

Financial Briefing

City of Petersburg, Virginia



March 15, 2016



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Appendix: General, Mass Transit and Golf Fund Supporting Detail



Background

- In 2011, Davenport was selected by the City of Petersburg (the “City”) through a formal, competitive procurement process to provide the City with a formal, written “Financial Review” at the request of the then new City Administration.
 - Davenport was neither the day-to-day Financial Advisor to the City, nor were we directly involved with the City Administration prior to 2011.

- Davenport delivered our Financial Review dated July 9, 2012 to City Staff and provided a summary briefing to City Council on August 3, 2012
 - Our report contained several key observations with respect to declining performance in the General, Mass Transit, Golf and Utility Funds.
 - We recommended to pro-actively establish communication with the National Credit Rating agencies to provide complete disclosure of the City’s financial position.
 - In addition, we provided key recommendations for “turning around” the City’s financial condition.

- In 2014, Davenport was selected to serve in the capacity of Financial Advisor to the City through via a formal, competitive procurement process. As Financial Advisor, Davenport assisted the City in establishing:
 - Pro-active Rating Agency communication with Standard & Poor’s in order to provide fully transparent information about the City’s historic and most recent financial condition.
 - In 2014, the City notified S&P of its actual Fund Balance (i.e. liquidity) position, which was overstated in S&P’s prior 2011 analysis.
 - As a result of S&P’s review, the City’s bond rating was downgraded from “A+” to “BBB”.
 - Debt Policy Guidelines (adopted in 2014) that provided for thresholds for the management of Debt; and
 - Fund Balance Policy Guidelines and a funding approach for rebuilding the City’s Unassigned Fund Balance;



Background (cont.)

- In March, 2016:
 - At the request of the City, Davenport as Financial Advisor, has been asked to provide the enclosed Financial Briefing.

 - Per the City’s request, we have provided this Financial Briefing document with the goal of providing City Council with:
 - A briefing on the City’s financial condition and trends for the FY 2013 – FY 2015 time frame, which is subsequent to our 2012 Financial Review;
 - Perspective and comments on the City’s current credit rating from Standard & Poor’s; and
 - Observations with respect to the City’s existing debt burden in context of the City’s Financial Policy Guidelines.



Major City Funds – Key Observations

- The City’s operations consists of four major funds that have recurring operational budgetary needs as follows:

Major City Fund	Description
1. General Fund	Governmental Fund that derives revenues from taxes, Commonwealth and Federal sources.
2. Mass Transit Fund	Business Type Fund that derives revenues from charges for services, grants AND annual City support.
3. Golf Fund	Business Type Fund that derives revenues from charges for services AND annual City support.
4. Public Utility Fund	Business Type Fund that derives revenues from charges for services and other non-general fund revenues.

- On a truly structural basis, the Mass Transit and Golf Funds should be viewed collectively with the General Fund because these two funds (Mass Transit and Golf) rely on annual recurring support from the General Fund.
- The Public Utility Fund is viewed as “Self Supporting” because its expenses and debt service are tied to ongoing revenues that are derived primarily from user rates and charges. Such ongoing revenues should be sufficient to cover expenses (and debt service) on an annual basis. Therefore, we are excluding annual Utility Fund financial performance from our analysis of the General, Mass Transit and Golf Funds and overall Structural Balance/Imbalance.



Structural Balance/Imbalance

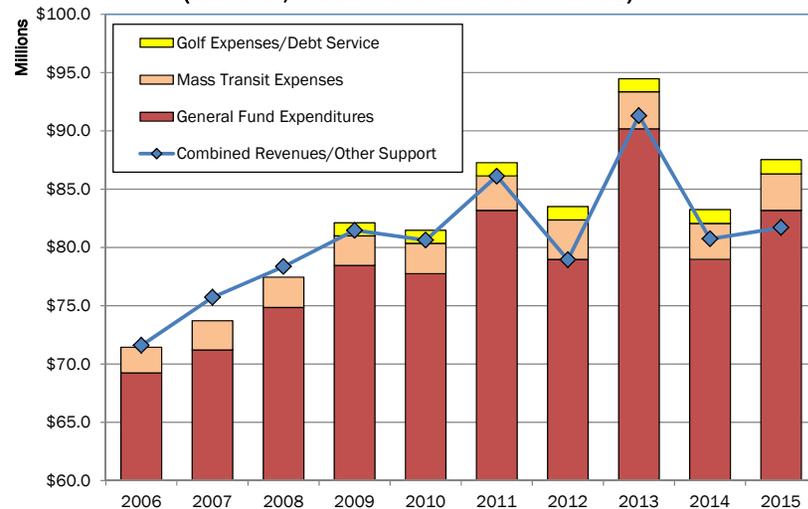
- When evaluating the Structural Balance/Imbalance of the City, the General, Mass Transit and Golf Funds must be viewed collectively as a whole.
- Prior to the most recent Administration, the City began to have Structurally Unbalanced finances starting on or about FY2009 (shown highlighted in red), when considering the General Fund in combination with the Mass Transit and Golf Funds.

