## SCOTTSDALE CITY COUNCIL REGULAR MEETING AND WORK STUDY SESSION MINUTES TUESDAY, JANUARY 10, 2023



#### CITY HALL KIVA 3939 N. DRINKWATER BOULEVARD SCOTTSDALE, AZ 85251

#### **CALL TO ORDER**

Mayor David D. Ortega called to order a Regular Meeting of the Scottsdale City Council at 5:00 P.M. on Tuesday, January 10, 2023 in the City Hall Kiva Forum.

#### **ROLL CALL**

Present:

Mayor David D. Ortega; Vice Mayor Tom Durham; and Councilmembers

Tammy Caputi, Barry Graham, Betty Janik, Kathy Littlefield, and Solange

Whitehead

Also Present:

City Manager Jim Thompson, City Attorney Sherry Scott, City Treasurer

Sonia Andrews, Acting City Auditor Lai Cluff, and City Clerk Ben Lane

#### PLEDGE OF ALLEGIANCE - Councilwoman Littlefield

#### MAYOR'S REPORT

Mayor Ortega wished everyone a Happy New Year.

Mayor Ortega reported that on Friday there was an incident involving Scottsdale's elite police officers serving an arrest warrant. It occurred in an adjoining jurisdiction and the police officers were valiant in carrying out their duties. He commended the officers involved and thanked them for their valor and service. He thanked the other government agencies involved in the incident.

Mayor Ortega recognized former Councilman Rene Wendell, who passed away on December 24, 2022. Rene was an active member of the community and will be remembered for his kind spirit, commitment to others, and sense of humor.

Mayor Ortega asked for a moment of silent reflection for the people of Ukraine as they fight for their freedom and democracy.

NOTE:

MINUTES OF CITY COUNCIL MEETINGS AND WORK STUDY SESSIONS ARE PREPARED IN ACCORDANCE WITH THE PROVISIONS OF ARIZONA REVISED STATUTES. THESE MINUTES ARE INTENDED TO BE AN ACCURATE REFLECTION OF ACTION TAKEN AND DIRECTION GIVEN BY THE CITY COUNCIL AND ARE NOT VERBATIM TRANSCRIPTS. DIGITAL RECORDINGS AND CLOSED CAPTION TRANSCRIPTS OF SCOTTSDALE CITY COUNCIL MEETINGS ARE AVAILABLE ONLINE AND ARE ON FILE IN THE CITY CLERK'S OFFICE.

**CITY MANAGER'S REPORT** – City Manager Jim Thompson introduced a "Fast Five" video produced by the City Communication's Office which provided updates on several City events and offerings.

#### **PUBLIC COMMENT**

- Former City Councilmember Linda Milhaven spoke to a previously submitted citizen petition related to water delivery for the Rio Verde Foothills community. She asked the Council to reconsider entering into an agreement with EPCOR for water delivery.
- Cody Reim asked the Council to schedule the Rio Verde Foothills water contract with EPCOR for an emergency meeting.
- Louise Lamb requested a status update on a citizen petition submitted on November 8, 2022 regarding reinstatement of downtown trolley services.
- Shon Reim asked the Council to help the Rio Verde community with water delivery services.

#### **MINUTES**

Request: Approve the following Council meeting minutes from November 2022:

- a. Regular Meeting and Work Study Session Minutes of November 14, 2022
- b. Special Meeting Minutes of November 21, 2022
- c. Executive Session Minutes of November 21, 2022
- d. Regular Meeting and Work Study Session Minutes of November 21, 2022
- e. Special Meeting Minutes of November 28, 2022

#### **MOTION AND VOTE - MINUTES**

Councilwoman Janik made a motion to approve the Regular Meeting and Work Study Session Minutes of November 14, 2022; Special Meeting Minutes of November 21, 2022; Executive Session Minutes of November 21, 2022; Regular Meeting and Work Study Session Minutes of November 21, 2022; and Special Meeting Minutes of November 28, 2022. Councilwoman Whitehead seconded the motion, which carried 6/0, with Mayor Ortega; Vice Mayor Durham; and Councilmembers Caputi, Janik, Littlefield, and Whitehead voting in the affirmative, and Councilmember Graham abstaining.

