

Annual Plan

For the year ending 30 June 2016



CENTRAL COAST COUNCIL

PO Box 220 / DX 70506
19 King Edward Street
Ulverstone Tasmania 7315
Tel 03 6429 8900
Fax 03 6425 1224
admin@centralcoast.tas.gov.au
www.centralcoast.tas.gov.au

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

INTRODUCTION

Under the *Local Government Act 1993* (as amended), all councils are required to prepare and adopt an Annual Plan together with Estimates of its revenue and expenditure for each financial year. The Estimates are to contain details of estimated revenue, expenditure, borrowings, capital works and any other detail required by the Minister. They must be adopted by 31 August each year, but cannot be adopted more than one month before the start of the financial year to which they relate.

The Annual Plan details the major actions the Council will undertake this financial year to work towards achieving the strategies outlined in the Council's Strategic Plan 2014-2024. The Annual Plan therefore forms the basis for the development of each Department's work plan and for monitoring the performance and measuring the success of the organisation on an annual basis. Ongoing operational activities, including payment of accounts, production of Council agendas and minutes, etc. are not included in the Annual Plan, but are included in the Estimates for the year.

The Estimates this year provides for a Capital Works Program of \$11,341,500 which reflects a 24.17% increase over the previous year. The increase in works is primarily centred around a one-off increase in Roads to Recovery grants and car park works which have secured external funding. It was also pleasing that the Federal Government re-affirmed its commitment to Roads to Recovery funding until at least the 2018-2019 financial year.

In the latter half of the 2014-2015 year the Minister for Local Government announced that he wished councils to look at options available to improve outcomes for ratepayers and meet the challenges of the future. The Minister in particular was asking councils to look at the benefits of voluntary amalgamations and/or look at shared service delivery models to ensure the community's long term sustainability and the community's expectations that we are delivering services in the most efficient and appropriate way are being met.

The Council will be focused over the next 12 months on exploring shared service models and opportunities within the region that will be in the interest of ratepayers; improve the level of service for communities; preserve and maintain local representation; and ensure that the financial status of the Council is strengthened. Shared services are not new to this Council as we have regional contracts for kerbside waste and recycling collection, Dulverton Waste Management Authority owned by four Councils (Central Coast, Devonport, Kentish and Latrobe) and a number of informal arrangements. The Council's current policy is that it is opposed at this point to any amalgamation whatsoever as it has demonstrated that it exists as a viable council entity.

The Council has in excess of \$372m. of property, plant and infrastructure assets which it is directly responsible for and considerable resources have been focused towards ensuring our Asset Management Plans, including our long-term asset renewal programs, are continually updated and incorporated into our Long-term Financial Plan. As the custodian of our community's assets it is our obligation to ensure that these assets are managed in a responsible way for the benefit of existing and current generations.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

The Council's financial position is strong in terms of its cash, liquidity and recent performances against budget.

The Estimates are prepared in conjunction with the Annual Plan and explain how the Council will resource its operational and capital activities for the year.

In preparing the Estimates for 2015-2016, the Council has again been challenged in balancing the competing priorities of required services, the continuation of strategic directions/initiatives, maintaining a sound financial position and keeping rate increases to an acceptable level. In the current economic climate, it is crucial that the Council continues to provide core services for the community. It is also vital that we continue working on capital projects, including renewals in our area.

I commend the Annual Plan presented to the Council and the community. The Senior Leadership Team and I believe we have presented for the Council's consideration a financially responsible Annual Plan and Estimates.



Sandra Ayton, General Manager

3 June 2015

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

STRATEGIC PLANNING FRAMEWORK

The Council adopted its Strategic Plan 2014-2024 in April 2014. The Strategic Plan identified the Council’s priorities for 2014-2024, to be delivered through the Council’s Annual Plan. The Strategic Plan focuses on the distinctiveness of our location, lifestyle and strengths to achieve the aspirations of local communities and to set the direction for the Council in determining how best to direct its resources and efforts.

