

# RESEARCH BRIEF

on America's Cities

CHRISTOPHER W. HOENE

## City Budget Shortfalls and Responses: Projections for 2010-2012

DECEMBER 2009

While the nation's economy may be approaching the late stages of the worst economic downturn since the Great Depression, local government budget tightening and spending cuts over the next several years could well impose a significant drag on the nation's economic recovery. Cities face layoffs, canceled contracts with small businesses and vendors, reduced services and sizable budget shortfalls for 2009 that are expected to grow much more severe and widespread from 2010 to 2012.<sup>1</sup> With the pace of recovery still sluggish, the consequences of the recession will be playing out in America's cities and towns, on Main Street and in the lives of families for years to come.<sup>2</sup>

This report provides projections about municipal budget shortfalls over the next three years and reviews city leaders' responses to those conditions. Among the findings:

- The municipal sector will likely face a fiscal shortfall of between \$56 billion and \$83 billion from 2010-2012, driven by declining tax revenues, ongoing service demands and cuts in state revenues;
- The low point for city fiscal conditions typically follows the low point of an economic downturn by at least two years, indicating that the low point for cities will come sometime in 2011; and
- City leaders are responding with layoffs, furloughs and payroll reductions; delaying and canceling capital infrastructure projects; and cutting city services.

### THE MUNICIPAL SECTOR SHORTFALL

The municipal sector – as if all city budgets were totaled together – likely faces a combined, estimated shortfall of anywhere from \$56 billion to \$83 billion from 2010-2012. The range of the projected shortfall is wide because of the number of factors that can potentially affect municipal bottom lines. Chief among these is the impact of the economic recession on municipal revenue collections. In 2009, city finance officers surveyed by NLC reported that sales tax and income tax collections were declining, but property tax collections were relatively flat.<sup>3</sup> Nationwide, housing values are down 9.5 percent since 2007, which eventually will translate into residential property tax revenue declines for cities – the brunt of which will hit in 2010, 2011 and 2012. More recently, the commercial property market also has been affected by economic conditions, which will result in declines in commercial property tax collections. At the same time, ongoing and increased demands from residents for municipal services and increasing municipal costs will make it difficult for city leaders to offset revenue shortfalls through spending cuts alone. Revenue declines and spending pressures will conspire to produce municipal budget shortfalls that will have to be filled through increases in fees for services, laying off workers or cutting back their hours, delaying and canceling capital infrastructure projects and drawing down municipal reserves.

For 2009, based on NLC's survey of city finance officers, cities faced an estimated budget shortfall of nearly 3 percent of total general fund budgets. Applying a similar shortfall estimate to each year of the next three years results in a combined, projected shortfall of \$35 billion for 2010-2012. However, based on previous recessions, it is highly likely that cities will face larger shortfalls in 2010, 2011 and 2012 than they experienced in 2009. A 4 percent shortfall over the 2010-2012 period would total \$46 billion, while a 5 percent shortfall over the period would total \$53 billion (see Table 1).

1 All references to specific years are for fiscal years as defined by the individual cities.

2 The use of "municipal," "municipalities," "cities" or "city" in this report refers to municipal corporations.

3 Christopher W. Hoene and Michael A. Pagano, *City Fiscal Conditions in 2009*, National League of Cities, September 2009, [http://www.nlc.org/ASSETS/29BFCBD454A442E9BF89645017277767/CityFiscalConditions\\_09.pdf](http://www.nlc.org/ASSETS/29BFCBD454A442E9BF89645017277767/CityFiscalConditions_09.pdf).

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**Table 1: Projected Municipal Sector Budget Shortfall, 2010-2012** (All \$ in 1,000s)

Total Municipal General Revenues in 2009: \$397,780,262

YEAR	3% SHORTFALL	4% SHORTFALL	5% SHORTFALL
2010	\$ 11,933,408	\$ 15,911,210	\$ 19,889,013
2011	\$ 11,575,406	\$ 15,274,762	\$ 18,894,562
2012	\$ 11,228,143	\$ 14,663,772	\$ 14,359,867
<b>Total</b>	<b>\$ 34,736,957</b>	<b>\$ 45,849,744</b>	<b>\$ 53,143,443</b>

