

City staff has drawn up financial predictions on what certain impacts may look like to the 2020 Spring Hill budget based on our experiences during the 2008 recession as well as projections from our partners at Johnson and Miami Counties. The below predictions include major revenue sources (property taxes, development fees and excise tax and sales tax) that the City of Spring Hill receives.

## PROPERTY TAXES

*Revenue deferred<sup>1</sup>*

Potential for delayed collection of property taxes and future appraisal appeals. Impact for Spring Hill is considered modest due to the diverse valuation across both residential and commercial/industrial tax bases.

## DEVELOPMENT FEES + EXCISE TAX

*Revenue deferred<sup>1</sup>*

While development may slow over the short-term, we anticipate that it will recover quickly as the market for residential development remains high in Spring Hill.

## SALES TAX

*Revenue loss<sup>2</sup>*

**40%**  
loss in revenue

### Johnson County Sales & Use tax

A large majority of retailers in Johnson County are non-essential purchases, or discretionary spending, and is expected to experience a higher loss due to temporary retail restrictions.

**25%**  
loss in revenue

### Miami County Sales & Use tax

This source is considered to be derived from more essential retailers and the expected loss is considered to be more of a modest impact.

**25%**  
loss in revenue

### City Sales & Use tax

This source is considered to be derived from more essential retailers and the expected loss is considered to be more of a modest rate impact.

## MEASURES WE'RE TAKING

In response to these predictions, here's how we plan to maintain current City services and offset potential losses

- Continue essential purchases to maintain City services
- Delay large dollar purchases approved as part of the 2020 budget unless determined to be essential
- Hiring freeze on vacant positions, exception for two Police Officer positions approved for 2020 budget

- Use of unallocated special sales tax
- Continue to monitor Spring Hill Aquatic Center opening date dependent upon state and local directives and associated cost or revenue impacts

1. Revenue Deferred – Revenue expected to be collected at some delayed future date but possibly not within this current budget year.  
2. Revenue Loss – Revenue lost because of the temporary closure or reduced services of retail establishments or impact on other revenue sources.



## Memorandum

**To:** Governing Body  
**Cc:** Jim Hendershot, City Administrator  
**From:** Melanie Landis, Assistant City Administrator  
**Date:** April 24, 2020  
**Re:** Financial Projections for 2020 resulting from Covid-19 Pandemic

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As a result of the Covid-19 pandemic, the attached projections are being provided as a first look at the potential financial impacts for the City of Spring Hill. Actual impact will start to unfold over the coming months and the projections will continue to be updated. Major funds impacted are included and select points are noted below as well as the intended steps to address potential shortfalls. Impacts are categorized as Moderate, Medium, and High and the City is currently working toward coverage of the Medium Impact to High Impact projections.

### **Revenue Impacts (Major sources)**

- Revenue Deferred – Revenue expected to be collected at some delayed future date but possibly not within this current budget year.
- Revenue Loss – Revenue lost because of the temporary closure or reduced services of retail establishments or impact on other revenue sources.

**Property Taxes** (Revenue Deferred) - Projections include potential for delayed collection of property taxes and future appraisal appeals. Impact for Spring Hill is considered modest due to the diverse valuation across both residential and commercial/industrial tax bases.

**Development Fees and Excise Tax** (Revenue Deferred) – While development may slow over the short-term, it is anticipated that it will recover quickly as the market for residential development remains high in Spring Hill.

**Sales Tax** (Revenue Loss) – Sales tax distributions are received from the State two months after the sales experience. For example, the City will not know what the impact of reduced April retail sales will be until the June distribution (approximately the 23<sup>rd</sup> of the month). For this reason, projections are based on historical sales tax receipts and general knowledge of impact throughout the city and county for retail sales at this time. It is important to note that the receipts for January through March

(sales for November '19 through January '20) were higher than budgeted estimates which have been considered.