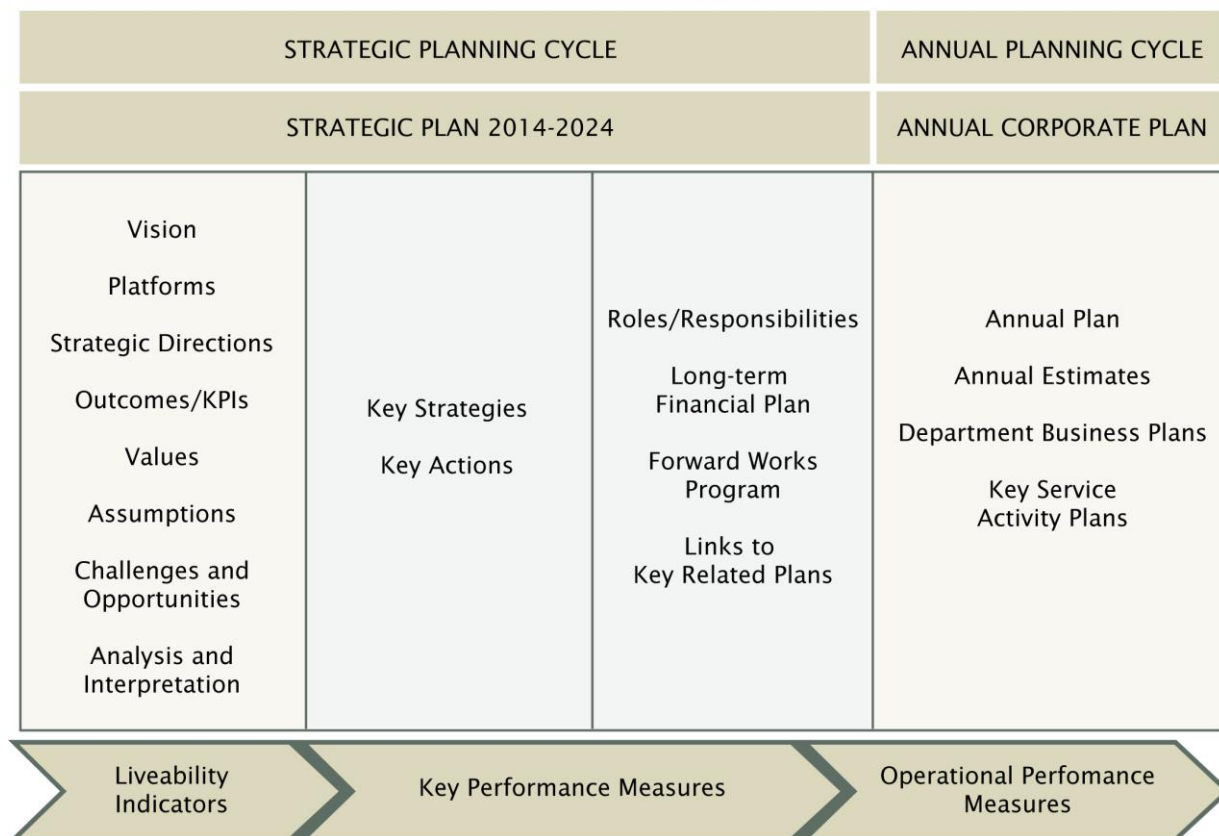
The Strategic Plan summarises the key objectives, strategies and actions that the Council plans to pursue over the coming 10-year period. The Annual Plan is an annual document that is framed within the Strategic Plan. It outlines the operating environment, key initiatives/ actions and resource requirements for each of the Council’s Service Activities. The Annual Plan then forms the basis of the Estimates.

Performance in achieving the strategic and key department actions outlined in this Annual Plan will be reported to the community through the Council’s Annual Report for 2015-2016.

The Council has developed a Long-term Financial Plan which includes the financial, asset, service delivery and organisation’s capability to deliver priorities and ensure that day-to-day operations align with the identified strategic direction.

This diagram depicts the Council’s strategic planning framework:

Council’s Planning Cycle



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

The Annual Plan includes the initiatives and actions to be funded that will contribute to achieving the strategic objectives specified in the Strategic Plan.

'The Vision' and 'What We Value' in the Strategic Plan, along with the Strategic Directions, Strategies and Key Actions for the 2015-2016 year are reproduced below. These provide the basis for our directions for the year and are supported by the Estimates.

The Vision

Central Coast – living our potential

We are a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging.

What We Value

- Our Natural Assets: coastline, beaches and river foreshore parks; diversity of flora, fauna and natural features; picturesque and productive rural landscape; and temperate year-round climate and significant assets in terms of hours of sunshine, water and soils.
- Our Built Assets: CBD precincts; parks, reserves and playgrounds; road network, shared pathways/cycleways; sporting, health and community related facilities; and place and location (proximity to regional education, ports, airports and health facilities).
- Our Social and Cultural Assets: relaxed lifestyle; richness/variety of opportunities; strong sense of community; proud history; community networks/connections and relationships; friendly and inclusive; a sense of safety and belonging; high levels of community engagement; service, sport and community clubs; community service and volunteering; schools and education; arts and theatre culture; community and cultural events; and stable local government.
- Our Human Assets: traditional skills (farming and trades); experienced older generations; our young people; leadership and collaboration/partnerships; creative and insightful; innovative and entrepreneurial spirit; can do attitude; and resilience.

The Shape of the Place

Improve the value and utilisation of open space

- Staged implementation of the Dial Sports Complex Master Plan
- Progress the consolidation of equestrian activities to Batten Park
- Review the Dial Range Recreation Management Plan in conjunction with land managers
- Support the staged development of the Dial Range Mountain Bike Park

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Investigate feasibility for development of an off-road criterion track at River Park
- Investigate feasibility of further development of the Leven Canyon Floor Walk as a major adventure tourism experience
- Develop a strategy to leverage the opportunities of our peri-urban area (rural-urban fringe)
- Implement the Central Coast Cycling Strategy
- Review Leven Canyon Master Plan (including new platform, floor walk and eco-tourism accommodation)
- Develop and commence implementation of the Johnsons Beach Master Plan
- Develop and commence implementation of the Perry-Ling Gardens Management Plan
- Investigate the feasibility of windbreak options on the southern end of the Wharf Precinct

Conserve the physical environment in a way that ensures we have a healthy and attractive community

