

City Services and Enterprises

Funding and Achieving Outcomes - FY 13 and Beyond

City Council Workshop Series - Fall 2011

Workshop 1 - October 4, 2011

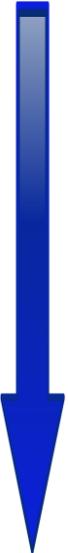


Workshop Series Overview



A Systematic Approach

Review and Analysis of Selected Funds and Programs

- 
- ❑ City Services
 - Mandatory (specifically required by law)
 - Discretionary (everything else)
 - ❑ Levels of Services
 - ❑ Services at selected levels = outcomes
 - ❑ Resources and Budgets to accomplish the outcomes (Revenues and Expenses)
 - ❑ Organization

Two Phases of Analysis & Implementation

*Phase I City funds with critical financial challenges
(this workshop series)*

*Phase II Other City Funds and Programs
(to be addressed thru the FY 13 Budget formulation process)*



Schedule

Council Workshops/Presentations

- | | | |
|------|----------|--|
| I | 10/4/11 | Introduction – Structure of City Funds and Budget |
| II | 10/18/11 | Police Department |
| III | 11/1/11 | Fire Department |
| IV | 11/15/11 | Parks & Recreation, Library |
| V | 12/6/11 | Internal Service Funds (Fleet, Facilities, Risk Mgt.)
Airport |
| VI | 12/20/11 | Golf Course |
| VII | 1/3/12 | Draft Budget Action Plan |
| VIII | 1/17/12 | Final Budget Action Plan (FY 13 budget, related actions) |

Implementation by City Staff

1/26/12 FY 13 Budget Preparation Kickoff



City Funds and Budget



Structure of City Funds and Budget

□ Governmental Funds

- General – Primary operating fund of City
- Special Revenue – Revenues are legally restricted as to purpose(s)
- Debt Service – Revenues tied to servicing debt incurred

□ Proprietary Funds

- Enterprise – used when fees are charged to external users for services; City “enterprises” have some similarities to private businesses; “enterprise funds” are useful to provide separate accounting of revenues earned, expenses incurred, and identify net “income”
- Internal Service – used for centralized services when costs are allocated to the entire government

Municipal Revenue Structure in Arizona

- Local Privilege/Use/Bed Tax ARS 9-240(B)(18)
- Franchise Tax ARS 9-501
- Property Tax – limited by Az. Constitution Section 19
- Share of State Revenues – ARS 42-5029, 42-5033, 42-5033.01, 43-206, 28-6532, 28-6538, 28-6540
- Fines and Forfeitures ARS Title 9 Chapter/City Charter
- Licenses and Permits ARS 9-463.05
- User Fees – need to be related to cost of providing service ARS 9-511
- Development (Impact) Fees ARS 9-463.05
- Grants



City of Prescott Local Revenues Sources

- General Sales Tax
- Specific Sales Tax - Streets/Bed
- Franchise Tax
- Property Tax
- Share of State Revenues
- Grants
- Licenses and Permits
- User Fees
- Fines and Forfeitures
- Development (Impact) Fees
- Interest Income
- Miscellaneous



Linkages to U.S. and State Economies

- Federal Grants (agencies listed below provided funding in FY11)
 - Department of Justice
 - Department of Transportation
 - Department of Housing and Urban Development
 - Department of Homeland Security
 - Department of Interior
 - Office of Library Services
 - Institute of Museum and Library Services
 - Department of Energy
 - Environmental Protection Agency
 - Department of Agriculture
- State Grants and Funding
 - Share of State Income Tax
 - Share of State Sales Tax
 - Share of State VLT
 - Share of HURF
 - Department of Transportation Grants



Realities of the Revenue Structure in Prescott

- Like it or not, cities in Arizona are heavily reliant on sales tax
- City residents only have so much to spend; revenue enhancement through growth and tourism development has been/is being relied upon to fund rising costs
- Growth is accompanied by costs of service, however, and an adverse economy such as the present will not enhance revenue
- The City's permitted capacity to generate additional revenue from property tax is limited--only \$80,000 (of the \$160+ million FY 12 budget) was available
- Federal and state grants are not free money, we all pay for them indirectly, and with the budget problems at those levels, cannot be expected to provide more than minor funding augmentation

Given these realities, could “new, clean, high-tech jobs” be the magic bullet for the City’s General Fund?



High-Tech Development and the General Fund

Sample Analysis

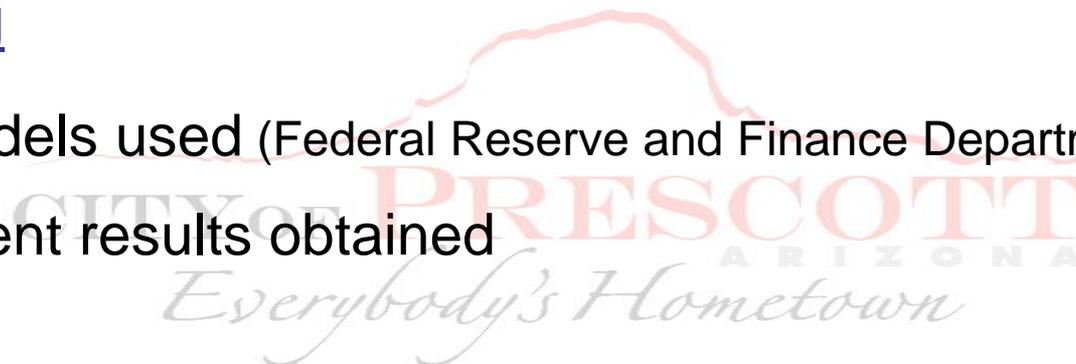
New, clean, high-tech jobs have been continually touted as the answer to revenue augmentation--under the current revenue structure (the tools made available to the City by state statutes), is that true?

General Assumptions

- \$25 million high-tech manufacturing facility
- 300 new high paying jobs created (\$75K average)
- Products manufactured/distributed outside City

Modeling

- Two models used (Federal Reserve and Finance Department)
- Consistent results obtained



The Economic Benefit

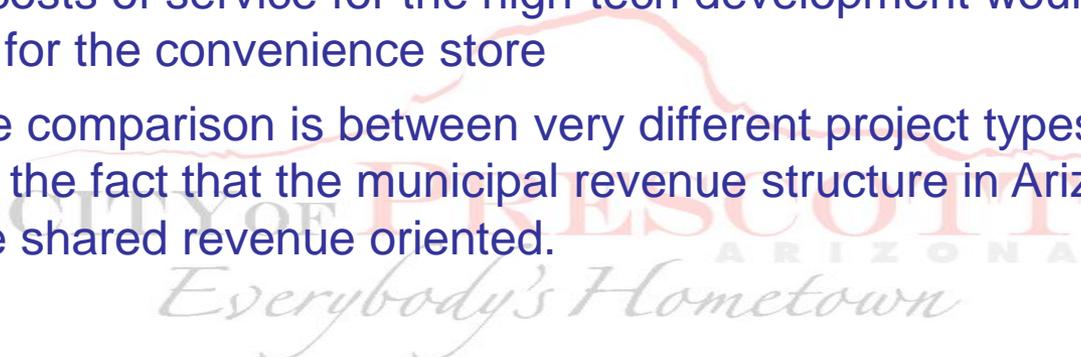
Estimated Revenues to the City

	Annual Revenue		One-Time Revenue	
	FIN	FRES	FIN	FRES
Property Tax	\$ 11,166	\$ 8,901	\$ -	\$ -
Local Sales Tax				
General Fund	27,337	26,213	163,800	NA
Streets & Open Space	27,337	26,213	163,800	NA
Utility Franchise Taxes	9,675	11,250		
Total Revenue	\$ 75,515	\$ 72,577	\$ 327,600	\$ -
General Fund Revenue (portion included in Total Revenue)	\$ 48,178	\$ 46,364	\$ 163,800	\$ -



