

RESOLUTION NO. 20-123

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FORT LAUDERDALE, FLORIDA, DECLARING THE INTENT TO IMPOSE A STORMWATER MANAGEMENT SERVICES ASSESSMENT IN THE CITY OF FORT LAUDERDALE; PROVIDING A LEGAL DESCRIPTION OF THE PROPERTY SUBJECT TO THE SPECIAL ASSESSMENT; DESCRIBING THE METHOD OF APPORTIONING THE ASSESSED COST, THE COMPUTATION OF THE ASSESSMENT FOR EACH PARCEL, THE MANNER IN WHICH THE SPECIAL ASSESSMENT SHALL BE MADE, WHEN THE ASSESSMENTS ARE TO BE PAID, AND WHAT IF ANY PART SHALL BE APPORTIONED TO BE PAID FROM GENERAL IMPROVEMENT FUND OF THE CITY OF FORT LAUDERDALE, FLORIDA; DIRECTING THE PREPARATION OF AN ASSESSMENT ROLL; AUTHORIZING A PUBLIC HEARING AND DIRECTING THE PROVISION OF NOTICE THEREOF; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, on June 16, 2020, the City Commission of the City of Fort Lauderdale, Florida ("City Commission") adopted Ordinance No. C-20-18 authorizing the City Commission to impose a stormwater management program assessment to fund all or any portion of the planning, construction, operation, maintenance, and administration of a public stormwater management system upon benefited parcels at a rate of assessment based on the special benefit accruing to such parcel from the provision of a stormwater management program; and

WHEREAS, pursuant to Ordinance No. C-20-18 the imposition of stormwater management program assessments requires certain processes such as notice and the preparation of the Assessment Roll; and

WHEREAS, the City of Fort Lauderdale is required to adopt an Initial Assessment Resolution describing the property to be located within the proposed Stormwater Management System Benefit Area; (B) describing the Stormwater Management Program proposed for funding from proceeds of the Assessments; (C) estimating the Stormwater Management Program Cost; (D) describing with particularity the proposed method of apportioning the Stormwater Management Program cost among the parcels of property located within the proposed Assessment Area, such that the owner of any parcel of property can objectively determine the number of Assessment Units and the amount of the Assessment; (E) describing the provisions, if any, for acceleration and prepayment of the Assessment; (F) describing the provisions, if any, for reallocating the Assessment upon future subdivision or other changes in condition that affects the method of apportioning the Capital Cost or Project Cost; and (G) including specific legislative findings that recognize the fairness provided by the apportionment methodology by Ordinance No. C-20-18, as amended, for the imposition of the Stormwater Management Program Assessments; and

WHEREAS, the City Commission of the City of Fort Lauderdale, Florida, deems it to be in the best interest of the citizens and residents of the City of Fort Lauderdale to adopt this Initial Assessment;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF FORT LAUDERDALE, FLORIDA:

ARTICLE I
AUTHORITY, DEFINITIONS AND GENERAL FINDINGS

SECTION 1.01. AUTHORITY. This Resolution is adopted pursuant to the provisions of Ordinance No. C-20-18 codifying Article IV, Chapter 28 of the City of Fort Lauderdale Code of Ordinances entitled "Stormwater Management Program" (hereinafter referred to as "Ordinance"), Sections 166.021 and 166.041, Florida Statutes, and other applicable provisions of law.

SECTION 1.02. PURPOSE AND DEFINITIONS. This Resolution constitutes the Initial Assessment Resolution as defined in the Ordinance. All capitalized words and terms not otherwise defined herein shall have the meanings set forth in the Ordinance. Unless the context indicates otherwise, words imparting the singular number include the plural number, and vice versa; the terms "hereof," "hereby," "herein," "hereto," "hereunder" and similar terms refer to this Resolution; and the term "hereafter" means after, and the term "heretofore" means before, the effective date of this Resolution. Words of any gender include the correlative words of the other gender, unless the sense indicates otherwise. As used in this Resolution, the following terms shall have the following meanings, unless the context hereof otherwise requires:

"Annual Administration and Collection Cost Amount" means the amount computed for each Fiscal Year pursuant to Section 2.04(A)(2) hereof.

"Annual Assessed Costs" means the amount computed for each Fiscal Year pursuant to Section 2.04(A) hereof.

"Annual Debt Service Amount" means the amount computed for each Fiscal Year pursuant to Section 2.04(A)(1) hereof.

"Annual Statutory Discount Amount" means the amount computed for each Fiscal Year pursuant to Section 2.04(A)(3) hereof.

"Assessed Property" means those Tax Parcels within the Stormwater Management System Benefit Assessment Area.

"Assessment" shall have the meaning set forth in the Ordinance.

"Assessment Area" shall have the meaning set forth in the Ordinance.

"Assessment Roll" shall have the meaning set forth in the Ordinance.

"Billing Unit" shall mean Equivalent Benefit Unit.

"Capital Cost" means all or any portion of the expenses that are properly attributable to Stormwater Management Program Assessments under generally accepted accounting principles; and including reimbursement to the City for any funds advanced for Capital Cost and interest on any interfund or intrafund loan for such purposes.

"Category I" means any lot or parcel developed exclusively for residential purposes limited to, single-family homes, manufactured homes, multifamily, apartment buildings and condominiums designed to accommodate three (3) or fewer dwelling units.

"Category II" means any developed lot or parcel not in Category I or Category III, as defined herein.

"Category III" means property which is undeveloped or not significantly altered from its natural state by the addition of improvements such as buildings, structures, impervious surfaces, changes of grade, or landscaping, including but not limited to, vacant property, parks, airports, golf courses and well fields. For purposes of this article, a property shall be considered developed upon issuance of a certificate of occupancy, or upon completion of construction or final inspection if no such certificate is issued.

"City" means the City of Fort Lauderdale, Florida.

"City Commission" means the City Commission of the City of Fort Lauderdale, Florida.

"City Clerk" means the official custodian of all City records and papers of an official character, or such person's designee.

"City Manager" means the City's Manager of the City of Fort Lauderdale, Florida, or such person's designee.

"Cost Apportionment" means the apportionment of the Stormwater Management Annual Assessed Costs among all Property Use Categories according to the Demand Percentages established pursuant to the apportionment methodology described in Section 2.04(B) of this Declaration Resolution.

"DOR Code" means a Department of Revenue property use code established in Rule 12D-8.008, Florida Administrative Code, assigned by the Property Appraiser to Tax Parcels within the City.

"Dwelling Unit" means (1) a Building, or a portion thereof, available to be used for residential purposes, consisting of one or more rooms arranged, designed, used, or intended to be used as living quarters for one family only, or (2) the use of land in which lots or spaces are offered for rent or lease for the placement of mobile homes, travel trailers, or the like for residential purposes.

"Equivalent Benefit Units" means a weighted measure of benefit to a tax parcel from the Stormwater Management Program.

"Fiscal Year" means the period commencing on October 1 of each year and continuing through the next succeeding September 30, or such other period as may be prescribed by law as the fiscal year for the City.

"Initial Assessment Resolution" means the resolution described in Section 25-129.5 of the Ordinance, which shall be the initial resolution for the identification of the total stormwater management services assessed cost for which an assessment is to be made, the imposition of an assessment and the date set for a public hearing to consider a final assessment resolution.

"Ordinance" means Ordinance No. C-20-18 Stormwater Management Ordinance.

"Parcel Apportionment" means the further apportionment of the Annual Assessed Costs allocated to each EBU by the Cost Apportionment among the Tax Parcels under the methodology established in Section 2.04(C) of this Declaration Resolution.

"Property Appraiser" means the Broward County Property Appraiser.

"Property Use Categories" mean, collectively, Residential Property and all categories of Non-Residential Property.

"Tax Collector" means the Broward County Department of Finance and Administrative Services as described in Section 3.06 of the Broward County Charter.

"Tax Parcel" means a parcel of property located within the City to which the Property Appraiser has assigned a distinct ad valorem property tax identification number.

"Tax Roll" means the real property ad valorem tax assessment roll (and any records maintained in connection therewith) maintained by the Property Appraiser for the purpose of the levy and collection of ad valorem taxes as of the October 1 preceding the calculation of the Stormwater Management Assessments hereunder.

"Uniform Assessment Collection Act" means Sections 197.3632 and 197.3635, Florida Statutes, or any successor statutes authorizing the collection of non-ad valorem assessments on the same bill as ad valorem taxes, and any applicable regulations promulgated thereunder.

SECTION 1.03. GENERAL FINDINGS. It is hereby ascertained:

(A) Pursuant to Article VIII, Section 2(b) of the Florida Constitution, and Sections 166.041, Florida Statutes, the City Commission has all powers of local self-government to perform municipal functions and to render municipal services except when prohibited by law; and such power may be exercised by the enactment of legislation in the form of City ordinances.

(B) The City Commission may exercise any governmental, corporate, or proprietary power for a municipal purpose except when expressly prohibited by law, and the City Commission may legislate on any subject matter on which the Legislature may act, except those subjects described in (a), (b), (c), and (d) of Section 166.021(3), Florida Statutes. The subject matter of paragraphs (a), (b), (c), and (d) of Section 166.021(3), Florida Statutes, is not relevant to imposition of assessments related to Transportation Improvements within the City.

(C) The City Commission adopted the Ordinance, the purpose of which is to: (1) create and establish a stormwater management program, which will be the operational means of implementing and carrying out the functional requirements of the stormwater management system; (2) provide procedures and standards for the imposition of stormwater management program assessment pursuant to F.S. Section 403.0893 and under the general home rule powers of a municipality to impose special assessments; (3) authorize a procedure for the funding of the stormwater management program providing special benefits to property within the city; and (4) legislatively determine the special benefit provided to assessed property from the provision of the stormwater management program.

(D) The stormwater management program assessments to be imposed using the procedures provided in the Ordinance shall constitute non-ad valorem assessments within the meaning and intent of the Uniform Assessment Collection Act.

(E) The stormwater management program assessments to be imposed using the procedures provided in the Ordinance are imposed by the City Commission, not the Broward County Board of County Commissioners, Property Appraiser or Tax Collector. The duties of the property appraiser and tax collector under the provisions of this Section 28-211 of the Ordinance and the Uniform Assessment Collection Act are ministerial.

(F) Each parcel of Assessed Property located within the City benefit from the City's stormwater management program and collectively constitute a Stormwater Management System Benefit Area under the Ordinance and the Stormwater Management System Benefit Area, as described in Section 2.01 hereof.

(G) The benefits outlined in Section 28-192 of the Ordinance can be organized into two general categories of benefits as follows:

- (1) Improved management water quantity
 - a. flood management; and
 - b. collect, transport, and convey stormwater into receiving bodies efficiently
- (2) Improved management of water quality
 - a. reduce the pollutant loading; and
 - b. treatment

(H) Based upon the foregoing, all property located within the Stormwater Management System Area will derive a special benefit from the Stormwater Management Program. Accordingly, the City Commission hereby finds it reasonable to apportion the Stormwater Management Program Cost among all tax parcels within the Stormwater Management System Benefit Area as set forth in Section 2.04(B).

ARTICLE II ASSESSMENT

SECTION 2.01. DESCRIPTION OF STORMWATER MANAGEMENT SYSTEM BENEFIT AREA. The Stormwater Management System Benefit Area shall include all tax parcels within the City.

SECTION 2.02. IMPOSITION OF STORMWATER MANAGEMENT PROGRAM ASSESSMENTS. Stormwater Management Program Assessments shall be imposed against all Tax Parcels within the City. Stormwater Management Program Assessments shall be computed in the manner set forth in this Resolution. The Annual Assessed Cost to be assessed and apportioned among benefitted tax parcels pursuant to the cost apportionment and the parcel apportionment for Fiscal Year commencing October 1, 2020, is the amount determined in the Assessment Cost Allocation, attached hereto as Appendix A. When imposed, the Stormwater Management Program Assessments for each Fiscal Year shall constitute a lien upon such Tax Parcels pursuant to the Ordinance and shall be collected on the ad valorem tax bill in the manner authorized by the Uniform Assessment Collection Act.

SECTION 2.03. COMPUTATION OF STORMWATER MANAGEMENT PROGRAM ASSESSMENTS. For each Fiscal Year in which Obligations remain outstanding, on or before the July 1 preceding each Fiscal Year and based upon the Tax Rolls as of October 1 preceding each Fiscal Year, Stormwater Management Program Assessments shall be computed in the following manner:

(A) ANNUAL ASSESSED COSTS. The "Annual Assessed Costs" shall be computed for each Fiscal Year as the sum of (1) the Operational Revenue Amount, (2) Annual Statutory Discount Amount, (3) Tax Collector Fee, and (4) Non-Collection Contingency.

(1) The "Operational Revenue Requirement" shall be computed for each Fiscal Year as the amount of money that the City needs to cover expected operating and capital costs of the Stormwater Management Program.

(2) The "Annual Statutory Discount Amount" shall be computed for each Fiscal Year as the amount allowed by law as the maximum discount for early payment of ad valorem taxes and non-ad valorem assessments plus one percent, currently estimated to equal three percent (3%) of the sum of Operational Revenue Requirement.

(3) The "Tax Collector Fee" shall be standard tax collector fee of 2% of the operational revenue requirement.

(4) The "Non-Collection Contingency" shall be 1% of the operational revenue requirement.

(B) ANNUAL ASSESSED COSTS APPORTIONMENT METHODOLOGY.

- (1) The Annual Assessed Costs shall be apportioned each Fiscal Year to specially benefitted Tax Parcels based upon the net effective impervious area and trip generation attributable to each Tax Parcel in the manner hereinafter described and adapted from City of Fort Lauderdale, Florida FY2021 Stormwater Fee Study – Final Report prepared by Stantec, dated May 25, 2020 ("Fee Study") also described in Appendix B attached hereto.
- (2) It is fair and reasonable to determine the degree of benefit between affected tax parcels through two primary categories of benefit -- 1) improved management of stormwater quantity, and 2) improved management of stormwater quality, -- as these categories reflect the overall proportional special benefits that properties will receive from the stormwater management program.
- (3) It is fair and reasonable to split the Annual Assessed Cost of the Stormwater Management Program among the two special benefit components based upon two primary service functions in proportion to the percentage of the stormwater management program budget allocated to each, stormwater quantity (concerned with flood management and ensuring that the stormwater system can collect, transport, and deposit stormwater into receiving bodies efficiently) approximately 80% of the budget and stormwater quality (reduce the pollutant loading of the waters transported through its systems to local water bodies) approximately 20% of the budget.
- (4) Net effective impervious area is a measurement of the quantity of stormwater generation of a tax parcel. Net effective impervious area of property served by the Stormwater Management Program is determined by applying an intensity of development factor to the aggregate gross area of parcels by Department of Revenue (DOR) land use in the city. The net effective impervious area is distributed among three customer classifications based on the relative effective impervious area associated with each DOR land use type specifically assigned to one of three customer classifications. The three customer classifications are Category I, Category II, and Category III. Eighty percent of the Annual Assessed Cost will be distributed among the three customer classifications and shall be known as the Quantity Cost.
- (5) Trip generation rates is a measurement of the use the City roadway and therefore the significant and meaningful stormwater activities that the City engages in on the public roadway network to maintain a free and passable roadway network and reflects the proportional special benefit of each Taxable Parcel from a stormwater management program that maintains and prevents impairment by precipitation driven stormwater events or ocean/tidal forces as well as performs water quality activities in or adjacent to roadway acknowledging that more benefit is derived from tax parcels that generate more trip. Twenty percent of the Annual Assessed Cost will be distributed among tax parcels using trip generation rates and shall be known as the Quantity Cost.

(C) **PARCEL APPORTIONMENT METHODOLOGY.** The Cost Apportionment for the Annual Assessed Costs for each customer classification and the trip shall be apportioned each Fiscal Year among the Tax Parcels within the Stormwater Management Program Benefit Area as follows:

- (1) The Stormwater Management Program Assessment for each Tax Parcel classified as Category I shall be apportioned by determined the proportional share of the special benefit received for improved management of stormwater quantity and quality to each dwelling unit.
- (2) The Stormwater Management Program Assessment for each Tax Parcel classified as Category II and Category III shall be apportioned by determined the proportional share of the special benefit received for improved management of stormwater quantity by the gross acreage of the parcel expressed in square feet. Water Quality cost shall be apportioned by determined the proportional share of the special benefit received for improved management of stormwater quality by the trip generation of the parcel.
- (3) The Stormwater Management Program Assessment for each Tax Parcel shall be apportioned by determined the proportional share of the special benefit received for improved management of stormwater quality to each parcel based on the number of trips generated by the DOR land use assigned to the parcel.

SECTION 2.04. APPLICATION OF ASSESSMENT PROCEEDS. Proceeds from the Stormwater Management Program Assessments received during each Fiscal Year shall be applied by the City for payment of the administration and collection costs, payment of any Transaction Costs not funded from proceeds of the Obligations or Refunding Obligations, payment of interest due on the Obligations or Refunding Obligations, and payment of principal due on the Obligations or Refunding Obligations. Any remaining proceeds will then be used for prepayment of the Obligations or Refunding Obligations or for payment of other amounts coming due in subsequent years.

ARTICLE III GENERAL PROVISIONS

SECTION 3.01. METHOD OF COLLECTION. The Stormwater Management Program Assessments shall be collected pursuant to the Uniform Assessment Collection Act, and pursuant to Section 28-211 of the Ordinance. No prepayment or acceleration of Assessment will be allowed due to the recalculation of the Annual Assessment based upon new development or redevelopment.

SECTION 3.02. SEVERABILITY If any clause, section or provision of this Resolution shall be declared unconstitutional or invalid for any reason or cause, the remaining portion of said Resolution shall be in full force and effect and shall be valid as if such invalid portion thereof had not been incorporated herein.

ARTICLE IV
NOTICE AND PUBLIC HEARING

SECTION 4.01. ASSESSMENT ROLL. The City Manager is hereby directed to prepare, or cause to be prepared, an Initial Assessment Roll for the Fiscal Year commencing October 1, 2020 in the manner provided in the Ordinance. The Assessment Roll shall include all Tax Parcels within the Stormwater Management Program Benefit Area. The City Manager shall apportion the estimated Project Cost to be recovered through Stormwater Management Program Assessment in the manner set forth in Final Assessment Resolution.

A copy of this Initial Assessment Resolution, documentation related to the estimated amount of the Project Cost to be recovered through the imposition of Stormwater Management Program Assessments, and the Initial Assessment Roll shall be maintained on file in the office of the City Clerk and open to public inspection. The foregoing shall not be construed to require that the Initial Assessment Roll be in printed form if the amount of the Stormwater Management Program Assessment for each parcel of property can be determined by the use of a computer terminal available to the public.

It is hereby ascertained, determined, and declared that the method of determining the Stormwater Management Special Assessment as set forth in this Initial Assessment Resolution is a fair and reasonable method of apportioning the among parcels of Assessed Property located within the Assessment Area.

SECTION 4.02. AUTHORIZATION OF PUBLIC HEARING

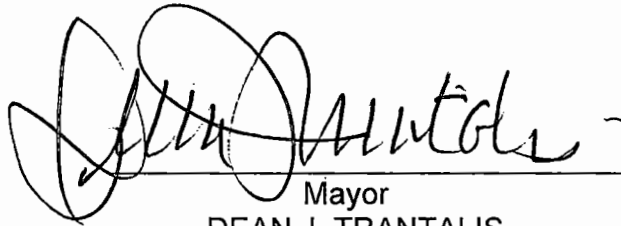
There is hereby established a public hearing to be held at 5:01 p.m. on September 14, 2020, in the Commission Chambers of City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida, 33301, at which time the City Commission will receive and consider any comments on the Stormwater Management Special Assessment from the public and affected property owners and to consider (A) creation of the Special Assessment Area, (B) imposition of the Assessments, and (C) collection of the Assessments pursuant to the Uniform Assessment Collection Act.

SECTION 4.03. NOTICE BY PUBLICATION. The City Manager shall publish a notice of the public hearing in the manner and time provided in Sections 25-129.10 of the Ordinance. The notice shall be published no later than August 25, 2020, in substantially the form attached hereto as Appendix C.

SECTION 4.04. NOTICE BY MAIL: The City Manager shall also direct the provision of notice by first class mail to the owner of each parcel of Assessed Property, as required by Section 25-129.11 of the Ordinance. Such notices shall be mailed no later than August 25, 2020.

SECTION 4.05. EFFECTIVE DATE. This Declaration Resolution shall take effect upon the final adoption.

ADOPTED this 7th day of July, 2020.



Mayor
DEAN J. TRANTALIS

ATTEST:



City Clerk
JEFFREY A. MODARELLI

APPENDIX A

ASSESSMENT COST ALLOCATION

Category	Estimated Project Costs Allocation** per EBU	EBU Type or Billing Unit	# of EBUs	Estimated Assessment
Category I.	\$218.71	Dwelling Unit	44,070	\$9,638,549
Category II	\$2,273.01	Acres	6,311	\$14,344,966
Category III	\$567.00	Acres	1,957	\$1,109,619
Trips	\$4.19	Trips	1,497,735	\$6,275,509

APPENDIX B

CITY OF FORT LAUDERDALE, FLORIDA
FISCAL YEAR 2020 STORMWATER FEE STUDY – FINAL REPORT BY STANTEC



City of Fort Lauderdale, Florida

FY 2021 Stormwater Fee Study – Final Report

May 25, 2020





May 25, 2020

Mr. Chris Lagerbloom
City Manager
City of Fort Lauderdale
100 N Andrews Ave
Fort Lauderdale, FL 33301

Re: FY 2021 Stormwater Fee
Study – Final Report

Dear Mr. Lagerbloom,

Stantec Consulting is pleased to present this Final Report of the FY 2021 Stormwater Fee Study (Study) that we performed for the City of Fort Lauderdale, Florida (City). We appreciate the fine assistance provided by you and all of the members of the City Staff who participated in the Study.

We appreciate the opportunity to be of service to the City and look forward to the possibility of doing so again in the near future.

Sincerely,

Kyle Stevens
Managing Consultant
(904) 610-2910
Kyle.Stevens@stantec.com

Stantec
777 S. Harbour Island Blvd., Suite 600
Tampa, Florida 33602

Enclosure

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1. INTRODUCTION

Stantec Consulting Services Inc. (Stantec) has conducted a Stormwater Fee Study (Study) for the Stormwater Utility (Utility) of the City of Fort Lauderdale (City). This report presents the approach, methodology, source data, and assumptions, as well as the findings and recommendations of the Study.

1.1 BACKGROUND

The City of Fort Lauderdale established a Stormwater Utility in 1992 to provide for the collection, storage, treatment, and conveyance of stormwater within the City limits. The Public Works Department's Stormwater Operations Section of the City is responsible for maintaining and improving the City's stormwater system infrastructure, which consists of 183.5 miles of stormwater pipe, 1,151 manholes, 1,038 outfalls, 6 drainage wells, and 8,848 catch basins. The stormwater system is a critical piece of infrastructure that serves to protect property and the City's transportation network from flooding, while reducing the impacts of urban runoff on the natural environment. The City has established an enterprise fund for the Utility to account for the financial transactions relating to the management of the stormwater in the City.

While the City evaluates the level of its stormwater user fees annually as part of its budget process, this comprehensive Study goes beyond the normal annual review to include a ten-year revenue sufficiency analysis, full cost of service allocation, fee structure analysis, billing method review, and fee benchmarking.

The Utility is funded through user fees paid by active utility accounts in the City limits. For most properties receiving monthly municipal utility bills for services such as water, sewer, and garbage, the stormwater utility fee is included on the monthly utility bill. For properties that do not receive monthly municipal utility bills for other services, the stormwater utility fee is often sent to the property owner as determined from the property appraiser tax rolls on an annual basis.

