

Please remember to sign the Visitor's Register – Thank you.

**Budget Workshop II Agenda
Monday, April 13, 2020
7:30 P.M. – Virtual Meeting**

- 1. Welcome – Michele Burger, School Board President**
Public Comment received prior to 6PM on Monday, April 13, 2020
- 2. 2020-21 Preliminary and Proposed Budget**
 - i. Summaries2**
 - ii. Impact Strategies3**
 - iii. Act 1, Tax Rate and Analysis9**
 - iv. Major Expenditure Drivers17**
- 3. 2020-21 Expenditure Budget Development**
 - i. History and Variances22**
 - ii. Drivers24**
 - iii. Functional Area Breakdown.....25**
 - iv. Projection Models and Assumptions.....37**
- 4. Fund Balance History and Trends39**
- 5. Capital Project Funding45**
- 6. Key Dates49**
- 7. Public Comment received during the meeting**
- 8. Adjournment**

FY 2020-21 Preliminary Budget (Approved 1/27/20)

Draft

(Act 1 Index of 2.6%)

1	Budgeted Anticipated Revenue	\$146,099,805
2	Budgeted Anticipated Expenditures	\$153,829,385
3	Projected Budget Deficit	(\$7,729,580)
	Estimated Property Tax Revenue from:	
4	Act 1 Index of 2.6%	\$3,039,961
5	ERC Referendum Exception	\$0
6	Special Education Referendum Exception	\$0
7	Projected Budget Deficit	(\$4,689,619)

Total Estimated Referendum Exceptions for 2020-21
 Employer Retirement Contributions (Do Not Qualify)
 Special Education Expenditures (Do Not Qualify)

FY 2020-21 Preliminary Budget Summary Draft (Approved 1/27/20)

1	Preliminary Budgeted Revenue	\$146,099,805	
2	Budgeted Tax Rate Increase (Act 1 Index)	\$3,039,961	2.6%
3	Budgeted Tax Rate Increase (PSERS Exception)	\$0	0.000%
4	Budgeted Tax Rate Increase (Special Education Exception)	\$0	0.000%
5	Total Preliminary Budgeted Revenue	\$149,139,766	
6	Total Budgeted "Anticipated" Spending	\$153,829,385	
7	Balance	(\$4,689,619)	Satisfied with General Fund Balance Contribution
8	*Budgetary Reserve/Contingency	\$2,500,000	General Fund Balance Commitment
9	Total Budgeted "Authorized" Spending	\$156,329,385	Preliminary Budget
	<u>*Budgetary Reserve/Contingency</u>		
10	Operating (1.0%)	\$1,550,000	
11	Revenue Projection	\$350,000	
12	Special Education	\$600,000	
13	Total Budgetary Reserve/Contingency	\$2,500,000	

Budget Impact Strategies

Draft

□ FY20-21 Budget

1. Reduce Departmental and Building-level budgets – \$1M
2. Hire District School Psychologists - \$160,000

□ Strategies Presented in Prior Fiscal Years and Not Taken

1. Eliminate highway safety courses - \$48,400

FY 2020-21 Budget Impact Strategies

□ Some of the items included in the reduction of Departmental and Building-level Budgets

1. Classroom furniture
2. Musical instruments
3. Maintenance equipment and services
4. Network services and equipment
5. School supplies and equipment
6. Departmental supplies and equipment
7. Educational software
8. Library books and periodicals
9. Special Ed student tuition for out-of-district placements
10. Special Ed contracted services
11. Staff conferences and travel
12. Athletic supplies

□ Other Items to Consider

1. Enrollment and staffing projections
2. State budget
3. Second look healthcare projection
4. 2019-20 actual and projection
5. Transfer to the Capital Fund
6. 2020-21 budget assumptions

FY 2020-21 PROPOSED Budget

Draft

(Act 1 Index of 2.6%)

1	Budgeted Anticipated Revenue	\$146,818,878
2	Budgeted Anticipated Expenditures	\$154,343,285
3	Projected Budget Deficit	(\$7,524,407)
	Estimated Property Tax Revenue from:	
4	Act 1 Index of 2.6%	\$3,039,961
5	Projected Budget Deficit	(\$4,484,446)
6	Capital Fund Transfer Moved to Contingency	\$1,200,000
7	Budget Strategies Accepted by Board	\$1,160,000
8	Projected Budget Deficit	(\$2,124,446)

Total Estimated Referendum Exceptions for 2020-21
 Employer Retirement Contributions (Do Not Qualify)
 Special Education Expenditures (Do Not Qualify)

FY 2020-21 PROPOSED Budget Summary

Draft

1	Preliminary Budgeted Revenue	\$146,818,878	
2	Budgeted Tax Rate Increase (Act 1 Index)	\$3,039,961	2.6%
3	Total Preliminary Budgeted Revenue	\$149,858,839	
4	Total Budgeted "Anticipated" Spending	\$151,983,285	
5	Balance	(\$2,124,446)	Satisfied with General Fund Balance Contribution
6	*Budgetary Reserve/Contingency	\$3,700,000	General Fund Balance Commitment
7	Total Budgeted "Authorized" Spending	\$155,683,285	Preliminary Budget
	<u>*Budgetary Reserve/Contingency</u>		
8	Operating (1.0%)	\$1,550,000	
9	Revenue Projection	\$350,000	
10	Special Education	\$600,000	
11	Capital Fund Transfer	\$1,200,000	
12	Total Budgetary Reserve/Contingency	\$3,700,000	

Budget Impact Strategies Taken in Prior Years Draft

Educational Program & Supports

Salary/Benefits & Operating Costs

Increased class size threshold (two years)	Teacher, administrator and staff salary freezes or reductions
Fees for students - activity fee, parking	Reduced/delayed staff positions
Changes elementary, MS language instruction	Increased contributions to healthcare for all employees
Changes in program delivery	Self-insurance for healthcare w/ lower % increases
Reduced field trips	Increased outsourcing and contracted services
Reduced teacher workshops and conferences	Renegotiation of contracted services
Elimination of technology mentors	Purchasing consortiums and cooperative buying
	Reduced departmental budgets (multiple years)

Total Budget Strategies since 2010 - \$22.1M

□ Taxpayer Relief Act of 2006 established the Act 1 Index

- Each year, the PA Dept of Ed (PDE) sets an inflationary index that serves as a cap on each school district's allowable tax increase. The index percentage is the average of the percentage increase in the statewide average weekly wage, as determined by the PA Dept of Labor and Industry, for the preceding calendar year and the percentage increase in the Employment Cost Index for Elementary and Secondary Schools, as determined by the Bureau of Labor Statistics in the U.S. Dept of Labor, for the previous 12-month period ending June 30. School districts can only raise taxes above this index by either obtaining approval from the voters or applying and qualifying for one of the specific referendum exceptions provided for in Act 1.

□ Referendum exceptions in the Taxpayer Relief Act of 2006

- In order to increase property taxes beyond Act 1 Index, a school board must apply to and receive approval from PDE for a referendum exception for specific costs.
- Two of those referendum exceptions are:
 - 1) Special Education expenditures that increase by more than the Act 1 index
 - 2) Increases in retirement contributions to State (PSERS) that rise faster than the Act 1 index

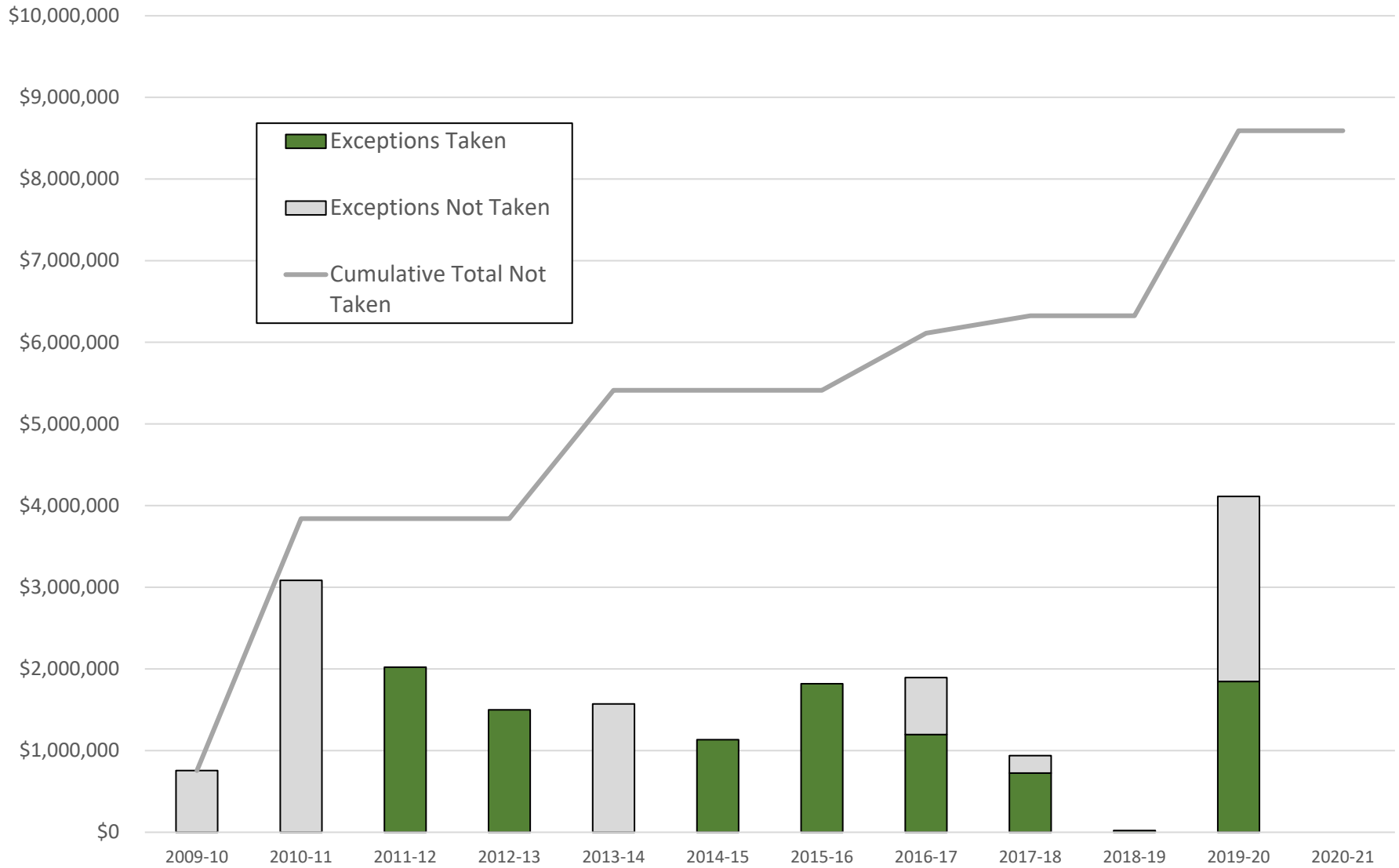
Source: PDE Report on Referendum Exceptions (April 2016)

History of Property Tax Rate

Draft

A	B	C	D	E	F
		Referendum Exceptions			
<u>Year</u>	<u>Act 1 Index</u>	<u>PSERS</u>	<u>Special Ed</u>	<u>Tax Increase</u>	<u>Avg. Increase</u>
2019-20	2.3%	0.022%	1.59%	3.91%	\$229
2018-19	2.4%	0.020%	-	2.42%	\$139
2017-18	2.5%	0.363%	0.337%	3.20%	\$178
2016-17	2.4%	0.60%	0.60%	3.60%	\$191
2015-16	1.9%	1.14%	0.77%	3.81%	\$194
2014-15	2.1%	1.10%	-	3.20%	\$157
2013-14	1.7%	-	-	1.70%	\$82
2012-13	1.7%	1.04%	0.56%	3.30%	\$155
2011-12	1.4%	1.20%	1.17%	3.77%	\$171
2010-11	2.9%	-	-	2.90%	\$126
2009-10	4.1%	-	-	2.95%	\$126
2008-09	4.4%	-	-	4.37%	\$171
2007-08	3.4%	-	-	3.37%	\$128
2006-07	3.9%	(Act 1 of 2006 Becomes Law)		3.90%	\$145
2005-06	-			1.40%	\$51
2004-05	-			0.00%	\$0
* The amount of property tax reduction for homeowners approved by the County					

