700	716,600	771,700	842,300	782,600
(+) Total Loan Funds	0	2,858,600	7,690,100	5,369,400	2,315,000	0	0	0
(+) Total CIAC Funds	0	1,043,100	371,000	5,202,400	2,720,200	415,300	425,700	436,300
(-) Total Capital Expenses	3,091,300	5,337,600	9,041,600	11,044,400	6,105,900	919,500	1,550,600	966,100
(-) Transfer to Operations	0	0	0	0	0	0	0	0
<b>NET CAPITAL REVENUE</b>	<b>2,773,100</b>	<b>581,900</b>	268,400	578,800	105,700	529,300	12,400	526,800
<b>End of Year Cash</b>	<b>1,728,900</b>	<b>1,147,000</b>	<b>1,415,400</b>	<b>1,994,200</b>	<b>1,888,500</b>	<b>2,417,800</b>	<b>2,405,400</b>	<b>2,932,200</b>



Peninsula Financial Consulting

Color Code

100% Cash Funded (No fill)	100% Debt Funded	100% Grant Funded
Mix of Grant & Cash Funding		Mix of 50/50 Debt & Grant Funding

CAPITAL EXPENSES	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Debt Funding	Total Cash Funding	Total Grant Funding
<b>Stay the Course Scenario</b>												
CITY FACILITIES F1 - Public Works Operations Center		2,000,000	6,250,000							8,250,000		
SW 8 - 190TH/61ST Culvert Replacement (Construction)	2,866,300	20,000									2,886,300	
SW 20 - Small Works	75,000	75,000	79,500	83,500	86,800	89,000	91,200	93,500			673,500	
SW 29 - Stormwater Facility Retrofits			530,000								530,000	
61ST Property Acquisition and Restoration		49,000									12,200	36,800
SW 34 - Blueberry Creek Culvert Mitigation	50,000	200,000									250,000	
SW 35 - Muck Creek Restoration	100,000	400,000									500,000	
FPCL 012 - 192ND SC Trib Culvert		1,735,000									728,700	1,006,300
										8,250,000	5,580,700	1,043,100
<b>Moderate Scenario</b>												
<i>All CIP projects listed under the Baseline Scenario plus the following</i>												
SW 29 - Stormwater Facility Retrofits					578,800		608,100				1,186,900	
SW 17 - Little Swamp Creek Relocation Phase 1			265,000	278,300	2,315,000						543,300	2,315,000
SW 17 - Little Swamp Creek Relocation Phase 2			265,000	278,300	2,315,000						543,300	2,315,000
FPCL 001 - 163RD Trib 0057 Culvert						234,300	240,200	1,969,500			474,500	1,969,500
FPCL 002 - 76TH Trib 0057 Culvert						211,800	217,100	1,780,000			428,900	1,780,000
FPCL 004 - 74TH Trib 0057 Culvert					197,100	202,000	2,346,500				399,100	2,346,500
FPCL 011 - 74TH Trib 0057 Culvert				117,700	122,400	2,442,300					240,100	2,442,300
FPCL 003 - 169TH Samm Trib 01 Culvert				229,800	239,000	1,960,000					468,800	1,960,000
										0	4,284,900	15,128,300
<b>Rapid Scenario</b>												
<i>All CIP projects listed under the Baseline Scenario plus the following</i>												
SW 29 - Stormwater Facility Retrofits					578,800		608,100				1,186,900	
SW 17 - Little Swamp Creek Relocation Phase 1			265,000	278,300	2,315,000					1,700,800		1,157,500
SW 17 - Little Swamp Creek Relocation Phase 2			265,000	278,300	2,315,000					1,700,800		1,157,500
FPCL 001 - 163RD Trib 0057 Culvert		197,500	209,400	1,758,500						1,286,100		879,300
FPCL 002 - 76TH Trib 0057 Culvert		178,500	189,200	1,589,400						1,162,400		794,700
FPCL 004 - 74TH Trib 0057 Culvert		170,300	180,500	2,147,500						1,424,500		1,073,800
FPCL 011 - 74TH Trib 0057 Culvert		105,800	112,100	2,291,100						1,363,400		1,145,600
FPCL 003 - 169TH Samm Trib 01 Culvert		206,500	218,900	1,838,700						1,344,700		919,400
RP 001 - Restoration (Land Acquisition, Demo, Restoration)			742,000								371,000	371,000
RP 002 - Restoration (Land Acquisition, Demo, Restoration)				779,100							389,500	389,600
RP 003 - Restoration (Land Acquisition, Demo, Restoration)					810,300						405,100	405,200
RP 004 - Restoration (Land Acquisition, Demo, Restoration)						830,500					415,200	415,300
RP 005 - Restoration (Land Acquisition, Demo, Restoration)							851,300				425,600	425,700
RP 006 - Restoration (Land Acquisition, Demo, Restoration)								872,600			436,300	436,300
										9,982,700	3,629,600	9,570,900
<b>Rapid+ Scenario</b>												
<i>All CIP projects listed under the Baseline Scenario plus the following</i>												
<i>All CIP projects as listed under the CIPMid Scenario plus the following</i>												
FPCL 006 - 175TH Trib 0056 Culvert									9,576,000			
FPCL Swamp Creek Channel Restoration									TBD			