



Lane Transit District



FISCAL YEAR 2022-2023 **PROPOSED BUDGET** *(Adopted May 18)*

LANE TRANSIT DISTRICT EUGENE, OREGON

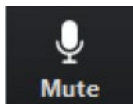


BEFORE WE GET STARTED...

- Request a break, if desired.
- If necessary, April 13, 5:30 p.m. – 7:30 p.m. is scheduled for continued discussions.

USING ZOOM

You can control Mute/Unmute in the far left-hand corner:

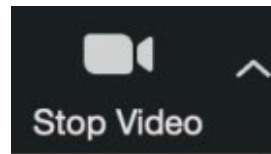


- This is Unmuted



- This is Muted

- Video on/off and raising/lowering of hands which can be done through Zoom or *9 if you are on a phone



- This is video On



- This is video Off

A blue electric bus is parked in a lot. The bus has "Electric" and a flame icon on its side. The number "16101" is visible on the front. A white SUV is parked in the background. The entire image is overlaid with a semi-transparent blue filter, except for a green triangle in the top-left corner.

AGENDA

FY2023 BUDGET COMMITTEE PRESENTATION



**PUBLIC
TESTIMONY**



**BUDGET
COMMITTEE
RESPONSIBILITY**



**BUDGET
PROCESS**



**POLICIES &
CONTRACTS**



**ECONOMIC
ENVIRONMENT**



**FY2023
PROPOSED
BUDGET**



**AMENDED
2022-2031 CIP**



**2022-2031
LRFP**



APPROVAL



PUBLIC TESTIMONY

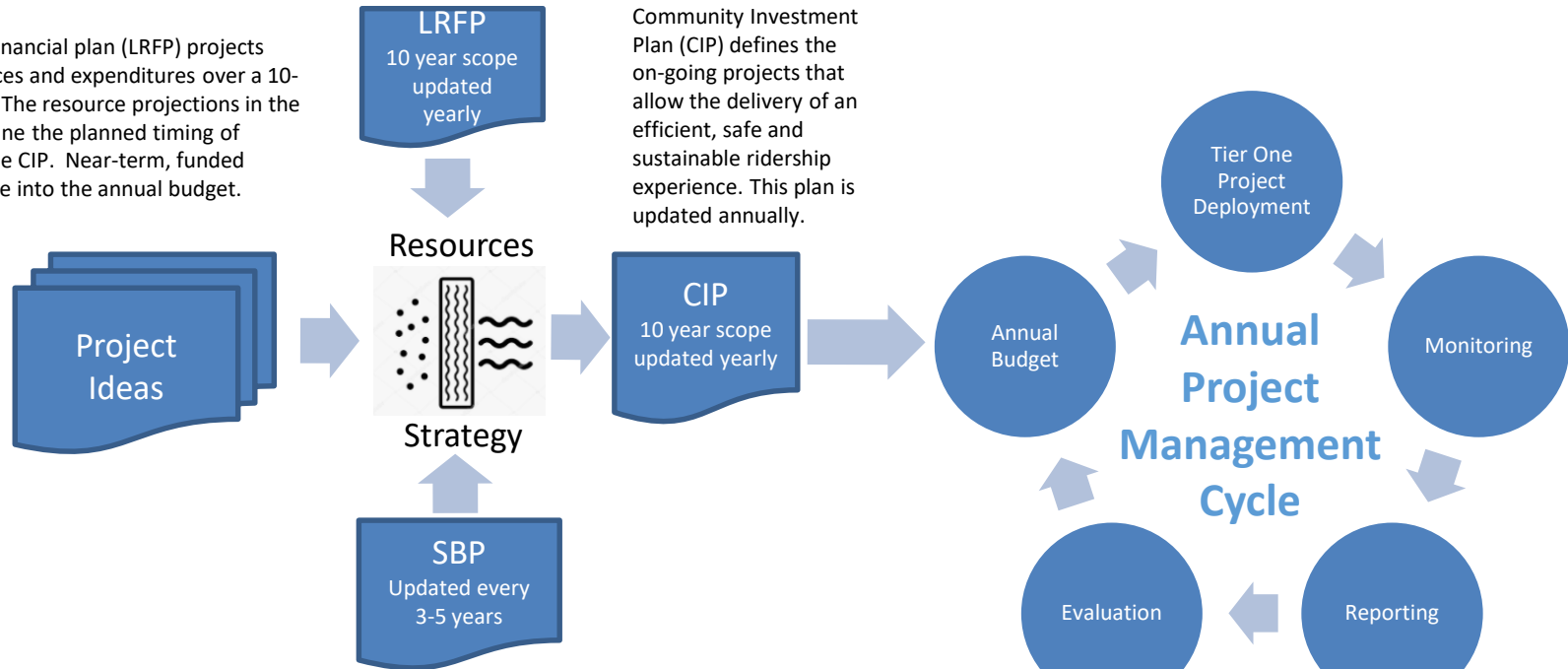
- The purpose of this hearing is to allow public comment on the FY2023 Proposed Budget.
- Raise your Zoom hand or press *9 on your phone.
- Each speaker will have 3 minutes.



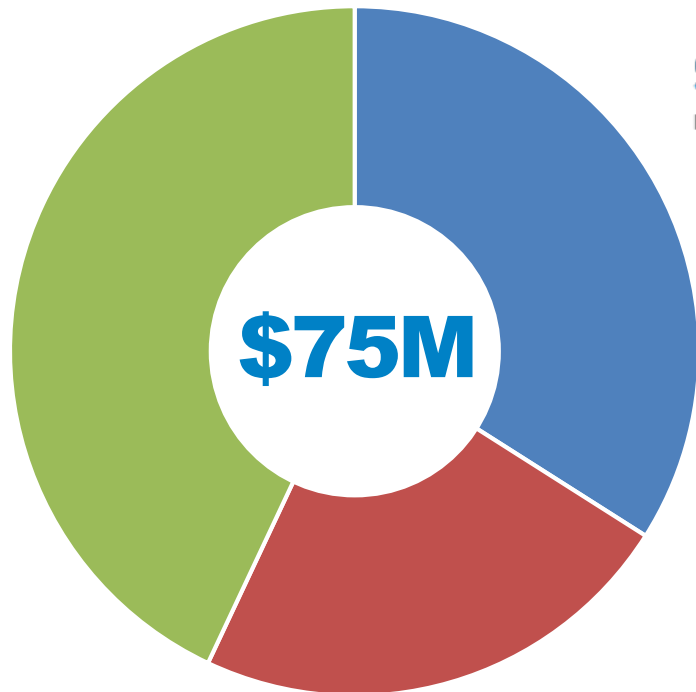
BUDGET COMMITTEE RESPONSIBILITY

- **Follows** Oregon Local Budget Law process
- Reviews and **understands** the FY2023 Budget presented
- **Discusses and recommends revisions** to the budget if needed
- **Approves** the Budget and forward your recommendation to the BOD for adoption

Long-range financial plan (LRFP) projects LTD's resources and expenditures over a 10-year period. The resource projections in the LRFP determine the planned timing of projects in the CIP. Near-term, funded projects move into the annual budget.



Strategic Business Plan (SBP) defines our strategic position. Project choices and progress are evaluated through the filter of the SBP. This plan is static over its lifetime. Once created, it serves as a strategy guide for 3-5 years.



