

Sustainable Financial Management Planning for Water Utilities Webinar

August 5, 2021



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EPA's Water Finance Center provides information that can be used to make **drinking water, wastewater, and stormwater** infrastructure decisions.



Research

Advise

Innovate

Network

<https://www.epa.gov/waterfinancecenter>

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Q&A

Leave



AGENDA

August 5th, 2021

1

Welcome, Agenda Overview, and Zoom Logistics

2

Speakers

- **Alex Hinton, CPA**, Senior Vice President of Financial Services Columbus Water Works
- **Paul Eldredge, P.E.**, General Manager, Union Sanitary District
- **Mark Carlson, CPA**, CFO/Business Services Manager, Union Sanitary District

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Questions and Answers

Today's webinar will be recorded and made available on the EPA website at a later date.

Panelists



Alex Hinton, CPA

Senior Vice President of Financial Services
Columbus Water Works




Paul Eldredge, P.E

General Manager, Union Sanitary District

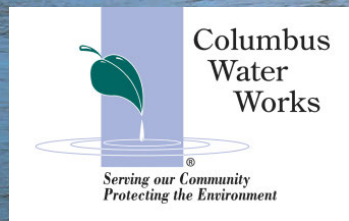


Mark Carlson, CPA

CFO/Business Services Manager, Union Sanitary District



ALEX HINTON
COLUMBUS WATER WORKS
PLANNING FOR THE FUTURE
AUGUST 5, 2021



NORTH COLUMBUS WATER RESOURCE FACILITY



FORT BENNING WATER TREATMENT FACILITY



SOUTH COLUMBUS WATER RESOURCE FACILITY



Combined Sewer Overflow Treatment



OUR CORE VALUES:

Wow Customers by listening, caring and responding to their concerns and ideas.

Act With Integrity by being honest and sincere in everything we do.

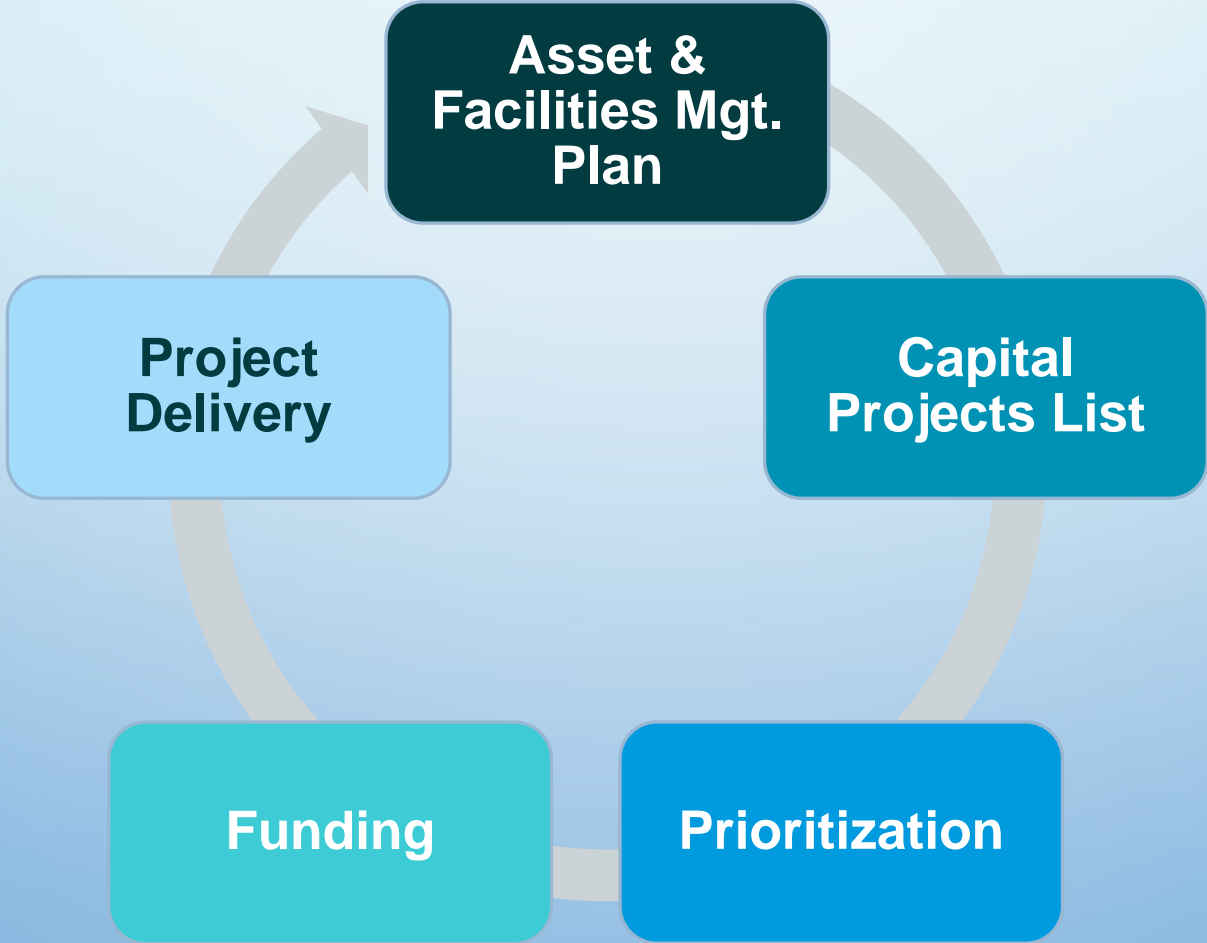
Trusted Community partner by being engaged to improve the quality of life.