Perspectives on the Example

- It would be erroneous to conclude that all economic development/ growth projects like this example are imprudent. The example is only to quantify an estimated direct benefit to the City's General Fund for the purposes of this presentation.
- Regardless of the impact on the General Fund, an economic development project like this may be beneficial if it can really stand on its own (pencils out financially if incentives are being considered, may have other tangible or intangible benefits, the impacts such as water consumption, traffic generation, etc., are acceptable).
- In comparison, a 3,500 SF convenience store (construction cost of \$4 million and taxable yearly sales of \$2 million) would generate one-time revenue of \$26,000 and annual revenue of \$17,000 to the General Fund.
- The relative costs of service for the high-tech development would be much greater than for the convenience store
- Obviously the comparison is between very different project types, however, it underscores the fact that the municipal revenue structure in Arizona is sales tax and state shared revenue oriented.


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Fundamentals to Consider

Funding and Achieving Outcomes

City Services and Enterprises

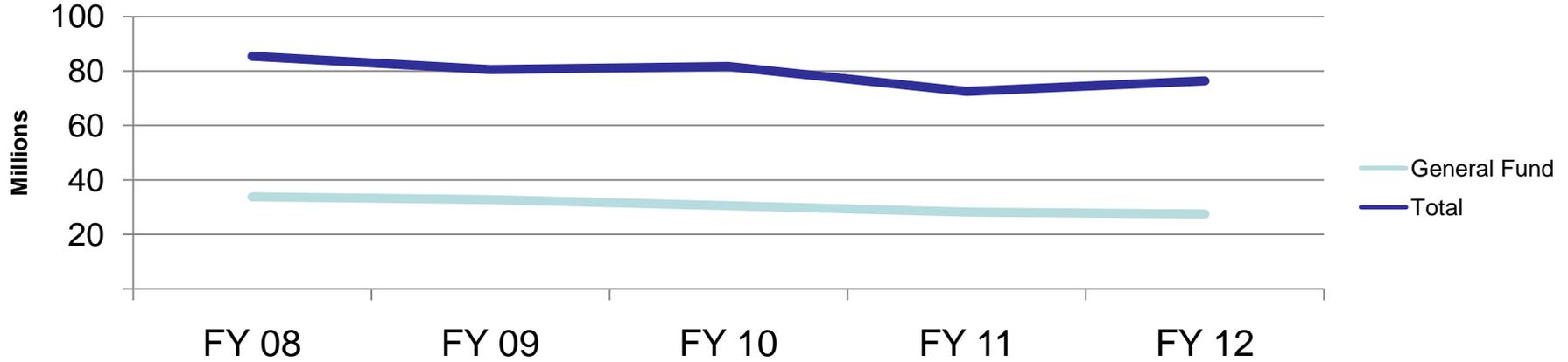
- ❑ A “for profit” business is about money
- ❑ A “community” is about more than money
- ❑ Quality communities provide both core and discretionary services
- ❑ Accomplishment of City goals and objectives (to preserve the quality of our community) requires adequate funding
- ❑ There are direct linkages between/among various services and the outcomes desired (e.g., maintenance of competition fields, tourism, sales tax, funding of the departments providing the services)

City Budgets Operating and Capital

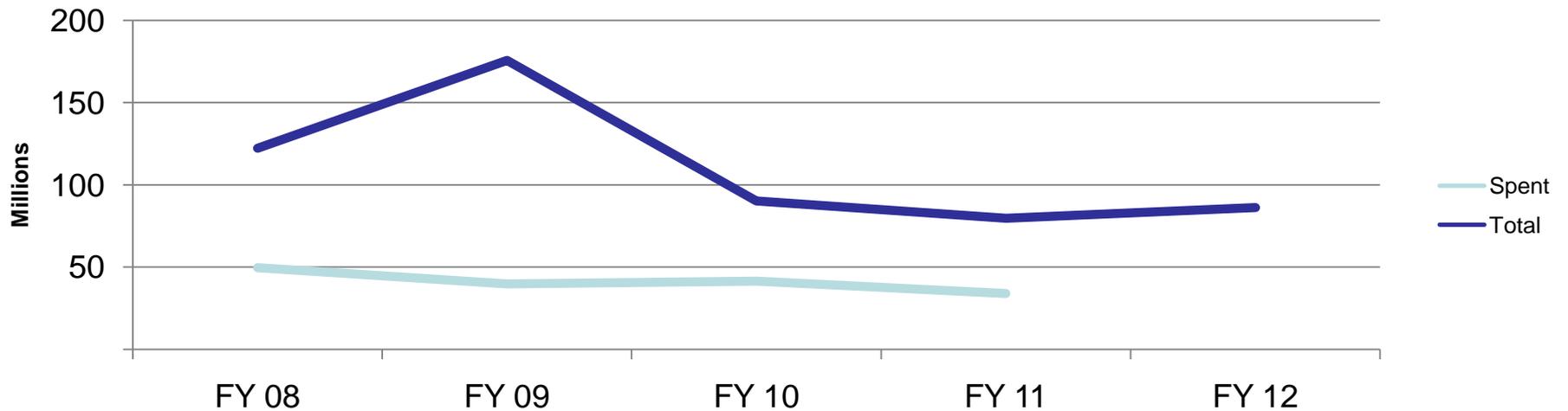


City Budgets in Recent Years

Operating



Capital



Preparing the FY 2012 Budget – A Review

- Major challenges were faced in preparing the budget
 - Economy and census impacts to State collected revenues (\$1.2 million reduction)
 - Increases in employee insurance and retirement costs
 - No growth in local tax revenues
 - Increases in utility and fuel costs
 - Increases in various State fees
- All funds were eventually balanced
- An austere appropriation was preserved in the Vehicle Replacement Fund for needs which can't be deferred
- All mission-critical City services remain covered
- Funding for new economic development (other than Tourism) has been eliminated

Actions Required to Balance the FY 12 Budget

- Vacant positions continue to be frozen/eliminated where possible (reduction of 65.35 since FY 09)
- Employee contributions for health insurance and retirement have been increased
- No COLA or merit pay increases
- Vehicle replacement program restructured and annual department contributions deferred
- Non-critical training deferred
- Non-critical operating supplies deferred
- Facilities maintenance deferred