## CUTS IN STATE AID AND TRANSFERS

The other major factor that will influence municipal sector shortfalls from 2010-2012 will be actions state governments take in response to their own budget shortfalls. The Center on Budget and Policy Priorities estimates state budget gaps of \$190 billion for 2010, \$180 billion for 2011 and \$118 billion for 2012.<sup>4</sup> The 2010 gap, alone, comprises 28 percent of state budgets for that year. As a means of covering these gaps, many state governments will make cuts in transfers to local governments. Similar actions were taken in response to the 2001 recession, coming mainly in 2003 and 2004. Over that two-year period states reduced total transfers to cities by 9 percent.<sup>5</sup> In comparison, the current recession is by nearly all measures more severe than the 2001 recession, suggesting that state cuts in transfers to cities will, if anything, be more severe as well. Using a conservative estimate of reductions in state transfers to cities of 10 percent per year from 2010-2012 adds \$21 billion to the shortfall in the municipal sector. If state governments were to make cuts in transfers to cities that more closely approximate their own budget shortfalls, those cuts might come more in the range of 15 percent, adding \$30 billion to the shortfall in the municipal sector (see Table 2).

**Table 2: Projected Cuts in State Transfers to Cities, 2010-2012** (All \$ in 1,000s)

Total State Transfer to Cities in 2009: \$78,107,822

FISCAL YEAR	10% SCENARIO	15% SCENARIO
2010	\$7,810,782	\$11,716,173
2011	\$7,029,704	\$9,958,747
2012	\$6,326,734	\$8,464,935
<b>Total</b>	<b>\$21,167,220</b>	<b>\$30,139,856</b>

Using conservative projections of the municipal budget shortfall and state cuts for 2010-2012, the total range is between \$56 billion (a 3 percent municipal budget shortfall and 10 percent reduction in state transfers) and \$83 billion (a 5 percent municipal budget shortfall and 15 percent reduction in state transfers).

## CITY SPENDING CUTS AND RESPONSES TO SHORTFALLS

In response to declining economic conditions and the prospect of budget shortfalls, NLC's annual survey of city finance officers revealed that nine in 10 (91 percent) cities reported making spending cuts in 2009, and 82 percent expect to make further cuts in 2010. When asked about the most common responses to prospective shortfalls in 2009, by a wide margin the most common responses were workforce reductions, such as laying off staff, furloughs, and hiring freezes (67 percent), and delaying or cancelling capital infrastructure projects (62 percent) – the types of projects that also result in investment in small businesses and other private sector vendors, as well as generating jobs beyond city government. One in seven cities (14 percent) has already made cuts to public safety services – police, fire, and emergency – a number that will inevitably rise as the municipal budget shortfalls increase (see Figure 1).

4 Iris J. Lav, Nicholas Johnson, and Elizabeth McNichol, "Additional Federal Fiscal Relief Needed to Help States Address Recession's Impact," Center on Budget and Policy Priorities, Nov. 19, 2009, <http://www.cbpp.org/cms/index.cfm?fa=view&id=2988>.

5 Christopher W. Hoene and Michael A. Pagano, "Fend-For-Yourself Federalism: The Effect of Federal and State Deficits on America's Cities," *Government Finance Review*, October 2003.

## EXAMPLES OF FISCAL DISTRESS IN CITIES

**Augusta, Maine:** Mid-year budget shortfall and decreasing budget for next fiscal year, resulting in layoffs, reductions in police and fire overtime and reductions in services.

**Baltimore:** \$127 million shortfall, likely resulting in a next round of layoffs and furloughs after already having eliminated more than 500 positions.

**Bossier City, La.:** \$6.5 million deficit in the city's current \$50.3 million budget, resulting in proposed elimination of 117 out of 897 positions, including 80 police and fire positions.

**Boston:** \$130 million shortfall, resulting in layoffs of more than 500 municipal employees.

**Cleveland:** \$23 million shortfall, and the city estimates that for every \$1 million about 20 general city employees or 12 police and firefighters would have to be laid off.

**Columbia, Mo.:** \$4 million budget shortfall in 2009-10, covered through cutbacks in personnel and programs.

**Dallas:** \$190 million budget shortfall; 637 full-time positions to be eliminated, including 347 layoffs, and cuts to street repairs, libraries and senior services.

**Denver:** \$120 million shortfall, resulting in layoffs of 80 positions and early retirement of 322 city workers.

**Dover, Del.:** Budget decrease of \$10.5 million from last year, covered by requiring all city employees to take 12 unpaid furlough days and the deferral of capital improvements.

