



## **“Green Box” Initiatives for Budget Worksession**

March 30, 2017

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## “Green Box” Initiatives for Budget Worksession

Town Property/Location	Parcel Size/Acreage	“Green Box” Options	Potential Revenue	Implementation
1) Hirst Farm Proffer 785 South 20 <sup>th</sup> Street	18.99 acres	<ul style="list-style-type: none"> <li>a) Sell for development</li> <li>b) Install solar panels</li> <li>c) Install cellular towers</li> <li>d) Lease/sell property to public/private group for outdoor recreation (aquatic facility, sportsplex, rectangular/athletic fields, Par 3 golf course)</li> <li>e) Ground lease property for public/private group to provide outdoor recreation</li> <li>f) Collect stream restoration credits</li> <li>g) Create a wetlands mitigation bank</li> <li>h) Work with state to change laws and put in a conservation easement to sell tax credits</li> </ul>		
2) Aberdeen Farm 16385 Short Hill Road	189.75 acres	<ul style="list-style-type: none"> <li>a) Sell residual property not needed for water resources</li> <li>b) Sell one or both of the residential structures</li> <li>c) Renovate residential structures and lease</li> <li>d) Pursue zoning from Loudoun County to allow for solar or windmill generated electric production facilities</li> <li>e) Lease for agricultural use such as cash crops, grapes or hops</li> <li>f) Wetlands mitigation bank</li> <li>g) Stream restoration credits</li> <li>h) Ground lease for vineyards or rural economy activities for vineyards, tasting rooms, restaurants and other rural activities</li> </ul>		

<p>3) Pullen House 301 South 20<sup>th</sup> Street</p>	<p>.51 acres</p>	<ul style="list-style-type: none"> <li>a) Sell property for redevelopment as commercial or residential</li> <li>b) Renovate and lease property</li> <li>c) Allow nonprofit group to renovate and use for 5 years with minimal rent and then sell structure (Mary's House of Hope model)</li> <li>d) Contact county and state agencies to see if they would be willing to acquire and renovate for government functions or group home</li> <li>e) Tear down house and install a sponsored pavilion that can be rented for public and private events</li> </ul>		
<p>4) Village Case 811 Kinvarra Place</p>	<p>5.86 acres</p>	<ul style="list-style-type: none"> <li>a) Sell for residential development</li> <li>b) Sell property for permitted secondary uses in PDH-5 district (riding or boarding stables, church, cultural center or museum or private school)</li> <li>c) Sell property to Village Case HOA for private use/park</li> <li>d) Expand community garden and farming on-site</li> <li>e) Lease for private farming and incidental storage of farming equipment</li> <li>f) Work with state to change laws and put in conservation easement to sell tax credits</li> </ul>		
<p>5) Courts of Saint Francis (Oak Tree Lot) 125 DeSales Drive</p>	<p>.15 acres</p>	<ul style="list-style-type: none"> <li>a) Sell for development</li> <li>b) Work with state to change laws and put conservation easement on site with Town taking advantage of tax credits</li> <li>c) Sell lot to adjacent property owner or HOA</li> </ul>		
<p>6) Chiasson Property (donated as Bowman Park) 22 lots at the end of Glendale Street and Basswood Court</p>	<p>15.49 acres</p>	<ul style="list-style-type: none"> <li>a) After obtaining enabling legislation, place in conservation easement and sell tax credits</li> <li>b) Wetlands mitigation bank</li> <li>c) Stream restoration credits</li> <li>d) Sell several lots to adjacent property owners who have requested buffers</li> <li>e) After talking with family who donated, sell property for future development</li> </ul>		

<p>7) Town Hall Building 221 South Nursery Avenue</p>	<p>.69 acres</p>	<p>a) Lease meeting rooms and Council chambers b) Allow for business displays and products for sale to be displayed in front foyer and public hallways (This would provide for advertising space and product displays where companies and businesses could display their products or services for a monthly fee – the Town would not complete any transactions but would allow for the advertising)</p>		
<p>8) Purcellville Train Station 200 North 21<sup>st</sup> Street</p>	<p>.10 acres</p>	<p>a) Allow for popup incubator and business sites b) Allow for electronic displays and advertising c) Allow for permitted seasonal services and refreshments to be sold on the property (this could include vendors that provide food, refreshments and other services needed by trail users) d) If permitted under the original grant, sell property to private investors to operate a business such as a restaurant or other downtown service opportunities e) Market the potential rental and corporate retreat opportunities at this location to businesses in the Northern Virginia area. This will allow us to reach out to a broader market than the local and Western Loudoun community groups that typically use it today.</p>		