- Continue to develop the Central Coast shared pathways network
- Look at opportunities for the establishment of edible plants throughout our parks and gardens

Encourage a creative approach to new development

- Identify and promote appropriate land for industrial and commercial use
- Identify and market test new commercial/tourism land use opportunities
- Complete and implement the Rural Lands Strategy
- Develop a Local Settlement Plan

A Connected Central Coast

Provide for a diverse range of movement patterns

- Review and implement the Council's gateway signage
- Develop a range of promotional activities to encourage greater use of walking routes
- Commence upgrading of Heavy Vehicle Transport Routes (Nine Mile Road upgrade)
- Plan and commence implementation of Major Roads Rehabilitation program
- Plan and implement upgrading plan for boating facilities

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Work with public transport operators to improve transport services and infrastructure in Central Coast

Connect the people with services

- Undertake review of the Council's Aged Persons Home units
- Investigate opportunities for use of vacant Aged Person Home Units for disability supported accommodation

Improve community well-being

- Develop a Central Coast Social Plan
- Engage with the community to achieve meaningful positive local ageing outcomes
- Engage with the community to achieve meaningful local youth outcomes
- Review Council's role in the direct provision of community related events and programs
- Continue to plan for/mitigate potential community risks and maintain business continuity capacity associated with natural disasters and emergencies
- Identify and pursue opportunities to maximise the use of the Ulverstone Sports and Leisure Centre Complex
- Review the Council's Youth Strategy to align with the Social Plan Framework
- Work with the Ulverstone Soccer and Softball organisations to maximise access to the playing surfaces at the Ulverstone Showground
- Investigate opportunities for the relocation of Slipstream Circus and the Ulverstone Judo Club to a new facility
- Investigate teenage specific infrastructure at Fairway Park
- Implement the Mersey-Leven Local Food Economy Project plan
- Review the Council's Positive Ageing Strategy to align with the Social Plan Framework

Community Capacity and Creativity

Community capacity-building

- Support programs and activities that promote innovation and enterprise to young people
- Develop a pool of mentors and program of activities to support emerging community leaders, innovators and entrepreneurs
- Understand the impact of legislated requirements on volunteerism and assist in finding solutions

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Develop and implement a local volunteering strategy
- Complete pilot testing of Made Open Tasmania

Facilitate entrepreneurship in the business community

- Work with the local health, community and aged-care services sectors to improve local business and employment opportunities

Cultivate a culture of creativity in the community

- Review Council venue management plans to improve promotion of venues for major community, sporting and corporate events
- Progress the implementation of the Ulverstone History Museum Strategic Plan
- Implement the outcomes of the Ulverstone Civic Centre Review
- Review the Central Coast Arts and Culture Strategy
- Facilitate events training for community groups
- Implement the Central Coast Events Strategy

The Environment and Sustainable Infrastructure

Invest in and leverage opportunities from our natural environment

- Complete investigation into rural flood catchments
- Develop implementation plan for warning systems
- Develop a Riparian Zone Development Plan
- Develop implementation plan for emergency warning systems

Contribute to a safe and healthy environment

- Continue to work with community event organisers to improve safety standards at community events
- Implement updated Road Permit system (including community education)
- Progressively upgrade beach accesses to current access standards
- Review and implement smoke-free areas within the CBD in accordance with proposed new legislation

Develop and manage sustainable built infrastructure

- Progress the development of a bus interchange area
- Improve recreational amenities and play equipment in the Council's key foreshore parks
- Continue to invest in the Council's stormwater infrastructure
- Proactively seek/optimize grant funding opportunities to invest in assets

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Implement actions from the Compliance and Enforcement Policy
- Complete urban stormwater management plans
- Staged implementation of Parking Plan
- Develop guidelines/policies for roadside furniture
- Progress negotiations with the Department of State Growth to confirm road ownership responsibilities in highway sections, remnant highway sections and isolated State assets within Central Coast

Contribute to the preservation of the natural environment

- Promote and participate in Regional, State and national climate change related initiatives
- Develop a strategy to mitigate the impacts of climate change on the Council's assets
- Investigate and plan for the effects of climate change on our local areas
- Work with and support land and river care and other groups to improve environmental outcomes around our waterways and public spaces
- Implement the recommendations from the Vegetation Management Review

Council Sustainability and Governance

Improve corporate governance

- Complete and implement the Strategic Human Resource Plan
- Undertake a review of the Council's Fleet Management system
- Implement recommendations from the Works Review
- Implement Integrated Project Management system across the organisation
- Update procedures to align with the Compliance and Enforcement Policy
- Undertake a review of the Planning Authority functions
- Evaluate and implement changes from the review of the *Building Act 2000*
- Implement the outcomes of the IT security review
- Implement and update actions from the Council's Strategic Risk Register in all Council activities
- Undertake review of the Dog Management Policy
- Update the organisation's Records Management Procedures within Tasmanian Archive and Heritage Office guidelines
- Conduct internal audits of the Occupational Health and Safety management system

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Review the Council's employee induction processes
- Review the Council's recruitment and selection processes
- Review the Council's policy register
- Develop strategic IT framework