Service Level Reductions/Impacts in Recent Years



Reduction in Personnel from FY 09-FY12

	<u>FY 09</u>	<u>FY 12</u>	<u>Change</u>
General Government	39.73	39.25	-1.2%
Budget Finance & IT	24.00	20.50	-14.6%
Community Development	27.40	14.75	-46.2%
Parks, Rec & Library	57.00	43.00	-24.6%
Police Dept	101.35	88.25	-12.9%
Dispatch	34.58	30.92	-10.6%
Fire Dept	76.34	73.00	-4.4%
Total General Fund	<u>360.40</u>	<u>309.67</u>	-14.1%
Streets	37.54	36.04	-4.0%
Internal Service Funds	46.50	36.70	-21.1%
Enterprise Funds	<u>128.82</u>	<u>125.50</u>	-2.6%
Total City	<u>573.26</u>	<u>507.91</u>	-11.4%



Service Level Reductions and Impacts

- Elimination of Parks & Rec programs including Teen Zone, youth camps, youth/teen summer & afterschool programs, Tiny Tot Olympics, Hershey's track & field and Halloween events, adult flag football league
- Reductions in the Senior Olympics and the SNAP program
- Reduction in watering and field maintenance affecting health and appearance of fields
- Reductions in median landscaping and maintenance
- Elimination of many Parks & Rec and golf course seasonal positions
- Downtown Library hours reduced 8%
- Gateway Branch Library hours reduced; Branch to close Spring 2012
- Magazine and newspaper subscriptions cancelled at the Adult Center Micro-Branch Library
- Continued equipment replacement deferral requires more/costly maintenance, slows response to service requests



More Service Level Reductions and Impacts

- Number of sworn police officers presently 68, down from 75
- Reduction in Community Based Policing including elimination of School Resource Officers, DARE program, blight clean-up program, bicycle safety rodeos, and crime free multi-housing program.
- Decreased focused enforcement including traffic, high crime areas (parks/transient issues), underage drinking, and warrant details
- Backlog of deferred Fire Dept. rolling stock replacement will be expensive to catch up
- Third year of virtually no replacement of other Fire Dept. capital equipment
- Facilities staff of 2.5 responsible for 550,000 sq. ft. means requests for assistance critical needs only, others deferred
- Custodial service reductions in many City facilities
- Personnel reductions slowing completion/delivery of projects
- Due to personnel reductions mandated compliance with local, state and federal reporting requirements lessens productive time available for accomplishing departmental work

Funds with Critical Challenges

- General Fund
- Golf Course
- Airport
- Parking Garage
- Internal Service Funds
 - Fleet
 - Facilities



Challenges Across Funds

- **Increases in Personnel Costs**
 - Public Safety Retirement System
 - Health insurance
 - Workers Compensation
 - Employee lawsuits
- **Training**
 - Supervisory
 - Specialized (complex systems, regulatory)
- **Deferred Capital Equipment and Facilities**
- **Deferred Maintenance** (Facilities and Equipment)

Capital Improvement Reserve

Fiscal Year	Transfer					Fund Balance
	Sale of Property	General Fund Budget Excess	Interest Earning	Net Expenditures and Transfers *		
81-99	\$525,138	\$ 10,571,381	\$ 1,345,634	\$ 5,898,819		
2000		6,800,000	471,448	1,566,626		12,248,156
2001	39,951	3,290,176	805,830	3,096,936		13,287,177
2002	50,000	2,201,081	448,445	1,718,989		14,267,714
2003		204,381	219,814	1,031,612		13,660,297
2004		2,057,235	73,268	1,217,422		14,573,378
2005		1,725,214	339,052	7,171,219		9,466,425
2006		2,824,092	202,854	4,853,816		7,639,555
2007		4,840,617	373,580	2,890,317		9,963,435
2008		452,923	550,238	773,518		10,193,078
2009	25,500	-	389,344	1,214,147		9,393,775
2010		-	211,966	1,196,078		8,409,663
2011		-	137,857	2,918,031		5,629,489**
Total	\$640,589	\$ 34,967,100	\$5,569,330	\$ 35,547,530		

Notes:

* Downtown Parking Garage, Library Expansion, Public Safety Radio Infrastructure, Dispatch Center Construction and Equipping, Downtown Fire Station Land Acquisition and Design, Airport Improvements Horizon Air, Development Projects Lowe's and Shops at Prescott Gateway, Airport Capital Grant Matches, Rodeo Ground Property Exchange and Fire Station Refurbishment.

** The \$5,629,489 fund balance at fiscal year (FY) 2011 consist of \$3,964,030 reserved for internal loans (of which \$3.36 million is to the Golf course and \$202,346 for airport), \$825,454 budgeted in FY 2012 and \$840,005 unrestricted as of FY 2012 but committed for future grants.

Other Challenges

- External

- Constant threats to state shared revenues
- Dwindling grants

- Internal

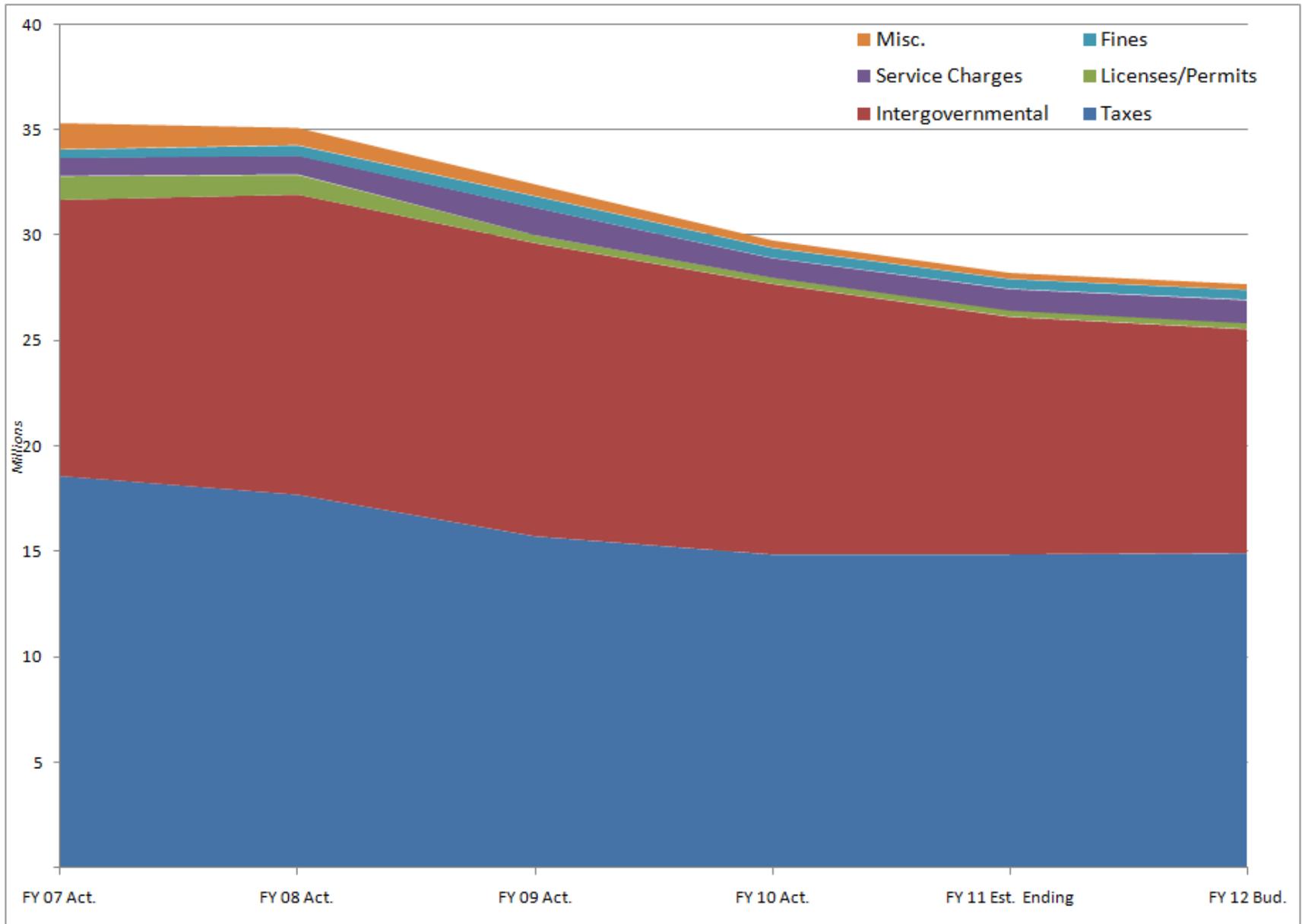
- City organization/structure due for a tuneup
- Job families/classifications/descriptions need to be updated as well



