



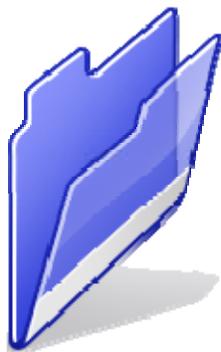
# CITY OF MILPITAS

455 EAST CALAVERAS BOULEVARD, MILPITAS, CALIFORNIA 95035-5479  
GENERAL INFORMATION: 408-586-3000, [www.ci.milpitas.ca.gov](http://www.ci.milpitas.ca.gov)

11/16/2010  
Agenda Item No. 2



## ATTACHMENTS AND/OR ADDITIONAL MATERIALS RELATED TO AGENDA ITEM AFTER AGENDA PACKET DISTRIBUTION



# BINTANG BADMINTON

November 16, 2010

To Milpitas City Council,

The appellant of the Bintang Badminton Project is raising the issue of safety. Safety, as mentioned previously, is of great concern to us and one of our top priorities and one of the reasons why we have not had any safety issues in the past seven plus years that we have been in existence.

The appellant states that “sufficient space is necessary for safe badminton play and the lay-out of badminton courts”. They have referred to the BWF regulations for badminton tournaments which recommends “at least two meters (6.5 feet) clear space surrounding all the outer lines of the court, this space also being a minimum requirement between any two courts marked out side by side”.

If we consider the “safety standard” as the BWF regulation, which is 6.5 feet of clear space surrounding all the outer lines of the court, then the appellants’ own facilities and courts do not conform. Please refer to the following pictures and measurements of their court layout:

**Bay Badminton Center, South San Francisco**  
1404 San Mateo Avenue, South San Francisco, CA 94080



Spacing between courts is 4'2" for Courts 1 to 6, Court 6 sideline is 3'4" to wall



Distance between Court 7 and Court 8 back to back is 4'6"

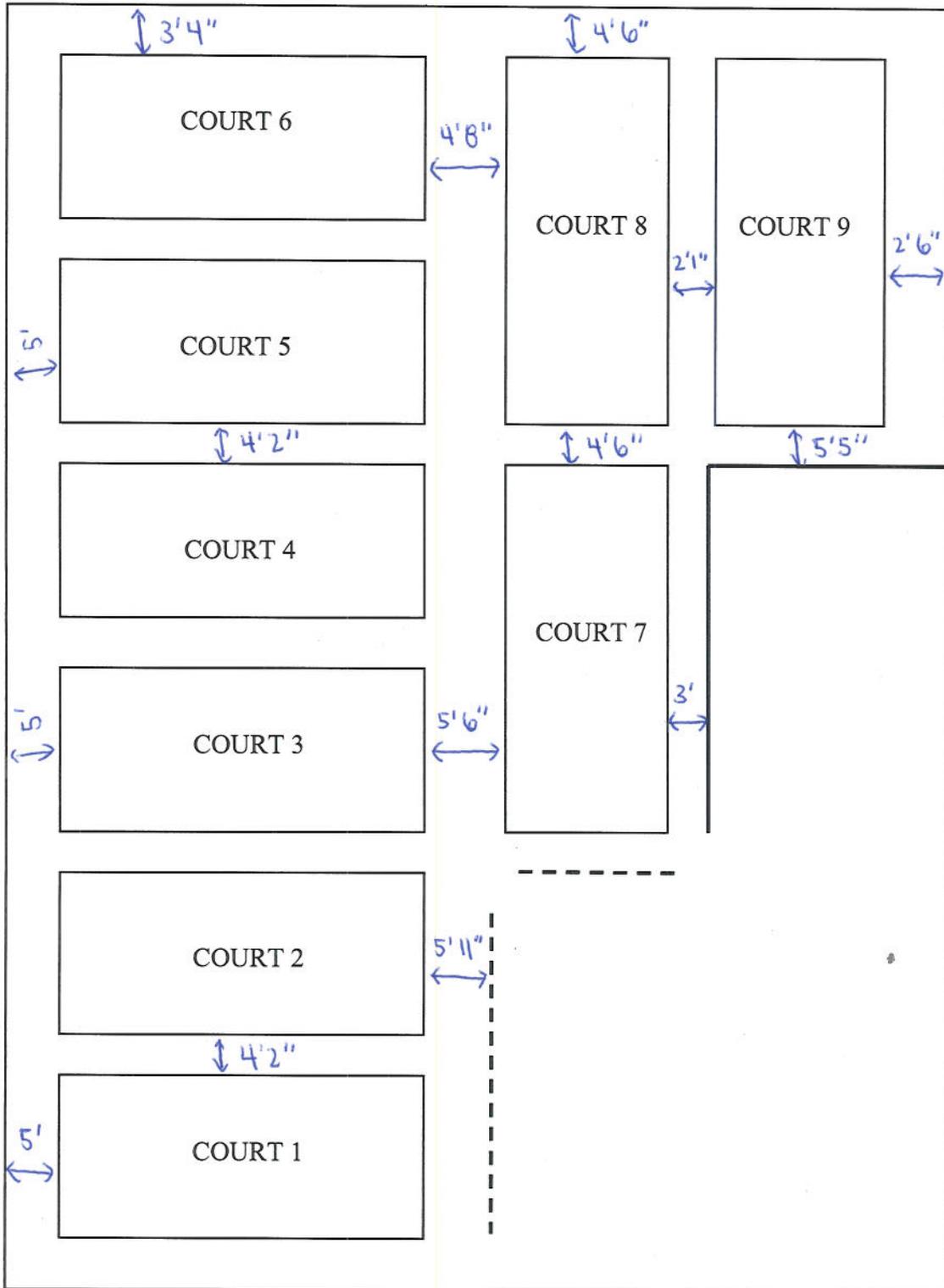


Distance from court to this barrier is 5'11" for Courts 1 and 2 and 3' for Court 7