- **Johnson County Sales & Use tax** – Johnson County sales tax makes up roughly 35% of the City's sales tax revenue budget. A large majority of retailers in Johnson County are non-essential purchases, or discretionary spending, and is expected to experience a higher loss due to temporary retail restrictions. As a result, a higher percentage loss has been applied to this revenue category and is currently estimated at 40%.
- **Miami County Sales & Use tax** – Miami County sales tax makes up roughly 15% of the City's sales tax revenue budget. This sales tax source is considered to be derived from more essential retailers and the expected loss in revenue is considered to be more of a modest impact on the total revenue projections currently estimated at 25%.
- **City Sales & Use tax** – City sales tax makes up roughly 50% of the City's sales tax revenue budget. This sales tax source is considered to be derived from more essential retailers and the expected loss in revenue is considered to be more of a modest rate impact on the total revenue projections currently estimated at 25%.

### **Budgetary Reductions and Additional Measures**

In response to the projected revenue impacts, measures to maintain current city services and to offset potential losses being considered at this time include:

- Continue essential purchases to maintain current city services
- Delay large dollar purchases approved as part of the 2020 budget unless determined to be essential
- Hiring freeze on vacant positions, exception for two (2) Police Officer positions approved for 2020 budget
- Use of additional fund balance dollars rolled from Fiscal YE 2019 to 2020
- Reverse transfer of funds to Equipment Reserve in 2019 back to General Fund
- Use of unallocated special sales tax
- Continue to monitor Aquatic Center opening date dependent upon State and Local directives and associated cost or revenue impacts

At this time, staff is looking for all means for revenue loss impact to be offset without employee furloughs or use of reserve funds.

Further updates will be provided as available. Please let Jim Hendershot or I know if you have any questions related to the provided projections.

Thank you.

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	GENERAL FUND (100) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	414,660	594,415	(179,755)			
<b>Revenue Deferred</b>	2,876,380	1,522,494	1,353,886	(67,694)	(101,100)	(203,083)
<b>Revenue Loss</b>	1,755,950	410,237	1,345,713	(369,219)	(480,469)	(641,467)
				<b>(436,914)</b>	<b>(581,569)</b>	<b>(844,550)</b>
<b>Expenditure Reductions</b>	\$ 5,932,440	\$ 1,388,028	\$ 4,544,412	\$ 266,146	\$ 364,723	\$ 447,501
<b>Additional Measures</b>						
<i>Unanticipated Fund balance rollover - \$175,000 avail.</i>				175,000	175,000	175,000
<i>Cash Transfer from Equip Reserve - \$150,000 avail.</i>					50,000	150,000
<i>Cash Transfer from Special Sales Tax - \$80,000 avail.</i>						80,000
<i>Shared salt exp. deferred to Sp. Highway - \$15,000</i>						15,000
<b>Positive/(Negative) Impact projected @ YE</b>				<b>4,232</b>	<b>8,154</b>	<b>22,951</b>
<b>Reserve Fund Balance (not impacted)</b>	750,000			750,000	750,000	750,000

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	GENERAL FUND (100) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	414,660	594,415	(179,755)			
Reserve Fund Balance	750,000	750,000				
<b>REVENUE DEFERRED</b>						
Property Taxes	2,501,380	1,358,421	1,142,959	(57,148)	(80,007)	(171,444)
				5%	7%	15%
Development Fees	210,000	132,684	77,316	(3,866)	(7,732)	(11,597)
				5%	10%	15%
Municipal Court	165,000	31,389	133,611	(6,681)	(13,361)	(20,042)
				5%	10%	15%
<b>REVENUE LOSS</b>						
Sales & Use Tax - County - City	926,000	226,989	699,011	(139,802)	(174,753)	(209,703)
				20%	25%	30%
Sales & Use Tax - County - Miami	280,850	72,630	208,220	(41,644)	(52,055)	(62,466)
				20%	25%	30%
Sales & Use Tax - County - Johnson	604,600	164,816	439,784	(153,924)	(175,913)	(219,892)
				35%	40%	50%
Franchise Fees	602,500	155,731	446,769	-	-	-
				0%	0%	0%
Sales & Services	35,400	8,584	26,816	-	-	-
				0%	0%	0%
Aquatic Center	134,050	1,869	132,181	(26,436)	(66,091)	(132,181)
				20%	50%	100%
Facility Rental	24,000	8,004	15,996	(4,799)	(7,998)	(11,997)
				30%	50%	75%
Alcohol Liquor Tax	16,000	5,544	10,456	(2,614)	(3,660)	(5,228)
				25%	35%	50%
Other Tax & Revenue	18,000	3,516	14,484	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 5,517,780</b>	<b>\$ 2,170,177</b>	<b>\$ 3,347,603</b>	<b>\$ (436,912)</b>	<b>\$ (581,566)</b>	<b>\$ (844,546)</b>

