



**FY13 & 14 Budget Workshop  
Enterprise Funds and Fees  
January 14<sup>th</sup>**

# Funding Requests

Group	FY 2013 Budget
QC Chamber/First	\$151,000 GF
QC Convention & Visitor's Bureau	\$363,250 HMT
Levee Improvement Commission	\$75,000 LST
Cable Commission	Staff & Equipment Support
Putnam Museum*	\$0

**\*\$950K Over 3 Budget Years**

# Enterprise Funds

- **Business-like Activities**
  - **Sewer Fund**
  - **Solid Waste Fund**
  - **Clean Water Fund**
  - **Golf Fund**
  - **River's Edge Fund**
  - **Transit Fund**
  - **Airport Fund**
  - **RiverCenter Fund**
- **Supported Primarily by User Fees**

# Sewer Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Sewer Fees	\$9,815,790	\$12,287,812	\$13,950,000	\$15,230,000
Other Revenues	\$915,846	\$2,862,531*	\$310,000	\$306,000
<b>Total</b>	<b>\$10,731,636</b>	<b>\$15,150,343</b>	<b>\$14,260,000</b>	<b>\$15,536,000</b>

\*\$2.3M in refinanced bond proceeds

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$2,212,778	\$2,337,055	\$2,530,096	\$2,597,844
Supplies & Services	\$710,848	\$378,066	\$702,610	\$709,047
Allocated Costs	\$1,421,048	\$1,452,876	\$1,551,074	\$1,523,464
Equipment	\$47,410	\$23,556	\$354,500	\$198,000
Debt Service	\$451,963	\$2,853,640	\$2,583,114	\$4,127,711
Transfers (WPCP & CIP)	\$5,375,421	\$6,060,141	\$6,976,121	\$6,360,216
<b>Total</b>	<b>\$10,219,468</b>	<b>\$13,105,334</b>	<b>\$14,697,515</b>	<b>\$15,516,282</b>

Excludes depreciation

# Sewer Fund

## Residential Sewer Rate Model Overview

	Current	FY 2013	FY 2014
Monthly Customer Charge	\$9.71	\$10.73	\$11.27
Quarterly Customer Charge	\$12.68	\$14.02	\$14.72
Volume Rate per CCF	\$2.55	\$2.82	\$2.96
Estimated Monthly Increase		\$2.34	\$1.21

**FY 2013 = 10.6% Increase**

**FY 2014 = 5.0% Increase**

# Sewer Fund

## Industrial Accounts (Monthly Bills)

	Current Bill	FY 2013 Bill	Increase
PB Leiner	\$85,903.57	\$94,999.23	\$9,095.66
Oscar Mayer	\$61,622.65	\$68,147.39	\$6,524.74
River Cities Business Park	\$11,876.64	\$13,134.15	\$1,257.51
Ralston Purina (Nestles)	\$8,534.22	\$9,437.84	\$903.62
Genesis West	\$5,895.76	\$6,520.01	\$624.25
Nichols Homeshield CO	\$5,262.75	\$5,819.98	\$557.23
John Deere	\$4,580.63	\$5,065.63	\$485.00
Nichols Homeshield	\$4,466.03	\$4,938.90	\$472.87
Genesis East	\$4,463.30	\$4,935.88	\$472.58
Crescent Laundry	\$4,114.05	\$4,549.65	\$435.60

# Sewer Fund

## Commercial Accounts (Monthly Bills)

	Current Bill	FY 2013 Bill	Increase
Fred Peters	\$4,062.21	\$4,492.32	\$430.11
Five Seasons Davenport	\$2,820.74	\$3,119.40	\$298.66
Edgehill Apts-Clarion	\$2,670.68	\$2,953.45	\$282.77
Frontier Mgmt Corp	\$2,299.60	\$2,543.08	\$243.48
Isle of Capri Davenport	\$2,269.59	\$2,509.89	\$240.30