#### CONSENT AGENDA

#### 1. Sneaky Bird Liquor License (91-LL-2022)

**Request:** Consider forwarding a recommendation of approval to the Arizona Department of Liquor Licenses and Control for a Series 12 (restaurant) State liquor license for an existing location with a new owner.

Location: 15801 N. Frank Lloyd Wright Boulevard, Suite 100

Staff Contact(s): Tim Curtis, Current Planning Director, 480-312-4210,

tcurtis@scottsdaleaz.gov

#### 2. Scottsdale House Bingo License (3-BI-2022)

**Request:** Consider forwarding a recommendation of approval to the Arizona Department of Revenue for a bingo license for the Scottsdale House.

Location: 4800 N. 68<sup>th</sup> Street

Staff Contact(s): Tim Curtis, Current Planning Director, 480-312-4210,

tcurtis@scottsdaleaz.gov

#### 3. T-Mobile Scottsdale Ranch PH10928B Conditional Use Permit (27-UP-2006#4)

**Request:** Find that the conditional use permit criteria have been met and adopt **Resolution No. 12654** approving a renewal of a Conditional Use Permit for an existing Type 4 alternative concealment wireless communication facility concealed within an artificial palm tree with Single-Family Residential, Planned Community District (R1-18 PCD) zoning. **Location:** 10580 N. 100<sup>th</sup> Street

**Staff Contact(s):** Erin Perreault, Planning, Economic Development, and Tourism Executive Director, 480-312-7093, <a href="mailto:eperreault@scottsdaleaz.gov">eperreault@scottsdaleaz.gov</a>

#### 4. Standing Stones Final Plat (7-PP-2021)

**Request:** Approve the final plat for an 8-lot subdivision and associated tracts and easements on a

±10-acre site (Parcel Nos. 219-11-451A and 219-11-450A) with Single-Family Residential, Environmentally Sensitive Lands (R1-43/ESL).

**Location:** Southwest corner of E. Standing Stones Road and N. Lone Mountain Parkway (East of Treviso community)

**Staff Contact(s):** Erin Perreault, Planning, Economic Development, and Tourism Executive Director, 480-312-7093, <a href="mailto:eperreault@scottsdaleaz.gov">eperreault@scottsdaleaz.gov</a>

#### 5. Treatment and Removal of Non-Native Invasive Plants Grant

Request: Adopt Resolution No. 12679 to authorize:

- Agreement No. 2022-200-COS with the Arizona Department of Forestry and Fire Management for the acceptance of a grant for treatment and removal of non-native invasive plants in the McDowell Sonoran Preserve.
- 2. The City Manager, or designee(s), to execute all documents and other necessary or desirable instruments in connection with the acceptance of this Grant.
- 3. A budget transfer, in the amount of \$192,000, from the Fiscal Year 2022/23 Future Grants Budget and/or Grant Contingency Budget to a newly created cost center to record the related grant activity.

**Staff Contact(s):** Kroy Ekblaw, Preserve Director, 480-312-7094, kekblaw@scottsdaleaz.gov

## 6. Rassner Memorial Scottsdale Library Endowment Allocation for Fiscal Year (FY) 2022/23

**Request:** Adopt **Resolution No. 12706** approving the distribution of up to \$18,000 in interest income from the Rassner Memorial Scottsdale Library Endowment Fund for FY 2022/23 and authorizing the allocation of funds to recommended activities.