This Study originally commenced in 2016 and this report represents the accumulation of effort and analysis that has occurred over the five-year period resulting in the recommendations contained herein. In addition, the results outlined in this report have been shared with the City Commission, Infrastructure Task Force, Budget Advisory Board, and Council of Civic Associations. The Infrastructure Task Force, Budget Advisory Board, and Council of Civic Associations have all voted in favor of the recommendations developed during the Study that are reflected in this report. The City Commission has provided guidance to proceed with implementation activities for the recommendation herein and is expected to formally consider the recommendation for approval and adoption within the year.

1.2 SCOPE OF SERVICES

The purpose of this Study was to develop a sustainable financial plan and modernize the fee structure for the Utility to satisfy the projected cost of providing the desired level of service, ensure an equitable allocation of system costs to different parcel types, and utilize the most appropriate billing method to collect user fees

from parcels in the City's service area. As such, the scope of services for the Study to accomplish these objectives are as follows:

Financial Sustainability Analysis – Develop a ten-year financial plan for the Utility to ensure that stormwater fees will provide sufficient revenues to cover all operations, maintenance, debt service, and capital costs, while maintaining sufficient levels of reserve funds throughout the projection period.

Stormwater Fee Structure Design – Review the options for structuring stormwater fees and develop specific fees by customer class that advance the inherent equity of the City's stormwater fees, enhance transparency, and increase administrative efficiency. Develop a master account file to summarize the stormwater fee for each parcel to be billed.

Stormwater Collection Method – Review and determine the appropriate billing method for the City's stormwater fee (i.e. continuing to bill on the monthly water and sewer utility bill or converting to collecting the stormwater fee as a non-ad valorem assessment on the property tax bill).

2. FINANCIAL SUSTAINABILITY ANALYSIS

2.1 DESCRIPTION

This section presents the development of annual system revenue requirements and the corresponding plan of annual revenue adjustments for the Utility as identified during the Financial Sustainability Analysis (FSA). The following sub-sections of the report present a description of the source data, assumptions, and resulting multi-year financial plan, while Appendix A includes detailed supporting schedules for the financial management plan identified herein for the Utility.

During the FSA, Stantec reviewed several alternative multi-year financial management plans and corresponding stormwater annual revenue adjustment plans through interactive work sessions with City staff. During these work sessions, Stantec examined the impact of various inputs and assumptions upon key financial indicators summarizing the results of the forecasting model under assumed conditions. In this way, local information and management input was incorporated as Stantec developed the recommended financial management plan for the Utility. The result is a financial plan that considers the City's current and best assumptions and data to satisfy the Utility's revenue requirements over a multi-year period while meeting key financial performance objectives and minimizing fee adjustments to the extent possible.

In order to initialize the FSA, Stantec obtained the City's historical and budgeted financial information regarding the Utility's operation, as well as information pertaining to working capital balances and future cost requirements. Stantec worked with the City to incorporate the Utility's multi-year capital improvement program (CIP) into the analysis, including projects identified in the City's 2009 Stormwater Master Plan. Stantec discussed with City staff other assumptions and policies that would affect the performance of the Utility, such as planned developments, capital funding sources, debt coverage ratios, reserve fund levels, earnings on invested funds, escalation rates for operating costs, and other factors.

This information was entered into Stantec's Financial Analysis and Management System (FAMS) interactive modeling system. FAMS produced a ten-year projection of the sufficiency of the revenue provided by stormwater fees to meet current and projected financial requirements. Based upon these projections, Stantec then determined both the level of revenue and revenue adjustments necessary in each year of the projection period to satisfy the Utility's annual financial requirements.

FAMS utilizes all projected available funds in each year of the projection period (after payment of operations and maintenance expenses, and debt service) to pay for capital projects. The model incorporates the rules of cash application as defined and applied by City staff, and it produces a detailed summary of the funding sources to be used for each project in the CIP. To the extent that current revenues and unrestricted reserves are not adequate to fund all capital projects in any year of the projection period, the model identifies a borrowing requirement to fund those projects or portions thereof that are determined to be eligible for borrowing. In this way, the FAMS model is used to develop a borrowing program that includes the required borrowing amount by year and the resultant debt service requirements for each year in the projection period.

2.2 SOURCE DATA

The following sections describe the various source data and assumptions used to determine the Utility's revenue requirements during the course of the Study.

2.2.1 Beginning Fund Balance

City staff provided audited Fiscal Year (FY) 2018 financial information used to establish the beginning FY 2019 balances for the revenue (operating fund) of the Utility. The detailed balances (as of September 30, 2018) that serve as the FY 2019 beginning fund balances are presented on Schedule 2 of Appendix A.

2.2.2 Revenues

The revenue projections utilized in the Study reflect an evaluation of multiple years of historical results, FY 2018 audited actual results, the FY 2019 Amended Budget, and the FY 2020 Adopted Budget. Budgeted revenues for the Utility consist of stormwater user fee revenues, other operating revenues from miscellaneous service charges, and interest income. FY 2019 projected stormwater user fee revenues are based upon the City's current fee structure, the projected number of billing units for residential properties, non-residential properties, and the assumed number of acres of undisturbed properties. Revenue projections for the remainder of the forecast represent FY 2019 projected revenues adjusted for assumed property development and annual fee increases. Interest earnings in FY 2019 and FY 2020 were set equal to the budgeted numbers provided by City staff, whereas future forecasted interest earnings were calculated annually based upon projected average fund balances and assumed annual interest earnings rates. A summary of projected cash inflows is presented on Schedule 3 of Appendix A.

2.2.3 Operating Expenditures

The Utility's operating expenditures include all personnel service costs, operation and maintenance (O&M) expenses, calculated debt service requirements, and minor capital outlay requirements. All revenue requirements in FY 2019 and FY 2020 reflect the FY 2019 amended budget and FY 2020 adopted budget, respectively. All operating expenses and inter-fund transfers were projected each year thereafter based upon the FY 2020 adopted budget, assumed future cost escalation factors, and information staff provided relative to future minor capital outlays. It is important to note that in each year of the forecast, with the exception of FY 2020 budget year, spending execution rates of 95% were assumed for all fixed operating expenses, while execution rates of 100% were assumed in all years for all personal service costs and budgeted/projected minor capital outlays. In addition to the budgeted expenses, allowances were made for anticipated expenses such as master plan capital, O&M, and ongoing asset management expenses. Projected operating expenditures and cash outflows (excluding the cash funding of capital) are presented on Schedule 4 of Appendix A.

2.2.4 Community Investment Plan

A 10-year community investment plan (CIP) was developed during this Study through interactive work sessions with staff and primarily based on the current adopted CIP for the Utility. The CIP identified in the Study is presented in project level detail for the two main categories of projects: ongoing renewal and reinvestment projects and large generational investments. The first category of projects is related to the normal ongoing renewal and reinvestment in the system which is paid out of annual cash flow. FY 2019 capital expenditures for these projects were based on encumbered project balances for FY 2019. The proposed CIP was utilized for FY 2020 – FY 2024. From FY 2025 – FY 2029, a 5-year moving average was used to estimate the Utility's unspecified ongoing capital requirements.

The second category of capital projects is larger generational investments that were identified in the City's 2009 Stormwater Master Plan and are to be funded primarily through the issuance of municipal revenue bonds. Revenue bonds are appropriate for these types of capital investments as they are long-lived assets that are expected to provide intergenerational benefits to customers. The locations of these projects, designated as Phase Two stormwater improvement projects, are included in the detailed list below and are expected to be funded in FY 2020 and FY 2021 in the amount of \$200M in total. In addition to Phase Two, an additional \$200M of master plan project funding has been identified for FY 2026.

- Edgewood
- River Oak
- Dorsey Riverbend
- Durrs Area
- Progresso
- Victoria Park
- Southeast Isles

More information related to the debt-funding of capital projects is discussed in Sections 2.3.5 of this report. A detailed list of the specific projects and costs by year is included on Schedule 6 of Appendix A.

2.3 ASSUMPTIONS

2.3.1 Cost Escalation

Annual cost escalation factors for the various types of operating expenses were developed based upon discussions with staff, a review of historical trends, and Stantec's industry experience. These factors are applied in each year of the projection period beginning in FY 2021. The specific escalation factors assumed for the various categories of expenses can be found on Schedule 5 of Appendix A.

2.3.2 Interest Earnings

The Study reflects assumed interest earning rates on invested funds of 1.75% in FY 2021 and 2.00% in FY 2022 and each year thereafter. Projected interest earnings are included on Schedule 3 of Appendix A.

2.3.3 Customer Growth

Customer growth projections were developed in consultation with staff based upon historical trends and future expectations. Customer growth in FY 2021 through FY 2029 was projected assuming an average increase of 189 units annually in the residential category, an average increase of 9 units annually in the commercial category, and an average decrease of 19 units annually in the unimproved land category. Schedule 1 of Appendix A presents detailed annual stormwater system customer growth rates.

2.3.4 Minimum Reserve Policy

Reserves are funds set aside for a specific cash flow requirement, financial need, project, task, or unforeseen system requirements. These balances are maintained in order to meet short-term cash flow requirements and minimize the risk associated with meeting the financial obligations and continued operational and capital needs under adverse conditions. The level of reserves maintained is an important component and consideration in developing a multi-year financial management plan.

Many utilities, rating agencies, and the investment community place a significant emphasis on having sufficient reserves available for potentially adverse economic conditions. The rationale related to the maintenance of adequate reserves is twofold. First, it helps to ensure that adequate funds will be available to meet financial obligations during unusual periods (i.e. when revenues are unusually low and/or expenditures are unusually high). Second, it provides funds that can be used for emergency repairs or replacements to the system that can occur as a result of natural disasters or unanticipated system failures.

The financial management plan presented in this report assumes that the City will maintain a minimum revenue fund balance or unrestricted cash reserve balance equal to 1.5 months of annual O&M expenses for the Utility in FY 2019. However, in an effort to build stronger reserve levels consistent with those of other utilities in the industry, and to present compelling fiscal strength to secure favorable credit ratings when borrowing money, it is recommended that the minimum reserve policy for the Utility be raised to 3.0 months of annual O&M expenses by FY 2021. Consequently, the financial management plan presented herein assumes that the City will maintain a minimum reserve of 3.0 months in FY 2021 and each year thereafter.

2.3.5 Future Borrowing & Capital Funding

As the 10-year CIP for the Utility was developed, sources of funding for individual projects were identified. Approximately \$443 million in capital funding was determined to be provided through revenue bonds, with the remainder of projects designated to be paid out of annual revenue and available fund balances. The projects identified for revenue bond funding are Phase Two components of the City's 2009 Stormwater Master Plan (Master Plan).

Given the immediacy of the need associated with the Phase Two Master Plan capital projects, the City has elected to utilize an interim source of financing for approximately \$70M of the identified \$200M in projects. In doing so, construction can commence on an accelerated timeline and the benefits of the improvements can be realized sooner. Long-term permanent financing for the Phase One projects will take the form of a municipal revenue bond with a targeted issuance date of early FY 2021 for the full amount of \$200M.

The new long-term debt required during the projection period is assumed to be issued for a 30-year term, with a 2.00% cost of issuance, and annual cost of borrowing equal to 4.00% in all years of the projection period. The debt is assumed to be paid in the form of level annual debt service consisting of interest and principal. Additionally, any new debt issuance has been assumed to require a debt service reserve equal to one year's worth of debt service. It is important to note that the Utility has not previously financed capital projects. Thus, the City's actual future financing and funding decisions will reflect then-current market conditions, rating agency guidance, and broader City-wide financing objectives. The projections used in this Study reflect reasonable expectations of overall conditions and are appropriate for planning purposes.

A complete schedule of assumed CIP funding can be found on Schedule 9 of Appendix A and projected future senior lien borrowing can be found on Schedule 11 of Appendix A.

2.3.6 Debt Service Coverage

The Utility currently has no outstanding debt as of FY 2019; however, a minimum senior-lien debt service coverage ratio of 1.25 (with a target of 1.50), was utilized in the Study for projected future debt issuances. The debt service coverage ratio signifies that net income must be at least 1.25 times annual debt service.

The ratio of net income to annual debt service requirement (referred to as a debt service coverage ratio hereafter) described above was developed through discussions with City staff and the City's financial advisor and represents the minimum requirement of bondholders. As a policy decision, utilities frequently opt to measure revenue sufficiency and set fees based upon a higher debt service coverage ratio in order to ensure compliance with rate covenants in the event that future projections of revenue and expenses do not occur as predicted (due to unanticipated capital requirements or substantial operating cost increases, natural disasters, etc.). The financial management plan presented herein results in projected total debt service coverage greater than or equal to 1.50 in each year of the forecast.

2.4 RESULTS

Based upon the source data and assumptions presented herein, it is anticipated that the Utility will require revenue adjustments throughout the projection period in order to provide sufficient revenues to fund the ongoing operation and maintenance costs, capital improvement projects, renewal & replacement costs, new debt service, and the reserve requirements of the Utility.

Most notably the Utility is expected to see a large increase in expenditures in FY 2021, due to the issuance of a revenue bond to fund the Phase Two Master Plan projects. As such, the plan of revenue adjustments has been sized to reflect the annual repayment of principal and interest as well as coverage on the debt.

The recommended financial management plan and corresponding plan of rate adjustments is based upon the source data and assumptions as described in this report. Appendix A includes several detailed schedules presenting key aspects of the ten-year financial management plan, while the required rate revenue adjustment plan for the immediate five-year planning period is presented in Table 2-1:

Table 2.1 Stormwater Revenue Adjustment Plan

Fiscal Year	FY 2020¹	FY 2021²	FY 2022	FY 2023	FY 2024
Effective Date	10/1/2019	10/1/2020	10/1/2021	10/1/2022	10/1/2023
Annual Adjustment	16.67%	54.00%	3.00%	3.00%	3.00%

It is important to note that the projections of future conditions underlying this analysis are not intended to be predictions. Applicable to many utility systems, there are multiple factors beyond the City's control, such as i) severe weather, ii) regulatory changes, iii) national, regional, and local economic conditions, iv) the rate of growth in developed properties, v) operating and capital cost inflation, and vi) changes in the timing and composition of the Utility's CIP, that may have material impacts on the future financial condition of the Utility. Furthermore, the projections in this Study rely upon data and guidance provided by the City during the development of the Study, and while the information utilized in this Study is believed to be reliable, detailed independent reviews or auditing of the data were not conducted.

As a result, there will usually be differences between forecasted and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. While Stantec has no responsibility to update this report for events and circumstances occurring after the date of this report, future management actions should be based upon and adjusted to reflect future results as they occur. These comments are provided to emphasize the importance of active management informed by the actual future results of Utility operations by the City. While the planning effort supported by this Study will serve to guide and inform the City in balancing future revenue and spending decisions, it is only through observation of future results, and the update of this analysis, that the City will be able to determine the actions required to ensure its financial and operational objectives are met over time.

Appendix A includes detailed schedules presenting all components of the financial management plan developed for the Utility.

¹ Reflects adopted increase for FY 2020, percentage equals a \$2 change in residential rate

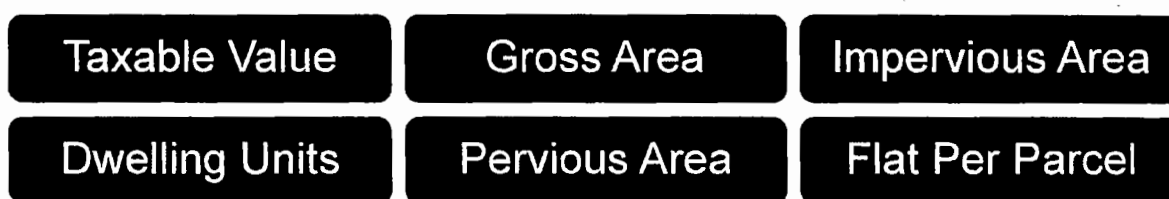
² FY 2021 amount will be recovered through the new fee structure presented in Section 3 of this report.

3. STORMWATER FEE DESIGN

3.1 CURRENT STORMWATER BILLING BASIS

The use of a stormwater system in a highly urbanized area, such as the City of Fort Lauderdale, is both ubiquitous and not directly measurable. In contrast, within the City's water utility, a water meter provides a highly precise basis for determining a customer's usage of the water system. Within a stormwater utility, no such meter or exact measurement of usage currently exists, thus communities rely on bases that serve as a proxy for parcel benefit related to the provision of stormwater services. The collection of dedicated stormwater revenues from property owners is accomplished through the use of different billing bases in communities all over the country. The billing basis is essentially the methodology used to measure the stormwater benefit each parcel receives and is intended to fairly apportion the stormwater utility's revenue requirement among benefitting parcels. The process of choosing a stormwater billing basis methodology is driven by several key factors, including primarily the availability of data in the community and level of complexity. For example, while it would require limited information to bill each parcel owner in the City the same flat fee, this approach would certainly not recognize the different stormwater contribution potential from parcels and benefit conferred to the diverse set of parcels in the City's service area. There are a number of different approaches that have been utilized around the country to address stormwater cost apportionment; a list of the most common billing bases is included in Figure 3.1.

Figure 3.1 Common Stormwater Billing Basis



The City currently charges stormwater to parcels within the City using two of the of the most common billing bases described above: gross area and dwelling units. In addition to these directly measured units, the City's current stormwater fees were originally developed using a method known as net effective impervious area (NEIA). This method applies an intensity of development factor to the aggregate gross area of parcels by Department of Revenue (DOR) land use in the community to determine the net effective impervious area being served. The result is then used to distribute costs to three customer classifications based on the relative effective impervious area of each class. The City's three customer classifications are as follows:

Category I means any lot or parcel developed exclusively for residential purposes limited to, single-family homes, manufactured homes, multifamily, apartment buildings, and condominiums designed to accommodate three (3) or fewer dwelling units. For billing coding purposes, Category I parcels are referred to as STMS.

Category II means any developed lot or parcel not in Category I or Category III, as defined herein. For billing coding purposes, Category II parcels are referred to as STMC.

Category III means property which is undeveloped or not significantly altered from its natural state by the addition of improvements such as buildings, structures, impervious surfaces, changes of grade, or landscaping. This includes properties such as vacant parcels, parks, airports, golf courses and well fields. For purposes of this article, a property shall be considered developed upon issuance of a certificate of occupancy, or upon completion of construction or final inspection if no such certificate is issued. For billing coding purposes, Category III parcels are referred to as STMU.

The conversion of natural land to developed land with the addition of impervious area results in increased stormwater runoff. Most communities with stormwater utilities use impervious area, or some variation of impervious area, as the basis for the stormwater fees. Impervious area impedes the natural infiltration of stormwater into the ground and results in higher stormwater runoff during precipitation events that must be managed by the City's stormwater system.

Numerous engineering and hydrologic studies have demonstrated that impervious area is the single most important factor contributing to the quantity and quality of stormwater runoff from a property. As a result, impervious area has been demonstrated to be a highly defensible, widely used, and easily understood component of stormwater rates across the country.

The City's current stormwater fee is based on a calculation of effective impervious area on a parcel considering impervious as well as pervious area. This Study reviewed the various industry standard bases for recovery of stormwater costs and provides a recommended methodology that best fits the functions within the Utility as well the needs of the community by increasing transparency, administrative efficiency, and property owner understanding.

3.2 RECOMMENDED STORMWATER BILLING BASIS

In developing a recommended billing basis for any community, one of the primary goals is to connect the community's stormwater service delivery model to the billing basis in order to create a strong nexus between the parcels being charged a fee for services and the stormwater benefits conveyed.

Based on detailed discussions with City staff, the City has a unique stormwater service delivery model strongly influenced by the City's underlying physical environment, mainly its coastal proximity and low ground elevation in relation to sea level. Normally when discussing stormwater services, it is assumed that

the source of the stormwater being managed is precipitation, but in the City of Fort Lauderdale, the ocean waters also play a prominent role. In fact, the City's stormwater system is often inundated by the presence of King Tides, which involve the highest tides of the year that backflow into the stormwater system through outfalls. These events result in the stormwater system being compromised when impacted by King Tides as the hydrologic capacity of the system is diminished. In the most extreme cases, the ocean water can infiltrate the stormwater system and spill onto the roadway surface, resulting in an impairment to the use of the road and consequently ingress or egress to property, even on sunny days.

In addition, most developed parcels in the City have been constructed above the crown of the road by a significant margin, mainly driven by building codes. This means that in most cases, when developed parcels generate stormwater during precipitation events, the stormwater is discharged into the roadway network to be collected and managed.

The confluence of both ocean/tidal and property-based stormwater contributions in the City's roadway network makes this component of the stormwater system critically important to the City's stormwater management. This is evidenced by the City's stormwater capital investments and operational activities, which contain a significant concentration in managing stormwater on the roadway network and keeping ocean/tidal forces at bay, in an effort to maintain passable roads.

The uniqueness of the City's stormwater system provides a significant opportunity from a fee making perspective to ensure there is a rational alignment between the parcels benefiting from stormwater services in the City and the stormwater fee that those parcels pay. The identification of the roadway network as a key component of the stormwater system where parcel-based stormwater contributions, ocean tidal forces, and the City's stormwater management activities converge, makes a compelling case that any modifications to the City's current stormwater fee structure should take this relationship into account.

Based on Stantec's project team's experience, trip generation rates were identified as a potential billing basis that would create a strong nexus between the benefit received by parcels and the fee levied against parcels in the City. Trip generation rates are studied and published by the Institute of Transportation Engineers (ITE) and provide detailed estimates of roadway usage by current Department of Revenue (DOR) land use types. Leveraged in fee setting, these estimates provide an ability to define the relative benefit of free and passable roads by DOR land use type, and by extension, the benefit of the City's stormwater services that work to limit the impairment of the City's roadways from stormwater and tidal forces. The following figure provides an example of the trip generation rates of 3 diverse DOR land uses commonly found within the City's service area.

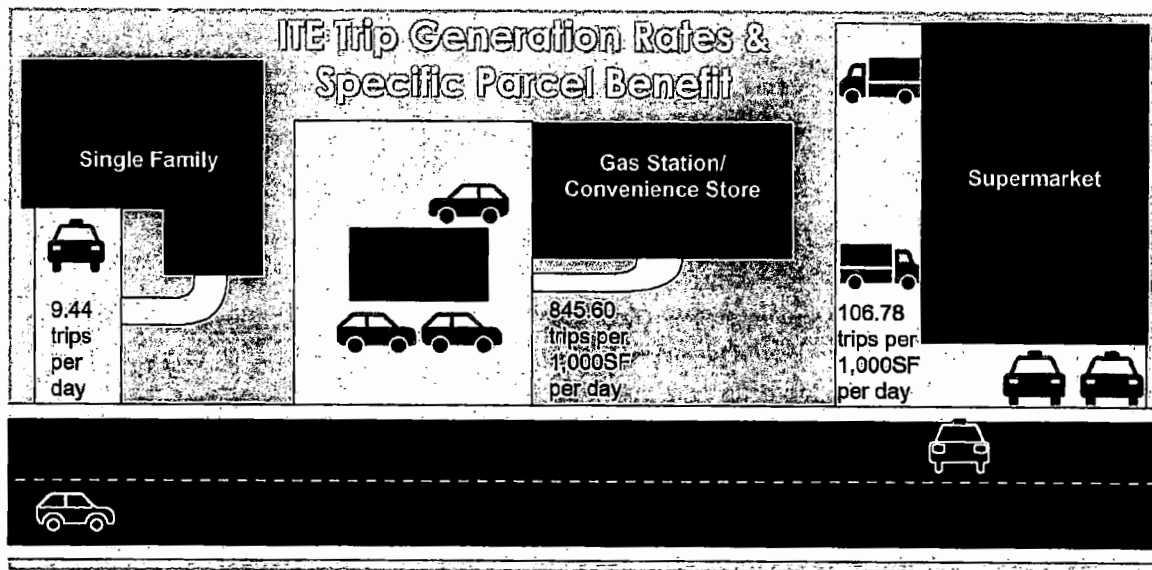
Figure 3.2 Trip Generation Rate Example

Figure 3.2 illuminates several themes in how diverse parcel land uses benefit from free and passable roads within the City. As shown in the comparison, it is often the case that commercial parcels more intensely generate trips due to the economic activity that takes place on the parcel, leading to greater realized benefit of clear and passable roads than a parcel of similar size that happens to be a single-family home. Additionally, trip generation rates are measured in one of two units; the building square footage or the number of trip demand units (e.g. dwelling units).

