

FY 2013 BUDGET WORKSHOP &
MILLAGE RATE PUBLIC HEARING
TUESDAY, AUGUST 07, 2012
UNION CITY COUNCIL
7:00 PM

Present: Mayor Ralph Moore, Council Members Angelette Mealing, Shirley Jackson, Brian Jones, Vince Williams, City Manager Steve Rapson, City Clerk Jacqueline Cossey and Assistant City Clerk Tameca White

City Manager Steve Rapson led this discussion and presented the FY2013 Budget Calendar and the following information:

Economic Out Look

- The nation continues to exhibit a high degree of risk avoidance for a recovery that is over three years old.
- Cautious behavior is evident in the number of major corporations sitting on large cash reserves, in the reluctance of small businesses to hire or grow, and that consumers are saving more and borrowing less.
- Even with interest rates being at historical lows - banks are not beginning to lend.
- Georgia's economy tends to recover more sluggishly in comparison to our neighboring states.
- Consumers' tightfisted attitudes won't change quickly and lack of spending reflects the impact on household finances.
- The government stimulus and inventory building is behind us and growth will be based primarily on consumer demand.
- The slow pace is reflective of weak job growth, and is almost certain to continue at a painfully slow pace.
- The economic outlook is not forecasted to improve materially over the next budget year.
- Recovery, however slowly, is starting to show...

Economic Outlook/Recovery (Survey State/Local Governments Results)

- 68% Workforce shrunk since 2008 downturn economy
- 51% Shift Healthcare costs to employees
- 51% Pay Freezes
- 42% Hiring Freezes
- 28% Layoffs
- 27% Employee Contribution Retirement Plan
- 26% Creation Wellness Program Differentials
- 31% Fourth Year of Hiring & Pay Freeze

Budget Principles

- Conservatively determine revenue and expenses.
 - Detailed trending and financial analysis effectively neutralizes pressures to inflate revenue and expense estimates
- Do not use one-time revenue sources for ongoing expenses.
 - When a non-recurring source of revenue is used to fund an ongoing expense, an "automatic unfunded increase" is built into the budget for the following year.
- Balance current year revenues with current year expenses.
 - Using fund balance to finance a program creates a "built-in increase" in the future -- creating the bad practice of using one-time funding for ongoing expenses.

How will Union City ensure a Sound Future?

- Continue to follow budget principles, implement best practices and innovative financial strategies to remain fiscally sound.
- Continue developing as an economic hub and preferred location for business, residential investment and tourism.
- Maximize our location advantages, such as our proximity to downtown Atlanta, the interstate freeway system and Hartsfield-Jackson International Airport.
- Market our unique designations as an opportunity zone and foreign trade zone.

Economy is in a "Reset Mode"

Following Retreat actions were implemented:

- Halt Discretionary Spending
- Hiring Freeze
- Table Pending Capital Projects
- Evaluations:
 - Department reorganizations
 - Workforce reduction
 - Furlough days
 - Reduction municipal services
- Increased Economic Development Efforts

FY2013 Budget – Considerations

Primary Decision Metrics Outstanding

- Local Option Sales Tax Negotiations
- Jail Solutions and Ongoing Negotiations
- Water Authority Debt Service
- Healthcare Contribution
- Defined Benefit/Contribution Retirement

- Pending New Development
- 2012 Tax Digest
- Available Grant Funding
- Impact of Stormwater Utility & Sewer Bond Program
- Privatization City Services

2012 Estimated Gross Digest Computation Sheet

- Real
- Personal
- Motor Vehicles
- Mobile homes
- Timber
- Heavy Duty Equip.
- 2009 Net Digest
- Net Value Added-Reassessment of Existing Real Property
- Other Net Changes to Taxable Digest
- 2010 Net Digest
- 2010 Millage Rate
- Millage Equivalent of Reassessed Value Added
- Rollback Millage Rate for 2010

FY2012 Estimated Gross Digest Distribution

- Commercial 64.0%
- Industrial Agricultural & Conservation 17.3%
- Residential 18.7%

Millage Rate Comparison

- Hapeville
- East Point
- Atlanta
- Chattahoochee Hills
- College Park
- Fairburn
- Union City
- Unincorporated Fulton

Where does my Union City tax dollar go?