Distance from back of Courts 1 to 6 to wall is 5', from Courts 8 and 9 to wall is 4'6"

This facility has a total of 9 courts.



**Bay Badminton Center, Milpitas**  
1191 West Montague Expressway, Milpitas, CA 95035

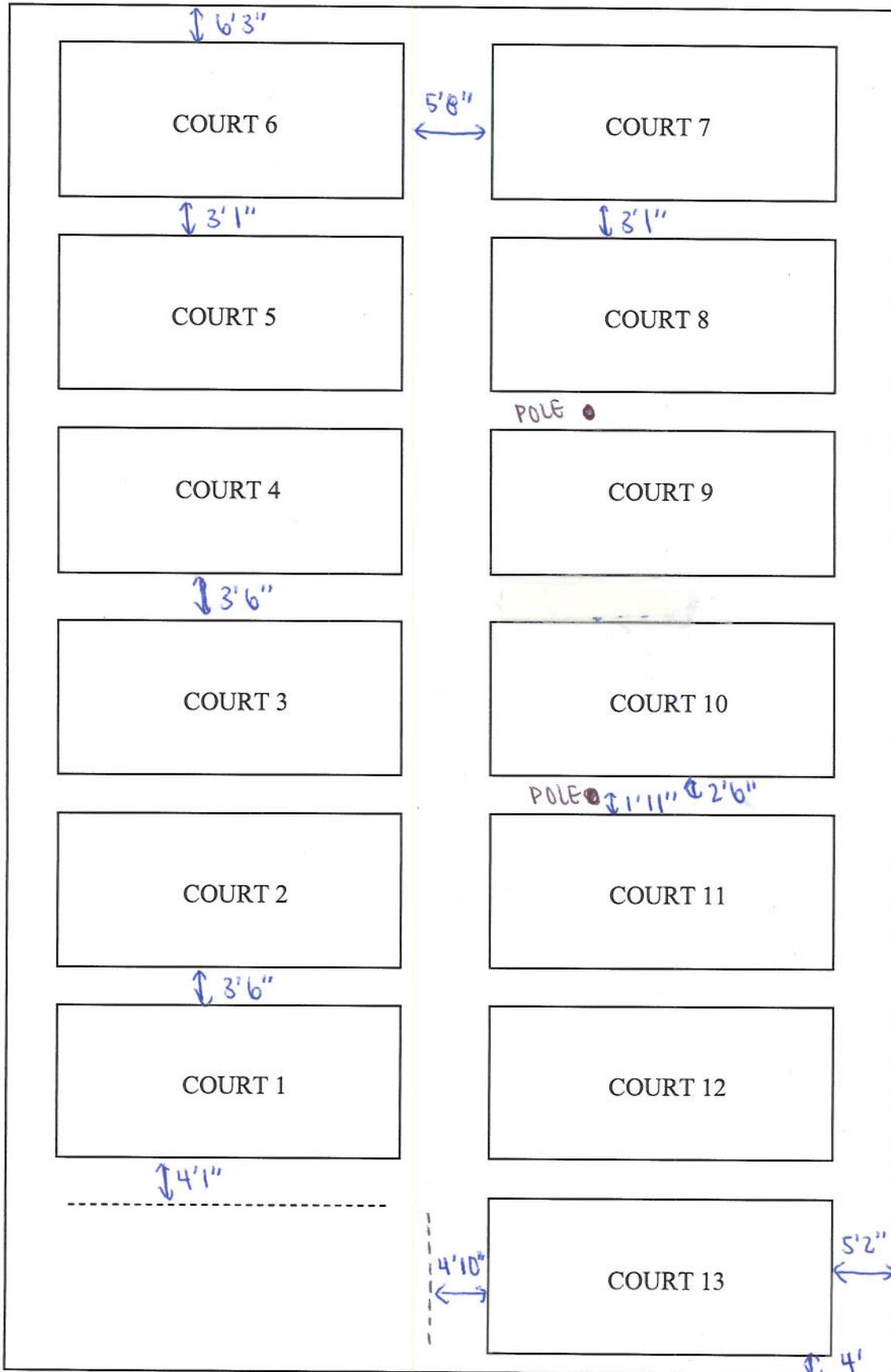


Distance between courts ranges from 3'1" to 3'6"



Distance from sideline of court to the pole is 1'11" for Court 11 and 2'6" for Court 10

This facility has a total of 13 courts.



