

STAFF REPORT

DATE: December 17, 2013
TO: City Council
FROM: Steve Pinkerton, City Manager
SUBJECT: FY 2014/15 Budget Preview

Overview

In preparing its FY 2014/15 budget, the City will be facing a structural imbalance of up to \$5.1 million in the General Fund. Difficult decisions are ahead concerning how to balance funding ongoing programs vis-à-vis service-level expectations in the community. Davis is justly proud of the amenities it offers to residents. However, expenditures continue to grow faster than revenues, despite all the changes the City has made to date. Largely these increases are outside the City's control. This funding gap makes it difficult to continue to provide the current level of services to residents.

This staff report attempts to present a comprehensive view of the City's financial situation. It contains information about what the City has reduced to date (Attachment A); the revenue and expenditure projections for this year and the next five (Attachment B); a summary of ending balances (Attachment C); and, a list of the potential reductions (Attachment D). For comparison purposes, Attachment E shows what the City was spending its money on in FY98/99. Attachment F provides a summary of the City's budget issues. This last attachment has been used by staff when making presentations to the community regarding the city's current budget situation.

The bottom line is that, absent some new revenue or one-time funds, the City will be making reductions again and efforts to maintain critical infrastructure will result in difficult choices. This is a matter which needs to be addressed, since the overall trend is that the City has been drawing down on its carryover balances to make ends meet and those funds are projected to be depleted within the next several of years.

Finding solutions is a collaborative process. A subcommittee of Councilmembers Wolk and Lee have been discussing possible revenue raising strategies. It may be that some combination of relatively short term revenue options in conjunction with economic development efforts is the answer. The subcommittee suggested gathering a focus group of community members to talk about the options available to the City. Residents who wish to participate electronically will be able to through the City website (www.cityofdavis.org) to make comments or offer suggestions as well as view links to budget information.

Recommendation

This staff report presents information concerning the potential reductions the City will need to make in the upcoming FY 2014/15 Budget which begins July 1, 2014, and runs through June 30, 2015. Absent new revenue or one-time funds, reductions will be necessary. Therefore, staff seeks preliminary policy direction from the Council concerning priorities in constructing the FY 2013/14 Budget.

Staff suggests scheduling outreach meetings with the community members identified by the subcommittee concerning strategies for funding ongoing programs and other community needs. This direction will be translated into a proposed plan which will be brought back to Council in January/early February 2014.

Fiscal Impact

Davis has a systemic budget challenge. Revenues are growing at 10.33 percent over five years while expenditures are increasing 13.45 percent over the same period. Since revenues are not keeping pace with expenditures for reasons largely outside the City's control, there is a built-in funding gap which will need to be addressed. Without new revenue, a reduction of approximately 12 percent for all General Fund and Internal Services Fund departments will be necessary in order to close the \$5 million General Fund gap. If Police and Fire are held harmless, the reduction for the remaining departments will increase to 25 percent, each. In addition, within the next several years, the City is projected to run out carryover which has been used to plug the gap.

Background

The FY 2014/15 budget has a projected structural imbalance of up to \$5.1 million in the General Fund or 10.7 percent of the budget (Attachment B). This means that the City doesn't have enough ongoing revenue to meet its ongoing expenses. In order to close the gap, the City has to choose between making cuts, raising revenues, using one-time resources; or, a combination of these measures to balance the budget. Approximately 67 percent of the General Fund goes toward paying for Police, Fire, Parks and Maintenance and Infrastructure services. In FY 98/99 this figure was 54 percent (see Attachment E). In addition, as Attachment C demonstrates, the overall trend is that the City has been spending down its reserve over the years.

Attachment B projects General Fund revenues and expenditures over the next five years. As you can see, the General Fund is running a structural imbalance of about \$5.1 million which increases to \$7.1 million by FY 2018-19. If nothing is done, the City will have quickly used its year-end balances and not have enough money to plug the gap. The reasons for this are largely outside the City's control. For example, over the next five years, water charges are projected to increase at least \$2.1 million; PERS costs will be going up about 50 percent; and, health insurance has been increasing at a faster rate than inflation.

Over the past several years the Council has been responsibly reshaping the City's finances to address the challenges caused by the economic downturn: the loss of long-term funding sources as well as dealing with unsustainable and unfunded costs. The first step on this path was to deal with the long-term cost aspects. Working with the City's employment groups, labor agreements were reshaped. Across all funds, over the life of the contracts, the reduction in employee

benefits will result in avoided costs of \$7,782,784, of which the General Fund portion of this amount is \$5,271,177. These contracts also guaranteed cost sharing for future increases in medical benefits and reduced the long term cost to the City for retiree medical.

The second step is to address the unmet infrastructure and service needs. To accomplish this, the path is less clear. In the short term, the City's structural imbalance leaves little or no funding for new investments. Lastly, the City needs to find a sustainable source of ongoing revenue. The City has invested in economic development efforts and growing the economy. However, this is not a short term fix. It takes many years to reap the benefits of a sustained economic development program. Other means of raising revenue will be needed in the short term.

Conclusion

Davis is not alone in reshaping its budget. Many cities have restructured operations to reflect a different financial landscape. Unfortunately, the reduction in the number of employees, the labor partner concessions and department reorganizations which have been made to date will not be enough. Revenues are not growing as fast as expenditures and the City is running out of the funds which have been used to plug the hole. This is an opportunity to start the discussion on how to move ahead. It may be necessary to consider other revenue sources as we move to provide the services our residents expect. This, along with public safety, parks and infrastructure issues will be brought forward over the next several months for discussion as the budget unfolds.

Attachments:

- A. List of Reductions made to date
- B. General Fund Revenue and Expenditure projections through FY 2018-19
- C. Summary of General Fund Ending Balances
- D. List of FY 2014-15 Potential General Fund and Internal Service Fund Reductions
- E. FY 98-99-FY10-11 Spending History
- F. City of Davis Budget Bullet Points

Attachment A
Summary of Historical Budget Reductions
FY 2008/09 to FY 2011/13

Reduction Year	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non General Fund Reduction
FY 08/09	(2.25)	(807,954.41)	(358,825.95)	(449,128.46)
FY 09/10	(16.75)	(2,451,549.21)	(1,503,527.36)	(948,021.85)
FY 10/11	(29.00)	(2,563,629.91)	(1,829,301.30)	(734,328.61)
FY 11/12	(11.40)	443,596.79	499,569.87	(55,973.08)
FY 12/13	(28.60)	(2,970,258.15)	(1,207,444.15)	(1,762,814.00)
FY 13/14	(15.25)	(1,403,734.33)	(1,403,375.85)	(358.48)
Total All Years	(103.25)	(9,753,529.22)	(5,802,904.74)	(3,950,624.48)

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
FISCAL YEAR 2008/09						
08/09		Regular Full Time Position Changes				
08/09	Citywide	ADMINISTRATIVE AIDE - CONF	1.00	\$ 73,716.60	\$ 73,716.60	\$ -
08/09	Citywide	ADMINISTRATIVE ANALYST I	(1.00)	\$ (104,142.14)	\$ (104,142.14)	\$ -
08/09	Citywide	ADMINISTRATIVE ANALYST II	1.00	\$ 113,748.10	\$ 113,748.10	\$ -
08/09	Citywide	ADMINISTRATIVE OPERATIONS SUPV	1.00	\$ 80,838.32	\$ 80,838.32	\$ -
08/09	Citywide	ASSISTANT TO THE CITY MANAGER	(1.00)	\$ (146,783.01)	\$ (146,783.01)	\$ -
08/09	Citywide	BUDGET MANAGER	1.00	\$ 143,715.18	\$ 143,715.18	\$ -
08/09	Citywide	BUILDING INSPECTOR I	(1.00)	\$ (84,315.14)	\$ -	\$ (84,315.14)
08/09	Citywide	BUILDING MAINT WORKER I	1.00	\$ 73,204.88	\$ 51,243.42	\$ 21,961.46
08/09	Citywide	BUILDING MAINT WORKER II	(1.00)	\$ (91,198.38)	\$ (63,838.87)	\$ (27,359.51)
08/09	Citywide	BUILDING/PLANNING TECH I	(1.00)	\$ (77,353.12)	\$ (19,338.28)	\$ (58,014.84)
08/09	Citywide	BUILDING/PLANNING TECH II	1.00	\$ 82,310.54	\$ 20,577.64	\$ 61,732.91
08/09	Citywide	COMM SERVICES PRGM COORD	1.00	\$ 81,041.48	\$ 81,041.48	\$ -
08/09	Citywide	COMMUNITY PARTNERSHIP COORDINATOR	(1.00)	\$ (129,034.02)	\$ (129,034.02)	\$ -
08/09	Citywide	COMMUNITY SERVICES DIRECTOR	1.00	\$ 180,324.42	\$ 180,324.42	\$ -
08/09	Citywide	COMMUNITY SERVICES MANAGER	1.00	\$ 116,798.42	\$ 116,798.42	\$ -
08/09	Citywide	COMMUNITY SVCS SUPERINTENDENT	(1.00)	\$ (140,363.78)	\$ (140,363.78)	\$ -
08/09	Citywide	DEPUTY DIRECTOR	(1.00)	\$ (161,596.94)	\$ (80,798.47)	\$ (80,798.47)
08/09	Citywide	ELECTRICAL INSPECTOR II	(1.00)	\$ (94,593.20)	\$ (23,648.30)	\$ (70,944.90)
08/09	Citywide	ENGINEERING ASSISTANT	1.00	\$ 96,202.86	\$ 48,101.43	\$ 48,101.43
08/09	Citywide	ENGINEERING TECHNICIAN II	(1.00)	\$ (85,310.94)	\$ (42,655.47)	\$ (42,655.47)
08/09	Citywide	EVID/PROPERTY/CRIME SCENE TECH	1.00	\$ 92,820.60	\$ 92,820.60	\$ -
08/09	Citywide	FINANCE DIRECTOR	(1.00)	\$ (193,326.52)	\$ (193,326.52)	\$ -
08/09	Citywide	FINANCIAL ANALYST II	(1.00)	\$ (114,119.64)	\$ (114,119.64)	\$ -
08/09	Citywide	FINANCIAL ASSISTANT II	(1.00)	\$ (64,858.30)	\$ (64,858.30)	\$ -
08/09	Citywide	FINANCIAL ASSOCIATE	1.00	\$ 74,787.44	\$ 74,787.44	\$ -
08/09	Citywide	FINANCIAL ASSOCIATE-CONF	(1.00)	\$ (74,787.44)	\$ (74,787.44)	\$ -
08/09	Citywide	FINANCIAL SERVICES MANAGER	1.00	\$ 129,771.66	\$ 129,771.66	\$ -
08/09	Citywide	GRANTS & EVALUATION COORD	(1.00)	\$ (123,682.44)	\$ (123,682.44)	\$ -
08/09	Citywide	HOUSING PROGRAM COORDINATOR	1.00	\$ 81,155.88	\$ -	\$ 81,155.88
08/09	Citywide	HOUSING PROGRAMS MANAGER	(1.00)	\$ (111,205.38)	\$ -	\$ (111,205.38)
08/09	Citywide	HOUSING/HUMAN SVCS PROG SUPT	1.00	\$ 130,059.70	\$ -	\$ 130,059.70
08/09	Citywide	MIS PROJECT MANAGER	(1.00)	\$ (132,987.58)	\$ (93,091.31)	\$ (39,896.27)
08/09	Citywide	MIS SENIOR SYSTEM ANALYST	1.00	\$ 120,080.48	\$ 84,056.34	\$ 36,024.14
08/09	Citywide	MIS SYSTEM SPECIALIST - CONF	(1.00)	\$ (110,800.56)	\$ (77,560.39)	\$ (33,240.17)
08/09	Citywide	OFFICE ASSISTANT II	1.00	\$ 62,259.80	\$ 62,259.80	\$ -
08/09	Citywide	OFFICE ASSISTANT II - CONF	(1.00)	\$ (62,259.80)	\$ (62,259.80)	\$ -
08/09	Citywide	OPEN SPACE RESOURCE PLANNER	(1.00)	\$ (130,536.82)	\$ -	\$ (130,536.82)
08/09	Citywide	PARK MAINT WORKER I	2.00	\$ 146,357.00	\$ 146,357.00	\$ -
08/09	Citywide	PARK MAINT WORKER II	(2.00)	\$ (171,640.56)	\$ (171,640.56)	\$ -
08/09	Citywide	PARKS & COMM SRVCS DIRECTOR	(1.00)	\$ (193,324.18)	\$ (193,324.18)	\$ -
08/09	Citywide	PARKS & GEN SVCS DIRECTOR	1.00	\$ 193,324.18	\$ 96,662.09	\$ 96,662.09
08/09	Citywide	PLANS EXAMINER I	(2.00)	\$ (175,953.44)	\$ (175,953.44)	\$ -
08/09	Citywide	POLICE CAPTAIN	1.00	\$ 210,017.60	\$ 210,017.60	\$ -
08/09	Citywide	POLICE RECORDS SPECIALIST II	(1.00)	\$ (67,713.22)	\$ (67,713.22)	\$ -
08/09	Citywide	POLICE SERVICE SPECIALIST	(1.00)	\$ (77,385.23)	\$ (77,385.23)	\$ -
08/09	Citywide	POLICE SR RECORDS SPECIALIST	(1.00)	\$ (72,953.89)	\$ (72,953.89)	\$ -
08/09	Citywide	PRINCIPAL ENGINEER	1.00	\$ 152,930.88	\$ 76,465.44	\$ 76,465.44
08/09	Citywide	PROGRAM AIDE	(1.00)	\$ (56,970.42)	\$ (56,970.42)	\$ -

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
08/09	Citywide	PROGRAM ASSISTANT	1.00	\$ 60,468.98	\$ 60,468.98	\$ -
08/09	Citywide	PROPERTY MANAGEMENT COORD	1.00	\$ 146,218.98	\$ 146,218.98	\$ -
08/09	Citywide	PUBLIC SAFETY DISPATCH SUPERV	1.00	\$ 111,881.10	\$ 111,881.10	\$ -
08/09	Citywide	PUBLIC WORKS INSP II	2.00	\$ 200,271.76	\$ 50,067.94	\$ 150,203.82
08/09	Citywide	PUBLIC WORKS MAINT WKR I	(3.00)	\$ (230,999.10)	\$ -	\$ (230,999.10)
08/09	Citywide	PUBLIC WORKS MAINT WKR II	3.00	\$ 255,126.30	\$ -	\$ 255,126.30
08/09	Citywide	RECORDS & COMMUNICATIONS MGR	(1.00)	\$ (128,350.58)	\$ (128,350.58)	\$ -
08/09	Citywide	RESIDENTIAL RESALE INSP II	(1.00)	\$ (97,130.28)	\$ -	\$ (97,130.28)
08/09	Citywide	SENIOR CIVIL ENGINEER /WATER	1.00	\$ 134,799.42	\$ -	\$ 134,799.42
08/09	Citywide	SENIOR PLANS EXAMINER	1.00	\$ 118,139.32	\$ 118,139.32	\$ -
08/09	Citywide	SOCIAL SVCS PROG COORDINATOR	1.00	\$ 81,721.38	\$ 81,721.38	\$ -
08/09	Citywide	SR POLICE RECORDS SPECIALIST	2.00	\$ 145,907.78	\$ 145,907.78	\$ -
08/09	Citywide	SR UTILITY RESOURCE SPECIALIST	(2.00)	\$ (249,159.04)	\$ -	\$ (249,159.04)
08/09	Citywide	SUSTAINABILITY PROG COORD	1.00	\$ 147,902.48	\$ 147,902.48	\$ -
08/09	Citywide	TECHNICAL SERVICES MANAGER	1.00	\$ 149,074.74	\$ 104,352.32	\$ 44,722.42
08/09	Citywide	UTILITIES MANAGER	1.00	\$ 144,010.82	\$ -	\$ 144,010.82
08/09	Citywide	WWTP LEAD LAB ANALYST	(4.00)	\$ (403,486.12)	\$ -	\$ (403,486.12)
08/09	Citywide	WWTP LEAD OPERATOR	5.00	\$ 572,695.50	\$ -	\$ 572,695.50
08/09	Citywide	WWTP SR LAB ANALYST	(1.00)	\$ (118,406.08)	\$ -	\$ (118,406.08)
08/09	Citywide	Regular Part-Time Position Changes				
08/09	Citywide	COMM SERVICES PRGM COORD	(1.00)	\$ (81,041.48)	\$ (81,041.48)	\$ -
08/09	Citywide	OFFICE ASSISTANT II - 75% CONF	(0.75)	\$ (46,694.85)	\$ (46,694.85)	\$ -
08/09	Citywide	COMM SVC VIDEO TECHNICIAN	(0.50)	\$ (30,758.26)	\$ -	\$ (30,758.26)
08/09	Citywide	OFFICE ASSISTANT I	(0.50)	\$ (29,803.68)	\$ (29,803.68)	\$ -
08/09	Citywide	PROGRAM ASSISTANT 50%	(0.50)	\$ (30,234.49)	\$ (30,234.49)	\$ -
08/09	Citywide	MEDIA SERVICE PRODUCTION ASST - 50%	0.50	\$ 29,305.26	\$ -	\$ 29,305.26
08/09	Citywide	Special Funded Full Time Position Changes				
08/09	Citywide	CHILD CARE PROGRAM ASSISTANT	(2.00)	\$ (397,857.00)	\$ -	\$ (397,857.00)
08/09	Citywide	ADMINISTRATIVE ANALYST II	(1.00)	\$ (119,383.34)	\$ -	\$ (119,383.34)
08/09	Citywide	CHILD CARE COORDINATOR	(1.00)	\$ (84,715.28)	\$ -	\$ (84,715.28)
08/09	Citywide	CHILD CARE REFERRAL COORD	(1.00)	\$ (85,869.82)	\$ -	\$ (85,869.82)
08/09	Citywide	ELIGIBILITY WORKER II	(1.00)	\$ (69,986.54)	\$ -	\$ (69,986.54)
08/09	Citywide	SENIOR CHILD CARE SUPERVISOR	(1.00)	\$ (108,791.80)	\$ -	\$ (108,791.80)
08/09	Citywide	SOCIAL SVCS PROG COORDINATOR	(1.00)	\$ (78,839.28)	\$ -	\$ (78,839.28)
08/09	Citywide	CHILD CARE MANAGER	1.00	\$ 122,913.36	\$ -	\$ 122,913.36
08/09	Citywide	CHILD CARE PROGRAM COORD	2.00	\$ 87,708.92	\$ -	\$ 87,708.92
08/09	Citywide	Special Funded Part-Time Position Changes				
08/09	Citywide	LEAD ELIGIBILITY WORKER	(1.50)	\$ (116,677.47)	\$ -	\$ (116,677.47)
08/09	Citywide	ELIGIBILITY WORKER I - RUSSIAN - 50%	0.50	\$ 30,594.50	\$ -	\$ 30,594.50
08/09	Citywide	FINANCIAL ASSISTANT I	0.50	\$ 32,199.66	\$ -	\$ 32,199.66
08/09	Citywide	ELIGIBILITY WORKER II	0.75	\$ 52,489.91	\$ -	\$ 52,489.91
08/09	Citywide	PROGRAM AIDE	0.75	\$ 42,727.82	\$ -	\$ 42,727.82
08/09	Citywide	FINANCIAL ASSISTANT II	1.00	\$ 70,772.92	\$ -	\$ 70,772.92
08/09	Citywide	CHILD CARE PROGRAM ASSISTANT	1.50	\$ 99,464.25	\$ -	\$ 99,464.25
08/09	Citywide	Indirect Cost Allocation Plan Implementation	n/a	\$ (207,541.00)	\$ (207,541.00)	\$ -
08/09	CDS	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (17,415.00)	\$ (17,415.00)	\$ -
08/09	CM	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (27,297.00)	\$ (27,297.00)	\$ -
08/09	CS	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (9,809.00)	\$ (9,809.00)	\$ -

