



**BENICIA CITY COUNCIL
SPECIAL MEETING AGENDA**

**City Council Chambers
August 24, 2010
6:30 PM**

*Times set forth for the agenda items are estimates.
Items may be heard before or after the times designated.*

I. CALL TO ORDER (6:30 PM):

II. CONVENE OPEN SESSION:

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF THE PUBLIC:

A plaque stating the fundamental rights of each member of the public is posted at the entrance to this meeting room per section 4.04.030 of the City of Benicia's Open Government Ordinance.

III. ANNOUNCEMENTS/APPOINTMENTS/PRESENTATIONS/PROCLAMATIONS:

IV. OPPORTUNITY FOR PUBLIC COMMENT:

This portion of the meeting is reserved for persons wishing to address the Council on any matter not on the agenda that is within the subject matter jurisdiction of the City Council. State law prohibits the City Council from responding to or acting upon matters not listed on the agenda. Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

A. WRITTEN COMMENT

B. PUBLIC COMMENT

V. ADOPTION OF AGENDA:

VI. BUDGET STUDY SESSION (6:40 PM):

A public hearing should not exceed one hour in length. To maximize public participation, the council requests that speakers be concise and avoid repetition of the remarks of prior speakers. Instead, please simply state whether you agree with prior speakers.

A. BUDGET STUDY SESSION. (City Manager)

At this study session, the Council will be considering recommendations and giving direction to staff regarding balancing the 2010-11 budget, which currently has a projected shortfall of approximately \$1.1 million. Further, the City's long term forecast projects an average deficit of approximately \$1.2 million over the next two years. During the past several months, the City has provided a number of outreach opportunities to gather input from the community regarding balancing the City's budget, including an online survey about program and service priorities and two community workshops. The community input gained from these various outreach efforts has been a primary resource for staff in developing recommendations for addressing the City's deficit. The next step involves reviewing these recommended reductions with the Council and receiving Council comment.

RECOMMENDATION:

- 1. Review the proposed reductions that staff is recommending in order to balance the 2010-11 budget;**
- 2. Receive input from community stakeholders; and**
- 3. Provide comment to staff regarding the proposed reductions.**

VII. ADJOURNMENT (8:30 PM):

Public Participation

The Benicia City Council welcomes public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The City Council allows speakers to speak on non-agendized matters under public comment, and on agendized items at the time the agenda item is addressed at the meeting. Comments are limited to no more than five minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the City Council.

Should you have material you wish to enter into the record, please submit it to the City Manager.

Disabled Access

In compliance with the Americans with Disabilities Act (ADA), if you need special assistance to participate in this meeting, please contact Anne Cardwell, the ADA Coordinator, at (707) 746-4211. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Meeting Procedures

All items listed on this agenda are for Council discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action may be taken by the City Council.

Pursuant to Government Code Section 65009, if you challenge a decision of the City Council in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at, or prior to, the public hearing. You may also be limited by the ninety (90) day statute of limitations in which to challenge in court certain administrative decisions and orders (Code of Civil Procedure 1094.6) to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

The decision of the City Council is final as of the date of its decision unless judicial review is initiated pursuant to California Code of Civil Procedures Section 1094.5. Any such petition for judicial review is subject to the provisions of California Code of Civil Procedure Section 1094.6.

Public Records

The agenda packet for this meeting is available at the City Manager's Office and the Benicia Public Library during regular working hours. To the extent feasible, the packet is also available on the City's web page at www.ci.benicia.ca.us under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed

after the agenda packet is prepared are available before the meeting at the City Manager's Office located at 250 East L Street, Benicia, or at the meeting held in the Council Chambers. If you wish to submit written information on an agenda item, please submit to the City Clerk as soon as possible so that it may be distributed to the City Council. A complete proceeding of each meeting is also recorded and available through the City Clerks Office.

AGENDA ITEM
SPECIAL CITY COUNCIL MEETING: AUGUST 24, 2010
BUDGET STUDY SESSION ITEM

DATE : August 20, 2010
TO : Mayor & City Council
FROM : City Manager
SUBJECT : **BUDGET STUDY SESSION**

RECOMMENDATION:

Review the proposed measures staff is recommending in order to balance the 2010-11 budget. Provide comments to staff.

EXECUTIVE SUMMARY:

At this study session, the Council will be considering recommendations and giving direction to staff regarding balancing the 2010-11 budget, which currently has a projected shortfall approaching \$1.2 million. Further, the City's long term forecast projects an average deficit of approximately \$1.2 million over the next two years. During the past several months, the City has provided a number of outreach opportunities to gather input from the community regarding balancing the City's budget, including an online survey about program and service priorities and two community workshops. The community input gained from these various outreach efforts has been a resource for staff in developing recommendations for addressing the City's deficit.

The process resulted in a list of 26 cost saving measures and 3 revenue measures that will offset the budget deficit by \$1,200,000 annually if all of the measures are approved by the City Council. The next step involves reviewing these recommended measures with Council and obtaining comments prior to considering adopting budget amendments on September 7, 2010.

STRATEGIC PLAN:

Relevant Strategic Plan Issues and Strategies:

- Strategic Issue #3: Strengthening Economic and Fiscal Conditions

BACKGROUND:

The City Council approved the FY 2009-11 Municipal Budgets on June 30, 2009 and instructed the City Manager to provide budget updates whenever significant events occur. During the first year of the biennial budget, the City Council conducted three budget workshops to deal with the impacts of the deepening recession and directed that staff develop balancing measures to counter falling revenues and rising costs.

On January 6, 2010, the City Manager reported that General Fund revenues had declined by another \$1 million, primarily in property taxes received from residential and commercial properties. Even so, by extending the hiring freeze from 7 positions at the beginning of the year to 15 positions, along with reductions in operating expenditures and Internal Service Fund set-aside accounts, the revenue losses had been fully offset and the General Fund Operating Budget was close to being balanced.

Unfortunately, by June 1, 2010, General Fund revenues had declined another \$600,000 due to a huge reduction in PG&E Franchise Tax receipts. The loss created an Operating Deficit of (\$640,055) in FY 2010-11 that could not be balanced by year-end. Fortunately, while the Operating Budget remained unbalanced, the year-end Fund Balance Reserve was maintained above the 20% level, as prescribed by the *Fund Balance Reserve Policy*.

While the loss of property taxes and franchise taxes created a difficult fiscal challenge for Benicia in FY 2009-10, the anticipated long-term reduction in property taxes and continuing increases in employee retirement and health insurance costs created a structural deficit in FY 2010-11 and beyond. This was accentuated when the Long Range Budget Model was updated with current revenue and expenditure forecasts, showing the annual General Fund deficit growing to an average of \$1.6 million over the course of the next 5 years.

In order to comply with the Council's *Balanced Budget Policy*, the City Council directed the City Manager to develop recommendations that would balance the FY 2010-11 General Fund Budget in a way that would address the structural deficit this year and stabilize the delivery of services in the future. An inclusive process for addressing the structural deficit based on prioritizing services was initiated and is outlined later in this report.

The process resulted in a list of 26 cost saving measures and 3 revenue measures that will offset the budget deficit by \$1,200,000 annually if all of the measures are approved by the City Council. Each of these measures is presented in *Section V* of this report, along with a brief description of the resulting impacts. In general, the measures are stated at their potential savings value for FY 2010-11, which, in some cases, is less than the ongoing annual value. The ongoing annual value can be greater than the FY 2010-11 value for various reasons, including:

- ❑ Implementations begins more than two months into the fiscal year
- ❑ Some savings depend on renegotiation of contracts with service providers
- ❑ Some savings require minimum advance notice to those affected

To deal with the possibility of greater financial adversity than staff has forecasted, the City Council also requested that additional cost saving measures be developed to allow for rapid implementation if needed. In *Section VI* of this report, the City Manager has supplied recommendations that yield an additional \$900,000 in annualized cost savings. It should be emphasized these are not recommended for implementation at this time.

They are provided in this report at the request of the City Council for review and will be held, pending an unexpected downturn in the economy or to the extent other cost saving measures are not achievable. The City Council would be advised of such a downturn and, under those changed circumstances, authorize implementation of the additional measures at that time.

General Approach for Achieving Savings

I. Most Probable Financial Forecast

A. Annual Deficit, Next Two Years: \$ 1,200,000

B. Percent of Annual Budget Needed in Savings:

<u>Deficit</u>	<u>Annual Budget</u>	<u>% Savings Needed</u>
\$ 1,200,000	\$ 30,000,000	4%

C. Division of Savings Needed Between Services and Employee Compensation

	<u>Target Savings</u>	
	<u>Amount</u>	<u>% Budget</u>
Services	\$ 600,000	2%
Employees	\$ 600,000	2%
Total	\$ 1,200,000	4%

II. Pessimistic Financial Forecast

A. Annual Deficit, Next Two Years: \$ 2,100,000

B. Percent of Annual Budget Needed in Savings:

<u>Deficit</u>	<u>Annual Budget</u>	<u>% Savings Needed</u>
\$ 2,100,000	\$ 30,000,000	7%

C. Division of Savings Needed Between Services and Employee Compensation

	<u>Target Savings</u>	
	<u>Amount</u>	<u>% Budget</u>
Services	\$ 1,500,000	5%
Employees	\$ 600,000	2%
Total	\$ 2,100,000	7%

II. Prioritization Process

As has been discussed with Council, there are several options available for addressing this long-term fiscal challenge, including exploring new revenues, identifying economies and efficiencies in City operations, as well as considerations related to use of the reserves, employee compensation and revisiting the City's menu of programs and services. In April, staff began a process for prioritizing programs and services and evaluating those offerings in terms of reductions to lower priority programs that would achieve cost-savings. Additionally, this process was an opportunity to solicit any and all ideas relative to the City's budget challenge, for example, new or enhanced fees relative to a particular service, etc.

The process was designed to be strategic in nature and one that would focus on achieving long-term cost savings as opposed to "quick-fix" or one-time cost savings. It was structured similar to processes being undertaken by cities such as Walnut Creek and San Jose, in that it began with a view of all city programs and services and a prioritization of those offerings. Prioritization occurred both internally, with departments and employees, as well as externally via an online survey and a community workshop entitled "Build Your Own City" which was held on June 29th at the Senior Center/City Gym. Both the survey and the workshops asked participants to prioritize City programs and services, with the premise that in these challenging fiscal times, public agencies are needing to "reset" and ensure that program and service offerings are sustainable relative to revenues and focused on the priorities of the community.

The City also provided a second workshop for the community in late July in order to provide a setting that would solicit more open-ended feedback via a breakout group exercise regarding how to balance the City's budget. This "Community Conversation" workshop was on July 22nd and was held at Matthew Turner Elementary School. The process of soliciting feedback continued to occur internally at the City as well, with a number of departmental budget overview meetings with the City Manager in June and July, as well as "brown bags" in August where employees could offer suggestions for how to balance the budget.

