

Memorandum

To: Honorable Mayor and Members of the City Council

Administration and Public Works Committee

From: Martin Lyons, Assistant City Manager/Chief Financial Officer

Subject: Creating the Robert Crown Community Center Maintenance Fund

Date: June 7, 2016

Recommended Action:

Staff and the Robert Crown Subcommittee recommend the creation of the Robert Crown Community Center (RCCC) Maintenance Fund in the FY 2019 Annual Budget. This fund will be used for specific long-term infrastructure maintenance items at both the Robert Crown Community Center and surrounding fields as identified below.

Funding Source:

Revenues to support the anticipated long term maintenance costs of the RCCC shall come from operating revenues of the new facility. These revenues will be reviewed not less than once every five years to determine if the proper funding has been set aside for the timely replacement of infrastructure detailed in this memorandum.

Summary:

The proposed RCCC Infrastructure Maintenance Fund is recommended to be created based on the feedback provided by donors to the RCCC Construction Project. Understandably, donors want to ensure that their contributions to a new center will result in not only a state of the art facility, but that said facility will be maintained and updated throughout a long and useful life. The table on the next page provides a listing of all of the mission critical systems and equipment that would be funded via this reserve fund. Normal supplies and consumable equipment are not included in this analysis and will continue to be funded from either the PRCS or Library operating budgets.

RCCC INFRASTRUCTURE FUNDING INVENTORY

| | | REP | LACEMENT |
|-----------------------------------|--------------------|------|----------------|
| ITEM/TYPE | USEFUL LIFE | COST | (in 2016 \$\$) |
| Site Systems | 3 - 30 years | \$ | 2,065,000 |
| Building Frame/Envelope | 15 - 30 years | \$ | 2,100,000 |
| Mechanical/Electrical/Plumbing | 15 - 30 years | \$ | 2,300,000 |
| Life Safety/Elevator | 5 - 30 years | \$ | 270,000 |
| Interior Common Areas | 6 - 30 years | \$ | 1,200,000 |
| Specialty Items(e.g. scoreboards) | 10 - 30 years | \$ | 2,825,000 |
| TOTAL | · | \$ | 10,760,000 |

Using the total amount of equipment to be funded, staff has created a long term contribution and spending table based on useful life and available funding options.

| MAINTENA | NCE LONG TERM FU | JNDING SUMMA | ARY | |
|----------|--------------------------|--------------|-----------------------|--------------|
| YEAR | REVENUE/ CONTRIBUTION | EXPENSE | SURPLUS/ (DEFICIT) | RESERVE |
| 2019 | 300,000 | - | 300,000 | 300,000 |
| 2020 | 309,000 | | 309,000 | 609,000 |
| 2021 | 318,270 | 10,927 | 307,343 | 916,343 |
| 2022 | 327,818 | - | 327,818 | 1,244,161 |
| 2023 | 337,653 | 53,906 | 283,747 | 1,527,908 |
| 2024-28 | 1,846,423 | 719,189 | 1,127,234 | 2,655,142 |
| 2029-33 | 2,140,510 | 7,778,118 | (5,637,608) | (2,982,466) |
| 2034-38 | 2,481,438 | 5,166,468 | (2,685,030) | (5,667,496) |
| 2039-43 | 2,876,667 | 4,583,744 | (1,707,077) | (7,374,573) |
| 2044-38 | 3,334,845 | 15,316,246 | (11,981,401) | (19,355,974) |
| | | | | |
| TOTAL* | 14,272,624 | 33,628,598 | (19,355,974) | (19,355,974) |

^{*}Future expenses are in current dollars for each year of the expense and this is why the original \$10,760,000 inventory number grows to \$33,628,598 over 30 years.

At an original contribution amount of \$300,000, the Maintenance Fund will exhaust the available fund balance for the first time in year 15. If the annual initial contribution is increased to \$500,000, the fund maintains a reserve balance for nearly all future years. At the end of 2038, as was the case in 2002, all of the equipment will have reached the end of useful life, and a substantial expenditure for rehabilitation will be needed. If the maintenance fund is established at \$300,000, an additional \$19.4 million in funding would be needed to have all systems properly updated at the 30 year mark; at \$500,000 initial funding, the ending year additional payment would be \$9.8 million. A detailed analysis of this funding projection is provided as Attachment 1.