\$75,567,111

FEDERAL COVID RELIEF FUNDING

34%



CARES
\$25,533,427

23%

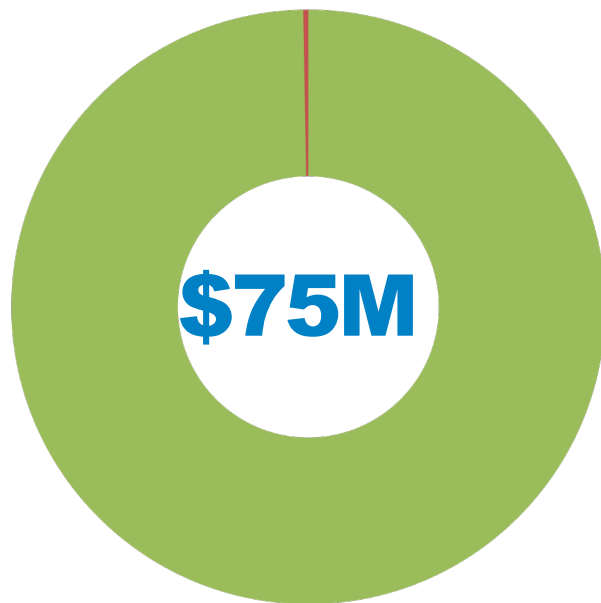


CRRSAA
\$17,396,126

43%

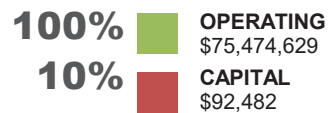


ARPA
\$32,637,558



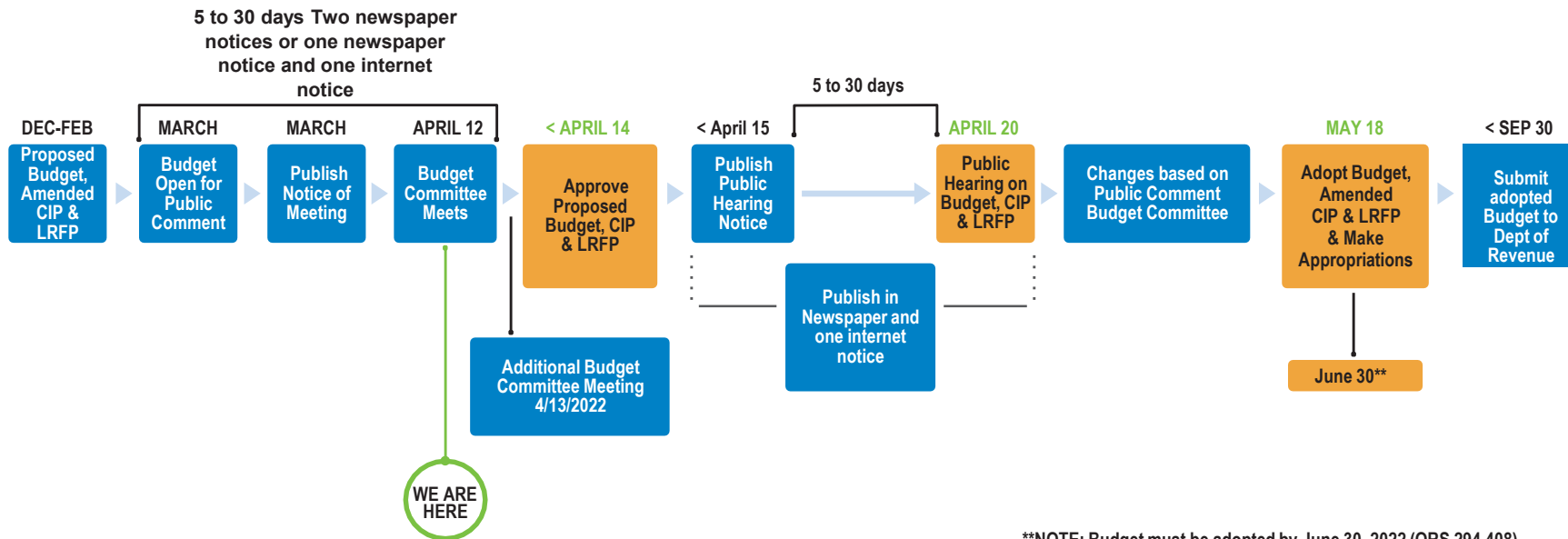
\$75,567,111

FEDERAL FORMULA & COVID RELIEF NEAR-TERM (2025) USES





BUDGET PROCESS



**NOTE: Budget must be adopted by June 30, 2022 (ORS 294.408)



POLICIES & CONTRACTS: FUND BALANCE & PENSION PLAN

POLICIES:

- Reserve Policy
- Salaried Employees' retirement plan funding
- ATU Local 757 Pension Funding policy

CONTRACTS:

- ATU local 757 Working and Wage Agreement



Meeting Reserve Policy adopted Feb 2022

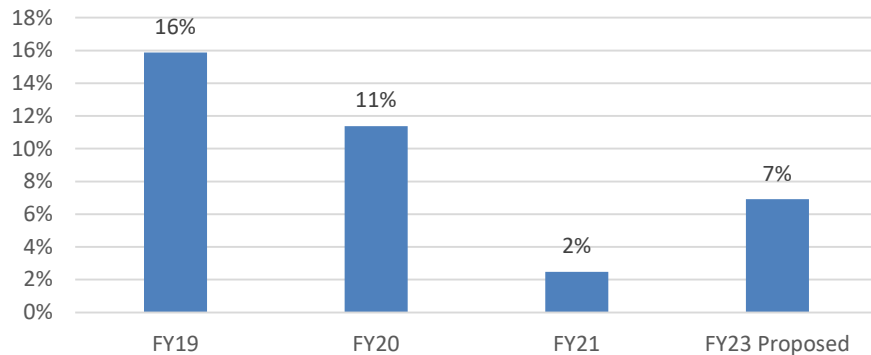
| Reserve | Policy | FY23 Budget | Notes |
|-----------------------------------|---|------------------|--|
| Sustainable Services Reserve | 2-6 months | 2 months | 18% of annual operating costs |
| STIF Sustainable Services Reserve | <6 months | >2 & < 3 months | 24% of annual operating costs |
| Cash Flow Reserve (includes WC) | 60-90 days | > 3 & < 4 months | 31% of annual operating costs |
| Capital Reserve | 20% of 2 year expected cost - 10 year planned need | ~2 year need | Grant match & non-grant fundable costs |
| Board Designated Reserve | As adopted by resolution | Not applicable | Not applicable |



ECONOMIC ENVIRONMENT

Revenue-Expenditure gap covered by CARES, CRRSA, ARPA
Budgeted to use \$36M by end of FY22, \$39.4M remaining

General Fund Operating revenue as a
percentage of operating cost

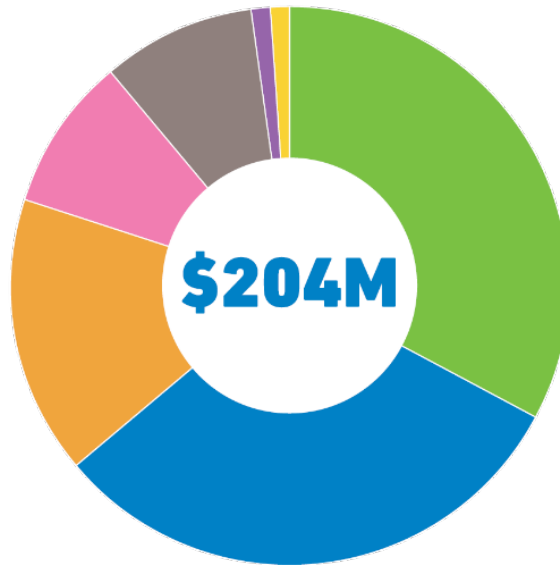


Destabilizing world events & long-term impacts of COVID:

- Commuting patterns
- Remote-working, remote learning
- Record (40 year) High inflation (7.9% in Feb 2022)
- Supply chain disruptions
- As of March, Fuel up 97% (levels not seen since 2008)
- Labor shortages



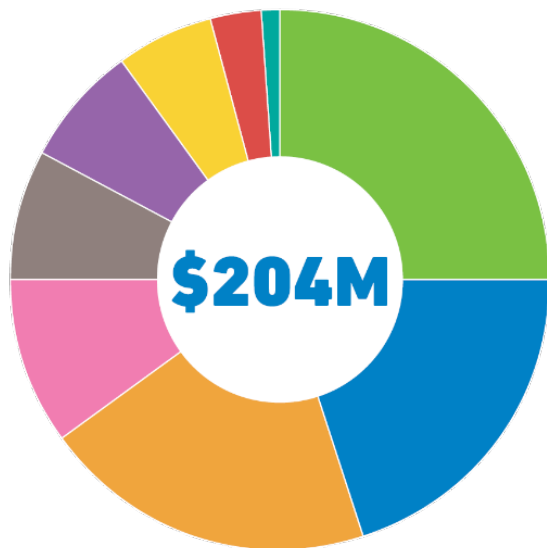
PROPOSED BUDGET



\$203,605,537










DISTRICT-WIDE ANNUAL RESOURCES

| | | |
|-----|----------------------------------|--------------|
| 26% | FEDERAL ASSISTANCE | \$53,247,380 |
| 25% | PAYROLL TAXES | \$50,116,000 |
| 20% | WORKING CAPITAL FROM PRIOR YEARS | \$40,464,475 |
| 12% | INTERFUND TRANSFERS | \$25,492,451 |
| 8% | MEDICAID | \$15,395,845 |
| 7% | STATE ASSISTANCE | \$14,213,065 |
| 1% | CASH FARES & PASSES | \$2,485,743 |
| 1% | GROUP PASSES | \$1,580,706 |



\$203,605,535

DISTRICT-WIDE ANNUAL REQUIREMENTS

| | | |
|------------|--|---|
| 25% |  | CAPITAL PROJECTS \$50,048,972 |
| 20% |  | PERSONNEL SERVICES \$41,529,665 |
| 20% |  | RESERVES \$41,435,547 |
| 10% |  | NON-OPERATING TRANSFERS \$21,356,085 |
| 8% |  | MEDICAID \$15,723,595 |
| 7% |  | SPECIALIZED SERVICES \$13,569,395 |
| 6% |  | MATERIALS & SERVICES \$13,270,568 |
| 3% |  | OPERATING TRANSFERS \$5,356,866 |
| 1% |  | OPERATING CONTINGENCY \$1,314,843 |



