Allan Ekberg, Mayor





INFORMATIONAL MEMORANDUM

- TO: Finance Committee
- FROM: Rachel Bianchi

CC: Mayor Ekberg

DATE: May 31, 2018

SUBJECT: Financing the Public Safety Plan (Updated from February 6 Meeting)

NOTE: Because this topic is building on previous Committee meetings, the original memo has been updated in underline font below. This intent is to continue to preserve the information from one meeting to the next given that each discussion will build upon the previous.

<u>ISSUE</u>

Due to market conditions and cost escalation, the City has a significant gap in the Public Safety Plan budget. The Finance Committee has been tasked with reviewing options and identifying potential recommendations for the full Council to consider later this spring. The Justice Center will also finish Schematic Design this spring and will provide for better understanding of the costs associated with that project. Merging these timelines will provide the necessary information for the City Council to provide direction on the next steps on the Public Safety Plan.

BACKGROUND

Process:

Due to the gravity and complexity of this issue, staff worked with the Committee Chair to identify the following schedule for covering the various information associated with tackling the funding gap:

February 6, 2018 Finance Committee:

- Project costs as known
- Overview of voter-approved bonds
- Debt capacity and term
- Fire Impact Fees
- Land sales and other one-time funds
- REET 1
- February 20, 2018 Finance Committee:
 - New revenue options

March 6, 2018 Finance Committee:

- General fund and operations
- CIP prioritization
- March 20, 2018 Finance Committee:
 - Review project schedule

Staff proposes that the Committee review the information presented and provide direction to staff at each meeting as to which options are of interest to the council. Staff will then use the intervening time to build an iterative financial model that can be reviewed and added to at subsequent meetings. For instance, if the Committee is interested in dedicating land sales to filling the gap, this would be a tool we would build into the model and bring back to show you the implications as to how that tool – along with others agreed to by the committee – would work

together to fill the gap. By the end of this process, the goal is to have a collaboratively built model to inform the full Council and any final decisions.

Staff has provided its recommendations after each tool to inform the Council of its position.

Project costs as known:

Before we discuss tools for filling the gap, it is important that everyone has the same understanding of the current known project costs.

Below are the current budget estimates for the Public Safety Plan projects. Fire Station 51 has completed the schematic design phase, allowing for more certainty on the estimates associated with the fire stations. However, the estimate for the Justice Center is carrying many significant costs, such as budget allotted for site preparation and the Public Works facility estimate is the most extreme, assuming none of the buildings on the current site could be reused. The Justice Center will be done with Schematic Design in May and at that point there will be more certainty on the budget estimate. The Public Works facility will not hit that stage until toward the end of this year.

Project	Initial Budget	Updated	Gap
Fire Station 51	\$11,446	\$12,509	\$1,063
Fire Station 52	\$5,657	\$17,652	\$11,995 ¹
Fire Station 5 <u>4</u>	\$7,329	\$14,753	\$7,424
Justice Center	\$28,629	\$68,536	\$39,907
Public Works Facility	\$29,493	\$63,270	\$33,777
Total Gap for Projects			\$94,166
Utility Fund Gap Obligation for PW			(\$16,888)
Total Unfunded Gap			\$77,278

Public Safety Plan Project Cost Estimates as of January, 2018 (in millions)

The cash flow spreadsheet for the projects, on the current schedule, is attached.

Voter-Approved Bonds:

The voters approved a \$77.4 million bond measure in November 2016. In December 2016, \$36.7 million, of these bonds were issued. Based on the cash flow analysis provided by SOJ in December 2017, the remainder of the bond authorization, or \$40.6 million, will be needed in 2018 and 2019 to fund property purchases and construction costs. The recommendation is to issue the bonds in the fall of 2018 so the debt service can be included with the 2019 property tax assessments.

Debt Capacity and LTGO Bonding:

In order to address the Public Safety Plan funding gap, it is likely that the City would need to issue additional bonds, this time councilmanic ones.

State law limits the amount of debt the City can carry. For councilmanic/limited tax general obligation (LTGO) debt, the City is limited to 1.5% of taxable assessed valuation. Total debt (including voted and non-voted debt) is limited to 2.5% of assessed valuation. As of December 31, 2017, the City had capacity for an additional \$59 million in councilmanic debt. This number will increase as assessed valuation goes up and existing debt is paid off, providing the City additional capacity in the out years.

¹ The headquarters station was moved from Fire Station 51 to Fire Station 52 during the siting phase, technically flipping the budgets for Stations 51 and 52, hence the relatively small gap for 51 and huge one for 52.

Bonds are normally issued for a 20-year term. However, debt payments can be spread over the useful life of the underlying asset. In the case of structures such as the Justice Center and the Fire Stations, the debt payback period could be increased to 30 years since the life of the structures will be 30 or more years. A longer payback period translates into lower annual debt service payments, albeit over a longer period of time.

Staff recommendation: Use LTGO bonds to cover the Public Safety Plan gap in a manner that allows for some cushion in the event of an economic downturn; leverage the fact that some existing debt drops off in 2020 and 2024 freeing up additional capacity to pay back the bonds.

Fire Impact Fees:

Fire impact fees are charged on residential and commercial development to pay for the impact of growth on fire facilities. Fire impact fees, on average, have yielded \$120K over the past 9 years, excluding the \$500K fire impact fee deposit received in 2017 through the Tukwila South Development Agreement. The City has not increased its fire impacts fees in more than a decade, and there is additional capacity in these fees to support the new fire stations. The update of the fire and park impact fees is scheduled to be presented to the Finance Committee in March, 2018. Should the Council adopt the new impact fees, staff estimates that they would generate between \$200,000 and \$400,000 per year that could be used to pay off LTGO bonds. An additional \$1.5 million in fire impact fees exist today that will be dedicated to the fire station projects.

Staff recommendation: Dedicate current and future Fire Impact Fees to the Fire Stations.

Land Sales and other one-time funds:

The City owns a variety of land that could be sold with the proceeds being dedicated to the Public Safety Plan. Staff estimates there is approximately \$15 million in proceeds that could be available to fill the gap. Potential land sales include:

- Newporter site
- Tukwila Village Phases 1, 2 and 3
- Longacres site
- Old Fire Station 53 site
- Current Fire Station 51
- Current Fire Station 52
- Current Fire Station 54
- George Long Shops
- Minkler Shops

Additionally, the City currently has \$3 million in the 301 fund for parks acquisition from REET 1. The Council recently gave the authority for REET 1 to be used for the Public Safety Plan and this funding could be dedicated to the public safety plan in a one-time manner similar to the land sales.

Staff recommendation: Dedicate land sales identified above and the \$3 million in the 301 fund to the Public Safety Plan.

Ongoing REET 1:

The City also has the opportunity to dedicate REET 1 funding to the Public Safety Plan moving forward. Given historical REET 1 accruals, staff believes that approximately \$500,000 per year could be dedicated to the Public Safety Plan gap.

Staff recommendation: Dedicate ongoing REET 1 to the Public Safety Plan; funds above \$500,000 per year would go to parks acquisition.

Outcome of February 6, 2018 Finance Committee

After the February 6, 2018 Finance Committee, staff used the discussion to begin building the iterative model discussed on page one of this memo. There are two different versions of the <u>financial framework</u> attached, one that shows 20-year councilmanic bonds and one that uses a 30-year span. Both include the full cost of debt service and annual payment necessary to repay the bonds. Also included in this phase of the model are identified land sales and one-time funds available to dedicate to the Public Safety Plan, as well as ongoing REET 1.

The new revenue options on the attachment are meant to be potential tools for Council to deliberate as it considers how to repay councilmanic bonds, should the Council choose to move forward with those tools. However, it is not the recommendation of staff that the entire bonds be paid back with new revenues, nor that each of these revenues should be used. As identified in the schedule above, the Committee will also be reviewing operational changes that could occur to find existing funds to dedicate to the Public Safety Plan projects. Additionally, the Committee will review the project's existing schedule to determine whether there should be some deviation.

New Revenue Options

Attached is a spreadsheet of new revenue options available to Council to make decisions regarding the Public Safety Plan funding gap. Staff recognizes that some options may not be palatable to the Council but has provided them in order to give a complete picture of the funding tools available. Where possible, we have provided context for neighboring jurisdictions' rates and specific information on amount available, mechanisms and types. Staff will discuss each option with the Committee in detail at the January 21, 2018 Finance Committee meeting.

Outstanding Questions from the February 6, 2018 Finance Committee

The Committee asked for the following information and/or clarification to assist in making decisions on filling the Public Safety Plan gap:

- Provide the debt chart that Vicky Carlsen has previously shared in order to get a better understanding of the long-term implications of existing and any future councilmanic debt. See attached.
- Provide information of what the implications are of 20-year vs. 30-year councilmanic bonds. See two attached versions of the model.
- Report by year on what has been paid to the City for Fire Impact fees since they were implemented. See attached document.
- Provide an estimate of what the Public Safety Plan would pay in impact fees. Because the City is in the middle of updating its impact fees, we cannot calculate this information at this time. Staff will do this once impact fees are updated, scheduled in the first quarter of 2018.
- Indicate whether an automatic escalator can be included in the impact fees update coming before Council shortly. An escalator has been included in the impact fees legislation coming before Council.
- Provide information on Parks' REET 1 expenditures. In 2018, Parks intends to spend REET 1 funds on the following:
 - o Second Dog Park
 - TCC Lobby Improvements
 - o Trail Repairs
 - o Fort Dent Overlay
 - TCC Seismic Evaluation
- •What is the recommendation for when the Committee brings the full recommendations to Council? Staff recommends that the Finance Committee initiates the meeting with the full Council in early May so that there are multiple opportunities to have this discussion and deliberations.

Follow Up from the February 21 Finance Committee Meeting

Staff was asked to return with the following additional information and/or address these issue in subsequent meetings as the Committee deliberates on recommendations as to how to address the Public Safety Plan financial gap:

- Assurance that there will be a discussion on how the Public Safety Plan financial framework (20- and 30-year potential options reviewed on February 21) intersects with the City's overall six-year financial plan. Staff will bring that information for the Committee at a subsequent meeting.
- Add Tukwila's various fees to the new revenue matrix. This is done and included on the updated version attached.
- List the utility taxes the City levies and all of the utilities that the City has franchise agreements with. This is done and included on the updated version attached.
- Research additional information on the following new revenue options; staff will address at a subsequent meeting:
 - Possibility of structuring a B&O tax because businesses are a large consumer of public-safety related services and such a tax could provide more parity with the residential population; any such tax would be levied only on larger businesses
 - Local Improvement District
- Identify what Parks has planned for REET 1 distribution in 2018 and explain whether the projects would come before Council for approval. The Council adopted the Capital Improvement Plan (CIP) as a part of the 2017/2018 budget, which identified \$581,000 in projects from the 301 fund, of which \$567,000 is from REET 1 funds. Any contract associated with these projects above \$40,000 would come before Council for approval. While Parks is currently reassessing their overall capital projects given the potential for REET 1 funds being redirected to the Public Safety Plan, below are the projects identified in the CIP and slated for funding this year:
 - Trail improvements: \$62,000

-		+ -)
0	Parks improvements:	\$330,000
		A

- Ft. Dent: \$125,000
 Duwamish Hill Preserve: \$24,000
- (\$10,000 from REET 1)
- Second Dog Park \$ 40,000
- Total 301 Fund Adopted CIP: \$581,000
- Provide a list of all City-owned properties. See attachment.
- Staff further acknowledges the concerns raised at the meeting of the ramifications of potentially limiting future councils due to long-term debt.

Potential Additional New Revenue Source

One new revenue option not addressed at the February 21, 2018 Finance Committee meeting is a potential increase in the City's gambling tax. The new revenue matrix has been updated to reflect this potential tool. The City currently levies a 10% tax on cardrooms and in 2017 collected \$3.8 million. Basing this analysis on 2017 collections, if the rate was increased to 15%, the City could collect an additional \$1.9 million annually. If the rate was increased to 12% there's the potential for an additional \$720,000 per year.

General Fund Operations

Another tool available to fill the gap is to reduce general fund expenditures. The Committee is not being asked to make a recommendation at this time on specific reductions, rather whether it wants to consider such a tool as a part of the effort to fill the funding gap for the Public Safety Plan. If it is a tool to be considered, staff recommends that any reductions would be identified and approved through the 2019/2020 budget process.

Staff has identified three options to reduce general fund operational expenditures, including (1) across the board cuts, (2) program reductions using the current budget model, and (3) program reductions using the Priority Based Budgeting (PBB) model. These three options are outlined

below. It should be noted that all recommended reductions would come from operating costs, while all mandated expenses (including debt service) would remain intact.

With all options, an analysis would be completed to determine the level of reduction required each year.

Option 1 – Across the Board Reductions in all Departments

Once the annual expenditure reduction amount is determined (most likely a percentage of the total budget; examples provided in attachment), each department would be required to reduce their budget by that percentage.

Pros:

- Process is easy to communicate
- Appearance of fairness every department takes the same reduction
- Can be a way to avoid tough decisions

Cons:

- Missed opportunity to cut ineffective and/or low priority programs
- Ignores the differential effectiveness and priority of programs
- Ignores which expenditures/programs generate revenue
- Ignores consumption vs investment
- Reductions are not strategic
- Not considered best practice

Option 2 – Reduce/Eliminate Programs Using Current Budget Structure Pros:

• Lower priority programs (recommended by staff but informed by and ultimately approved by the Council) are reduced/eliminated

Cons:

- Objective analysis of program efficiency not part of decision
- Objective analysis of program priority not part of decision
- Doesn't consider true cost of program
- Not considered best practice

Option 3 – Reduce/Eliminate Programs Using Priority-Based Budgeting (PBB) Model Pros:

- Lower priority programs (as identified through an objective scoring process) are reduced/eliminated
- Requires serious discussion of community values, relative benefits of different services, and long-term implications of reducing/eliminating programs
- Demonstrates strategic approach to managing significant financial issues
- Aligns with current best practice
- True cost of program is known

Cons:

• PBB model not yet fully implemented

Based on the pros and cons of each method identified above, Option 3 would provide the most efficient and objective method of determining reductions to General Fund expenditures. The Council has expressed support for PBB, and one of the primary benefits of the PBB model is that lower level priorities are easily identified, and actual program costs are known.

Capital Improvement Plan Prioritization

One option for the Committee to consider is reprioritizing the Capital Improvement Plan (CIP) to dedicate General Fund dollars that transfer to the CIP to the Public Safety Plan. Over the past four years the City has budgeted an average of \$3 million per year of General Fund dollars to

transfer to the CIP. General Fund dollars go to leverage grant funds and other matching funds for a variety of capital projects, largely for street work. Below are the budgeted and actual transfers to the CIP for the past four years.

<u>Year</u>	Budgeted Transfer to CIP	Actual Transfer to CIP
2014	\$2,662,000	\$3,150,000
2015	\$2,674,000	\$2,374,000
<u>2016</u>	<u>\$3,551,000</u>	<u>\$1,151,000</u>
2017	<u>\$2,000,000</u>	<u>\$2,000,000</u>

In addition, REET 2 funds are currently dedicated to the 104 fund, which covers bridges and arterial streets. REET 2 funds, like REET 1 discussed on February 6, could be dedicated to financing the Public Safety Plan as well. If reprioritizing REET 2 for the Public Safety Plan was of interest to the Council, staff estimates the annual amounts would be the same as the REET 1 estimate of \$500,000 per year.

The Council could decide to reduce but not eliminate the General Fund contributions to the CIP to cover the Public Safety Plan financial gap and identify an amount that would allow the City to continue to leverage grant funds for capital projects, though at a reduced rate.

Follow Up from the March 6, 2018 Finance Committee Meeting

Staff was asked to follow up on the following from the March 6, 2018 Finance Committee Meeting:

- Provide the 2017 budget statistics, including trends and forecast for the future. This information will be provided at the April 3, 2018 Finance Committee Meeting.
- Include a map of Park properties. Attached to the memo.
- Identify proposed Administration recommendations for immediate operational reductions. These will be provided by the April 17, 2018 Finance Committee meeting.
- Provide a CIP prioritization analysis of the effects of reducing the CIP. An analysis of a \$500,000 annual ongoing reduction in the CIP will be provided at the April 3, 2018 Finance Committee meeting.
- Provide information on market conditions moving forward from the City's current contractors and the Council's Program Management Quality Assurance (PMQA) consultant. Steve Goldblatt, the Council's PMQA consultant will be in attendance at the March 20, 2018 Finance Committee meeting and additional information is provided below regarding forecasted market conditions.

