

## STAFF REPORT

**DATE:** April 15, 2014  
**TO:** City Council  
**FROM:** Steve Pinkerton, City Manager  
**SUBJECT:** Consideration of General Fund Reductions and Revised Projections

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### **Recommendation**

1. Consider updated financial projections and provide direction to staff concerning the recommended reductions for inclusion in the FY 2014-15 Budget.
2. Direct staff to continue with community outreach to explain the City's financial condition, options moving ahead and the financial strategy in the context of targeted economic development activities and to place any additional fund balance in the General Fund Reserve.

### **Fiscal Impact**

In December 2013, a preliminary financial forecast was presented to the City Council which estimated General Fund revenue and expenditure projections for FY 2013-14 through FY 2018-19. On the whole, this updated report shows revenues increasing 8.95 percent while expenditures are increasing at a higher rate (11.29 percent) from FY 2014-15 to FY 2018-19 (Attachments A and B). The City is addressing its shortfall through a combination of increasing fee revenue, reductions/cost controls and a focused economic development strategy compatible with Davis values.

The FY 2014-15 Budget is being constructed on the premise that no revenue measure passes, so the \$2.7 million in new Sales Tax revenue is not included. Addressing the \$4.99 million structural imbalance would mean a 10.4 percent reduction for General Fund and Internal Service Fund operations (like Police, Fire, Parks and Recreation) or up to 22.6 percent if Safety Services are held harmless. The City needs to address the structural imbalance because it is similar to taking money out of one's saving account to pay bills. As a temporary fix, it works, but eventually a more permanent solution is needed. As stated in December, some level of proposed reductions and fee updates are planned even if the June Sales Tax revenue measure is approved by the voters. The proposed half-percent Sales tax increase is projected to raise \$2.7 million in the first year and approximately \$3.6 million annually thereafter.

The recommended reductions contained in this package are **NOT** reflected in the FY 2014-15 \$49.65 million Preliminary General Fund budget. If the Council directs staff to make the reductions, it will decrease the General Fund and projected structural imbalance by \$1,164,027. The new General Fund will be approximately \$48, 486,588 and the structural imbalance will be approximately \$3,826,242. Staff is not recommending removing additional funds from the

FY 2014-15 budget to account for vacancies and operational savings in the upcoming year, because this staff report proposes to reduce expenses by \$1,164,027, which is roughly equal to the \$1.2 M salary and operational savings that were taken out at the beginning of FY 2013-14. In other words, the savings have been captured through the proposed reductions. Second, since 55 percent of the proposed reductions are vacant positions, there are very few vacant positions in the General Fund and most are in Police and Fire which backfill unfilled positions with overtime.

The Finance and Budget Commission will be considering the same reduction package (Attachment C) and revised projections on Monday, April 14, 2014. Commission feedback will be communicated to the Council on Tuesday night.

### **Background**

In December, the staff projections showed a structural imbalance of \$5.1 million for Fiscal Year 2014-2015. This figure has been revised to \$4.99 million. Attention has been focused on the structural imbalance because it signals that the City is relying on one-time money to balance its budget and that revenues are not keeping pace with expenditures.

Subsequent to December 17, 2013, several meetings were held with a Council Subcommittee, a Revenue Focus Group and members of the community concerning the City's finances and alternatives. This process culminated in a June ballot measure which proposes to increase the Sales Tax rate by one-half percent and extends the current half-percent rate to 2020.

While the City is working with the business community on ways to rapidly increase revenue through accelerated economic development, this process takes time to yield results at levels that can address the structural deficit. Because economic development requires considerable focus and leveraging of networks and partnerships, it is expected that it will likely require five to ten years to achieve substantial results. Specific focus will be given to facilitating the growth of technology and manufacturing businesses and collaboration with industry that may lead to an innovation and technology park. An update on economic development efforts and the technology park will be brought to the Council within the next couple of weeks.

In order to construct the FY 2014-15 Preliminary Budget which will be brought to the Council in June, direction is sought on the list of reductions so that it can be incorporated into the proposed budget.

The following bullet points address major changes since the December 2013 estimates:

- **Update Revenue and Expenditure Projections:** The December projections were based on very preliminary estimates. Two of the largest sources of revenue for the City are Property Tax and Sales Tax. In making projections, staff aims for reasonable estimates. Revenue and expenditure estimates have been adjusted upwards since December, partially as a result of having more information available. At this time, Staff is not comfortable further increasing FY 2014-15 revenues.
- **Property Tax.** As discussed in December, the City receives the bulk of its property tax in two installments; one in late January and one in May. At the time of the estimate, the first payment had not been received and the increases in Davis tend to be inconsistent as

properties do not turn over frequently and there is very little new development. , Regardless, in December the projection was increased by \$300,000. The April estimate shows Property Taxes increasing by another \$534,481 from December. The forecast has been adjusted to increase growth from 2.5 percent to 3.5 percent in out years.

- **Sales Tax.** Despite a 1.3 percent drop from the same quarter last year in December, Sales Tax revenue was up in the latest quarter. As a result, the April estimate was increased to \$10.2 million. In the December estimate, staff acknowledged that it would come in higher but did not increase the estimate because we wanted to see how the other general fund revenues came in over the next several months. Adjusting for one-time bumps in Sales Tax revenue, it has increased 2.8 percent over the past nine years.
- **Settlement for Property-Tax Administration Charges to ERAF.** In late January, \$256,429 was received as a one-time settlement with Yolo County over the calculation of property tax administration dollars. Counties had been applying the property tax administration fee to Educational Research Augmentation Fund (ERAF) and, in 2012, a decision by the California Supreme Court invalidated the practice.
- **Expenditures.** The difference between the December and April estimates are minimal. For the April estimate, staff used a combination of current payroll costs and an analysis of anticipated vacancies through the end of the fiscal year to project the salary and benefits. Water costs are based on estimates and reflective of the unusually dry winter which increased water usage in city parks
- **Structural Imbalance.** The December \$5.1 million structural deficit was calculated by subtracting the revenue growth (projected to be \$920,000) from the projected increase in expenditures. The April projection is \$85,757 less, or \$4.99 million, which is a minimal difference from December.

#### **FY 2014-15 Preliminary General Fund Budget**

The preliminary General Fund budget still includes the following:

- An additional \$2.5 million for infrastructure. Counting all funds, there is a total of \$4.7 million budgeted, including \$770,000 in appropriations from the prior year. Of this amount, \$3,779,000 is General Fund.
- Utility cost increases of \$94,000 and other insurance-fund increases \$67,500.
- Maintaining funding of \$500,000 for water conservation measures.
- First year of Fleet Replacement and Leave Fund paybacks (\$415,000).
- FY 2014-15 labor rates calculated at agreed-upon terms. For example, current Memoranda of Understanding costs increased \$360,000; medical insurance/cafeteria went up \$321,000; PERS retirement \$437,000; and, retiree medical is increasing \$180,000. This is offset by employees picking up more costs and changes to retiree health. These changes will save approximately \$5.2 million over the term of the labor contract.
- Removal of salary savings (\$447,000) and operational savings adjustment (\$770,000). Adding back \$350,000 of budget savings for unfilled Police Department positions. In FY 2013-14, the department identified salary savings for vacant positions which was used as a reduction.

**Reduction Package**

Since there is no guarantee that the Sales Tax measure will pass, Tuesday night, the Council will be considering the reduction package which has been updated by departments and include the worst-case scenario of 22.6 percent with public safety held harmless.

In addition, cuts which total \$1,164,027 are being recommended for implementation irrespective of the sales tax measure. About 55 percent of the reduction results from eliminating vacant positions or temporary-part time hours. The rest of the savings are from operational cuts and fund shifts. No filled positions have been recommended for elimination. The following chart summarizes the proposed reductions.

<b>Department</b>	<b>Recommended Reduction Amount</b>
City Manager's Office	\$87,000
Community Development & Sustainability	\$152,681
Administrative Services (HR, Finance and IT)	\$235,651
Community Services and Parks	\$92,746
Fire	\$64,702
Police	\$267,708
Public Works	\$263,539
<b>Total</b>	<b>\$1,164,027</b>

**Next Steps**

The staff will construct the preliminary budget based on feedback from the Council Tuesday night. Information from the Council-approved reduction list will be included in the next utility bill; available in hard copy at various City locations; and, posted on the website.