These measurements consider the entirety of a parcel's development, including vertical extent, which stands in significant contrast to traditional measures of potential stormwater benefit measurements such as impervious area. For example, the impervious area of two parcels can be identical as measured overhead, but one parcel may contain a one-story building with 15 residential dwelling units while the second parcel was developed in a more vertical fashion and may contain 300 residential dwelling units. Traditional measurements of stormwater would conclude that these two parcels benefit the same from stormwater services based on their measured impervious area. Considering the significant and meaningful stormwater activities that the City engages in on the public roadway network to maintain a free and passable roadway network, it is evident that these two parcels benefit differently. The example parcel with more dwelling units generates more trips and derives more benefit in total than the parcel with a lower use of the roadway network. Trip generation rates, by virtue of their application, take into account the entirety of a parcel's activity, including this vertical benefit component.

Based on the key observations uncovered in the course of the study relating to the City's provision of stormwater services stemming from runoff on developed parcels and the City's efforts in combating the impairment of the system from ocean/tidal forces, there are unique benefits to stormwater service in the City of Fort Lauderdale. Given these dynamics it would be reasonable that the stormwater fee basis be structured in such a way as to ensure that the cost of providing service in the community is directed to

parcels in proportion to their benefit of the system. As such, Stantec recommends that the City consider the following bifurcated fee basis for use in assessing stormwater fees:

1. Net Effective Impervious Area (Current Fee Basis)
 - a. Rationale: The City's current fee basis is effective in proportioning cost to parcels based on their development characteristics and the benefit received by addressing the quantity of stormwater runoff generated by properties in the City.
2. Trip Generations Rates
 - a. Rationale: Given the City's significant stormwater activities aimed at maintaining and preventing impairment by precipitation driven stormwater events or ocean/tidal forces as well as performing water quality activities in or adjacent to roadways, trip generation rates provide a clear and defensible mechanism by which the City can assess stormwater fees in proportion to the benefit received by use of the roadway network.

The recommended approach of using two billing bases recognizes the primary benefits that stormwater services provide in the community to developed parcels. Although the incorporation of two billing bases is more complex, the approach arguably makes significant advances in providing an equitable and reasonable allocation of stormwater costs to benefitting parcels within the City.

3.3 MEASUREMENT OF BILLING BASIS

In order to successfully implement a stormwater billing basis, the appropriate attributes of each parcel that will be assessed must be measured accurately. This section of the report details the efforts undertaken to create an up-to-date billing database, that allows for the determination of each parcel's billing units and the total billing units of the Utility.

Current Stormwater Billing Data

The City currently bills stormwater fees on a monthly basis by utilizing the existing billing infrastructure that supports the City's water and wastewater services. Each utility billing account is assigned a stormwater customer class designation and includes a billing unit representative of the gross sq. ft. of the parcel(s) being billed under the account. An initial analysis of the current billing data indicated that the billing units would benefit from an update with the most recent Broward County Property Appraiser (PA) data to ensure that the gross sq. ft. being billed for each parcel is accurate. In addition, the City's service area is highly urbanized and has considerably complex water infrastructure (e.g. in many cases one water meter is serving multiple parcels). This presents a challenge from a stormwater billing perspective, as multiple parcels must be aggregated to one utility account in order to be billed correctly. In many cities this represents an ongoing challenge that requires significant dedicated resources and effort in order to ensure that connections are maintained and updated in alignment with the underlying property data. It is unclear as to the last time the City systematically validated all the parcels to account linkages. Furthermore, it should be expected that the underlying parcel data also changes frequently as development, redevelopment, parcel splits, and parcel reconfigurations take place.

Based on the initial analysis, which indicated that gains in accuracy could be made by updating the billing data, it was decided that as part of this Study the existing billing units would be updated using the most current and available PA data as of August, 2019. The PA data was utilized as the main data source for the analysis conducted herein, which likely will result in different measured units for certain parcels within the City as compared to the current billing data.

Billing Roll Creation

Stantec's project team developed an updated parcel database to calculate the recommended stormwater fee structure based on net effective impervious area and trip generation rates. The database was constructed using a geographical informational software environment (GIS) and the most up-to-date PA data. The City consists of over 82,000 parcels, including condo or cooperative parcels that are stacked upon each other in towers/stacks that were considered as part of the analysis. Table 3.1 includes a summation of the property roll by DOR land use type that was relied on to determine the net effective impervious area and trip generation. The updated parcel data reveals that the City is diverse from a land use perspective, notably with over 35,000 single-family homes and 27,000 condos.

Table 3.1 Updated Parcel Database Summary

DOR USE DETAIL	Count	Building Area (sq. ft.)	Parcel Area (sq. ft.)
00 - Residential - Vacant Residential	1,605	-	14,534,821
01 - Residential - Single Family	35,658	71,134,102	294,027,433
02 - Residential - Mobile Homes	15	12,370	48,552
03 - Residential - Multi-family-10 units or more	372	18,727,579	17,935,622
04 - Residential - Condominium	27,584	35,811,008	60,219
05 - Residential - Cooperatives	3,988	3,665,011	-
07 - Residential - Miscellaneous residential (migma	12	4,988	216,473
08 - Residential - Multi-family – less than 10 units	4,700	11,356,146	36,705,445
09 - Residential - Undefined – reserved for use by	134	285,774	-
10 - Commercial - Vacant Commercial	380	-	6,702,386
11 - Commercial - Stores, 1-story	683	5,710,518	15,443,367
12 - Commercial - Mixed use – store and office or	507	2,283,552	3,040,163
13 - Commercial - Department Stores	8	1,301,654	1,454,302
14 - Commercial - Supermarkets	9	348,439	852,129
15 - Commercial - Regional Shopping Centers	2	2,079,191	1,647,091
16 - Commercial - Community Shopping Centers	29	1,266,547	4,602,011
17 - Commercial - Office buildings, non-professor	432	2,467,432	8,923,850
18 - Commercial - Office buildings, non-professor	464	18,650,210	17,006,762
19 - Commercial - Professional services building	357	2,365,865	2,932,451
20 - Commercial - Airports (private or commercia	196	1,094,756	28,903,675
21 - Commercial - Restaurants, cafeteria	122	575,524	2,128,504
22 - Commercial - Drive-in restaurants	64	179,884	1,765,805
23 - Commercial - Financial institutions (banks, sa	39	170,774	1,360,267
26 - Commercial - Service Stations	59	193,075	1,667,626
27 - Commercial - Auto sales, repair and storage,	182	2,356,396	6,775,045
28 - Commercial - Parking lots (commercial or pai	802	3,567,976	18,706,235
29 - Commercial - Wholesale outlets, produce hoi	1	45,000	88,602
32 - Commercial - Enclosed theatres, enclosed au	4	114,852	203,265
33 - Commercial - Nightclubs, cocktail lounges, ba	44	287,812	1,117,636
35 - Commercial - Tourist attractions, permanent	1	8,635	103,882
38 - Commercial - Golf courses, driving ranges	6	47,286	8,191,652
39 - Commercial - Hotels, motels	1,265	11,139,429	10,353,047
40 - Industrial - Vacant Industrial	79	-	1,587,978
41 - Industrial - Light manufacturing, small equipm	77	1,950,783	8,786,409
44 - Industrial - Packing plants, fruit & vegetable p	1	28,629	50,827
48 - Industrial - Warehousing, distribution termin	1,362	18,462,614	43,342,753
49 - Industrial - Open storage, new & used bldg su	84	31,369	1,638,757
52 - Agricultural - Cropland soil capability Class II	3	-	32,250
67 - Agricultural - Poultry, bees, tropical fish, rabb	2	-	651,407
69 - Agricultural - Ornamentals, miscellaneous agi	9	7,398	104,349
70 - Institutional - Vacant Institutional	60	-	1,013,462
71 - Institutional - Churches	199	3,187,924	15,104,925
72 - Institutional - Private Schools and Colleges	63	2,418,147	6,374,659
73 - Institutional - Privately owned hospitals	17	3,138,252	3,090,132
74 - Institutional - Homes for the aged	27	600,755	1,230,453
75 - Institutional - Orphanages, other non profit o	3	50,549	95,898
76 - Institutional - Mortuaries, cemeteries, crema	13	40,019	4,262,763
77 - Institutional - Clubs, lodges, union halls	29	214,764	881,583
78 - Institutional - Sanitariums, convalescent and	20	329,298	561,123
79 - Institutional - Cultural organizations, facilities	2	77,233	59,788
80 - Government - Undefined-Reserved for future	235	-	7,313,297
82 - Government - Forest, parks recreational area	91	246,675	25,292,773
83 - Government - Public county schools – include	-	-	-
85 - Government - Hospitals	1	46,531	138,082
86 - Government - Counties (other than public sch	3	437,565	499,555
87 - Government - State other than military, fores	4	240,273	1,961,431
88 - Government - Federal other than military, foi	1	8,419	185,657
89 - Government - Municipal other than parks, re	48	1,027,866	7,772,531
91 - Miscellaneous - Utility, gas & electricity, telep	34	403,133	2,576,323
94 - Miscellaneous - Right-of-way, streets, roads,	-	-	-
95 - Miscellaneous - Rivers and lakes, submerged	-	-	-
96 - Miscellaneous - Sewage disposal, solid waste,	2	-	1,936,205
98 - Centrally Assessed - Centrally assessed	3	44,909	510,807
Total	82,196	230,244,890	644,554,493

Measurement of Net Effective Impervious Area Billing Basis

The billing roll presented in the proceeding section was built upon to include net impervious area multipliers. The multipliers, specific to each DOR land use type, allows for the gross area of diverse DOR land uses to be aggregated and the amount of effective impervious area to be estimated. The multipliers were sourced from the City's 2009 Stormwater Master Plan. In addition, parcels have been grouped according to the City's current customer classifications including Category I (STMS), Category II (STMC) and Category III (STMU). The following table presents the net effective impervious area calculated by customer category.

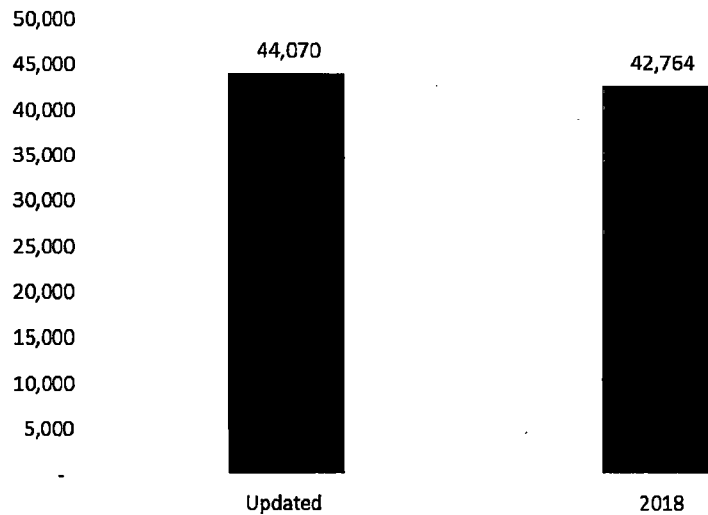
Table 3.2 Updated Net Effective Impervious Area

DOR LAND USE	WE	STMS	STMS AL	STMC	STMC AL	STMU	STMU AL	STMS STMS	STMS STMS	STMS STMS
00 - Residential - Vacant Residential	0.10	-	2,677,151	149	1,577,080	1,136	10,250,982	267,715	157,708	1,025,098
01 - Residential - Single Family	0.28	36,645	294,016,331	1	11,102	-	-	82,324,573	3,109	-
02 - Residential - Mobile Homes	0.62	15	48,552	-	-	-	-	30,102	-	-
03 - Residential - Multi-family-10 units or more	0.62	-	-	372	17,935,622	-	-	-	11,120,086	-
04 - Residential - Condominium	0.62	29	112,680	27,555	27,224,726	-	-	69,852	16,879,330	-
05 - Residential - Cooperatives	0.62	-	-	3,988	4,841,115	-	-	-	3,001,491	-
07 - Residential - Miscellaneous residential (migr)	0.62	-	5,349	11	211,639	-	-	3,316	131,216	-
08 - Residential - Multi-family - less than 10 units	0.62	7,377	24,130,042	1,405	12,583,040	-	-	14,960,626	7,801,485	-
09 - Residential - Undefined - reserved for use by	0.28	-	-	134	209,631	-	-	-	58,697	-
10 - Commercial - Vacant Commercial	0.10	-	-	117	3,219,182	263	3,483,204	-	321,918	348,320
11 - Commercial - Stores, 1-story	0.75	-	-	683	15,481,520	-	-	-	11,611,140	-
12 - Commercial - Mixed use - store and office or	0.75	-	-	507	3,245,275	-	-	-	2,433,957	-
13 - Commercial - Department Stores	0.75	-	-	8	1,454,302	-	-	-	1,090,726	-
14 - Commercial - Supermarkets	0.75	-	-	9	852,129	-	-	-	639,096	-
15 - Commercial - Regional Shopping Centers	0.75	-	-	2	1,647,091	-	-	-	1,235,318	-
16 - Commercial - Community Shopping Centers	0.75	-	-	29	4,631,618	-	-	-	3,473,714	-
17 - Commercial - Office buildings, non-professor	0.75	-	-	432	9,040,178	-	-	-	6,780,133	-
18 - Commercial - Office buildings, non-professor	0.75	-	-	464	18,186,659	-	-	-	13,639,394	-
19 - Commercial - Professional services building	0.75	-	-	357	3,338,576	-	-	-	2,509,932	-
20 - Commercial - Airports (private or commercial)	0.10	-	-	192	6,703,245	4	22,322,151	-	670,325	2,232,215
21 - Commercial - Restaurants, cafeteria	0.75	-	-	122	2,132,967	-	-	-	1,599,725	-
22 - Commercial - Drive-in restaurants	0.75	-	-	64	1,765,805	-	-	-	1,324,354	-
23 - Commercial - Financial Institutions (banks, sa	0.75	-	-	39	1,360,267	-	-	-	1,020,200	-
26 - Commercial - Service Stations	0.75	-	-	59	1,667,626	-	-	-	1,250,720	-
27 - Commercial - Auto sales, repair and storage,	0.75	-	-	182	6,775,045	-	-	-	5,081,284	-
28 - Commercial - Parking lots (commercial or pa	0.75	-	-	802	18,833,276	-	-	-	14,124,957	-
29 - Commercial - Wholesale outlets, produce ho	0.75	-	-	1	88,602	-	-	-	66,452	-
32 - Commercial - Enclosed theatres, enclosed au	0.75	-	-	4	203,265	-	-	-	152,448	-
33 - Commercial - Nightclubs, cocktail lounges, ba	0.75	-	-	44	1,117,636	-	-	-	838,227	-
35 - Commercial - Tourist attractions, permanent	0.75	-	-	1	103,882	-	-	-	77,912	-
38 - Commercial - Golf courses, driving ranges	0.10	-	-	-	-	6	8,191,652	-	-	819,165
39 - Commercial - Hotels, motels	0.75	-	-	1,265	10,976,516	-	-	-	8,232,387	-
40 - Industrial - Vacant Industrial	0.10	-	-	50	434,573	29	1,153,405	-	43,457	115,341
41 - Industrial - Light manufacturing, small equipm	0.10	-	-	77	8,786,409	-	-	-	878,641	-
44 - Industrial - Packing plants, fruit & vegetable p	0.10	-	-	1	50,827	-	-	-	5,083	-
48 - Industrial - Warehousing, distribution terminu	0.10	-	-	1,362	44,759,311	-	-	-	4,475,931	-
49 - Industrial - Open storage, new & used bldg su	0.10	-	-	84	1,638,757	-	-	-	163,876	-
52 - Agricultural - Cropland soil capability Class II	0.10	-	-	2	13,500	1	18,750	-	1,350	1,875
67 - Agricultural - Poultry, bees, tropical fish, rabb	0.10	-	-	-	-	2	651,407	-	-	65,141
69 - Agricultural - Ornamentals, miscellaneous agi	0.10	4	56,844	-	-	4	47,506	5,684	-	4,751
70 - Institutional - Vacant Institutional	0.10	-	-	9	327,277	51	686,186	-	32,728	68,619
71 - Institutional - Churches	0.75	-	-	199	15,104,925	-	-	-	11,328,693	-
72 - Institutional - Private Schools and Colleges	0.75	-	-	63	6,374,659	-	-	-	4,780,994	-
73 - Institutional - Privately owned hospitals	0.75	-	-	17	3,090,132	-	-	-	2,317,599	-
74 - Institutional - Homes for the aged	0.75	-	-	27	1,230,453	-	-	-	922,840	-
75 - Institutional - Orphanages, other non profit o	0.75	-	-	3	95,898	-	-	-	71,923	-
76 - Institutional - Mortuaries, cemeteries, crema	0.75	-	-	4	80,631	9	4,182,132	-	60,473	3,136,599
77 - Institutional - Clubs, lodges, union halls	0.75	-	-	29	881,583	-	-	-	661,188	-
78 - Institutional - Sanitariums, convalescent and	0.75	-	-	20	561,123	-	-	-	420,842	-
79 - Institutional - Cultural organizations, facilities	0.75	-	-	2	59,788	-	-	-	44,841	-
80 - Government - Undefined-Reserved for future	0.10	-	-	9	281,632	226	7,031,665	-	28,163	703,166
82 - Government - Forest, parks recreational area	0.10	-	-	-	-	91	25,292,773	-	-	2,529,277
83 - Government - Public county schools - include	0.75	-	-	-	-	-	-	-	-	-
85 - Government - Hospitals	0.75	-	-	1	138,082	-	-	-	103,561	-
86 - Government - Counties (other than public se	0.10	-	-	3	499,555	-	-	-	49,956	-
87 - Government - State other than military, fore	0.10	-	-	4	1,961,431	-	-	-	196,143	-
88 - Government - Federal other than military, fo	0.10	-	-	1	185,657	-	-	-	18,566	-
89 - Government - Municipal other than parks, re	0.10	-	-	46	7,859,198	2	1,541	-	785,920	154
91 - Miscellaneous - Utility, gas & electricity, telep	0.10	-	-	34	2,576,323	-	-	-	257,632	-
94 - Miscellaneous - Right-of-way, streets, roads,	0.10	-	-	-	-	-	-	-	-	-
95 - Miscellaneous - Rivers and lakes, submerged	0.10	-	-	-	-	-	-	-	-	-
96 - Miscellaneous - Sewage disposal, solid waste,	0.10	-	-	-	-	2	1,936,205	-	-	193,621
98 - Centrally Assessed - Centrally assessed	0.75	-	-	3	510,807	-	-	-	383,105	-
Total										

Once the net effective impervious area calculation was completed, all parcels were summarized in terms of the customer class billing designations (STMS, STMC, and STMU). STMS parcels are currently billed

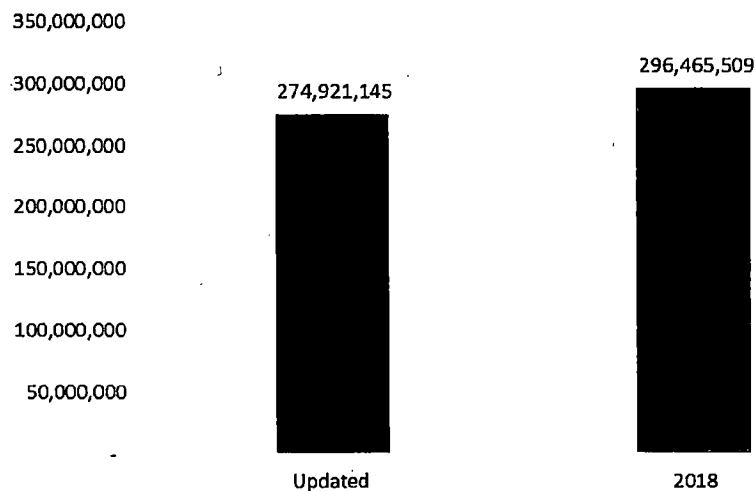
based on dwelling units on each parcel, while STMC and STMU parcels are billed on the amount of gross area of the parcel. The following figures show the updated billing units based on the parcel analysis presented herein against the City's current billed units (2018). It should be noted that differences between the current billed units and updated figures are to be expected, as a significant amount of time has elapsed since the last full parcel by parcel update of the stormwater billing units.

Figure 3.2 Single-Family (STMS) Dwelling Units Comparison



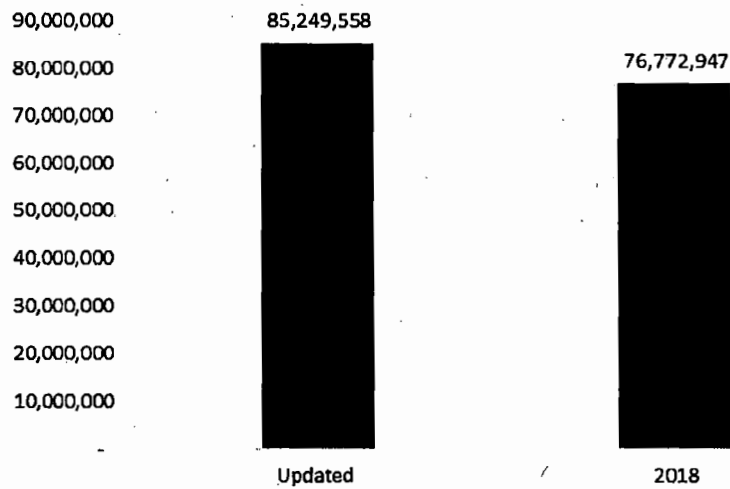
In updating the single-family customer classification, it was revealed that there were 3.1% or 1,306 more dwelling units recorded in the Property Appraisers database than were being billed as of FY 2018.

Figure 3.3 Developed Parcels (STMC) Sq. Ft. of Gross Area Comparison



In updating the STMC customer class, the billable sq. ft. was shown to decrease from 2018 billing levels. This is in large part a result of parcels being placed into customer classes based on the strict definition outlined in the City's current stormwater ordinance as part of this analysis. The updated classifications resulted in several large parcels that are currently being billed as STMC being included in the undeveloped STMU categorization. In total, the customer class's billing units contracted by 7.3% or 21.5 million sq. ft.

Figure 3.4 Undeveloped Parcels (STMU) Sq. Ft. of Gross Area Comparison



With regards to the undeveloped classification of parcels (STMU), the updated database shows that billing units have increased over the 2018 billing data. This was largely driven by the recategorization of multiple parcels from the STMC category to the STMU category for billing purposes, leading to an overall 11% or 8.5 million increase in billable STMU sq. ft.

