

# 2025 City of Ripon Budget

Council Workshop

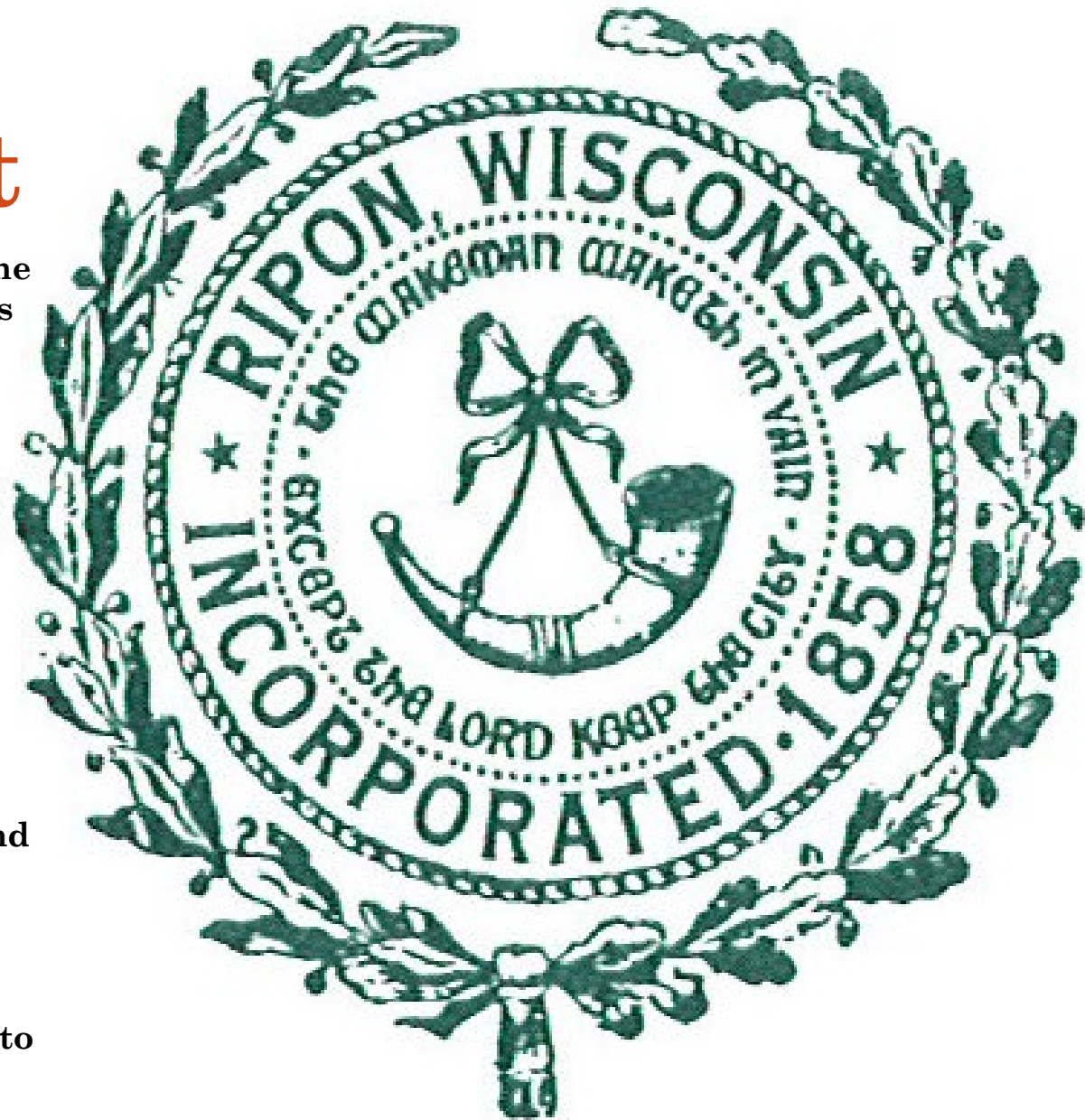
9/25/2024

# The 2025 Budget

Through a series of strategic planning efforts, the 2025 City of Ripon Budget is designed to address the community's most pressing issues and opportunities. Guided by the Financial Management Plan (FMP) and the 2023 financial audit, this budget positions the city to aggressively resolve both past and present financial challenges.

The proposed budget prioritizes investments in infrastructure, staffing, and community amenities, reflecting our commitment to continued growth and improvement. Thanks to careful planning, we are seeing real progress through new projects, funding opportunities, and community development.

As we move forward, it will be critical to stay focused on the long-term vision for Ripon's future, ensuring that each decision contributes to the city's growth and prosperity.



# 2025 Budget Goals & Challenges

Build off and use our previous planning efforts (Parks, Facilities, FMP, Housing, etc.)

Review potential revenue sources and funding options (TID, Enterprise) for Capital Projects and sustainable funding

Provide competitive wages and benefits for employee recruitment and retention


Continue to refine the budget format and process

Addressing past financial shortfalls and challenges while balancing tax rate impacts and current needs

Stabilizing utility finances – Rate Increases and Impacts

Balanced budget cuts to staffing and programming based on data and impact

# 2025 Budget Timeline/Process

Friday, Aug 9th:	Department Worksheets Due
Friday, Aug 16th:	Employee Wage & Benefits Calculations & Assumptions
Monday, Aug 26 <sup>th</sup> :	Preliminary Budget Discussion at <u>Common Council Meeting</u>
Monday, Sept 9 <sup>th</sup> :	Committee Requests/Recommendations for Budgets Due (Park & Rec, DPW, Police, Utilities & EMS)
Friday, Sept 13 <sup>th</sup> :	Capital Improvement Plan Formalization (Ongoing)
 Wednesday, Sept 25 <sup>th</sup> :	Budget Workshop – Will Schedule with Common Council
Tuesday, Oct 8 <sup>th</sup> :	Meeting with Council – Review & Update Budget
Monday, Oct 14 <sup>th</sup> :	Preliminary Budget delivered to the Mayor/Council
Mon, Oct 28 <sup>th</sup> :	<u>Council Budget Review Summary Budget Resolution and Set Public Hearing</u>
Thurs, Oct 29 <sup>th</sup> :	Budget Public Hearing Notice Published in the Newspaper
Tues, Nov 12 <sup>th</sup> :	Hold Public Hearing; Adopt Budget & Fee Schedule Resolution (7:00 p.m.)
Mon, Dec 9 <sup>th</sup> :	Tax Statements Mailed out to Property Owners

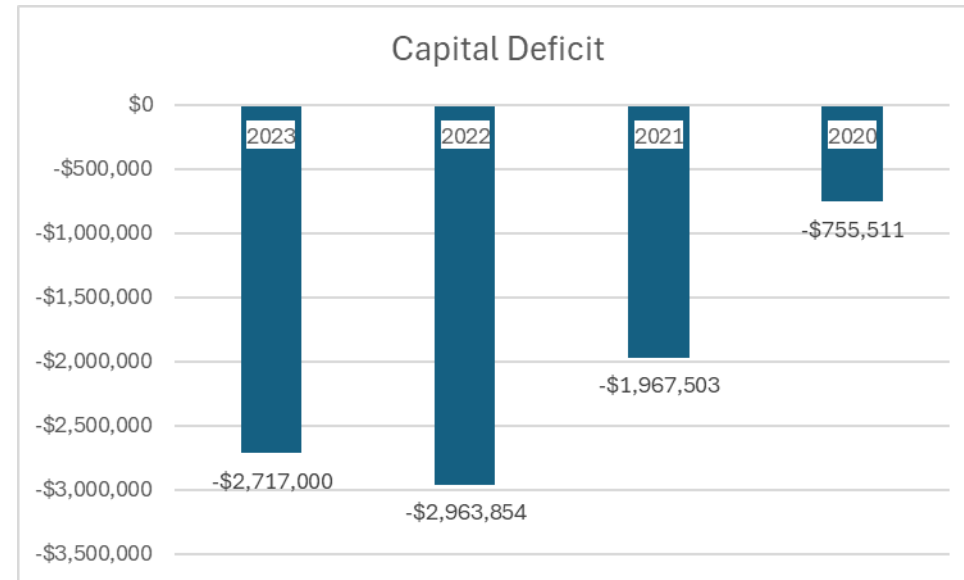
# 2025 Budgets to Review

- General Fund
  - Legislative
  - Attorney
  - Administration
  - Elections
  - City Administrative Services (multiple GF departments)
  - Police (includes Emergency Management and Animal Control)
  - Fire
  - Building Inspection
  - DPW (includes Operations, Streets, Parks & Rec, Building & Grounds, Waste Management, Compost, and Cemetery)
  - Parks and Recreation (includes Senior Center)
  - Cable TV
- Special Revenue Funds
  - EMS
  - City Revolving Loan Fund
  - Taxi
  - Community Promotion
  - Recycling
  - Library
- Debt Service Fund
- Capital Projects Funds
  - Capital Project
  - TID's
- Business Improvement District
- Utility Funds

# Audit and FMP Impacts

- Capital Improvement Planning
  - FMP CIP 2024-2030 = \$42.5 MM
  - Includes DPW Facility, State Hwy Reconstruction, Road Reconstructions, New Municipal Well, Land Acquisition, Equipment, and Misc. Infrastructure Projects.
  - Utilities Funding Road Reconstruction
  - Significant Debt and Rate Impacts to Accomplish CIP (Draft FMP Info Below)