As these various outreach efforts were occurring, departments were developing recommendations for reductions. In late July and early August, the senior management team reviewed these departmental recommendations in light of all the feedback received and developed an organizational ranking of each proposed reduction. This organizational ranking was also based on an evaluation of the impact of the proposed cut. Much time and effort went into evaluating these recommendations versus community and City priorities, as well as ensuring they are ongoing in nature.

Summary of Prioritization Process and Timeline

April/May – Develop lists of programs and services:

- ❑ Departments develop lists of departmental programs and services.
- ❑ Departments prioritize programs and services on a program scorecard based on Strategic Issues and other program attributes

- ❑ City Manager’s Office compiles and ranks all City programs and services based on department ratings into one of four tiers, with Tier 1 as highest priority and Tier 4 as lowest priority
- ❑ Departments to review prioritized list of programs and services, provide feedback and refine list of programs and services

June/July – Community Outreach:

- ❑ Outreach via online survey assessing community’s priorities relative to programs and services:
 - Online survey on City’s website
 - Targeted distribution of survey link to:
 - Boards & Commissions
 - Business Community
 - City employees
 - Hard copy of survey available in the City Manager’s Office
- ❑ “Build Your Own City” Workshop for City employees – June 28th
- ❑ “Build Your Own City” - Community Priorities Workshop – June 29th
- ❑ “Community Conversation” workshop– July 22nd at Matthew Turner Elementary School

July/August – Evaluation of Input and Development of Recommendations:

- ❑ Compile and evaluate all feedback from surveys and workshops
- ❑ Evaluate departmental recommendations for cuts based on internal and external priority rankings
- ❑ Evaluate impacts of proposed reductions
- ❑ Finalize list of proposed reductions:
 - Primary list – proposed reductions that impact lower priority programs and services
 - Secondary list – additional measures that may be necessary in the event financial circumstances worsen or to the extent other cost saving measures are not achievable

August 24th – Budget Workshop

- ❑ Provide Council with a summary of input received from various sources and staff recommendations for balancing the budget

As previously noted, this process resulted in a list of 26 cost saving measures and 3 revenue measures that will fully offset the budget deficit if all of the measures are approved by the City Council. Each of these measures is presented in Section V. of this report, along with a brief description of the resulting impacts. Additionally, in Section VI, a second list of proposed reductions has been developed as additional alternatives, in the event the financial situation worsens or employee compensation reductions are not fully achieved. The following table indicates the forecasted General Fund deficit from FY 2009-10 to FY 2012-13. The forecast was developed through the Long Range Budget Model and shows the budget deficit increasing to an average of \$1.6 million

over a 5-year period. The forecast is the basis for choosing \$1.2 million as the target reduction level.

Forecasted Combined Deficit FY 09-10 through FY 12-13				
Description	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Revenues	\$ 30,449,215	\$ 31,370,145	\$ 32,217,861	\$ 33,144,911
Expenditures	(31,089,270)	(32,039,250)	(32,978,297)	(34,129,900)
Total Operating Deficit	(640,055)	(669,105)	(760,436)	(984,989)
Debt Service & Capital	(149,760)	(460,000)	(460,000)	(485,000)
Total Combined Deficit \$	(789,815)	\$ (1,129,105)	\$ (1,220,436)	\$ (1,469,989)
Reserve Balance	21.6%	17.1%	13.0%	8.3%

III. Summary of Input

As noted in the preceding section, the City solicited input via both an online survey and a number of workshops. The online survey resulted in 712 responses, and 69% of survey participants indicated awareness of the City's budget challenge. In general, public safety services ranked high in terms of priority services, while programs related to special events, tourism, City grants to human services and arts organizations, and services for adults (as opposed to children's programs) scored lower. A summary of the survey results follows.

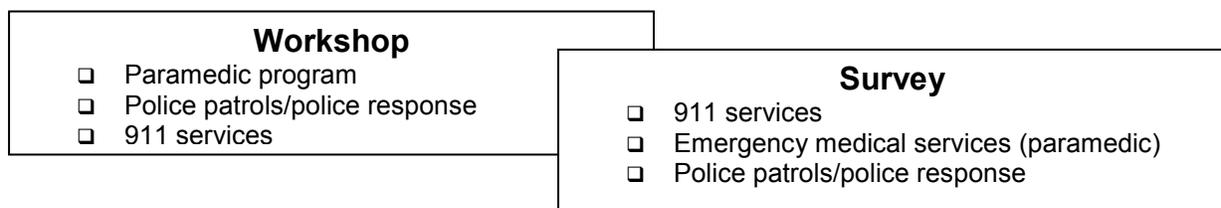
Community Priorities Online Survey Results: June 2010

Program - Highest Rated	Extremely Important %	Very Important %	Total %
911 Services	83.0%	12.7%	95.70%
Emergency medical services (Paramedic)	78.0%	17.3%	95.30%
Police patrols/police response	67.2%	25.6%	92.80%
Fire Suppression	70.0%	22.4%	92.40%
Criminal investigation services	50.7%	35.1%	85.80%
Maintenance of storm water facilities, including drains, creeks and channels to prevent flooding and minimize pollutants in the Bay	45.6%	37.3%	82.90%
Hazardous materials response	43.6%	35.4%	79.00%
City streets and roads and pothole repair	33.1%	44.9%	78.00%
Traffic signal maintenance and repair	31.0%	45.1%	76.10%
Disaster preparedness	34.5%	35.9%	70.40%

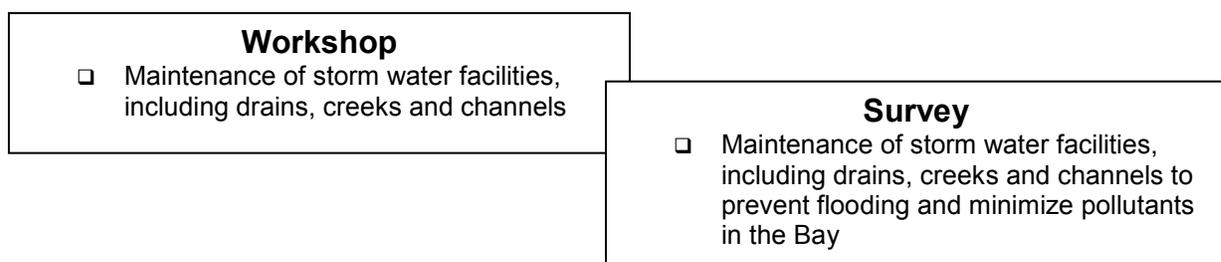
Program - Lower Rated	Extremely Important %	Very Important %	Total %
Programs that support tourism	13.4%	23.6%	37.00%
City communications, such as the city website and publications	8.1%	28.8%	36.90%
Public transit services (Benicia Breeze)	12.6%	24.2%	36.80%
Access to City Hall staff and services (business hours at City Hall)	5.9%	30.6%	36.50%
City grant funding to human services programs/projects	9.9%	26.2%	36.10%
Services for adults (answering questions, programs, concerts, events, readers' advisory, etc.)	12.1%	22.9%	35.00%
Open Lobby Hours	10.2%	22.3%	32.50%
Maintenance of landscaping in street medians	7.3%	23.5%	30.80%
Special Events (movies/concerts in the park, holiday activities, etc.)	7.9%	21.1%	29.00%
City grant funding to community art programs/projects	8.5%	18.4%	26.90%
Street sweeping services	6.2%	18.5%	24.70%
Adult Sports (softball, basketball, volleyball)	4.4%	11.6%	16.00%

In general the results of the Build Your Own City workshop were fairly consistent with the online survey results, in that public safety services tended to be identified as higher priority, along with maintenance of storm water facilities, business attraction and retention, and maintenance of city streets and roads to name just a few. Areas that weren't ranked as highly at the workshop included graffiti removal and crossing guards at local schools. Additionally, many of the top programs and services were very consistent with the City's priorities or strategic issues as identified in the City's Strategic Plan. Displayed below, by Strategic Issue, is an illustration of how the top priorities expressed in the workshop setting lined up with the those programs and services considered extremely or very important in the survey results.

Strategic Issue #1 – Protecting Health and Safety



Strategic Issue #2 – Protecting and Enhancing the Environment



Strategic Issue #3 – Strengthening Economic and Fiscal Conditions

Workshop

- ❑ Business retention
- ❑ Business attraction & economic dev. programs
- ❑ City support of downtown special events & entertainment

Survey

- ❑ Economic development programs that help bring new business to the City
- ❑ Economic development programs that help existing businesses expand

Strategic Issue #4 – Preserving and Enhancing Infrastructure

Workshop

- ❑ Maintenance & repair of buildings
- ❑ Custodial of buildings
- ❑ Maintenance, resurfacing and pothole repair of City streets and roads

Survey

- ❑ City streets and roads/pothole repair
- ❑ Traffic signal maintenance and repair
- ❑ Maintenance of park restrooms

Strategic Issue #5 – Maintain and Enhance a High Quality of Life

Workshop

- ❑ Library resources/collections
- ❑ Library services for children & teens
- ❑ Technology services at library

Survey

- ❑ Library resources/collection (books, DVDs, etc.)
- ❑ Library services for children & teens
- ❑ Use of the Library building/facility (place to stay after school, heating-cooling center, safe place, etc.)

The City also provided the community with an opportunity to make budget-balancing suggestions at the Community Conversation held on July 22nd at Matthew Turner Elementary School. At this workshop, the participants were briefed on the City's current fiscal condition, as well as the feedback received to date via the online survey and Build Your Own City workshop. Then the 35 or so participants broke into small groups to provide their top five suggestions to the City on ways to address the deficit. A summary of suggestions that came out of this workshop is displayed below.

(Repeat suggestions note the number of groups reporting that suggestion in parentheses.)

- ❑ Reduce employee compensation/costs of benefits (medical & retirement) (6)
- ❑ Invest more money and personnel in economic development (3)
- ❑ Increase use of citizen volunteers (2)
- ❑ Outsource some City functions (public safety, BUSD fields) (2)
- ❑ Return maintenance of BUSD fields to School District
- ❑ Attract new businesses
- ❑ Cut “social fluff” (Parades, special events)
- ❑ Evaluate City Commissions
- ❑ Create a solar farm
- ❑ Increase sales tax
- ❑ Increase fees & create new fees
- ❑ Across the board reductions in all departments
- ❑ Close City Hall 1 day a week
- ❑ Delay construction of Community Center until there are funds to operate it
- ❑ Furloughs
- ❑ Have parcel tax of \$100 per parcel
- ❑ Have subscription list for activity guide
- ❑ “Stretch-out” landscaping services

In addition to asking the community for suggestions, the City Manager also held two “brown bag” sessions with City employees and asked for their input on budget balancing solutions. Most frequently cited suggestions included:

Employee Suggestions
Benicia Community Center: Hold off, don't use General Fund dollars
Parks & Community Services efficiencies
Management staffing and compensation (excessive)
Reduce use of consultants
Early retirement incentives
End maintenance of BUSD fields, or charge
Establish furloughs, reduced work week, Christmas week
Redesign health & retirement benefits

Examples of outreach materials are attached to this report, specifically, the Community Priorities Online Survey results organized by priority based on extremely important and very important rankings and the presentation given to the participants at the Community Conversation workshop at Matthew Turner Elementary School.