General, Mass Transit and Golf Funds

Fiscal Year	Revenues and Other Financing Sources	Expenditures and Other Financing Uses (1)	Surplus (Deficit)
2006	\$71,595,797	\$71,434,808	\$160,989
2007	75,705,404	73,698,939	2,006,465
2008	78,346,937	77,445,481	901,456
2009	81,462,562	82,100,638	(638,076)
2010	80,617,478	81,472,950	(855,472)
2011	86,108,475	87,256,750	(1,148,275)
2012	78,930,576	83,510,888	(4,580,312)
2013	91,303,448	94,455,217	(3,151,769)
2014	80,726,074	83,234,701	(2,508,627)
2015	81,699,317	87,531,402	(5,832,085)

(1) Excludes Depreciation in Mass Transit and Golf Funds.

Fund Revenues vs Expenditures
(General, Mass Transit and Golf Funds)





Use of Cash/Decline in Unassigned Fund Balance

- In order to financially address the Structural Imbalance in a given year, a drawing on cash is required. The operating imbalance is difficult to determine due to the use of cash, but is reflected in declining cash balances (i.e. liquidity) and Fund Balance.
 - The table below shows the cash balances in the General Fund. As the cash balance declines from FY 2009 to FY 2012, Unassigned Fund Balance declines as well.
 - It is important to note that Unassigned Fund Balance prior to FY 2011 includes Due from Other Funds/Interfund Loans amounts and is inflated by such amounts.
 - By FY 2013 the cash levels are insufficient to cover additional Structural Imbalances and a Reconciled Overdraft appears for the first time in the City CAFR.

General Fund

Fiscal Year	Cash Balance	Reconciled Overdraft	Unassigned Fund Balance(1)	Due from Other Funds/ Interfund Loans(1)
2006	3,157,180	0	10,447,674	5,109,057
2007	1,355,272	0	10,227,794	6,919,812
2008	2,764,547	0	11,935,086	9,611,785
2009	4,623,797	0	14,837,698	7,777,243
2010	3,034,728	0	15,403,526	7,324,395
2011	2,792,940	0	6,552,487	8,225,957
2012	649,102	0	4,615,214	9,148,704
2013	0	1,737,655	1,725,979	9,148,704
2014	0	1,182,980	174,507	9,148,704
2015	0	7,049,166	(5,011,152)	9,148,704

(1) Note Beginning in FY 2011 Interfund loans are reported separately from Unassigned Fund Balance. In prior years Interfund loans were included in Undesignated Fund Balance.



Cash Reserves (i.e. Liquidity)

Prior to FY 2012

- As shown in the table to the right, the City essentially had minimal or no Cash Reserves (i.e. Liquidity).
- *In FY 2011, S&P Upgraded the City on the understanding that it had a total fund balance of \$21.4 million, \$15.4 million of which was unreserved – all of which S&P considered liquidity or “Cash Reserves”.*
 - *However, upon closer examination the total fund balance included non-cash inventory, due(s) from other governmental units and interfund loans due from the Mass Transit and Golf Funds.*

FY	Undesignated / Unassigned Fund Balance(1)	Less: Due from Other Governmental Units	Less: Interfund Loans(1)	Cash Reserves/ (i.e. Liquidity)
2006	\$10,447,674	(\$4,251,707)	(\$4,775,247)	\$1,420,720
2007	10,227,794	(5,489,016)	(6,451,837)	(1,713,059)
2008	11,935,096	(9,793,654)	(5,341,648)	(3,200,206)
2009	14,837,698	(5,381,551)	(7,663,840)	1,792,307
2010	15,403,526	(7,391,158)	(7,434,105)	578,263
2011	6,522,487	(7,934,587)	0	(1,412,100)
2012	4,615,214	(5,071,769)	0	(456,555)
2013	1,725,979	(4,711,750)	0	(2,985,771)
2014	174,507	(4,971,831)	0	(4,797,324)
2015	(5,011,152)	(5,089,693)	0	(10,100,845)

In FY 2012

- The City’s “Cash Reserves” remained in a negative position.

FY 2013 and thereafter

- The City’s “Cash Reserves” continued to decline despite efforts to adopt structurally balanced budgets.
 - The decrease in Unassigned Fund Balance and “Cash Reserves” may be partially attributable to declining Tax collection rates.

(1) Note Beginning in FY 2011 Interfund loans are reported separately from Unassigned Fund Balance. In prior years Interfund loans were included in Undesignated Fund Balance.

