Roseville Finance Commission Meeting Agenda

Wednesday August 10, 2016 at 6:30pm City Council Chambers, 2660 Civic Center Drive Roseville, MN 55113

6:30 pm	1.	Roll Call / Announcements
6:35 pm	2.	Receive Public Comments
6:40 pm	3.	Approval of the July 12, 2016 Meeting Minutes
6:45 pm	4.	Update on the Golf Course Clubhouse Task Force Discussion
6:50 pm	5.	Continue Discussion on the 2017-2036 Capital Improvement Plan (CIP)
7:30 pm	6.	Consider Developing Recommendations on the 2017 Tax Levy & Budget
8:00 pm	7.	Review Discussion Items for the August 15, 2016 Joint Meeting with the City Council
8:15pm	8.	Receive Update on Cash Reserves
8:25 pm	9.	 Identify Discussion Items for the September 13, 2016 Meeting Identify Discussion Topics for the remainder of 2016 and 2017 Review 2017 Proposed Water & Sewer Rates (October/November) Potential Pending Item: Update on the Council-Adopted Policy on the Use of Park Dedication Funds (November)
8:30 pm	10.	Adjourn

Future Meeting Dates:

- ❖ Monday, August 15, 2016 JOINT MEETING WITH CITY COUNCIL
- Tuesday, September 13, 2016
- Tuesday, October 11, 2016
- ❖ Wednesday, November 9, 2016 (Moved to Wednesday due to General Election)

Staff Contact: **Chris Miller, Finance Director** chris.miller@cityofroseville.com

Memo

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #3: Approve the Minutes from the July 12, 2016 Meeting

Background

As an advisory commission to the City Council, the Finance Commission's discussions and recommendations play an important role in setting City policies and influencing decisions on programs and services.

To ensure an accurate historical account of the Finance Commission's activities are preserved, the City maintains a practice of keeping meeting minutes. The attached file contains the <u>draft</u> minutes from the July 12, 2016 meetings. The Commission is asked to review the minutes and identify any typos, errors or inaccuracies of the discussion that took place.

Where applicable, Commission members are asked to identify any necessary corrections at the meeting. The Commission will subsequently vote to approve the amended (if necessary) minutes. Once the minutes are approved, they become part of the City's permanent records.

Staff Recommendation

Review the draft minutes.

Requested Commission Action

Amend (as necessary) and approve the Finance Commission meeting minutes for the July 12, 2016 meetings.

Prepared by: Chris Miller, Finance Director

Attachments: A: Draft Minutes from the July 12, 2016 Finance Commission Meetings

1 2 3	DI	Finance Commission Meeting Minutes RAFT – JULY 12, 2016 - DRAFT
4 5 6	Roll Call/Announcements	
7 8 9	The Finance Commission (FO the roll.	C) meeting was called to order at 6:30 p.m. Chair Schroeder called
10 11 12	Commissioners Present:	Robin Schroeder, Justin Rohloff, Edwin Hodder, Peter Zeller Nagaraja Konidena, and Matt Harold
13 14	Commissioners Absent:	John Bachhuber
15 16 17	Staff Present: Finance	e Director Miller
18 19	Receive Public Comments	
20 21 22 23 24	There being no one wishing to Schroeder moved to the next	o address the Commission on items not on the agenda, Chair item on the agenda.
25 26	Approval of the June 14, 20	16 Meeting Minutes
20 27 28 29	Commissioner Hodder stated "if"	in line 128 remove the "e" from "Aide", line 137 change "fi" to
30 31	Vice Chair Rohloff stated in l 12.	ine 210 change "n" to "on" and in line 227 change the date to July
32 33 34	Commissioner Zeller stated in	a line 154 change "delineation" to "delamination".
35 36 37	Chair Schroeder stated in line programs or service the City s	s 119 and 120 place a period after "level" and strike "versus what should be offering."
38 39 40		econded by Commissioner Zeller, to approve the June 14, 2016 The motion carried unanimously.
41 42	Update on the Golf Course	Clubhouse Task Force Discussion (tabled until August)
43 44 45 46		date on the Golf Course Task Force would be tabled and ld attend the next Task Force meeting.

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47 48

Continue Discussion on 2017-2036 Capital Improvement Plan (CIP)

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- Vice Chair Rohloff reviewed the 8 scenarios he prepared for the Pavement Management
- 51 Program. These scenarios reflected the change in the Reserve balance based on proposed levy
- increases and interest rate changes. He explained that he had adjusted the beginning balances to 52
- reflect the actions taken by the City Council for 2016. 53

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Commissioner Hodder asked what the Reserve earnings were currently. 55

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57 Finance Director Miller stated the City was receiving about 3% earnings for this reserve balance.

58 59

- Vice Chair Rohloff stated the current levy for the Pavement Management Program was
- 60 \$310,000. He explained the revenue column in the scenarios reflects Municipal State Aid
- (MSA) funds plus the proposed tax levy. 61

62

- 63 Finance Director Miller explained predicting the amount of State Aid presents a challenge and
- Roseville has been receiving approximately \$1.1 million annually. 64

65

- Vice Chair Rohloff reviewed the 6 scenarios he prepared for the General Facilities CIP. These 66
- scenarios reflected the change in Reserve balance based on levy increases and OVAL 67
- expenditures. He explained the OVAL expenditures for 2020 would be approximately \$2.1 68
- million. The expenditures for the OVAL may be less based on public and private funding the 69
- City may receive. He clarified the General Facilities included maintenance on non-park 70
- buildings including the OVAL, City Hall, Fire Station, community gyms, and Police Station. He 71
- stated he had not prepared a scenario reflecting the City paying half the OVAL expenditures. If 72
- the Commission would like to see this, he would prepare it for the next week. 73

74 75

- Chair Schroeder stated if the OVAL expenditures are removed the fund would not have the
- shortfalls that are projected. 76

77 78

- Vice Chair Rohloff stated the Commission has encouraged the City Council to repurpose the \$335,000 levy to the General Facilities CIP.
- 79

80

- Commissioner Zeller asked if the City would consider issuing bonds to cover any shortfalls 81
- 82 between 2018 and 2026 as represented in scenario 4.

83

- Finance Director Miller stated if the City does not receive State funding or private donations for 84
- the OVAL the City Council will have to determine if the City finds the money through the use of 85
- funds or bonding. 86

87

- Vice Chair Rohloff reviewed the 9 scenarios he prepared for the Parks Improvement Plan. He 88
- clarified this fund was for the repair and replacement of existing park equipment and buildings. 89
- These scenarios included varying amounts for funding expenditures, additional levy increases, 90

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the use of Park Dedication Fees and combinations of these options. He stated all of the scenarios included the repurpose of a bond in 2020 for \$650,000.

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Chair Schroeder asked if the replacement of the new parks equipment and buildings was reflected in the CIP at this time.

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Finance Director Miller stated that these items would not be in the 20-year CIP because they are new and would not be replaced during the CIP time frame currently being reviewed.

99

100 Chair Schroeder pointed out the CIP needs would increase after the projected 20-years to include 101 the replacement of the new parks equipment and buildings.

102

103 Commissioner Zeller asked what the \$300,000 annually in the Park Improvement Plan was allocated for.

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Finance Director Miller stated this was allocated for tree management, buckthorn removal, and protecting and enhancing the natural assets that currently exists.

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Vice Chair Rohloff explained there would not be a need for additional tax levies if the City did a one-time infusion of \$400,000 from the Park Dedication Fees plus allocated 2/3 of future fees to the Park Improvement Program fund.

112

113 Chair Schroeder stated the Commission had recommended policy changes to the City Council 114 regarding the use of Park Dedication Fees but the City Council has not adopted these 115 recommendations at this time.

116

Finance Director Miller stated the City Council may consider this recommendation after the Golf Course Task Force has completed their work.

119

120 Chair Schroeder asked if any of the bonding for the Parks and Rec replaced any items in the CIP.

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Finance Director Miller stated the bond addressed \$19 million of CIP needs 5-years ago and anything that was replaced then is no longer included in the current CIP.

124

Vice Chair Rohloff reviewed the 2 scenarios he prepared for the Golf Vehicle and Equipment Fund. These included the current CIP Plan and a one-time funding of \$1 million for a new club house. He clarified there was no other revenue coming into this fund.

128

129 Chair Schroeder clarified the Golf Course would continue to operate in the red, even with a new club house.

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Finance Director Miller stated on the current industry and what the Golf Course would generate on its own, the assumption is it would continue to operate in the red.

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Chair Schroeder stated the only way to fund the Golf Vehicle and Equipment Fund would be 135 through levy or increased use of the facility. 136

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Finance Director Miller stated based on scenario 2, the Fund would require a subsidy of about 138 \$50,000 annually to be sustainable.

139

140 Commissioner Zeller stated the City currently subsidizes the operating expenses for the club 141 house and golf course. 142

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Commissioner Hodder requested Vice Chair Rohloff prepare a scenario reflecting additional 144 145 revenue of \$50,000 annually.

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Vice Chair Rohloff stated he would prepare scenario 3 reflecting \$50,000 new revenue for 147 148 Commissioner Konidena for the Task Force meeting.

149

Finance Director Miller reviewed the Summary of All Capital Funds as they are today and the 150 detailed reports. 151

152

Chair Schroeder clarified the reason there was only a deficit of \$32 million was because the 153 report started with a cash balance. If the beginning balance was the actual revenue versus the 154 expenditures, it would be a larger gap. Moving forward the gap would be \$50 million using the 155 same numbers. 156

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Commissioner Zeller expressed concerns that the City has overburdened itself administratively with tracking all the different funds. He clarified there were no expenditures entered for the parks in 2036 and once these have been identified the deficit would be greater than what is being reflected at this time.

161 162

Finance Director Miller stated the bigger and more urgent challenges are in the tax supported 163 funds. In the tax supported programs there would be a short fall of approximately \$26 million 164 over the next 20-years. Long-term there may be problems with the fee supported programs and 165 the City will need to be mindful of what they do with the water and sewer rates in the future. 166 The City reviews the water and sewer rates annually and makes the appropriate adjustments. 167

168

Chair Schroeder stated when considering the scenarios, the Commission should keep in mind 169 170 that the CIP was only one of the components in the tax levy.

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Chair Rohloff suggested Commissioners review the scenarios and provide their 172 173 recommendations for the Commission to discuss at the August meeting.

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Commissioner Hodder stated he would like to see a scenario that reflected a 50/50 match for the 175 OVAL. 176

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Review 2017 Tax Levy Scenarios & Impacts

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180 Chair Schroeder stated Finance Director Miller had prepared 2017 property tax levy scenarios 181 and impacts for the Commission to review and discuss and this should be included in the 182 discussions of the CIP and potential levy increase recommendations.

Finance Director Miller stated the property tax levy represents preliminary discussions the City has had regarding the budget and tax levy projections. He stated these figures do include the projected staff COLA and the additional \$160,000 tax levy the Commission had recommended for the CIP. Based on these projections a typical single-family home would experience a combined property tax and utility Fee impact of \$80 per year or \$6.69 per month. This represents a 5.3% increase over the current year.

Chair Schroeder stated the Commission could look at an overall strategy and what would be a reasonable amount overall.

Finance Director Miller stated various tax levy scenarios and associated impacts are included with the Commissions material for review.

 Chair Schroeder stated based on the resident survey the top concerns for the community were high crime and high taxes. 44% of the respondents felt their property taxes were high or extremely high compared to other communities. The survey also reflects the residents desire to invest in infrastructure and make this a priority for spending.

Commissioner Zeller stated the City does need to look at the Golf Course and the best feedback that they could get would be through a referendum and the Commission could recommend this be done before the city moves forward with a new club house. He would not like to recommend a \$1 million tax levy increase for something the community does not support.

Finance Director Miller stated the last referendum the City did was in 2002 when City Hall and the Public Works building were remodeled. The City use to have a policy that stated if there was a \$3 million or more expenditure proposed it would go to a referendum but the policy is no longer in effect.

Chair Schroeder suggested the Commission put on a future agenda discussion on a policy on when to use referendums for the City Council to review. She suggested Commissioners review the proposed scenarios for the CIP and bring their recommendations to the August 10 Commission meeting. She stated there are 4 funding recommendations identified by staff for the CIP and she asked that the Commission review these options for discussion at the August meeting.

Finance Director Miller stated there was surplus money available from a TIF District that would be going away. Staff has had discussions on where they would recommend these funds be used and funding recommendation 2 would be to dedicate \$500,000 of these funds towards General Facilities Replacements.

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225 <u>Identify Discussion Items for the August 15, 2016 Joint Meeting with the City Council</u>

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- Chair Schroeder stated she would prefer to spend most of the time discussing what is going on
- currently and receive direction from the Council on what the Commission should be working on.
- 229 She suggested discussing at what levels of the budget the Council would like the Commission to
- 230 go and to what level they would like the Commission to review the annual reports and audits.

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Commissioner Zeller suggested adding discussions on the Park Dedication Fee policy the Commission proposed.

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235 Chair Schroeder suggested Commissioner Bachhuber present this to the City Council.

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Commissioner Zeller stated the Commission had discussions on the local option sales tax and he suggested discussing this with the City Council.

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- 240 Chair Schroeder stated the Commission would present information and possible
- 241 recommendations on the CIP including the process the Commission uses to make these
- 242 recommendations.

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- Vice Chair Rohloff suggested asking what areas the Council would like the Commission to review in the 2017 budget. The City has discussed using surplus reserves and the Council may
- want the Commission to look at this and make a recommendation.

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Commissioner Hodder suggested reviewing where the reserves are.

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Commissioner Zeller stated he would provide an update on the reserve targets and where the reserve funds are in relation to the targets.

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Chair Schroeder stated Commissioner Hodder could update the Council on the financial dashboard and let them know the Commission is working on it.

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Vice Chair Rohloff suggested asking if there was anything the Council would like the Commission to review that they have not.

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Identify Discussion Items for the August 10, 2016 Meeting

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Finance Director Miller stated the August agenda would include an update of the golf course clubhouse, review the CIP scenarios and make recommendations, tax levy recommendations, and review the joint meeting topics. He asked if the Commission would also have an update of the cash reserves analysis.

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Commissioner Zeller stated it should be included in the agenda packet for the Commission to review when looking at recommendations for the tax levy.

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TimeSaver Off Site Secretarial, Inc.

283

Chair Schroeder suggested Commissioners watch the next City Council meeting because the City 270 Manager would be presenting the 2017 Budget. 271 272 273 **Adjourn** 274 275 Vice Chair Rohloff made a motion, seconded by Commissioner Konidena to adjourn the 276 meeting. The motion carried unanimously. 277 278 Meeting adjourned at 8:37 p.m. 279 280 Respectfully submitted, 281 Tina Borg 282

Memo

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #4: Receive Update on the Golf Course Clubhouse Task Force

Background

Earlier this year, the City Council established a Cedarholm Golf Course Clubhouse Task Force to evaluate the desired scope and design of a new clubhouse as well as various financing options. Commission Bachhuber was appointed as a representative of the Finance Commission.

Commissioner Konidena attended the most recent Task Force meeting on behalf of Commissioner Bachhuber. A copy of an email update provided by Commissioner Konidena is included in *Attachment A*.

Staff Recommendation

Not applicable.

Requested Commission Action

For review purposes only. No formal Commission action is necessary.

Prepared by: Chris Miller, Finance Director

Attachments: A: Email dated July 23, 2016 from Commissioner Konidena

From: Rao Konidena

To: *RVFinanceCommission; Chris Miller
Subject: Fwd: Cedarholm Clubhouse Advisory Team
Date: Saturday, July 16, 2016 8:11:42 AM

Hi John -

I attended the Golf Course Advisory team meeting on Thursday, July 14 in your absence. For what its worth, these are my comments and observations -

- I announced myself as representing the Finance Commission, and as such in your absence. The general feeling in the group was, we had low attendance at this particular meeting compared to the past meetings.
- The major topic of discussion was the draft report to the city council. As a group, we focused on page 7 of the advisory team recommendations. Went thru major and minor points drafted by Jill Anfang as a starting point, and added and deleted words using flip charts.
- The key takeaway from this exercise from my point of view was rebuilding Cedarholm clubhouse was the main priority. The golf maintenance/storage facility is secondary. There was discussion around, what if we tied both of them together. However, the cost might balloon. There was also talk about moving away from the word "clubhouse". I raised this point clubhouse by connotation has a meaning that you either belong to the club or you do not in my mind. Since the advisory team at this stage is thinking about opening up the facility to attract community specifically Roseville Historical Society was talked about a lot, they should have a name that reflects that.
- The group is certainly familiar with the city budget situation especially in terms of some residents expressing the sentiment of being "taxed out". Hence this advisory team is thinking a non-tax levy solution for the capital project, however, since the City Council has expressed their intention that Cedarholm golf course is a community "jewel", (my words), the advisory team will leave it upto the city council to do as it seems fit. One "aha!" moment for me was when the chair of this group said, in the past, the golfcourse was profitable, and its funds were allocated/moved elsewhere in the city. I did not know that. Hence the group felt, we are in this situation at present, and at the same time, the group has enough senior citizens to realize that, if a levy goes up, and it should have a date based or a function based "sunset" date.
- One other key takeaway for me, from the flip chart exercise was, the group was in essence putting together the "must have's" and "nice to have" requirements document for the potential RFP, if the city council decides to move ahead with the advisory team's recommendation. The chair did an excellent job bringing back the decision a level above, if we were getting stuck in the weeds.
- the future meetings are in the email below.