**Summary**

There seems to be general agreement that the City should address its structural imbalance through a combination of cost controls, reductions, revenue measures and a focused economic development strategy compatible with the Davis values. If the proposed reductions are taken and the Sales Tax measure passes, the net effect on the General Fund for FY 2014-15 will result in a structural imbalance of roughly \$1,126,242. The following year, even with the full year of Sales Tax revenue factored into the estimates and without further reductions, there is still a structural imbalance of roughly \$1.3 million. This demonstrates that the City will need to pursue all the strategies listed above to continue to make fiscal progress, and potentially consider another revenue measure in the fall to address some of the long term infrastructure needs that cannot be incorporated into the current budget

**Attachment(s)**

- A. Updated Revenue and Expenditure projections
- B. Updated Revenue & Expenditure Assumptions
- C. Proposed General Fund Reduction package

**Revised - Attachment A**  
**CITY OF DAVIS**

**GENERAL FUND FORECAST FY 2013/14 through FY 2018/19**  
Using YTD Actuals through 3/18/14

General Fund	Actual FY 2012/13	Adopted Bud. FY 2013/14	Adjusted Bud. FY 2013/14	Dec. Estimate FY 2013/14	April Estimate FY 2013/14	Est. Diff. FY 2013/14	Dec. Estimate FY 2014/15	Prelim Bud FY 2014/15	Difference FY 2014/15	Forecast			
										FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Beginning Balances	\$ 4,682,874	\$ 3,708,496	\$ 6,203,519	\$ 6,203,519	\$ -	\$ -	\$ 3,679,646	\$ 5,076,028	\$ 1,396,382	\$ 85,759	\$ (5,457,005)	\$ (11,361,156)	\$ (17,667,139)
Audit Adjustments/Prior Year Encumbrances/Carryovers*	678,078	-	-	-	-	-	-	-	-	-	-	-	-
Revenues	\$ 41,913,566	\$ 41,083,558	\$ 41,822,619	\$ 42,006,349	\$ 43,398,627	\$ 1,392,278	\$ 42,430,691	\$ 44,660,346	\$ 2,229,655	\$ 45,252,924	\$ 46,481,165	\$ 47,746,181	\$ 49,049,130
Expenditures	\$ (41,070,999)	\$ (41,645,394)	\$ (44,154,904)	\$ (44,530,222)	\$ (44,526,118)	\$ 4,104	\$ (47,496,909)	\$ (49,650,615)	\$ (2,153,706)	\$ (50,795,688)	\$ (52,385,316)	\$ (54,032,164)	\$ (55,331,345)
Transfers													
Unreserved Fund Balance	\$ 6,203,519	\$ 3,146,660	\$ 3,871,234	\$ 3,679,646	\$ 5,076,028	\$ 1,396,382	\$ (1,386,572)	\$ 85,759	\$ 1,472,331	\$ (5,457,005)	\$ (11,361,156)	\$ (17,667,139)	\$ (23,949,354)
Structural Imbalance				(2,523,873)	(1,127,491)		(5,066,218)	(4,990,269)		(5,542,764)	(5,904,151)	(6,305,983)	(6,282,215)

723,907

\* Includes prior year encumbrance reappropriations totaling \$

Adopted 13/14 to Adjusted 13/14	Adjusted 13/14 to April 13/14 Estimate	April 13/14 Estimate to Prelim 14/15	December 13/14 Est to April 13/14 Est	December 14/15 Proj to 14/15 Prelim	15/16 Forward Proj.
<p>Revenues increased 1.57M</p> <ul style="list-style-type: none"> <li>Property Tax 835,000</li> <li>Sales Tax 800,000</li> <li>Transient Occ Tax 133,000</li> <li>Municipal Svcs Tax (145,000)</li> <li>Carryover to FY 14/15 (485,000)</li> <li>File Dpt Fees 50,000</li> <li>PW Fees 195,000</li> </ul> <p>Expenditures increased 370k</p> <ul style="list-style-type: none"> <li>Carryover from FY 12/13 1,200,000</li> <li>Prior Year encumbrances 724,000</li> <li>Animal Control Contract 38,000</li> <li>City-University mixed use District 350,000</li> <li>Contract Custodial work 35,000</li> <li>Strike team Overtime(offset by rev) 124,000</li> </ul>	<p>Revenues increased 1.26M</p> <ul style="list-style-type: none"> <li>Carryover from FY 13/14</li> <li>Property Tax 485,000</li> <li>Sales Tax 311,000</li> <li>DWR Franchise Fee 500,000</li> <li>Sales Tax 188,000</li> <li>Grants (175,000)</li> <li>Planning Fees (44,000)</li> <li>Interfund Loan 600,000</li> <li>Permits Fees &amp; Charges (345,000)</li> <li>Other City Revenues (150,000)</li> <li>Developer Reimbursements (80,000)</li> </ul> <p>Expenditures increased 5.12M</p> <ul style="list-style-type: none"> <li>Carryover from FY 13/14 1,500,000</li> <li>Transportation Infrastructure 2,500,000</li> <li>Vacancy hirings 386,000</li> <li>Publicly Owned Utility 600,000</li> </ul>	<p>Revenues increased 1.39M</p> <ul style="list-style-type: none"> <li>Property Taxes 543,000</li> <li>Sales Tax 800,000</li> <li>Other Taxes 123,000</li> <li>Planning Fees (114,000)</li> <li>Parks Fees (101,000)</li> <li>Permits Fees &amp; Chrgs 432,000</li> <li>Developer Reimbursements (389,000)</li> <li>Other Misc Revenues 80,000</li> </ul> <p>Expenditures - no net significant change</p>	<p>Revenues increased 2.23M</p> <ul style="list-style-type: none"> <li>Carryover from Prior yr 450,000</li> <li>Property Taxes 543,000</li> <li>Sales Tax 753,000</li> <li>Other Taxes 39,000</li> <li>Planning Fees 30,000</li> <li>Parks Fees (131,000)</li> <li>Permits Fees &amp; Chrgs 152,000</li> <li>Developer Reimbursements (174,000)</li> <li>Loan Proceeds 600,000</li> </ul> <p>Expenditures increased 2.1M</p> <ul style="list-style-type: none"> <li>Carryover from FY 13/14 1,500,000</li> <li>Publicly Owned Utility 600,000</li> </ul>	<p>Expenditure</p> <ul style="list-style-type: none"> <li>Removed \$600,000</li> <li>In ongoing expenditures</li> </ul>	

		Notes on Basis of Inflation						
		FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19		
<b>Revenue Assumptions:</b>								
Property Taxes		2.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
RDA Residual Property Tax		705,000	705,000	705,000	705,000	705,000	705,000	705,000
Sales Tax		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Transient Occupancy Tax		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Business License Tax		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Municipal Services Tax		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Franchise Tax		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Federal/State Subventions		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Community Development Fees/Charges		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Community Services Fees/Charges		-3.89%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Police Fees/Charges		2.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Fire Fees/Charges		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Public Works Fees/Charges		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fines & Forfeitures		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rents and Leases		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Developer Reimbursements		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Intra-City Charges		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

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<b>Expenditure Assumptions:</b>		<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>Notes on Basis of Inflation</b>
<b>Employee Services</b>							
Salaries		2.00%	1.00%	1.00%	1.00%	1.00%	Salary Assumptions thru 14/15 consistent with MOU's FY 15-16 and beyond increased @ 1% per year. This calculation will impact all benefits tied to salaries
Retiree Medical		3.25%	3.25%	3.25%	3.25%	3.25%	Retiree medical costs have been fully funded as of FY13/14 based on the actuarial report developed by Bartel and Associates. The cost of retiree medical is anticipated in the study to increase at 3.25% per year
<b>PERS Rate Assumptions</b>							
Miscellaneous		24.40%	27.30%	29.10%	30.80%	32.40%	Miscellaneous value in FY 14/15 uses values received by PERS, out years use values received from Bartel Actuarial reports plus 2% to reflect changes consistent with PERS.
Safety - Police		28.81%	33.70%	35.60%	37.50%	39.40%	Safety rates show PERS actuarial rates which reflected the numbers similar to those received from Bartel report of May 16, 2013. Using assumptions taking into consideration recent PERS Policy & Assumption Changes.
Safety - Fire		28.81%	33.70%	35.60%	37.50%	39.40%	
125 Plan Benefits (Health/Dental/Life)		4.00%	4.00%	4.00%	4.00%	4.00%	Health care costs are anticipated to increase at 8% per year. The City currently has a 50/50 share of cost increase which is reflected in the Inflation at 4% to the City.
<b>Operations &amp; Maintenance</b>							
Internal Services		3.65%	3.65%	3.65%	3.65%	3.65%	Increased by 3.65% per year to represent Employee Service Costs - consistent with average total comp
Fleet Expend, M/S, Tools/Equip, Maint & Repair, etc., other Misc Expenditures		2.00%	2.00%	2.00%	2.00%	2.00%	Increased by 2% per year to represent a general inflation factor
Utility Special Services		4.00%	4.00%	4.00%	4.00%	4.00%	General Outside & City Sewer increased by 4% per year
City Water Increased per new Water Rates		4.52%	46.74%	16.12%	15.86%	0.00%	Water rate increases based on projections received from Utilities. Rates only projected increased through FY17/18. No increase projected for FY18/19
Insurance Cost/Claims		5.00%	5.00%	5.00%	5.00%	5.00%	Increased 5% per year to reflect payments to all insurances including Health, Life, Property and Liability