<b>EXPENSES</b>	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Salaries, Wages & Benefits	4,451,975	1,045,374	3,406,601	3 months	6 months	12 months
<i>Acctg Supervisor</i>				15,815	31,630	63,260
<i>Maint. Worker (ST)</i>				8,425	16,850	33,700
<i>Street Superintendent - Jan - April</i>				11,880	-	-
<i>1st Qtr Police Officer (2 positions)</i>				21,695	-	-
<i>Facility Manager - vacant beg June</i>				10,400	20,800	-
<i>PW Director (50% wages) - vacant beg June</i>				11,440	22,880	-
<i>Benefit savings (Payroll taxes, retirement, health)</i>				96,377	93,903	82,813
Supplies, Materials, Maintenance	405,615	66,392	339,223	June 15	July 1	Not opening
<i>Aquatic Center</i>				87,500	175,000	262,500
Contractual	823,940	158,817	665,123	-	-	-
Capital Outlay	234,910	117,444	117,466	-	-	-
Debt Service and Transfers	16,000	-	16,000	2,614	3,660	5,228
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 5,932,440</b>	<b>\$ 1,388,028</b>	<b>\$ 4,544,412</b>	<b>\$ 266,146</b>	<b>\$ 364,723</b>	<b>\$ 447,501</b>
<b>ADDITIONAL MEASURES</b>						
<i>Unanticipated Fund balance rollover - \$175,000 avail.</i>				175,000	175,000	175,000
<i>Cash Transfer from Equip Reserve - \$150,000 avail.</i>					50,000	150,000
<i>Cash Transfer from Special Sales Tax - \$80,000 avail.</i>						80,000
<i>Salt split exp. deferred to Sp. Highway - \$15,000</i>						15,000
<b>TOTAL ADDITIONAL MEASURES</b>				<b>\$ 175,000</b>	<b>\$ 225,000</b>	<b>\$ 420,000</b>
<b>Positive/(Negative) Impact projected @ YE</b>				<b>4,234</b>	<b>8,157</b>	<b>22,955</b>

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	CEMETERY FUND (220) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	1,190	1,015				
<b>Revenue Deferred</b>	32,810	17,884	14,926	(746)	(1,045)	(2,239)
<b>Revenue Loss</b>	-	1	(1)	-	-	-
				<b>(746)</b>	<b>(1,045)</b>	<b>(2,239)</b>
<b>Expenditure Reductions</b>	\$ 31,500	\$ 15,000	\$ 16,500	\$ -	\$ -	\$ -
<b>Transfers In</b>						
<i>Unanticipated Fund balance rollover - \$1,015 avail.</i>				1,015	1,015	1,015
<b>Positive/(Negative) Impact projected @ YE</b>				<b>269</b>	<b>(30)</b>	<b>(1,224)</b>
<b>Reserve Fund Balance</b>	2,500			2,500	2,500	2,500