Project Schedule

As prescribed by the agreed-upon schedule outlined in the beginning of this memo, the discussion slated for the March 20, 2018 meeting centers on the ramifications of pushing back the schedules of some of the Public Safety Plan projects in order to spread out funds needed for construction. Below is a discussion of this option, with some specific assumptions built in.

Assumptions

- Due to the increasing cost of land year over year, as well as the fact that the City has initiated the acquisition process for all of the necessary properties, staff has assumed that acquisition of all of the properties would continue on the timeline set forward by the Public Safety Plan and does not recommend, nor did staff analyze, the ramifications of waiting on acquisition.
- Because Fire Station 51 is contractually obligated by the Tukwila Valley South Development Agreement, staff does not recommend, nor did staff analyze, pushing out the Fire Station 51 project. This project is also the furthest along in the process.

• With Fire Station 51 moving to the new site at Southcenter Parkway and South 180th, the need to move Fire Station 52 to the preferred site on the City Hall Campus becomes critical. As the FACETS study showed, once Fire Station 51 moves it is imperative that Fire Station 52 also move to the proposed location to ensure equitable response times across the city. Because the existing Fire Station 54 is within the FACETS identified location area, it is not subject to the same urgency. Staff does not recommend, nor did staff analyze, delaying the Fire Station 52 project.

Analysis

For discussion purposes, staff worked with Shiels Obletz Johnsen and Lydig Construction, the GCCM for the fire stations, to identify the forecasted cost escalation associated with waiting to construct the Justice Center, Fire Station 54 and the Public Works Shops. For planning purposes, the team looked at what the ramifications would be if these three projects were delayed by five years. While there have been questions as to whether the overall construction market is slowing down, Lydig's forecast indicate continued increased costs over time. Their forecast analysis shows the following percentage annual increases from 2018 through 2023, which compound over time, raising the cost of the projects by nearly 25% over that time period:

Year	2019	2020	2021	2022	2023
Annual % Increase	5%	5.25%	2.2%	5.1%	4%

On the attached conceptual cash flow document, you can see that the projects escalate in the following ways:

• Justice Center:

0	Total cost under current schedule:	\$68.5 million
0	Total cost delaying project five years:	\$82.5 million
Fire Sta	tion 54:	
0	Total cost under current schedule:	\$14.7 million
0	Total cost delaying project five years:	\$18.6 million
Public V	Vorks Shops (most conservative estimate):	
0	Total cost under current schedule:	\$63.4 million
0	Total cost delaying project five years:	\$76.8 million
Public V	Vorks Shops (best case estimate):	
0	Total cost under current schedule:	\$44.8 million
0	Total cost delaying project five years:	\$52.8 million

As we have done with the previous topics covered in this process, staff is seeking a discussion with the Committee about this analysis in order to inform the Administration recommendations. These will be presented at the April 3, 2018 Finance Committee meeting for discussion and will include the financial framework for review. Staff anticipates there will be discussion and Committee refinement at the April 3 and April 17 Finance Committee meetings, with a goal of a Finance Committee recommendation to full Council by the end of April, should Committee members concur.

Follow Up

Staff was asked to follow up on what savings could be found in the existing Capital Improvement Program (CIP):

• One-time funding from 2018:

0	Cascade View Safe Routes to School savings:	\$100K
0	Small Roadway projects savings:	\$175K
0	S. 144 th St. Bridge Sidewalks (grant not received):	\$190K
0	S. 140 th St. Intersections (grant not received):	\$ 75K
0	TOTAL:	\$540K

- Ongoing reduction potential
 - The General Fund makes an annual contribution to the Residential Street Improvement Fund of \$750K per year.

Potential Scenarios to Fill the Public Safety Plan Gap

The Committee has requested that staff provide recommendations on potential options for filling the Public Safety Plan gap. Below is a summary of five options for discussion at the April 3, 2018 Committee meeting. Attached to this memo is the detailed financial framework for each option, including year-by-year impacts. Staff expects to refine these based on Committee discussion and return for focused discussion on a smaller number of options for the Committee to consider as it deliberates on its recommendation to the full council.

The following key assumptions went in to the development of these options:

- One-time funds previously discussed (such as land sales, existing REET, etc.) are included in all options.
- Dedicated REET1 to PSP projects is included in all options.
- Fire impact fees are included at the projected higher rate and Tukwila South agreement fire impact fees are also included in all options.
- LTGO bonds are assumed at a 30-year amortization rate.
- Reducing the PW facilities to \$30M would allow for land acquisition, improvements to one of the existing buildings and a full design program for the PW shops. Future decisions would need to be made about the Shops, with the ability to use Enterprise funds for additional financing.
- Two scenarios contemplate reducing eliminating funding for Fire Apparatus and Equipment after year 10. The City would have five bienniums to identify how to pay for this needed equipment.
- Two scenarios contemplate reducing or eliminating the construction of FS 54. There would likely be some costs associated with upgrading the facility.
- Where there is no General Fund obligation, but identified capacity from maturing debt, the repayment method could be a combination of General Fund contribution and maturing debt capacity to repay the LTGO bonds.
- Unless eliminated, each scenario contemplates the projects being built on the existing schedule.

								LTGO Repaymer	nt Method
Option	<u>FS 51</u>	<u>FS 52</u>	<u>FS 54</u>	<u>A&E</u>	<u>JC</u>	PW	<u>2020</u>	General Fund	<u>Capacity</u>
							<u>LTGO</u>	<u>contribution</u>	<u>from</u>
							<u>Bonds</u>		<u>maturing</u>
									<u>debt</u>
Α	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$66M	\$1M - \$2.5 M	\$830K - \$3M
								per yr	per yr
В	\$12M	\$17M	\$14M	\$29M	\$68M	\$30M	\$32M	\$1M - \$2M	\$830K -
								per yr	\$2.6M per yr
C1	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$35M	\$1M in 2028	\$830K -
								\$500K in 2029	\$1.6M per yr
C2	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$20M	\$0	\$830K - \$2M
									per yr
D	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$20M	\$0	\$500K -
									\$1.2M per yr

Staff recommends Option C1 for the following reasons:

- The costs associated with building construction will likely rise faster than the costs associated with procuring apparatus and equipment for Fire, so it makes sense to prioritize the building over equipment.
- The City would have ample time to identify how to fund apparatus and equipment in the out-years.
- The City previously did not have an apparatus and equipment fund and has historically paid for items out of the General Fund.
- Dedicating \$30M to shops allows for the City to acquire all of the property, perform necessary upgrades to one existing facility and fully develop a program and design for the rest of the facility, allowing the City a better idea of the total budget. This also allows the City to better identify how it can leverage Enterprise Funds' contribution.
- There is very little obligation to the General Fund in this option and would not use all of the capacity from maturing debt on an annual basis, allowing for other capital priorities should the Council wish.

Follow Up and Next Steps

As the Committee continues to deliberate on how to fill the Public Safety Plan financial gap, it has asked for specific issues to be addressed and information to be provided. Now that the Schematic Design estimate is in for the Justice Center, there is more certainty in the costs associated with the Public Safety Plan. However, the Committee has made it clear that more information is needed on the overall budget forecast for the City and the six-year financial plan. The City also has the White Birch tool, which will be previewed at the May 8, 2018 Finance Committee meeting, to assist in the modeling of filling the financial gap.

The City is committed to being transparent with the community on the Public Safety Plan and has previously indicated it would hold two open houses in 2018. Staff has tentatively scheduled (though not yet advertised) a community open house for Saturday, June 23. Should the Committee members desire to keep the open house as currently scheduled, staff propose the following next steps:

- May 22 Finance Committee: Overview of six-year financial plan "Attachment A" and discussion of options to model in White Birch
- June 5 Finance Committee: Review models in White Birch, discuss preferred option
- If ready June 11 COW discussion on the various options
- If ready June 18 Council action

The City also has the option to move the open house back to ensure that the Committee and Council have sufficient time to review and decide on a path to fill the Public Safety Plan financial gap. Staff is seeking direction on the proposed next steps and timeline, as well as any additional information the Committee deems necessary to make a recommendation to the full Council.

Committee Options to Model in Whitebirch

Per the agreement on the above described timeline, the May 22 Finance Committee will be an opportunity for Committee members to propose potential strategies for financing the Public Safety Plan gap that were not included in the five scenarios provided by staff. Staff will then return to the June 5 Finance Committee with Committee members' scenarios in Whitebirch for review and discussion, with the goal of identifying a preferred option to present to the full Council at the June 11 workshop. No other items will be scheduled for the June 5 Committee meeting.

Staff continues to recommend scenario C1, which would:

- Build all three fire stations on the current timeline
- Build the Justice Center on the current timeline
- Invest \$30 million in Public Works facilities, allowing for the land purchase, improvements to two of the existing buildings and the architectural and engineering work needed to program and design the remaining facility
- Pay for fire apparatus and equipment for ten years, allowing the City to identify how it would pay for these needed items during this time

All five scenarios are contained in the financial framework documents attached, including C1. The Administration believes that C1 is the best option because it does not rely on General Fund contributions (except for years 2028 and 2029, which can be smoothed out by shifting apparatus purchases), does not utilize all of the capacity from maturing debt, and allows for the most significant portion of the Public Safety Plan to be achieved in the current timeline. Staff specifically does not recommend using new revenue to fund the Public Safety Plan because it is believed that this tool should be saved for the 2019/2020 budget process to address the flattening of sales tax and the elimination of Streamline Sales Tax mitigation payments. However, the new revenue matrix is attached for discussion of Committee members' desired scenarios.

Scenario Overview

Attached are the various scenarios shown in the detailed charts, as well as modeled in Whitebirch against our six-year financial forecast. In order to facilitate discussion on the pros and cons of each scenario, the chart below was developed to show the major components of each scenario.

As a reminder, the following key assumptions went in to the development of these options:

- <u>One-time funds previously discussed (such as land sales, existing REET, etc.) are included in all options.</u>
- Dedicated REET1 to PSP projects is included in all options.
- Fire impact fees are included at the projected higher rate and Tukwila South agreement fire impact fees are also included in all options.
- Scenarios were run at both 20-year and 30-year amortization schedules.
- <u>Reducing the PW facilities to \$30M would allow for land acquisition, improvements to one</u> of the existing buildings and a full design program for the PW shops. Future decisions would need to be made about the Shops, with the ability to use Enterprise funds for additional financing.
- <u>Two scenarios contemplate reducing eliminating funding for Fire Apparatus and</u> <u>Equipment after year 10. The City would have five bienniums to identify how to pay for</u> <u>this needed equipment.</u>
- <u>Two scenarios contemplate reducing or eliminating the construction of FS 54.</u> There would likely be some costs associated with upgrading the facility.
- Unless eliminated, each scenario contemplates the projects being built on the existing schedule.

								LTGO Repaym	ent <u>Method</u>		
<u>Option</u>	<u>FS 51</u>	<u>FS 52</u>	<u>FS 54</u>	<u>A&E</u>	<u>JC</u>	<u>PW</u>	LTGO Bond	Range of Annual Cash Contribution	Capacity from maturing debt	Total GF Cont.	Total Debt Service
A-20	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$86M	\$1M - \$5M 2019-2035	\$830K- \$2.6M per yr	\$86.4M	\$79.9 M
A-30	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$86M	\$1M - \$2.5 M 2019-2038	\$830K - \$2.6M per yr	\$94.3M	\$95.7 M
C1-20	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$200K - \$1.5M 2025-2037	\$830K - \$2M per yr	\$43.2M	\$59 M
C1-30	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$1M in 2028 & \$500K in 2029	\$830K - \$2M per yr	\$51M	\$70.6M
C2-20	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$40M	\$500K - \$1.5M 2031-2037	\$830K - \$2M per yr	\$36.7M	\$37 M
C2-30	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$40M	\$283K in 2017	\$830K - \$2M per yr	\$40.7M	\$44.2 M
D-20	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$40M	\$500K - \$1M 2026-2032	\$500K - \$1.2M per yr	\$21.6M	\$37 M
D-30	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$40M	\$283K in 2017	\$500K - \$1.2M per yr	\$22.8M	\$44.2 M
E-20	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$100K - \$1.3M 2026-2038	\$830K - \$2M per yr	\$43.9M	\$59 M
E-30	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$55M	\$283K in 2017	\$830K - \$2M per yr	\$51.9M	\$70.6M

Using C-1 as the example, the following is a summary of the major differences between using 20-year and 30-year financing. While the numbers will change across the other scenarios, the basic information is the same for all scenarios when comparing 20- and 30-year financing:

20-year financing will:

- Require the City to identify additional funds from the general fund from 2025 to 2037.
- Save \$13.2 million in general fund and other funds (REET, impact fees) vs 30-year financing starting in 2040.
- Save \$11 million total in financing costs.
- Save \$5 million in the enterprise funds for their portion of the public works facility.
- Note: 20-year financing assumes a 3.75% rate; 30-year financing assumes a 4.00% rate.

In all scenarios, the Public Safety Plan begins to affect the six-year forecast in 2020, when \$831,000 of the general fund maturing debt begins to go toward the Plan.

Revised Scenario - Option E – Financing Apparatus purchases

The State has a specific financing tool with lower rates to allow cities to finance large apparatus (pumpers and ladders) over 10 years rather than using cash. We have modeled this financing tool using Option C1 – 20 and 30 years as the base.

Over the life of the Plan, general fund cash requirements are reduced.

- In the 20-year option, general fund cash requirements are delayed one year, and average annual costs are reduced \$200-\$500K for a period of time.
- In the 30-year option, general fund cash requirements are reduced to \$0 in future years.

STAFF RECOMMENDATION

Staff recommends Option E with LTGO financing over a 30-year period because:

- Builds all of the facilities within the current timeframe.
- Impact on the six-year financial plan is limited to using maturing debt
- No additional general fund cash contribution necessary over the life of the plan
- Financing apparatus reduces general fund cash requirements on an annual basis
- 30-year financing provides the greatest flexibility for the general fund; and
 - Useful life of the Facilities is greater than the length of the debt service
 - People who benefit from the facilities will pay for them
 - o Cost of the facilities is distributed to more taxpayers over time
 - <u>Time value of money dollars spent in future years have less value than dollars spent</u> today

Staff is seeking Committee consensus on a preferred scenario to bring to the full Council at the June 11, 2018 workshop for discussion, with adoption of the preferred scenario on June 18, 2018. The goal is to have a preferred scenario for dealing with the Public Safety Plan financial gap prior to the June 23, 2018 Open House.

RECOMMENDATION

Staff is seeking committee interest in the various tools presented today. At the next Committee meeting there will be a full discussion of the various potential new revenue tools the Committee may want to employ to fill the funding gap. Subsequent to that meeting, the Committee will also discuss any potential general fund obligations that could be used for the gap. This direction will allow staff to build a model based on the Council's priorities and Administration recommendations. Finally, a discussion on the project schedule and potential cost implications

of accelerating/delaying projects, can be placed into the model to understand the cash flow and facility ramifications.