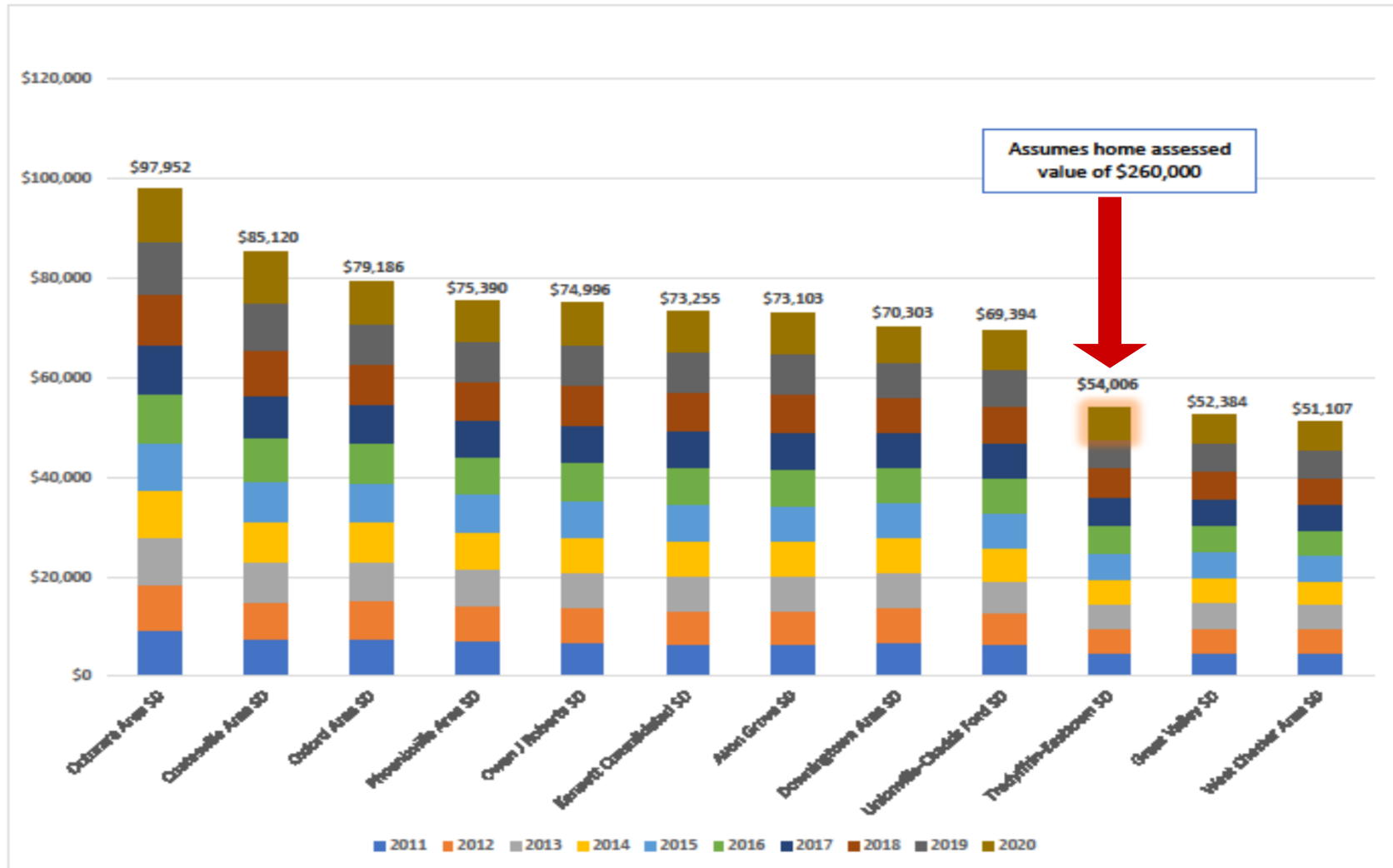
Historical Exceptions Approved : Taken vs Not Taken



Tax Impact from Act 1 Index and Referendum Exceptions

		A	B	C	D
					**Increase to
	<u>FY 2020-21</u>	<u>Tax Rate</u>	<u>Projected Revenue</u>	<u>Mills</u>	<u>T/E Homeowner</u>
1			(Current Rate = 23.8795)		
2	Act 1 Index	2.6%	\$3,039,961	0.6208	\$162
3	Referendum Exceptions:				
4	Employer Retirement Contributions	0.000%	\$0	0.0000	\$0
5	Special Education Expenditures	0.000%	\$0	0.0000	\$0
6	Total	2.600%	\$3,039,961	0.6208	\$162
7			(New Rate = 24.5003)		
7	**Based on Average Assessment of a T/E home of \$260,349 with a average tax bill of \$6,379				

Taxes Paid by Residential Taxpayers in Chester County



Historical Analysis of Property Taxes

Draft

The 14 Years PRIOR to the Act 1 Index (1992-93 to 2005-06)

- Average Annual Property Tax Increase of 4.5%
- Taxes as a % of Residential Home Value averaged 1%

The 14 Years AFTER the Act 1 Index (2006-07 to 2019-20)

- Average Annual Property Tax Increase of 3.32%
- Taxes as a % of Residential Home Value still average 1.1%

2018 Local Effort Capacity Index*

A	B	C	D
District	Local Effort Capacity Index	Equalized Mills (3-yr avg)	Earned Income Tax
Avon Grove	1.11	19.8	No
Coatesville	1.12	25.0	Yes
Downingtown	1.01	19.6	Yes
Great Valley	0.83	13.7	No
Kennett	1.24	21.3	Yes
Octorara	1.30	26.7	Yes
Owen J. Roberts	1.08	23.4	Yes
Oxford	1.41	21.3	Yes
Phoenixville	1.03	21.2	Yes
TE	0.79	12.8	No
Unionville/Chadds	0.90	17.8	No
West Chester	0.84	14.1	Yes
Chester County Average	1.06	19.7	
Radnor Township	0.89	14.6	No
Lower Merion	0.74	16.8	No

← **Lowest in the County**

* Source: 2020 PDE Funding Proposals for Basic Education and Special Education Funding Formulas

Act 1 Index— Updated Future Growth Prediction

IFO* Projections – March 2019

▣ 2020 – 2021	2.3%
▣ 2021 – 2022	2.8%
▣ 2022 – 2023	3.0%
▣ 2023 – 2024	3.2%

IFO* Projections – February 2020

▣ 2020 – 2021	2.6% ACTUAL
▣ 2021 – 2022	3.2%
▣ 2022 – 2023	3.3%
▣ 2023 – 2024	3.4%

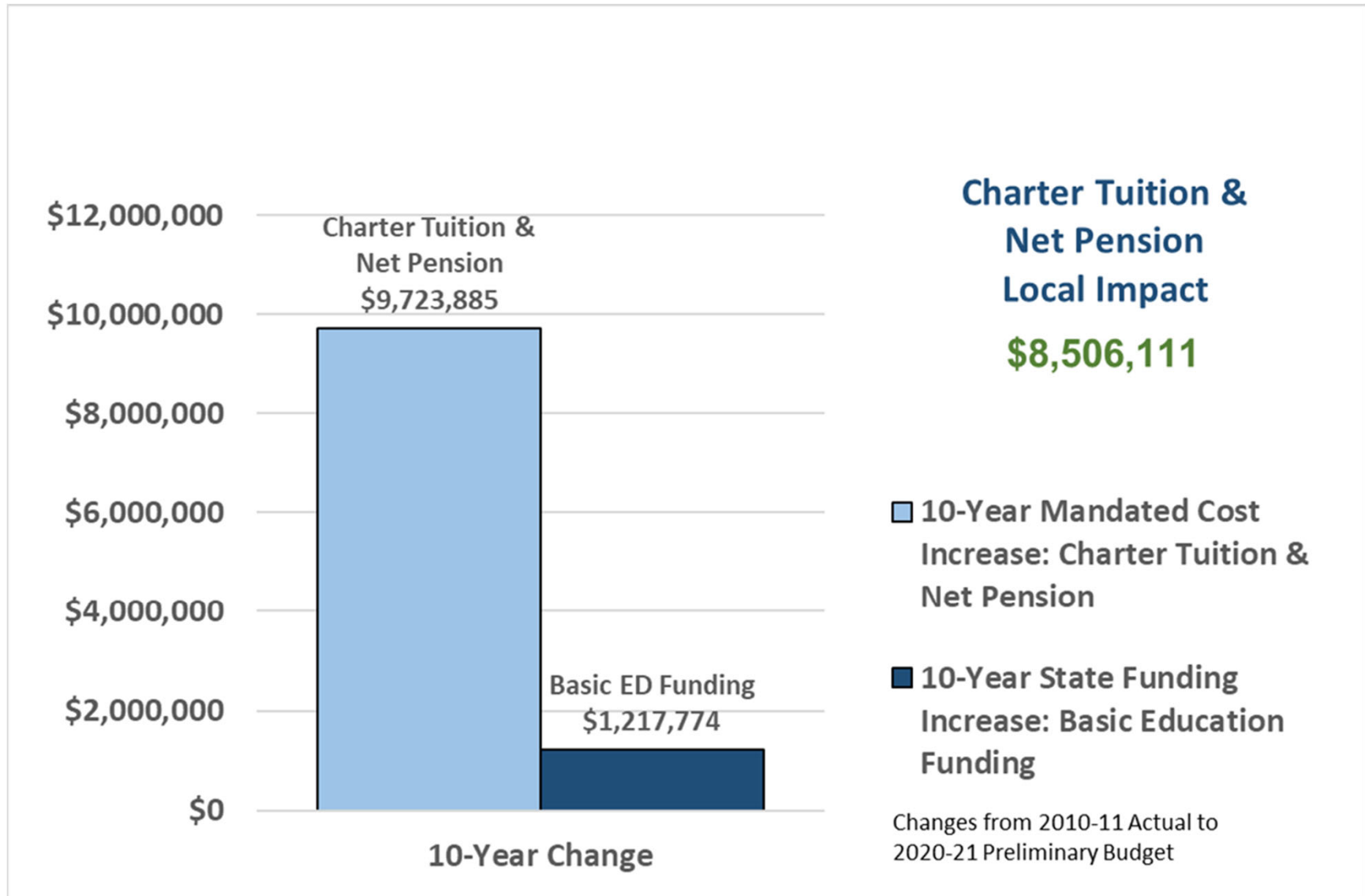
* Independent Fiscal Office of the State of Pennsylvania

PSERS Impact on TESD Budget

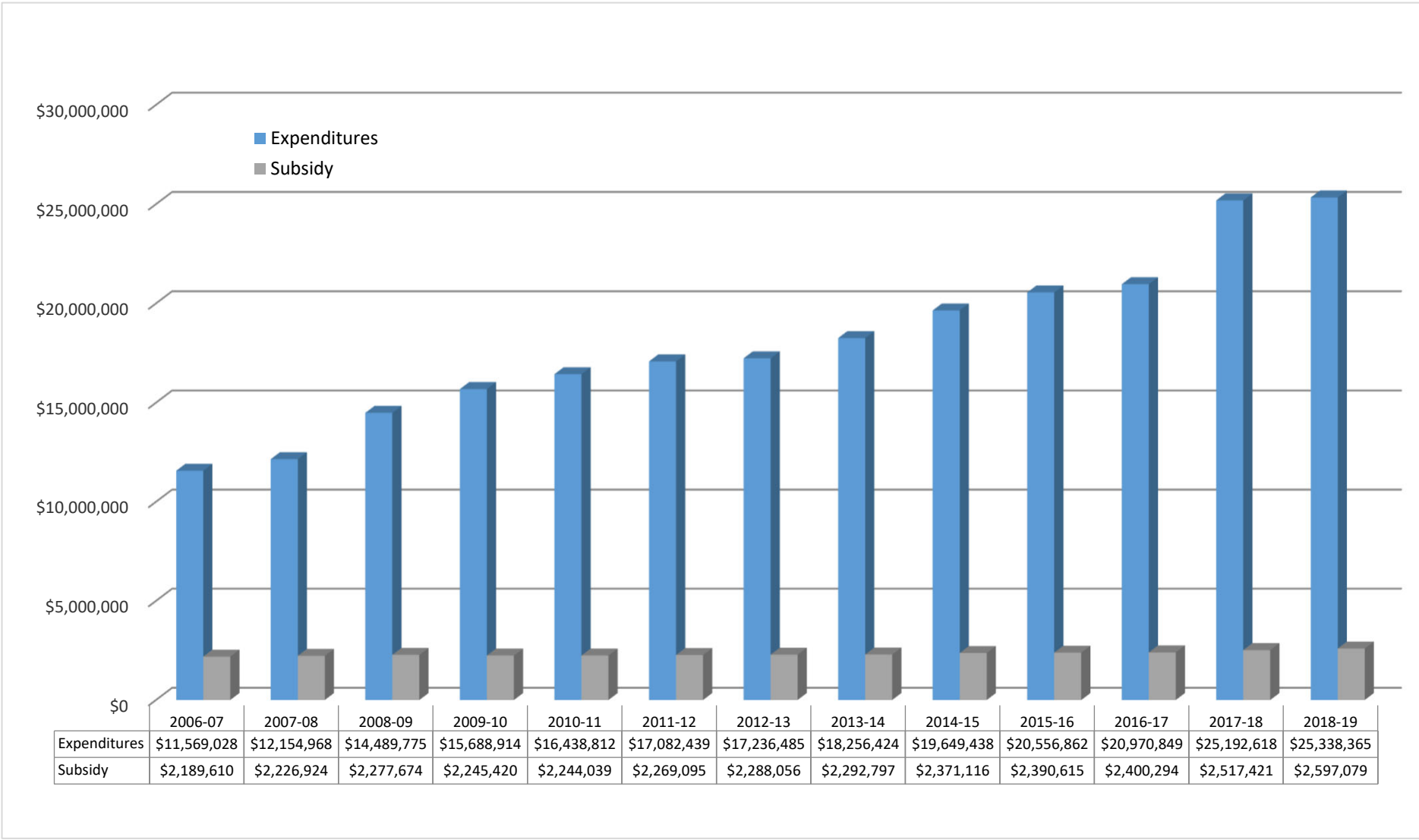
<u>Fiscal Year</u>	*PSERS Employer Contribution Rate (ECR)	TESD Net Rate (50% of ECR)	TESD Net Projected Budget Impact
2019-2020	34.29%	17.145%	\$10.31 million
2020-2021	34.51%	17.255%	\$10.34 million
2021-2022	34.95%	17.475%	\$10.54 million
2022-2023	35.62%	17.81%	\$10.99 million
2023-2024	36.12%	18.06%	\$11.14 million
2024-2025	36.60%	18.30%	\$11.29 million

* Source: PSERS (Dec 2019)