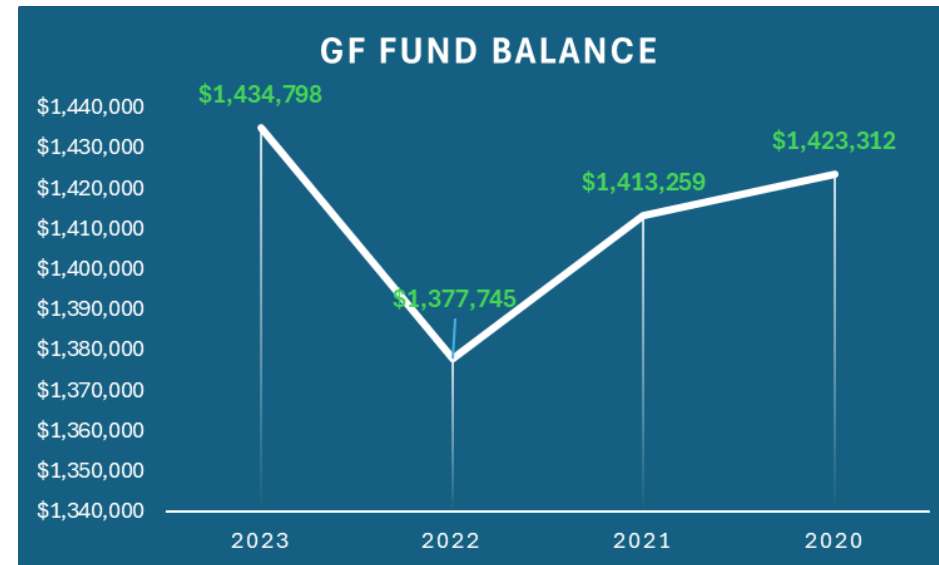
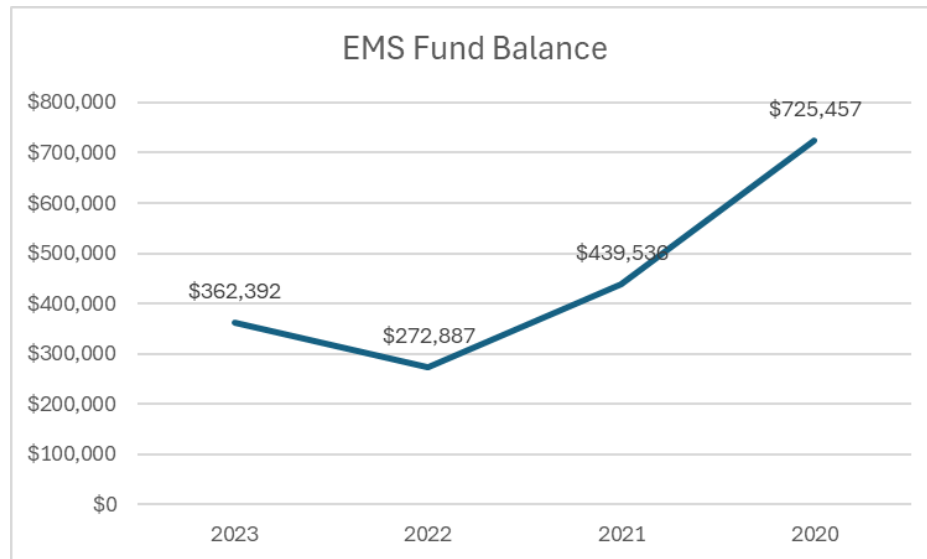
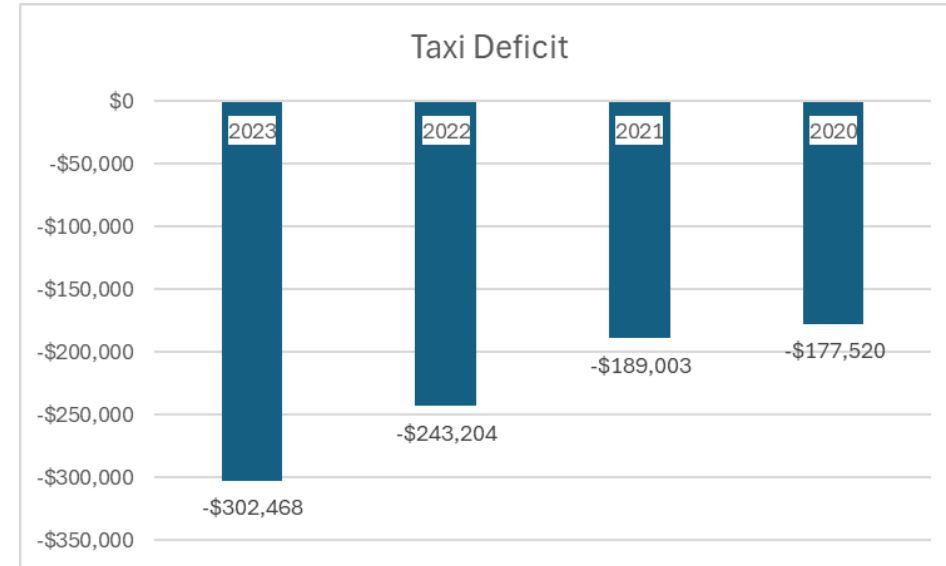
- Past CIP Funding



Sources of Funding	2024	2025	2026	2027	2028	2029	2030	
G.O. Debt	1,502,000	8,277,651	1,640,605	1,710,000	1,758,333	2,308,333	2,004,667	19,201,589
Revenue Debt	0	3,970,769	5,674,210	1,340,000	1,981,667	849,667	3,483,333	17,299,646
TID	0	0	400,000	0	0	1,000,000	0	1,400,000
Prior Debt	415,000	0	0	0	0	0	0	415,000
Cash	714,000	372,000	254,000	235,000	285,000	230,000	90,000	2,180,000
<b>Total</b>	<b>2,631,000</b>	<b>14,038,840</b>	<b>8,608,000</b>	<b>3,285,000</b>	<b>4,025,000</b>	<b>4,388,000</b>	<b>5,578,000</b>	<b>42,553,840</b>

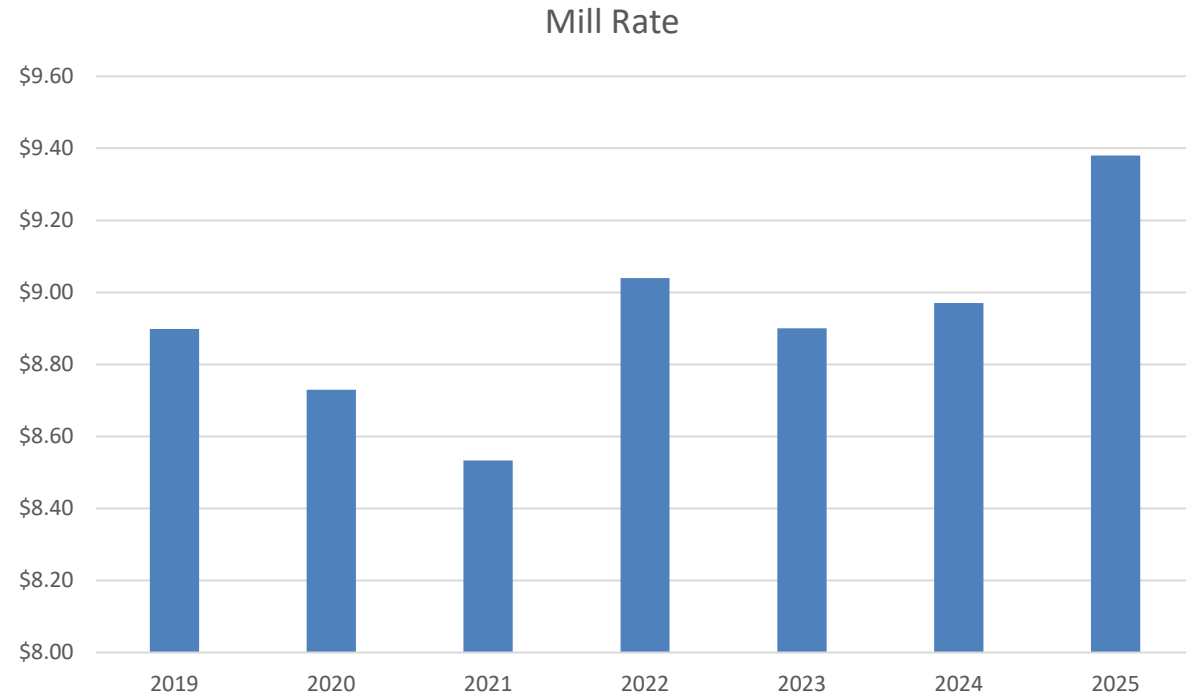
# Audit and FMP Impacts

- Sustainable Funding
  - Taxi Fund – Growing Deficit
  - EMS Funding
  - Water Fund – 2024 Rate Increase
  - Sewer Fund – 50% in 2023
  - 2023 Unrestricted net position – Water = \$562,000 / Sewer = \$383,000