ATTACHMENT

Public Safety Plan Financial Frameworks Option A-20 Option A-30 Option C1-20 Option C1-30 Option C2-20 Option C2-30 Option D-20 Option D-30 Whitebirch Analysis of Options Within Six-Year Financial Plan Option A-20 Option A-30 Option C1-20 Option C1-30 Option C2-20 Option C2-30 Option D-20 Option D-30

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 20 Year Debt

	6	-	U		-	-	-	-	M	4	0	6	0	_		+	-	
-	TOTAL	2017	2018	2010	0202	1000	2000	2072	VEDE	2025	2006	7000	000	0000	0206	2021	2020	000
- 2	TUDI	1107	0102	(107	EVEN	TOPT	2026	2023	1 102	6202	2020	ZUEI	2020	6707	0007	TCOZ	7072	6602
8 Revenues: 9 UTGO bond proceeds, Voted	77,385,000			40,675,046														
10 LTGO bond proceeds, Councilmanic	86,000,000		20,000,000		66,000,000													
 Fire Impact fees & deposit - Segale Fire Impact fees - other 	4,750,000 8,002,134	500,000 1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000 300,000	300,000	300,000	300,000 300,000	300,000 300,000	300,000	300,000	350,000 300,000	300,000	300,000
13 F301, Lnd & Prk Acq contribution	3,000,000		3,000,000															
14 Property/land sales	15,038,000		5,038,000		3,000,000	2,000,000	5,000,000											
15 REET 1 17 Investment earnings	11,500,000 707,845	258,283	500,000 200,000	500,000 100,000	500,000 100,000	500,000 40,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	43,933,709	283,709	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,500,000	1,500,000	1,500,000	2,000,000	3,800,000	4,500,000	3,000,000	3,000,000	4,000,000	2,500,000
Additional capacity from maturing, 19 existing debt	42,531,400				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23 Revenue Total	292,848,088	2,058,992	30,338,000	42,875,046	72,031,000	4,971,000	7,931,000	2,931,000	5,068,000	4,594,000	4,594,000	5,094,000	6,894,000	7,594,000	6,094,000	6,144,000	6,794,000	5,294,000
% Dbt Svc capacity used for PSP			an an anna		an an anna		un an waxaan uu ax u		te te asses		in in more in in i		an an anana an an an a				And the Constants of the Constant	
25 Project Expenditures																		
26 Justice Center	68,570,005 13 F 40 339	431,266	17,890,500	26,694,000	23,430,406													
28 FS 52	17,651,306	161,299	000,008 890,000	8,/25,000 2,512,000	13,046,000	1,033,751			•									
29 FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
30 Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
31 Shops 35 Deviaet Evnanditures Total	63,410,851 206 867 877	283,709	45 536 359	4,989,000	28,317,000	10,460,142	583 575	507 480	7 507 073	38/ 755	111 080	806 777	187 DUT C	2 517 566	1 607 204	1 507 111	1 865 057	000 601
27 Deht Service		00711017	interest only	interact calv	i i viactoret	ntoroct only		port' ion	1000		0001474	117000	101100112	000171010	107' 100'T	TTL' 1001T	100'000'2	100,000
38 Debt service LTGO	126,855,528		750,000	750,000	3,225,000	3,225,000	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073	6,793,073
39 Utility Fds pay rent = 50% of dbt svc	(46,911,199)		(375,000)	(375,000)	(1,190,625)	(1,190,625)	2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)	(2,525,825)
40 GF Debt Service Total	79,944,329	•	375,000	375,000	2,034,375	2,034,375	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249	4,267,249
41 Expense Total	286,812,206	1,847,199	45,911,359	45,813,582	79,579,667	14,619,476	4,850,773	4,774,729	6,864,271	4,652,004	4,682,229	5,073,526	6,977,033	7,779,814	5,874,452	5,864,660	7,133,205	5,155,929
42			notes an anna		annan dar an maara		00703 At 14 1000		namati na na natan				antana, ani ani jabata		needed of an industry		mana a a 1944	
48 Annual Surplus (Shortfall)49 Beginning Carryover (Shortfall)	6,035,881 -	211,793 36,513,127	(15,573,359) 36,724,920	(2,938,536) 21,151,561	(7,548,667) 18,213,025	(9,648,476) 10,664,357	3,080,227 1,015,881	(1,843,729) 4,096,108	(1,796,271) 2,252,379	(58,004) 456,108	(88,229) 398,104	20,474 309,875	(83,033) 330,349	(185,814) 247,316	219,548 61,501	279,340 281,049	(339,205) 560,390	138,071 221,184
50 Ending Carryover (Shortfall)	6,035,881	36,724,920	21,151,561	18,213,025	10,664,357	1,015,881	4,096,108	2,252,379	456,108	398,104	309,875	330,349	247,316	61,501	281,049	560,390	221,184	359,255

Scenario A-20yr a

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6/1/2018

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 20 Year Debt

2049 2050						80% 80%	•	-	1				- 6,035,881 6,035,881	6,035,881 6,035,881
2048					-	80%						Walker II. en Loui	- 6,035,881	6,035,881
2047						80%		-		a a	-		- 6,035,881	6,035,881
2046						80%	•		·	1	•	nanimi, an an many	6,035,881	6,035,881
2045						80%		•		1 1			6,035,881	6,035,881
2044					-	80%	•			1 1			6,035,881	6,035,881
2043						80%		1		1 1			- 6,035,881	6,035,881
2042			ini ini nerina			80%	•	1		1 1		annan an in fann	- 6,035,881	6,035,881
2041	85,134		•	2,561,600	2,646,734	80%			•	1 1	•		2,646,734 3,389,147	6,035,881
2040	300,000	200,000	1	2,561,600	3,361,600	80%		-		1 1	1999 - 1999 1999 - 1999 - 1999 1999 - 1999 - 1999 1999 - 1999 - 1999 - 1999 1999 - 199 - 19		3,361,600 27,547	3,389,147
2039	300,000	500,000	ı	2,561,600	3,361,600	80%			5,108,177	(1,683,376) 3.424.800	3,424,800		(63,200) 90,748	27,547
2038	300,000	200,000	50,000	2,561,600	3,411,600	80%			5,108,177	(1,683,376) 3.424.800	3,424,800	Suntain Sa Go Maan	(13,200) 103,948	90,748
2037	300,000	200,000	1,000,000	2,647,000	4,447,000	100%	712,979	712,979	6,793,073	(2,525,825) 4.267.249	4,980,227	-	(533,227) 637,176	103,948
2036	300,000	200,000	1,800,000	2,647,000	5,247,000	100%	609,751	609,751	6,793,073	(2,525,825) 4.267.249	4,877,000	2000 to 10 10 10	370,000 267,175	637,176
2035	300,000	200,000	1,500,000	2,259,000	4,559,000	100%	243,009	243,009	6,793,073	(2,525,825) 4.267.249	4,510,258		48,742 218,433	267,175
2034	300,000	500,000	5,000,000	1,994,000	7,794,000	or an annual of an o	3,667,573	3,667,573	6,793,073	(2,525,825)	7,934,822	Walker Ju Dr Velk	(140,822) 359,255	218,433
	Revenues: UTGO bond proceeds, Voted LTGO bond proceeds, Councilmanic Fire Impact fees & deposit - Segale Fire Impact fees - other Fire Impact fees - other	Property/land sales REET 1 Investment earnings	Annual contribution to balance	Additional capacity from maturing, existing debt	Revenue Total	% Dbt Svc capacity used for PSP	Project Expenditures Justice Center FS 51 FS 52 FS 54 Apparatus & equip Shops	Project Expenditures Total	Debt Service Debt service LTGO	Utility Fds pay rent = 50% of dbt svc GF Debt Service Total	Expense Total		Annual Surplus (Shortfall) Beginning Carryover (Shortfall)	Ending Carryover (Shortfall)

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6/1/2018

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PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 30 Year Debt

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1	TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8 Revenues: 9 UTGO bond proceeds, Voted	77,385,000			40,675,046														
10 LTGO bond proceeds, Councilman	ic 86,000,000		20,000,000		66,000,000						1							
11Fire Impact fees & deposit - Segals12Fire Impact fees - other	2 4,750,000 10,917,000	500,000 1,017,000	300,000	300,000	300,000 300,000	300,000 300,000	300,000 300,000	300,000 300,000	300,000 300,000	300,000	300,000	300,000	300,000	300,000	300,000 300,000	350,000 300,000	300,000	300,000
13 F301, Lnd & Prk Acq contribution	3,000,000		3,000,000															
14 Property/land sales	15,038,000		5,038,000		3,000,000	2,000,000	5,000,000											
15 REET 1 17 Investment earnings	16,500,000 707,845	258,283	500,000 200,000	500,000 100,000	500,000 100,000	500,000 40,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	28,783,709	283,709	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	2,500,000
Additional capacity from maturing 19 existing debt	65,585,800				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23 Revenue Total	308,667,354	2,058,992	30,338,000	42,875,046	72,031,000	4,971,000	7,931,000	2,931,000	3,568,000	4,594,000	4,594,000	5,094,000	5,094,000	5,094,000	5,094,000	5,144,000	5,294,000	5,294,000
% Dbt Svc capacity used for PSP					en en normalis an an		had the standard had her had be										ter ter terten de ter e	
25 Project Expenditures	C0 170 001	226 164	17 000 500		200 000 00													
26 Justice Center	68,5/0,005 12 540 338	431,266 254 484	1 385 000	26,694,000 8 725 500	23,430,406			,	•									
28 FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751		1										
29 FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587												
30 Apparatus & equip 31 Shops	63.410.851	283.709	19.361.000	4.989.000	28.317.000	2/6,621	C2C,E8C		520,186,2	584,/985	414,980	806,277	2,/09,/84	995,215,5	1,601,204	1,797,411	166,608,2	888,681
35 Project Expenditures Total	206,867,877	1,847,199	45,536,359	45,438,582	77,545,292	12,585,101	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
37 Debt Service 38 Debt service LTGO	151,919,016		interest only 800,000	interest only i 800,000	nterest only ir 3,440,000	iterest only 3,440,000	full DS 5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204
39 Utility Fds pay rent = 50% of dbt sv	c (56,155,421)		(400,000)	(400,000)	(1,270,000)	(1,270,000)	1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1.930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)
40 GF Debt Service Total	95,763,595	-	400,000	400,000	2,170,000	2,170,000	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248
41 Expense Total	302,631,472	1,847,199	45,936,359	45,838,582	79,715,292	14,755,101	3,864,773	3,788,728	5,878,271	3,666,003	3,696,228	4,087,525	5,991,032	6,793,813	4,888,452	4,878,659	6,147,205	4,169,929
42			antennar an an antenna				namati wi wa kunya		niner to "rol" units				1000,00 in 10 anno		anner, M. (4) (anner		North to the second	
48 Annual Surplus (Shortfall) 49 Beginning Carryover (Shortfall)	6,035,881 -	211,793 36,513,127	(15,598,359) 36,724,920	(2,963,536) 21,126,561	(7,684,292) 18,163,025	(9,784,101) 10,478,732	4,066,227 694,631	(857,728) 4,760,859	(2,310,271) 3,903,131	927,997 1,592,860	897,772 2,520,856	1,006,475 3,418,628	(897,032) 4,425,103	(1,699,813) 3,528,071	205,548 1,828,257	265,341 2,033,805	(853,205) 2,299,146	1,124,071 1,445,942
50 Ending Carryover (Shortfall)	6,035,881	36,724,920	21,126,561	18,163,025	10,478,732	694,631	4,760,859	3,903,131	1,592,860	2,520,856	3,418,628	4,425,103	3,528,071	1,828,257	2,033,805	2,299,146	1,445,942	2,570,013

6/1/2018

PUBLIC SAFETY PLAN - Financial Framework, Scenario A - 30 Year Debt

			;	;			4		4	, L						14		
•	æ	M	X	, Joor	2	AA	AB	AL 2040	2041	AE 2042	20/3	DVUC	2045	2046	2047	20.48	20/10	2050
- 4		2034	C5U2	2030	1007	0007	6602	Z040	1402	2042	2043	1 1107	6403	2010	1103	0402	6402	0007
8 Re 9 UT	evenues: TGO bond proceeds, Voted					0 10 00 PARE 0												
10 LTC	GO bond proceeds, Councilmanic																	
11 Fir	re Impact fees & deposit - Segale re Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13 F3(101, Lnd & Prk Acq contribution																	and the
14 Pro	operty/land sales																	
15 RE 17 Inv	EET 1 vestment earnings	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 An	nnual contribution to balance	2,500,000	1,000,000	1		anni Ar in a		1		1	1	naar 20 o an 1			,	1 1	ı	1
Ad Ad	dditional capacity from maturing,	000 000 1	1 150 000	000 243 6	000 243 6	7 661 600	3 E61 600	3 561 600	3 561 600	2 561 600	2 561 600	2 561 600	2 561 600	3 561 600	2 561 600	2 561 600	3 561 600	2 561 600
23 Re	evenue Total	5,294,000	4,059,000	3,447,000	3,447,000	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600	3,361,600
24 %	Dbt Svc capacity used for PSP	90 20 Northeast 90 No 1	100%	100%	100%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
25 Pr	roject Expenditures																	
26 Ju 27 FS	ustice Center 5 51																	
28 FS 29 FS	S 52 5 54																	
30 Ap	pparatus & equip	3,667,573	243,009	609,751	712,979	•	,	•	•	•	•	•	•	•	•		1	•
31 Sh	hops		000 010	C00 7F4	000 000													
35 PT	roject Expenditures Lotal	1 5/ 5/ 90 / 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5/ 5	243,009	TC/'609	6/6'71/	-	•		1	-				•		-		ı
37 De	lebt Service ebt service LTGO	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	3,960,856	3,960,856	
39 Ut	tility Fds pay rent = 50% of dbt svc	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,305,282)	(1,305,282)	1
40 GF	F Debt Service Total	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	2,655,574	2,655,574	
41 Ex	xpense Total	6,948,821	3,524,257	3,890,999	3,994,227	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	2,655,574	2,655,574	語ない
42		brannet and and be				Barrier, per				000000 01. 25. 25. 25.		kanana ka ku pin						
48 An	nnual Surplus (Shortfall)	(1,654,821)	534,743	(443,999)	(547,227)	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	706,026	706,026	3,361,600
49 B6	eginning Carryover (Shortfall)	2,570,013	915,192	1,449,935	1,005,936	458,709	539,061	619,413	699,765	780,117	860,469	940,821	1,021,174	1,101,526	1,181,878	1,262,230	1,968,256	2,674,281
50 En	nding Carryover (Shortfall)	915,192	1,449,935	1,005,936	458,709	539,061	619,413	699,765	780,117	860,469	940,821	1,021,174	1,101,526	1,181,878	1,262,230	1,968,256	2,674,281	6,035,881

Scenario A-30yr

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PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 20 Year Debt