**Staff Contact(s):** Kira Peters, Community Services Administrator, 480-312-2691, <a href="mailto:kcpeters@scottsdaleaz.gov">kcpeters@scottsdaleaz.gov</a>

## 7. First Substantial Amendment to the Community Development Block Grant (CDBG) Program Fiscal Year (FY) 2022/2023 Annual Action Plan

Request: Adopt Resolution No. 12685 to authorize and approve:

- 1. The Substantial Amendment to the FY 2022/23 Annual Action Plan, which recognizes \$310,165.22 in CDBG program income from repayments of deferred loans in FY 2021/2022 from Green Housing Rehabilitation Program participants to be recorded in the FY 2021/22 Green Housing Rehabilitation Program Revolving Loan Fund.
- 2. The City Manager, or designee, to execute other documents and take such other actions as necessary to carry out the intent of this Resolution.

**Staff Contact(s):** Greg Bestgen, Human Services Director, 480-312-0104, gbestgen@scottsdaleaz.gov

#### 8. Rock 'n' Roll Running Arizona Series

Request: Adopt Resolution No. 12721 to authorize:

- 1. New Event Funding Agreement No. 2023-010-COS with the Iron Man Group.
- 2. Fiscal Year 2022/23 Tourism Development Fund event retention and development funding, in an amount not to exceed \$40,000, to support the Rock 'n' Roll Running Arizona Series.

**Staff Contact(s):** Karen Churchard, Tourism and Events Director, 480-312-2890, <a href="mailto:kchurchard@scottsdaleaz.gov">kchurchard@scottsdaleaz.gov</a>

#### 9. Financial Statement Audit Professional Services Contract

**Request:** Adopt **Resolution No. 12698** authorizing the third one-year extension of Contract

No. 2020-041-COS with Heinfeld, Meech & Co., P.C., in an amount not to exceed \$98,500, for the audit of the City's Fiscal Year 2022/23 financial statements and related services. **Staff Contact(s):** Lai Cluff, Acting City Auditor, 480-312-7851, <a href="mailto:lcluff@scottsdaleaz.gov">lcluff@scottsdaleaz.gov</a>

#### 10. Scottsdale Firefighter Cancer Screening Physicals

**Request:** Adopt **Resolution No. 12719** authorizing Contract No. 2023-008-COS with the Vincere Physicians Group, PLLC, in the approximate amount of \$797,535, for cancer screening physicals for Scottsdale firefighters.

Staff Contact(s): Tom Shannon, Fire Chief, 480-312-1821, tshannon@scottsdaleaz.gov

#### 11. Fuel Reduction Mitigation Program Grant

Request: Adopt Resolution No. 12720 to authorize:

- 1. If awarded, the acceptance of a grant, in the amount of \$20,000, from Maricopa County, through the Department of Emergency Management for fuel mitigation projects.
- 2. A budget transfer, in the amount of \$20,000, from the Fiscal Year 2022/23 Future Grants Budget and/or Grant Contingency Budget to a newly created cost center to record the related grant activity.
- 3. The Fire Chief, or designee, to conduct all negotiations and to execute and submit all documents and other necessary or desirable instruments in connection with the acceptance of the Maricopa County Department of Emergency Management grant.

Staff Contact(s): Tom Shannon, Fire Chief, 480-312-1821, tshannon@scottsdaleaz.gov

#### 12. New Police Department Off-Duty Fee

**Request:** Adopt **Resolution No. 12649** authorizing the implementation of a new Police Department off-duty fee for additional holidays to include Labor Day, Veterans Day, Martin Luther King, Jr. Day, Presidents' Day, Memorial Day, and Juneteenth.

Staff Contact(s): Jeff Walther, Chief of Police, 480-312-1900, jwalther@scottsdaleaz.gov

#### 13. Arizona Traffic and Criminal Software Agreement

Request: Adopt Resolution No. 12700 to authorize:

- 1. Agreement No. 2023-002-COS with the Arizona Governor's Office of Highway Safety to accept a grant, in the amount of \$55,000, related to the purchase of equipment for Arizona Traffic and Criminal Software.
- 2. The City Manager, or designee, to execute Contract No. 2023-002-COS.
- 3. A budget transfer, in the amount of \$55,000, from the adopted Fiscal Year 2022/23 Future Grants Budget and/or Grant Contingency Budget to a newly created cost center to record the related grant activity.