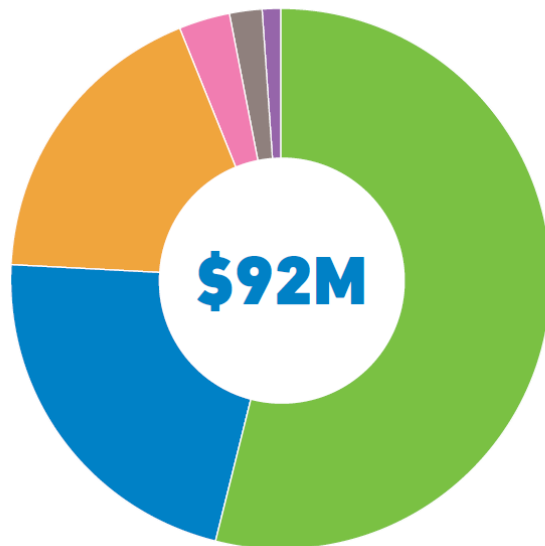
PROPOSED BUDGET: QUESTIONS



GENERAL FUND

\$92,337,718

TOTAL GENERAL FUND RESOURCES



54%



PAYROLL TAXES
\$50,116,000

22%



WORKING CAPITAL FROM PRIOR YEARS
\$20,194,420

18%



FEDERAL ASSISTANCE
\$16,730,604

3%



CASH FARES & PASSES
\$2,199,300

2%

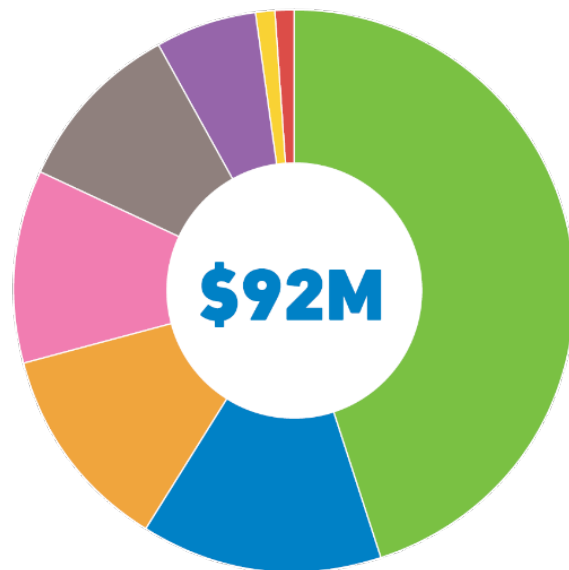


GROUP PASSES
\$1,580,706

1%











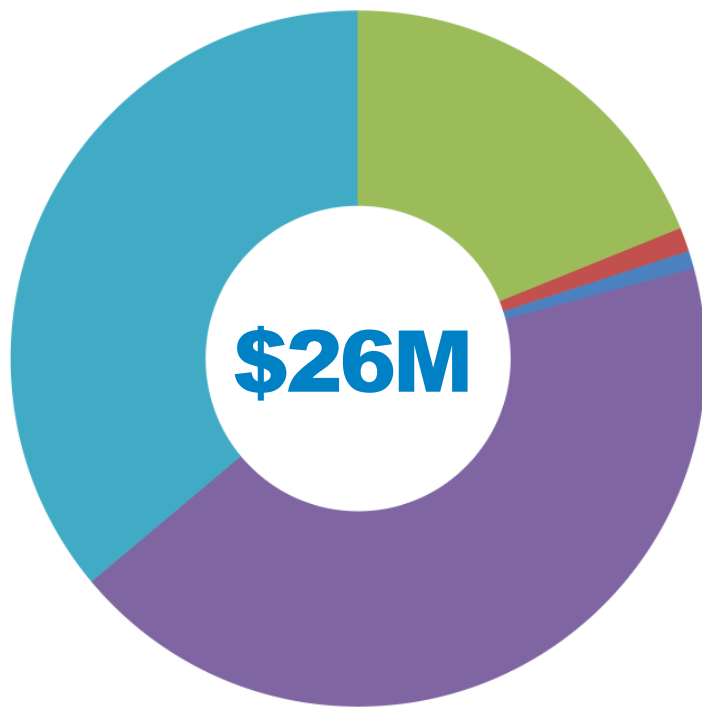
STATE ASSISTANCE
\$1,078,000



\$92,337,718

TOTAL GENERAL FUND REQUIREMENTS

| | | |
|------------|---|--|
| 45% |  | PERSONNEL SERVICES \$41,529,665 |
| 14% |  | MATERIALS & SERVICES \$13,270,568 |
| 12% |  | TRANSFER TO SUSTAINABLE SERVICES RESERVE FUND \$11,011,740 |
| 11% |  | RESERVES \$10,044,691 |
| 10% |  | TRANSFER TO CAPITAL PROJECTS FUND \$9,123,845 |
| 6% |  | OPERATING TRANSFERS \$5,356,866 |
| 1% |  | INSURANCE & RISK SERVICES \$685,500 |
| 1% |  | OPERATING CONTINGENCY \$1,314,843 |



\$25,492,451

General Fund Operating Transfers

36%



TRANSFER TO CAPITAL PROJECTS FUND
\$9,123,845

43%



TRANSFER TO SUSTAINABLE SERVICES RESERVE
\$11,011,740

1%



TRANSFER TO POINT2POINT FUND
\$280,655

1%



TRANSFER TO MEDICAID FUND
\$327,750

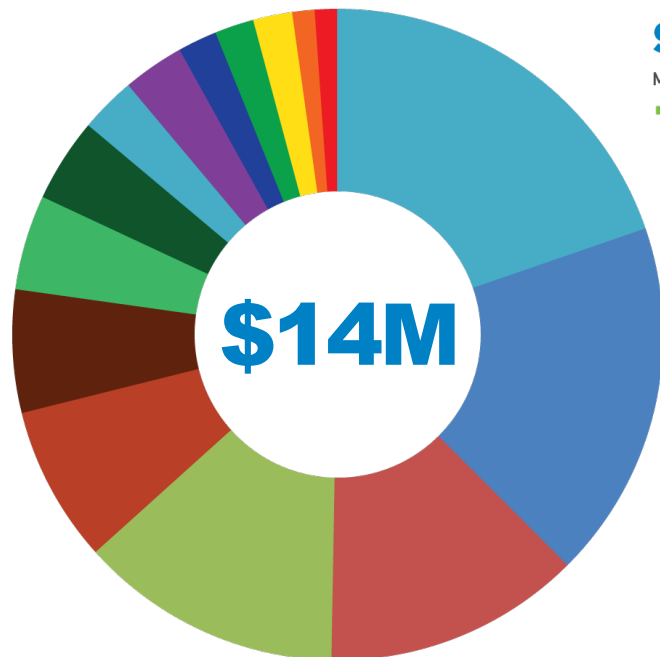
19%


















TRANSFER TO SPECIAL SERVICES FUND
\$4,748,461

\$13,956,068

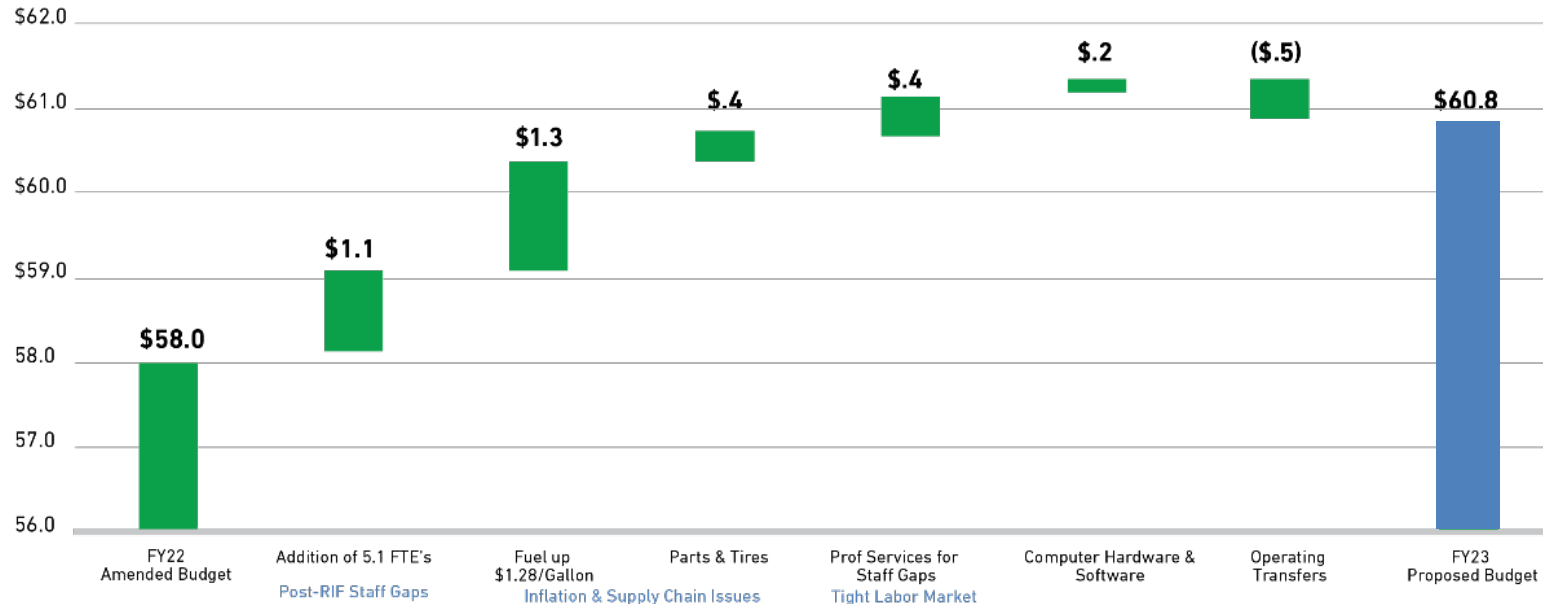
Materials, Services & Insurance Expenditures



\$14M

| | | | | | |
|-----------|---|--|------------|---|---|
| 1% |  | ELECTRIC BUS CHARGING \$100,000 | 5% |  | NON-PERSONNEL INSURANCE \$685,500 |
| 1% |  | TRANSACTION FEES \$153,357 | 6% |  | CLEANING \$894,000 |
| 2% |  | FACILITY SKILLED TRADES \$217,000 | 8% |  | GENERAL BUSINESS EXPENSES \$1,114,373 |
| 2% |  | TELECOM & NETWORK \$248,900 | 13% |  | CONTRACTED & PROFESSIONAL SERVICES \$1,756,060 |
| 2% |  | INFORMATION & ADVERTISING \$275,500 | 13% |  | COMPUTER HARDWARE & SOFTWARE \$1,769,210 |
| 3% |  | MAINTENANCE & REPAIR \$383,000 | 18% |  | PARTS & TIRES \$2,485,095 |
| 3% |  | UTILITIES \$479,700 | 20% |  | FUEL \$2,855,218 |
| 4% |  | TRAINING & TRAVEL \$539,158 | | | |

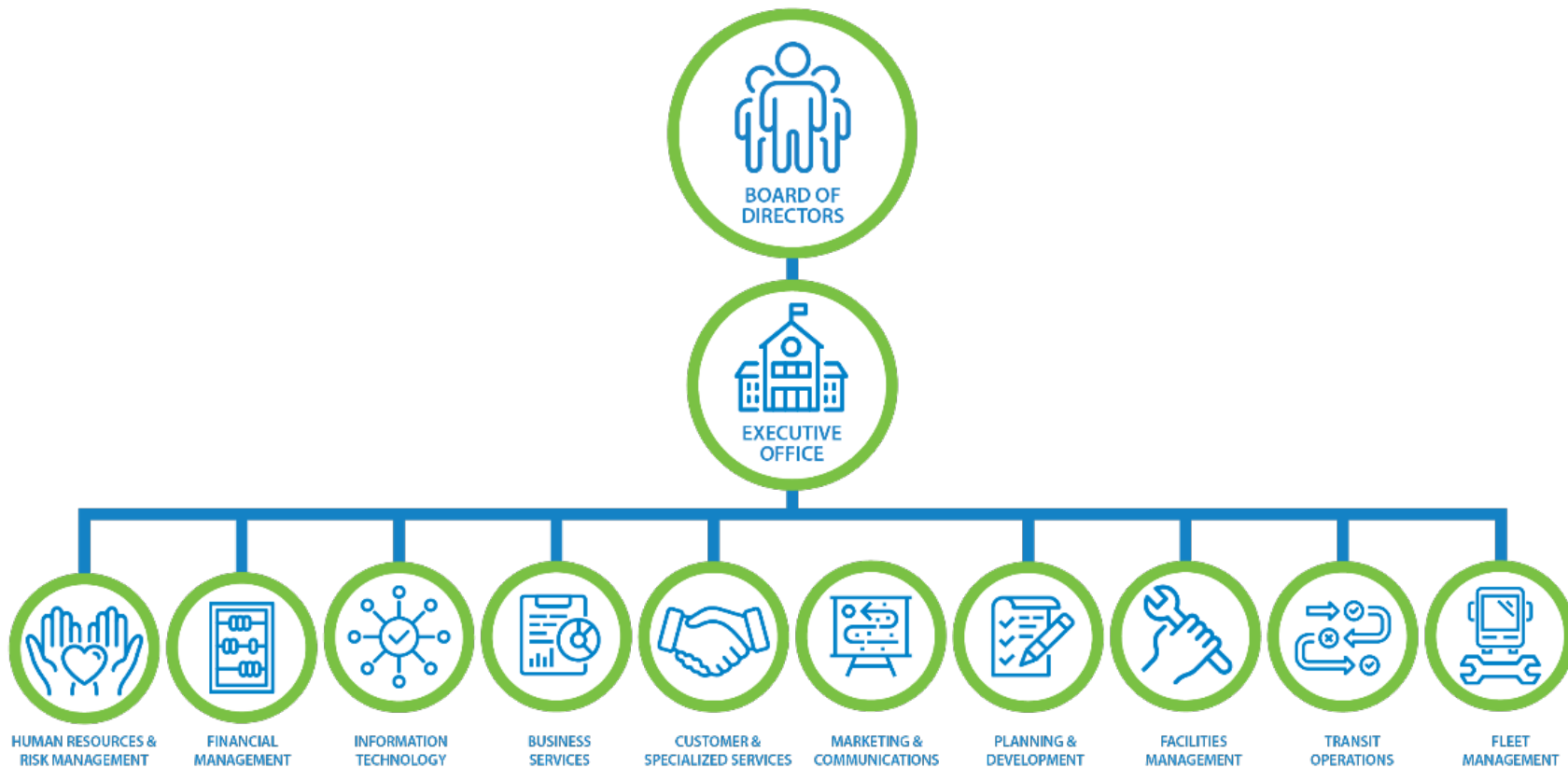
Operating Requirements (Excludes reserves, contingencies and capital: FY22 amended budget to FY 23 proposed budget.)