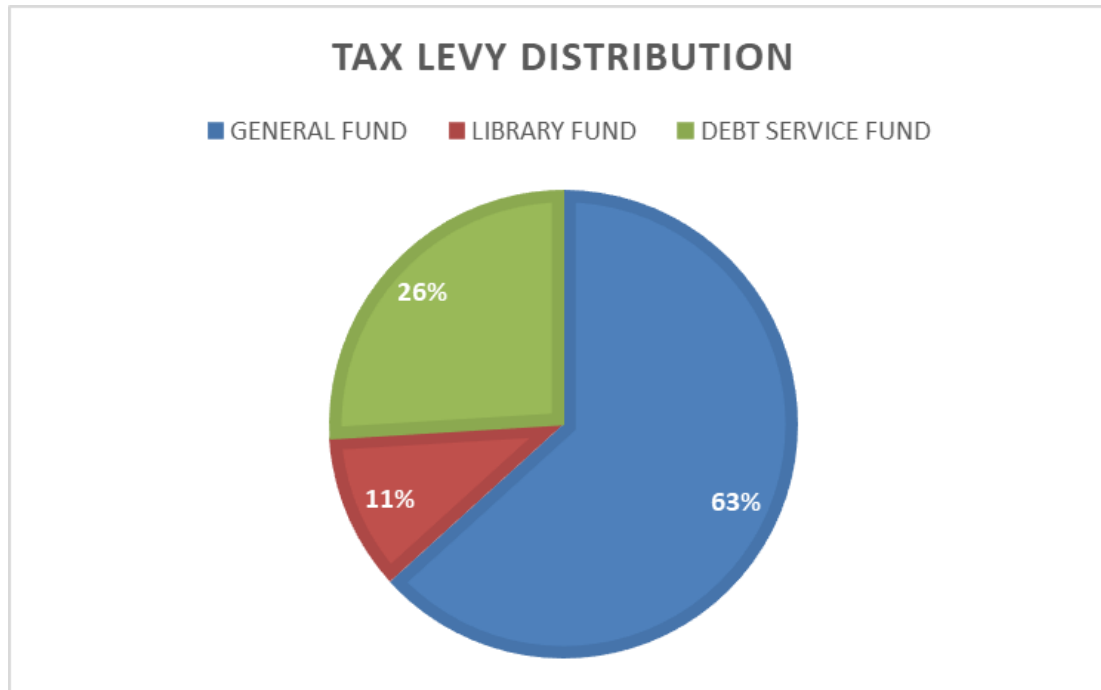
# Preliminary Tax Levy

- Previous Year Tax Levy: \$3,846,678
- Maximum Allowable: \$4,158,664
- Preliminary Tax Levy: \$4,158,664
- Tax Levy Increases:
  - Net New Construction: \$42,430 -1.378%
  - TID Closure: \$31,899 - \$1.036%
  - Allowable Carryover: \$46,151
  - Debt Increase = \$303,328
    - \$200,000 increase due to Capital Fund deficit (\$.45/\$1,000)
- Mill Rate History:
  - 2019: \$8.90; 2020: \$8.73; 2021: \$8.53; 2022: \$9.04; 2023: \$8.90; 2024: \$8.97
- Mill Rate Estimate: \$9.38 / \$1,000 Mill Rate (estimated Assessed Value – 2%)
- \$0.41 / \$1,000 Mill Rate Increase:
  - \$100,000 home = \$41.00





# Tax Levy Distribution - 2025

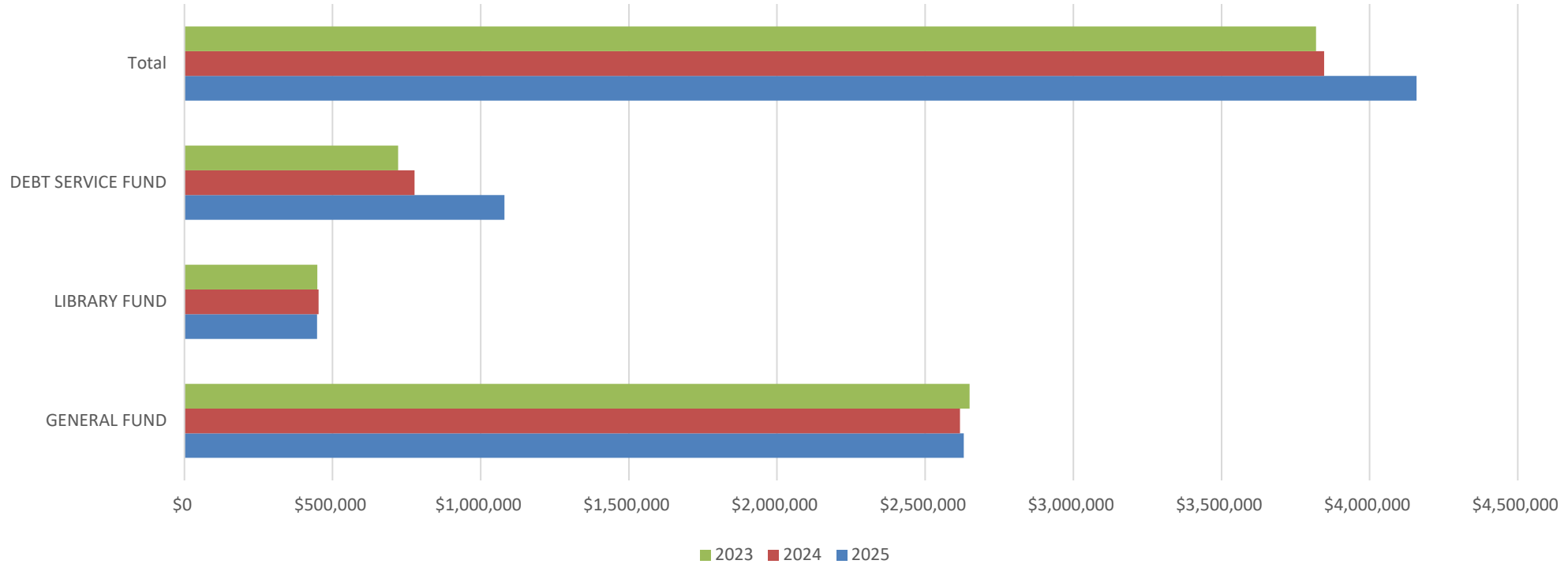


Preliminary Tax Levy	
GENERAL FUND	\$2,630,564
LIBRARY FUND	\$448,043
DEBT SERVICE FUND	\$1,080,057
Total	\$4,158,664

## Tax Levy Considerations:

- Balance the need to fund priorities versus lower tax rate.
- Full debt amount levied with additional \$200,000.

### Tax Levy Distribution

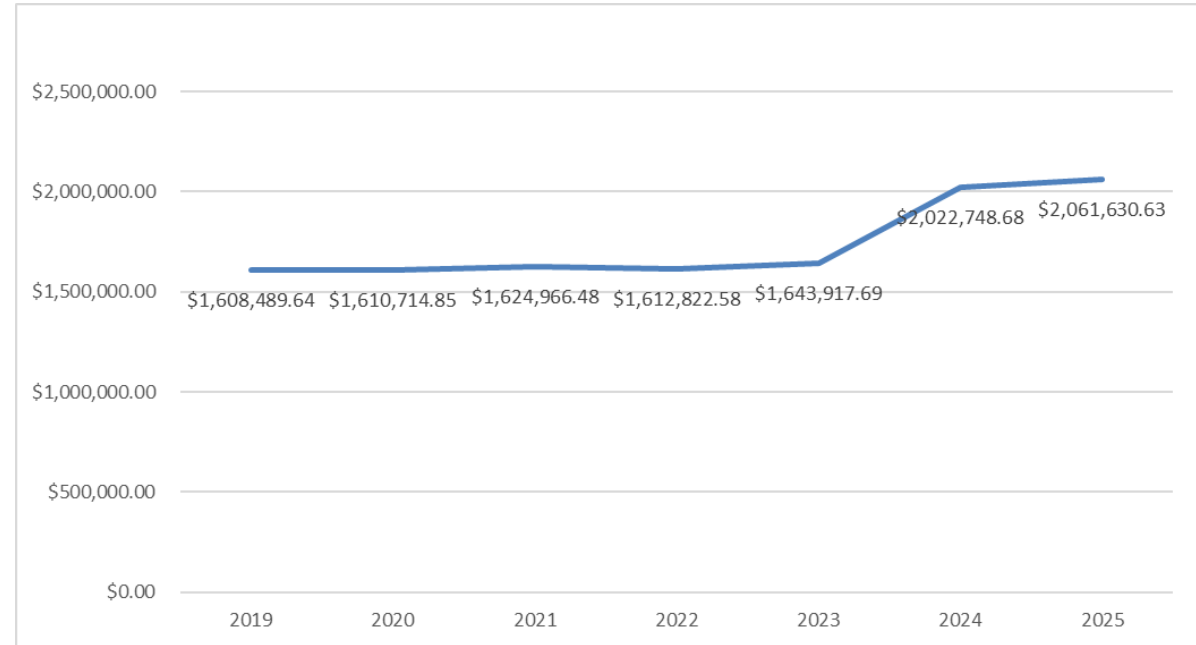


	2023	2024	2025
GENERAL FUND	\$2,649,889	\$2,617,603	\$2,630,564
LIBRARY FUND	\$448,344	\$452,346	\$448,043
DEBT SERVICE FUND	\$721,176	\$776,729	\$1,080,057
Total	\$3,819,409	\$3,846,678	\$4,158,664

# Tax Levy Distribution History

# State Shared Revenues

- 2025 Overall Increase = \$38,881.95 / 1.92%
  - Year 2 of Supplemental Aid = \$8,309.71(Increase)
  - MOE requirements for PD, EMS, and FD
- Impact on Expenditure Restraint – Unknown
- Video Service Provider Aid – Offsets decline in franchise fee revenue = \$20,422 (flat)



## Notice of Shared Revenue – 2025 Original Estimate

### Notice Information

The Wisconsin Department of Revenue (DOR) is providing the **estimated** shared revenue amounts your local government will receive in 2025 under current state law for county and municipal aid, supplemental county and municipal aid, utility aid and the expenditure restraint incentive program. This does not include adjustments, shown on the July and November payment notices.

