FY 2020 CITY MANAGER’S PROPOSED BUDGET

FY 2020 – FY 2029 Capital Improvement Program (CIP)
February 27, 2019
AGENDA

• CIP Development Process
• CIP Highlights
• CIP Process Improvements
• Future Debt Service Pressures
**Development Process**

- **FY 2020 is the Interim Year of a Two-Year CIP Development Cycle**
  - **September 2018**: departments submitted capital project change requests
  - **September 2018 – December 2018**: Capital Improvement Program Steering Committee (CIPSC) crafted recommendations for the City Manager
  - **January 2019 – February 2019**: City Manager held numerous meetings to discuss recommendations and then finalized Proposed CIP

**What is CIPSC?**
- Committee of most capital intensive City departments (T&ES, RPCA, DGS, ITS, DPI, and P&Z), charged with:
  - Crafting recommendations for a balanced proposed CIP
  - Identifying policy priorities and themes for the CIP
  - Presenting recommendations to the City Manager
- Committee was chaired by Deputy City Manager Emily Baker
FY 2020 - FY 2029 Uses
$1.6 Billion
PUBLIC BUILDINGS
WITTER/WHEELER CAMPUS PLANNING

• The Joint Facilities Task Force recommended that the City set aside $35.5 M to reconfigure and upgrade the Witter/Wheeler campus of City facilities and a school facility
• Plan to undertake a comprehensive site survey to determine best options for site redevelopment
• $2.6 M in City Fleet Building improvements and $6.7 M in funding related to the School Transportation Facility shifted to FY 2022 from FY 2020 to align with Witter/Wheeler study
• Currently watching for land acquisition opportunities
TRANSPORTATION & TRANSIT
SMART MOBILITY

• Applies information technology to transportation to collect, analyze and apply data to transportation network
• Improve HOW we travel by providing more affordable & sustainable mobility choices
• Three main components:
  • Fiber optic cable network
  • Traffic cameras and sensors
  • Smart traffic signals
• 10-Year Program: $17.4 M
TRANSPORTATION & TRANSIT

STREET REPAVING & RECONSTRUCTION

• Pavement Condition Index (PCI) quantifies street health, conducted every three years
  • Most recent PCI, conducted in 2016
  • Citywide score of 58
  • Goal is 71

• FY 2020 will fund approximately 55 lane miles of reconstruction and repaving
  • FY 2020 is funded with VDOT Revenue Sharing grants ($1.3 M) and City funds ($4.2 M)

• 10-Year Program: $51.1 M
TRANSPORTATION & TRANSIT

WMATA CAPITAL SUBSIDY

- Proposed CIP fully funds
  - City’s FY 2020 portion of proposed WMATA Capital Program ($12.4 M), and
  - City’s Share of the local match for dedicated state revenue ($4.3 M)
- 10-Year Program: $143.3 M

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>FY 2020 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Appropriated Sources</td>
<td></td>
</tr>
<tr>
<td>GO Bond Interest Earnings</td>
<td>$ 0.05 M</td>
</tr>
<tr>
<td>GO Bonds</td>
<td>$ 9.65 M</td>
</tr>
<tr>
<td>GO Bonds Planned for WMATA in FY 2019</td>
<td>$ 7.00 M</td>
</tr>
<tr>
<td>FY 2019 Funding Sources Grand Total</td>
<td>$ 16.7 M</td>
</tr>
</tbody>
</table>

Final State Dedicated Funding legislation in 2018, while resulting in an approximately $25 M annual benefit to the City, also resulted in the loss of $2.2 M per year in NVTA 30% revenue available to the City.
INFORMATION TECHNOLOGY PLAN
MUNICIPAL FIBER

• Approved FY 2018 and FY 2019 funds ($10 M) are currently being used for the design of the Municipal Fiber project
  • Design of the fiber network is underway
  • Joint-build opportunities with TES are being evaluated

• Implementation
  • Invitation to Bid (ITB) for construction planned for fall 2019
  • Engineering/Construction phase will take at least 24 months
INFORMATION TECHNOLOGY PLAN
ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS)

• AJIS system services the Clerk of the Court, the Courts, Commonwealth’s Attorney, Office of the Sheriff, APD, the public and other judicial partners
• The current AJIS system is 20 years old
  • In FY 2018, a system assessment was performed that recommended an eventual full system replacement
• FY 2019 funding was used to stabilize the current system, and rebuild the public web portal
• In FY 2020 the City will finalize a procurement strategy and prepare for implementation activities
• **Total Cost: To-be-Determined**
E-Citations