General Fund



General Fund Revenue Components

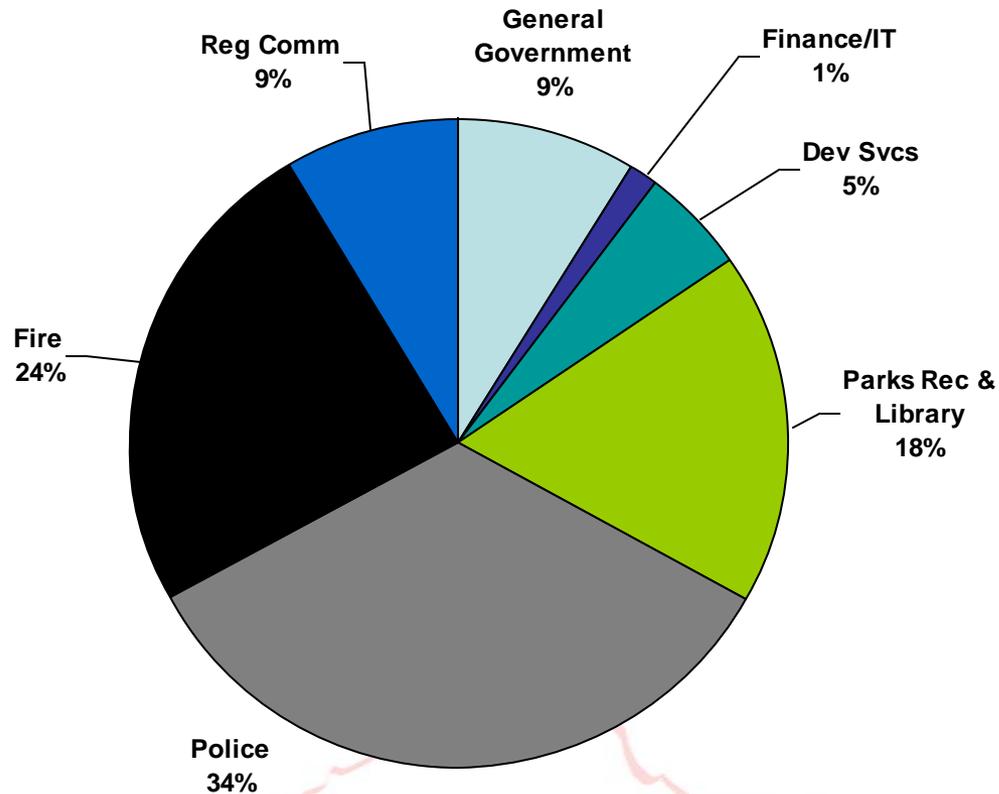


General Fund Revenues

	FY2011 Budget	FY2011 Actual	FY2012 Budget	% Chg Budget
Taxes				
Sales/Use Tax	\$ 11,922,500	\$ 12,211,425	\$ 11,924,000	0.0%
Primary Property Tax	1,251,978	1,257,419	1,255,878	0.3%
Franchise Taxes	1,700,240	1,637,128	1,735,747	2.1%
Taxes	\$ 14,874,718	\$ 15,105,972	\$ 14,915,625	0.3%
Intergovernmental Revenues				
State Sales Tax	\$ 3,058,659	\$ 3,112,851	\$ 3,014,378	-1.4%
State Income Tax	3,967,662	3,968,257	3,362,918	-15.2%
State Vehicle License	2,235,363	2,273,532	2,115,643	-5.4%
Joint Dispatch	1,106,397	1,099,845	1,106,896	0.0%
Library	941,436	717,381	688,225	-26.9%
Other	345,000	330,565	331,516	-3.9%
Intergovernmental Revenues	\$ 11,654,517	\$ 11,502,431	\$ 10,619,576	-8.9%
Licenses and Permits	\$ 300,750	\$ 388,083	\$ 306,600	1.9%
Service Charges	1,150,800	1,155,854	1,089,850	-5.3%
Fines & Forfeitures	455,500	525,898	450,750	-1.0%
Miscellaneous	325,344	304,056	267,750	-17.7%
Total General Fund Revenue	\$ 28,761,629	\$ 28,982,294	\$ 27,650,151	-3.9%



General Fund Operating Expenditures



General Fund Operating Expenditures

FY11 and FY12 Budgets

	FY2011	FY2011	FY2011	FY2012	FY11 to FY12
	Budget	Actual	Variance Bud to Act	Budget	Change in Budget
City Council	\$ 58,134	\$ 15,802	-72.8%	\$ 52,066	-10.4%
City Clerk	172,987	49,374	-71.5%	105,681	-38.9%
City Court	523,160	480,702	-8.1%	522,912	0.0%
City Manager (HR, Tourism, etc)	1,584,441	1,549,375	-2.2%	1,475,215	-6.9%
Legal Department	306,928	286,981	-6.5%	282,631	-7.9%
Finance/Information Technology	447,844	363,310	-18.9%	392,503	-12.4%
Development Services	1,608,515	1,396,011	-13.2%	1,477,238	-8.2%
Parks, Recreation & Library	5,331,906	4,863,342	-8.8%	4,800,207	-10.0%
Police Department & Dispatch	11,382,817	11,380,197	0.0%	11,671,782	2.4%
Fire Department	6,851,841	6,698,307	-2.2%	6,733,147	-1.7%
Total General Fund Operating	\$ 28,268,573	\$ 27,083,402	-4.2%	\$ 27,513,382	-2.7%
Excess (deficiency) of revenues over expenditures	\$ 493,056	\$ 1,898,892		\$ 136,769	