The main source of proposed funding for this maintenance fund is increased revenues from the new RCCC. The table below shows a summary of projected financials.

| ROBERT CROWN CENTER - OPERA | ATING PRO FO | RMA |
|--|--------------|-------------------|
| | Current | New Facility 2019 |
| | 2016 | (Full Year Rev.) |
| Ice Rink & Camp Program Revenues | \$1,072,110 | \$1,835,416 |
| Community Center Program Revenues | \$313,460 | \$390,710 |
| REVENUE TOTALS | \$1,385,570 | \$2,226,126 |
| Ice Rink Program Expenses | \$1,225,129 | \$1,457,640 |
| Community Center Program Expenses | \$949,196 | \$1,044,406 |
| EXPENSE TOTALS | \$2,174,325 | \$2,502,046 |
| City General Fund Subsidy (revenue less expense) | -\$788,755 | -\$275,920 |

From the original revenue projections nearly six years ago, through the Design/Build/Operate/Finance Option, to the present process, building a new facility has consistently shown a greater increase in revenues than expenses for the ice and turf facilities. In the table above, the General Fund support of RCCC operations for 2016 is \$788,755. This subsidy level is projected to be reduced by just over \$500,000. Using a portion of these funds to transfer revenue into the RCCC Maintenance Fund beginning in 2019 will not negatively impact General Fund Operations and will ensure future maintenance of the facility. Further reasons for the establishment of the RCCC Maintenance Fund are as follows:

- 1. Maintenance of the new facility was a consistent theme from survey responses and from major potential donors. Approval of the Fund now can also improve our fund raising ability over the next year.
- 2. Will improve over all City reserves and will reduce dependence on debt for capital maintenance

The City/Library has other options to meet this need and prefunding per the above mechanism is not the only available solution as follows:

- 1. Establish a separate revenue source for the RCCC Maintenance Fund such as a portion of other home rule taxes (sales, amusement, hotel tax, etc.)
- 2. Continue to use debt to pay for facility maintenance.

Legislative History:

N/A

Attachments
Detailed Capital Funding Plan

ROBERT CROWN CENTER - CAPITAL MAINTENANCE PLAN

| | | | | | | | | | | | | | | | | | | | | | | | YE | AR | | | | | | | | | | | | [|
|---|-------------|----------------|----------------------------|----------|---------------|------------------------------------|------------|--|------------|----------------|--|--------------|--------------|--------------|--------------|------------------------|----------------|--------------|-----------------|-----------|---------------------------|----------------------------|--|-------------------------|--|---------------|--|----------------------|---------------|---------------|---------------|-----------------|-------------------------|---------------|--|---|
| COMPONENT DESCRIPTION | ESTIMATED | SOURCE IF | UNIT COST (2016 | | | TOTAL REPLACEMENT COST (2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| stems | USEFUL LIFE | NOT HUD | DOLLARS) | UNIT C | | DOLLARS) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 17 | 18 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 30 | _ | | |
| Pavement Seal Coat | 25 | | 30 | SY | 6300 | \$ 189,000 \$ 31,500 | | | | | \$ 36,517 | | | | | S 42.333 | | | | | \$ 49,076 | | | \$ 56,893 | | | | \$ 3 | 95,724 | | = | = | \$ 76,4 | 450 | | |
| and Marking | 15 | | 5 15,000 | ALLOW | 1 | \$ 15,000 | | | | | 5 90,517 | | | | | 5 42,333 | | | | | \$ 23,370 | | | \$ 56,893 | | | | | | | | | \$ 36,4 | 6,409 | | |
| , Roadway / Parking | 15 | | 5 300 5 35,000 | EA EA | 5 | \$ 1,500 \$ 35,000 | | | | | | | | | | | | | | | \$ 2,337 | | | | | | | | | _ | - | | \$ 3,6 | 3,641 | | |
| e. Entrance/Monument saterial | 25 15 | staff | 30,000 | ALLOW | | \$ 30,000 | | | | | | | | | | _ | | | | | \$ 46,739 | | | _ | | | | 5 | 73.282 | _ | -+ | - | \$ 72,8 | 2,818 | | |
| (playground equipment) | 20 | staff | 75,000 | ALLOW | 1 | \$ 75,000 | | | | | | | | | | | | | | | | | | \$ 135,458 | | | | | | | | | | | | |
| loose ground cover il turf surface | 3 15 | craff | 5 2 | | 5000 46000 | \$ 10,000 \$ 1,472,000 | | _ | \$ 10,927 | :7 | | \$ 11,941 | | | \$ 13,048 | | | \$ 14,258 | | | \$ 15,580 \$ 2,293,328 | | \$ 17,024 | | \$ 18,603 | | | \$ 20,328 | | s | 22,213 | | \$ 24,2 \$ 3,572,9 | | | |
| on System | 25 30 | | 5 20,000 | ALLOW | 1 | \$ 20,000 | | | | | | | | | | | | | | | , 1,13,1,110 | | | | | | | S | 41.876 | | | | | | | |
| ormer oncy Generator | 30 25 | | 5 25,000 5 100.000 | EA EA | 1 | \$ 25,000 \$ 100,000 | | | | | | | | | | | | | | | | | <u> </u> | | | | | | 09,378 | | -+ | | \$ 60,6 | ,682 | | |
| hotovoltaic system | 15 | | 5 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | | | | | | \$ 77,898 | | | | | | | 3 2 | 09,376 | | | | \$ 121,3 | | | |
| ters | 15 | | 5 5,000 5 355,369 | EA | 2 | \$ 10,000 \$ 2,064,000 | | | | | | | | | | | | | | | \$ 15,580 | | | | | | | | | | | | \$ 24,2 | ,273 | | |
| e Frame & Envelope | 15 | | | ALLOW | | \$ 25,000 | | | | | | | | | | | | | | | \$ 38,949 | | | | | | | | | | _ | | \$ 60,6 | 3.682 | | |
| Door, aluminum and glass | 30 | | 3,500 | EA | 16 | \$ 56,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | \$ 135,9 | ,927 | | |
| Door, HM ad Coiling Door | 25 30 | | 5 1,500 | EA EA | | \$ 15,000 \$ 50,000 | | _ | | | | | | | | | | | | | | | | | | | | S | 31,407 | | -+ | | \$ 121,3 | 363 | | |