Safety is of utmost concern to us as it is to Bay Badminton Center. As such, if the safety standards are deemed to be that of BWF's international tournaments standards, then all public facilities should conform.

Our appellant's second concern is that badminton is a large spectator sport. In their letter from November 15, 2010, they had included several photos. The two photos from page 15, the top photo from page 16, and the bottom photo from page 18 are from the 2010 U.S. Junior National tournament. This is a week long tournament in which juniors from as young as 6 years old up to 21 years old from all over the country come to participate. Because it involves a large number of juniors, naturally there will be parents and siblings present. This tournament is held once a year and facilities that meet the BWF regulations are eligible to bid for it. This is not a normal, weekend type tournament.

The bottom photo on page 16 and top of page 18 are from the Bay Badminton Championships Tournament, which attracted top international players because the tournament boasted a \$25,000 cash prize. Because it attracted top caliber players, badminton players from all over California (and possibly other states) came to sneak a peek of the action. Again, this is not a normal weekend type tournament. The typical weekend type tournament has very small prize (within \$1,000 cash prize if at all) and will attract much fewer participants and thus spectators.

Sincerely,



Phu Khuu  
Bintang Badminton



# BAY BADMINTON CENTER

TEL: (650) 692-1611

1611 ADRIAN ROAD

FAX: (650) 692-9889

BURLINGAME, CA 94010

email: [info@baybadminton.com](mailto:info@baybadminton.com)

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November 15, 2010

Dear Council Member,

Thank you for allowing us to present to you our concerns regarding the Bintang Proposal approved by the Milpitas Planning Committee last August 25, 2010. Our concerns are out-lined below with key quotes from the Planning Commission's video archive along with document references and pictures. If you have any questions regarding our concerns, I, along with my partners, can answer them on our City Council Appeal Hearing this Tuesday, November 16.

- Safety

- The Concern: Comm. Larry Ciardella "If you get a person that hits the birdie over the line and the guy goes back and tries to get it, is he gonna hit the other guy?" Comm. Mandal on safety referring to minimum parking lot light requirements: "Milpitas is a safe city... We're gonna bring in these participants in the badminton.... we want to make sure that they are safely... It's that not the bare minimum but it should be adequate. It is after all for the safety of the people who come to your installation."
- The Applicant's Answer: Mr. Khuu says, "For badminton, it's played with a shuttlecock... So even if you hit it really hard, it will rarely go out of bounds.... So, rarely do you ever step outside your boundaries of your court area."

◦ The Facts:

- The shuttlecock can be hit out when hit by a player that is closer to the net. This occurs often throughout a game and is one way to score an “out”.





- Players do step beyond the back line of the court while going after a birdie that is going pass the back line while facing forward without realizing it.









- This is why sufficient space (called “run-off”) is necessary for safe badminton play and the lay-out of badminton courts. This is particularly important for the back of the badminton court and especially important for back-to-back courts.
- USA Badminton (USAB), the national agency governing badminton tournaments refers to Badminton World Federation (BWF) for rules and regulations regarding badminton tournaments. This includes court lay-out and run-off space around the court and USAB requires a run-off space of 6.5 feet in order to be suitable for tournaments.

### 3. Flooring

- 3.1 It is desirable to have a wooden sprung floor together with approved non-slip court mats.
- 3.2 It is recommended that there shall be at least two meters (6½ feet) clear space surrounding all the outer lines of the court, this space also being a minimum requirement between any two courts marked out side by side.

- Badminton England provides such design specifications with safety considerations for dedicated and mixed-use facilities where badminton is played based on over 40 years of experience in a country where the sport of badminton was born (“Design Guidance Note, Badminton” by Badminton England). On page 3, the guideline makes a distinction between dedicated and mixed-use facilities.

in one of the above three categories.

This Design Guidance is written in two sections A and B:

**Section A** covers dedicated badminton halls, where no other sport is played and would normally be a High Performance Centre or a Performance and Development Centre.

**Section B** covers multi-use halls in which badminton is played together with other sports and community activities. These may be Performance and Development Centres and Development Centres.

Court lay-out safety specifications for dedicated facilities are found in page 6.

Table 2 High performance centre – minimum spaces around courts

Hall size	Between courts	Between courts where curtain is required	Sides at end of hall	End of court
<b>New-build hall 9.1m high</b>				
Length 33.00m	No curtain 1.72m		1.72m	2.30m
Width 18.00m	With curtain 1.50m	2.60m	1.50m	
<b>Recommended new-build hall size for tournaments and accommodating spectators</b>				
Length 34.80m	No curtain 2.08m		2.08m	3.80m
Width 21.00m	With curtain 2.00m	3.20m	1.60m	
Notes:				
<ul style="list-style-type: none"> <li>The dimension of 2.6m between courts is the recommended minimum when a curtain divides the courts; this maintains the 1.3m at the sides of each court affected.</li> <li>The dimension of 3.8m at the ends of the court is when additional space can be provided for spectators. In this situation it is more practical to provide 2.3m at one end and 4.3m at the other end for spectator seating, circulation and umpires/linesman's chairs.</li> </ul>				

Court lay-out specifications for mixed-use are found in page 12.