As a result of S&P’s more in-depth analysis of the City’s actual Fund Balance position in 2014, the City was downgraded to its current rating of “BBB”.

In 2014, the City adopted an Unassigned Fund Balance Policy and an approach toward increasing funding.

However, due to the City’s recent financial performance, no progress has been made.



Property Tax Collection Rates – Key Observations

Fiscal Year	Total Tax Levy	Current Tax Collections	% of Levy Collected	Delinquent Tax Collections	Total	% of Current Levy	Outstanding Delinquent Taxes	% of Current Levy
2006	\$26,220,677	\$24,386,327	93.0%	\$1,831,044	\$26,217,371	100.0%	\$3,306	0.0%
2007	26,039,276	23,249,391	89.3%	2,772,297	26,021,688	99.9%	17,588	0.1%
2008	28,468,895	26,388,079	92.7%	2,022,978	28,411,057	99.8%	57,838	0.2%
2009	33,415,398	31,253,720	93.5%	2,010,344	33,264,064	99.5%	151,334	0.5%
2010	34,297,170	32,267,620	94.1%	1,529,770	33,797,390	98.5%	499,780	1.5%
2011	34,058,168	31,830,367	93.5%	1,535,066	33,365,433	98.0%	692,735	2.0%
2012	32,693,624	30,092,517	92.0%	1,729,766	31,822,283	97.3%	871,341	2.7%
2013	33,280,733	31,079,168	93.4%	952,625	32,031,793	96.2%	1,248,940	3.8%
2014	33,169,073	30,643,027	92.4%	603,986	31,247,013	94.2%	1,798,804	5.4%
2015	31,769,767	30,122,272	94.8%	0	30,122,272	94.8%	5,371,592	16.9%

- As shown in the table above, the City’s Current Tax Collection rate is less than 95%.
- Until FY 2011, the City’s Total Collections (when factoring in Delinquent Tax Collections) has been on a downward trend, but in excess of 98%.
- Since FY 2012, the City’s Total Collections has decreased to below 95%.
 - At the same time Outstanding Delinquent Taxes have increased to their highest level over the past ten years.
 - Slow/Delinquent collections may cause deteriorating financial performance and cash flow difficulties if there is insufficient liquidity or “Cash Reserves”.
- *It is important to recognize that in Petersburg, like many other Virginia localities, the sole role/responsibility for Tax Billing and Collections rests with Elected Officials and not the appointed Administrative officers.*



Credit Ratings Overview and Impact

- S&P last reviewed the City’s rating in June 2014 as part of a credit surveillance process undertaken with the release of its updated U.S. Local Governments Rating Methodology.
 - In its 2011 report S&P incorrectly noted that the City had strong Total Fund Balance at \$21.4 million which included a very strong \$15.4 million of Unreserved Fund Balance.
 - The Internal loans that affect Fund Balance and liquidity were not factored in S&P’s analysis.
 - Upon a more detailed review by S&P, the City was downgraded from “A+” to its current “BBB” rating in 2014.
 - Although the City’s budgetary performance and liquidity was cited as “Weak”, the City’s debt burden was cited as “Strong” and is considered a credit strength.

- The City does not currently have a published Moody’s or Fitch rating.

- As a part of the City’s initiative in adopting “Best Practices” with respect to financial management in 2014, the City adopted certain Financial Policies in order to govern its debt issuance in a prudent and fiscally responsible manner and show credit improvement over time.

		<u>Moody's</u>	<u>S&P</u>	<u>Fitch</u>
Top tier "Highest Possible Rating"		Aaa	AAA	AAA
2nd Tier "Very Strong"	(Highest)	Aa1	AA+	AA+
	(Middle)	Aa2	AA	AA
	(Lowest)	Aa3	AA-	AA-
3rd Tier "Strong"	(Highest)	A1	A+	A+
	(Middle)	A2	A	A
	(Lowest)	A3	A-	A-
4th Tier "Adequate Capacity to Repay"	(Highest)	Baa1	BBB+	BBB+
	(Middle)	Baa2	BBB	BBB
	(Lowest)	Baa3	BBB-	BBB-
5th - 10th Tiers "Below Investment Grade"		BB, B, CCC, CC, C, D		

= Prior Rating
 = Current Rating



Tax Revenue Anticipation Note Trends

- Because of the City’s Unassigned Fund Balance levels(s) and low liquidity position, it has historically not had true “Cash Reserves”. As a result, the City has used Tax Revenue Anticipation Notes (RANs) to provide annual cash flow within the fiscal year.

- Since 2006, the City has borrowed upwards of \$5+ million over the July 1 to June 30 annual fiscal year time period to pay operating expenditures.

- Such borrowings are required to be repaid in full from tax revenues prior to the end of each fiscal year and are not a part of the City’s long-term debt burden.

- However, RANs cost the City real money as a result of:
 - Interest expense paid on the borrowing; and
 - Foregone interest earnings because there is no significant cash balance.

<u>Fiscal Year</u>	<u>Annual RAN</u>
2006	5,000,000
2007	5,000,000
2008	5,000,000
2009	5,000,000
2010	5,000,000
2011	4,500,000
2012	6,000,000
2013	5,925,000
2014	5,000,000
2015	5,000,000



Existing Debt Portfolio

- As of June 30, 2015, the City has the following Governmental related indebtedness that is paid by the General Fund:

Debt Category	Amount
General Obligation Bonds	\$33,873,564
Literary Loans	2,600,000
Notes Payable	694,935
QZAB	8,795,695
<u>Capital Leases</u>	<u>1,910,695</u>
Total	\$47,874,889

- We show on the next several pages the City's key debt ratios compared to governmental medians and the City's Self Imposed Financial Policy Guidelines as adopted in 2014.
- *It is important to note that S&P considers the City's debt and contingent liability position to be "Strong" and is considered a credit strength.*

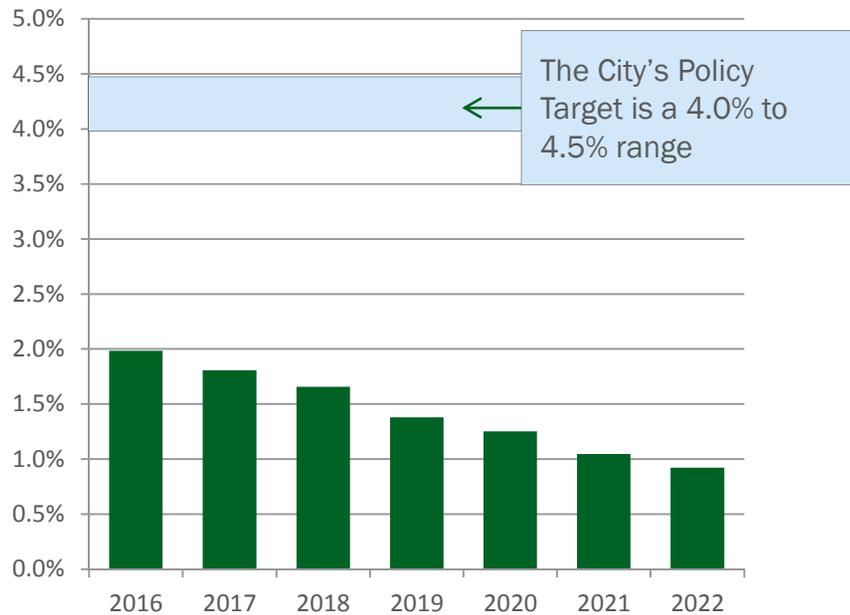


Debt vs. Taxable Valuation

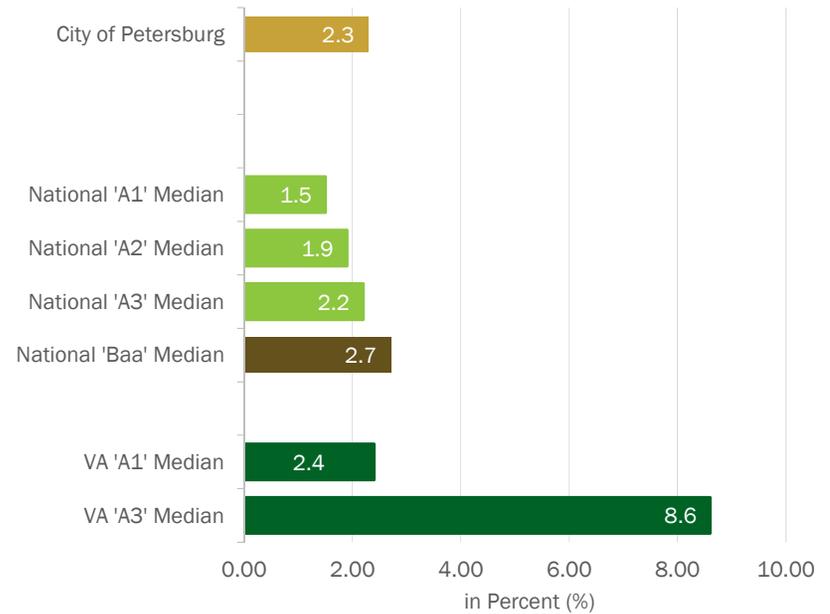
Debt Policy: Debt vs. Taxable Valuation

- The City's debt ratio is well below the Policy Target limit of 4.0% to 4.5% and compares favorably to National and Virginia medians.

Debt vs Total Valuation



Debt to Assessed Value Peer Comparative



Note: City Data is FY 2015. The comparative data shown above is from Moody's Municipal Financial and Ratio Analysis FY 2013 data database and includes the following:

National cities		Virginia cities
- A1	638 Credits	5 Credits
- A2	249 Credits	NA
- A3	75 Credits	2 Credits
- Baa	95 Credits	NA

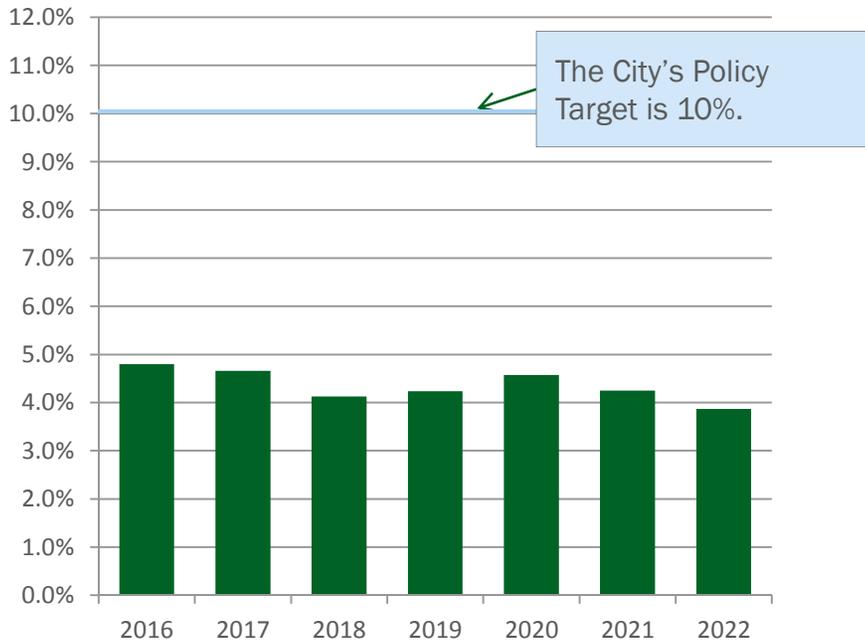


Debt Service vs. Total Governmental Expenditures

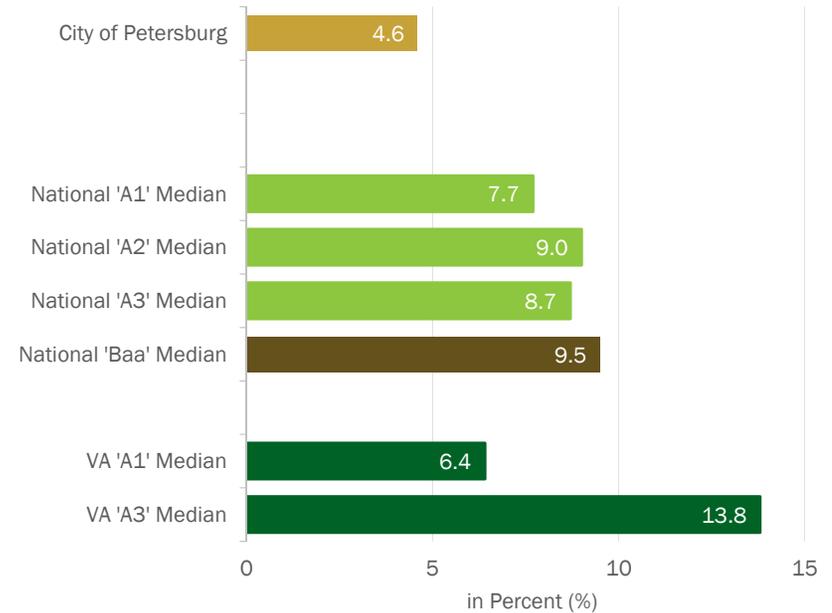
Debt Policy: Debt Service vs. Total Governmental Expenditures

- The City's debt ratio is well below the Policy Target limit of 10% and compares favorably to National and Virginia medians.

Debt Service vs Total Expenditures



Debt Service vs. General Fund Expenditures Peer Comparative



Note: City Data is FY 2015. The comparative data shown above is from Moody's Municipal Financial and Ratio Analysis FY 2013 data database and includes the following:

National cities		Virginia cities
- A1	638 Credits	5 Credits
- A2	249 Credits	NA
- A3	75 Credits	2 Credits
- Baa	95 Credits	NA



10-Year Payout Ratio

Debt Policy: 10 Year Debt Payout Ratio

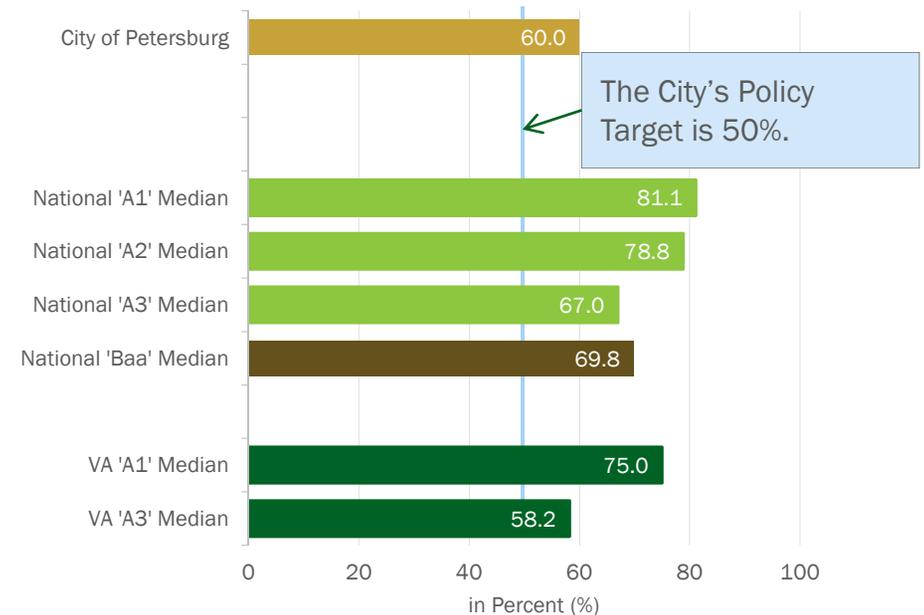
- The City's debt ratio is strong and well above its **50% policy target**. In addition, the City's ratio compares favorably to National and Virginia medians.

<u>FY</u>	<u>10 Year Payout Ratio</u>
2016	64.4%
2017	69.3%
2018	71.2%
2019	72.7%
2020	73.5%
2021	72.9%
2022	73.9%

- The ratio above indicates that as of FY 2016, the City will repay approximately 64.4% of its outstanding principal in the next ten years.

- The ratio improves over time and indicates that the City is rapidly paying off its debts.

10-Year Debt Payout Ratio Peer Comparative



Note: City Data is FY 2015. The comparative data shown above is from Moody's Municipal Financial and Ratio Analysis FY 2013 data database and includes the following:

National cities		Virginia cities	
- A1	638 Credits	-	5 Credits
- A2	249 Credits	-	NA
- A3	75 Credits	-	2 Credits
- Baa	95 Credits	-	NA



Utility Fund – Key Observations

- Until the Utility Fund’s recent \$5.2 million capital lease and \$7.4 million debt issuance through VRA in 2014 and 2015 respectively, the Utility Fund had no material debt burden and had primarily used cash to fund its capital needs.
 - Until these issuances, the Utility Fund was overly reliant on cash funding of its capital needs from the General Fund or from one time connection fees.

- In addition, the Utility Fund essentially has no operating reserves.
 - The lowest investment grade rated utility credits typically have cash on hand equal to 6 to 12 months of operating revenue.
 - For the City’s Utility Fund this level of cash reserves would translate into approximately \$4 to \$8 million dollars in reserves.

- *Based on Draper Aden’s most recent Annual Virginia Water and Wastewater Rate Report (2012 in which the City of Petersburg has reported its rates and there is comparable survey data), the Utility’s average monthly bill for residential water and wastewater services remains among the lowest in the Commonwealth.*
 - *Average monthly residential water rate (5,000 gals/month) is \$10.73 and ranks 176 out of 178 utilities reporting.*
 - *Average monthly residential wastewater rate (5,000 gals/month) is \$21.99 and ranks 151 out of 164 utilities reporting.*



Appendix



General Fund Historic Revenues vs. Expenditures

Prior to 2012

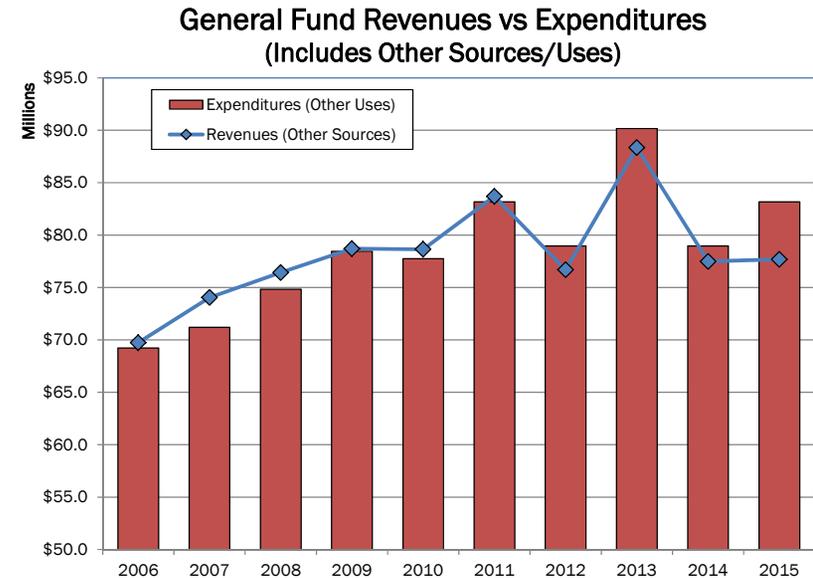
- The general fund had positive results as shown in the CAFRs, *but it is important to note that these historic figures did not incorporate increasing transfers or advances (i.e. financial support) for the Mass Transit or Golf Funds. The true operating picture of the City must include these two City supported funds because they rely on annual City support. Therefore, when factoring in all three Funds (General, Mass Transit and Golf Funds), the City was running structural deficits.*

In FY 2012

- The City experienced negative results due to a structurally unbalanced budget and lower than budgeted revenues.

FY 2013 and thereafter

- Although the City's then new management team implemented initial budgets with the goal of structural balance, the City experienced negative results due to:
 - Actual revenues not materializing as anticipated;
 - Declining tax collection rates; and
 - Certain expenditures coming in greater than budget.



<u>Fiscal Year</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>	<u>Change in Fund Balance</u>
2006	69,737,989	69,227,705	510,284
2007	74,043,184	71,198,482	2,844,702
2008	76,418,310	74,828,904	1,589,406
2009	78,708,309	78,453,844	254,465
2010	78,632,159	77,748,814	883,345
2011	83,692,630	83,160,372	532,258
2012	76,682,751	78,957,566	(2,274,815)
2013	88,334,884	90,170,948	(1,836,064)
2014	77,486,510	78,956,259	(1,469,749)
2015	77,682,014	83,171,483	(5,489,469)



Mass Transit Fund Historic Revenues vs. Expenditures

Prior to 2012

- The Mass Transit Fund required increasing operational support from the General Fund *and this operational support was outside of the budget.*
- As a result, the operational support was reflected as an advance to the Mass Transit Fund and shown as a decrease in General Fund Cash with a corresponding increase in Internal Loans.

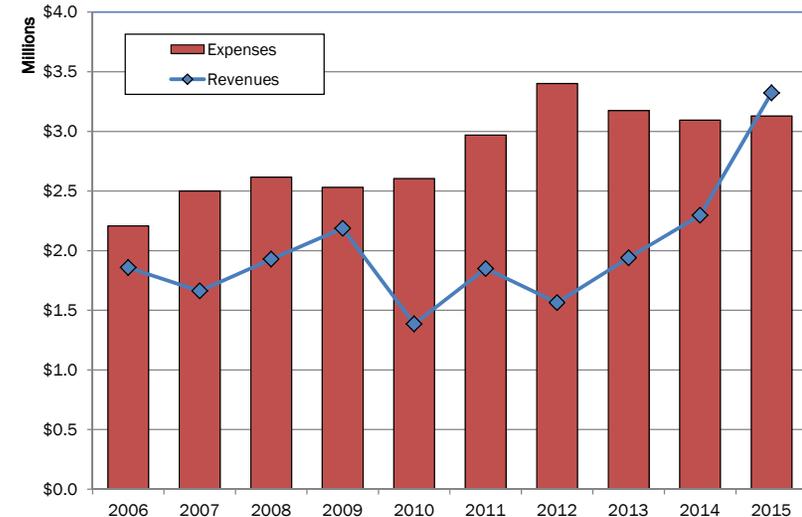
In FY 2012

- The City still had not incorporated operational subsidies to the Mass Transit Fund which had grown to over \$1 million.

FY 2013 and thereafter

- The City made a concerted effort to incorporate operational subsidies into the General Fund Budget as well as attempted to decrease the support, which can be seen over the FY 2013 through FY 2015 time period.