- E-Citations will fully automate the ticketing process for moving violations, from the creation of the ticket to processing within the courts
  - Project will follow the successful completion of a pilot program initiated in FY 2019
- FY 2020 funding will be used to implement the system, purchase equipment, (handheld devices, mobile printers, etc.) and pay initial software licensees
- FY 2020: $420,000
COMMUNITY DEVELOPMENT
OLD TOWN GADSBY LIGHTS

- Provides for replacement of all (750) existing Gadsby streetlights within the Old and Historic District
  - Majority of Gadsby streetlights are over 40 years old and have reached the end of their useful life
  - Rust poses significant safety issue at many pole locations
  - 4 year / $3.8 M plan

New streetlight fixtures will utilize LED technology, which are more energy efficient, provide better light distribution, and have a longer useful life.
COMMUNITY DEVELOPMENT

CITYWIDE STREET LIGHTING

• Provides for upgrading existing fixtures citywide (approx. 10,000 lights) to LED over the next two years
  • New fixtures will be smart sensor capable

• Timing of implementation is contingent on coordination with Dominion’s ability to complete installation in 2 years

• 2 year/ $1.8 M plan
COMMUNITY DEVELOPMENT
WATERFRONT IMPLEMENTATION ($50.1 M)

• Constructing new bulkhead at the shoreline to a consistent elevation of 6’ (about 1’ to 3’ increase)
  • Shoreline from Duke to Queen Streets (core area)
• New and reconstructed upstream storm sewer system to drain to two pump stations
COMMUNITY DEVELOPMENT
WATERFRONT IMPLEMENTATION

• Funding authorization consolidated to FY 2021 to allow flexibility in construction contracting method

• Progressive Design-Build (PDB)
  • Collaborative process with early contractor involvement to advance design
  • Design decisions based on transparent cost estimates, schedule, operability, etc. to ensure owner requirements are met
  • Final design and construction proposal submitted at 40% to 60% of design
  • If price cannot be mutually agreed upon, City would own drawings and specifications and could then bid project

• As with entire CIP, this project will be repriced for FY 2021 – FY 2030 CIP
COMMUNITY DEVELOPMENT
OHA INITIATIVES ($515,000)

• Ship Digital Documentation
• Ft. Ward Repairs
• 517 Prince Street Historical Property Master Plan
• Equal Justice Initiative (EJI) Monument
• Waterfront History Plan (FY 2021)
JOINT CITY-SCHOOL FACILITIES INVESTMENT TASK FORCE RECOMMENDATIONS

• CIP Decoupling from Annual Budget Process
  • Series of worksessions proposed to be held in the fall to discuss CIP issues
  • Allows for more time for City Council to discuss CIP and provide input that informs City Council Budget Guidance and City Manager’s Proposed FY 2021 – FY 2030 CIP

• Project Phasing
  • CIP Steering Committee is working on recommendations to add additional stage-gating to CIP to inform the placement and specificity of projects in the 10-year plan
FY 2021 CIP DEVELOPMENT

• Construction Re-Costing
  • FY 2021 will represent a full-development year for CIP
  • Departments (including ACPS) will be asked to reevaluate scope, funding needs, and funding timing for all projects in the CIP
  • Significant increases in construction related costs are anticipated
    • Nationwide, construction costs are being pressured by
      • Increased inflation,
      • Labor shortages,
      • Material cost increases, and
      • Fuel cost increases
    • Mortenson Construction Cost Index predicts (nationwide) a 6% to 8% increase in nonresidential building construction costs for 2018
**Future Debt Service Pressure**

- Proposed 10-year CIP is consistent with City Council Adopted Debt Management Policies and consistent with current AAA/Aaa Bond Ratings
- Planned investments School and City projects will put significant pressure on the City’s General Fund
FUTURE DEBT SERVICE PRESSURE
GENERAL FUND SUPPORTED DEBT SERVICE (CITY & SCHOOLS)
FUTURE DEBT SERVICE PRESSURE

GENERAL FUND SUPPORTED DEBT SERVICE AS PERCENTAGE OF GENERAL FUND
**Future Debt Service Pressure**

**Five Year Financial Forecast**

**FY 2020 – FY 2024 Forecasted Surplus/(Shortfall)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus/Shortfall (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020</td>
<td>$0.0</td>
</tr>
<tr>
<td>FY 2021</td>
<td>($27.0)</td>
</tr>
<tr>
<td>FY 2022</td>
<td>($42.3)</td>
</tr>
<tr>
<td>FY 2023</td>
<td>($68.2)</td>
</tr>
<tr>
<td>FY 2024</td>
<td>($75.3)</td>
</tr>
</tbody>
</table>