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
08/09	FD	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (35,000.00)	\$ (35,000.00)	\$ -
08/09	PD	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (206,967.00)	\$ (206,967.00)	\$ -
08/09	PGS	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (10,884.00)	\$ (10,884.00)	\$ -
08/09	PW	Miscellaneous reductions (Overtime, Travel/Training, Materials/Supplies, Professional Services)	n/a	\$ (7,522.00)	\$ (7,522.00)	\$ -
FY08/09 TOTAL (2.25)				\$ (807,954.41)	\$ (358,825.95)	\$ (449,128.46)

FISCAL YEAR 2009/10

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
09/10		Regular Full Time Position Changes				
09/10	Citywide	ASSISTANT ENGINEER	(1.00)	\$ (96,000.00)	\$ (72,000.00)	\$ (24,000.00)
09/10	Citywide	ASSISTANT PLANNER I	(1.00)	\$ (105,549.00)	\$ (105,549.00)	\$ -
09/10	Citywide	ASSOCIATE CIVIL ENGINEER	1.00	\$ 130,632.00	\$ 117,568.80	\$ 13,063.20
09/10	Citywide	BUILDING MAINT WORKER I	(1.00)	\$ (79,262.00)	\$ (58,356.00)	\$ (20,906.00)
09/10	Citywide	BUILDING/PLANNING TECH II	(1.00)	\$ (87,980.00)	\$ (43,990.00)	\$ (43,990.00)
09/10	Citywide	COMMUNITY SERVICES MANAGER	(1.00)	\$ (128,093.00)	\$ (85,973.00)	\$ (42,120.00)
09/10	Citywide	COMPUTER SUPPORT TECH I-CONF	(1.00)	\$ (72,274.00)	\$ (57,819.20)	\$ (14,454.80)
09/10	Citywide	DEPARTMENT SYSTEMS ANALYST	1.00	\$ 104,018.00	\$ 26,004.50	\$ 78,013.50
09/10	Citywide	DEPUTY CITY CLERK II	(1.00)	\$ (89,940.00)	\$ (89,940.00)	\$ -
09/10	Citywide	EQUIP MAINTENANCE CREW SUPRVSR	(1.00)	\$ (112,808.00)	\$ 42,678.00	\$ (155,486.00)
09/10	Citywide	FINANCIAL ASSISTANT II	(1.00)	\$ (70,045.00)	\$ (70,045.00)	\$ -
09/10	Citywide	FINANCIAL ASSOCIATE	(1.00)	\$ (78,738.00)	\$ (78,738.00)	\$ -
09/10	Citywide	FINANCIAL ASSOCIATE-CONF	1.00	\$ 78,738.00	\$ 78,738.00	\$ -
09/10	Citywide	FINANCIAL COORDINATOR	(1.00)	\$ (87,702.00)	\$ (87,702.00)	\$ -
09/10	Citywide	FINANCIAL SUPERVISOR -CONF	1.00	\$ 97,570.00	\$ 97,570.00	\$ -
09/10	Citywide	FIRE DIVISION CHIEF	(1.00)	\$ (164,810.00)	\$ (164,810.00)	\$ -
09/10	Citywide	HUMAN RESOURCES ANALYST II	(1.00)	\$ (118,881.00)	\$ (118,881.00)	\$ -
09/10	Citywide	HUMAN RESOURCES ASST - CONF	(1.00)	\$ (63,000.00)	\$ (63,000.00)	\$ -
09/10	Citywide	HUMAN RESOURCES TECH - CONF	1.00	\$ 85,157.00	\$ 85,157.00	\$ -
09/10	Citywide	IRRIGATION CREW SUPERVISOR	(1.00)	\$ (106,900.00)	\$ (106,900.00)	\$ -
09/10	Citywide	OFFICE ASSISTANT II	(1.00)	\$ (65,779.00)	\$ (65,779.00)	\$ -
09/10	Citywide	OPERATIONS ADMINISTRATOR	(1.00)	\$ (162,875.00)	\$ (40,718.75)	\$ (122,156.25)
09/10	Citywide	PARK MAINT WORKER I	2.00	\$ 145,492.00	\$ 145,492.00	\$ -
09/10	Citywide	PARK MAINT WORKER II	(1.00)	\$ (89,509.00)	\$ (89,509.00)	\$ -
09/10	Citywide	PARKING ENFORCEMENT OFFICER	1.00	\$ 85,710.00	\$ 85,710.00	\$ -
09/10	Citywide	POLICE RECORDS SPECIALIST I	(1.00)	\$ (53,000.00)	\$ (53,000.00)	\$ -
09/10	Citywide	POLICE SERVICE SPECIALIST	(1.00)	\$ (85,313.00)	\$ (85,313.00)	\$ -
09/10	Citywide	PRINCIPAL CIVIL ENGINEER	2.00	\$ 319,278.00	\$ 159,639.00	\$ 159,639.00
09/10	Citywide	PRINCIPAL ENGINEER	(1.00)	\$ (152,930.00)	\$ (76,465.00)	\$ (76,465.00)
09/10	Citywide	PUBLIC SAFETY DISPATCHER I	(3.00)	\$ (239,418.00)	\$ (239,418.00)	\$ -
09/10	Citywide	PUBLIC SAFETY DISPATCHER II	2.00	\$ 181,420.00	\$ 181,420.00	\$ -
09/10	Citywide	PUBLIC WORKS MAINT WKR I	(2.00)	\$ (151,892.00)	\$ -	\$ (151,892.00)
09/10	Citywide	PUBLIC WORKS MAINT WKR II	1.00	\$ 86,866.00	\$ -	\$ 86,866.00
09/10	Citywide	SECRETARY - CONF	(1.00)	\$ (81,471.00)	\$ (20,597.00)	\$ (60,874.00)
09/10	Citywide	SENIOR CIVIL ENGINEER /WATER	(1.00)	\$ (154,824.00)	\$ -	\$ (154,824.00)
09/10	Citywide	SENIOR UTILITY PROGRAM TECH	(1.00)	\$ (113,000.00)	\$ -	\$ (113,000.00)
09/10	Citywide	SOCIAL SVCS PROG COORDINATOR	(1.00)	\$ (81,721.00)	\$ (81,721.00)	\$ -
09/10	Citywide	SOCIAL SVCS PROG SUPERVISOR	1.00	\$ 89,445.00	\$ 89,445.00	\$ -
09/10	Citywide	SR POLICE RECORDS SPECIALIST	(1.00)	\$ (76,656.00)	\$ (76,656.00)	\$ -
09/10	Citywide	WATER DISTRIBUTION MAINT WKR	1.00	\$ 90,261.00	\$ -	\$ 90,261.00
09/10	Citywide	WW DIV WATER QUALITY SUP	1.00	\$ 127,404.00	\$ -	\$ 127,404.00

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
09/10	Citywide	WWTP QUALITY CONTROL COORD	(1.00)	\$ (124,300.00)	\$ -	\$ (124,300.00)
				\$ -	\$ -	\$ -
09/10	Citywide	Regular Part-Time Position Changes		\$ -	\$ -	\$ -
09/10	Citywide	CUSTODIAN II - 75%	(0.75)	\$ (57,298.00)	\$ (57,298.00)	\$ -
09/10	Citywide	DEPUTY CITY CLERK I - 50%	0.50	\$ 49,940.00	\$ 49,940.00	\$ -
09/10	Citywide	PARK MAINT WORKER II - 50%	(0.50)	\$ (43,644.00)	\$ (43,644.00)	\$ -
09/10	Citywide	PROGRAM AIDE-COURIER CONF - from 75% to 50%	(0.25)	\$ (15,729.71)	\$ (15,729.71)	\$ -
09/11	Citywide	SUPPORT SVCS TECH 75% - CONF	0.75	\$ 57,482.00	\$ 43,111.50	\$ 14,370.50
				\$ -	\$ -	\$ -
09/10	Citywide	Special Funded Full Time Position Changes		\$ -	\$ -	\$ -
09/10	Citywide	CHILD CARE FIN ASSOC	1.00	\$ 79,194.00	\$ -	\$ 79,194.00
09/10	Citywide	CHILD CARE FIN ASST II	2.00	\$ 149,818.00	\$ -	\$ 149,818.00
09/10	Citywide	CHILD CARE PROGRAM ASSISTANT	(2.00)	\$ (111,484.00)	\$ -	\$ (111,484.00)
09/10	Citywide	CHILD CARE PROGRAM COORD	(1.00)	\$ (68,708.00)	\$ -	\$ (68,708.00)
09/10	Citywide	CHILD CARE SUPERVISOR	(1.00)	\$ (79,080.00)	\$ -	\$ (79,080.00)
09/10	Citywide	ELIGIBILITY WORKER I - SPANISH	1.00	\$ 73,482.00	\$ -	\$ 73,482.00
09/10	Citywide	FINANCIAL ASSISTANT II	(2.00)	\$ (146,196.00)	\$ -	\$ (146,196.00)
09/10	Citywide	FINANCIAL ASSOCIATE	(1.00)	\$ (77,320.00)	\$ -	\$ (77,320.00)
				\$ -	\$ -	\$ -
09/10	Citywide	Special Funded Part-Time Position Changes		\$ -	\$ -	\$ -
09/10	Citywide	CHILD CARE FIN ASST I - 50%	0.50	\$ 37,756.00	\$ -	\$ 37,756.00
09/10	Citywide	CHILD CARE FIN ASST II - 50%	1.00	\$ 73,728.00	\$ -	\$ 73,728.00
09/10	Citywide	CHILD CARE PROGRAM ASSISTANT - 50%	1.50	\$ 41,807.00	\$ -	\$ 41,807.00
09/10	Citywide	CHILD CARE PROGRAM COORD - 75%	0.75	\$ 68,708.00	\$ -	\$ 68,708.00
09/10	Citywide	CHILD CARE SUPERVISOR - 75%	0.75	\$ 79,080.00	\$ -	\$ 79,080.00
09/10	Citywide	ELIGIBILITY WORKER I - RUSSIAN - 75% to 50%	0.25	\$ 18,371.00	\$ -	\$ 18,371.00
09/10	Citywide	ELIGIBILITY WORKER II - 75%	(0.75)	\$ (51,260.00)	\$ -	\$ (51,260.00)
09/10	Citywide	FINANCIAL ASSISTANT I - 50%	(0.50)	\$ (36,549.00)	\$ -	\$ (36,549.00)
09/10	Citywide	FINANCIAL ASSISTANT II - 50%	(1.00)	\$ (73,098.00)	\$ -	\$ (73,098.00)
				\$ -	\$ -	\$ -
09/10	Citywide	Indirect Cost Allocation Plan Implementation	n/a	\$ -	\$ -	\$ -
09/10	CC	Reduce City Council expense budget for travel, training and miscellaneous business expenses.	n/a	\$ (64,622.00)	\$ -	\$ (64,622.00)
09/10	CDD	Fund Economic development Prg 3225 with 50% Redevelopment funds	n/a	\$ (117,952.50)	\$ (117,952.50)	\$ -
09/10	CDD	Eliminate other professional services in planning administration	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	CDD	Eliminate other professional services in Historic Resources	n/a	\$ (2,500.00)	\$ (2,500.00)	\$ -
09/10	CDD	Eliminate Planning car	n/a	\$ (3,515.00)	\$ (3,515.00)	\$ -
09/10	CDS	Economic Development Costs to RDA (Moved Hours within CDD)		\$ -	\$ -	\$ -
09/10	CM	Change funding of Public Relations Manager Position to 50% RDA Funding and focus on events/promotions within the RDA	n/a	\$ (64,622.00)	\$ -	\$ (64,622.00)
09/10	CM	Eliminate Publication of A-Z Guide, eliminate mailing/postage of FOCUS (fewer printed copies and on-line only)	n/a	\$ (26,000.00)	\$ -	\$ (26,000.00)
09/10	CM	Reduce Ombudsman contract	n/a	\$ (30,000.00)	\$ -	\$ (30,000.00)
09/10	CM	Clerk: Misc Office Supplies/Duplicating/Postal/Printing/Phones	n/a	\$ (5,000.00)	\$ -	\$ (5,000.00)
09/10	CM	Clerk: Eliminate TPT Office Assistant II	TPT	\$ (1,708.00)	\$ -	\$ (1,708.00)
09/10	CM	Reduce budget for Employee Service Awards	n/a	\$ (5,000.00)	\$ -	\$ (5,000.00)
09/10	CM	Reduce City Attorney Budget	n/a	\$ (63,000.00)	\$ -	\$ (63,000.00)
09/10	CM	HR: Subscriptions/Publications	n/a	\$ (750.00)	\$ -	\$ (750.00)
09/10	CM	HR: Food Supplies	n/a	\$ (1,000.00)	\$ -	\$ (1,000.00)
09/10	CM	HR: Advertising	n/a	\$ (4,000.00)	\$ -	\$ (4,000.00)
09/10	CM	Finance: Other Professional Services	n/a	\$ (12,591.00)	\$ -	\$ (12,591.00)
09/10	CM	Finance: Printing & Binding	n/a	\$ (1,606.00)	\$ -	\$ (1,606.00)
09/10	CM	Pre-employment Physicals	n/a	\$ (5,000.00)	\$ -	\$ (5,000.00)
09/10	CM	CMO: Reduce Misc Travel/Meetings	n/a	\$ (2,000.00)	\$ -	\$ (2,000.00)