- Fulton County 15.85%
- Fulton County Schools 52.40%
- State of Georgia 0.71%
- Union City 31.05%

Employment Related Statistics and Amendments

- Funding for 259 FTEs (230 full-time and 29 part-time).
- Funding for Police services consisting of 79 FTEs (75 sworn; including 3 COPS officers; 3 part-time officers & 16 part-time reserve officers).
- Funding for Fire/EMS services consisting of 49 FTEs (48 sworn).
- Proposed reductions do not impact service delivery

Position Control Amendments

General Fund

Transfer Public Services – one (1) Labor I to Recreation.

Emergency 911 Fund

Unfunded Position:

One (1) Part-time Communications Operator I

Water & Sewer Fund

None proposed.

Corrections Fund

None proposed.

Proposed Budget – Retreat Item Actions

- First Responder Vehicle #3 \$52,000 – Funded
- Fire Marshal Vehicle Replacement \$24,500 – Funded
- Mayor & City Council Salary Analysis – Funded
- Revenue Enhancement Project – Underway
- Stormwater Utility Program – Implementation Underway
- MJCC Renovation Project – Placed on Hold
- Jail Operations – Detailed later in presentation

Employee Benefit Improvements

- FlexHR EmployeeUniverse™ (City Employee Self-Service Website) fully operational to assist 24/7 with any questions regarding benefits, pay, policies and procedures, etc.
- Maintain same healthcare employees rate as last year.
- Absorbed 2.5% healthcare increase without passing the cost along to our employees.
- Continuing short-term disability plan and enhanced long-term disability plan at no cost to employees. (Disability payments).
- Enrolled employees electronically using I-Enroller to ensure employee benefit selections are accurate. (Ascension)
- Provided employees with an Employee Benefit Summary detailing healthcare and retirement benefits. (Ascension)

- Implemented Preventive Care and Non-Tobacco User Discounts.

Planning Assumptions

- Commitment to Outstanding Customer Service
- Provides for no property tax increase
- Includes Holiday pay program for city employees
- Continue Internship Program
- Fund Debt Service payment
- Professional Outsourced Services
- Property & Liability insurance
- Fund local match Transportation Enhancement projects
- Maintain Define Benefit/Contribution Plan elections

Proposed Funding Highlights

- Information Technology Microsoft Exchange & Disaster Recovery Plan
- Code Enforcement Clean & Lien program
- E911 System Enhancement Improvements
- Ronald Bridges Park & Ball-field Improvements
- Employee Christmas Party & Event
- Public Arts Funding
- Enhanced Recreational programming
- Community Development includes costs of providing building inspection for one major business opening during year
- Provides 2% base salary one-time payment for city employees

Major Considerations

- Local Option Sales Tax distribution assumed allocated primarily upon municipal 2010 census population
- Change Millage Rate to the Rollback Rate (10.238 to 10.598) to recapture the declining digest. State Law does not consider this a property tax increase.
- Refunding/refinancing/realignment of Jail debt service as follows:
 - Refunding and refinancing existing Jail Authority Revenue Bond
 - Realign existing Jail Authority COPS to General Fund
 - Merging outstanding General Fund loans into refinance
 - Absorbing operational shortfalls into refinancing
 - Combining all debt and extending financing term

General Fund Budget Highlights

- General Fund sustainability rests primarily upon the outcome of LOST negotiations and final distribution modeling.
- Capital Improvement Program is temporally being placed on hold pending this outcome and to allow fund balance time to rebuild to sufficient levels for ongoing concerns.