Energize Employees by celebrating, encouraging, developing and rewarding their diverse capabilities and contributions.

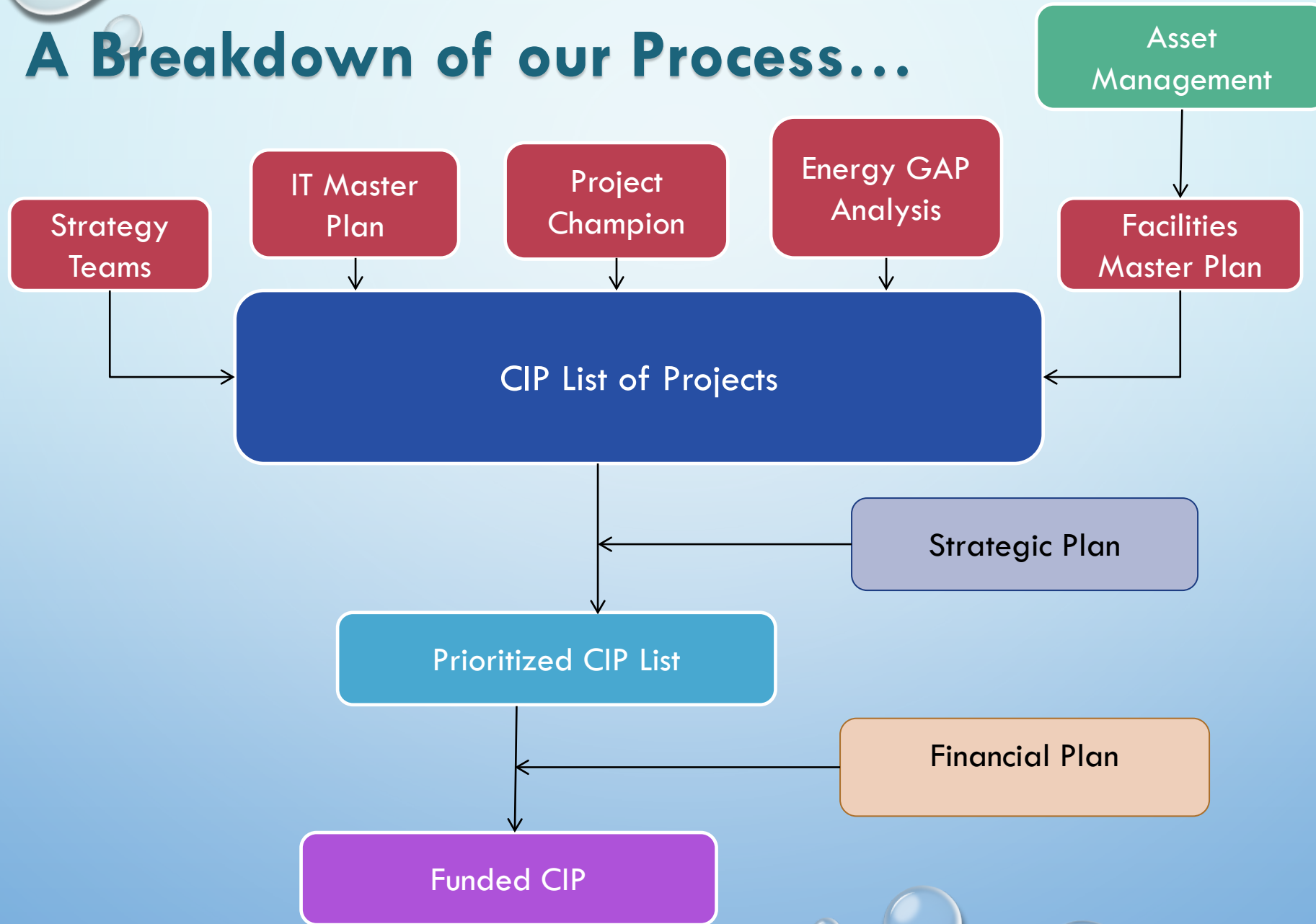
Resource Protection by being an innovative leader in watershed management, protection and education.



CAPITAL IMPROVEMENT PLANNING PROCESS



A Breakdown of our Process...