Table 4 Schedule of court sizes, Development Centres – Minimum space around courts

Hall size	Between courts	Between courts where curtain is required	Sides at end of hall	End of court
<b>Existing hall – height 6.7m</b>				
Length 32.00m	No curtain 1.52m		1.52m	1.50m
Width 16.40m	With curtain 1.40m	2.40m	1.20m	
<b>Recommended new-build hall – height 7.6m</b>				
Length 33.00m	No curtain 1.72m		1.72m	2.30m
Width 18.00m	With curtain 1.50m	2.60m	1.50m	

Updated on February 2009, the narrowest run-off space specified by Badminton England for recreational and club courts bis 2 meters or 6 feet.

### Comparative Sizes of Sports Pitches & Courts

Sport	Recreational (LxWxH)	Club (LxWxH)	County & Regional (LxWxH)	National & International (LxWxH)
<b>Legend:</b>	<b>Abbreviations:</b>		<b>Inc:</b>	<b>Including</b>
Indoor Sports	NSB: National Governing Body		O/A:	Over All
Outdoor Sports			Pref:	Preferred
				<b>Max:</b> Maximum
				<b>Min:</b> Minimum
				<b>Run Off:</b> The area outside the
<b>INDOOR SPORTS</b>				
<b>Badminton</b>				
	National Governing Body (NSB): Badminton England (BE)			
Basic Court Size	13.4 x 6.1m	13.4 x 6.1m	13.4 x 6.1m	13.4 x 6.1m
O/A Size inc Run Off	17.4 x 9.1 x 6.7m (existing Hall) 17.4 x 9.1 x 7.6m (New Hall) (end run off 2m each end)	17.4 x 9.1 x 6.7m (existing Hall) 17.4 x 9.1 x 7.6m (New Hall) (end run off 2m each end)	18 x 10.5 x 9.1m (end run off 2.3m each end)	21 x 10.5 x 9.1m (end run off 3.8m each end) (Allow provision for officials)
<b>Basketball</b>				
	England Basketball (EB)			
Basic Court Size	24 x 13m min 28 x 15m pref	24 x 13m min 28 x 15m pref	24 x 13m min 28 x 15m pref	28 x 15m min
O/A Size inc Run Off	28.4 x 17.4 x 7.6m min 32.4 x 19.8 x 7.6m pref	28.4 x 17.4 x 7.6m min 32.4 x 19.8 x 7.6m pref	28.4 x 17.4 x 7.6m min 32.4 x 19.8 x 7.6m pref	32.4 x 19.8 x 7.6m min

- Accidents do happen when safety run-off space is compromised.





- According to Mr. Yuan, a local badminton player, an accident did occur where a badminton court did not have sufficient run-off space at the back of the court.

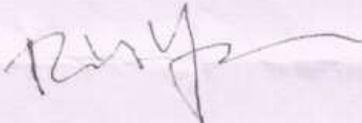
City of Milpitas  
455 East Calaveras Boulevard  
Milpitas, CA 95035

Dear City Council Members:

I am writing this letter to address the safety issues of a badminton gym. Just recently I was playing at a local badminton facility where the wall was 5 feet from the back end line. As I was hitting the shuttlecock and shuffling backwards I hit the wall with the back of my head. I went to the hospital and I suffered a head concussion. I hope that badminton gyms address the importance of safety and allow proper spacing between courts.

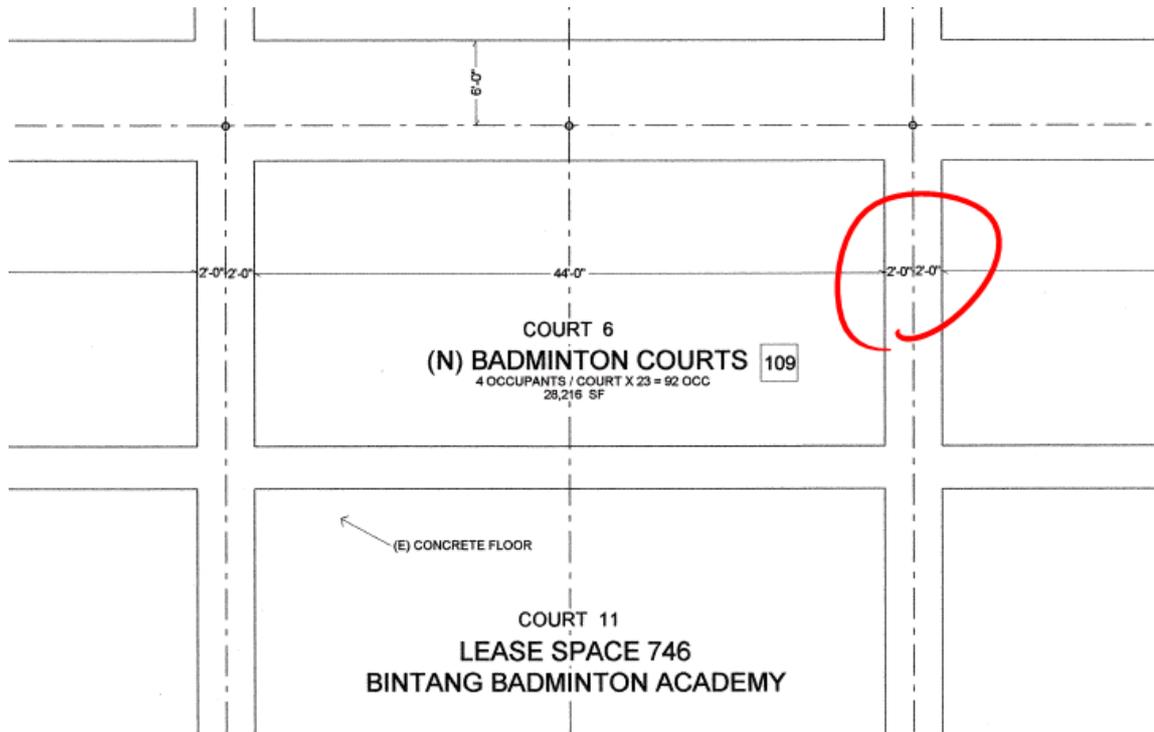
Thanks.