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### SUMMARY OF ALL DEPARTMENTS

<b>Department</b>	<b>Recommended Reduction Amount</b>
City Manager's Office	\$87,000
Community Development & Sustainability	\$152,681
Administrative Services (HR, Finance and IT)	\$235,651
Community Services and Parks	\$92,746
Fire	\$64,702
Police	\$267,708
Public Works	\$263,539
<b>Total</b>	<b>\$1,164,027</b>

**CITY MANAGERS OFFICE**

Reduction	Reduction Impact	Amount	Positions
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**12.5 % Reduction**

1	Yolo County OES Funding	City Commitment has been reduced due to new County funding structure. New funding amount is \$33k.	\$7,000	0.00
2	Special projects/studies as directed by the City Manager.	Eliminate funding for unbudgeted special studies. Special studies will need City Council funding.	\$80,000	0.00
3	Police Ombudsman/Independent Police Auditor Contract	Eliminate function of Independent Police Auditor.	\$50,000	0.00
4	Homeless Coordination funding - contract funding to support countywide coordinator to assist with 10-year plan to end homelessness.	Eliminate funding for Homeless Coordination	\$10,000	0.00
5	Reduce trash removal, cleaning and general upkeep downtown.	Eliminate 2 Temporary Part-time help downtown	\$6,558	0.30
6	Revamp communications, neighborhood outreach and promotional activities currently in CMO. Would necessitate reorganization and reduction of existing Promotions Manager to 50% FTE and other resources by 50%. Reduces and in some cases eliminates city's ability to host and/or assist with community events.	Significantly reduce or eliminate city staff support for city-hosted community events (Holiday Tree Lighting, MLK Day, Chavez Celebration, Youth in Government, events such as Livestrong or Amgen, etc) and assistance with events sponsored by other entities, such as Chamber of Commerce/Downtown Davis/UCD. Eliminate city coordination of banners and twinkle lights downtown. Reduce ability for CMO staff to respond to requests from community groups or assist with special projects.	\$90,659	0.50
7	Eliminate the International Relations/Sister Cities program	Eliminates all City coordination and activities with Sister Cities and international visitors.	\$15,088	0.00
			\$259,305	0.80

**25% Reduction**

8	Reduce City Clerk Office Assistant to 50% FTE (Currently 75% FTE).	Reduces City's ability to respond to Public Records Act requests, compile Council and Planning Commission packets, handle Elections issues, etc. in a timely and thorough manner.	\$13,236	0.25
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## CITY MANAGERS OFFICE

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

9	Reduce City Clerk Office Analyst to 75% FTE.	Reduces City's ability to respond to Public Records Act requests, compile Council and Planning Commission packets, handle Elections issues, etc. in a timely and thorough manner.	\$31,017	0.25
10	Eliminate Promotions Program. Eliminate remaining 50% Promotions Manager. Consider contracts (\$25k) for assistance with specific event or activity coordination and execution.	Eliminate Promotions as a City program and contract out specific services to support any community events or downtown amenity coordination that continues. No ability to assist with any event sponsored by another entity (events such as Celebrate Davis, downtown concerts or events, etc.) beyond basic facility reservation assistance. No assistance to groups such as Bicycling Hall of Fame, Conference and Visitors Bureau, Downtown Davis, etc.	\$77,328	0.50
11	Reduce Economic Development program activities. Reduce Economic Development Coordinator 100% to 50%	Reduce staff support to business attraction/retention by 50% and \$30,000 in supplies and contracts including memberships in regional organizations.	\$113,420	0.50
12	Reduce Grants Program. Reduce staff time to seek outside grants and to coordinate grants internally. Reduction of Admin Aide 75% to 50%	Reduce staff time to research and apply for grant funding opportunities.	\$21,557	0.25
13	Reduce City Attorney contracted services	Eliminate administrative meetings and reduce overall use of legal services.	\$50,000	0.00
			<b>\$306,557</b>	<b>1.75</b>

**COMMUNITY DEVELOPMENT & SUSTAINABILITY DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
<b>12.5% Reduction</b>			
1 Eliminate General Fund Support for Sustainability Programs	Eliminate General Fund support for sustainability efforts. Program would be partially funded with enterprise funds, reflecting benefits to City water and wastewater systems realized through improved efficiency within the City organization and throughout the community. Enterprise funds would be supplemented with grant revenue. Cool Davis or other similar program could also supplement sustainability services, upon successful grant funding. If grant funding cannot be secured, will result in reduced resources in support of local renewable energy efforts, such as SB43, and ability for City to be at leading edges of sustainability will be compromised.	\$131,681	0.00
2 Eliminate paid planning internship	This eliminates paid internships within Community Development Department. Volunteer interns will be utilized.	\$16,000	0.00

**COMMUNITY DEVELOPMENT & SUSTAINABILITY DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

<p>3 Reduce travel, training, memberships and subscriptions.</p>	<p>This shift would reduce funds available for training for Planning Division staff. While training is not legally mandated (as it can be for the Building Division), it is critical to staff staying current on best practices that can assist the City in development of land use policies, application review, and professional development, particularly in the areas of Subdivision Map Act and CEQA, where laws and case law are always evolving. Retaining adequate training is essential to help ensure the City makes appropriate decisions and recommendations. This reduction would necessitate greater use of on-line training tools and webinars and less utilization of classes, particularly those that require any out-of-area travel, or those that go into considerable depth on an issue.</p>	<p>\$5,000</p>	<p>0.00</p>
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**COMMUNITY DEVELOPMENT & SUSTAINABILITY DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
<b>12.5% Reduction</b>			
4 Eliminate Administrative Analyst II 40% in Community Development & Sustainability (30% in GF program. 10% in building). This position is currently shared 40/60 between CDS and Public Works. Responsibilities of the position go back to Assistant to the Director in Public Works. CDS Admin Analyst responsibilities shift to Community Development Administrator.	The elimination of this Administrative Analyst position would result in a direct increase in workload for the Assistant to the Director in Public Works. Community Development & Sustainability administrative support functions must be re-captured elsewhere as needs/responsibilities of position are still present. Responsibilities would likely shift to the Community Development Administrator and Department Director, thereby diminishing their capacity to work on high priority and long term planning projects. This would also shift greater responsibility for contract/grant/budgeting/administration to other staff. This will result in longer times to process current planning applications, building permit reviews, sustainability programs, and respond to Council/community requests for analysis, code changes, etc. A shift of responsibilities to the Community Development Administrator would result in the need to hire contract planners for larger/more complex projects, such as the Hotel Conference Center, Nishi, etc...	\$39,492	0.40
5 Reduce 2 Planner positions to 75%	Reduce two Planner positions from 100% to 75%. Result will be diminished services and responsiveness to planning applications, public inquiries, and policy development. Pro-active, long range planning efforts, code updates, process updates will be most impacted. This shift will necessitate the consolidation of the Historic Resources Management Commission into the Planning Commission. Adds complexity to requirements for PC membership and recruitments. Eliminates ability for City to retain Certified Local Government (CLG) status.	\$76,940	0.50
<b>Scenario #1 Total</b>		\$269,113	0.90

**COMMUNITY DEVELOPMENT & SUSTAINABILITY DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

6	Reduce current filled Community Development Administrator position from 100% to 50%	Reduces ability for Community Development Administrator(CDA) to serve as project planner for development applications. Increased potential for delays or loss of quality control in processes for the Cannery, Hotel Conference Facility, and Nishi/Gateway. To continue with timely processing of larger or more complex projects would require hiring of contract planning staff. Change would result in more routine administrative matters to the Director, resulting in less time for more complex policy issues.	\$74,684	0.50
7	Eliminate Community Services Supervisor who administers the Arts and Community Outreach program, and 4th of July event. Spend a portion of the savings to have outside person/agency perform Civic Arts duties. Assume \$50,000 cost for outside agencies. Community Serv. Supv. Is \$130,270. Difference shown.	Contract with Yolo Arts, YCVB, or other for program and administration. Eliminates City programmatic control and institutional memory. Contractor would not necessarily be as responsive to City Council priorities as they may shift, or be able to coordinate arts efforts with other City programs, such as economic development or planning. 4th of July event planning would lose considerable institutional knowledge gained over years and the need to shift to Community Services or contract event management. Position also assists with Community Development Department outreach efforts, which would have to be absorbed elsewhere on staff.	\$80,270	1.00