Measurement of Trip Generation Billing Basis

In addition to the use of net effective impervious area, it has also been recommended that the City, as part of a bifurcated stormwater fee, utilize trip generation rates. Trip generation rates will allow the City to determine the benefit a parcel receives from clear and passable roads, a key benefit of effective stormwater services in the community. No existing measurement of trip generation rates exist for the City. As such, Stantec worked to create a database that contained every parcel in the City and then calculated the parcel's trip generation rates based on the detailed information contained in the Trip Generation Manual 10th Edition from the Institute of Transportation Engineers (ITE). The manual is widely considered the industry standard in estimating trip generation rates for specific parcels and is based on a wealth of observation data collected on individual parcels over a number of years.

For each DOR land use category or code, a trip generation rate was assigned based on the ITE trip manual, and a trip generation driver was determined (most commonly it is the sq. ft. of the building on the parcel or

the number of dwelling units on the parcel). Multiplying the trip generation rate by the trip generation driver yields the estimated number of trips generated for a parcel.

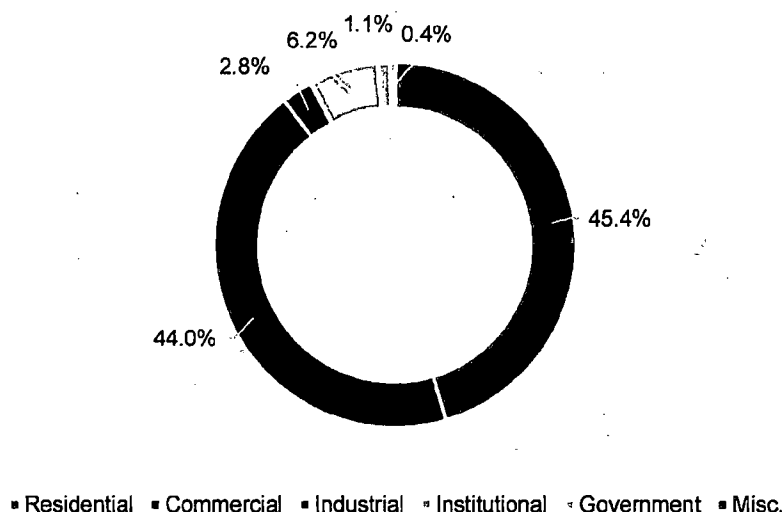
In addition to the core trip generation calculation applicable to all parcels, reasonable adjustments were made in certain cases and are outlined in Table 3.3. These adjustments were made to calibrate the trip generation data to the community-specific parcel data.

- Vacant land was given a trip generation rate of zero as this land use has no ongoing use of the roadway network and the ITE manual has no trip generation rate outlined for vacant land.
- Certain types of land use inclusive of mixed use, department stores and supermarkets have pass by rates applied to their trip generation rates. For example, supermarkets are often an intermediate trip destination, which ITE accounts for in its overall documentation of land uses that have a high proportion of intermediate trip stops. As such, supermarkets are only assigned 34% of the calculated trips to ensure that they are only charged for the estimated number of terminal trips to the parcel.

Table 3.3 Calculation of Trips

Land Use Category	Area (sq ft)	Units	Trips per Unit	Trips per sq ft	Trips per sq ft	Trips per sq ft	Trips per sq ft	Trips per sq ft
00 - Residential - Vacant Residential		Units						
01 - Residential - Single Family	36,550	Units	9.44	100%	9.44	345,976	-	345,976
02 - Residential - Mobile Homes	15	Units	5.00	100%	5.00	75	-	75
03 - Residential - Multi-family 10 units or more	15,902	Units	5.44	100%	5.44	86,507	-	86,507
04 - Residential - Condominium	28,048	Units	4.45	100%	4.45	124,814	-	124,814
05 - Residential - Cooperatives	3,988	Units	4.45	100%	4.45	17,747	-	17,747
07 - Residential - Miscellaneous residential (migrant camp, boarding homes, etc.)		Units						
08 - Residential - Multi-family - less than 10 units	14,424	Units	7.32	100%	7.32	105,584	-	105,584
09 - Residential - Undefined - reserved for use by department of revenue only								
10 - Commercial - Vacant Commercial								
11 - Commercial - Stores, 1-story	5,710,518	SQFT	9.74	100%	9.74	55,620	-	55,620
12 - Commercial - Mixed use - store and office or store and residential or retail	2,283,552	SQFT	9.74	36%	3.51	8,007	-	8,007
13 - Commercial - Department Stores	1,301,654	SQFT	22.88	34%	7.78	10,126	-	10,126
14 - Commercial - Supermarkets	348,439	SQFT	106.78	34%	36.31	12,650	-	12,650
15 - Commercial - Regional Shopping Centers	2,079,191	SQFT	37.75	100%	37.75	78,489	-	78,489
16 - Commercial - Community Shopping Centers	1,265,547	SQFT	37.75	100%	37.75	47,812	-	47,812
17 - Commercial - Office buildings, non-professional services, one story	2,467,432	SQFT	9.74	100%	9.74	24,033	-	24,033
18 - Commercial - Office buildings, non-professional services buildings, multi-s	18,650,210	SQFT	9.74	100%	9.74	181,653	-	181,653
19 - Commercial - Professional services building	2,365,865	SQFT	9.74	100%	9.74	23,044	-	23,044
20 - Commercial - Airports (private or commercial), bus terminals, marine terr	1,094,756	SQFT	24.30	100%	24.30	26,598	-	26,598
21 - Commercial - Restaurants, cafeteria	575,524	SQFT	16.97	50%	8.49	4,883	-	4,883
22 - Commercial - Drive-in restaurants	179,884	SQFT	470.95	100%	470.95	84,716	-	84,716
23 - Commercial - Financial institutions (banks, savings & loan companies, mo	170,774	SQFT	100.03	100%	100.03	17,083	-	17,083
26 - Commercial - Service Stations	193,075	SQFT	2.25	100%	2.25	434	-	434
27 - Commercial - Auto sales, repair and storage, auto-service shops, body an	2,356,196	SQFT	16.28	100%	16.28	38,362	-	38,362
28 - Commercial - Parking lots (commercial or patron), mobile home parks								
29 - Commercial - Wholesale outlets, produce houses, manufacturing outlets	45,000	SQFT	0.55	100%	0.55	25	-	25
32 - Commercial - Enclosed theatres, enclosed auditoriums	114,852	SQFT	78.09	100%	78.09	8,969	-	8,969
33 - Commercial - Nightclubs, cocktail lounges, bars, yacht clubs, social clubs,	287,812	SQFT	78.09	100%	78.09	22,475	-	22,475
35 - Commercial - Tourist attractions, permanent exhibits, other entertainment	8,635	SQFT	3.58	100%	3.58	31	-	31
38 - Commercial - Golf courses, driving ranges	47,286	SQFT	30.38	100%	30.38	1,437	-	1,437
39 - Commercial - Hotels, motels	12,525	Units	1.06	100%	1.06	13,277	-	13,277
40 - Industrial - Vacant Industrial								
41 - Industrial - Light manufacturing, small equipment manufacturing plants, s	1,950,783	SQFT	4.96	100%	4.96	9,676	-	9,676
44 - Industrial - Packing plants, fruit & vegetable packing plants, meat packing	28,629	SQFT	4.96	100%	4.96	142	-	142
48 - Industrial - Warehousing, distribution terminals, trucking terminals, van &	18,462,614	SQFT	1.74	100%	1.74	32,125	-	32,125
49 - Industrial - Open storage, new & used bldg supplies, junk yards, auto wreck	31,369	SQFT	1.74	100%	1.74	55	-	55
52 - Agricultural - Cropland soil capability Class II								
67 - Agricultural - Poultry, bees, tropical fish, rabbits, etc.								
69 - Agricultural - Ornamentals, miscellaneous agricultural								
70 - Institutional - Vacant Institutional								
71 - Institutional - Churches	3,187,924	SQFT	6.95	100%	6.95	22,156	-	22,156
72 - Institutional - Private Schools and Colleges	2,418,147	SQFT	11.59	100%	11.59	28,026	-	28,026
73 - Institutional - Privately owned hospitals	3,138,252	SQFT	10.72	100%	10.72	33,642	-	33,642
74 - Institutional - Homes for the aged	600,755	SQFT	6.64	100%	6.64	3,989	-	3,989
75 - Institutional - Orphanages, other non profit or charitable services	50,549	SQFT	6.64	100%	6.64	336	-	336
76 - Institutional - Mortuaries, cemeteries, crematoriums	4,262,763	SQFT	0.00	100%	0.00	1	-	1
77 - Institutional - Clubs, lodges, union halls	214,764	SQFT	6.95	100%	6.95	1,493	-	1,493
78 - Institutional - Sanitariums, convalescent and rest homes	329,298	SQFT	6.64	100%	6.64	2,187	-	2,187
79 - Institutional - Cultural organizations, facilities	77,233	SQFT	6.64	100%	6.64	513	-	513
80 - Government - Undefined-Reserved for future use								
82 - Government - Forest, parks recreational areas	25,292,773	SQFT	0.00	100%	0.00	0	-	0
83 - Government - Public county schools - includes all property of board of pu		SQFT	20.17	100%	20.17	-	-	-
85 - Government - Hospitals	46,511	SQFT	10.72	100%	10.72	499	-	499
86 - Government - Counties (other than public schools, colleges, hospitals) inc	437,505	SQFT	9.74	100%	9.74	4,262	-	4,262
87 - Government - State other than military, forests, parks, recreational areas,	240,273	SQFT	9.74	100%	9.74	2,340	-	2,340
88 - Government - Federal other than military, forests, parks, recreational are	8,419	SQFT	9.74	100%	9.74	82	-	82
89 - Government - Municipal other than parks, recreational areas, colleges, hc	1,027,866	SQFT	9.74	100%	9.74	10,011	-	10,011
91 - Miscellaneous - Utility, gas & electricity, telephone & telegraph, locast	403,133	SQFT	13.24	100%	13.24	5,337	-	5,337
94 - Miscellaneous - Right-of-way, streets, roads, irrigation channel, ditch, etc.								
95 - Miscellaneous - Rivers and lakes, submerged lands								
96 - Miscellaneous - Sewage disposal, solid waste, borrow pits, drainage reser								
98 - Centrally Assessed - Centrally assessed	44,909	SQFT	9.74	100%	9.74	437	-	437
						692,978	803,756	1,497,735

After applying the trip generation rates to the trip demand factors by land use category, it was possible to calculate the estimated total number of trips contained within the City's boundaries within a day at peak trip times, which is 1,497,735 trips. Importantly, the distribution of trip generation within the City is a more meaningful metric that assists in understanding who benefits from using the roadway networks when they are clear and passable. Figure 3.4 displays the relative contribution of trips generated by the five major land use categories. Notably, residential and commercial land uses are representative of 89% of all trips and are roughly split in half in terms their respective contributions.

Figure 3.4 Distribution of Trips

3.4 COST OF SERVICE

The preceding sections of this Study detailed the derivation of billing units from both the conventional and currently used net effective impervious area basis as well as the new billing basis which uses trip generation rates. Whenever a bifurcated fee basis is used, it fundamentally requires an allocation process to occur, which defines how much revenue will be recovered from each fee basis. The most appropriate method to determine these allocations is within a detailed cost allocation analysis that carefully considers the Utility's functions and then allocates revenue requirements to the fee structure in alignment with those functions.

Stormwater services in the City are provided through two primary service functions, water quantity and water quality. The water quantity function is concerned with flood management and ensuring that the stormwater system can collect, transport, and deposit stormwater into receiving bodies efficiently. In addition to managing quantity, the Utility works to reduce the pollutant loading of the waters transported through its systems to local water bodies. Such activities are commonly referred to as quality related. From a fee making perspective, the compartmentalization of cost into these two key service delivery mechanisms provides an ideal separation that can be leveraged to develop the basis for the fee structure.

In the City's case, the current annual operational and capital costs of the Utility are not clearly separated between quantity and quality in the standard operating budget detail. As such, a cost of service analysis was used in order to provide a current snapshot of stormwater activities and assign the current budget allocations to quantity and/or quality activities.

The cost of service analysis was initiated by first choosing a test year for analysis. A test year is simply a representative fiscal year used to examine system expenditures and split costs into the quality and quantity components. Given the planned capital expenditures for the Utility in the near future, FY 2021 was chosen

as the test year for analysis. A custom financial model was then populated using the FY 2021 revenue requirements in line item detail as forecasted in the FSA. Next, an interactive work session was conducted with City staff in order to gain operational insights and further support the cost allocation decisions. Stormwater staff provided valuable insights resulting in the allocation of quality and quantity budget portions, the results of which are shown in Table 3.4.

Table 3.4 Cost Allocation Summary

Description	FY 21 Test Year Cost	Quality Portion	Quantity Portion
Stormwater Repair	\$2,337,883	\$0	\$2,337,883
Stormwater General Expenditures	2,128,705	834,164	1,294,541
Stormwater Insurance	241,465	94,622	146,843
Stormwater Watershed Asset Mgmt.	2,129,116	1,515,036	614,080
Swale Cutback	929,196	573,445	355,751
Storm Drain Maintenance	3,587,834	1,435,133	2,152,701
Debt Service	12,789,668	712,337	12,077,331
Bond Coverage Expense ³	924,390	51,485	872,905
Cash Funded Capital	4,297,025	674,334	3,622,691
Transfer to Special Obligation Bonds	226,715	88,842	137,873
Total	\$29,591,997	\$5,979,398	\$23,612,599
% Allocation		20.21%	79.79%

The results of the cost of service analysis, illuminate that in FY 2021, approximately 20% of expenditures were related to water quality activities, while 80% of expenditures were associated with the quantity of stormwater. These results provide a basis for cost apportionment between the stormwater billing basis, as described in the fee design section (Section 3.5) of this report.

3.5 STORMWATER FEE DESIGN

This section of the report examines the mechanics of creating a bifurcated stormwater fee and calculates the level of fees for FY 2021. The revenue requirement of the Utility as identified in Section 2 serves as the target level of revenue generation, while the billing units measured for the net effective impervious area and trip generation rate will serve to distribute the revenue requirement to individual parcels consistent with the cost of service analysis results presented in Section 3.4.

³ Bond coverage expense for FY 2021 represents the additional revenue requirement of the Utility to meet its target senior debt service coverage ratio of 1.50, per discussions with City Staff.

Revenue Requirement

The operational revenue requirement is simply the amount of money that the Utility needs in FY 2021 to cover its expected operating and capital costs. For the purposes of calculating fees, assumptions related to additional costs of collecting the revenue requirement have been added to arrive at the total fee revenue requirement as shown in Table 3.4, assuming the City avails itself of using the non-ad valorem method of collection. Section 5 of this report details the collection methods available to the City, contrasts the benefits, and concludes by recommending the non-ad valorem method of collection. Additional cost assumptions related to collecting the total revenue requirement includes the pre-payment discount, which is assumed at 3% of the operational revenue requirement and accounts for the fact that most fee payers will pay their tax bills early, receiving a discount. Additionally, a standard tax collector fee of 2% of the operational revenue requirement was added to account for the cost of administering the fee through the non-ad valorem method. Finally, 1% of the operational revenue requirement has been added to account for non-payment issues that may arise. The summation of the four components of the stormwater fee revenue requirement yields a total revenue requirement of approximately \$31.4 million for FY 2021.

Table 3.5 Fee Revenue Requirement

Fee Revenue Components	FY 2021 Amount
Operational Revenue Requirement	\$29,591,997
Pre-Payment Discount	887,760
Tax Collector Fee	591,840
Non-Collection Contingency	295,920
Total Fee Revenue Requirement	\$31,367,517

The next step in the analysis was to attach the stormwater billing bases to the total fee revenue requirement using the findings from the cost of service analysis performed on the Stormwater Utility for test year FY 2021. This analysis illuminated the fact that the Utility spends approximately 20% of its budget activities on stormwater quality and 80% on stormwater quantity.

Net effective impervious area is by its nature a measurement concerned with identifying the stormwater generation of a parcel. As such, it is recommended that stormwater quantity related costs be attached to the net effective impervious area portion of the stormwater fee basis. Doing so recognizes the strong relationship between the cost the Utility incurs in managing runoff from parcels generating the runoff.

The remaining 20% of the Utility's total fee revenue requirement are associated with water quality activities. Much of the City's stormwater quality impairment comes from debris accumulated in the roadways and consequently many of the City's quality activities take place adjacent to the roadway network. In addition, the Utility funds street sweeping, a critical water quality service that is performed in the roadway. As such,

it is recommended that stormwater quality related costs be attached to the trip generation portion of the stormwater fee basis. Doing so recognizes the relationship that exists between the cost the Utility incurs in managing water quality in and adjacent to roadways with the use of those roadways.

Table 3.6 Revenue Requirement

Fee Revenue Components	FY 2021 Amount	Proportion
Total Fee Revenue Requirement	\$31,367,517	100%
Net Effective Impervious Area	25,094,014	80%
Trip Generation	\$6,273,503	20%

Calculation of Net Effective Impervious Fees

With a revenue target established for the net effective impervious area portion of the stormwater fee, the annual fees for FY 2021 can be calculated to capture the correct amount of revenue based on the amount of billable net impervious area in the service area. The first step is to further allocate the revenue requirement between the stormwater fee customer classifications. The customer classes include single-family homes with 3 dwelling units or less (STMS), all other developed parcels (STMC), and undeveloped parcels (STMU). The measurement of net effective impervious area for each customer class is used to proportionately distribute the net effective impervious area component of the revenue requirement. This process is shown in Table 3.7. Upon distributing this portion of the revenue requirement to each customer class, fees are then calculated using defined billing units for each class. Single-family (STMS) homes are billed by dwelling units, whereas developed and undeveloped land are billed per acre of gross parcel area.

Table 3.7 FY 2021 Net Effective Impervious Area Revenue Distribution

Customer Class	NEI (Acres)	Proportion ⁴	Revenue Requirement
Single-Family (STMS)	2,242	38.4%	\$9,638,642
Developed Parcels (STMC)	3,337	57.2%	14,345,721
Undeveloped Parcels	258	4.4%	1,109,651
Total	5,837	100%	\$25,094,014

⁴ Rounded, actual calculations use exact sq. ft. and proportions.

Table 3.8 FY 2021 Net Effective Impervious Area Fee Calculation

Customer Class	Revenue Requirement	Billing Unit (Gross Acres)	Billing Unit (Dwelling Unit)	FY 2021 Annual Fee ⁵
Single-Family (STMS)	\$9,638,642		44,070	\$218.71/Dwelling Unit
Developed Parcels (STMC)	\$14,345,721	6,311		\$2,273.01/Per Acre
Undeveloped Parcels (STMS)	\$1,109,651	1,957		\$567.00/Per Acre

Calculation of Trip Generation Fees

For the second component of the bifurcated fee structure, a similar process to the net effective impervious area fee calculation is required. The identified portion of the revenue requirement of approximately \$6.3 million for trip generation-based rates is divided by the total number of trips in the service area to determine the annual fee per trip that would be applied to the number of calculated trips for each parcel.

Table 3.9 FY 2021 Trip Generation Fee Calculation

	Revenue Requirement	Billing Unit (Trips)	FY 2021 Annual Fee ⁶
Trip Generation Fee	\$6,273,503	1,497,735	\$4.19/Per Trip

Bifurcated Fee Structure Construction

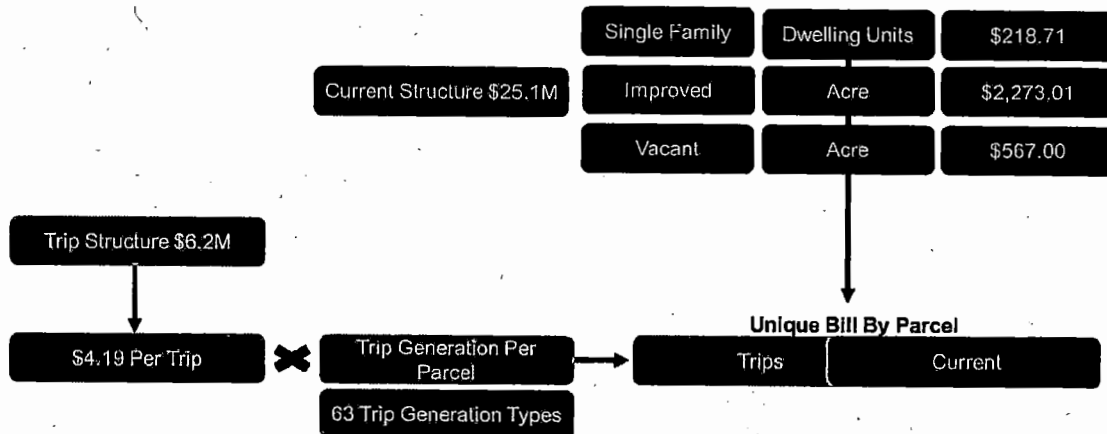
Now that both the net impervious area fee and trip generation fee have been calculated, they can be harmonized into a cohesive framework for assessing stormwater fees within the City of Fort Lauderdale. Figure 3.6 demonstrates the fee decision tree that results in a specific parcel's stormwater fee based on the parcel development characteristics and the calculated fee levels. With regards to the net effective impervious area portion of the fee, a parcel is placed into one of three customer categories, which exist currently in the City, and then charged according to the relevant billing unit and fee per billing unit. The trip generation fee is determined by calculating the trip generation potential of the parcel according to DOR land use and the magnitude of trip drivers on the parcel (sq. ft., dwelling units, etc.) multiplied by the fee

⁵ Calculation shown with rounded figures, while the fees use exact parameters.

⁶ Calculation shown with rounded figures, while the fees use exact parameters.

per trip generated. The resulting summation of the net effective impervious fee and the trip generation-based fee results in a parcel-specific annual stormwater fee.

Figure 3.6 Bifurcated Fee Structure



Special Parcel Considerations

There are parcels located within the City that require special considerations when it comes to stormwater billing. These specific categories of parcels are defined and outlined below.

- **Exempt** – These parcels were not included in the apportionment of the stormwater revenue requirement and were not included on the assessment roll. The basis for the categories of parcels included in the exempt property class include the following:
 - Public roads and rights-of-way: These properties serve as key components of the stormwater system.
 - Certain educational establishments have been determined to have sovereign immunity with regards to stormwater fees per legal precedent.
 - Bona-fide agricultural operations: Florida statute exempts these properties from stormwater charges

The properties included in the exempt property class are customarily considered exempt from a stormwater assessment by most communities across the country for similar reasons listed above.

- **Excluded** – Parcels with governmental ownership (these parcels were included in the allocation of the stormwater revenue requirement but were excluded from the assessment roll as they do not receive a tax bill). The total assessment amount for these parcels was calculated and is presented in this study. The City should evaluate its options with regards to revenue recovery goals for these parcels and determine a policy for this property class.

4. PARCEL BILL CHANGES

Understanding the customer impacts associated with the changes and modifications described herein will be critical to successful implementation. The modifications presented in the preceding sections will impact customer bills in several ways. First, the measured billing units for the net effective impervious area portion of the stormwater fee were updated to reflect the most currently available property appraiser data. For a large portion of the parcels in the City, this will result in a lower or higher number of billed units than had been applied before, as a significant amount of time had elapsed since the last full update of the billing units from the property appraiser data in the City's billing system. Secondly, the addition of the trip generation fee structure will result in the recognition of vertical development and high trip generating parcels within the City in the form of a higher fee than has previously been billed. Finally, and most consequential for the service area as a whole is the need for more revenue in FY 2021 as defined in the Financial Sustainability Analysis, indicating the need for a 54% increase in revenues as compared to FY 2020 levels.