I plan on attending the Finance Commission meetings in Aug, we can discuss more then if you need additional details.

Thank You!
Rao Konidena
612 594 9257
Forwarded message

From: Jill Anfang < Jill. Anfang@cityofroseville.com >

Date: Fri, Jul 15, 2016 at 9:52 AM

Subject: Cedarholm Clubhouse Advisory Team

To:

All,

Last night was a great meeting clarifying the process & finalizing the recommendations – thank you all for your open discussion & input!

As we wrapped up the discussion last night, it became apparent that additional work was needed before we bring the final report to the community & Council. We have scheduled additional meetings.

- Monday, August 1 @ 6:30pm, City Hall: A small group will review the final report draft. Phil, Greg, Rynetta, Michelle, Lisa, Jerry & Dave volunteered (schedules permitting). If others would like to be involved, please let me know & I will include you in on preliminary documents for review.
- Thursday, August 11 @ 6:30pm, Cedarholm Clubhouse (last meeting on the original schedule): Advisory Team review of draft final report, final comments & suggestions, prep for community presentation
- Tuesday, August 16 @ 6:30pm, Lexington Park Building: Community Information Sharing: Presentation of Advisory Team Review Process & Final Report/Recommendations & Community Input

Thanks again. Jill

Jill Anfang

Roseville Parks & Recreation, Assistant Director

2660 Civic Center Drive * Roseville, MN 55113

651-792-7102 (direct) * 651-792-7006

cityofroseville.com/parks



Memo

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #5: Continue Discussion on the 2017-2036 Capital Improvement Plan

Background

At the June 14, 2016 and July 12, 2016 Finance Commission meetings, the Commission received both summary and detailed information regarding the 2017-2036 Capital Improvement Plan (CIP) as well as suggested strategies to close the \$32.6 million funding gap. The Commission also reviewed a number of funding scenarios for selected funds as prepared by Commissioner Rohloff.

An update of those scenarios are included in *Attachment A*.

Staff Recommendation

Not applicable.

Requested Commission Action

For review purposes only. No formal Commission action is necessary.

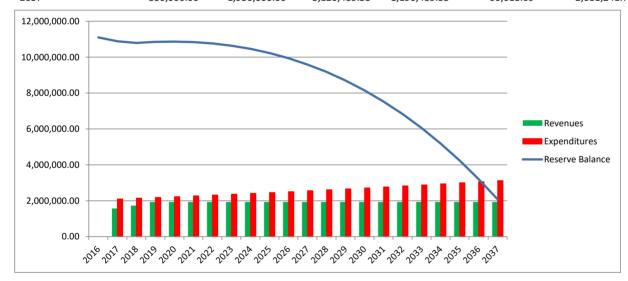
Prepared by: Chris Miller, Finance Director

Attachments: A: 2017-2036 CIP Funding Scenarios (As prepared by Commissioner Rohloff)

Pavement Management Program

Scenario 1 - Short-term levy increases with 3% interest earnings

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	317,100.00	10,887,100.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	314,253.00	10,789,353.00	29.4%
2019	200,000.00	830,000.00	1,930,000.00	2,184,840.00	254,840.00	316,035.39	10,850,548.39	38.0%
2020		830,000.00	1,930,000.00	2,228,536.80	298,536.80	316,560.35	10,868,571.94	37.2%
2021		830,000.00	1,930,000.00	2,273,107.54	343,107.54	315,763.93	10,841,228.33	36.5%
2022		830,000.00	1,930,000.00	2,318,569.69	388,569.69	313,579.76	10,766,238.41	35.8%
2023		830,000.00	1,930,000.00	2,364,941.08	434,941.08	309,938.92	10,641,236.25	35.1%
2024		830,000.00	1,930,000.00	2,412,239.90	482,239.90	304,769.89	10,463,766.23	34.4%
2025		830,000.00	1,930,000.00	2,460,484.70	530,484.70	297,998.45	10,231,279.98	33.7%
2026		830,000.00	1,930,000.00	2,509,694.39	579,694.39	289,547.57	9,941,133.15	33.1%
2027		830,000.00	1,930,000.00	2,559,888.28	629,888.28	279,337.35	9,590,582.22	32.4%
2028		830,000.00	1,930,000.00	2,611,086.05	681,086.05	267,284.89	9,176,781.06	31.8%
2029		830,000.00	1,930,000.00	2,663,307.77	733,307.77	253,304.20	8,696,777.49	31.2%
2030		830,000.00	1,930,000.00	2,716,573.92	786,573.92	237,306.11	8,147,509.67	30.6%
2031		830,000.00	1,930,000.00	2,770,905.40	840,905.40	219,198.13	7,525,802.39	30.0%
2032		830,000.00	1,930,000.00	2,826,323.51	896,323.51	198,884.37	6,828,363.25	29.4%
2033		830,000.00	1,930,000.00	2,882,849.98	952,849.98	176,265.40	6,051,778.67	28.8%
2034		830,000.00	1,930,000.00	2,940,506.98	1,010,506.98	151,238.15	5,192,509.84	28.2%
2035		830,000.00	1,930,000.00	2,999,317.12	1,069,317.12	123,695.78	4,246,888.50	27.7%
2036		830,000.00	1,930,000.00	3,059,303.46	1,129,303.46	93,527.55	3,211,112.59	27.1%
2037		830,000.00	1,930,000.00	3,120,489.53	1,190,489.53	60,618.69	2,081,241.75	26.6%



Assumptions: MSA funds of \$1.1M received every year

Expenditures increase at 2% per year

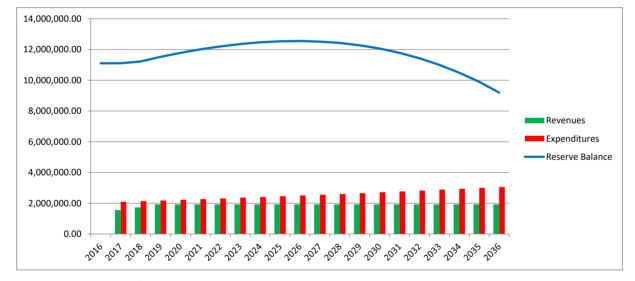
Reserve Earnings of 3%

The rest of levy increases are additional tax levy

Results: Will need a 1,190,489.53 levy increase plus inflation starting in 2038 to continue Pavement Mgmt Program 21 year interest earnings of: 5,156,207.86

Scenario 2 - Short-term levy increases with 5% interest earnings

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	528,500.00	11,098,500.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	534,325.00	11,220,825.00	29.4%
2019	200,000.00	830,000.00	1,930,000.00	2,184,840.00	254,840.00	548,299.25	11,514,284.25	38.0%
2020		830,000.00	1,930,000.00	2,228,536.80	298,536.80	560,787.37	11,776,534.82	37.2%
2021		830,000.00	1,930,000.00	2,273,107.54	343,107.54	571,671.36	12,005,098.65	36.5%
2022		830,000.00	1,930,000.00	2,318,569.69	388,569.69	580,826.45	12,197,355.41	35.8%
2023		830,000.00	1,930,000.00	2,364,941.08	434,941.08	588,120.72	12,350,535.05	35.1%
2024		830,000.00	1,930,000.00	2,412,239.90	482,239.90	593,414.76	12,461,709.90	34.4%
2025		830,000.00	1,930,000.00	2,460,484.70	530,484.70	596,561.26	12,527,786.46	33.7%
2026		830,000.00	1,930,000.00	2,509,694.39	579,694.39	597,404.60	12,545,496.67	33.1%
2027		830,000.00	1,930,000.00	2,559,888.28	629,888.28	595,780.42	12,511,388.81	32.4%
2028		830,000.00	1,930,000.00	2,611,086.05	681,086.05	591,515.14	12,421,817.90	31.8%
2029		830,000.00	1,930,000.00	2,663,307.77	733,307.77	584,425.51	12,272,935.64	31.2%
2030		830,000.00	1,930,000.00	2,716,573.92	786,573.92	574,318.09	12,060,679.80	30.6%
2031		830,000.00	1,930,000.00	2,770,905.40	840,905.40	560,988.72	11,780,763.12	30.0%
2032		830,000.00	1,930,000.00	2,826,323.51	896,323.51	544,221.98	11,428,661.59	29.4%
2033		830,000.00	1,930,000.00	2,882,849.98	952,849.98	523,790.58	10,999,602.19	28.8%
2034		830,000.00	1,930,000.00	2,940,506.98	1,010,506.98	499,454.76	10,488,549.97	28.2%
2035		830,000.00	1,930,000.00	2,999,317.12	1,069,317.12	470,961.64	9,890,194.49	27.7%
2036		830,000.00	1,930,000.00	3,059,303.46	1,129,303.46	438,044.55	9,198,935.58	27.1%
2037		830,000.00	1,930,000.00	3,120,489.53	1,190,489.53	400,422.30	8,408,868.35	26.6%



Assumptions: MSA funds of \$1.1M received every year $\,$

Expenditures increase at 2% per year

Reserve Earnings of 5%

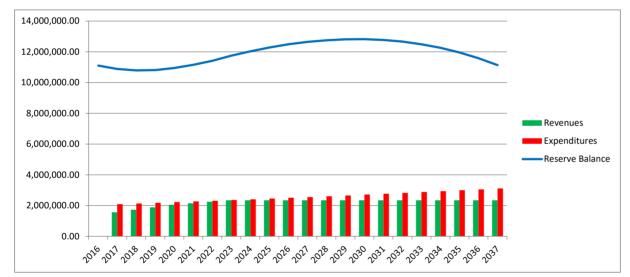
The rest of levy increases are additional tax levy

Results: \$8.4M endowment remaining, providing \$400K per year in interest earnings

21 year interest earnings of: 11,483,834.46

Scenario 3 - Medium-term levy increases with 3% interest earnings

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	317,100.00	10,887,100.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	314,253.00	10,789,353.00	29.4%
2019	160,000.00	790,000.00	1,890,000.00	2,184,840.00	294,840.00	314,835.39	10,809,348.39	36.2%
2020	160,000.00	950,000.00	2,050,000.00	2,228,536.80	178,536.80	318,924.35	10,949,735.94	42.6%
2021	100,000.00	1,050,000.00	2,150,000.00	2,273,107.54	123,107.54	324,798.85	11,151,427.25	46.2%
2022	100,000.00	1,150,000.00	2,250,000.00	2,318,569.69	68,569.69	332,485.73	11,415,343.29	49.6%
2023	100,000.00	1,250,000.00	2,350,000.00	2,364,941.08	14,941.08	342,012.07	11,742,414.28	52.9%
2024		1,250,000.00	2,350,000.00	2,412,239.90	62,239.90	350,405.23	12,030,579.61	51.8%
2025		1,250,000.00	2,350,000.00	2,460,484.70	110,484.70	357,602.85	12,277,697.76	50.8%
2026		1,250,000.00	2,350,000.00	2,509,694.39	159,694.39	363,540.10	12,481,543.46	49.8%
2027		1,250,000.00	2,350,000.00	2,559,888.28	209,888.28	368,149.66	12,639,804.84	48.8%
2028		1,250,000.00	2,350,000.00	2,611,086.05	261,086.05	371,361.56	12,750,080.35	47.9%
2029		1,250,000.00	2,350,000.00	2,663,307.77	313,307.77	373,103.18	12,809,875.76	46.9%
2030		1,250,000.00	2,350,000.00	2,716,573.92	366,573.92	373,299.06	12,816,600.89	46.0%
2031		1,250,000.00	2,350,000.00	2,770,905.40	420,905.40	371,870.86	12,767,566.36	45.1%
2032		1,250,000.00	2,350,000.00	2,826,323.51	476,323.51	368,737.29	12,659,980.13	44.2%
2033		1,250,000.00	2,350,000.00	2,882,849.98	532,849.98	363,813.90	12,490,944.05	43.4%
2034		1,250,000.00	2,350,000.00	2,940,506.98	590,506.98	357,013.11	12,257,450.19	42.5%
2035		1,250,000.00	2,350,000.00	2,999,317.12	649,317.12	348,243.99	11,956,377.06	41.7%
2036		1,250,000.00	2,350,000.00	3,059,303.46	709,303.46	337,412.21	11,584,485.80	40.9%
2037		1,250,000.00	2,350,000.00	3,120,489.53	770,489.53	324,419.89	11,138,416.16	40.1%



Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year

Reserve Earnings of 3%

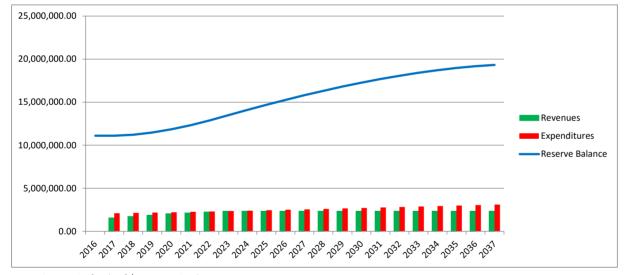
The rest of levy increases are additional tax levy

Results:

21 year interest earnings of: 7,293,382.27

Scenario 4 - Medium-term levy increases with 5% interest earnings

Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Levy Expenditure Coverage %
2016	•	·		•		•	11,100,000.00	J
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	528,500.00	11,098,500.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	534,325.00	11,220,825.00	29.4%
2019	160,000.00	790,000.00	1,890,000.00	2,184,840.00	294,840.00	546,299.25	11,472,284.25	36.2%
2020	160,000.00	950,000.00	2,050,000.00	2,228,536.80	178,536.80	564,687.37	11,858,434.82	42.6%
2021	100,000.00	1,050,000.00	2,150,000.00	2,273,107.54	123,107.54	586,766.36	12,322,093.65	46.2%
2022	100,000.00	1,150,000.00	2,250,000.00	2,318,569.69	68,569.69	612,676.20	12,866,200.16	49.6%
2023	100,000.00	1,250,000.00	2,350,000.00	2,364,941.08	14,941.08	642,562.95	13,493,822.04	52.9%
2024		1,250,000.00	2,350,000.00	2,412,239.90	62,239.90	671,579.11	14,103,161.24	51.8%
2025		1,250,000.00	2,350,000.00	2,460,484.70	110,484.70	699,633.83	14,692,310.37	50.8%
2026		1,250,000.00	2,350,000.00	2,509,694.39	159,694.39	726,630.80	15,259,246.77	49.8%
2027		1,250,000.00	2,350,000.00	2,559,888.28	209,888.28	752,467.92	15,801,826.41	48.8%
2028		1,250,000.00	2,350,000.00	2,611,086.05	261,086.05	777,037.02	16,317,777.39	47.9%
2029		1,250,000.00	2,350,000.00	2,663,307.77	313,307.77	800,223.48	16,804,693.10	46.9%
2030		1,250,000.00	2,350,000.00	2,716,573.92	366,573.92	821,905.96	17,260,025.13	46.0%
2031		1,250,000.00	2,350,000.00	2,770,905.40	420,905.40	841,955.99	17,681,075.72	45.1%
2032		1,250,000.00	2,350,000.00	2,826,323.51	476,323.51	860,237.61	18,064,989.82	44.2%
2033		1,250,000.00	2,350,000.00	2,882,849.98	532,849.98	876,606.99	18,408,746.83	43.4%
2034		1,250,000.00	2,350,000.00	2,940,506.98	590,506.98	890,911.99	18,709,151.84	42.5%
2035		1,250,000.00	2,350,000.00	2,999,317.12	649,317.12	902,991.74	18,962,826.46	41.7%
2036		1,250,000.00	2,350,000.00	3,059,303.46	709,303.46	912,676.15	19,166,199.14	40.9%
2037		1,250,000.00	2,350,000.00	3,120,489.53	770,489.53	919,785.48	19,315,495.09	40.1%



Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year Reserve Earnings of 5%

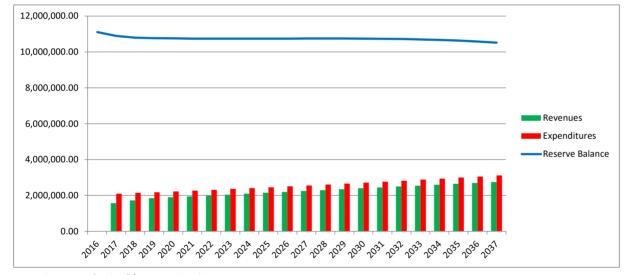
Results:

22 year interest earnings of: Endowment continues growing 15,470,461.20

Low Expanditure

Scenario 5 - Long-term levy increases with 3% interest earnings

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	317,100.00	10,887,100.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	314,253.00	10,789,353.00	29.4%
2019	120,000.00	750,000.00	1,850,000.00	2,184,840.00	334,840.00	313,635.39	10,768,148.39	34.3%
2020	50,000.00	800,000.00	1,900,000.00	2,228,536.80	328,536.80	313,188.35	10,752,799.94	35.9%
2021	50,000.00	850,000.00	1,950,000.00	2,273,107.54	323,107.54	312,890.77	10,742,583.17	37.4%
2022	50,000.00	900,000.00	2,000,000.00	2,318,569.69	318,569.69	312,720.40	10,736,733.89	38.8%
2023	50,000.00	950,000.00	2,050,000.00	2,364,941.08	314,941.08	312,653.78	10,734,446.60	40.2%
2024	50,000.00	1,000,000.00	2,100,000.00	2,412,239.90	312,239.90	312,666.20	10,734,872.89	41.5%
2025	50,000.00	1,050,000.00	2,150,000.00	2,460,484.70	310,484.70	312,731.65	10,737,119.84	42.7%
2026	50,000.00	1,100,000.00	2,200,000.00	2,509,694.39	309,694.39	312,822.76	10,740,248.21	43.8%
2027	50,000.00	1,150,000.00	2,250,000.00	2,559,888.28	309,888.28	312,910.80	10,743,270.73	44.9%
2028	50,000.00	1,200,000.00	2,300,000.00	2,611,086.05	311,086.05	312,965.54	10,745,150.22	46.0%
2029	50,000.00	1,250,000.00	2,350,000.00	2,663,307.77	313,307.77	312,955.27	10,744,797.72	46.9%
2030	50,000.00	1,300,000.00	2,400,000.00	2,716,573.92	316,573.92	312,846.71	10,741,070.51	47.9%
2031	50,000.00	1,350,000.00	2,450,000.00	2,770,905.40	320,905.40	312,604.95	10,732,770.06	48.7%
2032	50,000.00	1,400,000.00	2,500,000.00	2,826,323.51	326,323.51	312,193.40	10,718,639.95	49.5%
2033	50,000.00	1,450,000.00	2,550,000.00	2,882,849.98	332,849.98	311,573.70	10,697,363.67	50.3%
2034	50,000.00	1,500,000.00	2,600,000.00	2,940,506.98	340,506.98	310,705.70	10,667,562.39	51.0%
2035	50,000.00	1,550,000.00	2,650,000.00	2,999,317.12	349,317.12	309,547.36	10,627,792.63	51.7%
2036	50,000.00	1,600,000.00	2,700,000.00	3,059,303.46	359,303.46	308,054.67	10,576,543.84	52.3%
2037	50,000.00	1,650,000.00	2,750,000.00	3,120,489.53	370,489.53	306,181.63	10,512,235.94	52.9%



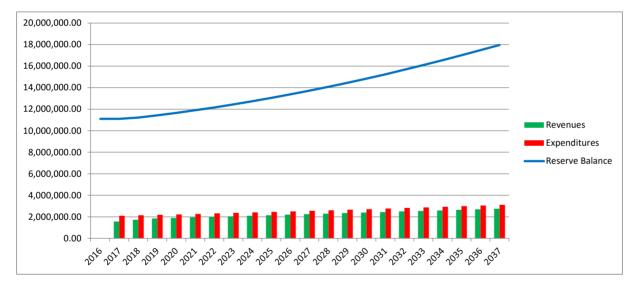
Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year Reserve Earnings of 3%

Results:

22 year interest earnings of: Endowment preserved at \$10.5M 6,557,202.05

Scenario 6 - Long-term levy increases with 5% interest earnings

Voor	Add'l Louis	Total Love	Davanuas	Evnandituras	Decemie IIco	Docomio Formingo	Dagamia Palamaa	Levy Expenditure
Year 2016	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance 11,100,000.00	Coverage %
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	528,500.00	11,098,500.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	534,325.00	11,220,825.00	29.4%
2019	120,000.00	750,000.00	1,850,000.00	2,184,840.00	334,840.00	544,299.25	11,430,284.25	34.3%
2020	50,000.00	800,000.00	1,900,000.00	2,228,536.80	328,536.80	555,087.37	11,656,834.82	35.9%
2021	50,000.00	850,000.00	1,950,000.00	2,273,107.54	323,107.54	566,686.36	11,900,413.65	37.4%
2022	50,000.00	900,000.00	2,000,000.00	2,318,569.69	318,569.69	579,092.20	12,160,936.16	38.8%
2023	50,000.00	950,000.00	2,050,000.00	2,364,941.08	314,941.08	592,299.75	12,438,294.84	40.2%
2024	50,000.00	1,000,000.00	2,100,000.00	2,412,239.90	312,239.90	606,302.75	12,732,357.68	41.5%
2025	50,000.00	1,050,000.00	2,150,000.00	2,460,484.70	310,484.70	621,093.65	13,042,966.63	42.7%
2026	50,000.00	1,100,000.00	2,200,000.00	2,509,694.39	309,694.39	636,663.61	13,369,935.85	43.8%
2027	50,000.00	1,150,000.00	2,250,000.00	2,559,888.28	309,888.28	653,002.38	13,713,049.94	44.9%
2028	50,000.00	1,200,000.00	2,300,000.00	2,611,086.05	311,086.05	670,098.19	14,072,062.09	46.0%
2029	50,000.00	1,250,000.00	2,350,000.00	2,663,307.77	313,307.77	687,937.72	14,446,692.04	46.9%
2030	50,000.00	1,300,000.00	2,400,000.00	2,716,573.92	316,573.92	706,505.91	14,836,624.02	47.9%
2031	50,000.00	1,350,000.00	2,450,000.00	2,770,905.40	320,905.40	725,785.93	15,241,504.55	48.7%
2032	50,000.00	1,400,000.00	2,500,000.00	2,826,323.51	326,323.51	745,759.05	15,660,940.09	49.5%
2033	50,000.00	1,450,000.00	2,550,000.00	2,882,849.98	332,849.98	766,404.51	16,094,494.61	50.3%
2034	50,000.00	1,500,000.00	2,600,000.00	2,940,506.98	340,506.98	787,699.38	16,541,687.02	51.0%
2035	50,000.00	1,550,000.00	2,650,000.00	2,999,317.12	349,317.12	809,618.49	17,001,988.39	51.7%
2036	50,000.00	1,600,000.00	2,700,000.00	3,059,303.46	359,303.46	832,134.25	17,474,819.17	52.3%
2037	50,000.00	1,650,000.00	2,750,000.00	3,120,489.53	370,489.53	855,216.48	17,959,546.13	52.9%



Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year Reserve Earnings of 5%

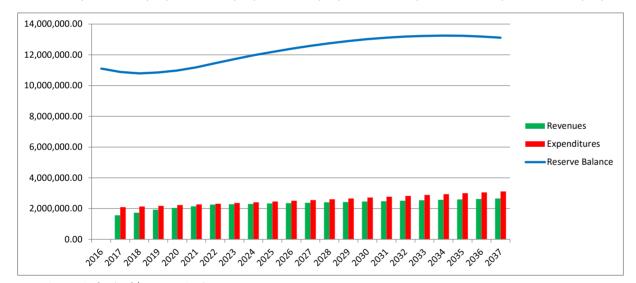
Results:

22 year interest earnings of: Endowment continues growing 14,004,512.23

Low Expanditure

Scenario 7 - Preservation of \$10M endowment with 3% interest

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	317,100.00	10,887,100.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	314,253.00	10,789,353.00	29.4%
2019	200,000.00	830,000.00	1,930,000.00	2,184,840.00	254,840.00	316,035.39	10,850,548.39	38.0%
2020	110,000.00	940,000.00	2,040,000.00	2,228,536.80	188,536.80	319,860.35	10,981,871.94	42.2%
2021	110,000.00	1,050,000.00	2,150,000.00	2,273,107.54	123,107.54	325,762.93	11,184,527.33	46.2%
2022	110,000.00	1,160,000.00	2,260,000.00	2,318,569.69	58,569.69	333,778.73	11,459,736.38	50.0%
2023	23,200.00	1,183,200.00	2,283,200.00	2,364,941.08	81,741.08	341,339.86	11,719,335.15	50.0%
2024	23,664.00	1,206,864.00	2,306,864.00	2,412,239.90	105,375.90	348,418.78	11,962,378.03	50.0%
2025	24,137.28	1,231,001.28	2,331,001.28	2,460,484.70	129,483.42	354,986.84	12,187,881.45	50.0%
2026	24,620.03	1,255,621.31	2,355,621.31	2,509,694.39	154,073.09	361,014.25	12,394,822.61	50.0%
2027	25,112.43	1,280,733.73	2,380,733.73	2,559,888.28	179,154.55	366,470.04	12,582,138.10	50.0%
2028	25,614.67	1,306,348.41	2,406,348.41	2,611,086.05	204,737.64	371,322.01	12,748,722.47	50.0%
2029	26,126.97	1,332,475.37	2,432,475.37	2,663,307.77	230,832.39	375,536.70	12,893,426.78	50.0%
2030	26,649.51	1,359,124.88	2,459,124.88	2,716,573.92	257,449.04	379,079.33	13,015,057.07	50.0%
2031	27,182.50	1,386,307.38	2,486,307.38	2,770,905.40	284,598.02	381,913.77	13,112,372.82	50.0%
2032	27,726.15	1,414,033.53	2,514,033.53	2,826,323.51	312,289.98	384,002.49	13,184,085.32	50.0%
2033	28,280.67	1,442,314.20	2,542,314.20	2,882,849.98	340,535.78	385,306.49	13,228,856.03	50.0%
2034	28,846.28	1,471,160.48	2,571,160.48	2,940,506.98	369,346.50	385,785.29	13,245,294.81	50.0%
2035	29,423.21	1,500,583.69	2,600,583.69	2,999,317.12	398,733.43	385,396.84	13,231,958.23	50.0%
2036	30,011.67	1,530,595.37	2,630,595.37	3,059,303.46	428,708.10	384,097.50	13,187,347.63	50.0%
2037	30,611.91	1,561,207.27	2,661,207.27	3,120,489.53	459,282.26	381,841.96	13,109,907.34	50.0%



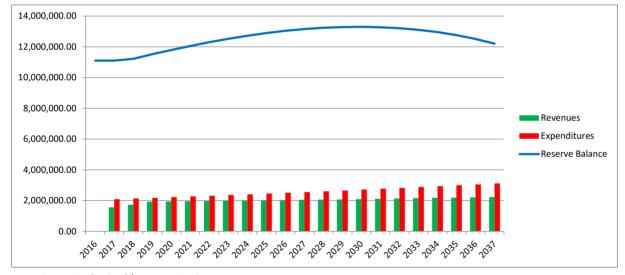
Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year Reserve Earnings of 3%

Results:

22 year interest earnings of: 7,513,302.55
Interest earnings of \$300K+ every year into perpetuity

Scenario 8 - Preservation of \$10M endowment with 5% interest

								Levy Expenditure
Year	Add'l Levy	Total Levy	Revenues	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016							11,100,000.00	
2017	160,000.00	470,000.00	1,570,000.00	2,100,000.00	530,000.00	528,500.00	11,098,500.00	22.4%
2018	160,000.00	630,000.00	1,730,000.00	2,142,000.00	412,000.00	534,325.00	11,220,825.00	29.4%
2019	200,000.00	830,000.00	1,930,000.00	2,184,840.00	254,840.00	548,299.25	11,514,284.25	38.0%
2020	15,000.00	845,000.00	1,945,000.00	2,228,536.80	283,536.80	561,537.37	11,792,284.82	37.9%
2021	15,000.00	860,000.00	1,960,000.00	2,273,107.54	313,107.54	573,958.86	12,053,136.15	37.8%
2022	15,000.00	875,000.00	1,975,000.00	2,318,569.69	343,569.69	585,478.32	12,295,044.79	37.7%
2023	15,000.00	890,000.00	1,990,000.00	2,364,941.08	374,941.08	596,005.19	12,516,108.89	37.6%
2024	15,000.00	905,000.00	2,005,000.00	2,412,239.90	407,239.90	605,443.45	12,714,312.44	37.5%
2025	15,000.00	920,000.00	2,020,000.00	2,460,484.70	440,484.70	613,691.39	12,887,519.13	37.4%
2026	15,000.00	935,000.00	2,035,000.00	2,509,694.39	474,694.39	620,641.24	13,033,465.97	37.3%
2027	15,000.00	950,000.00	2,050,000.00	2,559,888.28	509,888.28	626,178.88	13,149,756.57	37.1%
2028	15,000.00	965,000.00	2,065,000.00	2,611,086.05	546,086.05	630,183.53	13,233,854.05	37.0%
2029	15,000.00	980,000.00	2,080,000.00	2,663,307.77	583,307.77	632,527.31	13,283,073.60	36.8%
2030	15,000.00	995,000.00	2,095,000.00	2,716,573.92	621,573.92	633,074.98	13,294,574.66	36.6%
2031	20,000.00	1,015,000.00	2,115,000.00	2,770,905.40	655,905.40	631,933.46	13,270,602.72	36.6%
2032	20,000.00	1,035,000.00	2,135,000.00	2,826,323.51	691,323.51	628,963.96	13,208,243.17	36.6%
2033	20,000.00	1,055,000.00	2,155,000.00	2,882,849.98	727,849.98	624,019.66	13,104,412.84	36.6%
2034	20,000.00	1,075,000.00	2,175,000.00	2,940,506.98	765,506.98	616,945.29	12,955,851.16	36.6%
2035	20,000.00	1,095,000.00	2,195,000.00	2,999,317.12	804,317.12	607,576.70	12,759,110.74	36.5%
2036	20,000.00	1,115,000.00	2,215,000.00	3,059,303.46	844,303.46	595,740.36	12,510,547.64	36.4%
2037	20,000.00	1,135,000.00	2,235,000.00	3,120,489.53	885,489.53	581,252.91	12,206,311.01	36.4%



Assumptions: MSA funds of \$1.1M received every year Expenditures increase at 2% per year Reserve Earnings of 5%

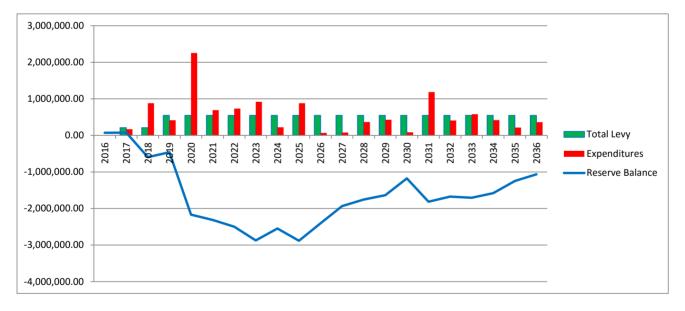
Results:

22 year interest earnings of: 12,576,277.12 Interest earning of \$581K every year into perpetuity

General Facilities CIP

Scenario 1 - Current "Revised" Plan

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017		212,000.00	169,200.00	-	3,444.00	75,444.00	125.3%
2018	-	212,000.00	882,500.00	670,500.00	-	(595,056.00)	24.0%
2019	335,000.00	547,000.00	413,800.00	-	-	(461,856.00)	132.2%
2020	-	547,000.00	2,253,000.00	1,706,000.00	-	(2,167,856.00)	24.3%
2021	-	547,000.00	690,000.00	143,000.00	-	(2,310,856.00)	79.3%
2022	-	547,000.00	734,200.00	187,200.00	-	(2,498,056.00)	74.5%
2023	-	547,000.00	920,300.00	373,300.00	-	(2,871,356.00)	59.4%
2024	-	547,000.00	223,400.00	-	-	(2,547,756.00)	244.9%
2025	-	547,000.00	881,000.00	334,000.00	-	(2,881,756.00)	62.1%
2026	-	547,000.00	67,000.00	-	-	(2,401,756.00)	816.4%
2027	-	547,000.00	78,600.00	-	-	(1,933,356.00)	695.9%
2028	-	547,000.00	367,000.00	-	-	(1,753,356.00)	149.0%
2029	-	547,000.00	429,900.00	-	-	(1,636,256.00)	127.2%
2030	-	547,000.00	86,300.00	-	-	(1,175,556.00)	633.8%
2031	-	547,000.00	1,183,900.00	636,900.00	-	(1,812,456.00)	46.2%
2032	-	547,000.00	409,000.00	-	-	(1,674,456.00)	133.7%
2033	-	547,000.00	578,000.00	31,000.00	-	(1,705,456.00)	94.6%
2034	-	547,000.00	419,500.00	-	-	(1,577,956.00)	130.4%
2035	-	547,000.00	216,500.00	-	-	(1,247,456.00)	252.7%
2036	-	547,000.00	363,000.00	-	-	(1,063,456.00)	150.7%

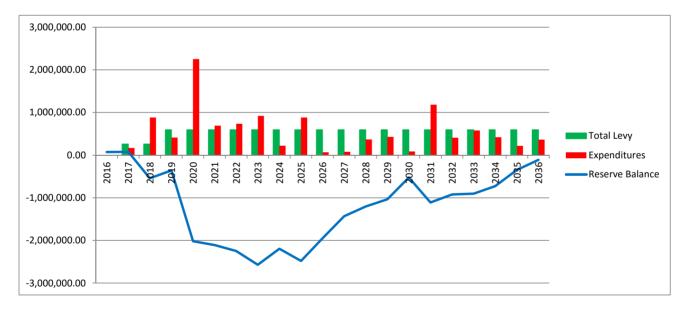


Assumptions: Reserve Earnings of 3%

2019 Levy increase is repurpose of bond issuance

Scenario 2 - Additional 50K increase in 2017

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017	50,000.00	262,000.00	169,200.00	-	4,944.00	76,944.00	154.8%
2018	-	262,000.00	882,500.00	620,500.00	-	(543,556.00)	29.7%
2019	335,000.00	597,000.00	413,800.00	-	-	(360,356.00)	144.3%
2020	-	597,000.00	2,253,000.00	1,656,000.00	-	(2,016,356.00)	26.5%
2021	-	597,000.00	690,000.00	93,000.00	-	(2,109,356.00)	86.5%
2022	-	597,000.00	734,200.00	137,200.00	-	(2,246,556.00)	81.3%
2023	-	597,000.00	920,300.00	323,300.00	-	(2,569,856.00)	64.9%
2024	-	597,000.00	223,400.00	-	-	(2,196,256.00)	267.2%
2025	-	597,000.00	881,000.00	284,000.00	-	(2,480,256.00)	67.8%
2026	-	597,000.00	67,000.00	-	-	(1,950,256.00)	891.0%
2027	-	597,000.00	78,600.00	-	-	(1,431,856.00)	759.5%
2028	-	597,000.00	367,000.00	-	-	(1,201,856.00)	162.7%
2029	-	597,000.00	429,900.00	-	-	(1,034,756.00)	138.9%
2030	-	597,000.00	86,300.00	-	-	(524,056.00)	691.8%
2031	-	597,000.00	1,183,900.00	586,900.00	-	(1,110,956.00)	50.4%
2032	-	597,000.00	409,000.00	-	-	(922,956.00)	146.0%
2033	-	597,000.00	578,000.00	-	-	(903,956.00)	103.3%
2034	-	597,000.00	419,500.00	-	-	(726,456.00)	142.3%
2035	-	597,000.00	216,500.00	=	-	(345,956.00)	275.8%
2036	-	597,000.00	363,000.00	=	-	(111,956.00)	164.5%