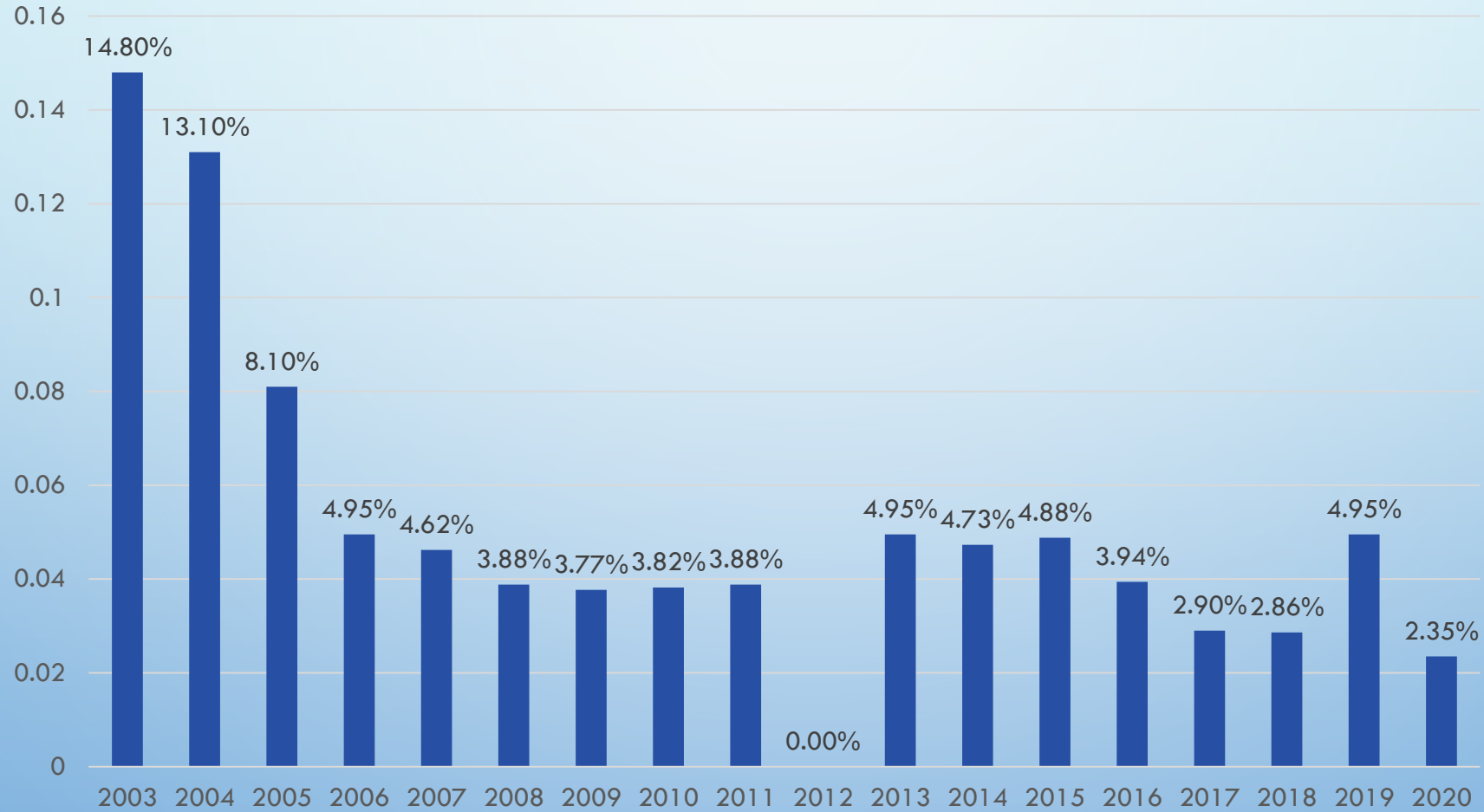
Funding

SECURE FUNDING

- RATE INCREASES
 - ANNUAL RATE ASSESSMENTS AVOID LARGE RATE SPIKES BY LEVELING SMALLER INCREASES
 - RATES CONTINUE TO BE AMONG LOWEST IN GEORGIA
- BOND FUNDING
- STATE REVOLVING FUNDS
- GRANTS
- PAY GO FUNDING
- LONG TERM FINANCIAL ANALYSIS

HISTORIC RATE INCREASES

Average Rate Increase System Average **



**System Average (20 ccf) includes all customer classes: Residential, Commercial and Industrial

RATE CHANGES – 10 YEARS

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
	Actual	Actual	Actual	Actual	Actual	Recomm	Recomm	Recomm	Recomm	Recomm
National Average*	6.12%	6.12%	6.50%	6.50%	6.00%	6.00%	+6.00%	+6.00%	+6.00%	+6.00%
Model Projection**	4.95%	4.95%	3.95%	6.63%	4.95%	4.95%	3.86%	3.87%	3.99%	4.17%
Actual /Proposed System Average **	3.94%	2.90%	2.86%	4.95%	2.35%	3.75%	3.86%	3.87%	3.99%	4.17%

