

5/4/2020



Honorable Mayor and City Council Members:

It is a privilege to present the proposed City of Billings Fiscal Year 2021 (FY21) Operating and Capital budget. The effective date of this budget is July 1, 2020, and runs through June 30, 2021. Adopting the budget is one of the most significant policy decisions the Council makes annually. City staff have spent many hours discussing issues with the City's leadership team before proposing the budget to City Council on May 4, 2020.

During the development of the proposed FY21 budget, Billings and our Nation are experiencing a global pandemic. The COVID-19 pandemic caused "stay at home" orders throughout the world including Montana, which became effective March 28, 2020. It is too early to fully understand the economic impact however we know it will be significant. Decisions were made for the FY21 budget across the City to reduce costs, reduce or eliminate assessment increases, and delay a Public Safety Levy ask to the voters until FY2022. This will have impacts on the services provided by the City for the coming year.

Accomplishments in Fiscal Year 2020 (FY20)

The City experienced moderate growth in Fiscal Year 2020, as evidenced by the City's property tax revenue, which increased 3% (estimated as of 3/31/2020) from Fiscal Year 2019. During calendar year 2019 the City issued 427 new construction permits with a total value of \$136 million. In the short-term, growth is critical to the City overcoming inflationary challenges; however, over the long-term, growth also places increased demands on services across the entire organization. Because of the City Charter's hard mill levy cap, the ability to pay for the increased demand for services primarily relies on voter approved mill levy increases or the creation of districts as permitted under Montana Code. Significant capital projects in the FY20 budget were:

Airport Terminal Project	\$40 million
Police Evidence Building	\$3.8 million
Street & Transportation Projects	\$14 million
Water & Wastewater Infrastructure Projects	\$33.8 million

Council Adopted Goals

On March 9, 2020, the City Council adopted its priorities for the coming year. Many of these priorities require budgetary support and are incorporated into the adopted spending plan for FY21.

HIGH

✚ Improve the safety of Billings

- Adopt Public Safety Mill Levy (PSML) Ordinance for 2020 ballot measure
- Educate the community on the impacts of the PSML
- Implement 911, PD, FD, Code Enforcement, Legal, Municipal Courts strategies to improve safety
- Resolve criminal justice system facility space deficiencies
- Adopt spa/massage parlor business license ordinance
- Pursue supplemental funding sources (Impact fees, increase cost of fines, BUFGSA)
- Support critical partnerships w/Substance Abuse Connect, Yellowstone County, and Continuum of Care partnership
- Continue improving “Safe Routes to Schools”

✚ Complete Project Re-Code

✚ Complete Airport Terminal Reconstruction Project (2023)

✚ Advance West-End Reservoir and Water Treatment Plant Projects (reservoir 2022/H2O 2024)

✚ Create a Park Development Fund

✚ Improve Communication with our citizens

- Create a Public Information Officer position for the City
- Overhaul City Website

✚ Approve 2021 Legislative Agenda/Priorities

✚ Implement Lean Six Sigma/Continuous Improvement program

MEDIUM

✚ Improve Intergovernmental Collaboration

✚ Stimulate Downtown Revitalization

- Improve legislative tools
- Implement downtown transportation study/one-way conversion plan
- Install traffic light N 27th/MT Ave

✚ Complete the Cost of Services Study

✚ Resolve Heights Water Issues

✚ Improve Transportation/Land-use System

- Advance Billings Bypass Interchange project – including adjacent land use and utility extension plans and Targeted Economic Development District (TEDD)
- Inner Belt Loop – including adjacent land use and utility extension plans

✚ Improve city parks and trails system

- Complete - Centennial Park improvements Phase I
- Adopt - Coulson Park Master Plan
- Adopt Castlerock Park Master Plan

- Advance Poly Vista Park partnership w/Landan's Legacy Foundation
- Advance Marathon Loop
- ✚ **Determine scope of the South Billings Recreation Center**

The Financial Forecast

During the development of the proposed FY21 budget, Billings, Montana and our Nation are experiencing a global pandemic. The COVID-19 pandemic caused “stay at home” orders throughout the world including Montana, which became effective March 28, 2020. It is too early to fully understand the economic impact however we know it will be significant. Therefore, for FY21, the City is estimating no increase in the taxable value at the City. This means tax revenues are estimated to remain mostly flat when compared to FY20. In FY20, City Council levied 160.02 mills, while in FY21 City staff estimate the mills to decrease to 159.84. The reduction is a result of the final General Obligation debt payment on the GO Parks project from 2000. The actual number of mills needed for FY21 will not be known until the City receives its certified taxable value from the State of Montana.

While the City has historically maintained healthy reserves within the General Fund, the City has become reliant on these reserves to cover ongoing operational expenses. Similar to FY 2020, expenses are expected to outpace the future year's growth in revenues. This is the result of a number of issues, including the loss of approx. \$2.4 M annually in franchise fee revenue and significant increases in police officers and firefighters hired in FY17 and FY18, combined with limited vacancy savings. We anticipate the General Fund/Public Safety Fund will use \$3.0 million of existing reserves to balance the budget. This is not sustainable.