# Solid Waste Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Garbage Fees	\$4,494,879	\$4,591,018	\$5,235,000	\$5,540,000
Other Revenues	\$47,587	\$44,629	\$41,000	\$30,000
<b>Total</b>	<b>\$4,542,466</b>	<b>\$4,635,647</b>	<b>\$5,276,000</b>	<b>\$5,570,000</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$2,279,614	\$2,420,074	\$2,443,252	\$2,499,738
Supplies & Services	\$1,081,438	\$1,014,623	\$1,187,060	\$1,188,760
Allocated Costs	\$1,041,685	\$1,161,378	\$1,145,041	\$1,258,413
Equipment	\$8,828	\$23,778	\$63,000	\$63,000
Debt Service	\$0	\$0	\$458,000	\$78,567
<b>Total</b>	<b>\$4,411,565</b>	<b>\$4,619,853</b>	<b>\$5,296,353</b>	<b>\$5,088,478</b>

**Excludes depreciation**

# Solid Waste Fund

- **FY 2012 Rates**

- **Small Cart = \$9.90 per month**
- **Medium Cart = \$12.90 per month**
- **Large Cart = \$15.40 per month**

- **FY 2013 Rates**

- **Small Cart = \$10.40 per month (\$0.50 increase, \$6 per year)**
- **Medium Cart = \$13.40 per month (\$0.50 increase, \$6 per year)**
- **Large Cart = \$16.40 per month (\$1.00 increase, \$12 per year)**

- **FY 2014 Rates**

- **Small Cart = \$10.90 per month**
- **Medium Cart = \$13.90 per month**
- **Large Cart = \$16.90 per month**

# Solid Waste Fund

- **Benefits of Rate Increases**
  - **Allowed over \$4.0M in CIP program for vehicle replacement to be removed**
  - **Supports current service level**
    - **Once a week garbage collection**
    - **Every other week recycling collection**
    - **Free bulky pickup**
    - **\$35 special pickups**
    - **Free yard waste collection weeks**
- **Current Efficiencies**
  - **2 FT positions eliminated (Packer/Loader)**
  - **Average number of stops per route is up**
  - **Number of job-related injuries is down**

# Clean Water Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Stormwater Fees	\$1,695,452	\$1,756,363	\$1,930,000	\$2,200,000
Other Revenues	\$851,107	\$393,324	\$44,000	\$36,500
<b>Total</b>	<b>\$2,546,559</b>	<b>\$2,149,687</b>	<b>\$1,974,000</b>	<b>\$2,236,500</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$753,800	\$889,280	\$984,789	\$1,015,154
Supplies & Services	\$214,672	\$202,613	\$262,235	\$248,160
Allocated Costs	\$236,651	\$246,637	\$291,333	\$292,672
Equipment	\$321,830	\$103,432	\$257,500	\$192,500
Debt Service	\$0	\$662	\$130,383	\$187,125
Transfers (CIP)	\$75,000	\$603,115	\$245,650	\$95,650
<b>Total</b>	<b>\$1,601,953</b>	<b>\$2,045,739</b>	<b>\$2,171,890</b>	<b>\$2,031,261</b>

Excludes depreciation

# Clean Water Fund

- **FY 2012 Rate**
  - **\$1.85 per equivalent residential unit (ERU)**
- **FY 2013 Rate**
  - **\$2.10 per ERU (\$0.25 increase or \$3 per year)**
- **FY 2014 Rate**
  - **\$2.35 per ERU**
- **Allows for \$6.5 million in CIP funding for stormwater projects**
- **Allows for funding the neighborhood and complaint stormwater list**

# Public Works

## Natural Resources Projects FY2012

PRI	Name	Ward	Cost Estimate	
2	5818 Hillandale Storm Sewer Ditch	2	10,820.75	Complete
4	Duck Creek @ Garfield Ball Diamond	7	85,000.00	Complete
5	Goose Creek Trail Erosion	7	13,200.00	Complete
8	Bank Overflow Wash in Duck Creek Park	6	1,500.00	Complete
12	Prairie Heights Park Erosion	6	8,850.00	Complete
18	60th & Hillandale End of Paving Drainage	2	10,820.75	Complete
19	5910 Hillandale Buffer	2	3,384.00	Complete
7	Harrison Street Bridge Erosion	7	1,500.00	Complete
6	Bike Bridge Erosion West of Jersey Ridge Road	5	12,631.20	Preparing Contract
9	Erosion at Culvert Outfall East of Hickory Grove Road	4	16,386.84	Preparing Contract
10	Head Cuts Eroding Multiple Culverts	4-8	20,790.00	In House
15	Fairmount Wetland Annual Maintenance	2	3,000.00	Preparing Contract
16	Ditch Maintenance & Stabilization	All	50,000.00	Preparing Contract
20	Misc. Stream Buffers	All	50,000.00	Preparing Contract
21	Disc Golf Swale Stabilization	5	1,467.00	Preparing Contract
23	Erosion and Bank Failure at Junge Park	7	40,000.00	Preparing Contract
25	Public Works Pond Burn	7	2,500.00	Preparing Contract
26	E. 18th Street	5	21,635.76	Preparing Contract
27	South Concord "Mud Holes"	1	96,320.00	Preparing Contract
		Total	449,806.30	