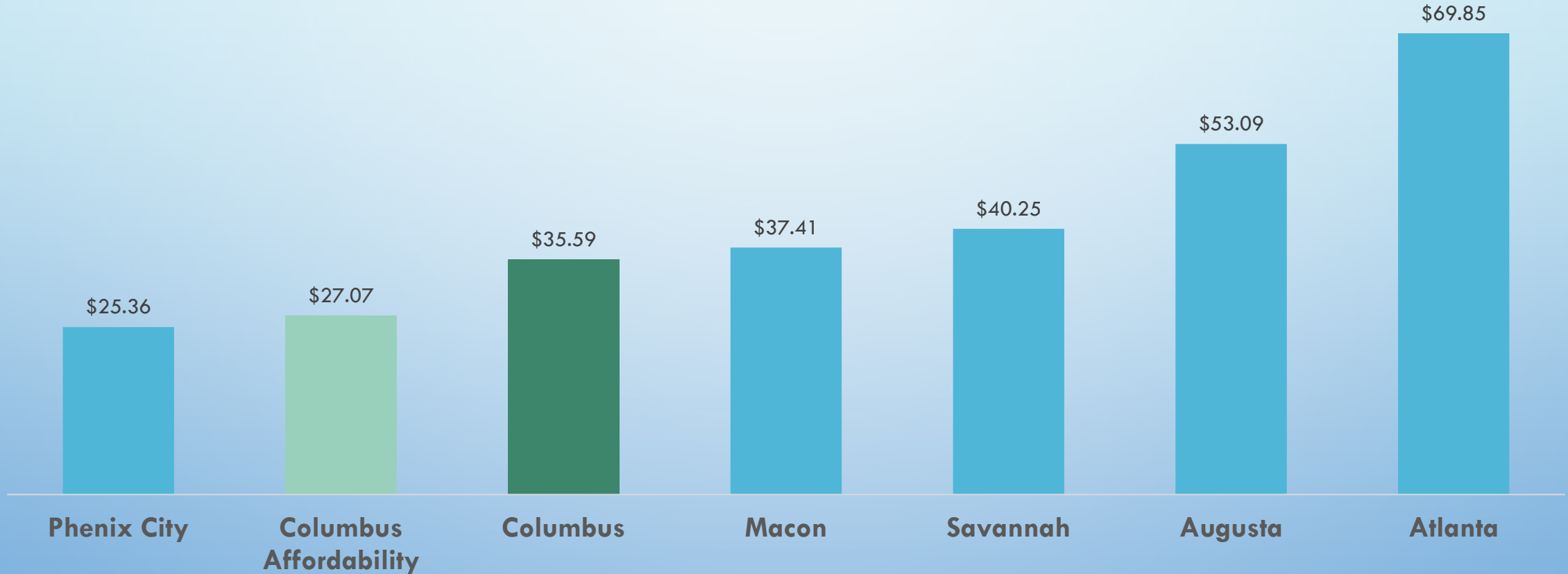
10-yr actual average/recommended rate increase with 2021 recommendation: 3.66%

*AWWA/RFC National Water and Wastewater Rate Survey, the national average bill increase has been approx. **6.5%** annually from 2009 through 2021. This trend is expected to continue in future years. If we estimate the trend to continue at approximately a 6.00% increase for the next 5 years. The average 5 year look back and 5 year look forward would average approximately **6.2%**

**System Average (20 ccf) includes all customer classes: Residential, Commercial and Industrial

REGIONAL BILL COMPARISON

3,000 gallons residential bill – Proposed CWW Rates



Note: Rates for comparison communities are current as of October 2020, but do not include increases they may implement in 2021. Columbus Affordability includes increase of \$1.00 to Low Income Credit proposed for current year or \$8.50 total credit.



Funding

CONTINUED...

- **BOND FUNDING**
- **STATE REVOLVING FUNDS**
- **PAY GO FUNDING**
- **LONG TERM FINANCIAL ANALYSIS AND PLANNING**



UNION SANITARY DISTRICT

Sustainable Financial Management Planning for Water Utilities

August 5, 2021





Paul Eldredge
General Manager/ District
Engineer



Mark Carlson, CPA
CFO/Business Services Manager



District Overview

USD'S Location & Service Area

Southern Alameda County, CA

Eastern Shore of the
San Francisco Bay



Customer Profile

- 60 Square mile service area
- Serving Fremont, Newark, and Union City
- 357,000 residents
- 3,000 businesses
- 117,000 service connections



District Profile

- **Established 1918**
- **Governed by a 5-member Board**
- **143 FTE's**
- **Fiscal year 21/22 budget \$112 million (including capital)**
- **Discharge secondary treated wastewater into the deep waters of San Francisco Bay via a JPA**



District Profile

- 839 miles of pipeline
- 7 pump stations, 1 physical plant
- 8 billion gallons annual treatment
- Daily average 21.25 MGD
- Permitted capacity 33 MGD
- 20,000 wet tons of beneficially reusable biosolids