Regards,



Richard Yuan  
(408) 888-6303

- The Proposed Floor Plan is only 4 feet wide between back-to-back courts (18 such gaps for the entire floor plan).



- Badminton's popularity Comm. Mark Tiernan
  - The Concern by Comm. Mark Tiernan continues, “Because this is not a team sport, it’s an individual sport not a dual and/or a doubles sport..., in other words, family and friends coming to watch in your opinion that’s basically kept to a minimum?”
  - The Answer by Mr. Khuu: “Unfortunately for badminton but fortunate for the city, badminton is not a spectator sport. There’s not a lot of people that watch badminton tournaments.... Badminton is really small right now. And, so therefore, we don’t have spectator seating area because we don’t expect spectators... Rarely are there family and friends that come to watch. But, yes, it is kept to a minimum.”

◦ The Facts:

- Badminton is increasing in popularity in the Bay Area, in California, and in the country. Here is a clip from The Mercury News dated September 16, 2010:

Business at private badminton clubs, he said, is booming.

Hadi Lazuardi, owner of the Royal Badminton Academy in Menlo Park, said when the facility first opened in 2005, there were only two other private badminton clubs in the area. Now there are more than 10 in the San Francisco Bay Area, he said.

"The sport is getting really popular," Lazuardi said.

A 2008 study found that about 1.4 million people across the country play badminton on a regular basis, according to USA Badminton, the national governing body for Olympic badminton.

Elliot, who lives in Menlo Park and coaches badminton at Stanford and Menlo-Atherton, said he would like to help develop a badminton program at Arrillaga, with tournaments and possibly classes.

Mayor Rich Cline said Elliot's respectful persistence gets all the credit for the striping decision turnaround.

"Is badminton bigger than basketball? No. Than volleyball? No," Cline said. "But it's growing."

- Friends, family, and teammates do watch their loved ones play.

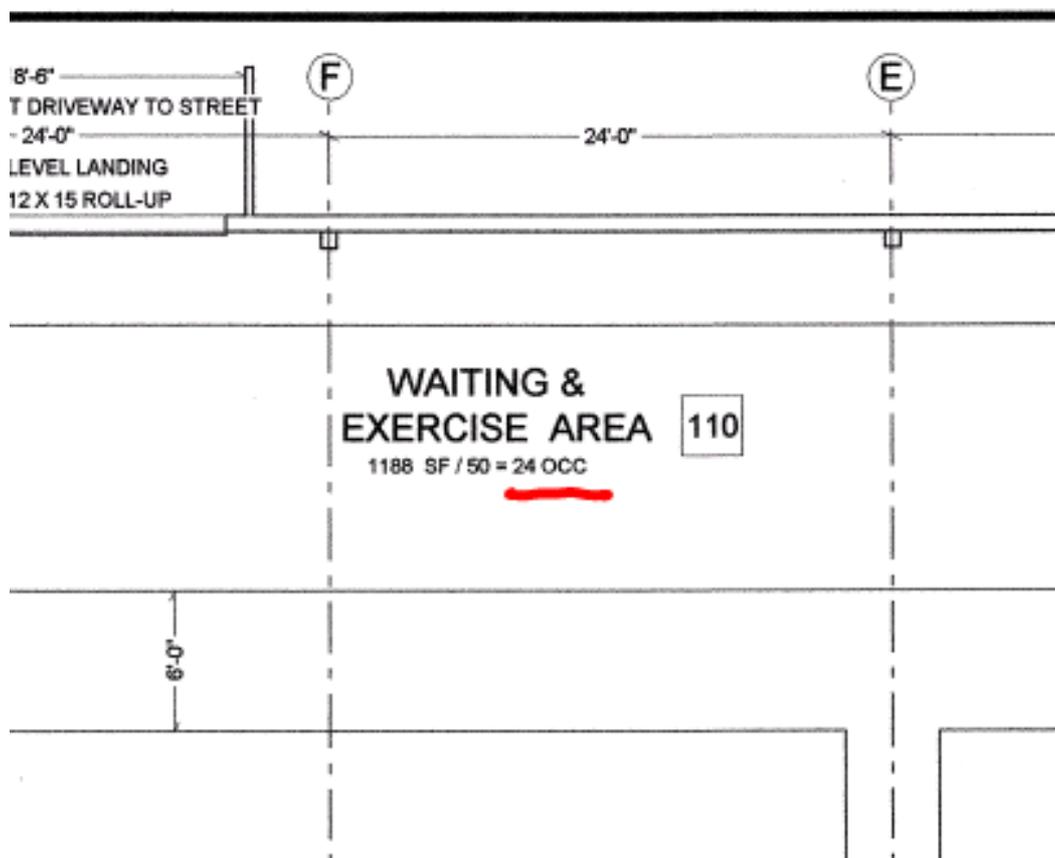




- Badminton matches played by the best players attract spectators.