- The variety and strength of our diverse commercial and industrial tax digest continue to help offset residential reassessment losses and contradict our neighboring municipalities.
- Creative refunding refinancing of Jail Authority debt to settle inter-fund loans establishes a sound financial foundation for future cash flow and ability to fund future infrastructure needs.
- Incentives such as the Tax Allocation District (TAD), Opportunity Zone, Georgia Foreign Trade Zone (GFTZ) coupled with our geographical location – help keep the city viable and our businesses remaining competitive.

Major Revenue Categories

- Real/Personal Property Tax 34.4%
- Local Option Sales Tax 24.8%
- Fines & Forfeitures 7.9%
- Business & Occupational Tax 5.8%
- Franchise Fees 7.4%
- Insurance Premium Tax 5.5%
- Water & Sewer Transfer 2.6%
- All Other 11.6%

Major Expenditure Categories

- Personnel Services & Benefits 60.6%
- Operating Transfers 5.8%
- Debt Service, Capital & Insurance 16.4%
- Professional & Contractual Services 7.1%
- Utilities Gasoline 3.8%
- All Other 9.7%

Personnel Categories

- City Salaries 68.1%
- Pension 9.5%
- Health 11.6%
- Social Security 4.3%
- Part-time & Over-time 3.0%
- All Other Benefits 3.6%

Inter-Fund Transfers

General Fund

- General Operations (\$375,000)
- General Operations (\$47,631)
- General Operations (\$25,000)

- General Operations (\$547,573)
- General Operations (\$930,000)
- General Operations (\$313,000)
- General Operations (\$389,000)
- Finance (\$435,000)
- Finance (\$263,000)
- Finance (\$165,000)
- Finance (\$75,000)
- Grand Total (\$1,689,204)

Jail Authority

- Detention Complex (\$3,421,468)
- Detention Complex (\$601,500)
- Jail Authority (\$0)
- Grand Total (\$4,022,968)

Emergency Services Budget Highlights

- Emergency Services continues to operate as expected with the exception of the range and effectiveness of the existing public safety communication infrastructure – upgrade underway.
- Capital Improvement Program includes E911 Enhancement funding for addressing the E911 communication issues.
 - Ware Street Tower – The FAA has approved the 30’ increase in cell tower height, and two 9’ dipole UHF antennas should be fully operational by year end.
 - Derrick Street Tower – Enhanced public safety antennas and cable drop for the 220’ tower was installed as part of the tower agreement to ensure overall system functionality.
 - Design and engineering of the Radio System - Trunking system, E911 consoles, UHF-400 mhz radios, that will provide potential growth capacity for 25 years is being implemented and should become operational by year end.
 - Radio System – Police vehicles were procured moving the city into a fully digital radios capability and enabling direct integration into this new trunking system.

Major Revenue Categories

- E-911 Surcharge Cell Phones 19.6%
- E-911 Surcharge Land Line 18.1%
- Wireless Cell Tower 2.1%
- General Fund Transfer In 61.0%

Major Expenditure Categories

- Salary & Benefits 82.6%
- E-911 Wireless Recovery 13.1%
- All Other 4.3%

Hotel Motel Tax Fund Budget Highlights

- Operating Budget was further decreased to ensure sustainability of future events over the next two years assuming no sponsorship dollars
- Promotions and marketing includes turn-key services for:
 - Mayor's Annual Bike race
 - Independence Day & Labor Day Concert Series
 - Two (2) Movies by Moonlight events at Ronald Bridges Park
- TSB "The Show Business" duties handle":
 - Provides full stage production w/Sound, Lighting, Stage, Roof, Backline and Video
 - Researches and proposes talent roster and negotiates/manages all Artist contract riders and details
 - Provides and manages non-talent related event extra items – DJ, Tents, Generators, Video, Fireworks Opener, Gate and lot assembly
- Public Relations & Marketing Manager duties handle:
 - Advertising, marketing and promotions of concerts & movies series
 - Implementation of a sponsorship program
 - Assisting city with tourism and economic development related activity

Major Expenditure Categories

- Promotions & Marketing 87.8%
- Advertising 11.3%
- All Other 1.0%

Major Revenue Categories

- Budget Fund Balance 28.0%
- Hotel Motel Taxes 72.0%

Water & Sewer Fund Budget Highlights

- Sustainability in future years may be an issue, primary drivers are:
 - Water purchased form City of Atlanta – budget \$2.5M
 - Sewer treated by Fulton County – budget \$1.05M (Contract still pending)
 - Pending water reservoir Debt service to Water Authority – budget \$1.45M
- No anticipated shortfall forecasted.
- No major business development incorporated in the budget.
- Revenues reflect impact of a fundamental reduction of water consumption.