District	CITY OF RIPON	County	FOND DU LAC	Co-muni code	20-276
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### Estimate Information

For an explanation of each aid payment listed below, review the additional information in this notice.

2025 Original Estimate	
1. County and municipal aid	\$1,516,270.62
2. Utility aid	\$44,648.23
3. Supplemental county and municipal aid	\$369,601.56
4. Expenditure restraint incentive program	\$131,110.22
<b>5. Total Estimated 2025 Payments (sum of Lines 1-4)</b>	<b>\$2,061,630.63</b>

# General Transportation Aid

2025 GTA Estimates are released in early October – 2% projected increase in 2025 budget



## Calendar Year 2023 - Final

Six Year Cost History

CVT Code: 20276

Name: City of Ripon

Fond du Lac County

YEAR	COST
2021	\$5,270,553.80
2020	\$3,232,016.40
2019	\$3,170,447.40
2018	\$2,469,788.90
2017	\$2,568,724.60
2016	\$2,343,622.00

6-Year Average: \$3,175,858.85

3-Year Average: \$3,891,005.87



## Calendar Year 2024 - Final

Six Year Cost History

CVT Code: 20276

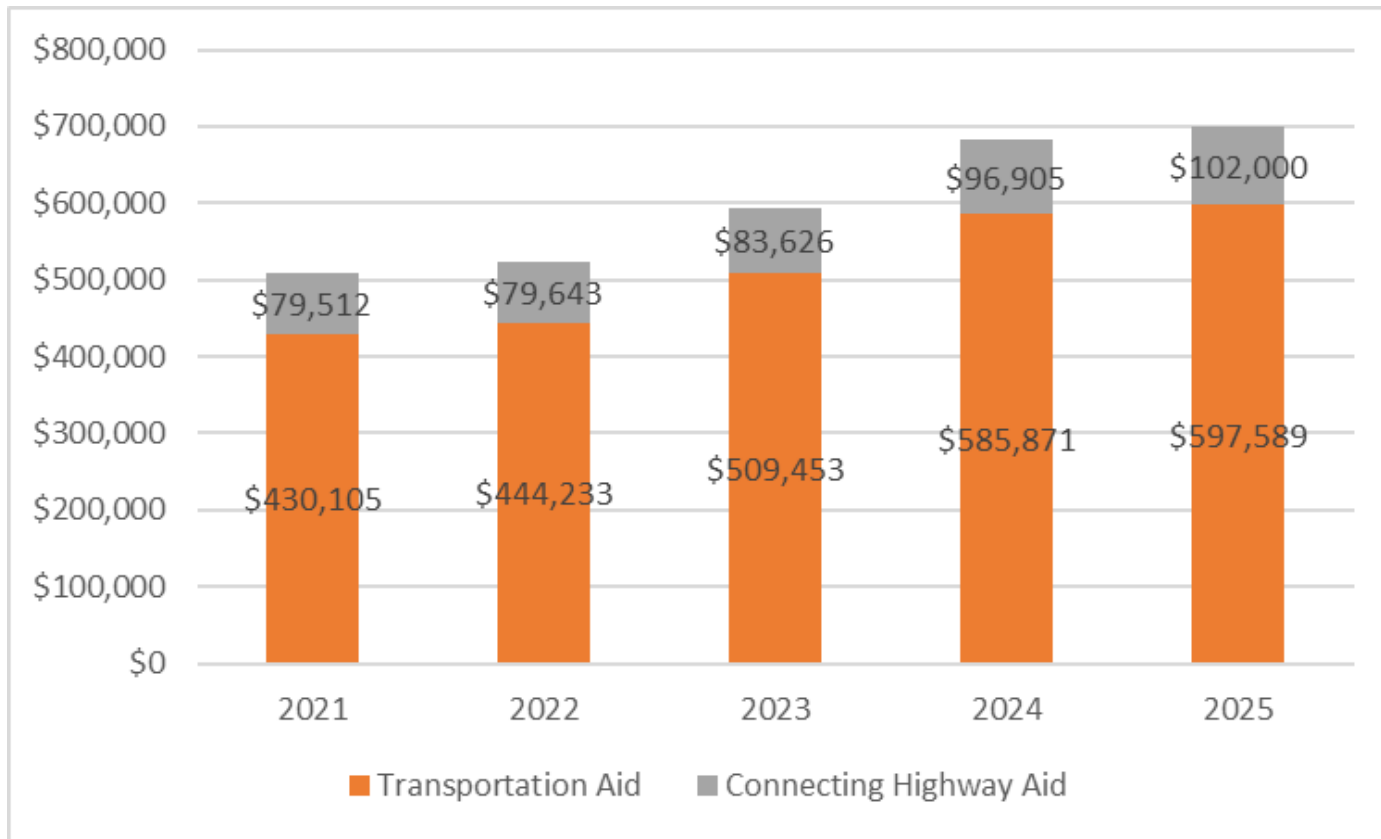
Name: City of Ripon

Fond du Lac County

YEAR	COST
2022	\$6,173,810.90
2021	\$5,270,553.80
2020	\$3,232,016.40
2019	\$3,170,447.40
2018	\$2,469,788.90
2017	\$2,568,724.60

6-Year Average: \$3,814,223.67

3-Year Average: \$4,892,127.03



## General Transportation Aid History

# Budget Consideration: Implementation of Wheel Tax

- Wisconsin law allows a town, village, city or county to collect an annual municipal or county vehicle registration fee (wheel tax) in addition to the regular annual registration fee paid for a vehicle. The fee applies to vehicles kept in the municipality.
- Discussed as a funding option during FMP, but was left out of projections due to limited impact on CIP funding.
- 41 Municipalities (\$10-\$40) / 13 Counties - not FDLC (\$15-\$30)
- There are approximately 6,385 registered vehicles in the city eligible for wheel tax payments - \$25, that adds \$159,625 of revenue.
- City would create an Enterprise Fund and road CIP for project specific funding.
- <https://wisconsindot.gov/pages/dmv/vehicles/title-plates/wheeltax.aspx>

# Expenditure Restraint

- The General Fund is budgeted to meet our expenditure restraint growth limit.
- Expenditure Restraint Shared Revenue Payment Estimate = \$131,110
- Expenditure Restraint Budget Limit Notices are distributed to eligible municipalities each October 1.
- Uncertain Impact of WI Act 12 – In 2025 municipalities will receive the aid amount received in 2024.
- Inflationary Limit: 3.2% (CPI) – 4.03%
- Preliminary Budget Growth: 3.27%



# 2025 Total Budget Summary

TOTAL BUDGET SUMMARY				
			Total Projected Revenue	Total Expenditures
<b>All Funds</b>				
General Fund			6,483,082	6,483,082
Special Revenue Funds			2,383,868	2,330,584
Debt Service Funds			884,976	884,976
Capital Projects Funds			7,245,853	7,481,090
Enterprise Funds			3,113,789	3,048,553
Component Unit Funds			61,900	61,900
		<b>Total</b>	20,173,467	20,290,185