# Parking Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Parking Fees	\$1,304,736	\$1,265,455	\$1,161,000	\$1,161,000
Other Revenues	\$8,454,341*	\$165,988	\$693,979	\$180,000
<b>Total</b>	<b>\$9,759,077</b>	<b>\$1,431,443</b>	<b>\$1,854,979</b>	<b>\$1,341,000</b>

**\*\$2.3M in refinanced bond proceeds**

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$497,462	\$502,313	\$341,148	\$455,076
Supplies & Services	\$291,769	\$338,848	\$330,050	\$327,050
Allocated Costs	\$286,734	\$283,912	\$331,600	\$311,710
Equipment	\$22,149	\$5,197	\$10,000	\$10,000
Debt Service	\$8,755,916	\$239,867	\$842,014	\$200,000
<b>Total</b>	<b>\$9,854,030</b>	<b>\$1,370,137</b>	<b>\$1,854,812</b>	<b>\$1,303,836</b>

**Excludes depreciation**

# Parking Fund

- **Free Downtown Parking**
- **Removed +/- \$500K of Revenues from Parking Fund, Primarily Used for Debt Service Payments**
- **\$838,666 Debt Service Payment in FY 2013**
  - **\$200K to be paid from Parking Fund**
  - **Remainder to be paid from Debt Service Fund (Property Taxes & Local Sales Tax)**
    - **\$0.15 on Debt Service Levy**
- **Parking Fees to Remain at Current Levels for FY 2013**

# Golf Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Golf Fees/Charges	\$1,927,567	\$1,875,245	\$1,857,400	\$1,740,000
Other Revenues	\$1,975	\$39,524	\$9,000	\$101,400
<b>Total</b>	<b>\$1,929,542</b>	<b>\$1,914,769</b>	<b>\$1,866,400</b>	<b>\$1,841,400</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$1,056,576	\$982,654	\$913,389	\$955,030
Supplies & Services	\$598,536	\$522,692	\$464,905	\$464,805
Allocated Costs	\$348,868	\$348,549	\$388,357	\$377,983
Equipment	\$71	\$0	\$90,000	\$75,000
<b>Total</b>	<b>\$2,004,051</b>	<b>\$1,853,895</b>	<b>\$1,856,651</b>	<b>\$1,872,818</b>

**Excludes depreciation**

# Golf Fund

- **Recommended Changes to Golf Fund**
  - **Eliminate 3 Full Time Positions (\$212K Reduction)**
    - **2 FT Lead Golf Techs**
    - **1 FT Park Tech**
  - **No Reduction in Services**
    - **Seasonal Workers**
  - **Add 1 FT Management Analyst Position (\$75K Addition)**
    - **Provide Marketing and Analysis Support**
  - **Net Savings of \$137K**
  - **+/- \$100K Surplus After Changes**
- **Golf Fees to Remain at Current Levels for FY 2013**

# River's Edge Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Rentals/Fees	\$62,157	\$646,655	\$802,800	\$661,300
Hotel/Motel Tax Trsfr	\$0	\$0	\$0	\$50,000
Other Revenues	\$14,360	\$6,234	\$0	\$1,000
<b>Total</b>	<b>\$76,517</b>	<b>\$652,889</b>	<b>\$802,800</b>	<b>\$712,300</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$78,063	\$520,284	\$473,710	\$591,369
Supplies & Services	\$65,874	\$331,936	\$236,500	\$243,000
Allocated Costs	\$0	\$55,896	\$84,191	\$110,120
<b>Total</b>	<b>\$143,937</b>	<b>\$908,116</b>	<b>\$794,401</b>	<b>\$944,489</b>