| pe-Thermoplastic membrane | | | 20,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 15 | | 5 12 | SF | 130900 | \$ 1,570,800 | | | | | | | | | | | | | | | \$ 2,447,255 | | | | | | | | | _ | - | | \$ 3,812,7 | .,744 | | |
| pe-roof drains, scuppers Wood, Vinyl, Metal | 30 20 | | 5 20 | SF | 18000 | | | | | | | | | | | _ | | | | | | | | \$ 650,200 | | | | | | _ | -+ | - | \$ 66,7 | | | |
| tch | 20 30 | | 1,500 | EA | 2 | \$ 3,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | \$ 7,2 | 7,282 | | |
| ElectPlumbing orage tanks | 15 | | 42,632 | ALLOW | 3 | \$ 2,107,300 \$ 30,000 | | | | | | | | | | | | | | | \$ 46,739 | | | | | | | | | | - | - | \$ 72,8 | 2.818 | | |
| & valves | 15 | | 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | | | | | | \$ 77,898 | | | | | | | | | | = | = | \$ 121,3 | | | |
| es pidets/urinals | 20 | staff craff | 5 1,500 5 1,500 | EA FA | | \$ 15,000 \$ 30,000 | | 1 | 1 | - | 1 | | | | | | | | | | - | | | \$ 27,092 \$ 54,183 | 1 | | | | _ | _ | -+ | -+ | | - | | |
| ives | 10 | | 5 1,500 | EA EA | | \$ 30,000 | | | | | | | | | | \$ 40,317 | | | | | | | | \$ 54,183 | | | | | | | 一 | | \$ 72,8 | 2,818 | | |
| units or integrated assemblies | 30 | | 5 2,000 | | 20 | \$ 40,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | \$ 97,0 | | | |
| ystem | 30 20 | staff | 5 250.00n | ALLOW | 1 | \$ 40,000 \$ 250,000 | | | 1 | - | 1 | | | | | | | | - | | - | | | \$ 451,528 | | | | | - | -+ | -+ | -+ | > 97,0 | ,unu | | |
| ature Controls | 15 | | \$ 250,000 \$ 50,000 | ALLOW | | \$ 50,000 | | | | | | | | | | | | | | | \$ 77.898 | | | | | | | | | | | | \$ 121.3 | 363 | | |
| fans HVAC roof top | 20 | | 5 5,000 5 75,000 | ALLOW | 1 | \$ 5,000 \$ 375,000 | | | | | | | | | | | | | | | S 584.238 | | <u> </u> | \$ 9,031 | | | | | | | -+ | | 0.000 | 222 | | |
| es es | 15 15 | | 5 2,500 | ALLOW | 1 | \$ 2,500 | | | | | | | | | | | | | | | \$ 3,895 | | | | | | | | | _ | - | - | \$ 910,2 \$ 6,0 | ,068 | | |
| | 15 | | 5,000 | ALLOW | 1 | \$ 5,000 | | | | | | | | | | | | | | | \$ 7,790 | | | | | | | | | | | | \$ 12,1 | ,136 | | |
| - exterior - interior | 15 25 | | 5 50,000 | ALLOW | 1 | \$ 50,000 \$ 50,000 | | _ | | | | | | | | | | | | | S 77.898 | | | | | | | S 1 | 04,689 | | -+ | | \$ 121.3 | .363 | | |
| athletic | 25 20 | staff | 45,000 | EA | 20 | \$ 900,000 | | | | | | | | | | | | | | | | | | | | | | \$ 1,8 | 84,400 | | | | | - | | |
| - gymnasium and ice unted lights | 20 25 | staff | 1,500 5 10,000 | EA | 88 | \$ 132,000 \$ 160,000 | | | - | | | | | | | | | | | | | | | \$ 238,407 | | | | | 35,004 | _ | -+ | | | - | | |
| lighting | 10 | | 25,000 | ALLOW | 1 | \$ 25,000 | | | | | | | | | | \$ 33.598 | | | | | | | | \$ 45.153 | | | | 3 3 | 33,004 | _ | - | - | \$ 60.6 | 1.682 | | |
| panels & controls | 10 20 | | 50,000 | ALLOW | 1 | \$ 50,000 \$ 50,000 | | | | | | | | | | | | | | | | | | \$ 90,306 | | | | | | | = | | | = | | |
| rabling & outlets | 20 | | 5 735,500 | ALLOW | 1 | \$ 2,299,500 | | | | | | | | | | | | | | | | | | \$ 90,306 | | | | | | | _ | | _ | _ | | |
| system | 20 | | 5 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | | | | | | | | | \$ 90,306 | | | | | | | | | | | | |
| etv/Fire Protection | 20 | | 5 150,000 | EA | 1 | \$ 150,000 | | | | | | | | | | | | | | | | | | \$ 270,917 | | | | | | | _ | | | _ | | |
| ncy lights, illuminated signs | 5 | | 5 15,000 | ALLOW | 1 | \$ 15,000 | | | | | \$ 17,389 | | | | | \$ 20,159 | | | | | \$ 23,370 | | | \$ 27,092 | | | | s | 31,407 | | | | \$ 36,4 | | | |