*Increased debt service is a major driver of forecasted shortfall. In FY 2024, $36.9 M of forecasted gap is attributable to increases in projected debt service.*
FUTURE DEBT SERVICE PRESSURE
SCHOOLS DEBT SERVICE AND OTHER CITY DEBT SERVICE

Note: FY 2020 – FY 2029 represent projected debt service, based on the Proposed 10-year CIP.
# Schools ($478.8 M)

<table>
<thead>
<tr>
<th>Description</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Funding</td>
<td>$447.1</td>
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<tr>
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<td>$31.2</td>
</tr>
<tr>
<td><strong>City Manager’s Proposed FY 2020 – FY 2029 CIP</strong></td>
<td><strong>$478.8^{1}</strong></td>
</tr>
</tbody>
</table>

1. Equals School Board Approved 10-year CIP (FY 2020 – FY 2029) plus Mount Vernon Roof assistance previously approved by City Council.
ACPS FUNDING COMPARISON

- **City Council Approved**
  - FY 2019 - FY 2028 CIP
  - $474.7 M

- **School Board Adjusted**
  - FY 2019 - FY 2028 CIP
  - $474.7 M

- **City Manager Proposed**
  - FY 2020 - FY 2029 CIP
  - $478.8 M

- **School Board Approved**
  - FY 2020 - FY 2029 CIP
  - $478.2 M

The chart shows the expected funding comparison from FY 2019 to FY 2029, with different scenarios for each fiscal year.
FUNDING FOR ACPS CAPITAL PROJECTS

Represents shift of Transportation Facility Funding from FY 2020 to FY 2020 to align with Witter/Wheeler Campus planning.


### Funding School Capital Plan

- State law (22.1-102) allows for a separate tax for school debt service, cash capital, and/or rent.
- Tax rate would be set by City Council and appear as separate rate and dollar amount on tax bill.
- Separate school capital tax rate, if implemented, would reduce financial pressure on School Operating Fund and General Fund.
- School capital funding tax is proposed to be studied and a specific plan developed for City Council and School Board Consideration.
- Targeting a fall 2019 decision, for FY 2021 implementation.

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2029</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Impact</td>
<td>$28.1 M</td>
<td>$48.6 M</td>
<td>+73%</td>
</tr>
<tr>
<td>of Proposed CIP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Capital</td>
<td>$11.6 M</td>
<td>$14.0 M</td>
<td>+21%</td>
</tr>
<tr>
<td>Total G/F Impact</td>
<td>$39.8 M</td>
<td>$62.6 M</td>
<td>+58%</td>
</tr>
<tr>
<td>In Real Estate Tax Rate</td>
<td>9.7¢</td>
<td>TBD</td>
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</tr>
<tr>
<td>Rate Equivalent</td>
<td></td>
<td></td>
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</table>
FY 2020 CITY MANAGER’S PROPOSED BUDGET

FY 2020 – FY 2029 Capital Improvement Program (CIP)
Background Slides
February 27, 2019
LAST YEAR’S CIP COMPARED TO PROPOSED CIP

Major Changes:
• Reflects transfer of CSO project to AlexRenew
• Reflects shift of new state funding for WMATA from pass-thru to the City, to direct to WMATA
• Reflects acceleration of Waterfront flood mitigation project funding
FY 2020 - FY 2029 SOURCES
$1.6 BILLION

GO Bonds - Sanitary Sewer
$38.4 M

GO Bonds - Stormwater
$44.6 M

State/Federal Grants
$68.4 M

Meals Tax Dedication for Affordable Housing
$51.4 M

NVTA 70% & 30%
$45.7 M

Private Capital Contributions
$40.2 M

Sanitary Sewer Fund
$39.4 M

Stormwater Utility
$32.8 M

Other City Sources
$18.3 M

TIP
$15.5 M

Comcast Revenues
$11.5 M

G/F Cash Capital
$423.7 M

BONDS – PAY AS YOU USE
($870.2 M)
54%

CASH – PLEDGED OR PAY AS YOU GO
($746.8 M)
46%
BONDS VS. CASH SOURCES

Bonds - Pay as You Use
- 37% Bonds/63% Cash
- 56% Bonds/44% Cash
- 48% Bonds/52% Cash
- 52% Bonds/48% Cash
- 35% Bonds/65% Cash

Cash - Pay as You Go
- 69% Bonds/31% Cash
- 57% Bonds/43% Cash
- 50% Bonds/50% Cash
- 57% Bonds/43% Cash
- 52% Bonds/48% Cash

