



AUDIT, FINANCE & ENTERPRISE COMMITTEE

March 22, 2018

The Audit, Finance & Enterprise Committee of the City of Mesa met in the lower level meeting room of the Council Chambers, 57 East 1st Street, on March 22, 2018, at 9:31 a.m.

COMMITTEE PRESENT

Mark Freeman, Chairman
Christopher Glover
David Luna

COMMITTEE ABSENT

None

STAFF PRESENT

Michael Kennington
Dee Ann Mickelsen
Jim Smith

1. Items from citizens present.

There were no items from citizens present.

2-a. Hear a presentation, discuss and provide a recommendation on the proposed fees and charges for various departments:

Budget Coordinator Robert Baer introduced Senior Budget Analyst Marcus Steele who displayed a PowerPoint presentation. **(See Attachment 1)** He commented that seven departments have requested modifications to their fees and charges for FY 2018/19.

In response to a question posed by Committeemember Luna, Mr. Baer stated that the new facility restoration fees for the i.d.e.a. Museum and the Arizona Museum of Natural History will range from zero to five dollars.

In response to questions from Committeemember Glover, Development Services Director Christine Zielonka responded that the increased amount for the registration fee for medical marijuana dispensaries is an initial application fee. She noted that due to changes in State law, staff review time has increased which determined the \$648 application fee.

In response to a question posed by Committeemember Glover, City Engineer Beth Huning clarified that the fees charged for the fire hydrant and flow testing are included in the capital projects budget line item, which includes salaries and development projects.

In response to a question from Chairman Freeman, Deputy Fire Chief John Locklin replied that currently volunteers complete the Low Risk fire inspections and that the recent accreditation process recommended that Low Risk occupancies be formally inspected by a certified Fire

Inspector on a triennial basis. He pointed out that the Fire and Medical Department would be in compliance with the National Fire Protection Association (NFPA) standards. He noted that the revenue of \$135,000 would be offset by the fee to cover an additional full-time Fire Inspector which includes an additional vehicle, operations and maintenance, and use of an iPad to conduct the inspections.

In response to a question posed by Committeemember Luna, Chief Locklin stated that the projection at this time indicates one additional certified inspector would not be sufficient, however, they prefer to start with one full-time inspector, evaluate the productivity, and request at a later time an additional full-time inspector or a part-time inspector, if needed.

In response to a question from Committeemember Glover, Chief Locklin explained that the fire inspection fees are based on an annualized fee per business and are completed as follows:

- High Risk – Annually
- Medium Risk – Bi-annually
- Low Risk – Triennial

It was moved by Committeemember Luna, seconded by Committeemember Glover, to recommend to the Council the proposed fees and charges for various departments as recommended by staff.

Carried unanimously.

Chairman Freeman thanked staff for the presentation.

2-b. Hear a presentation, discuss and provide a recommendation on proposed utility rate adjustments:

Deputy Budget Director Brian Ritschel introduced Environmental Management and Sustainability Director Scott Bouchie, Energy Resources Director Frank McRae, and Water Resources Director Jake West who displayed a PowerPoint presentation. **(See Attachment 2)** He reviewed the Enterprise Fund operations and pointed out that the combined ending Reserve Fund balance adheres to the adopted financial policy of at least 8-10% over the forecast periods of five to six years.

Mr. Ritschel highlighted the Enterprise Fund forecast and stated that the net sources and uses decline starts with FY 2020/21 which represents the economic correction that was explained at a previous Council Study Session. He noted that the utility operating expenditures are increasing by 4.7% for FY 2018/19. (See Pages 3 and 4 of Attachment 2)

Mr. Ritschel explained that each utility is operated as a separate business center as follows (See Pages 10 through 34 of Attachment 2):

- Environmental Management and Sustainability Department – Solid Waste Services
- Energy Resources Department – Electric and Gas Utilities
- Water Resources Department – Water Utility (including wastewater usage)

In response to a question posed by Chairman Freeman, Mr. Bouchie responded that the recycling market commodity prices have decreased; that the Environmental Management and

Sustainability Department are currently in contract negotiations; and that the Material Recycling Facilities are imposing a processing fee per ton. He stated that the FY 2016/17 recycling revenue was \$819,000, FY 2017/18 anticipated revenue is \$590,000, and the FY 2018/19 forecast is \$150,000 in recycling revenue.

In response to a question from Chairman Freeman, Mr. McRae replied that gas supply costs have reduced and are passed through to the customers by the Purchased Natural Gas Cost Adjustment Factor (PNGCAF). He pointed out that there are non-gas supply costs such as pipes, meters, and pressure regulator stations that need to be covered as a separate rate component which raises gas costs. He noted that the department purchases a specific amount of gas in advance at a fixed price, which is an index purchase price that fluctuates monthly and is reflected in the cost to customers.

Mr. Ritschel clarified that the department splits out the Electric Energy Cost Adjustment Factor (EECAF) and PNGCAF which is the pass-through rate as a revenue and an expenditure. **(See Attachment 3)**

Mr. Ritschel pointed out that the water/wastewater charts are actual numbers and will provide a forecast for FY 2017/18 to the Committee.

In response to a question from Committeemember Luna, Mr. West confirmed that consideration of the City's residential growth has been included in the water utility rate increase.

In response to questions posed by Chairman Freeman, Mr. West stated that staff would need to review a 3% increase instead of the proposed 3.5% increase, which is based on the current projections of increased costs and expansion of the water systems including the expansion of the Greenfield Water Reclamation Plant.

Committeemember Glover requested a reduction in the utility adjustment cost and asked that staff determine the budgetary impact.

Mr. Ritschel pointed out that reducing the utility rate by .5% or 1%, would result in an increase of the rate adjustment in future years. He noted that if reduced to 3% for FY 2018/19 that in FY 2019/20 an increase of 4% may be needed to offset the compounding effect. He remarked that staff will provide a schedule.

Discussion ensued relative to the reduction of utility rates and utility operating expenditure increases.

Chairman Freeman noted that it was the consensus of the Committee that staff provide several options related to utility rates including decreased rates from the current level, rates 1%-3% lower than the proposed recommendation, and how these options would affect the budget and bring for discussion to the full Council.

Chairman Freeman thanked staff for the presentation.

3. Adjournment.

Without objection, the Audit, Finance & Enterprise Committee meeting adjourned at 10:33 a.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Audit, Finance & Enterprise Committee meeting of the City of Mesa, Arizona, held on the 22nd day of March, 2018. I further certify that the meeting was duly called and held and that a quorum was present.

DEE ANN MICKELSEN, CITY CLERK

js
(Attachments – 3)

City of Mesa

FY 2018/19

Fees and Charges Recommendations

Audit, Finance and Enterprise Committee

March 22, 2018



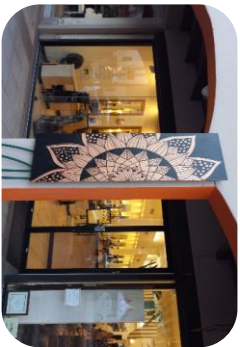
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Presented by the Office of Management and Budget

Departments Proposing Changes



Arts & Culture



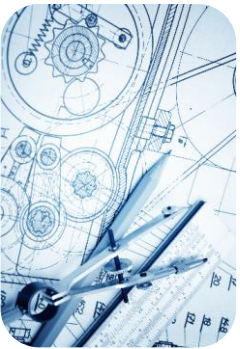
Business Services



City Clerk



Development Services



Engineering



Mesa Fire & Medical Department



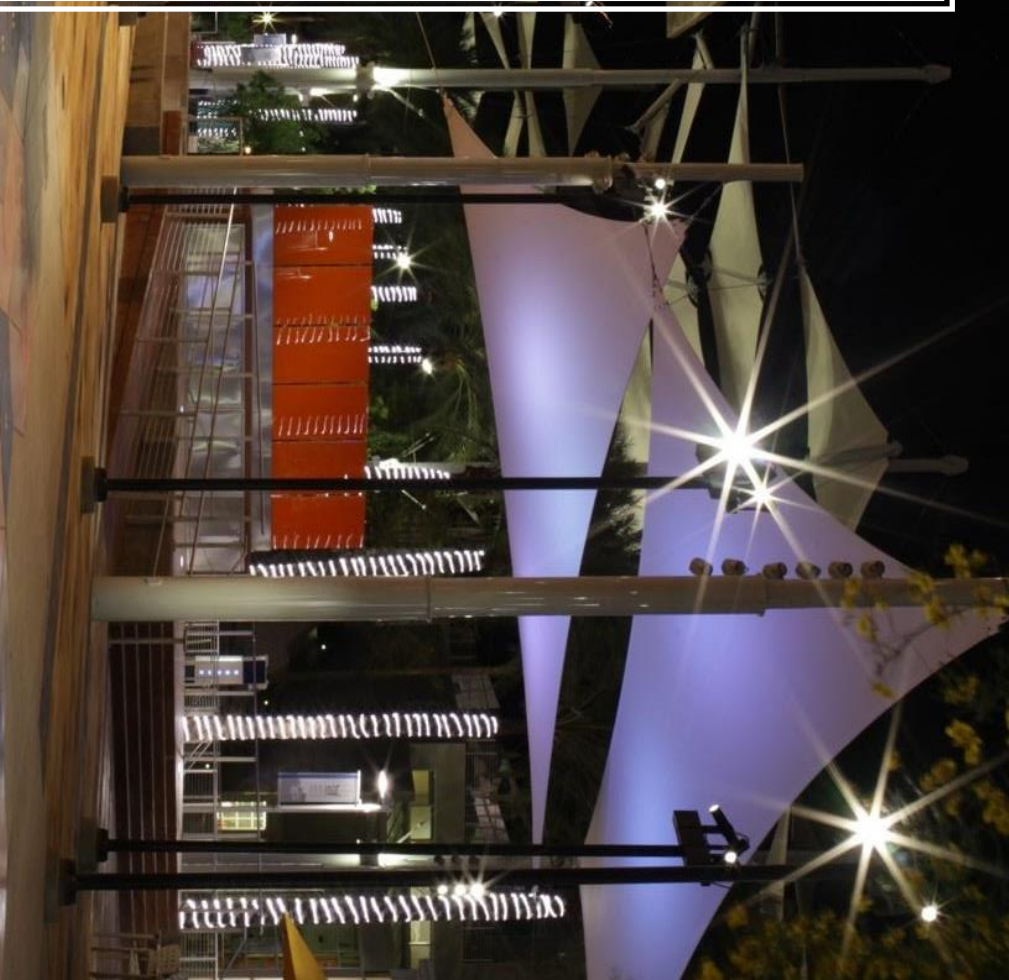
City Prosecutor/
Police Department

Arts & Culture

Modify//Add Facility Restoration Fees

- Broaden fee range for existing MAC facility restoration fee for studio classes
- Add new facility restoration fee for i.d.e.a. Museum and Arizona Museum of Natural History

Fiscal Impact: +\$25,000



Business Services

Revenue Collection Operations

Remove outdated fees and clarify existing fees.

- Remove fees that are no longer collectible by the City.
- Add clarifying language to further define annual fees

No anticipated financial impact.



City Clerk

Modify and remove fees.

- Amend the fee for additional copies of the City Charter to mirror other paper document fees
- Remove fees for copies of the Comprehensive Annual Financial Report (CAFR) which is available online

No anticipated fiscal impact



Development Services

Development Services- Commercial Sector

- Remove rarely used fee for code studies
- Modify the fee for code modifications to flat rate
- Clarify language for Impact Fees.