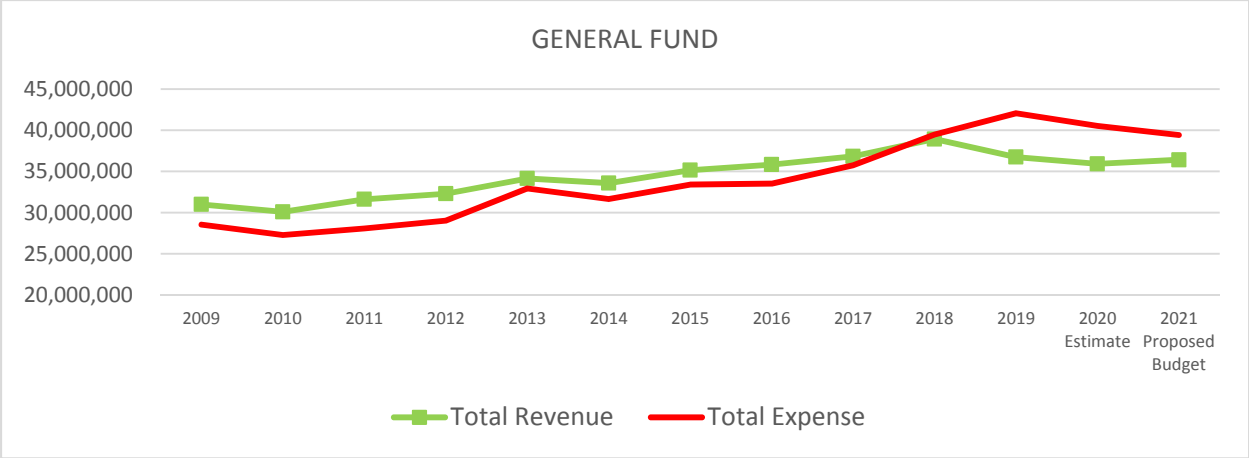
The City has spent the past eighteen months developing a plan to resolve the budget imbalance while at the same time vetting strategies to accomplish our number one priority to improve the safety of Billings. Over the past two fiscal years the City has used \$9.6 million dollars in reserves (\$5.3M in FY19 and \$4.3M FY20). Of this \$9.6 million, only \$2.0 was spent on capital to develop Centennial Park.

There are three primary ways the City can resolve this financial structural imbalance:

One – we can cut expenditures in the General Fund and Public Safety Fund by ~\$6.5M. This cannot be accomplished without reducing the City's workforce by roughly 75 full time positions. The entire capital budget for the GF and PSF equal \$300,000.

Two – shift \$3.5 million in parks, recreation, cemetery and public lands out of the GF and over to Park District One.

Three – take a public safety levy to the voters during the fall of 2020.



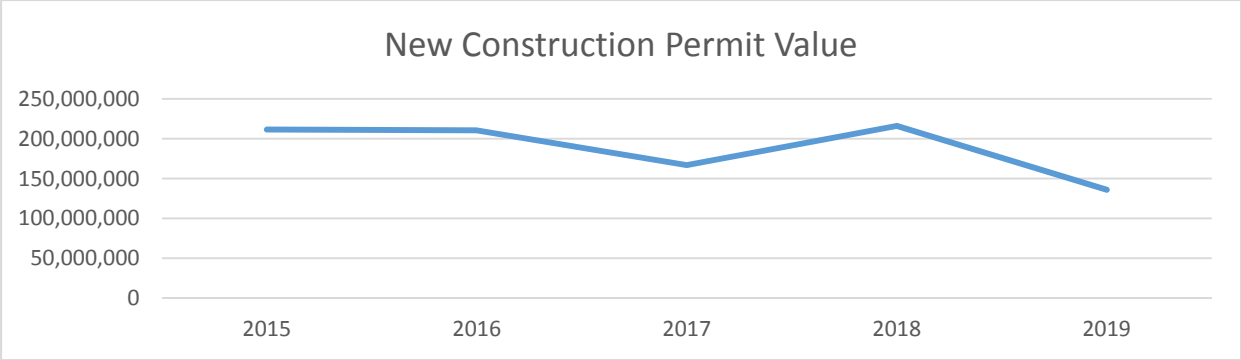
The General Fund proposed budget decreased in FY21 to \$39.4 million from \$42.3 million in FY19; this was mainly a result of the proposal to move the Parks and Recreation Department entirely out of the General Fund and into Park District 1. Additionally, there were some one time capital expenses in FY20, specifically the Police Evidence Building expansion project.

Overall, the FY21 budget decreased to \$319 million from \$376 million in FY20. This decrease is due to a reduction in Capital projects, primarily the majority of the Airport Terminal Remodel.

Other property tax supported funds (Planning, Library, MET Transit) will also continue to struggle to match expenses to available funding.

Significant changes during the past 12 months

Our Building Inspection division has experienced good growth over the past few years, however in 2019 this trend declined. The major decline in value was seen within the commercial construction industry. Residential and multi-family remain strong when compared to prior years. When reviewing preliminary data for Q1 2020, it appears that much of this decline may be related to timing, rather than a true decline in commercial permits.



Staffing Level Changes

The FY21 proposed budget includes 9 new staff.