- Ending Fund Balance is estimated to be less than 3%.
- Future water & sewer rates may need to be adjusted depending upon the primary drivers referenced above.

Major Revenue Categories

- Water Sales 55.5%
- Sewer Sales 39.8%
- All Other 4.7%

Major Expenditure Categories

- Salary & Benefits 12.6%
- Purchase Water 31.8%
- Purchase Sewer Capacity 13.4%
- Water Authority Interest 18.5%
- General Fund Transfer 4.6%
- All Other 12.2%

Sanitation Fund Budget Highlights

- Sanitation continues to operate as expected without operational concerns or challenges.
- Advanced Disposal and CLM continue to substantiate their commitment in our public/private partnership with tangible benefits to the business community and our tourism events.
- Franchise fee and billing spin-off with Advanced Disposal is fully operational and functioning as intended.
- Fund balance remains healthy.
- Program enhancements include:
 - Stormwater budgetary items – redirected to new Stormwater Utility Fund
 - Enhanced Street Sweeping services
 - Clean & Lien, stormwater clean-up, demolition and citywide clean-up program all funded in this fund

Major Revenue Categories

- Sanitation Fee 64.6%
- Franchise Fee 6.3%
- All Other 2.1%
- Fund Balance 27.1%

Major Expenditure Categories

- CLM 54.5%
- General Fund Transfer 24.6%
- Citywide Cleanup Efforts 14.9%

- Advanced Disposal 5.6%
- All Other 0.4%

Stormwater Utility Budget Highlights

- Federal Storm Water requires local governments to develop Storm Water Management Programs – the following ordinances and policies supports this mandated requirements:
 - Adopted Stormwater Management Ordinance; Soil Erosion and sedimentation Control Ordinance; Post-Development Stormwater for New Developments an Redevelopments; Floodplain Management/Flood Damage Prevention; Illicit Discharge and Illegal Connection; Litter Control; Stream Buffer Protection and on site inspections.
 - Stormwater Utility provides the mechanism to fund the administration of these ordinances and policies as well as stormwater infrastructure improvements.
 - Stormwater utility user fee is a monthly fee proportional to the amount of impervious area compared to an ERU (Equivalent Residential Unit).
- The average impervious area of Union City residential districts is 2,800 square feet and includes house area, driveway, sidewalks and patios.
 - Residential single family dwellings well be billed one ERU regardless of lot size or house size.
 - Multifamily developments will be billed as multiples of ERU based on the number of units or amount of impervious area.
 - Commercial and Industrial entitles will be bill as multiples of ERU based on impervious area.
- Proposed capital improvement project include:
 - Restoration of Lower Dixie Lake Dam,
 - Repair and restoration of Retention Ponds,
 - Stormwater related capital improvements – such as Culvert Replacements, Storm Drain Replacements, Area Drains, Catch-basins, Flared End Sections, Headwalls, and Junction Boxes.

Major Revenue Categories

- Single Family Residential 16.8%
- Public/Institutional 6.1%
- Industrial 33.0%
- Commercial 27.2%
- Multi-Family Residential 16.9%

Major Expenditure Categories

- Lower Dixie Lake Dam Repair 62.5%
- Detention Ponds 15.6%
- All Other Capital Projects 13.1%
- All other 8.7%

FY2013 Restricted Fund Budget Summary

Confiscated Assets Fund (210) – Restricted special purpose funds reflecting forfeitures from the sale of seized property as a result of drug-related arrests. Funds are for expenses over and above existing police services operations.