**East Providence, R.I.:** Reduced city positions by 55, including 16 in the police department and 28 in the fire department.

**Little Rock, Ark.:** \$2.8 million shortfall, resulting in \$200,000 cut in police services and \$450,000 cut in fire services.

**Los Angeles:** \$98 million shortfall in 2009-10, \$408 million in 2010-11, and predicting total shortfall near \$1 billion by 2013; the city has already removed 2,400 positions from the city payroll through early retirement, furloughs and other workforce reductions.

**Sacramento, Calif.:** General fund revenues declined by \$15 million, resulting in eliminating funding for 387 positions.

**San Francisco:** \$436 million shortfall and expecting \$80-100 million more due to declining revenue collections and state cuts; mayor asked city departments for 25 percent cuts.

**Seattle:** \$72 million budget shortfall, resulting in the elimination of 310 positions and the city using \$25.4 million of a \$30.6 million fiscal stabilization ("rainy day") fund.

**Springfield, Ill.:** \$8.5 to \$12 million shortfall in next fiscal year, which would mean eliminating 136 to 192 positions.

**Springfield, Mo.:** \$13.7 million in budget cuts, resulting in four positions eliminated and furloughs of 158 employees.

## THE NEED FOR FEDERAL INTERVENTION

City governments are important components of the U.S. economy. The local and state sector comprises about one-eighth of GDP and cities make up a significant portion of that sector. Consequently, the fiscal actions taken by cities affect the health of the local and regional economies that drive national economic performance. In the absence of additional federal intervention, a deepening local fiscal crisis could hobble the nation's incipient recovery with more layoffs, furloughs, cancelled infrastructure projects, and reduced services. Estimates

from Goldman-Sachs for 2010 and the Center and Budget and Policy Priorities for 2011 suggest that cuts in the state and local sector could reduce U.S. Gross Domestic Product (GDP) by 0.6 percent to 0.7 percent for 2010 and 0.9 percent for 2011. The President's Council of Economic Advisors estimates that each percentage point of GDP translates into approximately one million jobs, meaning that state and local sector cuts could cost the economy 600,000-700,000 jobs in 2010 and 900,000 jobs in 2011.<sup>6</sup> In short, federal investment in a jobs package that helps stabilize city budgets will help cities save and create jobs locally, both city government jobs and private jobs via small businesses and other enterprises that are dependent on public sector investment.

At an event sponsored by NLC and the Brookings Institution Metropolitan Policy Program in November

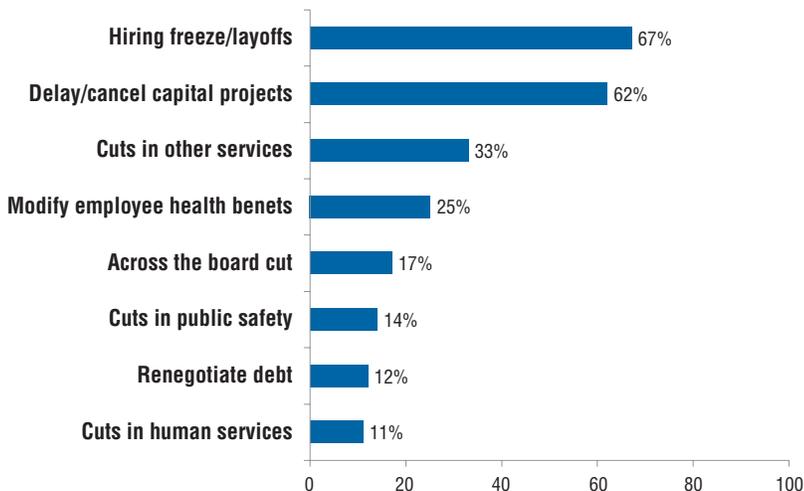


Figure 1: City Spending Cuts in 2009

2009, Philadelphia Mayor Michael Nutter said “Cities are too important to fail.” Federal investment in local jobs and fiscal stabilization will help ensure that actions by cities are helping national economic recovery.