Department	Position	FTE
Administration	Lean Six Sigma	3.0
Administration	Public Information Officer	1.0
Parks, Rec, and Public Lands	Asset Coordinator	1.0
Public Works	Solid Waste Maintenance Workers	2.0
Building	Plumbing Inspector	1.0
Legal	Prosecutor	1.0

Lean Six Sigma

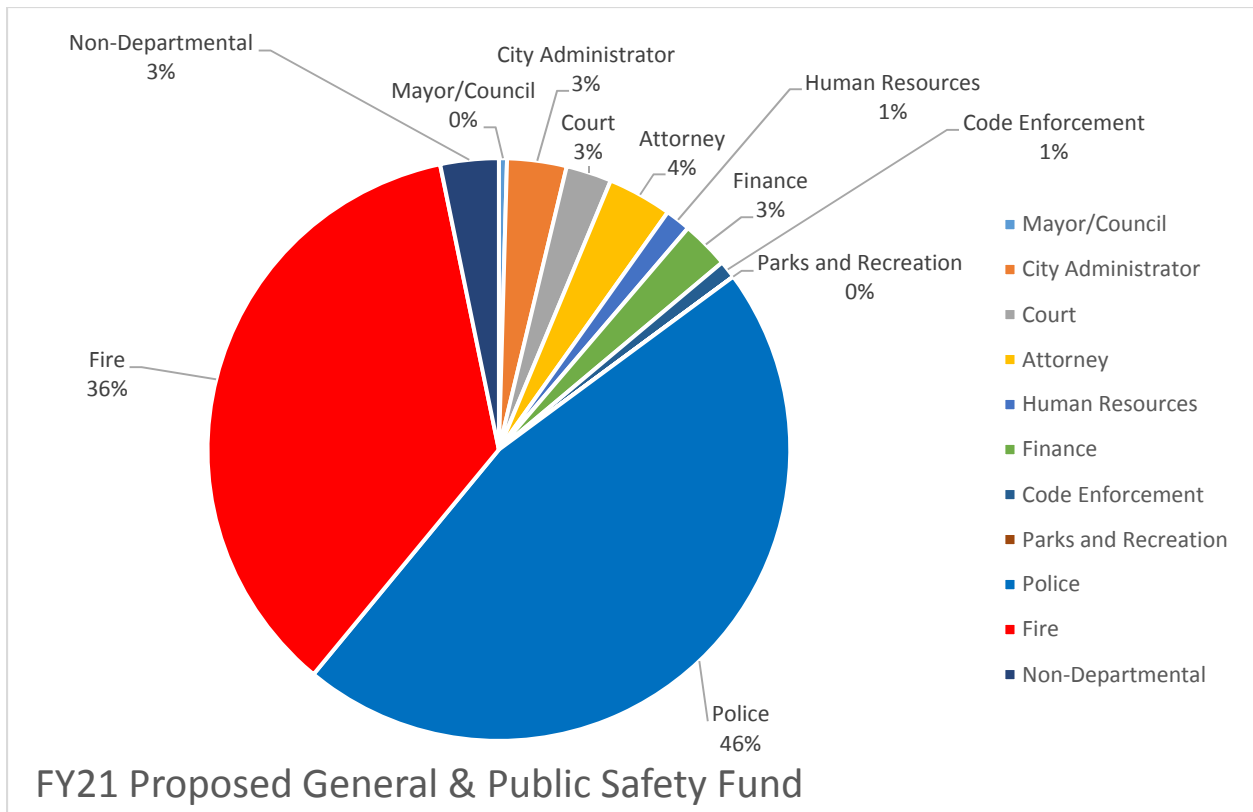
One of our most impactful investments within this proposed budget is to fully implement the principals of Lean Six Sigma. Lean Six is a continual improvement strategy that has been used globally to train and empower employees across organizations to improve efficiency, service delivery and employee satisfaction. In 2019 the City reviewed six proposals from national entities and selected Avior Group to lead this effort. At the local level, Avior group has been working with Billings Clinic and Riverstone Health and comes highly regarded. We will also be hiring the Center for Public Safety Management (CPCM) to collect and review all Billings public safety data. CPCM was created out of the International City/County Managers Association to improve public safety services. Their expertise in police, fire, emergency management and criminal justice are invaluable to helping Billings become a safer city. This data analysis will be critical to our planed 2022 public safety mill levy discussions. Three of the City's best staff members will promoted from within the organization to lead our Lean Six program. We will need to backfill their positions. We will not be successful if we simply add these new responsibilities to their current job descriptions. This strategy to promote from within is one of the reasons I believe this will be successful. On the personnel side, I plan to leave three to five positions vacant throughout our workforce of 920 to help offset this new investment. Once it is proven that service delivery has improved at a higher than one to one ratio we will determine how best to reinvest these dollars either into better service delivery or revenue reductions. Avior will be tracking, in real dollars what the return on our investment is. We are confident that this can be done on a dollar to dollar ratio in each of the first year three years. The consultant training fees for both Avior Group and CPCM will be taken from reserves.

General Fund and Public Safety Funds:

The City's General Fund and Public Safety Fund support the majority of administration, public safety and operations. The most significant source of revenue comes from local property taxes. As a result, the General Fund's operating budget and fund balance are critically important to the financial health of the city.