**COMMUNITY DEVELOPMENT & SUSTAINABILITY DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

8	Downgrade Principal Planner to Planner	Requires planning supervision to be transferred to Director (resulting in unsustainable number of direct reports) or to Community Development Administrator <b>(not viable if CDA position is reduced)</b> . Director will have less capacity to perform high-level duties such as department oversight and management, coordination with CMO and other departments, and responding to Council directions. May result in inability for City to retain current staff and result in loss of considerable institutional memory.	\$33,379	0.00
<b>Scenario #2 Total</b>			<b>\$188,333</b>	<b>1.50</b>

**ADMINISTRATIVE SERVICES - HUMAN RESOURCES DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

1	Reduce Professional Services	With most employee MOU contracts completed until December 2015, amount can be reduced for FY 14-15	\$40,000	0.00
2	Reduce General Office by \$1,000	Reduction will not affect service level.	\$1,000	0.00
3	Reduction of Communications	Reduction will not affect service level.	\$1,000	0.00
4	Reduction of Communications	Reduction will not affect service level.	\$600	0.00
5	Reduction of Recruitment Advertising	Fewer positions result in less money being spent for recruitments . As positions become vacant, they are being evaluated for possible elimination prior to starting a recruitment.	\$2,000	0.00
6	Reduce Payroll/Safety position from 100% to 50%	Person would only process payroll every other week. No dedicated person assigned to safety. Reduction in Safety program could cause increased workers' compensation costs and decrease in overall safety. May result in more liability claims and CalOSHA fines.	\$40,714	0.50
<b>Scenario #1</b>			<b>\$85,314</b>	<b>0.50</b>

**25% Reduction**

7	Eliminate 50% of HR Technician	Decreased HR staff availability for public and staff. Slower recruitment time; appointment only to meet with HR staff. HR will no longer be able to act as central reception area for CMO and all city calls. Fewer city wide special projects for city departments.	\$50,451	0.50
8	Additional advertising budget reduction	Less ability to advertise recruitments in trade publication and websites	\$7,500	0.00
<b>Scenario #2</b>			<b>\$57,951</b>	<b>0.50</b>

**ADMINISTRATIVE SERVICES - FINANCE DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

1	Contract Services - Business Licenses	Eliminate contract service funding for TPT assistance during Business License peak collections (Jan/Feb). Volunteers will be used instead.	\$3,500	0.00
2	Contract Services	Eliminate 50% of funding for Sales Tax contractual auditing by Muni Services. Muni Services has been auditing our sales tax base for approximately 6 years. Over time, they are finding fewer errors in sales tax reporting, therefore the fees for their services on an annual basis has declined.	\$25,000	0.00
3	Contract Services	Reduce \$20,000 of the \$50,000 funding for contract analysis of the City's master fee schedules. Reduce scope of work to evaluate select department fees, instead of all fees.	\$20,000	0.00
4	Shift funding for Accountant 10% to Utilities	The new water and wastewater CIPs have presented a significant increase in workload for Finance. This shift has been discussed with the enterprises and recognizes the additional workload for special requirements related to Bond Disclosures, Bond Administration, Capitalization tracking, for new enterprise projects. (Surface Water Project, WWTP, etc.)	\$10,089	0.00
5	Shift funding for Financial Supervisor 10% to Utilities	Shift in recognition of additional workload consumed for the purposes of monthly Utility Billing.	\$11,350	0.00
6	Shift funding for Sr. Accounting Assistant 20% to Utilities	Shift in recognition of additional workload consumed for the purposes of monthly Utility Billing.	\$17,951	0.00

**ADMINISTRATIVE SERVICES - FINANCE DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

7	Shift funding for Budget Manager 20% in recognition of Budget, Funding and Expenditure management support of new major Enterprise Capital Projects	The new water and wastewater CIPs have created additional workload for finance and budget. This has been worked out with the enterprises and will recognize additional financial support of major capital Infrastructure projects (Alternative Water Supply, WWTP, Water Conservation & Roadway Rehabilitation)	\$55,561	0.00
8	Reduce Financial Assistant to 50%	This will reduce the Accounts Payable processing staff from 1.6 FTE to 1.1 FTE. This supervision of this function is handled by Budget and would result in a reduction of Commission Support. Accounts Payable will be shifting to Electronic Funds Transfers (EFT) lieu of checks. Some time savings are expected but have not been quantified. The projected savings are net of the increased banking fees and check costs net of the electronic banking fees (\$2,080 per year).	\$47,783	0.50
9	Reduce Financial Assistant to 75%	This would reduce the Business License and Citations processing staff from 1.2 FTE to .95 FTE. Functions would need to be handled on a contract basis and/or by improving online payments for both citations and business licenses. Contracting citations would need to be examined because, in the past, it has not proved cost-effective. Also, a current policy which waives \$17,000 of administrative fees for the collection of the Downtown Business Improvement District Assessment needs to be reconsidered.	\$23,928	0.25
<b>SCENARIO #1 TOTAL</b>			<b>\$215,162</b>	<b>0.75</b>

**ADMINISTRATIVE SERVICES - FINANCE DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

10	Reduce (1) Financial Assistant to 50% & (1) Financial Assistant to 75%	<p>This would reduce the Business License and Citations processing staff from .95 FTE to .45 FTE. This would mean that these functions would need to be handled on a contract basis and/or by improving functionality of online payments for both citations and business licenses. Contracting citations would need to be examined because, in the past, it has not proved cost-effective. Hours for Public Services (telephone and counter) would need to be reduced 2 hours per day. Also, a current policy which waives \$17,000 of administrative fees for the collection of the Downtown Business Improvement District Assessment needs to be reconsidered.</p>	\$38,803	0.50
11	Reduce Sr. Accounting Assistant to 50%	<p>Only essential accounting work would be done. Lower-level accounting work such as fixed assets, bank reconciliation and other duties would be done by the Accountant, and would likely delay other projects tied to capital improvements and year-end. This would reduce the Financial Planning and Audit support staffing from 2.93 FTE to 2.43 FTE.</p>	\$46,468	0.50

**ADMINISTRATIVE SERVICES - FINANCE DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

12	Reduce Financial Assistant to 50%	<p>Would require changes to cash handling which may result in internal control issues because department would have to process their own deposits. Currently deposits are brought to finance for verification and consolidation into one deposit. By eliminating this step, it will increase the number of deposits by approximately 40 per month. The bank charges an average of \$8.00 for each deposit and this would be an added cost of \$320.00 per month/\$3,840 per year, which has been net from the savings amount. Developer billing would move to monthly vs. bi-monthly which means City would recover its funds once a month versus twice a month from developers. Citations processing and collection would have to be evaluated. In the past, estimates for outsourcing this function have not been cost effective This would reduce general fund revenue staff from 1.22 FTE to .72 FTE.</p>	\$33,075	0.50
13	Eliminate Budget Specialist	<p>This will shift budget processing staff from 1.8 FTE to .8 FTE. In order for remaining budget staff to absorb budget workload, support of the Finance and Budget Commission will be eliminated.</p>	\$112,225	1.00
<b>SCENARIO #2 TOTAL</b>			<b>\$230,571</b>	<b>2.50</b>

**ADMINISTRATIVE SERVICES - IS DIVISION**

Reduction	Reduction Impact	Amount	Positions	
<b>12.5% Reduction</b>				
1	Reduce postage funding	Provides minimal amount for postage. Departments will need to absorb additional postage costs.	\$31,721	0.00
2	Eliminate a portion of TPT funding	Used to hire specialized IT help for application support.	\$1,096	0.00
8	Reduction of maintenance of radio contract	Remove some Public Works and Public Safety Equipment from maintenance contract on the Radio Agreement	\$14,783	0.00
3	Eliminate 50% program aide	The city's duplication and mailroom services are currently covered by two 50% employees. This cut would result in reduced coverage in the duplication center and possible delay in the delivery and processing of mail.	\$22,476	0.50
5	Eliminate 100% MIS system analyst held by a 100% Computer Support Tech II	Currently the city has 3 level one helpdesk staff (this position is currently underfilled) to support the 400 computers, laptops and tablets throughout the city. One of these positions is dedicated to support public safety. The loss of this position will remove the dedicated support for public safety, extend service resolution time and reduce helpdesk coverage.	\$63,977	1.00
<b>SCENARIO #1 TOTAL</b>			<b>\$134,053</b>	<b>1.50</b>