The following explanatory bill impacts have been generated in order to provide illustrative examples of how customers will be impacted. Importantly, given the recommended change from the current utility billing to the non-ad valorem method of collection analyzed in the next section, it is difficult to get an apples to apples comparison of bill impacts for every single parcel as would be desired due to the change in ultimate recipient of the stormwater fee and aggregation of parcels/accounts. In order to assist in understanding the full breadth of customer impacts, fee distributions have also been included for the major parcel land uses and display 99% of all stormwater fees calculated for FY 2021. These fee distributions illuminate the clustering of fees and most common fees assessed to parcels in the service area.

Figure 4.1 Single-Family Stormwater Fee Change

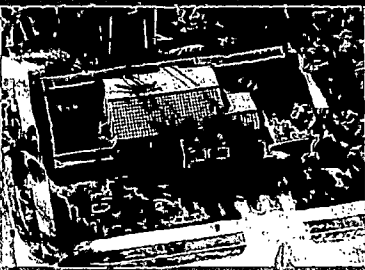
Single Family Home (1 Dwelling Unit)		Annual	Monthly
	Current:	\$168.00	\$14.00
	Calculated:	\$258.26	\$21.52
	Change:	\$90.26	\$7.52

Figure 4.2 Condo Stormwater Fee Change


Condo Example (Dwelling Unit)		Annual	Monthly
	Current:	\$42.55	\$3.55
	Calculated:	\$75.76	\$6.31
	Change:	\$33.21	\$2.77
110 Units			

Figure 4.3 Institutional Stormwater Fee Change


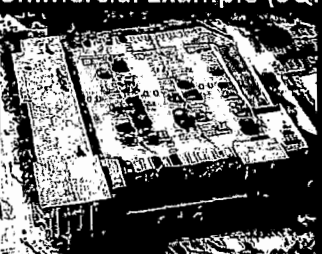
Church Example (SQFT)		Annual	Monthly
	Current:	\$1,428.71	\$119.06
	Calculated:	\$2,526.32	\$210.53
	Change:	\$1,097.61	\$91.47
Building 20,901 SQFT Parcel 36,750 SQFT			

Figure 4.4 Commercial Stormwater Fee Change

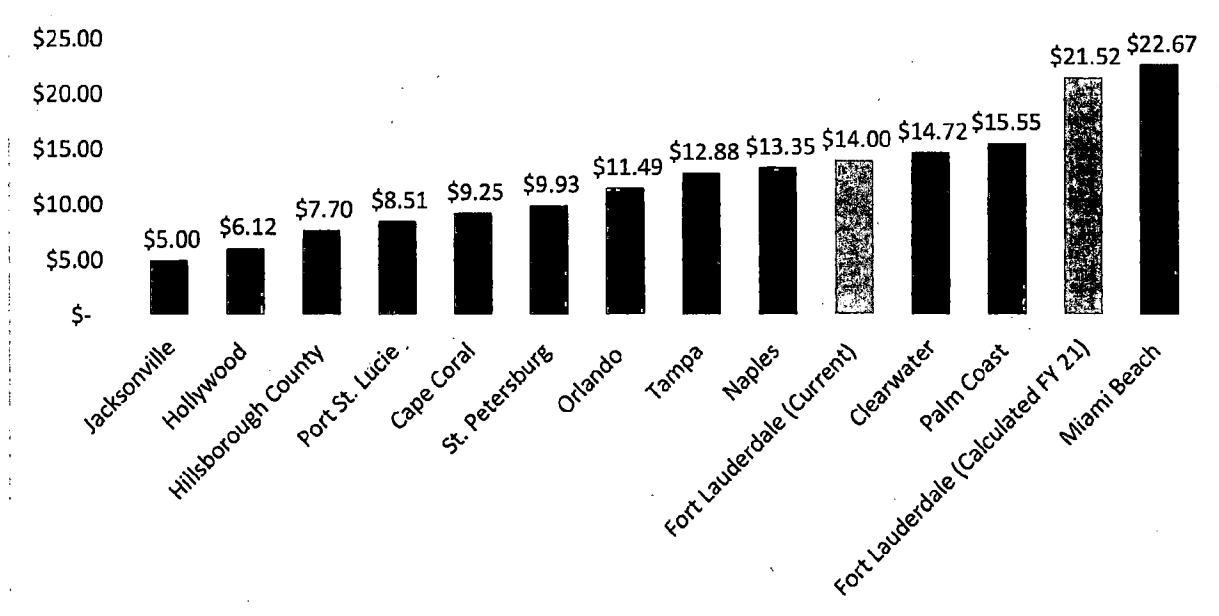
Commercial Example (SQFT)		Annual	Monthly
	Current:	\$3,208.30	\$267.36
	Calculated:	\$22,584.61	\$1,882.05
	Change:	\$19,376.31	\$1,614.69
Building 120,158 SQFT Parcel 82,526 SQFT			

4.1 MUNICIPAL STORMWATER FEE COMPARISON

There are currently approximately 180 communities in Florida with stormwater utilities. To provide insight into how stormwater assessment/utility fees from comparable and local communities align with the fees calculated in this study, a local benchmarking comparison was developed. Figure 4.5 presents a comparison of the annual stormwater assessments/fees for local utilities as of November 2019.

Observationally, coastal municipalities that have similar challenges as the City of Fort Lauderdale tend to have higher fees and cluster to the right side of the survey. From an industry perspective, Stantec has noted a significant amount of upward pressure on stormwater fees that will likely result in the continued upward movements of other peer communities over time, much like what the City is experiencing now.

Figure 4.5 Monthly Single-Family Stormwater Fee Benchmarking Comparison



5. STORMWATER COLLECTION

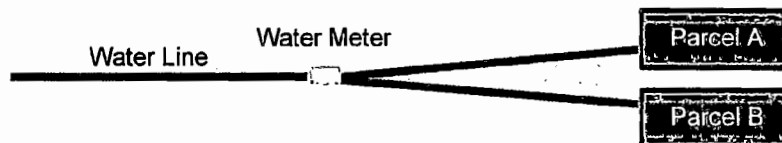
5.1 STORMWATER COLLECTION METHODOLOGY EVALUATION

Stormwater revenues are collected from the customers and ultimate beneficiaries of a stormwater system through two standard methods: monthly utility bills or annual non-ad valorem property assessments. The City currently uses the utility billing method and has expressed concerns with regards to managing the required database needed to administer this method. Stantec reviewed the two methods and has developed the following findings and recommendations.

Utility Billing Method

This form of billing primarily relies on the existing utility billing infrastructure for water and sewer service in order to bill for stormwater service. For rural and/or communities with a simple flat fee for stormwater, this method can be appropriate and easy to administer with the level of the fee adjusted by the City in a relatively short timeframe. However, the City of Fort Lauderdale is a dense urban service area, which makes utility billing method less than optimal for the collection of stormwater fee revenue for numerous reasons. Utilizing the utility billing method requires that utility billing accounts are mapped to the underlying parcels being served by account. While simple in the case of one utility account to one parcel, there are often cases in which one utility account services multiple parcels. This dynamic is shown simplistically in Figure 5.1 below, in which one utility account and meter is serving two billable stormwater parcels. In practice, there are often very complex utility account to parcel relationships that can change over time. Without a significant amount of administrative resources, the accuracy of the relationship between utility accounts and parcels is often hard to maintain. As parcels are developed or existing parcels are split, the connection between utility accounts and parcels is altered and must be updated to maintain an accurate database. For these reasons, we recommend that the City no longer use the utility account as a means for billing and collecting stormwater fees.

Figure 5.1 Utility Billing Account to Parcel Example



Non-Ad Valorem Assessment Method

Alternatively, the stormwater revenue requirements can be assessed to property owners directly through a non-ad valorem assessment (FS 197.3632) on the annual property tax bill. In doing so, this method eliminates the need to create utility billing account matches and additionally results in high revenue remittance rates, solving the primary deficiencies that arise in the City of Fort Lauderdale when using the utility billing method. For these reasons, it is recommended that the City switch billing methods to the non-

ad valorem process. While this approach is recommended, there are a few issues that should be recognized. The primary drawbacks to this method arise in the form of strict timelines for the submission of the assessment roll to the tax collector and the cost incurred in collection fees from the tax collector.

The full list of the pros and cons for the two methods considered in the Study are shown in Figure 5.2.

Figure 5.2 Billing Collection Method Comparison

	Utility Billing	Non-Ad Valorem Assessment
PRO	Easier to Change the Fee	Greater Accuracy and More Equitable
		High Collection Rate
		Lower Staff Administration
		Updated With Tax Roll
		Property Owner vs. Renter Paying
CON	Difficult to Manage and Update	Strict Timeline
	Collection Issues / Write-off	Public Notice
	Nonactive Utility Customers Are Not Billed/Paying Fee	Tax Collector Cost
	Reduced Revenue and Subsidized by Others	

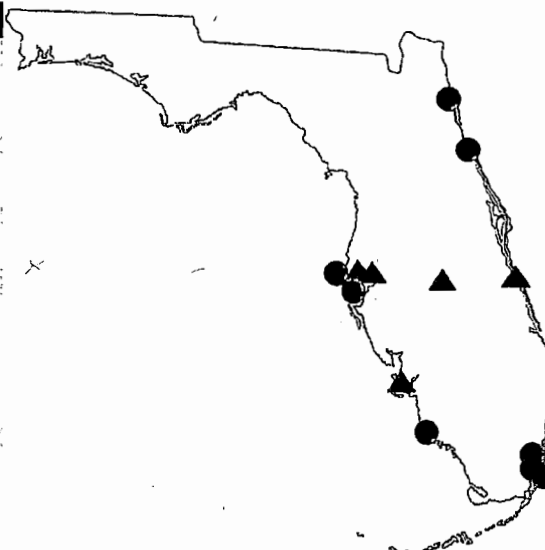
Based upon interaction with the City's Commission, the City has accepted the recommendation to implement a non-ad valorem stormwater assessment and has directed that this Study develop such an assessment program for implementation in FY 2021. As such, the development of stormwater assessment fees and the final assessment roll reflect this assumption. The assessment roll should be updated each year with the most current parcel listing for the service area.

5.2 STORMWATER COLLECTION PEER COMPARISON

As part of the analysis, a local benchmarking comparison was developed to compare the stormwater revenue collection methodology employed by other local communities. Table 5.1 provides a summary comparison between local communities that utilize a non-ad valorem assessment collection methodology and those that charge a fee for stormwater services on the utility bill. Through Stantec's state and national experience, a movement from changing the collection method from the utility bill to an annual assessment has been observed and is expected to continue as communities realize the benefits of an annual assessment.

Table 5.1 Stormwater Revenue Collection Methodology Comparison

Utility	Assessment	Utility Bill
Fort Lauderdale		X
Tampa	X	
St. Petersburg		X
Miami Beach		X
Palm Coast		X
City of Jacksonville		X
Hollywood		X
Cape Coral	X	
Hillsborough County	X	
Port St. Lucie	X	
Orlando	X	
Clearwater		X
Naples		X



5.3 FINDING OF BENEFIT

Per Florida Statute 170.201 Non-ad valorem assessments in the State of Florida must meet a two-pronged test. The first prong of the test is that the service being assessed must provide a special benefit to the properties being assessed. The second prong of the test is that the assessments must be fairly and reasonably apportioned to the parcels being assessed and the benefits to the parcels must equal to or exceed the assessment.

5.3.1 Special Benefit – The First Requirement

Stormwater management efforts are fundamentally concerned with the systematic management of stormwater runoff in the community, which are primarily driven through the quantity and quality of stormwater delivered to the municipal system. Properties within the City receive a special benefit from the stormwater services provided through annual operation, maintenance, and repairs of the Utility.

The City of Fort Lauderdale's stormwater system serves the property base of the community by receiving runoff from developed parcels and the roadway network during storm events, performing water quality activities, and conveying the stormwater to receiving bodies. This critical function provides for the protection of property during adverse storm events that can cause flooding and maintains clear and passable roads so that parcels are both accessible and usable. All of this results in enhanced property and rental value, marketability, and integrity of the property.

Therefore, the first requirement is met because each property burdened by the assessment will receive a special benefit from the stormwater service provided by the City that exceeds the cost of the assessment.

5.3.2 Fair and Reasonable Apportionment – The Second Requirement

In considering the assessment methodology, the second requirement is that the costs must be fairly and reasonably apportioned among the properties that receive the special benefit so that no property is paying more than the benefit received. The stormwater assessment for a property is based on the estimated stormwater generated on the parcel though the net impervious area basis and benefit of clear and passable roads as result of the specific characteristics of the property (i.e. impervious surface and DOR land use), and therefore, the second requirement is met because the assessment is fairly and reasonably apportioned through a detailed methodology to parcels receiving benefit from the stormwater system. Section 3 of this report summarizes the apportionment methodology used to create the assessment and describes the billing basis of the assessment program.

6. STUDY RECOMMENDATIONS

Stantec has completed detailed analyses for the City of Fort Lauderdale regarding revenue sufficiency, cost of service, stormwater fee structure modifications, and fee collection method. The preceding sections provide the details of the analysis that was performed for each component of this study. Based upon the analysis presented herein, Stantec offers the following recommendations:

FINANCIAL SUSTAINABILITY ANALYSIS

- The City should consider adjustments to the level of stormwater fee revenues in the future such that fees can sufficiently provide for the long-term sustainability of the Utility. Based on the needs of the Utility as identified herein, an adjustment of 54% on the stormwater user fee revenues commencing in FY 2021 and 3% annual increases continuing thereafter will provide the needed revenues levels to support the Utility for the next 5 years.

STORMWATER FEE MODIFICATIONS

- The City should consider the use of a bifurcated stormwater fee that would charge parcels based on their net effective impervious area and trip generation potential, the combination of which will assign the annual cost of stormwater services based on the benefits received, namely the protection of property from flooding and clear & passable roads allowing ingress and egress to property.
- Based on a detailed cost allocation of stormwater expenses, the City should consider recovering 80% of the annual revenue requirements of the Utility on net impervious area basis and the remaining 20% on the trip generation basis. Doing so aligns the allocations of cost consistent with the functions of the Utility and benefit derived by properties therefrom.

STORMWATER FEE COLLECTION METHODOLOGY

- The City currently bills stormwater fees on a monthly utility bill with water and sewer services. After a careful review of the City's current practices, Stantec has recommended that the City utilize the non-ad valorem special assessment method to collect stormwater fees. Doing so will allow the City to recognize significant benefits, including removing the administrative complexity of matching parcels and utility accounts, greater transparency and higher collection rates.

IMPLEMENTATION CONSIDERATIONS

- This report provides the framework and methodology for adjusting the City's stormwater user fees to provide for the continued sustainability of stormwater operations. The recommendations herein are expected to be considered by the City's Commission and upon approval would go into effect in November of 2020. The fee calculations provided herein will apply (if approved) to the property appraisals for the FY 2021 certified roll. This may result in slightly more or less revenue than anticipated as the property base characteristics can change from one year to the next, although changes are expected to be minor in comparison to the entire property base.

Disclaimer

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In preparing this report, Stantec utilized information and data obtained from the City or public and/or industry sources. Stantec has relied on the information and data without independent verification, except only to the extent such verification is expressly described in this document. Any projections of future conditions presented in the document are not intended as predictions, as there may be differences between forecasted and actual results, and those differences may be material.

Additionally, the purpose of this document is to summarize Stantec's analysis and findings related to this project, and it is not intended to address all aspects that may surround the subject area. Therefore, this document may have limitations, assumptions, or reliances on data that are not readily apparent on the face of it. Moreover, the reader should understand that Stantec was called on to provide judgments on a variety of critical factors which are incapable of precise measurement. As such, the use of this document and its findings by the City should only occur after consultation with Stantec, and any use of this document and findings by any other person is done so entirely at their own risk.

APPENDIX A: FINANCIAL SUSTAINABILITY ANALYSIS SUPPORTING SCHEDULES

Schedule 1 - Assumptions

Schedule 2 - Beginning Balances

Schedule 3 - Cash In

Schedule 4 - Cash Out

Schedule 5 - Cost Escalation Factors

Schedule 6 - Capital Improvement Program

Schedule 7 - FAMS Control Panel

Schedule 8 - Forecast of Net Revenues and Debt Service Coverage

Schedule 9 - Capital Projects Funding Summary

Schedule 10 - Detailed Funding

Schedule 11 - Senior Lien Borrowing Projection

Appendix A: Financial Sustainability Analysis Supporting Schedules

Assumptions		Schedule 1									
Rate Increase Adoption Date	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Annual Growth (1)											
Residential Lot/Parcels	10/1/2018	10/1/2019	10/1/2020	10/1/2021	10/1/2022	10/1/2023	10/1/2024	10/1/2025	10/1/2026	10/1/2027	10/1/2028
Ending # of ERCS	42,789	40,887	40,878	41,055	41,254	41,443	41,532	41,521	42,010	42,199	42,389
ERC Growth	N/A	(2,082)	189	189	189	189	189	189	189	189	190
% Change in ERCS	N/A	-4.87%	0.46%	0.46%	0.46%	0.46%	0.46%	0.45%	0.45%	0.45%	0.45%
Commercial Lot/Parcels											
Ending # of ERCS	7,081	6,735	6,745	6,754	6,763	6,772	6,781	6,790	6,799	6,808	6,818
ERC Growth	N/A	(345)	9	9	9	9	9	9	9	9	10
% Change in ERCS	N/A	-4.87%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.15%
Unimproved Land											
Ending # of ERCS	1,737	1,552	1,533	1,514	1,505	1,576	1,557	1,538	1,519	1,500	1,481
ERC Growth	N/A	(65)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)
% Change in ERCS	N/A	-4.87%	-1.16%	-1.16%	-1.16%	-1.16%	-1.21%	-1.22%	-1.24%	-1.25%	-1.27%
Capital Spending											
Annual Capital Budget (Future Year Dollars)	\$ 3,927,221	\$ 72,510,311	\$ 137,908,597	\$ 4,282,810	\$ 4,132,584	\$ 4,523,329	\$ 4,233,378	\$ 243,170,239	\$ 4,491,191	\$ 4,823,927	\$ 4,764,704
Annual Percent Executed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Annual Interest Earnings Rate											
On Fund Balances	1.93%	1.30%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Operating Budget Reserve											
Target (Number of Months of Reserve)	1.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Operating Budget Execution Percentage											
Personal Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operations and Maintenance	95%	100%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

(1) Changes in ERC in FY 2020 are reflective of a rounding to six-digit

FY 2019 Beginning Balances as of 10/1/2018**Schedule 2**

		Revenue Fund
Current Unrestricted Assets		
Cash and Cash Equivalents	\$	12,054,927
Receivables:		2,031,427
Due from Other Governments		36,109
Total Assets	\$	14,122,463
Current Liabilities		
Accounts and Contracts Payable	\$	(296,163)
Unearned Revenues		(569,604)
Other Accrued Liabilities		(32,853)
CALCULATED FUND BALANCE (ASSETS - LIABILITIES)	\$	13,223,843
Plus/(Less): Unencumbered Balances on Projects		(5,184,018)
Plus/(Less): Encumbered Balances on Projects		(1,420,607)
Plus/(Less): Operating Encumbrances		(1,444,432)
NET UNRESTRICTED FUND BALANCE	\$	5,174,786
Available Fund Balance	\$	5,174,786

Appendix A: Financial Sustainability Analysis Supporting Schedules

Projection of Cash Inflows											Schedule 3
	FY 2019	FY 2020 ¹	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1 Rate Revenue Growth Assumptions											
2 Residential Lots/Parcels											
3 % Change in Revenue	N/A	-4.87%	0.46%	0.46%	0.48%	0.46%	0.46%	0.45%	0.45%	0.45%	0.45%
4 Commercial Lots/Parcels											
5 % Change in Revenue	N/A	-4.87%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.15%
6 Unimproved Land											
7 % Change in Revenue	N/A	-4.87%	-1.18%	-1.16%	-1.18%	-1.19%	-1.21%	-1.22%	-1.24%	-1.25%	-1.27%
8 Assumed Rate Revenue Increases											
9 Assumed Residential Lots/Parcels Rate Increase	N/A	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%
10 Assumed Commercial Lots/Parcels Rate Increase	N/A	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%
11 Assumed Unimproved Land Rate Increase	N/A	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%
12 Stormwater Rate Revenue											
13 Residential Lots/Parcels Revenue	\$ 6,174,208	\$ 6,852,701	\$ 10,602,181	\$ 10,970,738	\$ 11,351,868	\$ 11,746,992	\$ 12,153,546	\$ 20,144,389	\$ 20,842,483	\$ 21,584,346	\$ 22,311,282
14 Commercial Lots/Parcels Revenue	10,304,399	11,436,785	17,636,150	18,189,472	18,769,122	19,348,640	19,955,585	32,970,417	34,004,542	35,071,041	36,176,232
15 Unimproved Land Revenue	801,392	869,459	1,353,666	1,378,053	1,402,686	1,427,556	1,452,656	2,367,633	2,408,538	2,449,762	2,491,293
16 Total Stormwater Rate Revenue	\$ 17,280,000	\$ 19,178,924	\$ 29,591,997	\$ 30,538,265	\$ 31,514,676	\$ 32,522,168	\$ 33,551,787	\$ 55,482,439	\$ 57,255,567	\$ 59,085,149	\$ 60,978,808
17 Other Operating Revenue											
18 WRITE OFF RECOVERIES	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
19 PW/OTHER-INTERFUND SVC CHG	30,000	-	-	-	-	-	-	-	-	-	-
20 PW/OTHER-INTERFUND SVC CHG	50,000	-	-	-	-	-	-	-	-	-	-
21 PW/OTHER-INTERFUND SVC CHG	20,000	-	-	-	-	-	-	-	-	-	-
22 OTHER INCOME (PENALTY CHARGES)	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
23 ENGINEERING-INTERFUND SVC CHG	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
24 Total Other Operating Revenue	\$ 360,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
25 Interest Income											
26 Unrestricted	\$ 142,648	\$ 130,913	\$ 237,870	\$ 353,368	\$ 385,492	\$ 407,311	\$ 434,949	\$ 578,430	\$ 788,693	\$ 972,711	\$ 1,173,844
27 Restricted	27,853	27,853	149,469	255,793	255,793	255,793	255,793	405,554	555,314	555,314	555,314
28 Total Interest Income	\$ 142,648	\$ 158,766	\$ 387,340	\$ 609,161	\$ 641,285	\$ 663,104	\$ 690,742	\$ 982,044	\$ 1,344,008	\$ 1,528,024	\$ 1,729,158
29 Total Cash Inflows	\$ 17,782,648	\$ 19,597,690	\$ 30,238,337	\$ 31,407,426	\$ 32,415,652	\$ 33,445,292	\$ 34,512,529	\$ 56,724,462	\$ 58,859,573	\$ 60,873,173	\$ 62,967,955

¹ Negative growth in FY 2020 of -4.87% represents a calibration of calculated revenues to the City's budgeted revenues. The assumed rate increase of 16.67% represents the City's proposed adjustment to rates for FY 2020 (\$12.00 to \$14.00 a month per single family residential).