<p>9) Fireman’s Field 250 South Nursery Avenue</p>	<p>15.89 acres</p>	<ul style="list-style-type: none"> <li>a) Continue to pursue the Town’s initiative of issuing an RFI for operations and management assistance in running the entire complex</li> <li>b) While being sensitive to the original purchase agreements, provide for naming rights to individual facilities or fields at the Fireman’s Field complex (for example: Chick-Fil-A Stadium at Fireman’s Field)</li> <li>c) Allow for banners and sponsors of specific events to be displayed throughout the property</li> <li>d) Allow for more themed events located inside the fence – many stadiums allow for concerts, performances and other events outside of the traditional sports activities</li> <li>e) Expansion of fund raisers and corporate events that occur at the location</li> <li>f) Have additional pavilions constructed throughout the Dillions Woods and lease these on a daily basis to programs, family events and other activities. The pavilions could be paid for through sponsorships and rental income would be all profit.</li> <li>g) Expand the Movies in the Park or at Fireman’s Field</li> <li>h) Create a Dillion’s Woods Market on Saturdays during sporting events</li> <li>i) Charge an admissions tax to all entry fees at the Skating Rink and Fireman’s Field Stadium</li> <li>j) Work with all of the youth organizations and concession stands and enter into exclusive service agreements where a certain type of beverage and food products are sold exclusively on the Town property. These lucrative deals in larger jurisdictions apply to beverages in most circumstances (for example, a specific soft drink company would have exclusive rights and only their product would be sold on the Town property).</li> </ul>		
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<p>10) Downtown Gazebo and 21<sup>st</sup> &amp; 23<sup>rd</sup> Street Parking Area</p>	<p>.38 acres</p>	<p>a) Allow for sponsorship or naming rights to the gazebo  b) Install metered parking on the lot  c) Sell parking passes on the lot  d) Allow for sponsorship or naming rights to the parking lot  e) Distribute Request for Proposal (RFP) for landscaping companies to mow, maintain and plant this area in return for signs identifying their free service to the Town located throughout the parking lot</p>		
<p>11) Hatcher Avenue Parking Lot Hatcher Avenue &amp; Main Street</p>	<p>.41 acres</p>	<p>a) Install metered parking on the lot  b) Sell parking passes on the lot  c) Allow for sponsorship or naming rights to the parking lot  d) Distribute Request for Proposal (RFP) for landscaping companies to mow, maintain and plant this area in return for signs identifying their free service to the Town located throughout the parking lot</p>		
<p>12) Miller Parking Lot Main Street &amp; 21<sup>st</sup> Street</p>	<p>.35 acres</p>	<p>a) Install metered parking on the lot  b) Sell parking passes on the lot  c) Allow for sponsorship or naming rights to the parking lot  d) Distribute Request for Proposal (RFP) for landscaping companies to mow, maintain and plant this area in return for signs identifying their free service to the Town located throughout the parking lot</p>		

13) Reservoir and Watershed Properties on the Mountain Potts Lane & Creamer Lane	1,271 acres	<ul style="list-style-type: none"> <li>a) Selective timbering</li> <li>b) Charge a fee for access rights by employees, Town Council, Committee, Commission and Board members</li> <li>c) Charge access fee for the public to pursue recreational opportunities</li> <li>d) Sell portions or entire property to federal or state government</li> </ul>		
14) Water Storage Tank 311 North Maple Avenue	1.7 acres	<ul style="list-style-type: none"> <li>a) Sponsorship on tank for painting</li> <li>b) Additional communication towers on-site</li> <li>c) Advertising on fence across from high school</li> <li>d) Sale or lease of southern portion of acreage that is not being used at this time</li> <li>e) Creation of parking area in southern area of lot for overflow events – parking can be leased to Loudoun County Public Schools</li> </ul>		
15) Water Treatment Plant 16153 Short Hill Road	4.51 acres	<ul style="list-style-type: none"> <li>a) Communication tower site</li> <li>b) Sale of bulk water (treated or untreated)</li> </ul>		
16) Well Houses in Valley Industrial Park 310/320 Hatcher Avenue	11 acres	<ul style="list-style-type: none"> <li>a) Communication tower site</li> <li>b) Wetlands mitigation bank</li> <li>c) Stream restoration credits</li> </ul>		
17) Mountain View Water Facility 36815 Alder School Road	4.06 acres	<ul style="list-style-type: none"> <li>a) Communication tower site</li> <li>b) Sale of surplus acreage to Loudoun County Public Schools for future use</li> </ul>		
18) Wastewater Treatment Plant & Maintenance Area 1005 South 20 <sup>th</sup> Street	22 acres	<ul style="list-style-type: none"> <li>a) Reuse of effluent</li> <li>b) Communication tower site</li> <li>c) Bulk water sales (raw and treated)</li> <li>d) Stream restoration credits</li> <li>e) Installation of solar panels to sell back to grid</li> </ul>		

<p>19) Old Maintenance Building &amp; Sewer Treatment Plant Site 785 South 20ths Street</p>	<p>8.87 acres</p>	<p>a) Expansion of lease with Makersmiths b) Sale of the property for residential development c) Wetlands mitigation bank d) Stream restoration credits e) Development of property for outdoor recreation or other approved rural economy uses</p>		
<p>20) Wastewater Pumping Stations 90 Hackley Court 652 Elliot Drive 405 East Skyline Drive 300 Hatcher Drive 731 West Main Street</p>	<p>.8 acres</p>	<p>a) Communication tower sites</p>		
<p>21) Land used for previous Holly Lane Pump Station 532 Nursery Avenue</p>	<p>60 square feet</p>	<p>a) Sell to adjacent property owners</p>		
<p>22) Jeffreys Property 16261 Short Hill Road</p>	<p>6.51 acres</p>	<p>a) Communication tower site b) Solar power or windmill site c) Lease of open space property for farming d) Relocation or construction of chemical feeding facility and renovation of the existing tenant house for rental income</p>		
<p>23) Sue Kane Nature Park North 21<sup>st</sup> Street</p>	<p>12.55 acres plus a portion of the 11 acres Identified as the Valley Industrial Park Well and Pump Station Complex</p>	<p>a) Wetlands mitigation bank b) Stream restoration credits</p>		
<p>24) Miscellaneous “Green Box” Initiatives related to vehicles and equipment</p>	<p>N/A</p>	<p>a) Sponsorship of vehicle or equipment through purchasing and acknowledgement b) Maintenance services provided to vehicles and equipment in return for advertising on fleet vehicles</p>		