Fiscal Impact: -\$1,260

Development Services

Code Compliance

- Add \$20 Administrative Lien Fee to recuperate costs for filing liens for unpaid civil code citations.
- Matches the cost for the City to file a lien

Fiscal Impact: +\$4,000

Development Services

Planning

- Increase the registration fee for medical marijuana dispensaries from \$250 to \$648
- Add \$110 fee for researching the location for potential Medical Marijuana dispensaries

Fiscal Impact: +\$5,980

Engineering

Engineering Services

Increase Fire Hydrant and Flow Testing fees from \$75 to \$100.

Fiscal Impact: +\$3,250

Planning Services

Add Materials testing fee for Quality Control and Assurance for construction materials used for City buildings or rights-of way

- Testing fee of \$200 per test.
- Fee will be located on Development Services fee schedule

Fiscal Impact: +\$300,000

Mesa Fire & Medical

Add new fee for Low Risk Occupancy Fire Inspections

- Currently only fees for High and Medium Fire Inspections
- The fee is part of implementing a Low Risk Inspection Program.
- Low Risk Fire Inspections would happen every three years

Clarify language to records request fees

Total Fiscal Impact: +\$206,550



City Prosecutor & Police Department

To clarify how existing fees are assessed, it is proposed that the Police Department Fee Schedule be amended to include the City Prosecutor Office

No anticipated financial impact.





City of Mesa

FY 2018/19

Utility Rate Recommendations

Audit, Finance and Enterprise Committee

March 22, 2018

Presented by

Brian A. Ritschel – Deputy Budget Director

Scott Bouchie – Environmental Management and Sustainability Director

Frank McRae – Energy Resources Director

Jake West– Water Resources Director

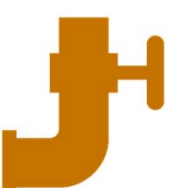
Enterprise Operations

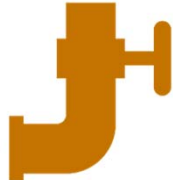
Each utility is operated as a separate business center

Combined Ending Reserve Balance adheres to the adopted financial policy of at least 8-10% over the forecast period

Reserve balance can be used to smooth rate adjustments year-to-year

Reserve balance can be used to phase in new programs or changes in operations





Total Enterprise Fund

Sources of Funding	FY 17/18							
	FY 16/17 Actuals	Year End Estimate	FY 18/19 Forecast	FY 19/20 Forecast	FY 20/21** Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast
Revenues	\$329.7	\$342.9	\$357.7	\$373.1	\$379.5	\$391.2	\$408.8	\$425.5
EECAF/PNGCAF Revenues	\$24.7	\$25.5	\$25.0	\$25.2	\$25.1	\$25.3	\$26.4	\$27.1
Total Sources	\$354.5	\$368.4	\$382.7	\$398.3	\$404.6	\$416.5	\$435.2	\$452.6
Uses of Funding								
Operating Expenditures	\$127.1	\$137.3	\$143.0	\$150.8	\$155.8	\$160.5	\$165.1	\$168.6
EECAF/PNGCAF Expenditures	\$24.8	\$25.7	\$25.0	\$25.2	\$25.1	\$25.3	\$26.4	\$27.1
Expenditure Subtotal	\$151.9	\$163.1	\$168.1	\$176.0	\$180.9	\$185.8	\$191.5	\$195.7
Project Costs	\$0.7	\$0.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
General Fund Transfer	\$103.9	\$106.5	\$108.4	\$110.9	\$114.0	\$117.0	\$120.1	\$123.3
Debt Service Transfer	\$54.4	\$77.0	\$84.5	\$89.3	\$97.8	\$107.4	\$112.5	\$115.2
Lifecycle/ Infrastructure Transfers	\$6.8	\$7.2	\$7.5	\$7.8	\$8.0	\$8.2	\$8.6	\$8.9
Capital Transfer	\$4.7	\$4.0	\$3.4	\$3.5	\$3.8	\$3.2	\$3.2	\$3.3
Economic Investment Fund Transfer	\$5.5	\$5.2	\$8.9	\$9.3	\$9.4	\$9.1	\$9.4	\$9.2
Total Uses	\$328.0	\$363.7	\$380.8	\$396.7	\$413.9	\$430.7	\$445.2	\$455.5
Net Sources and Uses	\$26.5	\$4.7	\$2.0	\$1.6	(\$9.2)	(\$14.2)	(\$10.0)	(\$2.9)
Beginning Reserve Balance	\$66.2	\$92.7	\$97.5	\$99.4	\$101.0	\$91.8	\$77.6	\$67.6
Ending Reserve Balance	\$92.7	\$97.5	\$99.4	\$101.0	\$91.8	\$77.6	\$67.6	\$64.7
Ending Reserve Balance Percent*	25.2%	25.6%	25.1%	24.4%	21.3%	17.4%	14.8%	13.7%

*As a % of Next Fiscal Year's Expenditures

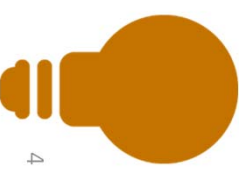
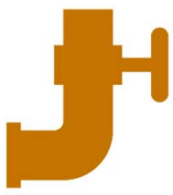
**This forecast includes an economic correction starting in FY 20/21

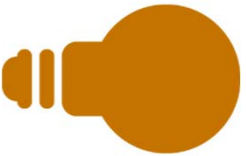
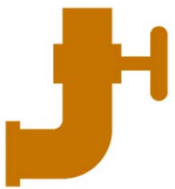
Dollars in millions

Utility Operating Expenditures

	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	Per Cent Change	FY14/15 to FY15/16 to	FY15/16 to FY16/17	FY16/17 to FY17/18	FY17/18 to FY18/19
	Actuals	Actuals	Actuals	Projected	Forecasted					
Electric	\$ 6.7	\$ 6.8	\$ 6.7	\$ 6.7	\$ 7.6	1.5%	-1.5%	0.0%	13.4%	
Gas	12.1	11.9	13.0	13.1	14.1	-1.7%	9.2%	0.8%	7.6%	
Water	38.0	37.9	40.8	48.3	50.0	-0.3%	7.7%	18.4%	3.5%	
Wastewater	21.0	21.3	23.1	24.0	25.8	1.4%	8.5%	3.9%	7.5%	
Solid Waste	32.0	32.5	33.0	34.4	35.0	1.6%	1.5%	4.2%	1.7%	
Total	<u>\$ 109.8</u>	<u>\$ 110.4</u>	<u>\$ 116.6</u>	<u>\$ 126.5</u>	<u>\$ 132.5</u>	<u>0.5%</u>	<u>5.6%</u>	<u>8.5%</u>	<u>4.7%</u>	

Dollars in millions





Utility Operating Expenditure Pressures

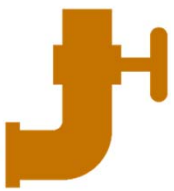
- Increase in on-going operation and maintenance costs (1 new plant and 1 plant expansion)
- Customer growth greater than anticipated
- Water purchase costs increasing (\$1.2M)
- Chemical costs increasing due to quality of water (\$456K)

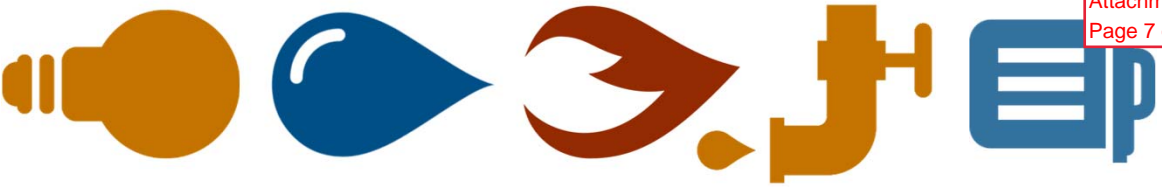
Proposed Rate Adjustments

Prior Year

	FY 2017/18	FY 2018/19	FY 2018/19
	<u>Adopted</u>	<u>Projection</u>	<u>Proposal</u>
Electric	\$ 1.25	\$ 1.75	\$ 1.75
Gas	\$ 0.75	\$ 0.75	\$ 0.75
Water	3.5%	3.5%	3.5%
Wastewater	4.0%	4.0%	4.0%
Solid Waste *	3.5%	3.5%	3.5%

* Residential





Rate Adjustment Implementation

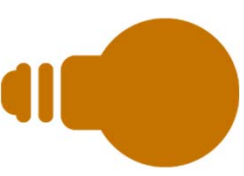
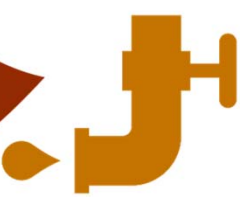
- Methods of implementation of rate adjustments can vary from year to year based on needs and goals of the individual utilities
- Impact on individual customers can vary based on the method of implementation and the customer consumption of services

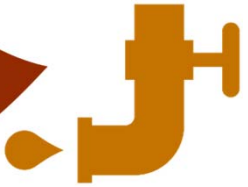
Revenue Impact

Forecasted expenses are compared with forecasted revenues based on current rates and projected customer growth

In FY 2018/19, the following increase in revenues is needed to accommodate the estimated costs

Utility	Revenue
Electric	\$252,000
Natural Gas	\$474,000
Solid Waste	\$1,555,000
Wastewater	\$2,680,000
Water	\$3,965,000





Average Residential Customer Impact

<u>Utility</u>	<u>Monthly</u>	<u>Annual</u>
Electric	\$1.25	\$15.00
Natural Gas	\$0.75	\$9.00
Solid Waste	\$1.01	\$12.12
Wastewater	\$1.15	\$13.80
Water	\$1.62	\$19.44



Environmental Management & Sustainability Department

Solid Waste Services

Residential Services		Commercial Services	
	Number of Customers	Rate	
Black (trash) barrel	135,183	\$28.76/ month for 90 gal 1xwk	Front Load bin service
Blue (recycle) barrel	131,650	Included with trash service	2,406
Green (yard waste) barrel	41,316	\$6.79/ month for 90 gal 1xwk	Varies with size & quantity of bin and frequency of service
			Varies with size of rolloff box





Solid Waste Utility Rate Recommendations

- 3.5% increase on all residential rates
 - Residential 90 gallon barrel rate: from \$28.76 to \$29.77
 - Residential 60 gallon barrel rate: from \$25.68 to \$26.58
 - Additional black barrel rate: from \$13.58 to \$14.06
 - Residential green barrel service: from \$6.79 to \$7.03



Solid Waste Utility Rate Recommendations

- Mesa Green and Clean Fee: no adjustment recommended
- Average residential customer: \$29.60 to \$30.61
- 3.5% increase on bulk item and appliance collection for City of Mesa refuse customers
- Commercial Front Load Rates:
 - Trash: Overall 2.0% increase
 - Commingled: Increase Base Rate from \$28.00 to \$36.00 while providing a 15% discount for additional bins
 - Cardboard: Increase Base Rate from \$24.00 to \$28.00 while slightly increasing the Multi-Day and Multi-Bin factors
- Commercial Roll Off Rates:
 - Trash: no adjustment recommended
 - Green Waste: increase per ton charge 6.9%
 - Overweight Containers: increase per ton charge 4.5%



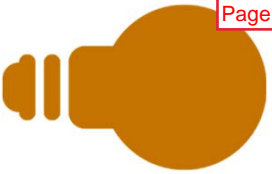


Energy Resources Department

Electric & Gas Utilities

- Electric Utility
 - Residential: 14,265 customer billed in February 2018
 - Non-Residential: 2,585 customer billed in February 2018
- Gas Utility
 - Residential: 59,949 customer billed in February 2018
 - Non-Residential: 2,496 customer billed in February 2018





Electric Utility Rate Recommendations



- Residential System Service Charge component: from \$10.75 to \$12.50
- Consumption component of rate: No adjustment recommended