| nd fire detection system | 15 | | 25,000 | ALLOW | 1 | \$ 25,000 | | | | | | | | | | \$ 40,317 | | | | | \$ 38,949 | | | | | | | | | | _ | _ | \$ 60,6 | ,682 | | |
| -Common Areas | 10 | | 30,000 | ALLOW | 1 | \$ 30,000 \$ 270,000 | | | | | | | | | | 5 40,317 | | | | | | | | \$ 54,183 | | | | | | | - | | \$ 72,8 | ,818 | | |
| tains, clear finishes, interior | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | _ | | |
| flooring | 15 15 | | 5 250,000 | ALLOW | 10000 | \$ 250,000 | | - | | _ | | | | | | - | | | | | \$ 389,492 \$ 46,739 | | | _ | | | - | | | | -+ | - | \$ 606,8 \$ 72.8 | | | |
| | 6 | | 5 4 | SF | 6000 | \$ 30,000 \$ 24,000 | | | | | | \$ 28,657 | | | | | | \$ 34,218 | | | | | \$ 40,858 | | | | | \$ 48,787 | | | | | \$ 58,2 | 8,254 | | |
| tile/drop ceiling | 15 | | 5 4 5 2,000 | SF | 16000 | \$ 64,000 \$ 100,000 | | | | | | | | | | | | | | | \$ 99,710 | | | | | | | | | _ | -+ | | \$ 155,3 | | | |
| toors & vanities | 30 20 | | 5 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | - | | | | | | | | \$ 90,306 | | | | | | | - | | \$ 242.7 | ./26 | | |
| astic laminates, wood | 15 | | 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | | | | | | \$ 77,898 | | | | | | | | | | | | \$ 121,3 | .,363 | | |
| vice equipment (programming) | 15 | | 5 50.000 | ALLOW | 4 | S 50.000 | | | | | | | | | | | | | | | 5 77.898 | | | | | | | | | | | | S 121.3 | 1 262 | | |
| essories | 7 | | 15,000 | ALLOW | 1 | \$ 15,000 | | | | | | | \$ 18,448 | | | | | | s | 22,689 | 7 77,000 | | | | \$ 27,904 | | | | | | \$ | 34,319 | 7 | ,,,,,, | | |
| medicine cabinets | 20 | | 5 30,000 5 30.000 | EA | | \$ 300,000 \$ 30,000 | | | | | | | | | | | | | | | | | | \$ 541,833 \$ 54,183 | | | | | | | _ | _ | | _ | | |
| orage specialties, shelving then vent/exhaust fans | 20 15 | | 5 1,500 | EA | 10 | \$ 15,000 | | | | | | | | | | _ | | | | | \$ 23.370 | | | 5 54,183 | | | | | | _ | -+ | - | \$ 36.4 | i.409 | | |
| rtitions | 15 | staff | 5 750 | EA | 30 | \$ 22,500 | | | | | | | | | | | | | | | \$ 35,054 | | | | | | | | | | | | \$ 54,6 | 4,613 | | |
| treatments nent | 15 10 | staff | 5 50,000 5 50,000 | ALLOW | 1 | \$ 50,000 \$ 50,000 | | _ | | | | | | | | S 67.196 | | | | | \$ 77,898 | | | S 90.306 | | | | | | | -+ | | \$ 121,3 \$ 121,3 | ,363 1.363 | | |
| ment | 10 10 | staff | 5 50,000 5 50,000 | | | \$ 50,000 \$ 50,000 | | | | | | | | | | \$ 67,196 | | | | | | | | \$ 90,306 | | | | | | | | = | \$ 121,3 | 1,363 | | |
| | 10 | staff | 5 50,000 | ALLOW | 1 | \$ 50,000 \$ 1,200,500 | | | | | | | | | | \$ 67.196 | | | | | | | | \$ 90.306 | _ | | | | | | - | _ | S 121.3 | .363 | | |
| Items pard system | 15 | staff | 5 100.000 | EA | 2 | \$ 200,000 | | | | | | | | | | | | | | | \$ 311,593 | | | | | | | | | | | | \$ 485,4 | ,452 | | |
| r seating ed flooring | 30 20 | staff | 275 | EA | 1480 30000 | \$ 407,000 \$ 450,000 | | ⊢ | - | | | | | | \perp | | | | | | | | \perp | \$ 812.750 | <u> </u> | | - | | | | $ \square$ | $ \top$ | \$ 987,8 | ,896 | | |
| ed flooring eration system (15 yr | | Staff | > 15 | | 30000 | | | ! | 1 | + | I | | | | | - | | | _ | | | | | \$ 812,750 | ! | | | -+ | | - | - | -+ | - | _ | | |
| nt - controls, compressors) | 15 | staff | 300,000 | ALLOW | 1 | \$ 300,000 | | 1 | | | 1 | | | | | | | | | | \$ 467.390 | | | | | | | | | | | | \$ 728.1 | 1.179 | | |