# Town of Purcellville

## Water and Sewer Utility Enterprise Funds

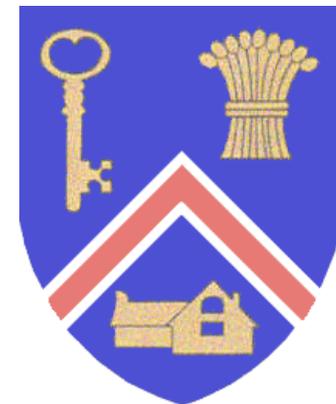


Utility Rate Scenarios

Supplemental Discussion Materials

Budget Work Session

March 30, 2017



# Water and Sewer Utility Enterprise Funds

## Structural Balance Projections – General Assumptions

- FY 2017 Estimated Actual Revenues and Expenses
- FY 2018 Budgeted expenses
- Five Year CIP assumptions updated as of 3/28/17
  - \$250,000 in cash funded water CIP each year beginning FY 2022
  - \$100,000 in cash funded sewer CIP each year beginning FY 2021
- No Debt restructuring
  - Reserves used to pay the \$1.44 million balloon maturity of the Water Fund's 2010 General Obligation Bond on its scheduled maturity date in FY 2021.
- Updated Availabilities as of 03/28/17, but still no Availabilities sold after Mayfair

# Water and Sewer Utility Enterprise Funds

## Updated Water CIP

Water Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Tank Painting	\$300,000					\$300,000
Water Line Replacement on N 21st Street	\$6,262					\$6,262
Reprogram PLC at Wells	\$201,066					\$201,066
Hirst Wells Rehabilitation	\$9,313					\$9,319
New Elevated Water Tank				\$95,000		\$95,000
Water Treatment Plant Improvements			\$50,000	\$672,500	\$485,000	\$1,207,500
Intake Structure for Hirst Reservoir			\$143,000	\$563,500		\$706,500
N Maple Avenue Waterline	\$118,620	\$609,280				\$727,900
Consolidated Well Treatment Facility				\$50,000	\$3,000,000	\$3,050,000
Holly Lane Water Main Replacement				\$175,000		\$175,000
Allder School Road Water Main Replacement	\$150,000					\$150,000
LVSC Water Main Replacement				\$218,000		\$218,000
12th Street Water Main Replacement			\$64,062	\$290,120		\$354,182
<b>Total Water CIP</b>	<b>\$785,261</b>	<b>\$609,280</b>	<b>\$257,062</b>	<b>\$2,064,120</b>	<b>\$3,485,000</b>	<b>\$7,200,723</b>
<b>Cash Funded</b>	<b>\$662,620</b>	<b>\$609,280</b>	<b>\$257,062</b>	<b>\$828,120</b>	<b>\$ -</b>	<b>\$2,357,082</b>
<b>Debt Funded</b>	<b>\$122,641</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,236,000</b>	<b>\$3,485,000</b>	<b>\$4,721,000</b>

All Scenarios account for \$250,000 of Water CIP spending in FY 2022 and beyond, funded with 100% Cash.

# Water and Sewer Utility Enterprise Funds

## Updated Sewer CIP

Sewer Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
East End Pump Station	\$200,000					\$200,000
LEAP Aeration Upgrade		\$160,000				\$160,000
West End Pump Station Improvement			\$375,000	\$350,000		\$725,000
Replacement Membranes				\$2,010,000		\$2,010,000
Ongoing Cash Capital Spending					\$100,000	\$100,000
<b>Total Sewer CIP</b>	<b>\$200,000</b>	<b>\$160,000</b>	<b>\$375,000</b>	<b>\$2,360,000</b>	<b>\$100,000</b>	<b>\$3,195,000</b>
<b>Cash Funded</b>	<b>\$200,000</b>	<b>\$160,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$100,000</b>	<b>\$460,000</b>
<b>Debt Funded</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$375,000</b>	<b>\$2,360,000</b>	<b>\$ -</b>	<b>\$2,735,000</b>

All Scenarios account for \$100,000 of Sewer CIP spending in FY 2021 and beyond, funded with 100% Cash.

# Water and Sewer Utility Enterprise Funds

## Updated Availabilities

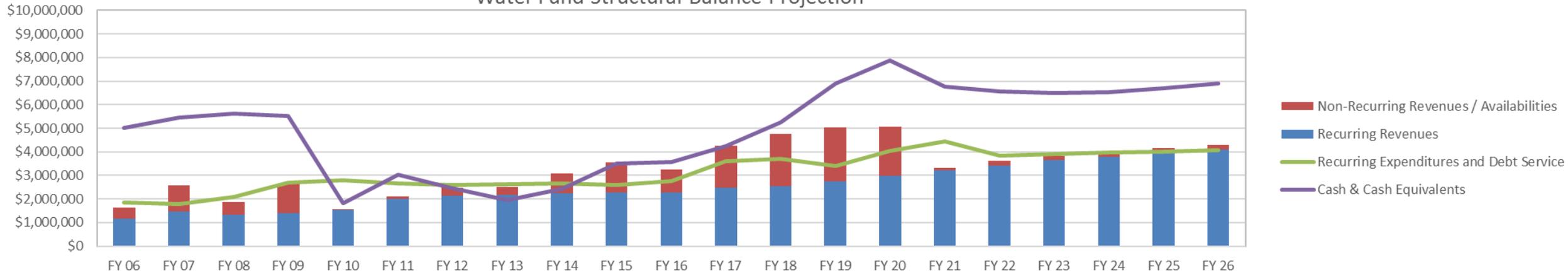
Project	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
<b><u>Commercial / Industrial</u></b>						
Catocin Corner	4 - 3/4"	1 - 1"	2 - 3/4"	2 - 1"		9
Mayfair	1 - 5/8"	4 - 5/8"	4 - 5/8"			9
Vineyard Square			3 - 5/8"			3
Daycare	1 - 3/4"					1
Shea's Warehouse		1 - 5/8"				1
Browning Office		1 - 3/4"				1
Chapman			2 - 3/4"			2
O'Toole				1 - 5/8", 1 - 3/4", 1 - 2"		3
Shoppes at Main & Maple					1 - 3/4"	1
Stupar					2 - 3/4"	2
<b><u>Residential</u></b>						
Infill Residential	3 - 5/8"					3
Mayfair	50- 5/8"	50- 5/8"	50- 5/8"	57- 5/8"		207
Village Case		10 - 5/8"	10 - 5/8"	8 - 5/8"		28
Morgan Meadows		5- 5/8"				5
Vineyard Square			1 - 2"			1
Ball Property		12 - 5/8"	8 - 5/8"			20
Stupar					Unknown	Unknown
<b>Total Availability Revenue</b>	<b>\$3,267,784</b>	<b>\$4,072,444</b>	<b>\$4,214,506</b>	<b>\$3,811,997</b>	<b>\$213,093</b>	<b>\$15,579,824</b>