IV. Development of Recommendations

The next step in the prioritization process involved developing departmental recommendations, with consideration of the input received throughout this process. Each proposed measure was assigned a “tier” rating (1-4, with one being high priority

and four being low priority) that was based on the associated departmental ranking from the various departmental program scorecards. Each measure was also assigned a survey tier ranking of 1-4, to the extent applicable, based on the combined percentage of respondents that rated it “Extremely Important” or “Very Important”. Finally, the senior management team assigned each proposed reduction an organizational tier ranking based on input received and professional judgment.

After completing the various rankings, the following assumptions and criteria were then utilized to finalize the list of budget balancing recommendations:

Assumptions:

- ❑ A structural deficit exists
- ❑ The deficit amount over the next two years is an average of \$1.2 million per year

Criteria:

- ❑ Balancing measures must be ongoing, sustainable
- ❑ No “across the board” reductions – this approach is not strategic or sustainable
- ❑ Measures to be selected will be based on:
 - Strategic Plan Priorities
 - 1) Protecting Health and Safety
 - 2) Protecting and Enhancing the Environment
 - 3) Strengthening Economic and Fiscal Conditions
 - 4) Preserving and Enhancing Infrastructure
 - 5) Maintain and Enhance a High Quality of Life
 - Basic Program Attributes
 - 1) Mandated to provide program?
 - 2) Is there an increase in demand for the program or service?
 - 3) Does the measure avoid costs and/or increase efficiencies?
 - 4) Is the City the sole provider of the program or services?
 - Citizen Service Preferences – based on feedback on program and service priorities from survey/workshop outreach efforts

The results of that effort follow in Section V, which is a chart summarizing the proposed budget balancing measures, the amount of cost-savings and the various rankings. (For some of the proposed measures, survey rankings are not available, for example, if the measure cuts across a variety of programs and services or if it’s an internal service.)

V. Proposed Budget Balancing Measures

#	Proposed Expenditure Measures	Department / Division	2010-2011 Amount	Organization Ranking	Dept Ranking	Survey Ranking
1	Reduce Eliminate Second Step Program	Police YAC	\$13,000	4	4	2
2	Reduce Arts & Culture Grants	Comm. Grants	\$25,000	4	4	3
3	Reduce Museum - Enhancement	Comm. Grants	\$15,000	4	4	3
4	Reduce ED Contract Services	Econ. Develop.	\$10,000	4	2	2
5	Reduce Main Street - Enhancement	Econ. Develop.	\$16,000	4	2	2
6	Reduce Tourism Contracts	Econ. Develop.	\$25,000	4	2	3
7	Reduce Equipment Repairs	Finance/IT	\$16,000	4	4	-
8	Reallocate PT Staff to support ACC	Library	\$20,000	4	3	-
9	Reduce Special Events	Parks & CS	\$11,000	4	4	4
10	Reduce Pool Operations	Parks & CS	\$63,500	4	3	2
11	Reduce School Crossing Guards	Grants	\$16,000	3	4	2
12	Reduce BUSD Field Maintenance	PCS	\$39,500	3	1	3
13	Reduce PT Staff - General Support	CMO/HR/ED	\$26,000	3	4	-
14	Reduce Human Service Grants	Comm. Grants	\$26,500	3	3	3
15	Reduce PT Staff - Cashiering Support	Finance/IT	\$10,000	3	3	-
16	Eliminate PT Secretarial Staff - Admin	Fire	\$15,000	3	3	-
17	Transfer PT Hydrant Staff to Water Fund	Fire	\$15,000	3	3	-
18	Reduce Computer Services for Public	Library	\$10,000	3	1	3
19	Reduce PT Staff at Service Desk	Library	\$7,000	3	3	-
20	Reduce PT Staff Recreation Programs	Parks & CS	\$10,000	3	3	2
21	Reduce Animal Control Officer	Police	\$32,500	3	4	3
22	Eliminate Graffiti PT Staff - Streets Maint.	PW/CDD	\$25,000	3	4	3
23	Reduce PT Staff at City Hall - Admin	PW/CDD	\$14,000	3	3	3
Subtotal Expenditure Measures			\$461,000			
Proposed Revenue Measures						
24	Implement New Participant Fee	Parks & CS	\$20,000	-	-	-
25	Public Private Partnership Revenue	Fire	\$30,000	-	-	-
26	Implement Storm Water Fee	PW/CDD	\$45,000	-	-	-
Subtotal Revenue Measures			\$95,000			
27	Reduce Employee Compensation	Citywide	\$600,000			
Subtotal Expenditure & Revenue Measures			\$1,156,000			
Goal is 50% of \$1.2 Million			\$1,200,000			
Over/(Short) of Goal			(\$44,000)			
Notable Reductions Already in 2010-11 Budget						
28	Reduce Field Watering	Parks & CS	\$50,000	3	2	3
29	Reduce School Resource Officer 50%	BUSD-Police	\$60,000	3	2	2

Summary of FY 2010-11 and FY 2011-12 Budget Balancing Measures

#	Proposed Expenditure Measures	Department / Division	2010-2011 Amount	2011-2012 Amount
1	Reduce Eliminate Second Step Program	Police YAC	\$13,000	\$26,000
2	Reduce Arts & Culture Grants	Comm. Grants	\$25,000	\$50,000
3	Reduce Museum - Enhancement	Comm. Grants	\$15,000	\$30,000
4	Reduce ED Contract Services	Econ. Develop.	\$10,000	\$10,000
5	Reduce Main Street - Enhancement	Econ. Develop.	\$16,000	\$16,000
6	Reduce Tourism Contracts	Econ. Develop.	\$25,000	\$25,000
7	Reduce Equipment Repairs	Finance/IT	\$16,000	\$16,000
8	Reallocate PT Staff to support ACC	Library	\$20,000	\$20,000
9	Reduce Special Events	Parks & CS	\$11,000	\$11,000
10	Reduce Pool Operations	Parks & CS	\$63,500	\$63,500
11	Reduce School Crossing Guards	Grants	\$16,000	\$32,000
12	Reduce BUSD Field Maintenance	PCS	\$39,500	\$153,000
13	Reduce PT Staff - General Support	CMO/HR/ED	\$26,000	\$26,000
14	Reduce Human Service Grants	Comm. Grants	\$26,500	\$53,000
15	Reduce PT Staff - Cashiering Support	Finance/IT	\$10,000	\$10,000
16	Eliminate PT Secretarial Staff - Admin	Fire	\$15,000	\$15,000
17	Transfer PT Hydrant Staff to Water Fund	Fire	\$15,000	\$15,000
18	Reduce Computer Services for Public	Library	\$10,000	\$10,000
19	Reduce PT Staff at Service Desk	Library	\$7,000	\$7,000
20	Reduce PT Staff Recreation Programs	Parks & CS	\$10,000	\$10,000
21	Reduce Animal Control Officer	Police	\$32,500	\$39,000
22	Eliminate Graffiti PT Staff - Streets Maint.	PW/CDD	\$25,000	\$25,000
23	Reduce PT Staff at City Hall - Admin	PW/CDD	\$14,000	\$14,000
	Subtotal Expenditure Measures		\$461,000	\$676,500
	Proposed Revenue Measures			
24	Implement New Participant Fee	Parks & CS	\$20,000	\$20,000
25	Public Private Partnership Revenue	Fire	\$30,000	\$30,000
26	Implement Storm Water Fee	PW/CDD	\$45,000	\$45,000
	Subtotal Revenue Measures		\$95,000	\$95,000
27	Reduce Employee Compensation	Citywide	\$600,000	\$600,000
	Subtotal Expenditure & Revenue Measures		\$1,156,000	\$1,371,500
	Goal is 50% of \$1.2 Million		\$1,200,000	\$1,200,000
	Over/(Short) of Goal		(\$44,000)	\$171,500
	Notable Reductions Already in 2010-11 Budget			
28	Reduce Field Watering	Parks & CS	\$50,000	\$50,000
29	Reduce School Resource Officer 50%	BUSD-Police	\$60,000	\$60,000

Explanation of Proposed Changes

1	Reduce Eliminate Second Step Program	Police YAC	\$13,000
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1. **Department Name:** Police
2. **Program Name:** Youth Action Coalition
3. **Service, Function or Activity Name:** Second Step
4. **Proposed Measure:** Reduce funding in FY 2010-11; Eliminate in FY 2011-12
5. **Amount of savings or additional revenue:** \$13,000 savings
6. **Fraction of services or program affected by the measure:** This would reduce the city contribution to the BUSD bullying program by 50% in FY 2010-11.
7. **Stakeholders affected:** BUSD, students, parents
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** Second Step program integrates academics and social and emotional learning. Children from preschool through eighth grade learn and practice important skills like anger management, cooperation, respectful behavior, and problem solving. These skills help decrease students negative and violent behaviors, name calling, fights, and stereotyping, and return the focus of classroom time to where it belongs: learning. Eliminating the program or finding other funding options could be considered. This program is not mandated and part of core instruction at the schools.
9. **Transition Plan if measure is approve:** Work in partnership with BUSD to determine other non-city funding sources (like the County)

2	Reduce Arts & Culture Grants	Comm. Grants	\$25,000
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1. **Department Name:** Library/Community Grants
2. **Program Name:** Arts & Culture Grants
3. **Service, Function or Activity Name:** Grants to Arts & Culture organizations
4. **Proposed Measure:** Reduction in grant allocations to Arts organizations
5. **Amount of savings or additional revenue:** \$25,000
6. **Fraction of services or program affected by the measure:** 6 months at 50%
7. **Stakeholders affected:** Grantees: Arts Benicia, Benicia Community Arts, Benicia Old Town Theater Group, Benicia Performing Arts.
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** Cutting the funding for these organizations beginning January 1, 2011 will decrease the amount of arts programming and activities available in the community.
9. **Transition Plan if measure is approved:** It is recommended that the Arts & Culture Commission be directed to determine how the cost savings of 50% over the second half of 2010-11 fiscal year is achieved, for example, whether it is through across the board reductions of all grantees, or reductions that vary by grantee. It will also be necessary to negotiate changes to existing contracts with grantees.

3	Reduce Museum - Enhancement	Comm. Grants	\$15,000
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1. **Department Name:** Community Grants
2. **Program Name:** Support for Benicia Historical Museum at the Camel Barns.
3. **Service, Function or Activity Name:** Enhanced contribution to Museum.
4. **Proposed Measure:** Eliminate enhanced contribution to Museum.
5. **Amount of savings:** \$15,000 in FY10-11 and \$30,000 in FY 12-12.
6. **Fraction of services or program affected by the measure:** 50%/100% of Enhanced amount.
7. **Stakeholders affected:** Museum staff and board members.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The City has been providing an enhanced contribution to the Museum for 4 years to support the expansion of their exhibits. The City also contributes \$50,000 per year that is designated towards operating costs, including part-time staff compensation.
9. **Transition Plan if measure is approved:** The Museum will not receive additional support for exhibit development.