	Revenues: UTGO bond proceeds, Voted LTGO bond proceeds, Councilmanic	Fire Impact fees & deposit - Segale Fire Impact fees - other	F301, Lnd & Prk Acq contribution Property/land sales REET 1 Investment earnings	Annual contribution to balance	Additional capacity from maturing, existing debt	Revenue Total	% Dbt Svc svgs used for PSP	Project Expenditures	Justice Center	FS 51	FS 52	FS 54	Apparatus & equip Shons	Project Expenditures Total	Debt Service Debt service LTGO	Utility Fds pay rent = 50% of dbt svc	GF Debt Service Total	Expense Total		Annual Surplus (Shortfall) Beginning Carryover (Shortfall)	Ending Carryover (Shortfall)
TOTAL	77,385,000 55,000,000	4,750,000 9,417,000	3,000,000 15,038,000 14,155,928 707,845	11,583,709	31,710,500	222,747,982			68,570,005	12,540,338	17,651,306	14,763,378	30.000.000	158,525,026	81,343,214	(22,319,868)	59,023,346	217,548,373		5,199,609 -	5.199.609
2017		500,000 1,017,000	258,283	283,709		2,058,992			431,266	254,484	161,299	142,791	783,709	1,847,199				1,847,199		211,793 36,513,127	36.724.920
2018	20,000,000	300,000	3,000,000 5,038,000 500,000 200,000			29,338,000			17,890,500	1,385,000	890,000	1,554,000	4,455,859	45,536,359	interest only 750,000	(375,000)	375,000	45,911,359	an, manage an	(16,573,359) 36,724,920	20.151.561
2019	40,675,046	300,000	500,000 100,000	•		41,875,046			26,694,000	8,725,500	2,512,000	1,978,000	3 540,082 3 547 000	43,991,582	interest only 750,000	(375,000)	375,000	44,366,582		(2,491,536) 20,151,561	17,660.025
2020	35,000,000	300,000	3,000,000 500,000 100,000		831,000	40,031,000	na an an annan an an		23,430,406	2,115,501	13,046,000	10,274,000	362,385	54,947,292	interest only 2,062,500	(562,500)	1,500,000	56,447,292	ne Automo de	(16,416,292) 17,660,025	1.243.732
2021		300,000 300,000	2,000,000 500,000 40,000	•	831,000	3,971,000					1,033,751	814,587	276,621	3,219,250	interest only 2,062,500	(562,500)	1,500,000	4,719,250		(748,250) 1,243,732	495 487
2022		300,000 300,000	5,000,000 500,000	er te nee	831,000	6,931,000							583,525	583,525	full DS 4,393,778	(1,229,431)	3,164,347	3,747,872		3,183,128 495,482	3 678 611
2023		300,000	500,000		831,000	1,931,000			•		•		507,480	507,480	4,393,778	(1,229,431)	3,164,347	3,671,827		(1,740,827) 3,678,611	1 037 784
2024		300,000 300,000	500,000	11 - 12 - 144 1	1,468,000	2,568,000	100%				•		597,023	597,023	4,393,778	(1,229,431)	3,164,347	3,761,370	44 Animaty 444	(1,193,370) 1,937,784	A1A A1A
2025		300,000 300,000	500,000	1,500,000	1,994,000	4,594,000	100%						1,384,755	1,384,755	4,393,778	(1,229,431)	3,164,347	4,549,102		44,898 744,414	789 317
2026		300,000	500,000	1,500,000	1,994,000	4,594,000							1,414,980	1,414,980	4,393,778	(1,229,431)	3,164,347	4,579,327	54 States (14	14,673 789,312	803 985
2027		300,000 300,000	500,000	1,500,000	1,994,000	4,594,000							806,277	806,277	4,393,778	(1,229,431)	3,164,347	3,970,624		623,376 803,985	1 477 361
2028		300,000	500,000	1,500,000	1,994,000	4,594,000	an in an an an an an						2,709,784	2,709,784	4,393,778	(1,229,431)	3,164,347	5,874,131	99 9999-994 999	(1,280,131) 1,427,361	0CC 711
2029		300,000 300,000	500,000	1,200,000	1,994,000	4,294,000							773,130	773,130	4,393,778	(1,229,431) (3,164,347	3,937,477		356,523 147,229	503 753
2030		300,000	500,000		1,994,000	3,094,000	-								4,393,778	1,229,431) (3,164,347	3,164,347	an constru	(70,347) 503,753	204 554
2031		350,000 300,000	500,000		1,994,000	3,144,000									4,393,778	(1,229,431) (3,164,347	3,164,347		(20,347) 433,406	A12 050
2032		300,000	500,000	1	1,994,000	2,794,000									4,393,778	1,229,431) (3,164,347	3,164,347	55. January 10	(370,347) 413,059	C12 CV
2033		300,000	500,000	500,000	1,994,000	3,294,000									t,393,778	,229,431)	3,164,347	1,164,347		129,653 42,712	172.365

Scenario C1-20yr a

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PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 20 Year Debt

AM 2050						10- 10- 10- 10- 10- 10- 10- 10- 10- 10-					0					antana 1 - Antana 1 - Antana		5.199.609	5,199,609
AL 2049						1 - 1 - 1 - V					0			-				5.199.609	5,199,609
AK 2048				an (12) Anara							0		i		-	•	an pointin arg b	5.199.609	5,199,609
AJ 2047						1					0	•	1	-	1			- 5.199.609	5,199,609
AI 2046			155,928	24 AN ANN		155,928					0		• • • •		1		of groups of	155,928 5.043.681	5,199,609
AH 2045		300,000	500,000			800,000					0	•						800,000 4.243.681	5,043,681
AG 2044		300,000	500,000	ne oo eoo		800,000	ng ang ing terminan ing ang				0						ar 2000a ar 1	800,000 3.443.681	4,243,681
AF 2043		300,000	500,000			800,000					0				1			800,000 2.643.681	3,443,681
AE 2042		300,000	500,000	la an ann		800,000	ang bar tai ditantar dat 400				0					•	60 WARNEN (W	800,000 1.843.681	2,643,681
AD 2041		300,000	500,000	a		800,000					0		1	-	-	•		800,000 1.043.681	1,843,681
AC 2040		300,000	500,000	1		800,000	na na min nina nina min	anne (1 m)			0		1			-		800,000 243,681	1,043,681
AB 2039		300,000	500,000	a.	1,601,000	2,401,000					0		2,708,882	(386,983)	2,321,899	2,321,899		79,101	243,681
AA 2038		300,000	500,000	 J	1,601,000	2,401,000	50%	64000 (m) (m)			0	-	2,708,882	(386,983)	2,321,899	2,321,899	an atamat ing	79,101 85 478	164,579
Z 2037		300,000	500,000	1,100,000	1,323,500	3,223,500						,	4,393,778	(1,229,431)	3,164,347	3,164,347		59,153 26 325	85,478
Y 2036		300,000	500,000	800,000	1,323,500	2,923,500	50%						4,393,778	(1,229,431)	3,164,347	3,164,347	14 100000 U	(240,847)	26,325
X 2035		300,000	500,000	1,500,000	1,129,500	3,429,500	50%						4,393,778	(1,229,431)	3,164,347	3,164,347		265,153 2 018	267,172
W 2034		300,000	500,000	200,000	1,994,000	2,994,000	an as a burne as a						4,393,778	(1,229,431)	3,164,347	3,164,347		(170,347)	2,018
8	tevenues: JTGO bond proceeds, Voted TGO bond proceeds, Councilmanic	ire Impact fees & deposit - Segale ire Impact fees - other 301, Lnd & Prk Acq contribution	roperty/iand sales tEET 1 nvestment earnings	Innual contribution to balance	Additional capacity from maturing, xisting debt	tevenue Total	% Dbt Svc svgs used for PSP	Project Expenditures	:551	-5 52 3 54	Apparatus & equip	Project Expenditures Total	Debt Service Debt service LTGO	Jtility Fds pay rent = 50% of dbt svc	3F Debt Service Total	Expense Total		Annual Surplus (Shortfall)	Ending Carryover (Shortfall)

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PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 30 Year Debt

B Revenues:	D TOTAL	F 2017	G 2018	Н 2019	2020	ا 2021	2022	L 2023	M 2024	2025	0 5026	P 2027	Q 2028	R 2029	S 2030	Т 2031	U 2032	V 2033
UTGO bond proceeds, Voted LTGO bond proceeds, Councilmanic	77,385,000 55,000,000		20,000,000	40,675,046	35,000,000													
Fire Impact fees & deposit - Segale Fire Impact fees - other	4,750,000 10,917,000	500,000 1,017,000	300,000	300,000 300,000	300,000	300,000	300,000	300,000	300,000	300,000 300,000	300,000 300,000	300,000 300,000	300,000	300,000 300,000	300,000	350,000 300,000	300,000	300,000
F301, Lnd & Prk Acq contribution Property/land sales REET 1 Investment earnings	3,000,000 15,038,000 16,500,000 707,845	258,283	3,000,000 5,038,000 500,000 200,000	500,000 100,000	3,000,000 500,000 100,000	2,000,000 500,000 40,000	5,000,000 500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Annual contribution to balance	1,783,709	283,709	in de jon	e,	ar ar an					a	1	3	1,000,000	500,000	ar ar ann	4	10. 00. 0000 1	1
Additional capacity from maturing, existing debt	49,321,500				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
Revenue Total	234,403,054	2,058,992	29,338,000	41,875,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	4,094,000	3,594,000	3,094,000	3,144,000	2,794,000	2,794,000
% Dbt Svc svgs used for PSP			na an an anna a' an				n w w manue w m		100%	100%			10 De av 10.1500 av da					
Project Expenditures Justice Center	68.570.005	431,266	17,890,500	26,694,000	23,430,406			•										
FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501	•												
FS 52	17,651,306	161,299	000'068	2,512,000	13,046,000	1,033,751		•	•									
FS 54 Apparatus & equip	14,763,378	142,791 573 651	1,554,000	1,978,000 540.082	362 385	814,587 276,621	583,525	507.480	597.023	1.384.755	1.414.980	806.277	2.709.784	773,130				
Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291	120,000											
Project Expenditures Total	158,525,026	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130	,		1	T SALA
Datt Somico			interact only	interest only	interest only i	nterect only	full DS		-		or 97 mm							
3 Debt service LTGO	97,347,754		800,000	800,000	2,200,000	2,200,000	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802
<pre>Outility Eds pay rent = 50% of dbt svc</pre>	(26,669,335)		(400,000)	(400,000)	(000'009)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
0 GF Debt Service Total	70,678,418		400,000	400,000	1,600,000	1,600,000	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063
1 Expense Total	229,203,445	1,847,199	45,936,359	44,391,582	56,547,292	4,819,250	3,009,588	2,933,543	3,023,086	3,810,818	3,841,043	3,232,340	5,135,848	3,199,193	2,426,063	2,426,063	2,426,063	2,426,063
					na an an anna												e 95. es. Jonare 94. 99	
8 Annual Surplus (Shortfall) 9 Beginning Carrvover (Shortfall)	5,199,609	211,793 36.513.127	(16,598,359) 36.724.920	(2,516,536) 20.126.561	(16,516,292) 17,610.025	(848,250) 1.093,732	3,921,412 245,482	(1,002,543) 4,166,894	(455,086) 3,164,351	(716,818) 2,709,265	(747,043) 1,992,447	(138,340) 1,245,404	(1,041,848) 1,107,063	394,807 65,216	667,937 460,023	717,937 1,127,960	367,937 1,845,897	367,937 2,213,834
0 Ending Carryover (Shortfall)	5,199,609	36,724,920	20,126,561	17,610,025	1,093,732	245,482	4,166,894	3,164,351	2,709,265	1,992,447	1,245,404	1,107,063	65,216	460,023	1,127,960	1,845,897	2,213,834	2,581,771
	contecto	AAUT3100	-ncinetine			-nt fat-	- minnelt				1 fa fa							-

Scenario C1-30yr

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PUBLIC SAFETY PLAN - Financial Framework, Scenario C1 - 30 Year Debt

~	M	×	>	7	AA	AR	AC	AD	AF	AF	46	AH	ΔI	AI	AK	AI	AM
	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
8 Revenues: 9 UTGO bond proceeds, Voted																	
10 LTGO bond proceeds, Councilmanic																	
 Fire Impact fees & deposit - Segale Fire Impact fees - other F301, Lnd & Prk Acq contribution 	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
14Property/land sales15REET 117Investment earnings	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	1	1	1		1		22 . 12 . 100				1			4			
Additional capacity from maturing, 19 existing debt	1,994,000	1,129,500	1,323,500	1,323,500	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000
23 Revenue Total	2,794,000	1,929,500	2,123,500	2,123,500	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000
% Dbt Svc svgs used for PSP	-	50%	50%		50%						19 90 of standard of st						
25 Project Expenditures 26 Justice Center 27 FS 51 28 FS 52																	
29 FS 54 30 Apparatus & equip 31 Shops	S many is a second				0	o	0	0	0	0	0	0	0	0	0	0	0
35 Project Expenditures Total		-				- 11	1 2 - The Part	1							-		-
36			-		bit an a						~ ~ •		and and a				
37 Debt Service 38 Debt service LTGO	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	2,100,454	2,100,454	4
39 Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(300,065)	(300,065)	1
40 GF Debt Service Total	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	1,800,389	1,800,389	ı
41 Expense Total	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	1,800,389	1,800,389	-
42	- Se				, ne ne lananar ne an		t die een anteens oo oos		the constantion by the				n der der Franzeis auf der		4 An An Antoine An An		
48 Annual Surplus (Shortfall)49 Beginning Carryover (Shortfall)	367,937 2,581,771	(496,563) 2,949,707	(302,563) 2,453,144	(302,563) 2,150,581	(25,063) 1,848,018	(25,063) 1,822,955	(25,063) 1,797,892	(25,063) 1,772,829	(25,063) 1,747,766	(25,063) 1,722,703	(25,063) 1,697,640	(25,063) 1,672,577	(25,063) 1,647,514	(25,063) 1,622,451	600,611 1,597,388	600,611 2,197,998	2,401,000 2,798,609
50 Ending Carryover (Shortfall)	2,949,707	2,453,144	2,150,581	1,848,018	1,822,955	1,797,892	1,772,829	1,747,766	1,722,703	1,697,640	1,672,577	1,647,514	1,622,451	1,597,388	2,197,998	2,798,609	5,199,609

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 20 Year Debt

V 2033		300,000	500,000	1,500,000	1,994,000	4,294,000						888,681		888,681		3,232,829	(1,229,431)	2,003,398	2,892,078		1,401,922 548,734	1,950,656
U 2032		300,000	500,000	1,500,000	1,994,000	4,294,000	10 (k. d. Jones) d					2,865,957		2,865,957		3,232,829	(1,229,431)	2,003,398	4,869,354	M N 20 AU	(575,354) 1,124,089	548,734
T 2031		350,000 300,000	500,000	1,500,000	1,994,000	4,644,000						1,597,411		1,597,411		3,232,829	(1,229,431)	2,003,398	3,600,809		1,043,191 80,897	1,124,089
S 2030		300,000	500,000		1,994,000	3,094,000						1,607,204		1,607,204		3,232,829	(1,229,431)	2,003,398	3,610,601		(516,601) 597,498	80,897
R 2029		300,000	500,000		1,994,000	3,094,000						3,512,566		3,512,566		3,232,829	(1,229,431)	2,003,398	5,515,963		(2,421,963) 3,019,461	597,498
Q 2028		300,000	500,000		1,994,000	3,094,000	na en na manuan e					2,709,784		2,709,784		3,232,829	(1,229,431)	2,003,398	4,713,182	a e a an anna	(1,619,182) 4,638,643	3,019,461
P 2027		300,000 300,000	500,000	•	1,994,000	3,094,000						806,277		806,277		3,232,829	(1,229,431)	2,003,398	2,809,675		284,325 4,354,318	4,638,643
0 2026		300,000	500,000	ar of an	1,994,000	3,094,000						414,980		414,980		3,232,829	(1,229,431)	2,003,398	2,418,378		675,622 3,678,696	4,354,318
N 2025		300,000 300,000	500,000	1	1,994,000	3,094,000	100%					384,755		384,755		3,232,829	(1,229,431)	2,003,398	2,388,153		705,847 2,972,849	3,678,696
M 2024		300,000	500,000	10 or ou	1,468,000	2,568,000	100%			•		2,597,023		2,597,023	-	3,232,829	1,229,431)	2,003,398	4,600,420	Na an an anadra	2,032,420) 5,005,269	2,972,849
L 2023		300,000 300,000	500,000	ı	831,000	1,931,000			•			507,480	-	507,480		3,232,829	1,229,431) (2,003,398	2,510,878		(579,878) () 5,585,147	5,005,269
K 2022		300,000 300,000	5,000,000 500,000	ta da sa	831,000	6,931,000	ar an annan a					583,525		583,525		full DS 3,232,829	1,229,431) (2,003,398	2,586,922		1,344,078 1,241,069	5,585,147
J 2021		300,000	2,000,000 500,000 40,000	ı	831,000	3,971,000				1,033,751		276,621	1,094,291	2,404,663	-	terest only 1,500,000	(562,500) (937,500	3,342,163		628,837 612,232	1,241,069
2020	20,000,000	300,000	3,000,000 500,000 100,000	10 v. og	831,000	25,031,000	* * * k kana	204 064 66	23,430,400 2 115 501	13,046,000	 T	362,385	5,719,000	44,6/3,292		terest only ini 1,500,000	(562,500)	937,500	45,610,792	la es sociat	20,579,792) 21,192,025	612,232
Н 2019	40,675,046	300,000 300,000	500,000 100,000	,		41,875,046			8 775 500	2,512,000	4	540,082	3,542,000	42,013,582	-	erest only int 750,000	(375,000)	375,000	12,388,582		(513,536) (2 21,705,561	1,192,025
G 2018	20,000,000	300,000	3,000,000 5,038,000 500,000 200,000	er er om		29,338,000		17 000 500	1 385 000	890,000	•	4,455,859	19,361,000	43,982,359		terest only in 750,000	(375,000)	375,000	14,357,359	No ang pagi karangan	15,019,359) 36,724,920	21,705,561
F 2017		500,000 1,017,000	258,283	283,709		2,058,992		226 161	754 484	161,299	142,791	573,651	283,709	1,84/,199		Ē			1,847,199		211,793 (: 6,513,127 3	6,724,920
D TOTAL	77,385,000 40,000,000	4,750,000 9,672,491	3,000,000 15,038,000 14,500,000 707,845	7,783,709	28,939,700	201,776,745		C0 E30 00E	12.540.338	17,651,306	142,791	29,932,000	30,000,000	158,836,439		59,321,127	(22,319,868)	37,001,259	195,837,699		5,939,046	5,939,046 3
B	Revenues: UTGO bond proceeds, Voted LTGO bond proceeds, Councilmanic	Fire Impact fees & deposit - Segale Fire Impact fees - other	F301, Lnd & Prk Acq contribution Property/land sales REET 1 Investment earnings	Annual contribution to balance	Additional capacity from maturing, existing debt	Revenue Total	% Dbt Svc capacity used for PSP	Project Expenditures		FS 52	FS 54	Apparatus & equip	Shops	Project Expenditures Lotal		Debt Service Debt service LTGO	Utility Fds pay rent = 50% of dbt svc	GF Debt Service Total	Expense Total		Annual Surplus (Shortfall) Beginning Carryover (Shortfall)	Ending Carryover (Shortfall)