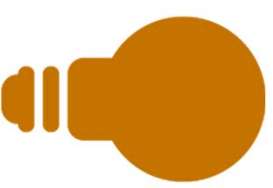
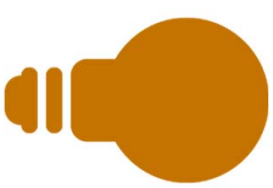


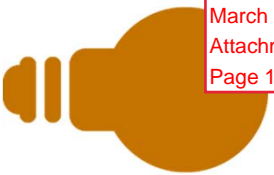
- Average residential customer: from \$93.41 to \$95.16, 1.9% (Including commodity pass-through cost)
- Non-residential rates: No adjustment recommended



Electric Utility Rate Recommendations

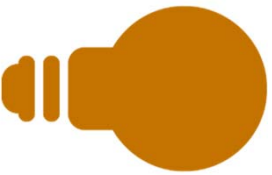
- Proposed System Service Charge of \$12.50 is:
 - \$7.50 per month less than SRP's monthly service charge of \$20.00
- Monthly bills during calendar year 2017 (at FY 2018/19 Mesa rates) would be approximately \$12.80 less per month than if served by SRP (\$153.60 less per year)
- Commodity costs for power are passed through to the customers and are not included in the annual rate review

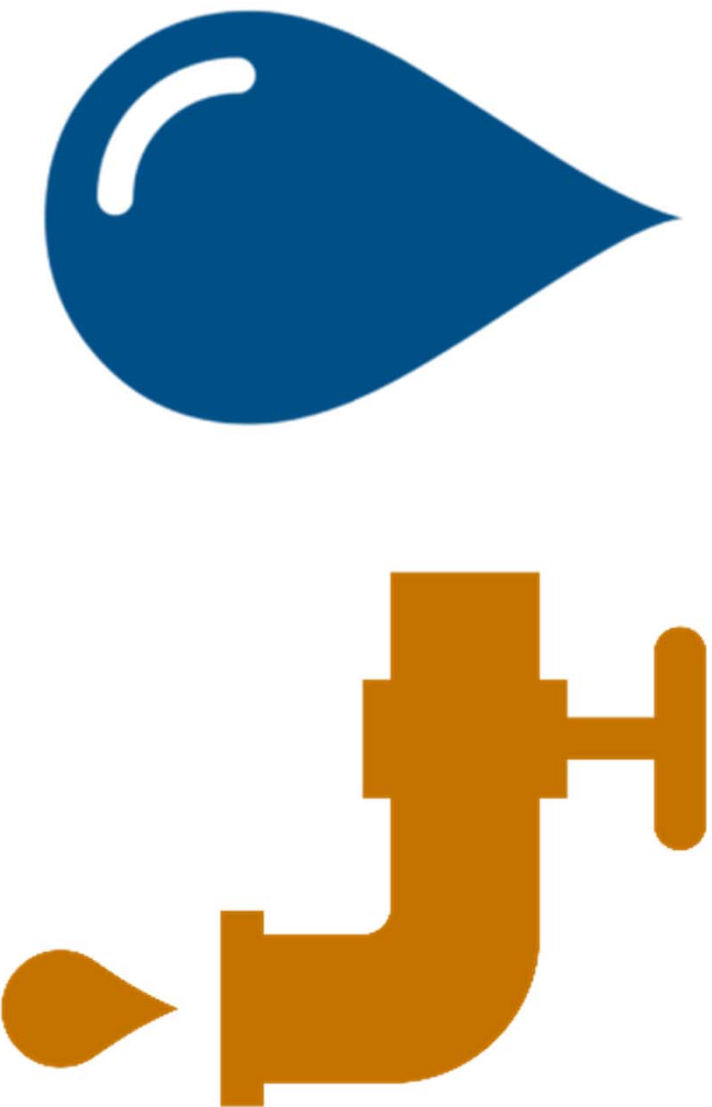




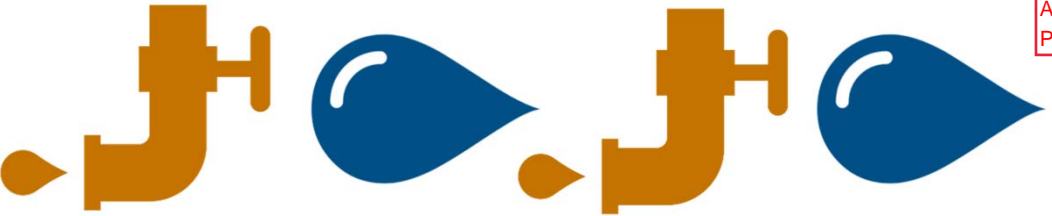
Natural Gas Utility Rate Recommendations

- All customers System Service Charge: increase \$0.75 per month
 - Residential customers summer: from \$13.86 to \$14.61 per month
 - Residential customers winter: from \$16.79 to \$17.54 per month
- Average residential monthly bill: from \$32.92 to \$33.67, 2.3% (Including commodity pass-through)
- Monthly bills during calendar year 2017 (at FY 2018/19 Mesa rates) were approximately \$1.88 more per month (\$22.56 more per year) than if served by Southwest Gas.
- Commodity costs for natural gas are passed through to the customers and are not included in the annual rate review





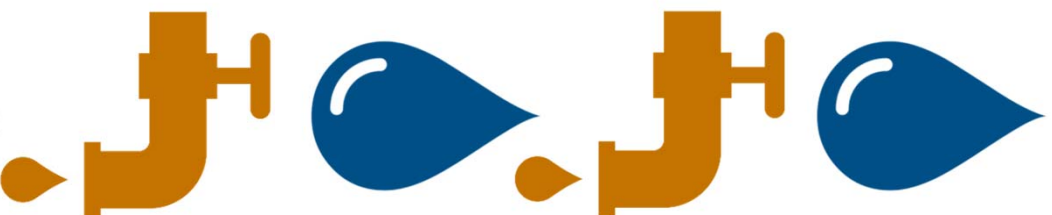
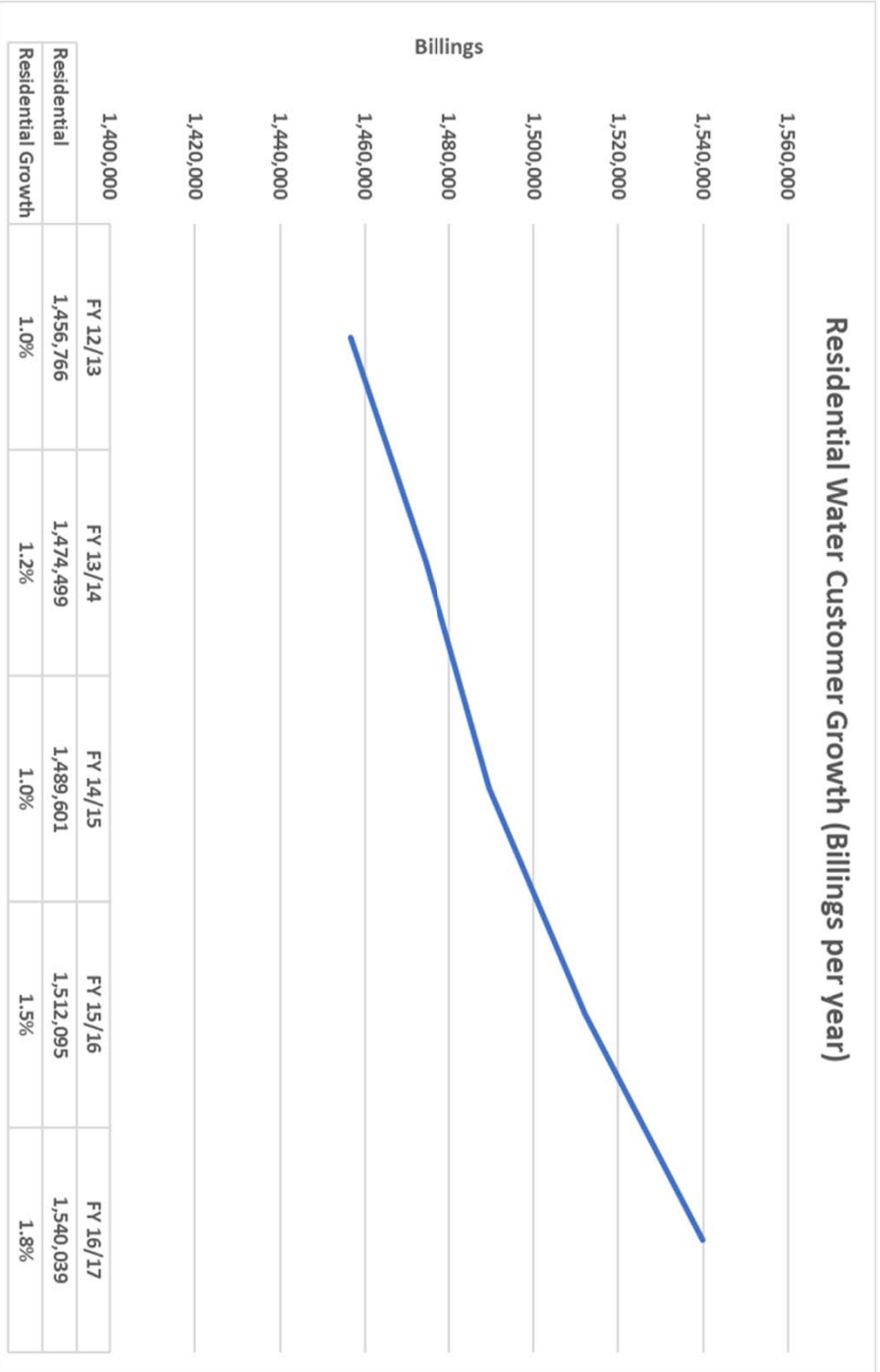
Water Resources Department