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
09/10	CM	CMO: Reduce Staff Development	n/a	\$ (1,200.00)	\$ -	\$ (1,200.00)
09/10	CM	Reduce Business Promotion	n/a	\$ (10,000.00)	\$ -	\$ (10,000.00)
09/10	CM	Eliminate Council Ceremonial Events	n/a	\$ (3,000.00)	\$ -	\$ (3,000.00)
09/10	CM	Reduce HRC Ceremonial Events	n/a	\$ (1,000.00)	\$ -	\$ (1,000.00)
09/10	CM	Downgrade election costs	n/a	\$ (5,000.00)	\$ -	\$ (5,000.00)
09/10	CM	Finance: Staff Development/Training	n/a	\$ (4,252.00)	\$ -	\$ (4,252.00)
09/10	CM	HR: Other Professional Services - Scheduling Supervisors Academy over 2 FY	n/a	\$ (6,980.00)	\$ -	\$ (6,980.00)
09/10	CM	Downgrade HR Analyst II to HR Technician	n/a	\$ (35,273.00)	\$ -	\$ (35,273.00)
09/10	CS	Eliminate dedicated Lap Swim Hours	n/a	\$ (18,877.00)	\$ (18,877.00)	\$ -
09/10	CS	Eliminate Skatepark Supervised Hours	n/a	\$ (3,250.00)	\$ (3,250.00)	\$ -
09/10	CS	Eliminate CPutah II, Backpacking & Ext. Adv.	n/a	\$ (32,020.00)	\$ (32,020.00)	\$ -
09/10	CS	Eliminate Public Education Program	n/a	\$ (5,250.00)	\$ (5,250.00)	\$ -
09/10	CS	Eliminate dedicated lunch hour staffing at Senior Center, tpt CSS VI position	TPT	\$ (4,500.00)	\$ (4,500.00)	\$ -
09/10	CS	Reduce Aquatic programming hours at pools	n/a	\$ (8,500.00)	\$ (8,500.00)	\$ -
09/10	CS	Reduce Senior Special Events	n/a	\$ (4,000.00)	\$ (4,000.00)	\$ -
09/10	FD	Defund Police Sergeant		\$ -	\$ -	\$ -
09/10	FD	Overtime Reduction	n/a	\$ -	\$ -	\$ -
09/10	PD	Overtime Reduction	n/a	\$ -	\$ -	\$ -
09/10	PD	Two Lead Dispatcher underfill savings estimate	n/a	\$ (10,325.00)	\$ (10,325.00)	\$ -
09/10	PD	Sr. Police Records Specialist (Sr. PRS) underfill savings estimate	n/a	\$ (3,832.00)	\$ (3,832.00)	\$ -
09/10	PD	Animal Control contract savings	n/a	\$ (39,040.00)	\$ (39,040.00)	\$ -
09/10	PD	BMW motorcycle out-of-service savings	n/a	\$ (12,310.00)	\$ (12,310.00)	\$ -
09/10	PD	Gang Detective car out-of-service savings	n/a	\$ (12,310.00)	\$ (12,310.00)	\$ -
09/10	PD	Parking Scooter mothball (O&M reduction & elim. Repl. Fund)	n/a	\$ (7,532.00)	\$ (7,532.00)	\$ -
09/10	PD	Educational reimbursement cut	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	PD	Miscellaneous contracts cuts *	n/a	\$ (18,768.00)	\$ (18,768.00)	\$ -
09/10	PGS	Centralize printer maintenance/support (citywide reduction in dept program budgets (not a reduction in the IS budget). GF amount shown is 60% of the proposed expenditure reduction.	n/a	\$ (6,000.00)	\$ (6,000.00)	\$ -
09/10	PGS	Shift property tax payment to program 6372 (Measure O funding).	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	PGS	Eliminate Vehicle 257.	n/a	\$ (12,526.00)	\$ (12,526.00)	\$ -
09/10	PGS	Reduce level of custodial service at Civic Center Gym.	n/a	\$ (5,100.00)	\$ (5,100.00)	\$ -
09/10	PGS	Reduce property appraisals budget.	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	PGS	Reduce overall department supplies/small tools and contractual services.	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	PGS	Reduce contractual services.	n/a	\$ (12,000.00)	\$ (12,000.00)	\$ -
09/10	PGS	Shift 250 hours TPT staff to program 6372 (Measure O funding).	n/a	\$ (5,000.00)	\$ (5,000.00)	\$ -
09/10	PGS	Reduce contractual services.	n/a	\$ (75,000.00)	\$ (75,000.00)	\$ -
09/10	PGS	Reduce TPT staff hours.	TPT	\$ (5,000.00)	\$ (5,000.00)	\$ -
09/10	PGS	Reduce fuel budget.	n/a	\$ (18,000.00)	\$ (18,000.00)	\$ -
09/10	PW	Defund Administrative Aide		\$ -	\$ -	\$ -
09/10	PW	Reduce Contract Signal Repairs	n/a	\$ (10,000.00)	\$ (10,000.00)	\$ -
09/10	PW	Reduce PG&E for Signals	n/a	\$ (25,000.00)	\$ (25,000.00)	\$ -
09/10	PW	Reduce office supplies	n/a	\$ (2,500.00)	\$ (75.00)	\$ (2,425.00)
09/10	PW	Reduce office equipment	n/a	\$ (2,500.00)	\$ (75.00)	\$ (2,425.00)
09/10	PW	Reduce printing and binding	n/a	\$ (2,500.00)	\$ (75.00)	\$ (2,425.00)
09/10	PW	Delete Computer Purchase	n/a	\$ (5,000.00)	\$ (150.00)	\$ (4,850.00)
09/10	PW	Reduce Contract Engineering Services	n/a	\$ (2,500.00)	\$ (360.00)	\$ (2,140.00)
09/10	PW	Delete Computer Purchase	n/a	\$ (5,000.00)	\$ (865.00)	\$ (4,135.00)
09/10	PW	Delete Construction Services	n/a	\$ (2,000.00)	\$ (1,000.00)	\$ (1,000.00)
09/10	PW	Delete Purchase of one Traffic Counter	n/a	\$ (3,000.00)	\$ (1,500.00)	\$ (1,500.00)
09/10	PW	Reduce \$\$ for Sustainability Pursuits	n/a	\$ (10,000.00)	\$ (2,000.00)	\$ (8,000.00)
09/10	PW	Reduce Office Supplies	n/a	\$ (2,500.00)	\$ (625.00)	\$ (1,875.00)
09/10	PW	Delete 500 hours of Eng Intern	TPT	\$ (5,215.00)	\$ (5,215.00)	\$ -

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
09/10	PW	Delete 750 hours of Eng Intern	TPT	\$ (7,823.00)	\$ (782.00)	\$ (7,041.00)
09/10	PW	Delete 100 hrs.Temporary Electrician	TPT	\$ (3,124.00)	\$ (3,124.00)	\$ -
09/10	PW	Delete 400 hrs.Temporary Electrician	TPT	\$ (12,496.00)	\$ (12,496.00)	\$ -

FY09/10 TOTAL (16.75) \$ (2,451,549.21) \$ (1,503,527.36) \$ (948,021.85)

FISCAL YEAR 2010/11

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
10/11		Regular Full Time Position Changes				
10/11	Citywide	GENERAL SERVICES CLERK	(1.00)	\$ (69,064.76)	\$ (69,064.76)	\$ -
10/11	Citywide	FINANCIAL ASSOCIATE-CONF	(1.00)	\$ (72,709.96)	\$ (72,709.96)	\$ -
10/11	Citywide	SENIOR OFFICE ASSISTANT - CONF	(1.00)	\$ (72,791.60)	\$ (72,791.60)	\$ -
10/11	Citywide	HUMAN RESOURCES ASST - CONF	(1.00)	\$ (80,118.00)	\$ (77,884.31)	\$ (2,233.69)
10/11	Citywide	PARK MAINT WORKER I	(1.00)	\$ (81,060.17)	\$ (81,060.17)	\$ -
10/11	Citywide	PUBLIC WORKS MAINT WKR II	(1.00)	\$ (84,439.22)	\$ -	\$ (84,439.22)
10/11	Citywide	PARK MAINT WORKER II	(2.00)	\$ (176,008.40)	\$ (176,008.40)	\$ -
10/11	Citywide	BUILDING MAINT WORKER II	1.00	\$ 89,947.70	\$ 43,264.84	\$ 46,682.86
10/11	Citywide	POOL MAINTENANCE WORKER I	(1.00)	\$ (91,482.74)	\$ (91,482.74)	\$ -
10/11	Citywide	PUBLIC SAFETY DISPATCHER II	5.00	\$ 508,532.45	\$ 508,532.45	\$ -
10/11	Citywide	WATER PRODUCTION SYSTEM OPER	1.00	\$ 97,536.00	\$ -	\$ 97,536.00
10/11	Citywide	PARK MAINT CREW SUPERVISOR	(1.00)	\$ (100,319.36)	\$ (100,319.36)	\$ -
10/11	Citywide	BUILDING INSPECTOR II	(1.00)	\$ (103,075.00)	\$ -	\$ (103,075.00)
10/11	Citywide	FACILITIES SUPERVISOR	1.00	\$ 107,503.00	\$ 43,001.20	\$ 64,501.80
10/11	Citywide	SENIOR ENGINEERING ASSISTANT	(1.00)	\$ (117,775.46)	\$ (44,727.59)	\$ (73,047.87)
10/11	Citywide	MIS SENIOR SYSTEM ANALYST	(1.00)	\$ (129,085.00)	\$ -	\$ (129,085.00)
10/11	Citywide	COMM SERVICES PRGM COORD	(2.00)	\$ (260,658.92)	\$ (260,658.92)	\$ -
10/11	Citywide	FIREFIGHTER I	(2.00)	\$ (266,241.68)	\$ (264,047.85)	\$ (2,193.83)
10/11	Citywide	PARKS & URBAN FOREST MGR	1.00	\$ 139,800.76	\$ 139,800.76	\$ -
10/11	Citywide	FIREFIGHTER II	2.00	\$ 289,639.08	\$ 287,252.45	\$ 2,386.63
10/11	Citywide	WWTP SUPERINTENDENT	1.00	\$ 150,448.00	\$ -	\$ 150,448.00
10/11	Citywide	POLICE SERGEANT	(1.00)	\$ (152,262.52)	\$ (152,262.52)	\$ -
10/11	Citywide	ADMINISTRATIVE ANALYST II	(2.00)	\$ (242,157.08)	\$ (121,078.54)	\$ (121,078.54)
10/11	Citywide	ASSOC ENGINEER - PAVEMENT MGMT	(1.00)	\$ (134,707.00)	\$ (134,707.00)	\$ -
10/11	Citywide	BUILDING MAINT CREW SUPV	(1.00)	\$ (101,478.26)	\$ (101,478.26)	\$ -
10/11	Citywide	BUILDING MAINT WORKER I	(1.00)	\$ (89,294.40)	\$ (89,294.40)	\$ -
10/11	Citywide	BUILDING/PLANNING TECH I	(1.00)	\$ (78,571.50)	\$ (58,928.63)	\$ (19,642.88)
10/11	Citywide	COMMUNITY DEVELOPMENT ADMINISTRATOR	1.00	\$ 205,280.80	\$ 153,960.60	\$ 51,320.20
10/11	Citywide	DEPUTY CITY CLERK I	1.00	\$ 75,618.00	\$ 75,618.00	\$ -
10/11	Citywide	DEPUTY CITY MANAGER	(1.00)	\$ (156,433.60)	\$ (10,950.35)	\$ (145,483.25)
10/11	Citywide	ELECTRICIAN'S HELPER	(1.00)	\$ (88,396.00)	\$ (85,744.12)	\$ (2,651.88)
10/11	Citywide	FACILITIES MANAGER	(1.00)	\$ -	\$ -	\$ -
10/11	Citywide	FIRE BUSINESS MANAGER	(1.00)	\$ (165,558.00)	\$ (165,558.00)	\$ -
10/11	Citywide	LEAD PUBLIC SAFETY DISPATCHER	(2.00)	\$ (196,544.00)	\$ (196,544.00)	\$ -
10/11	Citywide	PARATRANSIT VEHICLE OPERATOR	(1.00)	\$ (60,699.00)	\$ -	\$ (60,699.00)
10/11	Citywide	PARKS & GEN SVCS DIRECTOR	(1.00)	\$ (206,678.56)	\$ (181,837.86)	\$ (24,840.70)
10/11	Citywide	PARKS MANAGER	(1.00)	\$ (131,820.00)	\$ (131,820.00)	\$ -
10/11	Citywide	POLICE SERVICE SPECIALIST	(1.00)	\$ (84,125.00)	\$ (84,125.00)	\$ -
10/11	Citywide	POOL MAINTENANCE WORKER II	1.00	\$ 85,812.00	\$ 85,812.00	\$ -
10/11	Citywide	PUBLIC SAFETY DISPATCHER I	(3.00)	\$ (278,633.46)	\$ (278,633.46)	\$ -
10/11	Citywide	PUBLIC WORKS CREW SUPERVISOR	(1.00)	\$ (98,912.32)	\$ (97,725.37)	\$ (1,186.95)
10/11	Citywide	PUBLIC WORKS MAINT WKR I	(2.00)	\$ (157,785.64)	\$ -	\$ (157,785.64)
10/11	Citywide	RESIDENTIAL RESALE INSP II	(1.00)	\$ -	\$ -	\$ -
10/11	Citywide	SOCIAL SVCS PROG SUPERVISOR	(1.00)	\$ (89,445.72)	\$ (62,783.74)	\$ (26,661.98)
10/11	Citywide	SR POLICE RECORDS SPECIALIST	(1.00)	\$ (74,423.00)	\$ (74,423.00)	\$ -

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
10/11	Citywide	URBAN FOREST MANAGER	(1.00)	\$ (128,132.08)	\$ (128,132.08)	\$ -
10/11	Citywide	WATER DISTRIBUTION MAINT WKR	(1.00)	\$ (91,962.00)	\$ -	\$ (91,962.00)
10/11	Citywide	WWTP SUPERVISOR	(1.00)	\$ (152,713.00)	\$ -	\$ (152,713.00)
						\$ -
10/11	Citywide	Regular Part-Time Position Changes				\$ -
10/11	Citywide	DEPUTY CITY CLERK I - 50%	(0.50)	\$ (37,809.46)	\$ (37,809.46)	\$ -
10/11	Citywide	COMM SVC THEATER COORD - 50%	0.50	\$ 31,274.87	\$ 31,274.87	\$ -
10/11	Citywide	POLICE RECORDS SPECIALIST II - 50%	0.50	\$ 34,580.00	\$ 34,580.00	\$ -
10/11	Citywide	SENIOR OFFICE ASSISTANT - 50%	0.50	\$ 36,614.75	\$ 36,614.75	\$ -
10/11	Citywide	SOCIAL SVCS PROG COORD - 75%	0.75	\$ 46,912.31	\$ 46,912.31	\$ -
10/11	Citywide	COMM SERVICES PRGM COORD	2.25	\$ 140,736.92	\$ 140,736.92	\$ -
						\$ -
10/11	Citywide	Special Funded Full Time Position Changes				\$ -
10/11	Citywide	CHILD CARE PROGRAM COORD	(1.00)	\$ (68,709.00)	\$ -	\$ (68,709.00)
10/11	Citywide	SENIOR OFFICE ASSISTANT	(1.00)	\$ (69,392.00)	\$ -	\$ (69,392.00)
10/11	Citywide	ADMINISTRATIVE ANALYST II	1.00	\$ 121,078.54	\$ -	\$ 121,078.54
10/11	Citywide	CHILD CARE PROGRAM ASSISTANT	1.00	\$ 55,742.00	\$ -	\$ 55,742.00
10/11	Citywide	PARATRANSIT VEHICLE OPERATOR	1.00	\$ 60,699.18	\$ -	\$ 60,699.18
						\$ -
10/11	Citywide	Special Funded Part-Time Position Changes				\$ -
10/11	Citywide	CHILD CARE PROGRAM ASSISTANT	(1.75)	\$ (97,548.50)	\$ -	\$ (97,548.50)
10/11	Citywide	CHILD CARE SUPERVISOR - 75%	(0.75)	\$ (59,310.00)	\$ -	\$ (59,310.00)
10/11	Citywide	PROGRAM AIDE	(0.75)	\$ (44,070.48)	\$ -	\$ (44,070.48)
10/11	Citywide	CHILD CARE FIN ASST I	(0.50)	\$ (32,468.00)	\$ -	\$ (32,468.00)
10/11	Citywide	CHILD CARE FIN ASST II	(0.50)	\$ (37,454.50)	\$ -	\$ (37,454.50)
10/11	Citywide	LEAD ELIGIBILITY WORKER	(0.50)	\$ (41,785.19)	\$ -	\$ (41,785.19)
10/11	Citywide	ELIGIBILITY WORKER I - RUSSIAN - 50%	(0.25)	\$ (24,890.83)	\$ -	\$ (24,890.83)
10/11	Citywide	ELIGIBILITY WORKER II	0.50	\$ 37,055.72	\$ -	\$ 37,055.72
10/11	Citywide	CHILD CARE PROGRAM COORD	0.75	\$ 51,089.25	\$ -	\$ 51,089.25
10/11	Citywide	SENIOR OFFICE ASSISTANT - 75%	0.75	\$ 54,922.14	\$ -	\$ 54,922.14

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
10/11	Citywide	Reduction Vehicle take home policy changes	n/a	\$ (5,000.00)	\$ (5,000.00)	\$ -
10/11	CDD	Change funding for Building Planning Tech to Building	n/a	\$ -	\$ (23,620.00)	\$ 23,620.00
10/11	PD	Change Funding RDA Support for PD / Downtown Police Officers	n/a	\$ -	\$ (122,998.00)	\$ 122,998.00
10/11	PGS	Add Contract Maintenance Parks	n/a	\$ 100,000.00	\$ 100,000.00	\$ -
10/11	PW	Change Funding for Admin Aide to enterprise	n/a	\$ (453.00)	\$ (453.00)	\$ -
10/11	PW	Add Contract Maintenance Streets	n/a	\$ 100,000.00	\$ 100,000.00	\$ -
FY10/11 TOTAL (29.00)				\$ (2,563,629.91)	\$ (1,829,301.30)	\$ (734,328.61)