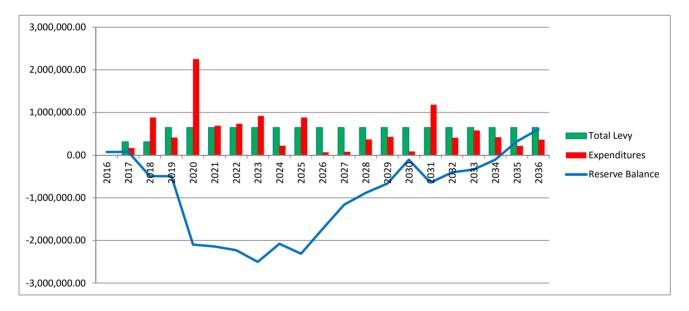


Assumptions: Reserve Earnings of 3% 2017 Levy increase is tax increase

2019 Levy increase is repurpose of bond issuance

Scenario 3 - Additional 100K increase in 2017

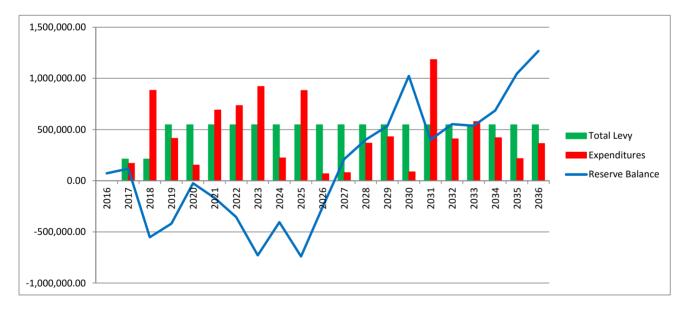
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017	100,000.00	312,000.00	169,200.00	-	6,444.00	78,444.00	184.4%
2018	-	312,000.00	882,500.00	570,500.00	-	(492,056.00)	35.4%
2019	335,000.00	647,000.00	413,800.00	-	-	(492,056.00)	156.4%
2020	-	647,000.00	2,253,000.00	1,606,000.00	-	(2,098,056.00)	28.7%
2021	-	647,000.00	690,000.00	43,000.00	-	(2,141,056.00)	93.8%
2022	-	647,000.00	734,200.00	87,200.00	-	(2,228,256.00)	88.1%
2023	-	647,000.00	920,300.00	273,300.00	-	(2,501,556.00)	70.3%
2024	-	647,000.00	223,400.00	-	-	(2,077,956.00)	289.6%
2025	-	647,000.00	881,000.00	234,000.00	-	(2,311,956.00)	73.4%
2026	-	647,000.00	67,000.00	-	-	(1,731,956.00)	965.7%
2027	-	647,000.00	78,600.00	-	-	(1,163,556.00)	823.2%
2028	-	647,000.00	367,000.00	-	-	(883,556.00)	176.3%
2029	-	647,000.00	429,900.00	-	-	(666,456.00)	150.5%
2030	-	647,000.00	86,300.00	-	-	(105,756.00)	749.7%
2031	-	647,000.00	1,183,900.00	536,900.00	-	(642,656.00)	54.6%
2032	-	647,000.00	409,000.00	-	-	(404,656.00)	158.2%
2033	-	647,000.00	578,000.00	-	-	(335,656.00)	111.9%
2034	-	647,000.00	419,500.00	-	-	(108,156.00)	154.2%
2035	-	647,000.00	216,500.00	-	-	322,344.00	298.8%
2036	-	647,000.00	363,000.00	-	18,190.32	606,344.00	178.2%



Assumptions: Reserve Earnings of 3% 2017 Levy increase is tax increase

2019 Levy increase is repurpose of bond issuance

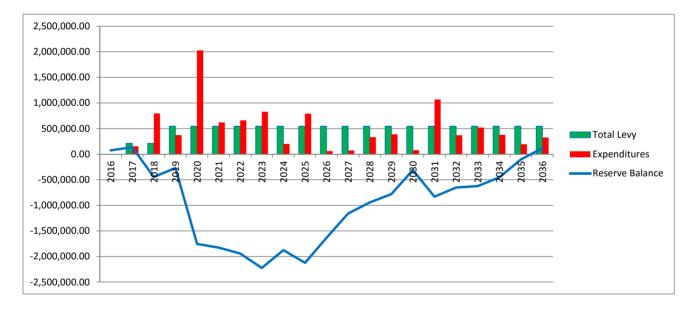
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017		212,000.00	169,200.00	-	3,444.00	118,244.00	125.3%
2018	-	212,000.00	882,500.00	670,500.00	-	(552,256.00)	24.0%
2019	335,000.00	547,000.00	413,800.00	-	-	(419,056.00)	132.2%
2020	-	547,000.00	153,000.00	-	-	(25,056.00)	357.5%
2021	-	547,000.00	690,000.00	143,000.00	-	(168,056.00)	79.3%
2022	-	547,000.00	734,200.00	187,200.00	-	(355,256.00)	74.5%
2023	-	547,000.00	920,300.00	373,300.00	-	(728,556.00)	59.4%
2024	-	547,000.00	223,400.00	-	-	(404,956.00)	244.9%
2025	-	547,000.00	881,000.00	334,000.00	-	(738,956.00)	62.1%
2026	-	547,000.00	67,000.00	-	-	(258,956.00)	816.4%
2027	-	547,000.00	78,600.00	-	-	209,444.00	695.9%
2028	-	547,000.00	367,000.00	-	11,683.32	401,127.32	149.0%
2029	-	547,000.00	429,900.00	-	15,546.82	533,774.14	127.2%
2030	-	547,000.00	86,300.00	-	29,834.22	1,024,308.36	633.8%
2031	-	547,000.00	1,183,900.00	636,900.00	11,622.25	399,030.61	46.2%
2032	-	547,000.00	409,000.00	-	16,110.92	553,141.53	133.7%
2033	-	547,000.00	578,000.00	31,000.00	15,664.25	537,805.78	94.6%
2034	-	547,000.00	419,500.00	-	19,959.17	685,264.95	130.4%
2035	-	547,000.00	216,500.00	=	30,472.95	1,046,237.90	252.7%
2036	-	547,000.00	363,000.00	=	36,907.14	1,267,145.04	150.7%



Assumptions: Reserve Earnings of 3%
2019 Levy increase is repurpose of bond issuance
No \$2.1M Oval Expenditure in 2020
Reserve earnings of \$191K in 20 years

Scenario 5 - Expenditures at 90%

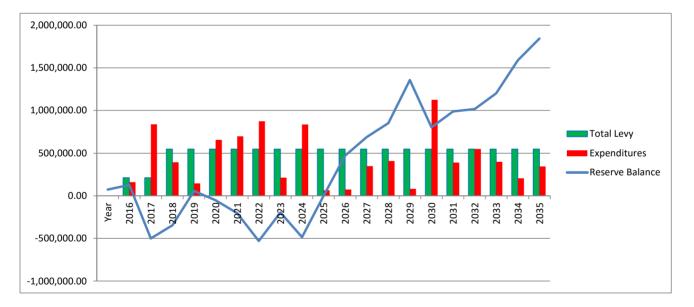
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017		212,000.00	152,280.00	-	3,951.60	135,671.60	139.2%
2018	-	212,000.00	794,250.00	582,250.00	-	(446,578.40)	26.7%
2019	335,000.00	547,000.00	372,420.00	-	-	(271,998.40)	146.9%
2020	-	547,000.00	2,027,700.00	1,480,700.00	-	(1,752,698.40)	27.0%
2021	-	547,000.00	621,000.00	74,000.00	-	(1,826,698.40)	88.1%
2022	-	547,000.00	660,780.00	113,780.00	-	(1,940,478.40)	82.8%
2023	-	547,000.00	828,270.00	281,270.00	-	(2,221,748.40)	66.0%
2024	-	547,000.00	201,060.00	-	-	(1,875,808.40)	272.1%
2025	-	547,000.00	792,900.00	245,900.00	-	(2,121,708.40)	69.0%
2026	-	547,000.00	60,300.00	-	-	(1,635,008.40)	907.1%
2027	-	547,000.00	70,740.00	-	-	(1,158,748.40)	773.3%
2028	-	547,000.00	330,300.00	-	-	(942,048.40)	165.6%
2029	-	547,000.00	386,910.00	-	-	(781,958.40)	141.4%
2030	-	547,000.00	77,670.00	-	-	(312,628.40)	704.3%
2031	-	547,000.00	1,065,510.00	518,510.00	-	(831,138.40)	51.3%
2032	-	547,000.00	368,100.00	-	-	(652,238.40)	148.6%
2033	-	547,000.00	520,200.00	-	-	(625,438.40)	105.2%
2034	-	547,000.00	377,550.00	-	-	(455,988.40)	144.9%
2035	-	547,000.00	194,850.00	-	-	(103,838.40)	280.7%
2036	-	547,000.00	326,700.00	-	-	116,461.60	167.4%



Assumptions: Reserve Earnings of 3%
2019 Levy increase is repurpose of bond issuance
All expenditures are at 90% of existing CIP

Scenario 6 - Expenditures at 95%, no Oval Expenditure

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						72,000.00	
2017		212,000.00	160,740.00	-	3,697.80	126,957.80	131.9%
2018	-	212,000.00	838,375.00	626,375.00	-	(499,417.20)	25.3%
2019	335,000.00	547,000.00	393,110.00	-	-	(345,527.20)	139.1%
2020	-	547,000.00	145,350.00	-	-	56,122.80	376.3%
2021	-	547,000.00	655,500.00	108,500.00	-	(52,377.20)	83.4%
2022	-	547,000.00	697,490.00	150,490.00	-	(202,867.20)	78.4%
2023	-	547,000.00	874,285.00	327,285.00	-	(530,152.20)	62.6%
2024	-	547,000.00	212,230.00	-	-	(195,382.20)	257.7%
2025	-	547,000.00	836,950.00	289,950.00	-	(485,332.20)	65.4%
2026	-	547,000.00	63,650.00	-	-	(1,982.20)	859.4%
2027	-	547,000.00	74,670.00	-	-	470,347.80	732.6%
2028	-	547,000.00	348,650.00	-	20,060.93	688,758.73	156.9%
2029	-	547,000.00	408,405.00	-	24,820.61	852,174.35	133.9%
2030	-	547,000.00	81,985.00	-	39,515.68	1,356,705.03	667.2%
2031	-	547,000.00	1,124,705.00	577,705.00	23,370.00	802,370.03	48.6%
2032	-	547,000.00	388,550.00	-	28,824.60	989,644.63	140.8%
2033	-	547,000.00	549,100.00	2,100.00	29,626.34	1,017,170.97	99.6%
2034	-	547,000.00	398,525.00	-	34,969.38	1,200,615.35	137.3%
2035	-	547,000.00	205,675.00	-	46,258.21	1,588,198.56	266.0%
2036	-	547,000.00	344,850.00	-	53,710.46	1,844,059.01	158.6%



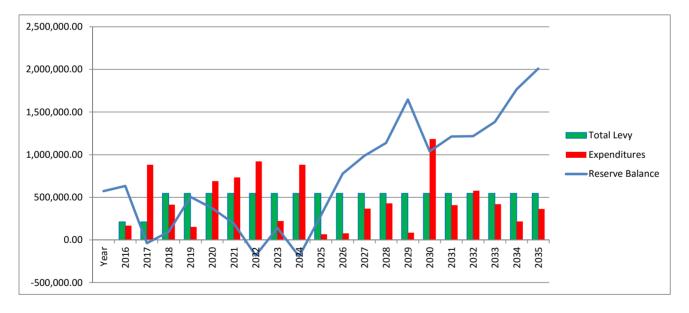
Assumptions: Reserve Earnings of 3%

2019 Levy increase is repurpose of bond issuance

All expenditures are at 95% of existing CIP. No Oval Expenditure.

Scenario 7 - No Oval Expenditure plus one-time \$500K in funding

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						572,000.00	
2017		212,000.00	169,200.00	-	18,444.00	633,244.00	125.3%
2018	-	212,000.00	882,500.00	670,500.00	-	(37,256.00)	24.0%
2019	335,000.00	547,000.00	413,800.00	-	-	95,944.00	132.2%
2020	-	547,000.00	153,000.00	-	14,698.32	504,642.32	357.5%
2021	-	547,000.00	690,000.00	143,000.00	10,849.27	372,491.59	79.3%
2022	-	547,000.00	734,200.00	187,200.00	5,558.75	190,850.34	74.5%
2023	-	547,000.00	920,300.00	373,300.00	-	(182,449.66)	59.4%
2024	-	547,000.00	223,400.00	-	-	141,150.34	244.9%
2025	-	547,000.00	881,000.00	334,000.00	-	(192,849.66)	62.1%
2026	-	547,000.00	67,000.00	-	-	287,150.34	816.4%
2027	-	547,000.00	78,600.00	-	22,666.51	778,216.85	695.9%
2028	-	547,000.00	367,000.00	-	28,746.51	986,963.35	149.0%
2029	-	547,000.00	429,900.00	-	33,121.90	1,137,185.25	127.2%
2030	-	547,000.00	86,300.00	-	47,936.56	1,645,821.81	633.8%
2031	-	547,000.00	1,183,900.00	636,900.00	30,267.65	1,039,189.47	46.2%
2032	-	547,000.00	409,000.00	-	35,315.68	1,212,505.15	133.7%
2033	-	547,000.00	578,000.00	31,000.00	35,445.15	1,216,950.30	94.6%
2034	-	547,000.00	419,500.00	-	40,333.51	1,384,783.81	130.4%
2035	-	547,000.00	216,500.00	-	51,458.51	1,766,742.33	252.7%
2036	-	547,000.00	363,000.00	-	58,522.27	2,009,264.60	150.7%

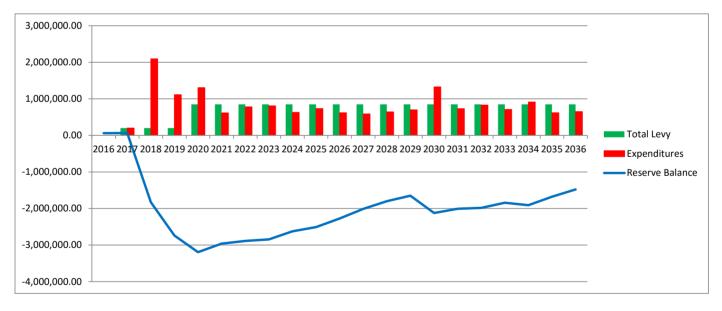


Assumptions: Reserve Earnings of 3%
2019 Levy increase is repurpose of bond issuance
All expenditures are at 90% of existing CIP

Parks Improvement Program

Scenario 1 - Current "Revised" Plan

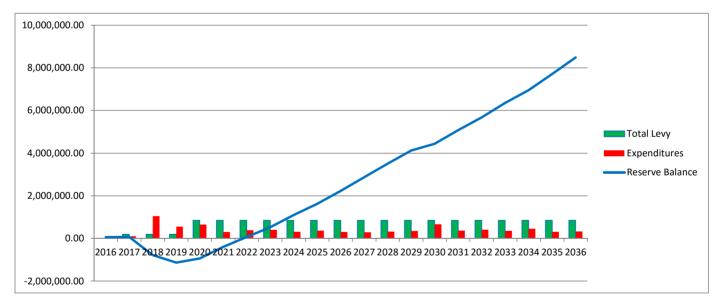
V	A J. III	T . 1. 1 1 .	e de	Daniel Har	B E	Davis a Dalassa	Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017		200,000.00	200,000.00	-	1,860.00	63,860.00	100.0%
2018		200,000.00	2,092,090.00	1,892,090.00	-	(1,828,230.00)	9.6%
2019		200,000.00	1,111,290.00	911,290.00	-	(2,739,520.00)	18.0%
2020	650,000.00	850,000.00	1,304,000.00	454,000.00	-	(3,193,520.00)	65.2%
2021		850,000.00	615,000.00	-	-	(2,958,520.00)	138.2%
2022		850,000.00	779,250.00	-	-	(2,887,770.00)	109.1%
2023		850,000.00	806,500.00	-	-	(2,844,270.00)	105.4%
2024		850,000.00	630,000.00	-	-	(2,624,270.00)	134.9%
2025		850,000.00	732,570.00	-	-	(2,506,840.00)	116.0%
2026		850,000.00	618,000.00	-	-	(2,274,840.00)	137.5%
2027		850,000.00	585,000.00	-	-	(2,009,840.00)	145.3%
2028		850,000.00	641,500.00	-	-	(1,801,340.00)	132.5%
2029		850,000.00	697,500.00	-	-	(1,648,840.00)	121.9%
2030		850,000.00	1,325,250.00	475,250.00	-	(2,124,090.00)	64.1%
2031		850,000.00	731,670.00	-	-	(2,005,760.00)	116.2%
2032		850,000.00	828,000.00	-	-	(1,983,760.00)	102.7%
2033		850,000.00	710,000.00	-	-	(1,843,760.00)	119.7%
2034		850,000.00	914,000.00	64,000.00	-	(1,907,760.00)	93.0%
2035		850,000.00	619,000.00	=	-	(1,676,760.00)	137.3%
2036		850,000.00	649,950.00	-	-	(1,476,710.00)	130.8%