Appendix A: Financial Sustainability Analysis Supporting Schedules

Projection of Cash Outflows

Schedule 4

Index	Subobject	Expense Line Item	FY 2016	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Stormwater Fund (472)													
Personal Services													
3	PBS660505	1504 OVERTIME 1X PAY	\$ 2,184	\$ 2,293	\$ 2,419	\$ 2,552	\$ 2,693	\$ 2,841	\$ 2,997	\$ 3,162	\$ 3,336	\$ 3,519	\$ 3,713
4	PBS660502	1501 OVERTIME 1.5X PAY	22,932	24,078	25,403	26,801	28,276	29,830	31,470	33,201	35,027	36,954	38,986
5	PBS660505	1501 OVERTIME 1.5X PAY	91,728	96,314	101,811	107,200	113,086	119,316	125,978	132,802	140,106	147,812	155,941
6	PBS660511	1501 OVERTIME 1.5X PAY	60,060	63,063	66,531	70,191	74,051	78,124	82,421	86,954	91,726	96,782	102,105
7	PBS660502	1201 LONGEVITY PAY	5,516	3,868	4,078	4,303	4,540	4,788	5,053	5,331	5,624	5,933	6,259
8	PBS660505	1201 LONGEVITY PAY	4,100	4,100	4,642	4,897	5,167	5,451	5,751	6,067	6,401	6,753	7,124
9	PBS660511	1201 LONGEVITY PAY	10,008	12,263	12,959	13,671	14,423	15,216	16,053	16,936	17,868	18,851	19,887
10	PBS660502	1313 STANDBY PAY	9,000	9,424	9,942	10,489	11,066	11,675	12,317	12,994	13,709	14,463	15,258
11	PBS660505	1313 STANDBY PAY	9,000	5,890	6,214	6,556	6,916	7,297	7,699	8,121	8,568	9,039	9,536
12	PBS660511	1313 STANDBY PAY	15,000	17,670	18,542	19,667	20,749	21,890	23,094	24,364	25,704	27,118	28,609
13	PBS660502	1304 ASSIGNMENT PAY	914	-	-	-	-	-	-	-	-	-	-
14	PBS660511	1310 SHIFT DIFFERENTIAL	392	390	411	434	458	483	510	538	567	599	631
15	PBS660502	1101 PERMANENT SALARIES	544,530	572,860	604,367	637,608	672,676	709,673	748,705	789,884	833,328	879,151	927,514
16	PBS660505	1101 PERMANENT SALARIES	224,531	269,555	284,381	300,021	316,523	333,931	352,298	371,674	392,116	413,642	436,435
17	PBS660511	1101 PERMANENT SALARIES	828,859	931,478	982,710	1,038,759	1,093,781	1,153,939	1,217,408	1,284,363	1,355,003	1,429,528	1,508,152
18	PBS660511	1401 CAR ALLOWANCES	3,000	7,080	7,080	7,080	7,080	7,080	7,080	7,080	7,080	7,080	7,080
19	PBS660502	1407 EXPENSE ALLOWANCES	960	-	-	-	-	-	-	-	-	-	-
20	PBS660511	1407 EXPENSE ALLOWANCES	1,920	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
21	PBS660502	1413 CELLPHONE ALLOWANCE	1,440	1,410	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
22	PBS660511	1413 CELLPHONE ALLOWANCE	4,080	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120
23	PBS660505	1201 LONGEVITY PAY	1,724	1,724	1,819	1,919	2,024	2,136	2,253	2,377	2,508	2,646	2,791
24	PBS660505	1101 PERMANENT SALARIES	391,582	430,441	454,115	479,092	505,442	533,241	562,569	593,510	626,154	660,592	696,925
25	PBS660505	1407 EXPENSE ALLOWANCES	5,760	-	-	-	-	-	-	-	-	-	-
26	PBS660505	1413 CELLPHONE ALLOWANCE	1,920	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
27	PBS660502	2301 SOC SEC/MEDICARE	42,522	44,121	46,518	49,108	51,809	54,658	57,664	60,836	64,182	67,712	71,436
28	PBS660505	2301 SOC SEC/MEDICARE	18,103	20,859	22,112	23,328	24,611	25,955	27,391	28,899	30,499	32,185	33,915
29	PBS660511	2301 SOC SEC/MEDICARE	65,596	72,227	76,199	80,390	84,812	89,477	94,398	99,590	105,067	110,846	116,942
30	PBS660511	2119 WELLNESS INCENTIVES	-	3,500	3,693	3,896	4,110	4,338	4,574	4,820	5,091	5,371	5,667
31	PBS660502	2404 HEALTH INSURANCE	113,037	121,841	128,542	135,512	143,071	150,940	159,241	168,000	177,240	186,948	197,272
32	PBS660505	2404 HEALTH INSURANCE	50,835	54,840	57,856	61,038	64,395	67,937	71,674	75,616	79,775	84,162	88,791
33	PBS660511	2404 HEALTH INSURANCE	155,207	167,201	176,480	186,166	196,405	207,207	218,603	230,627	243,311	256,693	270,811
34	PBS660502	2299 PENSION - DEF CONT	20,709	25,374	27,825	29,355	30,969	32,673	34,470	36,366	38,366	40,476	42,702
35	PBS660505	2299 PENSION - DEF CONT	10,687	14,006	14,776	15,589	16,445	17,351	18,305	19,312	20,374	21,495	22,677
36	PBS660511	2299 PENSION - DEF CONT	31,075	20,912	28,392	28,954	31,601	33,339	35,173	37,107	39,148	41,301	43,573
37	PBS660502	2224 PENSION - GENERAL EMP	53,403	50,322	53,090	56,010	59,090	62,340	65,769	69,388	73,202	77,228	81,478
38	PBS660505	2224 PENSION - GENERAL EMP	29,873	20,992	22,147	23,365	24,650	26,005	27,436	28,945	30,537	32,216	33,980
39	PBS660511	2224 PENSION - GENERAL EMP	91,017	133,760	143,235	151,113	159,424	168,195	177,443	187,203	197,499	208,361	219,821
40	PBS660502	2301 SOC SEC/MEDICARE	30,675	33,660	34,876	36,797	38,820	40,956	43,208	45,585	48,092	50,737	53,527
41	PBS660505	2119 WELLNESS INCENTIVES	-	1,600	1,555	1,113	1,174	1,239	1,307	1,379	1,455	1,535	1,619
42	PBS660505	2404 HEALTH INSURANCE	55,610	59,704	63,072	66,541	70,201	74,082	78,135	82,433	86,967	91,740	96,756
43	PBS660502	2299 PENSION - DEF CONT	26,472	29,591	31,219	32,936	34,747	36,658	38,674	40,801	43,045	45,413	47,911
44	PBS700402	2410 WORKERS' COMP	87,449	55,664	57,056	58,482	59,944	61,443	62,979	64,553	66,167	67,821	69,517
45	PBS660502	2119 WELLNESS INCENTIVES	-	500	505	510	515	520	525	531	536	541	547
46	PBS660505	2224 PENSION - GENERAL EMP	16,723	18,337	18,520	18,706	18,893	19,082	19,272	19,465	19,660	19,856	20,055
47	PBS660502	1199 OTHER REG SALARIES	1,369	-	-	-	-	-	-	-	-	-	-
48	PBS660505	1199 OTHER REG SALARIES	2,847	-	-	-	-	-	-	-	-	-	-
49	PBS660511	1199 OTHER REG SALARIES	7,172	-	-	-	-	-	-	-	-	-	-
50	PBS660502	1401 CAR ALLOWANCES	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
51	PBS660505	1401 CAR ALLOWANCES	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
52	PBS700402	1801 CORE ADJUSTMENTS	27,500	-	-	-	-	-	-	-	-	-	-
53	PBS660502	1801 CORE ADJUSTMENTS	-	(10,207)	(10,768)	(11,361)	(11,985)	(12,645)	(13,340)	(14,074)	(14,848)	(15,665)	(16,526)
54	PBS660505	1801 CORE ADJUSTMENTS	-	86,998	91,783	96,331	102,157	107,775	113,709	119,957	126,554	133,615	140,868
55	PBS660511	1801 CORE ADJUSTMENTS	-	209,816	221,356	233,530	246,375	259,928	274,221	289,303	305,215	322,002	339,712
56	PBS660502	2402 LIFE INSURANCE	-	369	378	388	397	407	417	428	439	450	461
57	PBS660505	2402 LIFE INSURANCE	-	174	178	183	187	192	197	202	207	212	217
58	PBS660511	2402 LIFE INSURANCE	-	600	615	630	646	662	679	696	713	731	749
59	PBS660505	2402 LIFE INSURANCE	-	277	284	291	298	306	313	321	329	337	345

Appendix A: Financial Sustainability Analysis Supporting Schedules

Projection of Cash Outflows

Schedule 4

Index	Subject	Expense Line Item	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
60	PBS660502	3949											
61	PBS660502	3949	3,100	4,500	4,545	4,590	4,635	4,683	4,730	4,777	4,825	4,873	4,922
62	PBS660505	3949	1,350	2,500	2,525	2,550	2,575	2,602	2,628	2,654	2,680	2,707	2,734
63	PBS660511	3949	2,400	8,000	8,080	8,161	8,242	8,325	8,408	8,492	8,577	8,663	8,749
64	PBS660502	3940	2,250	2,250	2,273	2,296	2,318	2,341	2,365	2,389	2,412	2,436	2,461
65	PBS660505	3940	2,200	1,250	1,263	1,275	1,288	1,301	1,314	1,327	1,340	1,354	1,367
66	PBS660511	3940	4,000	4,250	4,283	4,315	4,379	4,423	4,467	4,511	4,557	4,602	4,646
67	PBS660502	3999	11,500	7,500	7,575	7,651	7,727	7,805	7,883	7,961	8,041	8,121	8,203
68	PBS660505	3999	1,000	5,000	5,050	5,101	5,152	5,203	5,255	5,308	5,361	5,414	5,468
69	PBS660511	3999	1,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
70	PBS660502	3928	500										
71	PBS660505	3928	1,500	1,500	1,515	1,530	1,545	1,561	1,577	1,592	1,608	1,624	1,641
72	PBS660511	3928	500	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
73	PBS660502	3913	6,000	6,000	6,050	6,121	6,182	6,244	6,306	6,369	6,433	6,497	6,562
74	PBS660505	3913	60,000	49,000	49,490	49,985	50,485	50,990	51,499	52,014	52,535	53,060	53,591
75	PBS660502	3946	8,000	10,000	10,100	10,201	10,303	10,406	10,510	10,615	10,721	10,829	10,937
76	PBS660511	3946	2,000										
77	PBS660502	3925	2,000	2,000	2,025	2,049	2,081	2,102	2,123	2,144	2,166	2,187	2,208
78	PBS660505	3925	600	600	606	612	618	624	631	637	643	650	656
79	PBS660511	3925	2,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
80	PBS660502	3299		5,000	5,050	5,101	5,152	5,203	5,255	5,308	5,361	5,414	5,468
81	PBS660505	3299		50,125	50,628	51,133	51,644	52,160	52,682	53,209	53,741	54,278	54,821
82	PBS660511	3299		120,000	121,200	122,412	123,636	124,872	126,121	127,382	128,656	129,943	131,242
83	PBS660511	3216	2,100	3,025	3,055	3,086	3,117	3,148	3,179	3,211	3,243	3,276	3,308
84	PBS660502	3228	32,500	32,500	32,825	33,153	33,485	33,820	34,158	34,499	34,844	35,193	35,545
85	PBS660505	3228	32,500	32,500	32,825	33,153	33,485	33,820	34,158	34,499	34,844	35,193	35,545
86	PBS660511	3228	71,000	65,000	65,550	66,307	66,970	67,639	68,313	68,999	69,689	70,385	71,090
87	PBS660502	3255	5,000										
88	PBS660511	3255	15,940	15,000	15,150	15,302	15,455	15,609	15,765	15,923	16,082	16,243	16,405
89	PBS660502	3437	1,100,000	1,200,000	1,212,000	1,224,120	1,236,381	1,248,725	1,261,212	1,273,824	1,286,562	1,299,428	1,312,422
90	PBS660502	3404	75,000	50,000	50,500	51,005	51,515	52,030	52,551	53,078	53,607	54,143	54,684
91	PBS660505	3404	5,000	5,000	5,050	5,101	5,152	5,203	5,255	5,308	5,361	5,414	5,468
92	PBS660511	3404	150,000	458,200	462,782	467,410	472,084	476,809	481,573	486,389	491,252	496,165	501,127
93	PBS660502	3407	1,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
94	PBS660511	3407	6,000	6,000	6,050	6,121	6,182	6,244	6,306	6,369	6,433	6,497	6,562
95	PBS660502	3434	50,000	25,000	25,250	25,503	25,756	26,011	26,275	26,538	26,803	27,071	27,342
96	PBS660505	3434	6,000	6,000	6,050	6,121	6,182	6,244	6,306	6,369	6,433	6,497	6,562
97	PBS660505	3301	4,000	4,000	4,040	4,080	4,121	4,162	4,204	4,246	4,289	4,331	4,375
98	PBS660502	3310	37,000	27,000	27,270	27,543	27,818	28,096	28,377	28,661	28,948	29,237	29,530
99	PBS660505	3310	3,000	3,000	3,030	3,060	3,091	3,122	3,153	3,185	3,216	3,249	3,281
100	PBS660502	3801	2,628	25	26	27	27	28	29	30	31	32	33
101	PBS660505	3801	7,150	4,138	4,268	4,399	4,535	4,675	4,820	4,970	5,124	5,283	5,447
102	PBS660511	3801	10,993	2,304	2,375	2,449	2,525	2,603	2,684	2,767	2,853	2,941	3,033
103	PBS660502	3804	13,671	11,575	11,934	12,304	12,685	13,078	13,484	13,902	14,333	14,777	15,235
104	PBS660505	3804	19,522	17,940	17,564	18,113	18,514	18,953	19,430	19,945	20,500	21,100	21,754
105	PBS660511	3804	29,537	27,563	28,117	28,298	28,207	31,143	32,108	33,104	34,130	35,188	36,279
106	PBS660502	3199	171,000										
107	PBS660505	3199	50,125										
108	PBS660511	3199	120,000										
109	PBS660502	3198	145	145	148	148	149	151	152	154	155	157	159
110	PBS660511	3198	145	145	148	148	149	151	152	154	155	157	159
111	PBS660511	3801	43,700	52,669	53,722	54,797	55,893	57,011	58,151	59,314	60,500	61,710	62,944
112	PBS660502	3634	89	95	96	97	98	99	100	101	102	103	104
113	PBS660505	3634	876	417	421	425	430	434	438	443	447	452	456
114	PBS660511	3634	1,934	2,032	2,052	2,073	2,094	2,115	2,136	2,157	2,179	2,200	2,222
115	PBS660502	3628	4,700	4,300	4,343	4,386	4,430	4,475	4,519	4,565	4,610	4,656	4,703
116	PBS660505	3628	4,300	3,900	3,939	3,978	4,018	4,058	4,099	4,140	4,181	4,223	4,265
117	PBS660511	3628	6,700	6,700	6,767	6,835	6,903	6,972	7,042	7,112	7,183	7,255	7,328
118	PBS660502	3909	3,000	4,000	4,040	4,080	4,121	4,162	4,204	4,246	4,289	4,331	4,375
119	PBS660505	3928	200	2,000	2,020	2,040	2,061	2,081	2,102	2,123	2,144	2,166	2,187
120	PBS660502	3201	2,500	2,500	2,525	2,550	2,575	2,602	2,628	2,654	2,680	2,707	2,734
121	PBS660505	3299	5,000	152,000	153,520	155,055	156,606	158,172	159,754	161,351	162,965	164,594	166,240
122	PBS660502	3216	37,334	24,000	24,340	24,682	24,727	24,974	25,224	25,478	25,731	25,989	26,248
123	PBS660505	3801	1,667	1,294	1,334	1,375	1,418	1,462	1,507	1,554	1,602	1,652	1,703
124	PBS660502	3807		100	103	106	110	113	116	120	124	128	132
125	PBS660505	3199	77,940	77,940	78,719	79,507	80,302	81,105	81,918	82,735	83,562	84,398	85,242

Projection of Cash Outflows

[illegible]

Appendix A: Financial Sustainability Analysis Supporting Schedules

Projection of Cash Outflows

Schedule 4

Index	Subject	Expense Line Item	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
188		Expense Execution Factors											
189		Personal Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
190		Operations & Maintenance	95%	100%	95%	95%	95%	95%	95%	95%	95%	95%	95%
191		Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
192		Total Expenses at Execution											
193		Personal Services	\$ 3,192,679	\$ 3,724,297	\$ 3,924,732	\$ 4,138,139	\$ 4,359,121	\$ 4,594,314	\$ 4,842,388	\$ 5,104,049	\$ 5,380,045	\$ 5,671,161	\$ 5,978,229
194		Operations & Maintenance	\$ 5,605,329	\$ 6,606,896	\$ 6,767,797	\$ 7,501,337	\$ 8,235,185	\$ 9,977,067	\$ 9,722,354	\$ 10,471,200	\$ 11,223,763	\$ 11,980,214	\$ 12,740,702
195		Capital Outlay	\$ 421,342	\$ 1,073,119	\$ 681,670	\$ 387,638	\$ 1,533,375	\$ 1,285,617	\$ 976,863	\$ 980,857	\$ 984,891	\$ 988,965	\$ 993,080
196		Total Expenses at Execution	\$ 9,219,350	\$ 11,404,312	\$ 11,354,199	\$ 12,025,114	\$ 14,127,682	\$ 14,856,997	\$ 15,541,605	\$ 16,554,107	\$ 17,588,699	\$ 18,640,341	\$ 19,712,011
197		Transfers Out											
198		TR TO SPECIAL OBLIGATION BONDS	\$ 198,176	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715
199		Total Transfers Out	\$ 198,176	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715	\$ 226,715
200		Debt Service											
201		New Debt Service	\$ -	\$ 2,969,084	\$ 10,169,851	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 23,148,289	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685
202		Total Debt Service	\$ -	\$ 2,969,084	\$ 10,169,851	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 23,148,289	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685
203		Total Cash Outflows¹	\$ 9,407,526	\$ 14,600,111	\$ 21,750,764	\$ 25,041,497	\$ 27,144,083	\$ 27,873,380	\$ 28,557,988	\$ 39,931,121	\$ 45,581,098	\$ 46,632,741	\$ 47,704,411

¹ Does not include projects paid for with cash (refer to schedules 8 and 10).

Appendix A: Financial Sustainability Analysis Supporting Schedules

Cost Escalation Factors			Schedule 5								
Subobject	Expense Line Item Description	Inflation Factor	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1101	PERMANENT SALARIES	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1199	OTHER REG SALARIES	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1201	LONGEVITY PAY	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1304	ASSIGNMENT PAY	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1310	SHIFT DIFFERENTIAL	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1313	STANDBY PAY	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1401	CAR ALLOWANCES	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1407	EXPENSE ALLOWANCES	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1413	CELLPHONE ALLOWANCE	No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1501	OVERTIME 1.5X PAY	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
1801	CORE ADJUSTMENTS	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2119	WELLNESS INCENTIVES	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2119	WELLNESS INCENTIVES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
2204	PENSION - GENERAL EMP	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2204	PENSION - GENERAL EMP	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
2299	PENSION - DEF CONT.	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2301	SOC SEC/MEDICARE	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2402	LIFE INSURANCE	2.5%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
2404	HEALTH INSURANCE	Salaries - General	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
2410	WORKERS' COMP	2.5%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
3101	ACCT & AUDITING	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3198	BACKFLOW PROGRAM	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3199	OTHER PROF SERV	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3201	AD/MARKETING	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3228	DISPOSAL (TIP) FEES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3255	SOLID WASTE COLLECTIONS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3299	OTHER SERVICES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3301	HEAVY EQUIP RENT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3310	OTHER EQUIP RENT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3319	OFFICE SPACE RENT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3404	COMPONENTS/PARTS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3407	EQUIP REP & MAINT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3428	BLDG REP & MAINT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3434	IMP REP MATERIALS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3437	IMP REP & MAINT	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3601	ELECTRICITY	2.0%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3628	TELEPHONE/CABLE TV	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3634	WATER/SEW/STORM	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3801	GASOLINE	EIA Fuels	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
3804	DIESEL FUEL	EIA Fuels	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
3807	OIL & LUBRICANTS	EIA Fuels	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
3913	HORTICULTURAL SUP	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3925	OFFICE EQUIP < \$5000	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3928	OFFICE SUPPLIES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3940	SAFETY SHOES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3946	TOOLS/EQUIP < \$5000	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3949	UNIFORMS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
3999	OTHER SUPPLIES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4101	CERTIFICATION TRAIN	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4104	CONFERENCES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4113	MEMBERSHIPS/DUES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4116	SCHOOLS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Appendix A: Financial Sustainability Analysis Supporting Schedules

Cost Escalation Factors			Schedule 5							
4119	TRAINING & TRAVEL	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4213	RETIREE HEALTH BENE	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4304	INDIRECT ADMIN SERV	Admin Services	1.76%	1.43%	1.12%	1.78%	1.79%	1.79%	1.80%	1.80%
4308	OVERHEAD-FLEET	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4343	SERVCHG-INFO SYS	Composite O&M	3.50%	8.84%	8.22%	7.76%	7.32%	6.94%	6.60%	6.31%
4370	SERVCHG-TREASURY	Composite O&M	3.50%	8.84%	8.22%	7.76%	7.32%	6.94%	6.60%	6.31%
4373	SERVCHG-FLEET O&M	Composite O&M	3.50%	8.84%	8.22%	7.76%	7.32%	6.94%	6.60%	6.31%
4401	AUTO LIABILITY	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4404	FIDELITY BONDS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4407	EMP PROCEEDINGS	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4410	GENERAL LIABILITY	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4416	OTHER INS CHARGES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4428	PROP/FIRE INSURANCE	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
4431	PUB OFFICIALS LIAB	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
6416	VEHICLES	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	Capital Project O&M	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	Operating Enhancement	Default Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Weighted Average Increase in O&M Expenses ¹			3.50%	8.84%	8.22%	7.76%	7.32%	6.94%	6.60%	6.31%

¹ The Weighted Average Increase in O&M Expenses is reflective of the cost escalation factors presented on this schedule and the cost execution factors on Schedule 1.