State Grant Funds (230) - Funds awarded by the State of Georgia for a particular use as specified in the grant application and award. Funds typically represent a program, service, or small operating-type of purchase by department. LMIG (Local Maintenance & Improvement Grant) for street repaving projects is an example of an initiative supported via this fund.

Federal Grants Fund (240) - Funds awarded from the Federal government for a particular use as specified in the grant application and award.

- i. COPS Grant – Covers 100% of salaries and benefits for three full-time police officers for three years.
- ii. ARC LCI Grant – Supplemental study of the Mall and surrounding property.
- iii. DNR Trail Grant – Creation of new trail system around old Dixie Lake or Highway 29 Ball-fields. (TBD)
- iv. BJA Grant – Supports the purchase of police bullet proof vests that are utilized for community policing.
- v. AFG Grant – Fireman equipment reimbursement grant.

ARRA Federal Grants Fund (246) - Funds awarded from the Federal government for a particular use as specified in the grant application and award.

- i. ARRA JAG Grant – Supports the purchase of police vehicles that are utilized for community policing.

Multiple Grants Fund (254) - Funds awarded from various contributions and donations received from individuals, businesses, and philanthropic organizations, for both restricted and unrestricted purposes and is deposited into the applicable department.

Vehicle Rental Excise Tax Fund (255) – Special tax assessed on rental vehicles for the purpose of maintaining roads and related infrastructure throughout the city.

Inmate Welfare Fund (287) - Restricted special purpose funds dedicated to provide monies to benefit the general inmate population and enhance inmate activities and programs, including education programs.

Tax Allocation District Fund (291) – Tax allocation district supports construction of the infrastructure necessary to make an underutilized area attractive to development. The TAD captures the incremental financing of real estate improvements to pay the present cost of street, greenway trail, lighting etc improvements.

CDBG (Community Development Block Grant) Fund (345) – Restricted special purpose funds from HUD dedicated to providing affordable housing, eliminating community blight, and establishing critical services for low-moderate income residents. (Highway 29 Ball-fields)

Capital Improvement Program Fund (310) – Residual 2006 General Obligation Bond proceeds for street related projects and Fire Station #3. Remaining streets funding is allocated based upon the street rating and condition.

Capital TE (Transportation Enhancement) Program Fund (343) – Federal TE Projects requiring multiple years and local matching to implement. (Detailed Later)

Capital Improvement Program Fund (350) – Residual General Fund Capital projects. Primarily MJCC Renovation, MARTA, E911 Enhancements, PCID Oakley Road contribution and Park improvements.

2006 GO (General Obligation) Debt Service Fund (410);

2010 GO (General Obligation) Debt Service Fund (419);

2010 COPS (Certificate of Participation) Debt Service Fund (420) – Funds designated for the purpose of recording principle and interest debt service payments funding from General Fund and Jail Authority debt service allocations.

- Bond Fund 310 (Residual 2006 General Obligation Bond proceeds)
 - Proceeds for street related projects and Fire Station #3.
 - Fire Station #3 is complete and fully operational.
 - Remaining streets funding is allocated based upon the street rating and condition.
 - Ronald Bridges Park including parking, drainage, utility, sidewalk and grading improvements substantially completed.
 - The bond program should be substantially complete by the end of the FY2013 budget year.

- Capital Fund 350 (Carryover funds for multiyear capital projects)
 - The capital program should be substantially complete by the end of the FY2013 budget year with the exception of residual MJCC Renovation.