Improve service provision

- Continue program of business unit service and process reviews
- Develop service levels for all services delivered by the Council
- Develop improvement plans in areas identified as requiring attention from the Community Surveys
- Implement recommendations of the Local Visitor Services process review
- Complete all outstanding Plumbing Permits that require Completion Certificates from 1994-2000
- Centralise all plumbing records
- Progressively implement the electronic recording of all Building and Plumbing applications/permits from 2000-2011
- Complete all outstanding Building Permits that require Completion Certificates from 1994-2000
- Refine pre-approvals to provide to the National Heavy Vehicle Regulator
- Complete Buildings and Facilities Strategy and Implementation Plan
- Develop services business continuity plans for Council Works Depot, Lobster Creek Resource Recovery Centre, Penguin Service and Information Centres
- Increase utilisation of child care services
- Undertake a Parking Control process review and implement outcomes
- Develop a framework to implement energy efficiencies within our buildings
- Undertake triennial Community Survey
- Continue implementation of business improvement solutions through the use of information technology
- Investigate and implement new Geographic Information systems
- Further investigation and implementation of the Food Organics and Garden Organics (FOGO) program

Improve the Council's financial capacity to sustainably meet community expectations

- Develop a Central Coast Investment Policy

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

- Develop plans for the sale of Council surplus land associated with development and the Central Coast Open Space and Recreation Plan
- Undertake a Private Works process review
- Review the Council's annual insurance cover
- Develop an Internal Audit Manual

Effective communication and engagement

- Work together with service clubs and community groups to sustainably improve local community infrastructure and activities
- Work collaboratively with Cradle Coast Innovation and other key organisations to build community capability and improve innovation and enterprise in our community
- Develop a social media and digital marketing plan
- Implement the Council's Communication and Engagement Plan, including the development of a community engagement toolkit
- Train staff in contemporary community engagement, social media and digital marketing skills/applications
- Develop regular themed round-table forums to be hosted by the Mayor to meet and engage with business and community leaders

Strengthen local-regional connections

- Investigate strategic alliance opportunities to improve economies of scale and scope in service delivery and the further development of Central Coast
- Investigate regional and sub-regional shared services arrangements
- Joint development of Liveable Region Strategy to address population growth, employment, skills and investment issues
- Participate in the Regional Waste Management Governance Review

ESTIMATES PREPARATION

The 2015-2016 Estimates presented in this report have been developed through a process of consultation and review with the Council and Council officers.

It is the view of the General Manager and Senior Leadership Team that the Estimates are financially responsible and support the strategies included in the Strategic Plan.

Nevertheless, the Estimates are considerably detailed and are proposed on the basis of comparison with the past financial year. This provides an excellent guide for analysis purposes but, in any case, care should be taken to ensure that all variables and procedural changes have been taken into account when comparing the past with the present.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

These Estimates also include a description of all the Council's Service Activities to be funded and how they will contribute to achieving the strategic actions identified in the Strategic Plan 2014-2024. Key Department Actions have also been identified and included under the relevant Service Activities. They also include the Capital Works Program to be undertaken and other financial information that the Council requires in order to make an informed decision about the adoption of the Estimates.

The Estimates forecast an underlying operating surplus of \$499,000. The Council's financial position is positive due to its level of cash reserves. To ensure that we can achieve financial sustainability in the long term, the Council is continuing its sustainability project to look at further opportunities for raising revenue, reviewing how we deliver our existing services (continuous improvement) and ensuring that we have the capabilities required to build a Council that is sustainable, efficient, effective and responsive to community needs.

INFLATION

While the Consumer Price Index (CPI) is not particularly relevant when applied to the operations of local government, the March 2015 quarter announcement by the Australian Bureau of Statistics advises that the annual rate of inflation for Australia (Hobart) is 0.9%.

While the CPI is a benchmark for councils to look at in terms of groceries and other consumables, it is not necessarily appropriate in terms of the cost drivers of local government outlays as the business of councils has a broader range of impacts and extends to activities related to general construction in terms of infrastructure provision. However, in terms of this year's Estimates process the Senior Leadership Team was very mindful of the cost of living pressures which are facing our community and has worked to ensure that the services provided to our community are at an affordable level.

The Local Government Association of Tasmania has produced a council cost index to assist councils with their rate setting, and the Association is proposing that the average movement in costs for the average council in Tasmania would be in the vicinity of 2.48%.

ESTIMATES 2015-2016

The rates this year reflect changes in the operations of the Council and increases in costs from suppliers.

The major areas of increase are in waste management and roads. It is important to note that there are continuing pressures on the overheads of the Council, commonly referred to as the cost of doing business. Unless the Council maintains a realistic approach to the development of its Estimates and therefore the levying of its rates, then the overheads (and any external influences) will start to bite into the level of works and services traditionally provided by the Council.

The Capital Works program for the 2015-2016 year is in the order of \$11.3m. The major component and focus of the capital expenditure is in the asset renewal program to maintain the existing asset base to community expectations. The program is in line with the Council's strategy to ensure that our assets continue to be maintained in a sustainable manner.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

Directors will have to ensure that all the programs, operations and finances of the Council are kept within budget in order that the Council continues to stay in a sound financial position.