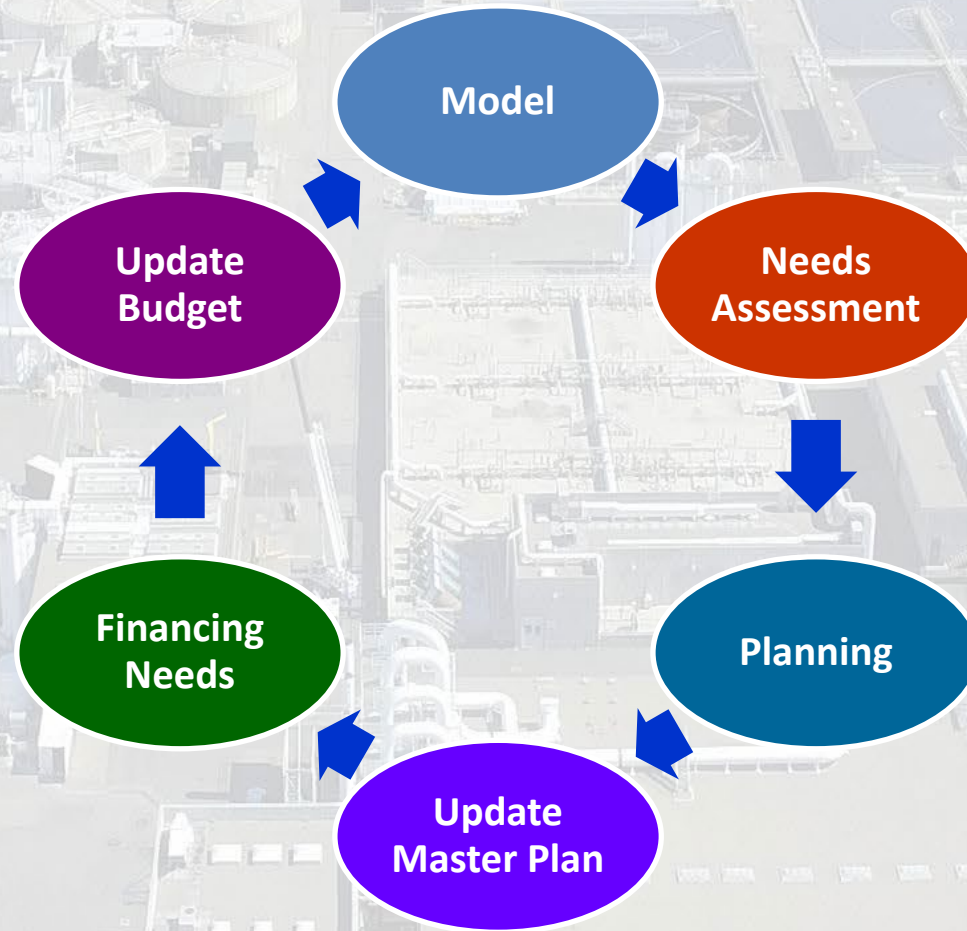
Key Fiscal Methodologies/Drivers



Key Fiscal Methodologies/Drivers *Modeling*

- **USD utilizes a comprehensive modeling software for both short and long-term forecasting**
- **The model is the focal point for District decision-making**

Key Fiscal Methodologies/Drivers *Modeling*



Key Fiscal Methodologies/Drivers

CIP Forecasting

- CIP includes plant, pump station, collection system and transport system expansion, component replacement, and major routine maintenance
- Proper cost indexing over time
- 20-year horizon
- Realistic estimates (updated annually)





Key Fiscal Methodologies/Drivers ***Information Gathering***

- **Facts/Information are crucial to success**
- **Studies as needed**
- **Rate studies – California Proposition 218**
 - Cost of Service Analysis (COSA)
 - Written notice to all customers notifying of rate increase and public hearing
 - Conduct public hearing
 - Majority protest (50%+1)

Key Fiscal Methodologies/Drivers Communications

- **Between Departments**
 - Finance/Engineering/Operations
- **Board**
 - Board updated regularly on budget, CIP and Model
 - Avoid overly technical jargon (not easy, Finance and Engineering centric staff)
 - Updating Board establishes and maintains credibility
 - Responding to Board inquiries promptly
- **Rate Payers**
 - Regular outreach

UNION SANITARY DISTRICT
PROTECTING THE TRI-CITIES AND SAN FRANCISCO BAY
FALL 2019
MANAGING NUTRIENTS IN THE S.F. BAY
Nutrients such as nitrogen, ammonia, and phosphorus in water bodies have been a nationwide concern for many years. Though San Francisco Bay has a long history of high nutrient levels.

BUDGET IN BRIEF
USD provides wastewater collection, treatment, and disposal services to over 358,000 residents in the Tri-Cities. The District manages 834 miles of sewer lines, seven pump stations, and the buildings and equipment at the 33-acre treatment plant. Through careful fiscal planning, we safeguard these public assets to ensure responsible maintenance and reliable service to customers at the lowest feasible rates. See how USD's rates compare to others in the Bay Area at unionsanitary.ca.gov/sewer-service-charges.