Scenario C2-20yr a

1 of 2

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 20 Year Debt

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-	M	X	Jeac	7005	AA 0000	AD	JUAD	2001	2042	20/3		2045	2046	2047	2048	2049	2050
	+CU2	6602	0007	1007	0007	6603	0107	TLOT	2012	2103	1 1.1.07		1				
8 Revenues: 9 UTGO bond proceeds, Voted																	
10 ITGO hond proceeds. Councilmanic																	
11 Fire Impact fees & deposit - Segale																	
12 Fire Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	(44,509)			
13 F301, Lnd & Prk Acq contribution																	
14 Property/land sales	-											10 10 10 10 10 10 10 10 10 10 10 10 10 1					
15 REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	200,000	500,000				
17 Investment earnings											-				-		
10 Autoric contribution to holoned								a	1	1		į		1	, ar ar 1	1	1
	nnn'nnc'T	т,000,000															ALC: NO ALC: NO
Additional capacity from maturing,																	A LOUD AND A
19 existing debt	1,994,000	1,129,500	1,058,800	1,058,800	960,600	arriver A C & C				a substant			-				
23 Revenue Total	4,294,000	2,929,500	2,358,800	1,858,800	1,760,600	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	(44,509)	•	-	-
% Dht Svc capacity used for PSP	1999, 1997, 1997, 1997, 19	50%	40%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
24													-				
25 Project Expenditures	-																
26 Justice Center																	
27 ES 51					-												
28 F5 52			In the second second		-		1		1		-		-		-		
29 FS 54	-		~ ~														The state of the
30 Apparatus & equip	3,667,573	243,009	609,751	712,979	•	0	0	0	0	0	0	0	0	0	0	0	0
31 Shops											-						
35 Project Expenditures Total	3,667,573	243,009	609,751	712,979					•	•	-	•	•	•		-	•
36	tryspine, tor		Rosewi ye		annen er								annan an				
37 Debt Service											-				In the second		
38 Debt service I TGO	2 7 2 7 8 7 9	2 737 879	2 737 879	3 737 879	1 547 932	1 547 937					••••						
	7,535,050	2,535,053	0,202,000	0,000,000													
1	(FCK OCC F)	1100 000 11	1164 066 11	1154 066 11	(206 002)	1286 082)						,		,			1
23 OLIIILY Fus pay Tellt - 30 % OI upt sv	(TC+'C77'T)	(TC+'C77'T)	(TC+'C77'T)	(TC+'C77'T)	(coctope)	loochoor!	-										
40 GF Debt Service Total	2,003,398	2,003,398	2,003,398	2,003,398	1,160,949	1,160,949			-	-	-		-	-	-		-
41 Expense Total	5,670,971	2,246,406	2,613,149	2,716,376	1,160,949	1,160,949		1 - 1 - 1 - 1		+			1		-	-	
							-					1					
42			90 SLAND		AL POINT				a waata		a mana						
48 Annual Surplus (Shortfall)	(1,376,971)	683,094	(254,349)	(857,576)	599,651	(360,949)	800,000	800,000	800,000	800,000	800,000	800,000	800,000	(44,509)			1
49 Beginning Carryover (Shortfall)	1,950,656	573,685	1,256,779	1,002,430	144,854	744,504	383,555	1,183,555	1,983,555	2,783,555	3,583,555	4,383,555	5,183,555	5,983,555	5,939,046	5,939,046	5,939,046
Ending Carryover (Shortfall)	573 685	1 756 779	1 002 430	144 854	744 504	383 555	1 183 555	1 983.555	2 783 555	3 583.555	4 383.555	5.183.555	5.983.555	5.939.046	5.939.046	5.939.046	5.939.046
ח בוותווז במו להגרי להוואו ומוול	ronicic	011/0C7/T	001/300/T	LOOLAT	LOOILL!		noninatit	antional	continuity	notionale	andanal	mainaria	(anala	a. alaanta		n' n'anala	n. stoppin

Scenario C2-20yr a

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PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 30 Year Debt

B	D	Ŀ	9	н	-	-	х		Σ	z	0	4	a	æ	S	μ		>
1	TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8 Revenues: 9 UTGO bond proceeds, Voted	77,385,000			40,675,046														
10 LTGO bond proceeds, Councilmanic	40,000,000		20,000,000		20,000,000													
 Fire Impact fees & deposit - Segale Fire Impact fees - other 	4,750,000 10,917,000	500,000 1,017,000	300,000	300,000	300,000	300,000 300,000	300,000	300,000 300,000	300,000	300,000 300,000	300,000	300,000	300,000	300,000	300,000	350,000 300,000	300,000	300,000
13F301, Lnd & Prk Acq contribution14Property/land sales15REET 117Investment earnings	3,000,000 15,038,000 16,500,000 707,845	258,283	3,000,000 5,038,000 500,000 200,000	500,000 100,000	3,000,000 500,000 100,000	2,000,000 500,000 40,000	5,000,000 500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	283,709	283,709	1		1			•				1	1	•	- <mark> </mark>	1	10 00 000	
Additional capacity from maturing, 19 existing debt	40,466,900				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23 Revenue Total	209,048,454	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,144,000	2,794,000	2,794,000
% Dbt Svc capacity used for PSP			na an an anna		186 (46 AN AN ANALY) AN AN				100%	100%	997, 997, 907, 907, 907, 907, 907, 907				per, er en mennen en m		ana ina akanan aka ak	
25 Project Expenditures															A State of the			Supervision of
26 Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406													
27 FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501													
28 F5 52 20 F5 54	002/1C0//I	107,701	000,068	2,512,000	13,046,000	1,033,/51		1	•									
30 Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507.480	2.597.023	384.755	414.980	806.277	2.709.784	3.512.566	1.607.204	1.597.411	2.865.957	888.681
31 Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291												
35 Project Expenditures Total	158,836,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681
36					an an an										an an ait a		atu an 256 an	
37 Debt Service			interest only	interest only	interest only	interest only	full DS									1000 1000 1000 1000 1000 1000 1000 100		
38 Debt service LTGO	70,942,304		800,000	800,000	1,600,000	1,600,000	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39 Utility Fds pay rent = 50% of dbt svc	(26,669,335)		(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40 GF Debt Service Total	44,272,969		400,000	400,000	1,000,000	1,000,000	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41 Expense Total	203,109,408	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	4,122,891	1,910,624	1,940,849	2,332,146	4,235,653	5,038,434	3,133,072	3,123,279	4,391,825	2,414,549
42			an antara an anaga		-		er some at at some				An Province for you advan		44 80500 10 10 100		n, onne of n, more		an anar at in ang	
48 Annual Surplus (Shortfall)49 Beginning Carryover (Shortfall)	5,939,046	211,793 36,513,127	(15,044,359) 36,724,920	(<mark>538,536)</mark> 21,680,561	(20,642,292) 21,142,025	566,337 499,732	4,821,607 1,066,069	(102,348) 5,887,676	(1,554,891) 5,785,328	1,183,376 4,230,436	1,153,151 5,413,813	761,854 6,566,964	(1,141,653) 7,328,818	(1,944,434) 6,187,165	(39,072) 4,242,731	20,721 4,203,659	(1,597,825) 4,224,380	379,451 2,626,555
50 Ending Carryover (Shortfall)	5,939,046	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,887,676	5,785,328	4,230,436	5,413,813	6,566,964	7,328,818	6,187,165	4,242,731	4,203,659	4,224,380	2,626,555	3,006,005

35 e/1/2018

PUBLIC SAFETY PLAN - Financial Framework, Scenario C2 - 30 Year Debt

					-	-	-									-	
B	×	×	~	Z	AA	AB	AC	AD	AE	AF	AG	AH	A	A	AK	AL	AM
1	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
8 Revenues: 9 UTGO bond proceeds, Voted																	
10 LTGO bond proceeds, Councilmanic																	
11Fire Impact fees & deposit - Segale12Fire Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13 F301, Lnd & Prk Acq contribution 14 Property/land sales 15 BEET 1			FOO DOD	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500.000	500,000	500.000	500,000	500,000	500,000	500,000
17 Investment earnings	nonínne	nnn'nnc		000,000	nnninne	000,000	000'000	000'000	0001000	000/000	000/000				200		200/200
18 Annual contribution to balance	1		1		1		r is inner			•	1	•	1	•	,	•	•
Additional capacity from maturing, 19 existing debt	1,994,000	1,129,500	1,058,800	1,058,800	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600
23 Revenue Total	2,794,000	1,929,500	1,858,800	1,858,800	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600
% Dbt Svc capacity used for PSP	10 10 10 10 10 10 10	50%	40%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
25 Project Expenditures 26 Justice Center									+								
27 FS 51 28 FS 52																	
29 FS 54 30 Annaratus & equin	3 667 573	PUD 243 000	609 751	712 979		C	0	0	0	0	0	0	0	0	0	0	0
31 Shops	n	100/013															
35 Project Expenditures Total	3,667,573	243,009	609,751	712,979	1		-	-			1	1					
36			ng jan bur sen														
37 Debt Service	2 414 007	2 454 507	2 451 607	7 461 COT	2 4E1 CO7	7 AE1 607	7 AE1 607	2 AE1 607	2 AE1 607	2 451 607	2 A51 607	2 451 607	2 451 607	2 451 6N7	1 200 260	1 200 260	
	/00/TC+/7	100'TC+'7	100'TC+'7	100'TC+'7	100,104,2	100/101/2	100/104/2	100/101/2	100/101/2	100/101/2	100/101/2	100/101/1					
39 Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(300,065)	(300,065)	t
40 GF Debt Service Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	900,195	900,195	
41 Expense Total	5,193,442	1,768,877	2,135,620	2,238,847	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	900,195	900,195	
			W Wald N W a		ng aranna an an an		56 Anvaria da es ad		n konner ta an on		- Values (107 A2 107		t kontok ur et en		arrant at its er		
42 48 Annual Surplus (Shortfall)	(2,399,442)	160,623	(276,820)	(380,047)	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	860,405	860,405	1,760,600
49 Beginning Carryover (Shortfall)	3,006,005	606,564	767,187	490,367	110,320	345,051	579,783	814,514	1,049,246	1,283,977	1,518,709	1,753,441	1,988,172	2,222,904	2,457,635	3,318,041	4,178,446
50 Ending Carryover (Shortfall)	606,564	767,187	490,367	110,320	345,051	579,783	814,514	1,049,246	1,283,977	1,518,709	1,753,441	1,988,172	2,222,904	2,457,635	3,318,041	4,178,446	5,939,046

Scenario C2-30yr

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6/1/2018

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PUBLIC SAFETY PLAN - Financial Framework - Scenario D - 20 Year Debt

D F G H H		Voted 77,385,000 40,675,046	Councilmanic 40,000,000 20,000,000	Josit - Segale 4,750,000 500,000 300,000 300,000	er 8,517,000 1,017,000 300,000 300,000	ontribution 3,000,000 3,000,000 15,038,000 5,038,000 5,038,000 12,813,091 5,038,000 500,000 707,845 258,283 200,000 100,000	o balance 6,783,709 283,709 -	om maturing, 14.858.560	183,853,205 2,058,992 29,338,000 41,875,046	ed for PSP	68,570,005 431,266 17,890,500 26,694,000	12,540,338 254,484 1,385,000 8,725,500	17,651,306 161,299 890,000 2,512,000	142,791 142,791 -	15,000,000 573,651 4,455,859 540,082	30,000,000 283,709 19,361,000 3,542,000	Total 143,904,439 1,847,199 43,982,359 42,013,582	59,321,127 interest only interest on	0% of dbt svc (22,319,868) (375,000) (375,000)	37,001,259 - 375,000 375,000	180,905,699 1,847,199 44,357,359 42,388,582		(all) 2,947,506 211,793 (15,019,359) (513,536) ihortfall) - 36,513,127 36,724,920 21,7705,561	utfall) 2 047 506 25 774 020 21 705 561 21 102 025
			20,000,000	300,000 30	300,000 30	3,000,000 2,00 500,000 50 100,000 44	1	831.000 83	25,031,000 3,97	100	23,430,406	2,115,501	13,046,000 1,03.		362,385 27	5,719,000 1,09	44,673,292 2,40	nterest only interest 1,500,000 1,500	(562,500) (56;	937,500 93.	45,610,792 3,34.	inte des latitudes des	(20,579,792) 62(21,192,025 612	LAC 1 CEC C13
X 1002	7707			0,000 300,000	0,000 300,000	0,000 5,000,000 0,000 500,000 0,000	-	1.000 498.600	1,000 6,598,600	% 60%			3,751		6,621 583,525	4,291	4,663 583,525	only full DS 0,000 3,232,829	2,500) (1,229,431)	7,500 2,003,398	2,163 2,586,922		8,837 4,011,678 2,232 1,241,069	TAT COC D 0001
L L	C202			300,000	300,000	500,000	1	498.600	1.598,600	60%	1				507,480		507,480	3,232,829	(1,229,431)	2,003,398	2,510,878	- 10 av singer, or	(912,278) 5,252,747	1 240 450
W	1202			300,000	300,000	500,000	1	880.800	1.980,800	%09					597,023		597,023	3,232,829	(1,229,431)	2,003,398	2,600,420	ti Al manat a	(619,620) 4,340,469	000 000 0
N	C202			300,000	300,000	500,000		1.196.400	2.296.400	60%					1,384,755		1,384,755	3,232,829	(1,229,431)	2,003,398	3,388,153		(1,091,753) 3,720,849	200.005
0	2020			300,000	300,000	500,000	1,000,000	717 840	2.817.840						1,414,980		1,414,980	3,232,829	(1,229,431)	2,003,398	3,418,378	. W M Mana	(600,538) 2,629,096	2 220 110
P TCOC	2021			300,000	300,000	500,000	1,000,000	717 840	2.817.840	60%					806,277		806,277	3,232,829	(1,229,431) (2,003,398	2,809,675		8,165 2,028,558	
Q	2020			300,000	300,000	500,000	1.000,000	717 840	2.817.840	60%					2,709,784		2,709,784	3,232,829 3	(1,229,431) (1	2,003,398 2	4,713,182 2	a u u	(1,895,342) 2,036,723	
R	6707			300,000	300,000	500,000	.000,000	717 840	817.840 2.	60%					773,130		773,130	,232,829 3,	,229,431) (1,	,003,398 2,1	,776,528 2,0		41,312 4 141,381 1	
S 2020	7 0007			300,000	300,000	500,000	000,000	717 840	817.840 2.8									232,829 3,2	229,431) (1,2	003,398 2,0	003,398 2,0	- an an anna a	814,442 8 182,694 9	
	07 TC0			50,000	00,000 30	00,000 50	00,000 50	17 840 71	67.840 2.01	0% 60							-	32,829 3,23	29,431) (1,22	03,398 2,00	03,398 2,00		64,442 1 97,136 1,86	
	702				,000 300,	,000 500,	000	.840 717	.840 1.517	60%								,829 3,232	,431) (1,229	,398 2,003	,398 2,003		,442 (485 ,579 1,876	000 -