**Excludes depreciation**

# River's Edge Fund

- **Recommended Changes to River's Edge Fund**
  - **Eliminate 3 Full Time Positions (\$205K reduction)**
    - **1 FT Recreation Building Supervisor**
    - **2 FT Recreation Supervisors**
  - **No Reduction in Services**
    - **Coordination to be Provided by Current Recreation Staff**
  - **Add 1.5 FTE of Seasonal Labor (\$25K addition)**
  - **Net Savings of \$180K**
  - **+/- \$50K Gap After Changes**

# Transit Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Property Taxes	\$3,323,301	\$3,376,227	\$3,486,643	\$3,562,077
Grants	\$985,111	\$1,017,996	\$1,075,000	\$1,050,000
Bus Fares	\$474,148	\$506,706	\$623,650	\$543,650
Other Revenues	\$12,407	\$14,306	\$12,360	\$12,360
<b>Total</b>	<b>\$4,794,967</b>	<b>\$4,915,235</b>	<b>\$5,197,653</b>	<b>\$5,168,087</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$2,464,634	\$2,610,721	\$2,571,979	\$2,575,870
Supplies & Services	\$2,167,549	\$2,396,673	\$2,246,755	\$2,387,029
Allocated Costs	\$472,860	\$486,957	\$456,005	\$455,771
Transfers (CIP)	\$0	\$0	\$37,000	\$12,000
<b>Total</b>	<b>\$5,105,043</b>	<b>\$5,494,351</b>	<b>\$5,311,739</b>	<b>\$5,430,670</b>

**Excludes depreciation**

# Airport Fund

## Revenues

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Airport Charges/Rents	\$246,079	\$236,303	\$280,240	\$280,240
Other Revenues	\$21,443	\$31,014	\$55,500	\$52,500
<b>Total</b>	<b>\$267,522</b>	<b>\$267,317</b>	<b>\$335,740</b>	<b>\$332,740</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$45,718	\$59,315	\$94,183	\$95,213
Supplies & Services	\$122,140	\$117,684	\$126,825	\$121,925
Allocated Costs	\$65,575	\$47,359	\$52,347	\$69,760
Debt Service	\$6,466	\$19,345	\$84,553	\$65,670
Transfers (CIP)	-\$20,879	\$0	\$7,700	\$4,200
<b>Total</b>	<b>\$219,020</b>	<b>\$243,703</b>	<b>\$365,608</b>	<b>\$356,768</b>