The General Fund has been operating at a deficit since 2019, using reserves to balance the budget. For 2021, City Administration is recommending that the entire Parks, Recreation, and Public Lands be moved from the General Fund and into the Park District 1. This will require an increase in the Park District Assessment to cover the increased costs, however, it will reduce the amount of reserves being used to balance the General Fund budget. This will afford City Council one fiscal year to take a public safety levy to the voters in 2021 to address the long term funding issues within the General and Public Safety Funds. The proposed FY21 budget is still using \$3,000,000 of reserves to balance the budget, a trend that is not sustainable. Had it not been for the COVID19 Pandemic, the city was prepared to ask the voters to approve a public safety levy that would have both fixed the structural imbalance in our finances and substantially increase our investments in the criminal justice system and emergency response. These strategies will need to be executed in 2021.

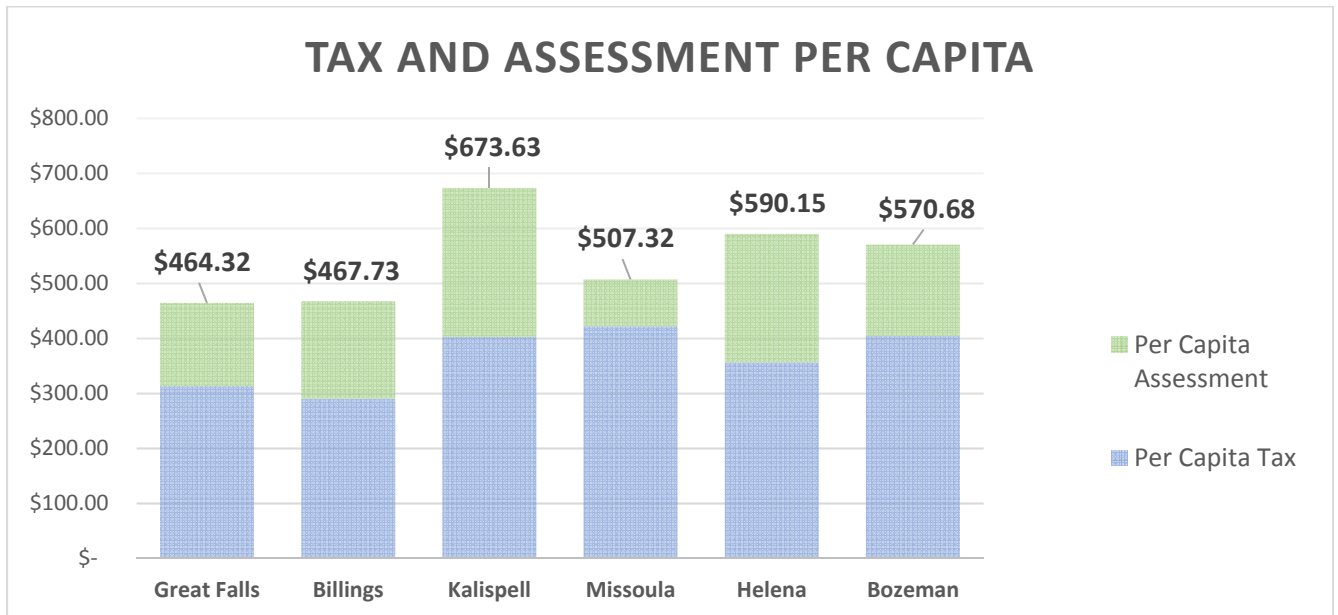
Department	FY21 Proposed	FY 20 Adopted
Mayor/Council	\$ 264,919	\$ 261,042
City Administrator	1,930,702	906,846
Court	1,479,095	1,493,143
Attorney	2,092,530	1,891,799
Human Resources	825,565	826,205
Finance	1,552,163	1,527,061
Code Enforcement	575,602	564,362
Parks and Recreation	-	5,617,665
Police	27,017,423	26,195,458
Fire	20,973,126	21,561,438
Non-Departmental	<u>1,895,897</u>	<u>1,864,686</u>
Total	\$ 58,607,022	\$ 62,709,705



As shown in the above graph, the criminal justice system equates to ~52% (PD, Code Enforcement, Courts & Prosecution) and Fire services are equal to 36%. Therefore, public safety expenditure of \$52 million represent ~88% of the General Fund and Public Safety Fund spending. This percentage has increased, as the Parks Department, the next largest department in the General Fund (~9% of GF FY20), has been moved to the Park District 1 fund, and is proposed to be funded through an increased special assessment. Six other departments/divisions comprise the balance of the expenditures.

Mill Levy Comparisons:

While most communities fund general government services through mill levies, special districts assessments also play a significant role in individual property tax bills. Each community in Montana uses a variety of districts to fund government services. We have compiled the mix of assessments and taxes among cities throughout the State of Montana to provide the following comparison of assessments and taxes per capita in each of the 6 major cities in Montana. Billings ranks 6th among the major cities in Montana for the lowest per capita revenue. A further discussion of special assessments in Billings can be found below.



Though no other Montana city is comparable in size to Billings, it is interesting to see how our property tax levy compares to the other six trade centers in the state (Butte is excluded as a consolidated city/county government). The FY20 Adopted Budget, with a total levy of 160.02 mills, positioned Billings in 6th place compared to other cities. The table below shows the city tax levy for a number of communities in Montana.

City	2018 Estimated Pop.	FY20 Mills	Levy Rank	As a % of Billings
Missoula	74,428	237.24	1	148%
Bozeman	48,532	209.15	2	131%
Great Falls	58,701	200.78	3	125%
Kalispell	23,938	193.30	4	121%
Helena	32,315	169.08	5	106%
Billings	109,550	160.02	6	100%

Residential City Property Taxes for FY20 and FY21

In total, the proposed budget estimates a levy of 159.84 mills on all taxable property within the city limits. This will generate \$39 million and cost the median homeowner \$455 dollars per year; a slight reduction from the prior year. The median home cost per mill is \$2.85. The FY21 tax reduction is attributable to the final debt payment being made on the 2000 General Obligation Park Debt, which will no longer need to be assessed.

Assessed Market Value	FY20 Taxable Value	FY20 City Tax Levy = 160.02 mills	FY21 Estimated City Tax Levy = 159.84
Median Home \$211,000	2,848.50	\$ 455.82	\$ 455.30
\$300,000 Home	4,050.00	\$ 648.08	\$ 647.35

General Taxes - Cost per Mill

For FY21, due to a decline in building permit issuance and the 2-year reappraisal cycle (occurring in FY22), we are estimating a 0% increase in taxable values. Taxable values for the city have had an average increase of 2.4% per year for the past four years, which was when the State Legislature significantly changed the property valuation process. At this time it is too early to predict what impact the economic decline due to COVID19 will have on property tax values. Actual valuation of the City will not be available until August 2020.

Citywide Street Maintenance, Storm Sewer, Arterial Construction, Park District 1, Park Maintenance Assessment Districts

City property owners pay annual assessments based upon the square footage of the lot, zoning classification, and the property value. These assessments are the major funding for street, storm sewer, and park maintenance throughout the city.

As a result of the COVID-19 Pandemic, we are making every effort to hold down cost increases. The one exception is in the construction industry where our strategy is to make sure fees cover our costs so that we don't shift the burden to general property owners and residents. We anticipate changing this approach in FY22 in order to increase investments in the City's infrastructure and quality of life amenities.

Assessment District	FY 20 Annual Assessment - Median Home	FY 21 Annual Assessment - Median Home
Street Maintenance	129.15	129.15
Storm Sewer	47.40	47.40
Arterial Construction	51.36	51.36
Citywide Park District 1	<u>27.53</u>	<u>87.38</u>
Total	\$255.44	\$315.29

Water, Wastewater, and Solid Waste Utility Rates

Water, Wastewater, and Solid Waste: City property owners are by and large required to utilize the City's water and sewer treatment systems and garbage collection. The adopted facility plans outline large capital projects that will need to be funded in the coming years.

The typical homeowner will see an increase on their utility bill amounting to \$3.07 additional each month. A majority of this increase is being used to help fund the construction of an additional water reservoir and treatment plant on the city's west end.

Average Residential Customer	Adopted FY20 Monthly Bill	Proposed FY21 Monthly Bill
Water	\$44.17 per month	\$45.99 per month
Wastewater	\$27.80 per month	\$28.45 per month
Solid Waste	\$11.25 per month	\$11.25 per month
Total	\$82.62 per month	\$85.69 per month

Capital Improvement Impact on Operating Budget

Project	Amount	Operating Budget Effects
Airport Terminal Expansion	\$7 Million	The project broke ground in September 2019 and is expected to be completed in 2023. (total project est. \$50 Million)
MET Transit Facility Improvements	\$485,000	Maintenance at our Transit facility will allow for improved services and safety and less damage to equipment and facilities in disrepair
Parks Projects	\$2.5 Million	
Road & Transportation Projects	\$15 Million	
Water & Wastewater Pipe Replacements	\$7 Million	This project should reduce our annual operating costs by lowering the need for repairs and leak detection on older pipes.

In Conclusion

We understand the effects this budget will have on preserving and improving property values and the quality of life in Billings, as well as the financial impacts to residents, businesses, and property owners. To summarize, a typical residential property owner will likely see taxes and assessments increase by \$83.25 for the year, or \$6.94 per month.

Typical Resident:	Annual Increase/(Decrease)
Property Taxes	(6.24)
Park District 1	59.85
Arterial Construction	-
Storm Sewer	-
Street Maintenance	-
Water Services	21.84
Sewer Services	7.80
Solid Waste	-
Annual Increase	\$ 83.25
Monthly Increase	\$ 6.94

A number of investments are being proposed in the FY21 budget to further the adopted 2020 City Council Goals.

Goal: Improve the safety of Billings/ Implement Lean Six Sigma/Continuous Improvement program

The proposed budget for FY21 includes investments in improving the effectiveness and efficiency of our operations. Specifically, funds are allocated for Lean Six Sigma/Continuous improvement. The initial focus will be on the public safety departments (Police, Fire, Legal, and Courts). Additionally, shifting Parks, Rec, and Public Lands out of the General Fund will concentrate all but 12% of the general fund to be invested in public safety.

Goal: Complete Project Re-Code

The adoption and implementation of Project Re-Code is included and anticipated as a part of the FY21 proposed budget. Adoption of the code is scheduled to take place during the fourth quarter of FY20 and the first quarter of FY21.

Goal: Airport Terminal Reconstruction/West-End Reservoir

Both of these projects are multi-year projects, and will not be completed until 2023/2024. The planning, design, and funding for these projects is continuing as planned as a part of the FY21 proposed budget. The total project is expected to cost over \$60 million dollars.