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PUBLIC SAFETY PLAN - Financial Framework - Scenario D - 20 Year Debt

K AL AM	48 2049 2050					1							0		, , ,						
A A	2047 20/												0				•	10 - 10 - 10 - 10 - 10 - 10 - 10 - 10 -		2.947.506 2.94	-1
A	2046					ne (v. or							0		•			1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	an an anna an	2.947.506	
AH	2045					1		-	2000,07 M TO 2010,07 M	1			0	-			-	1		06 2.947.50F	
AG	3 2044				1,001	-		- 1001					0	-		-	-			3,091 1,415 2,947.5(-1
AE AF	2042 204			300,000	500,000 313			800,000 313					0				-		the standard the	800,000 31. 834 415 2 634	
AD	2041 2			300,000	500,000			800,000					0			-	-			800,000 1 034 415 1	
AC	2040			300,000	500,000			800,000	anna a a anna a				0	-			-		a. a. anala a	800,000	
AB	2039			300,000	500,000	1		800,000					0		2 1,547,932	3) (386,983)	1,160,949	1,160,949	an an analas an	L (360,949)	· notono
AA	2038			0 300,000	0 500,000		0 640,400	0 1,440,400	20%					•	.9 1,547,932	(1) (386,983	1,160,949	1,160,949		1 279,451 1 315 913	
Z	2037			300,00	00 500,00	-	00 1,058,80	00 1,858,80	30%					•	29 3,232,82	31) (1,229,43	98 2,003,39	98 2,003,39	an an ananan an	98) (144,59 09 460 51	
>	2036			00 300,00	100 500,00	1	00 1,058,80	00 1,858,80	40%						329 3,232,8:	131) (1,229,4:	398 2,003,3	398 2,003,3		798) (144,5 and 605 10	
×	2035			300,0	000 200,0	,	840 903,6	840 1,703,6	40%						829 3,232,8	431) (1,229,4	398 2,003,5	398 2,003,3	that fair bostrates that	(299,) 764 904 9	100
8	2034		hic	le 300,0	500,0		B, 717,8	1,517,8	60%						3,232,	svc (1,229,	2,003,	2,003,		(485,	'nnn'T
B		8 Revenues: 9 UTGO bond proceeds, Voted	10 LTGO bond proceeds, Councilman	 Fire Impact fees & deposit - Segal Fire Impact fees - other 	 F301, Lnd & Prk Acq contribution Property/land sales REET 1 Investment earnings 	8 Annual contribution to balance	Additional capacity from maturine 9 existing debt	3 Revenue Total	% Dbt Svc capacity used for PSP	25 Project Expenditures	26 Justice Center 27 FS 51	28 FS 52	29 ro 34 30 Apparatus & equip 31 Shops	35 Project Expenditures Total	37 Debt Service 38 Debt service LTGO	39 Utility Fds pay rent = 50% of dbt s	40 GF Debt Service Total	41 Expense Total	12	48 Annual Surplus (Shortfall) 10 Berinning Carologies (Shortfall)	לווווווא רמוו אחתבו לחוחו המוו

Scenario D-20yr a

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PUBLIC SAFETY PLAN - Financial Framework, Scenario D - 30 Year Debt

	<i>c</i>	-			-	-	2	-	N	2	0	-	C			ŀ	=	
	TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8 Revenues: 9 UTGO bond proceeds, Voted	77,385,000			40,675,046														
10 LTGO bond proceeds, Councilmanic	40,000,000		20,000,000		20,000,000													
11 Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12 Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13F301, Lnd & Prk Acq contribution14Property/land sales15REET 117Investment earnings	3,000,000 15,038,000 16,500,000 707,845	258,283	3,000,000 5,038,000 500,000 200,000	500,000 100,000	3,000,000 500,000 100,000	2,000,000 500,000 40,000	5,000,000 500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	283,709	283,709	1		1		,						1			1		
Additional capacity from maturing, 19 existing debt	22,543,360				831,000	831,000	498,600	498,600	880,800	1,196,400	717,840	717,840	717,840	717,840	717,840	717,840	717,840	717,840
20 Revenue Summary: 21 JC/Fire Revenue-restricted	93,052,000	1,517,000	600,000	41,275,046	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	650,000	300,000	300,000
22 Shops/other revenue-unrestricted	98,072,914	541,992	28,738,000	600,000	24,431,000	3,371,000	5,998,600	998,600	1,380,800	1,696,400	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840	1,217,840
23 Revenue Total	191,124,914	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,598,600	1,598,600	1,980,800	2,296,400	1,817,840	1,817,840	1,817,840	1,817,840	1,817,840	1,867,840	1,517,840	1,517,840
% Dbt Svc capacity used for PSP					07 (0000 in in in	100%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
25 Project Expenditures																		Sec. 1
26 Justice Center 27 FS 51	68,570,005 12,540,338	431,266 254,484	17,890,500 1,385,000	26,694,000 8,725,500	23,430,406 2,115,501	• •			1									
28 FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751		•	•									
29 FS 54 30 Apparatus & equip	142,791 15.000.000	142,791 573.651	4.455.859	540.082	362.385	276.621	583 575	507 480	597 073	1 384 755	1 414 980	806 777	700 784	773 130				
31 Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291		-			000/1111/1	1171000	101100117	0011011				
35 Project Expenditures Total	143,904,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				-1
36											W cannot		-					
37 Debt Service	ADE CAD OF		interest only	interest only	interest only i	nterest only	full DS	2 414 503		2 474 601								
	10,342,304		000,000	800,000	Τ'ρυυ,υυυ	1,600,000	//104/164/2	7,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,60/	2,451,607	2,451,607
39 Utility Fds pay rent = 50% of dbt svc	(26,669,335)		(400,000)	(400,000)	(600,000)	(000'009)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40 GF Debt Service Total	44,272,969		400,000	400,000	1,000,000	1,000,000	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41 Expense Total	188,177,408	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	2,122,891	2,910,624	2,940,849	2,332,146	4,235,653	2,298,998	1,525,868	1,525,868	1,525,868	1,525,868
42					factor de las unamé		ennen en av Anna		annan ya ay anan		miner, ter ter som		000000 UV 90 9000		narana an an an		anan a a an	
48 Annual Surplus (Shortfall)49 Beginning Carryover (Shortfall)	2,947,506 -	211,793 36,513,127	(15,044,359) 36,724,920	(538,536) 21,680,561	(20,642,292) 21,142,025	566,337 499,732	4,489,207 1,066,069	(434,748) 5,555,276	(142,091) 5,120,528	(614,224) 4,978,436	(1,123,009) 4,364,213	(514,306) 3,241,204	(2,417,813) 2,726,898	(481,158) 309,085	291,972 (172,073)	341,972 119,898	(8,028) 461,870	(8,028) 453,841
50 Ending Carryover (Shortfall)	2,947,506	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,555,276	5,120,528	4,978,436	4,364,213	3,241,204	2,726,898	309,085	(172,073)	119,898	461,870	453,841	445,813
													6					

Scenario D-30yr

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PUBLIC SAFETY PLAN - Financial Framework, Scenario D - 30 Year Debt

	M	×	>	2	AA	AB	AC	AD	AE	AF	AG	AH	AI	A	AK	AL	AM
	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
8 Revenues: 9 UTGO bond proceeds, Voted											ang bi si mumu ki nj					「たっ」	
10 LTGO bond proceeds, Councilmanic																	
 Fire Impact fees & deposit - Segale Fire Impact fees - other 	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13F301, Lnd & Prk Acq contribution14Property/land sales15REET 117Investment earnings	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
18 Annual contribution to balance	1	.9	1		1	1	1	•		×	1	÷	1		1		r
Additional capacity from maturing, 19 existing debt	717,840	903,600	1,058,800	1,058,800	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400
20 Revenue Summary: 21 JC/Fire Revenue-restricted	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
22 Shops/other revenue-unrestricted	1.217,840	1,403,600	1,558,800	1,558,800	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400	1,140,400
23 Revenue Total	1,517,840	1,703,600	1,858,800	1,858,800	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400
% Dbt Svc capacity used for PSP 24	* * ***** ** **** %09	40%	40%	30%	20%		n tau daward da wa daraw				yw sanaar iw ar ynnor						
25 Project Expenditures																	
26 Justice Center 27 FS 51 28 FS 52 29 FS 54 30 Apparatus & equip 31 Shops					0	0	0	0	0	o	0	0	0	0		٥	0
35 Project Expenditures Total	-	•	-	-	•	•	•	-						-		-	
36	ber sounds		20 0000						ter terrire e				PR		88 87480 B		
37 Debt Service 38 Debt service LTGO	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	1,200,260	1,200,260	1
39 Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(300,065)	(300,065)	ı
40 GF Debt Service Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	900,195	900,195	-
41 Expense Total	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	900,195	900,195	
42	6000000 (Gr 900 600)		ndenser de vo konor		national des des anomen		nyang di di karafa		antan Se iyi vaafaa		naar Se te sama		ntang af na mamma		1997 AL 19 1999		
48 Annual Surplus (Shortfall)49 Beginning Carryover (Shortfall)	(8,028) 445,813	177,732 437,785	332,932 615,516	332,932 948,448	(85,468) 1,281,379	(<mark>85,468)</mark> 1,195,911	(85,468) 1,110,442	(85,468) 1,024,974	(<mark>85,468)</mark> 939,506	<mark>(85,468)</mark> 854,037	(85,468) 768,569	(85,468) 683,100	(85,468) 597,632	(85,468) 512,163	540,205 426,695	540,205 966,900	1,440,400 1,507,106
50 Ending Carryover (Shortfall)	437,785	615,516	948,448	1,281,379	1,195,911	1,110,442	1,024,974	939,506	854,037	768,569	683,100	597,632	512,163	426,695	966,900	1,507,106	2,947,506

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PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 20 Year Debt with Apparatus Financed

B	 Revenues: UTGO bond proceeds, Voted 	10 LTGO bond proceeds, Councilmanic	 Fire Impact fees & deposit - Segale Fire Impact fees - other 	3 F301, Lnd & Prk Acq contribution	4 Property/land sales 5 REET 1	7 Investment earnings	8 Annual contribution to balance	Additional capacity from maturing, 9 existing debt	3 Revenue Total	% Dbt Svc capacity used for PSP	5 Project Expenditures	6 Justice Center	7 FS 51	8 FS 52	Annaratus & equin	1 Apparatus financing	2 Shops	6 Project Expenditures Total	8 Debt Service 9 Debt service LTGO	0 Utility Fds pay rent = 50% of dbt svc	1 GF Debt Service Total	2 Expense Total	3	9 Annual Surplus (Shortfall)	1 Ending Carryover (Shortfall)
D TOTAL	77,385,000	55,000,000	4,750,000	3,000,000	15,038,000 14,281,724	707,845	12,283,709	31,710,500	223,573,778			68,570,005	12,540,338	17,651,306	10 075 304	5,750,493	30,000,000	159,350,823	81,343,214	(22,319,868)	59,023,346	218,374,169		5,199,609	5,199,609
F 2017			500,000			258,283	283,709		2,058,992			431,266	254,484	161,299	142,191 573 651	topicio	283,709	1,847,199			-	1,847,199		211,793	36,724,920
G 2018		20,000,000	300,000	3,000,000	500,000	200,000			24,300,000	1997 AN, BA, 2019,000 AN, BA		17,890,500	1,385,000	890,000	A 455 850	horicatit	19,361,000	45,536,359	interest only 750,000	(375,000)	375,000	45,911,359		(21,611,359)	15,113,560
Н 2019	40,675,046		300,000		5,038,000 500,000	100,000	•		46,913,046			26,694,000	8,725,500	2,512,000	T,9/8,000	200/010	3,542,000	43,991,582	interest only 750,000	(375,000)	375,000	44,366,582		2,546,464	17,660,024
2020		35,000,000	300,000		3,000,000 500,000	100,000	1	831,000	40,031,000	46. at an ann an an		23,430,406	2,115,501	13,046,000	367 385	roc'zoc	5,719,000	54,947,292	interest only 2,062,500	(562,500)	1,500,000	56,447,292	an in brand	(16,416,292)	1,243,732
ا 2021			300,000		2,000,000 500,000	40,000	•	831,000	3,971,000				1	1,033,751	100,410	120'012	1,094,291	3,219,250	interest only 2,062,500	(562,500)	1,500,000	4,719,250		(748,250)	495,482
K 2022			300,000		5,000,000 500,000	-	5 5 50 I	831,000	6,931,000	ant or an anna <u>a</u> a					582 575	רארירטר		583,525	full DS 4,393,778	(1,229,431)	3,164,347	3,747,872		3,183,128	3.678.610
L 2023			300,000		500,000			831,000	1,931,000					,	507 A80	00+'100	•	507,480	4,393,778	(1,229,431)	3,164,347	3,671,827		(1,740,827)	1.937.783
M 2024			300,000	000'000	500,000		20 0 000	1,468,000	2,568,000	100%		•		•	100 790	270,250		557,341	4,393,778	(1,229,431)	3,164,347	3,721,688	e de se senser	(1,153,688)	784.095
N 2025			300,000		500.000		4	1,994,000	3,094,000	100%					304 7EE	270,250		655,005	4,393,778	(1,229,431)	3,164,347	3,819,352		(725,352)	58.743
0 2026			300,000		500.000		1,000,000	1,994,000	4,094,000	ан на на жинан на а					111 000	270.250		685,230	4,393,778	(1,229,431)	3,164,347	3,849,577	e Se te presse	244,423	303.166
P 2027			300,000		500.000		1,000,000	1,994,000	4,094,000						776 200	270,250		1,076,527	4,393,778	(1,229,431)	3,164,347	4,240,874		(146,874)	3U3,155 156.292
Q 2028			300,000	noning	500.000		1,000,000	1,994,000	4,094,000						200 001	270.250		380,186	4,393,778	(1,229,431)	3,164,347	3,544,533	. M or subject	549,467	705.758
R 2029			300,000	000/000	500.000		1,000,000	1,994,000	4,094,000						750 717	575.049		1,333,262	4,393,778	(1,229,431)	3,164,347	4,497,608		(403,608)	302.150
S 2030			300,000	0001000	500.000		1,000,000	1,994,000	4,094,000	ant at an owner or a						575.049		575,049	4,393,778	(1,229,431)	3,164,347	3,739,396	6 m novemen	354,604	502,150 656.754
T 2031			350,000	000'000	500.000		500,000	1,994,000	3,644,000							575.049		575,049	4,393,778	(1,229,431)	3,164,347	3,739,396		(95,396)	561.358
U 2032			00000	non'non	500.000		500,000	1,994,000	3,294,000	en os os otras os o						575.049		575,049	4,393,778	1,229,431) (3,164,347	3,739,396		(445,396)	115.962
V 2033				000'000	500.000		1,000,000	1,994,000	3,794,000				あっている			575.049		575,049	4,393,778	1,229,431)	3,164,347	3,739,396		54,604	170.566

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PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 20 Year Debt with Apparatus Financed

300,000 300,000 <t< th=""><th>W X Y Z 334 2035 2036 2037</th></t<>	W X Y Z 334 2035 2036 2037
300,000 300,000 300,000 300,000 300,000 300,000 300,000 300,000 300,000 300,000 300,000 301,734 4 100,000 500,000 500,000 500,000 500,000 500,000 500,000 500,000 500,000 201,744	
500,000 231,724	00,000 300,000 300,000 300
100.000 1.601.000	00,000 500,000 500,000 500,C
J.601.000 1.601.000 1.601.000 2601.000	00,000 1,300,000 1,300,000 1,300,0
2,501,000 2,401,000 800,000	94,000 1,129,500 1,323,500 1,323,
50% 0%	94,000 3,229,500 3,423,500 3,423,5
304,799 304,799 0 0<	50% 50%
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04,759 0 0 0 0 0 0 0 304,799	
304,799	04,799 304,799 304,799 304,799
2,708,882 2,708,882 -	04,799 304,799 304,799 304,799
(386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (386,983) (313,899) (386,983) (313,899) (310,890) (310,783) (317,812) (317,784) (317,784) (317,784) (317,785) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) (319,609) <t< td=""><td>193,778 4,393,778 4,393,778 4,393,778</td></t<>	193,778 4,393,778 4,393,778 4,393,778
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(125,698) 79,101 800,000 800,000 800,000 800,000 800,000 5,199,609 5,1	69,146 3,469,146 3,469,146 3,469,146
(125,698) 79,101 800,000 800,000 800,000 800,000 800,000 51,724 - <th< td=""><td></td></th<>	
38,783 117,885 917,885 1,717,885 2,517,885 3,317,885 4,117,885 4,917,885 5,199,609 5,199,609 5,199,609 5,199,609 5,199,60	124,854 (239,646) (45,646) (45,646) 70,566 495,420 255,773 210,127
	95,420 255,773 210,127 164,481

