

Anywhere USA Shopping Cart Exercise (Select items and quantity of item to fill up shopping cart to equal budget reduction)

<u>Description</u>	<u>\$/unit</u>	<u>\$ max</u>	<u>Qty (Units)</u>	<u>Shopping Cart</u>
Personnel Related Reductions w/ Collective Bargaining Constraints (note service level impacts in reduction of FTE would result):				
Furlough: Each day of leave without pay (max 5 days)	320,000	1,600,000		
Hiring freeze: Each 1% of employees (max 3% additional vacancy rate)	800,000	2,400,000		
Pay Reduction: Each 1% current employees pay reduction (max 3%)	800,000	2,400,000		
Health Insurance: Each 1% employer share passed to employee (max 5%)	80,000	400,000		
Retirement Contribution: Each 1% share passed to employee (max 5%)	120,000	600,000		
Personnel Related Reductions w/out Collective Bargaining Constraints (note service level impacts in reduction of FTE would result):				
Pay Reduction – Senior Management: Each 1% pay reduction (max 3%)	25,000	75,000		
PT Transition: FT to 50% FT for 1% of employees (max 3%)	400,000	1,200,000		
Layoffs: Each employee salary/benefit cost (max 3% of workforce)	50,000	2,400,000		
Operational Service Reductions (internal - "pain" felt by employees):				
Discretionary Line-Items: Each 1% reduction (max 20%)	30,000	600,000		
Custodial Services: Each day/week reduction (4 days/week max)	60,000	240,000		
Energy Mgmt: Each 1% of HVAC, darker, less mileage impact (10% max)	15,000	150,000		
Operational Service Reductions (external - "pain" felt by employees and citizens, note service impact would also be impacted by FTE impacts from above):				
Library Hours: Each 1% reduction in operating hours (max 20%)	24,000	480,000		
Fire/EMS Response Times: Each 1% increase in time (max 10%)	45,000	450,000		
Law Enforcement Response Times: Each 1% increase in time (max 10%)	100,000	1,000,000		
Parks Hours: Each 1% reduction in operating hours, # of programs (max 20%)	32,000	640,000		
General Admin Operations: Each 1% reduction in hours open (max 10%)	104,000	1,040,000		
Road Maintenance: Each 1% reduction in maintenance schedule (max 10%)	16,000	160,000		
Trash/Recycling Hauling: Each 1% reduction in service level cycle (max 10%)	16,000	160,000		
Other Areas for Consideration:				
User Fees: Each 1% increase in user fees (max 10% = cost)	30,000	300,000		
One-time use of additional fund balance, capital deferment, debt (Yr 2 WARNING)	1,000,000	1,000,000		
Shopping Cart Total (Total reduction target is \$5,000,000)	<u>4,067,000</u>	<u>17,295,000</u>		

Note: Shopping cart in reality has many more options w/ all options better quantified. Model is just an illustrative example of challenges in balancing a budget.

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Furlough: Each day of leave without pay (max 5 days)	320,000	1,600,000	2.0	640,000
Hiring freeze: Each 1% of employees (max 3% additional vacancy rate)	800,000	2,400,000	2.0	1,600,000
Pay Reduction: Each 1% current employees pay reduction (max 3%)	800,000	2,400,000	1.0	800,000
Health Insurance: Each 1% employer share passed to employee (max 5%)	80,000	400,000	1.0	80,000
Retirement Contribution: Each 1% share passed to employee (max 5%)	120,000	600,000	-	0
Personnel Related Reductions w/out Collective Bargaining Constraints (note service level impacts in reduction of FTE would result):				
Pay Reduction – Senior Management: Each 1% pay reduction (max 3%)	25,000	75,000	-	0
PT Transition: FT to 50% FT for 1% of employees (max 3%)	400,000	1,200,000	0.5	200,000
Layoffs: Each employee salary/benefit cost (max 3% of workforce)	50,000	2,400,000	5.0	250,000
Operational Service Reductions (internal - "pain" felt by employees):				
Discretionary Line-Items: Each 1% reduction (max 20%)	30,000	600,000	10.0	300,000
Custodial Services: Each day/week reduction (4 days/week max)	60,000	240,000	3.0	180,000
Energy Mgmt: Each 1% of HVAC, darker, less mileage impact (10% max)	15,000	150,000	6.0	90,000
Operational Service Reductions (external - "pain" felt by employees and citizens, note service impact would also be impacted by FTE impacts from above):				
Library Hours: Each 1% reduction in operating hours (max 20%)	24,000	480,000	5.0	120,000
Fire/EMS Response Times: Each 1% increase in time (max 10%)	45,000	450,000	-	0
Law Enforcement Response Times: Each 1% increase in time (max 10%)	100,000	1,000,000	-	0
Parks Hours: Each 1% reduction in operating hours, # of programs (max 20%)	32,000	640,000	5.0	160,000
General Admin Operations: Each 1% reduction in hours open (max 10%)	104,000	1,040,000	-	0
Road Maintenance: Each 1% reduction in maintenance schedule (max 10%)	16,000	160,000	5.0	80,000
Trash/Recycling Hauling: Each 1% reduction in service level cycle (max 10%)	16,000	160,000	5.0	80,000
Other Areas for Consideration:				
User Fees: Each 1% increase in user fees (max 10% = cost)	30,000	300,000	10.0	300,000
One-time use of additional fund balance, capital deferment, debt (Yr 2 WARNING)	1,000,000	1,000,000		120,000
Shopping Cart Total (Total reduction target is \$5,000,000 - get w/in \$100,000 +/-)	<u>4,067,000</u>	<u>17,295,000</u>		<u>5,000,000</u>

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