Appendix A: Financial Sustainability Analysis Supporting Schedules

Capital Improvement Program											Schedule 6
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1 Stormwater Fund (478)											
2 1416 SE 11 COURT STORMWATER IMPROVEMENTS	\$ 656,035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 UTILITIES ASSET MANAGEMENT SYSTEM	279,431	40,000	40,000	40,000	203,400	40,000	-	-	-	-	-
4 DRAINAGE CANAL DREDGING	569,014	-	112,315	-	-	-	-	-	-	-	-
5 HECTOR PARK STORMWATER IMPROVEMENTS	843,474	-	-	-	-	-	-	-	-	-	-
6 800-850 SW 21 TERR STORMWATER IMPROVEMENT	-	383,398	-	-	-	-	-	-	-	-	-
7 CITYWIDE STORMWATER ANALYSIS	-	50,000	50,000	50,000	50,000	-	-	-	-	-	-
8 DRAINAGE CANAL SURVEYING AND ASSESSMENT	14,016	14,016	-	-	-	-	-	-	-	-	-
9 STORMSTATION 1 FIXED EMERG GENERATORS	-	395,250	-	-	-	-	-	-	-	-	-
10 STORMSTATION 2 FIXED EMERG GENERATORS	-	297,500	-	-	-	-	-	-	-	-	-
11 BAYVIEW DR. FROM SUNRISE BLVD TO OAKLAND PARK BLV	-	191,510	662,020	233,771	-	-	-	-	-	-	-
12 1716 SE 7TH STREET STORMWATER IMPROVEMENTS	-	1,100,000	-	-	-	-	-	-	-	-	-
13 1544 ARROYO DRIVE STORMWATER IMPROVEMENTS	-	-	125,424	255,969	-	-	-	-	-	-	-
14 32-101 S. GORDON ROAD STORMWATER IMPROVEMENTS	-	362,653	-	-	-	-	-	-	-	-	-
15 3032 NE 20 COURT STORMWATER IMPROVEMENTS	-	-	178,619	-	-	-	-	-	-	-	-
16 1891 NE 45TH STREET STORMWATER IMPROVEMENTS	-	-	52,206	107,818	-	-	-	-	-	-	-
17 PLANT A STORMWATER TREATMENT FACILITY UPGRADES	-	1,211,984	-	242,592	-	-	-	-	-	-	-
18 DOWNTOWN TIDAL VALVES - #11-19	-	-	-	397,934	-	-	-	-	-	-	-
19 DOWNTOWN TIDAL VALVES - #43-54	-	-	-	385,223	-	-	-	-	-	-	-
20 DOWNTOWN TIDAL VALVES - #11-10	-	-	378,000	-	-	-	-	-	-	-	-
21 DOWNTOWN TIDAL VALVES - #39-42	-	-	-	358,362	-	-	-	-	-	-	-
22 DOWNTOWN TIDAL VALVES - #20-29	-	-	-	325,468	-	-	-	-	-	-	-
23 DOWNTOWN RIVERWALK DISTRICT TIDAL VALVES - HAMMARSHREE STREET	-	-	-	198,848	-	-	-	-	-	-	-
24 NE 16TH STREET STORMWATER IMPROVEMENTS	-	-	109,676	-	-	-	-	-	-	-	-
25 AELUCOS LANCHES NE HIGHWAY IMPROVEMENTS	-	-	-	-	1,380,000	-	-	-	-	-	-
26 SALADOT BEND STORMWATER IMPROVEMENTS	-	-	-	-	236,250	750,150	-	-	-	-	-
27 RIVERLAND ROAD STORMWATER IMPROVEMENTS	-	-	-	-	210,000	693,000	-	-	-	-	-
28 TAYLOR RIVER STORMWATER IMPROVEMENTS	-	-	-	-	-	1,200,000	-	-	-	-	-
29 NE 7TH STREET AND NE 2ND AVE STORMWATER IMPROVEMENTS	-	-	-	350,000	-	-	-	-	-	-	-
30 NE 11TH CT AND SEMINOLE DR STORMWATER IMPROVEMENTS	-	-	-	375,000	-	-	-	-	-	-	-
31 NW 21ST AVENUE PIPE REHABILITATION	-	-	-	1,100,000	-	-	-	-	-	-	-
32 NE 4TH STREET DRAINAGE IMPROVEMENTS	-	-	-	-	850,000	-	-	-	-	-	-
33 HOLLY HEIGHTS DR S STORMWATER IMPROVEMENTS	-	-	-	-	157,000	300,000	-	-	-	-	-
34 SE 1 & 2 STREETS, WEST OF US1 STORMWATER IMPROVEMENTS	-	-	-	-	147,000	400,000	-	-	-	-	-
35 NE 32 AVENUE AND NE 30TH STREET	-	-	-	-	173,250	640,500	-	-	-	-	-
36 CITYWIDE CANAL DREDGING PLAN - CYCLE 1	155,557	-	-	-	-	-	-	-	-	-	-
37 CITYWIDE STORMWATER MODEL	50,000	-	-	-	-	-	-	-	-	-	-
38 800-850 SW 21ST TERRACE STORMWATER IMPROVEMENTS	562,317	-	-	-	-	-	-	-	-	-	-
39 4848 NE 22ND AVENUE STORMWATER IMPROVEMENTS	374,877	-	-	-	-	-	-	-	-	-	-
40 STORMSTATION 1 FIXED EMERGENCY GENERATORS	70,000	-	-	-	-	-	-	-	-	-	-
41 STORMSTATION 2 FIXED EMERGENCY GENERATORS	52,500	-	-	-	-	-	-	-	-	-	-
42 Proposed Stormwater Revenue Bond Fund (471)											
43 DURRS AREA STORMWATER IMPROVEMENTS	\$ -	\$ -	\$ 20,890,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44 SOUTHEAST OLES TIDAL AND STORMWATER IMPR	-	-	43,980,000	-	-	-	-	-	-	-	-
45 RIVER COW STORMWATER ANALYSIS	-	37,875,000	-	-	-	-	-	-	-	-	-
46 EDGEWOOD STORMWATER IMPROVEMENTS	-	30,475,000	-	-	-	-	-	-	-	-	-
47 PROGRESSO STORMWATER IMPROVEMENTS	-	-	28,990,000	-	-	-	-	-	-	-	-
48 DORSEY RIVERBEND STORMWATER IMPROVEMENTS	-	-	20,890,000	-	-	-	-	-	-	-	-
49 VICTORIA PARK TIDAL & STORMWATER IMPROVEMENT	-	-	18,800,000	-	-	-	-	-	-	-	-
50 Future Stormwater Phase 2 Bond	-	-	-	-	-	-	200,000,000	-	-	-	-
51 Unspecified Future Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749
52 Total CIP Budget (in current dollars)	\$ 3,927,221	\$ 72,616,211	\$ 131,880,000	\$ 4,046,285	\$ 3,781,000	\$ 4,024,150	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749	\$ 3,651,749
53 Cumulative Proposed Cost Escalation¹	0.0%	0.0%	3.0%	6.1%	9.3%	12.6%	15.9%	19.4%	23.0%	26.7%	30.5%
54 Resulting CIP Funding Level	\$ 3,927,221	\$ 72,616,211	\$ 137,406,597	\$ 4,292,810	\$ 4,132,584	\$ 4,526,120	\$ 4,323,378	\$ 4,431,838	\$ 4,491,191	\$ 4,625,927	\$ 4,764,704
55 Annual CIP Execution Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
56 Final CIP Funding Level	\$ 3,927,221	\$ 72,616,211	\$ 137,406,597	\$ 4,292,810	\$ 4,132,584	\$ 4,526,120	\$ 4,323,378	\$ 4,431,838	\$ 4,491,191	\$ 4,625,927	\$ 4,764,704

¹ CIP Escalation factors are consistent with the Engineering News-Record Construction Cost Index.

FAMS - Control Panel

Schedule 7

FAMS-XL

FT. LAUDERDALE STORMWATER

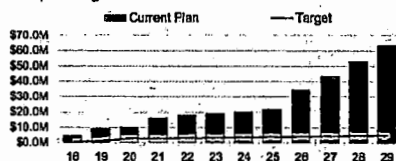


CALC SAVE CTRL LAST OVR

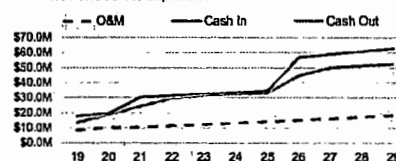
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2029
Stormwater Revenue Plan	0.00%	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%	90.61%	264.61%
Commercial Lots/Parcels Rate Plan	0.00%	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%	90.61%	264.61%
Unimproved Land Rate Plan	0.00%	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%		
Senior-Lien DSC	0.00%	16.67%	54.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%		

Scenario Manager

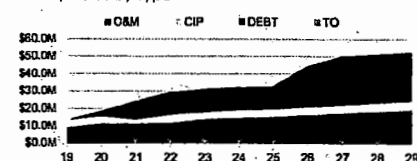
Operating Fund



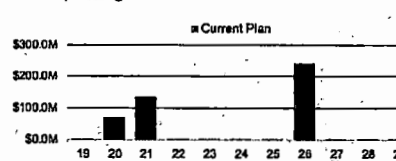
Revenues vs. Expenses



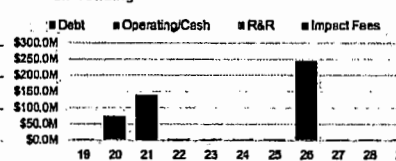
Expenses by Type



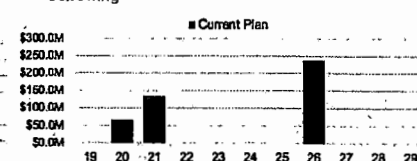
CIP Spending



CIP Funding



Borrowing



Appendix A: Financial Sustainability Analysis Supporting Schedules

Pro Forma

Schedule B

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
1 Operating Revenue											
2 Stormwater Rate Revenue	\$ 17,280,000	\$ 17,280,000	\$ 19,178,924	\$ 20,591,997	\$ 20,538,265	\$ 31,514,676	\$ 32,522,189	\$ 33,581,787	\$ 55,482,439	\$ 57,255,567	\$ 59,005,149
3 Change in Revenue From Growth		(841,392)	36,658	56,804	58,508	60,263	82,071	63,934	105,490	108,655	117,577
4 Subtotal	\$ 17,280,000	\$ 16,438,608	\$ 19,215,582	\$ 20,648,801	\$ 20,596,773	\$ 31,574,940	\$ 32,584,259	\$ 33,625,721	\$ 55,587,929	\$ 57,364,222	\$ 59,202,726
5 Weighted Average Rate Increase	0.00%	15.97%	34.00%	3.00%	3.00%	3.00%	3.00%	65.00%	3.00%	3.00%	3.00%
6 Additional Rate Revenue From Rate Increase		2,740,316	10,376,414	889,464	917,903	947,248	977,528	21,856,718	1,667,638	1,720,927	1,776,062
7 Total Rate Revenue	\$ 17,280,000	\$ 19,178,924	\$ 29,591,997	\$ 30,538,265	\$ 31,514,676	\$ 32,522,189	\$ 33,551,787	\$ 55,482,439	\$ 57,255,567	\$ 59,085,149	\$ 60,978,808
8 Plus: Other Operating Revenue	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
9 Equals: Total Operating Revenue	\$ 17,540,000	\$ 19,438,924	\$ 29,851,997	\$ 30,798,265	\$ 31,774,676	\$ 32,782,189	\$ 33,821,787	\$ 55,742,439	\$ 57,515,567	\$ 59,345,149	\$ 61,238,808
10 Less: Operating Expenses											
11 Personal Services	\$ (3,182,679)	\$ (3,724,297)	\$ (3,924,732)	\$ (4,136,139)	\$ (4,359,121)	\$ (4,594,314)	\$ (4,842,398)	\$ (5,104,049)	\$ (5,380,045)	\$ (5,671,161)	\$ (5,979,229)
12 Operations & Maintenance Costs	(5,605,329)	(5,636,896)	(6,767,797)	(7,501,337)	(8,235,185)	(8,977,007)	(9,722,354)	(10,471,200)	(11,223,763)	(11,980,214)	(12,740,702)
13 Equals: Net Operating Income	\$ 8,851,992	\$ 9,107,731	\$ 19,159,468	\$ 19,160,789	\$ 19,180,370	\$ 19,210,807	\$ 19,257,045	\$ 40,167,190	\$ 40,911,760	\$ 41,693,773	\$ 42,519,877
14 Plus: Non-Operating Income/(Expense)											
15 Interest Income	\$ 142,648	\$ 158,766	\$ 387,340	\$ 609,161	\$ 641,285	\$ 663,104	\$ 650,742	\$ 982,044	\$ 1,344,006	\$ 1,528,024	\$ 1,729,158
16 Equals: Net Income	\$ 8,994,640	\$ 9,266,497	\$ 19,546,808	\$ 19,769,950	\$ 19,821,655	\$ 19,873,912	\$ 19,947,787	\$ 41,149,233	\$ 42,255,766	\$ 43,221,797	\$ 44,249,035
17 Senior Lien Debt Service Coverage Test											
18 Net Income Available for Senior-Lien Debt Service	\$ 8,994,640	\$ 9,266,497	\$ 19,546,808	\$ 19,769,950	\$ 19,821,655	\$ 19,873,912	\$ 19,947,787	\$ 41,149,233	\$ 42,255,766	\$ 43,221,797	\$ 44,249,035
19 Existing Senior-Lien Debt											
20 Cumulative New Senior Lien Debt Service (calculated)		2,969,084	10,169,851	12,789,667	12,789,667	12,789,667	12,789,667	23,148,299	27,765,685	27,765,685	27,765,685
21 Total Annual Senior-Lien Debt Service	Req. 1.50	\$ 2,969,084	\$ 10,169,851	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 23,148,299	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685
22 Calculated Senior-Lien Debt Service Coverage		3.12	1.92	1.55	1.55	1.55	1.55	1.78	1.82	1.86	1.93
23 Cash Flow Test											
24 Net Income Available For Debt Service	\$ 8,994,640	\$ 9,266,497	\$ 19,546,808	\$ 19,769,950	\$ 19,821,655	\$ 19,873,912	\$ 19,947,787	\$ 41,149,233	\$ 42,255,766	\$ 43,221,797	\$ 44,249,035
25 Less: Non-Operating Expenditures											
26 Net Interfund Transfers (in - Out)	(199,176)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)	(226,715)
27 Net Debt Service Payment		(2,969,084)	(10,169,851)	(12,789,667)	(12,789,667)	(12,789,667)	(12,789,667)	(23,148,299)	(27,765,685)	(27,765,685)	(27,765,685)
28 Capital Outlay	(421,342)	(1,073,719)	(661,670)	(387,638)	(1,533,375)	(1,285,617)	(976,963)	(980,857)	(984,891)	(988,955)	(993,080)
29 Net Cash Flow	\$ 8,375,122	\$ 4,896,979	\$ 8,488,572	\$ 6,365,930	\$ 5,271,897	\$ 5,571,913	\$ 5,954,541	\$ 18,793,362	\$ 13,278,475	\$ 14,240,432	\$ 15,263,555
30 Unrestricted Reserve Fund Test											
31 Balance At Beginning Of Fiscal Year	\$ 5,174,786	\$ 9,622,687	\$ 10,553,355	\$ 16,831,830	\$ 18,704,950	\$ 19,844,263	\$ 20,836,847	\$ 22,808,010	\$ 35,040,002	\$ 43,828,277	\$ 53,442,782
32 Cash Flow Surplus/(Deficit)	8,375,122	4,996,979	8,488,572	6,365,930	5,271,897	5,571,913	5,954,541	16,793,362	13,278,475	14,240,432	15,263,555
33 Projects Paid With Non-Specified Funds	(3,927,221)	(4,056,311)	(2,410,097)	(4,292,810)	(4,132,584)	(4,529,329)	(4,233,378)	(4,360,380)	(4,491,191)	(4,625,927)	(4,764,704)
34 Balance At End Of Fiscal Year	\$ 9,622,687	\$ 10,553,355	\$ 16,831,830	\$ 18,704,950	\$ 19,844,263	\$ 20,836,847	\$ 22,808,010	\$ 35,040,002	\$ 43,828,277	\$ 53,442,782	\$ 63,941,633
35 Minimum Working Capital Reserve Target	1,098,501	2,592,795	2,873,117	2,919,369	3,148,577	3,392,845	3,641,188	3,893,812	4,160,952	4,412,844	4,679,733
36 Excess/(Deficiency) Of Working Capital To Target	\$ 8,524,186	\$ 7,970,557	\$ 13,958,688	\$ 15,785,581	\$ 16,695,688	\$ 17,443,002	\$ 19,166,824	\$ 31,147,190	\$ 39,677,325	\$ 49,029,938	\$ 59,261,900

Appendix A: Financial Sustainability Analysis Supporting Schedules

Capital Project Funding Summary											Schedule 9
Final Capital Projects Funding Sources	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenue Fund	\$ 3,927,221	\$ 4,066,311	\$ 2,410,097	\$ 4,292,810	\$ 4,132,584	\$ 4,529,329	\$ 4,233,378	\$ 4,360,380	\$ 4,491,191	\$ 4,625,927	\$ 4,764,704
Senior-Lien Debt Proceeds		68,450,000	135,496,500					238,810,459			
Total Projects Paid	\$ 3,927,221	\$ 47,516,311	\$ 137,906,597	\$ 4,292,810	\$ 4,132,584	\$ 4,529,329	\$ 4,233,378	\$ 243,170,839	\$ 4,491,191	\$ 4,625,927	\$ 4,764,704

Appendix A: Financial Sustainability Analysis Supporting Schedules

Funding Summary by Fund											Schedule 10
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenue Fund											
Balance At Beginning Of Fiscal Year	\$ 5,174,766	\$ 9,622,887	\$ 10,553,355	\$ 16,631,830	\$ 18,704,950	\$ 19,844,263	\$ 20,886,847	\$ 22,608,010	\$ 35,040,992	\$ 43,828,277	\$ 53,442,782
Net Cash Flow	8,375,122	4,990,979	8,488,572	8,385,930	5,271,857	5,571,913	5,954,541	16,793,362	13,278,475	14,240,432	15,263,555
Inns: Cash-Funded Capital Projects	-	-	-	-	-	-	-	-	-	-	-
Less: Payment Of Debt Service	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 13,549,908	\$ 14,619,866	\$ 19,041,927	\$ 22,997,760	\$ 23,976,847	\$ 25,416,176	\$ 26,841,388	\$ 39,401,372	\$ 48,319,467	\$ 58,068,709	\$ 68,706,337
Loss: Restricted Funds	(1,098,501)	(2,582,798)	(2,673,132)	(2,909,369)	(3,146,577)	(3,392,845)	(3,641,186)	(3,893,812)	(4,150,952)	(4,412,844)	(4,679,733)
Total Amount Available For Projects	12,451,407	12,036,868	16,368,795	20,088,391	20,828,271	22,023,331	23,200,202	35,507,559	44,168,516	53,655,865	64,026,604
Amount Paid For Projects	(3,927,221)	(4,066,311)	(2,410,097)	(4,292,810)	(4,132,584)	(4,529,329)	(4,233,378)	(4,360,380)	(4,491,191)	(4,625,927)	(4,784,704)
Subtotal	\$ 8,524,186	\$ 7,970,557	\$ 13,958,698	\$ 15,795,581	\$ 16,695,686	\$ 17,494,002	\$ 18,966,824	\$ 31,147,180	\$ 39,677,325	\$ 49,029,938	\$ 59,241,900
Add Back: Restricted Funds	1,098,501	2,582,798	2,673,132	2,909,369	3,146,577	3,392,845	3,641,186	3,893,812	4,150,952	4,412,844	4,679,733
Plus: Interest Earnings	142,648	130,913	237,870	353,368	385,492	407,311	434,949	576,490	788,693	972,711	1,173,844
Loss: Interest Allocated To Cash Flow	(142,648)	(130,913)	(237,870)	(353,368)	(385,492)	(407,311)	(434,949)	(576,490)	(788,693)	(972,711)	(1,173,844)
Balance At End Of Fiscal Year	\$ 9,622,887	\$ 10,553,355	\$ 16,631,830	\$ 18,704,950	\$ 19,844,263	\$ 20,886,847	\$ 22,608,010	\$ 35,040,992	\$ 43,828,277	\$ 53,442,782	\$ 63,941,533
Restricted Reserves											
Balance At Beginning Of Fiscal Year	\$ -	\$ -	\$ 4,292,581	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685
Additional Funds:	-	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve On New Debt	\$0	\$4,292,581	\$8,497,107	\$0	\$0	\$0	\$0	\$14,976,017	\$0	\$0	\$0
Other Additional Funds	-	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ -	\$ 4,292,581	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685
Plus: Interest Earnings	-	27,853	149,469	255,793	255,793	255,793	255,793	405,554	555,314	555,314	555,314
Loss: Interest Allocated To Cash Flow	-	(27,853)	(149,469)	(255,793)	(255,793)	(255,793)	(255,793)	(405,554)	(555,314)	(555,314)	(555,314)
Balance At End Of Fiscal Year	\$ -	\$ 4,292,581	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685

Appendix A: Financial Sustainability Analysis Supporting Schedules

Senior Lien Borrowing Projections										Schedule 11	
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Term (Years)	30	30	30	30	30	30	30	30	30	30	30
Interest Rate	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Sources of Funds											
Par Amount	\$ -	\$ 74,227,103	\$ 146,932,252	\$ -	\$ -	\$ -	\$ -	\$ 258,965,793	\$ -	\$ -	\$ -
Uses of Funds											
Proceeds	\$ -	\$ 68,450,000	\$ 135,496,500	\$ -	\$ -	\$ -	\$ -	\$ 238,810,459	\$ -	\$ -	\$ -
Cost of Issuance	-	1,484,542	2,938,645	-	-	-	-	5,179,316	-	-	-
Debt Service Reserve	-	4,292,581	8,497,107	-	-	-	-	14,976,017	-	-	-
Total Uses	\$ -	\$ 74,227,103	\$ 146,932,252	\$ -	\$ -	\$ -	\$ -	\$ 258,965,793	\$ -	\$ -	\$ -
1 Year Interest	-	2,969,084	5,877,290	-	-	-	-	10,358,632	-	-	-
Annual Debt Service	\$ -	\$ 4,292,561	\$ 8,497,107	\$ -	\$ -	\$ -	\$ -	\$ 14,976,017	\$ -	\$ -	\$ -
Total Debt Service	-	128,776,822	254,913,201	-	-	-	-	449,280,524	-	-	-
Cumulative New Annual Senior Lien Debt Service¹	\$ -	\$ 2,969,084	\$ 10,159,851	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 12,789,667	\$ 23,148,296	\$ 27,765,685	\$ 27,765,685	\$ 27,765,685

¹Reflects interest-only payment due in year of issuance.