4	Reduce ED Contract Services	Econ. Develop.	\$10,000
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1. **Department Name:** City Manager's Office, Economic Development
2. **Program Name:** Contract Services
3. **Service, Function or Activity Name:** N/A
4. **Proposed Measure:** Reduce line item by \$10,000
5. **Amount of savings or additional revenue:** \$10,000 Sup. & Svcs.
6. **Fraction of services or program affected by the measure:** 1/3
7. **Stakeholders affected:** Existing and prospective Benicia business owners
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** This line item is used for funding various economic development activities related to business retention and attraction. It funds on-site business trainings provided by the Solano College Small Business Development Center through a service contract and co-op projects with the Solano Economic Development Corporation (for example, a joint subscription to a retailer database at a discount). It is also used for special projects related to the City's real estate needs, such as costs for architect studies, appraisals, etc. With a one-third budget cut, the SBDC contract likely would remain in place but other expenditures in this category would be reduced.
9. **Transition Plan if measure is approved:** There would be no change to the existing contract funded by this category (with the SBDC) so no need for a transition plan; staff would just spend less over the year on its other expenses.

5	Reduce Main Street - Enhancement	Econ. Develop.	\$16,000
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1. **Department Name:** City Manager's Office, Economic Development
2. **Program Name:** Main Street Program (Enhancements)
3. **Service, Function or Activity Name:** N/A
4. **Proposed Measure:** Reduce Main Street funding by \$16,000
5. **Amount of savings or additional revenue:** \$16,000 Sup. & Svcs.
6. **Fraction of services or program affected by the measure:** 10%
7. **Stakeholders affected:** Existing and prospective downtown Benicia business owners and visitors downtown
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Benicia Main Street has a \$298,000 service contract with the City in 2009-11, \$149,000 annually. Reducing the 2010-11 funds by \$16,000 is a 10% drop; the organization will need to adjust services accordingly. Options include but are not limited to reducing advertising, eliminating sidewalk cleaning, and/or eliminating some promotions throughout the year. Regardless, they will result in a less vibrant downtown.
9. **Transition Plan if measure is approved:** Staff and Benicia Main Street would negotiate changes in the service contract, which would then come to Council for approval as soon as possible. Depending on the changes, the impact may be immediate or delayed until the spring/summer.

6	Reduce Tourism Contracts	Econ. Develop.	\$25,000
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1. **Department Name:** City Manager's Office, Economic Development
2. **Program Name:** Visitors Services
3. **Service, Function or Activity Name:** Tourism Marketing Contract
4. **Proposed Measure:** Reduce tourism marketing funding by \$25,000
5. **Amount of savings or additional revenue:** \$25,000 Sup. & Svcs.
6. **Fraction of services or program affected by the measure:** 24% (of remaining)
7. **Stakeholders affected:** Tourism-oriented business owners and local organizations; prospective visitors
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Wolf Communications has a \$280,000 service contract with the City in 2009-11, with \$106,000 remaining as of July 31. Reducing the remaining funds by \$25,000 is a 24% decrease; the vendor will need to adjust services accordingly. The contract includes VisitBenicia.org website maintenance, social media marketing, collateral development, publicity, technical assistance to and coordination with local organizations, visitor phone calls and mail fulfillment, and other marketing work to attract visitors, with the goal of increasing sales tax and transient occupancy tax. Reduction options include any of those; reducing the planned advertising expenditures is not a realistic option because they are part of an ongoing campaign in which prices were pre-negotiated based on a certain number of runs. While staff would absorb website maintenance and some additional limited marketing, the service

level would be lower and some items would not get done without a centralized contact (for example, coordinated press releases and newsletters).

9. **Transition Plan if measure is approved:** Staff and the vendor would negotiate changes in the service contract, which would then come to Council for approval as soon as possible. Depending on the changes, the impact may be immediate or delayed until the spring/summer. One option is to simply wrap up the marketing piece of the contract approximately two months early, in April instead of June, rather than reduce services a little bit each month.

7	Reduce Equipment Repairs	Finance/IT	\$16,000
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1. **Department Name:** Finance/Information Technology
2. **Program Name:** Equipment Repair and Replacement
3. **Service, Function or Activity Name:** Proactive equipment repair and replacement.
4. **Proposed Measure:** Reduce funding.
5. **Amount of savings or additional revenue:** \$16,000:
6. **Fraction of services or program affected by the measure:** 40% of computer maintenance costs.
7. **Stakeholders affected:** Users of IT system.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The IT Division is proactive in replacing small equipment that has passed its expected useful life. Some equipment will not be replaced until it fails and, in most cases, will not lead to measurable system downtime.
9. **Transition Plan if measure is approved:** Staff will only replace equipment that will cause system downtime if failure occurs.

8	Reduce PT Staff to support ACC	Library	\$20,000
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1. **Department Name:** Library
2. **Program Name:** Library services / Benicia Arts & Culture Commission (BACC)
3. **Service, Function or Activity Name:** Customer Service desk staffing
4. **Proposed Measure:** Reallocation of staff to BACC
5. **Amount of savings or additional revenue:** \$20,000
6. **Fraction of services or program affected by the measure:** 4% reduction (full-time staff funding) / 100% of Arts & Culture staff budget
7. **Stakeholders affected:** Library users
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The Benicia Arts & Culture Commission (BACC) had \$20,000 budgeted for staffing and supplies. Due to the hiring freeze, it became practical to supply assistance to the BACC using existing staff. This reduced the time staff could help patrons at the customer service desk. Ultimately this impacts library users who need to wait longer for assistance or service.
9. **Transition Plan if measure is approved:** Personnel has already transitioned.

9	Reduce Special Events	Parks & CS	\$11,000
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1. **Department Name:** Parks and Community Services
2. **Program Name:** Special Events
3. **Service, Function or Activity Name:** Evening Visits with Santa, Santa's Visits, Movies in the Park, Adult trips
4. **Proposed Measure:** Reduce special events
5. **Amount of savings or additional revenue:** \$11,000: Part-time staff: \$8,200
Supplies and Services: \$5,400 Lost Revenue: (\$2,600)
6. **Fraction of services or program affected by the measure:** 80% of special events will be eliminated.
7. **Stakeholders affected:** Community participants who attend and register for these events.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The remaining special events offered by the City will consist of the holiday tree lighting and one (1) movie in the park.
9. **Transition Plan if measure is approved:** Staff will not offer the special events listed above.

10	Reduce Pool Hours	Parks & CS	\$63,600
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1. **Department Name:** Parks and Community Services
2. **Program Name:** Aquatics
3. **Service, Function or Activity Name:** Lap Swim and High School Swim Team
4. **Proposed Measure:** Reduce winter months pool is operated
5. **Amount of savings or additional revenue:** \$63,600: Part-time staff: \$20,000;
Utilities: \$53,600; Reduced Revenue: (\$10,000).
6. **Fraction of services or program affected by the measure:** 40% of lap swim.
50% of High School Swim Team
7. **Stakeholders affected:** High School Swim Team and lap swimmers
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The pool will be operated six (6) months (April-October) rather than ten (10) months (February-November). Groups and programs impacted by the reduced swim season will be the Benicia High School swim team and lap swim.
9. **Transition Plan if measure is approved:** Pool will close at the end of October 2010. Staff will immediately inform Benicia High School of the closure. Information will be distributed to inform lap swimmers of the reduced swim season.

11	Reduce School Crossing Guards 50%	Grants	\$16,000
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1. **Department Name:** Police
2. **Program Name:** Crossing Guards
3. **Service, Function or Activity Name:** Funds district staff to assist crossing students before and after school.
4. **Proposed Measure:** Reduce funding by 25% in FY10-11 and 50% in FY 11-12.
5. **Amount of savings:** \$16,000 savings in FY 2010-11 and \$32,000 in FY 11-12.
6. **Fraction of services or program affected by the measure:** This funding is for salaries and is paid to the school district to fund this program. Hours or number of crossing locations would be reduced or impacted. Service could be provided by parents or funded from another source.
7. **Stakeholders affected:** School age children, School district, parents.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** This program is managed by BUSD. We could assist schools to re-route students who use cross walks to controlled intersection since crossing guard hours and/or locations would need to be reduced.
9. **Transition Plan if measure is approved:** Since first year reduction is 25% of full funding, we may be able to minimize the disruptions of the current program as it transitions to a lower funding level.

12	Reduce BUSD Fields (3 months @ 50%)	PCS	\$39,500
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1. **Department Name:** Parks and Community Services
2. **Program Name:** BUSD Field Maintenance
3. **Service, Function or Activity Name:** Maintenance of Fields (Benicia High School, Benicia Middle School, Robert Semple School, Joe Henderson School)
4. **Proposed Measure:** Eliminate maintenance of two (2) sites
5. **Amount of savings:** \$39,500. Elimination of 1 full-time position beginning April 2011. \$153,000 for 12 months in FY 2011-12.
6. **Fraction of services or program affected by the measure:** Eliminate 50% of sites maintained.
7. **Stakeholders affected:** Benicia Unified School District and local sports organizations.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Condition of remaining two (2) sites maintained by the City will meet current maintenance standards. Two (2) school sites eliminated will revert back to BUSD for maintenance.
9. **Transition Plan if measure is approved:** Maintenance of two (2) Benicia Unified School sites will be eliminated.

13	Reduce PT Staff – General Support	CMO/HR/ED	\$26,000
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1. **Department Name:** City Manager’s Office
2. **Program Name:** Part-time Temporary Staff – CMO/HR
3. **Service, Function or Activity Name:** Part-time Temporary Staff
4. **Proposed Measure:** Reduce funding for part-time temporary staff
5. **Amount of savings or additional revenue:** \$26,000
6. **Fraction of services or program affected by the measure:** 25%
7. **Stakeholders affected:** Primarily City employees
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** Will require minimal use of part-time temporary staff for City Manager’s Office and Human Resources
9. **Transition Plan if measure is approved:** Shift utilization of part-time Management Analyst from Public Works to Human Resources

14	Reduce Human Service Grants	Comm. Grants	\$26,500
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1. **Department Name:** City Manager’s Office
2. **Program Name:** Human Services Fund
3. **Service, Function or Activity Name:** Human Services Grants
4. **Proposed Measure:** Reduce grants by 33% for six months.
5. **Amount of savings:** \$26,500 in FY 10-11 and \$53,000 in FY 11-12.
6. **Fraction of services or program affected by the measure:** To be determined. The Human Services Board will be asked to consider the requested savings and then present a recommendation to Council regarding achieving the reduction in grants.
7. **Stakeholders affected:** Human Services grantees and clients they serve in the community. Current grantees are listed below:
 - a. Community Action Council
 - b. Families in Transition
 - c. Catholic Social Services
 - d. Children’s Nurturing Project
 - e. Reach Out
 - f. Special Friends (Benicia Unified School District)
 - g. Community Gardens
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** To be determined – see #6.
9. **Transition Plan if measure is approved:** It is recommended that the Human Services Board be directed to determine how the cost savings of 33% over the second half of 2010-11 fiscal year is achieved, for example, whether it is through across the board reductions of all grantees, or reductions that vary by grantee, and make recommendations to Council. It will also be necessary for the City to negotiate changes to existing contracts with grantees.