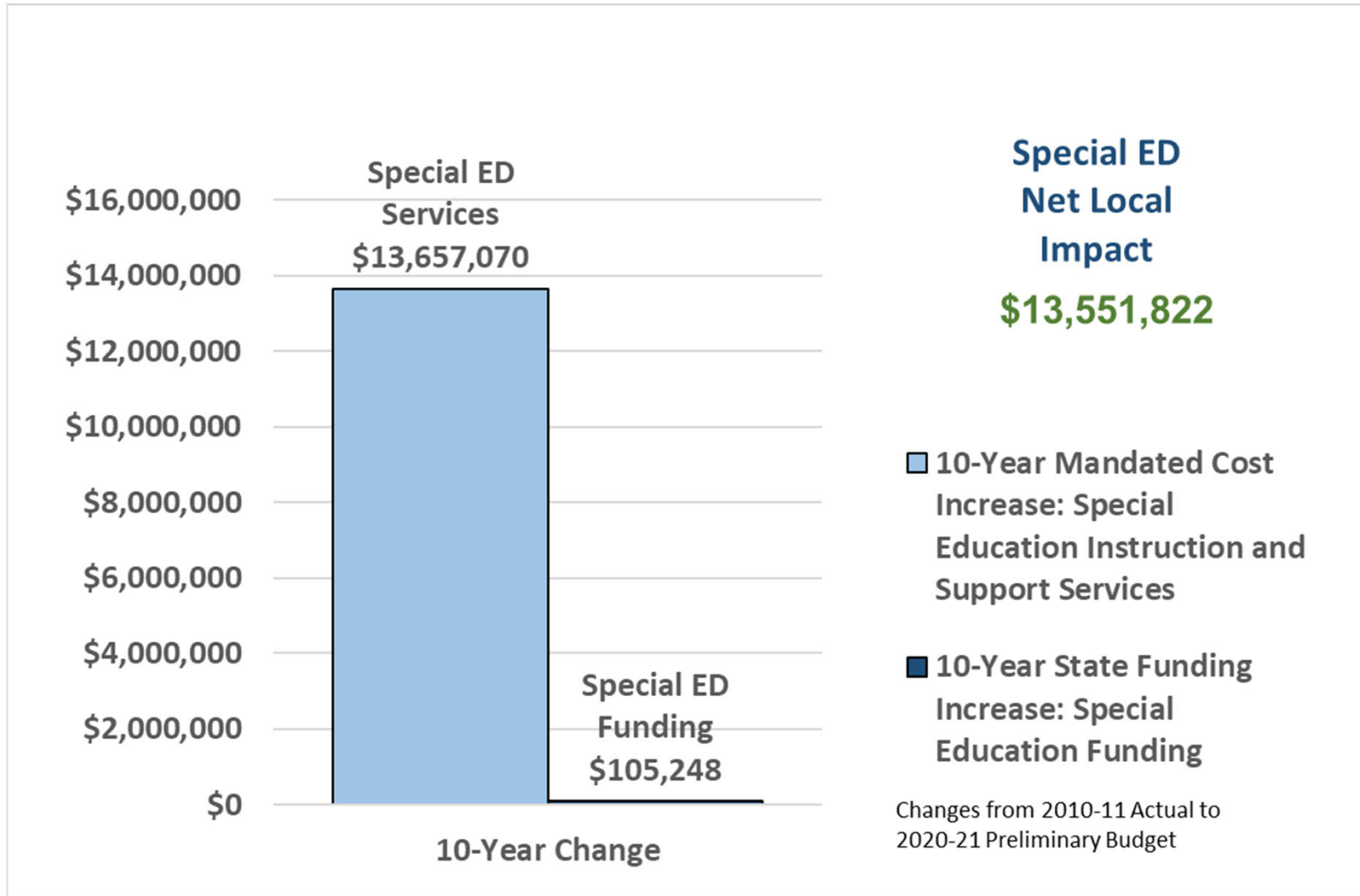
Charter Tuition & Net Pension vs Basic Ed Subsidy



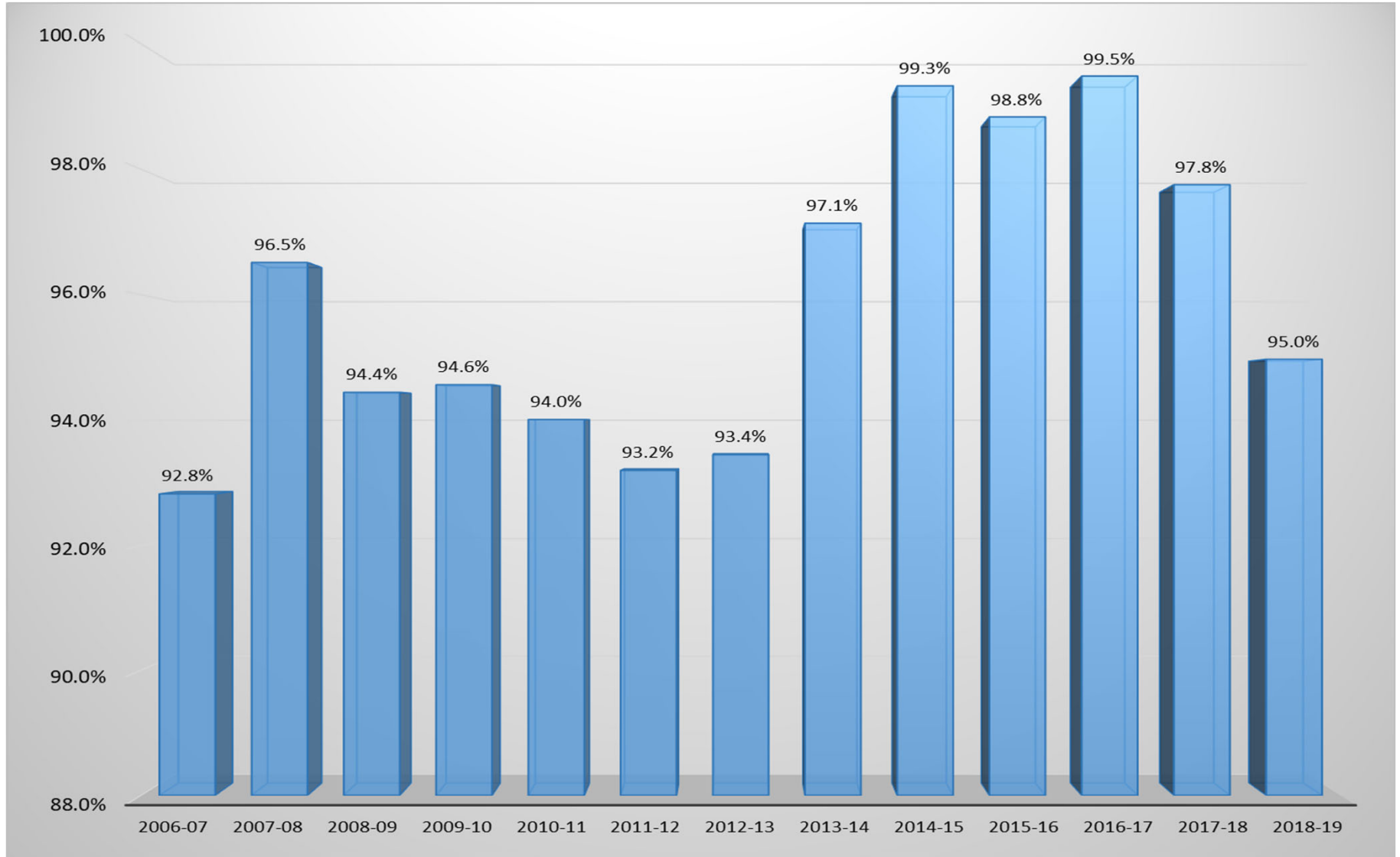
Special Education Expenditures and Subsidy



Special Education Expenditures vs State Subsidy



Budgeted Expenditures Expended



Expenditure History

		A	B	C	D	E
		Actual	Actual	Actual	Projection	Proposed Final
	<u>Expenditures</u>	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
100	Salaries	\$57,397,112	\$58,469,805	\$58,990,110	\$61,768,068	\$64,758,366
200	Benefits	\$16,516,485	\$17,465,638	\$15,870,585	\$16,579,883	\$17,010,838
230	PSERS Expenditures	\$16,753,061	\$18,567,711	\$19,205,726	\$20,614,992	\$21,101,871
300	Purchased Professional Svcs	\$11,018,051	\$15,505,331	\$16,080,202	\$17,561,180	\$16,759,228
400	Purchased Property Services	\$3,430,618	\$2,893,622	\$3,288,483	\$3,568,855	\$3,594,881
500	Other Purchased Services	\$11,653,988	\$12,002,863	\$11,941,690	\$13,897,037	\$13,926,760
600	Supplies	\$3,866,881	\$3,922,506	\$3,820,413	\$5,092,145	\$5,047,096
700	Equipment	\$1,434,373	\$1,228,569	\$922,988	\$1,333,289	\$1,376,900
800	Other	\$85,671	\$109,996	\$123,045	\$137,936	\$133,755
832/912	Debt Service	\$6,860,542	\$6,740,525	\$6,863,954	\$6,746,089	\$6,748,296
900	GF Transfer to Other Funds*	\$2,230,075	\$3,284,344	\$5,588,219	\$1,600,000	\$1,525,294
	Total Expenditures	\$131,246,857	\$140,190,909	\$142,695,416	\$148,899,474	\$151,983,285
*Does not include transfer to capital and contingency						

Expenditures and Variances

Draft

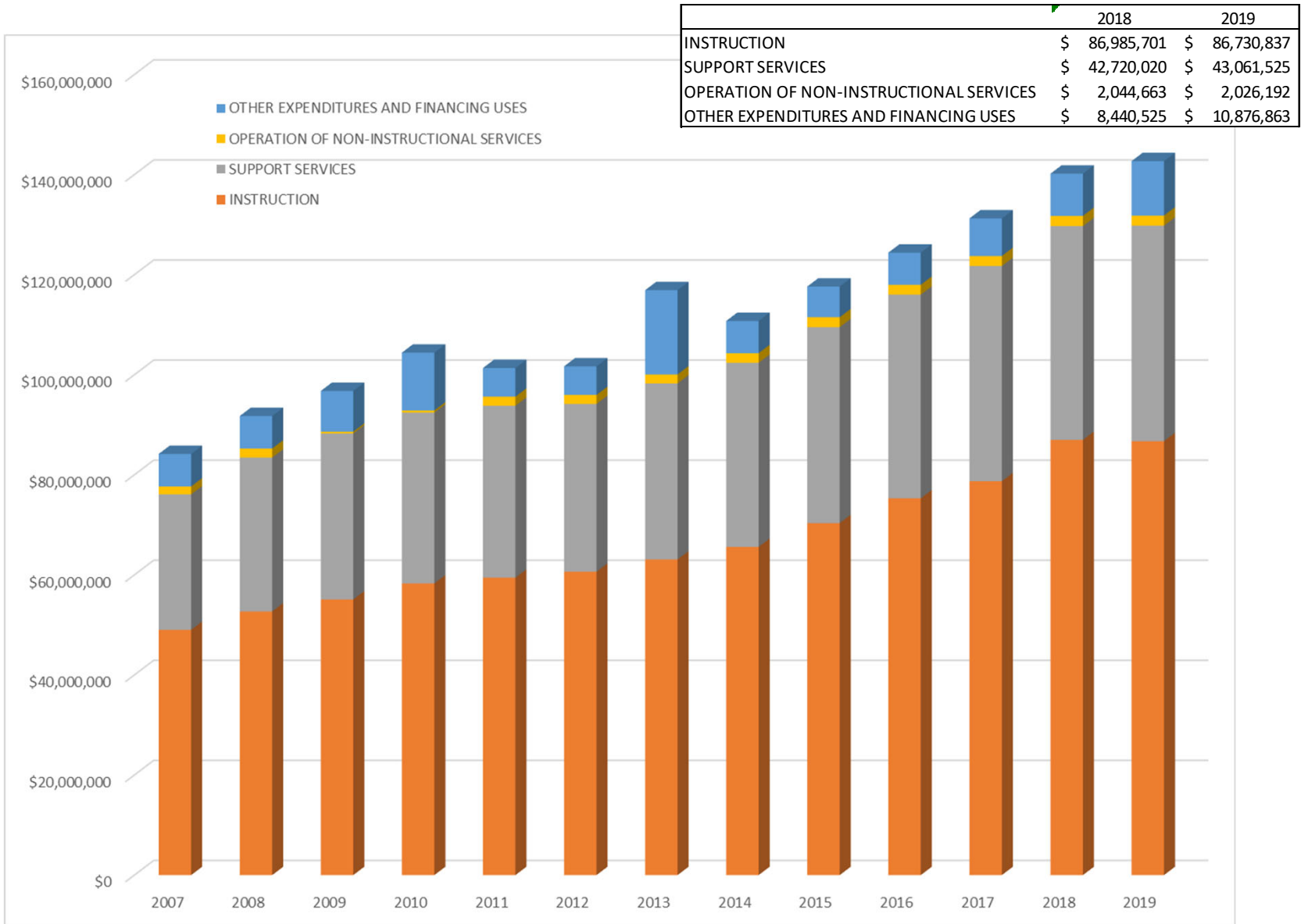
		A	B	C	D	E
		Budget	Projection	Proposed Final	Variance - \$	Variance - %
	<u>Expenditure</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>(C - B)</u>	<u>(D / B)</u>
100	Salaries	\$61,768,068	\$61,768,068	\$64,758,366	\$2,990,298	4.84%
200	Benefits	\$17,579,883	\$16,579,883	\$17,010,838	\$430,955	2.60%
230	PSERS Expenditures	\$20,614,992	\$20,614,992	\$21,101,871	\$486,879	2.36%
300	Purchased Professional Services	\$17,561,180	\$17,561,180	\$16,759,228	(\$801,952)	-4.57%
400	Purchased Property Services	\$3,568,855	\$3,568,855	\$3,594,881	\$26,026	0.73%
500	Other Purchased Services	\$13,897,037	\$13,897,037	\$13,926,760	\$29,723	0.21%
600	Supplies	\$4,802,145	\$5,092,145	\$5,047,096	(\$45,049)	-0.88%
700	Equipment	\$1,358,289	\$1,333,289	\$1,376,900	\$43,611	3.27%
800	Other	\$137,936	\$137,936	\$133,755	(\$4,181)	-3.03%
832/912	Debt Service	\$6,770,063	\$6,746,089	\$6,748,296	\$2,207	0.03%
900	Gen Fund Transfer to Other Funds*	\$2,800,000	\$1,600,000	\$1,525,294	(\$74,706)	-4.67%
	Total Expenditures	\$150,858,448	\$148,899,474	\$151,983,285	\$3,083,811	2.07%
*Does not include transfer to Capital or contingency						