Mass Transit Fund Revenues vs Expenditures
(Includes Non-Operating Rev/Exp)



FY	Revenues	Expenses (1)	Revenues Over (Under) Expenses
2006	\$1,857,808	\$2,207,103	(\$349,295)
2007	1,662,220	2,500,457	(838,237)
2008	1,928,627	2,616,577	(687,950)
2009	2,188,310	2,531,514	(343,204)
2010	1,385,871	2,603,389	(1,217,518)
2011	1,850,219	2,969,543	(1,119,324)
2012	1,564,033	3,401,026	(1,836,993)
2013	1,940,134	3,173,998	(1,233,864)
2014	2,297,291	3,095,248	(797,957)
2015	3,323,192	3,128,588	194,604

(1) Excludes Depreciation



Golf Fund Historic Revenues vs. Expenditures

Prior to 2012

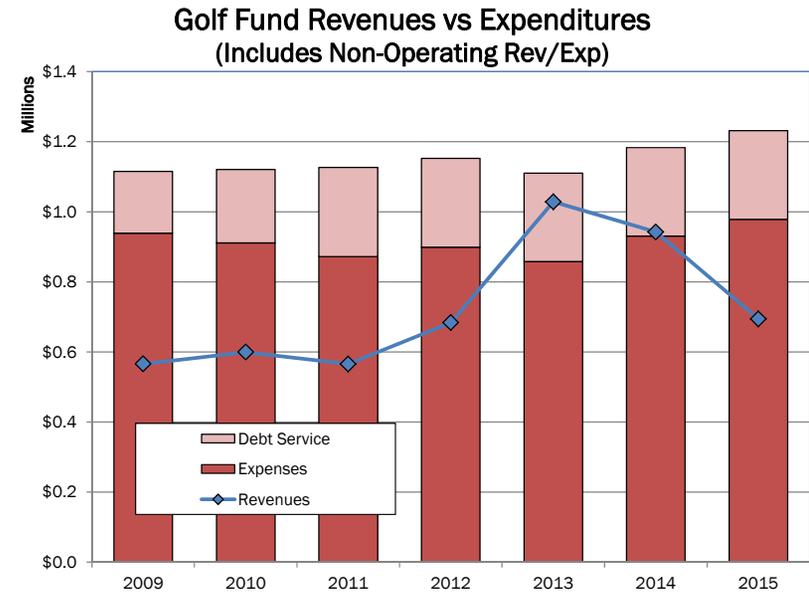
- The Golf Fund has not had positive performance since its inception in 2009. *In addition Operational Support not included in the General Fund Budget.*
- Similar in treatment to the Mass Transit Fund, the operational support was reflected as an advance to the Golf Fund and shown as a decrease in General Fund Cash with a corresponding increase in Internal Loans.

In FY 2012

- The City still had not incorporated operational subsidies to the Golf Fund which remained in the \$500,000 range.

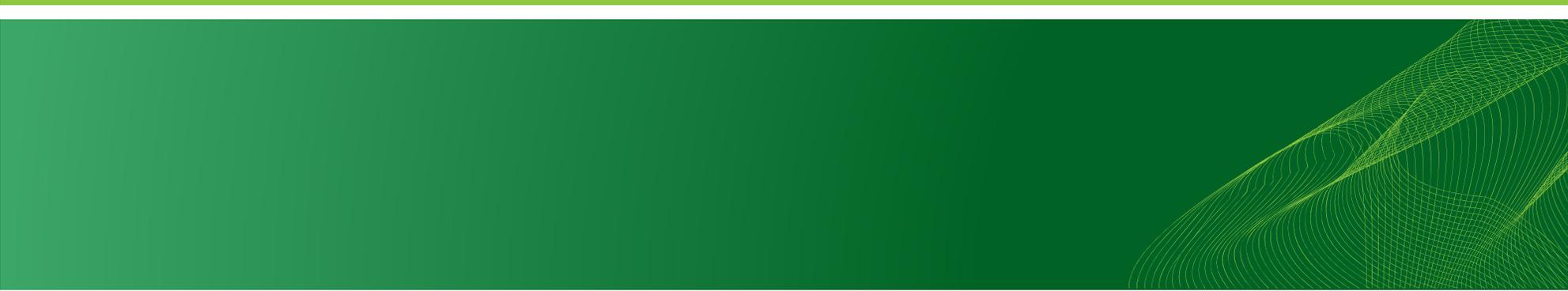
FY 2013 and thereafter

- In FY 2013 and FY 2014, budgeted transfers into the Golf Fund from the General Fund reduced the deficit performance.
- However, in 2015 no funds were transferred in and the Golf Fund experienced a deficit result.



FY	Revenues	Expenses (1)	Debt Service	Revenues Over (Under) Expenses
2009	\$565,943	\$939,026	\$176,254	(\$549,337)
2010	599,448	911,324	209,423	(521,299)
2011	565,626	872,469	254,366	(561,209)
2012	683,792	898,701	253,595	(468,504)
2013	1,028,430	858,007	252,264	(81,841)
2014	942,273	930,624	252,570	(240,921)
2015	694,111	978,731	252,600	(537,220)

(1) Excludes Depreciation



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Version 01/13/2014 RK/DR