

BUDGET WORKSESSION #2

Fiscal Year 2020/21

May 19, 2020

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Agenda

- **Revenue Impact of Shutdown**
 - *Sales Taxes, Gas Taxes, Tourism Taxes*
- **FY21 Budget Development**
 - *General Fund Structural Balance*
 - *Forecast*
 - *Mid-Year Adjustment*
 - *Reserves*
 - *Fleet Replacement Funding*
 - *5 Points*

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Agenda

- **Environmental Services Department**
 - **Water & Sewer**
 - **Solid Waste**
 - **Rate Presentation**
- **Wellness Program**
 - **Hylant Discussion**

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Impact of Economic Shutdown

- **FY 20 Current Revenues**
- **2 Month Shutdown Period**
- **Reopening Period**
- **\$18M Estimated Impact**

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Sales Tax Revenues

- **Assumptions**
- **Half Cent Sales Tax (\$2.6M)**
- **State Shared Revenues (\$1.1M)**
- **Infrastructure Sales Tax (\$3.8M)**

- **FY21 Projections**

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Gas Tax Revenues

- **Assumptions**
- **Local Option Gas Tax (\$1M)**
- **State Gas Tax (\$0.7M)**

- **FY21 Projections**

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Tourism Revenues

- **Assumptions**
- **Tourism Taxes (\$2.2M)**
- **FY21 Projections**

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FY21 General Fund

- **Ad Valorem Property Taxes**
- **Structural Balance**
 - **\$19M Budget Gap**
 - **Reserve Forecast**

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Fleet Replacement Plan

- **History**
- **5 Year vs 7 Year Plan**
- **Potential Annual Savings \$1.3M**

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5 Points

- **Courthouse Annex**
- **CJC Renovations**
- **Parking Garage**
- **Energy Plant**

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Environmental Services

- Water & Sewer
- Solid Waste

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Water Sewer Utilities

ACCOUNTS	FY20 ADOPTED BUDGET	FY21 BUDGET	FY21 VARIANCE	%
ES UTILITIES				
PERSONNEL SERVICES	10,755,492	11,274,887	519,394	4.8%
OPERATING EXPENDITURES	26,630,206	28,285,201	1,654,995	6.2%
CAPITAL OUTLAY	15,116,209	15,789,701	673,492	4.5%
DEBT SERVICE	17,946,941	15,894,825	(2,052,116)	-11.4%
GRANTS & AIDS	-	10,000	10,000	
INTERFUND TRANSFERS OUT	1,400,000	1,400,000	-	0.0%
ES UTILITIES Total	71,848,848	72,654,614	805,765	1.1%

POSITION REQUESTS

NEW SR CMMS COORDINATOR (PRO-ACTIVE MAINTENANCE)

FTE CHANGE	TOTAL BUDGET IMPACT
1.0	74,327

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Water Sewer Utilities

PROGRAMS	FY20 ADOPTED BUDGET	FY21 BUDGET	FY21 VARIANCE	%
ES UTILITIES				
ES BUSINESS OFFICE	1,924,625	1,895,490	(29,135)	-1.5%
UTILITIES ENGINEERING	40,896,437	38,960,731	(1,935,706)	-4.7%
WASTEWATER OPERATIONS	14,332,524	14,928,273	595,749	4.2%
WATER OPERATIONS	14,695,262	16,870,120	2,174,858	14.8%
ES UTILITIES Total	71,848,848	72,654,614	805,765	1.1%

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Solid Waste

ACCOUNTS	FY20 ADOPTED BUDGET	FY21 BUDGET	FY21 VARIANCE	%
ES SOLID WASTE DEPT				
PERSONNEL SERVICES	4,942,324	5,203,262	260,937	5.3%
OPERATING EXPENDITURES	2,832,740	4,118,600	1,285,860	45.4%
CAPITAL OUTLAY	4,027,675	4,345,526	317,851	7.9%
ES UTILITIES Total	11,802,739	13,667,388	1,864,648	15.8%

POSITION REQUESTS

	FTE CHANGE	TOTAL BUDGET IMPACT
NEW SCALE OPERATOR (INCREASED LANDFILL TRANSACTIONS)	1.0	38,602

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Solid Waste

PROGRAMS	FY20 ADOPTED BUDGET	FY21 BUDGET	FY21 VARIANCE	%
ES SOLID WASTE DEPT				
LANDFILL OPERATIONS	3,212,604	4,335,254	1,122,650	34.9%
COMPLIANCE & PROGRAM MGT	5,922,735	6,605,725	682,991	11.5%
TRANSFER STATION	2,667,401	2,726,408	59,007	2.2%
ES UTILITIES Total	11,802,739	13,667,388	1,864,648	15.8%

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Environmental Services

RATE PRESENTATION

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Seminole County Environmental Services

Revenue Sufficiency Analysis Updates: Water & Wastewater and Solid Waste

May 19, 2020



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BCC Work Session - May 19, 2020



**Study
Overview**



**Water &
Wastewater**



**Solid
Waste**

- **Recommend** options for near-term rate planning
- **Highlight** key planning issues
- **Review** the results of alternative planning scenarios

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1. Study Overview

Stantec Financial Services (previously Burton & Associates)

300+
Combined years
of **experience**

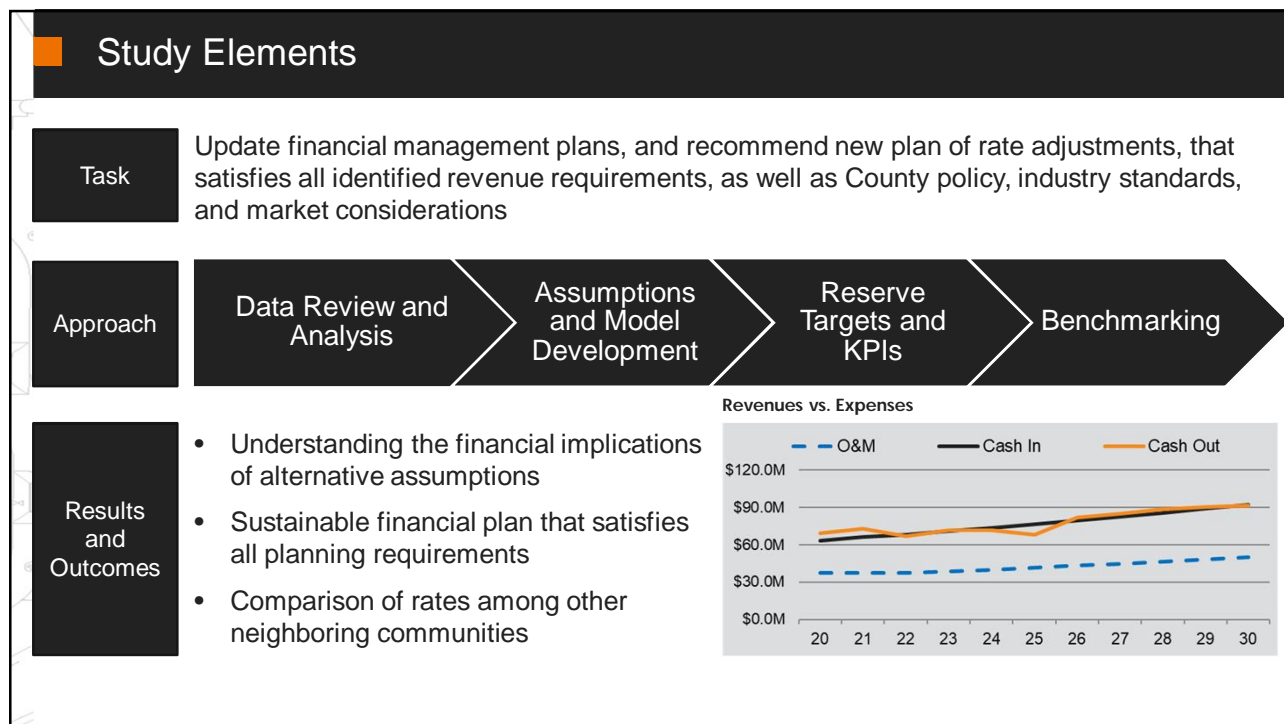
1.5K+
Studies in the last
15 years

40
Specialists in
utility financial
management

>500
Utilities in our
benchmarking
database

>290
Communities we
have served

\$4B+
Debt supported in
past five years



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2. Water & Wastewater Revenue Sufficiency

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Scenarios Evaluated

Baseline Financial Forecast Plan:

- 3.0% annual rate adjustments, beginning FY 2021

Alternative Baseline Scenario 1:

- Baseline, plus COVID-19 assumptions

Alternative Baseline Scenario 2:

- No rate adjustment in FY 2021, Re-evaluate prior to FY 2022
 - Level rate plan
 - 1-Year fix
- No rate adjustment in FY 2021 or FY 2022, Re-evaluate prior to FY 2023

Alternative Capital Planning Impacts:

- Developer Driven Expansion Projects
- Alternative Water Supply
 - AWS Design
 - AWS Prevention/Recovery Strategy



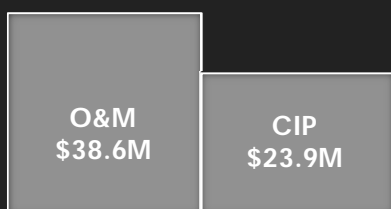
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Analysis Overview

Recommendation: Proceed with 1 year of no rate adjustment, then evaluate again as impacts of COVID-19 are better understood

Key Takeaway: Annual rate adjustments of 3.00% are sufficient to fund all identified system requirements through FY 2030

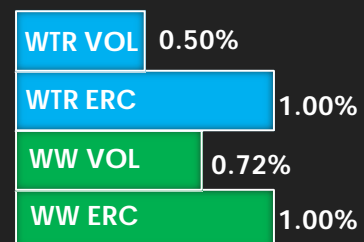
Avg. Annual Spending



Reserves

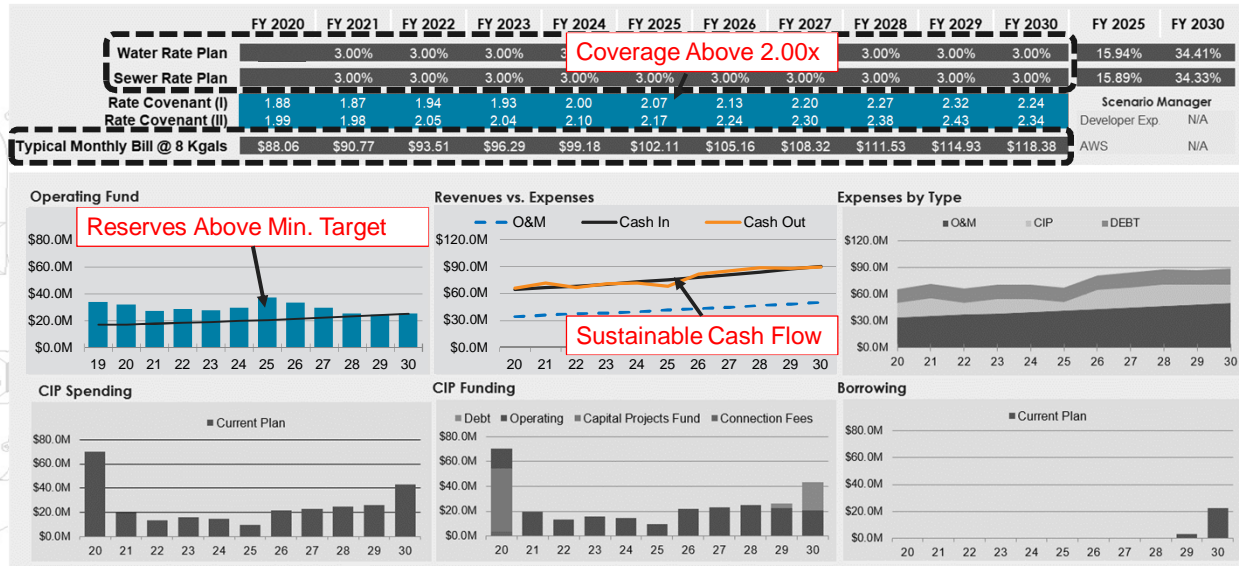


Growth



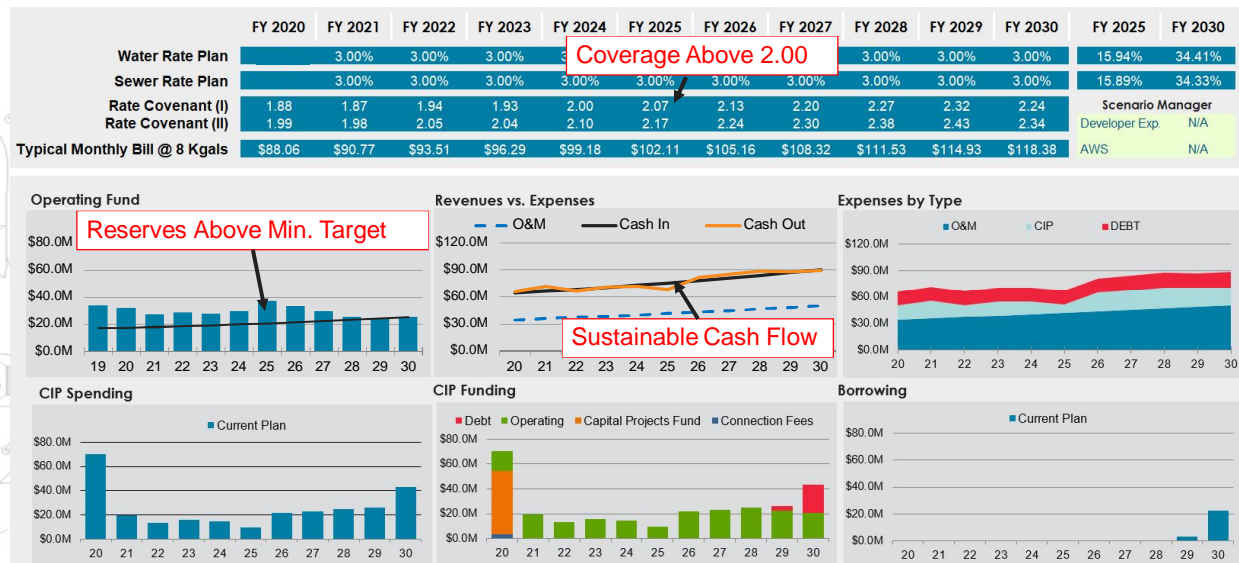
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Baseline Financial Forecast Plan



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Baseline Financial Forecast Plan



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Key Planning Issues

➤ COVID-19 Impacts:

5.0%

Residential
volume increase

50.0%

Commercial
volume decrease

5.0%

Allowance for
Doubtful Accounts

2 Year

Recovery period

Net Revenue Impacts

FY2020 FY2021 **FY2022**

-6.4%

-2.5%

1.5%

➤ 20-Year Capital Improvements Master Plan Update

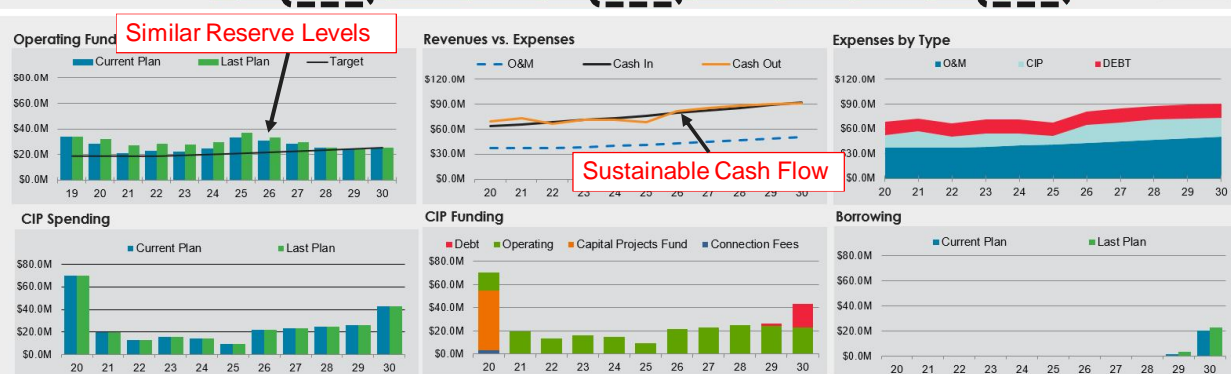
- To be completed in time to inform FY 2023 Budget process
 - Developer Driven Expansion Projects
 - Alternative Water Supply
 - Design Phase
 - Prevention/Recovery Strategy



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Alternative 1: Baseline, plus COVID-19 Assumptions

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Water Rate Plan	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.69%
Last Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	15.94%	34.41%
Sewer Rate Plan	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.63%
Last Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	15.89%	34.33%
Rate Covenant (I)	1.65	1.73	1.95	1.96	2.03	2.12	2.19	2.27	2.36	2.44	2.38	Scenario Manager Developer Exp. N/A	
Last Plan	1.88	1.87	1.94	1.93	2.00	2.07	2.13	2.20	2.27	2.32	2.24		
Rate Covenant (II)	1.76	1.84	2.06	2.06	2.14	2.22	2.30	2.38	2.47	2.55	2.49	AWS N/A	
Last Plan	1.99	1.98	2.05	2.04	2.10	2.17	2.24	2.30	2.38	2.43	2.34		
Typical Monthly Bill @ 8 Kgals	\$88.06	\$90.94	\$93.86	\$96.91	\$99.99	\$103.20	\$106.62	\$110.07	\$113.65	\$117.36	\$121.12	Check	-
Last Plan	\$88.06	\$90.77	\$93.51	\$96.29	\$99.18	\$102.11	\$105.16	\$108.32	\$111.53	\$114.93	\$118.38		

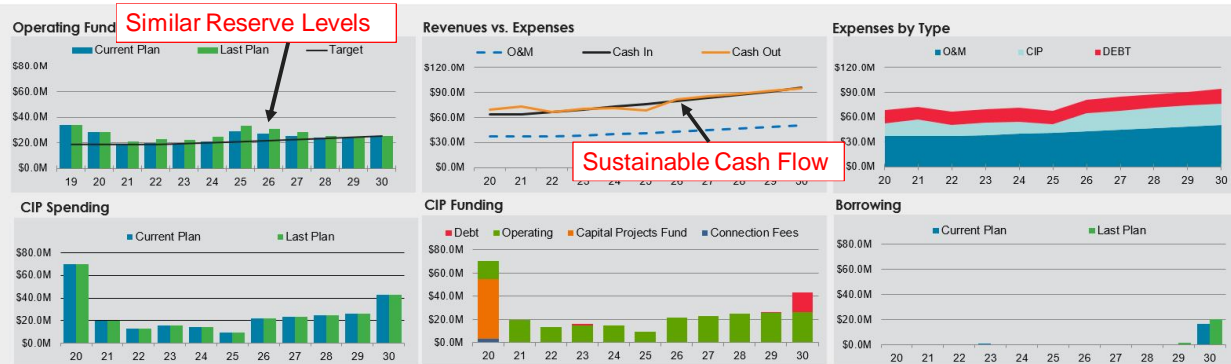


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Alternative 2.A: Re-evaluate Prior to FY 2022, Level Rate Plan

0.75% Increase Coverage > 2.00x

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2025	FY 2030
Water Rate Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.92%	42.24%
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.69%
Sewer Rate Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.99%	42.34%
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.63%
Rate Covenant (I)	1.65	1.62	1.86	1.89	1.99	2.10	2.21	2.33	2.45	2.58	2.59	Scenario Manager Developer Exp. N/A AWS N/A	
Last Plan	1.65	1.73	1.95	1.96	2.03	2.12	2.19	2.27	2.36	2.44	2.38		
Rate Covenant (II)	1.76	1.73	1.97	1.99	2.10	2.21	2.32	2.44	2.56	2.70	2.70		
Last Plan	1.76	1.84	2.06	2.06	2.14	2.22	2.30	2.38	2.47	2.55	2.49		
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$91.62	\$95.32	\$99.08	\$102.98	\$107.11	\$111.40	\$115.83	\$120.42	\$125.24	Check	
Last Plan	\$88.06	\$90.94	\$93.86	\$96.91	\$99.99	\$103.20	\$106.62	\$110.07	\$113.65	\$117.36	\$121.12		

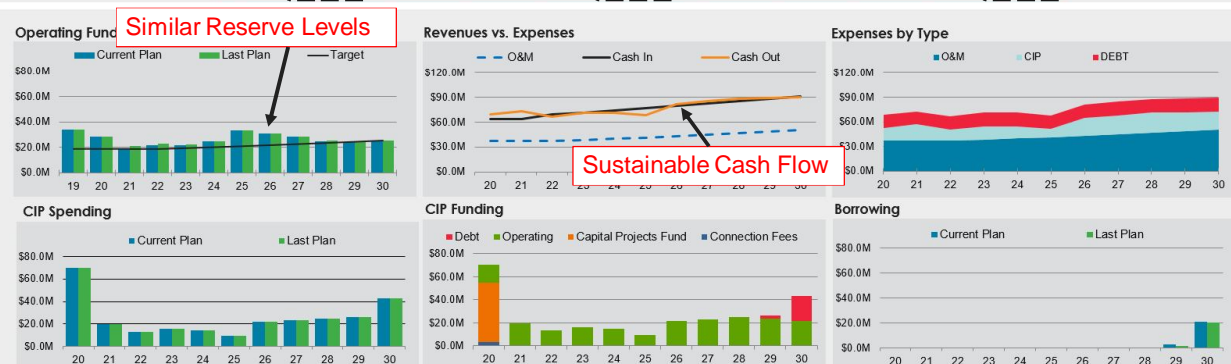


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Alternative 2.B: Re-evaluate Prior to FY 2022, 1-Year Fix

1-Year Fix Coverage > 2.00x

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2025	FY 2030
Water Rate Plan	0.00%	7.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	17.41%	36.08%
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.69%
Sewer Rate Plan	0.00%	7.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	17.43%	36.09%
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	17.34%	37.63%
Rate Covenant (I)	1.65	1.62	2.00	1.99	2.06	2.13	2.20	2.26	2.34	2.39	2.32	Scenario Manager Developer Exp. N/A AWS N/A	
Last Plan	1.65	1.73	1.95	1.96	2.03	2.12	2.19	2.27	2.36	2.44	2.38		
Rate Covenant (II)	1.76	1.73	2.10	2.10	2.16	2.24	2.31	2.37	2.45	2.50	2.43		
Last Plan	1.76	1.84	2.06	2.06	2.14	2.22	2.30	2.38	2.47	2.55	2.49		
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$94.67	\$97.54	\$100.44	\$103.47	\$106.53	\$109.71	\$113.01	\$116.43	\$119.98	Check	
Last Plan	\$88.06	\$90.94	\$93.86	\$96.91	\$99.99	\$103.20	\$106.62	\$110.07	\$113.65	\$117.36	\$121.12		



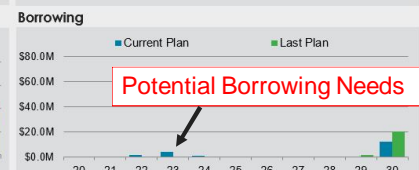
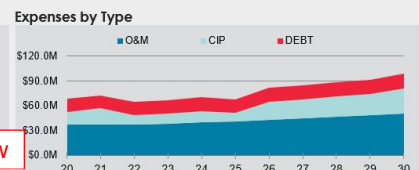
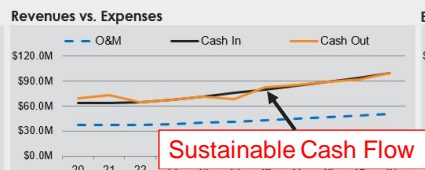
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Alternative 2C: Re-evaluate Prior to FY 2023

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Water Rate Plan													
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	15.80%	47.83%
Sewer Rate Plan													
Last Plan	0.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	15.76%	47.76%
Rate Covenant (I)	1.65	1.62	1.70	1.75	1.87	2.02	2.17	2.32	2.50	2.68	2.78		
Last Plan	1.65	1.73	1.95	1.96	2.03	2.12	2.19	2.27	2.36	2.44	2.38		
Rate Covenant (II)	1.76	1.73	1.81	1.85	1.97	2.12	2.27	2.43	2.61	2.79	2.89		
Last Plan	1.76	1.84	2.06	2.06	2.14	2.22	2.30	2.38	2.47	2.55	2.49		
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$88.06	\$92.48	\$97.06	\$101.98	\$107.09	\$112.38	\$118.02	\$123.94	\$130.15		
Last Plan	\$88.06	\$90.94	\$93.86	\$96.91	\$99.99	\$103.20	\$106.62	\$110.07	\$113.65	\$117.36	\$121.12		

1.75% Increase

Coverage > 2.00x



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Summary of Scenario Results

Baseline Financial Forecast Plan:

- 3.0% annual rate adjustments, beginning FY 2021

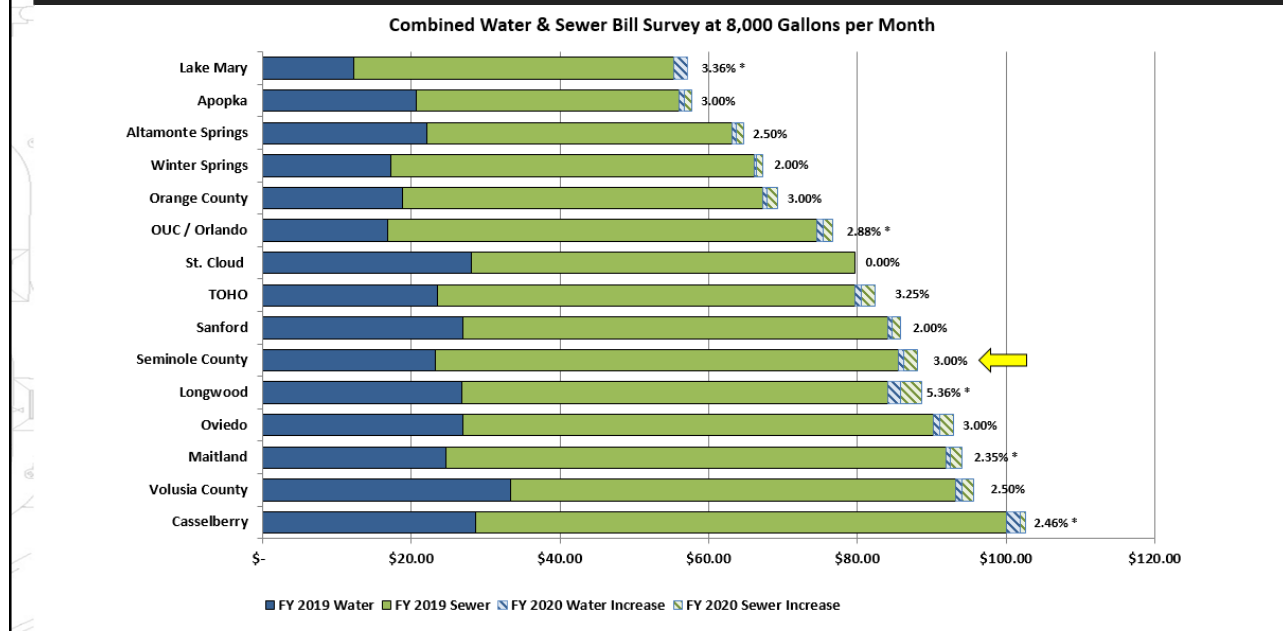
Alternative Scenario Results:

- **COVID-19 Impacts:**
 - 0.25%** Added Increase per year due to COVID-19
 - 0.75%** Added Increase per year with no increase FY21
 - 1.75%** Added Increase per year with no increase FY21/22
- **Developer Driven Expansion Impacts:**
 - 0.50%** Added Increase per year with \$15M spending
 - 0.25%** Added Increase per year with \$6M spending
- **Alternative Water Supply Impacts:**
 - 0.50%** Added Increase per year with \$10M AWS Design
 - 0.50%** Added Increase per year with \$15M AWS Prevention/Recovery



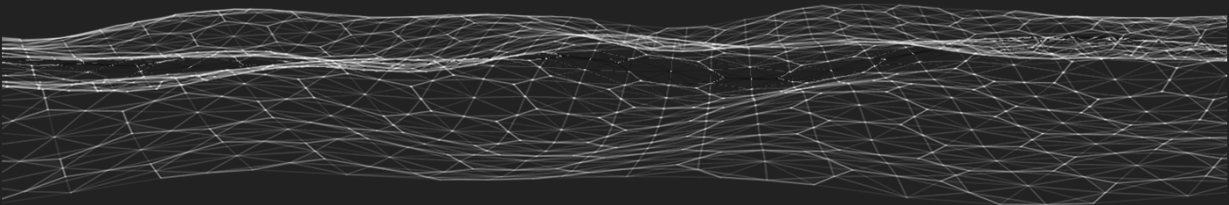
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Benchmarking Survey



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Discussion



Recommended Options for Board Consideration:

- Option 1: Approve two years of up to 3% rate increase, with first year being 3%, Re-evaluate in FY 2022
- Option 2: Approve two years of up to 3% rate increase, with first year being 0%, Re-evaluate in FY 2022
- Option 3: No Board Action, Re-evaluate in FY 2022

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3. Solid Waste Revenue Sufficiency

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Scenarios Evaluated

Baseline Financial Forecast Plan:

- 3.0% annual rate adjustments, beginning FY 2021

Alternative Baseline Scenario 1:

- Baseline, plus COVID-19 assumptions

Alternative Baseline Scenario 2:

- No rate adjustment in FY 2021, Re-evaluate prior to FY 2022
 - Level rate plan
 - 1-Year fix
- No rate adjustment in FY 2021 or FY 2022, Re-evaluate prior to FY 2023

Alternative Capital Planning Impacts:

- Regulatory Compliance Projects

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Analysis Overview

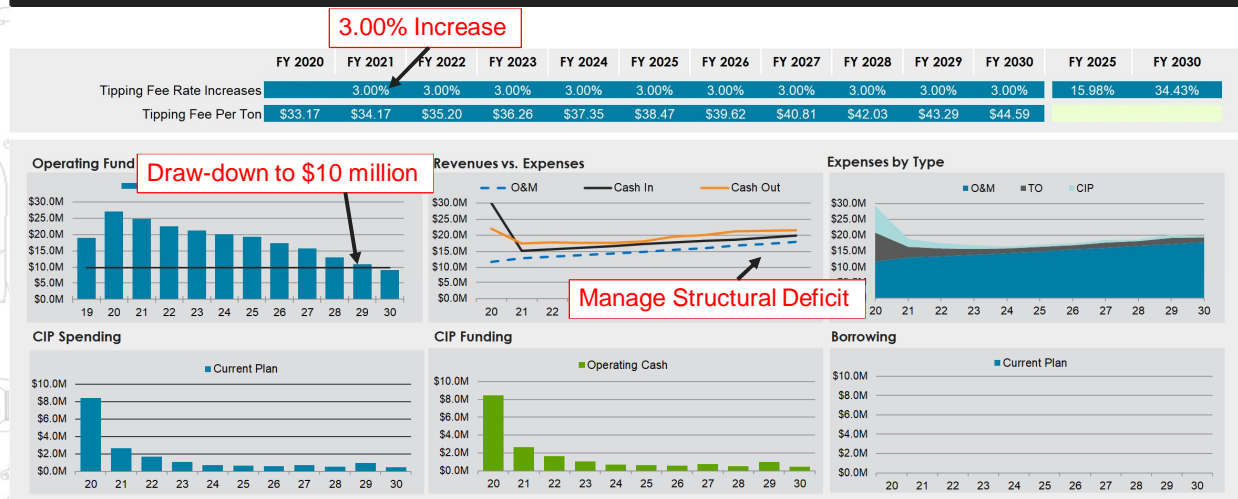
Recommendation: Proceed with 1 year of no rate adjustment, then evaluate again as impacts of COVID-19 are better understood

- Key Takeaways:**
- Ongoing structural cash flow deficit exists
 - Without future rate adjustments, projected Operating Fund reserves are exhausted by FY 2028
 - Minimum reserve policy significantly impacts future level of rate revenue adjustments
 - Historical Planning Target: ~ \$10 million
 - Hurricane Irma Debris Cleanup: ~ \$19 million in FY 2017
 - Lag in timing of FEMA reimbursements
 - **Scenarios herein reflect \$10.0 million Planning Target**



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Baseline Financial Forecast Plan



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Key Planning Issues

➤ COVID-19 Impacts:

10.0%

Residential
volume increase

40.0%

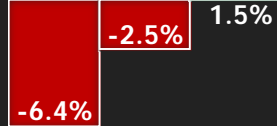
Commercial
volume decrease

2 Year

Recovery
period

Net Revenue Impacts

FY2020 FY2021 FY2022



➤ Fund's First Capital Improvements Master Plan:

- To be completed in time to inform FY 2023 Budget process
 - Landfill Regulatory Compliance projects

➤ Minimum Reserve Policy



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Alternative 1: Baseline, plus COVID-19 Assumptions

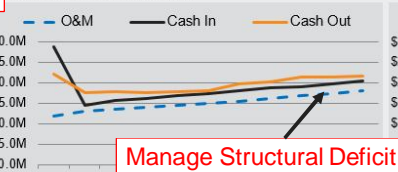
0.50% Increase

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2035	FY 2030
Tipping Fee Rate Increases		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	18.75%	41.06%
Last Plan	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	15.98%	34.43%
Tipping Fee Per Ton	\$33.17	\$34.33	\$35.53	\$36.77	\$38.06	\$39.39	\$40.77	\$42.20	\$43.68	\$45.21	\$46.79		
Last Plan	\$33.17	\$34.17	\$35.20	\$36.26	\$37.35	\$38.47	\$39.62	\$40.81	\$42.03	\$43.29	\$44.59	Check	-

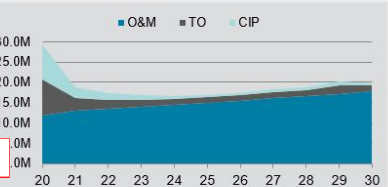
Operating Fund



Revenues vs. Expenses



Expenses by Type



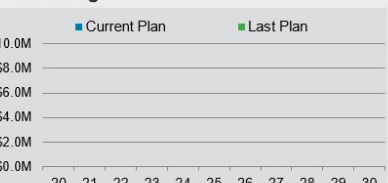
CIP Spending



CIP Funding



Borrowing

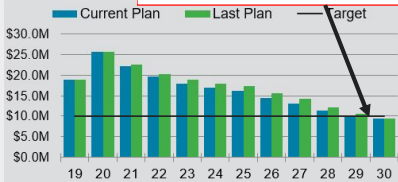


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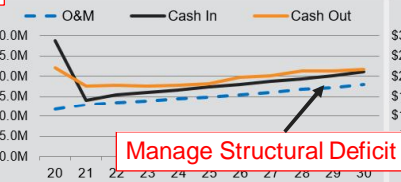
Alternative 2.A: Re-evaluate FY 2022, Level Rate Plan

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2035	FY 2050
Tipping Fee Rate Increases		0.00%	1.25% Increase	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	18.12%	45.49%
Last Plan	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	18.75%	41.06%
Tipping Fee Per Ton	\$33.17	\$33.17	\$34.58	\$36.05	\$37.58	\$39.18	\$40.85	\$42.59	\$44.40	\$46.29	\$48.26		
Last Plan	\$33.17	\$34.33	\$35.53	\$36.77	\$38.06	\$39.39	\$40.77	\$42.20	\$43.68	\$45.21	\$46.79	Check	-

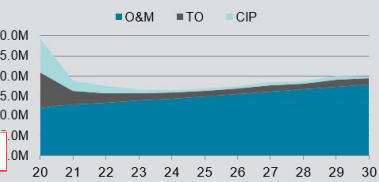
Operating Fund



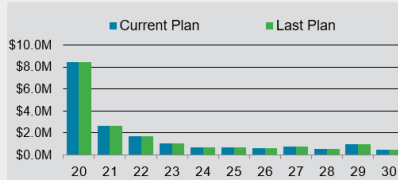
Revenues vs. Expenses



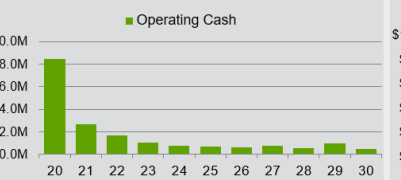
Expenses by Type



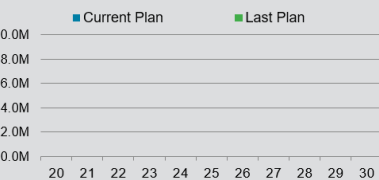
CIP Spending



CIP Funding



Borrowing

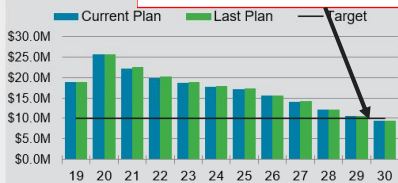


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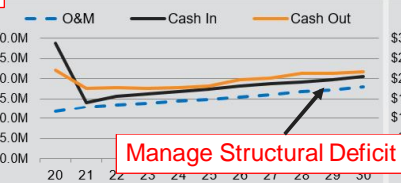
Alternative 2.B: Re-evaluate FY 2022, 1-Year Fix

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2035	FY 2050
Tipping Fee Rate Increases		0.00%	1-Year Fix	7.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	19.20%	41.54%
Last Plan	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	18.75%	41.06%
Tipping Fee Per Ton	\$33.17	\$33.17	\$35.66	\$36.91	\$38.20	\$39.54	\$40.92	\$42.35	\$43.83	\$45.36	\$46.95		
Last Plan	\$33.17	\$34.33	\$35.53	\$36.77	\$38.06	\$39.39	\$40.77	\$42.20	\$43.68	\$45.21	\$46.79	Check	-

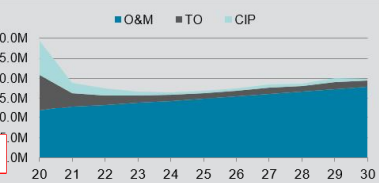
Operating Fund



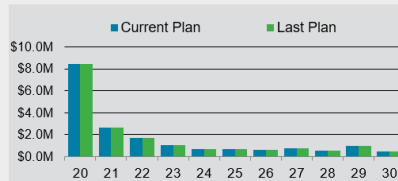
Revenues vs. Expenses



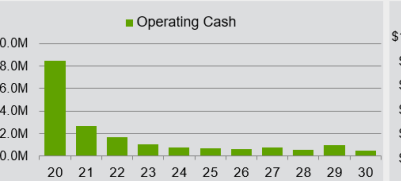
Expenses by Type



CIP Spending



CIP Funding



Borrowing



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Alternative 2C: Re-evaluate FY 2023

2.00% Increase

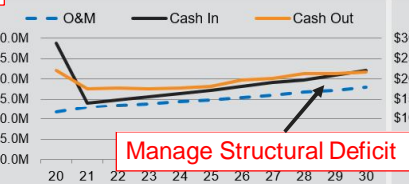
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2025	FY 2030
Tipping Fee Rate Increases		0.00%	0.00%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	17.40%	53.39%
Last Plan	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	18.75%	41.06%
Tipping Fee Per Ton	\$33.17	\$33.17	\$33.17	\$34.99	\$36.91	\$38.94	\$41.08	\$43.34	\$45.72	\$48.23	\$50.88		
Last Plan	\$33.17	\$34.33	\$35.53	\$36.77	\$38.06	\$39.39	\$40.77	\$42.20	\$43.68	\$45.21	\$46.79	Check	-

Operating Fund

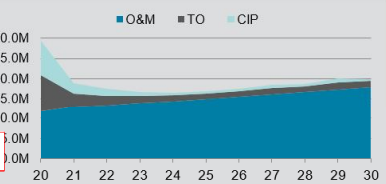
Draw-down to \$10 million



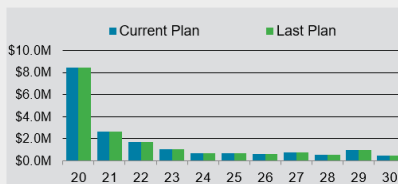
Revenues vs. Expenses



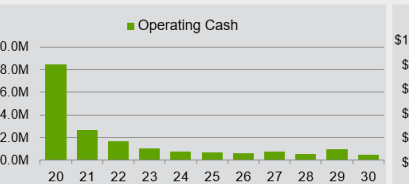
Expenses by Type



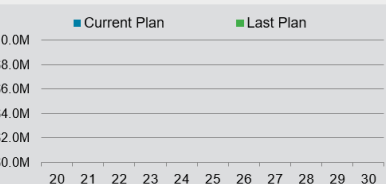
CIP Spending



CIP Funding



Borrowing



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Summary of Scenario Results

Baseline Financial Forecast Plan:

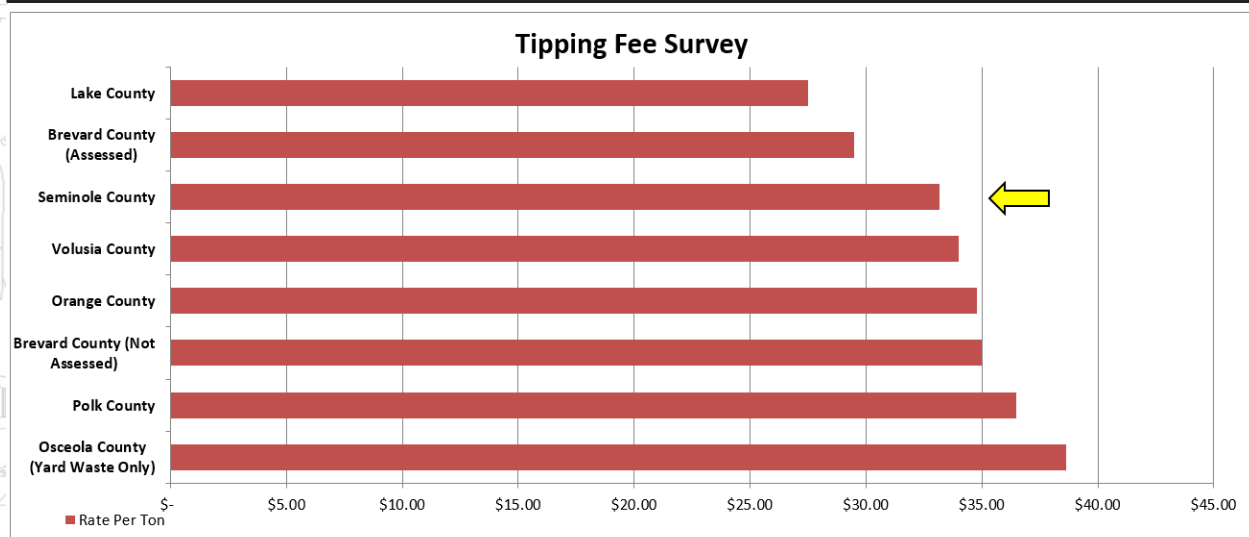
- 3.0% annual rate adjustments, beginning FY 2021

Alternative Scenario Results:

- COVID-19 Impacts:
 - 0.50%**
Added Increase per year due to COVID-19
 - 0.75%**
Added Increase per year with no increase FY21
 - 2.00%**
Added Increase per year with no increase FY21/22
- Regulatory Compliance Project Impacts:
 - 0.75%**
Added Increase per year with \$5M spending
 - 1.75%**
Added Increase per year with \$10M spending
- \$20 Million Reserve Policy Impacts:
 - 1.25%**
Added Increase per year to maintain \$20M Reserves

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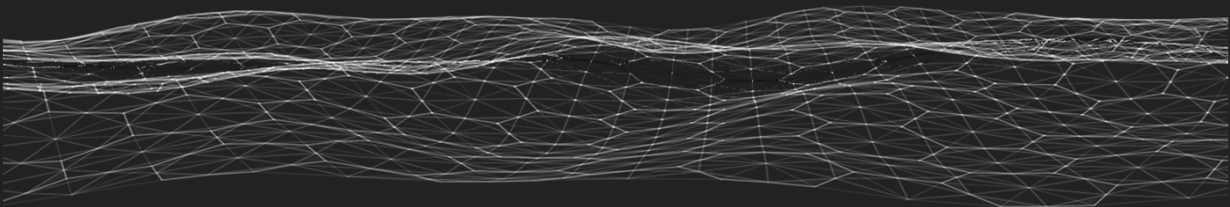
Benchmarking Survey



	Osceola County (Yard Waste Only)	Polk County	Brevard County (Not Assessed)	Orange County	Volusia County	Seminole County	Brevard County (Assessed)	Lake County
Rate Per Ton	\$38.62	\$36.50	\$34.98	\$34.80	\$34.00	\$33.17	\$29.50	\$27.50

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Discussion



Seeking Board Direction:

- Minimum Working Capital Reserve Planning Target?

Recommended Options for Board Consideration:

- Option 1: Approve two years of up to 3% rate increase, with first year being 3%, Re-evaluate in FY 2022
- Option 2: Approve two years of up to 3% rate increase, with first year being 0%, Re-evaluate in FY 2022
- Option 3: No Board Action, Re-evaluate in FY 2022

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Senior Consultant
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Patrick.Luce@Stantec.com

Additional Questions/Discussion

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Wellness Program

Hylant Discussion

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Budget Timeline

☐ *BCC Worksessions*

- ☐ 3/10 – Revenues (#1)
- ☐ 5/19 – Environmental Svcs (#2)
- ☐ 6/02 – Constitutionals (#3)
- ☐ 6/30 – BCC Departments (#4)
- ☐ 8/13 – If Necessary (#5)

- | | |
|---|-------------|
| <input type="checkbox"/> <i>Deliver Worksession Document to BCC</i> | <i>JUN</i> |
| <input type="checkbox"/> <i>TRIM Adoption</i> | <i>7/28</i> |
| <input type="checkbox"/> <i>1st Public Hearing</i> | <i>9/9</i> |
| <input type="checkbox"/> <i>2nd Public Hearing</i> | <i>9/22</i> |

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FY 2020/21 Budget Development

BOARD DISCUSSION

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