**25% Reduction**

5	Eliminate 100% Computer Support Tech II	Currently the city has 3 level one helpdesk staff to support the 400 computers, laptops and tablets throughout the city. One staff member will support the user base. This will result in extended service resolution time and reduce helpdesk coverage.	\$51,515	1.00
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**ADMINISTRATIVE SERVICES - IS DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**25% Reduction**

4	Eliminate 75% MIS systems analyst	This position represents the last IS System Analyst that is dedicated for application support and training. MIS Analyst supports PW work-order system. Work orders are used to fix complaints turned in by residents and staff. Less support will result in less service. It is also used for the city-wide SharePoint portal and staff trainer. The loss of this position will impact the City's ability to support current deployed applications, train new staff and deploy new applications.	\$50,618	0.75
6	Eliminate 100% Sr Systems Analyst	The city currently has one System Analyst dedicated to GIS. This staff position maintains updates to the CAD system used by PD and Fire; the Davis side of the county master map database; the SunGard Naviline system used by Finance and planning departments; and, reduced support for the Public Works in their GIS and CAD systems. Loss of this position will cause the current map to become out-of-date and result in less coordination with other jurisdictions in Yolo County..	\$88,052	1.00
SCENARIO #2 TOTAL			\$190,185	2.75

**COMMUNITY SERVICES DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5 % Reduction**

1	Contract Out More Custodial Services. Eliminate vacant position.	The City has been switching to contract custodial services through attrition. The City currently has one vacancy and would reduce the custodial hours to the VMC and Senior Center.	\$55,746	1.00
2	Will eliminate TPT staff to assist with misc. admin duties, eliminate gym show, eliminate NorCal teen trip, eliminate job skills workshop, and reduce the number of offerings for adult alternative recreation trips and events. .34 FTE or the equivalent of 700 hours	Reduction of TPT staffing will limit programming opportunities for teens, adult participants with disabilities and summer programming.	\$6,174	0.34
3	Reduce other professional services by \$10,000	Reduction will not affect service level.	\$10,000	0.00
4	Will reduce materials and supplies associated with the gym show, NorCal teen trip, job skills workshop, and adult alternative recreation trips and events.	Will result in fewer trips, events, and miscellaneous materials and supplies associated with the previously stated programs and services.	\$2,244	0.00
5	Eliminate 1 Pool Maintenance Worker II	Reduction of one Pool Maintenance Worker will leave one Pool Supervisor responsible for the upkeep and chlorine production of the 4 City pool complexes. Minimum requirements under state law will be performed daily; while vacuuming and general cleaning will be performed less frequently.	\$106,264	1.00
6	Reduce staffing at Senior Center and supplement with TPT staff and volunteers. Eliminate 75% Office Assistant II position. Reduce two Coordinators form 75% to 50%	Less staff availability for senior referral information and front office/reception help	\$86,370	1.25

**COMMUNITY SERVICES DIVISION**

Reduction	Reduction Impact	Amount	Positions	
<b>12.5 % Reduction</b>				
7	Restructure all field, facility and pool rental rates to the following 1 - Resident 100% of Cost, 2) Non-resident 120% of cost, 3) Non-profit 80% of cost	Higher reservation fees for fields, facilities and pools. Fees are calculated based on the cost of running the facility/pool. Youth groups will no longer receive a 50% fee reduction.	\$50,000	0.00
8	Eliminate 1.5 CS Program Coordinator Positions.	Have already reduced number of programs/classes offered in youth special interest classes, youth sports, and tennis. Contract out Vet's Memorial Theater operations. Changes to gymnastic programming, explore public-private partnerships or using more TPT staff.	\$169,660	1.50
<b>Scenario #1</b>		<b>\$486,458</b>	<b>5.09</b>	

**25 % Reduction**

9	Will eliminate the summer teen drop-in Vault program held at King High School. Teen Camp (fee-based) program will still be available as an alternative	Will eliminate the summer teen drop-in program and could potentially affect those who may have financial difficulty in participating in the higher fee based Teen Camp program. On average, would potentially displace 20 teens per week throughout the summer months.	\$10,510	0.00
10	Eliminate the fee scholarship program	Will result in the elimination of opportunities for low income families to receive a 50% subsidy on recreation programming	\$22,115	0.00
11	Eliminate an additional 3 FTE Community Services Program Coordinator	Will result in fewer recreation programming opportunities in the youth special interest classes, Senior programs, adult and youth sports, teens, Alt Rec and gymnastics & dance programs.	\$339,321	3.00
12	Additional increase in class fees to drop subsidy	Higher class fees. Fees will be increased to reduce most subsidy to Pools, youth programming and senior services. Currently City subsidies range from 20% - 60%, depending on the programming.	\$50,000	0.00

**COMMUNITY SERVICES DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**25 % Reduction**

13	Eliminate teen services programming during the school year (early start/lunch programs and joint program with Library)	Will result in the elimination of teen programming opportunities for teens during the lunch hour and during the early start days. Will also result in the elimination of the after-school joint programming with the Davis Library	\$22,500	0.00
14	Will reduce TPT staffing and other resources associated with the reduced programming in gymnastics, outdoor education, youth special interest classes, and alternative recreation programming.	Will result in fewer trips, events, and miscellaneous materials and supplies associated with the previously-stated programs and services.	\$13,356	0.00
Scenario #2			\$457,802	3.00

**PARKS DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

1	Reduce Overtime by 50%	Over the last two years this line-item has decreased due, in part, to staffing reductions. Cut can occur without significant impact.	\$7,000	0.00
2	Reduce Parks Maintenance "Other Resources" expenditures.	With reduced number of full-time and TPT employees, there will be less need for materials and supplies including fuel, pesticides, irrigation supplies, safety & equipment supplies.	\$20,000	0.00
3	Reduce Parks Maintenance TPT salaries.	Reduced ability to provide evening and weekend services for restrooms, garbage, irrigation and misc. park maintenance functions. Potential for reduced mowing, manual watering and weed control of Open Space areas. Emphasis will remain on the downtown core area and Playfields, other areas will see reduced maintenance during weekdays and weekends.	\$15,000	0.00
4	Reduce Maintenance of City Facilities controlled by P&CS by 25%	Reduced upkeep to facilities such as the Senior Center and Veteran's Memorial Center/Theater. Emergency repairs will be addressed immediately, routine maintenance, deep cleaning and painting will be postponed and addressed when budget allows.	\$50,000	0.00

**PARKS DIVISION**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

5	Reduce existing service level of contract maintenance.	Will result in reduced maintenance of parks, greenbelts, and streetscapes including higher weed prevalence, less turf maintenance, reduced restroom cleaning, reduced trash pick ups, less pruning, edging and blowing.	\$200,000	0.00
6	Contracting of additional landscaping in Neighborhood parks and greenbelts in the Southeast area. Net savings estimated to be 50% of HR costs, remaining balance to be applied to contract amount - This includes reduction of contract levels	Eliminates 6 Parks Maintenance Workers. Will result in additional reductions of parks and greenbelt maintenance, including slower response times to irrigation repairs, trash pick up, less turf maintenance, less restroom cleaning, and ability to respond timely to public complaints.	\$298,337	6.00
<b>Scenario #1</b>			<b>\$590,337</b>	<b>6.00</b>

**25% Reduction**

7	Eliminate all parks-related overtime	Would eliminate all ongoing field preps on weekends at Playfield Sports Park, eliminate the ability to respond to evening and weekend callouts for garbage, restrooms, irrigation, and misc. park maintenance issues.	\$7,300	0.00
8	Further reduce Parks Maintenance TPT salaries.	Edging, blowing and tennis court washings eliminated. Trash pickup and restroom cleaning reduced by 75%. Pruning and leaf pickup reduced by 50%. Weekend coverage at Playfields Sports Park eliminated. FT employees flex time to cover thus having considerable less maintenance in parks and greenbelts during the week. Reduced ability to pick up trash in the downtown core area and Playfields.	\$140,000	0.00