Expenditure Drivers

Draft

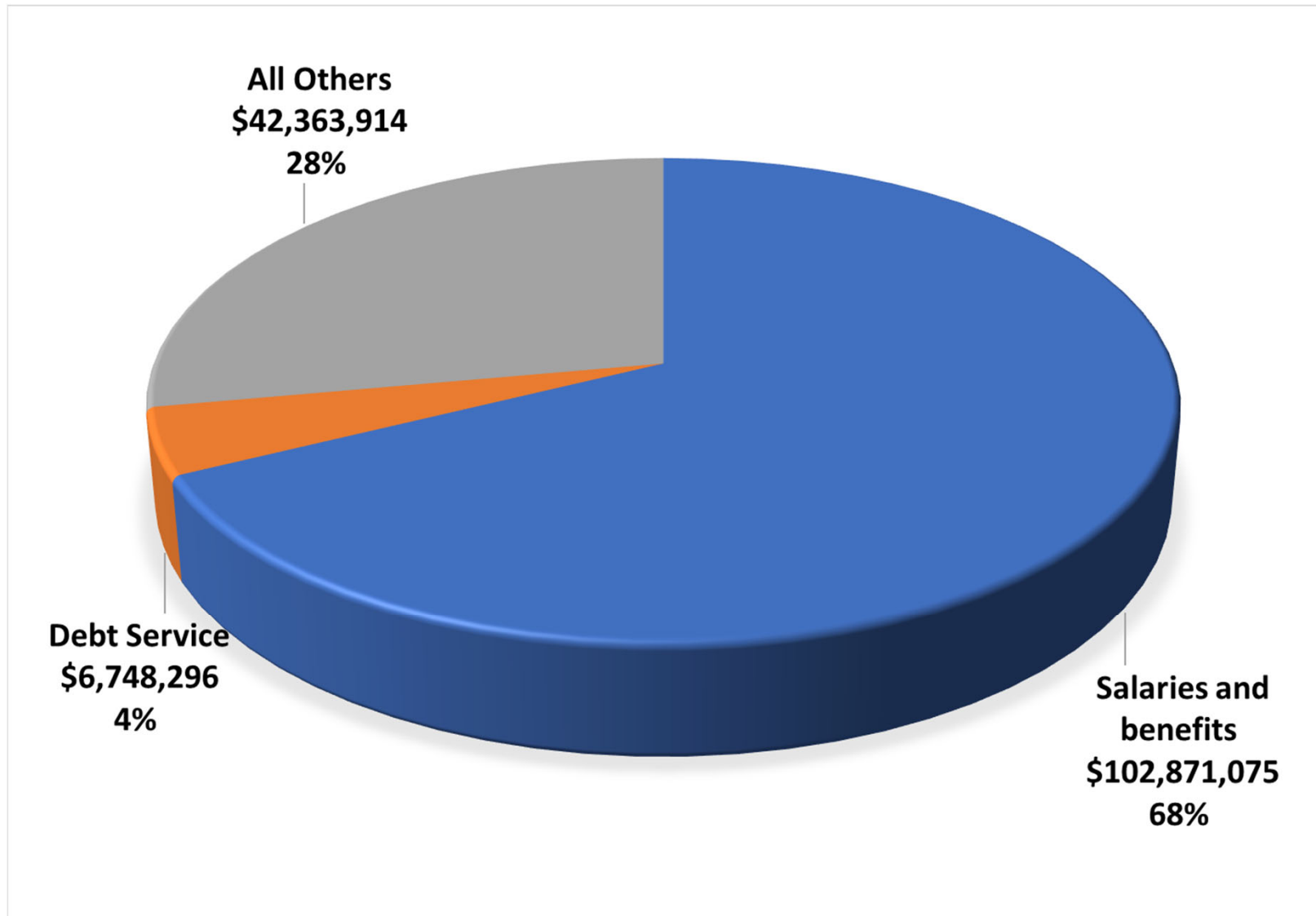
A	B	C	D
100	Salaries	Teachers per agreements	\$ 2,004,758
100	Salaries	Admin/Suprvsr/Confid per existing agreements	\$ 59,069
100	Salaries	Support Staff Increases, Sub/Temp and OT	\$ 48,998
100	Salaries	New Professional Staff Positions (13.5 FTE)	\$ 877,473
200	Benefits	Healthcare Projected Costs for Medical, Rx, and Dental	\$ 182,536
200	Benefits	Social Security, Tuition Reimb, Unemployment Comp, Workers Comp	\$ 248,420
200	PSERS	Employee Contribution Rate set by the State at 34.51% of Payroll	\$ 486,879
300/500	Purch Prof Svcs/Tuition	Special Education Purch Professional/Technical Svcs/Tuition	\$ (877,777)
300/500	Purch Prof Svcs/Tuition	Regular Education Purch Professional/Technical Svcs/Tuition	\$ 105,548
600/700/800	Supplies/Fuel/Equip/Dues	Schools and Departments	\$ (5,619)
400/800/900	Utilities/Debt Service	Expenditures	\$ (46,472)
			\$ 3,083,811

Historical Spending by Function

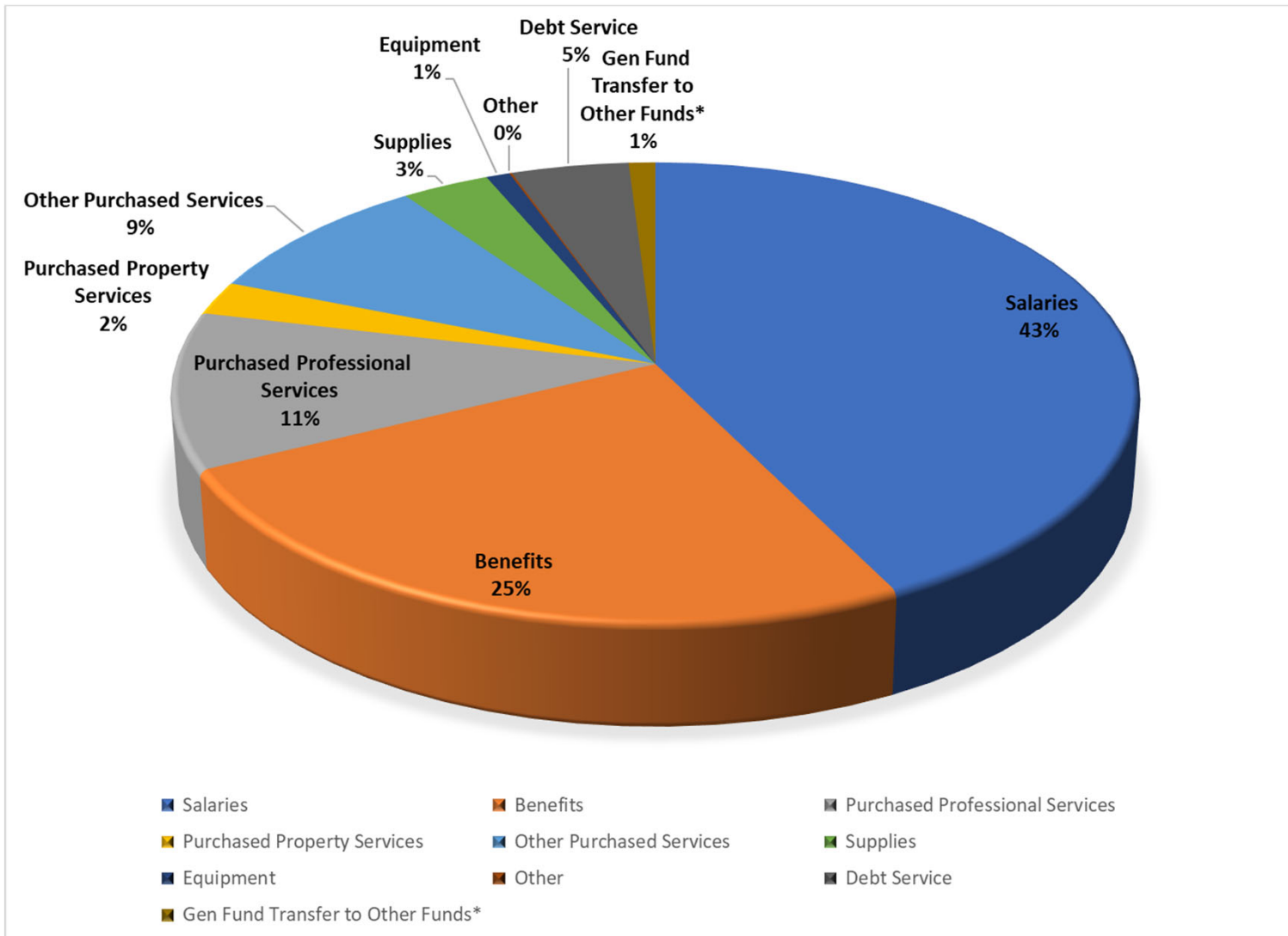


2020-21 Budgeted Total Expenditures

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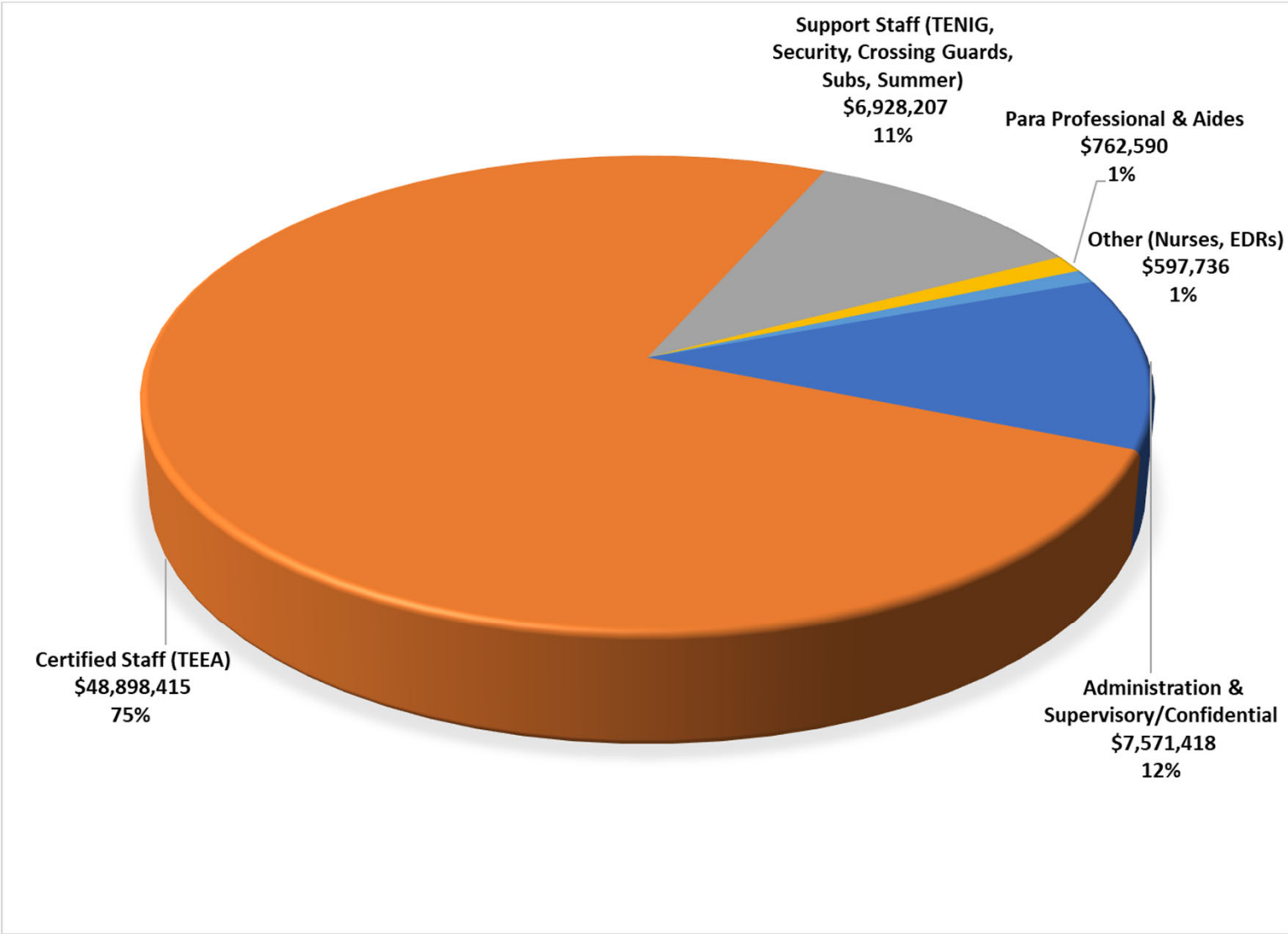