FY 2020 Total Expenditures – \$76,811,500

Operating Costs	\$43,200,000	56.1%
Capital Improvement Program	\$28,750,000	37.4%
Debt Service	\$2,861,500	3.7%
Grants from Property Tax Billing	\$1,800,000	2.3%
Annually Funded Programs	\$1,200,000	1.6%
To Total Revenues	\$18,200,000	23.6%

FY 2020 Total Revenues – \$76,811,500

Sewer Service Charges	\$58,200,000	75.8%
Capital from	\$15,800,000	20.6%
Min. Income	\$277,000	0.4%
Special Revenues	\$2,604,500	3.4%

COURTESY RATE ADJUSTMENT NOTICE: FISCAL YEAR 2020 SEWER SERVICE RATES

On January 25, 2016, the District's Board of Directors held a public hearing and adopted Ordinance 51-20, which established sewer service charges for Fiscal Years 2017 through 2021. Prior to the public hearing, the District participated in two public meetings and mailed a notice of the public hearing and informational brochure to all property owners in our service area. Annual Sewer Service Charges are placed on the Alameda County property tax statement. The charges appear on the tax statement as a single line item and are listed as "Union Sewer Service". Sewer Service Charges are not a property tax and are not related to the assessed value of a property. They represent a charge for a service provided. USD includes the annual charges on property tax statements to save the administrative cost of generating and mailing separate invoices. The adjacent table depicts last year's rates and the new rates for FY 2020. If you have questions, call USD at (510) 477-7500 or email to: rateloc@unionsanitary.ca.gov.

	Last Year's Rate FY 2019	This Year's Rate FY 2020
Residential (\$ per Dwelling Unit)		
Single Family Residences	\$407.12	\$421.37
Multiple Family Residences	\$362.07	\$366.32
Commercial (\$ per 1,000 gallons)		
Strong	\$10.29	\$10.84
Moderate	\$6.07	\$6.25
Weak	\$4.23	\$4.37
Fast-Food Restaurant	\$9.81	\$9.95
Full-Service Restaurant	\$12.73	\$13.18
Industrial		
Volume (81,000 gals)	\$2.39	\$2.48
COO (\$1,000 lbs.)	\$17.14	\$19.24
Sanitary Sewer (81,000 lbs.)	\$7.27	\$7.63
Minimum Charge for non-residential customers	\$362.07	\$366.32

2 UNION SANITARY DISTRICT | www.unionsanitary.ca.gov

Key Fiscal Methodologies/Drivers

Use of Outside Advisors

- **When needed to augment staff resources**
 - Expertise that staff may not possess
 - Cost effective to hire out
 - Staff capacity limits
- **Budgeted line item for annual consulting**





Modeling

District Fiscal Model

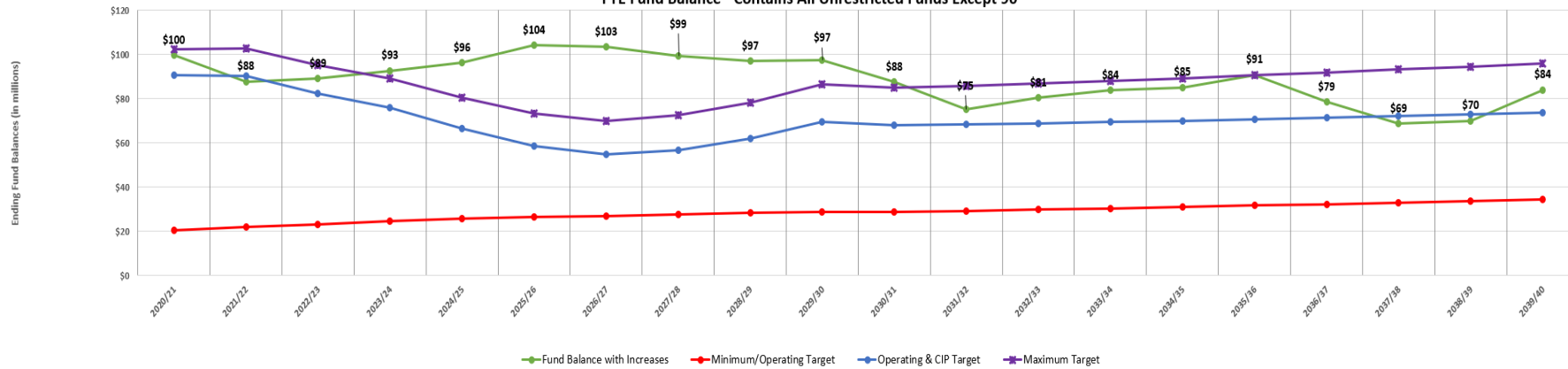
- **Developed by HF&H Consultants for USD**
 - Excel Based
 - Roughly 20 tabs – hundreds of inputs
 - Comprehensive
- **Key driver is fund balance**
 - Cash & Investments less short-term liabilities
- **20-year horizon**