**PARKS DIVISION**

Reduction	Reduction Impact	Amount	Positions	
<b>25% Reduction</b>				
9	Further reduce Parks Maintenance "Other Resources" expenditures.	Reduced materials and supplies will result in longer response and repair times. Deferred maintenance will continue to backlog. Reduction in supplies will include fuel, pesticides, irrigation, safety supplies and misc. equipment.	\$31,554	0.00
10	Reduce Integrated-Pest Management Specialist position to 50%	IPM operations would be negatively impacted, including public outreach and in-house oversight of IPM program. Some duties could possibly be contracted for ongoing training and IPM records management.	\$64,013	0.50
11	Eliminate Environmental Resource Specialist	Decreased maintenance in Open Space areas, leading to higher weed prevalence and reduced aesthetics. Increased workload for Environmental Resource Supervisor, leading to challenges in Open Space contract management and execution of maintenance tasks.	\$103,168	1.00
12	Elimination of additional parks maintenance staff - 3 Parks Maintenance Workers, 1 Parks Crew Supervisor and 1 Parks Supervisor. Net savings estimated to be 50% of HR costs, remaining balance to be applied to contract amount with reduced service levels	Significant decrease in maintenance of parks, greenbelts, streetscapes and public parking lots. High weed prevalence, reduced aesthetics, and increased garbage & debris. Inability to respond to citizen complaints in a timely manner. Slower repair and installation rate on replacement irrigation controllers and system repairs. Limited ability to take on special projects, such as memorial tree plantings in parks and open space areas, or memorial bench installations. Will eliminate ability to support citywide special events.	\$258,442	5.00
<b>Scenario #2</b>		<b>\$604,477</b>	<b>6.50</b>	

**FIRE DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions	
<b>12.5% Reduction</b>				
1	Credit for Management Merge	Savings represented in this section are achieved through the merger of UCD and City fire management teams.	\$64,702	0.00
2	Eliminate the Administrative Aide	Internal support for conducting in-depth analysis, computer support, clerical back-up would be lost or greatly reduced. Public access hours for non-emergency business by both phone and public counter would be reduced, or at times eliminated.	\$71,868	0.75
3	Eliminate Fire Marshal/Division Chief	The loss of the Division Chief assigned as Fire Marshal would result in slower response to inspections, plan checks and reviews. The delay would equate to weeks or months based on priority and competing operational job demands.	\$214,072	1.00
4	Eliminate Three Fire Fighters	The reduction would require one or more significant changes to the delivery of services. For example, it could result in closing fire stations during certain hours of a day or certain days of the week. It could result in the reduction in shift staffing. This means the engine and rescue would no longer operate independently, but would be recoupled. Thus, simultaneous calls would experience a delay in response times. Emergency scene effectiveness would also drop dramatically increasing the risk to life, property, and the environment.	\$520,200	3.00
5	Material and Supplies	The reduction would be across several different programs. However, the loss will mean continuing the operation of current equipment, in some cases beyond its recommend useful life. This is a problem because it means that equipment critical to the operation may fail when being used in an emergency, putting the public and responders at a greater risk. Additionally it will result in greater out of service times and more frequent occurrences of mission critical equipment not being in a state of operational readiness. Also, we will not purchase materials and supplies needed for daily operations. This could be any number of items from stations supplies, office supplies, fire ground equipment, ems equipment, etc. These cuts would severely hamper the organization's mission readiness and operational capabilities.	\$40,000	0.00
6	Reduce Overtime	Reduce or eliminate training and prevention overtime.	\$48,579	0.00
			<b>\$959,421</b>	<b>4.75</b>

**POLICE DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

1	Eliminate Vacant Assistant Chief	Both Department bureaus would report to one Assistant Chief instead of two. Reduced administrative oversight over department. Reduced ability to plan for emergency management, technology improvements, policy changes and implementation. Reduced ability to anticipate and plan for community needs/concerns and develop broadly-informed, strategic, organizational course modifications that are often necessary to minimize mission disruptions or their impacts.	\$267,708	1.00
2	Eliminate Police Records Specialist	Some duties would be absorbed internally. Front counter public hours would be reduced by 25% from 40 to 30 hours per week. Internal processing of documents, reports and assistance to officers and other PD staff would be reduced. Crime victims and insurance companies would experience delays in receiving copies of police and traffic collision reports which are used for a variety of purposes--to pay insurance claims; get restraining orders; and provide information for court orders. The public would not receive front counter service at all times and wait times would significantly increase to do things such as receive noise, street, and open container permits; purchase parking permits; make a police report.	\$80,708	1.00
3	Reduced criminal investigations and no response to low-level crimes. Eliminate 2 Police Services Specialists.	Patrol police services specialists respond to take reports for completed crimes such as burglary, theft, fraud, identify theft, vandalism, vehicle theft, and bike theft. They also respond to complaints for abandoned cars and bikes, noise complaints, and barking dog complaints. They assist officers in doing evidence collection and crime scene work. They commonly take fingerprints and collect needed evidence to prosecute crimes. The elimination of the two positions would result in the lack of dispatched response to most victims of property crime, who would then have to report their crime via on-line or mail-in reporting. There would be no evidence collection or processing of crime scenes for property crimes reported via on-line or mail-in formats. The department would not collect information on reported property crimes which would result in significant underreporting of occurring in Davis. The public would not be aware of crime trends and officers would not immediately know where to logically investigate to apprehend offenders. When offenders are caught, there would be no linkage to previously committed crimes so they would avoid prosecution for a majority of the crimes they commit. Insurance companies would not have crime reports to verify claims.	\$151,677	2.00
4	Reduced criminal investigations and no response to low-level crimes. Eliminate one Police Service Specialist.	Some duties would be absorbed internally. The specialist assigned to investigations conducts follow-up on many property crimes and identity-theft cases, often linking offenders to other crimes and preparing the cases for prosecution. The specialist also writes and serves search warrants for cell phone and internet providers to receive records which are used for criminal prosecutions. Much of the work would have to be reassigned to investigators, who are assigned crimes of violence as a higher priority. Most property crimes would go uninvestigated or there would be significant delays in investigating them.	\$87,952	1.00
5	No crime prevention programs. Eliminate one Police Service Specialist.	Department would be unable to oversee Neighborhood Watch, the Crime Free Program, and Crime Prevention Through Environmental Design efforts. Information alerts and bulletins would be reduced. Dissemination of crime prevention information less timely	\$80,149	1.00

**POLICE DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

6	Preparing patrol fleet for daily deployment eliminated. Eliminate TPT Community Service Officer.	Officers would be required to stock their cars with supplies, arrange for cleaning and transportation to and from vehicle maintenance facilities - all of which would reduce available time for response to calls and community patrol.	\$15,118	0.63
7	Eliminate Public Safety Dispatch Supervisor	Duties would be absorbed internally by remaining Dispatch Supervisor. There would be less supervision for dispatch unit. Technology enhancements and quality control would lag. Reduced ability to deal with communications and records management or system issues.	\$146,870	1.00
8	Eliminate Vacant Public Safety Dispatcher	Reduced ability to meet minimum staffing levels in dispatch center - shifts would be covered using overtime. Sick calls, training and vacation vacancies would have to be covered by overtime or the Department would have difficulty in granting vacation time as specified in the MOU, in order to maintain staffing minimums in the Dispatch Center.	\$94,730	1.00
9	No youth intervention program. Eliminate Youth Intervention Specialist.	Juvenile arrest diversion would be eliminated. Most juveniles who are arrested for infraction, misdemeanor, or non-violent felonies are eligible for local diversion through the police department in lieu of having the case forwarded to the probation department for formal prosecution. The probation department does not generally take action on low-level offenses unless the juvenile is a repeat offender, which means that juveniles who are arrested would never receive any intervention. This leads to increased rates of recidivism and those youth who are in crisis will no longer be detected. The Department would no longer participate in Parent Project classes nor truancy reduction programs for any of the Davis schools.	\$95,421	1.00
10	Reduce Administrative Services Manager responsibilities	Eliminate Records and Communications responsibility from Administrative Services Manager. Duties would be reassigned to a police Lt, which would result in limited management oversight of Records and Communication division as well as sworn staff in Patrol or Investigations operational units.	\$31,812	0.00
11	Reduced traffic unit supervision. Eliminate Traffic Sergeant.	Traffic enforcement officers would be supervised by patrol supervisors. Reduced coordination of traffic duties and issues. Traffic issues have been identified via frequent community input as a major concern in the city. Elimination of the Traffic Sergeant position would significantly reduce the dedicated full-time focus on this area of concern and enforcement.	\$193,512	1.00

**POLICE DEPARTMENT**

Reduction	Reduction Impact	Amount	Positions
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**12.5% Reduction**