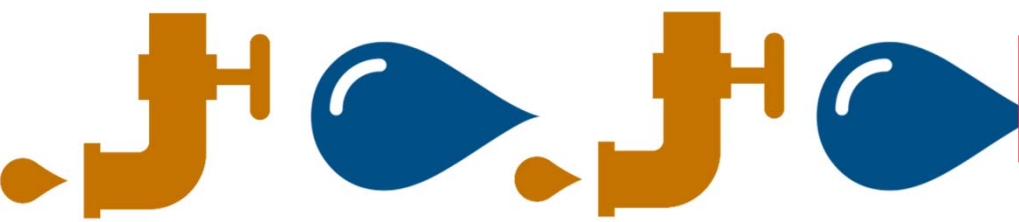


Water Utility Rate Structure

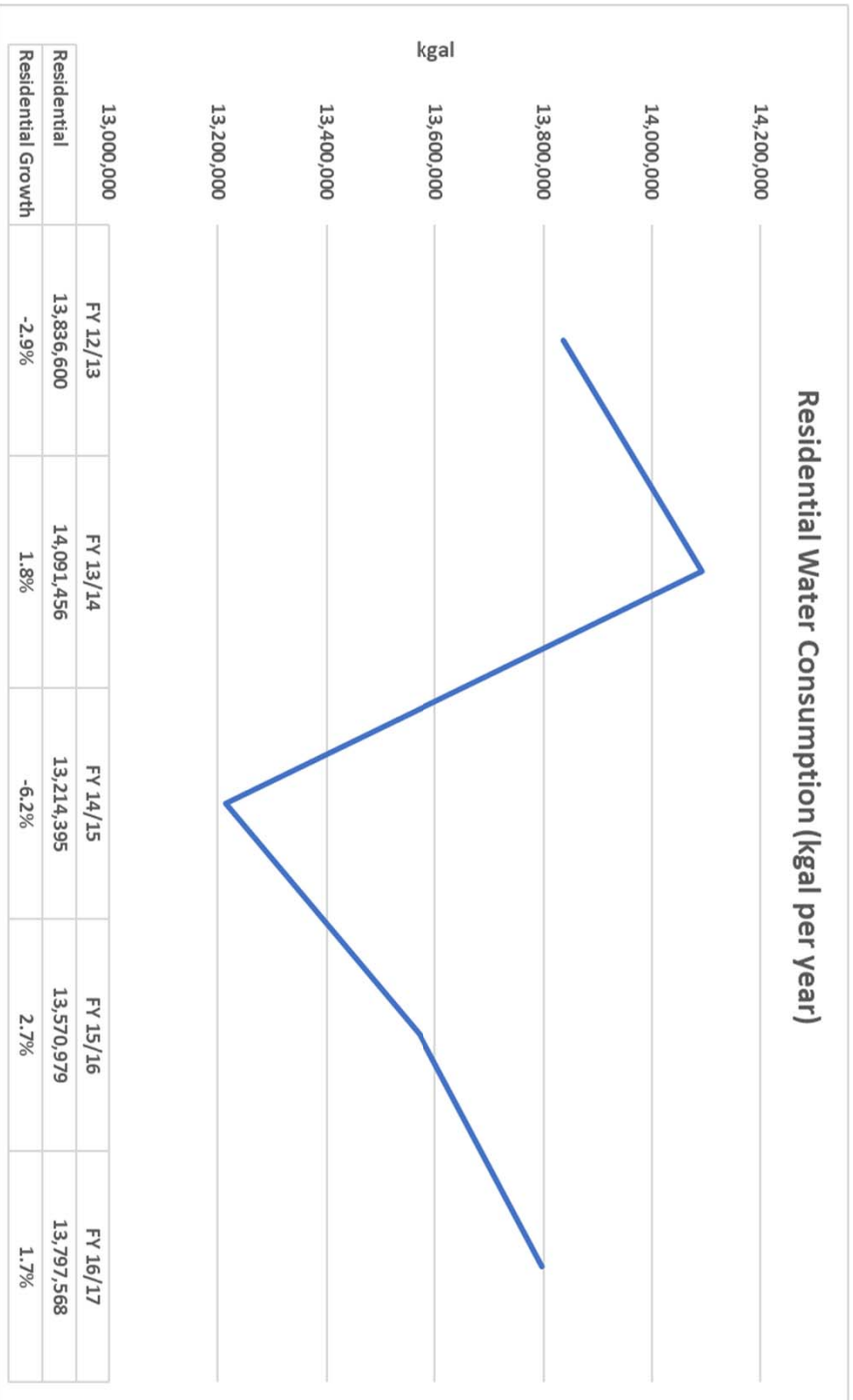
- Over the last few years the City has focused on better aligning fixed revenues with fixed costs. Target is fixed revenues at 35-40% of total costs. FY 2017/18 is estimated at 36.09%
- Water consumption per account has declined in recent years: more widespread use of water saving appliances, smaller number of people per household, less landscaping and more water conservation awareness

Residential Water Customer Growth

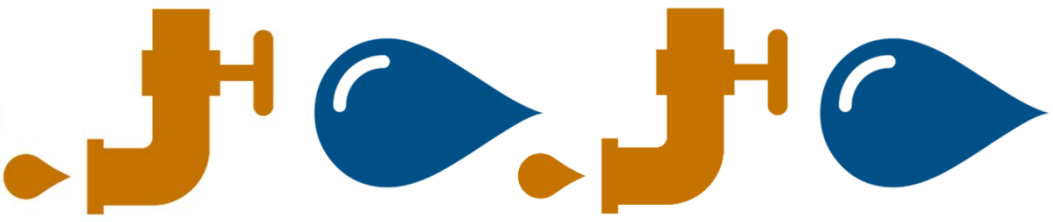
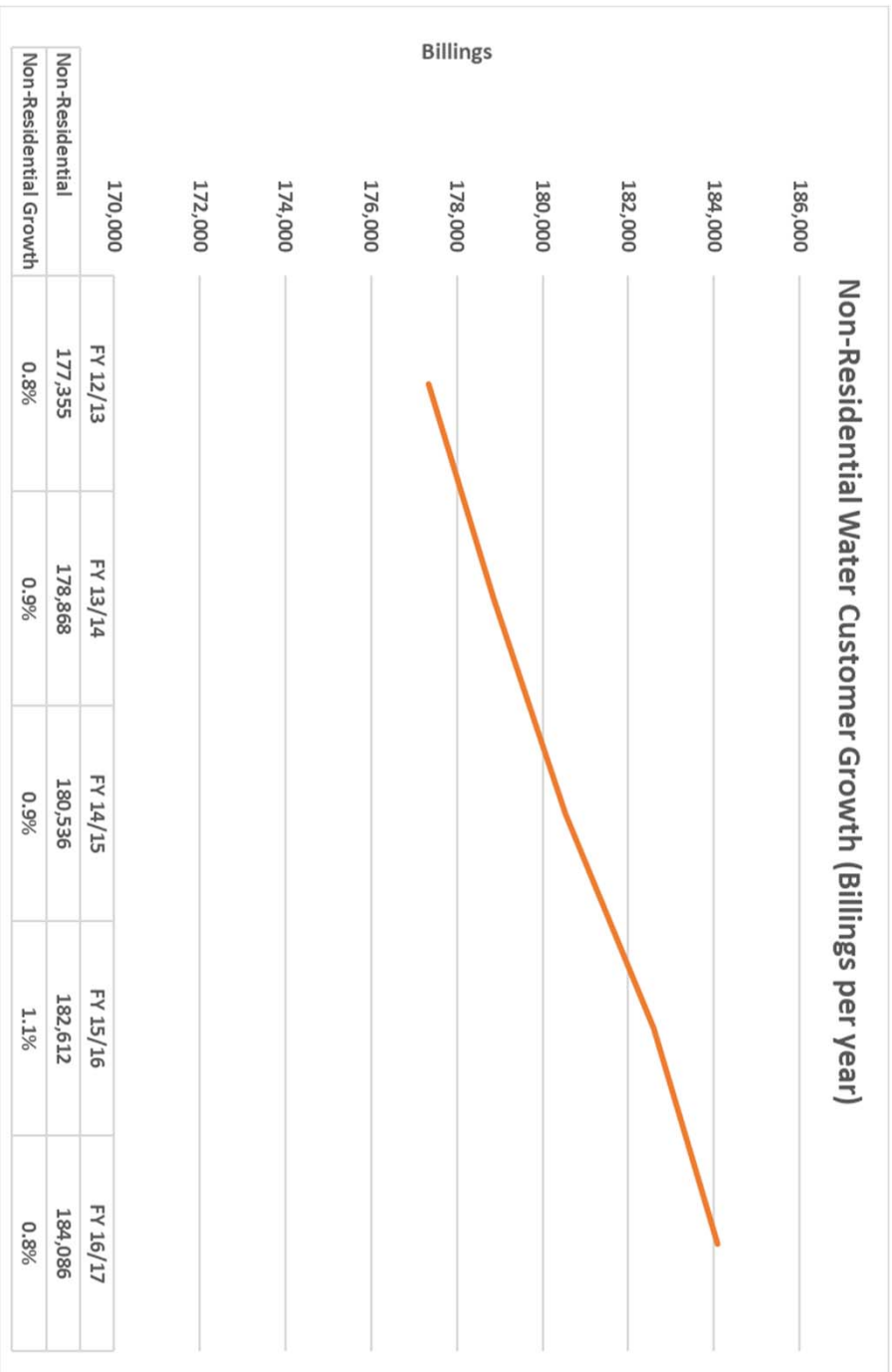