FISCAL YEAR 2011/12

11/12		Regular Full Time Position Changes				
11/12	Citywide	ACCOUNTANT	1.00	\$ 108,483.00	\$ 102,224.62	\$ 6,258.38
11/12	Citywide	ACCOUNTING ASST	6.00	\$ 460,918.56	\$ 460,918.56	\$ -
11/12	Citywide	BUDGET SPECIALIST I	1.00	\$ 88,472.70	\$ 59,038.72	\$ 29,433.98
11/12	Citywide	BUDGET SPECIALIST II	1.00	\$ 103,043.32	\$ 103,043.32	\$ -
11/12	Citywide	CODE COMPLIANCE OFFICER	(1.00)	\$ (101,984.40)	\$ (50,992.20)	\$ (50,992.20)
11/12	Citywide	FINANCIAL ASSISTANT II	(6.00)	\$ (460,918.56)	\$ (460,918.56)	\$ -
11/12	Citywide	FINANCIAL ASSOCIATE	(2.00)	\$ (156,488.12)	\$ (117,366.09)	\$ (39,122.03)
11/12	Citywide	FINANCIAL ASSOCIATE-CONF	(1.00)	\$ (78,244.06)	\$ (78,244.06)	\$ -
11/12	Citywide	FINANCIAL COORDINATOR	(1.00)	\$ (87,216.92)	\$ (87,216.92)	\$ -
11/12	Citywide	FINANCIAL SERVICES MANAGER	(1.00)	\$ (136,629.28)	\$ (122,966.35)	\$ (13,662.93)
11/12	Citywide	FINANCIAL SUPERVISOR -CONF	(1.00)	\$ (97,536.06)	\$ (91,909.20)	\$ (5,626.86)
11/12	Citywide	FIREFIGHTER I	(4.00)	\$ (578,631.11)	\$ (573,863.19)	\$ (4,767.92)
11/12	Citywide	FIREFIGHTER II	3.00	\$ 432,379.44	\$ 428,816.63	\$ 3,562.81
11/12	Citywide	IPM SPECIALIST	(1.00)	\$ (112,243.74)	\$ (112,243.74)	\$ -
11/12	Citywide	PARK MAINT WORKER I	(1.00)	\$ (77,253.98)	\$ (77,253.98)	\$ -
11/12	Citywide	PARKING ENFORCEMENT OFFICER	(1.00)	\$ (81,087.78)	\$ (81,087.78)	\$ -
11/12	Citywide	PLANNER	(1.00)	\$ (125,783.90)	\$ (62,891.95)	\$ (62,891.95)
11/12	Citywide	POLICE CORPORAL	6.00	\$ 908,803.00	\$ 908,803.00	\$ -
11/12	Citywide	POLICE LIEUTENANT	1.00	\$ 197,524.66	\$ 197,524.66	\$ -
11/12	Citywide	POLICE OFFICER	(5.00)	\$ (398,886.80)	\$ (398,886.80)	\$ -
11/12	Citywide	POLICE SERGEANT	(1.00)	\$ (162,732.86)	\$ (162,732.86)	\$ -
11/12	Citywide	RESIDENTIAL RESALE INSP I	1.00	\$ 90,225.38	\$ -	\$ 90,225.38
11/12	Citywide	SR ACCOUNTING ASSISTANT	3.00	\$ 244,904.88	\$ 104,930.88	\$ 139,974.00
11/12	Citywide	WWTP MAINTENANCE TECH I	(1.00)	\$ (111,793.28)	\$ -	\$ (111,793.28)
11/12	Citywide	WWTP MAINTENANCE TECHNICIAN II	1.00	\$ 118,300.00	\$ -	\$ 118,300.00
11/12	Citywide	Regular Part-Time Position Changes				
11/12	Citywide	COMM SERVICES PRGM COORD	(0.50)	\$ (47,247.12)	\$ (47,247.12)	\$ -
11/12	Citywide	IPM SPECIALIST 50%	0.50	\$ 63,144.90	\$ 63,144.90	\$ -
11/12	Citywide	PLANNER	0.60	\$ 82,609.30	\$ 2,478.28	\$ 80,131.02
11/12	Citywide	PROGRAM AIDE-COURIER CONF	(0.50)	\$ (30,034.20)	\$ -	\$ (30,034.20)
11/12	Citywide	SOCIAL SVCS PROG COORD - 75%	(0.75)	\$ (67,605.90)	\$ (33,126.89)	\$ (34,479.01)
11/12	Citywide	Special Funded Full Time Position Changes				
11/12	Citywide	CHILD CARE FIN ASSOC	(1.00)	\$ (80,094.18)	\$ -	\$ (80,094.18)
11/12	Citywide	CHILD CARE FINANCIAL SUPERVISOR	(1.00)	\$ (106,033.38)	\$ -	\$ (106,033.38)
11/12	Citywide	CHILD CARE MANAGER	(1.00)	\$ (124,363.04)	\$ -	\$ (124,363.04)
11/12	Citywide	CHILD CARE PROGRAM ASSISTANT	1.00	\$ 79,596.18	\$ -	\$ 79,596.18

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
11/12	Citywide	CHILD CARE PROGRAM COORD	1.00	\$ 96,576.52	\$ -	\$ 96,576.52
11/12	Citywide	ELIGIBILITY WORKER I - SPANISH	(1.00)	\$ (68,537.90)	\$ -	\$ (68,537.90)
11/12	Citywide	ELIGIBILITY WORKER II - SPANISH	1.00	\$ 79,617.76	\$ -	\$ 79,617.76
11/12	Citywide	ELIGIBILITY WORKER II	(3.00)	\$ (221,931.64)	\$ -	\$ (221,931.64)
11/12	Citywide	LEAD ELIGIBILITY WORKER	(1.00)	\$ (81,834.66)	\$ -	\$ (81,834.66)
11/12	Citywide	SENIOR CHILD CARE SUPERVISOR	1.00	\$ 112,008.70	\$ -	\$ 112,008.70
11/12	Citywide	Special Funded Part-Time Position Changes				\$ -
11/12	Citywide	CHILD CARE FIN ASST II	(0.50)	\$ (37,704.08)	\$ -	\$ (37,704.08)
11/12	Citywide	CHILD CARE FINANCIAL SUPV	0.75	\$ 85,300.78	\$ -	\$ 85,300.78
11/12	Citywide	CHILD CARE PROGRAM ASSISTANT	(0.75)	\$ (56,376.18)	\$ -	\$ (56,376.18)
11/12	Citywide	CHILD CARE PROGRAM COORD	(1.50)	\$ (136,134.08)	\$ -	\$ (136,134.08)
11/12	Citywide	ELIGIBILITY WORKER II	(0.50)	\$ (37,596.94)	\$ -	\$ (37,596.94)
11/12	Citywide	SENIOR OFFICE ASSISTANT - 50%	0.50	\$ 39,131.62	\$ -	\$ 39,131.62
11/12	Citywide	SENIOR OFFICE ASSISTANT - 75%	(0.75)	\$ (53,153.76)	\$ -	\$ (53,153.76)
11/12	Citywide	Contingency Fund		\$ 150,000.00	\$ 150,000.00	\$ -
11/12	CC	Reduce amount allocated to Council ceremonial	n/a	\$ (1,000.00)	\$ (1,000.00)	\$ -
11/12	CMO	Eliminate Police Advisory Committee	n/a	\$ (12,500.00)	\$ (12,500.00)	\$ -
11/12	CMO	Eliminate support for International House.	n/a	\$ (15,000.00)	\$ (15,000.00)	\$ -
11/12	CMO	Eliminate funding for Sister Cities International membership.	n/a	\$ (1,000.00)	\$ (1,000.00)	\$ -
11/12	CMO	Reduce Promotions program budget	n/a	\$ (20,350.00)	\$ (20,350.00)	\$ -
11/12	CMO	Eliminate Employee Service Awards	n/a	\$ (5,000.00)	\$ (5,000.00)	\$ -
11/12	CMO	Eliminate remainder of funding to the Yolo County Visitors Bureau	n/a	\$ (25,000.00)	\$ (25,000.00)	\$ -
11/12	CMO	Redirect 20% of Accounting Assistance to Utility Billing/Counter Services	n/a	\$ -	\$ (15,953.00)	\$ 15,953.00
11/12	CMO	DBID Admin Cost Recovery	n/a	\$ (16,000.00)	\$ (16,000.00)	\$ -
11/12	CMO	Transfer ADA Coordination to HR/Risk Mgmt	n/a	\$ -	\$ (20,000.00)	\$ 20,000.00
11/12	CMO	Additional Regional Water JPA for City staffing support. (Finance Director)	n/a	\$ (16,918.00)	\$ (16,918.00)	\$ -
11/12	CMO	Supplemental Funding County Office of Emergency Services - City Contribution	n/a	\$ 35,000.00	\$ 35,000.00	\$ -
11/12	CDS	20% increase in revenue received from Regional Water JPA for City staffing support.	n/a	\$ (19,082.00)	\$ (19,082.00)	\$ -
11/12	CDS	Eliminate Gem Car	n/a	\$ (815.00)	\$ (815.00)	\$ -
11/12	CDS	Replace General Fund support to long range and transportation planning with General Plan update fee revenue to reflect current priorities	n/a	\$ -	\$ (75,801.00)	\$ 75,801.00
11/12	CDS	Restructure funding and scope of Code Enforcement program. Amend funding to include 30% split between General Fund and Building fees and the balance from lien revenue. Shift hours from Code enforcement to Resale program activities.	n/a	\$ -	\$ (29,286.00)	\$ 29,286.00
11/12	CDS	Restructure parks planning and property management programs to reflect change in workload.	n/a	\$ (43,944.00)	\$ (43,944.00)	\$ -
11/12	CS	Revenue enhancement by reduce level of city subsidy to outside groups (co-sponsored groups)	n/a	\$ (75,000.00)	\$ (75,000.00)	\$ -
11/12	CS	Close Community Pool - \$20,000 restored to allow for Closure Delay to Nov 2011	n/a	\$ (120,000.00)	\$ (120,000.00)	\$ -
11/12	CS	Delay opening Arroyo Pool for public use until Memorial Day Weekend	TPT	\$ (6,000.00)	\$ (6,000.00)	\$ -
11/12	CS	Reduce Recreation Programming	TPT	\$ (15,000.00)	\$ (15,000.00)	\$ -
11/12	CS	Reduce TPT Small Tree Crew Hours	TPT	\$ (23,000.00)	\$ (23,000.00)	\$ -
11/12	CS	Eliminate set up/clean up support to internal city facility reservations	TPT	\$ (6,000.00)	\$ (6,000.00)	\$ -
11/12	CS	Eliminate Arts Contracts and juried art show.	TPT	\$ (30,000.00)	\$ (30,000.00)	\$ -
11/12	CS	Reduce Art in Public Places	TPT	\$ (27,991.00)	\$ (27,991.00)	\$ -
11/12	CS	Reduce Street Tree Maintenance Contract. (Eliminate portion of contract for trees at residential addresses.)	n/a	\$ (25,000.00)	\$ (25,000.00)	\$ -
11/12	CS	Supplemental Funding for Facility Replacement	n/a	\$ 100,000.00	\$ 100,000.00	\$ -
11/12	CS	Supplemental Funding for Park Replacement	n/a	\$ 200,000.00	\$ 200,000.00	\$ -
11/12	FD	Savings in Fire Chief position with UC Davis	n/a	\$ (100,000.00)	\$ (100,000.00)	\$ -
11/12	FD	Replace Fire Wellness program with Risk funded training from YCPARMIA	n/a	\$ (21,600.00)	\$ (21,600.00)	\$ -
11/12	PD	Eliminate one K9 Officer duty assignment and one K9 working dog	n/a	\$ (38,053.00)	\$ (38,053.00)	\$ -

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
11/12	PD	Reduce materials and supplies budgets in all programs	n/a	\$ (20,000.00)	\$ (20,000.00)	\$ -
11/12	PD	Eliminate temporary part-time Community Service Officer (CSO) - Evidence	TPT	\$ (11,629.00)	\$ (11,629.00)	\$ -
11/12	PD	Eliminate temporary part-time Police Records Specialist (PRS)	TPT	\$ (20,484.00)	\$ (20,484.00)	\$ -
11/12	PW	Supplemental Funding for Street Maintenance \$150,000 General fund; \$200,000 Road Impact Fees	n/a	\$ 350,000.00	\$ 150,000.00	\$ 200,000.00
11/12	PW	Supplemental Funding for Street Maintenance \$850,000 from Citywide personnel reductions	n/a	\$ 850,000.00	\$ 850,000.00	\$ -

FY11/12 TOTAL (11.40) \$ 443,596.79 \$ 499,569.87 \$ (55,973.08)

FISCAL YEAR 2012/13

12/13		<u>Regular Full Time Position Changes</u>				
12/13	Citywide	ACCOUNTING ASST	(1.00)	\$ (76,819.76)	\$ (76,819.76)	\$ -
12/13	Citywide	ADMINISTRATIVE AIDE - CONF	(2.00)	\$ (180,181.36)	\$ -	\$ (180,181.36)
12/13	Citywide	ADMINISTRATIVE SERVICES DIRECTOR	1.00	\$ 248,316.82	\$ 148,990.09	\$ 99,326.73
12/13	Citywide	ASSET MANAGER	1.00	\$ 147,643.00	\$ 39,863.61	\$ 107,779.39
12/13	Citywide	ASSISTANT CHIEF BLDG OFFICIAL	(1.00)	\$ (152,610.42)	\$ -	\$ (152,610.42)
12/13	Citywide	ASSISTANT CITY ENGINEER	(1.00)	\$ (179,362.00)	\$ (80,712.90)	\$ (98,649.10)
12/13	Citywide	ASSISTANT CITY MANAGER	(1.00)	\$ (228,773.92)	\$ (137,264.35)	\$ (91,509.57)
12/13	Citywide	ASSISTANT POLICE CHIEF	1.00	\$ 224,303.74	\$ 224,303.74	\$ -
12/13	Citywide	ASSISTANT TO THE DIRECTOR	(2.00)	\$ (293,683.88)	\$ (96,915.68)	\$ (196,768.20)
12/13	Citywide	BUDGET SPECIALIST I	(1.00)	\$ (88,472.70)	\$ (59,038.72)	\$ (29,433.98)
12/13	Citywide	BUILDING INSPECTOR I	3.00	\$ 288,594.19	\$ -	\$ 288,594.19
12/13	Citywide	BUILDING INSPECTOR II	(1.00)	\$ (104,829.56)	\$ -	\$ (104,829.56)
12/13	Citywide	BUILDING MAINT WORKER II	(1.00)	\$ (99,394.36)	\$ (50,691.12)	\$ (48,703.24)
12/13	Citywide	CITY ELECTRICIAN	(1.00)	\$ (161,768.78)	\$ (8,088.44)	\$ (153,680.34)
12/13	Citywide	COLLECTION SYSTEM WORKER	1.00	\$ 95,122.00	\$ -	\$ 95,122.00
12/13	Citywide	COMM SERVICES PRGM COORD	2.00	\$ 177,115.90	\$ 177,115.90	\$ -
12/13	Citywide	COMM SVC THEATER COORD	1.00	\$ 91,593.55	\$ 91,593.55	\$ -
12/13	Citywide	COMMUNITY PROJECTS SPECIALIST	(1.00)	\$ (103,078.46)	\$ (103,078.46)	\$ -
12/13	Citywide	COMMUNITY SERVICES MANAGER	(1.00)	\$ (138,540.00)	\$ (138,540.00)	\$ -
12/13	Citywide	COMMUNITY SVCS SUPERINTENDENT	1.00	\$ 150,195.68	\$ 129,306.46	\$ 20,889.22
12/13	Citywide	CRIME ANALYST	(1.00)	\$ (99,333.82)	\$ (38,342.85)	\$ (60,990.97)
12/13	Citywide	CUSTODIAL CREW SUPERVISOR	(1.00)	\$ (105,990.98)	\$ (47,695.94)	\$ (58,295.04)
12/13	Citywide	CUSTODIAN II	(1.00)	\$ (90,394.62)	\$ -	\$ (90,394.62)
12/13	Citywide	ELECTRICIAN	(1.00)	\$ (125,161.70)	\$ (18,774.26)	\$ (106,387.45)
12/13	Citywide	EQUIPMENT MECHANIC II	(1.00)	\$ (98,985.30)	\$ -	\$ (98,985.30)
12/13	Citywide	FINANCE ADMINISTRATOR	1.00	\$ 194,485.24	\$ 175,036.72	\$ 19,448.52
12/13	Citywide	FINANCIAL ANALYST II	(1.00)	\$ (129,715.78)	\$ (116,744.20)	\$ (12,971.58)
12/13	Citywide	FINANCIAL SUPERVISOR -CONF	1.00	\$ 99,691.70	\$ 81,747.19	\$ 17,944.51
12/13	Citywide	FIRE CAPTAIN	(1.00)	\$ (167,964.80)	\$ (166,933.50)	\$ (1,031.30)
12/13	Citywide	FIRE DIVISION CHIEF	2.00	\$ 415,274.86	\$ 404,378.05	\$ 10,896.81
12/13	Citywide	FIREFIGHTER I	(1.00)	\$ (135,066.96)	\$ (134,237.65)	\$ (829.31)
12/13	Citywide	FIREFIGHTER II	(1.00)	\$ (149,269.72)	\$ (148,353.20)	\$ (916.52)
12/13	Citywide	GENERAL MANAGER	1.00	\$ 229,225.02	\$ 36,676.00	\$ 192,549.02
12/13	Citywide	HOUSING PROGRAM COORDINATOR	(1.00)	\$ (103,811.66)	\$ -	\$ (103,811.66)
12/13	Citywide	HUMAN RESOURCES ASST - CONF	1.00	\$ 74,529.68	\$ 44,717.81	\$ 29,811.87
12/13	Citywide	IPM SPECIALIST	1.00	\$ 116,106.66	\$ 116,106.66	\$ -
12/13	Citywide	OFFICE ASSISTANT I	(1.00)	\$ (71,890.94)	\$ (43,134.56)	\$ (28,756.38)