Capital Budget – Project Listings (Fund 310 & 350)

<u>Fund 310 Bond – Project Name</u>		<u>Fund 350 Capital – Project Name</u>	
Fire Equipment	\$76,500	E911 System	\$164,753
Fire Stations Renovation	\$7,500	MJCC Renovation	\$866,741
Sewer Line/Sink Hole Repairs	\$71,155	MARTA Improvements	\$340,579
College Street	\$84,485	Oakley Road (PCID IGA ROW)	\$87,500
Baker Street	\$94,490	Land Acquisition-Marguis Field	\$25,303
Dodson Road	\$259,490	Ronald Bridges Improvements	\$75,000
Dixie Lake Road	\$139,083	Etris Renovation	\$10,000
Forrest Avenue	\$180,810	BigBelly Solar Project	\$30,000
Simpson Avenue	\$38,680	Highway 29 Ball-Fields	\$75,000
Union Street	\$89,420	Contingency	\$75,156
Stonewall Tell Turn Lane (GDOT)	\$5,300	TOTAL	\$1,709,032
Contingency	\$50,165		
TOTAL	\$1,097,078		

Capital Projects Highlights

- High Point Pedestrian Bridge – Building a pedestrian bridge on Highpoint Road to allow for passage between a local neighborhood and Liberty Point Elementary School.
 - Project underway – Clark Patterson Lee consultant firm
 - Acquiring right-of-way two parcels – awaiting ROW Certification letter
 - Environmental complete and awaiting utility certification
 - CST FY 2012
- Pedestrian Sidewalk Phase I – SR 138 from Gresham to Highway 29; Highway 29 from SR 138 to Dixie Lake Road and Pedestrian Sidewalk at Lester Road by Christian City.
 - Project underway – SEI consultant firm
 - Concept approved working on survey and environmental
 - Let schedule, December 2013
 - CST FY 2013

TE and CMAQ Capital Budget Highlights (Fund 343)

- Shannon Parkway CMAQ Project – Proposed project consists of approximately 1.5 miles of sidewalk and replacement of corrugated metal pipe with concrete pipe under sidewalk and improving intersection cross-walks.
 - Project underway – POND consultant firm
 - Working Preliminary plans and environmental
 - Let schedule, August 2013
 - CST FY 2014
- Pedestrian Sidewalk Phase II – Dodson Road, College Street, Baker Street, Goodson Street and Union Street sidewalk project.
 - Project underway – Griffin & Davis consultant firm
 - Eliminated sidewalks along Gresham Street per homeowner request
 - Eliminated sidewalks along Park Street & Jackson Street because they're dead-ends and along Church Street
 - Requested design variance eliminate landscape strip – reduce ROW cost
 - Environmental re-evaluation due to aged plans
- Buffington Road – Road improvements and bridge replacement.
 - ROW and hydraulic study underway
 - Let schedule, February 2013
 - CST FY2013
- Oakley Industrial Boulevard – PCID Arterial Collector Upgrade
 - Upgrade 1.69 miles of Oakley Industrial Boulevard between Fayetteville Road and Jonesboro Road/State Road 138 by widening the existing two lane road to three lanes, with two twelve-foot travel lanes and a fourteen-foot center two-way left turn lane, in addition to shoulder and sidewalk improvements.
 - ROW and Utility certification – Pending final approval
 - Project underway – Fairburn providing over-sight per SFCID
 - Let schedule, FY2013

TE and CMAQ Capital Budget Highlights

- Pedestrian Sidewalk Phase III – Various sidewalk projects
 - Lower Dixie Lake Road – US 29 to Park Avenue, Oakley Road – Flat Shoals to Shannon Blvd, Shannon Blvd – Shannon Parkway to Oakley Road, Lakeside Drive – Stonewall Drive to Alexander Avenue, Buffington Road – Carriage Lane south to existing sidewalk and Highway 92 – US 29 to South Fulton Parkway sidewalk project.
 - Project VE to GDOT Approval
 - Advertising RFP – August 2012
 - CST FY 2014
- Trails Grant – Developing a recreational trail system adjacent to the Etris Building at Ronald Bridges Park that connects Ronald Bridges Park Phase I to Phase II.
 - Project underway – AEC consultant firm
 - Final plans approved with RFP being released this week
 - CST FY2012