Assumptions:

2020 levy increase is a repurpose of bond issuance #27

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017		200,000.00	100,000.00	-	4,860.00	66,860.00	200.0%
2018		200,000.00	1,046,045.00	846,045.00	-	(779,185.00)	19.1%
2019		200,000.00	555,645.00	355,645.00	-	(1,134,830.00)	36.0%
2020	650,000.00	850,000.00	652,000.00	-	-	(936,830.00)	130.4%
2021		850,000.00	307,500.00	-	-	(394,330.00)	276.4%
2022		850,000.00	389,625.00	-	-	66,045.00	218.2%
2023		850,000.00	403,250.00	-	15,383.85	528,178.85	210.8%
2024		850,000.00	315,000.00	-	31,895.37	1,095,074.22	269.8%
2025		850,000.00	366,285.00	-	47,363.68	1,626,152.89	232.1%
2026		850,000.00	309,000.00	-	65,014.59	2,232,167.48	275.1%
2027		850,000.00	292,500.00	-	83,690.02	2,873,357.50	290.6%
2028		850,000.00	320,750.00	-	102,078.23	3,504,685.73	265.0%
2029		850,000.00	348,750.00	-	120,178.07	4,126,113.80	243.7%
2030		850,000.00	662,625.00	-	129,404.66	4,442,893.46	128.3%
2031		850,000.00	365,835.00	-	147,811.75	5,074,870.22	232.3%
2032		850,000.00	414,000.00	-	165,326.11	5,676,196.32	205.3%
2033		850,000.00	355,000.00	-	185,135.89	6,356,332.21	239.4%
2034		850,000.00	457,000.00	-	202,479.97	6,951,812.18	186.0%
2035		850,000.00	309,500.00	-	224,769.37	7,717,081.55	274.6%
2036		850,000.00	324,975.00	-	247,263.20	8,489,369.74	261.6%

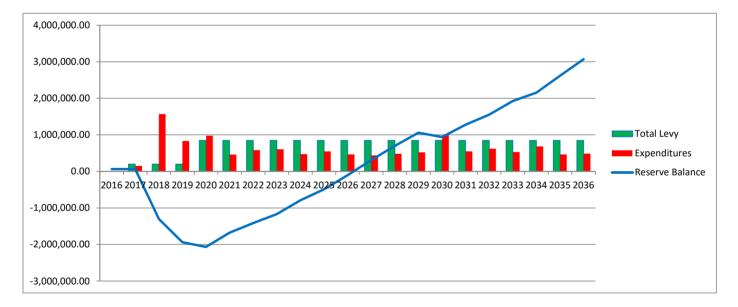


Assumptions:

2020 levy increase is a repurpose of bond issuance #27

Results: After temporary deficit, will accumulate \$1.8M in reserve earnings in next 20 years

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017		200,000.00	150,000.00	-	3,360.00	65,360.00	133.3%
2018		200,000.00	1,569,067.50	1,369,067.50	-	(1,303,707.50)	12.7%
2019		200,000.00	833,467.50	633,467.50	-	(1,937,175.00)	24.0%
2020	650,000.00	850,000.00	978,000.00	128,000.00	-	(2,065,175.00)	86.9%
2021		850,000.00	461,250.00	-	-	(1,676,425.00)	184.3%
2022		850,000.00	584,437.50	-	-	(1,410,862.50)	145.4%
2023		850,000.00	604,875.00	-	-	(1,165,737.50)	140.5%
2024		850,000.00	472,500.00	-	-	(788,237.50)	179.9%
2025		850,000.00	549,427.50	-	-	(487,665.00)	154.7%
2026		850,000.00	463,500.00	-	-	(101,165.00)	183.4%
2027		850,000.00	438,750.00	-	-	310,085.00	193.7%
2028		850,000.00	481,125.00	-	20,368.80	699,328.80	176.7%
2029		850,000.00	523,125.00	-	30,786.11	1,056,989.91	162.5%
2030		850,000.00	993,937.50	143,937.50	27,391.57	940,443.99	85.5%
2031		850,000.00	548,752.50	-	37,250.74	1,278,942.23	154.9%
2032		850,000.00	621,000.00	-	45,238.27	1,553,180.50	136.9%
2033		850,000.00	532,500.00	-	56,120.41	1,926,800.91	159.6%
2034		850,000.00	685,500.00	-	62,739.03	2,154,039.94	124.0%
2035		850,000.00	464,250.00	-	76,193.70	2,615,983.64	183.1%
2036		850,000.00	487,462.50	-	89,355.63	3,067,876.77	174.4%



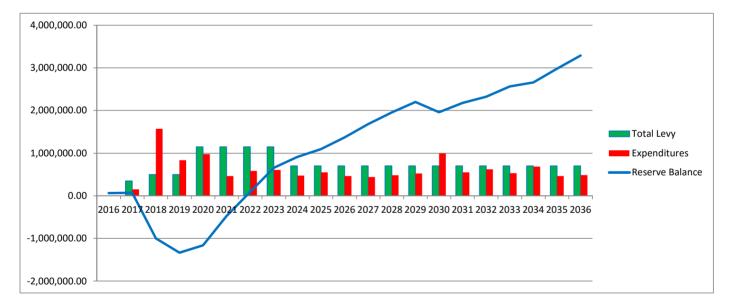
Assumptions:

2020 levy increase is a repurpose of bond issuance #27

Results: More than solves itself over 20 years, CIP shortful during middle years

Scenario 4 - Expenditures at 75%, cash flow smoothing

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017	150,000.00	350,000.00	150,000.00	-	7,860.00	69,860.00	233.3%
2018	150,000.00	500,000.00	1,569,067.50	1,069,067.50	-	(999,207.50)	31.9%
2019		500,000.00	833,467.50	333,467.50	-	(1,332,675.00)	60.0%
2020	650,000.00	1,150,000.00	978,000.00	-	-	(1,160,675.00)	117.6%
2021		1,150,000.00	461,250.00	-	-	(471,925.00)	249.3%
2022		1,150,000.00	584,437.50	-	-	93,637.50	196.8%
2023		1,150,000.00	604,875.00	-	19,162.88	657,925.38	190.1%
2024	(450,000.00)	700,000.00	472,500.00	-	26,562.76	911,988.14	148.1%
2025		700,000.00	549,427.50	-	31,876.82	1,094,437.46	127.4%
2026		700,000.00	463,500.00	-	39,928.12	1,370,865.58	151.0%
2027		700,000.00	438,750.00	-	48,963.47	1,681,079.05	159.5%
2028		700,000.00	481,125.00	-	56,998.62	1,956,952.67	145.5%
2029		700,000.00	523,125.00	-	64,014.83	2,197,842.50	133.8%
2030		700,000.00	993,937.50	293,937.50	57,117.15	1,961,022.15	70.4%
2031		700,000.00	548,752.50	-	63,368.09	2,175,637.74	127.6%
2032		700,000.00	621,000.00	-	67,639.13	2,322,276.87	112.7%
2033		700,000.00	532,500.00	-	74,693.31	2,564,470.18	131.5%
2034		700,000.00	685,500.00	-	77,369.11	2,656,339.28	102.1%
2035		700,000.00	464,250.00	-	86,762.68	2,978,851.96	150.8%
2036		700,000.00	487,462.50	-	95,741.68	3,287,131.14	143.6%



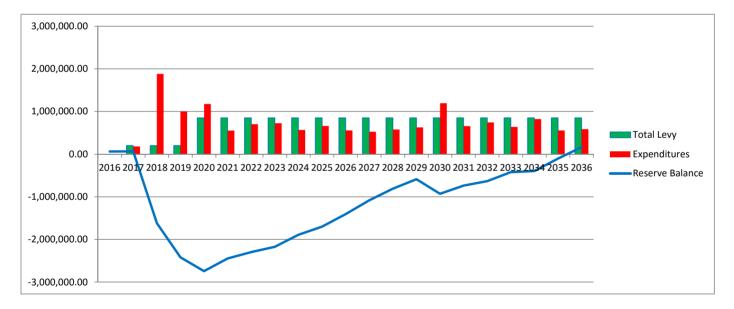
Assumptions: 2017 & 2018 levy increases are a tax increase

2020 levy increase is a repurpose of bond issuance #27

2024 tax levy decrease

\$818K in reserve earnings over 20 years

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017		200,000.00	180,000.00	-	2,460.00	64,460.00	111.1%
2018		200,000.00	1,882,881.00	1,682,881.00	-	(1,618,421.00)	10.6%
2019		200,000.00	1,000,161.00	800,161.00	-	(2,418,582.00)	20.0%
2020	650,000.00	850,000.00	1,173,600.00	323,600.00	-	(2,742,182.00)	72.4%
2021		850,000.00	553,500.00	-	-	(2,445,682.00)	153.6%
2022		850,000.00	701,325.00	-	-	(2,297,007.00)	121.2%
2023		850,000.00	725,850.00	-	-	(2,172,857.00)	117.1%
2024		850,000.00	567,000.00	-	-	(1,889,857.00)	149.9%
2025		850,000.00	659,313.00	-	-	(1,699,170.00)	128.9%
2026		850,000.00	556,200.00	-	-	(1,405,370.00)	152.8%
2027		850,000.00	526,500.00	-	-	(1,081,870.00)	161.4%
2028		850,000.00	577,350.00	-	-	(809,220.00)	147.2%
2029		850,000.00	627,750.00	-	-	(586,970.00)	135.4%
2030		850,000.00	1,192,725.00	342,725.00	-	(929,695.00)	71.3%
2031		850,000.00	658,503.00	-	-	(738,198.00)	129.1%
2032		850,000.00	745,200.00	-	-	(633,398.00)	114.1%
2033		850,000.00	639,000.00	-	-	(422,398.00)	133.0%
2034		850,000.00	822,600.00	-	-	(394,998.00)	103.3%
2035		850,000.00	557,100.00	-	-	(102,098.00)	152.6%
2036		850,000.00	584,955.00	-	-	162,947.00	145.3%

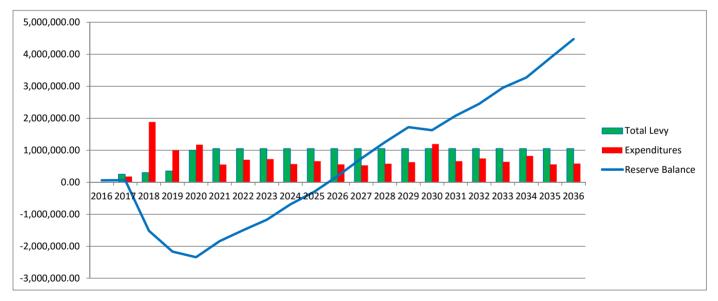


Assumptions:

2020 levy increase is a repurpose of bond issuance #27

Scenario 6 - Expenditures at 90% with several smaller levy increases

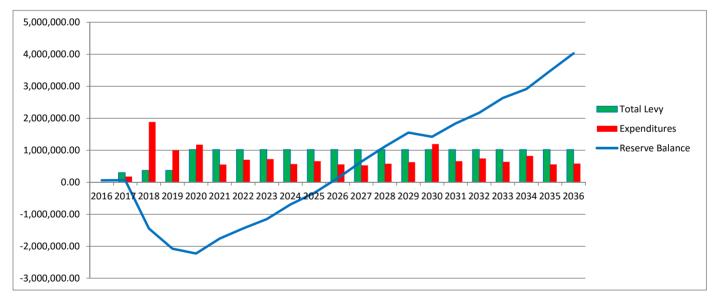
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017	50,000.00	250,000.00	180,000.00	-	3,960.00	65,960.00	138.9%
2018	50,000.00	300,000.00	1,882,881.00	1,582,881.00	-	(1,516,921.00)	15.9%
2019	50,000.00	350,000.00	1,000,161.00	650,161.00	-	(2,167,082.00)	35.0%
2020	650,000.00	1,000,000.00	1,173,600.00	173,600.00	-	(2,340,682.00)	85.2%
2021	50,000.00	1,050,000.00	553,500.00	-	-	(1,844,182.00)	189.7%
2022		1,050,000.00	701,325.00	-	-	(1,495,507.00)	149.7%
2023		1,050,000.00	725,850.00	-	-	(1,171,357.00)	144.7%
2024		1,050,000.00	567,000.00	-	-	(688,357.00)	185.2%
2025		1,050,000.00	659,313.00	-	-	(297,670.00)	159.3%
2026		1,050,000.00	556,200.00	-	-	196,130.00	188.8%
2027		1,050,000.00	526,500.00	-	21,588.90	741,218.90	199.4%
2028		1,050,000.00	577,350.00	-	36,416.07	1,250,284.97	181.9%
2029		1,050,000.00	627,750.00	-	50,176.05	1,722,711.02	167.3%
2030		1,050,000.00	1,192,725.00	142,725.00	47,399.58	1,627,385.60	88.0%
2031		1,050,000.00	658,503.00	-	60,566.48	2,079,449.07	159.5%
2032		1,050,000.00	745,200.00	-	71,527.47	2,455,776.55	140.9%
2033		1,050,000.00	639,000.00	-	86,003.30	2,952,779.84	164.3%
2034		1,050,000.00	822,600.00	-	95,405.40	3,275,585.24	127.6%
2035		1,050,000.00	557,100.00	-	113,054.56	3,881,539.80	188.5%
2036		1,050,000.00	584,955.00	-	130,397.54	4,476,982.34	179.5%



Assumptions: 2017, 2018, 2019, & 2021 levy increases are a tax increase 2020 levy increase is a repurpose of bond issuance #27

Scenario 7 - Expenditures at 90% with fewer (larger) levy increases

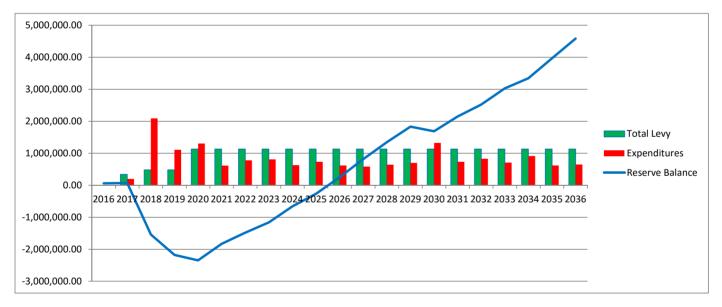
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017	100,000.00	300,000.00	180,000.00	-	5,460.00	67,460.00	166.7%
2018	70,000.00	370,000.00	1,882,881.00	1,512,881.00	-	(1,445,421.00)	19.7%
2019		370,000.00	1,000,161.00	630,161.00	-	(2,075,582.00)	37.0%
2020	650,000.00	1,020,000.00	1,173,600.00	153,600.00	-	(2,229,182.00)	86.9%
2021		1,020,000.00	553,500.00	-	-	(1,762,682.00)	184.3%
2022		1,020,000.00	701,325.00	-	-	(1,444,007.00)	145.4%
2023		1,020,000.00	725,850.00	-	-	(1,149,857.00)	140.5%
2024		1,020,000.00	567,000.00	-	-	(696,857.00)	179.9%
2025		1,020,000.00	659,313.00	-	-	(336,170.00)	154.7%
2026		1,020,000.00	556,200.00	-	-	127,630.00	183.4%
2027		1,020,000.00	526,500.00	-	18,633.90	639,763.90	193.7%
2028		1,020,000.00	577,350.00	-	32,472.42	1,114,886.32	176.7%
2029		1,020,000.00	627,750.00	-	45,214.09	1,552,350.41	162.5%
2030		1,020,000.00	1,192,725.00	172,725.00	41,388.76	1,421,014.17	85.5%
2031		1,020,000.00	658,503.00	-	53,475.34	1,835,986.50	154.9%
2032		1,020,000.00	745,200.00	-	63,323.60	2,174,110.10	136.9%
2033		1,020,000.00	639,000.00	-	76,653.30	2,631,763.40	159.6%
2034		1,020,000.00	822,600.00	-	84,874.90	2,914,038.30	124.0%
2035		1,020,000.00	557,100.00	-	101,308.15	3,478,246.45	183.1%
2036		1,020,000.00	584,955.00	-	117,398.74	4,030,690.20	174.4%



Assumptions: 2017 & 2018 levy increases are a tax increase 2020 levy increase is a repurpose of bond issuance #27