2020-21 Budgeted Total Expenditures by Object



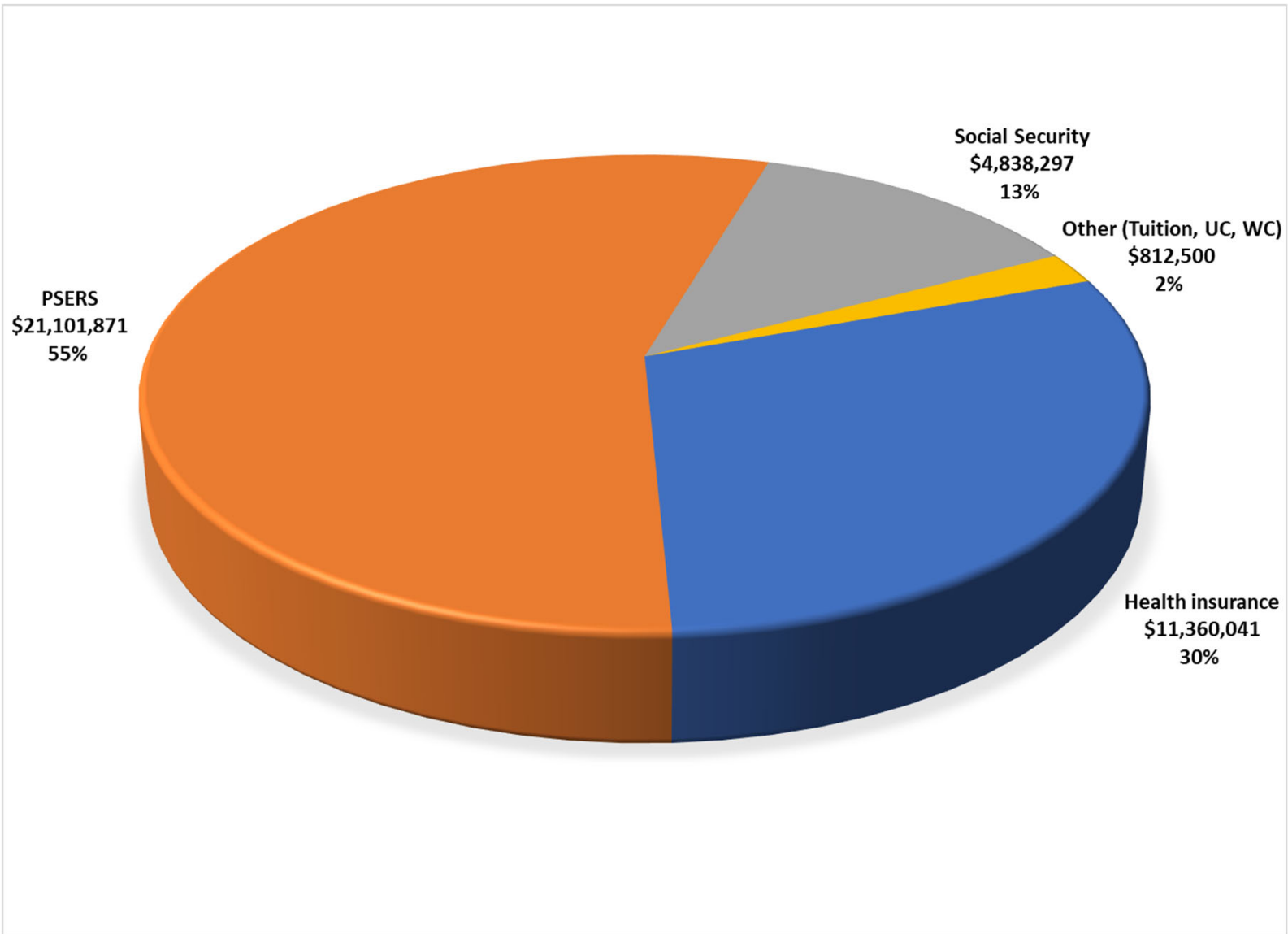
2020-21 Budgeted Salaries (100)

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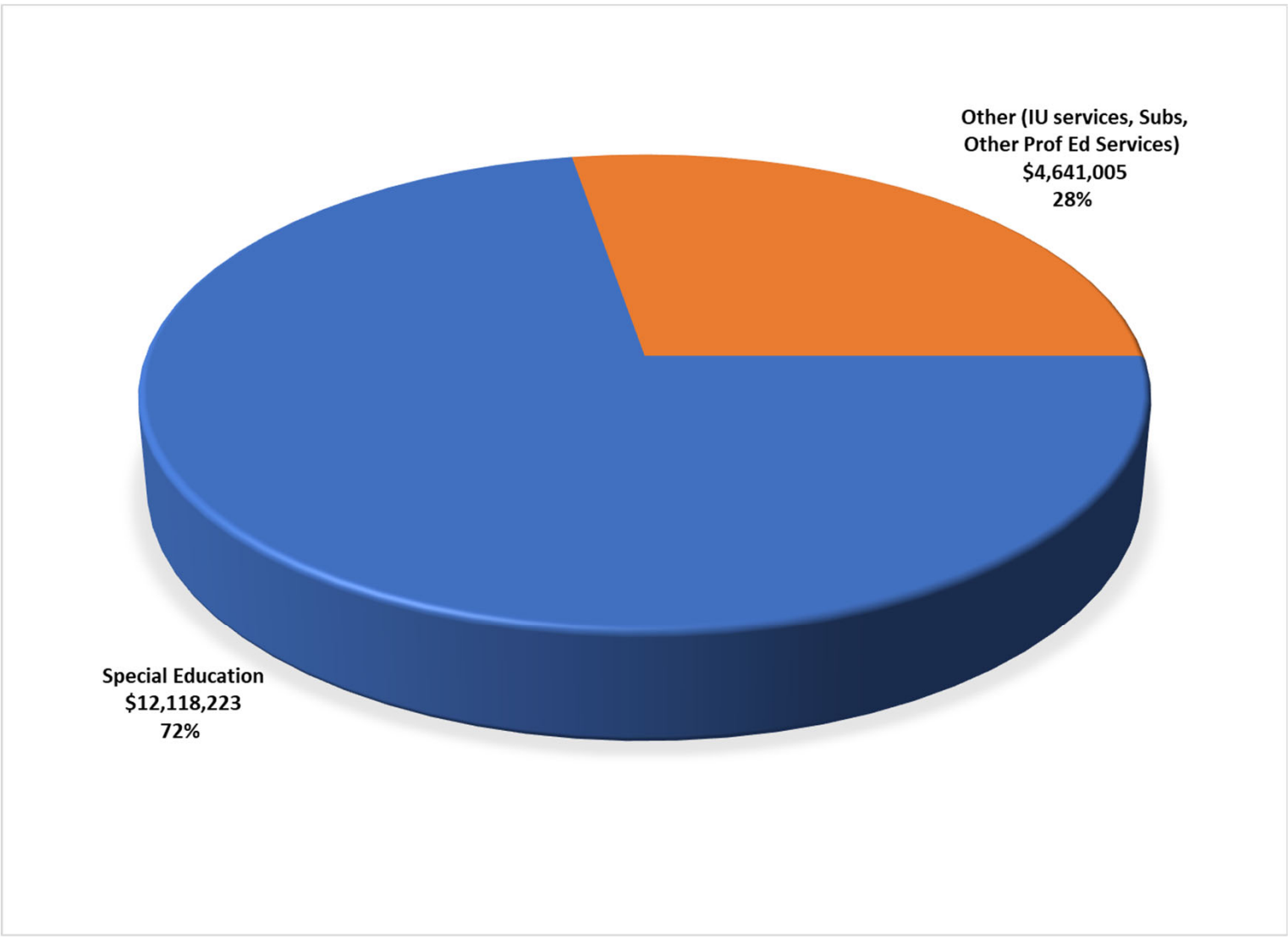


2020-21 Budgeted Benefits (200)

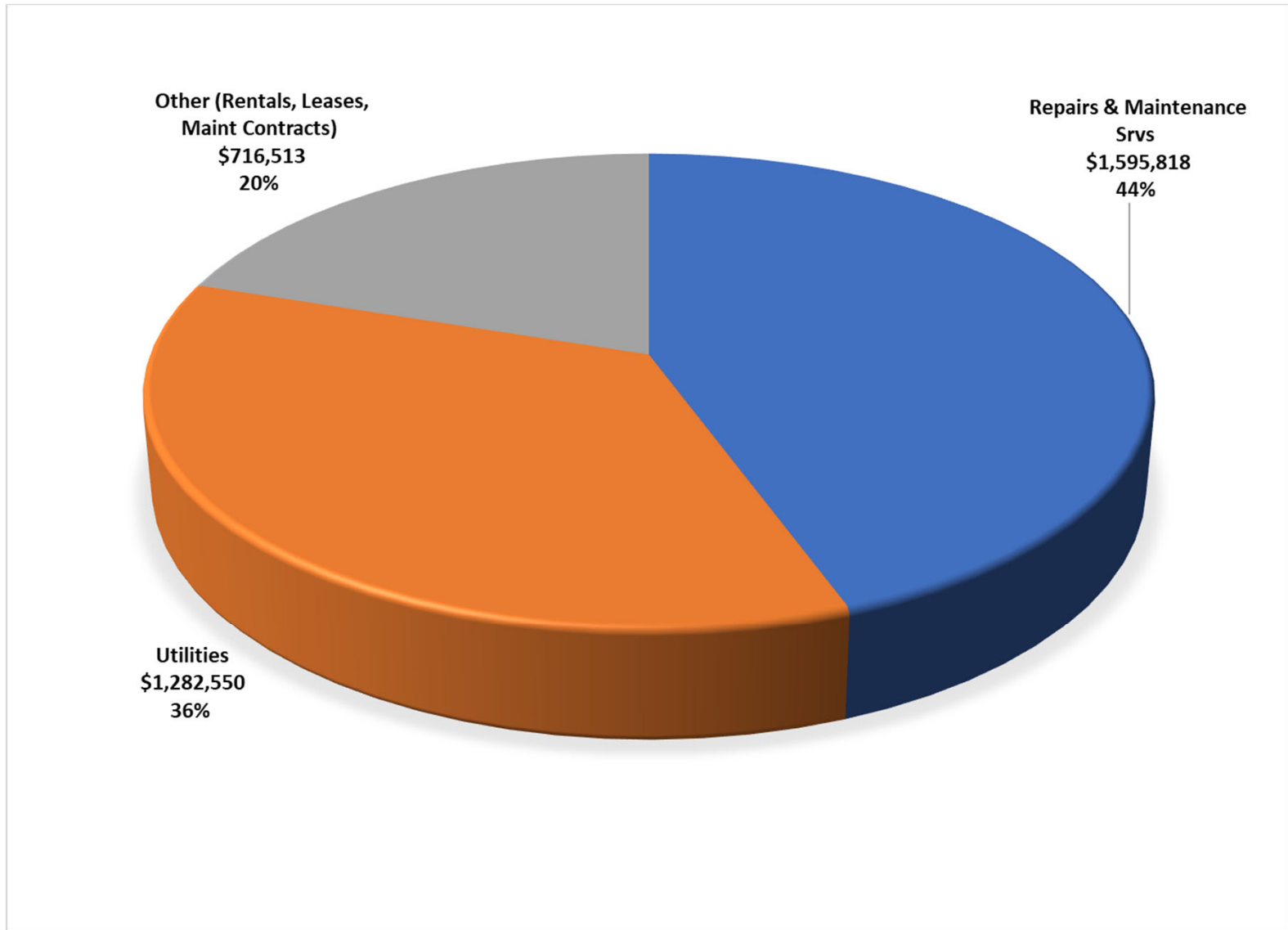
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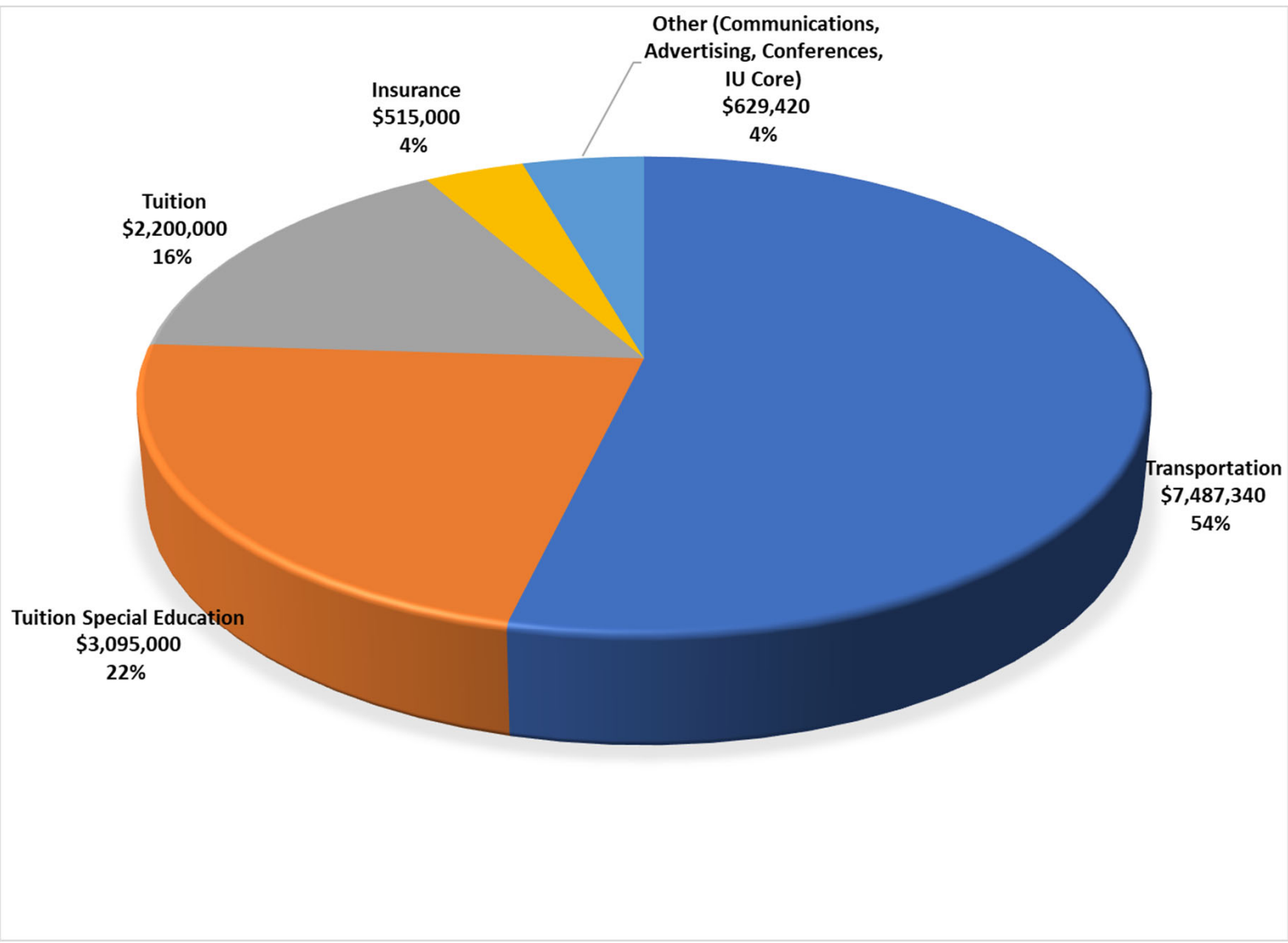
2020-21 Budgeted Purchased Professional Srvcs (300)