Jail Authority & Correction Budgets

- Jail Authority budget consists primarily of the following two line items account for 95.2% of their budget :
 - Jail Management Contract = Correctional Services Budget \$3,421,468
 - Debt Service payments \$601,500
 - 2008 General Obligation Bonds
- The Corrections budget consists primarily of the following three line items account for 95.9% of their budget :
 - Salaries & Benefits \$2,449,457
 - Professional Services & Utilities \$916,685
 - Jail Medical Services
 - Food Services (feed inmates)
 - Utilities

Jail Authority Populated Trend

- Jail Breakeven – 273 Inmates

Operating & Selling Impediments

- Outstanding General Fund loan to Jail Authority of \$3,010,691 over the past two years.
- Combined Operating losses of Jail Authority and Corrections of \$2,034,557 over the past two years.
- Revenue Bonds provision contain a “Make Whole Provision” of \$1,188,200 – bank will not waive.
- COPS (Certificate of Participation) of Police and Court facility/equipment is included in outstanding debt.

- Fulton County and City of Atlanta not ready to make a decision in foreseeable future.
- Limited Options and Outcomes

- Option #1 – Close Jail
 - Fifty (50) Union City Correction employees lose their jobs;
 - Creates outsourcing issue for where Police take Union City Inmates for jail purposes;
- Option #2 – Sell Jail
 - Impediments to selling remain as outlined earlier.
- Option #3 – Operate Jail (Refund & Refinance Balance Sheet)
 - Union City would retain ownership and still seek same solutions as outlined for the past two budget cycles;
 - “True Up” loans, shortfalls and lower threshold required to keep facility at a “breakeven” position.

Proposed Solution – Option #3

▪ Existing Loans & Operating Losses	Budget
○ Internal Loan Repayment	\$3,010,691
○ Operating Deficits	\$2,061,375
○ Total Loans & Operating Losses	\$5,072,066

<u>Remaining Revenue Bonds</u>	Budget
▪ Refund Revenue Bonds	\$6,873,903
▪ Make Whole Provision	\$1,188,200
▪ Estimated Closing Costs	\$235,831
▪ Total revenue Bonds	\$8,297,934

Total Refund & Refinancing	\$13,370,000
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Additional Jail Operations Recommendations

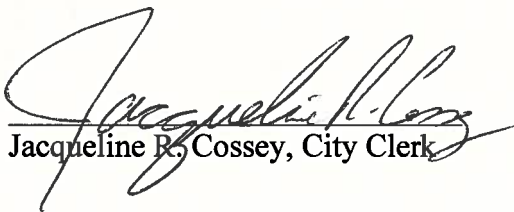
- In tandem with implementing Option #3 the following actions would be implemented as part of the proposed budget:
 - Renegotiation of the existing Medical Service Contract staffing hours of operation achieving a (\$263,815), or -52.6% reduction.
 - Redirecting \$389,000 COPS debt service from Jail Authority to the General Fund. (Police & Court)
 - Remaining at minimum jail staffing and operations until we have obtained the needed inmates – currently there are eight (8) jail options vacant.
 - Aggressively pursue long-term housing with all other jurisdictions.
 - Continue discussions to sell the jail but without the previous impediments on the table.

Budget Summary for FY2013

- Budget calls for no property tax increase.

- Budget reductions do not impact existing service delivery
- Budget reflects a fundamental correction to balance current year revenues with current year expenses.
- Budget continues emphasis of Community Appearance:
 - Leveraging the community service program with existing public services staffing to combat litter and graffiti;
 - Code Enforcement Clean & Lien program & citywide Clean-ups;
 - Enhancing the Street Sweeping program;
- Budget continues to leverage the efficiencies of the public-private partnership model with outsourcing information technology, human resources, sanitation, jail services and Community Dev. Services.
- Budget provides breathing room for achieving a long-term solution for jail operations while paying back loans and resolving shortfalls.

On motion of Councilmember Williams seconded by Councilmember Mealing and carried, the meeting adjourned.


Jacqueline R. Cossey, City Clerk


Ralph Moore, Mayor