**Increases a product of:**

- Capital Projects Fund = \$2.1MM
- Debt Service Fund = \$106,000

**2024**

Total Revenues: \$17,788,051

Total Expenditures: \$17,853,340

**2023**

Total Revenues: \$15,145,112

Total Expenditures: \$14,916,741

**2022**

Total Revenues: \$15,771,655

Total Expenditures: \$16,884,915



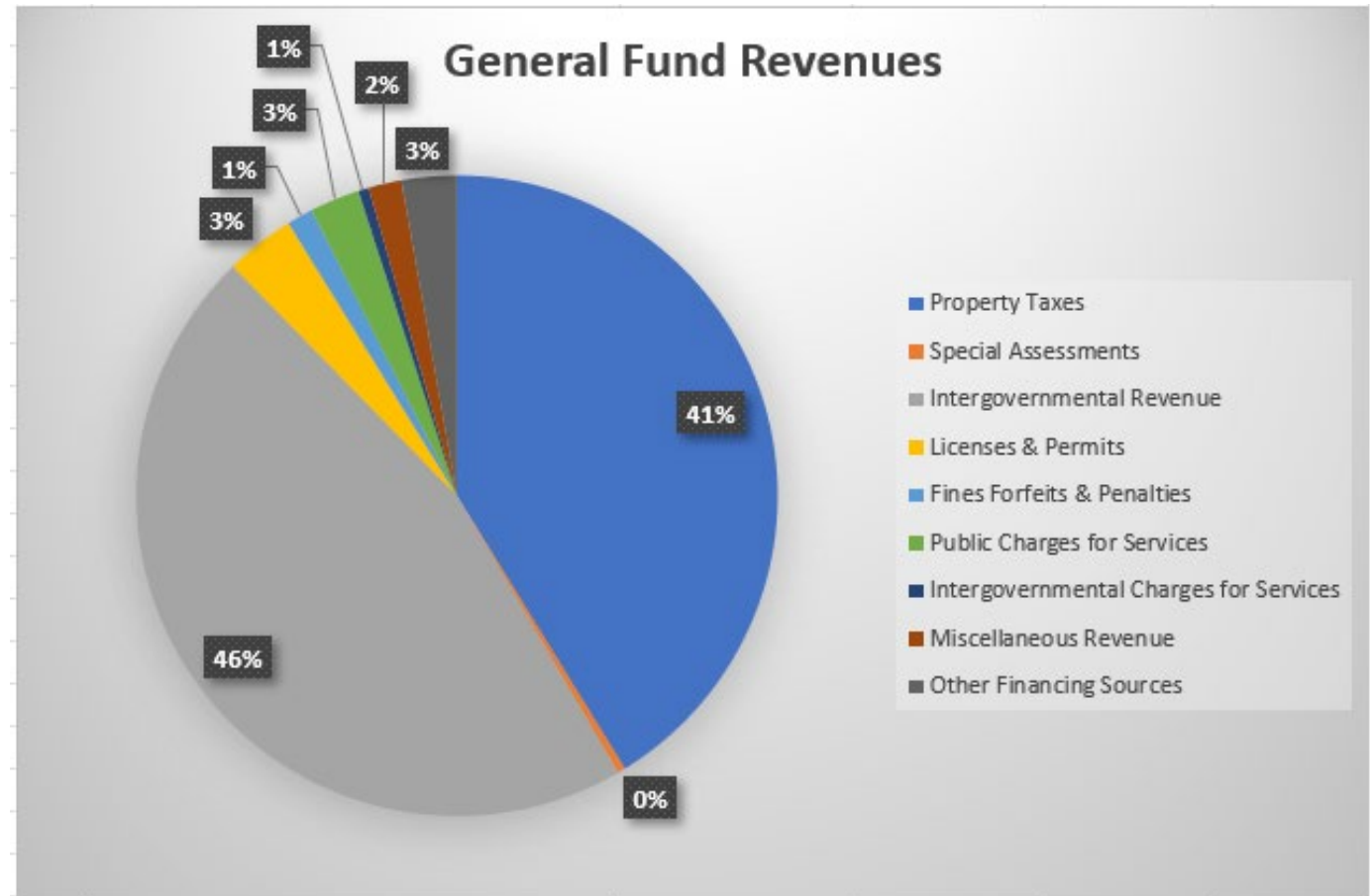
# General Fund Revenues Summary

- Summary – Page 1
- Total General Fund Revenue = \$6,483,082
- Increase of \$89,680 / 1.4%
- Property Tax Allocation increased \$14,961 / 0.56%

General Fund	Fiscal Year 2023	Fiscal Year 2024		Fiscal Year 2025	
	Actual	Budget	YTD Actual	Request	Change (%)
<b>Revenue by Category</b>					
Property Taxes	2,680,489	2,658,123	2,637,485	2,673,084	0.56%
Special Assessments	0	25,000	-78	25,000	0.00%
Intergovernmental Revenue	2,501,653	2,870,714	1,136,034	2,987,408	4.06%
Licenses & Permits	232,966	211,415	238,099	226,940	7.34%
Fines Forfeits & Penalties	84,410	81,100	56,473	85,600	5.55%
Public Charges for Services	242,606	158,750	233,660	162,750	2.52%
Intergovernmental Charges for Services	132,107	60,000	600	34,000	-43.33%
Miscellaneous Revenue	135,733	148,500	50,644	108,500	-26.94%
Other Financing Sources	0	179,800	0	179,800	0.00%
<b>Total General Fund Revenue:</b>	<b>6,009,963</b>	<b>6,393,402</b>	<b>4,352,918</b>	<b>6,483,082</b>	<b>1.40%</b>

## General Fund Revenue Pages 2-3

- 41% from Local Property Taxes
- 46% Intergovernmental Revenue (Shared Revenue)
- 3% License & Permits
- 10% Remaining Revenue Accounts



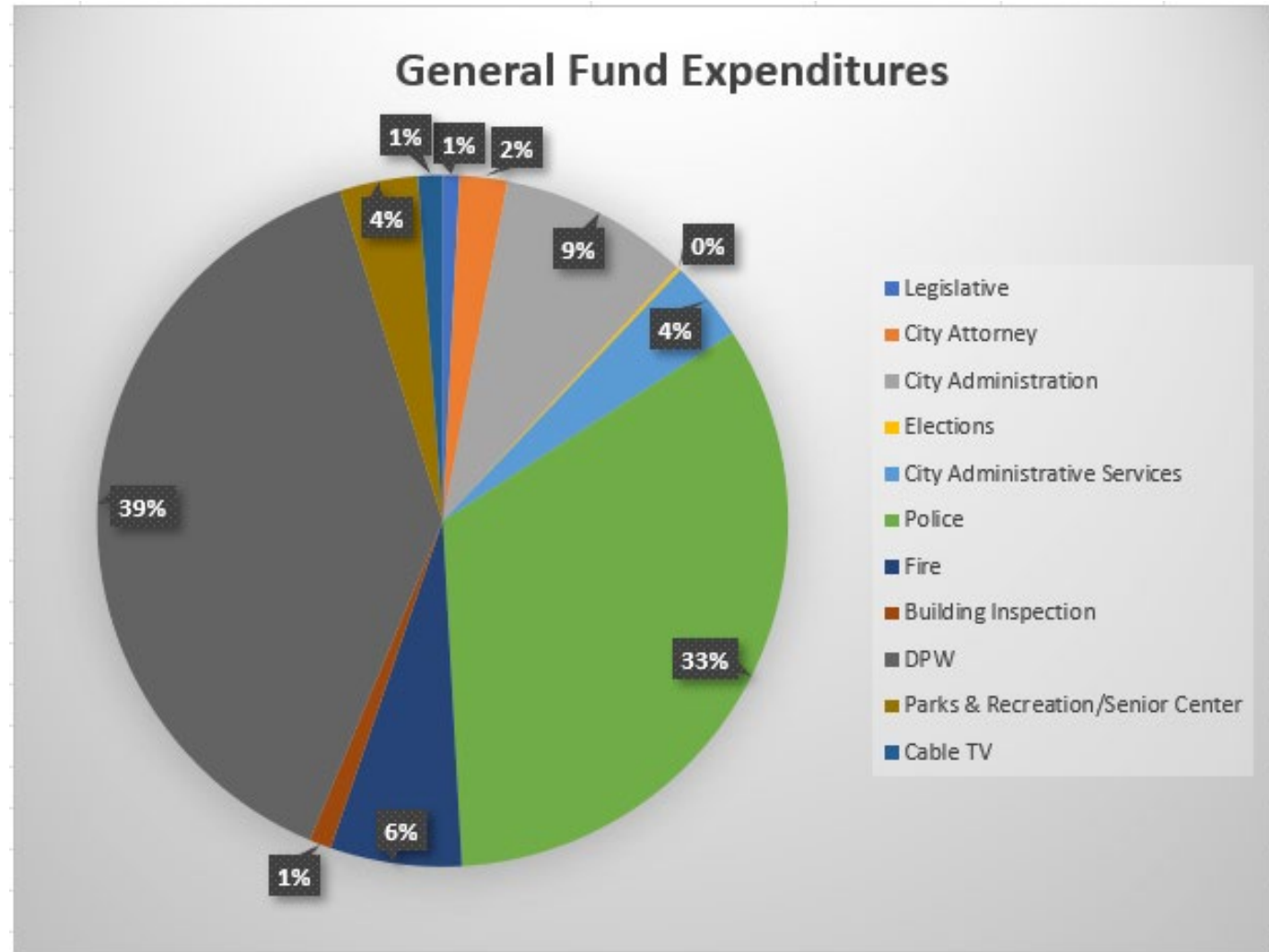
# General Fund Expenditures Summary

	Fiscal Year 2023	Fiscal Year 2024		Fiscal Year 2025	
General Fund	Actual	Budget	YTD Actual	Request	Change (%)
<b>Expenditures by Departments</b>					
Legislative	42,336	50,858	29,859	50,858	0.00%
City Attorney	139,561	143,878	91,266	144,785	0.63%
City Administration	524,004	561,107	376,690	576,238	2.70%
Elections	12,950	22,850	11,331	11,250	-50.77%
City Administrative Services	12,976	226,170	114,626	244,867	8.27%
Police	2,225,900	2,303,379	1,642,891	2,156,241	-6.39%
Fire	403,768	396,689	381,641	398,399	0.43%
Building Inspection	85,733	49,800	83,032	66,600	33.73%
DPW	2,300,958	2,328,798	1,435,420	2,523,231	8.35%
Parks & Recreation/Senior Center	56,991	161,129	73,053	236,542	46.80%
Cable TV	59,897	78,842	44,156	74,072	-6.05%
<b>Total Departmental Expenditures:</b>	<b>5,865,072</b>	<b>6,323,499</b>	<b>4,283,964</b>	<b>6,483,082</b>	<b>2.52%</b>
<b>Net Revenue(Net Loss)</b>	144,891	69,903		(0)	
<b>Transfer to Capital</b>				(0)	
<b>Balance</b>				0	