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
12/13	Citywide	OFFICE ASSISTANT II	1.00	\$ 71,431.08	\$ 71,431.08	\$ -
12/13	Citywide	PARK MAINT WORKER I	(2.00)	\$ (179,185.96)	\$ (161,267.36)	\$ (17,918.60)
12/13	Citywide	PARK MAINT WORKER II	1.00	\$ 90,719.52	\$ 81,647.57	\$ 9,071.95
12/13	Citywide	PARKING ENFORCEMENT OFFICER	(4.00)	\$ (340,665.56)	\$ (340,665.56)	\$ -
12/13	Citywide	PARKS & URBAN FOREST MGR	(1.00)	\$ (149,547.70)	\$ (149,547.70)	\$ -
12/13	Citywide	PARKS MANAGER	1.00	\$ 139,864.98	\$ 139,864.98	\$ -
12/13	Citywide	PARKS/GEN SRVS SUPERINTENDENT	(1.00)	\$ (167,235.46)	\$ (83,617.73)	\$ (83,617.73)
12/13	Citywide	PD INTELLIGENCE/RESOURCE ANALYST	1.00	\$ 110,900.98	\$ 110,900.98	\$ -
12/13	Citywide	PLANNER	(1.00)	\$ (82,609.30)	\$ (82,609.30)	\$ -
12/13	Citywide	POLICE CAPTAIN	(1.00)	\$ (206,581.50)	\$ (206,581.50)	\$ -
12/13	Citywide	POLICE OFFICER	1.00	\$ 116,708.82	\$ -	\$ 116,708.82
12/13	Citywide	POLICE SERVICE SPECIALIST	4.00	\$ 340,665.56	\$ 340,665.56	\$ -
12/13	Citywide	POLICE SERVICE SPECIALIST SUPERVISOR	1.00	\$ 89,530.08	\$ 89,530.08	\$ -
12/13	Citywide	PRINCIPAL PLANNER	(1.00)	\$ (167,820.94)	\$ (167,820.94)	\$ -
12/13	Citywide	PROGRAM ASSISTANT	(1.00)	\$ (72,941.86)	\$ (72,941.86)	\$ -
12/13	Citywide	PUBLIC SAFETY DISPATCHER I	(1.00)	\$ (92,379.12)	\$ (92,379.12)	\$ -
12/13	Citywide	PUBLIC SAFETY DISPATCHER II	1.00	\$ 89,733.06	\$ 89,733.06	\$ -
12/13	Citywide	PUBLIC WORKS DIRECTOR	(1.00)	\$ (191,888.36)	\$ (191,888.36)	\$ -
12/13	Citywide	PUBLIC WORKS MAINT WKR II	(6.00)	\$ (533,188.68)	\$ (10,663.77)	\$ (522,524.91)
12/13	Citywide	RESIDENTIAL RESALE INSP I	(1.00)	\$ (90,225.38)	\$ (90,225.38)	\$ -
12/13	Citywide	SECRETARY TO CITY MANAGER-CONF	(1.00)	\$ (96,703.52)	\$ (96,703.52)	\$ -
12/13	Citywide	SECRETARY TO POLICE CHIEF-CONF	1.00	\$ 93,309.48	\$ 93,309.48	\$ -
12/13	Citywide	SENIOR OFFICE ASSISTANT	(1.00)	\$ (78,307.10)	\$ (78,307.10)	\$ -
12/13	Citywide	SMALL TREE SPECIALIST	(1.00)	\$ (91,851.97)	\$ (91,851.97)	\$ -
12/13	Citywide	SR ACCOUNTING ASSISTANT	1.00	\$ 83,908.92	\$ 83,908.92	\$ -
12/13	Citywide	STOCK CLERK	(1.00)	\$ (76,299.12)	\$ (76,299.12)	\$ -
12/13	Citywide	TRANSPORTATION PLANNER	1.00	\$ 133,979.08	\$ 93,785.36	\$ 40,193.72
12/13	Citywide	TREE GROUNDS PERSON	(1.00)	\$ (90,287.38)	\$ (90,287.38)	\$ -
12/13	Citywide	TREE TRIMMER II	(1.00)	\$ (98,953.56)	\$ (98,953.56)	\$ -
12/13	Citywide	URBAN FOREST MANAGER	1.00	\$ 146,302.14	\$ 146,302.14	\$ -
12/13	Citywide	URBAN FOREST SUPERVISOR	(1.00)	\$ (113,711.26)	\$ (113,711.26)	\$ -
12/13	Citywide	UTILITIES ENGINEER	(1.00)	\$ (194,571.60)	\$ -	\$ (194,571.60)
12/13	Citywide	WATER DISTRIBUTION CREW SUPV	(1.00)	\$ (111,006.90)	\$ -	\$ (111,006.90)
12/13	Citywide	WATER DISTRIBUTION MAINT WKR	(1.00)	\$ (101,072.70)	\$ -	\$ (101,072.70)
12/13	Citywide	WATER DIVISION SUPERVISOR	(1.00)	\$ (132,088.48)	\$ -	\$ (132,088.48)
12/13	Citywide	WWTP LABORATORY ANALYST	(1.00)	\$ (106,142.82)	\$ -	\$ (106,142.82)
12/13	Citywide	WWTP MAINTENANCE TECH I	(1.00)	\$ (111,793.28)	\$ -	\$ (111,793.28)
12/13	Citywide	WWTP MAINTENANCE TECHNICIAN II	1.00	\$ 110,617.16	\$ -	\$ 110,617.16
12/13	Citywide	WWTP SENIOR OPERATOR	(1.00)	\$ (136,538.64)	\$ -	\$ (136,538.64)
12/13	Citywide	Regular Part-Time Position Changes				
12/13	Citywide	COMM SERVICES PRGM COORD	(2.50)	\$ (216,573.96)	\$ (216,573.96)	\$ -
12/13	Citywide	COMM SVC THEATER COORD - 50%	(0.50)	\$ (44,754.34)	\$ (44,754.34)	\$ -
12/13	Citywide	EQUIPMENT MECHANIC - 75%	0.75	\$ 71,742.74	\$ -	\$ 71,742.74
12/13	Citywide	IPM SPECIALIST 50%	(0.50)	\$ (63,144.90)	\$ (63,144.90)	\$ -
12/13	Citywide	OFFICE ASSISTANT II - 50%	(1.00)	\$ (140,853.24)	\$ (140,853.24)	\$ -
12/13	Citywide	OFFICE ASSISTANT II - 75% CONF	0.75	\$ 53,106.62	\$ 53,106.62	\$ -
12/13	Citywide	PARK MAINT WORKER II - 50%	0.50	\$ 45,215.64	\$ 45,215.64	\$ -
12/13	Citywide	PLANNER	(0.60)	\$ (82,609.30)	\$ (1,652.19)	\$ (80,957.11)

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
12/13	Citywide	POLICE RECORDS SPECIALIST II - 50%	(0.50)	\$ (37,518.02)	\$ (37,518.02)	\$ -
12/13	Citywide	SENIOR OFFICE ASSISTANT - 50%	(0.50)	\$ (39,006.68)	\$ (39,006.68)	\$ -
12/13	Citywide	SENIOR OFFICE ASSISTANT - 75%	0.75	\$ 58,510.02	\$ 58,510.02	\$ -
12/13	Citywide	STOCK CLERK - 75%	0.75	\$ 59,958.61	\$ -	\$ 59,958.61
12/13	Citywide	Special Funded Full Time Position Changes				
12/13	Citywide	CHILD CARE FINANCIAL SUPERVISOR	1.00	\$ 109,978.08	\$ -	\$ 109,978.08
12/13	Citywide	CHILD CARE PROGRAM ASSISTANT	(2.00)	\$ (176,172.70)	\$ -	\$ (176,172.70)
12/13	Citywide	CHILD CARE PROGRAM COORD	2.00	\$ 174,697.50	\$ -	\$ 174,697.50
12/13	Citywide	PARATRANSIT SPECIALIST	1.00	\$ 61,619.64	\$ -	\$ 61,619.64
12/13	Citywide	PARATRANSIT VEHICLE OPERATOR	(1.00)	\$ (62,441.99)	\$ -	\$ (62,441.99)
						\$ -
12/13	Citywide	Special Funded Part-Time Position Changes				
12/13	Citywide	CHILD CARE FINANCIAL SUPV	(0.75)	\$ (85,300.78)	\$ -	\$ (85,300.78)
12/13	Citywide	CHILD CARE PROGRAM ASSISTANT	0.25	\$ 15,273.64	\$ -	\$ 15,273.64
12/13	Citywide	SENIOR OFFICE ASSISTANT - 50%	(0.50)	\$ (53,154.00)	\$ -	\$ (53,154.00)
12/13	Citywide	Reduce Park Maintenance Contract	n/a	\$ (100,000.00)	\$ (100,000.00)	\$ -
12/13	Citywide	Add Custodial Contract	n/a	\$ 30,000.00	\$ 30,000.00	\$ -
12/13	Citywide	Add Street Light Maintenance Contract	n/a	\$ 150,000.00	\$ -	\$ 150,000.00
12/13	Citywide	Add Pedestrian Amenities - CDBG	n/a	\$ 30,000.00	\$ -	\$ 30,000.00

FY12/13 TOTAL (28.60) \$ (2,970,258.15) \$ (1,207,444.15) \$ (1,762,814.00)

FISCAL YEAR 2013/14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
13/14		Regular Full Time Position Changes				
13/14	Citywide	ADMINISTRATIVE AIDE - CONF	(1.00)	\$ (87,179.72)	\$ (87,179.72)	\$ -
13/14	Citywide	ADMINISTRATIVE ANALYST I	1.00	\$ 122,129.66	\$ 122,129.66	\$ -
13/14	Citywide	ADMINISTRATIVE ANALYST II	1.00	\$ 124,381.32	\$ 93,285.99	\$ 31,095.33
13/14	Citywide	ADMINISTRATIVE SERVICES DIRECTOR	(1.00)	\$ (248,316.82)	\$ (248,316.82)	\$ -
13/14	Citywide	ASSET MANAGER	(1.00)	\$ (147,643.00)	\$ (110,732.25)	\$ (36,910.75)
13/14	Citywide	ASSISTANT CITY ENGINEER	1.00	\$ 224,666.38	\$ 112,333.19	\$ 112,333.19
13/14	Citywide	ASSISTANT CITY MANAGER	1.00	\$ 244,789.60	\$ 244,789.60	\$ -
13/14	Citywide	ASSOCIATE CIVIL ENGINEER	(1.00)	\$ (137,238.68)	\$ (68,619.34)	\$ (68,619.34)
13/14	Citywide	BUILDING INSPECTOR I	(1.00)	\$ (94,570.18)	\$ -	\$ (94,570.18)
13/14	Citywide	BUILDING INSPECTOR II	1.00	\$ 108,025.86	\$ -	\$ 108,025.86
13/14	Citywide	BUILDING MAINT CREW SUPV	1.00	\$ 130,768.62	\$ 91,538.03	\$ 39,230.59
13/14	Citywide	CHIEF INNOVATION OFFICER	1.00	\$ 225,117.10	\$ 225,117.10	\$ -
13/14	Citywide	COMM SERVICES PRGM COORD	(1.00)	\$ (93,232.26)	\$ (93,232.26)	\$ -
13/14	Citywide	COMMUNITY SERVICES DIRECTOR	(1.00)	\$ (218,307.50)	\$ (218,307.50)	\$ -
13/14	Citywide	CRIME ANALYST	1.00	\$ 107,902.26	\$ 107,902.26	\$ -
13/14	Citywide	DEPUTY CITY CLERK I	(1.00)	\$ (86,501.90)	\$ (86,501.90)	\$ -
13/14	Citywide	ENGINEERING ASSISTANT	(1.00)	\$ (104,384.04)	\$ (73,068.83)	\$ (31,315.21)
13/14	Citywide	ENVIRONMENTAL COMPLIANCE COORD	(1.00)	\$ (138,136.60)	\$ (69,068.30)	\$ (69,068.30)
13/14	Citywide	ENVIRONMENTAL PROGRAM SPECIALIST	2.00	\$ 264,434.72	\$ 132,217.36	\$ 132,217.36
13/14	Citywide	EVID/PROPERTY/CRIME SCENE TECH	(1.00)	\$ (100,535.54)	\$ (100,535.54)	\$ -
13/14	Citywide	EXECUTIVE ASSISTANT - CONF	1.00	\$ 101,237.00	\$ 101,237.00	\$ -
13/14	Citywide	FACILITIES MANAGER	1.00	\$ 151,725.20	\$ 113,793.90	\$ 37,931.30

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Yr	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
13/14	Citywide	FACILITIES SUPERVISOR	(1.00)	\$ (118,071.36)	\$ (88,553.52)	\$ (29,517.84)
13/14	Citywide	FINANCIAL SUPERVISOR -CONF	(1.00)	\$ (99,691.70)	\$ (99,691.70)	\$ -
13/14	Citywide	FIREFIGHTER I	(1.00)	\$ (132,344.50)	\$ (132,344.50)	\$ -
13/14	Citywide	FIREFIGHTER II	(5.00)	\$ (709,696.40)	\$ (709,696.40)	\$ -
13/14	Citywide	IRRIGATION SPECIALIST	2.00	\$ 216,854.72	\$ 216,854.72	\$ -
13/14	Citywide	MIS SYSTEM ANALYST-CONF	(1.00)	\$ (105,739.56)	\$ (79,304.67)	\$ (26,434.89)
13/14	Citywide	OFFICE ASSISTANT II - CONF	(1.00)	\$ (71,431.08)	\$ (71,431.08)	\$ -
13/14	Citywide	PARK MAINT WORKER I	(1.00)	\$ (84,069.80)	\$ (84,069.80)	\$ -
13/14	Citywide	PARK MAINT WORKER II	(5.00)	\$ (473,163.60)	\$ (473,163.60)	\$ -
13/14	Citywide	PARKS/GEN SRVS SUPERINTENDENT	1.00	\$ 169,996.38	\$ 169,996.38	\$ -
13/14	Citywide	PD INTELLIGENCE/RESOURCE ANALYST	(1.00)	\$ (110,900.98)	\$ (110,900.98)	\$ -
13/14	Citywide	POLICE OFFICER	1.00	\$ 145,237.34	\$ 145,237.34	\$ -
13/14	Citywide	POLICE SERVICE SPECIALIST	1.00	\$ 82,183.18	\$ 82,183.18	\$ -
13/14	Citywide	POOL MAINTENANCE WORKER II	(1.00)	\$ (94,243.14)	\$ (94,243.14)	\$ -
13/14	Citywide	PRINCIPAL CIVIL ENGINEER	1.00	\$ 175,235.76	\$ 43,808.94	\$ 131,426.82
13/14	Citywide	PROJECT MANAGER	1.00	\$ 190,368.32	\$ 47,592.08	\$ 142,776.24
13/14	Citywide	PUBLIC SAFETY DISPATCHER I	2.00	\$ 179,466.12	\$ 179,466.12	\$ -
13/14	Citywide	PUBLIC SAFETY DISPATCHER II	(2.00)	\$ (194,024.04)	\$ (194,024.04)	\$ -
13/14	Citywide	PUBLIC WORKS CREW SUPERVISOR	(1.00)	\$ (99,660.76)	\$ -	\$ (99,660.76)
13/14	Citywide	PUBLIC WORKS INSP II	(1.00)	\$ (116,418.40)	\$ -	\$ (116,418.40)
13/14	Citywide	PUBLIC WORKS MAINT WKR II	2.00	\$ 183,151.84	\$ -	\$ 183,151.84
13/14	Citywide	SECRETARY TO POLICE CHIEF-CONF	(1.00)	\$ (93,309.48)	\$ (93,309.48)	\$ -
13/14	Citywide	SENIOR BUILDING INSPECTOR	(1.00)	\$ (123,343.12)	\$ -	\$ (123,343.12)
13/14	Citywide	SENIOR CIVIL ENGINEER	(2.00)	\$ (328,861.60)	\$ (164,430.80)	\$ (164,430.80)
13/14	Citywide	SPORTS FIELD MAINT SPECIALIST	(1.00)	\$ (90,633.56)	\$ (90,633.56)	\$ -
13/14	Citywide	SR WATER DIVISION SUPERVISOR	(1.00)	\$ (136,176.06)	\$ -	\$ (136,176.06)
13/14	Citywide	WATER DISTRIBUTION MAINT WKR	(1.00)	\$ (92,385.96)	\$ -	\$ (92,385.96)
13/14	Citywide	WATER DIVISION MANAGER	1.00	\$ 164,939.96	\$ -	\$ 164,939.96
13/14	Citywide	Regular Part-Time Position Changes				
13/14	Citywide	ADMINISTRATIVE AIDE	1.25	\$ 108,974.65	\$ 108,974.65	\$ -
13/14	Citywide	MIS SYSTEM ANALYST CONF - 75%	0.75	\$ 79,304.67	\$ 55,513.27	\$ 23,791.40
13/14	Citywide	MEDIA SERVICE PRODUCTION ASST - 50%	(0.50)	\$ (32,704.16)	\$ (32,704.16)	\$ -
13/14	Citywide	OFFICE ASSISTANT II - 75%	1.50	\$ 107,146.62	\$ 107,146.62	\$ -
13/14	Citywide	PARK MAINT WORKER II - 75%	0.75	\$ 70,974.54	\$ 70,974.54	\$ -
13/14	Citywide	PROGRAM AIDE-COURIER CONF	0.50	\$ 37,454.98	\$ 37,454.98	\$ -
13/14	Citywide	SENIOR OFFICE ASSISTANT - 75%	(0.75)	\$ (65,587.80)	\$ (65,587.80)	\$ -
13/14	Citywide	STOCK CLERK - 50%	0.50	\$ 43,645.74	\$ 21,822.87	\$ 21,822.87
13/14	Citywide	STOCK CLERK - 75%	(0.75)	\$ (59,958.61)	\$ (29,979.31)	\$ (29,979.31)
13/14	Citywide	SUPPORT SVCS TECH 50% - CONF	0.50	\$ 44,279.74	\$ 30,995.82	\$ 13,283.92
13/14	Citywide	SUPPORT SVCS TECH 75% - CONF	(0.75)	\$ (61,615.22)	\$ (43,130.65)	\$ (18,484.57)
13/14	Citywide	Special Funded Full Time Position Changes				
13/14	Citywide	ADMINISTRATIVE ANALYST II	(1.00)	\$ (124,381.32)	\$ -	\$ (124,381.32)
13/14	Citywide	CHILD CARE PROGRAM COORD	(1.00)	\$ (89,147.72)	\$ -	\$ (89,147.72)
13/14	Citywide	ELIGIBILITY WORKER II - SPANISH	(1.00)	\$ (77,333.66)	\$ -	\$ (77,333.66)
13/14	Citywide	CHILD CARE COORDINATOR	1.00	\$ 91,648.04	\$ -	\$ 91,648.04
13/14	Citywide	ELIGIBILITY WORKER II - RUSSIAN	1.00	\$ 83,977.64	\$ -	\$ 83,977.64
13/14	Citywide					