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	CEMETERY FUND (220) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	1,190	1,015	175	-	-	-
Reserve Fund Balance	2,500	2,500		2,500	2,500	2,500
<b>REVENUE DEFERRED</b>						
Property Taxes	32,810	17,884	14,926	(746)	(1,045)	(2,239)
				5%	7%	15%
<b>REVENUE LOSS</b>						
Other Tax & Revenue	-	1	(1)	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 32,810</b>	<b>\$ 17,885</b>	<b>\$ 14,925</b>	<b>\$ (746)</b>	<b>\$ (1,045)</b>	<b>\$ (2,239)</b>
<b>EXPENSES</b>						
Contractual	31,500	15,000	16,500	-	-	-
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 31,500</b>	<b>\$ 15,000</b>	<b>\$ 16,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ADDITIONAL MEASURES</b>						
<i>Unanticipated Fund balance rollover - \$1,015 avail.</i>				1,015	1,015	1,015
<b>TOTAL ADDITIONAL MEASURES</b>				<b>\$ 1,015</b>	<b>\$ 1,015</b>	<b>\$ 1,015</b>
<b>Positive/(Negative) Impact projected @ YE</b>				<b>269</b>	<b>(30)</b>	<b>(1,224)</b>

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	FIRE FUND (215) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	48,595	89,755				
<b>Revenue Deferred</b>	708,805	414,295	294,510	(14,726)	(20,616)	(44,177)
<b>Revenue Loss</b>	100	38	62	-	-	-
				<b>(14,726)</b>	<b>(20,616)</b>	<b>(44,177)</b>
<b>Expenditure Reductions</b>	\$ 757,500	\$ 189,000	\$ 568,500	\$ -	\$ -	\$ -
<b>Transfers In</b>						
<i>Unanticipated Fund balance rollover - \$41,000 avail.</i>				41,000	41,000	41,000
<b>Positive/(Negative) Impact projected @ YE</b>				<b>26,274</b>	<b>20,384</b>	<b>(3,177)</b>
<b>Reserve Fund Balance</b>	3,000			3,000	3,000	3,000

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	FIRE FUND (215) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	48,595	89,755	(41,160)	-	-	-
Reserve Fund Balance	3,000	3,000		3,000	3,000	3,000
<b>REVENUE DEFERRED</b>						
Property Taxes	708,805	414,295	294,510	(14,726)	(20,616)	(44,177)
				5%	7%	15%
<b>REVENUE LOSS</b>						
Other Tax & Revenue	100	38	62	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 708,905</b>	<b>\$ 414,332</b>	<b>\$ 294,573</b>	<b>\$ (14,725)</b>	<b>\$ (20,616)</b>	<b>\$ (44,176)</b>
<b>EXPENSES</b>						
Contractual	757,500	189,000	568,500	-	-	-
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 757,500</b>	<b>\$ 189,000</b>	<b>\$ 568,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ADDITIONAL MEASURES</b>						
<i>Unanticipated Fund balance rollover - \$41,000 avail.</i>				41,000	41,000	41,000
<b>TOTAL ADDITIONAL MEASURES</b>				<b>\$ 41,000</b>	<b>\$ 41,000</b>	<b>\$ 41,000</b>
<b>Positive/(Negative) Impact projected @ YE</b>				<b>26,275</b>	<b>20,384</b>	<b>(3,176)</b>

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	DEBT SERVICE FUND (400) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	270,250	365,648				
<b>Revenue Deferred</b>	1,159,005	783,833	375,172	(18,759)	(26,262)	(56,276)
<b>Revenue Loss</b>	996,020	92	995,928	-	-	-
				<b>(18,759)</b>	<b>(26,262)</b>	<b>(56,276)</b>
<b>Expenditure Reductions</b>	\$ 2,425,275	\$ 511,087	\$ 1,914,188	\$ -	\$ -	\$ -
<b>Transfers In</b>						
<i>Unanticipated Fund balance rollover - \$95,000 avail.</i>				95,000	95,000	95,000
<b>Positive/(Negative) Impact projected @ YE</b>				<b>76,241</b>	<b>68,738</b>	<b>38,724</b>
<b>Reserve Fund Balance (not impacted)</b>	10,000			10,000	10,000	10,000