Model Summary Page

Primary Interface with Staff and Board

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1 Union Sanitary District																					
2 Financial Model	Rates in Feb Mod	8.0%	8.0%	7.5%	7.3%	6.5%	5.5%	5.0%		5.0%	1.0%	1.0%	1.0%	1.0%	1.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
3 Table 1A. Summary																					
4		Adopted	Projected																		
5 Fiscal Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	
6 Fiscal Year End	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	
7 Rate Increases		8.0%	8.0%	7.5%	7.3%	2.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
8 Cumulative Increase		8.0%	16.0%	23.5%	30.8%	32.8%	35.8%	38.8%	41.8%	43.8%	45.8%	47.8%	49.8%	51.8%	54.8%	57.8%	60.8%	63.8%	66.8%	69.8%	
9 Chg in Rate Percentagetog Feb Rate Model		0.0%	0.0%	0.0%	0.0%	-4.5%	-2.5%	-2.0%	-2.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	3.0%	
10 Debt Coverage Ratio	2.63	2.82	3.22	2.30	2.70	2.58	1.56	1.58	1.61	1.61	1.71	1.74	1.75	1.77	1.83	1.36	1.41	1.44	1.43	1.47	
11																					
12																					

FYE Fund Balance - Contains All Unrestricted Funds Except 90



Model Summary Page

Primary Interface with Staff and Board

	A	B	C	D	E	F	G	H	I
1	Union Sanitary District								
2	Financial Model	Rates in Feb Mod	8.0%	8.0%	7.5%	7.3%	6.5%	5.5%	5.0%
3	Table 1A. Summary								
4		Adopted	Projected						
5	Fiscal Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
6	Fiscal Year End	2021	2022	2023	2024	2025	2026	2027	2028
7	Rate Increases		8.0%	8.0%	7.5%	7.3%	2.0%	3.0%	3.0%
8	Cumulative Increase		8.0%	16.0%	23.5%	30.8%	32.8%	35.8%	38.8%
9	Chg in Rate Percentageteto Feb Rate Model		0.0%	0.0%	0.0%	0.0%	-4.5%	-2.5%	-2.0%
10	Debt Coverage Ratio	2.63	2.82	3.22	2.30	2.70	2.58	1.56	1.58
11									
12									
13									

Model Assumptions

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Union Sanitary District																					
2	Financial Model																					
3	Table Table 11. COS - Rate Calculations																					
4	Source: USD Fund Balances 063018.xls																					
5	Cost of Service Year (Table 9)																					
6		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
7	Index	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	
8		Projected																				
9	1 General Inflation	Per Budget	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
10	2 Salary Increases	Per Budget	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
11	3 Benefit Increases	Per Budget	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
12	4 Chemicals	Per Budget	3.8%	4.0%	4.3%	4.5%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
13	5 Utilities	Per Budget	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
14	6 Interest on Earnings		0.60%	1.3%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
15	7 Capital	Per Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
16	8 % Change in Water Demand	Estm. Actual	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
17	9 Growth in Accounts	Estm. Actual	0.8%	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
18	10 % of CIP Funding		90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
19	11 Capacity Fee Revenue		\$5,712,200	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
20	12 PERS Retirement as a % of salaries	Per Budget	9.8%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%	10.5%
21	13 Health & Welfare	Per Budget	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
22	14 Bridge Loan/LOC interest rate		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
23	15 Growth in Residential Accounts	Estm. Actual	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
24	16 Growth in Commercial Accounts	Estm. Actual	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25	17 OPEB Expense escalator	Per Budget	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
26	18 Blank																					

Model Assumptions

	A	B	C	D	E
1	Union Sanitary District				
2	Financial Model				
3	Table Table 11. COS - Rate Calculations				
4	Source: USD Fund Balances 063018.xls				
5	Cost of Service Year (Table 9)		1	2	3
6				Projected	
7	<u>Index</u>		2020/21	2021/22	2022/23
8					
9	1 General Inflation		Per Budget	3.5%	3.5%
10	2 Salary Increases		Per Budget	4.0%	4.0%
11	3 Benefit Increases		Per Budget	0.0%	0.0%
12	4 Chemicals		Per Budget	3.8%	4.0%
13	5 Utilities		Per Budget	4.0%	4.0%
14	6 Interest on Earnings		0.60%	1.3%	1.6%
15	7 Capital		Per Budget	0%	0%
16	8 % Change in Water Demand		Estm. Actual	0%	0%
17	9 Growth in Accounts		Estm. Actual	0.8%	0.6%
18	10 % of CIP Funding		90%	90%	90%
19	11 Capacity Fee Revenue		\$5,712,200	\$3,000,000	\$3,000,000
20	12 PERS Retirement as a % of salaries		Per Budget	9.8%	10.5%
21	13 Health & Welfare		Per Budget	4.0%	4.0%
22	14 Bridge Loan/LOC interest rate		5.0%	5.0%	5.0%
23	15 Growth in Residential Accounts		Estm. Actual	0.5%	0.5%
24	16 Growth in Commercial Accounts		Estm. Actual	0.0%	0.0%
25	17 OPEB Expense escalator		Per Budget	3.0%	3.0%
26	18 Blank				