15	Reduce PT Staff – Cashiering Support	Finance/IT	\$10,000
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1. **Department Name:** Finance
2. **Program Name:** Part-time Temporary Staff
3. **Service, Function or Activity Name:** Part-time Temporary Staff
4. **Proposed Measure (2-5 words):** Reduce funding
5. **Amount of savings or additional revenue:** \$10,000 annually.
6. **Fraction of services or program affected by the measure:** 90%
7. **Stakeholders affected:** Regular Finance employees
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** Will require minimal use of part-time temporary staff and shift workload onto regular employees causing delays in some functions and restricting project involvement.
9. **Transition Plan if measure is approved:** Shift workload to regular employees.

16	Eliminate PT Secretarial Staff - Admin	Fire	\$15,000
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1. **Department Name:** Fire Department
2. **Program Name:** Part Time Employees
3. **Service, Function or Activity Name:** Eliminate Part Time Secretarial Staff
4. **Proposed Measure:** Eliminate the use of part time secretarial staff to back fill when the full time secretary is absent.
5. **Amount of savings:** \$15,000 Annually.
6. **Fraction of services or program affected by the measure:** This will result in a reduction in secretarial support for the fire department administrative staff. It will also impact police department secretarial support services. To offset the impact to our customers, the police department will back fill the fire departments full time secretary when she is absent.
7. **Stakeholders affected:** Fire Department and Police Department administration staff.
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** The community will not feel any impact due to this reduction.
9. **Transition Plan if measure is approved:** Work with the police department to provide additional coverage when needed.

17	Transfer PT Hydrant Staff to Water Fund	Fire	\$15,000
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1. **Department Name:** Fire Department
2. **Program Name:** Hydrant Maintenance
3. **Service, Function or Activity Name:** Part Time Hydrant Staff
4. **Proposed Measure:** Transfer Part Time Hydrant Staff to Water Fund

5. **Amount of savings:** \$15,000 Annually
6. **Fraction of services or program affected by the measure:** The program will not change other than the funding source will be through the water department and not through the fire department. The funding from the water department will not be from the General Fund.
7. **Stakeholders affected:** None
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The change in funding will have a minimal impact on the water fund.
9. **Transition Plan if measure is approved:** Work with the water department in transferring the funding source for the program.

18	Computer Services for Public	Library	\$10,000
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1. **Department Name:** Library
2. **Program Name:** Online databases
3. **Service, Function or Activity Name:** Computer services
4. **Proposed Measure:** Reduction in number of databases available
5. **Amount of savings or additional revenue:** \$10,000.
6. **Fraction of services or program affected by the measure:** 8.4% of budget
7. **Stakeholders affected:** Library users, both in the library and accessing from home. Primarily impacts computer users doing research and/or looking for information from accurate, verifiable sources, as fewer databases are available for the public.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Solano Napa and Partners (SNAP) Consortium Directors reached a decision to reduce these costs due to structural imbalances in the budgets of nearly all libraries in the partnership. As a result of reducing the overall budget (expenses) system wide, Benicia's budget in this area can be reduced by \$10,000.
9. **Transition Plan if measure is approve:** Already implemented

19	Reduce PT Staff at Customer Service Desk	Library	\$7,000
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1. **Department Name:** Library
2. **Program Name:** Part-time staff
3. **Service, Function or Activity Name:** Part-time library staff at customer service desk.
4. **Proposed Measure:** Reduction in part-time staff
5. **Amount of savings or additional revenue:** \$7,000 for remaining 9 months.
6. **Fraction of services or program affected by the measure:** 4.5%
7. **Stakeholders affected:** General public using the library, primarily those who come to the customer service desk for help with circulation (getting library cards, paying fines, etc.)
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** We have already reduced hours for part-timers

through reorganization and reallocation of responsibilities to accommodate this change. If additional staff hours are reduced during the next level of cuts, library services will be severely diminished, as the cumulative reduction in part-time staffing levels has already been reduced from 10.28 to 7.88 FTE in 2009 (30%)

9. **Transition Plan if measure is approve:** Already implemented

20	Reduce PT Staff Recreation Programs	Parks & CS	\$10,000
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1. **Department Name:** Parks and Community Services
2. **Program Name:** After School Programs
3. **Service, Function or Activity Name:** Kid's Kaleidoscope
4. **Proposed Measure:** Reduce part-time staff for remaining 9 months.
5. **Amount of savings or additional revenue:** \$10,000 Part-time staff position (Senior Rec Leader): \$10,000
6. **Fraction of services or program affected by the measure:** N/A
7. **Stakeholders affected:** N/A
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Full-time Recreation Coordinators will assume the responsibilities of part-time staff.
9. **Transition Plan if measure is approved:** Full-time Recreation Coordinators will assume responsibilities immediately.

21	Reduce Animal Control Officer 50%	Police	\$32,500
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1. **Department Name:** Police
2. **Program Name:** Animal Control Services
3. **Service, Function or Activity Name:** Handles all calls related to animals, abandoned vehicles, and tows.
4. **Proposed Measure:** Reduce ACO position from 1.0 FTE to 0.5 FTE
5. **Amount of savings or additional revenue:** \$32,500 savings for remaining 9 months, \$39,000 annually.
6. **Fraction of services or program affected by the measure:** At half time, the position would focus on animal related calls related to safety (i.e. dangerous animals). Lower level calls may not be addressed. Police Officers would provide support to animal control during off-hours.
7. **Stakeholders affected:** Employee, Citizens
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Reduces capacity to respond to calls for service regarding animal issues, abandoned vehicles, request for speed trailer, and tows. Sworn officers would assume some of these responsibilities, which would reduce their availability to address other community needs and increase response times.
9. **Transition Plan if measure is approved:** Lay off Full time position and rehire part time.

22	Eliminate Graffiti PT Staff – Streets Maint.	PW/CDD	\$25,000
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1. **Department Name:** PWCD Streets Division
2. **Program Name:** Graffiti Abatement
3. **Service, Function or Activity Name:** Temporary Part Time Staff
4. **Proposed Measure:** Eliminate Maintenance Helper position.
5. **Amount of savings:** \$25,000 annually.
6. **Fraction of services or program affected by the measure:** 60%
7. **Stakeholders affected:** Users of the East 3rd pedestrian tunnel and citizens in general.
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** 24-hr abatement goal may not be achievable.
9. **Transition Plan if measure is approved:** Shift abatement responsibility to full-time employees, with lower priority tasks delayed.

23	Reduce PT Staff – PWCD Admin	PW/CDD	\$14,000
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1. **Department Name:** PWCD Planning and Building Divisions
2. **Program Name:** Customer and Staff Support
3. **Service, Function or Activity Name:** Temporary Part Time Staff
4. **Proposed Measure:** Eliminate Senior Admin Clerk position
5. **Amount of savings:** \$14,000 annually.
6. **Fraction of services or program affected by the measure:** 50%
7. **Stakeholders affected:** customers and staff
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** Counter help, billing, and service to public, staff and commissions will be diminished
9. **Transition Plan if measure is approved:** Shift responsibility to regular part-time and full-time employees, with lower priority tasks delayed

24	Implement New Participant Fee	Parks & CS	\$20,000
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1. **Department Name:** Parks and Community Services
2. **Program Name:** Participant User Fee
3. **Service, Function or Activity Name:** Recreation Programs
4. **Proposed Measure:** Participant fee for use of City sports facilities
5. **Amount of savings or additional revenue:** Revenue: \$20,000
6. **Fraction of services or program affected by the measure:** All league user groups
7. **Stakeholders affected:** League users of City facilities
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:** An organization using a City facility for leagues will be charged a per participant fee.

9. **Transition Plan if measure is approved:** Staff will meet with organizations to discuss fee and date of implementation.

25	Public Private Partnership Revenue	Fire	\$30,000
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1. **Department Name:** Fire
2. **Program Name:** Public Private Partnership Revenue
3. **Service, Function or Activity Name:** Annual Revenue Share
4. **Proposed Measure:** Recognize increase in annual revenues
5. **Amount of additional revenue:** \$30,000/year
6. **Fraction of services or program affected by the measure:** N/A
7. **Stakeholders affected:** Benicia Fire Department
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Supplements fire response costs for emergency medical treatment.
9. **Transition Plan if measure is approved:** Already implemented.

26	Implement Storm Water Fee	PW/CDD	\$45,000
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1. **Department Name:** PWCD Engineering Division
2. **Program Name:** Storm Water Management
3. **Service, Function or Activity Name:** Storm Water Inspection Fee
4. **Proposed Measure:** Collect fee (began Aug. 23, 2010)
5. **Amount of additional revenue:** \$45,000/year
6. **Fraction of services or program affected by the measure:** N/A
7. **Stakeholders affected:** Customers seeking building and encroachment permits
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** None expected
9. **Transition Plan if measure is approved:** Already performing service and collecting the fee.

27	Reduce Employee Compensation	Citywide	\$600,000
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1. **Department Name:** Citywide
2. **Program Name:** Employee Compensation Reductions

The City is currently in negotiations with seven of the eight bargaining units over employee compensation reductions and hopes to avoid as many layoffs as possible by reaching agreement with employee organizations to help bridge the City's financial gap.

28	Reduce Field Watering	Parks & CS	\$50,000
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1. **Department Name:** Parks and Community Services
2. **Program Name:** Irrigation
3. **Service, Function or Activity Name:** Irrigation in parks and landscaped areas
4. **Proposed Measure:** Reduce irrigation in parks and landscaped areas
5. **Amount of savings or additional revenue:** \$50,000
6. **Fraction of services or program affected by the measure:** Reduce watering by 20%
7. **Stakeholders affected:** Park users
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Turf may show browning in some areas over time.
9. **Transition Plan if measure is approved:** Irrigation clocks will be adjusted in neighborhood parks and landscaped areas.