2020-21 Budgeted Purchased Property Srvcs (400)

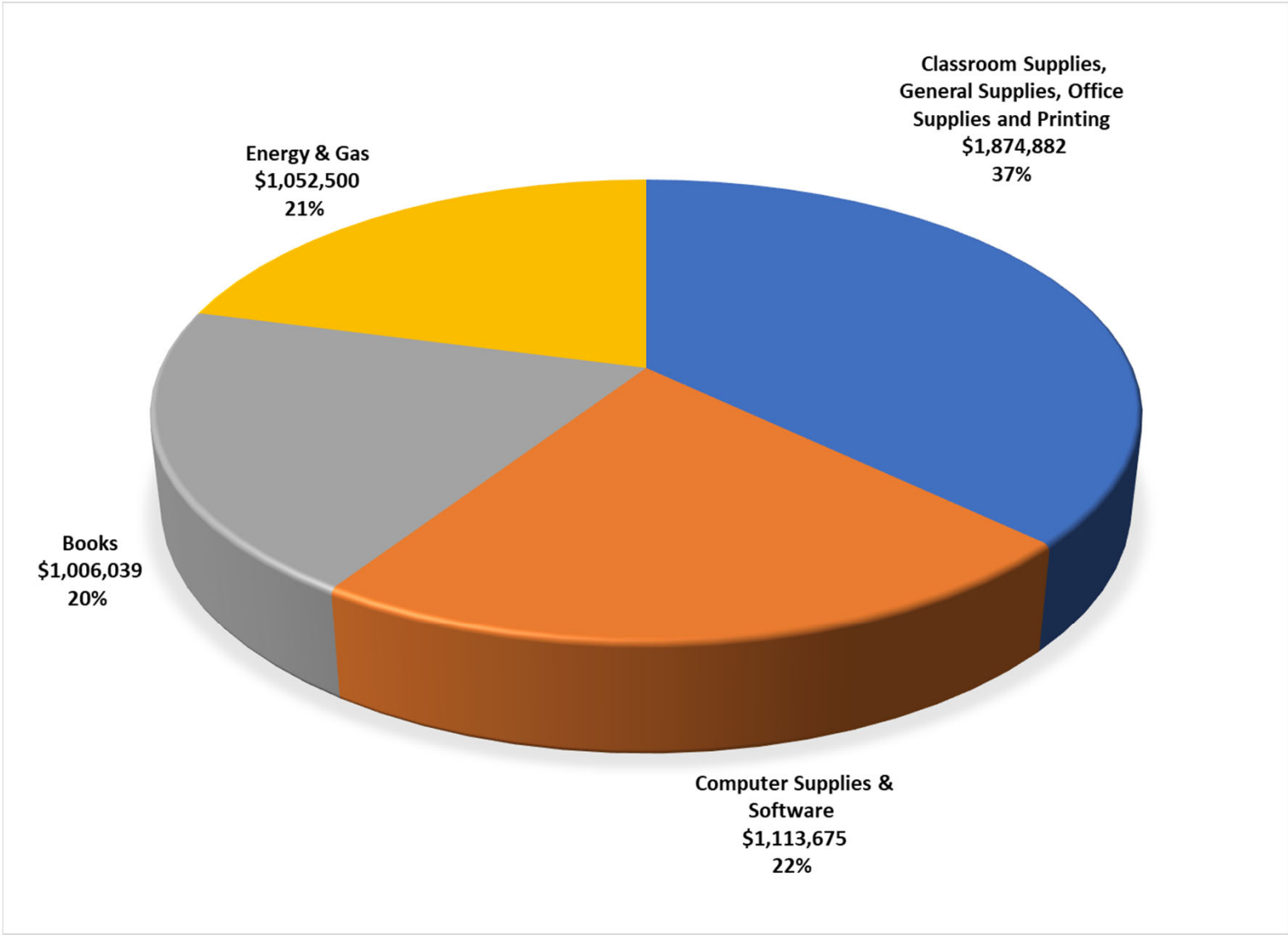


2020-21 Budgeted Other Purchased Srvcs (500)



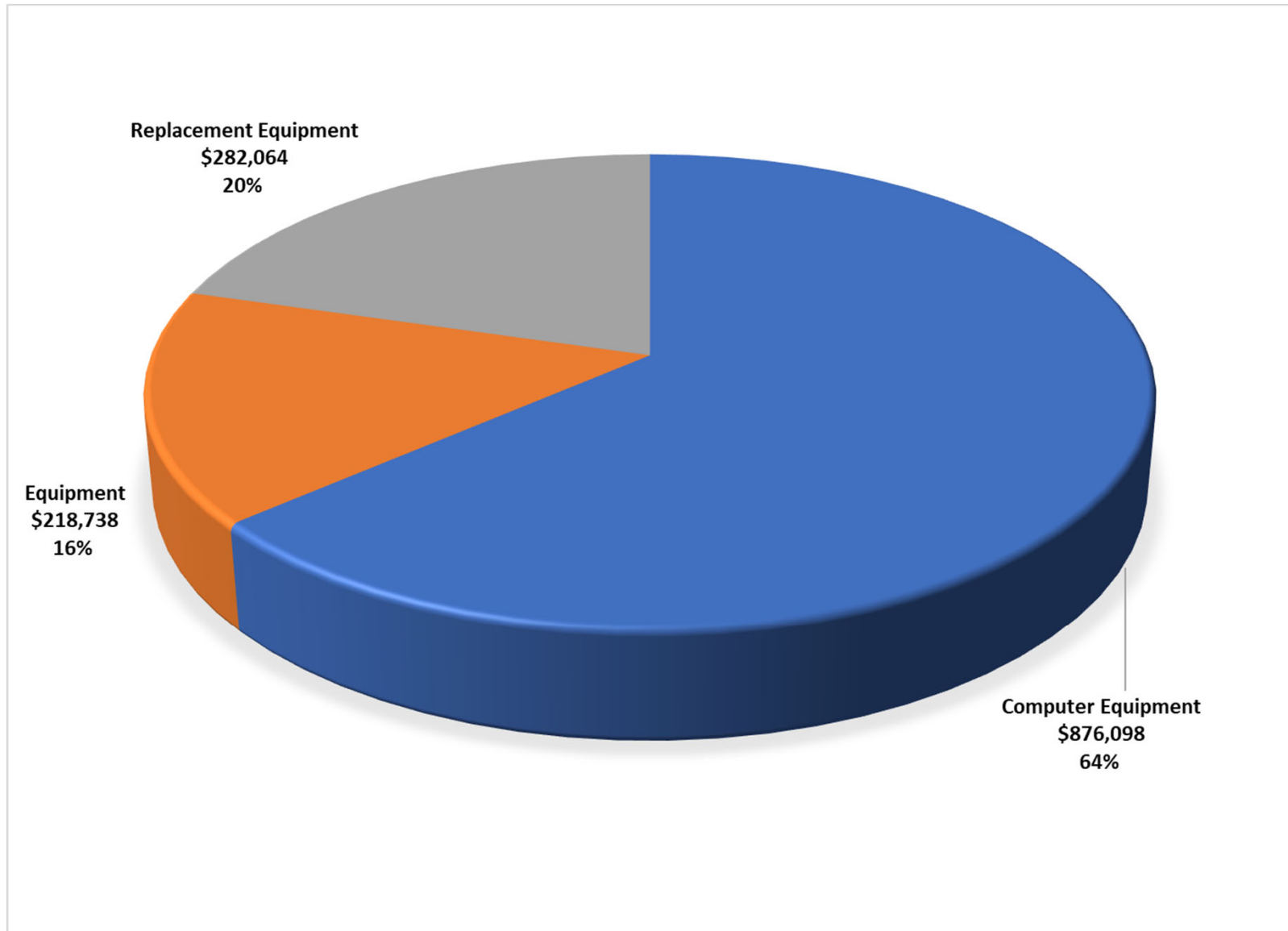
2020-21 Budgeted Supplies (600)

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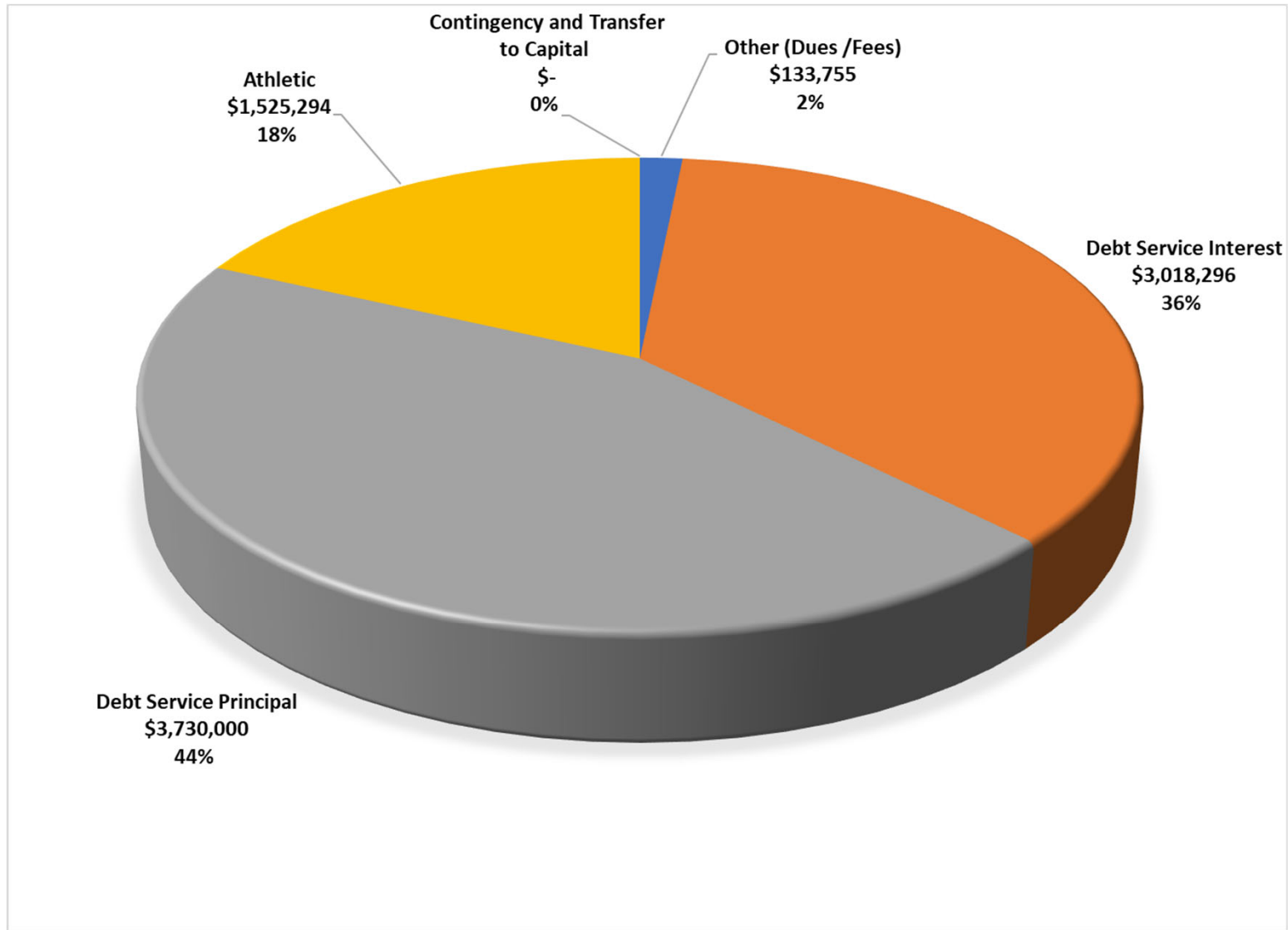


2020-21 Budgeted Equipment (700)

Draft



2020-21 Budgeted Other Objects and Uses (800/900)



FY 2020-21 PROPOSED Budget

Draft

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Total Estimated Referendum Exceptions for 2020-21
 Employer Retirement Contributions (Do Not Qualify)
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Projection Model

(Act 1 Index Tax Increase)

	A	B	C	D	E	
	Proposed Final	Projected	Projected	Projected	Projected	
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
1						
2	Total Revenue from Local Sources	\$126,004,250	\$126,013,023	\$125,952,577	\$125,854,733	\$125,731,474
3	Total Revenue from State Sources	\$23,164,140	\$23,472,196	\$23,996,002	\$24,156,824	\$24,311,214
4	Total Revenue from Federal Source	\$690,449	\$690,449	\$690,449	\$690,449	\$690,449
5	Total Revenues	\$149,858,839	\$150,175,668	\$150,639,027	\$150,702,007	\$150,733,137
6	Expenditures					
7	Salaries	\$64,758,366	\$66,611,438	\$68,128,267	\$68,128,267	\$68,128,267
8	Benefits	\$17,010,838	\$18,088,662	\$19,223,803	\$20,286,380	\$21,432,733
9	PSERS Expenditures	\$21,101,871	\$21,982,451	\$22,914,025	\$23,235,670	\$23,544,450
10	Other Expenditures	\$49,112,210	\$52,300,898	\$54,551,088	\$56,775,525	\$59,215,864
11	Total Expenditures	\$151,983,285	\$158,983,448	\$164,817,183	\$168,425,842	\$172,321,313
12	Budget Imbalance	(\$2,124,446)	(\$8,807,781)	(\$14,178,156)	(\$17,723,836)	(\$21,588,176)
13	Beginning General Fund Balance	\$30,895,338	\$28,770,892	\$19,963,112	\$5,784,956	(\$11,938,880)
14	Change in Fund Balance	(\$2,124,446)	(\$8,807,781)	(\$14,178,156)	(\$17,723,836)	(\$21,588,176)
15	Ending General Fund Balance	\$28,770,892	\$19,963,112	\$5,784,956	(\$11,938,880)	(\$33,527,056)