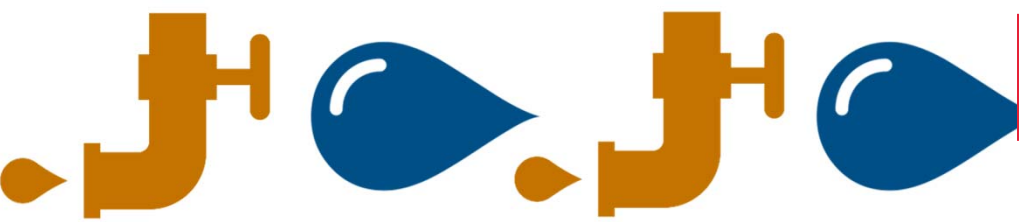


Residential Water Consumption

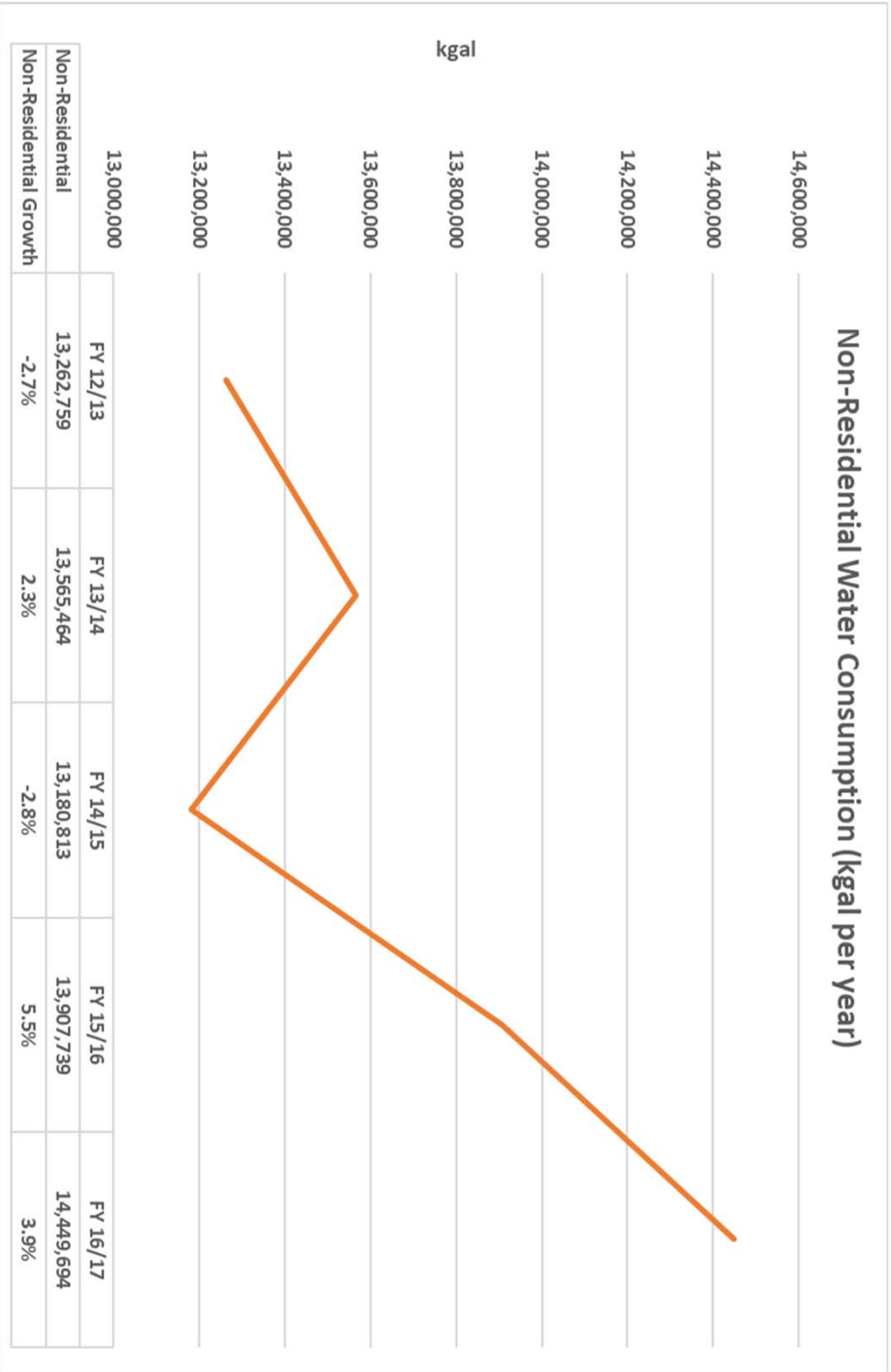


Non-Residential Water Customer Growth

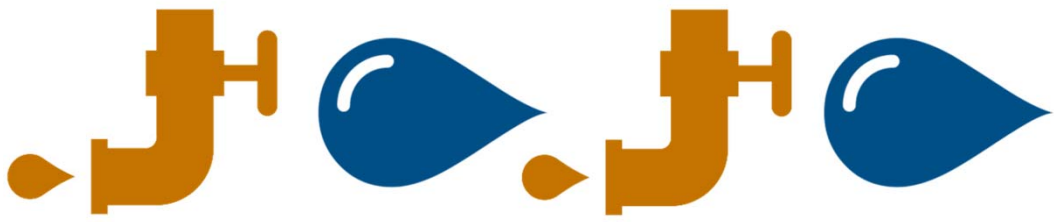
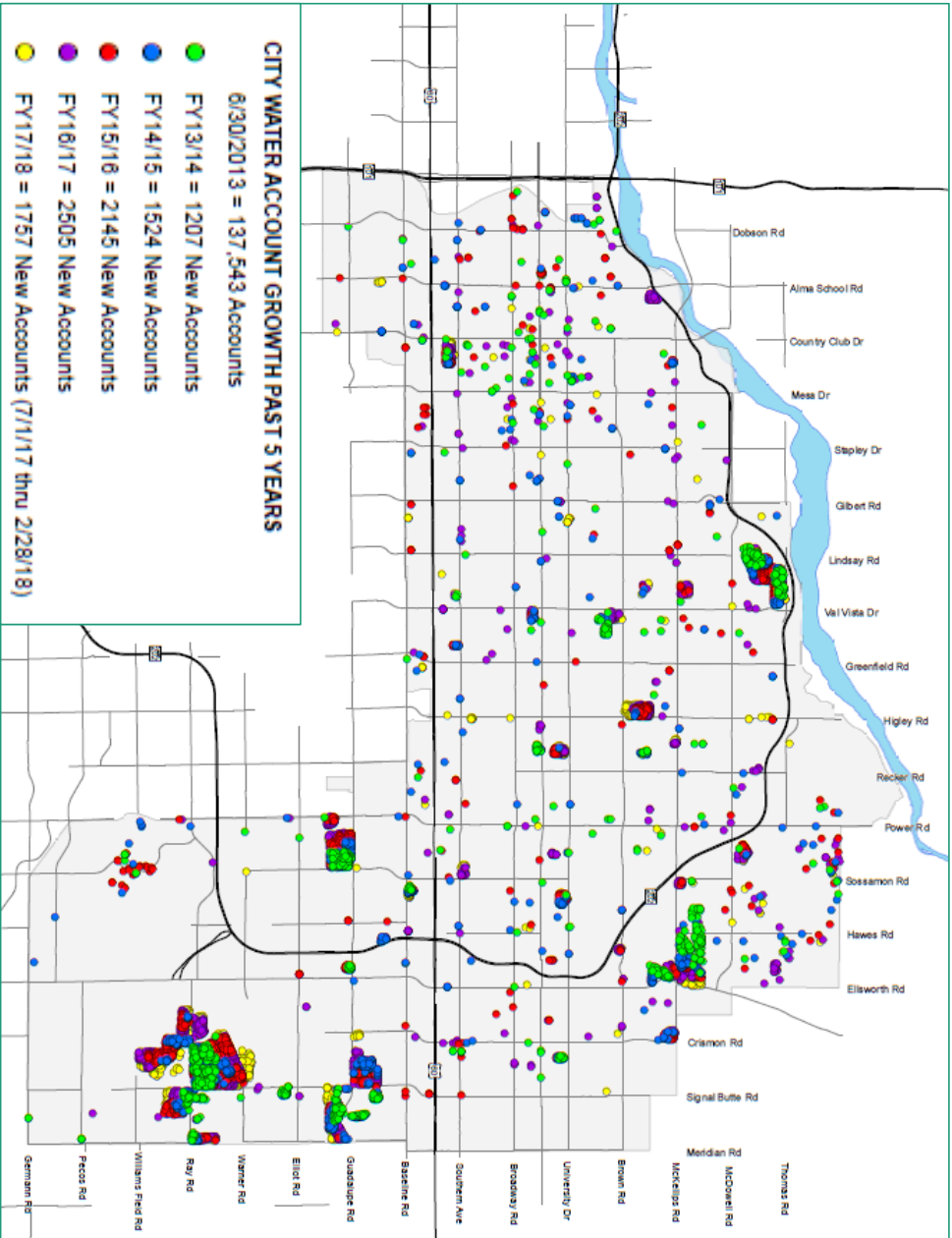


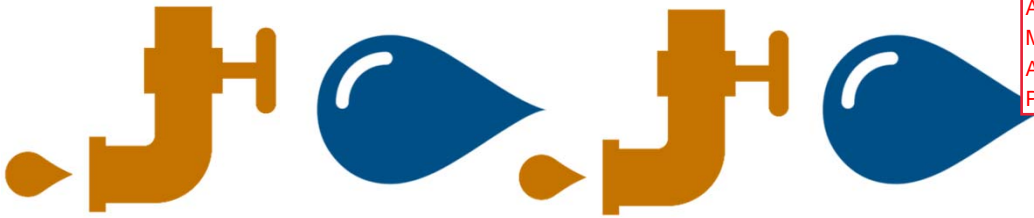


Non-Residential Water Consumption



Water Account Growth since FY 13/14



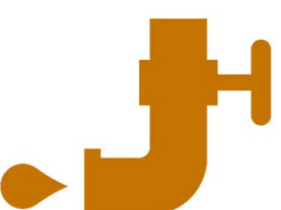
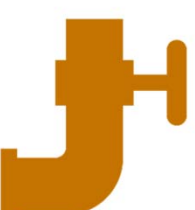


Water Utility Rate Structure

Current Residential Tier Structure for FY 17/18	
First 3,000 gallons included in service charge	
Gallons	Cost per 1,000 gal
4,000-10,000	\$3.13
Next 10,000 gallons	\$4.70
Next 4,000 gallons	\$5.57
All additional 1,000 gallons	\$6.07
Proposed Residential Tier Structure for FY 18/19	
First 3,000 gallons included in service charge	
Gallons	Cost per 1,000 gal
4,000-9,000	\$3.24
Next 9,000 gallons	\$4.86
Next 6,000 gallons	\$5.80
All additional 1,000 gallons	\$6.51

Water Utility Rate Recommendations

- All customers: 3.5% increase on all rate components
- Residential Service Charge: from \$27.55 to \$28.51
- Residential average monthly seasonal consumption total bill: from \$46.33 to \$47.95
- The City average monthly consumption is about 9,000 gallons however seasonality takes into account high demand summer months that experience some water consumption in tier 2. The resulting impact is greater than a straight 9,000 gallons per month.





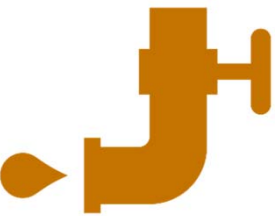
Water Utility Rate Recommendations

- Implement year-round excess water surcharge over three years
 - Affects commercial, multi-unit dwelling and public authorities customers
 - Currently the surcharge is operative for 9 months (March through November)
 - Financial impact: additional \$92,000 of water revenues in FY 2018/19

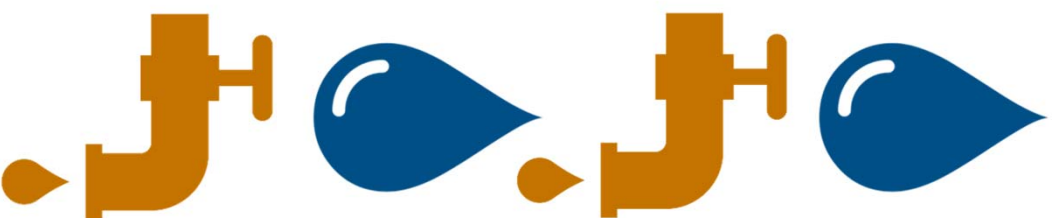
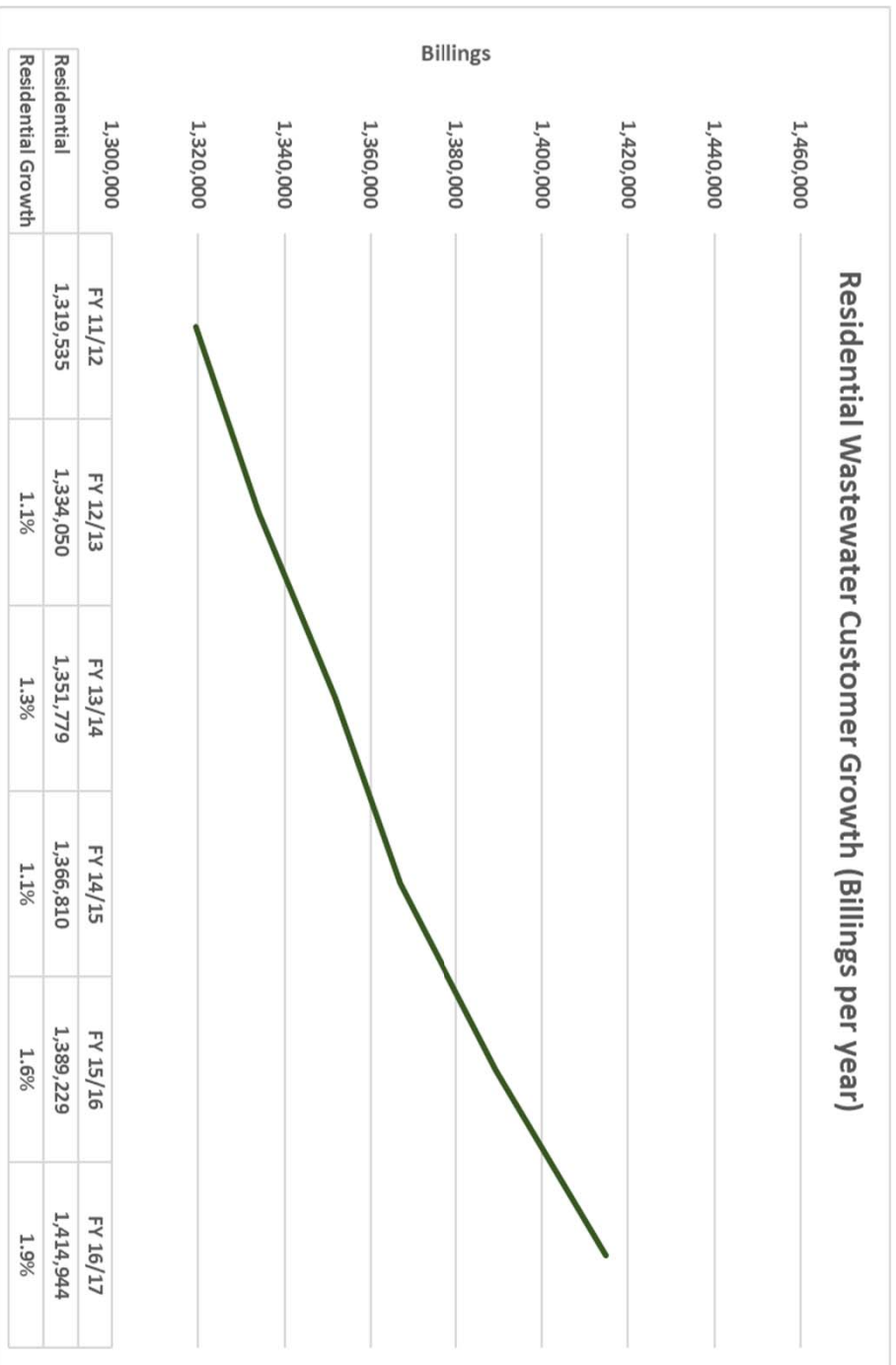