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	DEBT SERVICE FUND (400) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	270,250	365,648	(95,398)	270,250	270,250	270,250
Reserve Fund Balance	10,000	10,000		10,000	10,000	10,000
<b>REVENUE DEFERRED</b>						
Property Taxes	152,005	76,990	75,015	(3,751)	(5,251)	(11,252)
				5%	7%	15%
Special Assessments	1,007,000	706,843	300,157	(15,008)	(21,011)	(45,024)
				5%	7%	15%
<b>REVENUE LOSS</b>						
Other Tax & Revenue	100	92	8	-	-	-
				0%	0%	0%
Transfers In	995,920	-	995,920	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 2,155,025</b>	<b>\$ 783,925</b>	<b>\$ 1,371,100</b>	<b>\$ (18,758)</b>	<b>\$ (26,262)</b>	<b>\$ (56,275)</b>
<b>EXPENSES</b>						
Debt Service and Transfers	2,425,275	511,087	1,914,188	-	-	-
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 2,425,275</b>	<b>\$ 511,087</b>	<b>\$ 1,914,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ADDITIONAL MEASURES</b>						
<i>Unanticipated Fund balance rollover - \$95,000 avail.</i>				95,000	95,000	95,000
<b>TOTAL ADDITIONAL MEASURES</b>				<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>
<b>Positive/(Negative) Impact projected @ YE</b>				<b>76,242</b>	<b>68,738</b>	<b>38,725</b>



PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	WATER FUND (510) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	71,825	(14,295)				
<b>Revenue Deferred</b>	1,253,250	292,755	960,495	(29,752)	(50,369)	(70,985)
<b>Revenue Loss</b>	19,000	6,334	12,666	(2,105)	(3,289)	(4,341)
				<b>(31,857)</b>	<b>(53,657)</b>	<b>(75,326)</b>
<b>Expenditure Reductions</b>	\$ 1,344,075	\$ 288,690	\$ 1,055,385	\$ 7,088	\$ 14,176	\$ -
<b>Additional Measures</b>						
<i>No additional measures necessary. Deferred revenue is expected to be mostly collected by year end.</i>						
<b>Positive/(Negative) Impact projected @ YE</b>				<b>(24,769)</b>	<b>(39,481)</b>	<b>(75,326)</b>
<b>Reserve Fund Balance</b>	731,070			731,070	731,070	731,070

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	WATER FUND (510) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	71,825	(14,295)		-	-	-
Reserve Fund Balance	731,070	731,070		731,070	731,070	731,070
<b>REVENUE DEFERRED</b>						
Sales & Services - Water Sales	1,195,000	281,385	913,615	(27,408)	(45,681)	(63,953)
				3%	5%	7%
Sales & Services - System Development Fees	58,250	11,370	46,880	(2,344)	(4,688)	(7,032)
				5%	10%	15%
<b>REVENUE LOSS</b>						
Sales & Services - Penalty & Reconnection Fees	18,500	5,346	13,154	(2,105)	(3,289)	(4,341)
				16%	25%	33%
Other Income	500	988	(488)	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 1,272,250</b>	<b>\$ 299,089</b>	<b>\$ 973,161</b>	<b>\$ (31,857)</b>	<b>\$ (53,657)</b>	<b>\$ (75,325)</b>
<b>EXPENSES</b>						
Salaries, Wages & Benefits	323,000	79,246	243,754	-	-	-
<i>PW Director (25% wages) - vacant beg June</i>				5,720	11,440	-
<i>Benefit savings (Payroll taxes, retirement, health)</i>				1,368	2,736	
Supplies, Materials, Maintenance	142,500	8,906	133,594	-	-	-
Contractual	623,700	77,223	546,477	-	-	-
Capital Outlay	29,515	11,462	18,053	-	-	-
Debt Service and Transfers	225,360	111,853	113,507	-	-	-
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 1,344,075</b>	<b>\$ 288,690</b>	<b>\$ 1,055,385</b>	<b>\$ 7,088</b>	<b>\$ 14,176</b>	<b>\$ -</b>
<b>ADDITIONAL MEASURES</b>						
<i>No additional measures necessary as deferred revenue is expected to be mostly collected by year end.</i>						
<b>TOTAL ADDITIONAL MEASURES</b>				\$ -	\$ -	\$ -
<b>Positive/(Negative) Impact projected @ YE</b>				<b>(24,769)</b>	<b>(39,481)</b>	<b>(75,325)</b>