▪ Act 1 Index of 2.6% Included for FY 2020-21

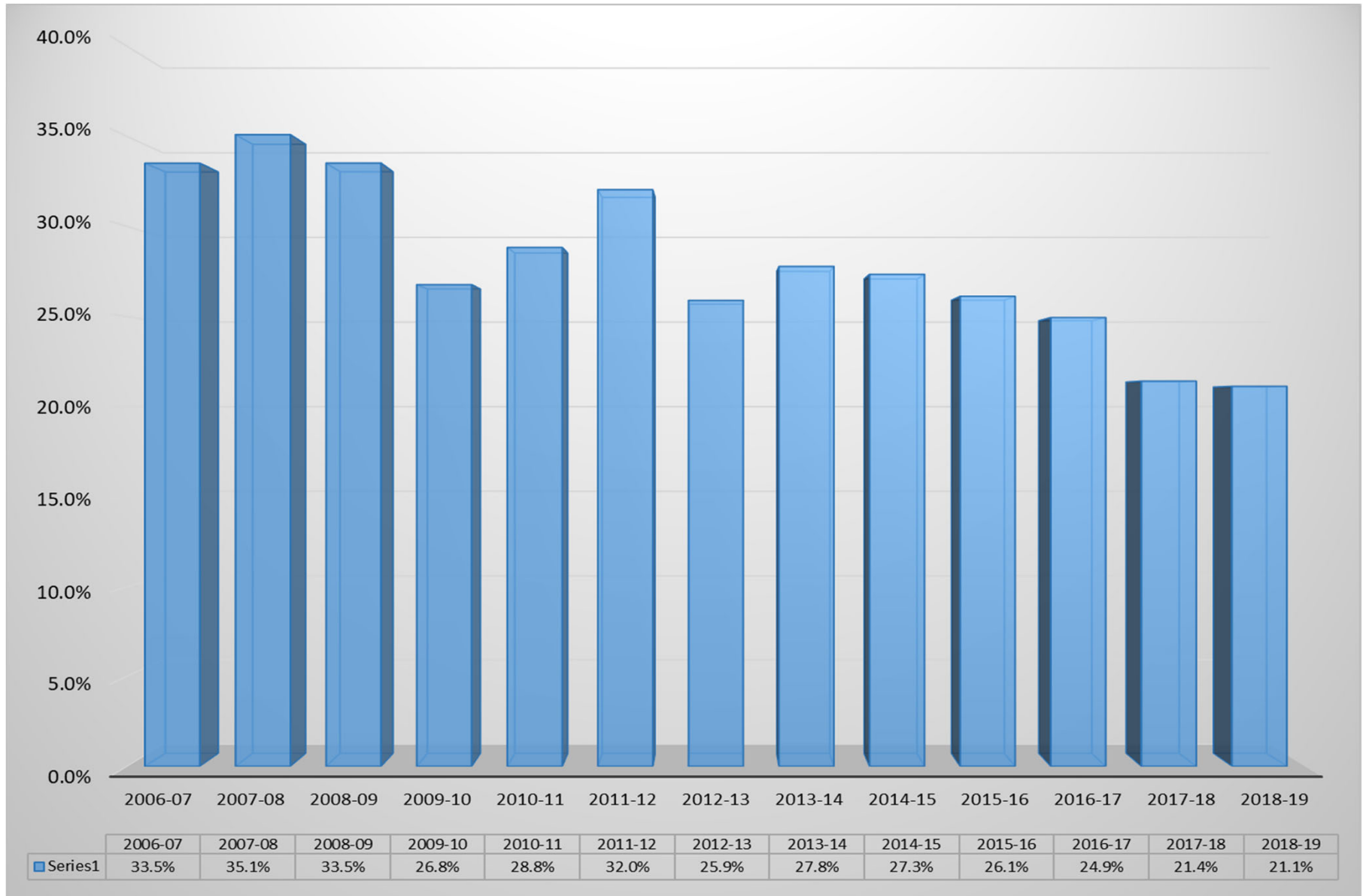
Projection Model Assumptions

Draft

		A	B	C	D
		Projection	Projection	Projection	Projection
		2021-2022	2022-2023	2023-2024	2024-2025
1	Act 1 Index	0.00%	0.00%	0.00%	0.00%
2	Assessment Increase	0.00%	0.00%	0.00%	0.00%
3	Teacher (TEEA) Salary Increase	3.40%	3.00%	0.00%	0.00%
4	Support Staff (TENIG) Salary Increase	2.75%	0.00%	0.00%	0.00%
5	Administration Salary Increase	0.00%	0.00%	0.00%	0.00%
6	Supervisory/Confidential Salary Increase	0.00%	0.00%	0.00%	0.00%
7	PSERS Employer Contribution Rate	34.95%	35.62%	36.12%	36.60%
8	Medical Benefits Increase	8.00%	8.00%	8.00%	8.00%
9	Prescription Benefits Increase	9.00%	9.00%	9.00%	9.00%
10	Professional Services Increase (Special Education Only)	7.00%	7.00%	7.00%	7.00%
11	Professional Services Increase	3.00%	3.00%	3.00%	3.00%
12	Technical Services Increase (Utilities, Maintenance, Rentals)	3.00%	3.00%	3.00%	3.00%
13	Tuition Increase (Special Education Only)	10.00%	10.00%	10.00%	10.00%
14	Other Purch Svcs Increase (Tuition, Transportation, Insurance)	3.00%	3.00%	3.00%	3.00%
15	Supplies Increase	3.00%	3.00%	3.00%	3.00%
16	Equipment Increase	1.00%	1.00%	1.00%	1.00%
17	Dues and Fees Increase	3.00%	3.00%	3.00%	3.00%
18	Other Uses Increase (Athletic Fund)	3.00%	3.00%	3.00%	3.00%
19	Teacher FTE's	514.6	514.6	514.6	514.6

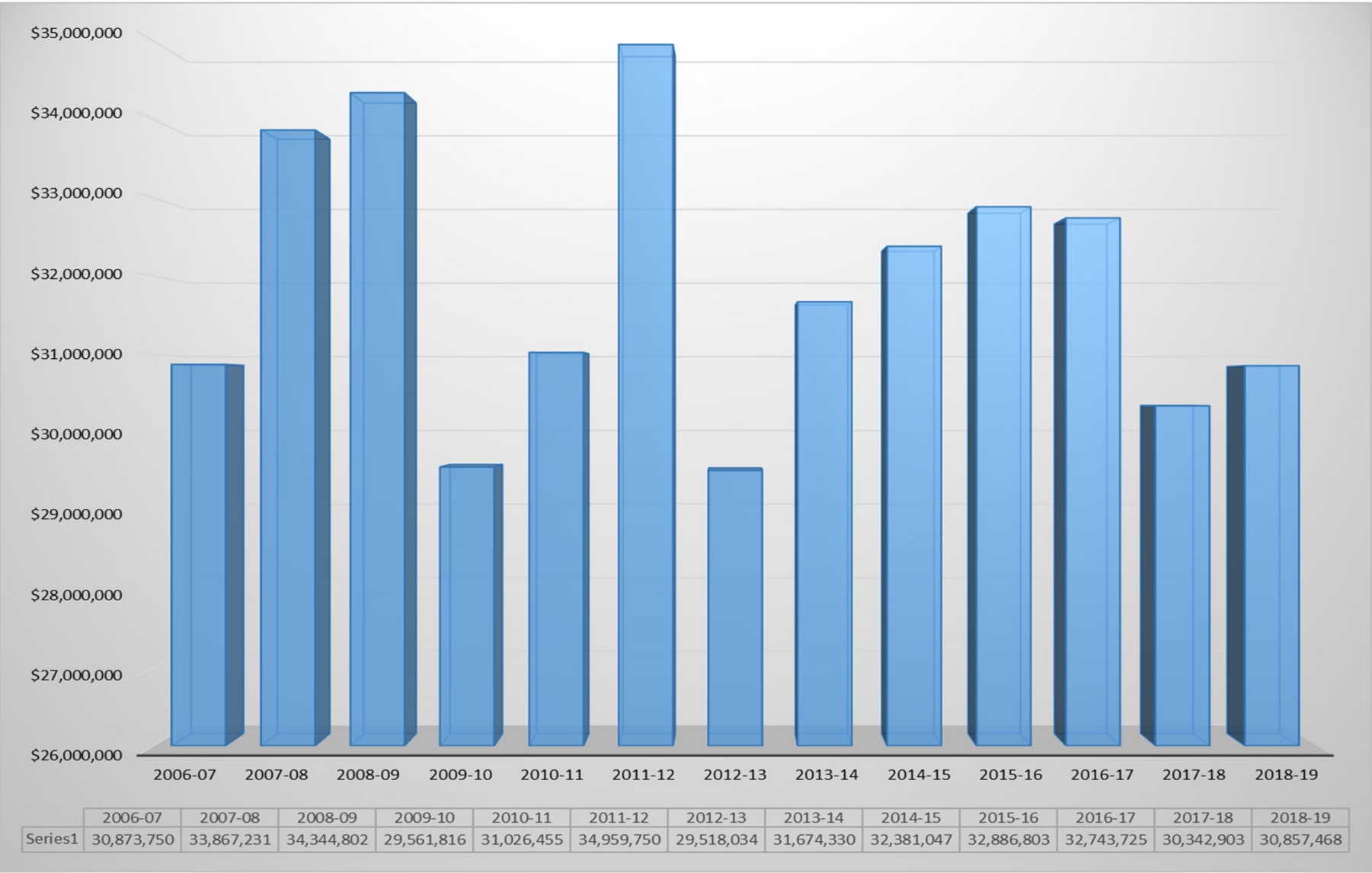
Fund Balance (% of Budget)

Draft



Fund Balance (in Dollars)

Draft



2019-20 General Fund Balance Commitments

	A	B
1	2019-20 Budget Commitment and Contingency	\$6,206,629
2	Capital Projects	\$4,006,072
3	Vested Employee Services	\$7,344,669
4	PSERS Contingency	\$8,251,384
5	Healthcare Contingency	\$4,900,000
6	Assigned to: Athletic Fund	\$148,715
7	Total	\$30,857,469

Fund Balance Trends

Draft

- During the period of 1997-98 through 2007-08, \$35,044,666 was transferred to the Capital Fund
- During the period of 2008-09 through 2018-19, \$16,948,421 was transferred to the Capital Fund
- The General Fund fund balance at YE2007-08 was \$33.9M
- The General Fund fund balance at YE2018-19 is \$30.9M
- By Board policy, General Fund fund balances can not be used for recurring operational expenses (i.e. salaries, healthcare benefits, etc.)
- Limitations from Act 1 on generating new revenue to fund incremental operational costs could mean reducing educational programs, implementing new taxes, assessing or increasing fees, finding new sources of revenue or depleting reserves

General Fund Contributions to Fund Balance

Draft

1997-98 through 2007-08

- the contribution to fund balance **averaged** **\$5,082,724** in each fiscal year during that span
- this average contribution represents **7%** of average actual expenditures during that span

2008-09 through 2018-19

- the contribution to fund balance **averaged** **\$1,220,130** in each fiscal year during that span
- this average contribution represents **1%** of average actual expenditures during that span

This is an average difference of \$3,862,594 in fund balance contributions in each of those eleven fiscal years...or \$42.5M in total

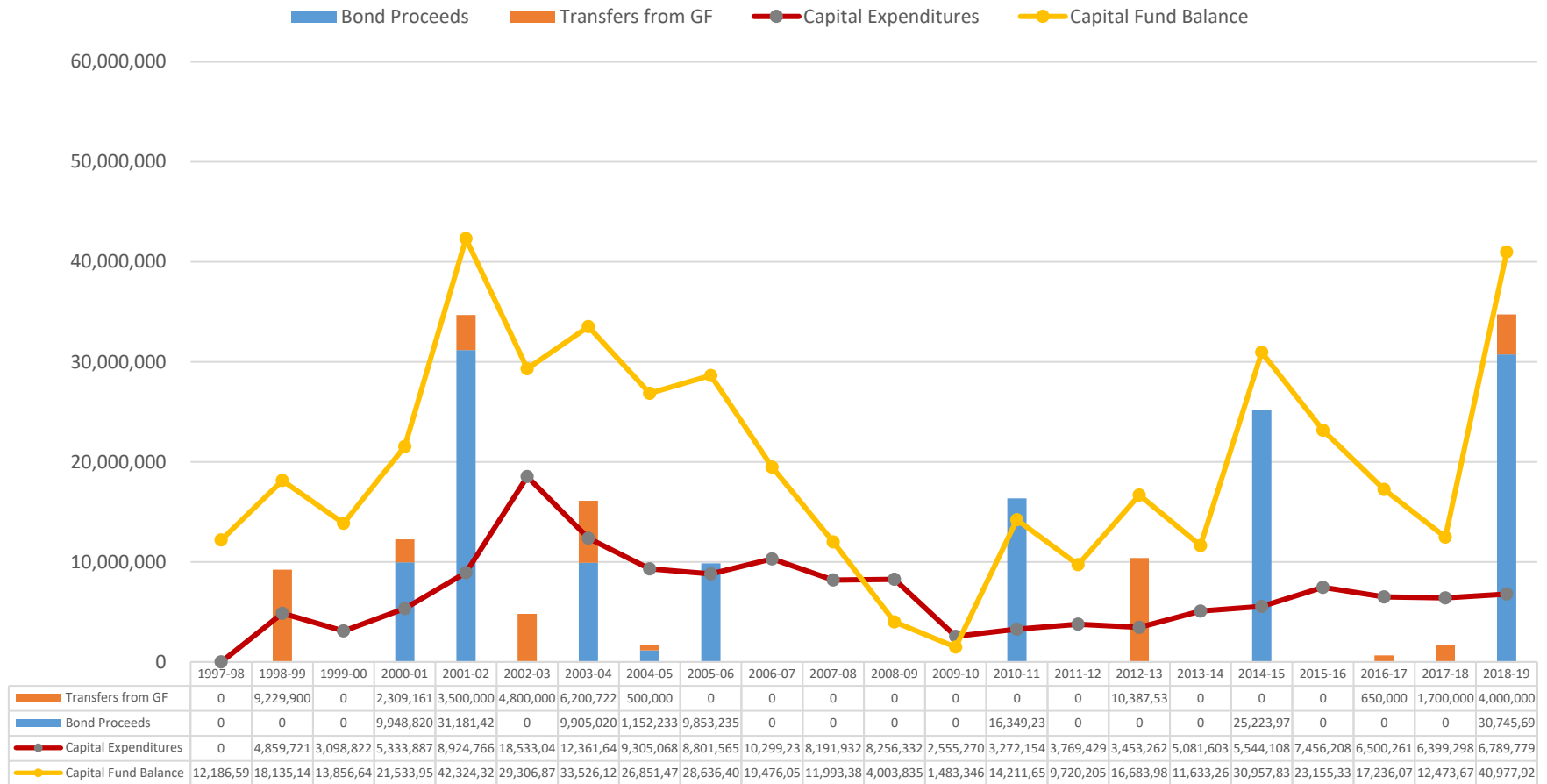
FY 2019-20 Budget and Year-end Projection