12	Eliminate police motorcycle	Motorcycle used by traffic sergeant not needed	\$12,687	0.00
13	Misc. materials, supplies, technology and tools not purchased	If many of the staffing and service reductions are taken, the department would have a reduced need for materials, supplies, technology items or misc. tools. Fewer forms would be needed because we would no longer respond to many reported property crimes, less paper and ink would be needed to print reports, less office equipment would be needed, less computers would be needed, less motorcycle gear/equipment for traffic officers would be needed, fewer RADAR/LIDAR repairs would be done, fewer radios are needed, fewer repairs on bicycles because we would no longer do bike patrol, no hand-held auto-cites for parking and all corresponding equipment are needed, no crime prevention supplies are needed, no money for public outreach, no equipment for RAD or RAD kids, fewer cell phones are needed. We would also reduce the accounts needed to repair/replace in-car camera mics, not repair/replace Tasers, buy less ammunition (reduce training), not repair/replace aging defense tactics training gear, not repair/replace cameras for officers, not replace evidence collection equipment.	\$40,699	0.00
14	No parking enforcement. Eliminate 3 Police Service Specialists.	Department would no longer conduct regular parking enforcement in the core area, parking lots, and parking districts. Department would rely on volunteers to provide any enforcement. Although the goal of parking enforcement is compliance with parking regulations there would be a significant revenue loss to the City. Fines would have to be increased or increased reliance on volunteers to enforce parking regulations in order to maintain a positive revenue stream.	\$271,994	3.00
15	Parking ticket review and volunteer programs supervision cut. Eliminate Police Service Specialist Supervisor.	In conjunction with reduction in parking enforcement, any parking ticket review workload would be absorbed by other staff. Supervision of volunteers--PEO, graffiti abatement, code enforcement etc.-- added to another supervisor's/manager's duties.	\$110,891	1.00
16	Eliminate parking vehicle	Reduce parking enforcement vehicle fleet.	\$7,558	0.00
			\$1,689,486	14.63

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**12.5% Reduction**

1	Eliminate vacant Facilities Manager position	Eliminating this position will have an impact on completing facility replacement projects. Asset Manager will assume primary Facilities Management role, with Facilities Supervisor assisting with project completion tasks.	\$157,102	1.00
2	Eliminate Utilities Manager Position	Duties would be assumed internally.	\$3,809	1.00
3	Eliminate 1 existing Office Assistant II position in PW. Will reduce hours when PW main phone line is answered live from current 7:30am-5:30pm to 9-noon and 2-4	Requires a reduction in public phone customer service hours. Callers would get voice mail to leave messages during non-live staff hours. Phones may not be answered during instances when both remaining clerical are out due to sick leave, etc. There will be up to a full day delay in response to citizens web requests depending upon staff availability. Opening work orders for street lights may be delayed 1-3 days.	\$8,125	1.00
4	Eliminate Administrative Analyst II position in Public Works. Full-Time position is split 60% in PW - 40% in DCDS. Admin Division 71 has 10%; Fleet Div 78 has 15%; Asset Management Div has 35%.	Limits ability to perform budget-related tasks, overall administrative tasks, RFPs, etc. in a timely manner. Shifts all analytical and administrative support in these divisions back to the Assistant to the Direct, Fleet Manager, Asset Manager and clerical staff. Will result in delays in execution of administrative tasks including research, analysis, budgeting, calculating internal service charges for Fleet Rates, Central Stores, and Building Maintenance service charges. Will also reduce capacity to provide administrative support to the Community Development & Sustainability Dept.	\$60,862	0.60

## PUBLIC WORKS DEPARTMENT

	Reduction	Reduction Impact	Amount	Position
<b>12.5% Reduction</b>				
5	Reduces full-time labor support of the Signing and Striping Program activities by 50%.	Would significantly reduce the ability of staff to perform signing and striping maintenance. The likely outcome would be to provide only support for immediate public safety work; stop signs damaged/missing and striping required for safety. Little to no work would be able to be performed for maintaining existing enhanced striping related to parking and bicycle travel corridors.	\$60,523	1.0
6	Re-allocate funding splits for Div. 76 Programs.	None. Shift to more appropriate funding source.	\$16,600	0.00
7	Reduce filled Eng. Tech II position from 100% to 50%	50% reduction in capacity to provide mapping services to other Departments and the public. Examples of maps we may no longer be able to be provided include; Fire Hydrant location mapping for Fire, specialized address mapping for Police, address and utility mapping for City Utilities, and numerous others.	\$32,801	0.50
8	Shift funding for Senior Office Assistant 40% to Facilities	Shift in recognition of restructure of Asset Management Division and the transfer of Parks & Open Space out of Public Works and reassignment of responsibilities to Facilities programs.	\$12,226	0.00
9	Shift funding for Parks/General Services Superintendent 25% to Facilities	Shift in recognition of restructure of Asset Management Division and the transfer of Parks & Open Space out of Public Works and reassignment of responsibilities to Facilities programs.	\$17,038	0.00
10	Eliminate General Fund support for this project and spread City-Wide Drainage Study over a two-year period.	City-Wide Drainage Study will take two years to complete and require 100% funding from Drainage funds.	\$50,000	0.00
11	This large paving project is all funded by General Fund. Reduce the project scope by the targeted amount.	Roughly an additional 3,000 square yards or just about 550 linear feet of street overlay will not take place.	\$80,000	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**12.5% Reduction**

12	Eliminate 50% share of FT Sr. Office Assistant position which is split with Fleet - Div. 78. Only 50% reduction taken here. Inventory, delivery and warehouse hours of operation would be reduced due to only 1 (75%) position remaining to staff Stores for city departments.	Stores operational hours would be reduced with intermittent closures. Stores would also be closed due to leave time for remaining Storekeeper position. Deliveries would be restricted to a 5 hr. daily window. Purchase/pick-up service of items from local/regional vendors that do not deliver, would be eliminated. Depts. would need to obtain these goods themselves.	\$13,784	0.50
13	Extend the life of all non-public safety vehicles and equipment by 3 years.	Adding 3 years to the useful life of most city vehicles will likely result in higher maintenance costs as vehicles currently replaced at 7 yrs would now be replaced at 10 yrs; those replaced at 10 years would now be 13 years; those at 12 yrs would now be 15; those at 18 yrs would now be 21 yrs. Surplus auction revenues which help defray replacement costs would also decrease with time.	\$32,630	0.00
14	Reduce Contracted Custodial Services Frequency. Example: go from 3 to 2 days per week; 5 to 3 days per week, etc. Varies depending on the facility. These include Chestnut Roundhouse, Slide Hill Pool, Arroyo Pool, Alternative Rec Facility, Hattie Webber, City Hall & Community Chambers, Downtown Parking Structure.	Lower level of service by reducing the number of days per week of Contracted Custodial Services. Potential for loss of aesthetics, and potential accelerated degradation of assets.	\$53,753	0.00
15	Reduce components of vehicle maintenance including \$5,000 for commercial repair, \$500 for oil, \$2,000 for tires, \$3,000 for parts, \$1,000 for batteries, \$2,000 for accident repairs.	Eliminates division flexibility to handle unexpected cost increases, e.g. fuel costs, accident damage repairs, tire or battery replacements greater than average, etc.	\$7,911	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**12.5% Reduction**

16	Cut Vandalism Repairs by 50% for streets, streetlights, bike paths, greenbelt lighting, and at city administrative office facilities.	Cuts repair of vandalism by half in both transportation and Asset Management Divisions. All graffiti abatement would shift to volunteers or not be done. Damage to street/bike path/greenbelt lights and city office facilities would be repaired only as remaining funding/time permitted. Broken lights, fixtures, other damage would be visible for longer periods of time. Some damage would not be repaired at all.	\$43,517	0.00
<b>Target #1 Reductions</b>		<b>\$650,681</b>	<b>5.60</b>	

**25% Reduction**

17	Reduces funding for printing and binding (line item 4605).	Limited printing of various city atlas' (roads, address, utilities, etc.) Shift product to electronic medium.	\$3,700	0.00
18	Eliminate Building Maintenance Worker II position and the maintenance truck assigned to this position.	This will greatly reduce preventive maintenance and will cause delays in reactive maintenance. Overall deferral of City building maintenance would occur, resulting in degradation of assets. Would not utilize the vehicle assigned to this employee if the position is eliminated.	\$86,460	1.00
19	Reduces full-time labor support of the Signing and Striping Program activities by another 50%, thereby eliminating all full-time staff support for this Program.	Ability to perform this work would essentially cease with full-time staff. Work would be performed at a minimal level with the use of temporary part-time staff.	\$60,932	1.0