## CITY FISCAL CONDITIONS TYPICALLY LAG ECONOMIC CONDITIONS

City fiscal conditions typically lag economic conditions, in much the same way that state fiscal conditions lag economic conditions and the unemployment rate lags overall economic recovery. For city budgets, this lag is typically two years, depending on the factors driving the changes in the economy and the depth of those changes. Current economic indicators suggest that the U.S. economy has recently passed the low point of the current recession, which means that the low point for city fiscal conditions will likely be experienced sometime in 2011. The lag is a function of tax collection and administration issues in cities, particularly for the property tax, which is the most common form of city taxation. Property tax bills represent the value of the property in some previous year, when the last assessment of the value of the property was conducted. A downturn in real estate prices may not be registered for one to several years after the downturn began because property tax assessment cycles vary across jurisdictions: some reassess property annually, while others reassess every few years, and many jurisdictions only reassess a portion of all property in any given year. Consequently, property tax collections, as reflected in property tax assessments, lag economic changes (both positive and negative) by varying periods of time, depending on the jurisdiction. Sales and income tax collections also exhibit lags due to collection and administration issues, although the lags are typically shorter.

## NOTES ON METHODOLOGY

Projections for the budget shortfall in the municipal sector and cuts in state transfers from 2010-2012 were tabulated using U.S. Census of Governments data for municipal general revenues for fiscal year 2006, projected to 2009 using the U.S. Bureau of Economic Analysis (BEA) National Income and Product Accounts (NIPA) estimates for inflation in the state and local government sector, and estimated for 2010-2012 based on conservative projections that were informed by NLC’s annual survey of *City Fiscal Conditions* and other NLC research.

Some of the data and findings reported here are drawn from NLC’s *City Fiscal Conditions* Survey, a national mail survey of finance officers in U.S. cities. Surveys were mailed to a sample of 1,055 cities, including all cities with populations greater than 50,000 and, using established sampling techniques, to a randomly generated sample of cities with populations between 10,000 and 50,000. The survey was conducted from April to June 2009. The 2009 survey data are drawn from 379 responding cities, for a response rate of 36.0 percent.

## ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities is the nation’s oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership, and governance. NLC is a resource and advocate for 19,000 cities and towns representing more than 218 million Americans.

Through its Center for Research and Innovation, NLC provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues, and opportunities for city leaders to connect with peers, share experiences, and learn about innovative approaches in cities.

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<sup>6</sup> Goldman-Sachs U.S. Economic Analyst, “The State and Local Sector: What a (Fiscal) Drag,” July 10, 2009 and Iris J. Lav, Nicholas Johnson, and Elizabeth McNichol, “Additional Federal Fiscal Relief Needed to Help States Address Recession’s Impact,” Center on Budget and Policy Priorities, November 19, 2009.

# **PROGRAM UPDATE**

## **NLC Enterprise Programs**

### **OVERVIEW**

Since the formation of the Enterprise Programs Center in mid-2009, the staff has been developing an understanding of NLC's existing programs, evaluating their potential, and identifying ways to enhance these programs. Additionally, they have been evaluating several new opportunities, which will be rolled out upon the completion of the staff's due diligence evaluations. In January, NLC will begin the launch of the Government Employees Marketplace (GEM) Program. This will bring to five the number of NLC-endorsed Enterprise Programs. The other four are:

- U.S. Communities Government Purchasing Alliance
- NLC Prescription Discount Card Program
- NLC Community Showcase Video Program
- America Downtown® Program

The purpose of this update is to provide background on this new program, invite Board members to volunteer their city to assist NLC in previewing the program, and provide an updated checklist of board member participation in the NLC Enterprise Programs. The checklist is attached.

### **GOVERNMENT EMPLOYEE MARKETPLACE (GEM)**

The GEM Program is a one-stop web portal for government employees (city/county/state/federal), education employees (K-12 and higher education) and employees of non-profit organizations to save on purchases for personal use through volume discounts on a variety of brand name goods and services.

The GEM program is free for city employees and easy to join. Upon registration at the GEM website ([www.govmarket.org](http://www.govmarket.org)), city employees will have access to discounts and promotions from numerous nationally recognized retail stores and web merchants. Among the types of products available are: apparel, automotive, beauty, computers and electronics, education, entertainment, food and drink, health, hobbies and collectables, home and garden, pets, sports and fitness, toys, travel, and more.

Through the discounts and promotions available through the GEM program, employees can save significant sums annually. Many of the discounts are exclusive to the GEM program. While other savings and promotions are not exclusive, the GEM program offers the convenience of a one-stop online shop.

NLC has joined with the National Association of Counties (NACo) as a national sponsor of the GEM program. The Association of School Business Officials (ASBO) and the U.S. Conference

of Mayors (USCM) have also been offered the opportunity to become national sponsors and are expected to participate.