Deferred General Fund Capital Outlay/Projects

Most General Fund capital outlay unfunded through FY 17

- **Parks, Recreation & Library**
 - Rolling stock (equipment) replacement
 - Parking lots and drainage
 - Trailhead improvements and restrooms
 - Field lighting
- **Police Department**
 - Mobile data computers
 - Shooting range
 - Vehicle replacements
 - Facility maintenance, repair, expansion

Deferred General Fund Capital Outlay/Projects

Most General Fund capital outlay unfunded through FY 17

- **Fire Department**
 - Sheldon/Montezuma Fire Station
 - Life/safety equipment
- **Facilities**
 - Rodeo Grounds
 - Reroofing
 - Replacement of floor coverings
- **Finance/IT**
 - Data Center expansion
 - E-mail archiving

Enterprise Funds



Airport Fund

	FY2011 Budget	FY2011 Actual	FY2012 Budget	% Chg Budget
Revenues				
Tie Down and Hangar Rentals	\$ 1,231,124	\$ 1,200,430	\$ 1,302,009	5.8%
Fuel Flowage Fee	159,243	140,781	104,715	-34.2%
Landing Fees	52,558	30,624	33,178	-36.9%
Miscellaneous	42,718	53,656	19,973	-53.2%
Capital Grants	2,971,815	796,330	6,413,775	115.8%
Transfers In	150,273	17,319	195,840	30.3%
Total Revenues	\$ 4,607,731	\$ 2,239,140	\$ 8,069,490	75.1%
Expenditures				
Operating Costs				
Personnel	\$ 493,883	\$ 465,966	\$ 500,395	1.3%
Supplies	58,400	50,034	73,200	25.3%
Other Services and Charges	333,084	430,318	437,342	31.3%
Debt Service	402,851	402,560	334,296	-17.0%
Capital Projects	19,000	29,571	19,000	0.0%
Grants Capital	3,169,088	783,414	6,590,615	108.0%
Total Expenditures	\$ 4,476,306	\$ 2,161,864	\$ 7,954,848	77.7%
Excess (deficiency) of revenues over expenditures	\$ 131,425	\$ 77,276	\$ 114,642	

Note: Balance of interfund loan to Airport at 6/30/11 is \$202,346.

Golf Course Fund

	FY2011 Budget	FY2011 Actual	FY2012 Budget	% Chg Budget
Revenues				
Golf Course Green Fees	\$ 1,322,299	\$ 1,184,976	\$ 1,378,124	4.2%
Golf Course Rentals	563,080	396,058	397,199	-29.5%
Golf Pro-Shop Sales	273,725	234,451	275,000	0.5%
Golf Course Restaurant	806,013	690,848	774,155	-4.0%
Miscellaneous	-	25,541	-	n/a
Debt Financing	-	495,000	-	n/a
Sale of Golf Carts	-	319,600	-	n/a
Total Revenues	\$ 2,965,117	\$ 3,346,474	\$ 2,824,478	-4.7%
Expenditures				
Operating				
Personnel	\$ 1,440,671	\$ 1,450,836	\$ 1,409,695	-2.2%
Supplies	626,950	681,549	586,269	-6.5%
Other Services and Charges	711,624	629,868	681,780	-4.2%
Debt Service	185,265	470,692	144,230	-22.1%
Capital	-	489,430	-	n/a
Total Expenditures	\$ 2,964,510	\$ 3,722,375	\$ 2,821,974	-4.8%
Excess (deficiency) of revenues over expenditures	\$ 607	\$ (375,901)	\$ 2,504	

Note: Balance of interfund loan to Golf Course at 6/30/11 is \$3,361,888.

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Parking Garage Fund

	<u>FY2011</u>	<u>FY2011</u>	<u>FY2012</u>	<u>% Chg</u>
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Revenues				
Parking Revenue	\$ 39,000	\$ 37,783	\$ 39,410	1.1%
Lease/Rental Revenue	20,000	1,546	1,080	-94.6%
Miscellaneous	50	-	50	0.0%
Transfers In	17,611	17,611	-	0.0%
Total Revenues	<u>\$ 76,661</u>	<u>\$ 56,940</u>	<u>\$ 40,540</u>	<u>-31.3%</u>
Expenditures				
Operating Costs				1.2%
Personnel	\$ 22,700	\$ 25,543	\$ 26,400	16.3%
Supplies	3,125	3,339	7,575	142.4%
Other Services and Charges	50,457	53,700	43,210	-14.4%
Total Expenditures	<u>\$ 76,282</u>	<u>\$ 82,582</u>	<u>\$ 77,185</u>	<u>1.2%</u>
Excess (deficiency) of revenues over expenditures	<u>\$ 379</u>	<u>\$ (25,642)</u>	<u>\$ (36,645)</u>	

Note: Balance of interfund loan to Parking Garage at 6/30/11 is \$35,922.



Internal Service Funds

	FY11 <u>Budget</u>	FY12 <u>Budget</u>	% <u>Change</u>
Engineering Services			
Operating Expenses	1,861,925	1,856,509	-0.3%
Central Garage			
Operating Expenses	1,849,615	1,938,957	4.8%
Capital - Rotor/Drum Brake Lathe (Page 194)	-	7,500	
Vehicle Replacements	2,250,000	2,250,000	0.0%
Self-Insurance			
Operating Expenses	2,006,493	2,105,121	4.9%
Facilities Maintenance			
Operating Expenses	965,700	1,047,879	8.5%
Capital - HVAC Automated System Controllers (Page 195)	-	18,500	