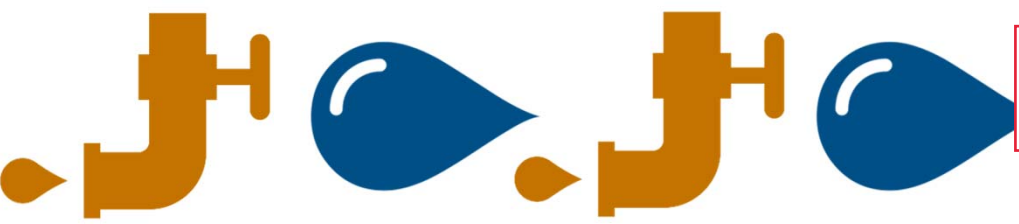
- Remove first 3,000 gallons from service charge for Water Hydrant Meter Service

- The provision of the first 3,000 gallons of water is included in the service charge to sustain life or business
- Water Hydrant meters are utilized for temporary water use, typically construction projects
- Financial impact: additional \$30,000 of water revenues in FY 2018/19



Residential Wastewater Customer Growth

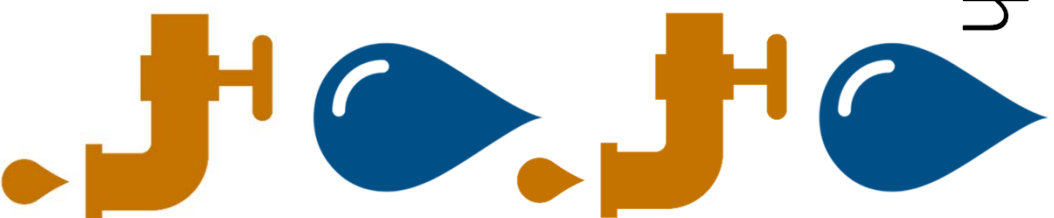
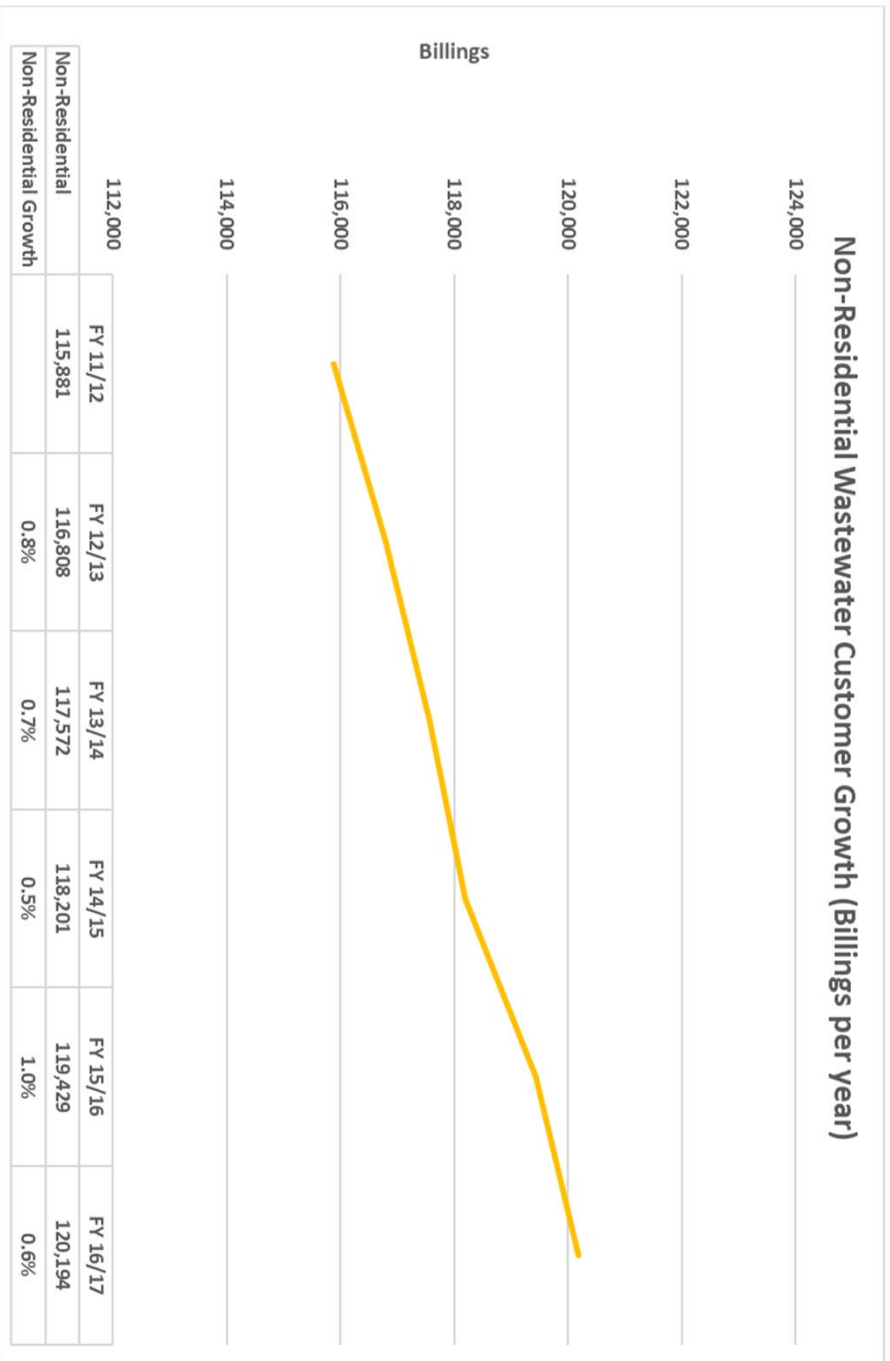


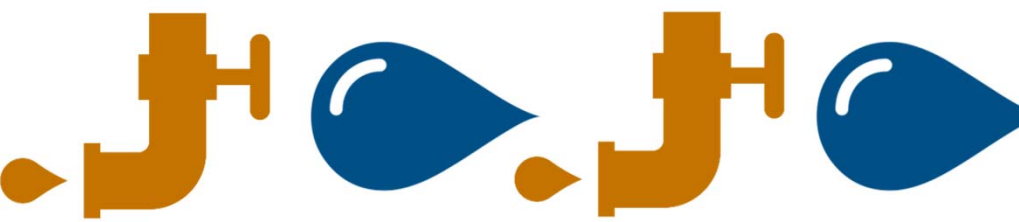


Residential Wastewater Usage



Non-Residential Wastewater Customer Growth



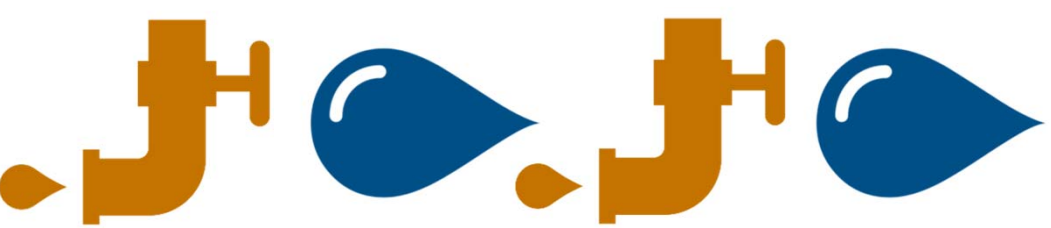


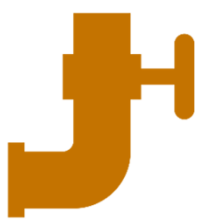
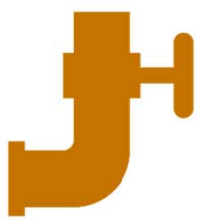
Non-Residential Wastewater Usage



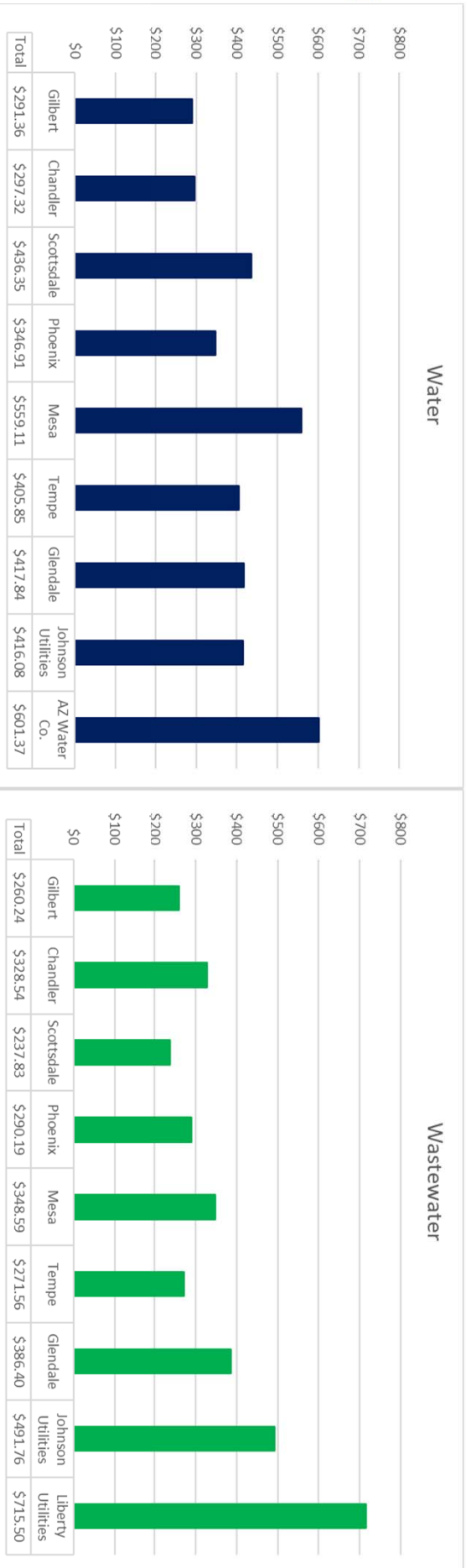
Wastewater Utility Rate Recommendations

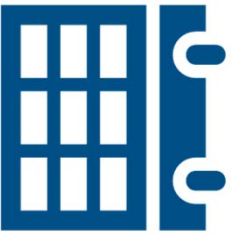
- All customers: 4% increase on all rate components
- Residential Service Charge: from \$18.80 to \$19.55
- Residential average monthly consumption total bill: from \$29.05 to \$30.20
- Wastewater rates are not subject to seasonality. The monthly rate is adjusted annually based on the winter water average usage of the individual customer





Average Residential Water and Wastewater Annual Cost Comparisons – FY 2017/18 Rates





Schedule for FY 2018/19 Utility Rate Consideration

- Apr 5** – City Council Discussion of Utility Rates
- May 7** – Introduce Utility Rate Ordinances
- May 21** – City Council Action on Utility Rates
- July 1** – Effective date for Utility Rate changes



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Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