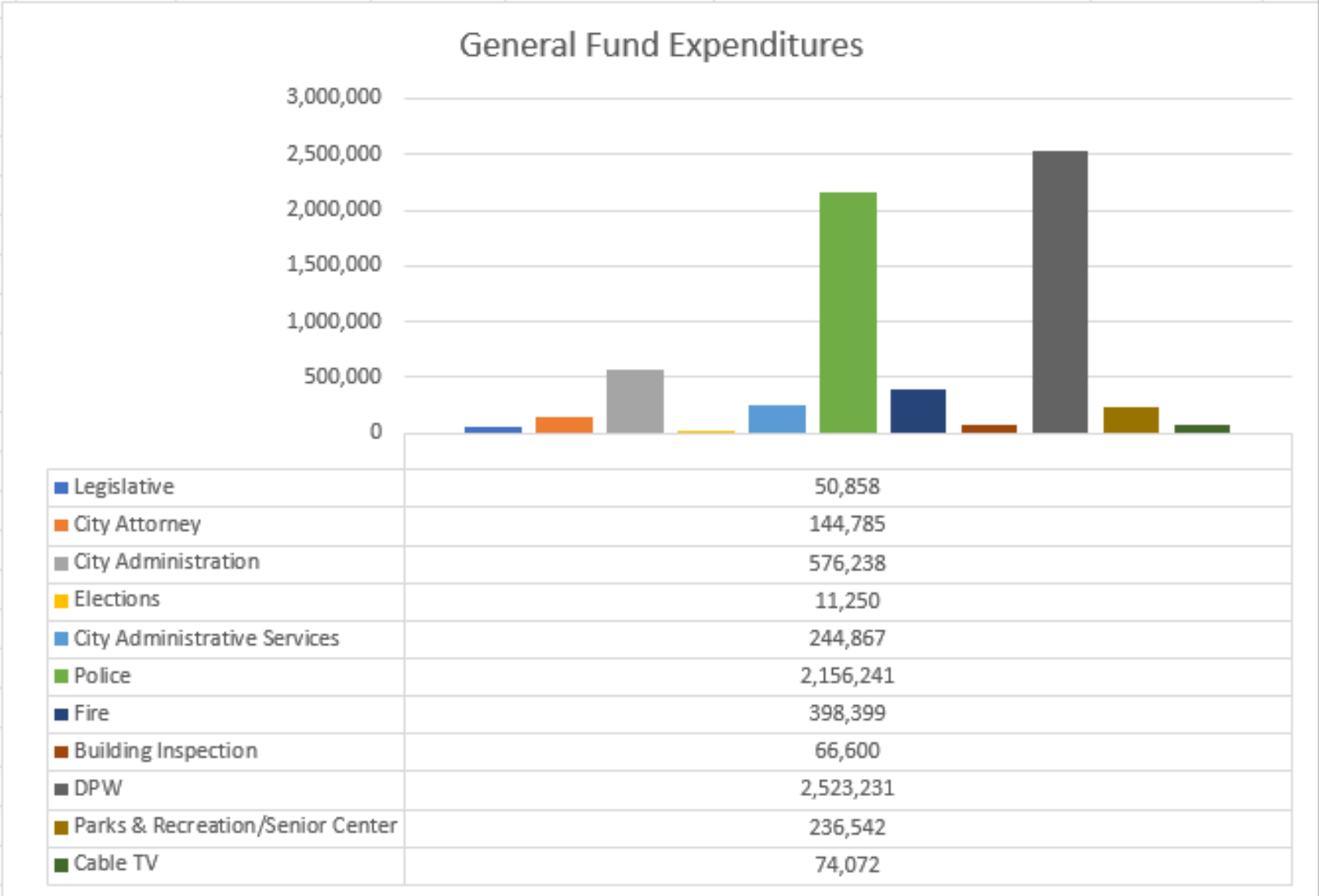
- Summary Page 1
- Total 2024 General Fund Expenditures = \$6,483,082
- Increase budgeted expenditures of \$159,583 / 2.52% from 2024

# General Fund Expenditures - Page 1

- 39% DPW
- 33% Police
- 9% Administration
- 6% Fire Department
- 4% Parks and Recreation / Senior Center
- 4% City Administrative Services
- 5% Elections, City Attorney, Legislative, Cable TV, and Building Inspection



# General Fund Expenditures - Page 1



# Wages and Staffing

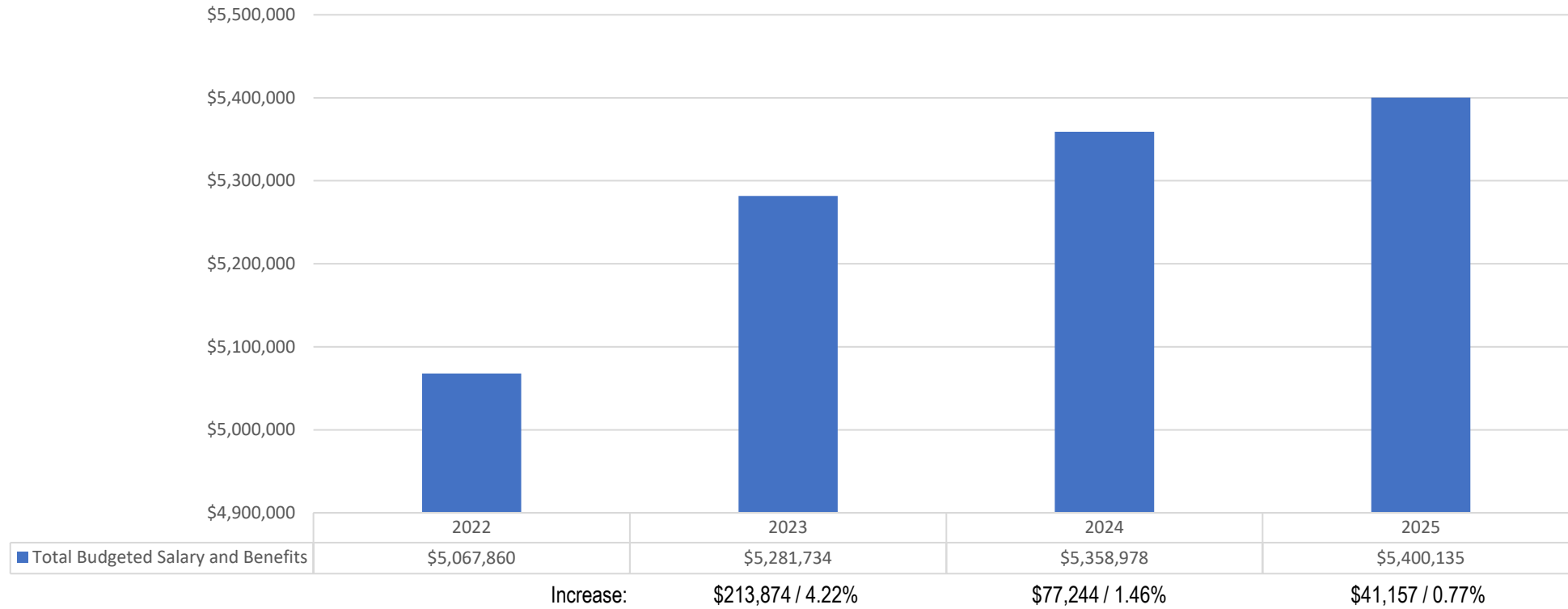
The 2025 Budget includes the following wage increases:

- New Labor Agreement wage rates for Police Officers – 4% Base Increase, Steps, and 2% residency.
- 3.0% COLA increase for staff based on Pay Plan and Performance Evaluations.
- Pay for Performance – Additional 2% (5% total) earned by 8 eligible staff – Total wage impact = \$11,458

Staffing:

- Removal of Crossing Guard Staffing (50%).
- All other staffing levels remain flat for 2025. No new positions.