Goal is to be structurally balanced by FY 26 Budget

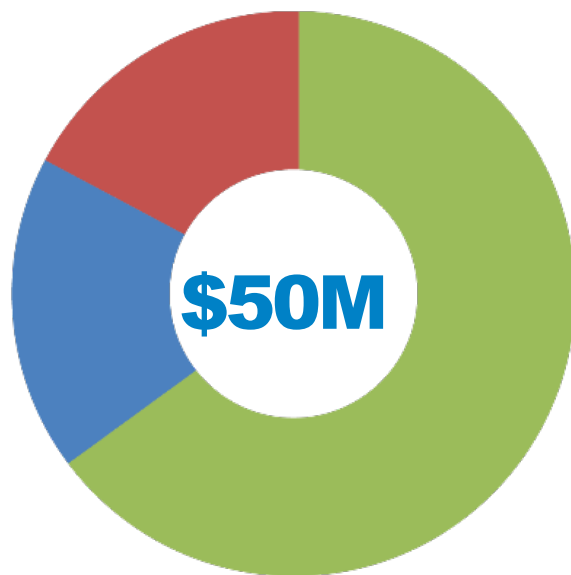
- FY23 – data gathering on:
 - ✓ Internal operating efficiency opportunities
 - ✓ Comprehensive Operations Analysis for fixed route & Ridesource
 - ✓ Mobility management
- FY24 – Create plans to strategically & thoughtfully “build back smarter”
- FY25 – Implement build back plans
- FY26 – Achieve structurally balanced budget

| | |
|---|----------------------|
| Annual Operating Revenues | \$55,412,694 |
| <i>(excludes Federal Assistance)</i> | |
| Annual Minimum FY23 Operating Expenditures | \$60,842,599 |
| Annual Operating Expenditures | |
| <i>(excludes reserves, contingencies and transfers to the capital fund)</i> | |
| Minimum Capital Fund Transfer | \$3,220,491 |
| Overage (or shortage) | (\$8,650,396) |





CAPITAL FUND



\$50,048,972

Capital Fund

17%



STATE ASSISTANCE
\$8,508,800

18%

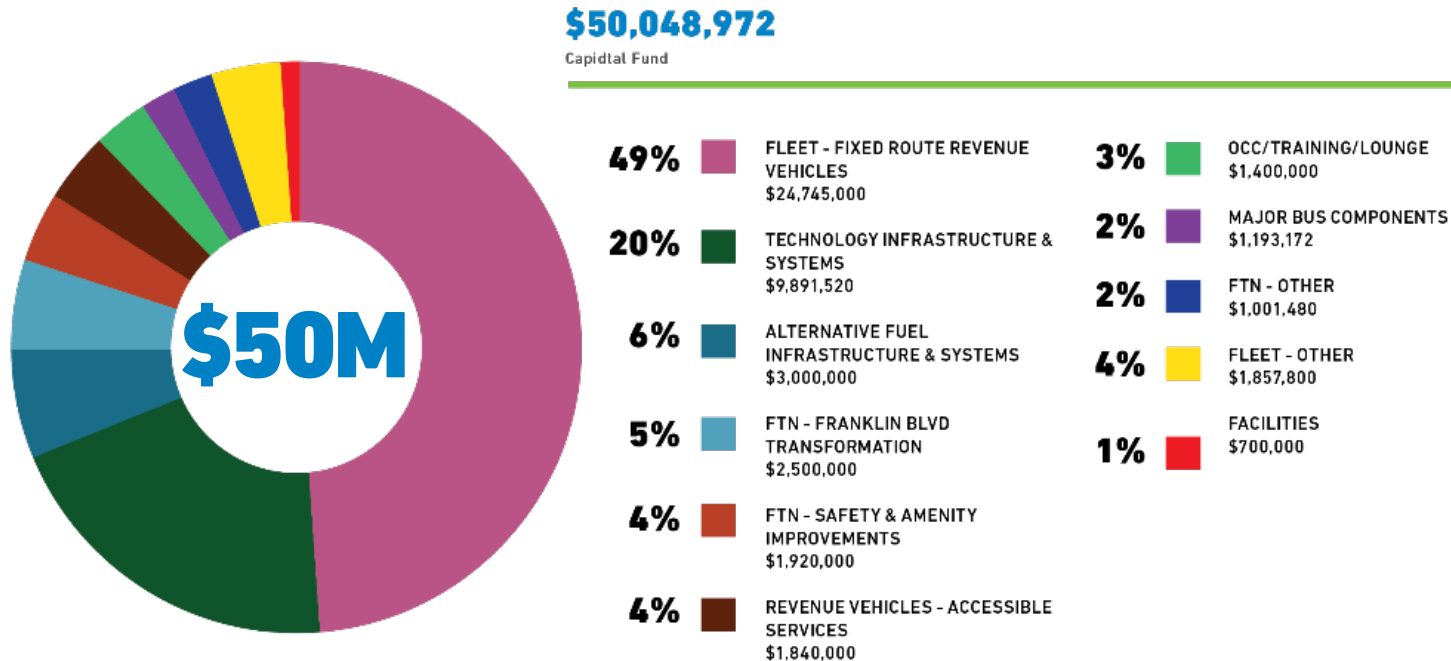


TRANSFER FROM GENERAL FUND
\$9,123,845

65%



FEDERAL ASSISTANCE
\$32,416,327





CAPITAL FUND BUDGET HIGHLIGHTS

- \$9.1M in General Fund Transfer is for primarily for grant match
- \$17M reserve covers primarily FY23 & FY24 grant match requirements
- CIP Addition: Major bus components & Rural Shelters

STATE OF GOOD REPAIR (74%):

- \$24.7M Fixed-route vehicles
- \$7.3M technology & infrastructure upgrades
- \$1.8M paratransit replacement vehicles
- \$1.1M major bus components

IMPROVEMENT PROJECTS (26%):

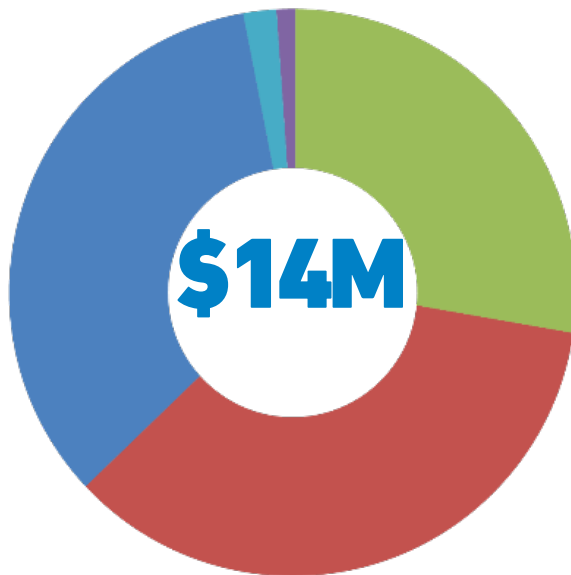
- \$3M Alternative fuel infrastructure
- \$2.6M technology & infrastructure imprvmts
- \$2.5M Franklin Blvd transformation
- \$1.9M FTN Safety & amenities
- \$1.2M system security improvements
- \$1.1M OCC/Training/Lounge



CAPITAL FUND: QUESTIONS



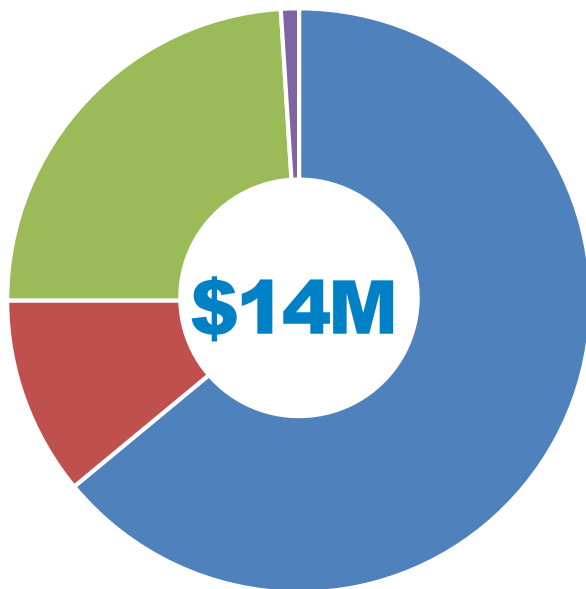
SPECIALIZED SERVICES FUND



\$13,569,395





Specialized Services Fund

| | | |
|-----|----------------------------|-------------|
| 28% | FEDERAL ASSISTANCE | \$3,737,043 |
| 35% | TRANSFER FROM GENERAL FUND | \$4,748,461 |
| 34% | STATE ASSISTANCE | \$4,626,265 |
| 2% | PASSENGER FARES | \$286,443 |
| 1% | LOCAL ASSISTANCE | \$171,184 |