- Expected occupancy
  - The Concern: Comm. Steve Tao said, “Has the applicant ever stated whether if that all the courts are being used, what is the highest occupancy expected?”
  - The Answer by Jim Morelan: He states, “... This occupancy which is indoor recreation without spectator seating is considered an A-3 occupancy... What we have for the Building Code, the maximum occupancy at any given time is 160.
  - The Answer by the Applicant: The only people that are at the tournaments are the participants themselves and they’re actually scheduled out throughout the day. So, there’s no one-time an overload of people inside the facility.”
  - The Facts
    - Spectators and players can exceed the 24 maximum occupancy of the waiting area during tournaments.



- Players waiting to play, players already playing, players preparing to leave, players resting, their families, and their friends, and their cars can occupy the facility during a tournament before noon even if the tournament used [www.tournamentsoftware.com](http://www.tournamentsoftware.com) to schedule its matches. This occupancy load doubles during the doubles matches.



- Recreational badminton is predominantly played as a doubles game.



- The last Nor-Cal Badminton Tournament was held on March 12, 2007 at Bintang, Sunnyvale and had 252 tournaments and lasted 2 days.
- Parking requirements
  - The Concern: Comm. Tabladillo said, “I want to raise the issues of spectators. How about if individuals or future events, how will we then address the issues of shortage of parking?”
  - The Answer by Mr. Khuu: “In the daytime, we rarely have anybody playing.”
  - The Answer by Mr. Morelan: “We actually considered working a shared parking agreement. But, you know the technicalities of trying to do that with property owners and, in talking with the Planning Staff, they really encouraged us to develop this site such that we could satisfy the parking requirement without any kind of alternate parking agreement that would allow Bintang to park in the other spaces at working hour times.”

◦ The Facts:

- There can be more than 2 cars per court because recreational play is usually played as a doubles game and the majority of daytime players drive their own cars to the badminton facility. This picture of BBC's parking lot in Burlingame was taken on a Wednesday, November 3, 2010 at 11:00am. BBC, Burlingame, had 16 courts occupied and took 72 car slots.



- Here are parking lot pictures from Z-Badminton's tournament last November 13, 2010 at 11:30am. Z-Badminton only has 6 courts and required 80 cars.







I urge you to take these concerns of our appeal and reconsider the Planning Committee's approval of Bintang's Proposed Milpitas facility. Thank you for your time.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis Tiu".

Dennis Tiu  
Bay Badminton Center



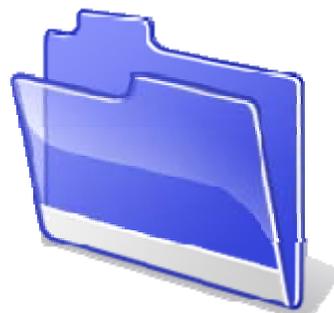
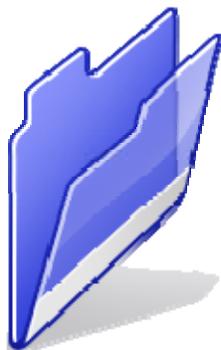
# CITY OF MILPITAS

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GENERAL INFORMATION: 408-586-3000, [www.ci.milpitas.ca.gov](http://www.ci.milpitas.ca.gov)

11/16/2010  
Agenda Item No. 8



## ATTACHMENTS AND/OR ADDITIONAL MATERIALS RELATED TO AGENDA ITEM AFTER AGENDA PACKET DISTRIBUTION



# Citizens Budget Task Force 2010

## Report to City Council November 16, 2010

# Members

## Task Force Members

- Joseph Weinstein (Chair)
- Anjula Nigam (Vice-Chair)
- Alan David
- Deepka Lalwani
- Dan Manassau
- Ami Shah

# Assigned Task

Make recommendations to City Council as to how to reduce the \$11,000,000 deficit in the General Fund over a period of 3 years.

There are no winners in this project.

What might be fair for taxpayers may not seem fair for the city employees.

The city exists to serve the taxpayers.

We have created this challenge together and we will only solve it by working together.

# The Problem

Approximately 83 % of the General Fund expenditures are composed of Salaries and Benefits.

83% seems higher than the normal year. This may be due other programs that have been cut more aggressively.

The reality is that the Task Force focused upon 83% of expenditures composed of salary and benefits and 17% of expenditures comprised of programs, etc.