49

number num num number		S T U V 2030 2031 2032 2033			00 300,000 350,000 300,000 300,000 300,000		00 500,000 500,000 500,000		00 1.994.000 1.994.000 1.994.000 1.994.000	00 3,094,000 3,144,000 2,794,000 2,794,000				2	49 575,049 575,049 575,049 575,049	62 575,049 575,049 575,049 575,049		02 3,351,802 3,351,802 3,351,802 3,351,802	<u>39) (925,739) (925,739) (925,739) (925,739)</u> 53 2,426,063 2,426,063 2,426,063 2,426,063	25 3,001,112 3,001,112 3,001,112 3,001,112	2000 II (1) (1)	25) 92,888 142,888 (207,112) (207,112) 45 1.958,420 2.051.308 2,194,196 1,987,083	20 2,051,308 2,194,196 1,987,083 1,779,971
B D F C130 Year Debt with Apparatus Numer Notation Store And N N N N C000 Inderectively Contation Store And N N N N C000 Inderectively Totation Store And N </th <th>Financed</th> <th>P Q R 2027 2028 2029</th> <th></th> <th></th> <th>300,000 300,000 300,0 300 000 300 300,0</th> <th></th> <th>500,000 500,000 500,0</th> <th></th> <th>0,994,000 1,994,000 1,994,0</th> <th>3,094,000 3,094,000 3,094,0</th> <th></th> <th></th> <th></th> <th>806 277 109 936 758 2</th> <th>270,250 270,250 575,0</th> <th>,076,527 380,186 1,333,2</th> <th></th> <th>3,351,802 3,351,802 3,351,8</th> <th>(925,739) (925,739) (925,7 ,426,063 2,426,063 2,426,0</th> <th>,502,590 2,806,249 3,759,3</th> <th>-</th> <th>(408,590) 287,751 (665,3 .744,585 2,335,994 2,623,7</th> <th>,335,994 2,623,745 1,958,4</th>	Financed	P Q R 2027 2028 2029			300,000 300,000 300,0 300 000 300 300,0		500,000 500,000 500,0		0,994,000 1,994,000 1,994,0	3,094,000 3,094,000 3,094,0				806 277 109 936 758 2	270,250 270,250 575,0	,076,527 380,186 1,333,2		3,351,802 3,351,802 3,351,8	(925,739) (925,739) (925,7 ,426,063 2,426,063 2,426,0	,502,590 2,806,249 3,759,3	-	(408,590) 287,751 (665,3 .744,585 2,335,994 2,623,7	,335,994 2,623,745 1,958,4
B D A TABLIC SAFETY PLAN - Financial Framework, Scenario E - C1 30 Vear B D D A<	Debt with Apparatus	N 0 2025 2026			300,000 300,000 300,000 300,000		500,000 500,000		1,994,000 1,994,000	3,094,000 3,094,000 3	100%			384 755 414 980	270,250 270,250	655,005 685,230 1		3,351,802 3,351,802 3	(925,739) (925,739) 2,426,063 2,426,063 2	3,081,068 3,111,293 3		12,932 (17,293) 2.748,946 2,761,878 2	2,761,878 2,744,585 2
B D D F C H I J	enario E - C1 30 Year	L M 2023 2024			300,000 300,000 300,000 300,000		500,000 500,000		831,000 1,468,000	1,931,000 2,568,000	100%			507 480 287 091	270,250	507,480 557,341		3,351,802 3,351,802	(925,739) (925,739) 2,426,063 2,426,063	2,933,543 2,983,404		(1,002,543) (415,404) 4,166,894 3,164,351	3,164,351 2,748,946
B D D F G H L 101AL 201	inancial Framework, SC6	J K 2021 2022		00	00 300,000 300,000 300,000 300,000		00 500,000 500,000 00 40,000 500,000		00 831,000 831,000	00 3,971,000 6,931,000			11	0 814,587 55 276.621 583.525		2 3,219,250 583,525	y interest only full DS	0 2,200,000 3,351,802	(0) (600,000) (925,/39) (0) 1,600,000 2,426,063	2 4,819,250 3,009,588		2) (848,250) 3,921,412 4 1,093,732 245,482	2 245,482 4,166,894
B D F G FOID TOTAL 2017 2018 Semues: TOTAL 2017 2018 GO bond proceeds, Voted 77,385,000 500,000 300,000 GO bond proceeds, Connclimanic 55,000,000 500,000 300,00 F A 73,385,000 500,000 300,00 F A 55,000,000 500,000 300,00 F A 55,00,000 500,000 300,00 OUL Ind & Prk Acq contribution 13,300,000 500,000 300,00 OUL Lind & Prk Acq contribution 13,300,000 500,000 300,00 OUT Lind & Prk Acq contribution 13,300,000 500,000 300,00 OUT Lind & Prk Acq contribution 13,300,000 500,000 500,000 OUT Lind & Prk Acq contribution 10,37,345 24,300 000 OUT Lind & Prk Acq contribution 235,288,50 2,058,905 24,300 OUT Carbanciures 68,570,000 233,709 13,866 1,7880,5 Str	PUBLIC SAFETY PLAN - F	H H 2020	40,675,046	35,000,00	00 300,000 300,00 300,000 300,000	00 5 038 000 3 000 00	00 500,000 500,00 00 100,000 100,00		831,00	00 46,913,046 40,031,00		00 26,694,000 23,430,40	00 8,725,500 2,115,50 00 2,512,000 13,046,00	00 1,978,000 10,274,00 59 540.082 362.38	00 3 542 000 5 719 00	59 43,991,582 54,947,29	ly interest only interest only	00 800,000 2,200,00	JU) (4UU,UUU) (6UU,UU 30 400,000 1,600,00	59 44,391,582 56,547,29		59) 2,521,464 (16,516,29 20 15,088,560 17,610,02	50 17,610,024 1,093,73
B D FOTAL Evenues: TOTAL Evenues: TOTAL Evenues: TOTAL Ford proceeds, Voted 77,385,0 GO bond proceeds, Voted 77,385,0 GO bond proceeds, Councilmanic 55,000,0 GO perty/land sales 0,007,8 Oth Lud & Prk Acq contribution 3,000,0 Operty/land sales 10,917,0 Eff 1 707,8 Mual contribution to balance 283,7 Mual contribution to balance 283,7 Mual contribution to balance 235,228,8 Mual contribution to balance 235,238,8 Mual contribution of PSP 10,075,3 Mual contribution to balance 30,000,0 Mual contribution to balance 235,238,8 Mual contribution to balance 235,238,8 Mual contribution to balance 1,554,03 Mual contribution to balance 1,554,03 Mual contribution to balance 235,238,8 Mual contribution to balance 1,755,33 Mual contribution to balance 1,753,04,77 Mual contribution		F G 2017 2018	00	20,000,0	00 500,000 300,0 00 1.017,000 300,0	3,000,0	00 15 258,283 200,00	09 283,709 -	96	50 2,058,992 24,300,0		35 431,266 17,890,50	38 254,484 1,385,01 36 161,299 890.00	78 142,791 1,554,01 74 573,651 4,455,85	93 00 283 700 19 361 00	23 1,847,199 45,536,3	interest on	54 800,00	135) (400,00 18 - 400,00	11 1,847,199 45,936,35		09 211,793 (21,636,35) 36,513,127 36,724,92	19 36,724,920 15,088,5 6
		B D TOTAL	Revenues: UTGO bond proceeds, Voted 77,385,0	LTGO bond proceeds, Councilmanic 55,000,0	Fire Impact fees & deposit - Segale 4,750,0	F301, Lnd & Prk Acq contribution 3,000,0	REET 1 16,00,0 16,00,0 16,00,0 16,00,0	Annual contribution to balance 283,7	Additional capacity from maturing, 51,647,29	Revenue Total 235,228,8	% Dbt Svc capacity used for PSP	Project Expenditures Uustice Center 68,570,00	FS 51 12,540,3 -5 52 17,651,30	FS 54 14,763,3 Apparatus & equip 10,075,30	Apparatus financing 5,750,4:	Project Expenditures Total 159,350,8	Debt Service	Debt service LTGO 97,347,7.	Utility Fas pay rent = 50% of dbt svc (26,669,3. 3F Debt Service Total 70,678,41	Expense Total 230,029,24		Annual Surplus (Shortfall) 5,199,61 3eginning Carryover (Shortfall) -	Ending Carryover (Shortfall) 5,199,60

Scenario E - 30yr final

1 of 2

6/1/2018

PUBLIC SAFETY PLAN - Financial Framework, Scenario E - C1 30 Year Debt with Apparatus Financed

203	, Y 5 2036	203	7 2	AA 038	AB 2039	2040	2041	AE 2042	AF 2043	2044	AH 2045	AI 2046	AJ 2047	AK 2048	AL 2049	AM 2050
0,000	300,	000 300	0000'0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
0,000	500,	000 200	0,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
- 1		n a an		1	÷	и и ни Г	а.	1. 1		ы та ала 1				,		4
9,50(0 1,588,	200 1,58	3,200 1,5	921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,921,200	1,476,196	
9,50	0 2,388	200 2,38	8,200 2,	721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,721,200	2,276,196	800,000
%		60% 609	%	60%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
4,7	99 304,	0E 66 ⁷	4,799	304,799						0	0	0	0	0	o	0
14,7	99 304	799 30	4,799	304,799			•	•			•		-	-		
		-				9941394 (P										
1,8(02 3,351	,802 3,35	1,802 3,	351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	2,100,454	2,100,454	T.
5.	739) (925 063 2.426	(92 (92 (92 (92 (92	5,739) (6.063 2.	925,739) 426.063	(925,739) 2.426.063	(925,739) 2.426.063	(925,739) 2,426,063	(300,065) 1,800,389	(300,065) 1,800,389							
Ó	862 2,730	,862 2,73	0,862 2,	730,862	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	1,800,389	1,800,389	i Li sa ming
		, passed for party				aurea an an		antinum de las las		Seenaar tar oo bo				generat de fan er		
11, 13,	362) (342 109 1,041	,662) (34 ,746 69	12,662) 9,084	(9,662) 356,421	295,137 346,759	295,137 641,896	295,137 937,033	295,137 1,232,170	295,137 1,527,307	295,137 1,822,444	295,137 2,117,581	295,137 2,412,718	295,137 2,707,855	920,811 3,002,992	475,807 3,923,802	800,000 4,399,609
1	746 699	.084 35	6,421	346.759	641.896	937.033	1.232.170	1.527.307	1.822.444	2.117.581	2.412.718	2,707,855	3.002.992	3.923.802	4,399,609	5,199,609

Scenario E - 30yr final

GENERAL FUND BASELINE

	A	В	υ	۵	ш	L	ט	т
-	General Fund Budget Projections - Tukwila - 2018 - 2024							
l		2018	2019	2020	2021	2022	2023	2024
\sim		Budget	Projected	Projected	Projected	Projected	Projected	Projected
m	Revenues							
4	General Fund Revenues							
ഹ	TAXES							
9	SALES TAX	19,475,000	20,059,250	20,661,028	21,280,858	21,919,284	22,576,863	23,254,168
\sim	PROPERTY TAX	15,279,302	15,584,888	15,896,586	16,214,518	16,538,808	16,869,584	17,206,976
ω	BUSINESS IAX	11,229,927	11,521,339	11,818,769	12,145,985	12,4/9,/8/	12,802,514	13,132,498
, ע		45,984,229	4/,105,4//	48,370,382	49,641,360	50,937,879	22,248,960	23,593,642
5 5		3,2/2,080	3,319,185 FOD F02	3,3/9,544	3,452,699	3,5U8,963 630 630	3,503,510	3,610,393 666 700
= 5	UTHER INCOME	100 000 v	200,200 1 201 700	000,30U 1 1E2 DED	A E 20 0 70	6/C/670 101 001 0	044,402 1 666 060	067,000
7 5		4,409,090	4,384,780	4,453,059	4,530,979 7 001	4,593,484	4,000,908 757,508	4,/21,418 2,610.052
<u>-</u> 7	I KANSFEKS	2,325,643 4 418 875	2,3/2,150	2,419,599	2,467,991	4,/93,351 2 2 8 7 6 8 5	2/02/280/280	2,019,052
1 1 T	IN ENGUENNINEN AL REVENUE	00174/4	4, 149, 227 246 E70	120,000,00	2,200,721	COD, /OC,C	0,400,79 756 560	2,451,214 757 046
10		64 747 740	0/0/047	241,003	FOC 3CC 13	C2U,4C2	200,002	2040/122
170		D1,244,240	02,230,378	07,010,394	102,026,40	00,1U4,304	01,341,337	00,000,410
- 10	Evoncoc							
0	Control Fund Eventiations							
			370 230 44	130 VCC 3V	99C V 3C 9V	40 JEE 100		700 J07
2 V V		42,943,U01	coo' / 00/ 44	45,224,801	40,734,200	46,332,169	7 / 6/T 50/0C	102'60'TC
7	DPERATIONS	16,051,952	16, 199, 599	16, 140, 253	16,5U4,666	16,412,203	16,803,217	10%,C16,01
77	TPANSFENS TPANSEED OLIT							
C2 7								
7 2	TRANSFERS OLIT-FLIND 208	246 000	c	c	c	c	c	c
26	TRANSFER OUT-FUND 217	549.250	548 700	545 300	546 300	551 500	545 900	
27	TRANSFER OUT-FUND 200	690.000	711 956	709 591	711 577	2 995 144	652,634	649.246
28	TRANSFERS OLIT-FLIND 218	113.130	113,130	113,130	113,130	113,130	0	0
29	TRANSFER OUT-FUND 211	809.100	810.900	0	0	0		
30	TRANSFER OUT-FUND 209	672.000	557.700	558.250	553.500	553.600	558.400	557.750
31	TRANSFER OUT-FUND 214	519.100	517,500	515,068	516.637	515.814	514.462	517,583
32	Total DEBT SERVICE	3,598,580	3,259,886	2,441,339	2,441,144	4,729,188	2,271,396	1,724,579
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000
34	Total TRANSFER OUT	3,967,621	3,614,886	2,796,339	2,796,144	5,084,188	2,626,396	2,024,579
35	Total TRANSFERS	3,967,621	3,614,886	2,796,339	2,796,144	5,084,188	2,626,396	2,024,579
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)
37	Total General Fund Expenditures	61,191,884	61,632,351	61,911,453	63,805,076	67,601,580	66,961,591	68,229,727
38								
39	Uperating Results							
40	Net Operating Kesult	2 2 200 000	604,628 0	904,942	151,026	503,384 0	380,346	880,920 0
4	Capital Millows	3,800,000	5	5	5	5	D	D
43		30.000	0	0	0	0	0	0
44	TRANSFERS							1
45	TRANSFER OUT							
46	Capital							
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
54	Total Capital Outflows	2,812,000	900'006	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
55	rind Dolowoo							
50	Fund balance Starting Fund Balance	12 795 650	13 836 006	13 540 634	11 401 576	8 275 707	5 899 090	4 01 4 437
58	Surplus/Deficit	1.040.356	(295.372)	(2.139.058)	(3.175.869)	(2.326.616)	(1.884.654)	(1.605.312)
59	Ending Fund Balance	13,836,006	13,540,634	11,401,576	8,225,707	5,899,090	4,014,437	2,409,124
60	0						•	