The Estimates are presented with a recommended increase in the General Rate of 1.9%.

The Waste Management Service Charge has increased from \$180 to \$186 per tenement. There is also a small increase in the Fire Service Levy. The Fire Service Contribution has been calculated in accordance with recent amendments to the *Fire Service Act 1979* and Council returns. The *Fire Service Act 1979* includes a smoothing out of spikes in valuations by adopting a six-year rolling average of assessed annual values.

The Council also allows a discount of 5% on the early payment of rates (rates being paid in full by 31 August 2015).

At this time, it would seem that the program as set out is achievable.

RATES AND CHARGES 2015-2016

This year saw the two-year valuation adjustment factors applied by the Valuer-General to the Assessed Annual Value. These adjustment factors were inconsistent through the municipal area ranging from a 5% reduction in commercial/industrial properties to a 5% increase in residential properties. There was no change to primary production properties.

A schedule of rates and charges is set out at *Table 1*.

Examples of changes over the municipal area are listed in *Table 2* which reflects the changes as a result of the valuation adjustment factors being applied.

BORROWINGS

The Capital Program for 2015-2016 is supported by borrowings. The Council limits its borrowings to those services/projects which are long-term investments and single high-cost developments which provide a peak within the Capital Program.

The Council's debt is also at a manageable level.

The 2014-2015 year has seen the Council pay out \$161,239 in loan principal. It is estimated that approximately \$159,418 will be paid out in the 2015-2016 year, leaving principal outstanding at 30 June 2016 estimated at \$3,067,790. This includes new borrowings of \$200,000.

FEES AND CHARGES

Fees and Charges for the 2015-2016 year are set out at the end of this document. Some of the fees are statutory and are therefore set by other authorities.

Fees and Charges have been updated in accordance with the current fees and charges policy and the community service obligations applied.

All Fees and Charges include GST unless otherwise indicated.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

Table 1 - Schedule of rates and charges

Rates	2014-2015	2015-2016	Percentage change
General	8.52c	8.43c	+1.90
Minimum Amount	\$250.00	\$260.00	+4.00
Waste Management Service Charge	\$180.00	\$186.00	+3.33
Fire Protection Service Rate -			
Penguin and Ulverstone	0.40c	0.405c	+1.25
Forth, Leith, Heybridge and Turners Beach	0.40c	0.405c	+1.25
Other Areas	0.38c	0.395c	+3.95
Minimum Amount	\$37.00	\$38.00	+2.70

