

2021 Budget Hearing #1

November 2, 2020

| Date | Title | Comments | Link |
|------------|--|--|--|
| 6/15/2020 | ESCO Project Presentation | | Link to Presentation to Council |
| 8/17/2020 | Budget Hearing #1 | Overview | Budget Overview |
| 8/31/2020 | Budget Hearing #2 | Planning, Parks and Recreation | Planning Link Parks Link |
| 9/8/2020 | Budget Hearing #3 | Administrative, PWWR | Admin Link PWWR Link |
| 9/14/2020 | Budget Hearing #4 | Legislative, Alderman Court | Legislative Link Alderman Court Link |
| 9/21/2020 | Budget Hearing #5 | Finance, Police, Electric | Finance Link Police Link Electric Link |
| 10/5/2020 | Financial Workshop #1 | Budget Workshop | Budget Workshop |
| | Public Comment from 10/5 Budget Workshop | | Link to Staff Responses |
| 10/20/2020 | Planning Commission Approval of CIP | Meeting to receive Planning Commissions feedback and suggestions for CIP | Planning Commission Presentation 2021 to 2025 Proposed CIP |
| | Budget Central | Central repository for all budget documentation | Budget Central Link |

Budget Timeline

| Date | Title: | Notes: |
|----------------------------------|-------------------------------------|--|
| Monday, August 17, 2020 | Department Budget Hearing #1 | Council Direction given for: Overview |
| Monday, August 31, 2020 | Department Budget Hearing #2 | Council Direction given for: Planning, Parks and Recreation |
| Tuesday, September 8, 2020 | Department Budget Hearing #3 | Council Direction given for: Administrative, PWWR |
| Monday, September 14, 2020 | Department Budget Hearing #4 | Council Direction given for: Legislative, Alderman Court |
| Monday, September 21, 2020 | Department Budget Hearing #5 | Council Direction given for: Finance, Police, Electric |
| Monday, October 5, 2020 | Financial Workshop #1 | Budget Workshop |
| Tuesday, October 20, 2020 | Planning Commission Approval of CIP | Meeting to receive Planning Commissions feedback and suggestions for CIP |
| Monday, November 2, 2020 | Budget Hearing #1 | Special Meeting |
| Monday, November 16, 2020 | Budget Hearing #2 | Special Meeting |
| Monday, November 23, 2020 | Intro Date for revenue ordinances | |
| <i>Monday, November 30, 2020</i> | <i>requires a special meeting</i> | |
| Monday, December 7, 2020 | Budget Hearing #3 | |



| SUMMARY | 8/17/2020 | 10/5/2020 | * as advertised | ** as proposed | % FROM | \$ FROM |
|---------------------------------------|----------------------|----------------------|------------------------|-----------------------|--------------------|--------------|
| | BUDGET | BUDGET | 10/16/2020 * BUDGET | 11/2/2020 **BUDGET | 10/16 BUDGET | 10/16 BUDGET |
| Revenue/Other Funding Sources | | | | | | |
| Utility Sales | \$ 70,644,150 | \$ 72,056,529 | \$ 72,056,529 | \$ 72,056,529 | \$ - | 0.0% |
| Real Estate and Other Taxes | 10,305,000 | 10,342,000 | 10,305,000 | 10,305,000 | - | 0.0% |
| Fees for Service | 9,221,750 | 9,341,310 | 9,341,310 | 9,341,310 | - | 0.0% |
| Intergovernmental Revenue | 1,829,542 | 1,836,027 | 1,836,027 | 1,836,027 | - | 0.0% |
| Other Revenue | 1,094,350 | 1,094,350 | 1,094,350 | 1,094,350 | - | 0.0% |
| Appropriation of Prior Year Reserves | - | - | - | - | - | n/a |
| Total Operating Revenue | \$ 93,094,792 | \$ 94,670,216 | \$ 94,633,216 | \$ 94,633,216 | \$ - | 0.0% |
| Expenditures | | | | | | |
| Personnel Services | 35,750,992 | 35,677,089 | \$ 35,677,089 | \$ 35,677,089 | \$ - | 0.0% |
| Utility Purchases | 38,592,386 | 36,804,486 | 36,804,486 | 36,804,486 | - | 0.0% |
| Materials and Supplies | 2,347,762 | 2,365,695 | 2,365,695 | 2,365,695 | - | 0.0% |
| Contractual Services | 10,464,805 | 10,611,313 | 10,611,313 | 10,611,313 | - | 0.0% |
| Equipment Depreciation | 1,503,666 | 1,443,987 | 1,443,987 | 1,443,987 | - | 0.0% |
| Other Expenses | 1,106,872 | 1,096,872 | 1,096,872 | 1,096,872 | - | 0.0% |
| Total Operating Expenses | \$ 89,766,483 | \$ 87,999,442 | \$ 87,999,442 | \$ 87,999,442 | \$ - | 0.0% |
| Capital Improvements | | | | | | |
| Gross Capital Improvements | 11,382,603 | 19,706,898 | \$ 19,706,898 | \$ 22,956,548 | \$ 3,249,650 | 16.5% |
| Less: Use of Reserves | (1,102,038) | (1,102,038) | (1,102,038) | (1,450,168) | (348,130) | 31.6% |
| Equipment Replacement | (731,497) | (614,497) | (614,497) | (614,497) | - | 0.0% |
| Grants | (1,495,070) | (2,508,889) | (2,508,889) | (3,813,409) | (1,304,520) | 52.0% |
| Bond Issues | (646,888) | (646,888) | (646,888) | (646,888) | - | 0.0% |
| State Revolving Loan | (4,600,000) | (4,600,000) | (4,600,000) | (6,007,000) | (1,407,000) | 30.6% |
| Other Sources | (1,190,000) | (8,695,965) | (8,695,965) | (8,905,965) | (210,000) | 2.4% |
| Net Capital Improvements | \$ 1,617,110 | \$ 1,538,621 | \$ 1,538,621 | \$ 1,518,621 | \$ (20,000) | -1.3% |
| Debt Service | \$ 3,733,703 | \$ 3,552,568 | \$ 3,552,568 | \$ 3,552,568 | \$ - | 0.0% |
| Net Current Surplus | (2,022,504) | 1,579,585 | 1,542,585 | 1,562,585 | 20,000 | 1.3% |
| TOTAL EXPENDITURES AND SURPLUS | \$ 93,094,792 | \$ 94,670,216 | \$ 94,633,216 | \$ 94,633,216 | \$ - | 0.0% |

- Budget presented to City Council on October 5 is the same budget that was advertised as required by City Code on October 16, except:
 - 1% Tax increase was removed
- Green-shaded figures represent changes from the original 8/17 proposal

Revenues



OP EX



CIP



Debt Service



| SUMMARY | * as advertised | ** as proposed | % FROM 10/16 BUDGET | \$ FROM 10/16 BUDGET |
|---------------------------------------|------------------------|-----------------------|------------------------|-------------------------|
| | 10/16/2020 * BUDGET | 11/2/2020 **BUDGET | | |
| Revenue/Other Funding Sources | | | | |
| Utility Sales | \$ 72,056,529 | \$ 72,056,529 | \$ - | 0.0% |
| Real Estate and Other Taxes | 10,305,000 | 10,305,000 | - | 0.0% |
| Fees for Service | 9,341,310 | 9,341,310 | - | 0.0% |
| Intergovernmental Revenue | 1,836,027 | 1,836,027 | - | 0.0% |
| Other Revenue | 1,094,350 | 1,094,350 | - | 0.0% |
| Appropriation of Prior Year Reserves | - | - | - | n/a |
| Total Operating Revenue | \$ 94,633,216 | \$ 94,633,216 | \$ - | 0.0% |
| Expenditures | | | | |
| Personnel Services | \$ 35,677,089 | \$ 35,677,089 | \$ - | 0.0% |
| Utility Purchases | 36,804,486 | 36,804,486 | - | 0.0% |
| Materials and Supplies | 2,365,695 | 2,365,695 | - | 0.0% |
| Contractual Services | 10,611,313 | 10,611,313 | - | 0.0% |
| Equipment Depreciation | 1,443,987 | 1,443,987 | - | 0.0% |
| Other Expenses | 1,096,872 | 1,096,872 | - | 0.0% |
| Total Operating Expenses | \$ 87,999,442 | \$ 87,999,442 | \$ - | 0.0% |
| Capital Improvements | | | | |
| Gross Capital Improvements | \$ 19,706,898 | \$ 22,956,548 | \$ 3,249,650 | 16.5% |
| Less: Use of Reserves | (1,102,038) | (1,450,168) | (348,130) | 31.6% |
| Equipment Replacement | (614,497) | (614,497) | - | 0.0% |
| Grants | (2,508,889) | (3,813,409) | (1,304,520) | 52.0% |
| Bond Issues | (646,888) | (646,888) | - | 0.0% |
| State Revolving Loan | (4,600,000) | (6,007,000) | (1,407,000) | 30.6% |
| Other Sources | (8,695,965) | (8,905,965) | (210,000) | 2.4% |
| Net Capital Improvements | \$ 1,538,621 | \$ 1,518,621 | \$ (20,000) | -1.3% |
| Debt Service | \$ 3,552,568 | \$ 3,552,568 | \$ - | 0.0% |
| Net Current Surplus | 1,542,585 | 1,562,585 | 20,000 | 1.3% |
| TOTAL EXPENDITURES AND SURPLUS | \$ 94,633,216 | \$ 94,633,216 | \$ - | 0.0% |

- The next few slides will discuss the changes that occurred from the October 16 budget advertisement
- Blue-shaded column reflects the 2021 Budget as presented on November 2, 2020 for consideration and adoption

OPEX - Budget Adjustments from October 16 Advertisement

*as advertised

| CAPITAL IMPROVEMENTS | 10/16/2020 BUDGET | 11/2/2020 BUDGET | \$ FROM 10/16 BUDGET | % FROM 10/5 BUDGET |
|---------------------------------|----------------------|---------------------|-------------------------|-----------------------|
| Gross Capital Improvements | \$ 19,706,898 | \$ 22,956,548 | \$ 3,249,650 | 16.5% |
| Less: Use of Reserves | (1,102,038) | (1,450,168) | (348,130) | 31.6% |
| Equipment Replacement | (614,497) | (614,497) | - | 0.0% |
| Grants | (2,508,889) | (3,813,409) | (1,304,520) | 52.0% |
| Bond Issues | (646,888) | (646,888) | - | 0.0% |
| State Revolving Loan | (4,600,000) | (6,007,000) | (1,407,000) | 30.6% |
| Other Sources | (8,695,965) | (8,905,965) | (210,000) | 2.4% |
| Net Capital Improvements | \$ 1,538,621 | \$ 1,518,621 | \$ (20,000) | -1.3% |

Since October 16, changes include:

- **Reduction of \$20,000** to Harris Automated Platform project (I1804)
- Adjustment of CIP for Rodney Stormwater Project (Q1802), and Emerson Bridge Project (K1601)
 - No new funds, realignment of 2020 carryover into 2021

Net difference: -\$20,000

*as advertised

| OTHER | 10/16/2020 BUDGET | 11/2/2020 BUDGET | \$ FROM 10/16 BUDGET | % FROM 10/5 BUDGET |
|-----------------------------------|----------------------|----------------------|-------------------------|-----------------------|
| Debt Service | \$ 3,552,568 | \$ 3,552,568 | \$ - | 0.0% |
| Net Current Surplus | 1,542,585 | 1,562,585 | 20,000 | 1.3% |
| TOTAL EXPENDITURES/SURPLUS | \$ 94,633,216 | \$ 94,633,216 | \$ - | 0.0% |

Net Current Surplus

- Increased \$20,000

Total Budget:

- **No overall change**

* as amended

** as proposed

Revenues



OP EX



CIP



Debt Service



| SUMMARY | 2019 ACTUAL | 2020 * BUDGET | 2021 ** BUDGET | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|------------------------|
| Revenue/Other Funding Sources | | | | | |
| Utility Sales | \$ 71,642,391 | \$ 72,774,508 | \$ 72,056,529 | -1.0% | \$ (717,979) |
| Real Estate and Other Taxes | 10,596,904 | 10,329,000 | 10,305,000 | -0.2% | (24,000) |
| Fees for Service | 9,772,627 | 10,436,850 | 9,341,310 | -10.5% | (1,095,540) |
| Intergovernmental Revenue | 1,500,991 | 1,592,287 | 1,836,027 | 15.3% | 243,740 |
| Other Revenue | 1,407,583 | 1,175,200 | 1,094,350 | -6.9% | (80,850) |
| Appropriation of Prior Year Reserves | 80,000 | 708,752 | - | -100.0% | (708,752) |
| Total Operating Revenue | \$ 95,000,496 | \$ 97,016,597 | \$ 94,633,216 | -2.5% | \$ (2,383,381) |
| Expenditures | | | | | |
| Personnel Services | \$ 33,622,361 | \$ 35,225,799 | \$ 35,677,089 | 1.3% | \$ 451,290 |
| Utility Purchases | 36,900,030 | 39,274,933 | 36,804,486 | -6.3% | (2,470,447) |
| Materials and Supplies | 2,182,184 | 2,498,376 | 2,365,695 | -5.3% | (132,681) |
| Contractual Services | 9,233,785 | 10,893,058 | 10,611,313 | -2.6% | (281,745) |
| Equipment Depreciation | 1,353,420 | 1,524,265 | 1,443,987 | -5.3% | (80,278) |
| Other Expenses | 1,243,520 | 1,217,192 | 1,096,872 | -9.9% | (120,320) |
| Total Operating Expenses | \$ 84,535,300 | \$ 90,633,623 | \$ 87,999,442 | -2.9% | \$ (2,634,181) |
| Capital Improvements | | | | | |
| Gross Capital Improvements | \$ 9,279,074 | \$ 20,724,665 | \$ 22,956,548 | 10.8% | \$ 2,231,883 |
| Less: Use of Reserves | (1,554,281) | (654,726) | (1,450,168) | 121.5% | (795,442) |
| Equipment Replacement | (932,250) | (730,778) | (614,497) | -15.9% | 116,281 |
| Grants | (367,609) | (2,268,076) | (3,813,409) | 68.1% | (1,545,333) |
| Bond Issues | (1,301,777) | (767,947) | (646,888) | -15.8% | 121,059 |
| State Revolving Loan | (2,598,024) | (11,360,048) | (6,007,000) | -47.1% | 5,353,048 |
| Other Sources | (416,972) | (1,754,530) | (8,905,965) | 407.6% | (7,151,435) |
| Net Capital Improvements | \$ 2,108,161 | \$ 3,188,560 | \$ 1,518,621 | -52.4% | \$ (1,669,939) |
| Debt Service | \$ 2,618,825 | \$ 3,000,282 | \$ 3,552,568 | 18.4% | \$ 552,286 |
| Net Current Surplus | 5,738,210 | 194,132 | 1,562,585 | 704.9% | 1,368,453 |
| TOTAL EXPENDITURES AND SURPLUS | \$ 95,000,496 | \$ 97,016,597 | \$ 94,633,216 | -2.5% | \$ (2,383,381) |

- This slide includes 2019 Actual expenses and revenue activity compared to the 2020 and 2021 budgets

TOTAL 2021 ADJUSTED

7

City of Newark 2021 Expenditure Budget Recommendation

Expense Budget – A Closer Look

| EXPENSE BUDGET | * as amended | | ** as proposed | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|------------------------|
| | 2019 ACTUAL | 2020 * BUDGET | 2021 ** BUDGET | | |
| Expenditures | | | | | |
| Personnel Services | \$ 33,622,361 | \$ 35,225,799 | \$ 35,677,089 | 1.3% | \$ 451,290 |
| Utility Purchases | 36,900,030 | 39,274,933 | 36,804,486 | -6.3% | (2,470,447) |
| Materials and Supplies | 2,182,184 | 2,498,376 | 2,365,695 | -5.3% | (132,681) |
| Contractual Services | 9,233,785 | 10,893,058 | 10,611,313 | -2.6% | (281,745) |
| Equipment Depreciation | 1,353,420 | 1,524,265 | 1,443,987 | -5.3% | (80,278) |
| Other Expenses | 1,243,520 | 1,217,192 | 1,096,872 | -9.9% | (120,320) |
| Total Operating Expenses | \$ 84,535,300 | \$ 90,633,623 | \$ 87,999,442 | -2.9% | \$ (2,634,181) |
| Capital Improvements | | | | | |
| Gross Capital Improvements | \$ 9,279,074 | \$ 20,724,665 | \$ 22,956,548 | 10.8% | \$ 2,231,883 |
| Less: Use of Reserves | (1,554,281) | (654,726) | (1,450,168) | 121.5% | (795,442) |
| Equipment Replacement | (932,250) | (730,778) | (614,497) | -15.9% | 116,281 |
| Grants | (367,609) | (2,268,076) | (3,813,409) | 68.1% | (1,545,333) |
| Bond Issues | (1,301,777) | (767,947) | (646,888) | -15.8% | 121,059 |
| State Revolving Loan | (2,598,024) | (11,360,048) | (6,007,000) | -47.1% | 5,353,048 |
| Other Sources | (416,972) | (1,754,530) | (8,905,965) | 407.6% | (7,151,435) |
| Net Capital Improvements | \$ 2,108,161 | \$ 3,188,560 | \$ 1,518,621 | -52.4% | \$ (1,669,939) |
| Debt Service | \$ 2,618,825 | \$ 3,000,282 | \$ 3,552,568 | 18.4% | \$ 552,286 |
| Net Current Surplus | 5,738,210 | 194,132 | 1,562,585 | 704.9% | 1,368,453 |
| TOTAL EXPENDITURES AND SURPLUS | \$ 95,000,496 | \$ 97,016,597 | \$ 94,633,216 | -2.5% | \$ (2,383,381) |

Expense Budget Overview – Operating Expenditures (OP EX)

| | | * as amended | ** as proposed | | |
|---------------------------------|----------------------|----------------------|----------------------|--------------|-----------------------|
| | 2019 | 2020 | 2021 | % FROM | \$ FROM |
| | ACTUAL | * BUDGET | ** BUDGET | 2020 BUDGET | 2020 BUDGET |
| Expenditures | | | | | |
| Personnel Services | \$ 33,622,361 | \$ 35,225,799 | \$ 35,677,089 | 1.3% | \$ 451,290 |
| Utility Purchases | 36,900,030 | 39,274,933 | 36,804,486 | -6.3% | (2,470,447) |
| Materials and Supplies | 2,182,184 | 2,498,376 | 2,365,695 | -5.3% | (132,681) |
| Contractual Services | 9,233,785 | 10,893,058 | 10,611,313 | -2.6% | (281,745) |
| Equipment Depreciation | 1,353,420 | 1,524,265 | 1,443,987 | -5.3% | (80,278) |
| Other Expenses | 1,243,520 | 1,217,192 | 1,096,872 | -9.9% | (120,320) |
| Total Operating Expenses | \$ 84,535,300 | \$ 90,633,623 | \$ 87,999,442 | -2.9% | \$ (2,634,181) |

- Personnel Expenses increased by \$451K (1.3%)
- Utility Purchases are down \$2.5 million (-6.3%)

Total operating expenses are down 2.9%, or \$2.6 million compared to 2020

- Non-Personnel/Utility Operating Expenses down \$615K (-3.8%)
 - Materials & Supplies decreased \$133K (-5.3%)
 - Contractual Services decreased \$282K (-2.6%)
 - Equip Depreciation Expense -\$80K (-5.3%)
 - Other Expenses decreased \$120K (-9.9%)

Personnel Expenses – Operating Budget By Type

| PERSONNEL SERVICES | * as amended | ** as proposed | \$ FROM 2020 BUDGET | % FROM 2020 BUDGET | COMMENTS |
|-----------------------------------|----------------------|----------------------|------------------------|-----------------------|--|
| | 2020 * BUDGET | 2021 ** BUDGET | | | |
| Wages | | | | | |
| Full Time | \$ 18,856,935 | \$ 19,322,305 | \$ 465,370 | 2.5% | Delete Human Capital Manager, unfund Lineman, no COLA for management/FOP (expiring contract) |
| Part Time | 751,038 | 657,649 | (93,389) | -12.4% | Unfunded p/t Meter Reader (Finance), p/t Street Sweeper (PWWR) |
| Other | 2,485,673 | 2,472,790 | (12,883) | -0.5% | All other wages (overtime, etc) |
| Total Wages: | \$ 22,093,646 | \$ 22,452,744 | \$ 359,098 | 1.6% | |
| Pension | 4,163,050 | 4,150,000 | (13,050) | -0.3% | Annual City Contribution to the Pension Fund. |
| Defined Contribution 401(a) | 358,781 | 374,407 | 15,626 | 4.4% | City Contribution to non-pensioned employees. |
| OPEB | 1,659,300 | 1,651,605 | (7,695) | -0.5% | 2021: \$1,000,000 (future obligations - no change) and \$651,605 (current retirees) |
| Retirement Health Savings Account | 135,706 | 131,581 | (4,125) | -3.0% | Pay as you go |
| Health Care | 4,661,821 | 4,746,755 | 84,934 | 1.8% | Assumes 6% premium increase. Calculated based off current employee coverage. |
| Other | 2,153,495 | 2,169,997 | 16,502 | 0.8% | Social Security, FICA, Dental, Life, Vision, and other insurances. |
| TOTAL PERSONNEL SERVICES | \$ 35,225,799 | \$ 35,677,089 | \$ 451,290 | 1.3% | |

- Personnel expenses (\$35.7M) include both current employees and retirees, and total 37.7% of the budget

Expense Budget Overview – Capital Improvements

| | | * as amended | ** as proposed | | |
|---------------------------------|----------------|------------------|-------------------|-----------------------|------------------------|
| | 2019 ACTUAL | 2020 * BUDGET | 2021 ** BUDGET | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
| Total Operating Expenses | \$ 84,535,300 | \$ 90,633,623 | \$ 87,999,442 | -2.9% | \$ (2,634,181) |
| Capital Improvements | | | | | |
| Gross Capital Improvements | \$ 9,279,074 | \$ 20,724,665 | \$ 22,956,548 | 10.8% | \$ 2,231,883 |
| Less: Use of Reserves | (1,554,281) | (654,726) | (1,450,168) | 121.5% | (795,442) |
| Equipment Replacement | (932,250) | (730,778) | (614,497) | -15.9% | 116,281 |
| Grants | (367,609) | (2,268,076) | (3,813,409) | 68.1% | (1,545,333) |
| Bond Issues | (1,301,777) | (767,947) | (646,888) | -15.8% | 121,059 |
| State Revolving Loan | (2,598,024) | (11,360,048) | (6,007,000) | -47.1% | 5,353,048 |
| Other Sources | (416,972) | (1,754,530) | (8,905,965) | 407.6% | (7,151,435) |
| Net Capital Improvements | \$ 2,108,161 | \$ 3,188,560 | \$ 1,518,621 | -52.4% | \$ (1,669,939) |

- The Gross CIP Budget increased \$2.2 million (10.8%) to \$23 million
- The Net CIP Budget decreased \$1.7 million (-52.4%) to \$1.5 million. **This represents the portion of the capital budget that is supported by current revenues (taxes, fees, etc.)**
- Funding of the CIP consists of six sources, with the largest sources being the ESCO project and State Revolving Loan funds which total nearly \$15 million between them
- There is \$3.8 million in grant funding in the 2021 CIP budget

Expense Budget Overview – Debt Service

| | | * as amended | ** as proposed | | |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|------------------------|
| | 2019 ACTUAL | 2020 * BUDGET | 2021 ** BUDGET | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
| Total Operating Expenses | \$ 84,535,300 | \$ 90,633,623 | \$ 87,999,442 | -2.9% | \$ (2,634,181) |
| Net Capital Improvements | \$ 2,108,161 | \$ 3,188,560 | \$ 1,518,621 | -52.4% | \$ (1,669,939) |
| Debt Service | \$ 2,618,825 | \$ 3,000,282 | \$ 3,552,568 | 18.4% | \$ 552,286 |
| Net Current Surplus | \$ 5,738,210 | \$ 194,132 | \$ 1,562,585 | 704.9% | \$ 1,368,453 |
| TOTAL EXPENDITURES AND SURPLUS | \$ 95,000,496 | \$ 97,016,597 | \$ 94,633,216 | -2.5% | \$ (2,383,381) |

OPERATING EXPENDITURE OVERVIEW - DEBT SERVICE

- 2021 Debt Service increases \$552K
- ESCO project (City HVAC, solar, LED streetlight upgrade, etc.) – interest only payment in 2021
- Approved 2018 Referendum projects are estimated to result in \$801,000 in debt service payments in 2021
- Lease payments for the replacement of two large truck to preserve cash

| Debt | Ending Date | 2020 Budget | 2021 Budget | Change from 2020 Budget | Comments |
|----------------------------------|----------------------|---------------------|---------------------|-------------------------|---|
| GOB Series 2011 | 9/14/2022 | 1,491,400 | 1,305,150 | (186,250) | 2000 Refunding paid in full 2020 |
| Energy Conservation Loan | 7/1/2022 | 68,438 | 68,438 | - | |
| Smart Meters | 9/1/2022 1/1/2028 | 1,046,189 | 1,046,189 | - | ARRA/DNREC (\$342,839) BOA (\$703,350) |
| Fiber Lease | 8/5/2027 | 49,255 | 49,255 | - | |
| ESCO | 8/12/2040 | - | 190,671 | 190,671 | 2.345%, 20 year term, offset by other revenue, energy savings. 2021 Interest-only payment |
| Units 207 and 528 Lease Payments | 11/1/2026 | - | 91,865 | 91,865 | Pending approval by Council at 9/28 Council Meeting |
| Total: | | \$ 2,655,282 | \$ 2,751,568 | \$ 96,286 | |

| Estimated Debt from Referendum | 2020 Budget | 2021 Budget | Change from 2020 Budget | Ending Date |
|---|--------------------|--------------------|-------------------------|--|
| Rodney Stormwater Park | \$120,000 | \$200,000 | \$80,000 | Interest-only payments until 2021, +20 years |
| Sanitary Sewer Repairs | \$35,000 | \$85,000 | \$50,000 | Interest-only payments until 2020, +20 years |
| Air Stripper Replacement - South Well Field | \$77,500 | \$260,000 | \$182,500 | Interest-only payments until 2020, +20 years |
| Water Tank Maintenance | \$7,500 | \$25,000 | \$17,500 | Interest-only payments until 2023, +20 years |
| Water SCADA System | \$5,000 | \$63,000 | \$58,000 | Interest-only payments until 2021, +10 years |
| Water Main Replacement Program | \$25,000 | \$56,000 | \$31,000 | Interest-only payments until 2023, +20 years |
| General Fund Projects | \$75,000 | \$112,000 | \$37,000 | Interest-only payments until 2022, +10 years |
| Total: | \$345,000 | \$801,000 | \$456,000 | |
| Budgeted Debt Service: | \$3,000,282 | \$3,552,568 | \$552,286 | |

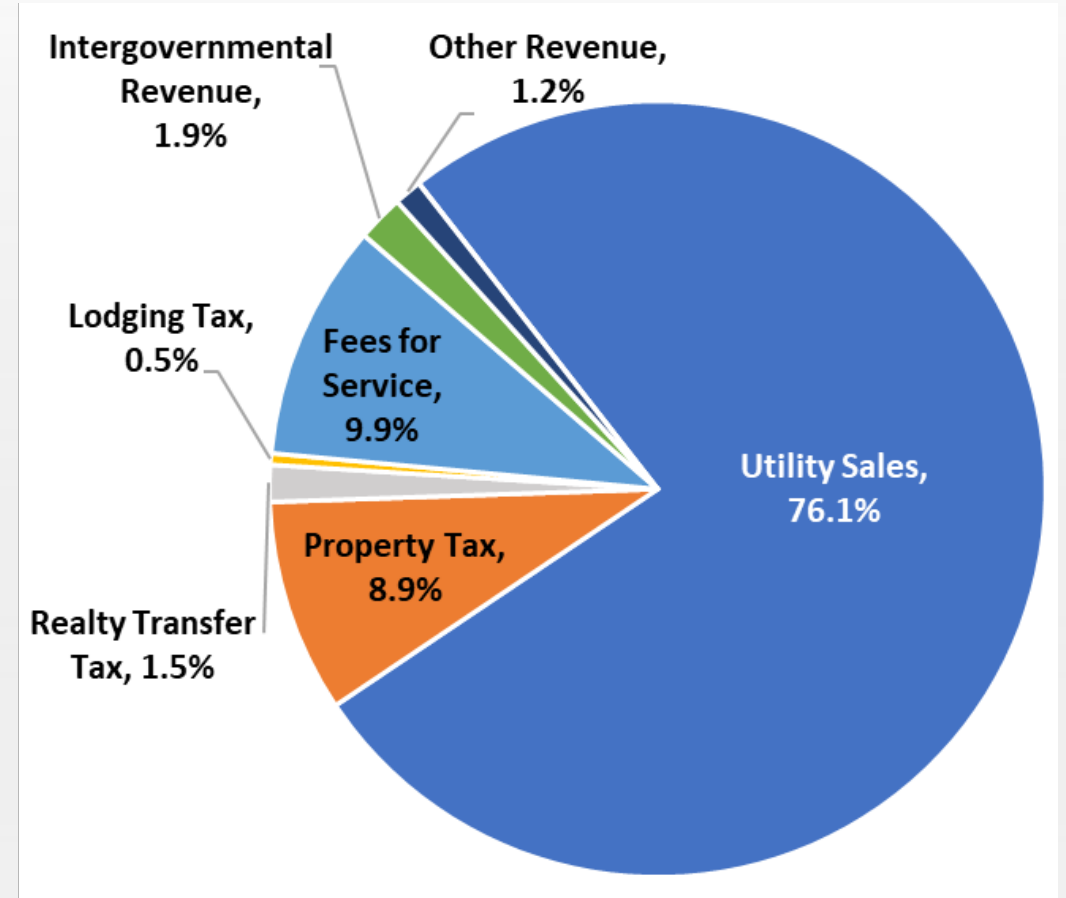
City of Newark 2021 Revenue Budget Recommendation

Revenue Budget at a Glance – Summary

| | | * as amended | ** as proposed | | |
|--------------------------------------|----------------------|----------------------|----------------------|-----------------------|------------------------|
| | 2019 ACTUAL | 2020 * BUDGET | 2021 ** BUDGET | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
| Revenue/Other Funding Sources | | | | | |
| Utility Sales | \$ 71,642,391 | \$ 72,774,508 | \$ 72,056,529 | -1.0% | \$ (717,979) |
| Real Estate and Other Taxes | 10,596,904 | 10,329,000 | 10,305,000 | -0.2% | (24,000) |
| Fees for Service | 9,772,627 | 10,436,850 | 9,341,310 | -10.5% | (1,095,540) |
| Intergovernmental Revenue | 1,500,991 | 1,592,287 | 1,836,027 | 15.3% | 243,740 |
| Other Revenue | 1,407,583 | 1,175,200 | 1,094,350 | -6.9% | (80,850) |
| Appropriation of Prior Year Reserves | 80,000 | 708,752 | - | -100.0% | (708,752) |
| Total Operating Revenue | \$ 95,000,496 | \$ 97,016,597 | \$ 94,633,216 | -2.5% | \$ (2,383,381) |

2021 Revenue By Type

| REVENUE/OTHER FUNDING SOURCES | * as amended | | ** as proposed | |
|--|----------------------|---------------------|----------------------|---------------------|
| | 2020 * BUDGET | % OF 2020 BUDGET | 2021 ** BUDGET | % OF 2021 BUDGET |
| Utility Sales | \$ 72,774,508 | 75.0% | \$ 72,056,529 | 76.1% |
| Property Tax | 7,979,000 | 8.2% | 8,405,000 | 8.9% |
| Realty Transfer Tax | 1,600,000 | 1.6% | 1,450,000 | 1.5% |
| Lodging Tax | 750,000 | 0.8% | 450,000 | 0.5% |
| Fees for Service | 10,436,850 | 10.8% | 9,341,310 | 9.9% |
| Intergovernmental Revenue | 1,592,287 | 1.6% | 1,836,027 | 1.9% |
| Other Revenue | 1,175,200 | 1.2% | 1,094,350 | 1.2% |
| Appropriation of Prior Year Reserves | 708,752 | 0.7% | - | 0.0% |
| TOTAL REVENUE/OTHER FUNDING SOURCES | \$ 97,016,597 | 100.0% | \$ 94,633,216 | 100.0% |



Revenue Budget at a Glance – Summary

In-City, Residential Customer Scenario

| Utility/Tax | 2020 | 2021 | 2020 Customer Charge | 2021 Customer Charge | Comments |
|------------------------|--------------------|--------------------|----------------------------|----------------------------|---|
| Electric | no change | no change | \$ 10.00 | \$ 10.00 | No change in electric rate. Add "Opt-Out" program in 2021 |
| Stormwater | varies on Tiers | varies on Tiers | | | No rate change in 2021 proposed |
| Water (0-3174 gallons) | \$ 7.1400 | \$ 7.1400 | | | Rate is per 1,000 gallons. Hold consumption rate, adjust customer service charge to cover new debt service from 2018 Referendum |
| | | | \$ 0.66 | \$ 2.31 | |
| Water (>3174 gallons) | \$ 9.0900 | \$ 9.0900 | | | Rate is per 1,000 gallons. Hold consumption rate, adjust customer service charge to cover new debt service from 2018 Referendum |
| Sewer | \$ 8.5920 | \$ 8.5920 | \$ 0.27 | \$ 0.66 | Rate is per 1,000 gallons. Hold consumption rate, adjust customer service charge to cover new debt service from 2018 Referendum |
| Property Tax | \$ 0.9120 | \$ 0.9120 | | | No change from 2020 |

City of Newark 2021 General Fund

Property Taxes

Utility transfers to the Governmental Funds continue into 2021 totaling \$16.2M.

| TO: | TRANSFER IN: |
|---------------------------------------|---------------|
| General Fund | \$ 14,603,667 |
| Law Enforcement Fund | 2,927 |
| Special Parks Fund | 12,900 |
| Transportation Fund (Unicity) | 125,578 |
| Debt Service Fund | 252,383 |
| Capital Fund | 312,661 |
| Self-Insurance Fund | 218,000 |
| OPEB | 662,300 |
| Internal Services Fund | 10,000 |
| Total Transfer to Governmental Funds: | \$ 16,200,416 |

- \$16.2M = Transfer amount is equal to over 27,000 homes added to the tax base without increasing the footprint or increasing the services of the City.

- This is a reduction of \$300,000 from the 2020 Approved Operating Budget (-1.8%)

Property Taxes

Reliance on utility transfers to the Governmental Funds continue into 2021 totaling \$16.2M.

- Proposed tax rate of \$0.9120 per \$100 of Assessed Value (AV) - **no change from 2020**
- Median tax bill today is \$611.04
 - One penny is equal to a 1.1% increase, or \$6.70/year (\$0.56/month)

| Percentile | Assessment | Tax Bill | One Penny Increase (Annual) | One Penny Increase (Month) |
|---------------|------------|-----------|-----------------------------|----------------------------|
| 25th | \$ 48,800 | \$ 445.06 | \$ 4.90 | \$ 0.41 |
| 50th (median) | \$ 67,000 | \$ 611.04 | \$ 6.72 | \$ 0.56 |
| 75th | \$ 88,100 | \$ 803.47 | \$ 8.84 | \$ 0.74 |

- 9% of residential properties pay less than the cost of trash service
- 9% (642) of all residential properties hold a senior or disabled exemption
 - 47 properties pay \$0
 - 91 pay less than \$100
 - Senior/Disabled average is \$276
 - Exemption maximum is up to \$50,000

| GENERAL FUND SOURCES OF REVENUE | 2021 % OF GENERAL FUND | * as amended | ** as proposed | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
|---------------------------------|---------------------------|----------------------|----------------------|-----------------------|------------------------|
| | | 2020 * BUDGET | 2021 ** BUDGET | | |
| Property Taxes | 25.8% | \$ 7,504,000 | \$ 7,980,000 | 6.3% | \$ 476,000 |
| Franchise Tax | 1.4% | 475,000 | 425,000 | -10.5% | (50,000) |
| Lodging Tax | 1.5% | 750,000 | 450,000 | -40.0% | (300,000) |
| Realty Transfer Tax | 4.7% | 1,600,000 | 1,450,000 | -9.4% | (150,000) |
| Fees for Service | 13.8% | 5,155,315 | 4,263,300 | -17.3% | (892,015) |
| UD Subvention | 1.7% | 525,575 | 525,575 | 0.0% | - |
| SRO - School District | 0.6% | 133,600 | 183,600 | 37.4% | 50,000 |
| Other | 3.4% | 687,220 | 1,053,600 | 53.3% | 366,380 |
| Use of Reserves | 0.0% | 708,752 | - | -100.0% | (708,752) |
| Utility Transfer | 47.2% | 13,038,518 | 14,603,667 | 12.0% | 1,565,149 |
| TOTAL REVENUE | 100.0% | \$ 30,577,980 | \$ 30,934,742 | 1.2% | \$ 356,762 |

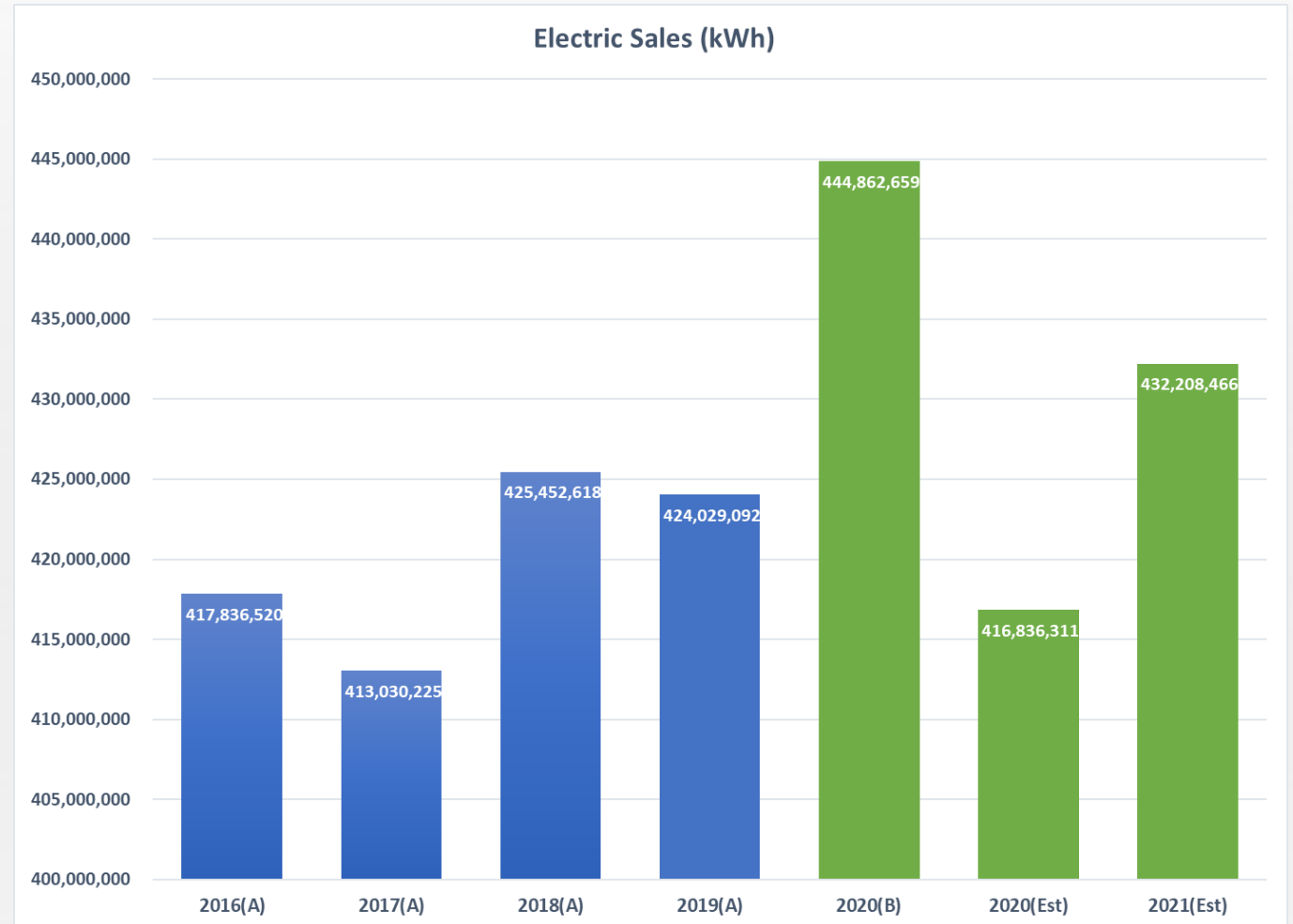
| GENERAL FUND OPERATING EXPENSES | 2021 % OF GENERAL FUND | * as amended | ** as proposed | % FROM 2020 BUDGET | \$ FROM 2020 BUDGET |
|---------------------------------|---------------------------|----------------------|----------------------|-----------------------|------------------------|
| | | 2020 * BUDGET | 2021 ** BUDGET | | |
| Personnel Services | 83.7% | \$ 25,222,035 | \$ 25,774,198 | 2.2% | \$ 552,163 |
| Materials and Supplies | 2.3% | 797,712 | 714,520 | -10.4% | (83,192) |
| Contractual Services | 18.3% | 5,777,264 | 5,647,312 | -2.2% | (129,952) |
| Equipment Depreciation | 2.8% | 1,015,375 | 849,949 | -16.3% | (165,426) |
| Other Expenses | 1.1% | 442,006 | 326,801 | -26.1% | (115,205) |
| Inter-Department Charges | -8.1% | (2,620,702) | (2,505,562) | -4.4% | 115,140 |
| TOTAL OPERATING EXPENSES | 100.0% | \$ 30,633,690 | \$ 30,807,218 | 0.6% | \$ 173,528 |

General Fund Overview – Revenue vs. Expenditures 22

City of Newark 2021 Enterprise Funds

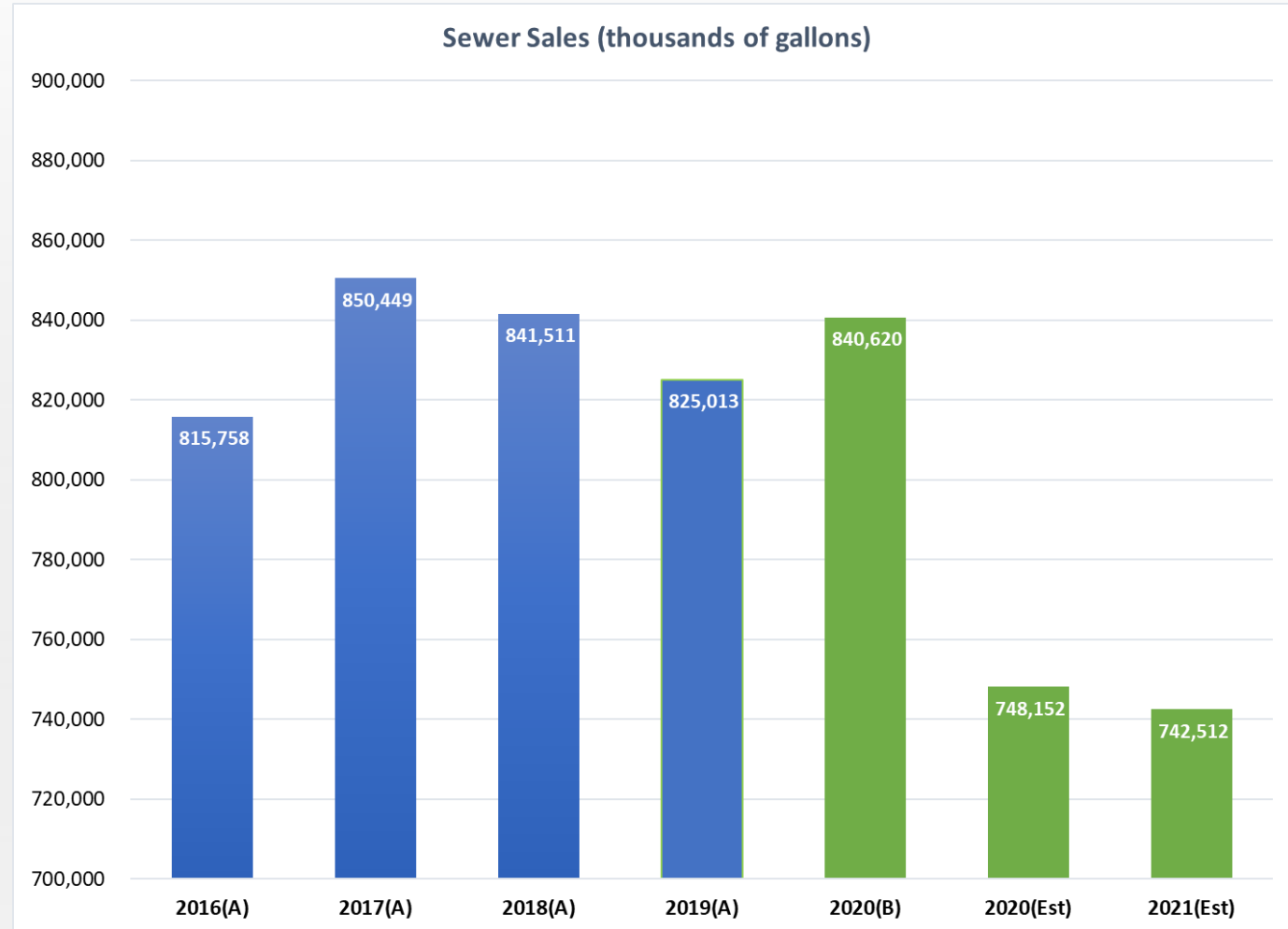
Electric Utility

- Estimated loss in 2020 is \$3.3M (Covid-19)
- Some Electric growth:
 - UD Whitney Complex (9/20)
 - UD Worrilow Hall (9/20)
 - STAR Campus (Chemours & Biopharm/NIMBL)
- Overall sales revenue increase of 1.1%, or \$582K over 2020 budget, projected kwh volume down 2.8%
- Wholesale power cost level for 2021 (tbd)
- RSA 2021 (March)
- Electric rate study was paused
- Est. sales revenue is \$54.1M in 2021
- No rate increase proposed



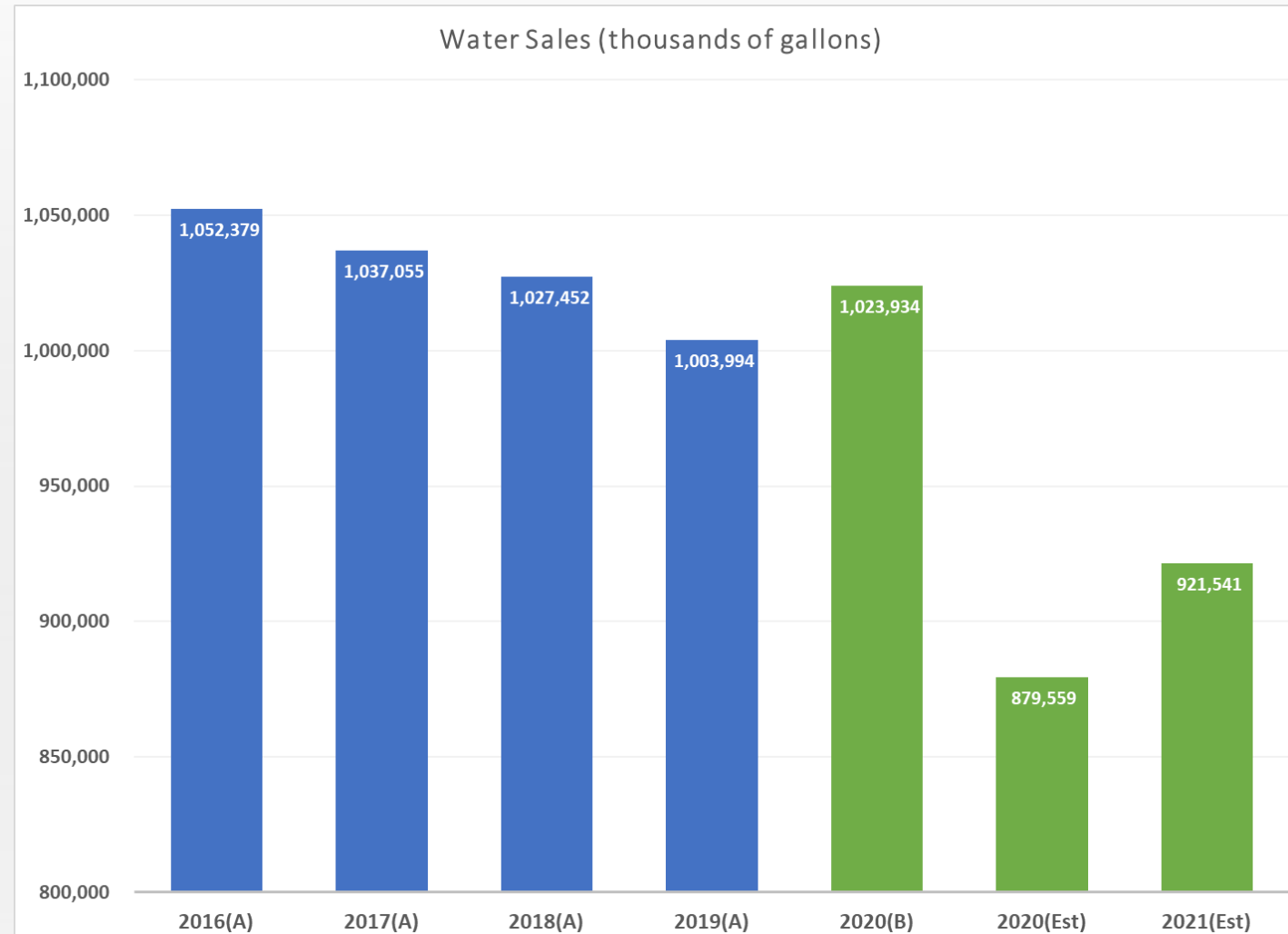
Sewer Utility

- Estimated 2020 revenue loss is \$827K due to Covid-19
- Loss of UD and commercial sales
- New construction at STAR has added sales
- **Staff recommends a customer service charge adjustment in 2021 to cover SRL debt approved during 2018 Referendum**
 - **\$50,000 adjustment – included in the 2021 revenue budget**
- Continued utilization of SRL program for sewer projects, offsets the immediate need to raise fees/rates for long-term infrastructure projects
- Consumption estimated to be down 12%, revenue down 8.8% in 2021



Water Utility

- Water sales had averaged just over 1 billion gallons annually through 2019
- Anticipated loss of water sales = loss of revenue needed to fund City operations (about \$1.3 million in 2020 from sales)
- Small customer growth: 52 new customers in 2020 (10,380)
- Loss of UD and commercial sales due to Covid-19
- Most of STAR is in Suez territory (not a water customer)
- **Staff recommends small customer service charge adjustment in 2021 to cover SRL debt (approved via 2018 Referendum) = \$289,000 included in Revenue**
- Continued to use SRL program for water projects
- Water revenue is down \$665K (-8.8%), volume is down 10% from 2020 Budget



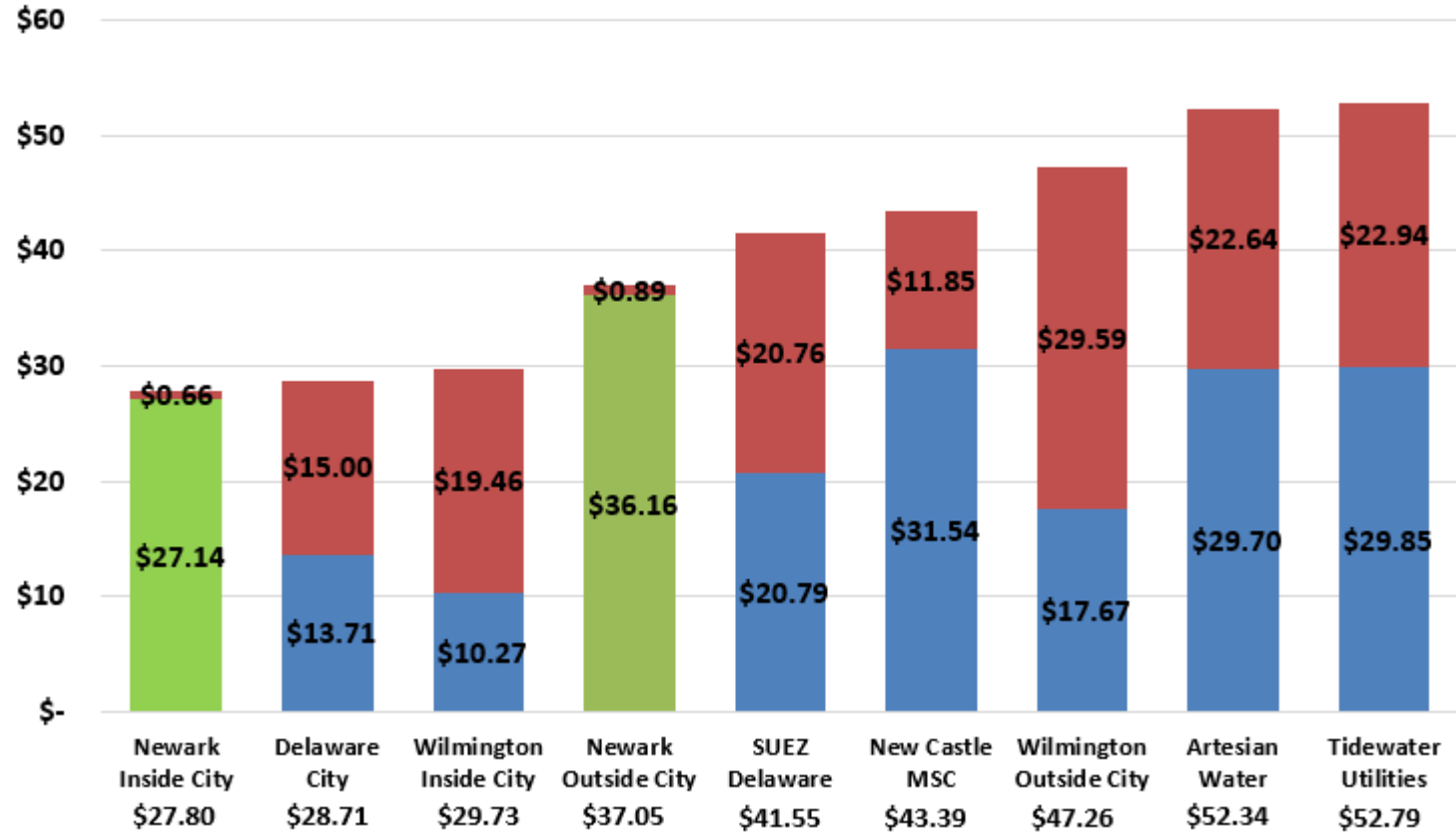
Water Utility Comparisons (Based on 3,667 gallons/month)

| Utility | Customer Charge | Consumption | Average Monthly Water Bill | \$/1000 gal | % Customer Charge |
|-----------------------------------|-----------------|----------------|----------------------------|----------------|-------------------|
| Newark Inside City | \$0.66 | \$27.14 | \$ 27.80 | \$7.58 | 2% |
| Delaware City | \$15.00 | \$13.71 | \$ 28.71 | \$7.83 | 52% |
| Wilmington Inside City | \$19.46 | \$10.27 | \$ 29.73 | \$8.11 | 65% |
| Newark Outside City | \$0.89 | \$36.16 | \$ 37.05 | \$10.10 | 2% |
| SUEZ Delaware | \$20.76 | \$20.79 | \$ 41.55 | \$11.33 | 50% |
| New Castle MSC | \$11.85 | \$31.54 | \$ 43.39 | \$11.83 | 27% |
| Wilmington Outside City | \$29.59 | \$17.67 | \$ 47.26 | \$12.89 | 63% |
| Artesian Water Company | \$22.64 | \$29.70 | \$ 52.34 | \$14.27 | 43% |
| Tidewater Utilities | \$22.94 | \$29.85 | \$ 52.79 | \$14.40 | 43% |
| Average (excluding Newark) | \$17.78 | \$19.19 | \$36.97 | \$10.08 | 43% |

- The September 2020 study by UD's Water Resource Center, listed Newark's water rates as the lowest in the area
- 2020 average monthly residential bill (excluding Newark customers) was \$36.97 per month
- Average rates are 33% higher than the in-City rate
- Staff proposal would increase the in-City bill by \$1.65 and outside-City bill by \$2.23

Water Utility Comparisons (Based on 3,667 gallons/month)

Average Monthly Water Bill (2020) 3,667 Gallons



- Red bars represent fixed portion of bills
- Less than 2% of the average water bill is related to a customer charge for City of Newark customers (\$.66 in-City/\$.89 outside-City)
- Surrounding water utilities' fixed charges range between \$11.85 and \$29.59 per month
- Average customer charge (excluding Newark) is \$17.78, or 43% of the average residential water bill

City of Newark 2021 Capital Budget Recommendation

Goals of the CIP

Projects will seek to advance Newark's vision elements

- Healthy & Active Community
- Sustainable Community
- Inclusive Community

Maintain and enhance the City's physical framework

- Streets and Sidewalks
- Parks and Parking Facilities
- Municipal & Police Facilities
- Utility infrastructure

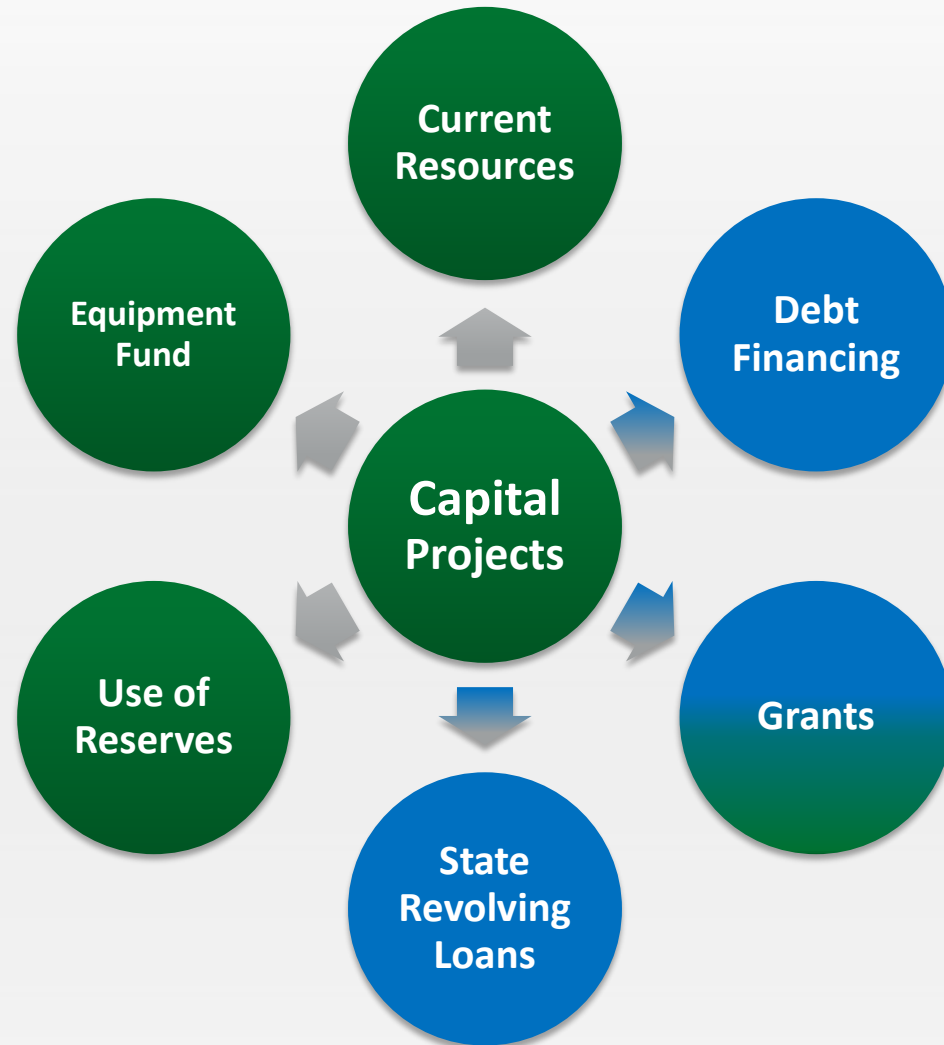
Support the provision of services to the City's residents

- Maintain the City's core services and functions

Ensure the financial strength of the City via prudent investments and decision making

- Conservative use of Capital Reserves
- Revenue requirements must be met
- Cost recovery must be fair and equitable

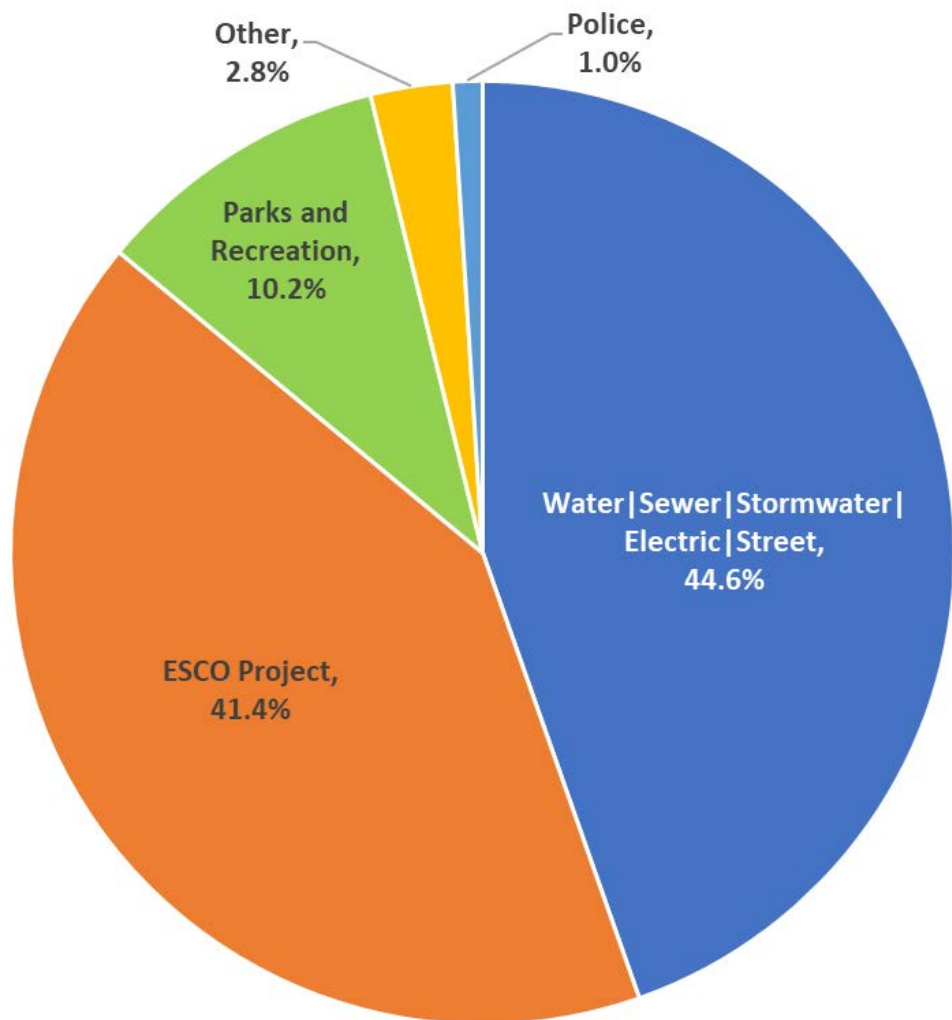
Diversified CIP Funding



2021 CIP Requested/Funding Sources:

| | 2020 | 2021 | | PROPOSED BUDGETS | | | | | TOTAL |
|--|----------------------|-------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| | BUDGET AS AMENDED | RESERVES AND OTHER FUNDING | CURRENT FUNDING | 2021 | 2022 | 2023 | 2024 | 2025 | PROPOSED AMOUNTS |
| ELECTRIC FUND | \$ 1,481,606 | \$ 131,281 | \$ 538,719 | \$ 670,000 | \$ 1,950,000 | \$ 3,288,000 | \$ 16,215,000 | \$ 715,000 | \$ 22,838,000 |
| WATER FUND | 5,033,396 | 4,181,030 | 453,989 | 4,635,019 | 3,994,000 | 1,854,000 | 3,175,000 | 1,535,000 | 15,193,019 |
| SEWER FUND | 1,000,000 | 800,000 | - | 800,000 | 2,050,000 | 1,000,000 | 1,350,000 | 1,000,000 | 6,200,000 |
| STORMWATER FUND | 6,543,406 | 2,151,593 | 44,511 | 2,196,104 | 625,000 | 645,000 | 885,000 | 725,000 | 5,076,104 |
| PUBLIC WORKS DEPARTMENT - GENERAL FUND DIVISIONS | 1,747,448 | 2,128,009 | 100,155 | 2,228,164 | 2,425,680 | 2,892,184 | 3,060,743 | 3,185,743 | 13,792,514 |
| POLICE DEPARTMENT | 605,964 | 125,772 | 107,506 | 233,278 | 346,090 | 687,065 | 684,593 | 153,355 | 2,104,381 |
| PARKS AND RECREATION DEPARTMENT | 2,688,954 | 2,250,788 | 85,000 | 2,335,788 | 639,275 | 926,000 | 1,047,000 | 885,000 | 5,833,063 |
| PARKING FUND | 343,391 | 32,459 | 123,741 | 156,200 | - | - | 40,000 | - | 196,200 |
| INFORMATION TECHNOLOGY DIVISION | 32,500 | 17,700 | 55,000 | 72,700 | 365,000 | - | - | - | 437,700 |
| MAINTENANCE FUND | 1,228,000 | 9,489,295 | 10,000 | 9,499,295 | 165,000 | 295,000 | 730,000 | 55,000 | 10,744,295 |
| OTHER DEPARTMENTS/DIVISIONS | 20,000 | 130,000 | - | 130,000 | 50,000 | 35,000 | 150,000 | - | 365,000 |
| GROSS CAPITAL IMPROVEMENTS | \$ 20,724,665 | \$ 21,437,927 | \$ 1,518,621 | \$ 22,956,548 | \$ 12,610,045 | \$ 11,622,249 | \$ 27,337,336 | \$ 8,254,098 | \$ 82,780,276 |
| PLANNED FINANCING SOURCES | 2020 | 2021 | | 2021 | 2022 | 2023 | 2024 | 2025 | TOTAL |
| GROSS CAPITAL IMPROVEMENTS | \$ 20,724,665 | \$ 21,437,927 | \$ 1,518,621 | \$ 22,956,548 | \$ 12,610,045 | \$ 11,622,249 | \$ 27,337,336 | \$ 8,254,098 | \$ 82,780,276 |
| LESS: USE OF RESERVES | (654,726) | (1,450,168) | - | (1,450,168) | (485,963) | (2,001,532) | (35,927) | - | (3,973,590) |
| VEHICLE & EQUIPMENT REPLACEMENT | (730,778) | (614,497) | - | (614,497) | (1,161,088) | (1,365,550) | (1,530,160) | (1,172,344) | (5,843,639) |
| GRANTS | (2,268,076) | (3,813,409) | - | (3,813,409) | (751,343) | (819,743) | (759,816) | (645,743) | (6,790,054) |
| BOND ISSUES | (767,947) | (646,888) | - | (646,888) | (403,178) | (281,000) | (15,832,000) | (190,000) | (17,353,066) |
| STATE REVOLVING LOANS | (11,360,048) | (6,007,000) | - | (6,007,000) | (4,725,000) | - | - | - | (10,732,000) |
| OTHER FINANCING SOURCES | (1,754,530) | (8,905,965) | - | (8,905,965) | (180,000) | (180,000) | (180,000) | (180,000) | (9,625,965) |
| NET CAPITAL IMPROVEMENTS | \$ 3,188,560 | \$ - | \$ 1,518,621 | \$ 1,518,621 | \$ 4,903,473 | \$ 6,974,424 | \$ 8,999,433 | \$ 6,066,011 | \$ 28,461,962 |

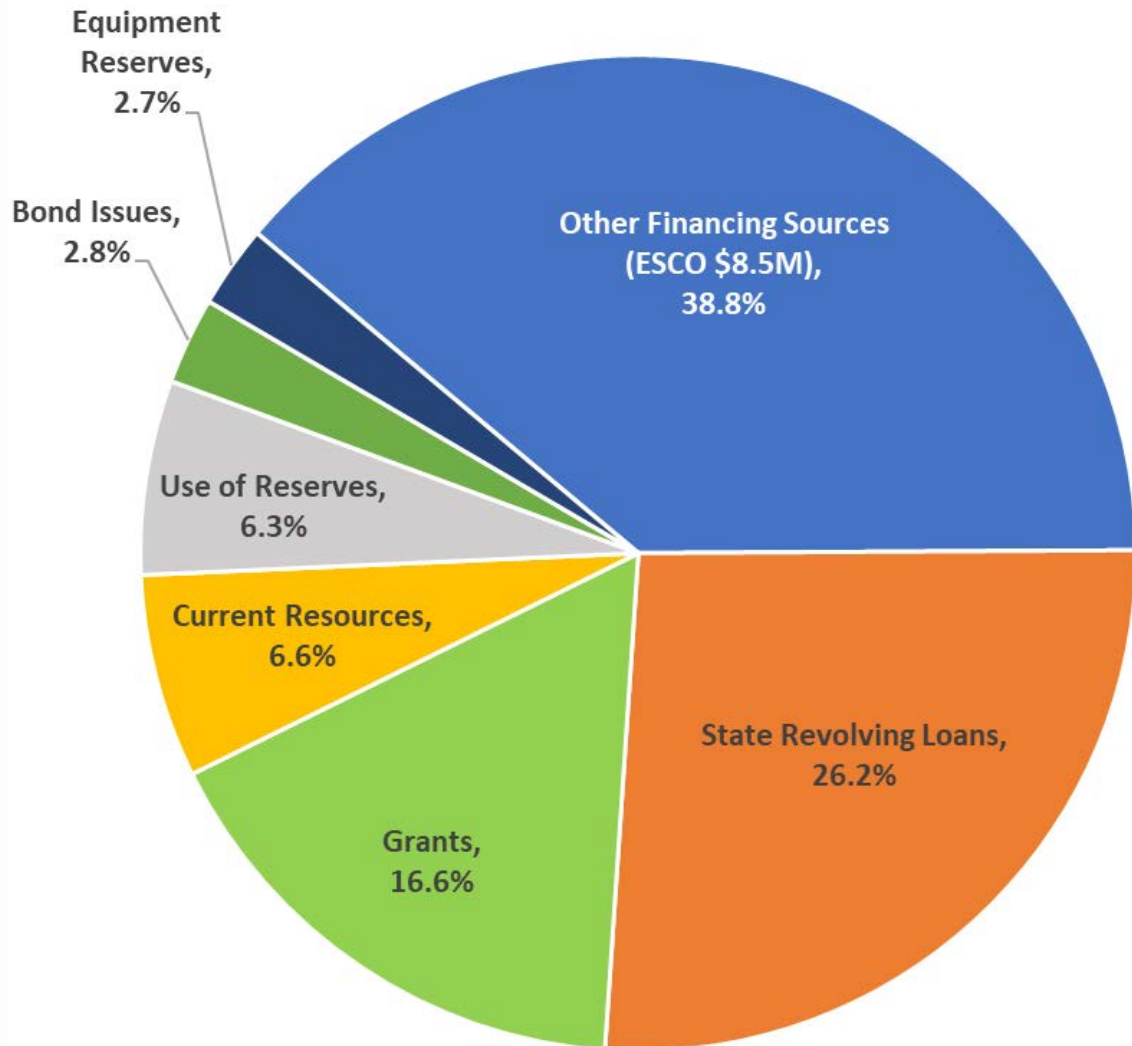
2021 Gross Capital Expenditures by Department



| DEPARTMENT / DIVISION | 2021 BUDGET | % OF 2021 BUDGET |
|-----------------------------|----------------------|------------------|
| Maintenance Fund (ESCO) | \$ 9,499,295 | 41.4% |
| Water | 4,635,019 | 20.2% |
| Parks and Recreation | 2,335,788 | 10.2% |
| Stormwater | 2,196,104 | 9.6% |
| Street Program | 1,942,474 | 8.5% |
| Sewer | 800,000 | 3.5% |
| Electric | 670,000 | 2.9% |
| Refuse | 285,690 | 1.2% |
| Police | 233,278 | 1.0% |
| Parking | 156,200 | 0.7% |
| Other Departments/Divisions | 130,000 | 0.6% |
| Information Technology | 72,700 | 0.3% |
| Grand Total: | \$ 22,956,548 | 100.0% |

| DEPARTMENT / DIVISION | 2021 BUDGET | % OF 2021 BUDGET |
|--|----------------------|------------------|
| Water Sewer Stormwater Electric Street | \$ 10,243,597 | 44.6% |
| ESCO Project | 9,499,295 | 41.4% |
| Parks and Recreation | 2,335,788 | 10.2% |
| Other | 644,590 | 2.8% |
| Police | 233,278 | 1.0% |
| Grand Total: | \$ 22,956,548 | 100.0% |

2021 Funding Sources for CIP



| DEPARTMENT / DIVISION | 2021 BUDGET | % OF 2021 BUDGET |
|---------------------------------------|----------------------|------------------|
| Other Financing Sources (ESCO \$8.5M) | \$ 8,905,965 | 38.8% |
| State Revolving Loans | 6,007,000 | 26.2% |
| Grants | 3,813,409 | 16.6% |
| Current Resources | 1,518,621 | 6.6% |
| Use of Reserves | 1,450,168 | 6.3% |
| Bond Issues | 646,888 | 2.8% |
| Equipment Reserves | 614,497 | 2.7% |
| Grand Total: | \$ 22,956,548 | 100.0% |

| DEPARTMENT / DIVISION | % OF 2020 BUDGET | % OF 2021 BUDGET |
|---------------------------------------|------------------|------------------|
| Other Financing Sources (ESCO \$8.5M) | 8.5% | 38.8% |
| State Revolving Loans | 54.8% | 26.2% |
| Grants | 10.9% | 16.6% |
| Current Resources | 15.4% | 6.6% |
| Use of Reserves | 3.2% | 6.3% |
| Bond Issues | 3.7% | 2.8% |
| Equipment Reserves | 3.5% | 2.7% |
| Grand Total: | 100.0% | 100.0% |

2021-2025 Recommended CIP

FUNDING SUMMARY

| | 2021 | 2022 | 2023 | 2024 | 2025 | Total 5 Year |
|----------------------------|---------------|---------------|---------------|---------------|--------------|---------------|
| New Funding: | \$ 15,543,143 | \$ 11,753,611 | \$ 9,557,077 | \$ 27,337,336 | \$ 8,254,098 | \$ 72,445,265 |
| *Prior Authorized Balance: | \$ 7,413,405 | \$ 856,434 | \$ 2,065,172 | \$ - | \$ - | \$ 10,335,011 |
| 2021-2025 Funding: | \$ 22,956,548 | \$ 12,610,045 | \$ 11,622,249 | \$ 27,337,336 | \$ 8,254,098 | \$ 82,780,276 |

*Prior Authorized Balance includes 2020 carryover funding only.

| | 2020 BUDGET AS AMENDED | -----2021----- | | PROPOSED BUDGETS | | | | | TOTAL PROPOSED AMOUNTS |
|--|------------------------------|-------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|------------------------------|
| | | RESERVES AND OTHER FUNDING | CURRENT FUNDING | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | | | | | | | | | |
| ELECTRIC FUND | \$ 1,481,606 | \$ 131,281 | \$ 538,719 | \$ 670,000 | \$ 1,950,000 | \$ 3,288,000 | \$ 16,215,000 | \$ 715,000 | \$ 22,838,000 |
| WATER FUND | 5,033,396 | 4,181,030 | 453,989 | 4,635,019 | 3,994,000 | 1,854,000 | 3,175,000 | 1,535,000 | 15,193,019 |
| SEWER FUND | 1,000,000 | 800,000 | - | 800,000 | 2,050,000 | 1,000,000 | 1,350,000 | 1,000,000 | 6,200,000 |
| STORMWATER FUND | 6,543,406 | 2,151,593 | 44,511 | 2,196,104 | 625,000 | 645,000 | 885,000 | 725,000 | 5,076,104 |
| PUBLIC WORKS DEPARTMENT - GENERAL FUND DIVISIONS | 1,747,448 | 2,128,009 | 100,155 | 2,228,164 | 2,425,680 | 2,892,184 | 3,060,743 | 3,185,743 | 13,792,514 |
| POLICE DEPARTMENT | 605,964 | 125,772 | 107,506 | 233,278 | 346,090 | 687,065 | 684,593 | 153,355 | 2,104,381 |
| PARKS AND RECREATION DEPARTMENT | 2,688,954 | 2,250,788 | 85,000 | 2,335,788 | 639,275 | 926,000 | 1,047,000 | 885,000 | 5,833,063 |
| PARKING FUND | 343,391 | 32,459 | 123,741 | 156,200 | - | - | 40,000 | - | 196,200 |
| INFORMATION TECHNOLOGY DIVISION | 32,500 | 17,700 | 55,000 | 72,700 | 365,000 | - | - | - | 437,700 |
| MAINTENANCE FUND | 1,228,000 | 9,489,295 | 10,000 | 9,499,295 | 165,000 | 295,000 | 730,000 | 55,000 | 10,744,295 |
| OTHER DEPARTMENTS/DIVISIONS | 20,000 | 130,000 | - | 130,000 | 50,000 | 35,000 | 150,000 | - | 365,000 |
| GROSS CAPITAL IMPROVEMENTS | \$ 20,724,665 | \$ 21,437,927 | \$ 1,518,621 | \$ 22,956,548 | \$ 12,610,045 | \$ 11,622,249 | \$ 27,337,336 | \$ 8,254,098 | \$ 82,780,276 |

2021-2025 Recommended – Financing Sources

| PLANNED FINANCING SOURCES | 2020 | *RESERVES/OTHER | | *CURRENT | | 2021 | 2022 | 2023 | 2024 | 2025 | TOTAL |
|---------------------------------|---------------------|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|------|-------|
| | | -----2021----- | | | | | | | | | |
| GROSS CAPITAL IMPROVEMENTS | \$ 20,724,665 | \$ 21,437,927 | \$ 1,518,621 | \$ 22,956,548 | \$ 12,610,045 | \$ 11,622,249 | \$ 27,337,336 | \$ 8,254,098 | \$ 82,780,276 | | |
| LESS: USE OF RESERVES | (654,726) | (1,450,168) | - | (1,450,168) | (485,963) | (2,001,532) | (35,927) | - | (3,973,590) | | |
| VEHICLE & EQUIPMENT REPLACEMENT | (730,778) | (614,497) | - | (614,497) | (1,161,088) | (1,365,550) | (1,530,160) | (1,172,344) | (5,843,639) | | |
| GRANTS | (2,268,076) | (3,813,409) | - | (3,813,409) | (751,343) | (819,743) | (759,816) | (645,743) | (6,790,054) | | |
| BOND ISSUES | (767,947) | (646,888) | - | (646,888) | (403,178) | (281,000) | (15,832,000) | (190,000) | (17,353,066) | | |
| STATE REVOLVING LOANS | (11,360,048) | (6,007,000) | - | (6,007,000) | (4,725,000) | - | - | - | (10,732,000) | | |
| OTHER FINANCING SOURCES | (1,754,530) | (8,905,965) | - | (8,905,965) | (180,000) | (180,000) | (180,000) | (180,000) | (9,625,965) | | |
| NET CAPITAL IMPROVEMENTS | \$ 3,188,560 | \$ - | \$ 1,518,621 | \$ 1,518,621 | \$ 4,903,473 | \$ 6,974,424 | \$ 8,999,433 | \$ 6,066,011 | \$ 28,461,962 | | |

City utilizes a variety of sources to fund capital projects

- \$3.6M (15.6%) of 2021 CIP will be funded via City funds
- \$38.3M (46.2%) of 5-year CIP will be funded via City funds
- Continued reliance on the State Revolving Loan Program and grant funding

Alternative Revenue Scenarios

Water - Customer Charge Scenarios

| | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|---|-------------------|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| % Fixed through Customer Charge | 1.3% | 4.65% | 14.65% | 24.65% | 29.65% | 47.65% |
| Existing Customer Charge: | \$ 115,000 | \$ 115,000 | \$ 404,000 | \$ 404,000 | \$ 404,000 | \$ 404,000 |
| New Customer Charge: | \$ - | \$ 289,000 | \$ 868,900 | \$ 1,737,800 | \$ 2,172,250 | \$ 3,736,270 |
| Revenue to be recovered by fixed charges: | \$ 115,000 | \$ 404,000 | \$ 1,272,900 | \$ 2,141,800 | \$ 2,576,250 | \$ 4,140,270 |
| Annual Fixed fee for 5/8" equivalent | \$ 7.92 | \$ 27.72 | \$ 87.31 | \$ 146.88 | \$ 176.76 | \$ 283.92 |
| Monthly Fixed fee for 5/8" equivalent | \$ 0.66 | \$ 2.31 | \$ 7.28 | \$ 12.24 | \$ 14.73 | \$ 23.66 |
| Volumetric Rate Reduction: | 0% | 0% | -10.0% | -20.0% | -25.0% | -43.00% |
| In City Rate, first 3.174 gallons | \$ 7.14 | \$ 7.14 | \$ 6.43 | \$ 5.71 | \$ 5.36 | \$ 4.07 |
| In City Rate, after 3,174 gallons | \$ 9.09 | \$ 9.09 | \$ 8.18 | \$ 7.28 | \$ 6.82 | \$ 5.18 |
| Out of City Rate, first 3.174 gallons | \$ 9.48 | \$ 9.48 | \$ 8.53 | \$ 7.59 | \$ 7.11 | \$ 5.40 |
| Out of City Rate, after 3,174 gallons | \$ 12.31 | \$ 12.31 | \$ 11.07 | \$ 9.84 | \$ 9.23 | \$ 7.01 |
| Average Residential User (3667 gallons) | | | | | | |
| Customer Charge | \$ 0.66 | \$ 2.31 | \$ 7.28 | \$ 12.24 | \$ 14.73 | \$ 23.66 |
| Consumption | \$ 27.14 | \$ 27.14 | \$ 24.43 | \$ 21.72 | \$ 20.35 | \$ 15.48 |
| Total Bill | \$ 27.80 | \$ 29.45 | \$ 31.71 | \$ 33.96 | \$ 35.08 | \$ 39.14 |
| Average Residential Impact/Month (3667 gallons) \$: | | \$ 1.65 | \$ 3.91 | \$ 6.16 | \$ 7.28 | \$ 11.34 |
| Average Residential Impact/Month (3667 gallons) %: | | 5.9% | 14.1% | 22.2% | 26.2% | 40.8% |

- Green column represents staff recommendation to recover referendum debt service via customer charge (4.65% of total revenue request)
- During 10/5 hearing Council requested additional, revenue neutral customer charge options which are also shown here
- Customer charge would be between 10% to 43% to established a fixed level of revenue based on other water utilities
- Debt service from 2018 Referendum (\$404,000) is set in the base
- Water volumetric rates would be decreased by 10% to 43%, depending on the proposal accepted

Water – Customer Charge

| | Current | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|-------------------------------|---------------------|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Customer Charge Revenue | \$ 115,000 | \$ 404,000 | \$ 1,272,900 | \$ 2,141,800 | \$ 2,576,250 | \$ 4,140,270 |
| Consumption Revenue | \$ 8,574,000 | \$ 8,285,000 | \$ 7,416,100 | \$ 6,547,200 | \$ 6,112,750 | \$ 4,548,730 |
| Total Budgeted Revenue | \$ 8,689,000 | \$ 8,689,000 | \$ 8,689,000 | \$ 8,689,000 | \$ 8,689,000 | \$ 8,689,000 |
| Revenue Shift | \$ - | \$ - | \$ 868,900 | \$ 1,737,800 | \$ 2,172,250 | \$ 3,736,270 |
| % Consumption Charge | 99% | 95% | 85% | 75% | 70% | 52% |
| % Customer Charge | 1% | 5% | 15% | 25% | 30% | 48% |

- Adjusting the customer charge would stabilize the water fund
- Only 1% of the revenue (\$115,000) is generated through customer charges

Water – Customer Charge Net Impact

MONTHLY BILL

| Gallons | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|----------------|----------|---------------------|-------------------|-------------------|-------------------|-------------------|
| No Consumption | \$ 0.66 | \$ 2.31 | \$ 7.28 | \$ 12.24 | \$ 14.73 | \$ 23.66 |
| 3,174 | \$ 23.32 | \$ 24.97 | \$ 27.67 | \$ 30.37 | \$ 31.72 | \$ 36.58 |
| 3,667 | \$ 27.80 | \$ 29.45 | \$ 31.71 | \$ 33.96 | \$ 35.08 | \$ 39.14 |
| 5,000 | \$ 39.93 | \$ 41.58 | \$ 42.62 | \$ 43.66 | \$ 44.18 | \$ 46.05 |
| 10,000 | \$ 85.40 | \$ 87.05 | \$ 83.54 | \$ 80.03 | \$ 78.28 | \$ 71.97 |

MONTHLY DIFFERENTIAL

| Bill Differential | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|-------------------|------|---------------------|-------------------|-------------------|-------------------|-------------------|
| No Consumption | | \$ 1.65 | \$ 6.62 | \$ 11.58 | \$ 14.07 | \$ 23.00 |
| 3,174 | | \$ 1.65 | \$ 4.35 | \$ 7.05 | \$ 8.40 | \$ 13.26 |
| 3,667 | | \$ 1.65 | \$ 3.91 | \$ 6.16 | \$ 7.28 | \$ 11.34 |
| 5,000 | | \$ 1.65 | \$ 2.69 | \$ 3.73 | \$ 4.25 | \$ 6.12 |
| 10,000 | | \$ 1.65 | \$ (1.86) | \$ (5.37) | \$ (7.12) | \$ (13.43) |

| | | | | | | |
|--------------------------------|-----------|-----------|---------------|---------------|---------------|---------------|
| Volumetric Rate Change: | 0% | 0% | -10.0% | -20.0% | -25.0% | -43.0% |
|--------------------------------|-----------|-----------|---------------|---------------|---------------|---------------|

- The addition of customer charges beyond what is needed to cover the debt service from the 2018 Referendum would be offset by a decrease in the volumetric rates four of the five options
- For example, a \$7.28 customer charge for a residential customer, would be offset by a 10% reduction in their volumetric rate (2021 Proposed 10% scenario)

| In City | | | | | | | | | |
|---------------------------------------|--------------|---------------|-------------------|------------------------|----------------------|----------------------|----------------------|----------------------|--|
| Meter Size | Customers | % of Total | Current | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% | |
| 5/8" | 7,428 | 93.7% | \$ 0.66 | \$ 2.31 | \$ 7.28 | \$ 12.24 | \$ 14.73 | \$ 23.66 | |
| 3/4" | 68 | 0.9% | \$ 0.92 | \$ 3.23 | \$ 10.19 | \$ 17.14 | \$ 20.62 | \$ 33.13 | |
| 1" | 194 | 2.4% | \$ 1.45 | \$ 5.08 | \$ 16.01 | \$ 26.93 | \$ 32.40 | \$ 52.06 | |
| 1 1/2" | 131 | 1.7% | \$ 4.60 | \$ 16.16 | \$ 50.93 | \$ 85.69 | \$ 103.08 | \$ 165.65 | |
| 2" | 74 | 0.9% | \$ 5.92 | \$ 20.78 | \$ 65.48 | \$ 110.18 | \$ 132.53 | \$ 212.98 | |
| 3" | 19 | 0.2% | \$ 14.46 | \$ 50.80 | \$ 160.06 | \$ 269.32 | \$ 323.95 | \$ 520.62 | |
| 4" | 8 | 0.1% | \$ 26.29 | \$ 92.37 | \$ 291.02 | \$ 489.68 | \$ 589.01 | \$ 946.59 | |
| 6" | 6 | 0.1% | \$ 59.16 | \$ 207.82 | \$ 654.80 | \$ 1,101.77 | \$ 1,325.26 | \$ 2,129.82 | |
| 8" | - | 0.0% | \$ 92.02 | \$ 323.28 | \$ 1,018.58 | \$ 1,713.87 | \$ 2,061.52 | \$ 3,313.05 | |
| | 7,928 | 100.0% | \$ 85,274 | \$ 299,571 | \$ 943,871 | \$ 1,588,171 | \$ 1,910,322 | \$ 3,070,062 | |
| Outside City | | | | | | | | | |
| Meter Size | Customers | % of Total | Current | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% | |
| 5/8" | 2,066 | 93.1% | \$ 0.89 | \$ 3.12 | \$ 9.82 | \$ 16.53 | \$ 19.88 | \$ 31.95 | |
| 3/4" | 23 | 1.0% | \$ 1.24 | \$ 4.36 | \$ 13.75 | \$ 23.14 | \$ 27.83 | \$ 44.73 | |
| 1" | 97 | 4.4% | \$ 1.95 | \$ 6.86 | \$ 21.61 | \$ 36.36 | \$ 43.73 | \$ 70.28 | |
| 1 1/2" | 13 | 0.6% | \$ 6.21 | \$ 21.82 | \$ 68.75 | \$ 115.69 | \$ 139.15 | \$ 223.63 | |
| 2" | 13 | 0.6% | \$ 7.99 | \$ 28.06 | \$ 88.40 | \$ 148.74 | \$ 178.91 | \$ 287.53 | |
| 3" | 6 | 0.3% | \$ 19.52 | \$ 68.58 | \$ 216.08 | \$ 363.59 | \$ 437.34 | \$ 702.84 | |
| 4" | - | 0.0% | \$ 35.49 | \$ 124.69 | \$ 392.88 | \$ 661.06 | \$ 795.16 | \$ 1,277.89 | |
| 6" | - | 0.0% | \$ 79.86 | \$ 280.56 | \$ 883.98 | \$ 1,487.40 | \$ 1,789.10 | \$ 2,875.25 | |
| 8" | 1 | 0.0% | \$ 124.23 | \$ 436.43 | \$ 1,375.08 | \$ 2,313.73 | \$ 2,783.05 | \$ 4,472.62 | |
| | 2,219 | 100.0% | \$ 29,726 | \$ 104,429 | \$ 329,029 | \$ 553,629 | \$ 665,928 | \$ 1,070,208 | |
| Total Customer Charge Revenue: | | | \$ 115,000 | \$ 404,000 | \$ 1,272,900 | \$ 2,141,800 | \$ 2,576,250 | \$ 4,140,270 | |
| Volumetric Rate Reduction: | | | 0.0% | 0.0% | -10.0% | -20.0% | -25.0% | -43.0% | |

- This slide reflects the proposed customer charges for every meter size
- 5/8" meters represent 94% of all water accounts, but 70% of the customer charge
- Customer charge proposals of 20% or larger, will also include a volumetric rate reduction

Water – Customer Charge

Sewer - Customer Charge Scenarios

| | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|---|------------------|------------------------|----------------------|----------------------|----------------------|----------------------|
| % Fixed through Customer Charge | 0.5% | 1.2% | 11.2% | 21.2% | 26.2% | 44.2% |
| Existing Customer Charge: | \$ 35,000 | \$ 35,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 |
| New Customer Charge: | \$ - | \$ 50,000 | \$ 685,000 | \$ 1,370,000 | \$ 1,712,500 | \$ 2,945,500 |
| Revenue to be recovered by fixed charges: | \$ 35,000 | \$ 85,000 | \$ 770,000 | \$ 1,455,000 | \$ 1,797,500 | \$ 3,030,500 |
| Annual Fixed fee for 5/8" equivalent | \$ 3.24 | \$ 7.92 | \$ 71.28 | \$ 134.64 | \$ 166.32 | \$ 280.32 |
| Monthly Fixed fee for 5/8" equivalent | \$ 0.27 | \$ 0.66 | \$ 5.94 | \$ 11.22 | \$ 13.86 | \$ 23.36 |
| Volumetric Rate Reduction: | 0% | 0% | -10% | -20% | -25% | -43% |
| Flow | \$ 7.19730 | \$ 7.19730 | \$ 6.47760 | \$ 5.75786 | \$ 5.39800 | \$ 4.10250 |
| BOD | \$ 0.41681 | \$ 0.41681 | \$ 0.41681 | \$ 0.41681 | \$ 0.41681 | \$ 0.41681 |
| SS | \$ 0.56604 | \$ 0.56604 | \$ 0.56604 | \$ 0.56604 | \$ 0.56604 | \$ 0.56604 |
| Volumetric Blended Rate: | | | | | | |
| Flow | \$ 7.20 | \$ 7.20 | \$ 6.48 | \$ 5.76 | \$ 5.40 | \$ 4.10 |
| BOD | \$ 0.52 | \$ 0.52 | \$ 0.52 | \$ 0.52 | \$ 0.52 | \$ 0.52 |
| SS | \$ 0.87 | \$ 0.87 | \$ 0.87 | \$ 0.87 | \$ 0.87 | \$ 0.87 |
| Blended Rate Total | \$ 8.592 | \$ 8.592 | \$ 7.872 | \$ 7.153 | \$ 6.793 | \$ 5.497 |
| Average Residential User (3667 gallons) | | | | | | |
| Consumption | \$ 31.51 | \$ 31.51 | \$ 28.87 | \$ 26.23 | \$ 24.90 | \$ 20.16 |
| Customer Charge | \$ 0.27 | \$ 0.66 | \$ 5.94 | \$ 11.22 | \$ 13.86 | \$ 23.36 |
| Total Bill | \$ 31.78 | \$ 32.17 | \$ 34.81 | \$ 37.45 | \$ 38.76 | \$ 43.52 |
| Average Residential Impact/Month (3667 gallons) \$: | | \$ 0.39 | \$ 3.03 | \$ 5.67 | \$ 6.98 | \$ 11.74 |
| Average Residential Impact/Month (3667 gallons) %: | | 1.2% | 9.5% | 17.8% | 22.0% | 36.9% |

- Green column represents staff recommendation to recover referendum debt service via customer charge
- During 10/5 hearing Council requested additional, revenue neutral customer charge options which are also shown here
- Volumetric rate would decrease by the proportional amount of the customer charge for proposals from 10% to 43% recovery, less debt service from 2018 Referendum (\$85,000)
- Sewer volumetric rates would be decreased by 10% and 43%, depending on the proposal accepted

Sewer - Customer Charge

| | | 2021 | 2021 | 2021 | 2021 | 2021 |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2020 | Proposed | Proposed | Proposed | Proposed | Proposed |
| | | 10/05 | 10% | 20% | 25% | 43% |
| Customer Charge Revenue | \$ 35,000 | \$ 85,000 | \$ 770,000 | \$ 1,455,000 | \$ 1,797,500 | \$ 3,030,500 |
| Consumption Revenue | \$ 6,815,000 | \$ 6,765,000 | \$ 6,080,000 | \$ 5,395,000 | \$ 5,052,500 | \$ 3,819,500 |
| Total Budgeted Revenue | \$ 6,850,000 | \$ 6,850,000 | \$ 6,850,000 | \$ 6,850,000 | \$ 6,850,000 | \$ 6,850,000 |
| Revenue Shift | \$ - | \$ - | \$ 685,000 | \$ 1,370,000 | \$ 1,712,500 | \$ 2,945,500 |
| % Consumption Charge | 99% | 99% | 89% | 79% | 74% | 56% |
| % Customer Charge | 1% | 1% | 11% | 21% | 26% | 44% |

- Adjusting the customer charge would stabilize the sewer fund
- Only 1% of the revenue (\$35,000) is generated through customer charges

Sewer Utility – Customer Charge

| Meter Size | 2020 | 2021 | 2021 | 2021 | 2021 | 2021 |
|------------------------------------|----------|----------------|---------------|---------------|---------------|---------------|
| | | Proposed 10/05 | Proposed 10% | Proposed 20% | Proposed 25% | Proposed 43% |
| 5/8" | \$ 0.27 | \$ 0.66 | \$ 5.94 | \$ 11.22 | \$ 13.86 | \$ 23.36 |
| 3/4" | \$ 0.38 | \$ 0.92 | \$ 8.31 | \$ 15.70 | \$ 19.40 | \$ 32.70 |
| 1" | \$ 0.59 | \$ 1.44 | \$ 13.06 | \$ 24.67 | \$ 30.48 | \$ 51.39 |
| 1 1/2" | \$ 1.89 | \$ 4.59 | \$ 41.55 | \$ 78.51 | \$ 96.99 | \$ 163.52 |
| 2" | \$ 2.43 | \$ 5.90 | \$ 53.42 | \$ 100.94 | \$ 124.70 | \$ 210.24 |
| 3" | \$ 5.94 | \$ 14.41 | \$ 130.58 | \$ 246.74 | \$ 304.82 | \$ 513.91 |
| 4" | \$ 10.79 | \$ 26.21 | \$ 237.41 | \$ 448.62 | \$ 554.22 | \$ 934.39 |
| 6" | \$ 24.28 | \$ 58.97 | \$ 534.18 | \$ 1,009.39 | \$ 1,246.99 | \$ 2,102.37 |
| 8" | \$ 37.77 | \$ 91.73 | \$ 830.94 | \$ 1,570.16 | \$ 1,939.77 | \$ 3,270.36 |
| Sewer Volumetric Reduction: | | 0.0% | -10.0% | -20.0% | -25.0% | -43.0% |

- The addition of customer charges would be offset by a decrease in the volumetric sewer flow rate.
- For example, a \$5.94 customer charge for a residential customer, would be offset by a 10% reduction in their volumetric rate.
- BOD and SS rates for sewer would not be adjusted.

Sewer – Customer Charge Net Impact

MONTHLY BILL

| Gallons | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|--------------------------------|-----------|------------------------|----------------------|----------------------|----------------------|----------------------|
| No Consumption | \$ 0.27 | \$ 0.66 | \$ 5.94 | \$ 11.22 | \$ 13.86 | \$ 23.36 |
| 3,174 | \$ 27.54 | \$ 27.93 | \$ 30.93 | \$ 33.92 | \$ 35.42 | \$ 40.81 |
| 3,667 | \$ 31.78 | \$ 32.17 | \$ 34.81 | \$ 37.45 | \$ 38.77 | \$ 43.52 |
| 5,000 | \$ 43.23 | \$ 43.62 | \$ 45.30 | \$ 46.98 | \$ 47.82 | \$ 50.85 |
| 10,000 | \$ 86.19 | \$ 86.58 | \$ 84.66 | \$ 82.75 | \$ 81.79 | \$ 78.33 |
| Volumetric Rate Change: | 0% | 0% | -10.0% | -20.0% | -25.0% | -43.0% |

MONTHLY DIFFERENTIAL

| Gallons | 2020 | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
|----------------|------|------------------------|----------------------|----------------------|----------------------|----------------------|
| No Consumption | | \$ 0.39 | \$ 5.67 | \$ 10.95 | \$ 13.59 | \$ 23.09 |
| 3,174 | | \$ 0.39 | \$ 3.39 | \$ 6.38 | \$ 7.88 | \$ 13.27 |
| 3,667 | | \$ 0.39 | \$ 3.03 | \$ 5.67 | \$ 6.99 | \$ 11.74 |
| 5,000 | | \$ 0.39 | \$ 2.07 | \$ 3.75 | \$ 4.59 | \$ 7.62 |
| 10,000 | | \$ 0.39 | \$ (1.53) | \$ (3.44) | \$ (4.40) | \$ (7.86) |

Council Action

- Approve 2021 Budget
- Customer Charges for Water and Sewer to be included in forthcoming legislation (all options result in same level of revenue)
 - Table below reflects monthly impact on residential accounts
 - Must select one or equivalent:

| MONTHLY DIFFERENTIAL | | | | | |
|----------------------|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Bill Differential | 2021 Proposed 10/05 | 2021 Proposed 10% | 2021 Proposed 20% | 2021 Proposed 25% | 2021 Proposed 43% |
| Water (5/8") | \$ 1.65 | \$ 3.91 | \$ 6.16 | \$ 7.28 | \$ 11.34 |
| Sewer (5/8") | \$ 0.39 | \$ 3.03 | \$ 5.67 | \$ 6.99 | \$ 11.74 |
| Total | \$ 2.04 | \$ 6.94 | \$ 11.83 | \$ 14.27 | \$ 23.08 |

Conclusion / Questions