SCENARIO A - 20 YEAR

	A	В	U	Δ	ш	ш	IJ	т
-	General Fund Budget Projections - Tukwila - 2018 - 2024							
		2018	2019	2020	2021	2022	2023	2024
2 0		Budget	Projected	Projected	Projected	Projected	Projected	Projected
n								
4 u	General Fund Kevenues							
n y	I AAES SALES TAY	10 175 000	יח חבם יבח	JU 661 078	71 720 252	1010780	77 576 862	73 754 168
		15 770 207	15 504 000	20,1001,020 15 006 506	16 214 510	16 500 000	16 060 50 21	17 JOE 076
~ 8	BUSINESS TAX	11.229.927	11.521.339	11.818.769	12.145.985	12.479.787	12.802.514	13.132.498
6	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393
1	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	4,793,351	2,567,698	2,619,052
4	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415
2								
18	Expenses							
19	General Fund Expenditures			10010011		1007		
20		42,943,061	44,007,865	45,224,861	46,/54,266	48,355,189	50,031,977	51,/89,28/
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861
77	TRANSFERS							
24	DEBT SERVICE							
25	TRANSFERS OUT-FUND 208	1.246.000	1.000.000	1.831.000	1.831.000	1.831.000	1.831.000	3.968.000
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583
32	Total DEBT SERVICE	4,598,580	4,259,886	4,272,339	4,272,144	6,560,188	4,102,396	5,692,579
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000
34	Total TRANSFER OUT	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	5,992,579
35	Total TRANSFERS	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	5,992,579
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)
37	Total General Fund Expenditures	62,191,884	62,632,351	63,742,453	65,636,076	69,432,580	68,792,591	72,197,727
38	Onersting Becults							
64	Net Operating Result	(947.644)	(395.372)	(926.058)	(1.310.869)	(1.327.616)	(1.450.654)	(3.308.312)
4	0	3,800,000	0	0	0	0	0	0
42	Capital Outflows							
43	CAPITAL	30,000	0	0	0	0	0	0
44	TRANSFERS							
45	TRANSFER OUT							
46	Capital							
4/	000.20.59/.303.00 - I KANSFEK OUI -FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000
48	000.20.597.301.00 - IKANSFEKS-OUI FUND 301	122,000		165 000	0	165.000		0 765 000
р 1 С	000.20.297.103.00 - TRANSFER 001-F0ND 103			2 279 000	000,000	2 065 000	1 500,000	1 500,000
2 2	000.20.597.104.00 - IKANSFEK 001-FUND 104	2,460,000	500,000	2,2/9,000	2,931,000	2,065,000	1,500,000	1,500,000
2 2	10tal Capital Totol Tb Miscep Out	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
201		2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
54	l otal Capital Outflows	2,812,000	900,009	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
56	Fund Balance							
57	Starting Fund Balance	12,795,650	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)
58	Surplus/Deficit	40,356	(1,295,372)	(3,970,058)	(5,006,869)	(4,157,616)	(3,715,654)	(5,573,312)
59	Ending Fund Balance	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	(10,882,876)
60								

SCENARIO A - 30 YEAR

	A	в	υ	Δ	ш	ц	ט	т
-	General Fund Budget Projections - Tukwila - 2018 - 2024							
		2018	2019	2020	2021	2022	2023	2024
2		Budget	Projected	Projected	Projected	Projected	Projected	Projected
n	revenues							
4 u	General Fund Kevenues							
n u	IAAES CALESTAV	10 476 000		0L0 123 0L	11 JON 0F0		C20 273 CC	07172000
o r	SALES LAX	19,4/5,000 15,070,000	20,059,250 15 564 660	20,661,U28 15,805,595	21,280,858 15211518	21,919,284 16 5 28 808	22,576,863 15,850 F84	23,254,168 17,205,075
~ α	PROPERTY TAX	15,279,302 11 229 927	15,584,888 11 571 330	15,896,586 11 818 769	16,214,518 12 1 45 985	16,538,808 12 479 787	16,869,584 12 802 514	17,206,976 13 132 498
σ		45 984 229	47 165 477	48 376 387	49.641.360	50 937 879	52 248 960	53 593 642
10	CHARGES FOR SERVICES	3 275 080	3 319 185	3 379 544	3 457 699	3 508 963	3 563 516	3 610 393
2	OTHER INCOME	587.194	599.583	606.380	618.698	629.579	644.462	655.790
12	Licenses & Permits	4,409,090	4.384.780	4,453,059	4.530,979	4,593,484	4.656,958	4,721,418
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	4,793,351	2,567,698	2,619,052
14	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415
17								
18	Expenses							
19	General Fund Expenditures							
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861
77	I RANSFERS							
27								
с 1 1	TRANSEERS OF IT-EI IND 208			1 821 000	1 831 000	1 831 000	1 831 000	
26	TRANSFER OUT-FUND 200	5/00 250	548 700		546 300			
27	TRANSFER OUT-FUND 200		711 956	709 591	711577	7 995 144	657 634	649.246
28	TRANSFERS OUT-FUND 218	113.130	113,130	113,130	113,130	113,130	+co/>co	0+7/0+0
29	TRANSFER OUT-FUND 211	809,100	810.900	0	0	0	0	0 0
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583
32	Total DEBT SERVICE	4,598,580	4,259,886	4,272,339	4,272,144	6,560,188	4,102,396	4,192,579
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000
34	Total TRANSFER OUT	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	4,492,579
35	Total TRANSFERS	4,967,621	4,614,886	4,627,339	4,627,144	6,915,188	4,457,396	4,492,579
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)
37	Total General Fund Expenditures	62,191,884	62,632,351	63,742,453	65,636,076	69,432,580	68,792,591	70,697,727
38	Onersting Becults							
40	Operating result	(947.644)	(395.372)	(926.058)	(1.310.869)	(1.327.616)	(1.450.654)	(1.808.312)
4	0	3,800,000	0	0	0	0	0	0
42	Capital Outflows							
43	CAPITAL	30,000	0	0	0	0	0	0
44	TRANSFERS							
45	TRANSFER OUT							
46								
4/	000.20.59/.303.00 - I KANSFEK OUI -FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000
48	000.20.59/.301.00 - IKANSFEKS-OUI FUND 301	122,000		165 000	0	0 165 000	0 765 000	0 765 000
τ 1 4	000.20.297.103.00 - TRANSFER OUT-FUND 103		TUU,UUU	402,000	400,000	400,000 7 000 000		400,000
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000
51	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
52	Total TRANSFER OUT	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
56	Find Balance							
57	Starting Fund Balance	12,795,650	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)
58	Surplus/Deficit	40,356	(1,295,372)	(3,970,058)	(5,006,869)	(4,157,616)	(3,715,654)	(4,073,312)
59	Ending Fund Balance	12,836,006	11,540,634	7,570,576	2,563,707	(1,593,910)	(5,309,563)	(9,382,876)
60								

SCENARIOS C1, C2 - 20 and 30 YR, E - 20 and 30 YR

1	A	В	υ	۵	ш	ш	U	т
-	General Fund Budget Projections - Tukwila - 2018 - 2024							
Ċ		2018	2019	2020	2021	2022	2023	2024
V C		Budget	Projectea	Projected	Projected	Projected	Projectea	Projected
η	Kevenues							
4 ч	General Fund Kevenues							
n u		10 475 000		000 F22 0C	010 DOC 1C		C20 273 CC	03115CCC
0 1	PDOBEDTY TAV	15,4/2,000	15 201,022 15 201 000	20,001,028 15 006 506	8C8/U82/12	21,919,264 16 E 20 000	200,070,22	23,254,108 270 200 7 f
~ 00	BLISINESS TAX	11.229.927	11.521.339	11.818.769	12.145.985	12.479.787	12.802.514	13,132,498
6	Total TAXES	45.984.229	47.165.477	48.376.382	49.641.360	50.937.879	52.248.960	53,593,642
10	CHARGES FOR SERVICES	3.275.080	3.319.185	3.379.544	3,452,699	3.508.963	3.563.516	3.610.393
1	OTHER INCOME	587.194	599.583	606.380	618.698	629.579	644.462	655.790
1	Licenses & Dermits		4 384 780	4 453 059	4 530 979	4 593 484	4 656 958	4 771 418
1, 1,	TRANSFERS	7.375.643	2.372.156	2,419,599	2,467,991	4.793.351	2,567,698	7,619,052
14	INTERGOVERNMENTAL REVENUE	4 418 875	4 149 227	3 333 677	3 360 721	3 387 685	3 403 779	3 431 274
t L		200,024,720	246 570	247 803	757 759	254.023	211,207,0	757 846
16	Total General Fund Revenues	61.244.240	67.236.978	62.816.394	64.325.207	68.104.964	67.341.937	68.889.415
17								
18	Expenses							
19	General Fund Expenditures							
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861
22	TRANSFERS							
23	TRANSFER OUT							
24	DEBT SERVICE							
25	TRANSFERS OUT-FUND 208	246,000	0	831,000	831,000	831,000	831,000	1,468,000
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583
32	Total DEBT SERVICE	3,598,580	3,259,886	3,272,339	3,272,144	5,560,188	3,102,396	3,192,579
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000
34	Total TRANSFER OUT	3,967,621	3,614,886	3,627,339	3,627,144	5,915,188	3,457,396	3,492,579
35	Total TRANSFERS	3,967,621	3,614,886	3,627,339	3,627,144	5,915,188	3,457,396	3,492,579
36	Unallocated Budget Adjustment EOM	(1,770,750)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,500,000)	(2,500,000)
37	Total General Fund Expenditures	61,191,884	61,632,351	62,742,453	64,636,076	68,432,580	67,792,591	69,697,727
38								
39	Uperating Kesuits							
40	Net Operating Result	52,356	604,628 0	/3,942	(310,869)	(327,616)	(450,654)	(808,312)
4 5		3,800,000	D	D	Þ	D	D	D
44		30.000	C	c	c	c	c	c
4	TRANSFERS)	,	1	1)
45	TRANSFER OUT							
46	Capital							
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0
49	000.20.597.103.00 - TRANSFER OUT-FUND 103	0	100,000	465,000	465,000	465,000	465,000	465,000
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000
5	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
52	Total TRANSFER OUT	2,782,000	900'006	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
53	Total TRANSFERS	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
54	Total Capital Outflows	2,812,000	000'006	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
55								
20	Fund balance Starting Fund Balance	12 795 650	13 836 006	13 540 634	10 570 576	6 563 707	3 406 090	690 437
58	Surplus/Deficit	1.040.356	(295,372)	(2.970.058)	(4.006.869)	(3.157.616)	(2.715.654)	(3.073.312)
59	Ending Fund Balance	13.836.006	13.540.634	10.570.576	6.563.707	3.406.090	690.437	(2.382.876)
60								1

SCENARIO D - 20 and 30 YEAR

	A	В	υ	Δ	ш	ш	U	т
-	General Fund Budget Projections - Tukwila - 2018 - 2024							
		2018	2019	2020	2021	2022	2023	2024
2		Budget	Projected	Projected	Projected	Projected	Projected	Projected
η								
4 u								
י ר	SALES TAX	19 475 DDD	20.059.250	20 661 028	21 280 858	71 919 284	77 576 863	23 254 168
		15 779 307	15 584 888	15 896 586	16 214 518	16 538 808	16 869 584	17 206 976
- 00	BUSINESS TAX	11.229,927	11.521.339	11.818.769	12.145.985	12.479.787	12.802.514	13.132.498
6	Total TAXES	45,984,229	47,165,477	48,376,382	49,641,360	50,937,879	52,248,960	53,593,642
10	CHARGES FOR SERVICES	3,275,080	3,319,185	3,379,544	3,452,699	3,508,963	3,563,516	3,610,393
7	OTHER INCOME	587,194	599,583	606,380	618,698	629,579	644,462	655,790
12	Licenses & Permits	4,409,090	4,384,780	4,453,059	4,530,979	4,593,484	4,656,958	4,721,418
13	TRANSFERS	2,325,643	2,372,156	2,419,599	2,467,991	4,793,351	2,567,698	2,619,052
4	INTERGOVERNMENTAL REVENUE	4,418,875	4,149,227	3,333,627	3,360,721	3,387,685	3,403,779	3,431,274
15	Fines & Penalties	244,129	246,570	247,803	252,759	254,023	256,563	257,846
16	Total General Fund Revenues	61,244,240	62,236,978	62,816,394	64,325,207	68,104,964	67,341,937	68,889,415
17								
18	Expenses							
19	General Fund Expenditures							
20	Salaries & Benefits	42,943,061	44,067,865	45,224,861	46,754,266	48,355,189	50,031,977	51,789,287
21	OPERATIONS	16,051,952	16,199,599	16,140,253	16,504,666	16,412,203	16,803,217	16,915,861
22	TRANSFERS							
23	TRANSFER OUT							
24	DEBT SERVICE							
25	TRANSFERS OUT-FUND 208	246,000	0	831,000	831,000	498,600	498,600	880,800
26	TRANSFER OUT-FUND 217	549,250	548,700	545,300	546,300	551,500	545,900	0
27	TRANSFER OUT-FUND 200	690,000	711,956	709,591	711,577	2,995,144	652,634	649,246
28	TRANSFERS OUT-FUND 218	113,130	113,130	113,130	113,130	113,130	0	0
29	TRANSFER OUT-FUND 211	809,100	810,900	0	0	0	0	0
30	TRANSFER OUT-FUND 209	672,000	557,700	558,250	553,500	553,600	558,400	557,750
31	TRANSFER OUT-FUND 214	519,100	517,500	515,068	516,637	515,814	514,462	517,583
32	Total DEBT SERVICE	3,598,580	3,259,886	3,272,339	3,272,144	5,227,788	2,769,996	2,605,379
33	Other	369,041	355,000	355,000	355,000	355,000	355,000	300,000
34	Total TRANSFER OUT	3,967,621	3,614,886	3,627,339	3,627,144	5,582,788	3,124,996	2,905,379
35	I OTAI I RANSFERS	3,967,621	3,614,886	3,627,339	3,627,144	5,582,788	3,124,996	2,905,379
20	Unailocated Budget Adjustment EUIV	(1, / /U, / SU)	(1000,022,2	(000,052,2)	(000,062,2)	(000,0272)	(000,002,2)	(UUU)(UUC,2)
37	Total General Fund Expenditures	61,191,884	61,632,351	62,742,453	64,636,076	68,100,180	67,460,191	69,110,527
0000	Onerating Basults							
40	Net Operating Result	52.356	604.628	73.942	(310.869)	4.784	(118.254)	(221.112)
4	Capital Inflows	3,800,000	0	0	0	0	0	0
42	Capital Outflows							
43	CAPITAL	30,000	0	0	0	0	0	0
44	TRANSFERS							
45	TRANSFER OUT							
46	Capital							
47	000.20.597.303.00 - TRANSFER OUT-FUND 303	200,000	300,000	300,000	300,000	300,000	300,000	300,000
48	000.20.597.301.00 - TRANSFERS-OUT FUND 301	122,000	0	0	0	0	0	0
49	000.20.597.103.00 - TRANSFER OUT-FUND 103		100,000	465,000	465,000	465,000	465,000	465,000
50	000.20.597.104.00 - TRANSFER OUT-FUND 104	2,460,000	500,000	2,279,000	2,931,000	2,065,000	1,500,000	1,500,000
5	Total Capital	2,782,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
52	Total TRANSFER OUT	2,782,000	900'006	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
53	Total TRANSFERS	2,782,000	900'006	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
54	Total Capital Outflows	2,812,000	900,000	3,044,000	3,696,000	2,830,000	2,265,000	2,265,000
56	Fund Balance							
57	Starting Fund Balance	12,795,650	13,836,006	13,540,634	10,570,576	6,563,707	3,738,490	1,355,237
58	Surplus/Deficit	1,040,356	(295,372)	(2,970,058)	(4,006,869)	(2,825,216)	(2,383,254)	(2,486,112)
59	Ending Fund Balance	13,836,006	13,540,634	10,570,576	6,563,707	3,738,490	1,355,237	(1,130,876)
60								