**Excludes depreciation**

# RiverCenter Fund

## Revenues

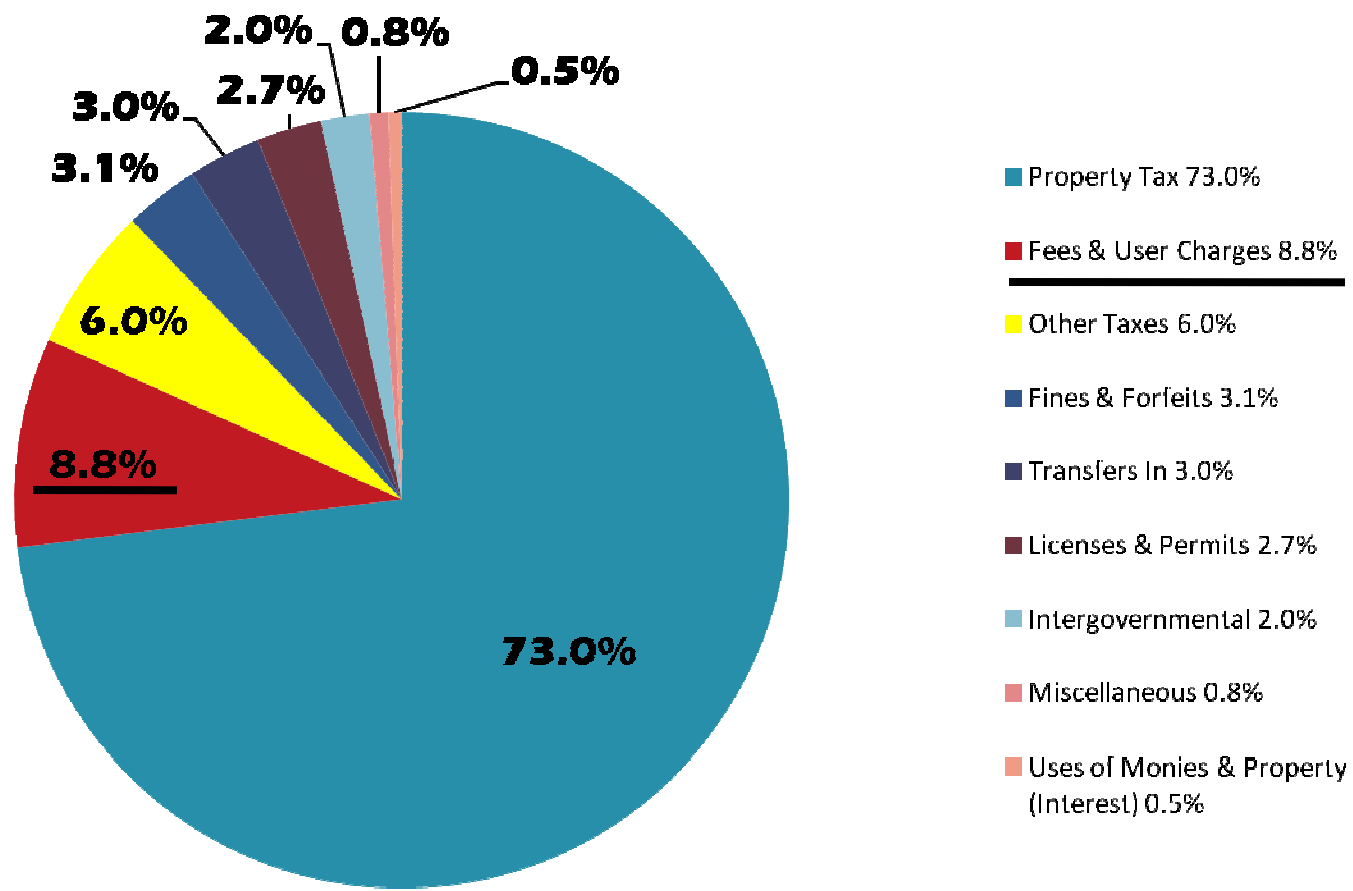
	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
RiverCenter Fees	\$863,707	\$1,327,314	\$1,425,500	\$1,425,500
Hotel/Motel Tax Trsfr	\$628,917	\$630,965	\$674,792	\$691,316
Other Revenues	\$27,726	\$146,755	\$25,000	\$25,000
<b>Total</b>	<b>\$1,520,350</b>	<b>\$2,105,034</b>	<b>\$2,125,292</b>	<b>\$2,141,816</b>

## Expenses

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Salaries & Benefits	\$56,163	\$46,634	\$49,172	\$51,438
Supplies & Services	\$1,333,592	\$1,918,417	\$1,856,700	\$1,931,700
Allocated Costs	\$130,595	\$139,983	\$219,420	\$158,678
Debt Service	\$	\$	\$	\$
Transfers (CIP)	\$	\$	\$	\$
<b>Total</b>	<b>\$1,520,350</b>	<b>\$2,105,034</b>	<b>\$2,125,292</b>	<b>\$2,141,816</b>

**Excludes depreciation**

# Other Fees – General Fund



# Business License Fee

- **Current Fee Structure Unchanged for Over 20 Years**
- **Requires Changes to Title 5 of the City of Davenport Municipal Code – Business Licenses and Regulations**
- **Difficult Apples-to-Apples Comparison with Other Iowa/Illinois Cities**
  - **Bettendorf & Davenport Similar with Bettendorf Higher Fees**
    - **Bettendorf retail business license fee ranges from \$75 to \$225**
    - **Davenport retail business license fee ranges from \$50 to \$200 for same square footage**