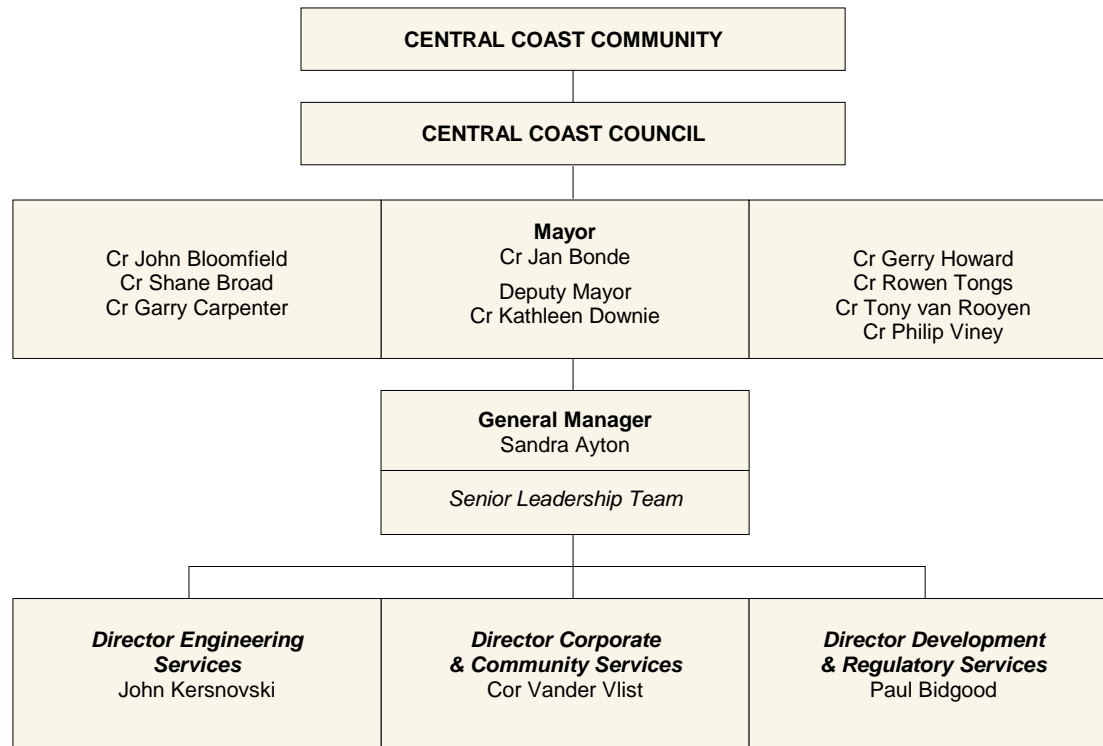
Table 2 - Rate changes between years

Area	2014-2015	2015-2016	Percentage change
Rural (small farm)	\$1,068.00	\$1,059.00	-0.84
Rural (large farm)	\$3,560.00	\$3,530.00	-0.84
Ulverstone (residential medium)	\$1,052.02	\$1,091.06	+3.71
Ulverstone (residential large)	\$2,142.40	\$2,226.88	+3.94
Forth (rural/residential)	\$1,200.45	\$1,247.26	+3.90
Heybridge (residential)	\$987.87	\$1,022.14	+3.47
Ulverstone (CBD)	\$2,073.01	\$1,947.94	-6.03
Penguin (shopping centre)	\$2,813.37	\$2,646.25	-5.94
Vacant land	\$360.76	\$374.19	+3.72
Vacant land (minimum amount)	\$287.00	\$298.00	+3.83