Goal: Create a Park Development Fund

The realities of COVID19 and its impact on our community are not yet known. As a result, the proposed budget does not include any investments that create a Park Development Fund. This will be attempted in a future year.

Goal: Improve Communication with our Citizens

The proposed FY21 Budget includes resources for website redevelopment, branding for continuity across departments, and staffing for a Public Information Officer.

We know that there are differences of opinion among our community members and citizens about how to best prioritize issues, such as levels of customer service, financial position and reserves, and service delivery and expansion. We have worked hard during this spring to develop a budget that will move our community forward – and, at the same time, continue to meet the obligations we have accrued from the past. The City’s future economic health is dependent on how we choose to invest today.

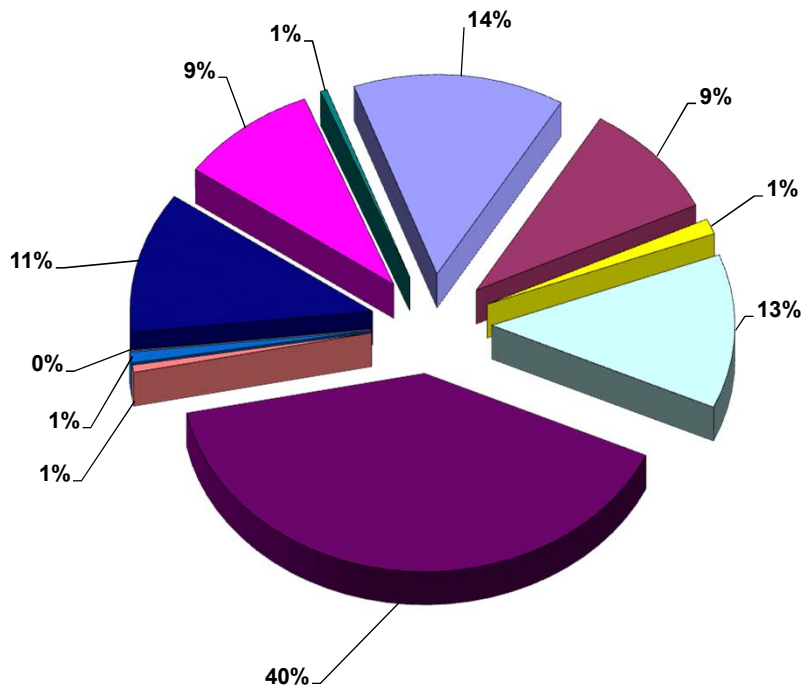
Respectfully,

Chris Kukulski, City Administrator

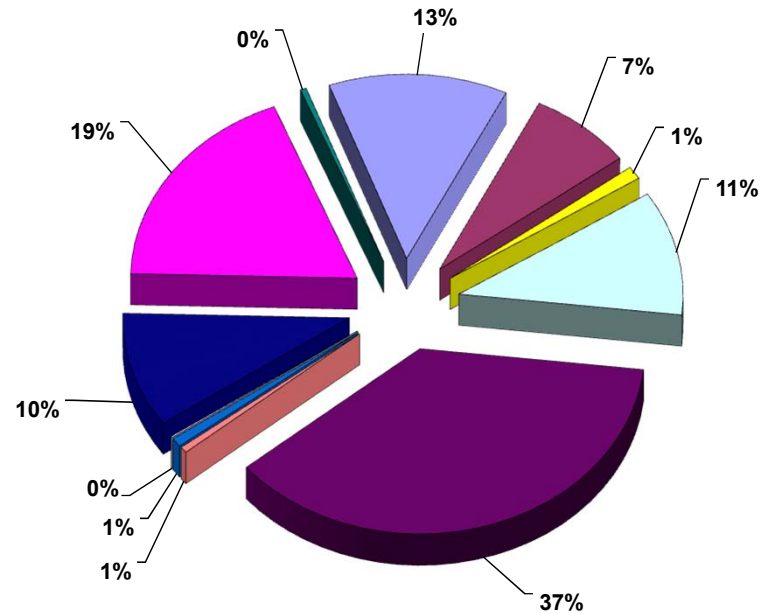
Andrew Zoeller, Finance Director

All Funds Summary of Revenues

FY 21			FY 20	
\$	43,998,003	TAXES	\$	42,343,380
	29,417,552	SPECIAL ASSESSMENTS		24,895,176
	3,922,613	LICENSES & PERMITS		3,724,213
	38,911,490	INTER-GOVERNMENTAL		36,224,368
	125,043,162	CHARGES FOR SERVICE		122,826,547
	1,815,897	FINES & FORFEITS		1,765,765
	2,708,911	INVESTMENT EARNINGS		2,574,485
	191,600	DONATIONS / CONTRIBUTIONS		447,300
	35,633,309	INTERFUND TRANSFERS		33,273,791
	28,827,660	DEBT PROCEEDS		61,712,300
	1,363,361	MISCELLANEOUS		1,396,932
<u>\$</u>	<u>311,833,558</u>	TOTAL	<u>\$</u>	<u>331,184,257</u>