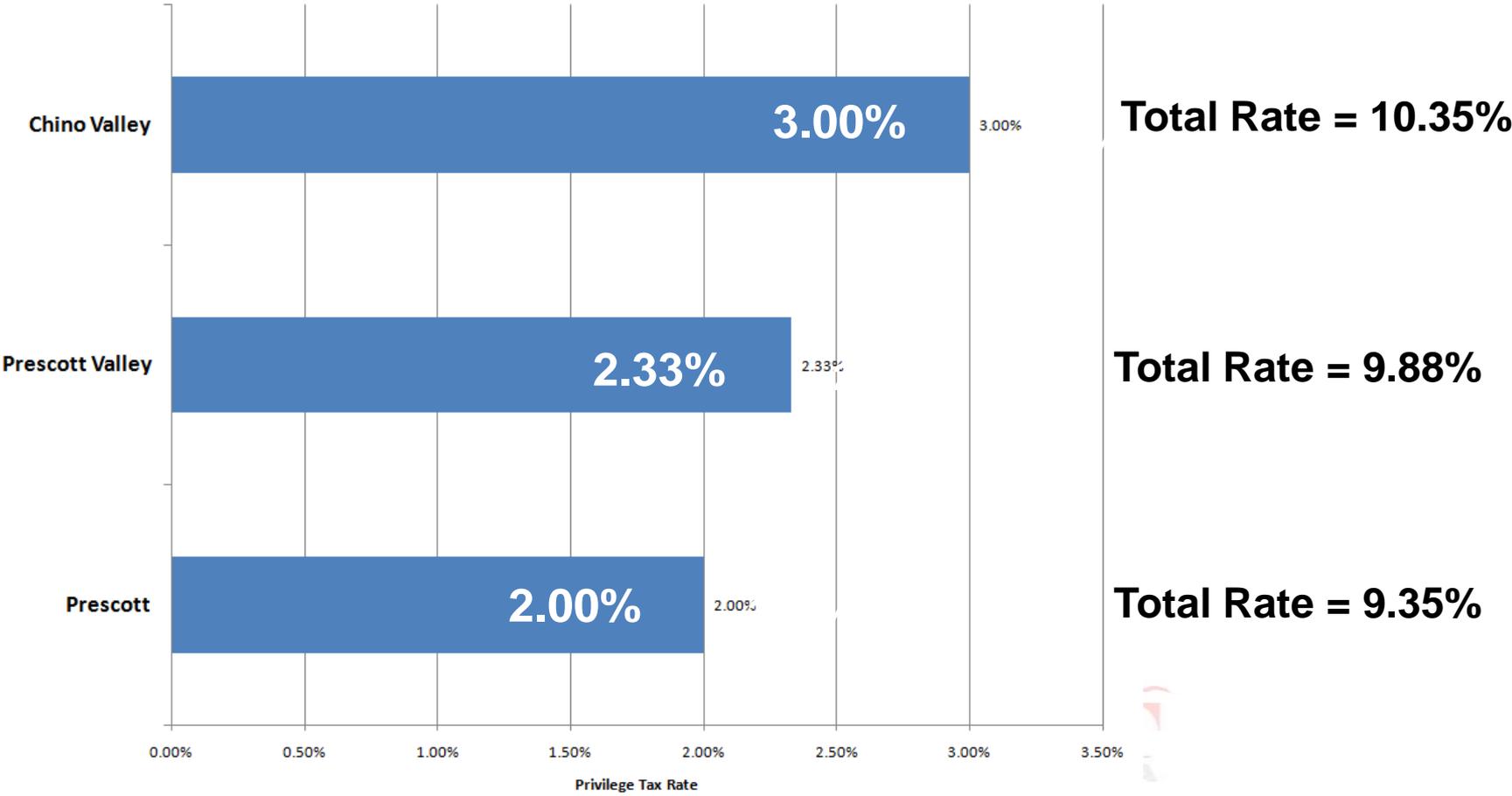


Revenue and Policy Toolbox for Decisionmaking



Revenue Tools

1. Transaction Privilege Tax ("Local" Sales Tax)



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Breakdown of Transaction Privilege Tax Levied in Prescott

City ("Local")	General Fund	1.00%
	Streets & Open Space	1.00%
Yavapai County	Regional Roads	0.75%
State of Arizona	Permanent	5.60%
	Temporary (thru 5/31/13)	<u>1.00%</u>
	Total	9.35%

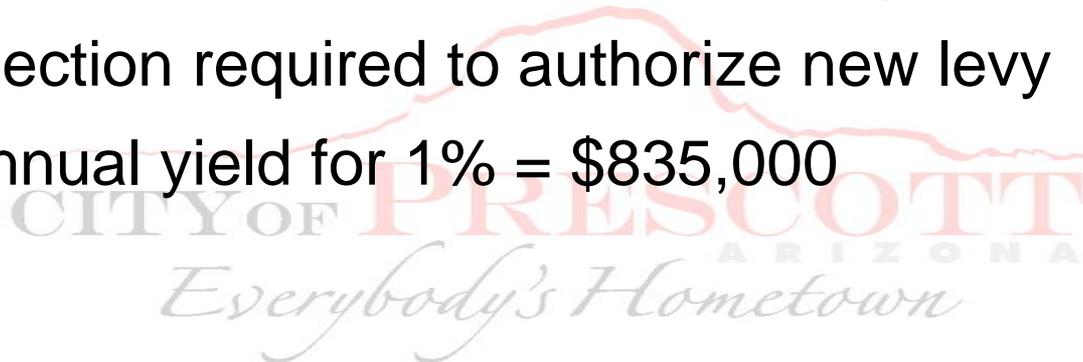
Note: This is the maximum transaction privilege tax levied on sales within the City (excluding the Transient Occupancy Tax of 3%). The rates on specific items may vary by taxable category.

- ❑ \$12 million yield for each 1% of local sales tax
- ❑ 1% Streets & Open Space decreases to 0.75% Streets on January 1, 2016, leaving 0.25% of the current levy unused at that time
- ❑ For revenue augmentation an increase in the sales tax could be considered in 2012
- ❑ If so increased, part or all of the increase could be reduced in a future year (such as 2016)



2. New levy of transaction privilege tax on restaurants and bars (1% for discussion)

- ❑ Revenue is restricted as to purpose (must be associated with the hospitality industry)
- ❑ To facilitate entrepreneurial partnerships oriented to tourism
- ❑ Similar to the approach with Trader Joe's, City as land owner/lessor with future sale to tenant may have potential as a key element of an economic development/redevelopment project
- ❑ Election required to authorize new levy
- ❑ Annual yield for 1% = \$835,000



3. Property Tax (Primary and Secondary)

Terminology

Property Value x Assessment Ratio = Assessed Value
(10% for Residential)

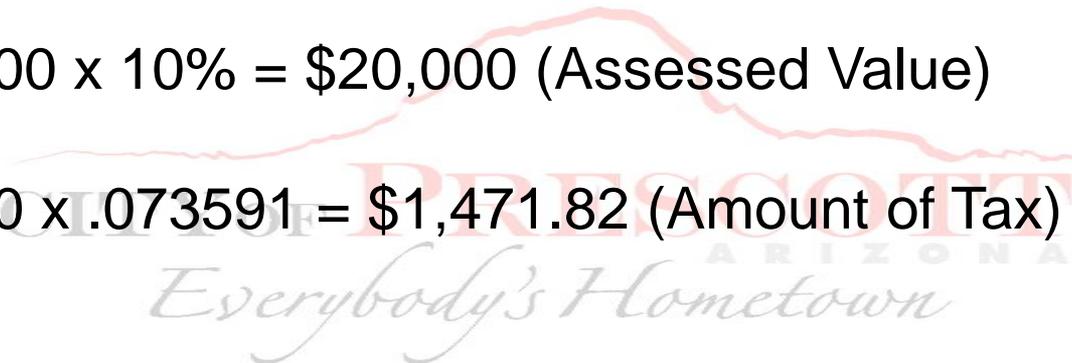
Assessed Value x Tax Rate = Amount of Tax