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

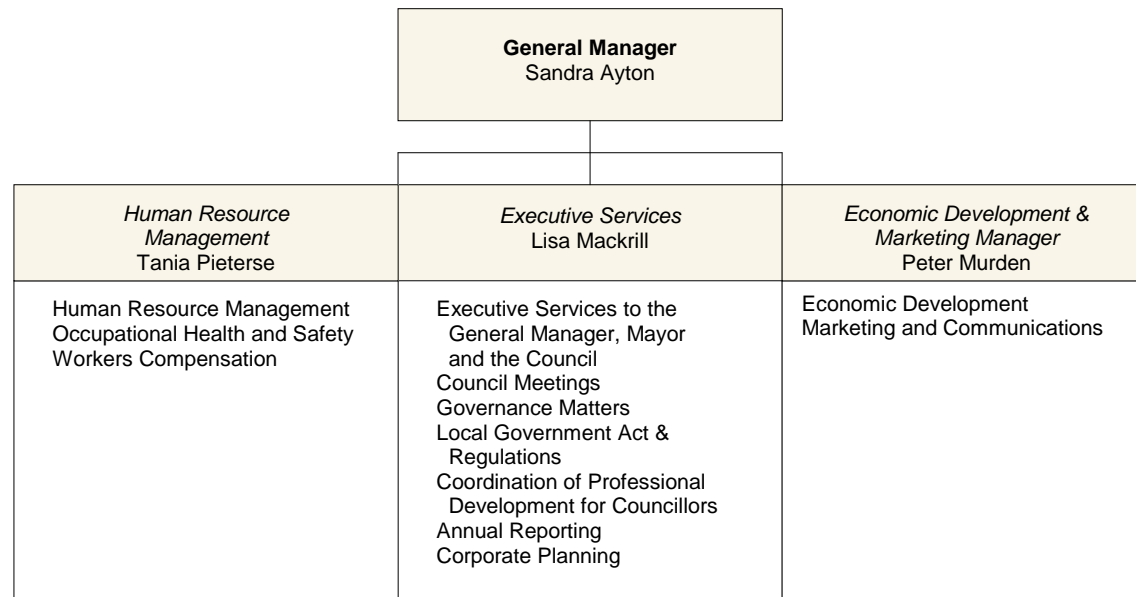
ORGANISATIONAL CHART



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

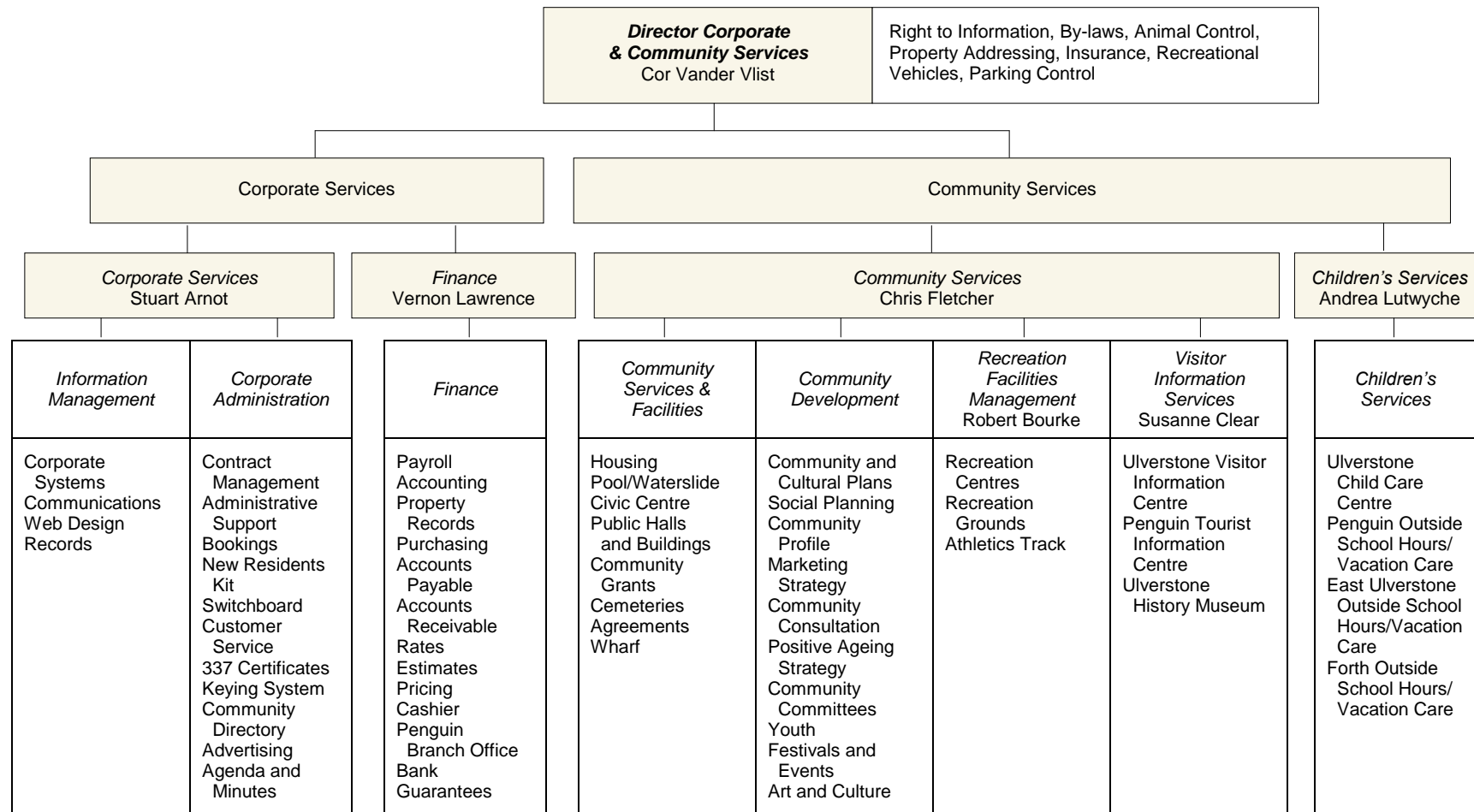
ORGANISATIONAL CHART - General Management



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

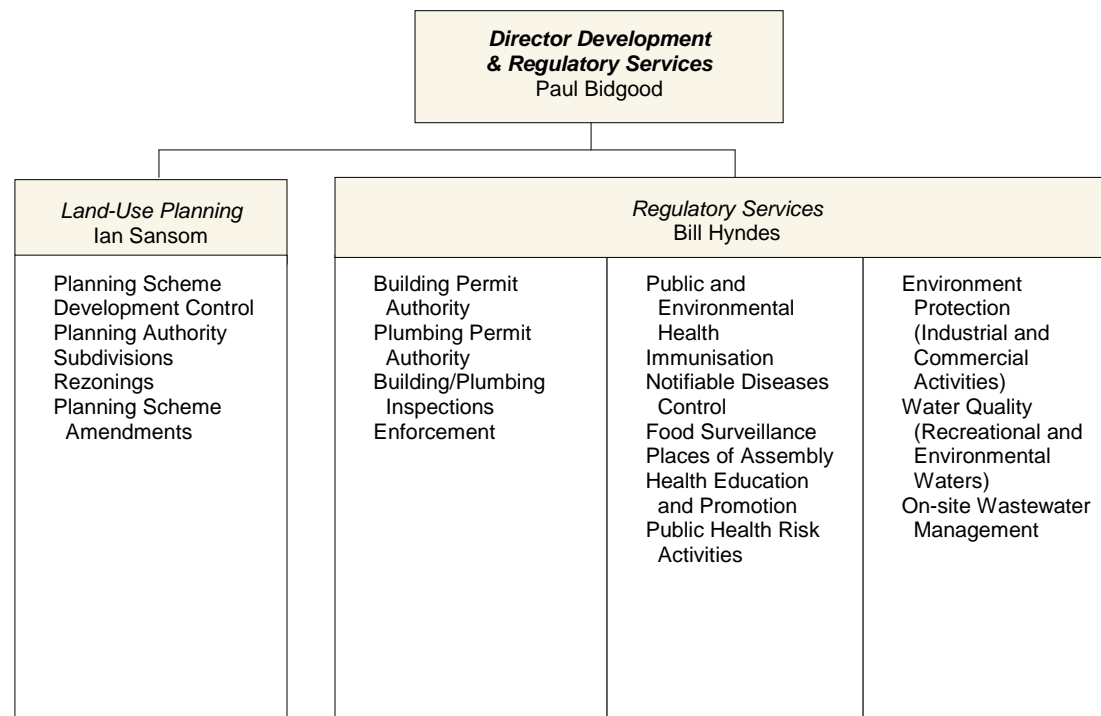
ORGANISATIONAL CHART - Corporate & Community Services Department