\$13,569,395

SPECIALIZED SERVICES FUND

| | | |
|------------|---|--|
| 64% |  | EUGENE-SPRINGFIELD SERVICES \$8,707,380 |
| 11% |  | RURAL LANE COUNTY SERVICES \$1,488,051 |
| 24% |  | STATEWIDE TRANSPORTATION IMPROVEMENT \$3,226,068 |
| 1% |  | OTHER SERVICES \$147,906 |



SPECIALIZED SERVICES FUND HIGHLIGHTS

- FY2022 amended budget includes:
 - Increases for inflation
 - Return to full ridership
 - Ridesource contract bids
 - Regulatory changes and COVID-19 protocols
- FY2023 Budget is up \$.4M from FY2022 amended Budget
 - STIF funded Rhody & Diamond express expansions (up \$.2M)
 - CG pass-through discretionary grant (up \$.1M)
 - Other rural services (up \$.1M)
 - Resumption of COVID-19-paused STIF projects (up \$.7)
 - Slower return to full ridership (down \$.8M)

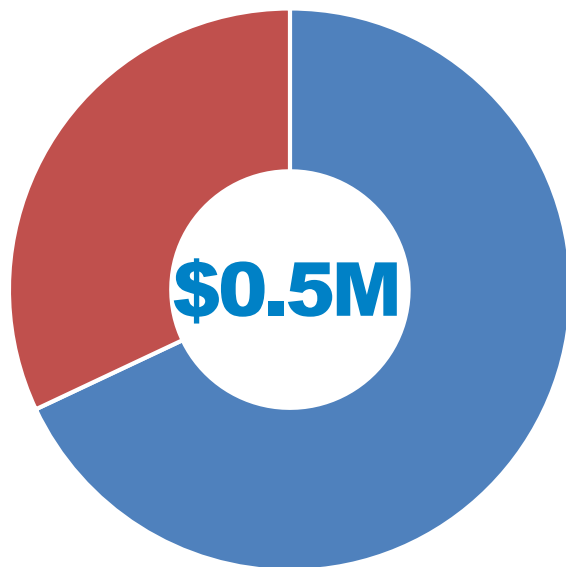


SPECIALIZED SERVICES FUND: QUESTIONS



POINT2POINT





\$535,000

TOTAL POINT2POINT RESOURCES

68%



FEDERAL ASSISTANCE

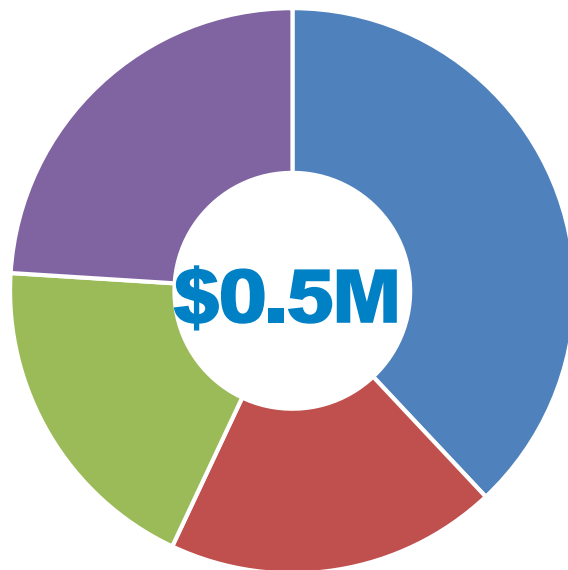
\$363,407

32%



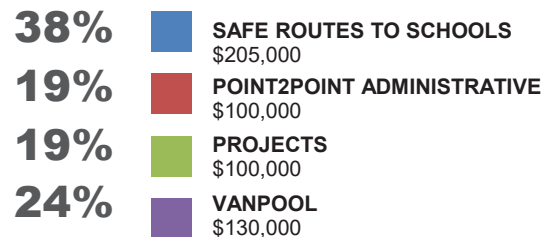
TRANSFER FROM GENERAL FUND

\$171,593



\$535,000

POINT2POINT





POINT2POINT BUDGET HIGHLIGHTS

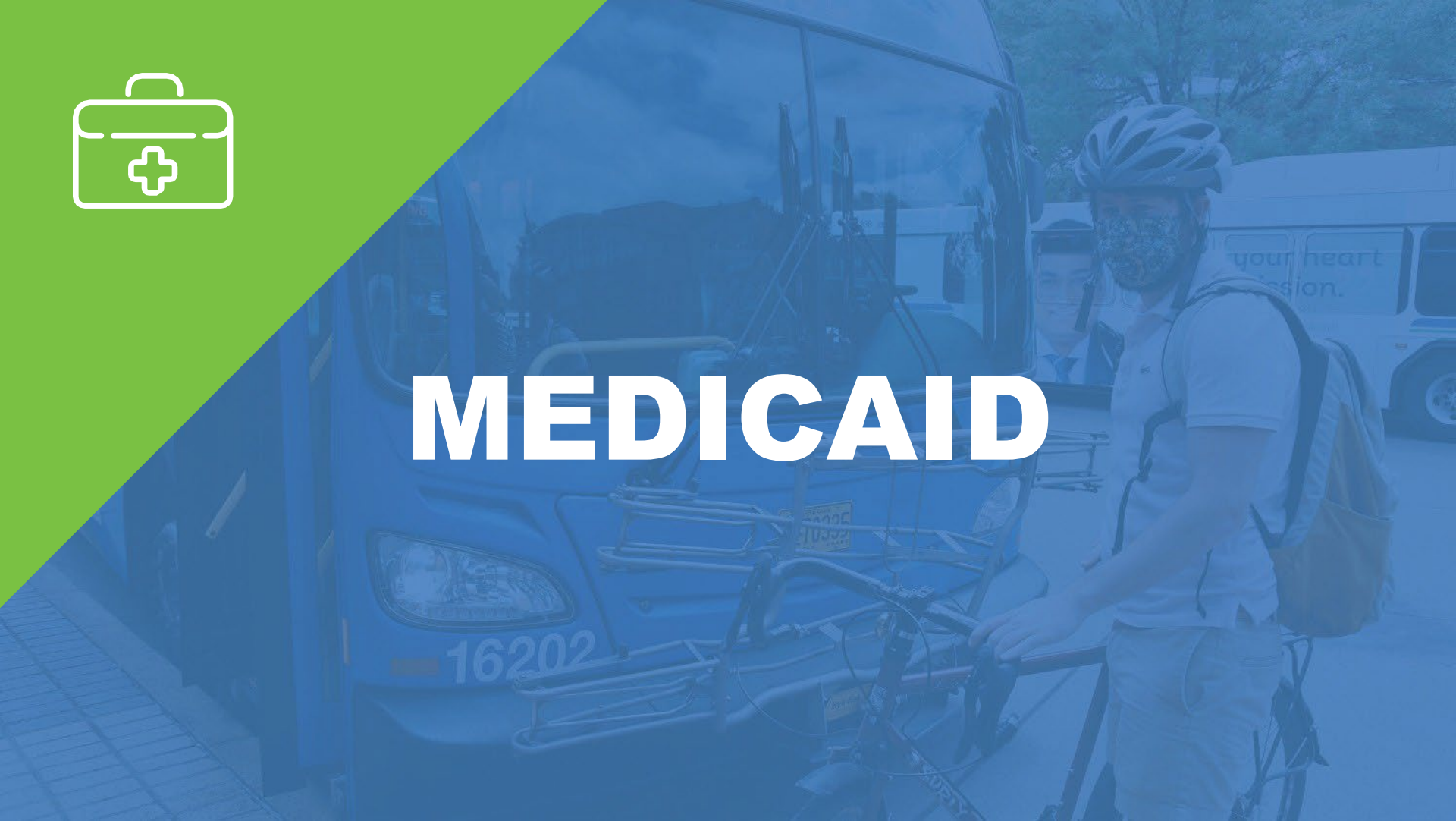
- Budget is down \$.2M from FY22 budget.
- Some P2p programs transitioned to other agencies.
- Some programs will not continue.

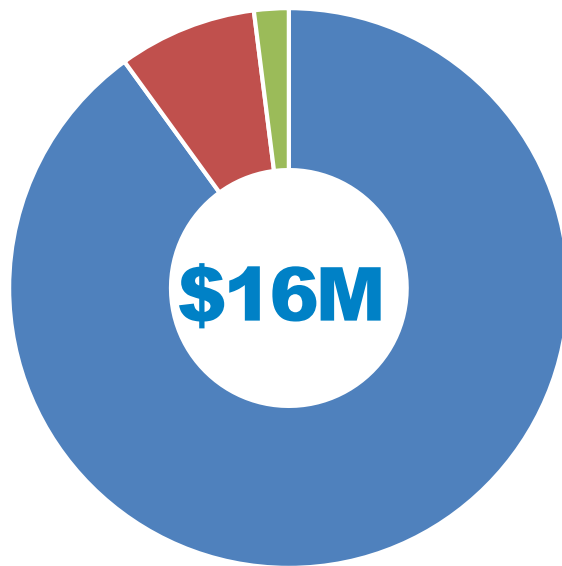


POINT2POINT FUND: QUESTIONS



MEDICAID





\$15,723,595

MEDICAID

90%



MEDICAID MEDICAL SERVICES

\$14,073,870

8%



MEDICAID WAIVERED TRANSPORTATION

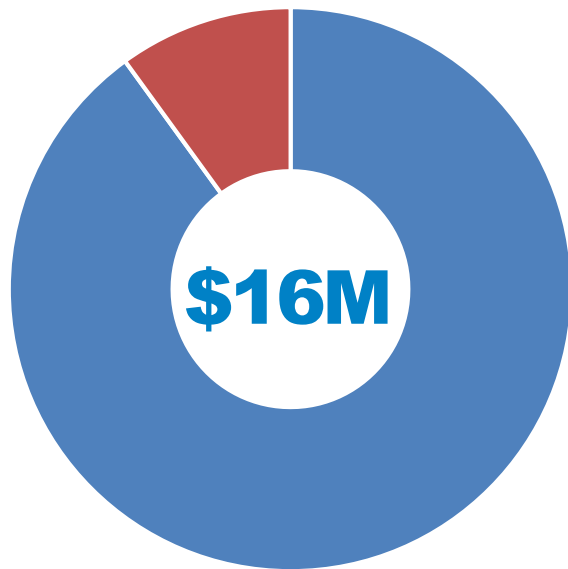
\$1,321,975

2%



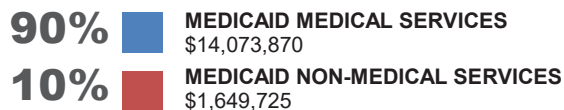
TRANSFER FROM GENERAL FUND

\$327,750



\$15,723,595

MEDICAID





MEDICAID BUDGET HIGHLIGHTS

- Medicaid budget is up \$.6M from the FY2022 Budget
- Anticipates:
 - impact of increase in Medicaid membership
 - Increase ridership as COVID restrictions relax
- General fund transfer is roughly flat to FY2022 budget