Fiscal Year 2021

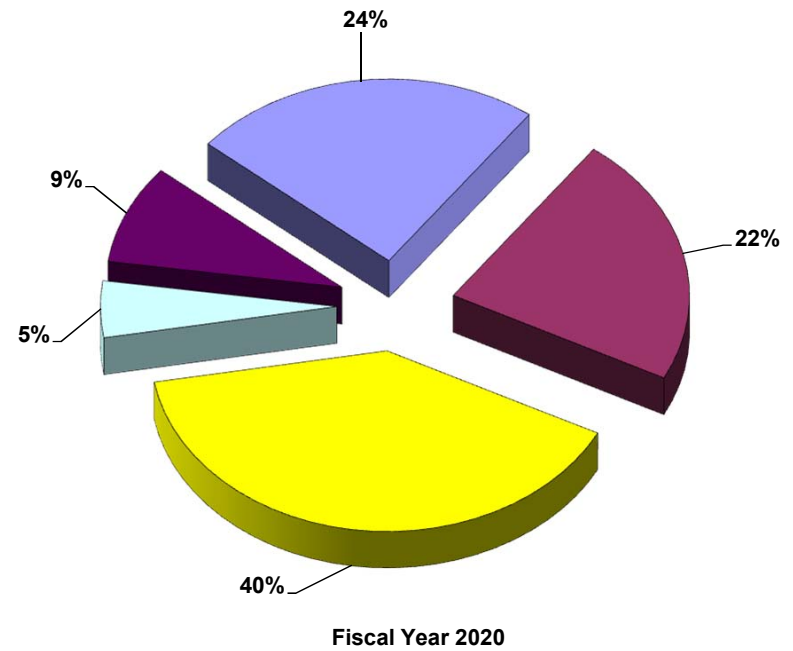
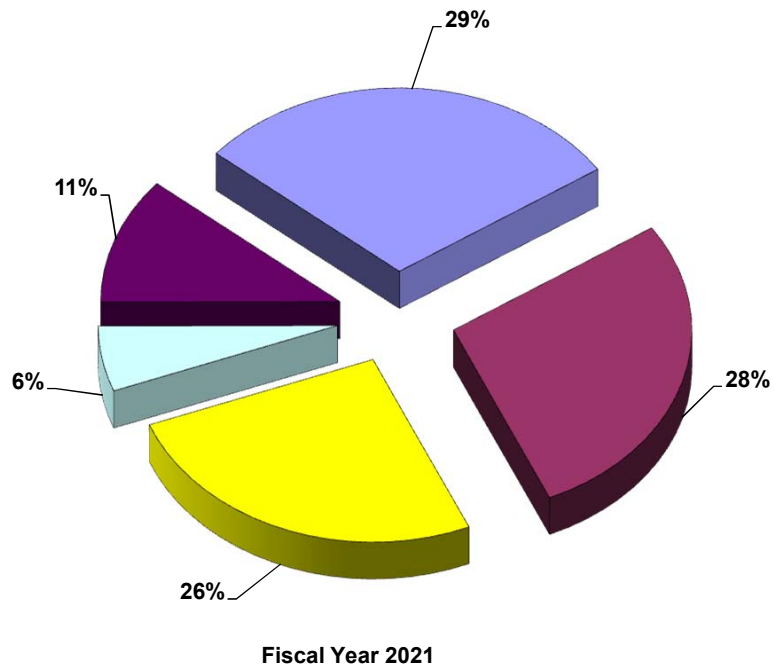


Fiscal Year 2020

All Funds

Summary of Expenditures

<u>FY 21</u>		<u>FY 20</u>
\$ 94,193,499	PERSONAL SERVICES	\$ 90,394,897
88,871,696	OPERATION & MAINTENANCE	84,138,909
82,340,425	CAPITAL	149,634,052
18,345,154	DEBT SERVICE	18,921,217
35,633,309	INTERFUND TRANSFERS	33,243,791
<u>\$ 319,384,083</u>	<u>TOTAL</u>	<u>\$ 376,332,866</u>