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
13/14	Citywide	Special Funded Part-Time Position Changes				
13/14	Citywide	CHILD CARE PROGRAM ASSISTANT	(0.75)	\$ (55,633.12)	\$ -	\$ (55,633.12)
13/14	Citywide	ELIGIBILITY WORKER I - RUSSIAN - 50%	(0.50)	\$ (39,170.84)	\$ -	\$ (39,170.84)
13/14	CMO	Amend hour spread to reflect changes in workload due to Federal funding changes	0.00	\$ (5,664.00)	\$ (5,664.00)	\$ -
13/14	CMO	Revise Revenue and Expenditure projections to reflect updated rent projections and increased expenditures for GAMAT unit management. Additional revenue will go into Grants Prg 1630 to research/apply for affordable housing grant opportunities	0.00	\$ (40,159.00)		\$ (40,159.00)
13/14	CMO	Bond proceeds approved on Rops 13/14A.	0.00	\$ 55,000.00		\$ 55,000.00
13/14	CMO	Audit funding received on Rops 13/14 A	0.00	\$ 22,780.00		\$ 22,780.00
13/14	CMO	Account for time spent on wastewater and street maintenance improvements by CM & AA.	0.00	\$ -	\$ (22,139.00)	\$ 22,139.00
13/14	CMO	Adjust hours in Govt Cable & Cable Franchise to account for increased workload (Granicus) for Deputy CM & City Clerk	0.00	\$ (40,610.00)	\$ (40,610.00)	\$ -
13/14	CMO	Account for City Clerk Div time at Planning Commission meetings. Charge 75% of total time for AA & 50% of time for SOA to developer projects. Increased Revenue \$39,156, less AA salary costs \$11,975	0.00	\$ -	\$ (27,182.00)	\$ 27,182.00
13/14	ASD	Reduction in other professional services	0.00	\$ (7,890.00)	\$ (7,890.00)	\$ -
13/14	ASD	Reduce other resource line items based on prior year spending. Reduce Professional Services line item.	0.00	\$ (5,780.00)	\$ (5,780.00)	\$ -
13/14	ASD	Reduce other resource line items for advertising, printing and staff training	0.00	\$ (4,179.00)	\$ (4,179.00)	\$ -
13/14	ASD	Increased revenues generated by implementation of annual rewards benefit program	0.00	\$ 18,400.00	\$ 18,400.00	\$ -
13/14	ASD	Reduce tpt salaries under Community Events and Civic Arts	TPT	\$ (24,974.00)	\$ (24,974.00)	\$ -
13/14	ASD	Relocate Arts Coordinator to Community Development	0.00	\$ (1,033.50)	\$ (1,033.50)	\$ -
13/14	ASD	Reduction in Maintenance Fees	0.00	\$ (22,879.00)	\$ (22,879.00)	\$ -
13/14	ASD	Provide support to Help Desk and Mail Room	0.00	\$ -	\$ -	\$ -
13/14	ASD	Reduction in Internet Provider Fees	0.00	\$ (10,000.00)	\$ (5,770.00)	\$ (4,230.00)
13/14	ASD	Contract services in Utility Billing to address additional resources needed in transitioning to monthly billing		\$ 99,692.00	\$ 99,691.70	\$ 0.30
13/14	ASD	Shift resources from Budget & Financial Planning to Accounting	0.00	\$ -	\$ (3,066.00)	\$ 3,066.00
13/14	ASD	Accounts Payable - Shift 30% to Utility Billing Additional resources to address workload transition to monthly billing	0.00	\$ -	\$ (24,683.00)	\$ 24,683.00
13/14	ASD	TPT Utility Billing - Hours were added to assist with workload transition to monthly billing. These will be removed in lieu of the positions being shifted above.	TPT	\$ (9,899.00)	\$ (495.00)	\$ (9,404.00)
13/14	ASD	Reduction in Non-personnel areas: Travel/Training (\$2,340) Educational Reimbursement (\$1,000) Office Equipment (\$1,000)	0.00	\$ (4,340.00)	\$ (4,340.00)	\$ -
13/14	CDS	Shift funding of Building and Planning Tech by 25% from General Fund to Building Fund	0.00	\$ -	\$ (20,162.00)	\$ 20,162.00
13/14	CDS	Reclassify Vacant Building Inspector to Office Asst provides consistent and effective back-up at the public counter related to Building Division	0.00	\$ (32,813.00)	\$ 2,133.00	\$ (34,946.00)
13/14	PW	Anticipated savings using a combination of janitorial staff and park maintenance staff for restroom cleaning at Playfields Park. 001-7989-440-4330	0.00	\$ (5,000.00)	\$ (5,000.00)	\$ -
13/14	PW	Modify funding for Environmental Resources staffing and Integreteated Pest Management to correctly reflect managed acreage.	0.00	\$ -	\$ (118,237.00)	\$ 118,237.00
13/14	PW	Add back Contract Services to offset position reductions.	0.00	\$ 246,000.00	\$ 246,000.00	\$ -
13/14	PW	New funding split for Environmental Resource Supervisor, based on managed acreage.	0.00	\$ -	\$ (41,823.00)	\$ 41,823.00
13/14	PW	New funding split for Environmental Resources Specialist, based on managed acreage.	0.00	\$ -	\$ (38,900.00)	\$ 38,900.00
13/14	PW	New funding split for Integrated Pest Management Specialist, based on managed acreage	0.00	\$ -	\$ (37,514.00)	\$ 37,514.00
13/14	PW	Part time staffing reduction.	TPT	\$ (15,830.00)	\$ (15,830.00)	\$ -
13/14	PW	Part time staffing reduction.	TPT	\$ (15,830.00)	\$ (15,830.00)	\$ -
13/14	PW	Building Alteration Services - Tools	0.00	\$ (2,000.00)	\$ (1,266.00)	\$ (734.00)
13/14	PW	Police Dept - Other land improvements	0.00	\$ (2,500.00)	\$ (1,582.50)	\$ (917.50)

CITY OF DAVIS
HISTORICAL BUDGET REDUCTIONS
Fiscal Year 2008-09 TO Fiscal Year 2013-14

Reduction Year	Dept	Item Description	# of Positions (FTE)	All Funds Reduction	General Fund Reduction	Non Gen Fund Reduction
13/14	PW	Police Dept - PG&E	0.00	\$ (7,000.00)	\$ (4,431.00)	\$ (2,569.00)
13/14	PW	PW Admin Office - Maintenance	0.00	\$ (2,000.00)	\$ (1,266.00)	\$ (734.00)
13/14	PW	PW Admin Office - PG&E	0.00	\$ (2,000.00)	\$ (1,266.00)	\$ (734.00)
13/14	PW	City Admin Office - PG&E	0.00	\$ (5,000.00)	\$ (3,165.00)	\$ (1,835.00)
13/14	PW	PCS Corp Yard - Maintenance	0.00	\$ (7,500.00)	\$ (4,747.50)	\$ (2,752.50)
13/14	PW	Use Fleet Services Fund balance to incrementally reduce annual charges to internal divisions.	n/a	\$ (165,000.00)	\$ (82,500.00)	\$ (82,500.00)
13/14	PW	Parts -Fleet Services	n/a	\$ (15,000.00)	\$ (7,500.00)	\$ (7,500.00)
13/14	PW	Commercial repair	n/a	\$ (15,000.00)	\$ (7,500.00)	\$ (7,500.00)
13/14	PW	Fuel	n/a	\$ (20,000.00)	\$ (10,000.00)	\$ (10,000.00)
FY13/14 TOTAL			(15.25)	\$ (1,403,734.33)	\$ (1,403,375.85)	\$ (358.48)
TOTAL ALL YEARS			(103.25)	\$ (9,753,529.22)	\$ (5,802,904.73)	\$ (3,950,624.48)

Attachment B, Pg.1

CITY OF DAVIS
GENERAL FUND FORECAST FY 2013/14 through FY 2017/18
 Using YTD Actuals through 9/30/13

General Fund	Audited Actual FY 2011/12	Unaudited Actual FY 2012/13	Adopted Budget FY2013/14	Adjusted Budget FY2013/14	Estimate FY 2013/14	Forecast				
						FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Beginning Balances	\$ 4,947,701	\$ 4,682,874	\$ 3,708,496	\$ 6,203,519 *	\$ 6,203,519	\$ 3,679,646	\$ (1,386,572)	\$ (7,642,654)	\$ (14,284,904)	\$ (21,354,421)
Audit Adjustments/Prior Year Encumbrance/Carryovers*	(548,563)	678,078	-	-	-	-	-	-	-	-
Revenues	\$ 38,386,483	\$ 41,913,566	\$ 41,083,558	\$ 41,645,067	\$ 42,006,349	\$ 42,430,691	\$ 43,426,222	\$ 44,525,645	\$ 45,655,176	\$ 46,815,696
Expenditures	\$ (38,102,747)	\$ (41,070,999)	\$ (41,645,394)	\$ (43,612,526)	\$ (44,530,222)	\$ (47,496,909)	\$ (49,682,304)	\$ (51,167,895)	\$ (52,724,693)	\$ (53,887,581)
Transfers										
Unreserved Fund Balance	\$ 4,682,874	\$ 6,203,519	\$ 3,146,660	\$ 4,236,060	\$ 3,679,646	\$ (1,386,572)	\$ (7,642,654)	\$ (14,284,904)	\$ (21,354,421)	\$ (28,426,305)
Structural Imbalance				(1,967,459)	(2,523,873)	(5,066,218)	(6,256,082)	(6,642,250)	(7,069,517)	(7,071,885)
Percentage Imbalance to Expenditures						10.7%	12.6%	13.0%	13.4%	13.1%
* Includes prior year encumbrance reappropriations totaling \$ 723,917										

Revenues in FB percentage calculation only includes discretionary GF Revenue.
 Excludes Indirect Cost Revenues which are reimbursement for a designated purpose.

Notes:

FY 13/14
 Expenditure reappropriation of unspent funds to FY 13/14 \$1,180,917
 Prior year encumbrance rolled to FY 13/14 \$723,917
 Includes salary and benefit assumptions consistent with current and proposed employee contracts
 Includes insurance premium adjustments for health care 4.25% (additional 4.25% is employee share), dental 10.5%, LTD \$86,000 and Workers Comp \$520,000
 Includes increased PERS employer contributions - Safety 2.272% and Misc 1.416%
 Includes reduced PERS employee contribution with employees picking up the costs
 Includes adjustment to retiree medical costs based on updated actuarial reports
 Included City Water \$1,466,218, City Sewer \$13,774
 Includes revised estimate for Utility Land Leases of \$600,000
 Adjusted to include increase for Animal Control Contract \$40,000
 Adjusted to add back value of Police vacancies and removal of salary savings calculation. Total added costs \$936,281 (Savings 447,695, Police Officers 488,537)
 Non-Personnel savings of \$770,000 were reduced to \$300,000 in FY13-14 and removed from out year calculations.
 Streets has \$500k in GF (total all funds \$1.495 M) and Parks has \$500k for water conservation measures

FY 14/15
 Additional \$505,000 for annual street contract (total GF support is \$1,005,000); continues \$500,000 for water conserv./irrigation; adds \$2,000,000 debt payment for Infrastructure improvement financing
 Included City Water & Sewer \$1,546,733 (following year projected to increase another \$716k). Utility Land Lease revenue estimated to be \$600k.
 Includes salary and benefit assumptions consistent with current and proposed employee contracts
 Assumes a lower revenue from planning fees of \$150,000 from prior year after Cannery and Chiles Ranch planning work subsides and the projects move into construction.
 Added expenditure of \$305,000 a year for repayment of Leave Pay balance
 Added expenditure of \$110,000 a year for increased Fleet replacements to cover current shortfall
 Added \$250,000 for full cost of 3.5 positions which were partially defunded as an additional cost saving measure

OUT YEAR FORECAST NOTES

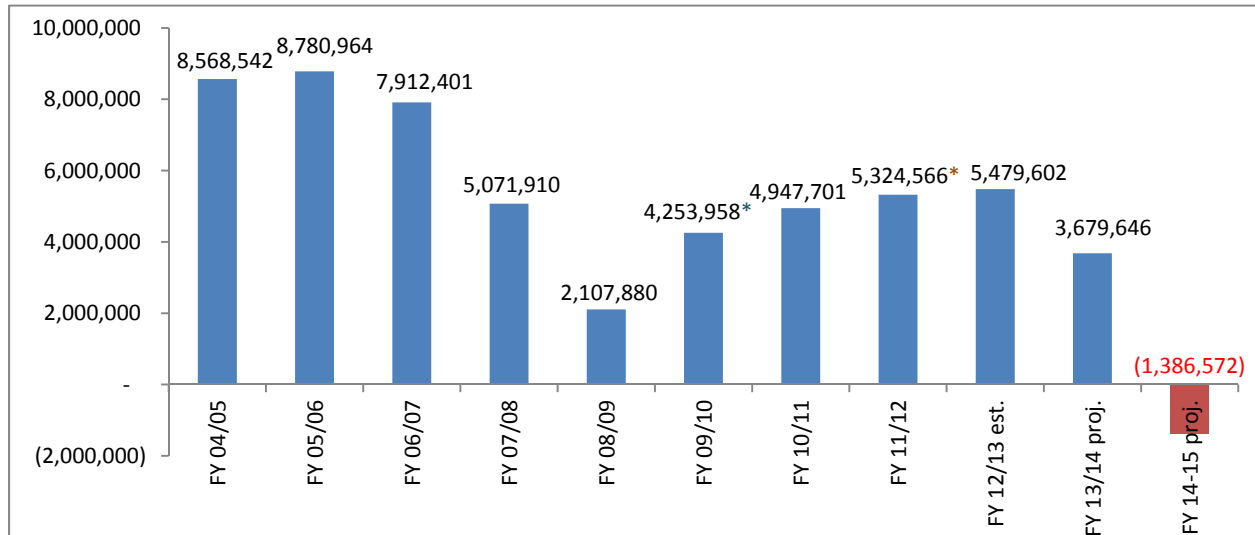
Revenue Assumptions:	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	Notes on Basis of Inflator
Property Taxes	2.00%	2.50%	2.88%	2.88%	2.88%	Property tax inflation is tied to two expectations. The first is that the assessed values will increase at least the 2% Prop 13 cap. The second is that there will be a modest rate of home sales that "reset" the assessed values at a level related to the actual current AV.
RDA Residual Property Tax	600,000	600,000	600,000	600,000	600,000	Originally budgeted at \$300,000 in FY12-13 the actual came in higher. This value has been increased to \$600,000 in FY13/14 and into the future
Sales Tax	2.50%	2.50%	2.50%	2.50%	2.50%	Sales tax inflators are tied to recent historical inflation rates with adjustment related to actual sales tax history. The average inflation over the past 5 years is 1.98% while sales tax receipts have increased 3.13% over the same period.
Transient Occupancy Tax	1.00%	1.00%	1.00%	1.00%	1.00%	TOT Revenues have varied significantly year on year. The 5-yr average increase is 0.85% while the 8-yr average is 1.98%. This inflator has been set at 1.0% until recent trend changes. Changing the tax rate would require a majority vote of the citizens
Business License Tax	2.00%	2.00%	2.00%	2.00%	2.00%	Business licenses have seen an increase of 1.75% a year on a 5-yr rolling average. With an improvement in economic conditions staff is using a 2.0% inflator
Municipal Services Tax	3.00%	3.00%	3.00%	3.00%	3.00%	Annual inflator per ordinance
Franchise Tax	1.50%	1.50%	1.50%	1.50%	1.50%	The 8-yr historical average is 1.65% but Franchise revenues saw a deep decline in FY 09-10. Since this correction we have seen steady increases of 1.5%, 2.3% and 1.1% in FY 10-11 through FY 12-13 respectively. An inflator of 1.5% is being used for the projection
Federal/State Subventions	0.00%	0.00%	0.00%	0.00%	0.00%	Federal and state subventions have been seeing considerable stress. No growth is anticipated from these revenue sources.
Department Fees/Charges	2.47%	2.25%	2.25%	2.26%	2.26%	Average of changes outlined below
Community Development Fees/Charges	3.00%	3.00%	3.00%	3.00%	3.00%	Fees in this category have shown a steady improvement year on year since hitting a 10 yr low in FY10-11. Anticipated continued development activity over the next several years.
Community Services Fees/Charges	2.50%	2.50%	2.50%	2.50%	2.50%	Community Services has been actively working on improved cost recoveries for several of their programs. Over the past 8 years, revenues have increased on average 2.11% per year. The Current FY13/14 estimate shows an expected increase of revenue of 2.72% over the previous year. With a continuation of improved cost recovery this revenue has been inflated at 2.5% for the projection.
Police Fees/Charges	2.00%	1.00%	1.00%	1.00%	1.00%	Police Fees and Charges have shown little positive movement. They are cyclical and can vary from year to year. An inflator tied to salary changes is used in the projection as personnel costs are a major driver of the fee level.
Fire Fees/Charges	2.50%	2.50%	2.50%	2.50%	2.50%	Fire fees and charges are also cyclical. The 8-yr average is 2.3% with the FY13/14 estimate anticipated to be 2.9% above FY12-13 levels. A 2.5% value was used as cost recovery is emphasized in fee development.
Public Works Fees/Charges	3.00%	3.00%	3.00%	3.00%	3.00%	Public Works fees and charges have shown steady growth over the years with the 8-yr average at 11.3% and the 5-yr average at 6.2%. The current year estimate is 3.9% above prior year which indicates that the overall revenue appreciation is slowing. For this reason a 3.0% inflator was used in the projection.
Fines & Forfeitures	0.00%	0.00%	0.00%	0.00%	0.00%	Fines and forfeiture revenues come primarily from parking citations. There is no anticipated increase in parking fines or enforcement personnel, the two primary factors in revenue collection. Therefore this revenue is anticipated to remain flat.
Rents and Leases	2.00%	2.00%	2.00%	2.00%	2.00%	Rent and lease revenue is anticipated to track inflation
Developer Reimbursements	3.00%	3.00%	3.00%	3.00%	3.00%	Developer reimbursements are highly cyclical and based on development activity in the City.
Intra-City Charges	3.00%	3.00%	3.00%	3.00%	3.00%	The City is currently updating its Cost Allocation model which will be updated annually to more closely reflect costs. As overall citywide expenditures increase this will be reflected in the Intra-City Revenues.
Other Revenues	0.59%	0.60%	0.60%	0.60%	0.61%	Other revenues comprise a group of smaller revenues including interest, Royalties, Assessments and Admin Fees. Interest rates are at historic lows at this time and are not anticipated to increase dramatically in the next five years. The inflator for Interest is set at approximately 25 basis points ahead of the treasury yield curve. All other revenues in this category are anticipated to increase at 1.0% except for assessments which is kept flat

Attachment B, Pg.3

Expenditure Assumptions:						Notes on Basis of Inflator
	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
Employee Services						
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
PERS Rate Assumptions						
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 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 - Police	28.81%	33.70%	35.60%	37.50%	39.40%	
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 increases which is reflected in the inflator at 4% to the City.
Operations & Maintenance						
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 for all insurances including Health, Life, Property and Liability
Debt Service	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Included an annual \$2.0 Million assumed debt payment in support of infrastructure in FY 14/15.