MEDICAID: QUESTIONS



ALL FUNDS COMBINED & FY2022 PROPOSED BUDGET REQUEST



| PROPOSED APPROPRIATION | FY2021-22 Adopted Budget | FY2022-23 Proposed |
|---|-----------------------------|-----------------------|
| GENERAL FUND - OPERATING | \$52,221,091 | \$56,800,576 |
| Transit Services | \$52,221,091 | \$55,485,733 |
| Operating Contingency | | \$1,314,843 |
| GENERAL FUND - NON-OPERATING | \$18,275,071 | \$25,492,451 |
| Transfer to Specialized Services Fund | \$5,236,631 | \$4,748,461 |
| Transfer to Medicaid Fund | \$400,200 | \$327,750 |
| Transfer to Point2point Fund | \$218,124 | \$280,655 |
| Transfer to the Sustainable Services Fund | | \$11,011,740 |
| Transfer to Capital Projects Fund | \$12,420,116 | \$9,123,845 |
| SPECIALIZED SERVICES FUND | \$13,214,631 | \$13,569,395 |
| Transit Services | \$13,214,631 | \$13,569,395 |
| MEDICAID FUND | \$15,167,220 | \$15,723,595 |
| Transit Services | \$15,167,220 | \$15,723,595 |
| POINT2POINT FUND | \$713,509 | \$535,000 |
| Transit Services | \$708,509 | \$535,000 |
| Operating Contingency | \$5,000 | |

| | FY2021-22 Adopted Budget | FY2022-23 Proposed |
|--|-----------------------------|-----------------------|
| CAPITAL PROJECTS FUND | \$37,245,418 | \$50,048,972 |
| Transit Investments | \$37,245,418 | \$50,048,972 |
| TOTAL FY2022-23 PROPOSED APPROPRIATION | \$136,836,940 | \$162,169,989 |
| PROPOSED RESERVES NOT APPROPRIATED | | |
| SUSTAINABLE SERVICES FUND | | \$11,011,740 |
| Sustainable Services Reserve | | \$11,011,740 |
| OTHER RESERVES | \$25,074,508 | \$30,423,807 |
| Cash Flow Operating Reserve | \$10,508,775 | \$10,044,691 |
| Working Capital | \$567,330 | \$3,127,663 |
| Restricted for Capital Fund Projects | \$13,998,403 | \$17,251,453 |
| TOTAL FY 2022-23 NOT APPROPRIATED RESERVES | \$25,074,508 | \$41,435,547 |
| TOTAL FY 2022-23 APPROPRIATED AND NOT APPROPRIATED RESERVES | \$161,911,44 | \$203,605,536 |



ALL FUNDS COMBINED & FY2022 PROPOSED BUDGET REQUEST: QUESTIONS



APPROVAL



AMENDED COMMUNITY INVESTMENT PLAN (CIP)



AMENDED CIP PROJECT ADDS:

State of Good Repair:

- Major Bus Components \$1.1M
- Rural Shelters \$.1M



AMENDED CIP PROJECT ADDS:

SGR

- Removed Glenwood Facilities Assessment

Supply chain, inflation impacts to project timing & cost:

- Bus wash (up \$75K)
- 10-year Fixed-Route Fleet Replacement (up \$7.3M)**
- IT HW/SW improvements (up \$.3M)
- Disaster Recovery (down \$.5M)

IMPROVEMENT

Scope & cost change:

- FTN Safety & Amenity Improvements (up \$.3M)
- Strategic Business Plan Implementation (up \$.6M)
- COA (up \$.2M)

Supply chain, inflation impacts to project timing & cost:

- Santa Clara Transit Station (down \$30K)
- Alternative Fuels Infrastructure (up \$3M)
- System Security Improvements (timing only)
- EmX Corridor Improvements (timing only)
- Mobile Wallet/Trip Planner (timing only)**

**** - new funding – 22 Omnibus**



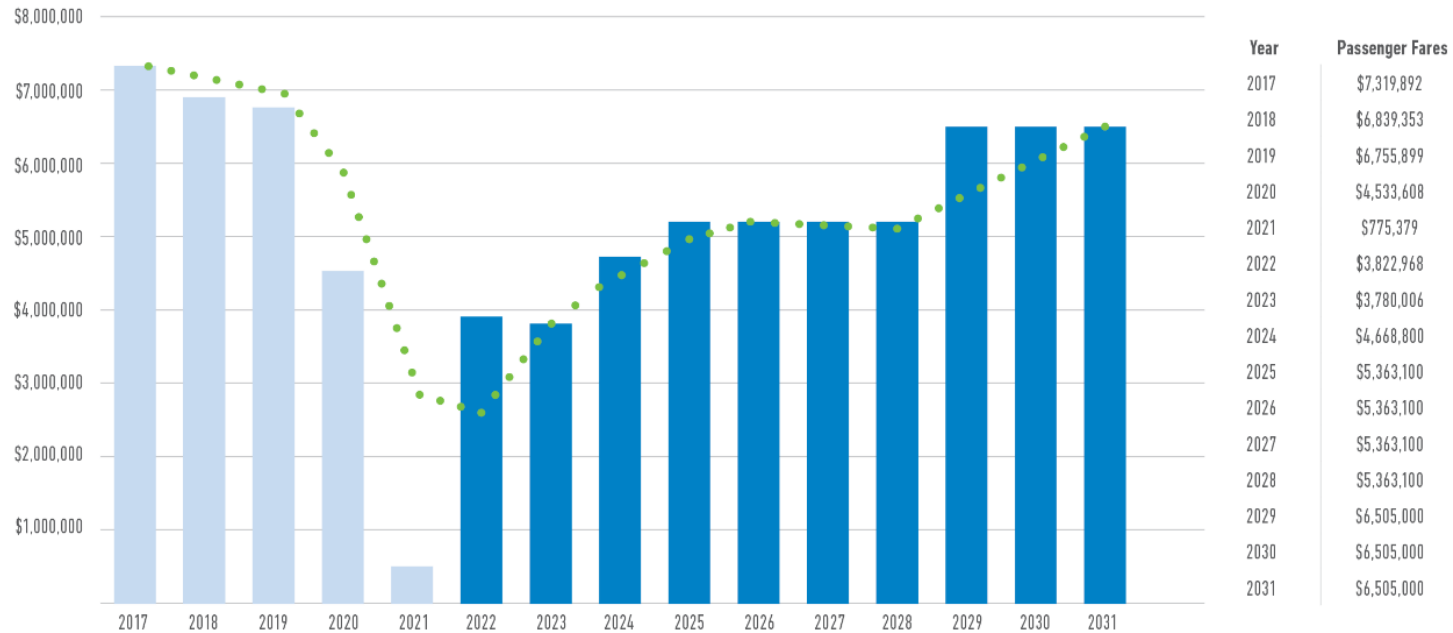
AMENDED CIP: QUESTIONS



UPDATED LONG-RANGE FINANCIAL PLAN (LRFP)