# Business License Fee

## REVENUE INCREASE BASED ON PROPOSED BUSINESS LICENSE INCREASE

Description	Current	Proposed Option A	Proposed Option B	Number Licenses FY2011	Option A Increase	Option B Increase
AUCTION SALES ROOM DAILY	\$10.00	\$50.00	\$60.00	2	\$80.00	\$100.00
BOWLING ALLEY PER LANE	15.00	25.00	60.00	122	1,220.00	5,490.00
CANOPY	10.00	25.00	60.00	3	45.00	150.00
COACHMAN/CARRIAGE DRIVER	10.00	25.00	60.00	1	15.00	50.00
HAND BILL DISTRIBUTION DUPLICATE	2.00	10.00	15.00	28	224.00	364.00
TRANSIENT MERCHANT DUPLICATE	5.00	10.00	15.00	13	65.00	130.00
BICYCLE LICENSE	1.50	5.00	5.00	25	87.50	87.50
HAND BILL DISTRIBUTION DAILY	10.00	11.00	12.00	24	24.00	48.00
SIGNS	10.00	50.00	60.00	86	3,440.00	4,300.00
TENT PERMIT	15.00	50.00	60.00	8	280.00	360.00
AMUSEMENT DEVICE	20.00	25.00	30.00	1	5.00	10.00
RETAIL NO FLOOR SPACE	20.00	50.00	75.00	128	3,840.00	7,040.00
RETAIL NO FLOOR SPACE TEMPORARY	20.00	50.00	75.00	1	30.00	55.00
GAME MACHINES/DART	25.00	50.00	75.00	88	2,200.00	4,400.00
POOL TABLES	25.00	50.00	75.00	51	1,275.00	2,550.00
RETAIL SEASONAL	25.00	50.00	75.00	21	525.00	1,050.00
VEHICLE RENTAL	25.00	50.00	75.00	9	225.00	450.00
JUKEBOX	35.00	50.00	75.00	60	900.00	2,400.00
RETAIL *	50.00	75.00	100.00	887	22,175.00	44,350.00
				<b>Total</b>	<b>\$36,655.50</b>	<b>\$73,384.50</b>
*Increase all Retail categories by \$25.00 (Option A) or \$50.00 (Option B)						

# Building Permit Fee

- **Davenport Building Permit Fees Compared with Bettendorf and Moline**
  - **Davenport is the lowest of the three communities**
  - **An increase of 25% in building permit fees would still allow for Davenport to have the lowest Building Permit Fees of the three communities**

# Building Permit Fee

Davenport Building Permit Fees

Valuation	Davenport	Bettendorf	Moline	Davenport Proposed
0 - 25,000	\$11.00 - \$187.55	\$16.00 - \$280.00	\$21.00 - \$352.00	\$13.75 - \$234.44
25,001 - 50,000	\$192.50 - \$311.30	\$287.00 - \$455.00	\$361 - \$577.00	\$240.63 - \$389.13
50,001 - 100,000	\$314.60 - \$476.30	\$460.00 - \$705.00	\$583.00 - \$917.00	\$393.25 - \$595.38
100,001 - 500,000	\$479.05 - \$1,851.30	\$709.00 - \$2,305	\$922.00 - \$2,917.00	\$598.81 - \$2,314.13
500,000 - 1,000,000	\$1,854.05 - \$2,951.30	\$2,308.50 - \$4,055.00	\$2,921.50 - \$5,167.00	\$2,317.56 - \$3,689.13

**Fee Increase of 25% = \$ 100K Additional Revenue**

# Fire False Alarm Fee (New)

- **In 2011, the Fire Department responded to 744 false fire alarms due to alarm error**
  - **6% of All Fire Responses Were False Alarms/False Calls**
- **Five Frozen Firefighter Positions = Occasional Fire Department Coverage With Less Than 11 Fire Companies in Service**
- **Proposal to Structure Fee After Police False Alarm Fee**
  - **5<sup>th</sup> False Alarm in 12-Month Period = \$75 Fee**
  - **Subsequent False Alarm in 12-Month Period = \$150**

# Fire False Alarm Fee (New)

- **Proposed Fire False Alarm Fee Revenue = \$22K**
- **If fees were raised from \$75 to \$100 and from \$150 to \$200, new revenue from Fire & Police False Alarm Fees = \$36K**

# Parks & Rec Non-Resident Fee

- **Proposal to Create a Separate Fee for Non-Residents for All Facilities/Programs Excluding Golf Courses**
- **38% of Users are Non-Residents**
- **2 Iowa Cities with Non-Resident Fees**
  - **Iowa City and Cedar Rapids**
  - **Common in Other Mid-Western States**