Staff Contact(s): Jeff Walther, Chief of Police, 480-312-1900, jwalther@scottsdaleaz.gov

#### 14. Agreement for Hiring Officers/Police Aides on an On-Duty Basis

**Request:** Adopt **Resolution No. 12713** authorizing the Chief of Police, or designee, with the concurrence of the City Attorney to execute agreements for the hiring of officers/police aides on an on-duty basis.

Staff Contact(s): Jeff Walther, Chief of Police, 480-312-1900, jwalther@scottsdaleaz.gov

#### 15. On-Call Structural Design Services Contracts

**Request:** Adopt **Resolution No. 12702** authorizing the following one-year contract extensions, in an amount not to exceed \$750,000 per contract, for on-call structural design services at various project locations throughout the City of Scottsdale:

- 1. Contract No. 2019-003-COS-A3 with Horrocks Engineers, Inc.
- 2. Contract No. 2019-004-COS-A3 with Point Engineers, LLC
- 3. Contract No. 2019-005-COS-A3 with Gannett Fleming, Inc.

**Staff Contact(s):** Dan Worth, Public Works Director, 480-312-5555, daworth@scottsdaleaz.gov

#### 16. Citywide Electrical Construction Services Job Order Contracts

**Request:** Adopt **Resolution No. 12703** authorizing the following one-year job order contract extensions, in an amount not to exceed \$2,500,000 per contract, for citywide electrical (Water Resources electrical systems) construction services:

- 1. Contract No. 2020-008-COS-A2 with Keller Electrical Industries, LLC
- 2. Contract No. 2020-009-COS-A2 with Rosendin Electric, Inc.

**Staff Contact(s):** Dan Worth, Public Works Director, 480-312-5555, <a href="mailto:daworth@scottsdaleaz.gov">daworth@scottsdaleaz.gov</a>

#### 17. General Landscape Services Job Order Contracts

**Request:** Adopt **Resolution No. 12704** authorizing the following one-year job order contract extensions, in an amount not to exceed \$2,000,000 per contract, for citywide general landscape services:

- 1. Contract No. 2020-004-COS-A2 with DBA Construction, Inc.
- 2. Contract No. 2020-005-COS-A2 with Landscapes Unlimited, LLC
- 3. Contract No. 2020-019-COS-A2 with Valley Rain Construction Corporation

**Staff Contact(s):** Dan Worth, Public Works Director, 480-312-5555, <a href="mailto:daworth@scottsdaleaz.gov">daworth@scottsdaleaz.gov</a>

## 18. Water Campus Administration Building Design-Build Manager Preconstruction Phase Contract

**Request:** Adopt **Resolution No. 12715** authorizing Design-Build Manager Preconstruction Phase Contract No. 2023-004-COS with Willmeng Construction, Inc., in an amount not to exceed \$551,308, to provide design-build services for the Scottsdale Water Campus Administration Building Expansion and New Lab Project.

Location: 8787 E. Hualapai Drive

**Staff Contact(s):** Dan Worth, Public Works Director, 480-312-5555, daworth@scottsdaleaz.gov

## 19. Repair Lakes and Irrigation at Vista del Camino Park in the Indian Bend Wash Construction Phase Services Contract

**Request:** Adopt **Resolution No. 12717** authorizing Construction Manager at Risk Contract No. 2023-006-COS with Valley Rain Construction Corporation, in an amount not to exceed \$6,137,324.10, to provide construction phase services for Bond 2019 Project 23 – Repair Lakes and Irrigation at Vista del Camino Park in the Indian Bend Wash.

Staff Contact(s): Dan Worth, Public Works Director, 480-312-5555,

daworth@scottsdaleaz.gov

#### 20. Indian School Park Master Plan Engineering Services Contract

**Request:** Adopt **Resolution No. 12718** authorizing Engineering Services Contract No. 2023-007-COS with Kimley-Horn and Associates, Inc., in the amount of \$209,710, to provide design services for the Indian School Park Master Plan.