# Scenario #5

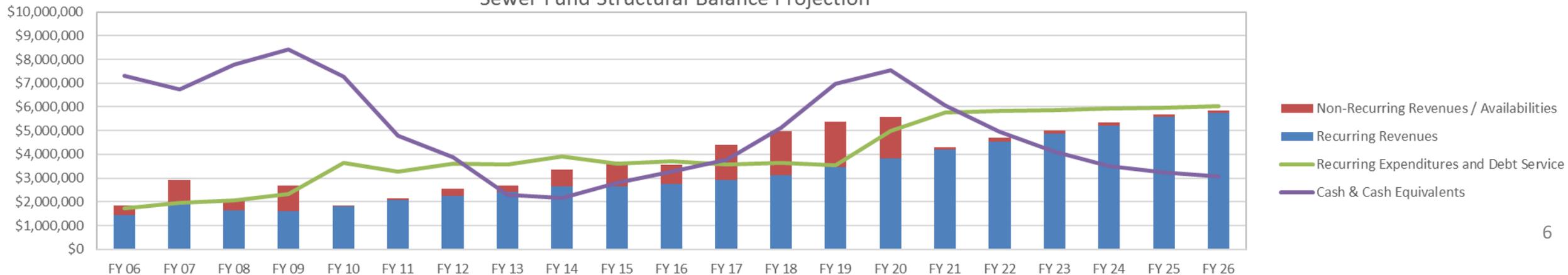
## FY 2018 Budget Baseline

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	5.0%	5.0%	3.0%	<b>70.4%</b>
Sewer Rate Increase	5.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	3.0%	<b>77.0%</b>

Water Fund Structural Balance Projection



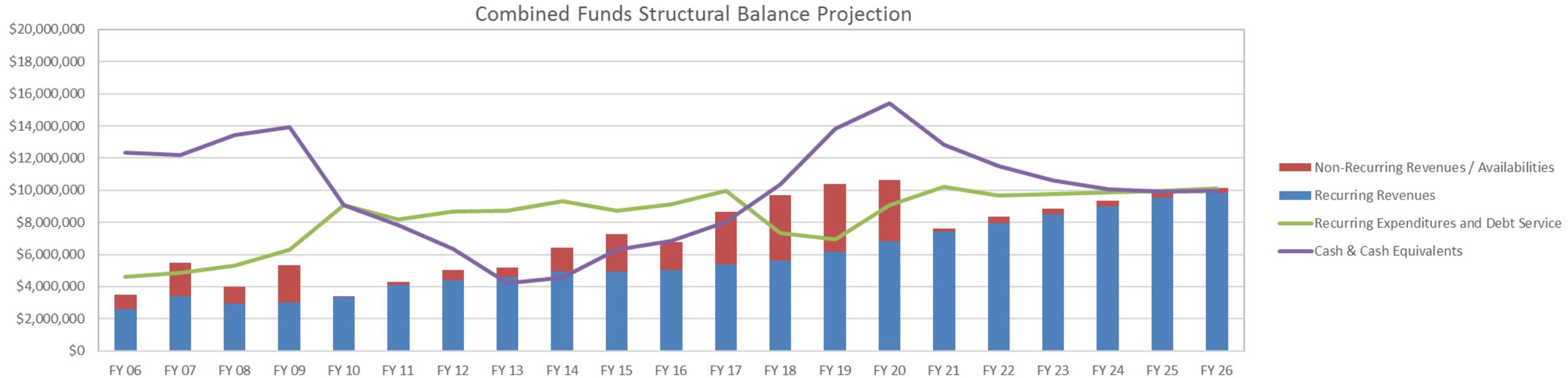
Sewer Fund Structural Balance Projection



# Scenario #5

## FY 2018 Budget Baseline

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	5.0%	5.0%	3.0%	<b>70.4%</b>
Sewer Rate Increase	5.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	3.0%	<b>77.0%</b>