10 Year Plan
(54% Bonds/46% Cash)
FY 2020 - FY 2029 Uses
$1.6 Billion
# Community Development

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>$61.4</td>
</tr>
<tr>
<td>OHA Initiatives</td>
<td>$0.5</td>
</tr>
<tr>
<td>Gadsby Lights (Old Town)</td>
<td>$4.0</td>
</tr>
<tr>
<td>Public Art</td>
<td>$3.5</td>
</tr>
<tr>
<td>Waterfront Park/Flood Mitigation</td>
<td>$50.1</td>
</tr>
<tr>
<td>Conversion of Street Lights to LEDs</td>
<td>$2.0</td>
</tr>
<tr>
<td>Fire Vehicle &amp; Apparatus</td>
<td>$20.0</td>
</tr>
<tr>
<td>Environmental Restoration</td>
<td>$2.6</td>
</tr>
<tr>
<td>Other Community Development Projects</td>
<td>$1.4</td>
</tr>
<tr>
<td><strong>TOTAL – Community Development</strong></td>
<td><strong>$145.5</strong></td>
</tr>
</tbody>
</table>
## Transportation & WMATA

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMATA (City Subsidy)</td>
<td>$143.3</td>
</tr>
<tr>
<td>Transit (DASH)</td>
<td>$48.9</td>
</tr>
<tr>
<td>Transit (Other)</td>
<td>$1.9</td>
</tr>
<tr>
<td>High Capacity Transit Corridors</td>
<td>$30.2</td>
</tr>
<tr>
<td>Trails, Bikes, and Sidewalks</td>
<td>$26.0</td>
</tr>
<tr>
<td>Streets &amp; Bridges</td>
<td>$61.7</td>
</tr>
<tr>
<td>Street Repaving and Reconstruction</td>
<td>$51.1</td>
</tr>
<tr>
<td>Smart Mobility</td>
<td>$17.4</td>
</tr>
<tr>
<td><strong>TOTAL – Transportation &amp; WMATA</strong></td>
<td><strong>$380.4</strong></td>
</tr>
</tbody>
</table>
### STORMWATER MANAGEMENT & SANITARY SEWERS

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Management</td>
<td></td>
</tr>
<tr>
<td>Green Infrastructure</td>
<td>$3.5</td>
</tr>
<tr>
<td>Strawberry Run Stream Restoration</td>
<td>$0.6</td>
</tr>
<tr>
<td>Taylor Run Stream Restoration</td>
<td>$1.7</td>
</tr>
<tr>
<td>Sanitary Sewers</td>
<td></td>
</tr>
<tr>
<td>Reconstructions &amp; Extensions of Sanitary Sewers</td>
<td>$9.0</td>
</tr>
<tr>
<td>AlexRenew Wastewater Treatment Plant Capacity</td>
<td>$39.9</td>
</tr>
<tr>
<td>Other Stormwater &amp; Sanitary Projects</td>
<td>$81.7</td>
</tr>
<tr>
<td><strong>TOTAL – Stormwater Management &amp; Sanitary Sewers</strong></td>
<td><strong>$136.3</strong></td>
</tr>
</tbody>
</table>
# Public Buildings

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall Renovation</td>
<td>$34.3</td>
</tr>
<tr>
<td>Energy Management Program</td>
<td>$7.4</td>
</tr>
<tr>
<td>Preservation of Historic Facilities</td>
<td>$7.5</td>
</tr>
<tr>
<td>Fire Station Maintenance &amp; Rebuild Program</td>
<td>$37.2</td>
</tr>
<tr>
<td>Other Public Safety Facilities</td>
<td>$25.0</td>
</tr>
<tr>
<td>Other City Facilities Renovation &amp; Maintenance</td>
<td>$38.7</td>
</tr>
<tr>
<td><strong>TOTAL – Public Buildings</strong></td>
<td><strong>$150.2</strong></td>
</tr>
</tbody>
</table>
# Recreation & Parks

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatic Facilities</td>
<td>$7.3</td>
</tr>
<tr>
<td>Open Space Acquisition &amp; Development</td>
<td>$13.2</td>
</tr>
<tr>
<td>Athletic Field Improvements</td>
<td>$20.0</td>
</tr>
<tr>
<td>Park Maintenance &amp; Improvements</td>
<td>$25.9</td>
</tr>
<tr>
<td>Renovation &amp; Maintenance of Recreation Centers</td>
<td>$20.3</td>
</tr>
<tr>
<td><strong>TOTAL – Recreation &amp; Parks</strong></td>
<td><strong>$86.7</strong></td>
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</table>
## IT Plan