Location: 4289 N. Hayden Road

Staff Contact(s): Dan Worth, Public Works Director, 480-312-5555,

daworth@scottsdaleaz.gov

#### 21. Procurement Code Amendment

**Request:** Adopt **Ordinance No. 4582** amending Scottsdale Revised Code, Chapter 2, Article IV, Division 4, amending the purchasing thresholds within existing regulations, rules, and procedures.

Staff Contact(s): Sonia Andrews, City Treasurer, 480-312-2364,

sandrews@scottsdaleaz.gov

(Considered separately see page 6)

#### 22. Protect and Preserve Scottsdale Task Force Work Plan

Request: Adopt Resolution No. 12722 to authorize:

- 1. The work plan for the Protect and Preserve Scottsdale Task Force to govern and guide the Task Force.
- 2. The Task Force to make minor changes to the work plan.
- 3. The City Treasurer, or designee, to take further actions as necessary to carry out the intent of this Resolution.

**Staff Contact(s):** Sonia Andrews, City Treasurer, 480-312-2364, sandrews@scottsdaleaz.gov

#### 23. Law Enforcement Civilian Auxiliary Assistance and Support Agreement

**Request:** Adopt **Resolution No. 12699** authorizing Agreement No. 2023-001-COS with the Arizona Rangers for law enforcement civilian auxiliary assistance and support. **Staff Contact(s):** Jeff Walther, Chief of Police, 480-312-1900, <u>jwalther@scottsdaleaz.gov</u>

#### MOTION AND VOTE - CONSENT AGENDA

Councilwoman Whitehead made a motion to approve Consent Agenda Items 1 through 23, except Item 21, which was considered separately. Vice Mayor Durham seconded the motion, which carried 7/0, with Mayor Ortega; Vice Mayor Durham; and Councilmembers Caputi, Graham, Janik, Littlefield, and Whitehead voting in the affirmative.

#### 21. Procurement Code Amendment

**Request:** Adopt **Ordinance No. 4582** amending Scottsdale Revised Code, Chapter 2, Article IV, Division 4, amending the purchasing thresholds within existing regulations, rules, and procedures.

**Staff Contact(s):** Sonia Andrews, City Treasurer, 480-312-2364, sandrews@scottsdaleaz.gov

City Treasurer Sonia Andrews gave a PowerPoint presentation (attached) on the proposed Procurement Code Amendment.

Mayor Ortega opened public comment.

John Washington spoke in opposition to the proposed amendment, citing transparency and financial stewardship responsibilities of the City Council.

Mayor Ortega closed public comment.

#### MOTION NO. 1 – ITEM 21

Councilwoman Whitehead made a motion to approve Item 21 [Procurement Code Amendment] and adopt Ordinance No. 4582 amending Scottsdale Revised Code, Chapter 2, Article IV, Division 4, amending the purchasing thresholds within existing regulations, rules, and procedures and to provide quarterly reports on awarded bids. Councilwoman Caputi seconded the motion.

#### **ALTERNATE MOTION – ITEM 21**

Councilmember Graham made an alternate motion to adopt Ordinance No. 4582 increasing the threshold to \$50,000 instead of \$100,000. Councilwoman Janik seconded the motion.

#### AMENDMENT TO MOTION NO. 1 – ITEM 21

Councilwoman Whitehead made an amendment to the original motion adopting Ordinance No. 4582 requiring that all contracts will continue to be brought to Council. Councilwoman Janik seconded the motion.

#### MOTION NO. 2 AND VOTE - ITEM 21

Mayor Ortega made a motion to continue Item 21 [Procurement Code Amendment]. Councilwoman Janik seconded the motion, which carried 7/0, with Mayor Ortega; Vice Mayor Durham; and Councilmembers Caputi, Graham, Janik, Littlefield, and Whitehead voting in the affirmative.