Detailed Line-Item Budget Information

	A	B	C	D	E	F	G	H	I
1	Union Sanitary District								
2	Financial Model								
5				1	2	3	4	5	6
6			Index	Budget	Projected				
7			(Tab 1B)	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
8	OPERATING EXPENSES								
9	5000 PERSONNEL EXPENSE								
10	5010	Fees, Board of Directors	1	\$78,735	\$81,491	\$84,343	\$87,295	\$90,350	\$93,512
11	5020	Salaries, Reg	2	\$18,932,646	\$19,689,952	\$20,477,550	\$21,296,652	\$22,148,518	\$23,034,459
12		Additional ETSU Staff	2	\$215,507	\$1,198,243	\$1,556,021	\$1,764,994	\$2,273,418	\$2,364,355
13	5030	Vacation Liability	3	\$0	\$0	\$0	\$0	\$0	\$0
14	5040	Buyback - Vacation & MAL	2	\$213,000	\$221,520	\$230,381	\$239,596	\$249,180	\$259,147
15	5060	Overtime	2	\$459,011	\$477,371	\$496,466	\$516,325	\$536,978	\$558,457
16	5080	Other Compensation	2	\$155,500	\$161,720	\$168,189	\$174,916	\$181,913	\$189,190
17	5099	Vacancy Factor (Budget Only)	2	(\$885,524)	(\$920,945)	(\$957,783)	(\$996,094)	(\$1,035,938)	(\$1,077,375)
18	5105A	PERS Retirement - Normal Costs	2	\$2,040,167	2,037,910	2,088,956	2,141,078	2,150,839	2,203,632
19	5105B	PERS Retirement - Unfunded Liab	1	\$4,158,694	4,144,704	4,606,710	4,915,842	5,242,255	5,312,760

CIP Information

	A	B	C	D	E	F	G	H	I	J
7										
8		CIP						2020/21	2021/22	2022/23
9	Project	Category	Structural %	Capacity (90)	Type of Fund	Total	2021	2022	2023	
10	Field Ops Bldg. Seismic Upgrade and Leak Repairs	Admin Facilities	100%	0%	PAYGo	3,300,000				
11	Additional CS (Vehicle) Storage	Admin Facilities	100%	0%	PAYGo	250,000				
12	FMC Storage	Admin Facilities	100%	0%	PAYGo	300,000				
13	Plant Paving	Admin Facilities	100%	0%	Future SRF1	1,750,000			250,000	
14	Radio Repeater Antenna Replacement	Admin Facilities	100%	0%	PAYGo	150,000				
15	Solar Panel Replacement at Alvarado	Admin Facilities	50%	50%	PAYGo	300,000				
16	Solar Panel Replacement at Carport	Admin Facilities	50%	50%	PAYGo	700,000	100,000			
17	Solar Panel Replacement at Irvington	Admin Facilities	50%	50%	PAYGo	2,100,000		300,000		
18	Cast Iron Pipe Lining	Collection System	100%	0%	PAYGo	5,518,000	500,000			532,000
19	Central Avenue Sanitary Sewer Relocation	Collection System	100%	0%	WIFIA Loan 1	1,050,000	50,000	1,000,000		
20	Gravity Sewer Rehab/Replacement	Collection System	100%	0%	WIFIA Loan 1	19,946,000	1,000,000	400,000		1,495,000
21	RCP Sewer Rehab (Alvarado Basin)	Collection System	100%	0%	WIFIA Loan 1	3,850,000				
22	RCP Sewer Rehab (Irvington Basin)	Collection System	100%	0%	WIFIA Loan 1	3,300,000	300,000	3,000,000		
23	RCP Sewer Rehab (Newark Basin)	Collection System	100%	0%	WIFIA Loan 1	3,850,000				
24	Alameda Creek Crossing Lift Station	Transport	50%	50%	Future Bond 1	11,000,000				
25	Cathodic Protection Improvements - Transport	Transport	100%	0%	Future Bond 1	1,550,000	300,000	500,000		
26	Cherry Street Pump Station (Predesign)	Transport	0%	100%	Grant 1	3,150,000	150,000	1,500,000		1,500,000

District Fiscal Model

- **Other Items**
 - Calculates all debt payments by type of loan
 - Set rate by borrowing
 - Will handle short term/interim financing
 - Tracks interest earnings on fund balance
 - Can track multiple funds
 - Can be modified to add in additional lines for revenue and expenditures
 - Data from model supports proforma's for borrowings

District Fiscal Model

- **Modeling Outcomes**
 - No surprises
 - Organized and methodical work environment
 - Teams know what's expected of them now and in the future
 - Efficient use of resources (planned buildout)
 - Stabilization of rates over time



Questions and Answers

Please use the **Q&A window** to ask questions of the presenters.



Send a **chat to the host** if you have a technical issue

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