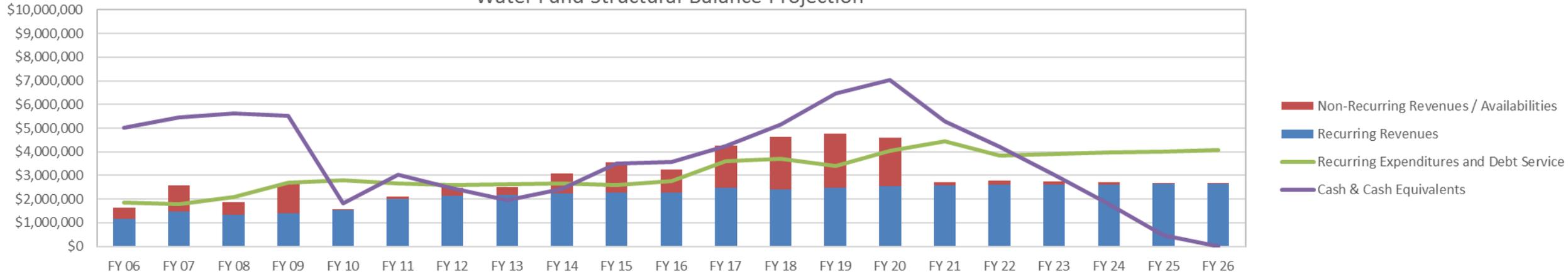


# Scenario #6

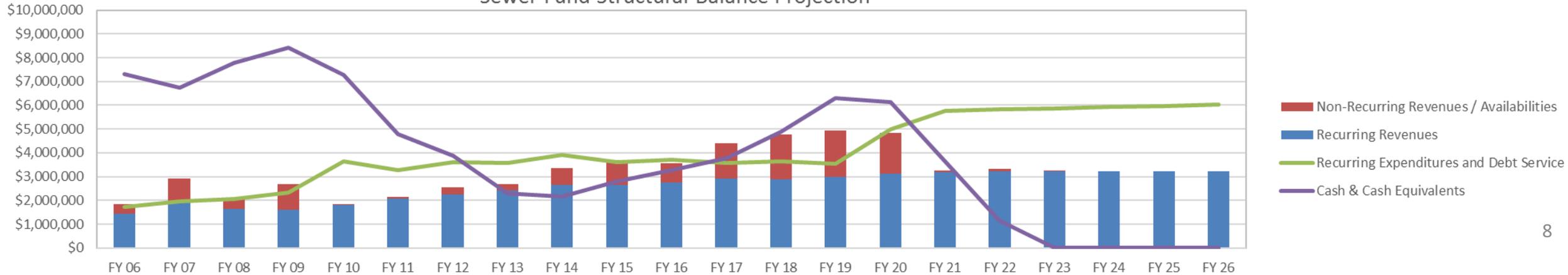
## No Rate Increases after FY 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>
Sewer Rate Increase	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>

Water Fund Structural Balance Projection



Sewer Fund Structural Balance Projection

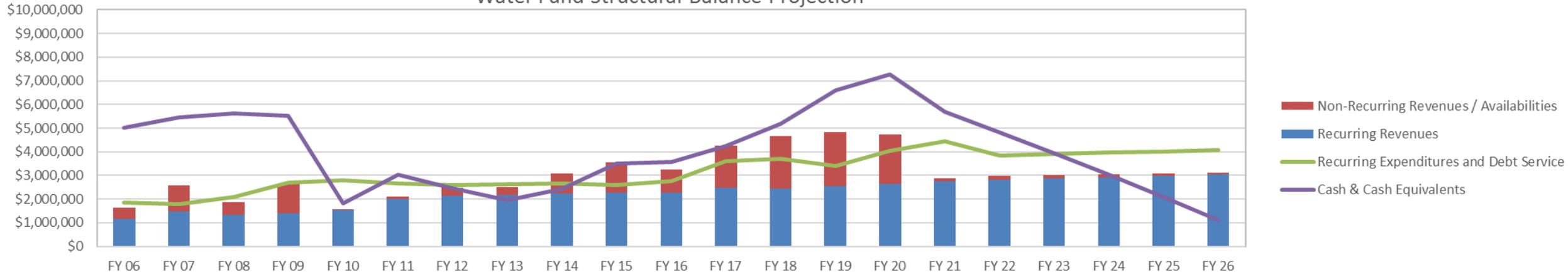


# Scenario #7

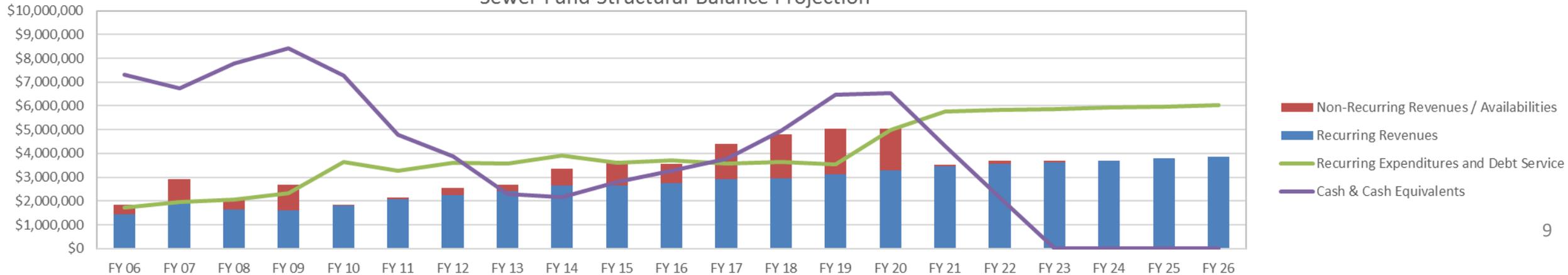
## 2.0% Increases Per Year after FY 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>
Sewer Rate Increase	5.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>