Attachment C

General Fund Year-End Balances FY04-05 Through FY13-14 FY14-15 (proj.)



Sources: FY 04/05 through 09/10 were obtained directly from CAFRs.

FY 10/11 and 11/12 were obtained from workpapers used to prepare CAFRs because City began including Construction Tax and Building, Admin & Permits in General Fund section of the CAFR. These funds have been excluded for comparison purposes above.

FY 12/13 to FY 14/15 are calculated from projections

** Beginning Fund Balance was adjusted by \$2,763,391 in FY 09/10 due to a change in accounting practice. The City transferred all the assets, liabilities, revenues and expenses associated with the Employee Benefits Fund to a newly created Benefits Internal Service Fund.*

** Prior period adjustment to record State Mandates receivable as deferred revenue which resulted in a decrease of \$893,328.*

CITYWIDE GENERAL FUND REDUCTION SCENARIO BY DEPARTMENT
December 17, 2013

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
CITY ATTORNEY									
CA	1	0610	Reduce City Attorney contracted services	Eliminate administrative meetings and reduce use of City Attorney	N/A	-	\$ 42,340	\$ 42,340	\$ -
TOTAL CITY ATTORNEY						0.00	\$ 42,340	\$ 42,340	\$ -
CITY MANAGER'S OFFICE									
CMO	1	1110	Yolo County OES Funding	City Commitment has been reduced due to new County funding structure. New funding amount is \$33k.	N/A	-	\$ 7,000	\$ 7,000	\$ -
CMO	2	1110	Budget Contingency	Eliminate a portion of the funding for unbudgeted special studies and budget contingency measures. Special studies will need City Council funding.	N/A	-	\$ 75,000	\$ 75,000	\$ -
CMO	3	1110	Police Ombudsman/Independent Police Auditor Contract	Eliminate function of Independent Police Auditor.	N/A	-	\$ 50,000	\$ 50,000	\$ -
CMO	4	1610	Homeless Coordination funding - contract funding to support countywide coordinator to assist with 10-year plan to end homelessness.	Eliminate funding for Homeless Coordination	N/A	-	\$ 10,000	\$ 10,000	\$ -
CMO	5	1110 & 1160	Reduce trash removal, cleaning and general upkeep downtown.	Eliminate Temporary Part-time help downtown	Eliminate 2-Temp Part-time Community Services Specialists	0.30	\$ 5,723	\$ 5,723	\$ -

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
CMO	6	1115, 1110, 1160	Revamp communications, neighborhood outreach and promotional activities currently in CMO. Would necessitate reorganization/reduction of existing staff and result in reduction of city's ability to assist with community events, neighborhood association activities and proactive communications.	Significantly reduce city staff support for community events, event sponsored by other entities, such as Chamber of Commerce/Downtown Davis events and Picnic Day Parade. Reduce ability to coordinate city events such as Holiday tree lighting, Chavez & MLK. Would no longer be able to coordinate banners and twinkle lights downtown. Reduction includes \$10,000 in supplies and contracts.	TBD (Approx. .75 FTE)	0.75	\$ 102,871	\$ 102,871	\$ -
City Clerk	7	2050	Reduce City Clerk Office staffing	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.	Reduce 25% FTE	0.25	\$ 19,167	\$ 19,167	\$ -
TOTAL CITY MANAGER'S OFFICE						1.30	\$ 269,761	\$ 269,761	\$ -
ADMINISTRATIVE SERVICES DEPARTMENT									
Human Resources	1	Various	General Human Resources service reduction.	Payroll on available on weeks of active payroll. Reduction in safety program. Appointment based assistance for employees. Longer turn around time on projects and recruitments. No city-sponsored training.	TBD	0.75	\$ 71,540	\$ 71,540	\$ -
Community Services	1	Various	Streamline recreation programming and reduction of fee subsidy,	Reduction of General Fund Subsidy from \$1,347,292 to \$925,058 would include reviewing class attendance, subsidy and staffing levels. Explore alternatives for providing services and programming such as contracting out gymnastics, swim lessons, and the veterans memorial center theater.	TBD	4.00	\$ 422,234	\$ 422,234	\$ -
Finance	1	2845	Contract Services - Business Licenses	Eliminate contract service funding for TPT assistance during Business License peak collections (Jan/Feb)	N/A	-	\$ 3,500	\$ 3,500	\$ -
Finance	2	2835	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.	N/A	-	\$ 25,000	\$ 25,000	\$ -

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Finance	3	28xx	Shift funding for Accountant 10% to Utilities	Shift in recognition of additional workload assumed for special funding requirements related to Bond Disclosures, Bond Administration, Capitalization tracking, for new enterprise projects. (Surface Water Project, WWTP, etc.)	Funding shift	-	\$ -	\$ 10,000	\$ (10,000)
Finance	4	28xx	Shift funding for Financial Supervisor 10% to Utilities	Shift in recognition of additional workload consumed for the purposes of monthly Utility Billing.	Funding shift	-	\$ -	\$ 11,450	\$ (11,450)
Finance	5	28xx	Shift funding for Sr. Accounting Assistant 20% to Utilities	Shift in recognition of additional workload consumed for the purposes of monthly Utility Billing.	Funding shift	-	\$ -	\$ 17,241	\$ (17,241)
Finance	6	2710	Shift funding for Budget Manager 20% in recognition of Budget, Funding and Expenditure management support of new major Enterprise Capital Projects	Budget auditing will need to be managed by departments, recognize additional financial support of major capital Infrastructure projects (Alternative Water Supply, WWTP, Water Conservation & Roadway Rehabilitation)	Funding shift	-	\$ -	\$ 36,631	\$ (36,631)
Finance	8	2820	Reduce Financial Assistant to 50%	This will reduce the Accounts Payable processing staff from 1.6 FTE to 1.1 FTE. Accounts Payable will be shifting to Electronic Funds Transfers (EFT) lieu of checks. This change will create efficiencies in time spent on vendor checks and check processing; however there will be some yet-to-be determined charge for the EFT.	Financial Assistant 100% to 50%	0.50	\$ 44,000	\$ 44,000	\$ -
Finance	9	2865	Reduce Financial Assistant to 50%	This would reduce the Business License and Citations processing staff from 1.2 FTE to .7 FTE. Would need to investigate options for outside or online payments for both citations and business licenses. Review policy regarding support for the collection of the Downtown Business Improvement District Assessment to see if it needs to be modified.	Financial Assistant 100% to 50%	0.50	\$ 44,000	\$ 44,000	\$ -
Finance	10	2710	Contract Services	Eliminate \$20,000 of the \$50,000 funding for contract services Fee Study, which would be converting to contract services in support of outside Citations & Business License Collections and online payment processing	N/A	-	\$ 20,000	\$ 20,000	\$ -

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Finance	11	2710	Reduce Budget Specialist to 75%	This will shift budget processing staff from 1.8 FTE to 1.55 FTE. Remaining budget staff will absorb budget workload.	Budget Specialist 100% to 75%	0.25	\$ 27,953	\$ 27,953	\$ -
IS Services	1	2610	Eliminate 1 Full Time and 2 Part Time staff	Reduction for IS Staff support, extend service resolution time, reduce support coverage and reduce or eliminate IS support of department specific applications used mainly by Public works and Public Safety.	TBD	2.25	\$37,455	\$21,612	\$ 15,843
IS Services	2	2610	Add contractual services	Offset some of the services lost in the full elimination of the MIS Systems Analyst, used for outside contracting services of approximately 150 hours of T&M support.	N/A	-	\$21,497	\$12,404	\$ 9,093
IS Services	3	2610	Eliminate TPT funding	Reduction for helpdesk support, extend service resolution time and reduce contract services.	TPT Hours	0.001	\$5,699	\$3,288	\$ 2,411
IS Services	4	2610	Reduction of maintenance of radio contract	Remove some Public Works and Public Safety Equipment from maintenance contract on the Radio Agreement. This would reduce the number of Radios available for an EOC event.	N/A	-	\$18,611	\$18,611	\$ 37,222
IS Services	5	2610	Reduce postage funding	Reduction of available funding for postage changes. Should departments go over the funding and increase their postage needs the funding will not be available.	N/A	-	\$28,133	\$16,233	\$ 11,900
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT						8.25	\$ 769,622	\$ 805,697	\$ 1,147
COMMUNITY DEVELOPMENT AND SUSTAINABILITY									
Planning	1	3201, 3211, 3222	Reduce GF support for Building/Planning Tech II.	Position is currently budgeted 50% GF and 50% Building. This moves position to 75% Building. Will assist with expected permit activity ramp-up associated with The Cannery and UCD West Village. Reduces resources in Planning and requires more expensive planner-level staff to assume responsibilities for simple assignments such as research and processing non-controversial applications.	Funding Shift	-	\$0	\$25,500	\$ (25,500)

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Planning	2	3205, 3325	Shift 6% of FTE in prog. 3205 to prog. 3325. Shifts 6% of GF to Building Revenue (195) to support Green House Gas reduction efforts in new construction. Dependent upon Building revenues to support.	Building division would help fund program 3325 (Sustainability) to help support development of greenhouse gas reduction efforts in new construction (such as development of photovoltaic ordinance).		0.06	\$10,366	\$10,366	\$ -
Planning	3	3201, 3211, 3222, 3228	Eliminate Planning Intern Pay	Reduces potential for low-cost intern instead of more expensive planner-level staff to assume responsibilities for simple assignments such as research and processing non-controversial applications. Interns without pay or for class credit still viable option.	TPT Planning Intern	0.50	\$16,232	\$15,501	\$ 731
Planning	4	3101, 3201, 3222, 3242	Eliminate all travel, training, memberships and subscriptions.	No travel, training, memberships or subscriptions for Planning staff. Over long term, would result in staff difficulty in remaining abreast of changes in planning principles and practices. Also means reduction in support for organizations such as APA and ULI, which have helped the City of Davis.	N/A	-	\$19,532	\$17,363	\$ 2,169
Planning	5	3214, 3216, 7972 8238, 7320, 7420	Eliminate Vacant Property Management Coordinator Position. Backfill with 1/2 time contract position	Still evaluating which components to contract, but could result in some reduction of services and pro-active property management practices. Contract with 960 hrs. Net savings shown to the right for GF savings. \$145,466 - \$96,000	Property Management Coordinator	1.00	\$75,137	\$49,466	\$ 25,671
Planning	6	3101, 3201, 3301	Eliminate Adiminstrative Analyst II 40% in CDS. Duties go back to Asst. to the Director in P.W. CDS Admin Analyst responsibilities shift to Community Development Administrator	Increaed workload for Asst. to the Director in PW. CDS admin support functions must be re-captured elsewhere as needs/responsibilities of positon are still present. Responsibilities would likely shift to Community Development Administrator and Department Director, diminishing capacity to work on other high priority and long term planning projects.	Administrative Analyst II	0.40	\$57,552	\$32,085	\$ (25,467)

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Planning	7	001-3201-430 (10%) 001-3211-430 (30%) 001-3222-430 (50%) 001-3228-430 (5%) 001-3297-430 (5%)	Reduce Two Planner positions to 75%	Reduce Two Planner positions by 25%. Result will be diminished services and responsiveness to planning applications, public inquiries. Pro-active, long range planning efforts, code updates, process updates will be significantly impacted. Planner GF time in prog. 3211 = \$139,375. May necessitate evaluating the possible consolidation of the Historic Resources Management Commission with Planning Commission. Adds complexity to requirements for PC membership and recruitments. Eliminates ability for City to retain Certified Local Government (CLG) status.	Planner from 100% to 50%	0.50	\$69,687	\$69,687	\$ -
TOTAL COMMUNITY DEVELOPMENT & SUSTAINABILITY						2.46	\$ 248,506	\$ 219,968	\$ (22,396)
FIRE DEPARTMENT									
Administration	1	5101	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.	Admin Aide 75%	0.75	\$ 71,547	\$ 71,547	\$ -
Operations/ Prevention/ Training	2	All	Eliminate One Division Chief	The loss of a Division Chief would mean either the loss of 24 hour a day on-duty Division Chief coverage or the loss of a full-time Fire Marshall. The loss of the full-time Fire Marshall would result in slower response to inspections, plan checks and reviews.	Division Chief	1.00	\$ 215,510	\$ 213,734	\$ 1,776
Operations/ Prevention/ Training	3	All	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 again present challenges.	Firefighters	3.00	\$ 518,121	\$ 513,852	\$ 4,269
Admin/ Operations/ Prevention/ Training	4	Various throughout Fire Dept.	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. Also, we will not purchase materials and supplies needed for daily operations.	N/A	-	\$ 39,267	\$ 39,267	\$ -

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Prevention/ Training	5	All	Reduce Overtime	Reduce or eliminate training and prevention overtime.	N/A	-	\$ 48,922	\$ 48,922	\$ -
TOTAL FIRE DEPARTMENT						4.75	\$ 893,367	\$ 887,322	\$ 6,045
POLICE DEPARTMENT									
Records & Communication	1	5815	Eliminate Police Records Specialist	Some duties would be absorbed internally. Records processing times would increase. Front counter public hours would be reduced.	Eliminate Police Records Specialist	1.00	\$ 81,097	\$ 81,097	\$ -
Patrol	2	5622	Reduced criminal investigations and no response to low level crimes.	Some duties would be absorbed internally. There may be a delayed response or no response to non-emergency calls. Most non-violent crime reports would have to be handled online or by forms filled out by victims.	Eliminate 2 Police Service Specialists	2.00	\$ 192,238	\$ 192,238	\$ -
Investigations	3	5755	Reduced criminal investigations and no response to low level crimes.	Some duties would be absorbed internally. Many property crimes and identify theft cases may not be investigated or would take longer to investigate.	Eliminate 1 Police Service Specialist	1.00	\$ 88,858	\$ 88,858	\$ -
Patrol	4	5622	No crime prevention programs	Department would not be able to do Neighborhood Watch, Crime Free Program, Crime Prevention Through Environmental Design. Information alerts and bulletins would be reduced. Timely crime prevention information may not be given to the public.	Eliminate 1 Police Service Specialist	1.00	\$ 72,856	\$ 72,856	\$ -
Patrol	5	5622	Eliminate Community Services Officer	Taking care of fleet would be absorbed internally by officers.	Eliminate Community Services Officer 50%	0.50	\$ 11,000	\$ 11,000	\$ -
Records & Communication	6	5817	Eliminate Public Safety Dispatch Supervisor	Duties would be absorbed internally. There would be less supervision for dispatch unit. Technology enhancements and quality control would lag. Reduced ability to deal with communications and records management system failures.	Eliminate Public Safety Dispatch Supervisor	1.00	\$ 137,355	\$ 137,355	\$ -

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Records & Communication	7	5817	Eliminate Public Safety Dispatcher	Duties would be absorbed internally. Reduced ability to meet minimum staffing levels in dispatch center - shifts would be covered using overtime.	Eliminate Public Safety Dispatcher	1.00	\$ 93,893	\$ 93,893	\$ -
Investigations	8	5755	No youth intervention program	Juvenile arrest diversion would be eliminated. Department would no longer do Parent Project parenting classes nor do truancy reduction program.	Eliminate Youth Intervention Specialist	1.00	\$ 92,954	\$ 92,954	\$ -
Patrol	9	5622	Eliminate Assistant Police Chief	Both Department bureaus would report to one Assistant Chief instead of two. Reduced administrative oversight over department. Reduced ability to plan.	Eliminate Assistant Police Chief	1.00	\$ 266,308	\$ 266,308	\$ -
Administration	10	5501	Reduce Administrative Services	Eliminate Records and Communications responsibility from Administrative Services Manager. Duties would be reassigned to a Police Lieutenant, which would result in limited management oversight of division.	Reduce Administrative Services Manager to Assistant to the Director level	-	\$ 31,000	\$ 31,000	\$ -
Patrol	11	5622	Reduced traffic unit supervision	Eliminate Traffic Sergeant Position. Traffic enforcement officers would be supervised by patrol supervisors. Reduced coordination of traffic duties.	Eliminate Traffic Sergeant	1.00	\$ 191,043	\$ 191,043	\$ -
Patrol	12	5622	Eliminate police motorcycle	Motorcycle used by traffic Sergeant not needed	N/A	-	\$ 10,666	\$ 10,666	\$ -
All Divisions	13	various throughout Police Dept.	Misc. materials, supplies, technology and tools not purchased	Department would not buy or replace materials, supplies, technology items or misc. tools needed.	N/A	-	\$ 42,988	\$ 42,988	\$ -
Parking Enforcement	14	5928	No parking enforcement	Department would not do regular parking enforcement in the core area, parking lots, and parking districts. Will continue to use existing volunteers for some parking enforcement. This is anticipated to have a significant impact on the parking enforcement revenue which is currently \$500,000 per year. Absent this reduction police officer positions would need to be added to the reduction scenario.	Eliminate 3 Police Service Specialist	3.00	\$ 261,621	\$ 261,621	\$ -