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	SEWER FUND (520) - Summary					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
<b>Beginning Fund Balance</b>	233,580	452,419				
<b>Revenue Deferred</b>	2,068,375	544,414	1,523,961	(76,198)	(118,111)	(171,452)
<b>Revenue Loss</b>	16,350	5,084	11,266	(1,806)	(2,822)	(3,725)
				<b>(78,004)</b>	<b>(120,933)</b>	<b>(175,177)</b>
<b>Expenditure Reductions</b>	\$ 1,764,930	\$ 325,345	\$ 1,439,585	\$ 16,945	\$ 32,766	\$ 33,700
<b>Additional Measures</b>				220,000	220,000	220,000
<i>Unanticipated Fund balance rollover - \$220,000 avail.</i>						
<b>Positive/(Negative) Impact projected @ YE</b>				<b>158,941</b>	<b>131,833</b>	<b>78,523</b>
<b>Reserve Fund Balance</b>	3,280,940			3,280,940	3,280,940	3,280,940

PROJECTED IMPACT RELATED TO COVID-19 PANDEMIC	SEWER FUND (520) - Detail					
	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
Beginning Fund Balance	233,580	452,419		-	-	-
Reserve Fund Balance	3,280,940	3,280,940		731,070	731,070	731,070

<b>REVENUE DEFERRED</b>						
Sales & Services - Sewer Sales	1,515,000	372,164	1,142,836	(57,142)	(79,999)	(114,284)
				5%	7%	10%
Sales & Services - System Development Fees	553,375	172,250	381,125	(19,056)	(38,113)	(57,169)
				5%	10%	15%
<b>REVENUE LOSS</b>						
Sales & Services - Penalty	15,000	3,712	11,288	(1,806)	(2,822)	(3,725)
				16%	25%	33%
Other Income	1,350	1,372	(22)	-	-	-
				0%	0%	0%
<b>OPERATING REVENUES</b>	<b>\$ 2,084,725</b>	<b>\$ 549,498</b>	<b>\$ 1,535,227</b>	<b>\$ (78,004)</b>	<b>\$ (120,933)</b>	<b>\$ (175,177)</b>

EXPENSES	Original 2020 Est.	Actuals thru 1st Qtr	Remaining Budget	Moderate impact	Medium impact	High impact
	Salaries, Wages & Benefits	355,200	68,420	286,780	3 month	6 month
<i>PW Director (25% wages) - vacant beg June</i>				5,720	11,440	-
<i>Maint. Worker (WW)</i>				8,425	16,850	33,700
<i>Benefit savings (Payroll taxes, retirement, health)</i>				2,800	4,476	
Supplies, Materials, Maintenance	134,800	14,303	120,497	-	-	-
Contractual	418,950	43,590	375,360	-	-	-
Capital Outlay	75,000	19,717	55,283	-	-	-
Debt Service and Transfers	780,980	179,315	601,665	-	-	-
<b>TOTAL BUDGET REDUCTIONS</b>	<b>\$ 1,764,930</b>	<b>\$ 325,345</b>	<b>\$ 1,439,585</b>	<b>\$ 16,945</b>	<b>\$ 32,766</b>	<b>\$ 33,700</b>

<b>ADDITIONAL MEASURES</b>						
<i>Unanticipated Fund balance rollover - \$220,000 avail.</i>				220,000	220,000	220,000
<b>TOTAL ADDITIONAL MEASURES</b>				<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>

<b>Positive/(Negative) Impact projected @ YE</b>				<b>158,941</b>	<b>131,833</b>	<b>78,523</b>
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