| eration system (20 yr nt - cooling tower, tanks) | 25 | ctaff | 5 600,000 | ALLOW | 1 | \$ 600,000 | | 1 | 1 | | 1 | | | 1 | | | | | | | | 1 | | | 1 | | | 6 4 2 | 56 267 | | | | | | | |
| ill backboards | 30 15 | staff | 7,500 | EA | | \$ 45,000 | | | | | | | | | | | | | | | | | | | | | | 3 1,1 | | | | | \$ 109,2 \$ 29,1 | 1,227 | | |
| | 15 | staff staff | 5 100 | | | \$ 12,000 \$ 50,000 | | 1 | | _ | _ | | | | | \$ 67,196 | - 1 | | | | \$ 18,696 | | | \$ 90,306 | _ | | - | | | | -+ | -+ | \$ 29,1 \$ 121,3 | ,127 | | |
| quipment um floorinz | 10 30 | | 5 50,000 | SF | 8500 | | | 1 | 1 | + | 1 | | | | | , 67,136 | | | | | | | | | 1 | | | | | _ | - $+$ | -+ | \$ 309,4 | 9,476 | | |
| ooring | 20 | | 15 | SF | 20000 | \$ 300,000 \$ 40,000 | | | | | | | | | | | | | | | | | | \$ 541,833 | | | | | | | = | = | | | | |
| partitions rds | 15 15 | staff staff | 5 400 5 15,000 | LF EA | | | - | | + | + | | - | - | | | - | | | - | | \$ 62,319 \$ 70,109 | | 1 | + | | | | | - | | -+ | -+ | \$ 97,0 \$ 109,2 | | | |
| | 25 | staff | 50,000 | ALLOW | 1 | \$ 50,000 | | | | | | | | | | | | | | | | | | | | | | 5 1 | 04,689 | | | | | | | |
| urnishings Consistence | 10 | staff | 50,000 | ALLOW | 1 | \$ 50,000 | | _ | | _ | | | | | | \$ 67,196 | Ţ | - | | | T | | - | \$ 90,306 | _ | | \vdash | — (T | — ↓□ | | -+ | - | \$ 121,3 | | | |
| equipment V equipment | 10 | staff | 5 50,000 5 50,000 | ALLOW | 1 | \$ 50,000 \$ 50,000 | | ! | 1 | + | I | | | | | \$ 67,196 \$ 67,196 | | | _ | | | | | \$ 90,306 \$ 90,306 | ! | | | -+ | | _ | - | -+ | \$ 121,3 \$ 121,3 | ,363 1,363 | | |
| elvine systems | 20 | staff | 50,000 | | 1 | \$ 50,000 | | | | | | | | | | , | | | | | | | | \$ 90,306 | | | | | | | = | = | | | | |
| annar | - | \vdash | 5 1,323,320 5 3,406,082 | - | | \$ 2,826,500 \$ 10.767.800 | 5 | < | 5 10.92 | 7 5 | \$ 53.906 | \$ 40.000 | S 10.440 | s . | S 12 040 | S 647.096 S | | 5 48.476 | | 22 600 | \$ 7.706.953 | | S 57.883 S | . 554005~ | S 46.507 | < | ς | 5 69.115 S 4.4 | 68 122 C | | 22.213 5 | 34 310 / | - S 15.259.7 | 714 | | |
| enses | | | , 3,4U0,USZ | | | , 10,767,600 | | 1 | 3 10,92 | | 23,906 | y 40,398 | J 10,448 | | y 15,048 | y 047,090 3 | | , 40,47b | 5 | 22,009 | y /,/ue,933 3 | , . 9 . | 1 4 37,003 13 | - 10 0,106,586 | y 40,307 | - | | , 02,113 3 4,4 | 00,122 3 | - 15 | 44,613 3 | 74'3Ta 2 | - 13 15,259,7 | ,/14 | | |
| unding (\$300,000 initial | 1 | | | | | | | | | 0 S 327.818 | l | | | | | | | | S 427.728 S | | S 453,777 | | | | | | l | | | | | 666.387 S | | | | |
| nt) | 1 | | | | | | \$ 300,000 | | | | • | | | \$ 368,962 | | \$ 391,432 \$ | | | | 440,560 | | | | | • | \$ 558,088 | | | | | | | | | | |
| ance | | | | | | | \$ 300,000 | \$ 609,000 | \$ 916,343 | 3 \$ 1,244,161 | \$ 1,527,907 | \$ 1,835,092 | \$ 2,174,859 | \$ 2,543,821 | \$ 2,910,805 | \$ 2,655,141 \$ | 3,058,316 | \$ 3,425,110 | \$ 3,852,838 \$ | 4,270,710 | \$(2,982,467) | \$(2,515,076) \$(2,033,664 | \$(1,595,693) \$(1,084,9 | 53) \$(5,667,497 | \$(5,172,171) | \$(4,614,082) | \$(4,039,251) | \$(3,516,290) \$(7,3 | 74,574) \$(6, | 46,441) \$(6, | 121,676) \$(5 | 5,489,609) \$(4 | 4,803,230) \$ (19,355,5 | ,974) | | |
| | | | | | | | | | | | | | | | | <u> </u> | | | | | | | | | | | | | | | | | | _ | | |
| sing at \$500,000 initial | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |