



# **SUPPLEMENT TO FIRST BUDGET PUBLIC HEARING ITEM ON THURSDAY, SEPTEMBER 3, 2020 AT 6:00 PM**

**THIS SUPPLEMENT INCOPRPORATES THE CHANGES  
DISCUSSED AT THE BUDGET WORKSHOPS CONDUCTED ON  
AUGUST 13, 2020 AND ON AUGUST, 27, 2020**

- **PROPOSED ORDINANCE 2020-11  
(REVISION 1) *DECREASES OPERATING  
MILLAGE FROM 6.1152 TO 5.6736***
  - **PROPOSED ORDINANCE 2020-12**
  - **PowerPoint Presentation: 2020-2021  
First Budget Hearing**
-

**PROPOSED ORDINANCE 2020-11**  
**(REVISION 1) *DECREASES OPERATING***  
***MILLAGE FROM 6.1152 TO 5.6736***

**PROPOSED ORDINANCE NO. 2020-11      Revision 1**

**ORDINANCE NO.**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE OF 5.6736 OR \$5.6736 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE, WHICH IS 4.96% ABOVE THE ROLLED-BACK RATE OF 5.4056, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2020-2021 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.4273 FOR DEBT SERVICE ON THE GENERAL OBLIGATION BONDS APPROVED BY THE ELECTORATE; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, a tentative budget has been prepared estimating expenses and revenues of the City of Pembroke Pines, Florida, for the ensuing year, with detailed information, including revenues to be derived from sources other than ad valorem levy, and the administrative staff of the City has made recommendations as to the amount necessary to be appropriated for the ensuing year; and

**WHEREAS**, pursuant to Chapter 200, Florida Statutes, a method is prescribed for fixing the millage for the purpose of establishing the basis for the collection of said funds; and

**WHEREAS**, pursuant to the referendum approved by the voters of the City in the March 2005 Special Election authorizing the issuance of General Obligation bonds in an amount not to exceed \$100,000,000, the City will be levying a debt millage equal to 0.4273 towards the payment of principal, interest

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**PROPOSED ORDINANCE NO. 2020-11    Revision 1**

**ORDINANCE NO.**

and other related fees of those bonds issued by the City in 2005, 2007 and 2015; and

**WHEREAS**, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to adopt the City's operating millage at 5.6736;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

**Section 1.** The foregoing "Whereas" clauses are hereby incorporated herein.

**Section 2.** The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

**Section 3.** Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 3rd day of September, 2020, and a second Public Hearing shall be held on the 16th day of September, 2020.

**Section 4.** The City Clerk is directed to prepare and publish the necessary advertisements for the Public Hearings.

**Section 5.** After the conduct of the Public Hearings, and the adherence to all other requirements pursuant to Chapter 200, Florida Statutes, the City's debt service millage shall be 0.4273.

**PROPOSED ORDINANCE NO. 2020-11      Revision 1**

**ORDINANCE NO.**

**Section 6.**    The City's operating millage shall be set at 5.6736, which is greater than the rolled-back rate of 5.4056 mills by 4.96%.

**Section 7.**    The City's aggregate millage is 6.1009, which consists of an operating millage of 5.6736 and a debt service millage of 0.4273.

**Section 8.**    A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

**Section 9.**    If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

**Section 10.**   All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 11.**   This ordinance shall become effective immediately upon its passage and adoption.

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PROPOSED ORDINANCE NO. 2020-11    Revision 1

ORDINANCE NO.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF  
PEMBROKE PINES, FLORIDA, ON FIRST READING THIS \_\_\_\_ DAY OF  
SEPTEMBER 2020. TIME PASSED \_\_\_\_ PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF  
PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS  
\_\_\_\_ DAY OF SEPTEMBER, 2020. TIME ADOPTED \_\_\_\_ PM.

CITY OF PEMBROKE PINES, FLORIDA

By: \_\_\_\_\_

ATTEST:

MAYOR FRANK C. ORTIS

\_\_\_\_\_  
MARLENE GRAHAM, CITY CLERK

ORTIS \_\_\_\_\_

CASTILLO \_\_\_\_\_

APPROVED AS TO FORM:

GOOD \_\_\_\_\_

SCHWARTZ \_\_\_\_\_

\_\_\_\_\_  
OFFICE OF THE CITY ATTORNEY

SIPLE \_\_\_\_\_

## **PROPOSED ORDINANCE 2020-12**

**PROPOSED ORDINANCE NO. 2020-12**

**ORDINANCE NO. \_\_\_\_\_**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2020-2021; AND ADOPTING THE FIVE (5) YEAR CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF PEMBROKE PINES, FLORIDA, IN ACCORDANCE WITH §5.08 OF THE CITY CHARTER; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the 2020-2021 budget estimates for the expenditures of the City's departments, divisions, funds and offices have been prepared by the City Manager and submitted to the City Commission, and

**WHEREAS**, said budget estimates, in conformity with the City Charter requirements, have been filed with the City Clerk and have been open for inspection by the public, and

**WHEREAS**, a public hearing has been held pursuant to notice published in a newspaper circulated in the City wherein all interested persons were given the opportunity to voice their objections to any item listed in the budget estimates.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION  
OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

Section 1. The foregoing "whereas" clauses are hereby ratified and confirmed as being true and correct, and are hereby incorporated herein and made a part hereof.



**PROPOSED ORDINANCE NO. 2020-12**

**ORDINANCE NO. \_\_\_\_\_**

Section 2. The budget estimates, which are on file at the City Clerk's office, and incorporated herein by this reference and expressly made a part hereof, are hereby adopted and shall be in full force and effect for the Fiscal Year of the City of Pembroke Pines, Florida, commencing on October 1, 2020 and terminating on September 30, 2021.

Section 3. The City Commission hereby appropriates in the General Fund and other funds of the City as more particularly set forth in the budget estimates, attached hereto as **Exhibit "A"** and incorporated herein, for the uses, expenditures and fiscal requirements of the several departments, divisions, boards, funds and offices of the City, the sum designated in said budget estimates.

Section 4. The City Commission further approves the summary of budget estimates for Fiscal Year 2020-2021, as further set forth in **Exhibit "A"** and the same are hereby adopted and accepted as the Budget estimates of the City of Pembroke Pines, Florida for the Fiscal Year 2020-2021.

Section 5. Pursuant to §5.08 of the City Charter, the City Commission further approves and adopts the summary five (5) year Capital Improvement Program (CIP) as set forth in **Exhibit "B"**. The estimates for fiscal year 2020-2021 are incorporated in the budget; while the remaining four years, 2021-2022 to 2024-2025, are subject to review and amendment during the preparation of subsequent years' budgets.

Section 6. The provisions of this ordinance shall not be deemed to be a

**PROPOSED ORDINANCE NO. 2020-12**

**ORDINANCE NO. \_\_\_\_\_**

limitation on the powers granted to the City Commission by the City Charter, which relates to the fiscal management of the City's funds.

Section 7. From time to time, the City Commission may transfer funds from one fund, account or department to another as the necessity for the same may occur. Furthermore, City administration may authorize budget amendments if the total appropriations of the fund is not changed. Pursuant to Chapter 166, Florida Statutes, changes to the total appropriation of any fund requires City Commission approval, and such changes are formalized by an amending ordinance adopted within 60 days of the end of the fiscal year.

Section 8. All ordinances or parts of ordinances and resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 9. If any clause, section, or other part or application of this ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. This Ordinance shall become effective immediately upon its passage and adoption.

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PROPOSED ORDINANCE NO. 2020-12

ORDINANCE NO. \_\_\_\_\_

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF  
PEMBROKE PINES, FLORIDA, ON FIRST READING THIS \_\_\_\_\_ DAY OF  
\_\_\_\_\_, 2020. TIME PASSED \_\_\_\_\_ PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF  
PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS \_\_\_\_\_  
DAY OF \_\_\_\_\_, 2020. TIME ADOPTED \_\_\_\_\_ PM.

ATTEST:

CITY OF PEMBROKE PINES, FLORIDA

By:

\_\_\_\_\_  
FRANK C. ORTIS, MAYOR

\_\_\_\_\_  
MARLENE D. GRAHAM, CITY CLERK

ORTIS \_\_\_\_\_

CASTILLO \_\_\_\_\_

APPROVED AS TO FORM:

GOOD \_\_\_\_\_

SCHWARTZ \_\_\_\_\_

\_\_\_\_\_  
OFFICE OF THE CITY ATTORNEY

SIPLE \_\_\_\_\_

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**Exhibit A**  
**Summary of Budget Estimates**  
**Proposed Ordinance NO. 2020-12**

Revision 1

		2020-21				
Fund #	Fund Description	Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources
1	General Fund	\$ 206,514,083			\$ 5,924,000	\$ 212,438,083
51	Wetlands Trust Fund	9,000			7,500	16,500
100	Road & Bridge Fund	5,814,581			2,416,392	8,230,973
120	State Housing Initiative Program	13,000			(13,000)	-
121	HUD Grants CDBG/HOME	1,180,129			-	1,180,129
122	Law Enforcement Grant	22,167			-	22,167
128	Community Bus Program @	1,015,866			-	1,015,866
131	Treasury - Confiscated	8,000			69,852	77,852
132	Justice - Confiscated	7,000			3,387	10,387
133	\$2 Police Education	28,419			-	28,419
134	FDLE - Confiscated	20,000			22,178	42,178
199	Older Americans Act @	1,337,545			-	1,337,545
201	Debt Service	25,670,630			(260,765)	25,409,865
320	Municipal Construction	184,000			(184,000)	-
471	Utility Fund	63,920,068	-	3,540,000	1,183,756	68,643,824
504	Public Insurance Fund	30,088,736			(100,000)	29,988,736
655	General Pension Trust Fund	13,660,815			(1,583,815)	12,077,000
656	Fire & Police Pension Trust Fund	64,499,118			(22,099,118)	42,400,000
657	Other Post Employment Benefits	16,264,600			1,624,400	17,889,000
<b>Total All Funds</b>		<b>\$ 430,257,757</b>	<b>\$ -</b>	<b>\$ 3,540,000</b>	<b>\$ (12,989,233)</b>	<b>\$ 420,808,524</b>

@ Balanced through transfers from a different fund.

\* Funding of future benefit payments.

**Exhibit B**  
**Proposed Ordinance No. 2020-12**  
**Ordinance No.**

**Revision 1**

**5-Year Capital Improvement Program**  
Summary by Fund  
In Present Value as Provided by Department Directors

<u>Fund Type</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>Total</u>
GENERAL FUND	\$ 8,190,666	\$ 12,393,100	\$ 9,913,000	\$ 8,066,000	\$ 8,141,000	\$ 46,703,766
ROAD & BRIDGE FUND	2,858,000	2,053,000	2,053,000	2,053,000	2,053,000	11,070,000
UTILITY FUND	10,345,279	27,764,951	21,704,600	16,396,000	18,003,000	94,213,830
 TOTAL - ALL FUNDS	 \$ 21,393,945	 \$ 42,211,051	 \$ 33,670,600	 \$ 26,515,000	 \$ 28,197,000	 \$ 151,987,596

Note: Details of the 5-Year Capital Program can be found in the budget book.

# **PowerPoint Presentation**

**2020-2021**

**First Budget Hearing**



# 2020-21 First Budget Hearing

Presented by: Charles F. Dodge

September 3, 2020

# All Funds 2020-21 Proposed Budget

Fund	Revenues	Expenditures	Surplus (Deficit)
1 General Fund	\$ 212,438,083	\$ 212,438,083	-
100 Road & Bridge Fund	8,230,973	8,230,973	-
121 HUD Grants CDBG/HOME	1,180,129	1,180,129	-
122 Law Enforcement Grant	22,167	22,167	-
128 Community Bus Program	1,015,866	1,015,866	-
131 Treasury - Confiscated	77,852	77,852	-
132 Justice - Confiscated	10,387	10,387	-
133 \$2 Police Education	28,419	28,419	-
134 FDLE - Confiscated	42,178	42,178	-
199 Older Americans Act	1,337,545	1,337,545	-
201 Debt Service	25,409,865	25,409,865	-
471 Utility Fund	68,643,824	68,643,824	-
504 Public Insurance Fund	29,988,736	29,988,736	-
51 Wetlands Trust Fund	16,500	16,500	-
655 General Pension Trust Fund	12,077,000	12,077,000	-
656 Fire & Police Pension Trust Fund	42,400,000	42,400,000	-
657 Other Post Employment Benefits	17,889,000	17,889,000	-
<b>Total</b>	<b>\$ 420,808,524</b>	<b>\$ 420,808,524</b>	<b>\$ -</b>

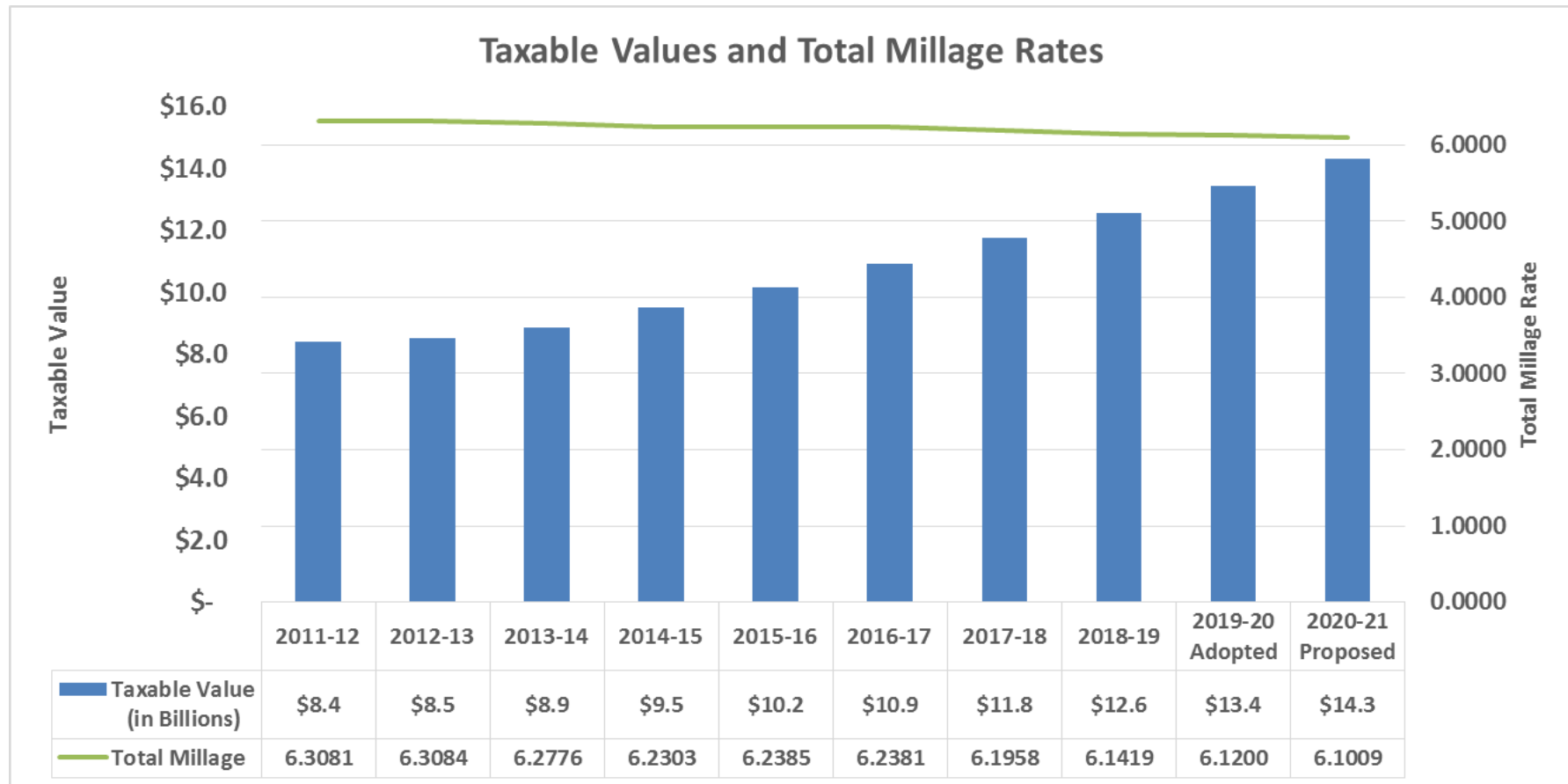


# General Fund Highlights

## Property Tax

- The proposed operating millage rate is 5.6736, which is the same as the 2019-20 rate.
- The proposed aggregate millage rate of 6.1009 is the lowest in 11 years.
- Total taxable value increased by 6.5% to \$14.3 billion.
- Approximately 2,500 or 4.5% of residential properties have zero taxable value and will not pay any property taxes.

# General Fund Highlights



# General Fund Highlights

MAINTAIN CURRENT OPERATING MILLAGE RATE			
	ADOPTED RATE	PROPOSED RATE	
	FY2019-20	FY2020-21	Change
Operating Millage	5.6736	5.6736	-
Debt Service Millage	0.4464	0.4273	(0.0191)
Total Millage	6.1200	6.1009	(0.0191)

# General Fund Highlights

	<b><u>Fire Assessment</u></b>		
	<u>2019-20</u>	<u>2020-21</u>	
	<u>Adopted</u>	<u>Revised</u>	<u>Change</u>
<b>Rate Per Unit</b>			
Residential	\$282.38	\$312.32	\$29.94
<b>Rate Per Square Foot</b>			
Commercial	\$0.4811	\$0.5231	\$0.0420
Industrial/Warehouse	\$0.1044	\$0.1073	\$0.0029
Institutional	\$0.4691	\$0.4994	\$0.0303
<b>Fire Assessment Revenue</b>	<b>\$23,497,744</b>	<b>\$26,079,510</b>	<b>\$2,581,766</b>

# General Fund Highlights

The General Fund Budget for 2020-21 is \$212.4 million and includes 16 new full-time positions:

- 3 Rescue Lieutenants
- 1 Police Captain
- 1 Division Major
- 4 Police Officers
- 1 Sergeant
- 3 Police Support Specialist 1
- 3 Police Service Aide 1



# General Fund Highlights

Grants to Other Entities	
Agency	2020-21 Proposed Budget
Grant - Area Agency On Aging*	\$ 106,913
Grant - Women In Distress	15,000
Grant - Learning for Success-KAPOW	12,000
Grant - Here's Help	5,000
Grant - American Cancer Society	10,000
Grant - Early Learning Coalition	35,000
Grant - American Diabetes Association	5,000
	<u>\$ 188,913</u>

\* Required local match for Federal Older Americans Act and State Community Care for the Elderly Appropriations, which is estimated at \$700K.

# Road & Bridge Fund Highlights

- The Road & Bridge 2020-21 proposed budget is \$8.2 million, which is \$0.4 million, or 4.7% above the 2019-20 Adopted Budget of \$7.9 million.
- The growth is mainly attributable to the increase in appropriations for repairs and maintenance to roads and drains.
- The budget is balanced with \$2.4 million of fund balance. Fund balance is restricted to transportation and road network expenses.



# Utility Fund Highlights

- The Utility Fund 2020-21 proposed budget is \$68.6 million, which is \$2.5 million or 3.5% below the 2019-20 Adopted Budget.
- The decrease is mainly attributable to the decline in appropriations for capital items.
- The capital budget of \$10.3 million consists mainly of:
  - \$3.7 million for the Advanced Metering Infrastructure (AMI) Program. In this phase, all meters that are 20-years old or older will be replaced with AMR meters which are AMI ready;
  - \$3.1 million for replacement of the raw water supply line between the eastern wellfield and the WTP;
  - \$2.0 million for sanitary sewer pipe rehabilitation; and
  - \$1.5 million mainly for replacement of the east generator at WWTP, old lift station reconfigurations, refurbishment of WWTP bar-screens, and Hollywood force main rehabilitation design.
- The budget for water and sewer charges includes the minimum 3.0% adjustment stipulated in the City's Code of Ordinance.



# Utility Fund Highlights

## 10-Year Capital Plan

						TOTALS
TOTALS (Div. 6021; 6022; 6031; 6032)	FY 2020-21	FY 2021-22	FY2022-23	FY 2023-24	FY 2024-25	FY2021-2025
Div. 6010 - Utilities Admin Services	\$0	\$1,438,082	\$1,200,000	\$0	\$0	\$2,638,082
Div. 6021 - Sewer Collection Budget Total	\$2,656,840	\$7,721,600	\$6,116,600	\$4,298,000	\$5,723,000	\$26,516,040
Div. 6022 - Sewer Treatment Plant Budget Total	\$828,000	\$6,157,187	\$3,418,000	\$3,164,000	\$2,563,000	\$16,130,187
Div. 6031 - Water Plants Budget Total	\$3,210,439	\$4,189,082	\$3,167,000	\$2,671,000	\$2,123,000	\$15,360,521
Div. 6032 - Water Distribution Budget Total	\$3,650,000	\$8,259,000	\$7,803,000	\$6,263,000	\$7,594,000	\$33,569,000
TOTAL	\$10,345,279	\$27,764,951	\$21,704,600	\$16,396,000	\$18,003,000	\$94,213,830
						TOTALS
TOTALS (Div. 6021; 6022; 6031; 6032)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY2026-2030
Div. 6010 - Utilities Admin Services	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Div. 6021 - Sewer Collection Budget Total	\$3,912,000	\$4,085,000	\$4,233,000	\$4,502,000	\$6,523,000	\$23,255,000
Div. 6022 - Sewer Treatment Plant Budget Total	\$517,000	\$2,092,000	\$2,154,000	\$3,227,000	\$5,370,000	\$13,360,000
Div. 6031 - Water Plants Budget Total	\$1,922,000	\$4,493,000	\$2,004,000	\$1,284,000	\$2,234,000	\$11,937,000
Div. 6032 - Water Distribution Budget Total	\$6,842,000	\$6,622,000	\$9,934,000	\$5,742,000	\$6,132,000	\$35,272,000
TOTAL	\$13,200,000	\$17,292,000	\$18,325,000	\$14,755,000	\$20,259,000	\$83,831,000

# Utility Consultant - Stantec

At the August 21, 2019 Budget Workshop, Stantec Consulting Services presented a “Utility Revenue Sufficiency Analysis” and their **Conclusions/Recommendations** stated:



- Existing rates/revenues do not meet projected long-term financial obligations
- Current rates show favorable bills for the typical residential customer compared to neighboring systems
- Recommendations:
  - Consider annual rate indexing plan of 3.75% beg. in FY 2021
  - Multi-year approved rate plan or annual indexing demonstrates focus on long-term planning & best management practices to stakeholders
  - Annually evaluate & adjust rate plan as necessary for changes in capital spending, growth, etc...

# Financial Advisor – Ford & Associates

- At the Visioning Workshop held on 5/2/2018; the City's Financial Advisor – Jon Ford from Ford & Associates described the impact of reversing rate increases; and the potential impact of not meeting coverage requirements on the Communication Service Tax (CST) bonds, that **utilize the Water Public Service Tax revenues as a pledge.**

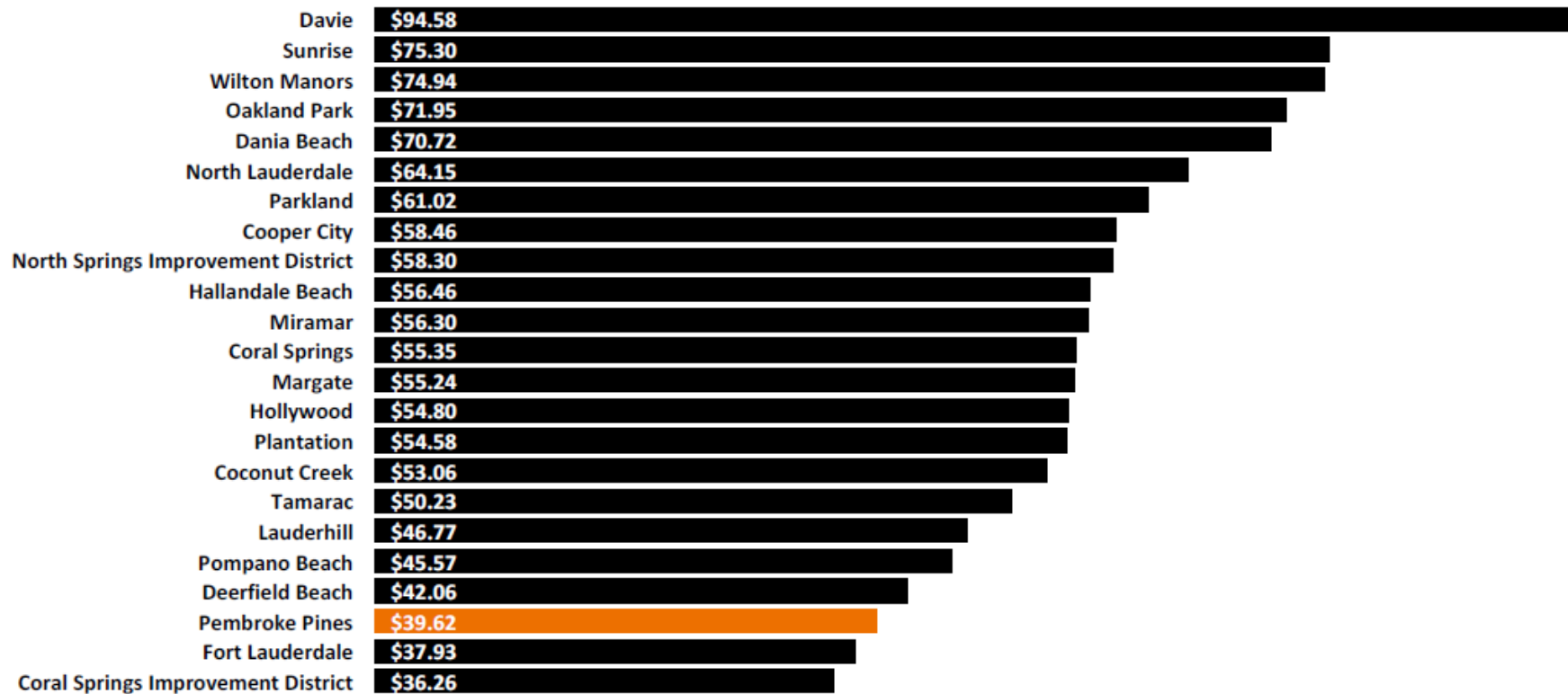
This includes:

1. Disclosures in the Annual Financial Reports; and to all bond holders.
  2. Further downgrade to the bonds by rating agencies
  3. Higher borrowing cost on future debt
- Since that time we have experienced 2 downgrades: on February 11, 2019 Standard & Poor's Global Ratings lowered the rating on the CST Bonds from "A" to "A-" and on July 21, 2020 they further downgraded the bonds from "A-" to "BBB+".
  - The Maximum Annual Debt Service Coverage Ratio (MADS) is 1.20x. This ratio has fallen from 1.7x when the debt was issued down to 1.2x in FY2018-19. Further declines in revenues will result in more downgrades; and the potential for higher borrowing costs.

# Utility Fund Highlights

Pines continues to maintain one of the lowest residential rates @ 3K gallons.

Combined Residential Water & Sewer Bill Survey at 3,000 Gallons per Month - FY 2019-20







Source: Stantec, Financial Services Group

# Utility Fund Highlights

## Water Consumption/Charge by Level - Residential Only June 2020

Consumption (gallons)	Residential Units	% of Total	Current W&S Rate
<=3,000	14,320	35%	\$ 39.62
4,000	6,454	16%	53.12
5,000	5,733	14%	66.62
6,000	4,328	11%	80.12
7,000	3,162	8%	93.62
8,000	2,215	5%	107.12
9,000	1,402	3%	120.62
10,000	941	2%	134.12
11,000 plus	2,185	5%	\$147.62 plus
Total	40,740	100%	

# Current Operating Millage Budget Impact & Required Votes

Operating Millage Rate	Budget Impact	# of Votes Required for Adoption
5.6736 (current rate)	(\$5,999,210)	   

# Potential Budget Savings

- The General Fund budget is balanced with \$6.0 million of reserves due to keeping the operating millage rate flat; and the Utility Fund is balanced using \$1.2 million of reserves.
- Throughout the year, administration will pursue opportunities to achieve budget savings such as:
  1. Negotiate with current vendors to lower fees or increase revenue share.
  2. Explore leasing vs purchasing vehicles; which could provide some potential savings & efficiencies over a number of years.
  3. Review water meter replacement project to determine the most feasible option:
    - a. City purchases equipment & hires contractor to install or
    - b. Performance contracting using Florida Statutes on energy efficiency and conservation.
  4. Pursue low cost financing for utility capital projects through State Revolving Funds (SRF) Loans.

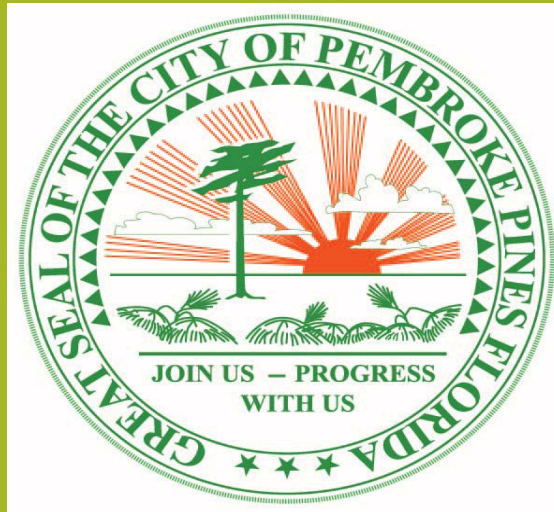


## Upcoming Virtual Hearings

- Fire Assessment Hearing - 9/14/20 @5:45 p.m.
- Final Budget Hearing - 9/16/20 @6:00 p.m.



# Questions/Comments



Presented by: Charles F. Dodge

September 3, 2020