# Parks & Rec Non-Resident Fee

- **Proposal A**
  - **Non-Residents Will Be Charged a 20% Fee Above Current Fee Levels**
- **Proposal B**
  - **Annual Membership Cards**
    - **Free for Residents**
    - **\$30 for Non-Residents**
  - **Membership Cards Necessary for Participating in Parks Programs (Unlimited Use for 12 Months)**
- **\$40K in Increased Revenues**

# Gun Range Fee

- **Gun Range Lease RFP?**
- **Direct Fee for Outside Agency Use?**
- **+/- \$10K**

# General Fund Fees (Max \$259K)

- **Council Direction for FY 2013 Budget**
  - **Business License Fee Increase?**
    - \$36K?
    - \$73K?
  - **Building Permit Fee Increase?**
    - \$100K?
  - **Fire False Alarm Fee/Increase in Police False Alarm Fee?**
    - \$22K
    - \$36K
  - **Parks & Rec Non-Resident Fee Increase?**
    - \$40K?
  - **Gun Range Fees (+/- \$10K)**

# Questions/Consensus?

# Option A

- **Start With \$1.6M Reductions**
  - Cut Ops Up to Additional \$700K FY14
- **Full State-Mandated Pension Increase Paid By \$0.96 Trust & Agency Increase FY13**
- **No Gas Utility Franchise Fee**
- **Pro**
  - **State Pension Mandate Spike Transparent**
  - No Further Service Cuts
  - No Gas Utility Franchise Fee
- **Con**
  - Tax Increase
  - Secondary Service Impacts
  - Difficulty Increasing GF Fund Balance
- **Impact (Debt Svc Levy @ \$2.05)**
  - Median Homeowner - \$72
  - Small Business - \$313

# Option B

- Start With \$1.6M Reductions
- 5% Gas Utility Franchise Fee
- State-Mandated Pension Increase Paid By \$0.44 Trust & Agency Increase FY13
- Pro
  - Diversify Revenue, With Institutions (St. Ambrose, Palmer, Genesis, etc) Contributing
  - Iowa Tax Rate Rank Retained
  - GF Fund Balance Increase FY12 (\$250K with April Start)
- Con
  - Tax & Fee Increase
  - Secondary Service Impacts
  - **No Ability to Add Revenue If Negative Arbitration Decision(s)**
- Impact (Debt Svc Levy @ \$2.05)
  - Median Homeowner - \$102
  - Small Business - \$333

# Option C

- Start With \$1.6M Reductions
- Opening Proposals Accepted (Non-bargaining Included)
- \$0.33 Tax Increase FY13
- 4% Gas Utility Fee
- Pro
  - Diversify Revenue, With Institutions Contributing
  - Lowest Tax Increase Option
  - GF Fund Balance Increase FY12 (\$200K with April Start)
- Con
  - Tax Increase
  - Unions (All\*) Must Agree by Jan 20
  - \* No Ability to Add Revenue If Negative Arbitration Decision(s)
- Impact (Debt Svc Levy @ \$2.05)
  - Median Homeowner - \$67
  - Small Business - \$203

# Option D

- **Start With \$1.6M Reductions**
- **No Tax Increase**
- **No Gas Utility Fee**
- **Another \$2.6M Reductions FY13 and \$2.1M FY14**

- **Pro**
  - No Tax/Fee Increase
- **Con**
  - **Direct Public Safety/Service Impacts**
    - 30 Public Safety Layoffs/Fire Companies Closed
    - 5 CSD Officers/5 Bldg Inspectors
    - Branch Library Hours Reduced
    - Civil Rights Dept. Reductions
    - Affirmative Action Officer to PT
    - Pools Sold/Operated by Other Groups
    - Golf Courses Leased/Privatized
    - Other Departments 15% Additional Cuts
    - ½ Contributions (not under contract)
  - **CIP In Significant Decline**
    - Eliminate all CIP Bond Projects FY13&14 (\$14M)
    - Eliminate \$600K in LST Projects
  - Bond Rating Reduction, etc.
  - Increased Service Impacts
  - Taxes Go Up Anyway (State Rollback)
- **Impact**
  - Median Homeowner - \$32
  - Small Business - \$0

A

B

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C

D