Scenario 8 - Expenditures at 100% with levy increases

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						62,000.00	
2017	140,000.00	340,000.00	200,000.00	-	6,060.00	68,060.00	170.0%
2018	140,000.00	480,000.00	2,092,090.00	1,612,090.00	-	(1,544,030.00)	22.9%
2019		480,000.00	1,111,290.00	631,290.00	-	(2,175,320.00)	43.2%
2020	650,000.00	1,130,000.00	1,304,000.00	174,000.00	-	(2,349,320.00)	86.7%
2021		1,130,000.00	615,000.00	-	-	(1,834,320.00)	183.7%
2022		1,130,000.00	779,250.00	-	-	(1,483,570.00)	145.0%
2023		1,130,000.00	806,500.00	-	-	(1,160,070.00)	140.1%
2024		1,130,000.00	630,000.00	-	-	(660,070.00)	179.4%
2025		1,130,000.00	732,570.00	-	-	(262,640.00)	154.3%
2026		1,130,000.00	618,000.00	-	-	249,360.00	182.8%
2027		1,130,000.00	585,000.00	-	23,830.80	818,190.80	193.2%
2028		1,130,000.00	641,500.00	-	39,200.72	1,345,891.52	176.1%
2029		1,130,000.00	697,500.00	-	53,351.75	1,831,743.27	162.0%
2030		1,130,000.00	1,325,250.00	195,250.00	49,094.80	1,685,588.07	85.3%
2031		1,130,000.00	731,670.00	-	62,517.54	2,146,435.61	154.4%
2032		1,130,000.00	828,000.00	-	73,453.07	2,521,888.68	136.5%
2033		1,130,000.00	710,000.00	-	88,256.66	3,030,145.34	159.2%
2034		1,130,000.00	914,000.00	-	97,384.36	3,343,529.70	123.6%
2035		1,130,000.00	619,000.00	-	115,635.89	3,970,165.59	182.6%
2036		1,130,000.00	649,950.00	-	133,506.47	4,583,722.06	173.9%

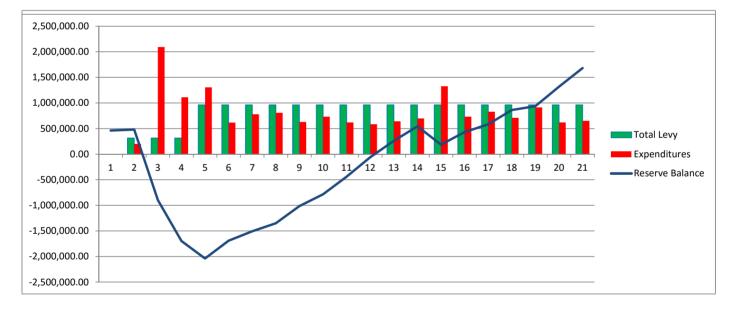


Assumptions:

2020 levy increase is a repurpose of bond issuance #27

Scenario 9 - Current "Revised" Plan, plus \$400K one-time infusion & 2/3 of Park Dedication future revenues

							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						462,000.00	
2017	113,333.33	313,333.33	200,000.00	-	17,260.00	479,260.00	156.7%
2018		313,333.33	2,092,090.00	1,778,756.67	-	(899,496.67)	15.0%
2019		313,333.33	1,111,290.00	797,956.67	-	(1,697,453.33)	28.2%
2020	650,000.00	963,333.33	1,304,000.00	340,666.67	-	(2,038,120.00)	73.9%
2021		963,333.33	615,000.00	-	-	(1,689,786.67)	156.6%
2022		963,333.33	779,250.00	-	-	(1,505,703.33)	123.6%
2023		963,333.33	806,500.00	-	-	(1,348,870.00)	119.4%
2024		963,333.33	630,000.00	-	-	(1,015,536.67)	152.9%
2025		963,333.33	732,570.00	-	-	(784,773.33)	131.5%
2026		963,333.33	618,000.00	-	-	(439,440.00)	155.9%
2027		963,333.33	585,000.00	-	-	(61,106.67)	164.7%
2028		963,333.33	641,500.00	-	-	260,726.67	150.2%
2029		963,333.33	697,500.00	-	15,796.80	542,356.80	138.1%
2030		963,333.33	1,325,250.00	361,916.67	5,413.20	185,853.34	72.7%
2031		963,333.33	731,670.00	-	12,525.50	430,042.17	131.7%
2032		963,333.33	828,000.00	-	16,961.27	582,336.77	116.3%
2033		963,333.33	710,000.00	-	25,070.10	860,740.21	135.7%
2034		963,333.33	914,000.00	-	27,302.21	937,375.75	105.4%
2035		963,333.33	619,000.00	-	38,451.27	1,320,160.35	155.6%
2036		963,333.33	649,950.00	-	49,006.31	1,682,549.99	148.2%



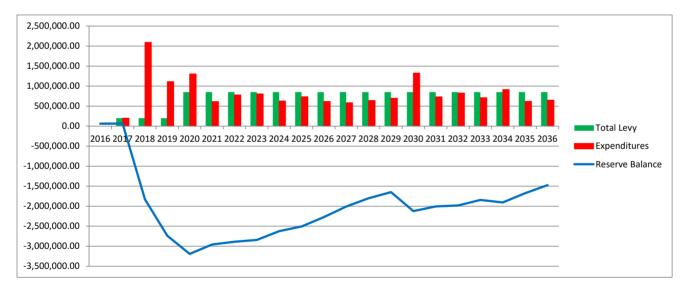
Assumptions:

2020 levy increase is a repurpose of bond issuance #27 Added \$400K to Reserve Balance in 2016 Added 2/3 of 10 yr average of \$170K to Levy, which is just revenue

Golf Vehicle & Equipment Fund

Scenario 1 - Current CIP Plan

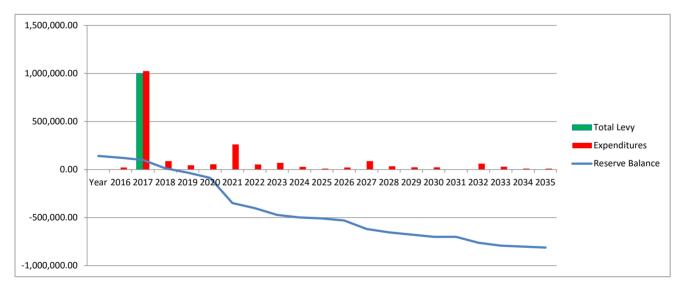
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						141,670.00	
2017		-	22,000.00	22,000.00	3,590.10	123,260.10	0.0%
2018		-	1,026,000.00	1,026,000.00	-	(902,739.90)	0.0%
2019		-	88,000.00	88,000.00	-	(990,739.90)	0.0%
2020		-	45,000.00	45,000.00	-	(1,035,739.90)	0.0%
2021		-	55,000.00	55,000.00	-	(1,090,739.90)	0.0%
2022		-	261,000.00	261,000.00	-	(1,351,739.90)	0.0%
2023		-	53,000.00	53,000.00	-	(1,404,739.90)	0.0%
2024		-	70,000.00	70,000.00	-	(1,474,739.90)	0.0%
2025		-	27,500.00	27,500.00	-	(1,502,239.90)	0.0%
2026		-	10,000.00	10,000.00	-	(1,512,239.90)	0.0%
2027		-	22,000.00	22,000.00	-	(1,534,239.90)	0.0%
2028		-	88,000.00	88,000.00	-	(1,622,239.90)	0.0%
2029		-	35,000.00	35,000.00	-	(1,657,239.90)	0.0%
2030		-	23,800.00	23,800.00	-	(1,681,039.90)	0.0%
2031		-	22,500.00	22,500.00	-	(1,703,539.90)	0.0%
2032		-	-	-	-	(1,703,539.90)	#DIV/0!
2033		-	62,000.00	62,000.00	-	(1,765,539.90)	0.0%
2034		-	30,000.00	30,000.00	-	(1,795,539.90)	0.0%
2035		-	10,000.00	10,000.00	-	(1,805,539.90)	0.0%
2036		-	10,000.00	10,000.00	-	(1,815,539.90)	0.0%



Assumptions:

Scenario 2 - Add one-time new clubhouse funding

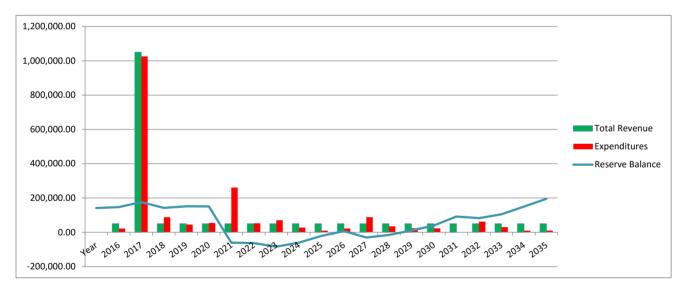
							Levy Expenditure
Year	Add'l Levy	Total Levy	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						141,670.00	
2017		-	22,000.00	22,000.00	3,590.10	123,260.10	0.0%
2018		1,000,000.00	1,026,000.00	26,000.00	2,917.80	100,177.90	97.5%
2019		-	88,000.00	88,000.00	365.34	12,543.24	0.0%
2020		-	45,000.00	45,000.00	-	(32,456.76)	0.0%
2021		-	55,000.00	55,000.00	-	(87,456.76)	0.0%
2022		-	261,000.00	261,000.00	-	(348,456.76)	0.0%
2023		-	53,000.00	53,000.00	-	(401,456.76)	0.0%
2024		-	70,000.00	70,000.00	-	(471,456.76)	0.0%
2025		-	27,500.00	27,500.00	-	(498,956.76)	0.0%
2026		-	10,000.00	10,000.00	-	(508,956.76)	0.0%
2027		-	22,000.00	22,000.00	-	(530,956.76)	0.0%
2028		-	88,000.00	88,000.00	-	(618,956.76)	0.0%
2029		-	35,000.00	35,000.00	-	(653,956.76)	0.0%
2030		-	23,800.00	23,800.00	-	(677,756.76)	0.0%
2031		-	22,500.00	22,500.00	-	(700,256.76)	0.0%
2032		-	-	-	-	(700,256.76)	#DIV/0!
2033		-	62,000.00	62,000.00	-	(762,256.76)	0.0%
2034		-	30,000.00	30,000.00	-	(792,256.76)	0.0%
2035		-	10,000.00	10,000.00	-	(802,256.76)	0.0%
2036		-	10,000.00	10,000.00	-	(812,256.76)	0.0%



Assumptions: \$1M in new clubhouse funding in 2018

Scenario 3 - Add one-time new clubhouse funding

							Levy
							Expenditure
Year	New Revenue	Total Revenue	Expenditures	Reserve Use	Reserve Earnings	Reserve Balance	Coverage %
2016						141,670.00	
2017	50,000.00	50,000.00	22,000.00	-	5,090.10	146,760.10	227.3%
2018		1,050,000.00	1,026,000.00	-	5,122.80	175,882.90	102.3%
2019		50,000.00	88,000.00	38,000.00	4,136.49	142,019.39	56.8%
2020		50,000.00	45,000.00	-	4,410.58	151,429.97	111.1%
2021		50,000.00	55,000.00	5,000.00	4,392.90	150,822.87	90.9%
2022		50,000.00	261,000.00	211,000.00	-	(60,177.13)	19.2%
2023		50,000.00	53,000.00	3,000.00	-	(63,177.13)	94.3%
2024		50,000.00	70,000.00	20,000.00	-	(83,177.13)	71.4%
2025		50,000.00	27,500.00	-	-	(60,677.13)	181.8%
2026		50,000.00	10,000.00	-	-	(20,677.13)	500.0%
2027		50,000.00	22,000.00	-	-	7,322.87	227.3%
2028		50,000.00	88,000.00	38,000.00	-	(30,677.13)	56.8%
2029		50,000.00	35,000.00	-	-	(15,677.13)	142.9%
2030		50,000.00	23,800.00	-	-	10,522.87	210.1%
2031		50,000.00	22,500.00	-	1,140.69	39,163.56	222.2%
2032		50,000.00	-	-	2,674.91	91,838.46	#DIV/0!
2033		50,000.00	62,000.00	12,000.00	2,395.15	82,233.62	80.6%
2034		50,000.00	30,000.00	-	3,067.01	105,300.63	166.7%
2035		50,000.00	10,000.00	-	4,359.02	149,659.65	500.0%
2036		50,000.00	10,000.00	-	5,689.79	195,349.43	500.0%



Assumptions: \$1M in new clubhouse funding in 2018
Additional \$50K in new revenue every year

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #6: Consider Developing Recommendations on the 2017 Property Tax Levy & Budget

Background

At the May 10, June 14, and July 12 Finance Commission meetings, the Commission reviewed several information packages detailing historical budget and property tax levy activity as well as projected budgets and levies for the next five years and their subsequent impact on taxpayers.

These packages also included information on the affordability of City services, varying economic indices, and Roseville residents' preferences on the level of taxation.

The Commission is asked to consider whether there is interest in developing a formal recommendation to the City Council on the 2017 Property Tax Levy & Budget. This recommendation could be forwarded to the City Council in advance of your joint meeting on August 15, 2016.

Staff Recommendation

Not applicable.

Requested Commission Action

For review purposes only. No formal Commission action is necessary.

Prepared by: Chris Miller, Finance Director

Attachments: A: Memo dated May 10, 2016 regarding Historical Budget & Tax Levy Data

B: Memo dated June 14, 2016 regarding Supplemental Budget & Tax Levy Data

C: Memo dated July 12, 2016 regarding 2017 Property Tax Levy Scenarios & Impacts

D: Handout from Commissioner Harold from the June 14, 2016 Commission Meeting

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: May 10, 2016

Re: Item #7: Receive Historical Budget & Tax Levy Data

Background

In the interest of broadening the Finance Commission's perspective on future budgetary matters, Staff has compiled some historical data on City revenues and expenditures. The information presented below is lifted from the annual financial statements that are presented on the City's website.

In presenting its financial statements, municipalities separate financial activity into two aggregate categories; *governmental* and *enterprise*. The governmental category records the activity associated with programs and services that are managed as traditional 'government-type' services that oftentimes are funded by property taxes. This includes activities such as public safety, streets, and most parks & recreation programs.

Most municipalities also choose to present separate financial statements for key operating funds such as the General Fund or other major funds. The purpose of these supplemental statements is to highlight financial performance for those functions that play a large civic role. Selected governmental funds are presented in a later section below.

In contrast, the enterprise category records activity associated with 'business-type' programs and services that are funded without property taxes, <u>and</u> which are managed similar to a private sector business. This includes activities such as water, sewer, and the golf course.

2011-2015 Financial Summary: Aggregate Funds

The following table (Table A) provides an operating summary for the City's *governmental* funds for the past five years.

Table A: Governmental Funds

	2011	2012	2013	2014	2015
Funding Sources	Actual	Actual	Actual	Actual	Actual
Property Taxes	\$13,501,068	\$14,814,570	\$16,861,841	\$17,392,732	\$ 17,592,865
Tax Increments	1,592,214	2,157,987	1,481,124	2,043,476	1,928,239
Special Assessments	294,793	307,703	178,657	213,528	170,841
Intergovernmental	3,299,041	2,994,919	1,880,019	1,523,496	3,515,434
Licenses & Permits	3,230,311	1,532,235	1,629,620	1,513,956	1,754,773
Charges for Services	3,597,695	5,248,052	5,664,896	4,742,687	5,188,227
Fines & Forfeits	226,845	313,530	236,510	204,799	135,766
Interest Earnings	668,048	326,037	280,110	1,943,123	661,420
Other Revenue	1,819,182	1,293,760	1,482,593	1,476,745	1,724,459
Total Sources	28,229,197	28,988,793	29,695,370	31,054,542	32,672,024
Funding Uses					
General Government	2,033,499	2,061,155	2,411,123	2,188,814	2,323,882
Public Safety	7,798,186	8,204,013	8,517,680	8,704,561	8,909,931
Public Works	2,278,830	2,183,350	2,333,802	2,397,213	2,211,904
Parks & Recreation	3,622,854	3,688,114	3,808,075	4,069,483	4,150,534
Community Development	1,421,924	1,257,731	1,207,605	1,249,625	1,300,285
Special Purpose	2,552,320	2,754,985	3,239,832	3,145,902	3,221,238
Capital Outlay	3,572,395	6,795,362	9,988,833	14,098,442	11,613,103
Debt Service	1,832,532	2,062,066	2,237,472	7,344,686	3,472,417
TIF-Related	789,724	570,728	564,796	678,641	474,676
Trust Operations	4,500	4,500	4,500	4,500	-
Total Uses	25,906,764	29,582,004	34,313,718	43,881,867	37,677,970
Other Sources (Uses)					
Transfers in (out)	25,000	25,000	25,000	782,000	782,000
Bond Proceeds (net)	9,990,000	17,129,996	4,173,553	782,000	3,246,065
Sale of capital assets	42,597	31,350	210,589	26,811	531,052
Other	72,371	(90,000)	210,367	20,011	331,032
Total Other Sources (Uses)	10,057,597	17,096,346	4,409,142	808,811	4,559,117
Excess of Funding Sources					
Over (Under) Funding Uses	12,380,030	16,503,135	(209,206)	(12,018,514)	(446,829)
Over (Onder) Funding Oses	12,360,030	10,303,133	(209,200)	(12,010,314)	(++0,029)
Fund Balance - Jan 1st	28,603,750	40,983,780	57,486,915	57,277,709	45,259,195
Fund Balance - Dec 31st	\$40,983,780	\$57,486,915	\$57,277,709	\$45,259,195	\$ 44,812,366

As shown in the table above, aggregate spending (funding uses) in the governmental funds have increased substantially over the past five years. However, this figure is heavily influenced by increased capital spending; much of it funded by the issuance of bonds. The issuance of bonds in turn, also drives increases in measured spending.