Total Budgeted Salary and Benefits



# Wage and Benefits Analysis

# Health Insurance

2025

2025 Rates for Full Time WRS Eligible Employees (30+ hours)								
Program Options: P04 WPE Deductible + Dental			88 % of Tier 1 Qualified Plans' Average Premium					
2025 Rates * =Not in calculation - Plan not qualified in county			Single			Family		
County	Tier	Carrier	Maximum Employer Share	Minimum Employee Share	Total Monthly Premium	Maximum Employer Share	Minimum Employee Share	Total Monthly Premium
Fond Du Lac								
	2	Dean Health Plan	\$944.77	\$150.85	\$1,095.62	\$2,324.73	\$372.05	\$2,696.78
	1	Network Health	\$944.77	\$128.83	\$1,073.60	\$2,324.73	\$317.01	\$2,641.74
	3	Common Ground Healthcare Coop	\$944.77	\$311.05	\$1,255.82	\$2,324.73	\$772.55	\$3,097.28
	3	Access Plan - Dean	\$944.77	\$368.13	\$1,312.90	\$2,324.73	\$915.27	\$3,240.00
	3	Quartz Central	\$944.77	\$411.93	\$1,356.70	\$2,324.73	\$1,024.75	\$3,349.48
	3	Robin with HealthPartners	\$944.77	\$415.79	\$1,360.56	\$2,324.73	\$1,034.41	\$3,359.14

2024

2024 Rates for Full Time WRS Eligible Employees (30+ hours)								
Program Options: P14 WPE Deductible No Dental			88 % of Tier 1 Qualified Plans' Average Premium					
2024 Rates * =Not in calculation - Plan not qualified in county			Single			Family		
County	Tier	Carrier	Maximum Employer Share	Minimum Employee Share	Total Monthly Premium	Maximum Employer Share	Minimum Employee Share	Total Monthly Premium
Fond Du Lac								
	2	Dean Health Plan	\$981.24	\$122.16	\$1,103.40	\$2,420.28	\$300.94	\$2,721.22
	1	Network Health	\$981.24	\$133.80	\$1,115.04	\$2,420.28	\$330.04	\$2,750.32
	3	Common Ground Healthcare Coop	\$981.24	\$271.28	\$1,252.52	\$2,420.28	\$673.74	\$3,094.02
	3	Access Plan - Dean	\$981.24	\$347.94	\$1,329.18	\$2,420.28	\$865.40	\$3,285.68
	3	Quartz Central	\$981.24	\$408.76	\$1,390.00	\$2,420.28	\$1,017.44	\$3,437.72
	3	Robin with HealthPartners	\$981.24	\$462.08	\$1,443.32	\$2,420.28	\$1,150.74	\$3,571.02

## Health Insurance Notes:

- Added Dental to the Health Plan in 2025
- Police Union on 88%/12% contribution.
- Decrease in premium for the City with an employee on a Single Plan = \$36.47/mo./employee
- Decrease in premium for the City with an employee on a Family Plan = \$95.55/mo./employee
- Currently have 10 employees on the Single Plan and 29 on the Family Plan



# Review of General Fund

- Legislative - page 4: no change
- Attorney – page 5-6: 3% wage increase
- Administration – page 7-9: salaries & training
- Elections – page 10-11: 2 elections in 2025
- City Administrative Services – page 12-13: 2025 insurance rates are unknown & transfer of \$15 to taxi

# Review of General Fund

- **Police Department** (Includes Emergency Management and Animal Control Budget) – **Page 14-17**
  - **PD Highlights:** removal of crossing guards, crossing/pedestrian signs, Spectrum hard IT line, removed radios
- **Fire Department - page 18-19:** 0.43% request from the Fire District
- **Building Inspection – page 20:** Increase in building inspector's fee due to projected fees taken in on building permits

# Review of General Fund

- Department of Public Works - page 21-31
  - Operations: forestry (removals), new building workstations
  - Streets: Pre-employment & drug & alcohol testing, storm inlet repairs, bridge maintenance
  - Parks Maintenance: \$10k increase for planned replacement of restrooms
  - Building & Grounds: \$45K city hall flooring,
  - Waste Management: slight increase in landfill fees
  - Compost: minimal increase in salaries
  - Cemetery: reallocation of salaries

# Review of General Fund

- Parks and Recreation – page 32-33: Insurance, park signage, programs, & conferences
- Cable TV – page 34-35: minor changes

# EMS Budget – Pages 36-37



- Projected Decrease in EMS Revenues
  - Service Revenues remain flat as call volume increases = \$600,000
  - General Fund Contribution - \$15,000
  - 3% Increase in Community Ambulance Contracts = \$1,356 (per capita - \$11.17)
- EMS Highlights:
  - 11.68% increase in PT Salaries
  - 8.79% reduction in expenditures
  - \$30,621 transfer to fund balance for equipment/capital.

# Revolving Loan Fund (Pages 38-39) and Community Promotion (Pages 41-42)



- City Housing Fund
  - \$180,000 TID 5 Closure Funds
  - \$95,000 Housing Programs (Ripon First, Lot Sale)
- CDBG Housing
  - Minimal activity



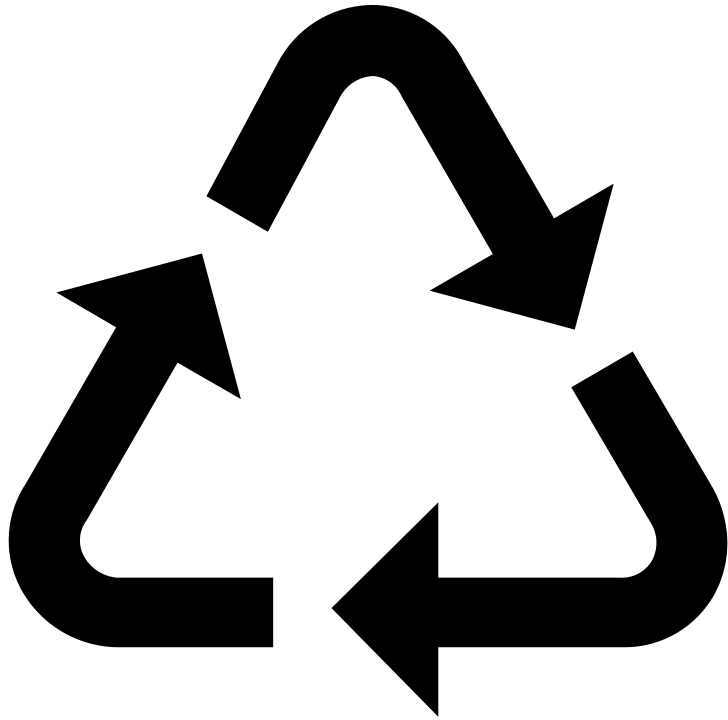
- Community Promotion (Room Tax)
  - Revenues
    - \$125,000 Room Tax Revenue
    - \$50,000 Transfer in from Fund Balance (\$234,000)
  - Expenditures
    - 50% of the required 70% to Tourism Entity for both Ripon Chamber and Ripon Main St.
    - Envision GFDL Funding = \$13,000 (2024 = \$6,500)
    - Community Improvement/Streetscape = \$14,000
    - CDA Funding = \$55,000

# Taxi Fund – Page 40

- Over the past several years, the Taxi Fund has experienced a significant increase in its financial deficit, growing from \$165,569 in 2019 to \$302,468 in 2023.
- The deficit has increased primarily due to the increase in operating costs through the taxi service contract and the acquisition of 2 new vehicles.
- Rates were increased in 2023.
- Federal / State Share remains at approximately 54.7%.
- 2024 Rate = \$31.26 – CPI Increase for 2025 – Projected deficit in 2024 is \$55,000.
- Example of funding: \$31.26 / hour - \$17.10 Grant - \$8.75 rider fee for hour = \$5.40 city share / hour.
- There is a need to reduce the operating hours and number of drivers per hour to slow the deficit. Rates also need to be reviewed annually.
- It is recommended that the city allocate General Fund dollars to cover or slow the deficit. \$15,000 in 2025.
- If program/operational changes cannot slow or reverse the financial deficit in the Taxi Fund, it is recommended the program be suspended.