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

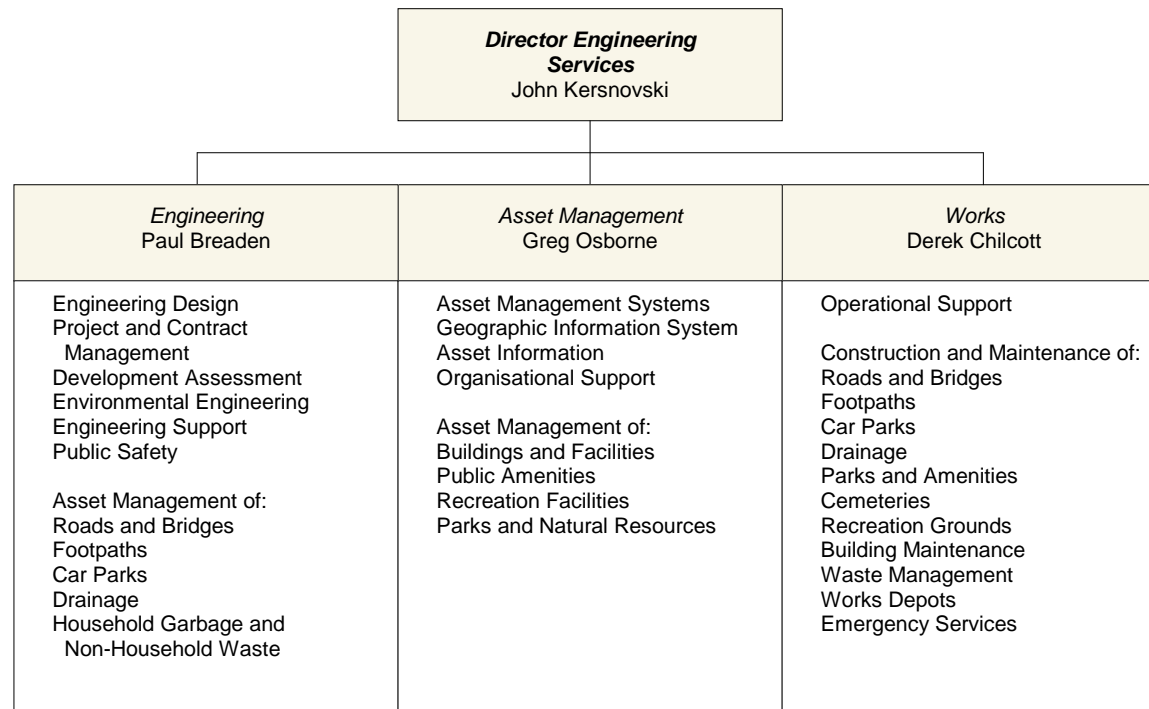
ORGANISATIONAL CHART - Development & Regulatory Services Department



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

ORGANISATIONAL CHART - Engineering Services Department



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

COUNCIL SPECIAL COMMITTEE STRUCTURE

There are a number of special committees, i.e. committees comprising membership other than just Councillors.

All decisions of a policy nature are made by the Council, i.e. Councillors sitting in Council as a whole.



ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

MEMBERSHIP OF STATUTORY BODIES

The Council is a member of the following statutory bodies:

Body	Representatives
Cradle Coast Authority	Cr J. Bonde (Mayor) Cr G. Carpenter
Dulverton Regional Waste Management Authority	Cr G. Carpenter Mr P. Adams
Local Government Association of Tasmania (incl. General Management Committee, Premier's Local Government Council)	Cr J. Bonde (Mayor)
Mersey-Leven Emergency Management Planning Committee	Cr J. Bonde (Mayor) Central Coast Municipal Coordinator Central Coast Deputy Municipal Coordinator Central Coast Council Recovery Officer Central Coast Council Deputy Recovery Officer
Tasmanian Water and Sewerage Corporation Pty Ltd	Cr J. Bonde (Mayor)

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

EMPLOYEE STATISTICS - STAFFING STRUCTURE

Central Coast Council Staffing - Budgeted Employee Numbers

	Full-time equivalents			Total
Department	Full-time	Part-time	Casual*	
Total Workforce				
General Management	6	-	-	6
Engineering Services	67	5	-	72
Corporate & Community Services	19	38	41	98
Development & Regulatory Services	8	5	3	16
Total	100	48	44	192

* Casuals include relief staff as required.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

GENERAL STATISTICS

Statistics	2013-2014
Area	932km ²
Population (ERP)	22,347
Non Current Assets	\$449,395,314
Non Current Liabilities	\$6,142,608
Net Wealth of the Council	\$443,335,325
Revenue	\$47,214,468*
Rates	\$13,114,400
Rates per Capita	\$587
Loan Debt	\$3,188,446
Cost of Debt Ratio	0.74%
Roads Length	667km
Bridges	85
Rateable Properties	10,702
Planning and Building Applications	462
Rates Outstanding	3.82%
Electors	16,177

* Includes the recognition of land under roads.

ANNUAL PLAN 2015-2016

CENTRAL COAST COUNCIL

SUMMARY OF THE ESTIMATES

	Estimated 2014-2015 (\$)	Projected 2014-2015 (\$)	Estimated 2015-2016 (\$)
Recurrent Revenue	32,843,000	33,768,506	35,356,000
Recurrent Expenses	30,862,000	30,514,676	31,616,000
Reserves Revenue	1,491,000	1,634,402	1,490,000
Reserves Expenses	1,369,000	1,193,533	1,497,000
Capital Sources of Funding	9,278,198	8,501,764	11,930,841
Capital Funding	9,133,500	7,496,723	11,341,500