Draft

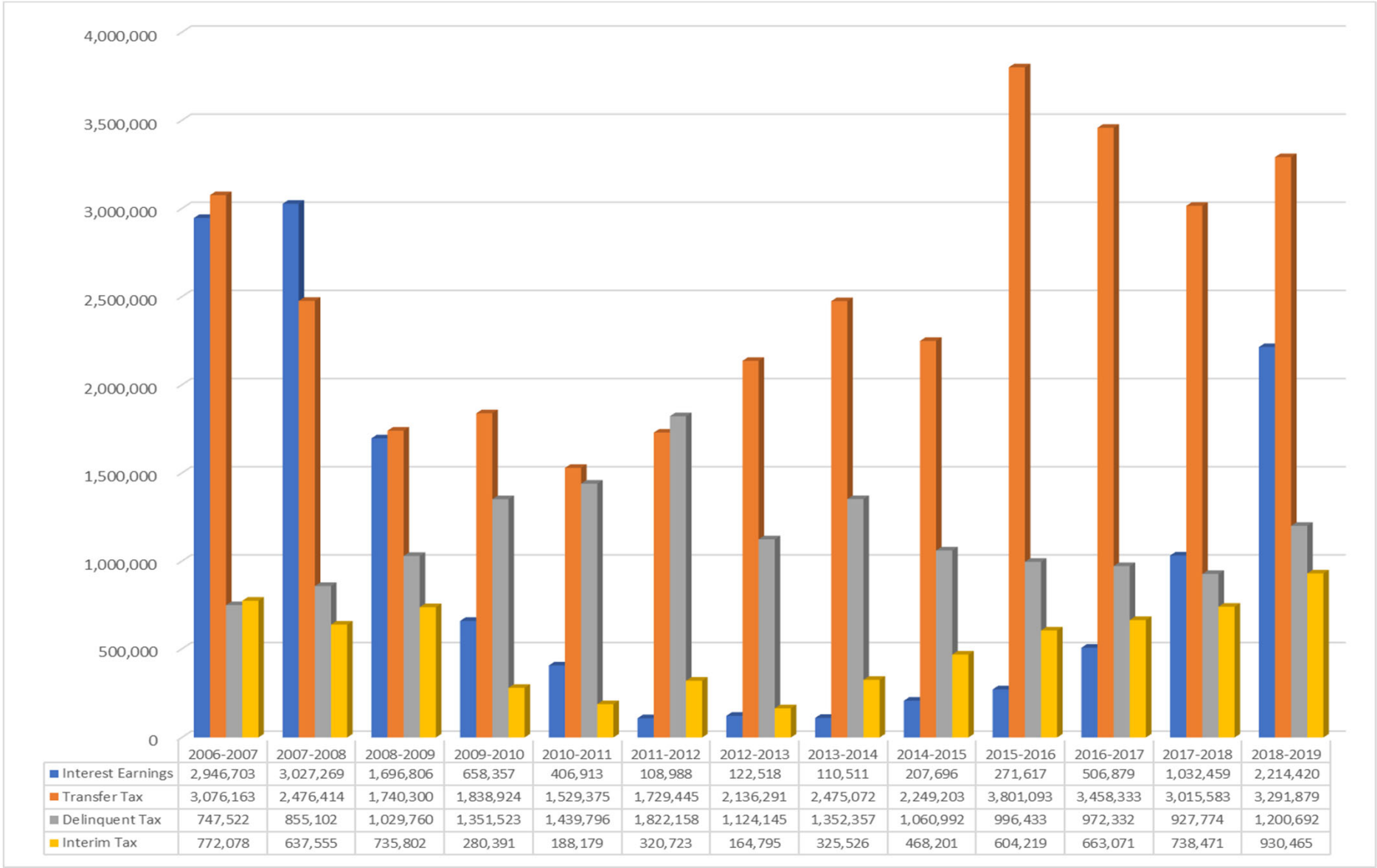
		A	B
		Budget	Projection
	Revenues	2019-2020	2019-2020
1	Total Revenue from Local Sources	\$123,932,351	\$126,193,503
2	Revenue from State Sources	\$12,521,522	\$12,242,479
3	PSERS Subsidy from State	\$10,307,496	\$10,307,496
4	Total Revenue from Federal Sources	\$690,449	\$833,866
5	Total Revenues	\$147,451,818	\$149,577,344
	Expenditures		
6	Salaries	\$61,768,068	\$61,768,068
7	Benefits	\$17,579,883	\$16,579,883
8	PSERS Expenditures	\$20,614,992	\$20,614,992
9	Other Expenditures	\$49,695,505	\$49,936,531
10	Total Expenditures	\$149,658,448	\$148,899,474
11	Budget Imbalance	(\$2,206,630)	\$677,870

Capital Project Funding and Expenditures

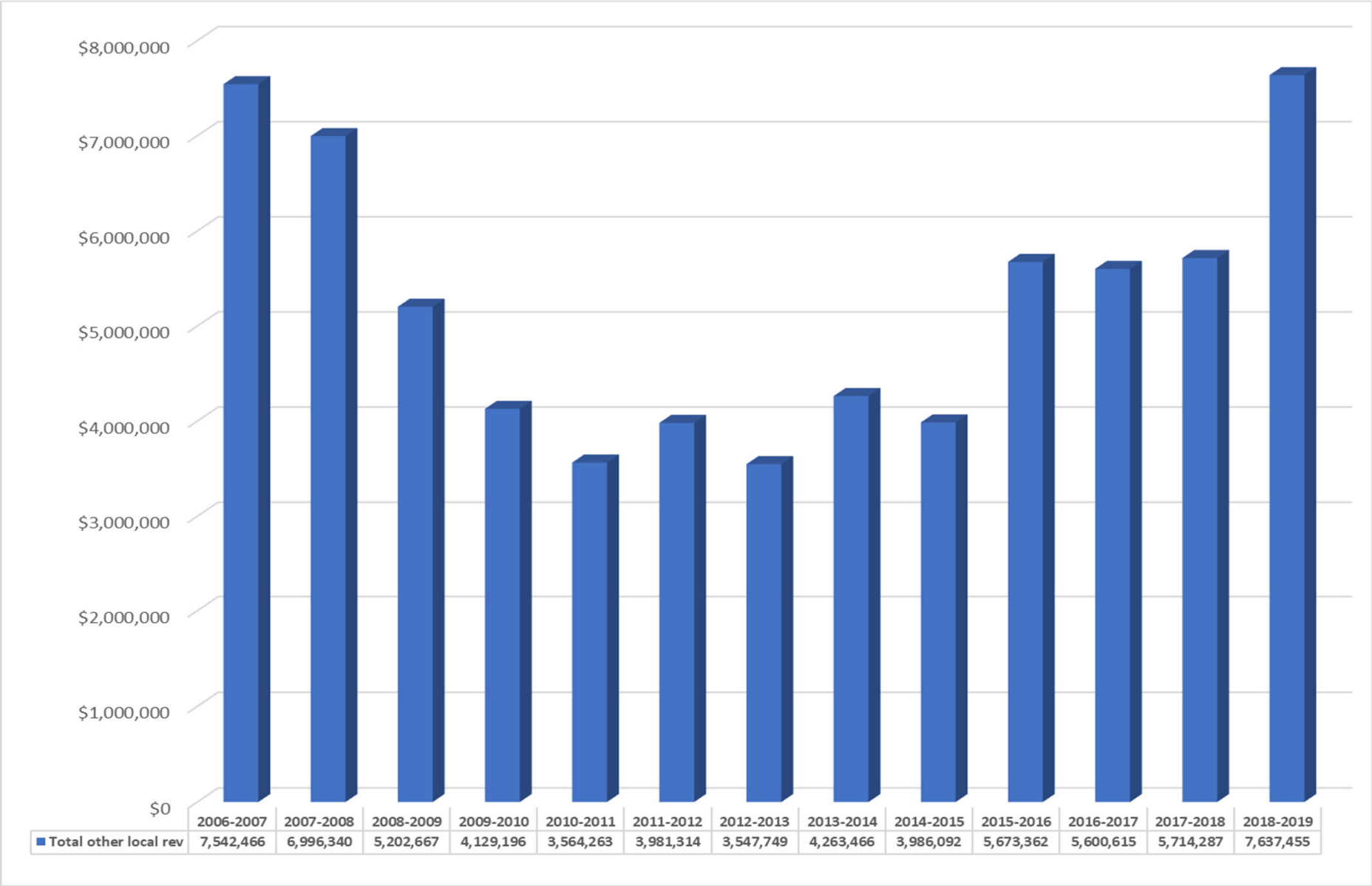
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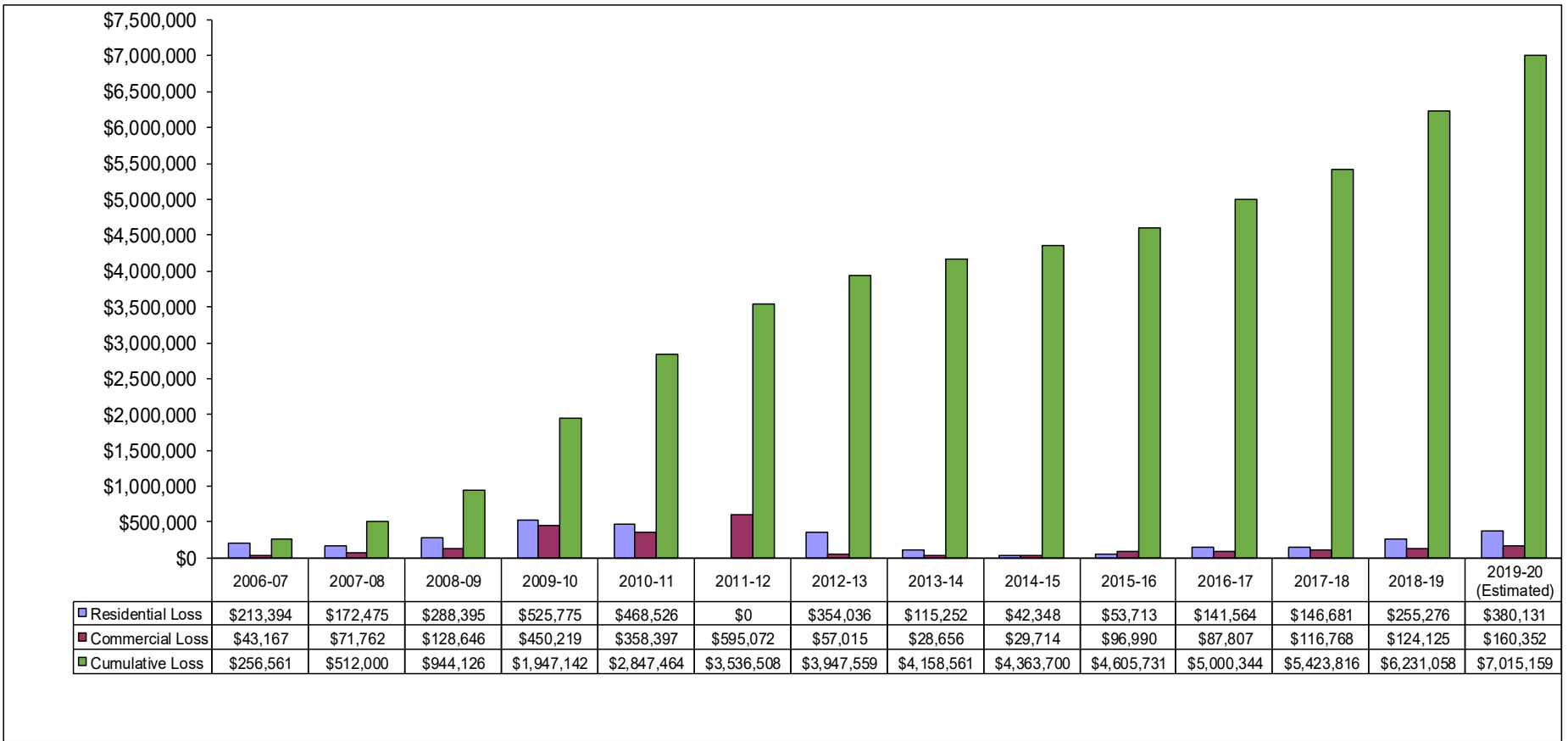
Economic Impact on Other Local Revenues - Detail



Economic Impact on Other Local Revenues - Summary



Property Tax Revenue Lost from Assessment Appeals



FY 2020-21 Key Dates for Budget Development

Draft

- A. April 13, 2020 – Budget Workshop II
- B. April 27, 2020 – Adopt Proposed Final Budget for FY 2020-2021
- C. June 8, 2020 – Adopt Final Budget for FY 2020-2021