Setting aside these two categories, operational or day-to-day spending increased by 2.5% per year.

The following table (Table B) provides an operating summary for the City's *enterprise* funds for the past five years.

Table B: Enterprise Funds

	2011	2012	2013	2014	2015
Funding Sources	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Net Sales of Merchandise	\$ 9,572	\$ 8,070	\$ 8,947	\$ 11,714	\$ 23,505
User Charges	10,226,239	12,505,073	12,895,707	13,177,289	13,476,106
Other Revenue	204,230	114,523	203,537	80,788	75,732
Total Sources	10,440,041	12,627,666	13,108,191	13,269,791	13,575,343
Funding Uses					
Personal Services	1,433,211	1,488,708	1,504,371	1,618,229	1,650,863
Supplies & Maintenance	243,332	220,110	233,827	330,636	242,999
Other Services & Charges	8,268,384	9,311,455	8,681,754	8,492,812	8,271,694
Depreciation	809,835	835,570	910,375	876,396	964,668
Total Uses	10,754,762	11,855,843	11,330,327	11,318,073	11,130,224
Other Sources (Uses)					
Interest Earnings	123,786	39,801	(207,704)	298,049	50,328
Sale of Assets	-	47,384	-	9,536	145,442
Grants / Other	321,125	309,873	427,047	90,419	191,251
Transfer In (out)	(25,000)	(25,000)	(25,000)	(331,033)	(782,000)
Total Other Sources (Uses)	419,911	372,058	194,343	66,971	(394,979)
Excess of Funding Sources					
Over (Under) Funding Uses	105,190	1,143,881	1,972,207	2,018,689	2,050,140
Net Assets - Jan 1st	24,538,401	24,643,591	25,787,472	27,759,679	29,778,368
Prior Period Adjustment	- 1,556,101	- 1,013,371	-	-1,133,013	(969,168)
Net Assets - Dec 31st	\$24,643,591	\$25,787,472	\$27,759,679	\$29,778,368	\$ 30,859,340

As shown in the table above, aggregate spending (funding uses) in the enterprise funds have increased moderately over the past five years – about 1% annually.

Excluded from 'Funding Uses' are capital expenditures which are recorded directly to the balance sheet. Because of this accounting practice, a closely watched result for the enterprise funds is the 'Excess of Funding Sources Over (Under) Funding Uses' category. A positive number indicates that monies are being captured for future uses including capital replacements.

2011-2015 Financial Summary: Selected Funds

As noted above, the City also presents separate financial statements for a few key operating funds including the following: General Fund, Parks & Recreation Funds, and Community Development Fund. They are presented below in Tables C-E.

Table C: General Fund

	2011	2012	2013	2014	2015
Funding Sources	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Property Taxes	\$ 9,919,451	\$ 9,761,246	\$10,065,348	\$10,173,073	\$ 10,236,716
Intergovernmental	965,809	979,352	1,053,778	991,970	1,031,110
Licenses & Permits	393,220	407,297	384,467	416,659	396,247
Charges for Services	1,319,202	1,158,338	1,241,970	221,728	212,120
Fines & Forfeits	226,715	313,530	236,510	204,799	135,479
Interest Earnings	53,202	46,514	(241,261)	338,364	74,431
Other Revenue	178,350	140,435	164,699	96,735	83,548
Total Sources	13,055,949	12,806,712	12,905,511	12,443,328	12,169,651
Funding Uses					
General Government	2,033,499	2,065,652	2,411,123	2,193,314	2,323,882
Police	5,866,002	6,263,999	6,646,790	6,701,924	6,863,442
Fire	1,619,177	1,584,630	1,571,657	1,661,020	1,826,477
Fire Relief	313,017	355,384	299,233	341,617	220,012
Public Works	2,278,830	2,183,350	2,333,802	2,397,213	2,211,904
Other	-	=	-	=	-
Total Uses	12,110,525	12,453,015	13,262,605	13,295,088	13,445,717
Other Sources (Uses)					
Transfer In (Out)	(370,793)	-	-	926,471	962,148
Other	-	-	-	-	-
Total Other Sources (Uses)	(370,793)	-	-	926,471	962,148
Excess of Funding Sources					
Over (Under) Funding Uses	574,631	353,697	(357,094)	74,711	(313,918)
Fund Balance - Jan 1st	5,636,659	6,211,290	6,564,987	6,207,893	6,282,604
Fund Balance - Dec 31st	\$ 6,211,290	\$ 6,564,987	\$ 6,207,893	\$ 6,282,604	\$ 5,968,686

The General Fund includes most of the City's property tax-supported functions including police, fire, streets, administration, finance, nuisance code enforcement, and others.

Since 2011, General Fund revenues (including budgeted transfers in '14 and '15) have increased approximately 1% per year, while expenditures increased 3%. This resulted in an overall decline in fund balance of approximately 4%.

Property tax collections have increased about 1% per year during the past five years, accounting for approximately 78% of General Fund revenues. Public Safety-related expenditures (police and fire) represent the largest General Fund expenditure category at 66%. This category has increased by approximately 4% per year on average. Currently, the General Fund has a cash reserve level of 39%.

Table D: Parks & Recreation Fund

	2011	2012	2013	2014	2015
Funding Sources	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Property Taxes	\$ 1,776,498	\$ 1,983,471	\$ 2,011,660	\$ 1,978,856	\$ 2,136,995
Charges for Services	1,773,767	1,786,703	1,717,648	1,771,633	1,908,640
Rentals	56,888	57,974	54,713	59,625	52,796
Donations	36,476	76,128	121,082	119,900	166,416
Interest Earnings	11,351	8,986	(36,655)	52,769	17,535
Other Revenue	75,655	53,477	128,251	74,550	54,002
Total Sources	3,730,635	3,966,739	3,996,699	4,057,333	4,336,384
Funding Uses					
Personnel	2,339,522	2,386,757	2,430,568	2,608,189	2,664,519
Supplies & Materials	275,172	285,456	284,571	305,730	297,316
Other Services & Charges	998,291	1,008,227	1,059,455	1,120,742	1,179,001
Capital Outlay	9,869	7,674	33,481	34,822	9,698
Total Uses	3,622,854	3,688,114	3,808,075	4,069,483	4,150,534
Other Sources (Uses)					
Transfer In (Out)	(52,200)	_	-	-	-
Other	-	-	-	-	-
Total Other Sources (Uses)	(52,200)	-	-	-	-
Excess of Funding Sources					
Over (Under) Funding Uses	55,581	278,625	188,624	(12,150)	185,850
Fund Balance - Jan 1st	588,331	643,912	922,537	1,111,161	1,099,011
Fund Balance - Dec 31st	\$ 643,912	\$ 922,537	\$ 1,111,161	\$ 1,099,011	\$ 1,284,861

The Parks & Recreation Fund accounts for most activities associated with recreation programs, Skating Center, Nature Center, Park Buildings, and other amenities. It also includes the activities associated with maintaining active-use areas such as playgrounds and athletic fields, as well as open spaces and other passive-use areas. Cedarholm Golf Course is included in *Enterprise* category discussed earlier.

Over the past five years, Parks & Recreation revenues and expenditures have both grown at approximately 4%. Like the General Fund, property taxes provide the single largest source of funding (49%) followed by recreation program fees (44%).

Overall financial activity has remained fairly steady resulting in an increase in fund balance of 100% since 2011. Currently, the Parks & Recreation Fund has a cash reserve level of 28%.

Table E: Community Development Fund

	2011	2012	2013	2014	2015	
Funding Sources	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	
Licenses & Permits	\$ 1,244,651	\$ 1,124,913	\$ 1,245,028	\$ 1,097,097	\$ 1,358,426	
Charges for Services	143,894	152,664	200,775	243,679	258,412	
Interest Earnings	4,809	7,908	(31,826)	45,987	16,452	
Other Revenue	374,662	176,503	17,994	21,239	15,021	
Total Sources	1,768,016	1,461,988	1,431,971	1,408,002	1,648,311	
Funding Uses						
Personnel	861,250	886,832	970,439	1,045,079	1,075,297	
Supplies & Materials	18,799	13,381	12,788	9,154	11,613	
Other Services & Charges	191,930	196,989	193,602	174,550	205,133	
Capital Outlay	349,945	160,532	30,776	20,843	8,242	
Total Uses	1,421,924	1,257,734	1,207,605	1,249,626	1,300,285	
Other Sources (Uses)						
Transfer In (Out)	-	_	-	(40,000)	(40,000)	
Other	-	_	3,365	-	-	
Total Other Sources (Uses)	-	-	3,365	(40,000)	(40,000)	
Excess of Funding Sources						
Over (Under) Funding Uses	346,092	204,254	227,731	118,376	308,026	
Fund Balance - Jan 1st	(182,929)	163,163	367,417	595,148	713,524	
Fund Balance - Dec 31st	\$ 163,163	\$ 367,417	\$ 595,148	\$ 713,524	\$ 1,021,550	

The Community Development Fund includes the activities associated with the City's planning & zoning, building inspections, code enforcement, and some housing & economic development and GIS activities.

Since 2011, the Community Development Fund has realized average revenue and expenditure increases of 3% and 1% respectively. The primary funding source for Community Development activities include construction permits, plan review fees, and contractor licenses. On average, they represent approximately 80% of total revenues. 'Charges for Services' represent staffing costs paid by the Roseville HRA/EDA, as well as fees associated with the City's Rental Licensing Program.

Thanks to steady growth in new commercial buildings and housing units, overall fund balance has increased by over 500% since 2011. Currently, the Community Development Fund has a cash reserve level of 64%.

2011-2015 Property Tax Levy Summary

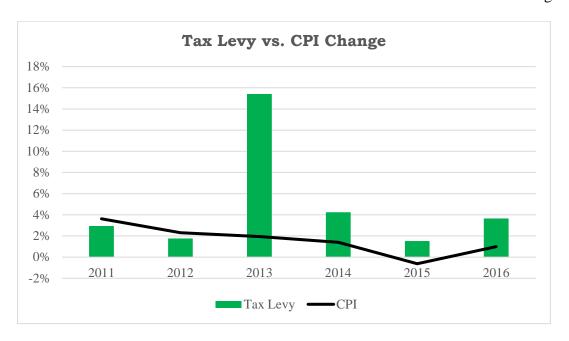
As noted above, the property tax levy is the primary funding source for a number of key operating funds, but it's also a primary funding source for the City's infrastructure replacement programs. Understandably, it's one of the most followed benchmarks of any municipality.

The following chart depicts the property tax levy amount over the past five years.



Since 2011, the property tax levy has risen from \$14.7 million to \$18.9 million, an increase of approximately 6% per year. The majority of this increase was driven by greater investment in city infrastructure including parks, facilities, streets, and technology. This is represented by the *capital* and *debt* categories. The tax levy dedicated towards operations (including personnel costs) increased only 1.0% per year.

For added context, we can compare the levy increase over time to the local consumer price index (CPI). This comparison is sometimes used to demonstrate the impact from higher taxes relative to other cost increases that homeowners might face. This is depicted in the following chart



As shown in this chart, tax levy increases have far outpaced the increase in the local CPI over the past five years for the reasons described earlier. While the difference between these two benchmarks are stark, they also highlight the reality that the City remains in an infrastructure reinvestment cycle – an inevitability that eventually comes to all cities. This cycle is likely to continue for at least the next decade.

Staff will be available at the meeting to provide additional guidance on the budget and upcoming 2017 budget process.

Staff Recommendation

Not applicable.

Requested Commission Action

For review purposes only. No formal Commission action is necessary.

Prepared by: Chris Miller, Finance Director

Attachments: A: Not Applicable

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: June 14, 2016

Re: Item #5: Receive Historical Budget & Tax Levy Data: Information Package #2

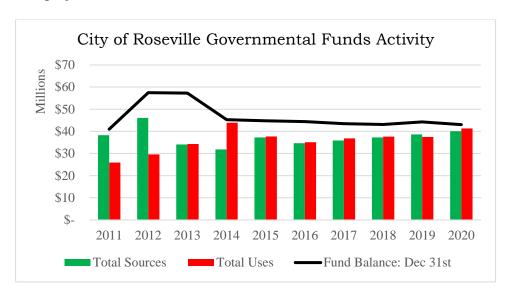
Background

At the May 10, 2016 Finance Commission meeting, the Commission reviewed an initial information package detailing historical budget and tax levy activity. During the review, the Commission requested additional information that summarized 5-year *actuals* accompanied by 5-year *projected* figures, along with information on the impacts on residents.

This information is presented below using some of the same general categories as presented at the May 10th meeting.

2011-2020 Financial Summary: Governmental Funds

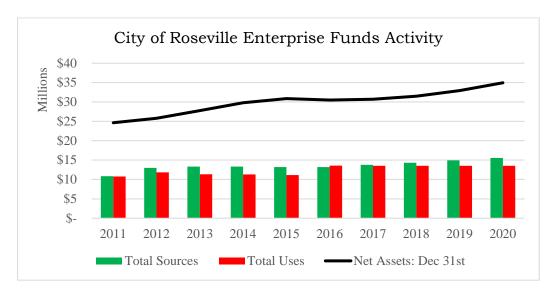
The following graph provides an operating summary for the City's *governmental* funds for the past five years along with a projection of the next five.



As shown in the graph, the City's governmental fund activity is projected to remain fairly steady with fund balance (funding sources minus funding uses) expected to level off at \$43-44 million over the next few years. More detailed information on the governmental funds can be found in Appendix B.

2011-2020 Financial Summary: Enterprise Funds

The following graph provides an operating summary for the City's *enterprise* funds for the past five years along with a projection of the next five.



As shown in the graph, the City's enterprise fund activity is also projected to remain fairly steady with net assets (funding sources minus funding uses) steadily growing. The steady growth in net assets are necessary to ensure adequate funding of capital replacements which are <u>not</u> recorded on the operating statements nor reflected in the graph. More detailed information on the enterprise funds can be found in Appendix C.

2011-2020 Property Tax Levy

The following graph provides a summary of the City's property tax levy for the past five years along with a projection of the next five.

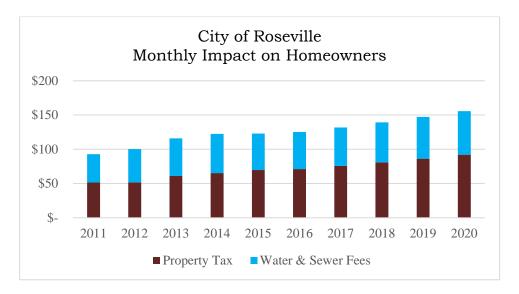


As shown in the graph, the property tax levy is expected to rise from \$13.5 million in 2011 to \$23.9 million by 2020; an annual increase of 8.6%. These increases are largely driven by capital replacements triggered by the City's natural development/redevelopment cycle. A significant portion of the City's infrastructure (streets, park systems, facilities, etc.) were placed in service during the 1970's and 80's and has reached the end of its useful life. As a result, the City has moved into a more active asset reinvestment cycle and will likely remain there for the next decade.

Impacts on Residents

As presented earlier, the City has continued to experience steady and sometimes significant growth in many city functions. Although the City has been able to capitalize on non-local dollars to provide for some of this growth, the majority of it is funded locally.

In broad numbers, 60% of the local burden is shared by residential properties and 40% is shared by non-residential. We can break this down further to demonstrate the impact on a typical single-family home. This is depicted in the graph below.



As shown in the graph, the impact on a typical single-family home is projected to rise from \$92 per month in 2011 to \$156 per month in 2020; an annual increase of 7.5%. Again, most of these increases are being fueled by increased investment in capital replacements.

Staff Recommendation

Not applicable.

Requested Commission Action

For review purposes only. No formal Commission action is necessary.

Prepared by: Chris Miller, Finance Director

Attachments: A: Historical Budget & Tax Levy Information Package from May 10, 2016

B: 2011-2020 Governmental Fund Activity DetailC: 2011-2020 Enterprise Fund Activity Detail

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: July 12, 2016

Re: Item #6: Review 2017 Property Tax Levy Scenarios and Impacts

Background

At the May 10th and June 14th Finance Commission meeting, the Commission reviewed several information packages detailing historical budget and property tax levy activity as well as projected budgets and levies for the next five years.

During the last meeting, the Commission expressed a desire to further discuss various tax levy scenarios and associated impacts on Roseville residents. City Staff presented a *preliminary* 2017 budget and tax levy impact to the City Council at the Council's 6/20/16 meeting. As noted during the Council meeting presentation, the impacts represented 'work'-in-progress' type projections that are subject to change as we move forward through the budget process.

A summary of those projections and impacts is shown in the table below.