The program is unique for NLC in that it is targeted to city employees for personal use. It provides a value-added service to cities at no cost. Cities will be able to offer a tangible money-saving service to employees.

As a first step before launching the GEM program nationally in January, NLC is seeking interest from the Board of Directors to preview the program and promote and raise awareness of the program to employees of their respective city. The city would be asked to identify a primary contact person to meet via conference call with NLC and GEM program staff to learn more about the program and discuss ways in which it could be promoted internally to city employees. All promotional materials will be provided to the city at no cost. We are looking for 10 cities to participate in the preview.

Cities interested in participating in the preview are asked to complete the attached form and return it to Cathy Spain or Marc Shapiro at NLC. If you or your staff has any questions, the NLC staff can be reached at [spain@nlc.org](mailto:spain@nlc.org) or (202) 626-3123 and [shapiro@nlc.org](mailto:shapiro@nlc.org) or (202) 626-3019.

#### Attachments

Checklist

Preview Participation Form

# Join the NLC Prescription Discount Card Program

**Over One Million Dollars in savings to residents during the first year of the program.**

As a member of National League of Cities (NLC) you can offer your residents a **FREE** prescription discount card that provides average savings of 20% off the retail price of prescription medication. Now residents who are without health insurance or a traditional pharmacy benefit plan, or have prescriptions not covered by insurance have a solution to obtain medications at a discount.

There is **no cost to your city** to provide this program to city residents and it is very likely that you may save those residents more on the cost of prescriptions over the course of one year than the city's dues to NLC.

The city will be provided with approved marketing materials and tools to promote and launch the program. City residents can easily print an ID card and use program tools via a program web site. Printed ID cards and display materials (customized with the city name and logo) will be provided to give the city residents easy access to the program. Program materials are available in English and Spanish.

**One benefit of membership in the National League of Cities is that you can save your residents money at no cost to the city!**

**Sign up today!  
Complete the  
form inside.**



*It's all about meeting the needs of residents!*

**SAVE your residents an average of 20% off the retail price of prescription medication at no cost to the city.**

*Savings for  
your residents  
at no cost  
to the city!*

## Simple implementation process for the city and easy to access for the resident<sup>‡</sup>

The city works with a CVS Caremark representative to launch the prescription discount card program which takes approximately eight weeks from receipt of the completed '**Ready to get started**' form (**attached**).

Following the launch in your city, your residents will have:

- Average savings of 20%
- Easy access, nine out of 10 pharmacies participate in the program, more than 60,000 pharmacies nationwide
- No enrollment fees
- No membership fees
- No limit on how many times the card can be used
- No age requirements
- No income requirements
- ALL family members are covered
- Pet medications that are also used to treat a human condition are covered

To obtain more information about the program, please contact Marc Shapiro at NLC ([shapiro@nlc.org](mailto:shapiro@nlc.org)) or visit [www.nlc.org/prescriptioncard](http://www.nlc.org/prescriptioncard); additional program information can also be obtained at [www.caremark.com/nlc](http://www.caremark.com/nlc). Cities may also sign up for the program by completing the form attached or on NLC's website [www.nlc.org/prescriptioncard](http://www.nlc.org/prescriptioncard).

The National League of Cities (NLC) Prescription Discount Card program is administered by CVS Caremark, an experienced prescription discount card provider who has administered these programs since 1992. Your city must be a member in good standing of NLC to sponsor the program.

<sup>‡</sup> All communications must be reviewed and approved by NLC and CVS Caremark unless the city is using communications supplied by CVS Caremark.



# The NLC Prescription Discount Card Program

## SAVE

your residents an average of **20% off the retail price** of prescription medication **at no cost to the city...**

Be a member of the National League of Cities

Sign up for the **FREE** NLC prescription discount card program

Your residents present the discount card at a local participating pharmacy

## Frequently Asked Questions



### How much will residents save by using the discount card?

While savings on each prescription may vary, the NLC Prescription Discount Card Program saves an average of 20 percent off of the pharmacy's regular retail prices. The savings are validated monthly and annually.

### What if a pharmacy's price on particular prescription drugs is lower than the discount card price?

The program uses a "lower-of" pricing schedule so that residents are never disadvantaged by using the discount card. On occasion, a participating pharmacy may have a lower price on particular prescription drugs. If that occurs, residents will always pay the lowest price.