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Services &amp; Connectivity</td>
<td>$51.2</td>
</tr>
<tr>
<td>Financial Systems</td>
<td>$3.5</td>
</tr>
<tr>
<td>Customer Relationship Management (CRM) System&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$0.8</td>
</tr>
<tr>
<td>E-Citations Implementation</td>
<td>$0.4</td>
</tr>
<tr>
<td>AJIS System Replacement and Ongoing Upgrades&lt;sup&gt;2&lt;/sup&gt;</td>
<td>$2.4</td>
</tr>
<tr>
<td>Other Public Safety Systems</td>
<td>$3.3</td>
</tr>
<tr>
<td>Other IT Investments</td>
<td>$3.0</td>
</tr>
<tr>
<td><strong>TOTAL – IT Plan</strong></td>
<td><strong>$64.6</strong></td>
</tr>
</tbody>
</table>

1. Represents proposed FY 2020 funding to license and implement Alex311 system software.
2. Only first year (FY 2020) AJIS replacement costs of $0.7 M funded, second year (FY 2021) costs are to be determined based on forthcoming review.
# CIP Staffing, Regional Contributions, and Contingent Funding

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>10-Yr. Total (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP Development &amp; Implementation Staff</td>
<td>$77.8</td>
</tr>
<tr>
<td>Northern Virginia Community College (NVCC)</td>
<td>$4.2</td>
</tr>
<tr>
<td>Northern Virginia Regional Park Authority (NVRPA)</td>
<td>$4.7</td>
</tr>
<tr>
<td>Reservation of Bond Capacity/Cash Capital for City/School Facilities(^1)</td>
<td>$87.9</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$174.6</strong></td>
</tr>
</tbody>
</table>

1. Not inclusive of the $31.2 M allocated to ACPS to fully fund ACPS CIP.
SCHOOLS ($478.8 M)

<table>
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**City Manager’s Proposed FY 2020 – FY 2029 CIP** $478.81

1. Equals School Board Approved 10-year CIP (FY 2020 – FY 2029) plus Mount Vernon Roof assistance previously approved by City Council.
CITY DEBT RATIOS

• The City Manager’s Proposed CIP is consistent with the City’s adopted debt management ratios
  • Debt as a Percentage of Fair Market Real Property Value
  • Debt Service as a Percentage of General Government Expenditures
  • 10-Year Debt Payout Ratio
CITY DEBT RATIOS

DEBT AS A PERCENTAGE OF FAIR MARKET REAL PROPERTY VALUE

Limit 2.50%

FY 20  FY 21  FY 22  FY 23  FY 24  FY 25  FY 26  FY 27  FY 28  FY 29

0.01  0.015  0.02  0.025  0.03

All Applicable Debt
CITY DEBT RATIOS
DEBT SERVICE AS A PERCENTAGE OF GENERAL GOV’T. EXPENDITURES

Limit 12.00%

FY 20
FY 21
FY 22
FY 23
FY 24
FY 25
FY 26
FY 27
FY 28
FY 29

All Applicable Debt
CITY DEBT RATIOS

10-YEAR DEBT PAYOUT RATIO

FY 2020
FY 2021
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031
FY 2032
FY 2033
FY 2034
FY 2035
FY 2036
FY 2037
FY 2038
FY 2039
FY 2040

Pay Out Ratio
10-Year Pay Out Ratio
Limit 50%
Target 65%
**Work Sessions**

- Wednesday, February 27: CIP Work Session
- Wednesday, March 6: ACPS Operating Budget and CIP Work Session
- Wednesday, March 13: Work Session # 4: Economic Sustainability
- Wednesday, March 20: Work Session # 5: Environmental Sustainability
- Wednesday, March 27: Work Session # 6: Accountable, Effective & Well-Managed Govt
WORK SESSIONS

• Wednesday, April 3: Work Session # 7: Safe, Secure and Just Community and Healthy and Thriving Residents

• Monday, April 8: Work Session # 8: BFAAC and Follow-up Items

• Tuesday, April 23: Preliminary Add/Delete Work Session

• Monday, April 29: Final Add/Delete Work Session
KEY MILESTONES

• Monday, March 11: Budget Public Hearing

• Tuesday, March 12: Introduce and Set Maximum Tax Rate

• Friday, March 29: Deadline for Budget Questions

• Monday, April 1: Staff notification for items requiring ordinance
KEY MILESTONES

• Friday, April 5: Revenue Re-estimates and Technical Adjustments Memo Posted

• Thursday, April 11: Preliminary Add/Delete Due

• Friday, April 12: List of Preliminary Add/Delete to Public

• Saturday, April 13: Maximum Tax Rate Public Hearing and 2nd Budget Public Hearing
**KEY MILESTONES**

• Thursday, April 25: Revised Preliminary Add/Delete to Public

• Wednesday, May 1: Budget Adoption