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

20	Reduces temporary part-time support of the Signing and Striping Program activities by 500 hours or a 0.25 FTE.	Further reduces the ability of the City to perform any maintenance work. Relying on only temporary workers would reduce the efficiency of other Maintenance staff who would have to spend significant time with initial training. Furthermore, with the limitation of 960 hours for any one person to work as a temporary employee, turn-over would be high, making this approach even less efficient and likely leading to lower quality work on work of critical importance to the safety of our residents.	\$11,063	0.25
21	Eliminate Eng. Tech II position	Would no longer be possible to provide mapping services to other Departments and the public. Examples of maps no longer able to be provided include; Fire Hydrant location mapping for Fire, specialized address mapping for Police, address and utility mapping for City Utilities, and numerous others.	\$32,802	0.50
22	Eliminate all ability to contract for architect and engineering services to support infrastructure planning	Would only be able to analyze and prepare preliminary engineering services with in-house staff, which would delay, or completely preclude the ability to respond to Council and community issues.	\$10,885	0.00
23	Reduce filled full-time OA II position by 25% to eliminate support for Engineering Division.	Clerical support to Engineering would fall on the higher qualified Admin Aide position, increasing the workload equivalent by an additional 500 labor hours. Higher level administrative tasks would compete with clerical tasks and all tasks would incur delays and missed deadlines. Payments to vendors, issuing BID requests and openings, basic analytical reports would take up to a month more to complete. Some tasks would not get done.	\$6,204	0.25

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

24	Reduce Contract Tree Maintenance Services including elimination of routine mistletoe removal and extend pruning cycles.	No routine mistletoe removal. Extending pruning cycles negates recent efforts to bring pruning cycles current. Detriment to tree health, increase in limb failures, and increased public concern calls would occur. May increase risk to public safety.	\$59,494	0.00
25	Eliminate Temporary OAI	Limits customer service at 1818 Fifth St. Reduces counter service hours to 7:30 - 2:00 with lunch time closures. Callers may get voice mail and follow-up response will experience delays. Anticipate delay in generating facility and tree work orders, processing invoices, generating purchase orders, etc. Will only have 1 clerical staff, with no back-up to cover for breaks, lunch, vacations, sick leave, meetings, etc. May need to forward phones to another facility with increased response times. Intermittent counter closures when remaining clerical not in.	\$15,778	0.50
26	Additional Reductions in Contract Tree Maintenance Services	In addition to the cuts listed above, further extensions to Street & Park tree pruning cycles, and reductions in tree planting would occur. Reactive services would be primary, and preventive services would be minimal. Totals of reductions #1 and #2 result in nearly half of the tree maintenance contract being cut.	\$103,000	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

27	Reduce Sr. Office Assistant position from 100% to 75%	Less clerical support to the Street Trees program. Would significantly impact workflow, Tree Commission reports, and overall administration of Urban Forest program. 1818 Fifth Street customer service hours reduced to mornings only 8- noon. Callers may get voice mail w/longer response times. Expect delay in generating facility and tree work orders, processing invoices, generating purchase orders, etc. Will only have 1 part-time clerical staff, with no back-up to cover for breaks, lunch, vacations, sick leave, meetings, etc. Street tree & building maintenance line will be forwarded to PW City Hall clerical with increased response times. Increasing counter closures when remaining part-time clerical not in.	\$20,408	0.25
28	Eliminate 25% of Urban Forest Manager	Limits the amount of Urban Forest managerial tasking that can be performed. Customer (public) service would be compromised. Work backlog may be realized, especially if administrative assistance is also reduced.	\$45,207	0.25
29	Spread expense for POU over a two year period.	This would slow progress, by up to one year, on the City's pursuit of a Program that would potentially lower electric utility rates for the City and its residents.	\$145,000	0.00
30	Reassign 16% of Storekeeper position (about 330 hours) to Program 7520 (Water Utility Resource Mgmt.) and pay with Water Funds (511). Reduces hours assigned to Stores Services by same.	Additional 1.5 hrs./day reduction in hours of operation, with limited hours for vendor truck/tractor deliveries. It will take longer to purchase & receipt items; to restock shelves and inventory. Centralized services for sale/disposal of surplus goods would be eliminated. Depts. would need to dispose of surplus goods themselves.	\$4,751	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

31	Reduction in residual costs due to elimination of the 75% Mechanic position and shift to commercial maintenance services for certain vehicles, including: oil, parts, shop towels/mats laundry services, small tools, uniforms, and specialized engine maintenance training.	Eliminates division flexibility to handle unexpected cost increases, e.g. fuel costs, accident damage repairs, tire or battery replacements greater than average, etc.	\$16,291	0.00
32	Eliminate all remaining GEM cars from Fleet Maintenance and sell at auction.	Potential impact to individual divisions/departments operations through fleet reductions. Note* GEM cars are not included in fleet replacement schedules and have reached the end of their useful lifecycle. They are also a high cost/low utilization vehicle.	\$2,863	0.00
33	Eliminate outside commercial repair for washing vehicles including police, pool and fire vehicles.	Police, Fire, and pool vehicles will no longer be washed at a commercial car wash. Utilize volunteers to wash fleet vehicles at 1818 facility or city vehicle appearance will be dirty.	\$3,516	0.00
34	Reduce repair funds for all accident damage to city vehicles.	Minor body damage to city vehicles from accidents would no longer be repaired. Totaled vehicles would be removed from service and sold as-is at auction, and would be replaced if there are sufficient funds in the vehicle replacement fund to do so.	\$5,274	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

35	Eliminate the facility replacement fund contribution for the city Fuel Facility with the intention to close and decommission the fuel facility at the end of it's useful life in 2032.	Stop contributing \$45K annually to replace this facility. Plan to close the fuel facility in 2032 when it is due to be replaced. Decommissioning costs estimated at \$250K in current dollars. Contribute \$12,059 annually to cover this cost. City vehicles would need to be fueled at local gas stations through a universal fuel card purchasing system.	\$19,303	0.00
36	Eliminate the remaining 50% share of FT Sr. Office Assistant position which is split with Central Stores (7116). Retain half of the Fleet Div's position savings (.25 FTE) for TPT clerical support for Fleet.	In Fleet, Mechanics may need to complete Work Orders & price items instead of Sr. OA - will limit 'wrench' time - increase delays. Generating PO's & processing invoices will take longer w/limited TPT clerical hours. Can issue POs for unanticipated repairs only when TPT clerical is in. This will increase vehicle down time. Fleet Manager or Asset Manager will assume clerical tasks, e.g., closing work orders, processing fueling data into the city's financial system, generating reports, taking time, thereby negatively impacting fleet management.	\$16,035	0.50
38	Reduce "Custodial Supply" line Item	With the reduction in the frequency of contracted custodial services, there will likely be a reduction in expenditures of custodial supplies. City Hall and Community Chambers would retain budgeted in-house janitorial supplies.	\$2,709	0.00

**PUBLIC WORKS DEPARTMENT**

Reduction	Reduction Impact	Amount	Position
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**25% Reduction**

39	Eliminate remaining Building Maintenance Worker II and the maintenance truck assigned to this position.	In-house building maintenance staff would be reduced to 1 Facilities Supervisor. Reactive maintenance would be performed only. Negative impacts to project completion. Subcontractor would be called in case of emergencies (i.e. plumber) in Supervisor's absence. Assets would deteriorate and a significant increase in equipment failure is likely. Would not utilize the vehicle assigned to this employee if the position is eliminated.	\$91,875	1.00
40	Eliminate 2/3 of Building Maintenance supplies	With the elimination of both Building maintenance Workers, the supplies won't be used as less work would be completed. Line items 2310 to 2550 in programs 625-7911 to 625-7924 have total of \$37,848 in supplies. 2/3rds is shown.	\$15,920	0.00
41	Eliminates 1,000 TPT hours	If all permanent position cuts in Transportation are implemented, public safety impacts due to lack of maintenance of striping and regulatory signs will likely increase and expose the city to potential liability.	\$2,614	0.50
42	Eliminates 2000 TPT hours	Further reduces the ability to perform full range of maintenance services in the Signing and Striping Program.	\$11,488	1.00
43	Eliminates 1500 TPT hours	Would not allow new bike lane pavement markings to be maintained and would reduce the amount of annual refreshing of faded striping in roadways and on bike lanes.	\$8,596	0.75
<b>Target #2 Reductions</b>			<b>\$802,168</b>	<b>7.75</b>