### Who pays the cost of the discount?

Pharmacies in the national discount network agree to absorb the cost of the discount. The benefit to the pharmacy of participating in the program is that it creates customer loyalty and increases store traffic.

### Does NLC or CVS Caremark share the personal information of residents using the discount card?

CVS Caremark does not give or share personally identifiable health information to manufacturers or direct marketers. CVS Caremark is fully compliant with all federal and state privacy and security regulations pertaining to the protection of protected health information and has a robust compliance program which monitors and enforces policy compliance. NLC neither receives nor shares personal information of residents.

### Does NLC or any participating city receive revenue from the program?

Neither NLC nor any participating city receives revenue for sponsoring the discount card program.

### Does the program provide a competitive advantage to CVS Pharmacies?

All major pharmacy chains and most local independent pharmacies, nearly 60,000 pharmacies nationwide, participate in the discount card network. Residents are not encouraged or incentivized to use CVS pharmacies over any other chain or independent pharmacy.

### Can the discount card be used with other prescription insurance benefits?

The program is not insurance; it is a prescription discount program. The card cannot be used to supplement insurance benefits. The card can be used for prescriptions not covered by an insurance plan.



National League of Cities

Program operated by CVS Caremark.

**This is NOT insurance. Discounts are only available at any participating pharmacy.**

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# The NLC Prescription Discount Card Program

## SAVE

your residents  
an average of  
**20% off the retail  
price** of prescription  
medication at **no  
cost to the city...**

Be a member  
of the  
National League  
of Cities

Sign up for the  
**FREE**  
NLC prescription  
discount card  
program

Your residents  
access the  
program at a  
local pharmacy

## Do you want to learn more about the program?

Please join NLC and CVS Caremark staff on one of the  
following conference calls:

December 1st, 2009 and January 5th, 2010, at 1:00 p.m. Eastern Time

Conference call number 888-276-8685 - participant code 7569901.

Or contact Marc Shapiro at NLC ([shapiro@nlc.org](mailto:shapiro@nlc.org)) or visit [www.nlc.org](http://www.nlc.org).



## New cities are implementing the program everyday! Join the growing list of participating cities...

### Alabama

Adamsville  
Auburn  
Bessemer  
Birmingham  
Brent  
Brewton  
Calera  
Center Point  
Clanton  
Cullman  
Daphne  
Decatur  
Demopolis  
Evergreen  
Fairfield  
Fairhope  
Gulf Shores  
Helena  
Homewood  
Hueytown  
Irondale  
Madison  
Midfield  
Oak Grove  
Opelika  
Pelham

Pell City  
Prattville  
Rainbow City  
Roanoke  
Saraland  
Springville  
Sylacauga  
Tuskegee  
Wetumpka  
Winfield

### Arkansas

Fort Smith  
Helena - West Helena  
Hot Springs  
Norphlet  
North Little Rock  
Pea Ridge  
Texarkana  
Wrightsville

### Arizona

Avondale  
Buckeye  
Casa Grande  
Coolidge  
Fountain Hills  
Goodyear

Lake Havasu City  
Litchfield Park  
Maricopa  
Mesa  
Oro Valley  
Peoria  
Sahuarita  
Show Low  
Tucson

### California

Artesia  
Azusa  
Baldwin Park  
Bellflower  
Brawley  
Campbell  
Canyon Lake  
Cathedral City  
Claremont  
Culver City  
Duart  
Fontana  
Fresno  
Galt  
Grand Terrace  
Hercules

Lynwood  
Monrovia  
Mountain View  
Murrieta  
Parlier  
Pleasanton  
Rancho Cordova  
Riverside  
Rosemead  
San Gabriel  
San Jose  
Signal Hill  
South El Monte  
West Hollywood

### Colorado

Aurora  
Blanca

Broomfield  
Colorado Springs  
Commerce City  
Durango  
Elizabeth  
Frisco  
Greenwood Village  
Lakewood  
Monte Vista  
Northglenn  
Poncha Springs  
Superior  
Thornton  
Trinidad  
Westminster  
Wheat Ridge