#### **PUBLIC COMMENT** - None

#### CITIZEN PETITIONS

#### 24. Receipt of Citizen Petitions

**Request:** Accept and acknowledge receipt of citizen petitions. Any member of the Council may make a motion, to be voted on by the Council, to: (1) Direct the City Manager to agendize the petition for further discussion; (2) direct the City Manager to investigate the matter and prepare a written response to the Council, with a copy to the petitioner; or (3) take no action.

Staff Contact(s): Ben Lane, City Clerk, 480-312-2411, blane@scottsdaleaz.gov

No citizen petitions were received.

Mayor David D. Ortega adjourned the Regular portion of the City Council Meeting at 6:20 P.M.

Mayor David D. Ortega called the City Council Work Study Session to order at 6:29 P.M. and noted the Mayor, City Council, and Charter Officers were all present.

#### CITY COUNCIL WORK STUDY SESSION

#### **PUBLIC COMMENT**

1. Fiscal Year End 2022 Financial Report

> Request: Receive, discuss, and provide possible direction on the Fiscal Year End 2022 Financial Report.

Presenter(s): Sonia Andrews, City Treasurer

Staff Contact(s): Judy Doyle, Budget Director, 480-312-2603, jdoyle@scottsdaleaz.gov

City Treasurer Sonia Andrews gave a PowerPoint presentation (attached) on the Fiscal Year End 2022 Financial Report.

Councilmembers made the following suggestions to staff:

 Provide the management letter and any additional verbal comments from the recent audit of the City's procurement card program to the City Council.

#### **MOTION AND VOTE – ADJOURNMENT**

Councilwoman Littlefield made a motion to adjourn the City Council Work Study Session. Councilmember Graham seconded the motion, which carried 7/0, with Mayor Ortega; Vice Mayor Durham; and Councilmembers Caputi, Graham, Janik, Littlefield, and Whitehead voting in the affirmative.

#### **ADJOURNMENT**

Mayor Ortega adjourned the Work Study Session at 6:53 P.M.

SUBMITTED BY:

Ben Lane, City Clerk

Officially approved by the City Council on February 14, 2023

#### CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Regular Meeting and Work Study Session of the City Council of Scottsdale, Arizona, held on the 10<sup>th</sup> day of January 2023.

I further certify that the meeting was duly called and held, and that a quorum was present.

DATED this 14th day of February 2023.

Ben Lane, City Clerk

## Item 21

### Item 21 – Procurement Solicitation Threshold

#### What the Proposal Is:

Request to increase thresholds for Vendor bids and proposals

#### What the Proposal Is Not:

Changing any purchasing controls – ie all requirements and approvals needed for purchasing items, budget requirement and Council approval requirements will not change

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#### Benefits and Purpose for Proposal:

Eliminate delays for smaller dollar items that don't warrant formal solicitation process – provide better service to customers

Increase vendor participation and receive more bids and proposals

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## Item 21 - Procurement Solicitation Threshold

Type of Furchase	Current	Proposed	Method of Approach
Direct Select Option	Under \$10,000	Under \$25,000	Direct Select or Quick Quotes
Quick Quotes (Small One- Time Purchases)	\$10,000-\$25,000	\$25,000 to \$50,000	Quotes Requested from at least 3 Selected Vendors
Informal Proposals (Renewable Term Contracts)	\$10,000-\$25,000	\$50,000 to \$100,000	Publicly Posted ~14 days Informal Invitation for Bids and Request for Proposals ( <u>1-12 page</u> proposals)
Formal Solicitation	Over \$25,000	Over \$100,000	Publicly Posted up to 30 days Formal Invitation for Bids (typically 50 pages, sealed bids)



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## No Change to Purchasing Controls

Procurement Code 2-187, 2-188 and Administrative Regulation 214

Approval Levels for Purchasing Controls:

0-5,000 - Supervisor or Manager

5,000 - 50,000 - Manager or Director

50,000 and over – Director or higher

Currently already in place - Council approval formal contracts over \$100,000 for construction and professional service

## Work Study Item 1

Year-End Financial Report FY2021/2022





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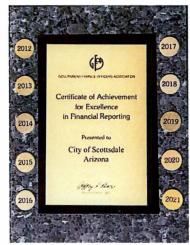


## FY2022 - 50<sup>th</sup> Consecutive Year for Excellence in

Financial Reporting Award

#### Thank you to our Accounting Staff!

Anna Henthorn – Accounting Director Sarah Delgado – Accounting Manager Chris Downey - Accounting Manager





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### Outline

- 01 Highlights from FY 2021/22 Audited Financial Report
- 02 City's fiscal health

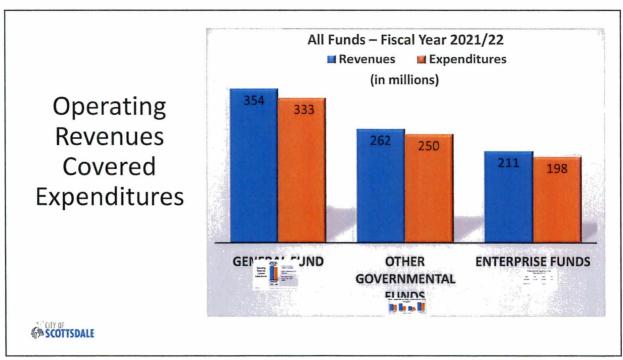


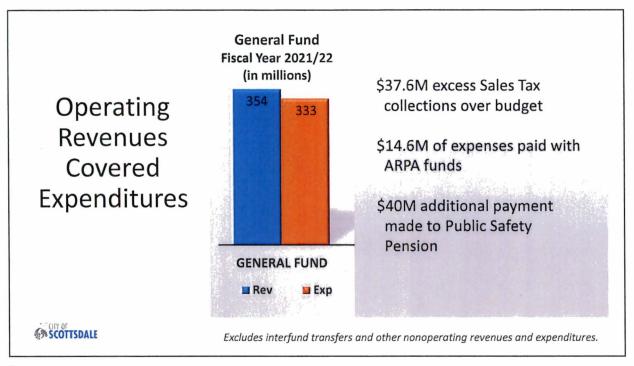
## Assessing City's Financial Health

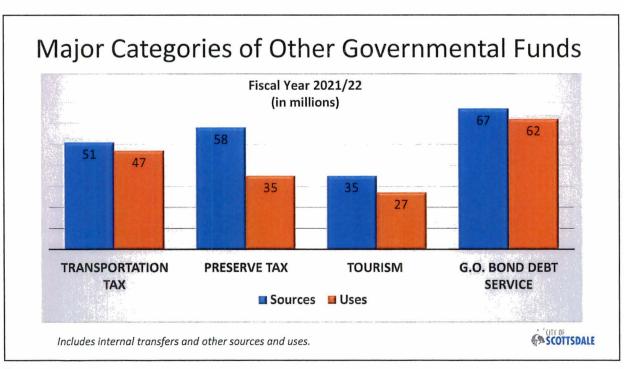
- **01 Financial Condition** Revenues cover expenditures to maintain service levels
  - Strong cash position to pay bills
- **02 Financial Capacity** Manageable long term liabilities
  - Ability to finance capital needs without shifting burden to future
- 03 Financial Resiliency Sufficient reserves and budget flexibility

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# Enterprise Funds Operating Income Fiscal Year 2021/22

\$22M

(\$3M)