**SUMMARY
ALL FUNDS
OPERATING BUDGET
FY 21**

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	PERMANENT
FUND BALANCE - BEGINNING	\$ 18,149,609	\$ 91,766	\$ 8,016,173	\$ 7,032,753			\$ 743,254
WORKING CAPITAL - BEGINNING					\$ 65,416,110	\$ 15,671,079	
REVENUES:							
TAXES	\$ 17,644,369	\$ 21,839,836	\$ 2,129,613	\$ -	\$ 2,384,185	\$ -	\$ -
SPECIAL ASSESSMENTS	-	27,921,552	1,470,000	-	-	26,000	-
LICENSES & PERMITS	2,081,038	1,745,675	-	-	-	95,900	-
INTER-GOVERNMENTAL	12,030,752	15,761,238	-	-	11,119,500	-	-
CHARGES FOR SERVICE	2,907,714	13,120,143	-	-	80,789,577	28,210,978	14,750
FINES & FORFEITS	1,511,877	214,020	-	-	90,000	-	-
INVESTMENT EARNINGS	233,000	724,689	51,260	81,400	1,425,652	184,250	8,660
DONATIONS / CONTRIBUTIONS	-	181,600	-	10,000	-	-	-
INTERFUND TRANSFERS	-	32,213,667	1,015,000	1,725,585	147,000	532,057	-
DEBT PROCEEDS	-	-	-	3,827,660	25,000,000	-	-
MISCELLANEOUS	-	485,202	-	-	47,978	830,181	-
TOTAL REVENUES	<u>\$ 36,408,750</u>	<u>\$ 114,207,622</u>	<u>\$ 4,665,873</u>	<u>\$ 5,644,645</u>	<u>\$ 121,003,892</u>	<u>\$ 29,879,366</u>	<u>\$ 23,410</u>
EXPENDITURES:							
PERSONAL SERVICES	\$ 6,141,387	\$ 54,781,811	\$ -	\$ -	\$ 24,686,084	\$ 8,584,217	\$ -
OPERATION & MAINTENANCE	3,156,063	36,997,314	105,441	125,184	27,039,041	21,448,653	-
CAPITAL	-	16,008,779	-	5,865,179	60,128,049	338,418	-
DEBT SERVICE	-	2,321,195	4,653,401	-	10,838,502	532,056	-
INTERFUND TRANSFERS	30,118,239	5,413,700	-	-	-	95,770	5,600
TOTAL EXPENDITURES	<u>\$ 39,415,689</u>	<u>\$ 115,522,799</u>	<u>\$ 4,758,842</u>	<u>\$ 5,990,363</u>	<u>\$ 122,691,676</u>	<u>\$ 30,999,114</u>	<u>\$ 5,600</u>
FUND BALANCE - ENDING	<u>\$ 15,142,670</u>	<u>\$ (1,223,411)</u>	<u>\$ 7,923,204</u>	<u>\$ 6,687,035</u>			<u>\$ 761,064</u>
WORKING CAPITAL NOT BUDGETED					-	-	
WORKING CAPITAL - ENDING					\$ 63,728,326	\$ 14,551,331	
LESS OPERATING RESERVE					13,302,654	3,034,272	
LESS BOND/LOAN RESERVE REQUIREMENTS					5,501,044	-	
AVAILABLE WORKING CAPITAL					<u>\$ 44,924,628</u>	<u>\$ 11,517,059</u>	

**SUMMARY
ALL FUNDS
OPERATING BUDGET
FY 21**

	BUDGET FY 21	BUDGET FY 20	INCREASE (DECREASE)	ACTUAL FY 19
FUND BALANCE - BEGINNING	\$ 34,033,555	\$ 83,270,258	\$ (49,236,703)	\$ 102,810,522
WORKING CAPITAL - BEGINNING	\$ 81,087,189	\$ 85,645,069	\$ (4,557,880)	\$ 146,538,619
REVENUES:				
TAXES	\$ 43,998,003	\$ 42,343,380	\$ 1,654,623	\$ 42,051,700
SPECIAL ASSESSMENTS	29,417,552	24,895,176	4,522,376	24,896,601
LICENSES & PERMITS	3,922,613	3,724,213	198,400	4,039,572
INTER-GOVERNMENTAL	38,911,490	36,224,368	2,687,122	29,577,174
CHARGES FOR SERVICE	125,043,162	122,826,547	2,216,615	120,637,488
FINES & FORFEITS	1,815,897	1,765,765	50,132	1,847,171
INVESTMENT EARNINGS	2,708,911	2,574,485	134,426	5,974,499
DONATIONS / CONTRIBUTIONS	191,600	447,300	(255,700)	716,446
INTERFUND TRANSFERS	35,633,309	33,273,791	2,359,518	33,996,037
DEBT PROCEEDS	28,827,660	61,712,300	(32,884,640)	5,185,367
MISCELLANEOUS	1,363,361	1,396,932	(33,571)	1,962,061
TOTAL REVENUES	<u>\$ 311,833,558</u>	<u>\$ 331,184,257</u>	<u>\$ (19,350,699)</u>	<u>\$ 270,884,115</u>
EXPENDITURES:				
PERSONAL SERVICES	\$ 94,193,499	\$ 90,394,897	\$ 3,798,602	\$ 87,664,866
OPERATION & MAINTENANCE	88,871,696	84,138,909	4,732,787	78,396,446
CAPITAL	82,340,425	149,634,052	(67,293,627)	74,419,931
DEBT SERVICE	18,345,154	18,921,217	(576,063)	10,730,555
INTERFUND TRANSFERS	35,633,309	33,243,791	2,389,518	33,797,862
TOTAL EXPENDITURES	<u>\$ 319,384,083</u>	<u>\$ 376,332,866</u>	<u>\$ (56,948,783)</u>	<u>\$ 285,009,660</u>
FUND BALANCE - ENDING	<u>\$ 29,290,562</u>	<u>\$ 76,142,737</u>	<u>\$ (46,852,175)</u>	<u>\$ 95,216,854</u>
WORKING CAPITAL NOT BUDGETED	-	-	-	16,867,867
WORKING CAPITAL - ENDING	<u>\$ 78,279,657</u>	<u>\$ 50,287,665</u>	<u>\$ 27,991,992</u>	<u>\$ 156,874,608</u>
LESS OPERATING RESERVE	16,336,926	15,006,062	1,330,864	14,410,912
LESS BOND/LOAN RESERVE REQUIREMENTS	<u>5,501,044</u>	<u>5,501,294</u>	<u>(250)</u>	<u>5,519,206</u>
AVAILABLE WORKING CAPITAL	<u>\$ 56,441,687</u>	<u>\$ 29,780,309</u>	<u>\$ 26,661,378</u>	<u>\$ 136,944,491</u>