~\$11,000,000 deficit in the General Fund

# Shrinking Employee Pool

- Must note that one issue in regard to solving any of the funding problems is that under the leadership of our current City Manager the number of city employees has been reduced from around 500 to less than 400 in 5 years.
- This results in the pool of employees being less attractive to any pension fund, especially in light of our growing retiree population.
- More efficient staff with less dollars to attract pension funds

# Input of Citizens and Public Reports

- Public Meetings
- City Web-Site
- City's Electronic Sign
- 3 Public-Forums
- Door Knocking at Citizens' Homes
- Conversations with Citizens and City Employees
- Santa Clara County Grand Jury Report
- San Jose Budget Task Force Report
- Just published policy brief: University of California

# Areas of Focus

- Departments
- Programs
- Revenue and Income
- Salaries and Benefits

# Budget Policy Recommendations

- Recommend a new city ordinance:  
The City Council to adopt a budget in which expenses never exceed General Fund Revenues.
- We are now the 8<sup>th</sup> largest Redevelopment Agency in California.
  - Recommend an internal study of the allocation of RDA funds to the General Fund, or reorganization to determine more effective allocation of RDA functions.

# Response from Citizen and City Employee Input

- Create joint administration for all Public Safety
- Double/overlapping responsibilities for one function but managed by two departments.
- Accounting work duplicated at department levels and city finance department.
- Outsourcing of city departments/functions
  - 1 City Study on park maintenance estimated a \$1.2 million dollar annual savings. City Council did not pursue this recommendation from city staff.

# Outsourcing Policy

- Recommend that City Council shall direct City Manager to identify departments/tasks that might be outsourced. City Manager will initiate an RFQ process on an on-going basis that provides an “outsourcing” look at each selected department/task every 3 years under the following guidelines:

# Outsourcing Policy

Guidelines for outsourcing RFQ's:

1. No government organizations.
2. Must be 5 private companies that provide comparable service and 3 companies must be included in RFQ.
3. Outsourcing RFQ's must be for equivalent tasks and at prevailing wage.

# Salaries and Benefits

- Overall discomfort with total compensation for city employees
  - View shared by many citizens and city employees
- Belief that some job classification salaries are too high
- Belief that benefits are too high

# Are We Competitive?

- Recommend that an outside and independent consultant complete a study that shows where our job classifications rank with other cities in Santa Clara County, San Mateo County and the private sector in regard to total compensation.

# Unanswered Questions

- In the year 2010 why are city employees still receiving a guaranteed pension benefit when it has virtually disappeared from the private sector?
- How to control “retiree” costs when retirees have no method to recover lost benefits if they are reduced.
- How to solve the issue that retirees compensation limits our ability to solve pension issues; this is magnified even more with a smaller employee base.

# Policy Challenges

- Recommend changes in the process of implementing city policies in regard to Collective Bargaining
- Citizens want open government

# Recommend the Following Ordinance Change

(5) Collective Bargaining. Any collectively bargained agreement shall be made **publicly available at least twenty (20) calendar days before the meeting of the policy body to which the agreement is to be reported.** If the collective bargaining agreement is being submitted to the City Council for final approval, it shall also be placed on the agenda for Council review and public comment at least one Council Meeting before the meeting at which final approval is sought.

# Policy Change

- Recommend that the city organize its compensation negotiations into two categories:
  - Public Safety
  - Non-Public Safety
- Achieve a level playing field between bargaining units in these two categories.

# Addressing the Deficit: Salaries

- Salary Freeze for all MOU's effective immediately (freeze to last until General Fund has excess capacity)

Savings Projected

Savings of  
\$690,000 Annually

# Compensation Recommendations

- Suspend supplemental income incentives until General Fund has excess capacity

## Projected Savings

\$2,500,000  
Annually

# Hiring Freeze

- Immediate hiring freeze on all positions\* for 3 years (assume 5 positions per year)
- \* City Manager must have flexibility to hire based upon impact to General Fund due to either overtime or specific position expertise

## Projected Savings per year

1. \$ 600,000
2. \$ 1,200,000
3. \$ 1,800,000

# Pensions

- The Taxpayers should not be subject to any risk of underfunding of any pension or benefit.

# Pension Recommendations

Recommend immediate termination of LIUNA and any City contributions to any other non-PERS pension or other retirement benefits

Projected Savings

\$260,000  
Annually

# Policy Recommendation

- We recommend that this Budget Task Force be formalized into an on-going City Commission with one representative assigned to the city negotiation committee.

# Pension Recommendations

- CALPers (2<sup>nd</sup> Tier)
  - Increase retiree age to maximum and lowest formula available
    - Public Safety: 2% at 55
    - Non-Public Safety: 2% at 60
  - Non-public safety should retire at Fed retirement age.