NET SOURCES AND USES	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Year End Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
WATER	\$10,178,954	\$2,043,688	\$97,553	(\$1,830,488)	(\$5,366,440)	(\$11,461,129)	(\$11,213,904)	(\$6,753,975)
WASTEWATER	\$13,345,168	\$1,463,918	\$1,682,043	\$3,085,976	(\$996,214)	\$2,967,315	\$5,776,825	\$7,758,965
ELECTRIC	\$3,937,308	\$2,597,342	\$1,230,686	\$1,006,873	\$157,557	(\$84,082)	(\$414,059)	(\$450,224)
NATURAL GAS	\$4,365,347	\$2,533,466	\$1,742,043	\$1,800,736	\$384,184	(\$1,820,925)	(\$1,987,936)	(\$2,029,925)
SOLID WASTE	(\$1,288,545)	\$986,805	\$1,823,131	\$2,248,412	\$1,378,762	\$1,743,893	\$2,987,094	\$4,091,861
Subtotal: Utilities	\$30,538,232	\$9,535,219	\$6,575,456	\$6,311,529	(\$4,442,152)	(\$8,654,928)	(\$4,901,979)	\$2,616,702
DISTRICT COOLING	\$603,859	\$465,866	\$438,456	\$318,405	\$345,195	\$278,869	\$293,582	\$272,238
CONVENTION CENTER	(\$1,707,934)	(\$1,866,964)	(\$1,731,728)	(\$1,610,307)	(\$1,658,115)	(\$2,205,343)	(\$1,772,621)	(\$2,040,701)
GOLF	(\$465,133)	(\$727,059)	(\$664,099)	(\$742,836)	(\$636,193)	(\$713,029)	(\$686,375)	(\$731,896)
CUBS SPRING TRAINING - OPERATIONS	(\$792,839)	(\$1,040,896)	(\$1,425,691)	(\$1,460,262)	(\$1,516,854)	(\$1,545,752)	(\$1,578,398)	(\$1,600,649)
HOHOKAM-FITCH	(\$1,685,723)	(\$1,617,066)	(\$1,224,180)	(\$1,254,390)	(\$1,340,722)	(\$1,338,745)	(\$1,349,464)	(\$1,381,153)
Subtotal: Other Enterprises	(4,047,770.83)	(4,786,119.02)	(4,507,242.14)	(4,749,388.98)	(4,806,689.63)	(5,523,999.37)	(5,093,275.34)	(5,482,160.40)
TOTAL NET SOURCES AND USES	\$26,490,461	\$4,749,100	\$1,988,214	\$1,562,140	(\$9,248,841)	(\$14,178,928)	(\$9,995,255)	(\$2,865,459)
Beginning Reserve Balance	\$66,237,365	\$92,727,826	\$97,476,926	\$99,445,139	\$101,007,280	\$91,758,439	\$77,579,511	\$67,584,256
Ending Reserve Balance	\$92,727,826	\$97,476,926	\$99,445,139	\$101,007,280	\$91,758,439	\$77,579,511	\$67,584,256	\$64,718,798
Ending Reserve Balance Percent*	25.2%	25.6%	25.1%	24.4%	21.3%	17.4%	14.8%	13.7%
*As a % of Next Fiscal Year's Expenditures								
ELC Residential (Customer Charge/Fixed Rate only)	\$1.75	\$2.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
ELC Non-Residential	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GAS Residential (Customer Charge/Fixed Rate only)	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$1.00	\$1.00	\$1.00
GAS Non-Residential (Customer Charge/Fixed Rate only)	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$1.00	\$1.00	\$1.00
WTR All Rate Revenue	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
WW All Rate Revenue	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
SW Residential	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%
SW Commercial	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
SW Rolloff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

	FY 17/18		FY 18/19 Forecast	FY 19/20 Forecast	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast
	FY 16/17 Actuals	Year End Estimate						
TOTAL								
Sources of Funding								
Revenues	\$329,747,183	\$342,914,652	\$357,701,498	\$373,115,231	\$379,512,885	\$391,215,674	\$408,827,008	\$425,489,770
EECAF/PNGCAF Revenues	\$24,713,615	\$25,519,864	\$25,047,734	\$25,152,949	\$25,108,549	\$25,296,087	\$26,415,111	\$27,122,081
Total Sources	\$354,460,798	\$368,434,516	\$382,749,231	\$398,268,180	\$404,621,434	\$416,511,761	\$435,242,118	\$452,611,851
Uses of Funding								
Operating Expenditures	\$127,137,737	\$137,340,522	\$143,014,724	\$150,827,308	\$155,805,375	\$160,507,791	\$165,088,011	\$168,559,251
EECAF/PNGCAF Expenditures	\$24,802,524	\$25,716,691	\$25,047,734	\$25,152,949	\$25,108,549	\$25,296,087	\$26,415,111	\$27,122,081
Expenditure Subtotal	\$151,940,261	\$163,057,213	\$168,062,458	\$175,980,257	\$180,913,925	\$185,803,878	\$191,503,122	\$195,681,332
Project Costs	\$747,340	\$825,960	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Transfer	\$103,861,000	\$106,478,298	\$108,389,204	\$110,910,200	\$114,037,949	\$117,026,509	\$120,102,046	\$123,258,384
Debt Service Transfer	\$54,379,443	\$76,958,582	\$84,477,492	\$89,264,320	\$97,759,961	\$107,354,384	\$112,475,019	\$115,169,736
Lifecycle/ Infrastructure Transfers	\$6,843,293	\$7,228,047	\$7,525,892	\$7,834,059	\$7,962,917	\$8,199,651	\$8,572,885	\$8,919,382
Capital Transfer	\$4,665,000	\$3,972,986	\$3,393,292	\$3,457,212	\$3,764,005	\$3,212,557	\$3,176,834	\$3,252,227
Economic Investment Fund Transfer	\$5,534,000	\$5,164,331	\$8,932,680	\$9,259,991	\$9,431,519	\$9,093,710	\$9,407,467	\$9,196,248
Total Uses	\$327,970,337	\$363,685,416	\$380,781,018	\$396,706,040	\$413,870,276	\$430,690,688	\$445,237,373	\$455,477,310
Net Sources and Uses	\$26,490,461	\$4,749,100	\$1,968,214	\$1,562,140	(\$9,248,841)	(\$14,178,928)	(\$9,995,255)	(\$2,865,459)
Beginning Reserve Balance	\$66,237,365	\$92,727,826	\$97,476,926	\$99,445,139	\$101,007,280	\$91,758,439	\$77,579,511	\$67,584,256
Ending Reserve Balance	\$92,727,826	\$97,476,926	\$99,445,139	\$101,007,280	\$91,758,439	\$77,579,511	\$67,584,256	\$64,718,798
Ending Reserve Balance Percent*	25.2%	25.6%	25.1%	24.4%	21.3%	17.4%	14.8%	13.7%

*As a % of Next Fiscal Year's Expenditures

Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
 WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

	WATER												
	FY 16/17 Actuals	FY 17/18 Year End Estimate	FY 18/19 Forecast	FY 19/20 Forecast	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast					
Sources of Funding													
Residential Rate Revenues	\$76,865,341	\$83,977,852	\$89,165,566	\$94,447,382	\$97,890,624	\$101,302,439	\$106,127,181	\$110,900,187					
Non-Residential Rate Revenues	\$54,884,196	\$55,603,900	\$57,488,326	\$59,878,406	\$60,765,168	\$62,617,365	\$65,599,649	\$68,260,050					
Other Revenues	\$5,102,565	\$6,089,657	\$6,354,650	\$6,427,285	\$6,310,864	\$6,327,178	\$6,430,356	\$6,510,617					
Total Sources	\$136,852,102	\$145,671,409	\$153,008,542	\$160,753,073	\$164,966,656	\$170,246,982	\$178,157,186	\$185,670,854					
Uses of Funding													
Operating Expenditures	\$40,838,005	\$48,267,805	\$49,978,828	\$53,646,052	\$56,121,440	\$57,983,434	\$60,179,689	\$61,395,547					
Project Costs	\$86,745	\$77,544	\$0	\$0	\$0	\$0	\$0	\$0					
General Fund Transfer	\$53,614,000	\$54,965,073	\$55,951,500	\$57,252,862	\$58,867,434	\$60,410,156	\$61,997,777	\$63,627,107					
Debt Service Transfer	\$23,807,604	\$32,241,546	\$36,973,747	\$41,185,392	\$44,515,621	\$47,860,241	\$50,275,617	\$52,828,210					
Lifecycle/Infrastructure Transfers	\$2,615,794	\$2,915,428	\$3,060,171	\$3,215,061	\$3,299,333	\$3,404,940	\$3,563,144	\$3,713,417					
Capital Transfer	\$177,000	\$1,070,512	\$159,100	\$169,219	\$242,786	\$100,667	\$92,433	\$109,335					
Economic Investment Fund Transfer	\$5,534,000	\$4,091,813	\$6,787,644	\$7,114,955	\$7,286,483	\$6,948,674	\$7,262,431	\$7,051,212					
Total Uses	\$126,673,148	\$143,627,721	\$152,910,989	\$162,583,541	\$170,333,096	\$181,708,112	\$189,371,090	\$192,424,829					
Net Sources and Uses	\$10,178,954	\$2,043,688	\$97,553	(\$1,830,468)	(\$5,366,440)	(\$11,461,129)	(\$11,213,904)	(\$6,753,975)					
WASTEWATER													
	FY 16/17 Actuals	FY 17/18 Year End Estimate	FY 18/19 Forecast	FY 19/20 Forecast	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast					
Sources of Funding													
Residential Rate Revenues	\$41,103,170	\$43,183,667	\$46,128,880	\$48,181,787	\$49,120,671	\$51,076,084	\$53,876,496	\$56,577,054					
Non-Residential Rate Revenues	\$36,046,379	\$35,011,720	\$37,136,247	\$38,788,947	\$39,385,043	\$40,787,377	\$42,849,708	\$44,815,615					
Other Revenues	\$796,424	\$2,784,050	\$2,799,241	\$2,800,596	\$2,718,099	\$2,694,388	\$2,709,652	\$2,714,615					
Total Sources	\$77,945,973	\$80,979,437	\$86,064,368	\$89,771,330	\$91,223,813	\$94,557,849	\$99,435,856	\$104,107,184					
Uses of Funding													
Operating Expenditures	\$23,066,678	\$23,952,602	\$25,804,807	\$27,855,359	\$28,810,593	\$29,450,043	\$30,398,317	\$31,143,788					
Project Costs	\$64,793	\$214,319	\$0	\$0	\$0	\$0	\$0	\$0					
General Fund Transfer	\$14,563,000	\$15,470,049	\$15,747,681	\$16,113,952	\$16,568,378	\$17,002,580	\$17,449,420	\$17,907,999					
Debt Service Transfer	\$25,276,103	\$37,586,031	\$39,898,862	\$39,678,747	\$43,694,767	\$42,054,554	\$42,651,493	\$44,026,027					
Lifecycle/Infrastructure Transfers	\$1,584,232	\$1,619,589	\$1,721,287	\$1,795,427	\$1,824,476	\$1,891,157	\$1,988,717	\$2,082,144					
Capital Transfer	\$46,000	\$112,822	\$89,472	\$121,654	\$201,598	\$71,985	\$50,868	\$68,046					
Economic Investment Fund Transfer	\$0	\$560,108	\$89,472	\$1,120,215	\$1,120,215	\$1,120,215	\$1,120,215	\$1,120,215					
Total Uses	\$64,600,805	\$79,515,519	\$84,382,325	\$86,686,354	\$92,220,027	\$91,590,534	\$93,659,031	\$96,348,218					
Net Sources and Uses	\$13,345,168	\$1,463,918	\$1,682,043	\$3,085,976	(\$996,214)	\$2,967,315	\$5,776,825	\$7,758,965					
Combined Water & Wastewater	\$23,524,122	\$3,507,606	\$1,779,596	\$1,255,508	(\$6,362,654)	(\$8,493,815)	(\$5,437,079)	\$1,004,990					

Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
 WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

ELECTRIC

	FY 17/18	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Year End Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sources of Funding								
Revenues	\$18,919,490	\$18,164,115	\$18,408,392	\$18,908,844	\$18,868,272	\$19,221,417	\$19,836,090	\$20,383,761
EECAF Revenues	\$4,156,554	\$13,317,702	\$12,631,573	\$12,480,256	\$12,391,337	\$12,660,595	\$13,266,148	\$13,531,904
Total Sources	\$33,076,044	\$31,481,817	\$31,039,965	\$31,989,100	\$31,259,609	\$31,882,012	\$33,102,238	\$33,915,664
Uses of Funding								
Operating Expenditures	\$6,652,711	\$6,658,466	\$7,639,766	\$7,754,190	\$7,907,957	\$8,094,201	\$8,425,562	\$8,450,567
EECAF Expenditures	\$13,699,267	\$13,259,384	\$12,631,573	\$12,480,256	\$12,391,337	\$12,660,595	\$13,266,148	\$13,531,904
Expenditure Subtotal	\$20,351,978	\$19,917,850	\$20,271,339	\$20,234,446	\$20,299,294	\$20,754,796	\$21,691,710	\$21,982,471
Project Costs	\$191,616	\$31,096	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Transfer	\$6,493,000	\$6,656,624	\$6,776,087	\$6,933,690	\$7,129,225	\$7,316,059	\$7,508,330	\$7,706,652
Debt Service Transfer	\$1,228,376	\$1,316,892	\$1,500,357	\$1,900,242	\$2,275,918	\$2,605,626	\$3,026,132	\$3,350,645
Lifecycle/Infrastructure Transfers	\$659,767	\$629,636	\$620,799	\$627,782	\$625,192	\$637,640	\$662,045	\$678,313
Capital Transfer	\$214,000	\$98,947	\$173,837	\$219,207	\$305,562	\$185,113	\$161,220	\$181,947
Economic Investment Fund Transfer	\$0	\$233,430	\$466,860	\$466,860	\$466,860	\$466,860	\$466,860	\$466,860
Total Uses	\$29,138,737	\$28,884,475	\$29,809,279	\$30,382,227	\$31,102,052	\$31,966,094	\$33,516,296	\$34,365,888
Net Sources and Uses	\$3,937,308	\$2,597,342	\$1,230,686	\$1,006,873	\$157,557	(\$84,082)	(\$414,059)	(\$450,224)

NATURAL GAS

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Year End Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sources of Funding								
Revenues	\$30,489,779	\$30,643,671	\$31,313,299	\$32,206,693	\$32,325,083	\$33,129,974	\$34,427,506	\$35,608,087
PNGCAF Revenues	\$10,557,060	\$12,202,162	\$12,416,161	\$12,672,693	\$12,717,212	\$12,635,492	\$13,148,963	\$13,590,177
Total Sources	\$41,046,839	\$42,845,833	\$43,729,459	\$44,979,386	\$45,042,295	\$45,765,466	\$47,576,469	\$49,198,264
Uses of Funding								
Operating Expenditures	\$13,006,571	\$13,109,992	\$14,148,818	\$14,707,614	\$15,046,203	\$15,381,388	\$15,882,437	\$16,034,969
PNGCAF Expenditures	\$11,103,258	\$12,457,307	\$12,416,161	\$12,672,693	\$12,717,212	\$12,635,492	\$13,148,963	\$13,590,177
Expenditure Subtotal	\$24,109,829	\$25,567,299	\$26,564,979	\$27,380,307	\$27,763,415	\$28,016,880	\$29,031,399	\$29,625,147
Project Costs	\$148,736	\$111,331	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Transfer	\$7,760,000	\$7,955,552	\$8,098,326	\$8,286,683	\$8,520,373	\$8,743,664	\$8,973,454	\$9,209,280
Debt Service Transfer	\$3,711,510	\$5,460,286	\$5,667,048	\$5,799,625	\$6,579,083	\$9,145,290	\$9,857,598	\$10,638,781
Lifecycle/Infrastructure Transfers	\$826,417	\$856,917	\$874,589	\$899,588	\$900,846	\$915,309	\$951,529	\$983,965
Capital Transfer	\$125,000	\$82,002	\$324,514	\$254,487	\$336,434	\$207,285	\$192,464	\$213,055
Economic Investment Fund Transfer	\$0	\$278,981	\$357,961	\$357,961	\$357,961	\$357,961	\$357,961	\$357,961
Total Uses	\$36,681,492	\$40,312,367	\$41,987,417	\$43,178,651	\$44,658,111	\$47,586,390	\$49,564,405	\$51,228,189
Net Sources and Uses	\$4,365,347	\$2,533,466	\$1,742,043	\$1,800,736	\$384,184	(\$1,820,925)	(\$1,987,936)	(\$2,029,925)

Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
 WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

SOLID WASTE

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sources of Funding								
Revenues	\$57,827,792	\$60,423,829	\$62,452,289	\$64,810,073	\$65,653,468	\$67,530,227	\$70,372,480	\$73,077,152
Uses of Funding								
Operating Expenditures	\$33,022,667	\$34,397,816	\$35,020,107	\$36,172,946	\$37,255,798	\$38,144,188	\$39,119,761	\$40,017,913
Expenditure Subtotal	\$33,022,667	\$34,397,816	\$35,020,107	\$36,172,946	\$37,255,798	\$38,144,188	\$39,119,761	\$40,017,913
Project Costs	\$59,969	\$41,369	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Transfer	\$21,431,000	\$21,431,000	\$21,815,610	\$22,323,014	\$22,952,539	\$23,554,050	\$24,173,066	\$24,808,346
Debt Service Transfer	\$291,618	\$329,176	\$418,553	\$681,320	\$676,010	\$681,551	\$657,176	\$620,027
Lifecycle/Infrastructure Transfers	\$1,157,083	\$1,208,477	\$1,249,046	\$1,296,201	\$1,313,069	\$1,350,605	\$1,407,450	\$1,461,543
Capital Transfer	\$3,154,000	\$2,119,186	\$2,125,842	\$2,088,179	\$2,077,290	\$2,055,941	\$2,077,934	\$2,077,463
Total Uses	\$59,116,337	\$59,527,024	\$60,629,158	\$62,561,651	\$64,274,706	\$65,786,334	\$67,435,386	\$68,985,291
Net Sources and Uses	(\$1,288,545)	\$996,805	\$1,823,131	\$2,248,412	\$1,378,762	\$1,743,893	\$2,937,094	\$4,091,861

DISTRICT COOLING

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sources of Funding								
Revenues	\$1,433,271	\$1,325,000	\$1,325,000	\$1,325,000	\$1,285,316	\$1,273,409	\$1,280,624	\$1,282,969
Uses of Funding								
Operating Expenditures	\$828,413	\$857,721	\$894,441	\$1,005,158	\$938,877	\$993,673	\$985,786	\$1,009,483
Project Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Transfer	\$1,000	\$1,413	\$2,103	\$1,437	\$1,245	\$867	\$1,256	\$1,248
Total Uses	\$829,413	\$859,134	\$896,544	\$1,006,595	\$940,121	\$994,540	\$987,042	\$1,010,731
Net Sources and Uses	\$603,859	\$465,866	\$438,456	\$318,405	\$345,195	\$278,869	\$293,582	\$272,238

CONVENTION CENTER

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sources of Funding								
Revenues	\$3,298,876	\$2,776,137	\$2,337,804	\$2,380,679	\$2,349,665	\$2,373,299	\$2,386,745	\$2,391,116
Uses of Funding								
Operating Expenditures	\$4,500,329	\$4,243,057	\$3,832,075	\$3,757,519	\$3,774,954	\$4,347,745	\$3,925,166	\$4,196,999
Project Costs	\$195,481	\$349,000	\$0	\$0	\$0	\$0	\$0	\$0
Capital Transfer	\$311,000	\$51,044	\$237,457	\$233,467	\$232,826	\$230,898	\$234,200	\$234,818
Total Uses	\$5,006,810	\$4,643,101	\$4,069,532	\$3,990,987	\$4,007,781	\$4,578,643	\$4,159,365	\$4,431,817
Net Sources and Uses	(\$1,707,934)	(\$1,866,964)	(\$1,731,728)	(\$1,610,307)	(\$1,658,115)	(\$2,205,343)	(\$1,772,621)	(\$2,040,701)

Attachment 3 - City of Mesa Enterprise Fund Cash Flow Projections

WITH ECONOMIC CORRECTION STARTING IN FY 2020/21

**Attachment 3- City of Mesa Enterprise Fund Cash Flow Projections
 WITH ECONOMIC CORRECTION STARTING IN FY 2020/21**

GOLF COURSE

Sources of Funding	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenues	\$1,544,858	\$1,545,480	\$1,654,217	\$1,687,136	\$1,667,538	\$1,686,949	\$1,696,506	\$1,699,614
Uses of Funding								
Operating Expenditures	\$1,726,759	\$2,158,684	\$2,282,383	\$2,399,363	\$2,275,114	\$2,385,858	\$2,365,732	\$2,415,385
Project Costs	\$0	\$954	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Transfer	\$64,232	\$24,651	\$18,925	\$18,994	\$18,562	\$7,123	\$7,004	\$6,046
Capital Transfer	\$219,000	\$88,250	\$17,008	\$11,615	\$10,055	\$6,998	\$10,147	\$10,079
Total Uses	\$2,009,991	\$2,272,539	\$2,318,316	\$2,429,971	\$2,303,732	\$2,399,978	\$2,382,882	\$2,431,510
Net Sources and Uses	(\$465,133)	(\$727,059)	(\$664,099)	(\$742,836)	(\$636,193)	(\$713,029)	(\$686,375)	(\$731,896)

CUBS SPRING TRAINING FACILITIES

Sources of Funding	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenues	\$1,379,169	\$1,331,603	\$1,048,654	\$1,082,162	\$1,084,307	\$1,106,240	\$1,144,181	\$1,179,037
Uses of Funding								
Operating Expenditures	\$1,985,008	\$2,180,399	\$2,337,182	\$2,410,705	\$2,471,015	\$2,524,931	\$2,592,340	\$2,649,516
Project Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Transfer	\$187,000	\$192,100	\$137,163	\$131,720	\$130,146	\$127,061	\$130,238	\$130,170
Total Uses	\$2,172,008	\$2,372,499	\$2,474,345	\$2,542,425	\$2,601,161	\$2,651,992	\$2,722,579	\$2,779,686
Net Sources and Uses	(\$792,839)	(\$1,040,896)	(\$1,425,691)	(\$1,460,262)	(\$1,516,854)	(\$1,545,752)	(\$1,578,398)	(\$1,600,649)

HOHOKAM-FITCH (OAKLAND A'S)

Sources of Funding	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actuals	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Revenues	\$55,874	\$53,971	\$88,933	\$90,240	\$98,766	\$89,327	\$89,833	\$89,998
Uses of Funding								
Operating Expenditures	\$1,510,597	\$1,513,980	\$1,086,318	\$1,118,402	\$1,203,424	\$1,202,330	\$1,213,224	\$1,245,084
Project Costs	\$0	\$347	\$0	\$0	\$0	\$0	\$0	\$0
Capital Transfer	\$231,000	\$156,710	\$226,796	\$226,228	\$226,064	\$225,742	\$226,074	\$226,067
Total Uses	\$1,741,597	\$1,671,037	\$1,313,113	\$1,344,630	\$1,429,488	\$1,428,072	\$1,439,297	\$1,471,151
Net Sources and Uses	(\$1,685,723)	(\$1,617,066)	(\$1,224,180)	(\$1,254,390)	(\$1,340,722)	(\$1,338,745)	(\$1,349,464)	(\$1,381,153)