Water Fund Structural Balance Projection



Sewer Fund Structural Balance Projection

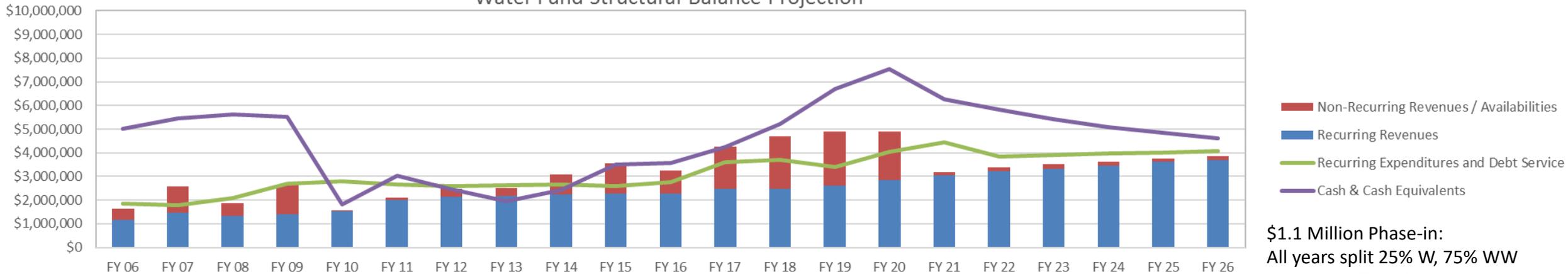


# Scenario #8

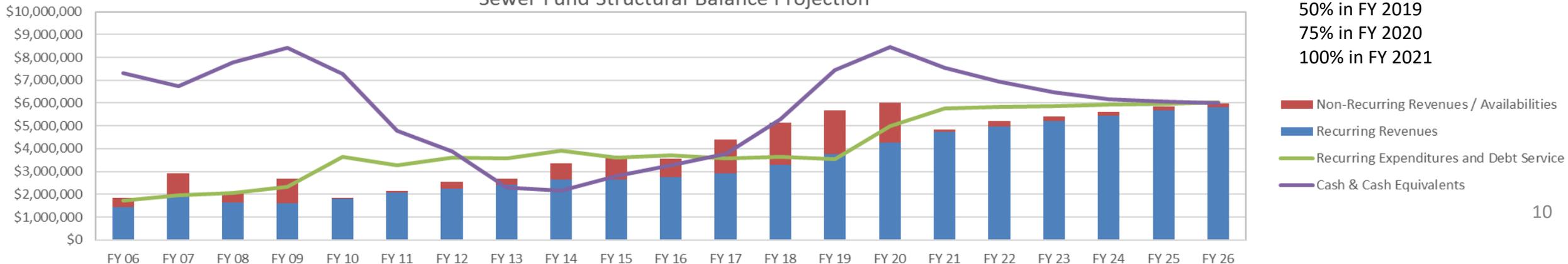
## Additional \$1.1 Million (Phased In Beginning FY 2018)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	<b>38.0%</b>
Sewer Rate Increase	5.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	<b>53.6%</b>
Water Rev. Impact	-	\$68,750	\$137,500	\$206,250	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
Sewer Rev. Impact	-	\$206,250	\$412,500	\$618,750	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000

Water Fund Structural Balance Projection



Sewer Fund Structural Balance Projection

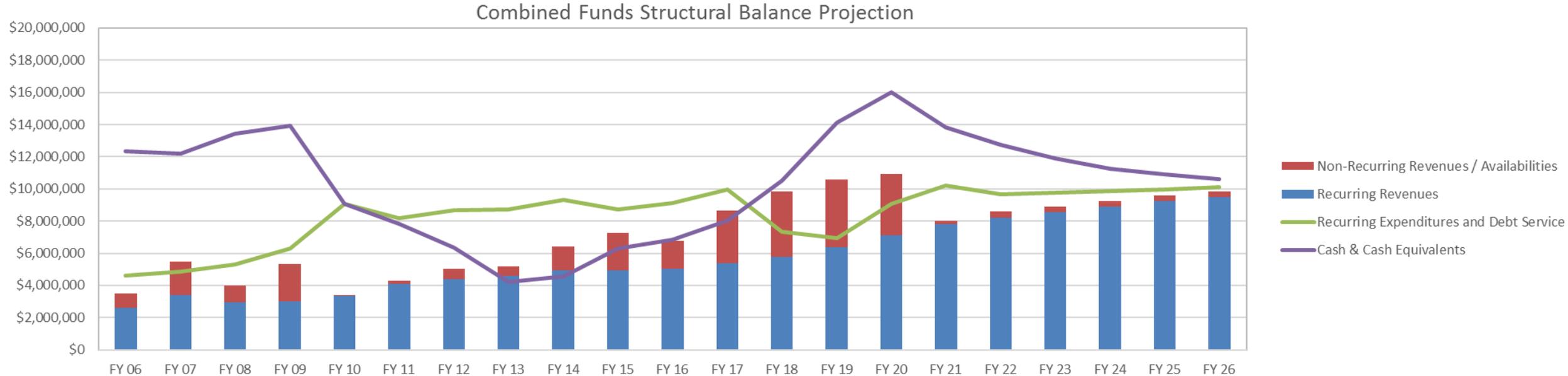


**\$1.1 Million Phase-in:**  
 All years split 25% W, 75% WW  
 25% in FY 2018  
 50% in FY 2019  
 75% in FY 2020  
 100% in FY 2021

# Scenario #8

## Additional \$1.1 Million (Phased In Beginning FY 2018)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	<b>38.0%</b>
Sewer Rate Increase	5.0%	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	<b>53.6%</b>
Water Rev. Impact	-	\$68,750	\$137,500	\$206,250	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
Sewer Rev. Impact	-	\$206,250	\$412,500	\$618,750	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000



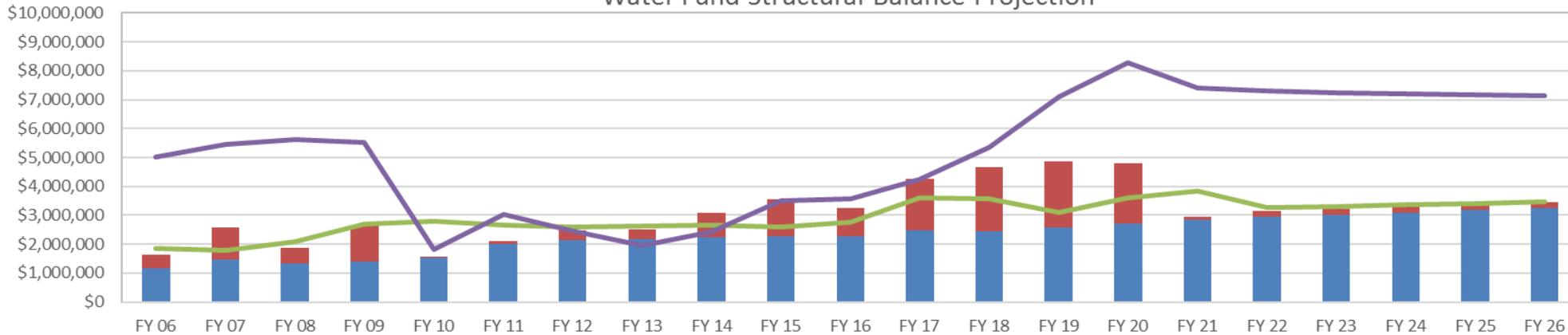
\$1.1 Million Phase-in, All years split 25% W, 75% WW:  
 25% in FY 2018  
 50% in FY 2019  
 75% in FY 2020  
 100% in FY 2021