\$0.8M

\$2M

**Water Utility** 

**Sewer Utility** 

**Solid Waste** 

**Airport** 

18% operating margin

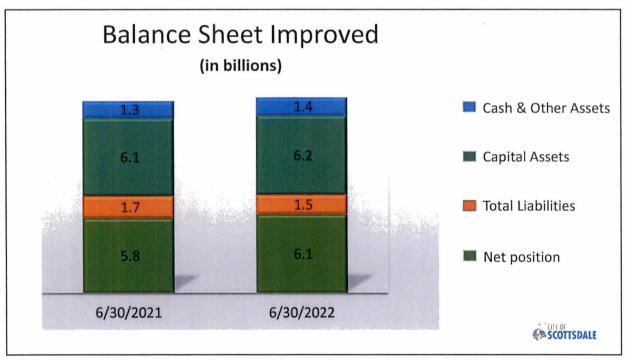
-7% operating margin

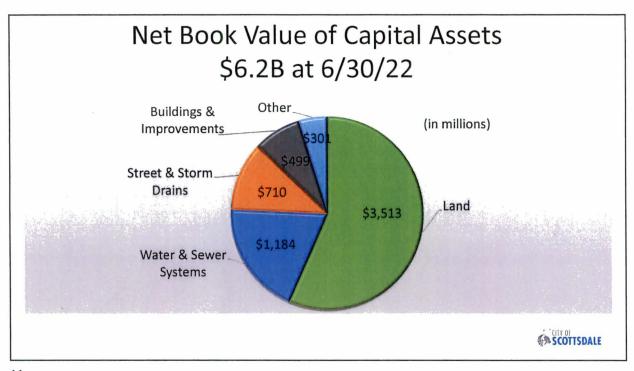
2.8% operating margin

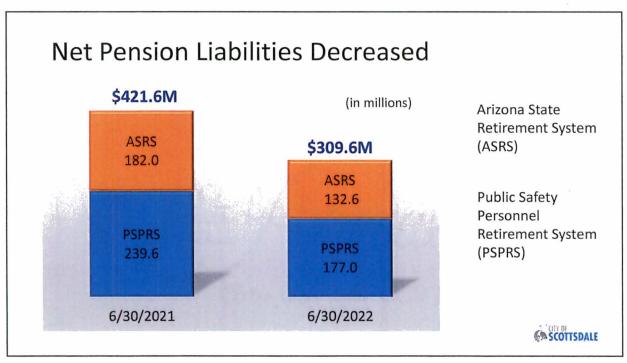
24% operating margin

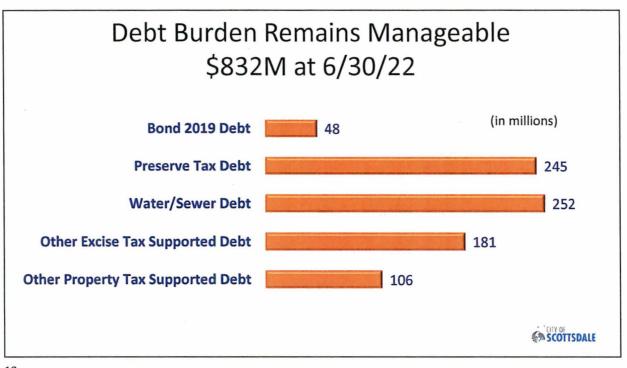
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# General Obligation Bond Remaining Capacity At 6/30/22

#### **6% Statutory Limit**

#### **20% Statutory Limit**

(General Government & Cultural Facilities, Libraries, Economic Development)

(Water, Sewer, Stormwater, Open Space, Public Safety, Streets)

\$519 M

\$ 1,335 M

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## Achieved New Policy Reserves As of 6/30/22

\$83.2M

\$ 67.2M

\$46.1M

\$7.0M

General Fund Stabilization & Emergency Reserves Water/Sewer Operating & Asset Reserves

Debt Service Reserves Other Operating

Reserves

25% of operating uses

25% of operating uses 2% of asset BV

min. 10-25% of debt service amount

10-25% of operating uses

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## **Maintained Strong Bond Ratings**

- **01** Economic and revenue growth
- **02** Strong balance sheet cash liquidity, reserves
- **03** Manageable debt and long term liabilities
- **04** Strong financial management policies and practices



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