**Additional cities listed on reverse.**



National League of Cities

# The NLC Prescription Discount Card Program

## Connecticut

Avon  
Bloomfield  
Bridgeport  
Groton  
Hartford  
New Haven  
New London

## Delaware

Camden  
Lewes  
Milford

## Florida

Belle Glade  
Belle Isle  
Coral Gables  
Dania Beach  
Gulfport  
Hallandale Beach  
Lauderdale Lakes  
Miami Gardens  
No. Miami Beach  
North Port  
Ocala  
Orlando  
Palm Bay  
Palm Coast  
Palmetto Bay  
Riviera Beach  
Seminole  
South Miami  
Tamarac  
Valparaiso  
Venice  
West Palm Beach  
Wilton Manors  
Winter Garden  
Winter Haven

## Georgia

College Park  
Columbus  
Lovejoy  
Norcross  
Riverdale  
Union City  
Waycross

## Idaho

Caldwell  
Nampa  
Rexburg

## Illinois

Evanston  
Evergreen Park  
Hillside  
Hoffman Estates  
Kankakee  
Normal  
North Chicago

Schaumburg

## Indiana

Bluffton

## Iowa

Charles City  
Des Moines  
Urbandale

## Kansas

Andover  
Arkansas City  
Atchison  
Douglass  
Lansing  
Larned  
Leavenworth  
Merriam  
Mission  
Olathe  
Ottawa  
Prairie Village  
Tonganoxie

## Kentucky

Covington  
Edgewood  
Madisonville  
Richmond

## Louisiana

Crowley  
Dequincy  
Lake Charles  
Mandeville  
Maringouin  
Port Allen  
White Castle

## Massachusetts

Somerville

## Maryland

Bel Air  
Bladensburg  
Bowie  
Charlestown  
College Park  
Gaithersburg  
Greenbelt  
Laurel  
Seat Pleasant

## Maine

Augusta  
Grand Isle  
Saint Agatha

## Michigan

Alma  
Burton  
Detroit  
Farmington Hills  
Fenton  
Ferndale

Grand Blanc

Grosse Pointe Woods

Inkster

Monroe

Saline

Southfield

Troy

Wayne

## Minnesota

Albert Lea  
Blaine  
Brooklyn Center  
Moorhead  
Robbinsdale

## Missouri

Belton  
Berkeley  
Gladstone  
Grandview  
Liberty  
Saint Peters  
Greenwood  
Grenada  
Hattiesburg  
Laurel  
Yazoo

## Montana

Kalispell

## Nebraska

North Platte

## New Jersey

Englewood

## New Mexico

Artesia  
Española  
Taos Ski Valley  
Tijeras

## New York

Buffalo  
Canandaigua

## North Carolina

Charlotte  
Durham  
Gastonia  
Greenville  
Hendersonville  
Jacksonville  
Kernersville  
Lenoir  
Lumberton  
Monroe  
Mount Olive  
New Bern  
Oxford  
Rocky Mount  
Sanford

Shelby

Sylva

Tryon

Winston-Salem

## Ohio

Akron  
Bedford  
Bedford Heights  
Broadview Heights  
Brunswick  
Carlisle  
Centerville  
Clayton  
Columbus  
Gahanna  
Huber Heights  
Kettering  
Lakewood  
Lyndhurst  
Maple Heights  
Moraine  
New Lebanon  
Oakwood  
Oberlin  
Olmsted Falls  
Oxford  
Ravenna  
Riverside  
Trotwood  
Walton Hills  
Warrensville Heights  
West Carrollton  
Youngstown

## Oklahoma

Ardmore  
Broken Arrow  
Claremore  
Guymon  
The Village

## Oregon

Cottage Grove  
Tigard  
Tualatin

## Pennsylvania

Allentown  
Easton  
Middletown  
State College  
West Chester  
Wilkes-Barre  
York

## South Carolina

Camden  
Charleston  
Columbia  
Cottageville  
Florence  
Lexington

## Tennessee

Athens  
Benton  
Covington  
Columbia  
Dresden  
East Ridge  
Martin  
Memphis  
Morristown  
Oak Ridge

## Texas

Beaumont  
Decatur  
Deer Park  
Forest Hill  
Garland  
Jasper  
Kingsville  
Midlothian  
Moulton  
Orange  
Plano  
Port Arthur  
San Marcos  
Vernon

## Utah

South Ogden City

## Virginia

Bristol  
Martinsville

## Washington

Auburn  
Puyallup  
Union Gap

## Wisconsin

Milwaukee

## West Virginia

Clarksburg  
Lewisburg  
Parkersburg

## Wyoming

Gillette  
Jackson

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