Sample Calculation

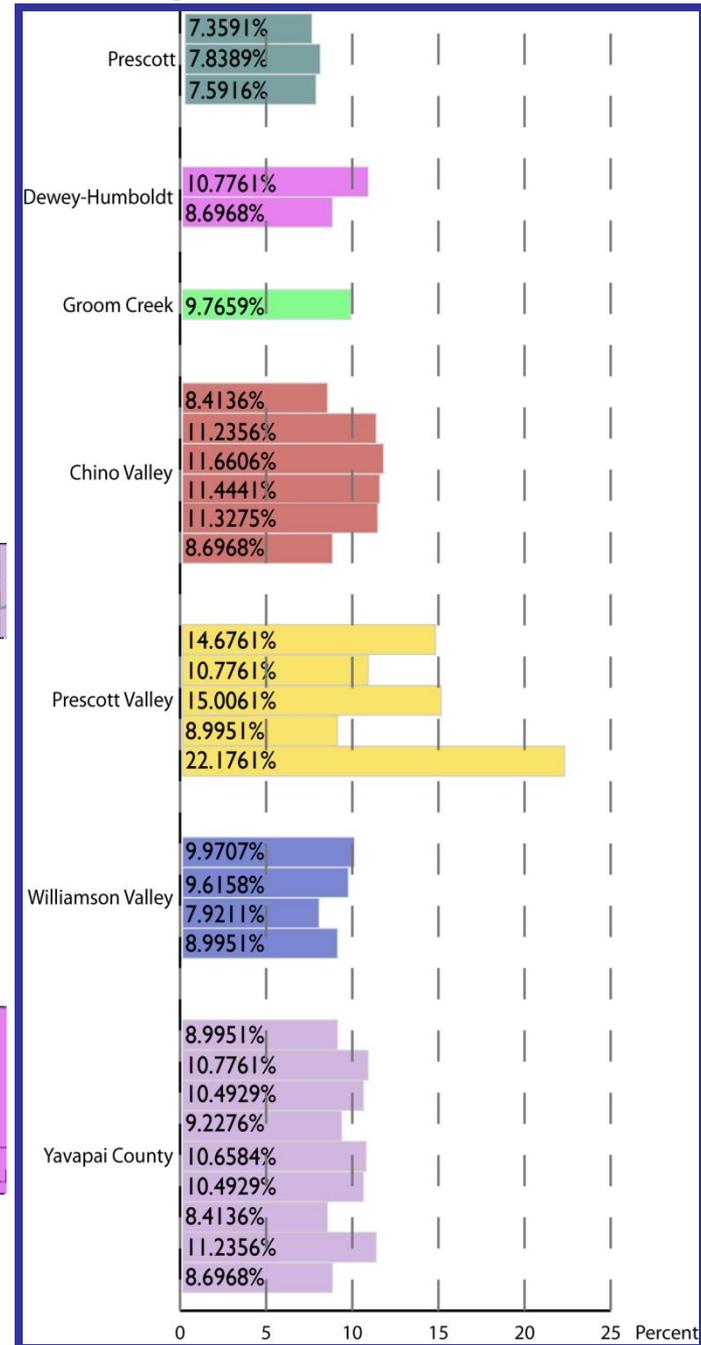
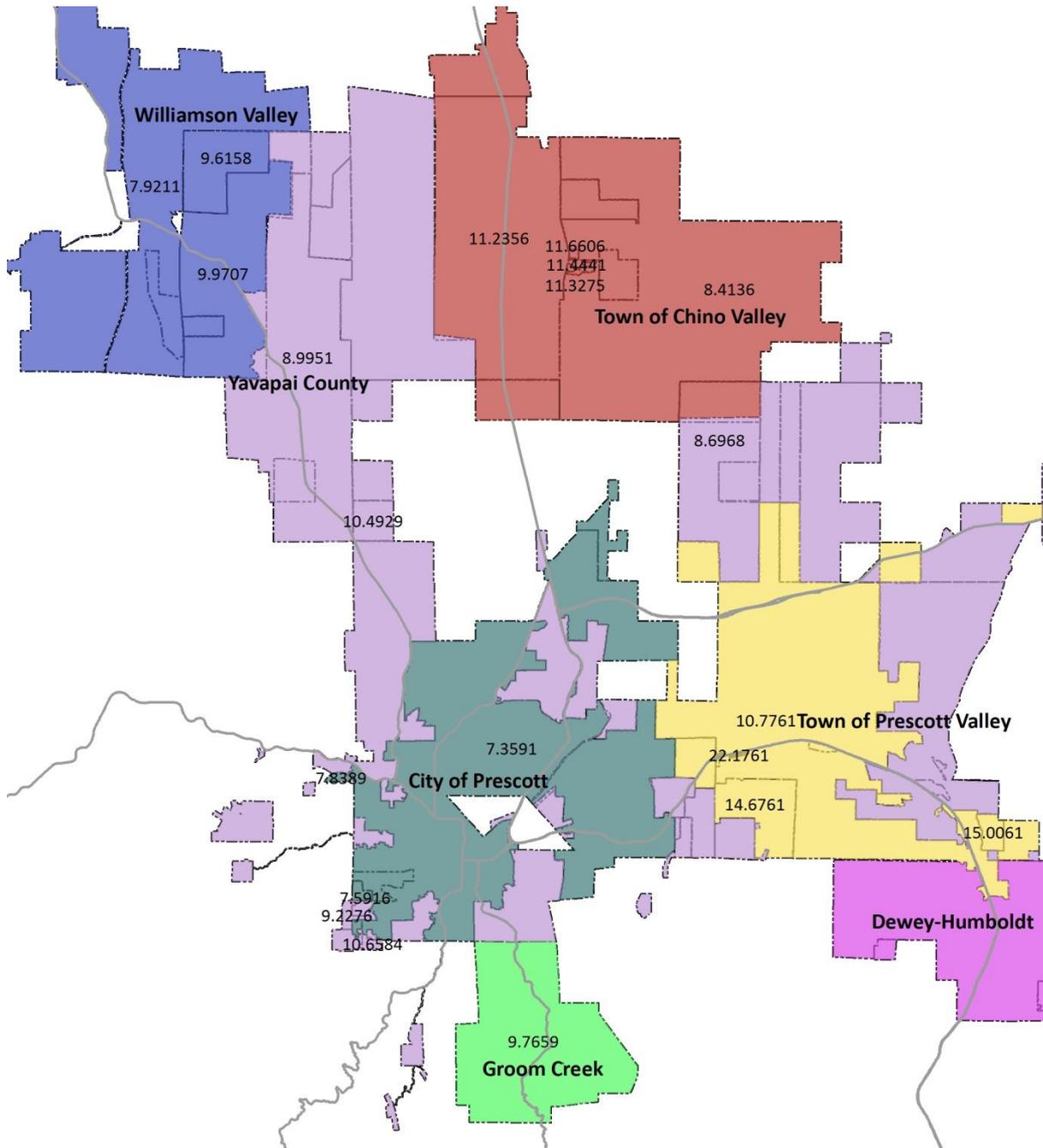
\$200,000 residence in Prescott; combined tax rate 7.3591%
(primary + secondary)

$\$200,000 \times 10\% = \$20,000$ (Assessed Value)