29	Reduce School Resource Officer 50%	BUSD-Police	\$60,000
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1. **Department Name:** Police
2. **Program Name:** School Resource Officer
3. **Service, Function or Activity Name:** Support for school safety/ drug education
4. **Proposed Measure:** Reduce Staffing from 1.0 FTE to 0.5 FTE
5. **Amount of savings or additional revenue:** \$60,000 savings annually.
6. **Fraction of services or program affected by the measure:** Middle school and liberty support with SRO will be reduced or eliminated. This includes a reduction in DARE classes.
7. **Stakeholders affected:** Employee, BUSD, Citizens
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Liberty and Middle School would not have a full time police officer available to them to assist them with crimes and student issue. Patrol officers would inevitably handle many calls for service at school, DARE classes would be eliminated or reduced.
9. **Transition Plan if measure is approved:** Review reduction with POA to discuss hiring a part time officer to fill the .5 FTE reduction.

VI. Proposed Standby Budget Balancing Measures
(Should Deficit Reduction Measures be Insufficient)

The following additional budget balancing measures are being presented at the request of the City Council as a means of planning for further revenue declines or expenditure increases similar to the ones we have experienced over the last two years. The measures were developed in unison with the recommended budget balancing measures (Section V.), but these measures are not intended for implementation unless cost savings measures are not achieved and/or financial circumstances worsen.

#	Proposed Expenditure Measures	Department / Division	2010-2011 Amount	Organization Ranking	Dept. Ranking	Survey Ranking
1	Reduce Arts & Culture Grants	Comm. Grants	\$25,000	4	4	3
2	Reduce Tourism (BID Funding FY10-11)	Econ Develop	\$25,000	4	1	3
3	Reduce Museum Annual Funding	Comm. Grants	\$5,000	4	4	3
4	Reduce Youth Action Coalition Funding	Police	\$40,000	3	4	2
5	Reduce Animal Control Officer	Police	\$32,500	3	4	3
6	Eliminate Senior Admin Clerk Position	PW/CDD	\$41,000	3	3	-
7	Eliminate Develop Services Technician	PW/CDD	\$83,000	3	3	3
8	Reduce Comm. Preserve Officer	Fire	\$38,250	3	1	2
9	Reduce Comm. Preserve Officer	Fire	\$38,250	3	1	2
10	Reduce Library Services	Library	\$25,000	3	3	3
11	Reduce BUSD Fields Balance	Parks & CS	\$39,500	3	1	3
12	Reduce School Resource Officer	Police	\$45,000	3	2	2
13	Reduce Staffing - Literacy Programs	Library	\$25,000	3	3	3
14	Reduce School Crossing Guard	Police	\$16,000	3	4	2
15	Reduce IT Costs	Finance/IT	\$75,000	2	2	-
	Subtotal Expenditure Reductions		\$553,500			
16	Dispatch Revenues (Pending)	Police	\$100,000	-	-	-
	Subtotal Revenue Additions		\$100,000			
	Combined Balancing Measures		\$653,500			
	Goal is 3% of Total Expenditures		\$900,000			
	Over/(Short) of Goal		(\$246,500)			

**Summary of FY 2010-11 and FY 2011-12
Standby Budget Balancing Measures**

#	Proposed Expenditure Measures	Department / Division	2010-2011 Amount	2011-2012 Amount
1	Reduce Arts & Culture Grants	Comm. Grants	\$25,000	\$50,000
2	Reduce Tourism (BID Funding FY10-11)	Econ Develop	\$25,000	\$25,000
3	Reduce Museum Annual Funding	Comm. Grants	\$5,000	\$10,000
4	Reduce Youth Action Coalition Funding	Police	\$40,000	\$40,000
5	Reduce Animal Control Officer	Police	\$32,500	\$39,000
6	Eliminate Senior Admin Clerk Position	PW/CDD	\$41,000	\$49,000
7	Eliminate Develop Services Technician	PW/CDD	\$83,000	\$104,000
8	Reduce Comm. Preserve Officer	Fire	\$38,250	\$44,000
9	Reduce Comm. Preserve Officer	Fire	\$38,250	\$44,000
10	Reduce Library Services	Library	\$25,000	\$25,000
11	Reduce BUSD Fields Balance	Parks & CS	\$39,500	\$153,000
12	Reduce School Resource Officer	Police	\$45,000	\$60,000
13	Reduce Staffing - Literacy Programs	Library	\$25,000	\$25,000
14	Reduce School Crossing Guard	Police	\$16,000	\$32,000
15	Reduce IT Costs	Finance/IT	\$75,000	\$100,000
	Subtotal Expenditure Reductions		\$553,500	\$800,000
16	Dispatch Revenues (Pending)	Police	\$100,000	\$100,000
	Subtotal Revenue Additions		\$100,000	\$100,000
	Combined Balancing Measures		\$653,500	\$900,000
	Goal is 3% of Total Expenditures		\$900,000	\$900,000
	Over/(Short) of Goal		(\$246,500)	\$0

1	Reduce Arts & Culture Grants	Comm. Grants	\$25,000
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1. **Department Name:** Library/Community Grants
2. **Program Name:** Arts & Culture Grants
3. **Service, Function or Activity Name:** Grants to Arts & Culture organizations
4. **Proposed Measure:** Reduction in grant allocations to Arts organizations
5. **Amount of savings:** Additional reduction of \$25,000.
6. **Fraction of services or program affected by the measure:** Additional 6 months at 50%, which would eliminate all funding from January 1 through June 30, 2011.
7. **Stakeholders affected:** Grantees: Arts Benicia, Benicia Community Arts, Benicia Old Town Theater Group, Benicia Performing Arts.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Cutting the funding for these organizations beginning January 1, 2011 will decrease the amount of arts programming and activities available in the community.

9. **Transition Plan if measure is approved:** Transitioning this change will require bringing these reductions back to the Arts & Culture Commission for their recommendations.

2	Reduce Tourism BID Planning	Econ Develop	\$25,000
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1. **Department Name:** City Manager's Office, Economic Development
2. **Program Name:** Visitors Services
3. **Service, Function or Activity Name:** Tourism Business Improvement District Planning
4. **Proposed Measure:** Reduce TBID start-up funding by \$25,000
5. **Amount of savings or additional revenue:** \$25,000 Sup. & Svcs.
6. **Fraction of services or program affected by the measure:** 56%
7. **Stakeholders affected:** Tourism-oriented business owners and local organizations; prospective visitors.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The Council allocated \$45,000 in 2010-11 to fund consultant costs to plan and implement a new business improvement district (TBID) to fund ongoing tourism costs. Anticipated work program items were business owner outreach, district assessment development, and preparation of the formal documents to form a district. This reduction would leave \$20,000 for those costs, and a Request for Proposals would be issued accordingly. Staff and/or volunteers (through the tourism stakeholders group) would need to do the remaining work.
9. **Transition Plan if measure is approved:** No transition needed as there is no consultant on board yet.

3	Reduce Museum Annual Funding 20%	Comm. Grants	\$5,000
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1. **Department Name:** Community Grants
2. **Program Name:** Support for Benicia Historical Museum at the Camel Barns.
3. **Service, Function or Activity Name:** Annual contribution to Museum.
4. **Proposed Measure:** Reduce annual contribution to Museum by 20%.
5. **Amount of savings:** \$5,000 in FY 2010-11 and \$10,000 in FY 2011-12.
6. **Fraction of services or program affected by the measure:** 10%/20% of annual amount.
7. **Stakeholders affected:** Museum staff and board members.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The City has been providing an annual contribution to the Museum for many years to support staffing and operational costs.
9. **Transition Plan if measure is approved:** The Museum will receive less support for staffing and operations costs and will likely reduce hours to the public.

4	Reduce Youth Action Coalition Funding	Police	\$40,000
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1. **Department Name:** Police

2. **Program Name:** Youth Action Coalition
3. **Service, Function or Activity Name:** Provides a core committee which focuses on issues in the community related to youth drinking, tobacco and drug use and implements programming and laws to reduce youth use of drugs and alcohol.
4. **Proposed Measure (2-5 words):** Reduce budget by \$40,000
5. **Amount of savings or additional revenue:** \$40,000 savings
6. **Fraction of services or program affected by the measure:** Eliminate most of the line items related to supplies, program support and services. Maintains coordinator.
7. **Stakeholders affected:** BUSD, community at large
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** YAC is actively involved in the community with parental education and program support to reduce alcohol, tobacco and other drug use by kids. Reducing the funding will impact the services they provide, which may be able to be funded by another outside source (non-city funds)
9. **Transition Plan if measure is approved:** The County provides matching funds to support this program. We would need to notify them and work to make the reductions without impacting county funding.

5	Reduce Animal Control Officer 50%	Police	\$32,500
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1. **Department Name:** Police
2. **Program Name:** Animal Control Services
3. **Service, Function or Activity Name:** Handles all calls related to animals, abandoned vehicles, and tows.
4. **Proposed Measure:** Reduce ACO position from 0.5 FTE to zero.
5. **Amount of savings or additional revenue:** \$32,500 savings for remaining 9 months, \$39,000 annually.
6. **Fraction of services or program affected by the measure:** At half time, the position would focus on animal related calls related to safety (i.e. dangerous animals). Lower level calls may not be addressed. Police Officers would provide support to animal control during off-hours.
7. **Stakeholders affected:** Employee, Citizens
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Reduces capacity to respond to calls for service regarding animal issues, abandoned vehicles, request for speed trailer, and tows. Sworn officers would assume the responsibility which would reduce their availability to address other community needs and increase response times.
9. **Transition Plan if measure is approved:** Lay off part time position.

6	Eliminate Senior Admin Clerk Position	PW/CDD	\$41,000
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1. **Department Name:** PWCD Building Division
2. **Program Name:** Customer and Staff Support
3. **Service, Function or Activity Name:** Regular Part Time Staff
4. **Proposed Measure:** Eliminate Senior Admin Clerk position

5. **Amount of savings:** \$41,000 for remaining 9 months.
6. **Fraction of services or program affected by the measure:** 33% of support staff.
7. **Stakeholders affected:** Planning, Building and Engineering customers and staff
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Counter help, billing, and service to public, staff and commissions will be significantly diminished; counter hours may have to be reduced
9. **Transition Plan if measure is approved:** Shift responsibility to one remaining part-time and one full-time admin employee, with lower priority tasks delayed

7	Eliminate Develop Services Technician	PW/CDD	\$83,000
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1. **Department Name:** PWCD Planning Division
2. **Program Name:** Customer and Staff Support
3. **Service, Function or Activity Name:** Regular Full Time Staff
4. **Proposed Measure (2-5 words):** Eliminate Dev. Services Tech. position
5. **Amount of savings:** \$83,000 for remaining 9 months, \$100,000 annually.
6. **Fraction of services or program affected by the measure:** 33% of planning staff.
7. **Stakeholders affected:** customers, commissions and staff in Planning, Building and Engineering Divisions
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Counter help and service to public, staff and commissions will be significantly diminished; counter hours may have to be reduced
9. **Transition Plan if measure is approved:** Shift responsibility to Development Services Technicians in Building and Engineering Divisions

8	Reduce Comm. Preserve Officer 50%	Fire	\$38,250
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1. **Department Name:** Fire Department
2. **Program Name:** Code Enforcement
3. **Service, Function or Activity Name:** Community Preservation Officer
4. **Proposed Measure:** Reassign Code Enforcement Activities
5. **Amount of savings or additional revenue:** \$38,250 Staffing Costs (.5FTE) for remaining 9 months, \$44,000 annually.
6. **Fraction of services or program affected by the measure:** The Community Preservation Officer is responsible for code enforcement, weed abatement and fire prevention activities. The code enforcement responsibility includes signs, banners, flags, carports, setbacks, abandoned/foreclosed buildings, storm drains and graffiti. The weed abatement and fire prevention activities include weed abatement, hazardous trash abatement, fire code inspections and the goat fuel modification project.