Attachment D

Division	Dept. Rank	Program Number s	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Patrol	15	5622	No parking ticket review	In conjunction with elimination of parking enforcement. Any parking ticket reviews left would be absorbed by other staff. No overall coordination /supervision of volunteers, graffiti abatement, code enforcement.	Eliminate 1 Police Service Specialist Supervisor	1.00	\$ 105,609	\$ 105,609	\$ -
Parking Enforcement	16	5928	Eliminate parking vehicle	Reduce parking vehicle fleet	N/A	-	\$ 10,000	\$ 10,000	\$ -
TOTAL POLICE DEPARTMENT						14.50	\$ 1,689,486	\$ 1,689,486	\$ -
PUBLIC WORKS DEPARTMENT									
Administration	1	7150; 7520; 8543; 7701; 8219	Eliminate Utilities Manager Position	Duties would be assumed internally.	Utilities Manager	1.00	\$ 169,197	\$ 3,807	\$ 165,390
Asset Management	2	7901	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.	Facilities Manager	1.00	\$ 151,725	\$ 151,725	\$ -
Transportation	3	various	Reduction of 2000 TPT hours	Reduces ability to perform full range of preventative maintenance services in the division, with the major impacts to Signing and Striping and Road Maintenance.	Reduces 2,000 hours of Temp. part-time labor, or about 1.0 FTE's from the Program.	1.00	\$ 34,933	\$ 33,763	\$ 1,170
Asset Management	4	7986	Reduce Contract Tree Maintenance Services	Routine mistletoe removal would cease. Pruning cycles would be extended, negating 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.	N/A	-	\$ 59,494	\$ 59,494	\$ -
Asset Management	5	7980, 7981, 7982, 7985, 7989	Reduce Overtime by 50%	Two year trending, along with the proposal for less in-house staff shows the potential for this reduction to occur without significant impact.	N/A	-	\$ 6,500	\$ 6,500	\$ -

Attachment D

Division	Dept. Rank	Program Number s	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Transportation	6	7256	Reduction to signing and striping materials budget	Reduces overall ability to do major signing and striping projects. Retains ability to perform repairs to critical safety signs and markings on 'as needed' basis.	N/A	-	\$ 35,000	\$ 10,605	\$ 24,395
Asset Management	7	7940, 7941, 7942	Contract out current in-house custodial work. Net savings estimated to be 30% of HR costs based on similar labor savings in prior Parks maintenance subcontracts	TBD - Most likely would not result in significant service level impacts, depending on contractual agreements and costs associated with various levels of service.	3 Custodian Positions (2 full time Custodians and 1- 75% Custodian)	2.75	\$ 78,269	\$ 78,269	\$ -
Asset Management	8	7980, 7981, 7982, 7985	Contract out remaining Parks maintenance tasks. Net Savings estimated to be 30% of HR costs based on prior experience	Eliminates 3 Parks Crew Supervisors, and 9 Parks Maintenance Workers, while retaining the Parks Manager, 2 Parks Supervisors, and 2 Irrigation Specialists to manage contracts and perform irrigation work.	3 Parks Crew Supervisors 9 Parks Maintenance Workers	12.00	\$ 340,531	\$ 340,531	\$ -
Building Maintenance Services	9	Various	Contract out current in-house custodial work. Net savings estimated to be 30% of HR costs based on similar labor savings in prior Parks maintenance subcontracts	TBD - Most likely would not result in significant service level impacts, depending on contractual agreements and costs associated with various levels of service.	2 Custodian Positions (1 full time Custodian and 1 - 50% Custodian)	1.50	\$ 43,440	\$ 27,411	\$ 16,029
Asset Management	10	7980, 7981, 7982, 7985	Reduce Parks Maintenance "Other Resources" expenditures due to contracting out.	None. Subcontracted Parks services reduces the need for in-house materials, therefore funds would no longer be necessary. Approximately 50% reduction to Materials & Supplies.	NA	-	\$ 48,255	\$ 48,255	\$ -
Asset Management	11	7980, 7981, 7982, 7985	Reduce costs of Central Stores, City Vehicles, and Vehicle Replacement for Parks Maintenance programs due to subcontracting and the corresponding reduction in Fleet and Stores support services.	No impact to services. This is a result of other proposed reductions. Estimated 50% cost reduction.	NA	-	\$ 129,700	\$ 129,700	\$ -
Fleet Services	12	7810	Assuming staffing reductions in other departments, est. reducing fleet up to 47 vehicles.	Potential impact to individual divisions/departments operations through fleet reductions.	NA	-	\$ 120,000	\$ 70,320	\$ 49,680

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Building Maintenance Services	13		Reduce "Custodial Supply" line item	Contracted custodial services include supplies, so there has been a reduction of expenditures in this category. City Hall and Community Chambers would retain budgeted in-house janitorial supplies.	NA	-	\$ 4,300	\$ 2,713	\$ 1,587
Building Maintenance Services	14		Reduce Overtime	Two year trending, along with the proposal for less in-house staff shows the potential for this reduction to occur without significant impact.	NA	-	\$ 2,788	\$ 1,759	\$ 1,029
Fleet Services	15	7810	Eliminate all 12 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.	NA	-	\$ 4,887	\$ 2,864	\$ 2,023
Engineering Services	16	7602-2301	Reduces funding for purchase of general office Materials & Supplies by 58%	Retains sufficient funds to supply the large plotter, purchase toner and limited office supplies.	N/A	-	\$ 5,000	\$ 145	\$ 4,855
Engineering Services	17	7602-4506	Reduces funding for contractual architect & engineering services for planning & preliminary engineering by 34%	Limited ability to contract for Architecture & Engineering services for projects as needed. Duties would be absorbed internally as time permits with delays likely.	N/A	-	\$ 5,000	\$ 145	\$ 4,855
Engineering Services	18	7602-4605	Reduces printing and binding	Limited printing of various city atlas' (roads, address, utilities, etc.) Shift product to electronic medium.	N/A	-	\$ 2,000	\$ 58	\$ 1,942
Engineering Services	19	7642-4506	Eliminates funding for Architect & Engineering services	Can no longer obtain these services under this program. Engineering duties would be absorbed internally as time permits with expected delays.	N/A	-	\$ 2,000	\$ 1,118	\$ 882

Attachment D

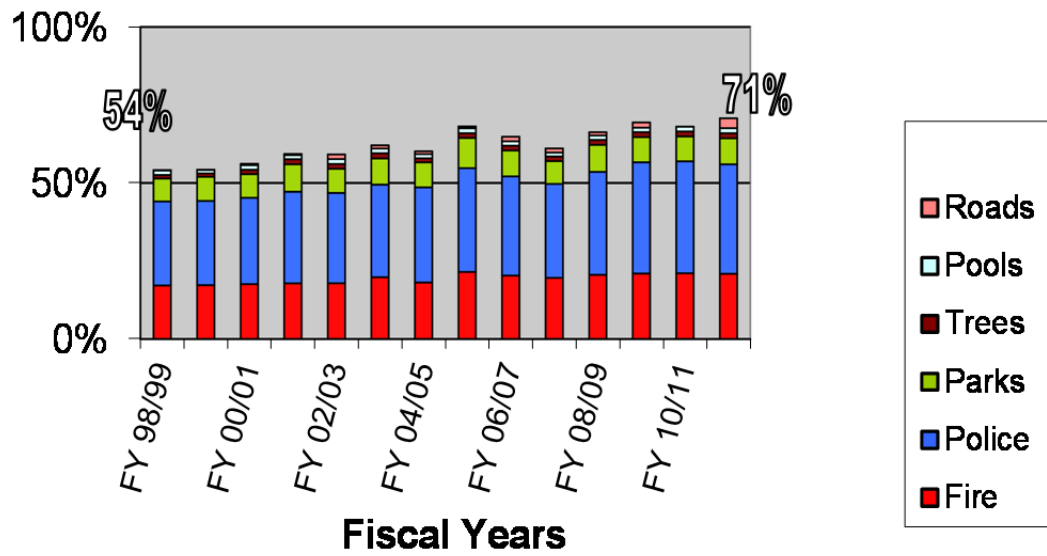
Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Engineering Services	20	7642-4516	Eliminates construction service	Would no longer provide staff flexibility to retain construction inspection support to address workload peaks during the summer heavy construction season. Likely would result in less inspection which would increase the risk of or lower quality construction that the City would end up paying to repair later.	N/A	-	\$ 2,000	\$ 1,118	\$ 882
Engineering Services	21	7642-4601	Reduces lab analysis svcs by \$5k, leaving \$4k	This would not provide sufficient resources to properly test construction materials for quality on any significant development construction. Staff would have to ask Council for a budget adjustment of unallocated funds on a project-by-project basis.	N/A	-	\$ 5,000	\$ 2,795	\$ 2,205
Engineering Services	22	7642-4808	Reduces cell phone services down to \$2k	Eliminates some cell phones used by staff, thus creating delays and inefficiencies in communications which would decrease the quality and/or quantity of work performed in development construction.	N/A	-	\$ 1,000	\$ 559	\$ 441
Engineering Services	23	7654-4506	Eliminates Architectural & Engineering contract services.	Would eliminate rapid response to traffic issues by eliminating the ability of staff to retain expert professional assistance on traffic safety issues. All professional services would have to go through Council and would require a budget adjustment from unallocated fund sources.	N/A	-	\$ 5,000	\$ 125	\$ 4,875
Engineering Services	24	7654-2340	Eliminates Horticulture / Irrigation Materials & Supplies funding. Can no longer obtain Materials & Supplies for this purpose under this program.	Eliminates the ability to mitigate minor traffic repair impacts to landscaping and irrigation. Mitigation would either not happen, or negatively impact Parks maintenance budget.	N/A	-	\$ 800	\$ 20	\$ 780
Engineering Services	25	7654-2360	Eliminates recreation / special events Materials & Supplies, e.g. for the Street Smarts program or City Hall at the Market, etc.	Will no longer provide public information materials on traffic issues for Farmers Market and other community events.	N/A	-	\$ 2,000	\$ 50	\$ 1,950
Engineering Services	26	7654-2510	Eliminates general office small tools & equipment	Will eliminate the ability to purchase small items to support the Program, such as as pneumatic tubes and other traffic speed and volume measuring devices. Would ultimately lead to needing to contract out more of these routine services currently provided in-house, often with UC student interns.	N/A	-	\$ 1,500	\$ 37	\$ 1,463

Attachment D

Division	Dept. Rank	Program Number's	Description of Reduction (what service or function will no longer be provided)	Reduction Impact	Staff Impact	Positions (FTE)	Total Cost Reduction	General Fund Reduction	Other Fund Reduction
Administration	27	7101 -09 - 49 -50 +	Reduce the number of pool vehicles available for department use by 6 (includes 3 GEM cars).	PW & DCDS staff in need of a vehicle to perform their duties (attend meetings, inspect sites, etc.) will need to drive their personal vehicle and obtain mileage reimbursement at the IRS approved rate.	N/A	-	\$ 13,523	\$ 8,114	\$ 5,409
Administration	28	7101	Reduce Professional Services funds for special projects.	Limits department flexibility to initiate special studies without prior council appropriation of funds.	N/A	-	\$ 8,000	\$ 3,100	\$ 4,900
Stores Services	29	7116	Eliminate contract custodial services to Stores.	Stores staff would need to cover custodial services (empty waste containers, sweep/vacuum floors, clean windows, clean bathrooms. Additional training would be required before they could assume custodial duties.	Reduction in hours to maintain Stores services in order to assume custodial services.	-	\$ 3,600	\$ 1,076	\$ 2,524
Stores Services	30	7116	Eliminate pick-up truck assigned to Stores.	When required to drive to vendors in region to pick-up parts, items, would need to use a department pool vehicle. Vehicle may not be available when needed, resulting in delay of obtaining items, equip, supplies, etc.	NA	-	\$ 2,130	\$ 637	\$ 1,493
CIP	31	8238	Don't perform this work (Walnut Park Restroom)	No restroom at this park.	N/A	-	\$ 142,360	\$ 142,360	\$ -
Engineering Services	32	7602	Reduces Engineering Tech II to 75% position	Engineering would reduce services producing maps for other departments and annual address atlas updates used by operations and public safety staff.	Engineering Tech II from 100% to 75%.	0.25	\$ 26,906	\$ 3,124	\$ 23,782
Stores Services	33	7116	Reduce Storekeeper position from 100% to 75%	Reduction in hours of operation and limited hours for vendor truck/tractor deliveries. May require non-Stores staff to accept deliveries at higher labor cost. It will take longer to purchase & receipt items and to restock shelves/inventory.	Storekeeper from 100% to 75%	0.25	\$ 24,767	\$ 7,405	\$ 17,362
Building Maintenance Services	34	Various	Eliminate Building Maintenance Worker II	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.	Building Maintenance Worker II	1.00	\$ 109,460	\$ 69,069	\$ 40,391
TOTAL PUBLIC WORKS DEPARTMENT						20.75	\$ 1,591,065	\$ 1,208,771	\$ 382,294
CITYWIDE TOTAL						52.01	\$ 5,504,147	\$ 5,123,345	\$ 367,090

Attachment E

Percentage Allocation of General Fund Costs For Safety, Parks, and Infrastructure Categories





City of Davis –Budget Issues

How the Budget is structured

- The City Council sets the goals and policies for the City. The Budget represents the City's workplan for achieving and making progress towards these goals in the upcoming year.
- General Fund revenue (property/sales/other taxes, user fees, fines, interest) is the most flexible revenue source and can be applied to many city expenditures. Primarily it funds public safety and community services.
- General Fund is the City's main source of revenue and is heavily dependent on property tax and sales tax revenue. While Davis' property tax has remained fairly stable over the past few years, sales tax revenue is significantly less than similar-sized communities.
- Other revenue sources, such as development fees, grant funds, enterprise funds for water, sewer, drainage, & transit, and trust funds, must be used for specific expenditures related to those activities.

General Fund Expenditures – Projected to increase by 13.5 percent over five (5) years due to:

- Costs outside City's control for health coverage and PERS retirement contributions.
- Street maintenance needs
- City water cost increases, including initial costs for water conservation efforts

General Fund Revenue Assumptions – Projected to grow by 10.33 percent over five (5) years:

- Sales Tax and TOT/Hotel Tax (flat growth)
- City running out of carryover funds which have been used to plug the gap between expenditures and revenues.
- Property Tax (property turnover rate is less than State norm)
- State Pass-thru Revenue/Subventions declining
- Developer project revenue and Developer Reimbursements (no more projects in the pipeline)

Current & Long Term Expenditure Challenges

- Majority of employee labor costs are set through 12/31/2015
- PERS projects 50% increase over next five years in charges to the City
- Medical costs have been rising much faster than inflation. Average of 8 % per year.
- Pavement Condition Index for City Streets is at danger level
- City water costs are projected to increase by \$2.1M in 5 years

Current & Long Term Revenue Challenges

- Property Tax increases are minimal due to Prop 13 and lack of developable land
- Significantly less revenue due to State's dissolution of Redevelopment agencies
- Sales Tax growth has been healthy, but growing from a fairly low base, little potential to expand retail base. Extra half-cent Sales Tax Measure expires in 2016.
- Economic development efforts take years for substantial return
- Lion's share of revenue increases go to the State
- Citizens already have substantial direct assessments on property tax bill
- Parks Tax expires in June 2018

Potential Solutions

There are several efforts occurring to increase revenue for our City, including:

- Controlling Costs
 - Labor negotiations resulted in employees picking up more of the cost for their health and retirement (and retiree medical). Savings over the life of contracts is approx. \$7.8M.
 - Operational analyses which results in cost savings or avoided costs
 - Researching and implementing different service-delivery models
 - Leaving staff positions unfilled or reducing the hours
 - Delaying or deferring costs on high-cost projects
 - Reduce water consumption by at least 40%, which will add \$1 million to the General Fund
 - Short-term fixes include capping of heads, evaluating drought tolerances of planting areas and updating irrigation system wherever possible
 - Long-term solutions include possible conversion of multiuse sports fields to more drought tolerant grass species such as Bermuda, and conversion of non-potable domestic wells to irrigation wells for parks and landscapes
- Economic Development Efforts
 - Identify ways for high-growth companies to increase the size of their facilities locally and add jobs. This will create more sales and property tax and increased economic impact.
 - Attract new companies to Davis, especially in conjunction with the UC Davis research in the areas of agriculture, bio-medicine, and advanced and software engineering. This again creates increased sales and property tax and increased economic impact.
 - Work with the local entrepreneur and academia sectors to support new business startups, which will hopefully grow to be large job generators. This in turn attracts investment and research dollars from larger corporations.
 - Engage in community discussions regarding an innovation business park that would increase sales and property taxes, as well as increase the opportunity for jobs in Davis.

Policy Considerations

- Consider new or increased voter-approved revenues
- Should new revenue sources fund infrastructure needs, operating needs or both?
- What is comfort level with debt financing and/or internal borrowing to fund infrastructure needs?
- Preferred level of funding for infrastructure and water management needs
- Ratio of upfront investment to annual contribution for unmet needs
- Focus on single area such as roads, or equally contribute to bike paths, sidewalks and other needs as well
- Timing of investments in infrastructure and timing for payback

Questions

Email questions to: news@cityofdavis.org