BASELINE PROJECTIONS: REVENUES

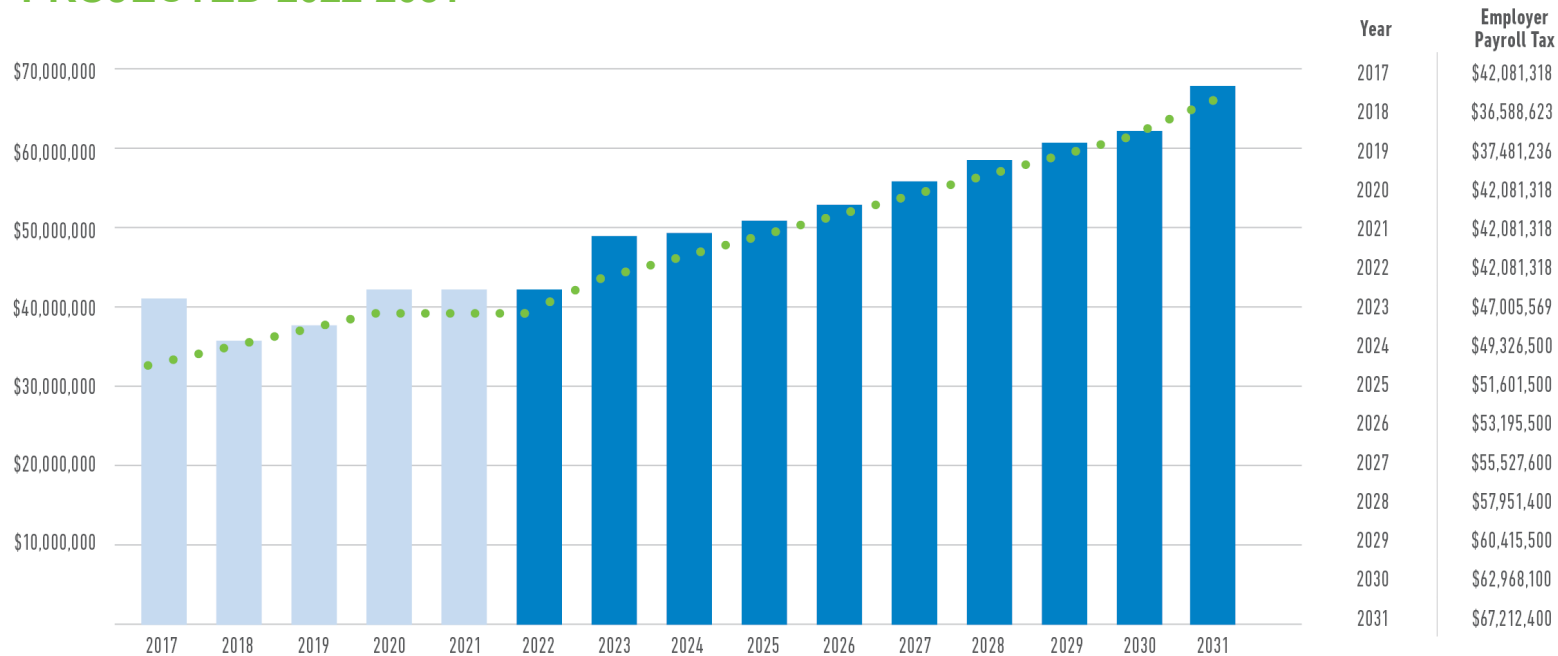
PASSENGER FARES PROJECTED 2022-2031



PROJECTED ANNUAL GROWTH 2023-2031: 7.46%

BASELINE PROJECTIONS: REVENUES

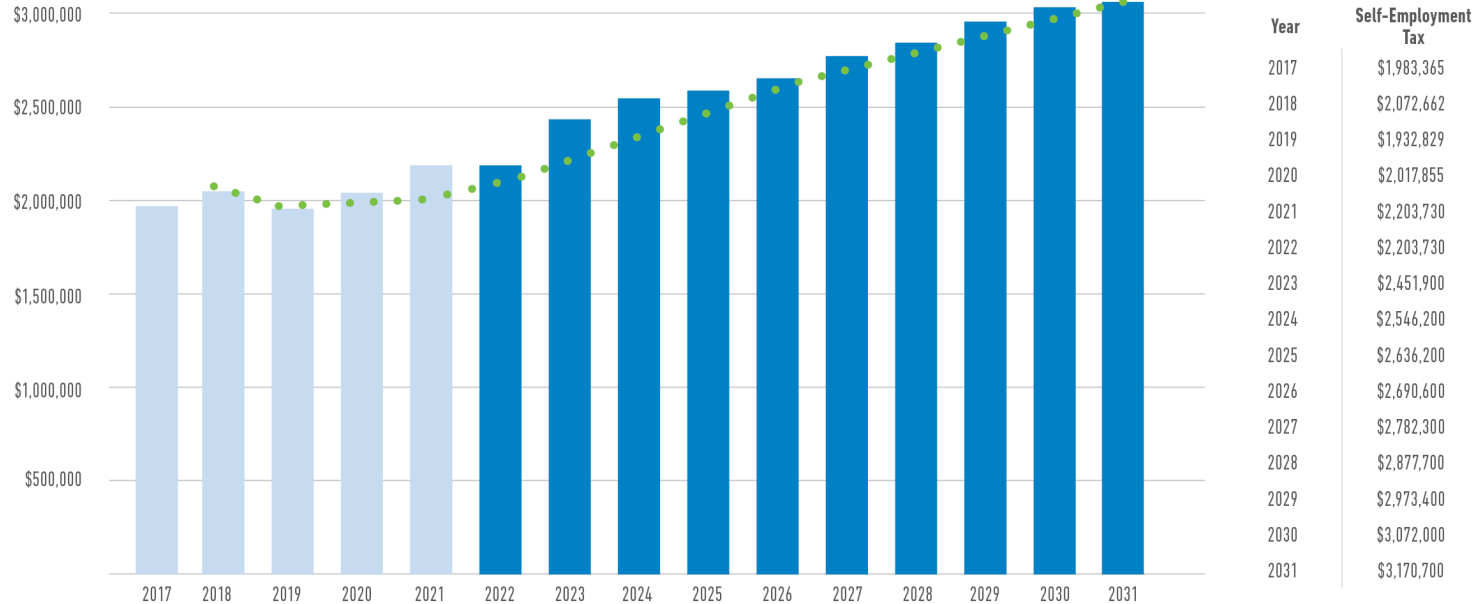
EMPLOYER PAYROLL TAX, NET OF STATE ADMINISTRATIVE FEES PROJECTED 2022-2031



PROJECTED ANNUAL GROWTH 2023-2031: 5.37%

BASELINE PROJECTIONS: REVENUES

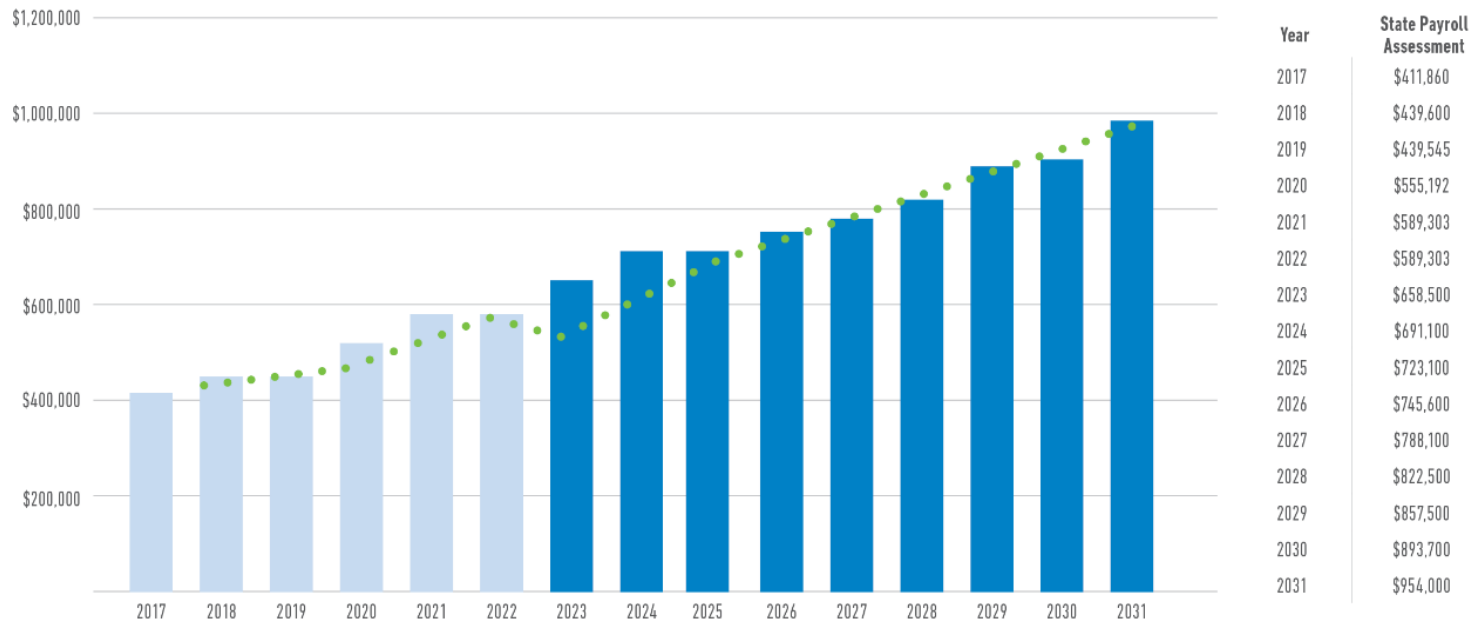
SELF-EMPLOYMENT TAX, NET OF STATE ADMINISTRATIVE FEES PROJECTED 2022-2031



PROJECTED ANNUAL GROWTH 2023-2031: 4.16%

BASELINE PROJECTIONS: REVENUES

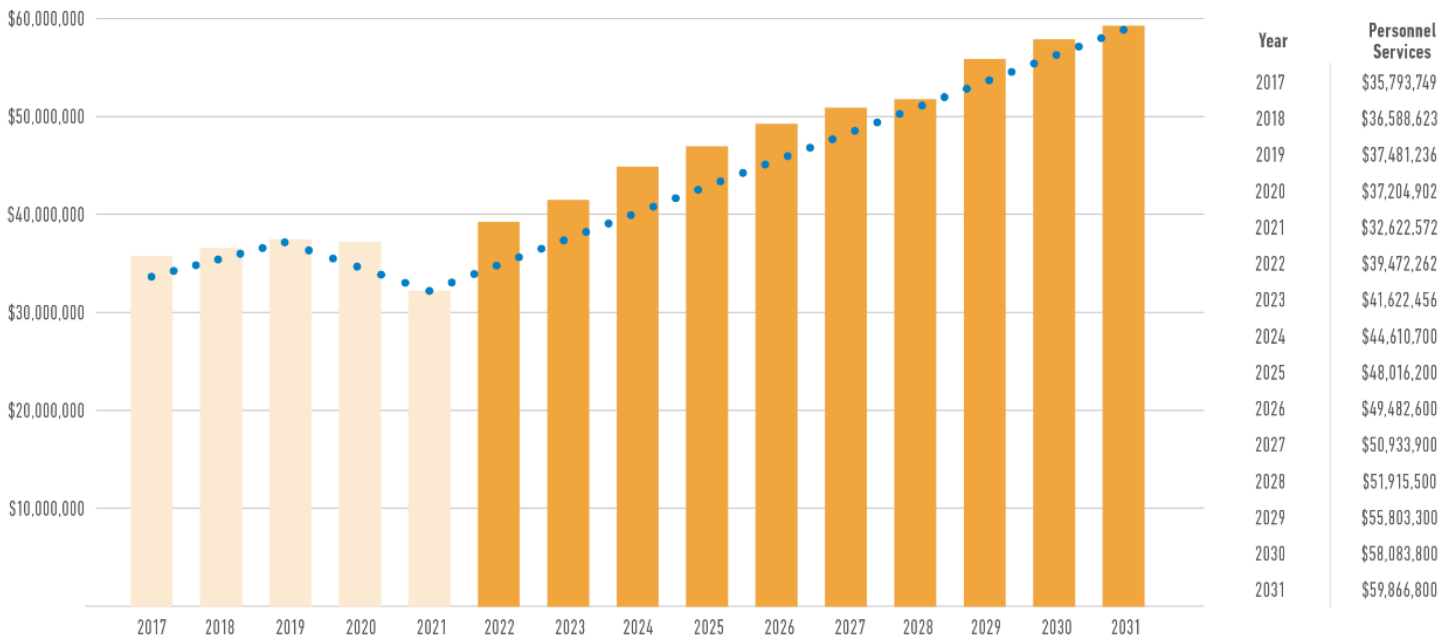
GOVERNMENT EMPLOYEE PAYROLL ASSESSMENT PROJECTED 2022-2031



PROJECTED ANNUAL GROWTH 2023-2031: 5.52%

BASELINE PROJECTIONS: EXPENSES

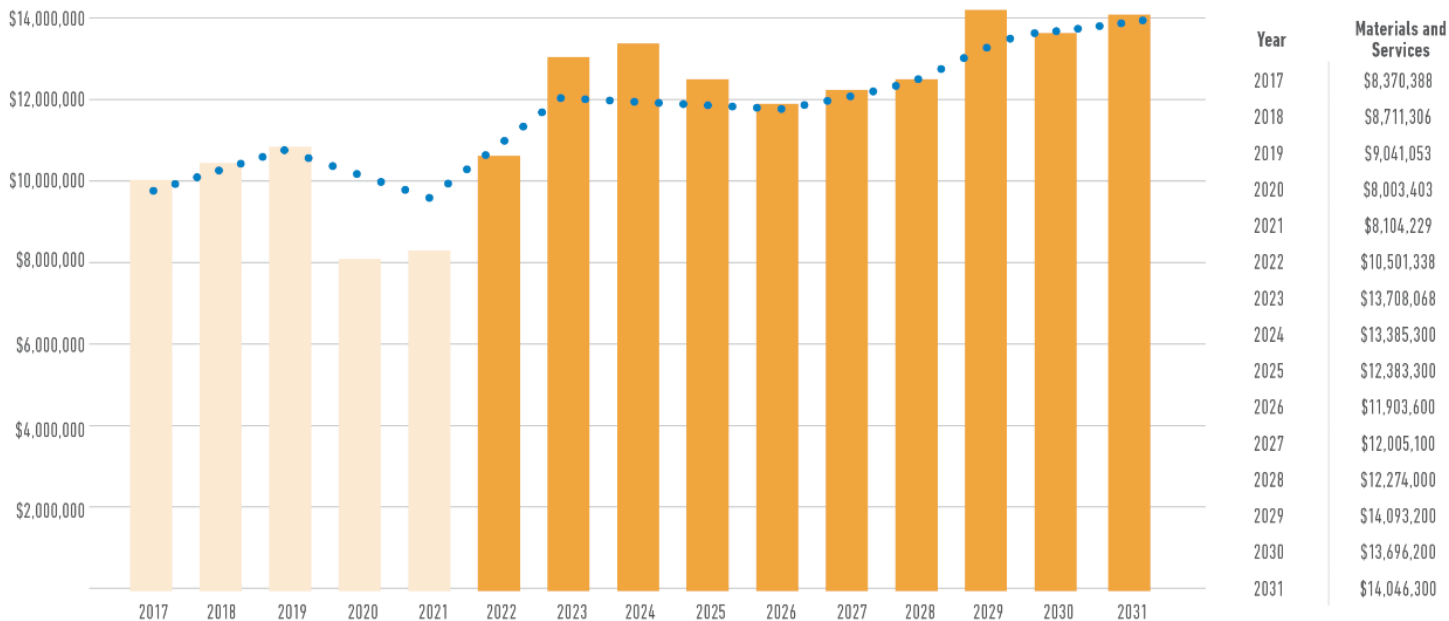
PERSONNEL SERVICES PROJECTED 2020-2031



PROJECTED ANNUAL GROWTH 2023-2031: 4.76%

BASELINE PROJECTIONS: EXPENSES

MATERIALS AND SERVICES PROJECTED 2020-2030



PROJECTED ANNUAL GROWTH 2023-2031: 3.83%



| RESOURCES | FY2021-22 Estimate | FY2022-23 Proposed | FY2023-24 Forecast | FY2024-25 Forecast | FY2025-26 Forecast | FY2026-27 Forecast | FY2027-28 Forecast | FY2028-29 Forecast | FY2029-30 Forecast | FY2030-31 Forecast |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| OPERATING REVENUES | | | | | | | | | | |
| Cash Fares & Passes | \$2,094,571 | 2,199,300 | 2,809,300 | 3,296,200 | 3,296,200 | 3,296,200 | 3,296,200 | 4,191,400 | 4,191,400 | 4,191,400 |
| Group Passes | \$1,728,397 | 1,580,706 | 1,859,400 | 2,066,800 | 2,066,800 | 2,066,800 | 2,066,800 | 2,313,700 | 2,313,700 | 2,313,700 |
| Advertising | \$31,125 | | | | | | | | | |
| Special Services | | 55,000 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 |
| TOTAL REVENUES | \$3,854,093 | \$3,835,006 | \$4,998,700 | \$5,693,000 | \$5,693,000 | \$5,693,000 | \$5,693,000 | \$6,835,100 | \$6,835,100 | \$6,835,100 |
| NON-OPERATING REVENUES | | | | | | | | | | |
| Payroll Taxes | \$42,081,318 | \$47,005,600 | \$49,326,500 | \$51,601,500 | \$53,195,500 | \$55,527,600 | \$57,951,400 | \$60,415,500 | \$62,968,100 | \$67,212,400 |
| Self-Employment Taxes | \$2,203,730 | \$2,451,900 | \$2,546,200 | \$2,636,200 | \$2,690,600 | \$2,782,300 | \$2,877,700 | \$2,973,400 | \$3,072,000 | \$3,170,700 |
| State-In-Lieu | \$589,303 | \$658,500 | \$691,100 | \$723,100 | \$745,600 | \$788,100 | \$822,500 | \$857,500 | \$893,700 | \$954,000 |
| Federal Assistance | \$20,030,000 | \$16,730,604 | \$7,861,000 | \$4,928,200 | \$35,000 | \$35,000 | \$35,000 | \$35,000 | \$35,000 | \$35,000 |
| State Assistance | \$1,078,000 | \$1,078,000 | \$2,138,400 | \$3,237,400 | \$3,337,900 | \$3,528,400 | \$3,682,400 | \$3,839,000 | \$4,001,200 | \$4,270,900 |