7. **Stakeholders affected:** The community, fire department, police department, water department, public works and community development department, and the parks and community services department.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The current level of service cannot be maintained. A variety of departments will try to adjust to take on the most critical tasks this position is responsible for.
9. **Transition Plan if measure is approved:** Work with the human resources department on the layoff procedures for this position.

9	Reduce Comm. Preserve Officer 50%	Fire	\$38,250
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1. **Department Name:** Fire Department
2. **Program Name:** Fire Prevention
3. **Service, Function or Activity Name:** Community Preservation Officer
4. **Proposed Measure:** Reassign Fire Prevention activities and all remaining CPO assignments.
5. **Amount of savings or additional revenue:** \$38,250 Staffing Costs (.5FTE) for remaining 9 months, \$44,000 annually.
6. **Fraction of services or program affected by the measure:** The Community Preservation Officer is responsible for code enforcement, weed abatement and fire prevention activities. The code enforcement responsibility includes signs, banners, flags, carports, setbacks, abandoned/foreclosed buildings, storm drains and graffiti. The weed abatement and fire prevention activities include weed abatement, hazardous trash abatement, fire code inspections and the goat fuel modification project.
7. **Stakeholders affected:** The community, fire department, police department, water department, public works and community development department, and the parks and community services department.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** The current level of service cannot be maintained. A variety of departments will try to adjust to take on the most critical tasks this position is responsible for.
9. **Transition Plan if measure is approved:** Work with the human resources department on the layoff procedures for this position.

10	Reduce Library Services	Library	\$25,000
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1. **Department Name:** Library
2. **Program Name:** Part-time staff
3. **Service, Function or Activity Name:** Customer Service
4. **Proposed Measure:** Elimination of part-time service staff
5. **Amount of savings or additional revenue:** \$25,000 annually.
6. **Fraction of services or program affected by the measure:** 20%, in addition to the previously noted cuts in part-time staffing levels.
7. **Stakeholders affected:**

- a. General public using the library, with reduced access through reduction of hours of operation
 - b. Citizens who use the library on Fridays – approximately 500 per day.
 - c. Customers who need help with circulation items (getting library cards, paying fines, etc.).
8. **Brief explanation of measure’s impact on commonly expected level of service or functionality:**
- a. This impacts essential (core) library services and access, as the library would close on Fridays. Most or all part-time customer service desk employees would be laid off; to maintain minimum staffing levels¹, the library would need to reduce hours of operation. Measure B funds pay for evening and weekend hours, so the most reasonable hours to cut would be on Fridays, reducing access by 6 hours and impacting about 500 people/day.
 - b. If additional staff hours are reduced during the next level of cuts, library services will be severely diminished, as the cumulative reduction in part-time staffing levels has already been reduced from 10.28 to 7.88 FTE in 2009 (30%)
9. Transition Plan if measure is approved: The library would need to provide notice to the public regarding closure on Fridays. Staff would need to be notified. Implementation could occur by the end of September.

11	Reduce BUSD Fields Balance	Parks & CS	\$39,500
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- 1. **Department Name:** Parks and Community Services
- 2. **Program Name:** BUSD Field Maintenance
- 3. **Service, Function or Activity Name:** Maintenance of Fields (Benicia High School, Benicia Middle School, Robert Semple School, Joe Henderson School)
- 4. **Proposed Measure:** Eliminate maintenance of remaining two (2) sites
- 5. **Amount of savings or additional revenue:** \$39,500. Elimination of 1 full-time position beginning April 2011, \$153,000 annually.
- 6. **Fraction of services or program affected by the measure:** Eliminate 50% of remaining sites maintained for 3 months.
- 7. **Stakeholders affected:** Benicia Unified School District and local sports organizations.

¹ The minimum standards set by the Board of Library Trustees for staffing during hours the library is open to the public are:

- 1. One employee at the circulation desk
- 2. One trained librarian at the reference desk
- 3. Patron waiting time shall be limited to 10 minutes or less for circulation and 5 minutes or less for reference
- 4. The Library Director shall provide for adequate off-desk time to accomplish required administrative tasks, etc.

“The total number of hours of operation per week shall be established such that... the above service levels can be met without overtime and while all employees are working within their normal classification and able to take City approved work breaks.” – Section 2.6 Benicia Public Library Policy Manual

8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Remaining two (2) school sites eliminated will revert back to BUSD for maintenance.
9. **Transition Plan if measure is approved:** City will work with BUSD to effectuate transition of maintenance.

12	Reduce School Resource Officer 50%	Police	\$60,000
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1. **Department Name:** Police
2. **Program Name:** School Resource Officer
3. **Service, Function or Activity Name:** Support for school safety/ drug education
4. **Proposed Measure:** Reduce balance of staffing from 0.5 FTE to zero.
5. **Amount of savings or additional revenue:** \$60,000 savings
6. **Fraction of services or program affected by the measure:** Middle school and liberty support with SRO will be reduced or eliminated. This includes a reduction in DARE classes.
7. **Stakeholders affected:** Employee, BUSD, Citizens
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** Liberty and Middle School would not have a full time or half-time police officer available to them to assist them with crimes and student issues. Patrol officers would inevitably handle many calls for service at school, DARE classes would be eliminated or reduced.
9. **Transition Plan if measure is approved:** Review reduction with POA.

13	Reduce Staffing - Literacy Programs	Library	\$25,000
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1. **Department Name:** Library
2. **Program Name:** Literacy program
3. **Service, Function or Activity Name:** Literacy staff
4. **Proposed Measure:** Reduction in staffing
5. **Amount of savings:** \$25,000 annually.
6. **Fraction of services or program affected by the measure:** 16%
7. **Stakeholders affected:**
 - English Language Learners
 - English as a Second Language Learners
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:**
 - a. Reduction in this program will result in hardships on the 200 learners who participate. Many are low income or cannot speak English and have difficulty negotiating everyday activities. Families for Literacy provides support for children within the family, preparing preschoolers for entry into school, without which they could potentially be less prepared and/or successful.
 - b. Native English language speakers benefit from the program by being able to pass their GED exams and often to find productive jobs as a result of

improved skills. Workforce skills are improved as well, through our computer literacy classes.

- c. These cuts will reduce or eliminate English as a Second Language classes and computer lab hours, as well as potentially reducing the Literacy Coordinator's position.

- 9. **Transition Plan if measure is approved:** The cleanest break would be to change or eliminate programs during a school break, either in the fall or during the holidays. We would start working on reconfiguring the department as soon as possible and would try to make changes as soon as possible.

14	Reduce School Crossing Guard 50%	Police	\$16,000
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- 1. **Department Name:** Police
- 2. **Program Name:** Crossing Guards
- 3. **Service, Function or Activity Name:** positions funds staff to assist crossing students before and after school.
- 4. **Proposed Measure:** Eliminate balance of City support.
- 5. **Amount of savings:** \$16,000 in 2010-11 and \$32,000 in FY 2011-12.
- 6. **Fraction of services or program affected by the measure:** This funding is for salary and is paid to the school district to fund this program. Hours or number of crossing locations would be reduced or eliminated. Service could be provided by parents or funded from another source.
- 7. **Stakeholders affected:** School age children, School district, parents.
- 8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** This program is managed by BUSD. We could assist school to re-route students who use cross walks to controlled intersection since crossing guard hours and/or locations would need to be reduced or eliminated.
- 9. **Transition Plan if measure is approved:** Since first year reduction is 25% of full funding, we may be able to minimize the disruptions of the current program as it transitions to a lower funding level.

15	Reduce IT Costs	Finance/IT	\$75,000
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- 1. **Department Name:** Finance Department IT Division
- 2. **Program Name:** IT Service and Support
- 3. **Service, Function or Activity Name:** IT Staffing.
- 4. **Proposed Measure:** Reduce funding for staffing.
- 5. **Amount of savings or additional revenue:** \$75,000 savings for remaining 9 months, \$100,000 annually.
- 6. **Fraction of services or program affected by the measure:** 33% of IT staffing would be eliminated.
- 7. **Stakeholders affected:** Citizens, Council members, all staff utilizing computers and web-based access.
- 8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** These reductions would begin with a rollback in hardware and software support for lower priority services. It would put the IT

support division in a defensive mode, responding only to customer repair needs. It would also place several technology advancement projects on hold and delay the implementation of those currently underway.

9. **Transition Plan if measure is approved:** Staff is reviewing those programs and support levels that could be scaled back.

16	Dispatch Revenues (Pending)	Police	\$100,000
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1. **Department Name:** Police
2. **Program Name:** Dispatch Services
3. **Service, Function or Activity Name:** Contracted Dispatch Services
4. **Proposed Measure:** Contract with Vallejo to provide dispatch services for a fee.
5. **Amount of savings or additional revenue:** While the contract has not been negotiated, \$100,000 is being used as a general estimate of the net revenues or operational savings that will be recognized.
6. **Fraction of services or program affected by the measure:** Unknown at thitime.
7. **Stakeholders affected:** All those utilizing dispatch services.
8. **Brief explanation of measure's impact on commonly expected level of service or functionality:** On August 17, 2010, the City Council authorized staff to proceed with a feasibility study that will lead to a possible contract with the City of Vallejo to provide dispatching services for both Police and Fire.
9. **Transition Plan if measure is approved:** The Police and Fire Chiefs will return to the City Council for final approval.

