



CITY OF SUGAR LAND FY21 BUDGET WORKSHOPS

Enterprise Funds

Workshop Format

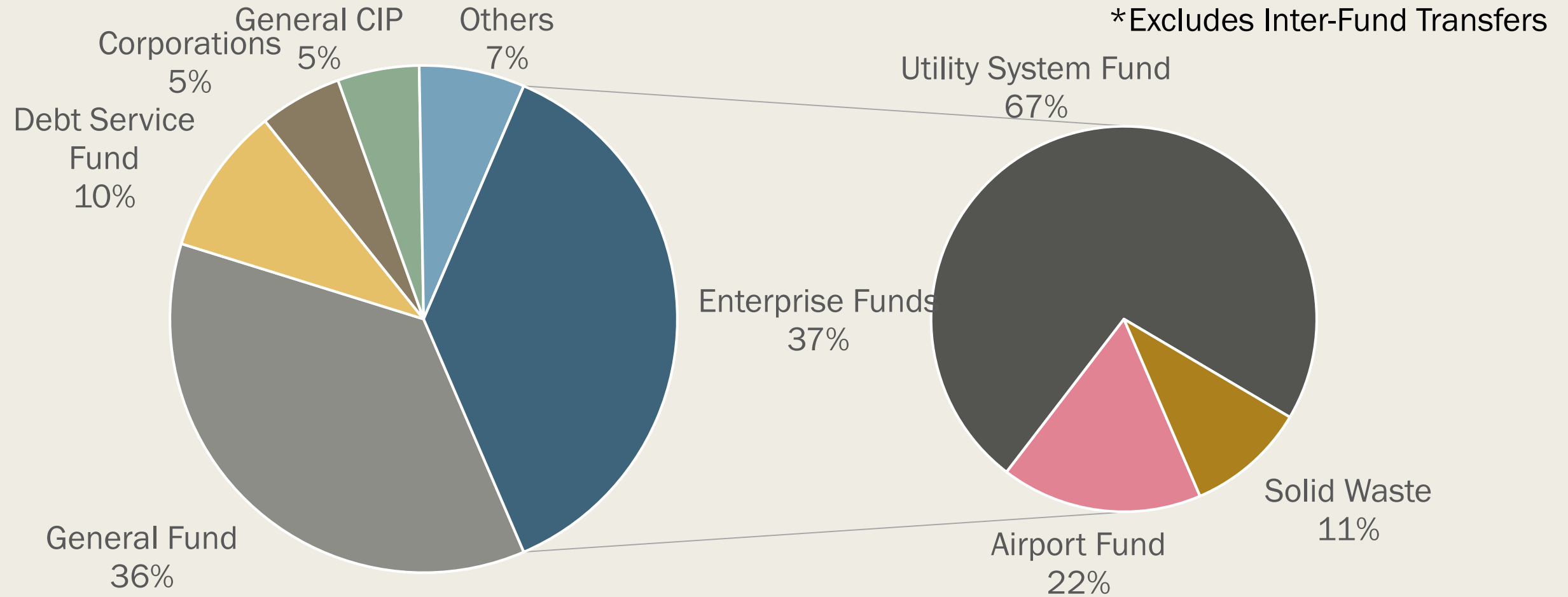
- Review budget information
- Staff is keeping track of questions
 - Answer questions as we go
 - Identify areas for more information and follow up
 - Will provide a summary of answers to all
- Goal: provide information to allow for informed City Council decisions

Enterprise Funds

- Services are funded through user fees
- Financed and operated in a manner similar to a private business
- Sugar Land has three Enterprise Funds:
 - Utility Fund
 - Solid Waste Fund
 - Airport Fund
- Not supported by General Government finances (taxes)



FY21 Budget Total Expenditures \$245.75M*





UTILITY FUND



Utility Fund Overview

- Responsible for the long range planning, administration and operation of the City's water, surface water and wastewater systems including regulatory compliance for all mandated EPA and TCEQ programs
- Surface Water operations account for all activities relating to the conversion of surface water and groundwater reduction plan
- Implementation of the Integrated Water Resource Plan
- Activities relating to mandated reduction of groundwater use by Fort Bend Subsidence District
 - 30% by 2015
 - 60% by 2025

Integrated Water Resource Plan Overview

- Integrated Water Resource Plan (IWRP)

- Comprehensive water supply plan and Strategy
- Evaluated a portfolio of options and made recommendations to meet the City’s long term water needs including groundwater reduction mandates
- Approved by City Council in 2019

- IWRP Objectives:

Optimize Water Resources

Reliable Water Supply

Cost Effective Solutions

Promote System Efficiency

Promote Equity

Protect Environment

Maintain Quality of Life

IWRP Strategic Work

- IWRP Recommendations In Progress or Completed
 - Phase I of the Utility Rate Study Strategic Project
 - Third Party Water Loss Audit (Completed)
 - Purchase of Additional Raw Water (Completed)
 - Preliminary Engineering Report for the SWTP (Underway)
 - Preliminary Engineering Report for the SWTM (Underway)
 - Water & Wastewater Master Plan Update (Underway)
 - Asset Management Programs (Underway)
 - N. Wastewater Treatment Plant Study (Underway)
- Upcoming Work
 - Phase II and III of Utility Rate Study Strategic Project

IWRP Strategic Work

- Turning Strategic Discussions into Council Policy Direction
 - Wastewater Reuse Rates
 - Updates to Billing Structure
 - Cost Recovery Fees
 - Development of wastewater infrastructure south of the Brazos
 - GRP Credit Bank Usage
- Future rate structure is a work in progress
 - Current model based on prior rate structure
 - Policy direction may change how services are charged to users
 - As more policy decisions are made:
 - Recommendations will become clearer
 - Future rates will become firmer

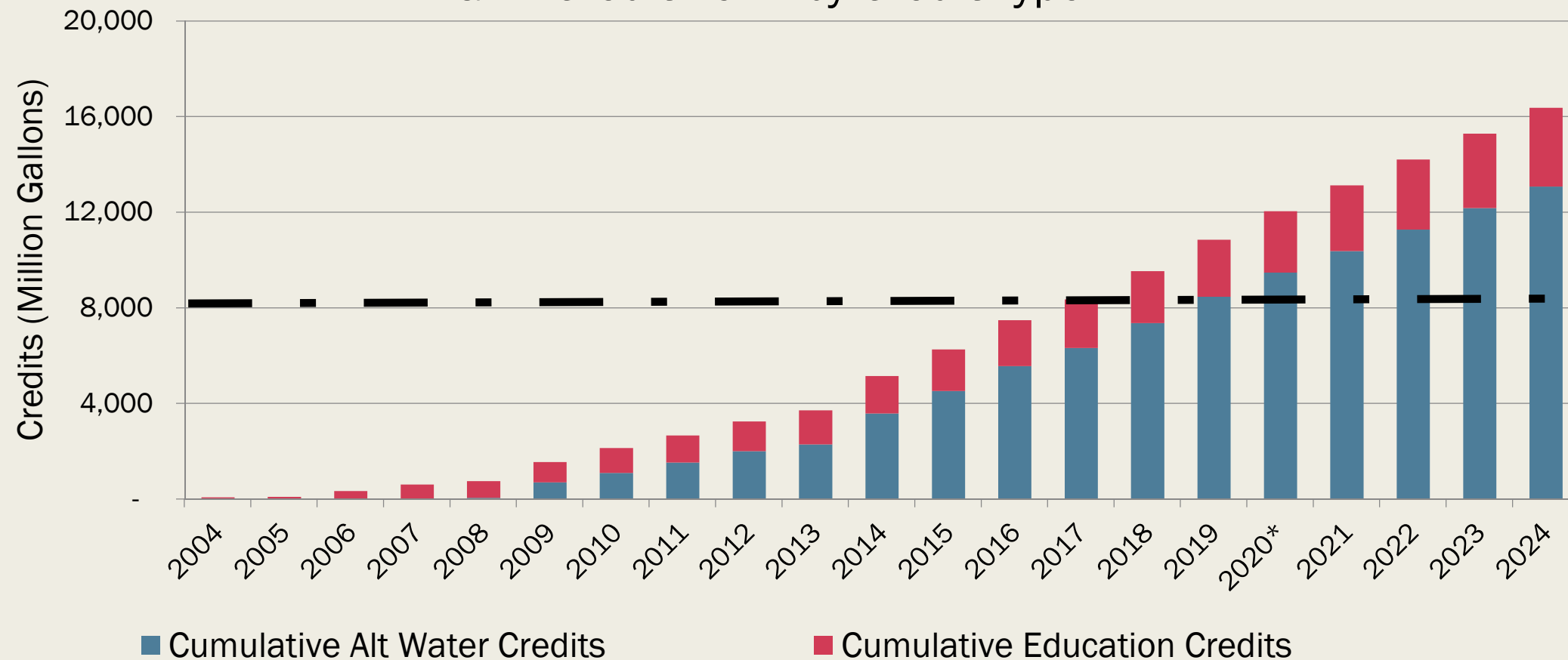
GRP Credit Bank

- IWRP Strategy for Mitigation of Risk
 - Drought Conditions = 7,650 MG Credits
 - Short, extreme drought
 - Extended, severe drought
 - Surface Water Treatment Plant = 8,000 MG Credits
 - Unanticipated failure of plant

Groundwater Credit Bank

- 2024 Projected Total Bank= 16,303 MG
 - Alternative Water Credits= 13,049 MG
 - Education Credits= 3,254 MG *Begin Expiring 2023

GRP Credit Bank by Credit Type

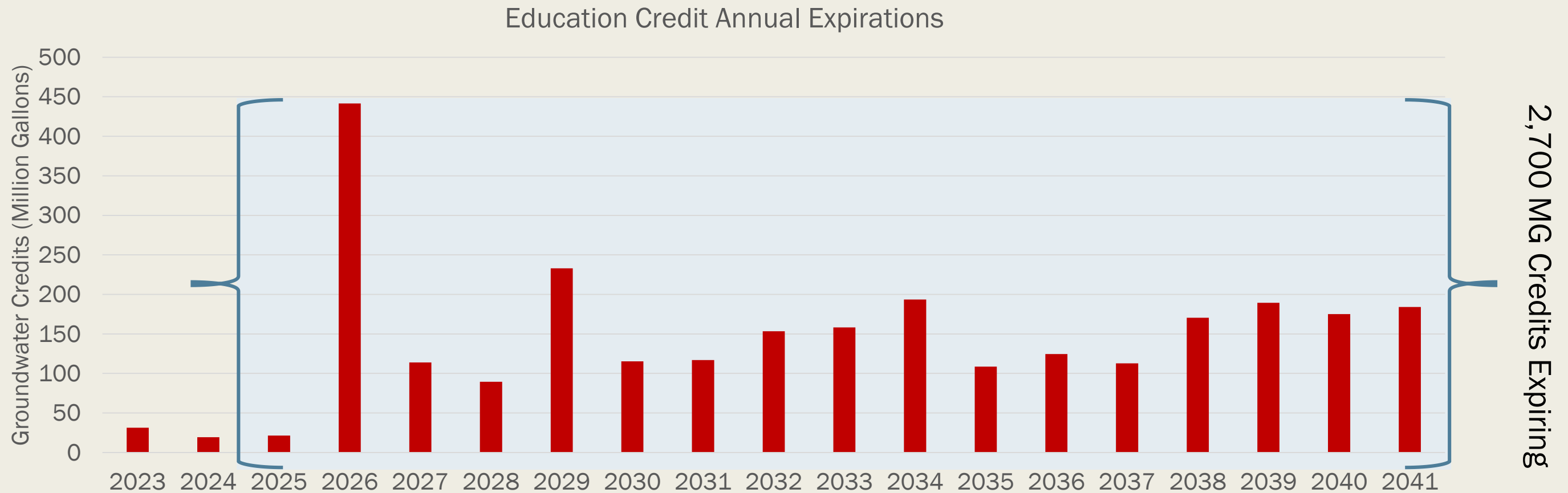


Groundwater Credit Summary

■ 2024 Projected Credit Bank	16,303 MG
■ Mitigation of Risk	- 8,000 MG
■ Available for Implementation Delay	8,303 MG
– Alternative Water = 5,049 MG	
– Education = 3,254 MG	
■ Delay Credit Needs	2,700 MG
– Use expiring Education Credits	

Groundwater Credit Bank- Expiring Credits

- 2024 Projected Total Bank= 16,303 MG
 - Alternative Water Credits= 13,049 MG
 - Education Credits= 3,254 MG *Begin Expiring 2023



Utility Rate Study

- Variables analyzed that impact the rate model
 - Weather (normal vs wet vs dry year)
 - Residential consumption impacts to revenue
 - Volumetric block rates
 - Downward trends in consumption over time
 - Water Loss
 - Raw Water Costs
 - Strategic Use of Fund Balances
 - Bond Ratings
 - Impact of all-in bond coverage
 - Five-Year Capital Improvement Program
 - O&M impact of CIP projects
 - Asset Management and Reinvestment

Utility Rate Study

- **FY20 Strategic Project – Utility Rate Study**
 - Phase I - consultant complete the current Utility Rate Model for FY21-25
- **Calculate rates necessary to generate utility system revenues for:**
 - Operating Needs
 - Capital Projects Funding
- **Prior year forecasts showed increases needed over several years to fund current operations and CIP in addition to CIP needs to meet the 60% groundwater reduction mandate**
- **FY21: Phase II & III of project to address**
 - Develop policies and recommend any changes in how users are charged
 - Recommend revisions to rate structure and update rate model to reflect

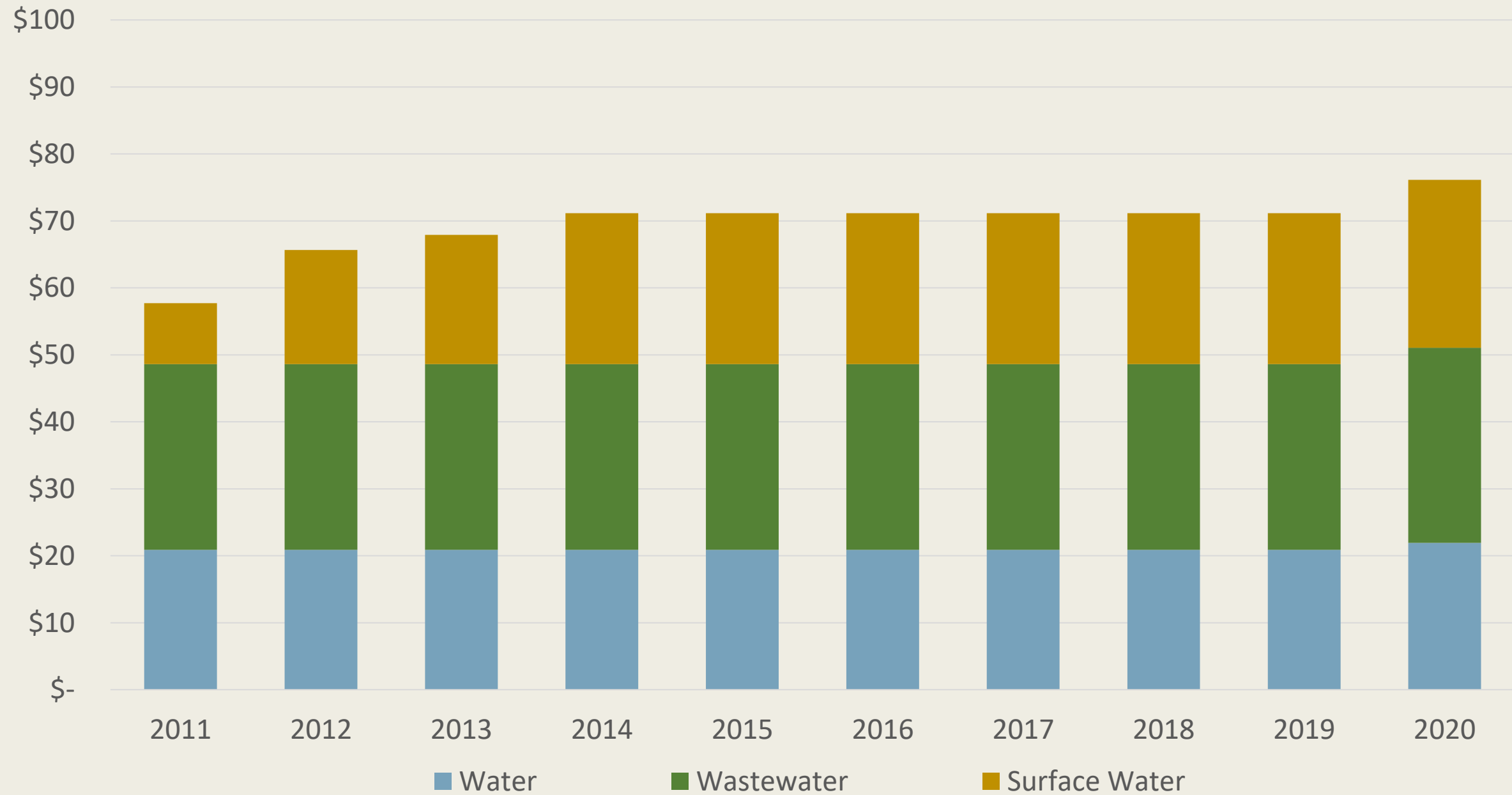
Utility Rate Study: Phase I Conclusions

- Current rates don't recover the cost of services
 - Especially for water and surface water
- Bond coverage requirements not where they need to be
 - City policy is 1.25x on Revenue Bonds
 - Rating agencies use “all-in” coverage that includes additional debt
- Staff recognized need to create aggressive recovery schedule
 - Evaluated several recovery strategies, reviewed with Council Finance/Audit Committee and shared with CC prior to budget filing in July
 - Recognizing and building flexibility for future impacts
 - Council request to delay CIP projects and use GRP credits to meet 60% groundwater reduction mandate as much as possible
 - Subject to rate structure modifications in phase III and finalization of CIP project costs

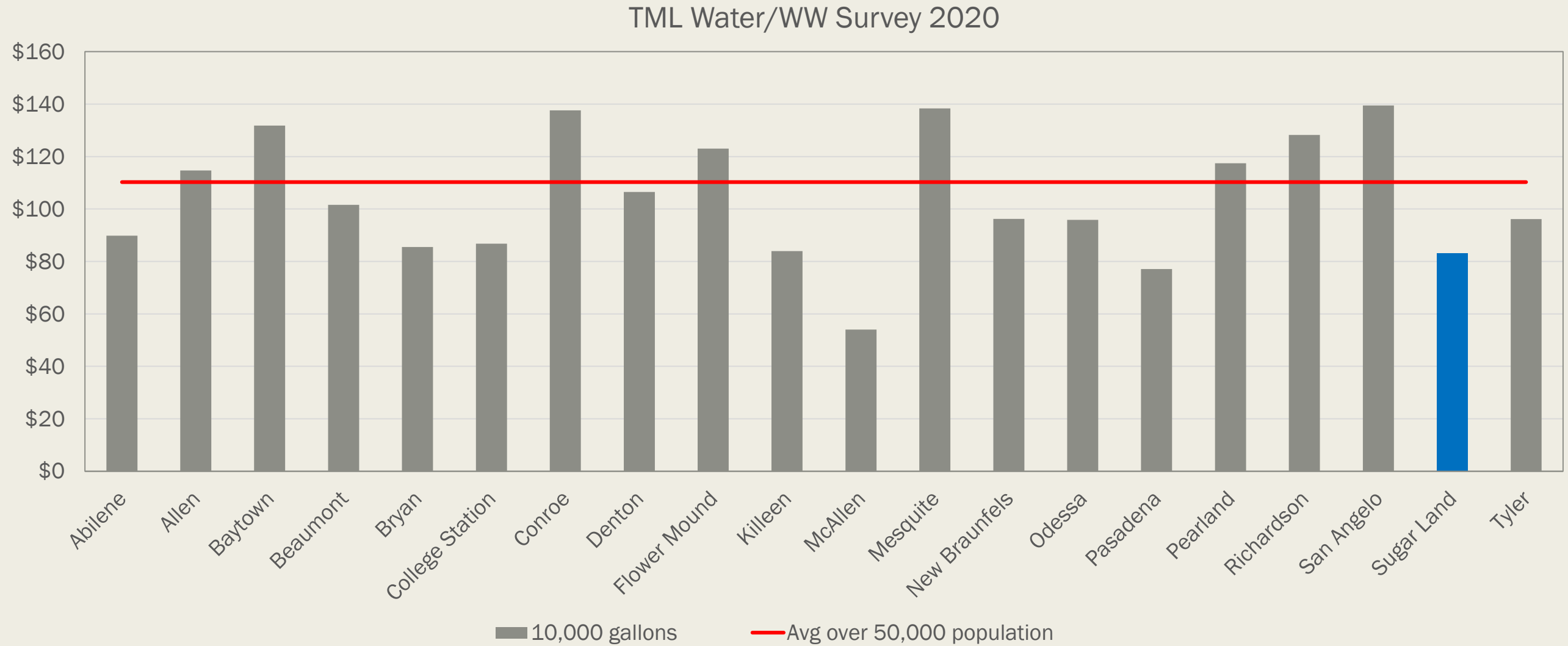
Utility Rate Study Implementation Plan

- Meet financial objectives for the Utility System
 - Fiscally responsible government
 - Focus on financial resiliency of the system
 - Where possible take steps to improve bond rating
- Use the groundwater credits to delay capital construction where possible
 - Build flexibility to address outcomes of ongoing initiatives
- Utility Rates
 - Benchmark our rates with our regional partners
 - Build options to fund the projects with fewer total rate increases
 - Options that meet bond coverage requirements
 - Use cash reserves to minimize rate increases

Utility System Fund – Rate History



TML Water/WW Survey- 2020

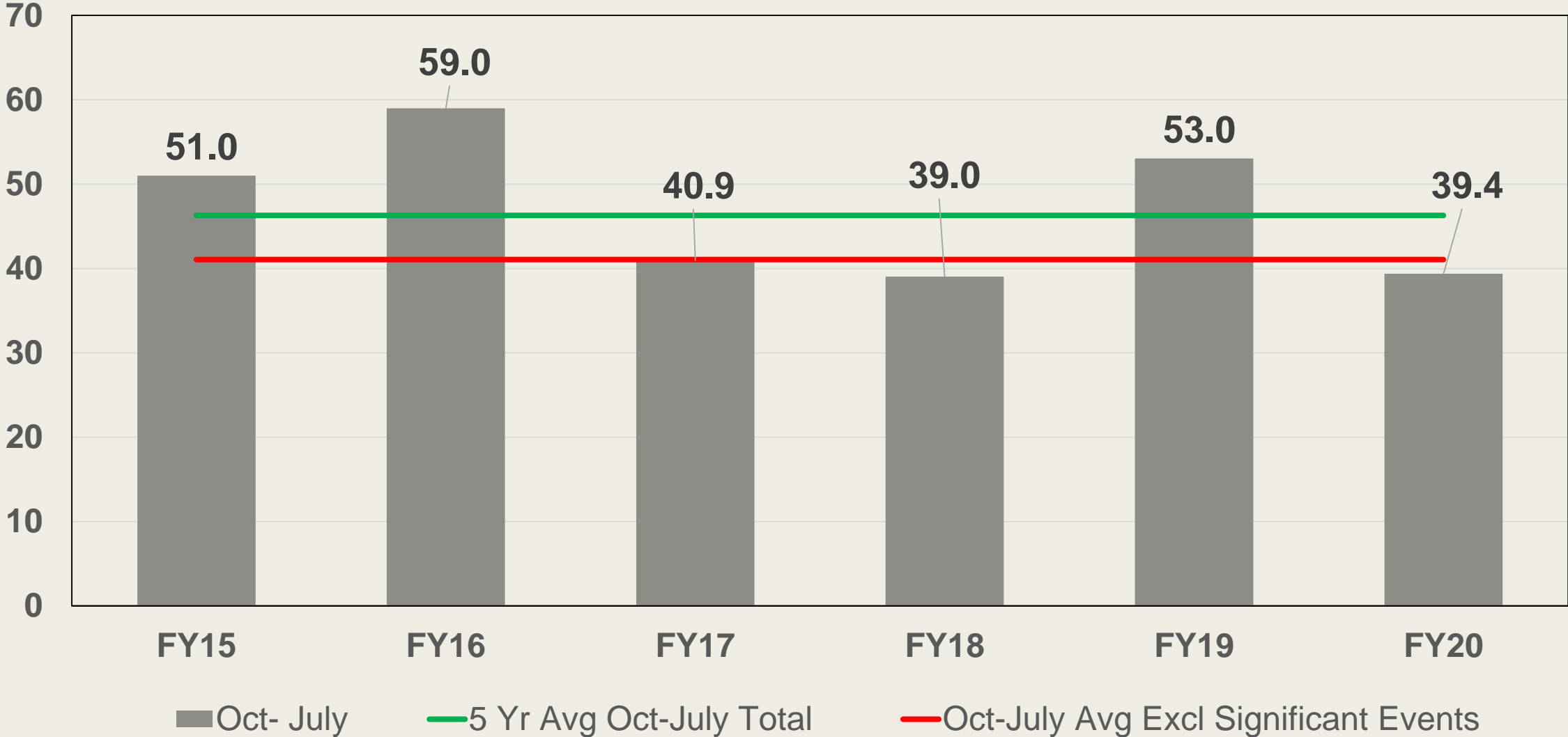


*does not reflect winter average for wastewater- full charge on all 10,000 gallons for survey consistency

FY20 Projections vs Budget

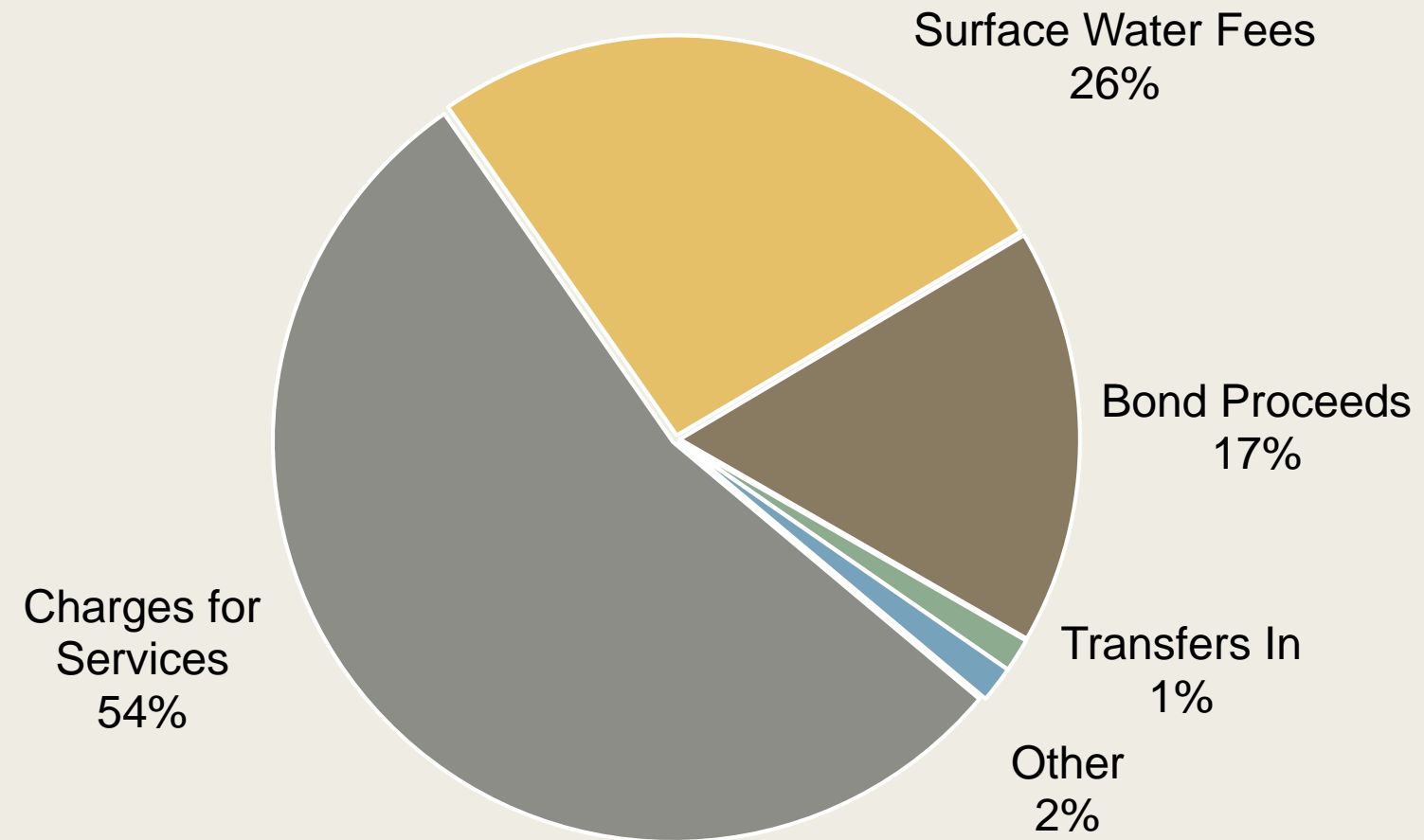
\$M	FY20 Budget	FY20 Projections	Change
Revenues	\$63.318	\$60.888	\$ -2.430
Expenditures	-65.993	-64.700	1.293
Net Change	-2.675	-3.813	-1.137
Ending Balance	\$12.954	\$11.817	\$ -1.137

Sugar Land Rainfall

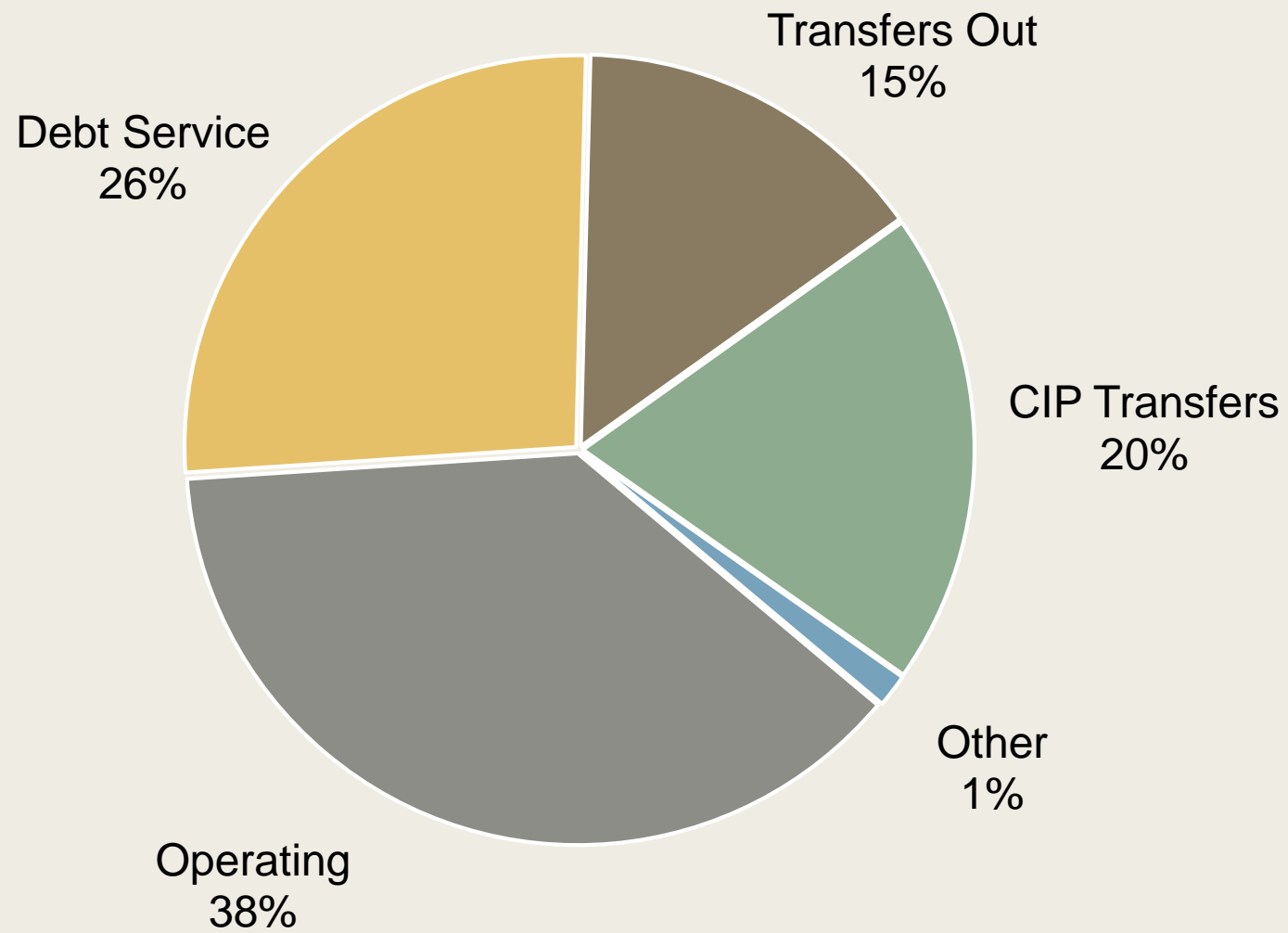


Regional rainfall YTD average: 40.9" Oct - July

FY21 Utility Fund Revenues \$67.30M



FY21 Utility Fund Expenditures \$67.98M



FY21 Base Budget Assumptions

- Contractual increases to maintain current service levels
- Subsidence district regulations will drive future rate increases
- Begin implementation of the Integrated Water Resource Plan (IWRP)
 - Operating Budget Additions
 - Capital Improvement Program planning
- Revenues
 - Based on estimates from Utility Rate Model
 - Rate Increases effective January 1, 2021
 - Citywide winter average for residential wastewater is 5,880 gallons
 - Bond proceeds to fund CIP projects

Additions to FY21 Budget

Description	Recurring
Audit Fees	\$ 32,600
BRA Capital Repairs	500,000
Meter Replacement	307,000
Credit Card Processing Fees	116,000
Water Rights Cost	136,400
Rate Study (Phases II & III)	60,000
Total Budget Additions	\$ 1,152,000

Utility Fund Summary

\$ Millions	FY20 Projection	FY21 Budget
Total Revenues	\$ 60.89	\$ 67.30
Operating Expenditures	- 27.05	- 25.73
CIP Transfers	- 9.05	- 13.32*
Other Non-Operating Expenditures	- 28.60	- 28.92
Total Expenditures	- 64.70	- 67.96
Net Income	- 3.81	- 0.67
Ending Balance	\$ 11.82	\$ 10.83
Reserve Ratio	44%	42%

*will be revised to reflect adjusted CIP timing

Utility Five Year CIP Summary

Reflects strategic direction from City Council

- Delay construction on SWTP by 2 years
- Intergovernmental Advocacy with Fort Bend Subsidence District
- Utilize banked GRP credits to meet 60% groundwater reduction

Project Type (\$M)	FY21	FY22	FY23	FY24	FY25	TOTAL
Water	\$7.732	\$4.098	\$7.734	\$4.250	\$7.810	\$36.624
Wastewater	3.361	9.520	7.220	5.920	3.420	29.441
Surface Water*	2.384	9.656	0	5.145	73.556	90.740
TOTAL	\$13.477	\$23.274	\$14.954	\$15.315	\$84.786	\$156.805

*timing of funding adjusted from filed CIP- final budget will reflect revisions

CIP Project Operating Impacts Built into Current Five Year Forecast

Description (SM)	FY22	FY23	FY24	FY25	TOTAL
Water Loss Initiatives	\$ 0.132	\$ 0.135	\$ 0.138	\$ 0.141	\$ 0.546
Advanced Metering Infrastructure	0	0	0.330	0.336	0.666
Total O&M Impact in Forecast	\$ 0.132	\$ 0.135	\$ 0.468	\$ 0.477	\$ 1.212

FY21-FY25 UTILITY CIP PROJECTS



Overview for CIP Projects

- Capital Improvement Needs Identified
 - Completed Master Plans / IWRP
 - Asset Management Program
 - City Council
 - Citizen Input / Citizen Satisfaction Survey
 - State Mandates

- Current Five Year CIP may not reflect impacts of Master Plans in progress
 - Out years are for planning purposes and will change

FY21 Surface Water Projects

Project	Phase	Year	Amount
Surface Water Treatment Plant Expansion	S	FY21	\$ 191,000
Surface Water Transmission Lines	L	FY21	317,800*
GWP Surface Water Conversion	S	FY21	165,000
Advanced Metering Infrastructure	D	FY21	1,710,700
Total Surface Water Projects			\$2,384,500

*some funding moved up from out years to FY21 from filed CIP

FY22-25 Surface Water Projects

Project	Phase	Year	Amount
Advanced Metering Infrastructure	C	FY22	9,656,400
	D	FY24	\$2,918,000
Surface Water Treatment Plant Expansion	C	FY25	50,221,210
Surface Water Treatment Plant Ground Storage Tanks	D	FY25	275,000
	D	FY24	1,732,000
Surface Water Transmission Lines	C	FY25	12,630,200*
GWP Surface Water Conversion	D	FY24	495,000
	C	FY25	10,428,000
Total Surface Water Projects			\$88,355,810

Out years are for planning purposes and may change as more information becomes available

*some funding moved up from out years to FY21 from filed CIP

FY21 Wastewater Projects

Project	Phase	Year	Amount
Collection System Rehabilitation Program (Project E)	D	FY21	\$441,000
Lift Station Rehabilitation	D/C	FY21	1,620,000
North Wastewater Treatment Plant Improvements	D/C	FY21	1,100,000
Lift Stations No. 60,52, & 48 Capacity Analysis	S	FY21	75,000
SWWTP Odor Control Study and PER	S	FY21	125,000
Total Wastewater Projects			\$3,361,000

FY22-25 Wastewater Projects

Project	Phase	Year	Amount
Collection System Rehabilitation Program (Project E)	C	FY22	\$4,400,000
Lift Station Rehabilitation	D/C	FY22-25	6,480,000
N. Wastewater Treatment Plant Improvements	D/C	FY22-25	8,000,000
Collection System Rehabilitation Program	D/C	FY22-25	3,400,000
Lift Station 48 (MUD 136 Reg. LS No. 1) Improvements	D/C	FY23	1,800,000
West WWTP Expansion- Phase I	D	FY23	1,200,000
Force Main from North WWTP to West WWTP	D	FY23	800,000
Total Wastewater Projects			\$26,080,000

Out years are for planning purposes and may change as more information becomes available

FY21 Water Projects

Project	Phase	Year	Amount
Well Rehabilitation	D	FY21	\$1,270,000
Distribution System Water Main Rehabilitation Program	D	FY21	2,950,000
Ground Storage Tank Rehabilitation	D	FY21	1,200,000
Ground Water Plant Rehabilitation	D	FY21	2,160,000
SCADA Improvements	C	FY21	152,000
Total Water Projects			\$7,732,000

FY22-25 Water Projects

Project	Phase	Year	Amount
Well Rehabilitation	D/C	FY22-25	\$5,080,000
Distribution System Water Main Rehabilitation Program	D/C	FY22-25	6,200,000
Ground Storage Tank Rehabilitation	D/C	FY22-25	4,800,000
Ground Water Plant Rehabilitation	D/C	FY22-25	6,520,000
SCADA Improvements	D/C	FY22-25	1,292,000
Total Water Projects			\$23,892,000

Out years are for planning purposes and may change as more information becomes available

FIVE YEAR FORECAST AND FY21 UTILITY RATES



5 Year Utility Forecast Assumptions

- Forecast includes annual increases to support
 - Construction and implementation of IWRP projects
 - Funds \$156.8 M in CIP projects over 5-years
 - O&M Impacts of CIP projects
 - Infrastructure rehabilitation
 - System operating budget impacts
- Forecast assumptions
 - 2.5% - 3% growth in personnel costs
 - 1% in operations & maintenance costs

5 Year Utility Forecast Assumptions

- **FY21 Proposed Rate Increase: \$10 per month for 10,000 gallons usage**
- **Estimated impact is \$10 increase to the average monthly bill for 2-3 years**
 - **Increases needed to support operations of water system and capital costs to implement and meet the 60% Groundwater Reduction Mandate**
 - **Future rate structure to be refined through policy work from Utility Rate Study Phase II to be completed in FY21**

Utility System Fund – 5 Year Forecast

\$ Millions	FY21	FY22	FY23	FY24	FY25
Revenues	\$ 55.98	\$ 63.18	\$ 69.86	\$ 73.04	\$ 75.41
Bond Proceeds	11.32	21.27	12.95	13.32	54.44
Total Revenues	67.30	84.45	82.81	86.36	129.85
Total Expenditures	-67.97	-79.11	-70.59	-73.12	-147.33
Net Income	- 0.67	5.34	12.22	13.24	- 17.48*
Ending Balance	\$ 10.83	\$ 15.70	\$ 27.37	\$ 39.98	\$ 21.08

* Drawdown of fund balance for CIP project funding

FY21 Utility Rates

Residential Rates	Current Rate	New Rate
Base Water Charge $\frac{3}{4}$ " Meter	\$ 8.38	\$ 9.64
Vol 0-3,000 Gallons	0.95	1.09
Vol 3,001-10,000 Gallons	1.10	1.26
Vol 10,001-20,000 Gallons	1.50	1.72
Vol 20,001+ Gallons	1.72	1.97
Base WW Charge $\frac{3}{4}$ " Meter	13.02	13.54
WW Volume per 1,000 Gallons	3.05	3.17
Surface Water per 1,000 Gallons	2.09	2.69

FY21 Utility Rates

Commercial & Irrigation Rates	Current Rate	New Rate
Base Water Charge 2" Meter	\$ 54.12	\$ 62.26
Commercial per 1,000	1.23	1.41
Irrigation-Winter	1.22	1.40
Irrigation- Summer	1.53	1.75
Base WW Charge 2" Meter	91.32	94.97
WW Volume per 1,000 Gallons	3.05	3.17
Surface Water per 1,000 Gallons	2.09	2.69
GRP Pumpage Fee per 1,000 Gallons	1.93	2.50

Residential Utility Bill Impact – Recommendations

Monthly bill based on:	Current Rates	New Rates
Water 10,000 Gal.	\$ 18.93	\$ 21.73
Surface Water 10,000 Gal.	20.90	26.90
Wastewater (6,000 Gal)	31.32	32.56
Total Monthly Bill	\$ 71.15	\$ 81.19
\$ Increase per month		\$ 10.04

Residential Utility Bills

Based on Current Five Year Forecast

Based on 10,000 gallons	FY20	FY21	FY22	FY23	FY24	FY25
Water	\$18.93	\$21.73	\$24.92	\$28.69	\$29.54	\$30.33
Wastewater	31.32	32.56	33.88	35.22	36.26	37.37
Surface Water	20.90	26.90	32.40	36.20	37.30	38.40
Monthly Bill	\$71.15	\$81.19	\$91.20	\$100.11	\$103.10	\$106.10
Year over Year Increase to Average Monthly Bill		\$10.04	\$10.01	\$8.91	\$2.99	\$3.00

GLOBALSELECT
AT SUGAR LAND REGIONAL AIRPORT

AIRPORT FUND

Airport Fund Overview

- Sugar Land Regional Airport

- “Our mission is to be the safest, best planned, and most recognized ‘premier’ reliever airport within the Houston Metropolitan area.”
- As a "reliever airport" for George Bush and Hobby Airports in Houston
 - Reduces corporate and general aviation traffic at Houston, allowing Hobby to further concentrate on commercial air travel
- The airport plays a critical role in the region's economic development
 - Brings corporate executives to the City

FY21 - Airport Fund Strategies

- **Responsible**
 - Immediate Financial Planning (Various scenarios)
 - Data driven decision-making
 - Hiring Freeze
- **Conservative**
 - Through management of fuel reserves staff reduced fuel for resale expenditures
 - Implemented a hold on projects and one-time expenditures
- **Resilient**
 - Met frequently to review financial impact of the virus
 - Flexibility by delaying major expenditures
- **Proactive Planning & Response**
 - Delay in decision making to better align with the availability of data
 - Reduction of operating expenditures

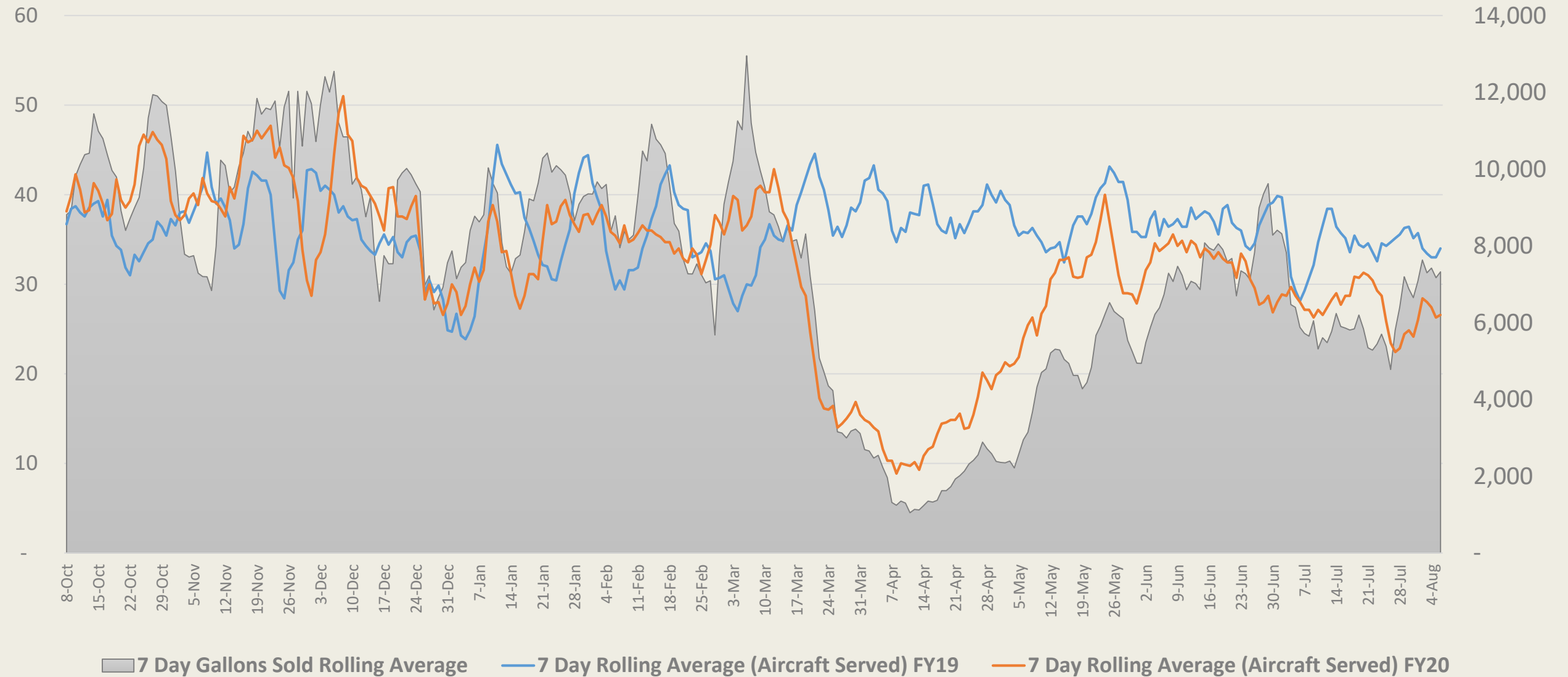
Revenue Impacts of COVID

- Immediate Examination of Major Revenue Streams
 - Fuel Sales
 - Hangar Leases
 - Café Select Revenues
 - Car Rentals
 - Miscellaneous Fees
- Conservatively estimate 14% decline in total revenue loss in the Airport Fund
 - Impact is offset by resiliency of the Airport
 - Offset by savings with fuel for resale and other expenditure savings identified by staff

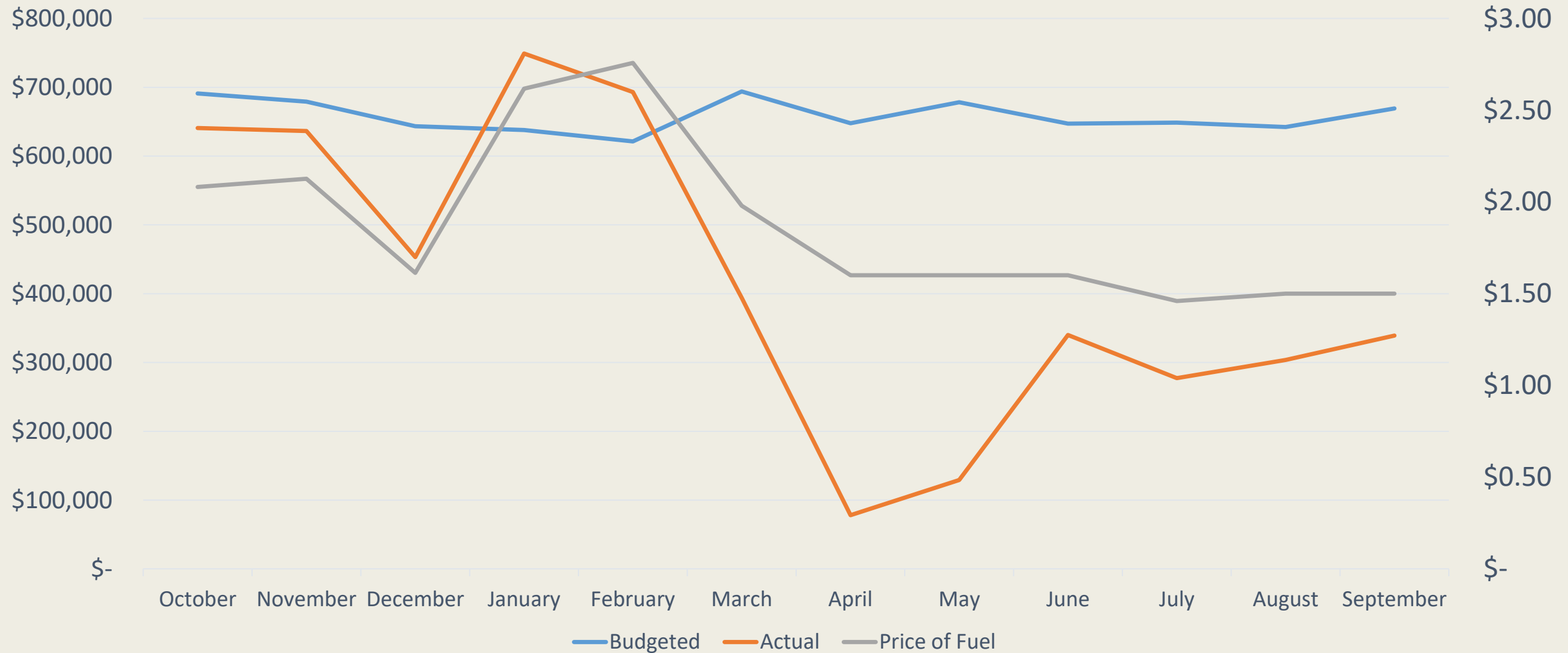
Response to Financial & Economic Impact

- Financial Management Policy Statements (FMPS) provide direction to City Manager to respond to mid-year revenue declines
- Staff took immediate action to reduce expenditures accordingly
 - Hiring freeze
 - Hold on new initiatives/programs
 - Overall decline fuel cost due to the management of fuel reserve
 - Freeze travel/training

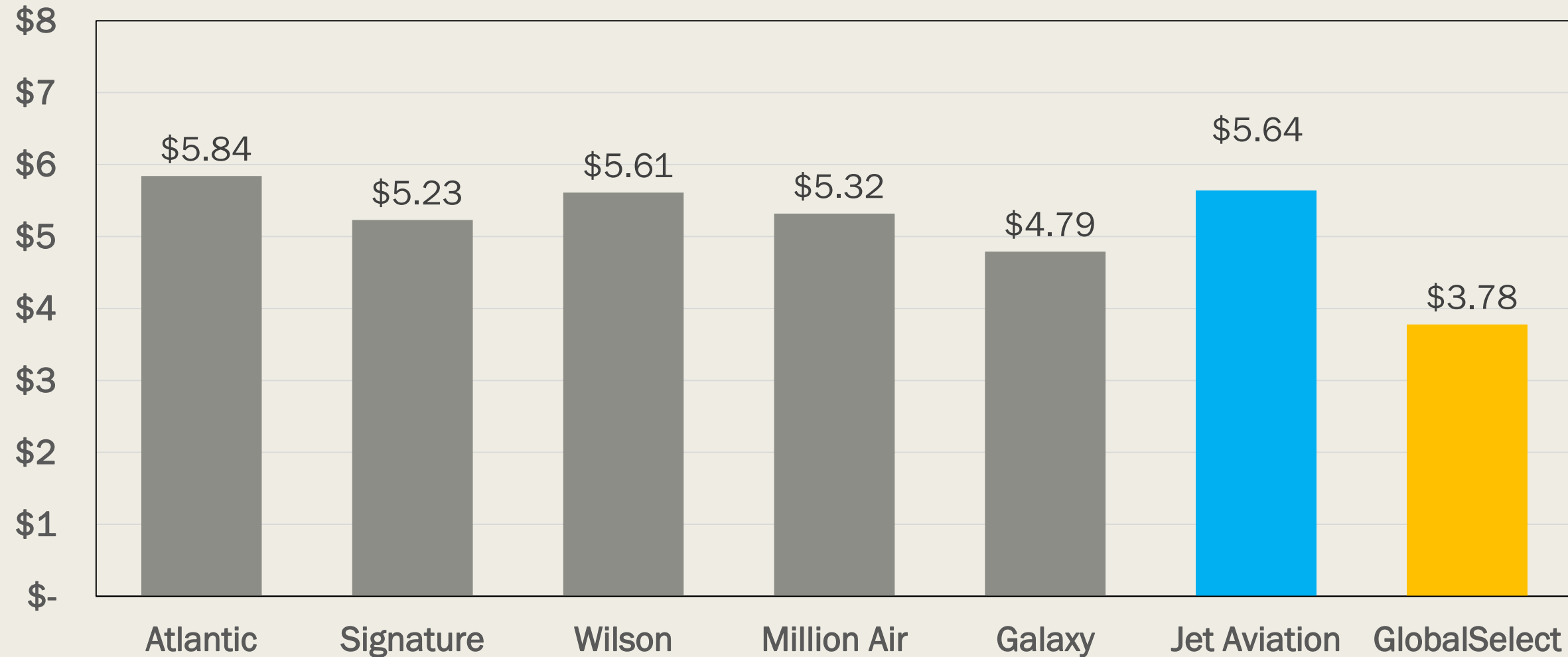
Year-Over-Year 7 Day Rolling Average: Gallons Sold and Aircraft Served



FY20: Fuel for Resale



Regional Fuel Prices by FBO - Retail*



* Posted retail prices; do not reflect discount programs that may be offered by each FBO

* As of 7/22/2020

FY20 Projected Year-End Results

\$ Millions	FY20 Budget	FY20 Projection
Beginning Balance	\$ 3.88	\$ 3.88
Net Change	-0.67	- 0.36
Debt Service Reserve	-0.99	- 0.86
Ending Balance	2.22	2.66
Cash Reserve Ratio	39%	46%
All-In Bond Coverage	1.86	2.04

FY21 - Airport Fund Revenue Assumptions

■ Fuel Sales

- Anticipate a second wave in the fall, assuming a 25% impact for each month for the first six months of the fiscal year

■ Car Rental Revenue

- COVID-19 had a significant impact on car rentals due to a decline in travel. Projected an impact across the first six months for FY21.

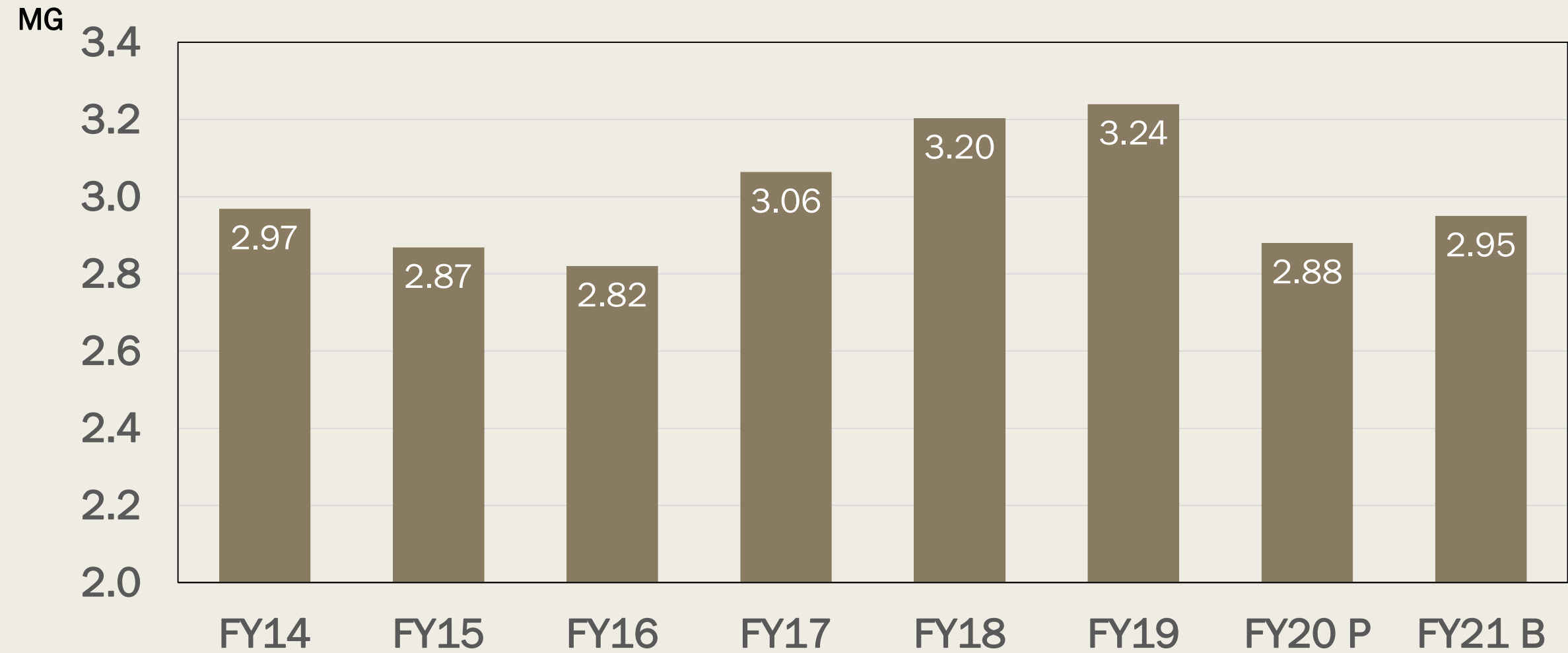
■ Café Revenues

- Anticipating a significant decline, consistent with fuel sales

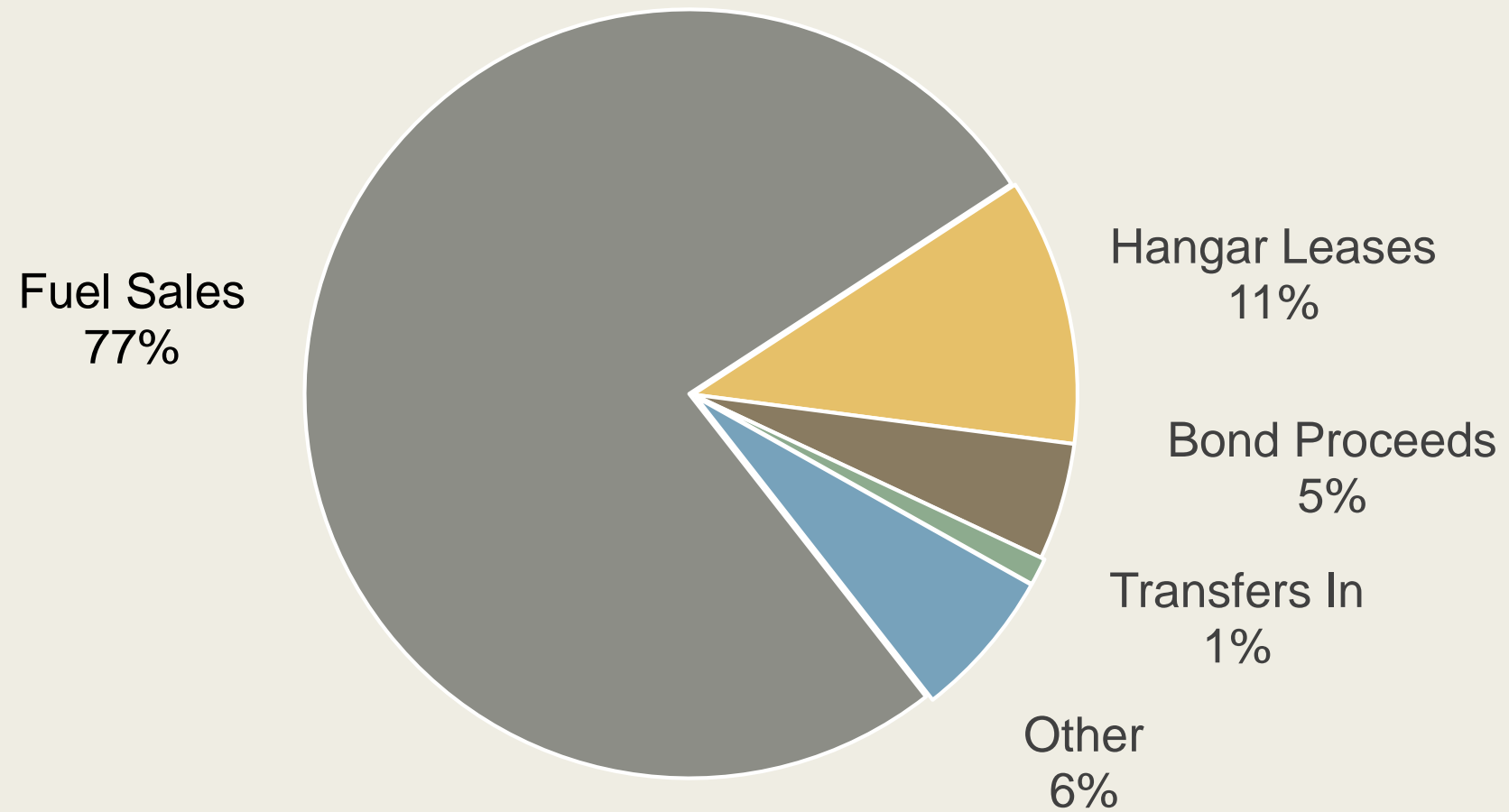
■ Hangar and Land Leases

- No impact is anticipated

Aviation Fuel Annual Sales Millions of Gallons



FY21 Airport Revenues \$15.55M



FY21 Revenue Summary

\$ Millions	FY20 Budget	FY20 Projections	FY21 Budget
Fuel Sales	\$ 13.39	\$ 10.62	\$ 11.88
Other Revenues	4.59	4.82	3.67
Total Revenues	\$17.98	\$15.44	\$15.55

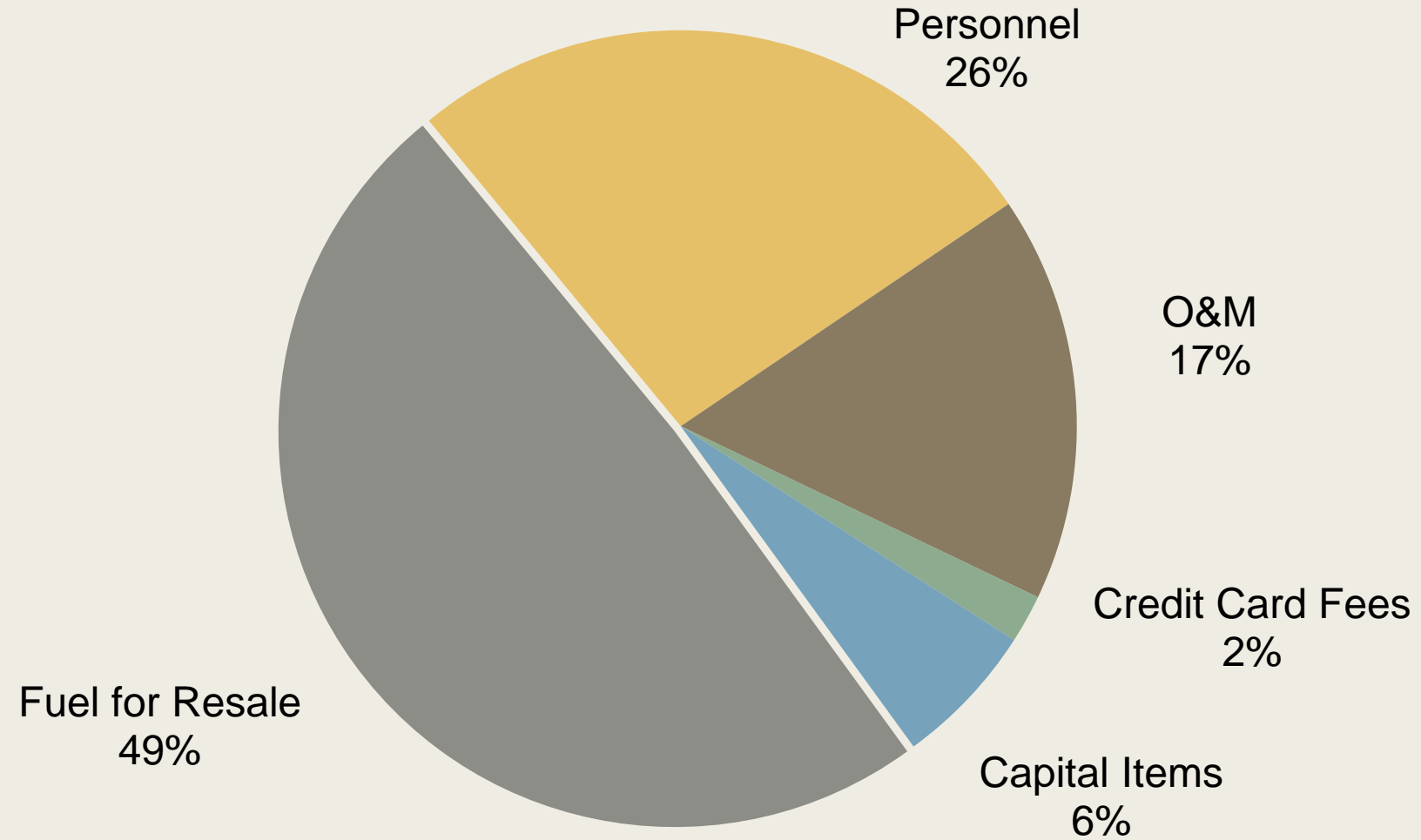
FY21 Expenditure Summary

\$ Millions	FY20 Budget	FY20 Projections	FY21 Budget
Operating Expenditures	\$ 6.08	\$ 5.84	\$ 5.47
Fuel For Resale	7.90	5.21	6.21
Other Expenditures	4.67	4.76	3.59
Total Expenditures	\$ 18.65	\$ 15.81	\$ 15.27

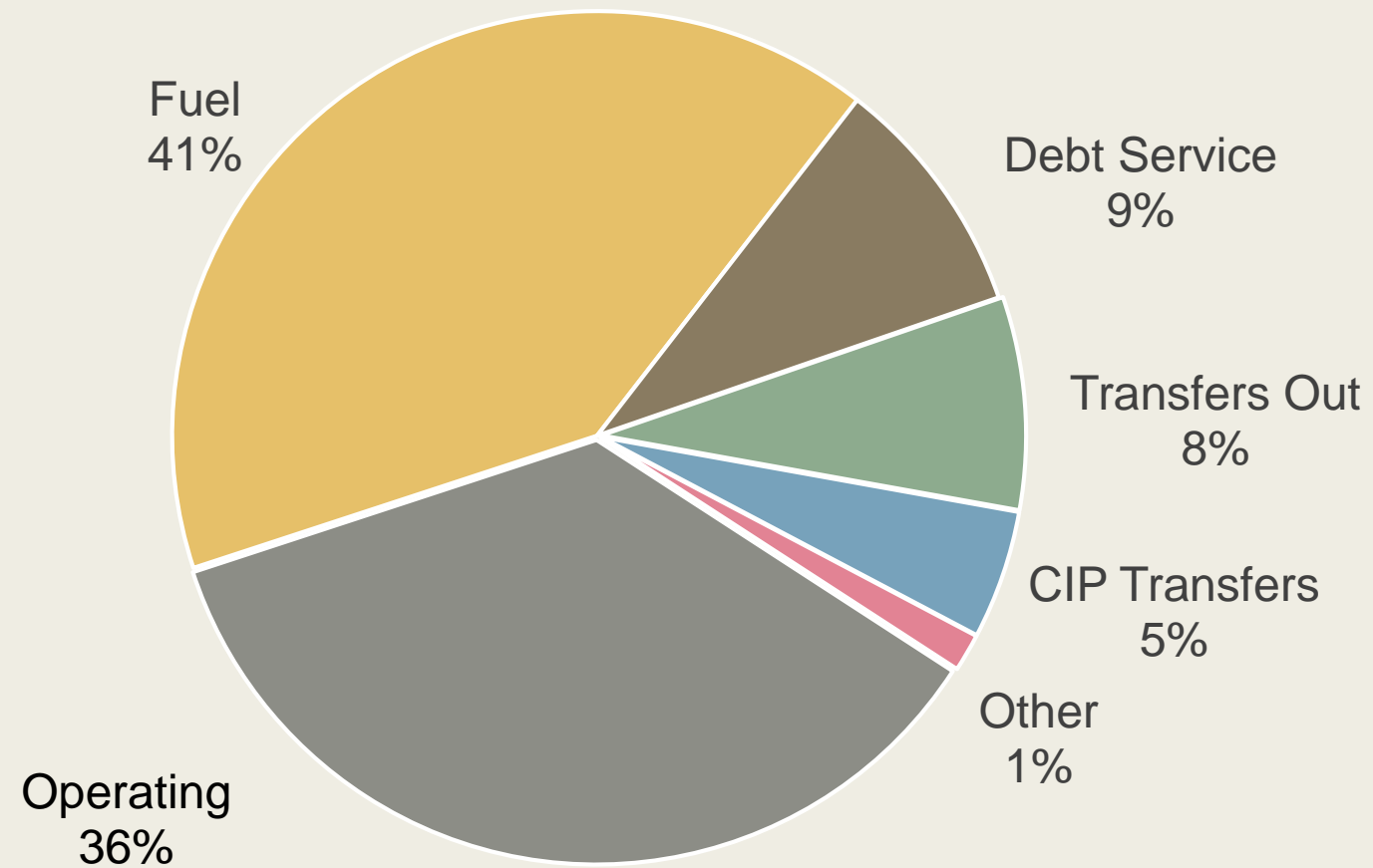
FY21 - Expenditure Additions

Description	Recurring	One-Time
Airfield Security Services	\$21,265	-
U.S. Customs	91,562	-
Increased Maintenance Cost	60,000	-
Parallel Taxiway Relocation and Hangars ALD #4 and ALD #11	-	750,000
Miscellaneous Increases	31,200	15,000
Total FY21 Additions	\$ 203,427	\$ 765,000

FY21 Airport Fund Operating Expenditures



FY21 Airport Expenditures \$15.27M



Airport Fund Summary

\$ Millions	FY20 Projections	FY21 Budget
Revenues	\$ 15.45	\$ 15.56
Expenses	- 15.81	- 15.27
Net Income	- 0.36	0.29
Ending Available Balance	\$ 2.66	\$ 2.98
Cash Eq. Reserve Ratio	46%	55%
Bond Coverage	2.04	1.99

FIVE YEAR FORECAST

Airport Fund



Airport Long-Range Forecast Assumptions

■ Revenues

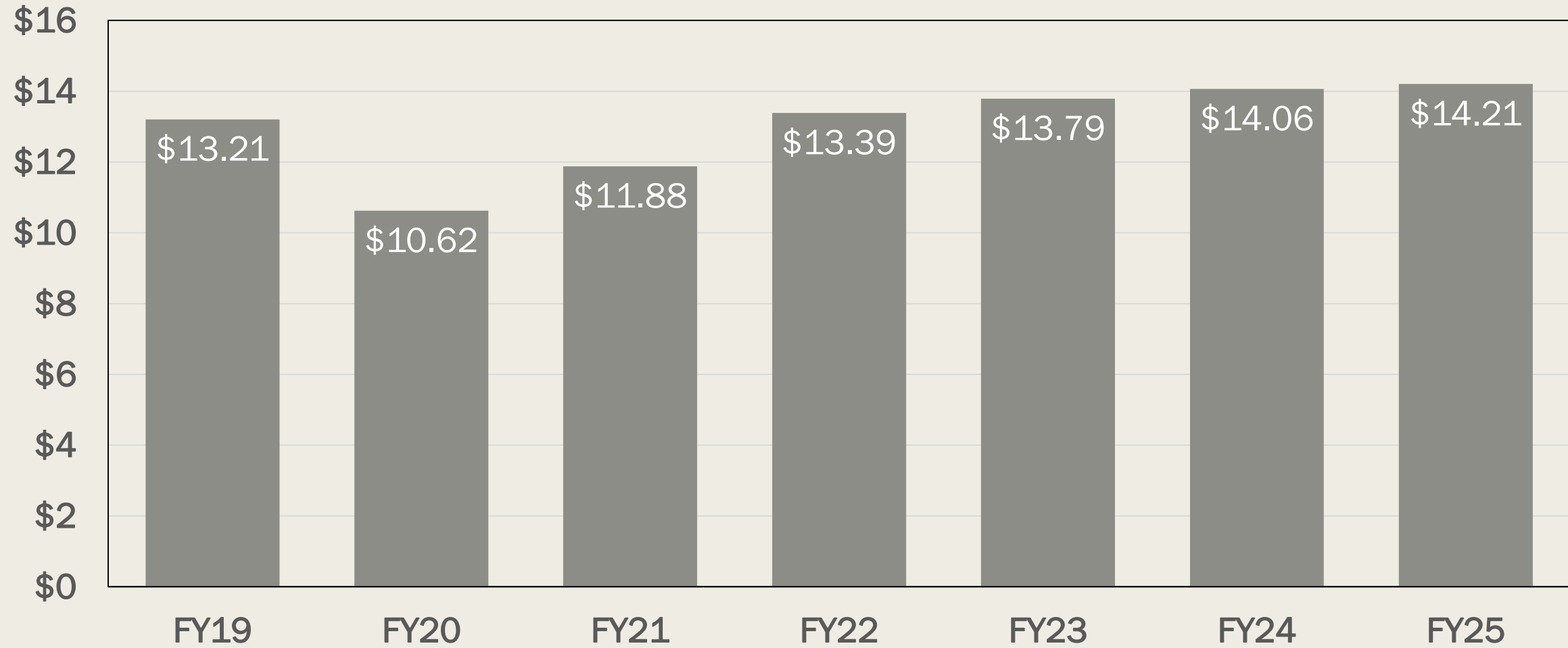
- FY22 annual growth of 10% over FY21, in fuel gallons reflects a return to normal
- 1% annual growth in fuel gallons FY23-25, no additional mark up increases
- Certificates of Obligation for CIP in FY21
- TxDOT Reimbursement for Westside Land Acquisition reflected in FY24-25

■ Expenditures

- 2.5% growth in personnel costs in FY22, 3% in FY23-25
- 1.5% growth in O&M
- Fuel based on assumed gallons above plus credit card fees
- Debt Service for new CO's issued for CIP projects

FY21-FY25 Aviation Fuel Sales

Millions



Airport Five-Year Forecast

\$ Millions	FY21	FY22	FY23	FY24	FY25
Total Revenues	\$ 15.56	\$ 16.28	\$ 16.72	\$ 19.36	\$ 17.73
Total Expenses	-15.27	-16.56	-16.74	-17.00	-18.05
Net Income	0.29	-0.28	-0.02	2.36	-0.32
Ending Balance	\$ 2.99	\$ 2.75	\$ 2.80	\$5.21	\$4.96

FY21-FY25 AIRPORT CIP PROJECTS



FY21 Airport Projects

Project	Phase	Year	Amount
Parallel Taxiway Relocation and Hangars ALD #4 and ALD #11	C	FY21	\$750,000
Total Airport Projects			\$750,000

FY22-25 Airport Projects

Project	Phase	Year	Amount
Airport Terminal Ramp Expansion	C	FY25	\$678,000
Total Airport Projects			\$678,000

Five Year CIP does not reflect results of Airport Master Plan



SOLID WASTE FUND

Solid Waste Fund Overview

- Solid Waste Fund accounts for all activities relating to residential solid waste collection
 - Facilitates a recycling program through solid waste contracts
 - Provides emergency response for debris removal
 - Engages the community with education and outreach

FY21 Solid Waste Rate

- The current rate for residential solid waste service is \$19.38 per household per month.
- Republic Services petitioned the City for a rate adjustment in FY21 due to changes in the cost of operations:
 - Recycling market
 - Household Hazardous Waste (HHW)
- Recycling program modifications were assessed but none would result in substantial savings
- HHW program assessment determined that the program is underutilized

FY21 Solid Waste Rate

- Program assessment and negotiations resulted in a minor rate adjustment and modification to the HHW program:
 - Current monthly rate will be adjusted by 1.95%
 - New monthly rate of \$19.76, effective January 1, 2021
 - The Household Hazardous Waste (HHW) program will be removed as a service, effective January 1, 2021
- This modification will require a contract amendment which will be presented to the City Council for review and approval in September.

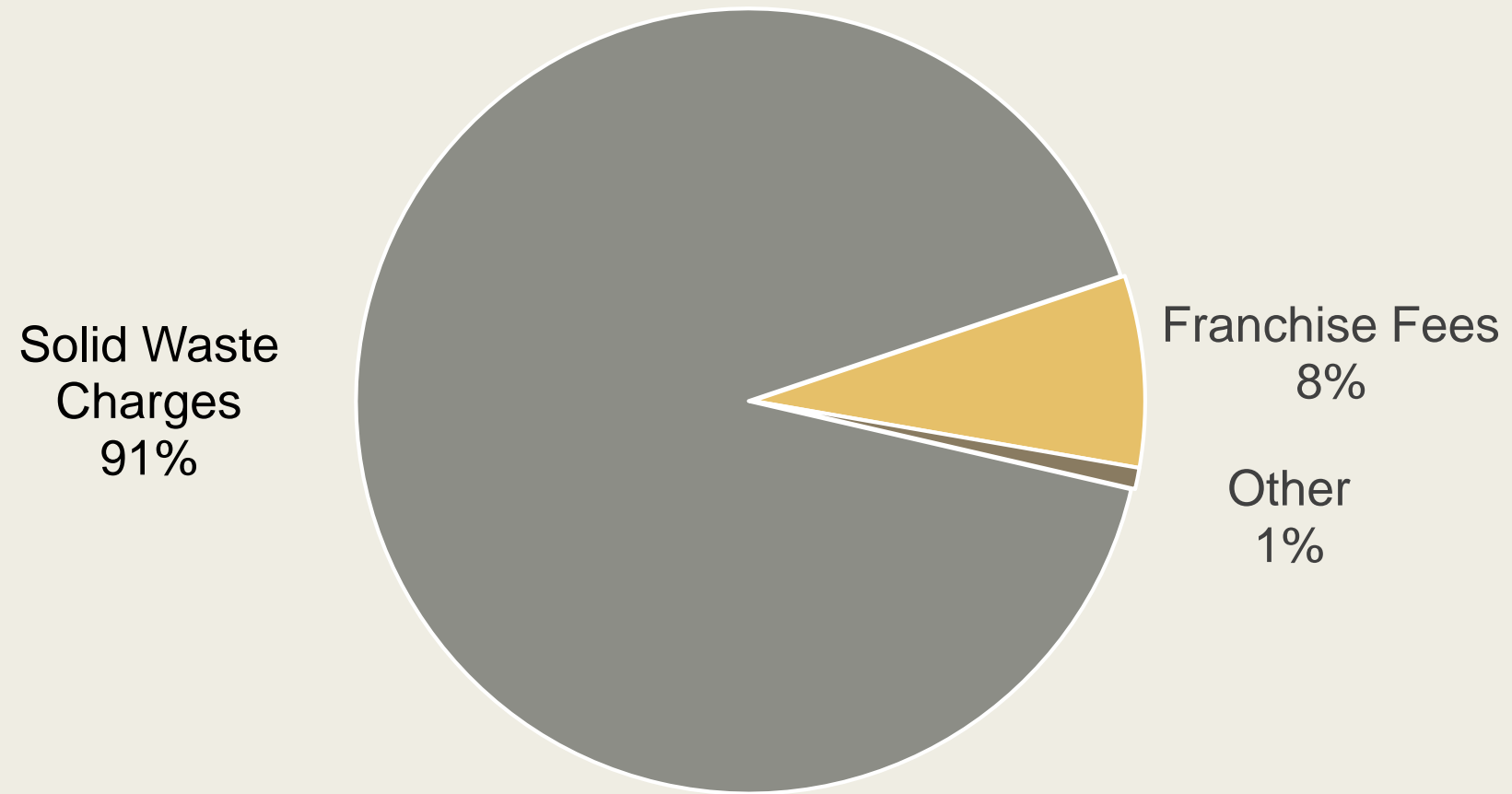
FY21 Solid Waste Transition

- Republic Services
 - Serves all of the City except Greatwood
 - Rate increases based on contract - runs through March 2023
- Best Trash
 - Serves Greatwood
 - Based on existing contract - ends Dec 2020
 - Services will be transitioned to Republic Services upon termination
 - Staff is working with both vendors to ensure a smooth transition

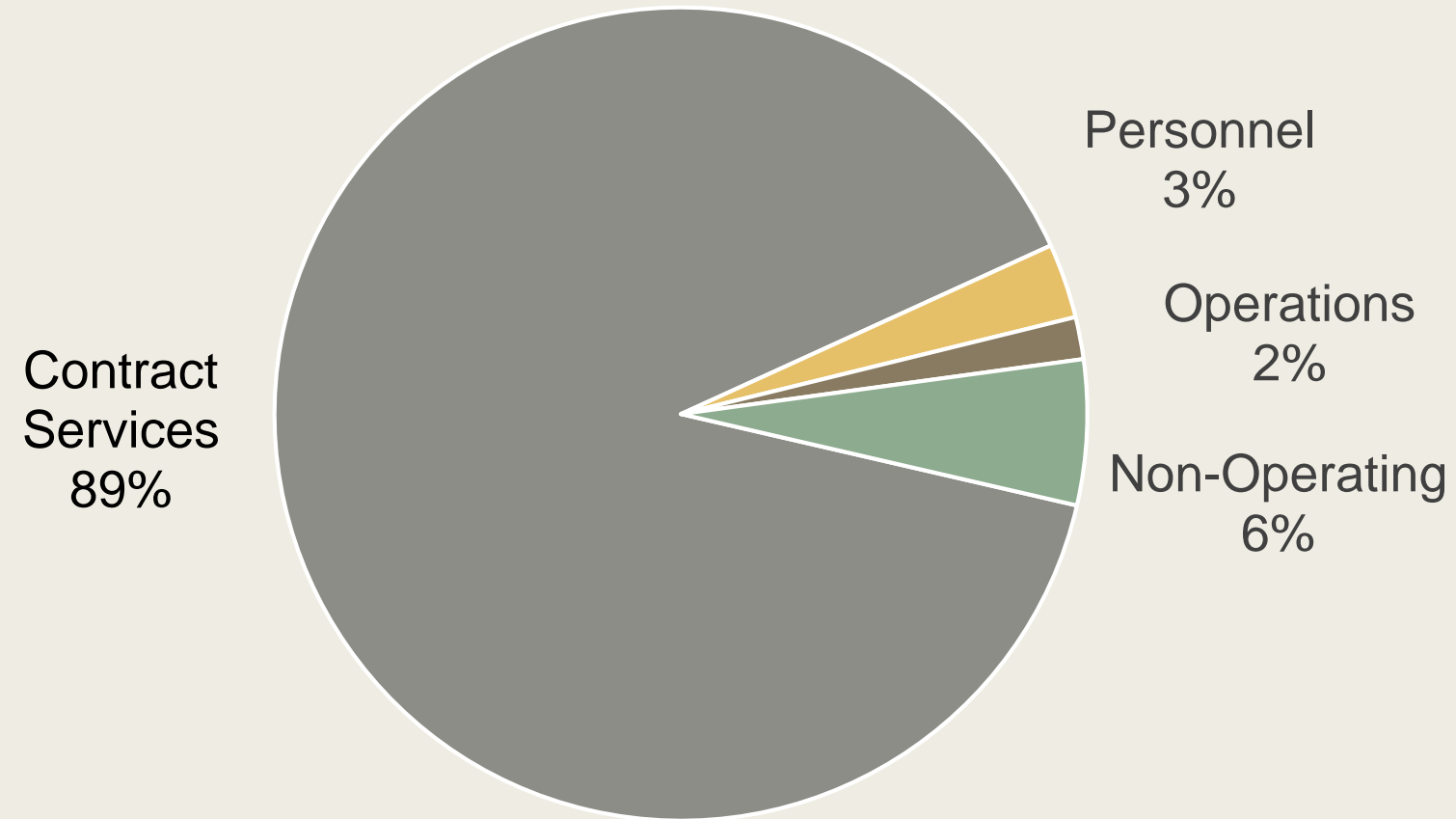
FY21 Solid Waste Assumptions

- Approximately 35,000 residential customers
- Solid Waste Rates - Contractual
 - Rate through December 31: \$19.38 per month
- Franchise Fees
 - 5% of gross receipts (Residential & Commercial)
- KSLB will no longer be budgeted due to the transition to Republic Services in December of 2020

FY21 Solid Waste Revenues \$9.15M



FY21 Solid Waste Expenditures \$9.14M



Solid Waste Fund Summary

\$ Millions	FY20 Projection	FY21 Budget
Revenues	\$ 8.87	\$ 9.12
Expenditures	- 8.82	- 9.14
Net Income	0.05	-0.02
Ending Balance	\$ 0.76	\$ 0.74

Key Dates

Date	Action
Aug 27	Compensation & Benefits, Other Funds- including Economic Development & Tourism
Sept 1	Public Hearing on Proposed Budget 1st Reading of Fee Ordinance & PID Assessment
Sept 8	Public Hearing on Proposed Tax Rate
Sept 15	Amend FY20 budget to projections Approve FY21 Budget, Five Year CIP and Comp Plans Adopt 2020 Tax Rate Second Reading of Fee Ordinance & PID Assessment

CLARIFYING QUESTIONS FOR STAFF