| Miscellaneous | \$332,688 | \$332,688 | \$349,200 | \$365,300 | \$376,700 | \$398,200 | \$415,600 | \$433,200 | \$451,500 | \$482,000 |
| Interest | \$49,956 | \$51,000 | \$50,000 | \$51,000 | \$218,400 | \$346,700 | \$498,800 | \$478,200 | 477,800 | 485,000 |
| TOTAL NON-OPERATING REVENUE | \$66,364,995 | \$68,308,292 | \$62,962,400 | \$63,542,700 | \$60,599,700 | \$63,406,300 | \$66,283,400 | \$69,031,800 | \$71,899,300 | \$76,610,000 |
| TOTAL REVENUES | \$70,219,088 | \$72,143,298 | \$67,961,100 | \$69,235,700 | \$66,292,700 | \$69,099,300 | \$71,976,400 | \$75,866,900 | \$78,734,400 | \$83,445,100 |



| REQUIREMENTS | FY2021-22 Estimate | FY2022-23 Proposed | FY2023-24 Forecast | FY2024-25 Forecast | FY2025-26 Forecast | FY2026-27 Forecast | FY2027-28 Forecast | FY2028-29 Forecast | FY2029-30 Forecast | FY2030-31 Forecast |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| OPERATING REQUIREMENTS | | | | | | | | | | |
| Personnel Services | \$40,112,870 | \$41,529,665 | \$44,610,700 | \$48,016,200 | \$49,482,600 | \$50,933,900 | \$51,915,500 | \$55,803,300 | \$58,083,800 | \$59,866,800 |
| Materials & Services | \$10,517,838 | \$13,205,568 | \$13,385,300 | \$12,383,300 | \$11,903,600 | \$12,005,100 | \$12,274,000 | \$14,093,200 | \$13,696,200 | \$14,046,300 |
| Insurance & Risk Services | \$666,291 | \$685,500 | \$724,600 | \$781,300 | \$781,300 | \$781,300 | \$781,300 | \$822,000 | \$822,000 | \$822,000 |
| Operating Contingency | | \$1,314,843 | | | | | | | | |
| TOTAL OPERATING REQUIREMENTS | \$51,296,999 | \$56,735,576 | \$58,720,600 | \$61,180,800 | \$62,167,500 | \$63,720,300 | \$64,970,800 | \$70,718,500 | \$72,602,000 | \$74,735,100 |
| TRANSFERS | | | | | | | | | | |
| Transfer to Specialized Services Fund | \$2,255,017 | \$4,748,461 | \$3,705,400 | \$3,334,900 | \$3,334,900 | \$3,334,900 | \$3,334,900 | \$3,334,900 | \$3,334,900 | \$3,334,900 |
| Transfer to Medicaid Fund | \$327,750 | \$327,750 | \$327,800 | \$327,800 | \$327,800 | \$327,800 | \$327,800 | \$327,800 | \$327,800 | \$327,800 |
| Transfer to Point2point Fund | \$218,124 | \$280,655 | \$249,600 | \$249,600 | \$249,600 | \$249,600 | \$249,600 | \$249,600 | \$249,600 | \$249,600 |
| Transfer to the Sustainable Services Reserve Fund | | \$11,011,740 | | | | | | | | |
| Transfer to Capital Projects Fund | \$12,420,116 | \$9,123,845 | \$3,685,200 | \$2,319,000 | \$1,239,800 | \$1,490,400 | \$2,733,000 | \$1,855,000 | \$755,400 | \$775,400 |
| Total Transfers | \$15,221,007 | \$25,492,451 | \$7,967,800 | \$6,231,100 | \$5,151,900 | \$5,402,500 | \$6,645,100 | \$5,767,100 | \$4,667,500 | \$4,687,500 |
| TOTAL REQUIREMENTS | \$66,518,006 | \$82,228,027 | \$66,688,400 | \$67,411,900 | \$67,319,400 | \$69,122,800 | \$71,615,900 | \$76,485,600 | \$77,269,500 | \$79,422,600 |



UPDATED LRFP: QUESTIONS





APPROVAL