Property Tax Levy				Prelim.	A	Annual	
		<u>2016</u>		<u>2017</u>		<u>Increase</u>	% Increase
Tax Levy Amount		\$18,944,720		20,096,170	\$1,	151,450	6.1%
Large of an Madian CE Harras O O/ Change		0.5.4		979		1.4	1.70/
Impact on Median SF Home: 0.% Change		854		868		14	1.7%
Impact on Median SF Home: 4.8% Increase	\$	854	\$	910	\$	56	6.6%
Utility Fees: Single-Family Homes				Prelim.	A	Annual	
	2016		<u>2017</u>		\$ Increase		% Increase
Water Fees	\$	341	\$	348	\$	6	1.8%
Sewer Fees		235		247		12	5.1%
Storm Fees		49		52		2	4.9%
Recycling Fees		22		26		4	16.1%
	\$	648	\$	673	\$	24	3.7%
Levy + Utility Fees: SF Homes				Prelim.	A	Annual	
-	2016			2017	\$ I	Increase	% Increase
Property Taxes	\$	854	\$	910			
Utility Fees		648		673			
	\$	1,502	\$	1,582	\$	80	5.3%

Based on *preliminary* 2017 budget and tax levy projections, a typical single-family home will experience a <u>combined</u> property tax and utility fee impact of \$80 per year or \$6.69 per month. This represents a 5.3% increase over the current year.

These figures are based on expected changes in the City's tax base (5.1% increase) and median-valued home valuations (4.8% increase) as determined by Ramsey County along with expected single-family household water usage.

For comparison purposes, various tax levy scenarios and associated impacts are presented in the table below for the median-valued home that experiences an expected 4.8% increase in valuation. Bear in mind that the table only depicts the tax levy impact.

	1% Levy	3% Levy	5% Levy	7% Levy	9% Levy
	Increase	Increase	Increase	Increase	Increase
Annual \$\$ Tax Impact on Median SF Home	\$ 7	\$ 26	\$ 46	\$ 65	\$ 84
Annual % Tax Impact on Median SF Home	0.8%	3.1%	5.3%	7.6%	9.8%

Certainly there are other what-if exercises or analyses that could be performed to arrive at a target levy amount or impact on residents. However, this exercise in of itself does not factor in the varying outcomes or program service levels that would result.

Discussion on Affordability of City Services

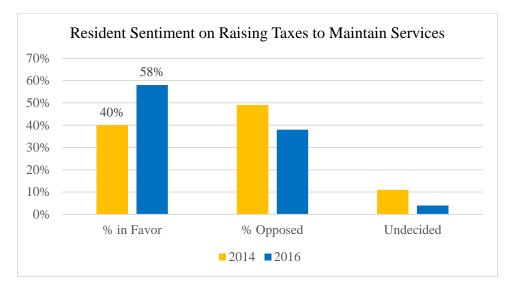
One of the other conversations that took place at the June 14 Commission meeting was the issue of affordability. This was in context to the disparate increases in the property tax levy in recent years relative to other economic indices.

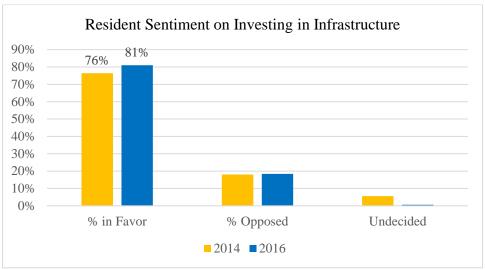
The concept of affordability remains an on-going dialogue between residents, the City Council, and Staff. Significant value can be derived from looking at individual and household income levels, consumer & producer indices, etc. What remains elusive is the ability to gauge changes in <u>local</u> disposable or even discretionary income which would provide a stronger indication of property owners' ability to pay for city services.

The State of Minnesota does compile an affordability measure called the 'Price of Government' which calculates the cost of government services as a percentage of personal income. However, the measure is quite broad in that it measures all units of government combined (state & local) on a statewide basis as opposed to a local one. For what it's worth, the State-determined price of government over the past decade has ranged from a low of 14.7% in 2009, to a high of 16.2% in 2006. For 2016, the State forecasts a figure of 15.4% continuing a two-year decline.

While we continue to struggle to gauge resident's *ability* to pay for city services, we do have some insight on their *willingness* to pay. In 2014 and 2016, the City partnered with the Morris Leatherman Company to conduct a community survey. Within that survey, there were a number of questions centered on the costs of services and the value of those services. While some of those questions were open-ended there were a few that required respondents to either 'favor' or 'oppose' specific spending decisions.

The graphs below provide the survey results from two specific areas that might help gauge residents' willingness to pay. They are derived from questions #51, and #53-57 in the 2016 Survey





It's acknowledged that these graphs are far from a complete representation of residents' willingness to pay for City services. But they do reflect how residents react when faced with selected 'either-or' propositions on City spending and taxation.

The Community Survey also provides many insights regarding residents' expectations on City services and whether the City is headed in the right direction. Many of these insights are expected to be highlighted by Morris Leatherman representatives at the July 11, 2016 City Council meeting.

Staff Recommendation

Not applicable.

Requested Commission Action

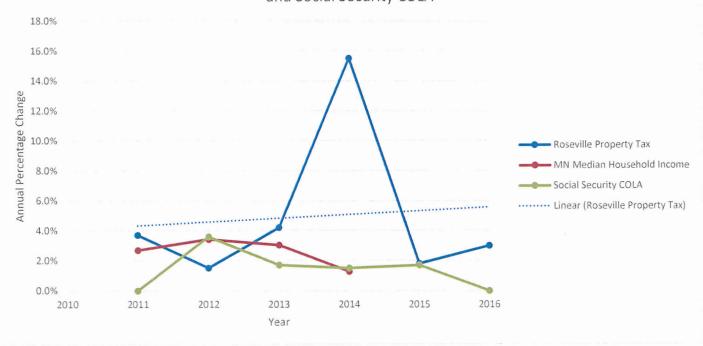
For review purposes only. No formal Commission action is necessary.

Prepared by: Chris Miller, Finance Director

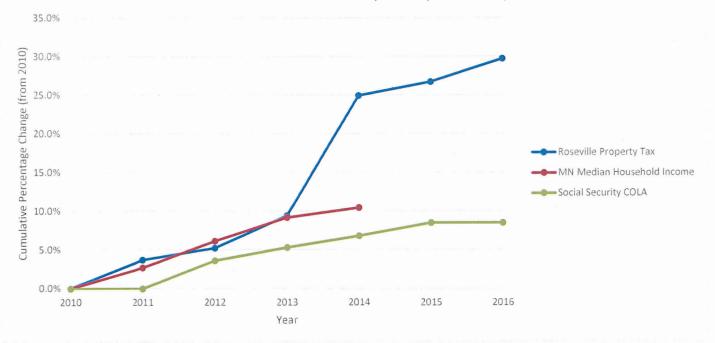
Attachments: A: Not Applicable

Item #6: Attachment D

Annual Property Tax Increase vs. Annual Increase in Median Household Income and Social Security COLA



Cumulative Property Tax Increase vs. Cumulative Increase in Median Household Income and Social Security COLA (Since 2010)



To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #7: Continue Discussion Items for the Joint Meeting with the City Council

Background

At the July 12, 2016 Finance Commission meeting, the Commission identified various topics for possible discussion at the upcoming Joint City Council/Finance Commission meeting on August 15, 2016. Those topics included:

What level of budget review should the Finance Commission take? Any specific area?
Should the Finance Commission be involved in reviewing the annual audit reports, internal
controls, investment policies & performance?
Developing standardized budgeting & financial reporting packages/financial dashboard
Golf Course financial review
Local Option Sales Tax
CIP Recommendations
Tax Levy & Budget Recommendations

The Commission is asked to review the list and revise as desired.

Approximately 40 minutes has been set aside during the joint meeting for the Commission to present information and seek guidance.

As noted previously, it is suggested that the Commission select a specific Member(s) to address each topic. If you intend to offer any <u>specific</u> recommendations, the Commission is advised to first adopt them, by motion, at your August meeting. In contrast, if you're simply offering the Commission's general sentiment on a particular topic then a simple acknowledgement of what you intend to convey would probably suffice.

For example; if the Commission wants to recommend that the 2017 property tax levy be limited to no more than 3%, then the Commission should take a formal vote to approve it. If on the other hand, the Commission merely wants to encourage the Council to exercise fiscal restraint, then a formal vote probably isn't necessary.

Staff Recommendation

See 'Requested Commission Action' below.

Requested Commission Action

Identify a list of topics for discussion at the joint 8/15/16 City Council/Finance Commission meeting.

Prepared by: Chris Miller, Finance Director

Attachments: A: Not applicable

To: Roseville Finance Commission **From:** Chris Miller, Finance Director

Date: August 10, 2016

Re: Item #8: Review 2015 Cash Reserve Levels

Background

At the July 12, 2016 Finance Commission meeting, the Commission asked to have a review of the 2015 year-end cash reserve levels. Commissioner Zeller agreed to update the work papers he prepared a year ago. They are included in *Attachment A*.

Staff Recommendation

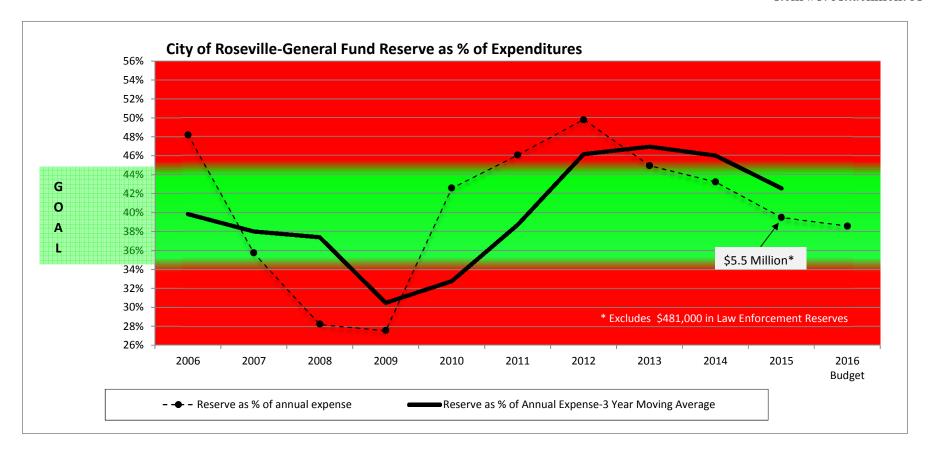
Not applicable.

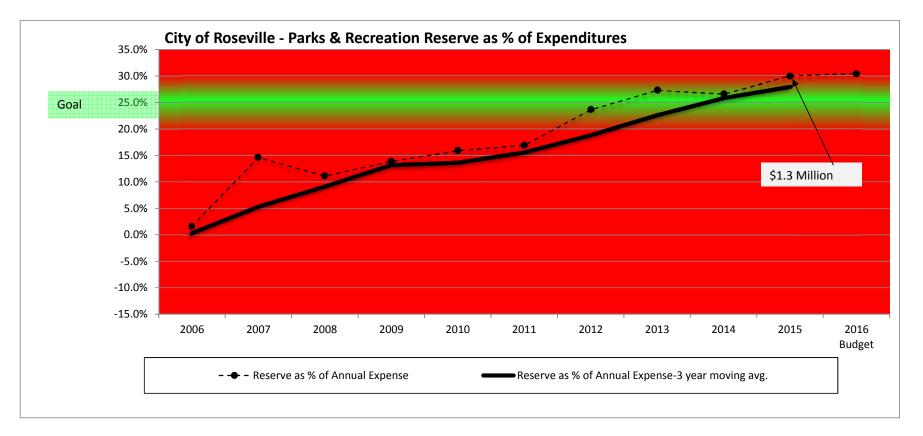
Requested Commission Action

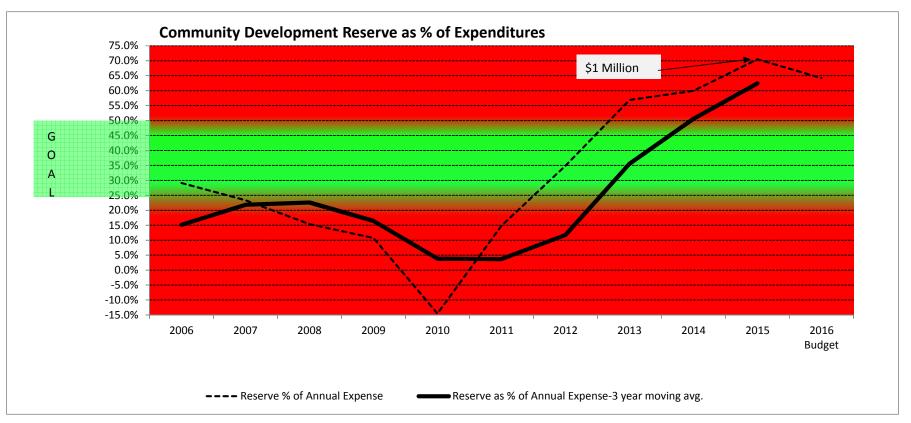
For information purposes only. No formal Commission action is required, however the Commission may choose to utilize this information to help guide 2017 tax levy and budget recommendations for the City Council at the upcoming City Council/Finance Commission meeting on August 15, 2016.

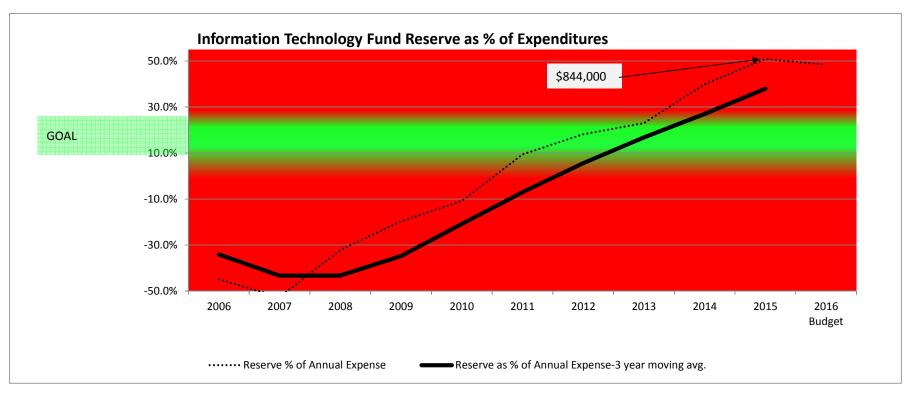
Prepared by: Chris Miller, Finance Director

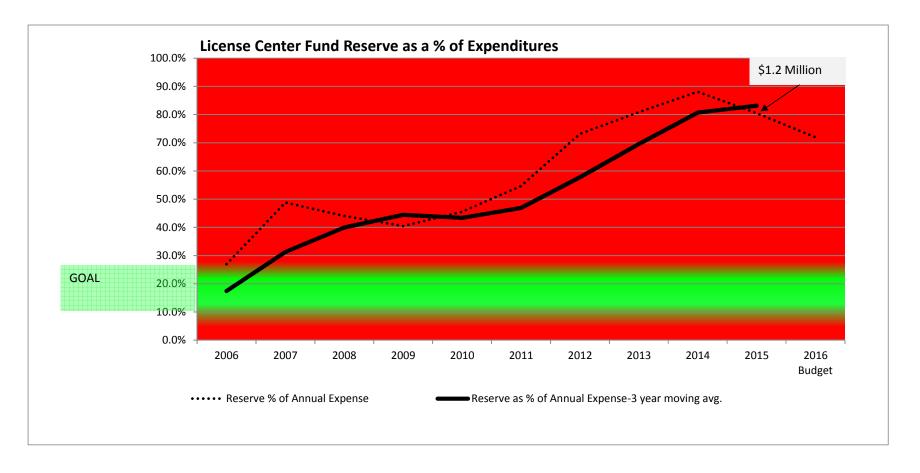
Attachments: A: Revised Cash Reserve Level Schedules

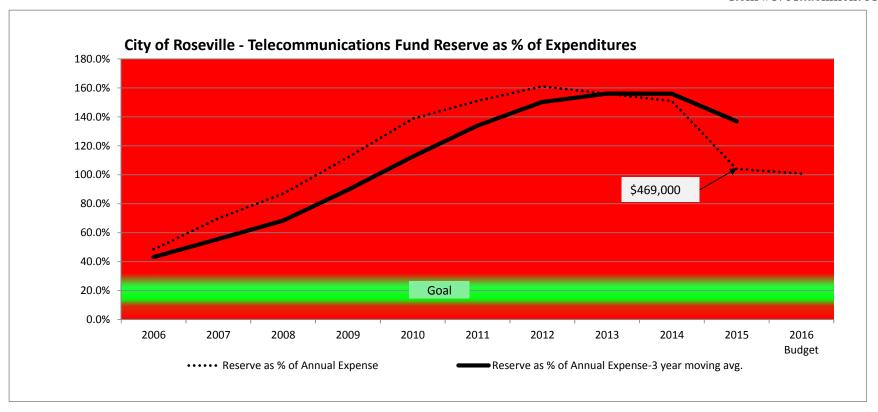












CITY OF ROSEVILLE RESERVE GOALS BY FUND (Reserve amount as a percentage of budget expenses)

Reserve Goals-General Fund			Information Technology Fund			Reserve Goals-Community Dev.		
Goal Low	Goal High	Goal Avg.	Goal Low	Goal High	Goal Avg.	Goal Low	Goal High	Goal Avg.
35%	45%	40.0%	10%	25%	17.5%	25%	50%	37.5%

	License Center		Reserve Analysis-Parks & Rec.			Communications		
Goal Low	Goal High	Goal Avg.	Goal Low	Goal High	Goal Avg.	Goal Low	Goal High	Goal Avg.
10%	25%	17.5%	25%	25%	25.0%	10%	25%	17.5%