# Scenario #9

## Phased Elimination of Chargeback and Transfer of Meals Tax

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	2.0%	<b>29.2%</b>
Sewer Rate Increase	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	<b>46.4%</b>
Water Rev. Impact	-	\$150,444	\$300,888	\$451,331	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775
Sewer Rev. Impact	-	\$275,184	\$554,148	\$829,331	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775

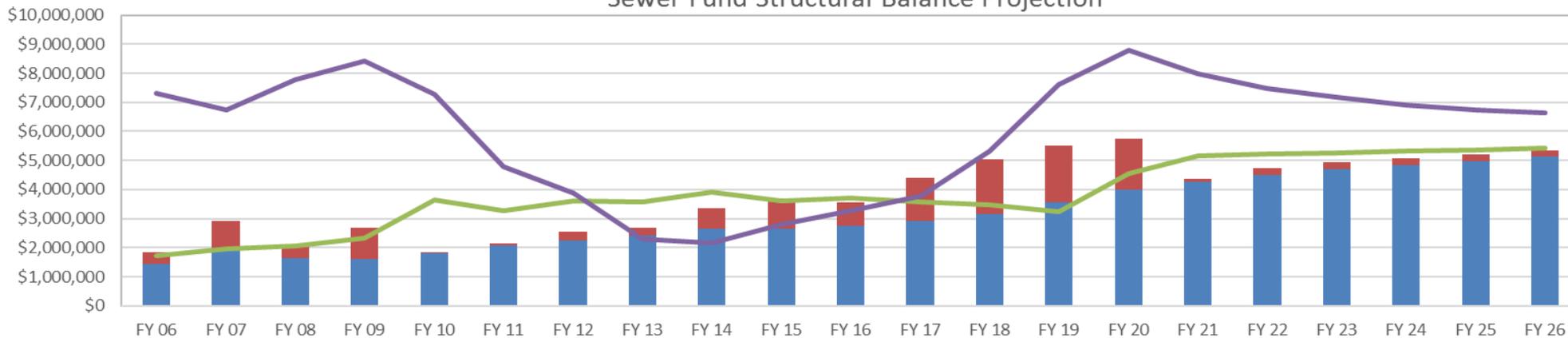
Water Fund Structural Balance Projection



1% Meals Tax Revenue (100% WW):  
 33% in FY 2018  
 67% in FY 2019  
 100% in FY 2020

- Non-Recurring Revenues / Availabilities
- Recurring Revenues
- Recurring Expenditures and Debt Service
- Cash & Cash Equivalents

Sewer Fund Structural Balance Projection



Chargeback Reduction:  
 Split Evenly to W and WW  
 25% in FY 2018  
 50% in FY 2019  
 75% in FY 2020  
 100% in FY 2021

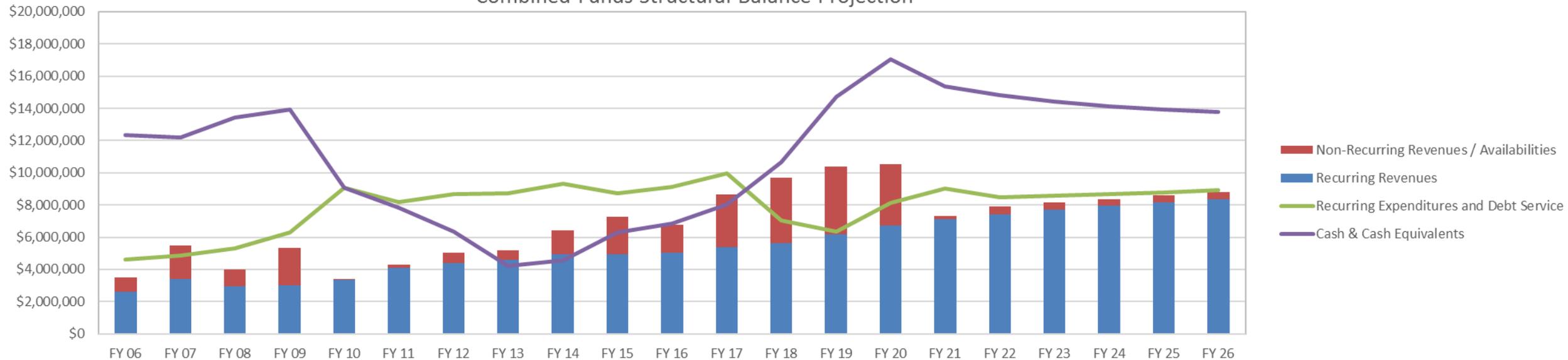
- Non-Recurring Revenues / Availabilities
- Recurring Revenues
- Recurring Expenditures and Debt Service
- Cash & Cash Equivalents

# Scenario #9

## Phased Elimination of Chargeback and Transfer of Meals Tax

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	2.0%	<b>29.2%</b>
Sewer Rate Increase	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	<b>46.4%</b>
Water Rev. Impact	-	\$150,444	\$300,888	\$451,331	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775
Sewer Rev. Impact	-	\$275,184	\$554,148	\$829,331	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775

Combined Funds Structural Balance Projection



1% Meals Tax Revenue (100% WW):

33% in FY 2018  
67% in FY 2019  
100% in FY 2020

Chargeback Reduction, Split Evenly to W and WW:

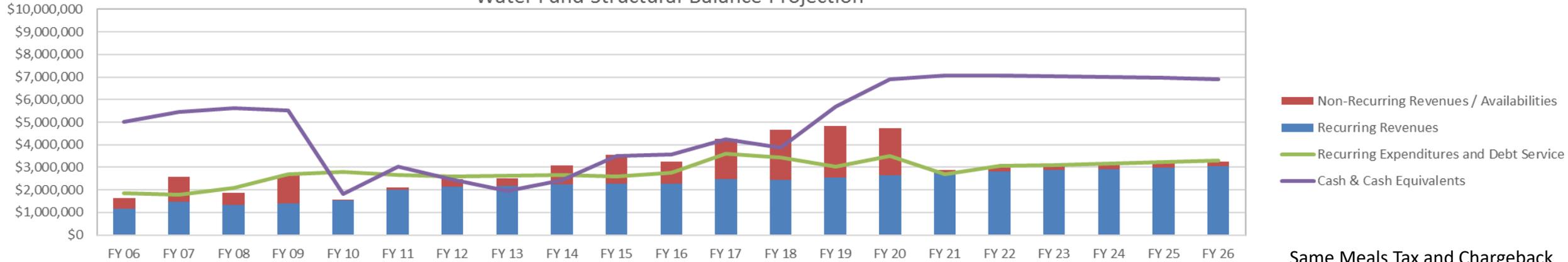
25% in FY 2018  
50% in FY 2019  
75% in FY 2020  
100% in FY 2021

# Scenario #9A – With Debt Restructuring

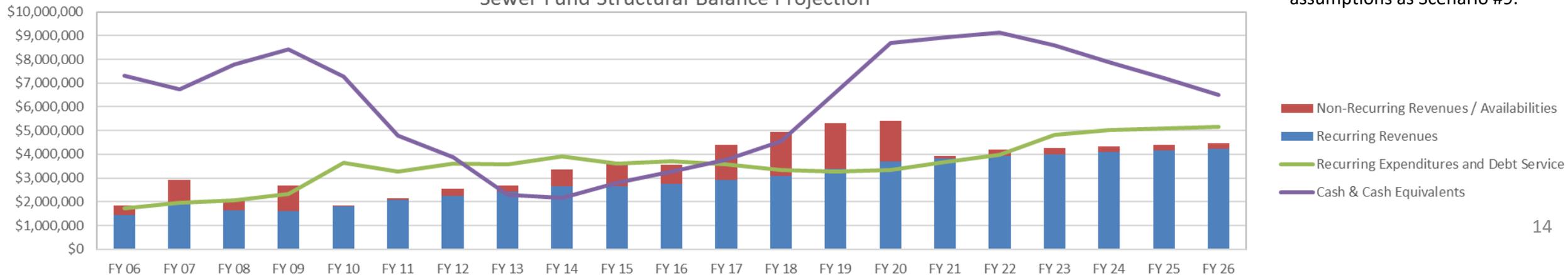
## Phased Elimination of Chargeback and Transfer of Meals Tax

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>
Sewer Rate Increase	5.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>
Water Rev. Impact	-	\$150,444	\$300,888	\$451,331	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775
Sewer Rev. Impact	-	\$275,184	\$554,148	\$829,331	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775

Water Fund Structural Balance Projection



Sewer Fund Structural Balance Projection

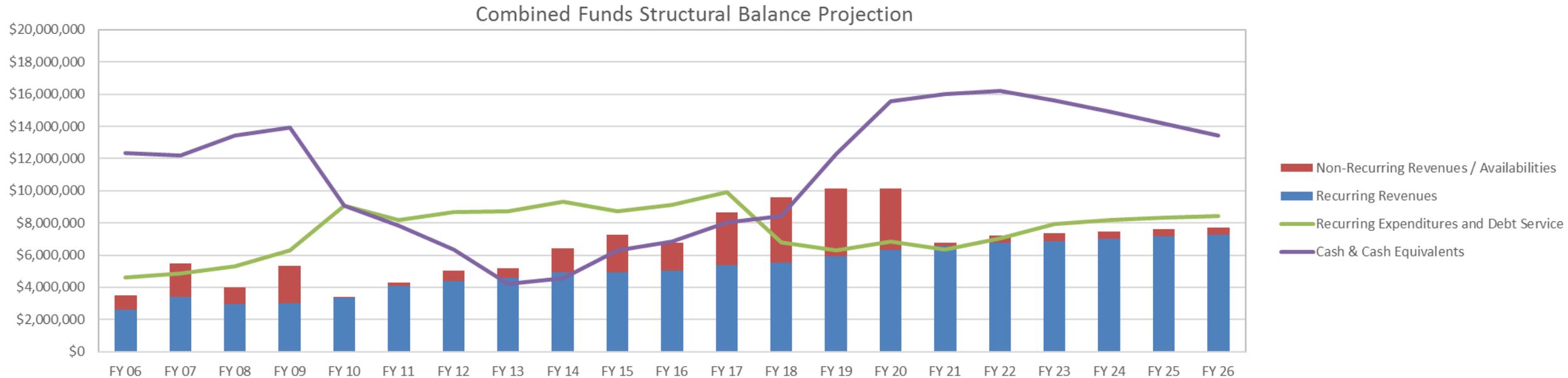


Same Meals Tax and Chargeback assumptions as Scenario #9.

# Scenario #9A -With Debt Restructuring

## Phased Elimination of Chargeback and Transfer of Meals Tax

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cumulative
Availabilities Sold	62	86	89	81	5	-	-	-	-	-	<b>260</b>
Water Rate Increase	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>
Sewer Rate Increase	5.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	<b>19.5%</b>
Water Rev. Impact	-	\$150,444	\$300,888	\$451,331	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775	\$601,775
Sewer Rev. Impact	-	\$275,184	\$554,148	\$829,331	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775	\$979,775



Same Meals Tax and Chargeback assumptions as Scenario #9.