# Recycling Fund – Page 43



Adjust fee to meet increases  
in Recycle Contract with WM

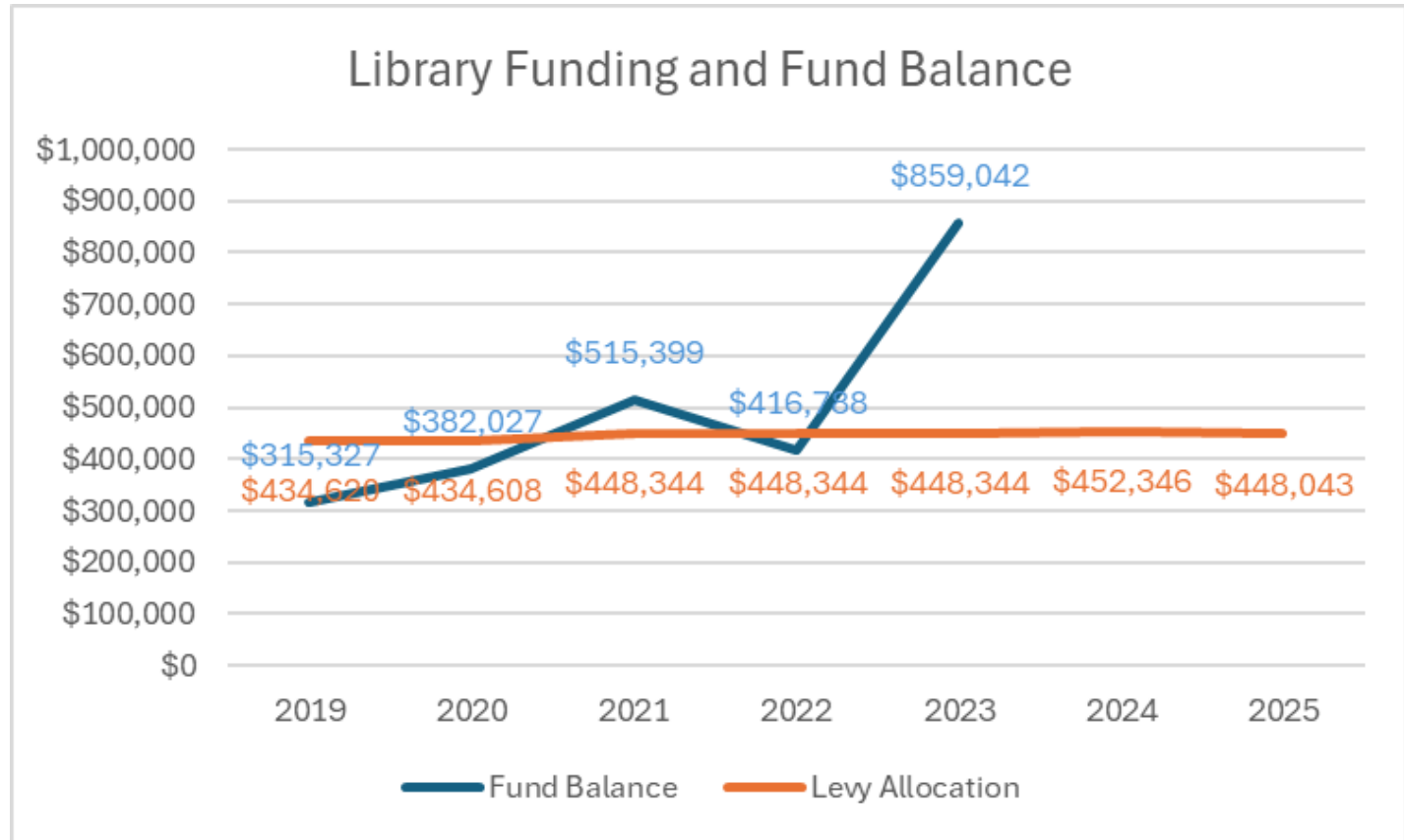
\$15.00/quarter (2024)

\$15.75/quarter (2025) = 5%  
increase



# Library Fund – Pages 44-46

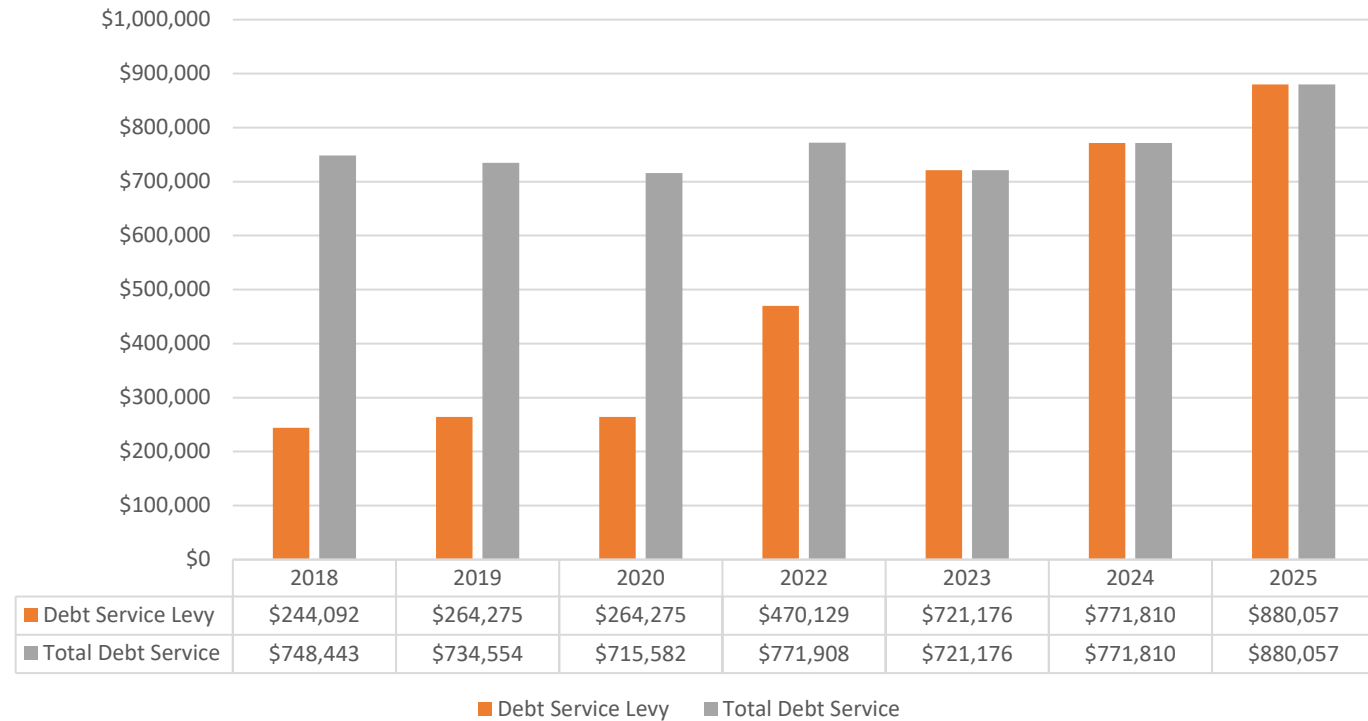
- Submitted Request from Library = \$470,430
  - \$18,084 / 4% increase (\$452,346 in 2024)
- MOU Reduction for services rendered by city (lawn care, payroll software share, etc.)
- Recommended Allocation = \$448,043
- The allocation directly impacts tax rate and the ability to fund GF expenditures.



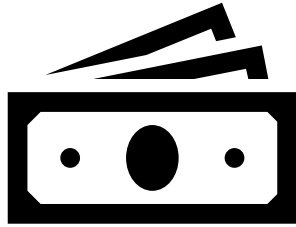
# Debt Service Fund – Pages 47-48

- Full Debt Tax Levy to cover General Obligation Debt
- Total P&I for 2025 = \$880,057
- Page 48 for list of all GO/Levy supported debt
- Will need to include most recent issue.

Debt Levy History



# Capital Projects – Pages 49-50



- Capital Project Revenues

- \$200,000 transfer from GF Levy for deficit
- Grant Funding, including DNR Stewardship and CDBG Grants
- \$2.25 million borrowing
- \$600,000 TID and Utility Transfers in to fund projects
- Does not include the DPW Facility

- Planned Projects= \$4,275,000

- Equipment:
  - Selfridge Playground = \$200,000
  - Brush Chipper = \$150,000
- Infrastructure:
  - Hamburg / Hennie Project = \$2.3MM
  - SCADA Upgrade = \$300,000
- Buildings
  - Selfridge Park Project = \$850,000
  - City Hall Boilers = \$100,000
  - MP Infields = \$75,000
  - Sewer Plant HVAC = \$150,000

# TID Funds – Pages 51-68

- **TID #5** – Closed Out. Transfer of excess increment to Housing Fund and/or TID 11.
- **TID #6** – Closing out. Final Debt Payments and Incentives. Transfer of excess increment to Housing Fund and/or TID 11.
- **TID #7** – Extension Candidate; Increment is increasing. Debt Payments. Minimal Housing Incentives.
- **TID #9** – Salary Allocation; Debt Payments for W/S revenue bonds
- **TID #10** – Salary Allocation; Transfer of excess increment to TID 11.
- **TID #11** – Significant Revenue from Increment Sharing = \$863,229; Debt Payments. Pass through of \$300,000 to Capital Projects Fund
- **TID #12** – Salary Allocation; Alliance Incentive.
- **TID #14** – Salary Allocation; Alliance Incentive; Water Tower Funding; Transfer of excess increment to TID 11
- **TID # 15** – Increment is increasing. KBC Development Incentive.

# Sewer Fund – Pages 69-73

- Revenues

- Recommended Sewer Rate Increase = 15%
- Total revenues = \$1,657,692 – 11.43% increase

- Expenditures

- \$1,546,742 / 6.61% increase
  - Transfer to Capital = \$110,950
  - Chemical and testing increases = 23.7% increase
  - \$150,000 for sludge hauling
  - \$45,000 for jetting/televising
  - \$100,000 to Equipment Replacement Fund

# Water Fund – Pages 74-84

- Revenues

- 2024 estimated rate increase budgeted higher
- 2025 budget includes new rate structure = 9.01% decrease in revenues
- Total revenues = \$1,456,097

- Expenditures

- \$1,501,811 / 6.16% decrease
- Broken down into divisions.
- Increases in SOS Division (wellhead work) and Capital Division (meters and vehicles).

# BID Fund - See handout

BID is money in,  
money out

# Future Budgets Considerations

- Taxi Services Hours Recommendations and Public Hearings (more immediate)
- Garbage Collection – Fee Implementation / Contracted Service
- Capital Project Funding – FMP Recommendations and Sustainable Funding
- Staffing and Benefits – Appropriate Staffing Model/Cuts and Health Insurance Sustainability
- Special Assessments – Sidewalks, Road Projects



**Next Steps:**

**Introduce / Review Budget Changes (October 8<sup>th</sup>,  
October 28<sup>th</sup>)**

**Review 2025 Fee Schedule (October)**

**Final FMP Report**

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**QUESTIONS?**