Projected Savings

\$1,400,000  
Annually

# Pensions/CALPers

- (2<sup>nd</sup> Tier) Change from highest 1 year salary to average of highest 3 year salary for future retirees

Projected Savings

\$233,000  
annually

# Pension/CALPers (2<sup>nd</sup> Tier)

Recommend that City move to a defined contribution plan in conjunction with suggested cafeteria plan (to be discussed later)

City saves  
\$1,200,000 for  
every 3%  
increase in  
costs

# Benefits/Cafeteria Plan

- CAP Benefits at 35% of base salary for non-public safety; 40% for public safety
- Provide a cafeteria plan to allow employees to use pre-tax dollars and flexibility to choose benefits from menu

Projected Savings

\$6,507,000

Annually

# MOU Additional Income Benefits

## Negotiated MOU Provisions

- Bilingual Pay
- Canine Assignment
- Certification of License
- Career Development Incentive
- Confidential Pay
- Educational Incentive
- Emergency Operations
- FLSA Premium
- Hazardous Material
- Holiday-In-Lieu Pay
- Longevity Pay/non-Public Safety
- Motorcycle Incentive
- Shift Differential
- Special Assignment
- SWAT Assignment
- Uniform – Safety
- Uniform – MEA and MPOA Non-safety
- Working Out of Class Pay
- Physical Fitness

## Projected Savings

\$ 2,400,000\*

Annually

\* Actual figure is \$ 3,000,000

# Reduction of Benefit

- Longevity
- Terminate for Non-Public Safety
- Limit to 3% for Public Safety

Projected Savings

\$319,000  
annually

# Benefits to Adjust

- Limit vacation and sick leave to a 30 day maximum accrual. No cash out. Use it or lose it.
- Establish a Catastrophic Bank of Hours to be used for “family” catastrophic illness. No cash out.

## Projected Savings

\$808,000  
annually

# Benefits to Terminate

Benefit	Projected Savings
• Automatic Step Increases:	\$279,000
• Confidential Pay:	\$ 18,000
• Education Pay:	\$644,000
• Special Assignment Pay:	\$ 58,000
• Bilingual Pay:	\$ 73,000
• Special Certificate Pay:	\$ 79,000
• Physical Fitness Comp:	<u>\$ 80,000</u>
	\$1,231,000

# Medical Benefits Adjustments

- Cap Employee Medical Benefit at current Kaiser Rate until employee contribution equals 50% of medical premium.

## Projected Savings

- Year 1: \$365,000
- Year 2: \$766,000
- Year 3: \$1,208,000

# Retirees Medical Benefits

- Eliminate medical benefits after retirees reach Medicare age

## Projected Savings

- Year 1: \$183,000
- Year 2: \$213,000
- Year 3: \$263,000

# Retiree Dependent Medical Benefit

- Eliminate contribution to Dependent medical benefit fund for current and future retirees

Projected Savings

\$396,000  
Annually

# Program Revenue/Income

- All city sponsored programs should be revenue neutral and provide 100% cost recovery except for Senior Program, DARE, Crossing Guards, Volunteer Services

## Projected Revenue

Direct Cost Savings:  
\$1,400,000 annually

\* 20% reduction built  
into number

# Programs

- Express concern/recommend
  - Pre-School Program:
    - 33 other commercial pre-schools
    - Not organized on a “income/need basis”
    - Why serving non-residents
  - After the Bell
    - Expand this program
    - Charge competitive fees
    - Not “income/need based”

# Programs

- Terminate “Tidal Waves” program
  - Program costs are in excess of \$850.00 per student
  - Serves less than 200 people
  - No compelling reason that taxpayers should support this swimming program while Little League, Soccer, PAL, and others are supported by parents.

## Projected Savings

\$250,000  
Annually

# Revenue/Income

- Bill Santa Clara County for unreimbursed services provided to County Jail

Projected Revenue

\$320,000  
Annually

# Increase Revenue Through Improved Tax Base

- Sales Tax Revenue  
\$60,000 to \$80,000

Projected Revenue

\$60,000 - \$80,000

# Raise Taxes and Fees

It is extremely difficult and controversial to raise fees or taxes. As an alternative to cutting essential services and programs, we suggest considering a sunset defined increase of a 1% utility tax.

Projected Revenue

Utility Tax: \$ 3,000,000 Annually

# Summary of Project Immediate Fiscal Impact

Component	Fiscal Impact
Salary Freeze	\$ 690,000
Longevity	\$ 319,000
MOU Additional Benefits	\$2,400,000
Freeze Hiring	\$ 600,000
Terminate Non-PERS Pension Contributions	\$ 260,000
Limit Vacation and Sick Days	\$ 800,000
Benefits to Terminate	\$ 1,231,000
Medical Benefit Adjustment	\$ 365,000
Medical Benefit/Retirees	\$ 183,000
Eliminate Contribution/Dependent Medical	\$ 396,000
Terminate Tidal Waves	\$ 250,000
Programs/Revenue Neutral	\$1,400,000
Country Reimbursement of Jail Expense	\$ 320,000
Walmart Sales Tax	\$ 70,000
<b>Total</b>	<b>\$9,284,000</b>

# Summary of Project Immediate Fiscal Impact

Percentage Benefit Cap

\$6,507,000

# Two-Tier Savings

Component	Fiscal Impact
Increase Retirement Age to Maximum/Lowest	\$1466,000
Highest Year Salary to 3 highest years	\$ 233,000
Move to Defined Contribution Benefit Plan	Unknown
Total	\$1,699,000

# Raise Taxes

Component	Fiscal Impact
1 % Utility Tax	\$ 3,000,000
Total	\$ 3,000,000

# Final Thoughts