APPENDIX B: COST OF SERVICE ANALYSIS SUPPORTING SCHEDULES

Schedule 1 - Stormwater System Functional Allocation

Schedule 2 - Revenue Bond Issuance Allocation

Schedule 3 - Capital Improvement Projects Allocation

Stormwater System Functional Allocation

Schedule 1

											Percent Allocation	
											25.21%	74.79%
Expense Type	Index	Division	Division Description	Sub Object	Expense Description	Fiscal Year FY 2021	Allocation Basis/Factor	Quantity	Quantity	Total % Allocation	Quantity \$ Allocation	Quantity \$ Allocation
Stormwater												
1	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1501	Overtime 1.5X Pay	25,403	Quantity	0.00%	100.00%	100.00%	25,403
2	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1201	Longevity Pay	4,079	Quantity	0.00%	100.00%	100.00%	4,079
3	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1313	Standby Pay	9,942	Quantity	0.00%	100.00%	100.00%	9,942
4	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1101	Permanent Salaries	604,367	Quantity	0.00%	100.00%	100.00%	604,367
5	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1413	Cellphone Allowance	1,440	Quantity	0.00%	100.00%	100.00%	1,440
6	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2301	Soc Sec/Medicare	48,548	Quantity	0.00%	100.00%	100.00%	48,548
7	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2404	Health Insurance	128,542	Quantity	0.00%	100.00%	100.00%	128,542
8	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2299	Pension - Def Con	27,825	Quantity	0.00%	100.00%	100.00%	27,825
9	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2284	Pension - General Emp	53,090	Quantity	0.00%	100.00%	100.00%	53,090
10	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3949	Uniforms	4,318	Quantity	0.00%	100.00%	100.00%	4,318
11	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3940	Safety Shoes	2,159	Quantity	0.00%	100.00%	100.00%	2,159
12	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3999	Other Supplies	7,199	Quantity	0.00%	100.00%	100.00%	7,199
13	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3913	Household Sup	5,757	Quantity	0.00%	100.00%	100.00%	5,757
14	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3948	Tools/Equip < \$5000	9,595	Quantity	0.00%	100.00%	100.00%	9,595
15	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3925	Office Equip < \$5000	1,919	Quantity	0.00%	100.00%	100.00%	1,919
16	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3929	Other Services	4,798	Quantity	0.00%	100.00%	100.00%	4,798
17	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3228	Disposal (Tg) Fees	31,184	Quantity	0.00%	100.00%	100.00%	31,184
18	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3437	Imp Rep & Maint	1,151,400	Quantity	0.00%	100.00%	100.00%	1,151,400
19	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3404	Components/Parts	47,975	Quantity	0.00%	100.00%	100.00%	47,975
20	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3407	Equip Rep & Maint	900	Quantity	0.00%	100.00%	100.00%	900
21	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3434	Imp Rep Materials	23,388	Quantity	0.00%	100.00%	100.00%	23,388
22	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3310	Other Equip Maint	23,907	Quantity	0.00%	100.00%	100.00%	23,907
23	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3801	Gasoline	24	Quantity	0.00%	100.00%	100.00%	24
24	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3804	Diesel Fuel	11,337	Quantity	0.00%	100.00%	100.00%	11,337
25	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3198	Backflow Program	139	Quantity	0.00%	100.00%	100.00%	139
26	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3634	Water/Sewer Storm	91	Quantity	0.00%	100.00%	100.00%	91
27	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3628	Telephone/Cable Tv	4,128	Quantity	0.00%	100.00%	100.00%	4,128
28	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	4308	Overhead-Fleet	24,868	Quantity	0.00%	100.00%	100.00%	24,868
29	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	4373	Sewer-Fleet O&M	75,605	Quantity	0.00%	100.00%	100.00%	75,605
30	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	4213	Refuse Hauling Bond	6,906	Quantity	0.00%	100.00%	100.00%	6,906
31	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2119	Wellness Incentives	505	Quantity	0.00%	100.00%	100.00%	505
32	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1437	Car Allowances	3,000	Quantity	0.00%	100.00%	100.00%	3,000
33	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	3231	AdMarketing	890	Quantity	0.00%	100.00%	100.00%	890
34	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	1831	Core Adjustments	(10,768)	Quantity	0.00%	100.00%	100.00%	(10,768)
35	PS	PB560502	PB568	DISTRIBUTION AND COLLECTION	2403	Life Insurance	379	Quantity	0.00%	100.00%	100.00%	379
36	OMF	PB560502	PB568	DISTRIBUTION AND COLLECTION	4119	Training & Travel	2,303	Quantity	0.00%	100.00%	100.00%	2,303
Stormwater General Expenditures												
37	OMF	PB5700102	PB570	DEPT SUPPORT	3101	Acc & Auditing	2,880	Indirect Allocation	39.19%	60.81%	100.00%	1,129
38	OMF	PB5700102	PB570	DEPT SUPPORT	4343	Sewer-Info Sys	121,212	Indirect Allocation	39.19%	60.81%	100.00%	47,499
39	OMF	PB5700102	PB570	DEPT SUPPORT	4370	Sewer-Treasury	192,337	Indirect Allocation	39.19%	60.81%	100.00%	75,443
40	OMF	PB5700102	PB570	DEPT SUPPORT	4351	Sewer-Pub Works	1,079,040	Indirect Allocation	39.19%	60.81%	100.00%	419,411
41	OMF	PB5700102	PB570	DEPT SUPPORT	4334	Indirect Admin Serv	603,225	Indirect Allocation	39.19%	60.81%	100.00%	238,583
Stormwater Insurance												
42	PS	PB5700402	PB570	DEPT SUPPORT	2410	Workers' Comp	57,056	Indirect Allocation	39.19%	60.81%	100.00%	22,358
43	OMF	PB5700402	PB570	DEPT SUPPORT	3319	Office Space Rent	97,859	Indirect Allocation	39.19%	60.81%	100.00%	38,351
44	OMF	PB5700402	PB570	DEPT SUPPORT	4401	Auto Liability	53,339	Indirect Allocation	39.19%	60.81%	100.00%	20,900
45	OMF	PB5700402	PB570	DEPT SUPPORT	4407	Emp Proceedings	7,423	Indirect Allocation	39.19%	60.81%	100.00%	2,909
46	OMF	PB5700402	PB570	DEPT SUPPORT	4410	General Liability	22,947	Indirect Allocation	39.19%	60.81%	100.00%	8,992
47	OMF	PB5700402	PB570	DEPT SUPPORT	4431	Pub Official's Liab	1,498	Indirect Allocation	39.19%	60.81%	100.00%	586
48	OMF	PB5700402	PB570	DEPT SUPPORT	4404	Fidelity Bonds	283	Indirect Allocation	39.19%	60.81%	100.00%	111
49	OMF	PB5700402	PB570	DEPT SUPPORT	4428	Prop/Flt Insurance	1,054	Indirect Allocation	39.19%	60.81%	100.00%	413
Stormwater Watershed Asset Management												
50	OMF	PB5905012	PB599	DISTRIBUTION AND COLLECTION	3999	Other Services	719,825	50% Split	50.00%	50.00%	100.00%	359,913
51	OMF	PB5905012	PB599	DISTRIBUTION AND COLLECTION	3193	Other Prof Serv	508,535	50% Split	50.00%	50.00%	100.00%	254,268
52	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	1201	Longevity Pay	1,819	Quantity	100.00%	0.00%	100.00%	1,819
53	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	1101	Permanent Salaries	454,115	Quantity	100.00%	0.00%	100.00%	454,115
54	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	1413	Cellphone Allowance	2,408	Quantity	100.00%	0.00%	100.00%	2,408
55	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	2301	Soc Sec/Medicare	34,878	Quantity	100.00%	0.00%	100.00%	34,878
56	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	2119	Wellness Incentives	1,555	Quantity	100.00%	0.00%	100.00%	1,555
57	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	2404	Health Insurance	63,072	Quantity	100.00%	0.00%	100.00%	63,072
58	PS	PB590503	PB599	ENVIRONMENTAL RESOURCES	2299	Pension - Def Con	31,219	Quantity	100.00%	0.00%	100.00%	31,219
59	OMF	PB590503	PB599	ENVIRONMENTAL RESOURCES	3999	Other Supplies	3,836	Quantity	100.00%	0.00%	100.00%	3,836
60	OMF	PB590503	PB599	ENVIRONMENTAL RESOURCES	3928	Office Supplies	1,919	Quantity	100.00%	0.00%	100.00%	1,919
61	OMF	PB590503	PB599	ENVIRONMENTAL RESOURCES	3201	AdMarketing	2,309	Quantity	100.00%	0.00%	100.00%	2,309
62	OMF	PB590503	PB599	ENVIRONMENTAL RESOURCES	3299	Other Services	145,844	Quantity	100.00%	0.00%	100.00%	145,844

Stormwater System Functional Allocation

Schedule 1

											Percent Allocation	
											20.21%	78.79%
Expense Type	Index	Division	Division Description	S-H Object	Expense Description	Fiscal Year FY 2021	Allocation Basis/Factor	Quantity	Quantity	Total % Allocation	Quantity	Quantity
											\$ Allocation	\$ Allocation
63	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	3216	Costs/Fees/Permits	23,028	Quality	100.00%	0.00%	100.00%	23,028	-
64	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	3801	Gasoline	1,267	Quality	100.00%	0.00%	100.00%	1,267	-
65	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	3807	Oil & Lubricants	98	Quality	100.00%	0.00%	100.00%	98	-
66	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	3199	Other Prod Serv	74,783	Quality	100.00%	0.00%	100.00%	74,783	-
67	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	4308	Overhead-Fleet	680	Quality	100.00%	0.00%	100.00%	680	-
68	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	4373	Servicing-Fleet O&M	1,254	Quality	100.00%	0.00%	100.00%	1,254	-
69	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	4355	Servicing-Paint Shop	983	Quality	100.00%	0.00%	100.00%	983	-
70	PS	PB560003	PB5600 ENVIRONMENTAL RESOURCES	2204	Pension - General Emp	18,520	Quality	100.00%	0.00%	100.00%	18,520	-
71	PS	PB560003	PB5600 ENVIRONMENTAL RESOURCES	1401	Car Allowances	15,000	Quality	100.00%	0.00%	100.00%	15,000	-
72	PS	PB560003	PB5600 ENVIRONMENTAL RESOURCES	2402	Life Insurance	284	Quality	100.00%	0.00%	100.00%	284	-
73	OMF	PB560003	PB5600 ENVIRONMENTAL RESOURCES	4119	Training & Travel	11,514	Quality	100.00%	0.00%	100.00%	11,514	-
74	CO	PB560003	PB5600 ENVIRONMENTAL RESOURCES	6416	Vehicles	10,982	Quality	100.00%	0.00%	100.00%	10,982	-
Swale Culbback												
75	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1504	Overtime 1X Pay	2,415	Management Estimate	60.00%	40.00%	100.00%	1,451	968
76	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1501	Overtime 1.5X Pay	101,611	Management Estimate	60.00%	40.00%	100.00%	60,967	40,645
77	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1201	Longevity Pay	4,642	Management Estimate	60.00%	40.00%	100.00%	2,785	1,857
78	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1513	Standby Pay	9,214	Management Estimate	60.00%	40.00%	100.00%	5,528	3,686
79	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1101	Permanent Salaries	284,381	Management Estimate	60.00%	40.00%	100.00%	170,628	113,753
80	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	2301	Soc Sec/Retire	22,112	Management Estimate	60.00%	40.00%	100.00%	13,267	8,845
81	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	2404	Health Insurance	37,836	Management Estimate	60.00%	40.00%	100.00%	22,691	15,145
82	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	2209	Pension - Def Cost	14,776	Management Estimate	60.00%	40.00%	100.00%	8,865	5,911
83	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	2204	Pension - General Emp	22,147	Management Estimate	60.00%	40.00%	100.00%	13,288	8,859
84	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3949	Uniforms	2,399	Management Estimate	60.00%	40.00%	100.00%	1,439	960
85	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3940	Safety Shoes	1,199	Management Estimate	60.00%	40.00%	100.00%	720	480
86	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3999	Other Supplies	4,798	Management Estimate	60.00%	40.00%	100.00%	2,879	1,919
87	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3928	Office Supplies	1,439	Management Estimate	60.00%	40.00%	100.00%	864	576
88	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3913	Horizontal Sup	47,016	Quality	100.00%	0.00%	100.00%	47,016	-
89	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3925	Office Equip < \$5000	578	Management Estimate	60.00%	40.00%	100.00%	345	233
90	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3999	Other Services	48,055	Management Estimate	60.00%	40.00%	100.00%	28,837	19,218
91	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3229	Disposal (Tip) Fees	31,154	Management Estimate	60.00%	40.00%	100.00%	18,710	12,474
92	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3404	Components/Parts	4,798	Quantity	0.00%	100.00%	100.00%	-	4,798
93	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3434	Imp Rep Materials	5,757	Management Estimate	60.00%	40.00%	100.00%	3,454	2,303
94	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3301	Heavy Equip Rent	3,838	Management Estimate	60.00%	40.00%	100.00%	2,303	1,535
95	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3310	Other Equip Rent	2,879	Management Estimate	60.00%	40.00%	100.00%	1,727	1,151
96	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3601	Gasoline	4,053	Management Estimate	60.00%	40.00%	100.00%	2,432	1,621
97	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3604	Diesel Fuel	18,690	Management Estimate	60.00%	40.00%	100.00%	10,814	6,876
98	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3634	Water/Sew/Storm	400	Management Estimate	60.00%	40.00%	100.00%	240	160
99	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	3628	Telephone/Cable Tv	3,742	Management Estimate	60.00%	40.00%	100.00%	2,245	1,497
100	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	4308	Overhead-Fleet	31,257	Management Estimate	60.00%	40.00%	100.00%	18,754	12,503
101	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	4373	Servicing-Fleet O&M	98,381	Management Estimate	60.00%	40.00%	100.00%	59,028	39,352
102	OMF	PB560005	PB5600 DISTRIBUTION AND COLLECTION	4213	Servicing-Health Bene	2,201	Management Estimate	60.00%	40.00%	100.00%	1,367	921
103	CO	PB560005	PB5600 DISTRIBUTION AND COLLECTION	6416	Vehicles	10,976	Management Estimate	60.00%	40.00%	100.00%	6,585	4,110
104	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	1401	Car Allowances	91,783	Management Estimate	60.00%	40.00%	100.00%	55,070	36,713
105	PS	PB560005	PB5600 DISTRIBUTION AND COLLECTION	2402	Life Insurance	178	Management Estimate	60.00%	40.00%	100.00%	107	71
Storm Drain Maintenance												
106	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1501	Overtime 1.5X Pay	66,531	Management Estimate	40.00%	60.00%	100.00%	26,613	39,918
107	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1201	Longevity Pay	17,958	Management Estimate	40.00%	60.00%	100.00%	8,783	7,775
108	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1513	Standby Pay	18,642	Management Estimate	40.00%	60.00%	100.00%	7,457	11,185
109	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1310	Shift Differential	411	Management Estimate	40.00%	60.00%	100.00%	165	247
110	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1101	Permanent Salaries	382,716	Management Estimate	40.00%	60.00%	100.00%	229,628	153,088
111	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1401	Car Allowances	7,030	Management Estimate	40.00%	60.00%	100.00%	4,218	2,812
112	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1407	Expense Allowances	1,446	Management Estimate	40.00%	60.00%	100.00%	876	569
113	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	1413	Cellphone Allowance	3,126	Management Estimate	40.00%	60.00%	100.00%	1,872	1,254
114	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	2301	Soc Sec/Retire	78,799	Management Estimate	40.00%	60.00%	100.00%	47,279	31,520
115	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	2119	Workers' Incentives	3,693	Management Estimate	40.00%	60.00%	100.00%	2,216	1,477
116	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	2404	Health Insurance	176,460	Management Estimate	40.00%	60.00%	100.00%	105,884	70,576
117	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	2209	Pension - Def Cost	28,392	Management Estimate	40.00%	60.00%	100.00%	17,035	11,357
118	PS	PB560011	PB5600 DISTRIBUTION AND COLLECTION	2204	Pension - General Emp	143,235	Management Estimate	40.00%	60.00%	100.00%	85,941	57,294
119	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3949	Uniforms	7,676	Management Estimate	40.00%	60.00%	100.00%	4,606	3,070
120	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3940	Safety Shoes	4,078	Management Estimate	40.00%	60.00%	100.00%	2,447	1,631
121	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3999	Other Supplies	960	Management Estimate	40.00%	60.00%	100.00%	576	384
122	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3928	Office Supplies	960	Management Estimate	40.00%	60.00%	100.00%	576	384
123	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3925	Office Equip < \$5000	960	Management Estimate	40.00%	60.00%	100.00%	576	384
124	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3999	Other Services	115,140	Management Estimate	40.00%	60.00%	100.00%	69,084	46,056
125	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3216	Costs/Fees/Permits	2,902	Management Estimate	40.00%	60.00%	100.00%	1,741	1,161
126	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3228	Disposal (Tip) Fees	62,368	Management Estimate	40.00%	60.00%	100.00%	37,421	24,947
127	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3256	Solid Waste Collections	14,393	Management Estimate	40.00%	60.00%	100.00%	8,636	5,757
128	OMF	PB560011	PB5600 DISTRIBUTION AND COLLECTION	3404	Components/Parts	439,647	Management Estimate	40.00%	60.00%	100.00%	263,786	175,861

Stormwater System Functional Allocation

Schedule 1

											Percent Allocation		
											30.31%	69.69%	
Expense Type	Index	Division	Division Description	Sub Object	Expense Description	Fiscal Year FY 2021	Allocation Basis/Factor	Quality	Quantity	Total % Allocation	Quality % Allocation	Quantity % Allocation	
129	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3407	Equip Rep & Maint	5,757	Management Estimate	40.00%	60.00%	100.00%	2,303	3,454
130	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3801	Gasoline	2,251	Management Estimate	40.00%	60.00%	100.00%	903	1,354
131	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3804	Diesel Fuel	20,997	Management Estimate	40.00%	60.00%	100.00%	10,199	18,198
132	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3198	Backflow Program	135	Management Estimate	40.00%	60.00%	100.00%	56	83
133	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3601	Electricity	51,036	Management Estimate	40.00%	60.00%	100.00%	20,415	30,622
134	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3634	Water/Sewer/Storm	1,950	Management Estimate	40.00%	60.00%	100.00%	780	1,170
135	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3628	Telephone/Cable Tv	6,429	Management Estimate	40.00%	60.00%	100.00%	2,571	3,857
136	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	4305	Overhead Fleet	17,254	Management Estimate	40.00%	60.00%	100.00%	6,901	10,352
137	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	4373	Service/Fleet O&M	48,674	Management Estimate	40.00%	60.00%	100.00%	19,469	29,204
138	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	4213	Railroad Health Bene	2,303	Management Estimate	40.00%	60.00%	100.00%	921	1,382
139	CO	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	6416	Vehicles	256,812	Management Estimate	40.00%	60.00%	100.00%	102,645	153,967
140	CO	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	6499	Other Equipment	383,600	Management Estimate	40.00%	60.00%	100.00%	153,620	230,280
141	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	3428	Reg Rep & Maint	4,755	Management Estimate	40.00%	60.00%	100.00%	1,919	2,836
142	PS	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	1801	Cost Adjustments	221,356	Management Estimate	40.00%	60.00%	100.00%	88,542	132,814
143	PS	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	2402	Life Insurance	615	Management Estimate	40.00%	60.00%	100.00%	248	369
144	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION	4119	Training & Travel	6,908	Management Estimate	40.00%	60.00%	100.00%	2,763	4,145
145	OMF	PBS660511	PBS66	DISTRIBUTION AND COLLECTION		Operating Enhancement	180,000	Management Estimate	40.00%	60.00%	100.00%	72,000	108,000
146	OMF					Bond Coverage Expense	924,390	Bond/Projects	5.57%	94.43%	100.00%	51,485	872,905
Transfers, Debt Service, & Cash Funded Capital													
147					Tr To Special Obligation Bonds	228,715	Indirect Allocation	39.18%	60.81%	100.00%	\$ 88,842	\$ 137,873	
148					Cumulative Now Debt Service	12,789,661	Bond/Projects	5.57%	94.43%	100.00%	712,331	12,077,331	
149					Cash Funded Capital	4,297,074	Capital/Projects	16.69%	83.31%	100.00%	714,334	3,582,740	
150					Total Revenue Requirements	\$ 29,591,997					\$ 5,979,398	\$ 23,612,599	

Revenue Bond Issuance Allocation

Schedule 2

Project Description	Project Amount	Allocation Basis/Factor	Quality	Quantity	Quality % Allocation	Quantity % Allocation
Duns Area Stormwater Improvements	\$ 20,890,000	Management Estimate	5.00%	95.00%	\$ 1,044,500	\$ 19,845,500
Southeast Isles Tidal And Stormwtr Impr	43,980,000	Management Estimate	5.00%	95.00%	2,199,000	41,781,000
River Oak Stormwater Analysis	37,975,000	Management Estimate	8.00%	92.00%	3,038,000	34,937,000
Edgewood Stormwater Improvements	30,475,000	Management Estimate	5.00%	95.00%	1,523,750	28,951,250
Progreso Stormwater Improvements	26,990,000	Management Estimate	5.00%	95.00%	1,349,500	25,640,500
Dorsey Riverband Stormwater Improvements	20,890,000	Management Estimate	5.00%	95.00%	1,044,500	19,845,500
Victoria Park Tidal & Stormwtr Improvement	18,800,000	Management Estimate	5.00%	95.00%	940,000	17,860,000
Total Projects	\$ 200,000,000				\$ 11,139,250	\$ 188,860,750
					5.57%	94.43%

Capital Improvement Projects Allocation

Schedule 3

Project Description	Project Amount	Cash Funded Capital	Allocation Basis/Factor	Quality	Quantity	Quality % Allocation	Quantity % Allocation
Utilities Asset Management System	\$ 40,000	\$ 40,000	Management Estimate	5.00%	95.00%	\$ 2,000	\$ 38,000
800-850 Sw 21 Terr Stormwater Improvment	383,398	383,398	Management Estimate	5.00%	95.00%	19,170	364,228
Citywide Stormwater Analysis	50,000	50,000	Management Estimate	5.00%	95.00%	2,500	47,500
Drainage Canal Surveying And Assessment	14,016	14,016	Management Estimate	5.00%	95.00%	701	13,315
Stormstation 1 Fixed Emerg Generators	395,250	395,250	Management Estimate	5.00%	95.00%	19,763	375,488
Stormstation 2 Fixed Emerg Generators	297,500	297,500	Management Estimate	5.00%	95.00%	14,875	282,625
1716 Sa 7Th Street Stormwater Improvements	1,100,000	1,100,000	Management Estimate	5.00%	95.00%	55,000	1,045,000
32-101 S. Gordon Road Stormwater Improvements	382,653	382,653	Management Estimate	5.00%	95.00%	19,133	363,520
Plant A Stormwater Treatment Facility Upgrades	1,211,984	1,211,984	Indirect Allocation	39.19%	60.81%	474,934	737,050
Total CIP	\$ 3,874,801	\$ 3,874,801				\$ 608,074	\$ 3,266,727
						15.69%	84.31%

APPENDIX C

FORM OF NOTICE TO BE PUBLISHED

To be Published by August 25, 2020

NOTICE OF HEARING TO IMPOSE AND PROVIDE FOR COLLECTION OF NON-AD VALOREM ASSESSMENTS

Notice is hereby given that the City Commission of Fort Lauderdale, Florida, will conduct a public hearing to hear objections of all interested persons to the final assessment resolution of the Stormwater Management Special Assessment, as shown above, and to impose non-ad valorem assessments against certain property located therein and collecting the assessments on the ad valorem tax bill. The hearing will be held at 5:01 P.M. on September 14, 2020 in the City Commission Room, City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida. In accordance with the Americans with Disabilities Act, persons needing a special accommodation or an interpreter to participate in this proceeding should contact the City Clerk's office at (954) 828-5002 two days prior to the meeting.

All affected property owners have a right to appear at the hearing and to file written objections with the City Commission within 20 days of this notice. Any person wishing to appeal any decision of the City Commission with respect to any matter considered will need a record and may wish to ensure that a verbatim record is made.

The assessments have been proposed to fund the City's annual Stormwater operating and capital costs which serve the Special Assessment Area. The assessment will be divided among to specially benefitted tax parcels based upon the amount of Equivalent Benefit Units or EBUs attributable to each tax parcel. The Fiscal Year 2020-21 assessment rates are as follows:

Category	Billing Unit	Cost Per Billing Unit
Category I	Dwelling Units	\$218.71
Category II	Gross Acreage	\$2,273.01
Category III	Gross Acreage	\$567.00
Trip Generation	Trips	\$4.19

A more specific description of these assessment methodologies is set forth in the Initial Assessment Resolution adopted by the City Commission on July 7, 2020. Copies of the Initial Assessment Resolution, the plans and specifications for the Stormwater Management Program project, and the preliminary assessment rolls are available for inspection at the offices of the City Clerk, located at the City Hall, Fort Lauderdale, Florida.

Stormwater Management Assessments will be collected by the Broward County Tax Collector on the ad valorem tax bill for a period of 30 years, commencing with the tax bill to be mailed in November 2020. Failure to pay the assessments will cause a tax certificate to be issued against the property which may result in a loss of title.

If you have any questions, please contact _____ at _____.

NOTE: If any person decides to appeal any decision made with respect to any matter considered at this public meeting or hearing, he/she will need a record of the proceedings, and for such purpose he/she may need to ensure that verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Anyone needing auxiliary services to assist in participation at the meeting, please contact the City Clerk at (954) 828-5002 two days prior to the meeting.

CITY CLERK
OF FORT LAUDERDALE, FLORIDA