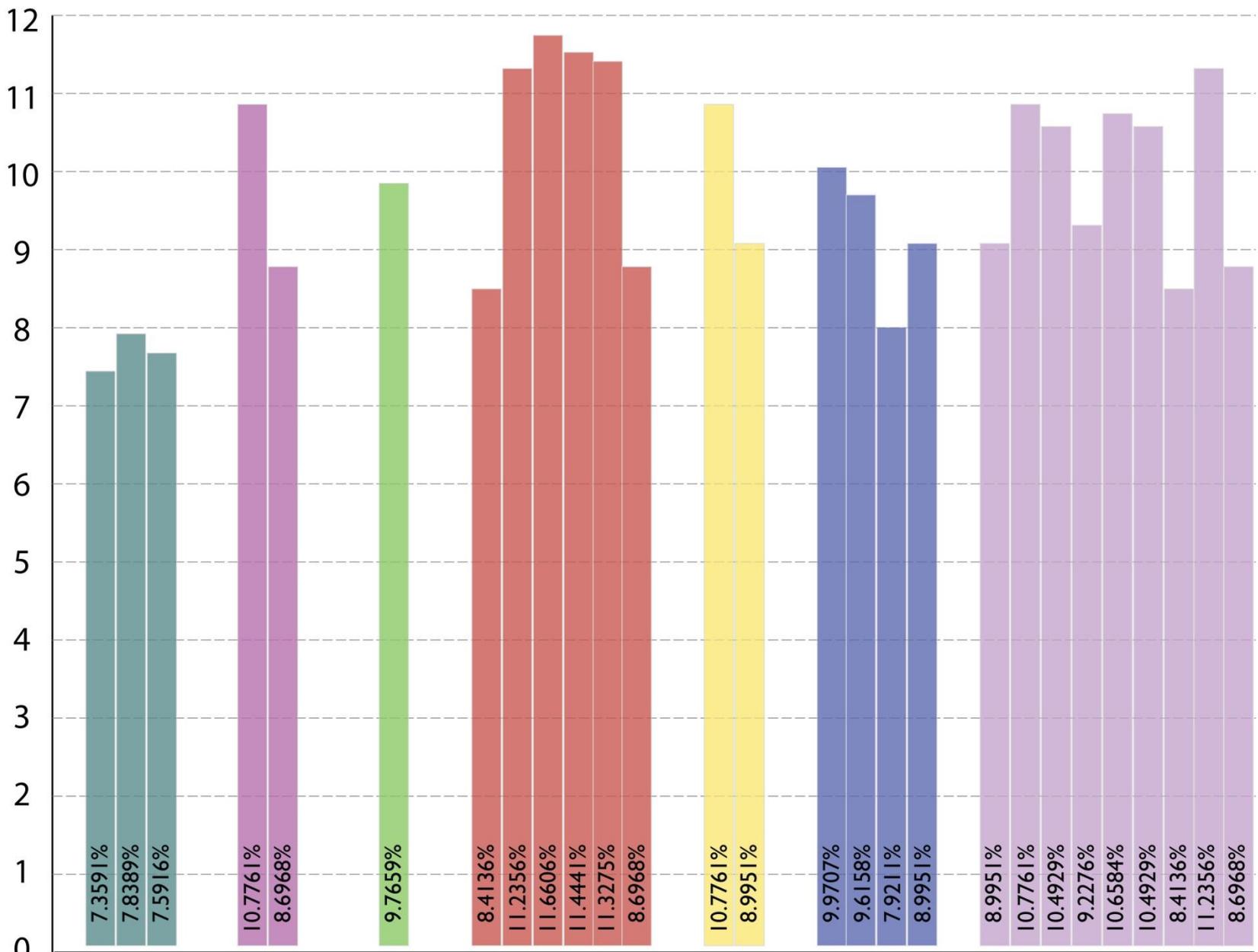
$\$20,000 \times .073591 = \$1,471.82$ (Amount of Tax)



Total Property Tax Rates in the Region



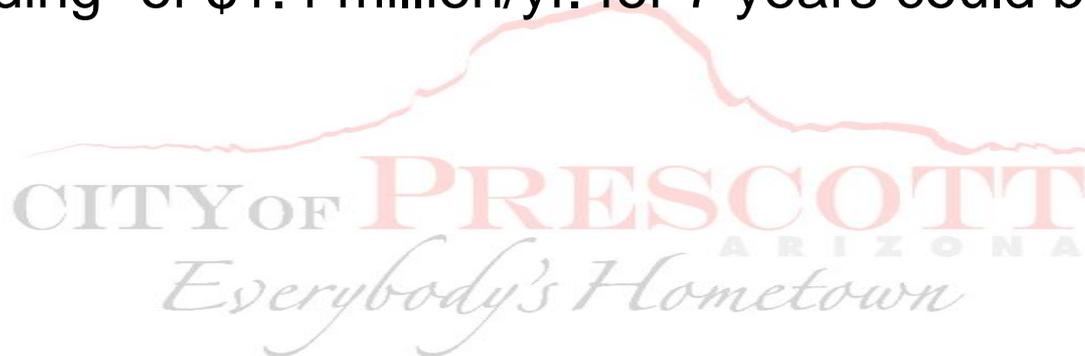
Total Tax Rates – a Closer Look (variations due to special district levies)



%

Secondary Property Tax Rate – Another Tool

- ❑ Secondary levy usually restricted to General Obligation (GO) debt
- ❑ SB 1226 (2011) provides a tool for cities of not more than 40,000 to levy a secondary property tax for not less than 2 nor more than 7 years without the GO debt requirement
- ❑ Must be approved by election NLT November 6, 2012
- ❑ FY 2013 is the last year of the City's large GO debt service (purchase of Watson and Willow Lakes from CVID)
- ❑ By keeping the current secondary tax rate the same "Bridge" Funding" of \$1.4 million/yr. for 7 years could be provided



4. Fire Protection by Other Provider and Adjustment (as applicable) of Sales Tax and/or Primary Property Tax

- ❑ Alternative #1 - Central Yavapai Fire District
 - Reduction in the City's General Fund budget
 - New primary tax levy for City property owners
 - Reduce City sales and/or primary property taxes
- ❑ Alternative #2 - Contract with Rural Metro
 - No reduction in either sales or property taxes
 - "Savings" provide General Fund revenue relief



5. Library District (County levy)

- ❑ “The Library” is now a county-wide library system
- ❑ Expansion of the Prescott Public Library, built at City expense, serves a significant number of patrons from outside the City
- ❑ Increase County funding of libraries such as the Prescott Public Library to recognize the regional/system function

6. User Fees

- ❑ Increase fees (trailheads, parks)
- ❑ Additional fee kiosks (Parking Garage, athletic fields)

Policy Tools

- ❑ Pay certain large capital investments for an enterprise fund from another funding source (which obviously must be in place)
- ❑ Examples of past major capital expenditures burdening enterprise funds with long term debt now reflected in shop repair charges and greens fees, respectively, include the Fleet Management Facility and Antelope Hills Golf Course
- ❑ Examples of possible future capital expenditures include:
 - Airport terminal
 - Another parking garage
 - Big Chino Project (GO bond instead of purely water rates due to value brought to presently undeveloped land, enhancement of economic activity)

Policy Tools (cont'd)

- ❑ Consider contracting out selected services, go through RFP process, analyze costs, and determine if there would be real cost savings
- ❑ Consider privatizing selected services (rely upon the private sector to provide them)



Council Comments & Discussion

Next Workshop - October 18, 2011
Police Department