Attachments:

- Online survey results
- Community Conversation Presentation

**COMMUNITY PRIORITIES
ONLINE SURVEY RESULTS**

Program - Highest Rated

	Extremely Important %	Very Important %	Total %
311 Services	83.0%	12.7%	95.70%
Emergency medical services (Paramedic)	78.0%	17.3%	95.30%
Police patrols/police response	67.2%	25.6%	92.80%
Fire Suppression	70.0%	22.4%	92.40%
Criminal investigation services	50.7%	35.1%	85.80%
Maintenance of storm water facilities, including drains, creeks and channels to prevent flooding and minimize pollutants in the Bay	45.6%	37.3%	82.90%
Hazardous materials response	43.6%	35.4%	79.00%
City streets and roads and pothole repair	33.1%	44.9%	78.00%
Traffic signal maintenance and repair	31.0%	45.1%	76.10%
Disaster preparedness	34.5%	35.9%	70.40%
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Maintenance of park restrooms	26.7%	42.8%	69.50%
Weed abatement services to reduce fire risk in open space	31.3%	37.8%	69.10%
Staff and supplies to address technical rescue/confined space (I.e. automobiles, difficult terrain)	28.4%	39.7%	68.10%
Inspection services that ensure construction meets building and safety codes	25.9%	41.7%	67.60%
Code enforcement of health, safety, and planning regulations	24.5%	41.9%	66.40%
Street Lights	22.8%	41.7%	64.50%
Economic development programs that help bring new businesses to the city	28.2%	35.5%	63.70%
Library resources/collection (books, DVDs, etc)	28.8%	34.4%	63.20%
Crossing guards at local schools	24.9%	35.5%	60.40%
Youth Diversion program	23.8%	36.4%	60.20%
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Crime prevention programs, such as drug/alcohol/violence prevention	24.7%	34.8%	59.50%
Services for children & teens (story times, book clubs, teen programs, readers' advisory, curriculum support, etc.)	25.4%	34.0%	59.40%
Traffic enforcement	24.0%	34.9%	58.90%
Use of the building/facility (place to stay after school, heating-cooling center, safe place, etc.)	23.6%	33.7%	57.30%
Economic development programs that help existing businesses expand	23.8%	33.1%	56.90%
James Lemos Swim Center & Aquatics Programs	24.1%	32.8%	56.90%
Youth Sports	22.0%	34.3%	56.30%
Custodial and repair of recreation/sports facilities (tennis courts, X-park, bocce ball courts, playgrounds, etc.)	14.4%	40.4%	54.80%
School Resource Officers at Benicia High, Liberty and Middle Schools	22.7%	30.4%	53.10%
Fire prevention/public education services	18.9%	33.4%	52.30%
Custodial and Repair of Buildings(City Hall, Library City Gym, etc.)	10.6%	40.5%	51.10%
After-School/Summer Program (Kids Kaleidoscope/Adventures Day Camp)	19.0%	31.1%	50.10%

Program – Lower Rated

City staff coordination of volunteer programs (for example Fire, Police, Library)	17.5%	31.3%	48.80%
City Zoning and planning for residential and commercial growth and development	16.7%	31.9%	48.60%
Special Event Security Support Services (Parades, Tree Lighting, etc.)	15.7%	32.2%	47.90%
City support of downtown special events & entertainment (4th of July events, Tree Lighting, etc)	18.3%	29.0%	47.30%
Animal Control Services	14.2%	32.2%	46.40%
Maintenance of turf for sport fields (baseball/soccer fields, school fields, High School football field, etc.)	14.3%	32.0%	46.30%
Preservation of historic resources	16.2%	29.6%	45.80%
Senior Services (classes, lunches, part-time staff support)	14.6%	31.1%	45.70%
Parks landscaping (plant material, colorful foliage) and turf maintenance	11.0%	34.4%	45.40%
Technology services (free computer access, training on computer use, updating website, etc)	17.6%	26.2%	43.80%
Adult and family literacy services (ESL, Family literacy, learner programs, tutor training, etc.)	16.9%	25.7%	42.60%
Graffiti Removal	17.1%	25.4%	42.50%
Development of sustainability & "green" initiatives, such as climate change efforts, energy and natural resource conservation	18.7%	23.3%	42.00%
Pre-School Program	17.5%	23.8%	41.30%
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Programs that support tourism	13.4%	23.6%	37.00%
City communications, such as the city website and publications	8.1%	28.8%	36.90%
Public transit services (Benicia Breeze)	12.6%	24.2%	36.80%
Access to City Hall staff and services (business hours at City Hall)	5.9%	30.6%	36.50%
City grant funding to human services programs/projects	9.9%	26.2%	36.10%
Services for adults (answering questions, programs, concerts, events, readers' advisory, etc.)	12.1%	22.9%	35.00%
Open Lobby Hours	10.2%	22.3%	32.50%
Maintenance of landscaping in street medians	7.3%	23.5%	30.80%
<hr/>			
Special Events (movies/concerts in the park, holiday activities, etc.)	7.9%	21.1%	29.00%
City grant funding to community art programs/projects	8.5%	18.4%	26.90%
Street sweeping services	6.2%	18.5%	24.70%
Adult Sports (softball, basketball, volleyball)	4.4%	11.6%	16.00%

**COMMUNITY CONVERSATION
WORKSHOP POWERPOINT**



Founded in 1847

City of Benicia

Community Workshop:

Balancing The City Budget In A Time of Fiscal Distress

@

Matthew Turner Elementary School

July 22, 2010

6:00 p.m – 8:00 p.m

Purpose



Founded in 1847

- **Understand City's Budget Problem**
- **Obtain Suggestions**



Founded in 1847

Public Participation

- ➔ **Online Community Survey**
- ➔ **June 29th – Workshop @ Benicia Senior Center**
- ➔ **July 22nd – Workshop @ Matthew Turner Elementary School**
- ➔ **August: City Council Budget Study Session (Date - TBD)**
- ➔ **August: City Council Meeting: Adoption of Budget Amendments (Date-TBD)**



Founded in 1847

How Will We Proceed Tonight

- ➔ **Budget Briefing**

- ➔ **Review Community Survey/ Workshop**

- ➔ **Your Suggestions:**
 - ▶ **Table discussions – brainstorming ideas**
 - ▶ **Report Your Group's Top 5 Ideas**



Founded in 1847

What's At Stake?

- ➔ **Five Strategic Goals**
 - ▶ **Community health & safety**
 - ▶ **Protecting the environment**
 - ▶ **Economic & fiscal health**
 - ▶ **Infrastructure**
 - ▶ **High quality of life**



Founded in 1847

2008-09 NRC Survey of Benicia Residents

<u>Item</u>	<u>% Rating Excellent or Good</u>
Overall quality of life in Benicia	95%
Your neighborhood as a place to live	91%
Benicia as a place to live	95%
Recommend living in Benicia to someone who asks	97%



Founded in 1847

City of Benicia

Budget Balancing Briefing

July 22, 2010



Founded in 1847

Budget Situation

- ➔ **Budget deficits forecasted to continue thru 2019 in the City's Long Range Budget Model**
- ➔ **Structural deficit now exists as revenues do not cover necessary expenditures into foreseeable future**



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Forecasted Deficits

Most Probable Scenario

	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Revenues	30,449,215	31,370,145	32,217,861	33,144,911
Expenditures	(31,089,270)	(32,039,250)	(32,978,297)	(34,129,900)
Total Operating Deficit	(640,055)	(669,105)	(760,436)	(984,989)
Debt Service & Capital	(149,760)	(460,000)	(460,000)	(485,000)
Total Combined Deficit	(789,815)	(1,129,105)	(1,220,436)	(1,469,989)
Reserve Balance	21.6%	17.1%	13.0%	8.3%



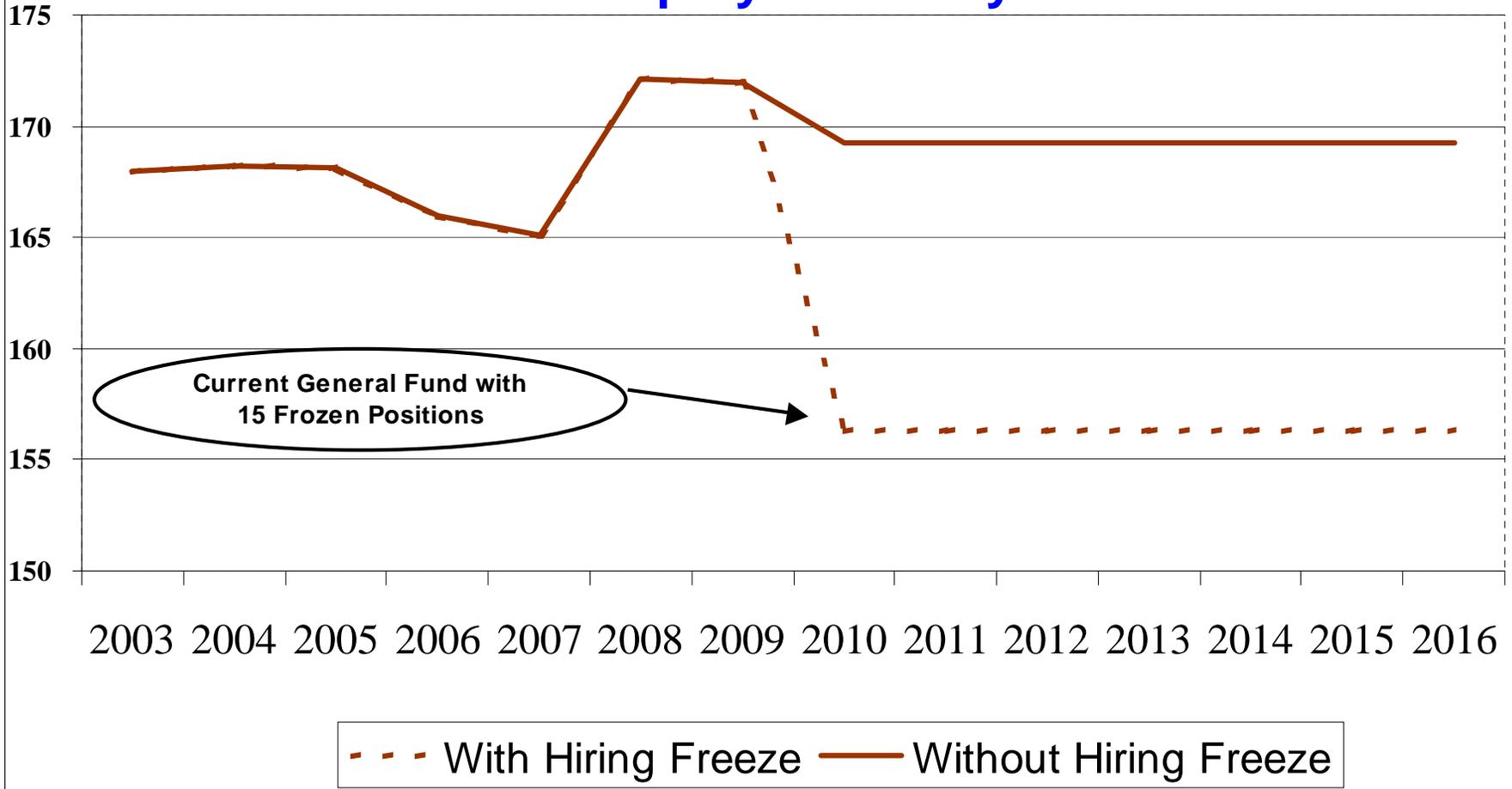
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Most Probable Forecast Assumptions

- ➔ **Property Taxes will not return to previous levels within next decade**
- ➔ **Sales Taxes will recover slowly over next 4 to 5 years**
- ➔ **Other revenues increasing slowly @ 2%**
- ➔ **Expenditures increasing @ 2%**

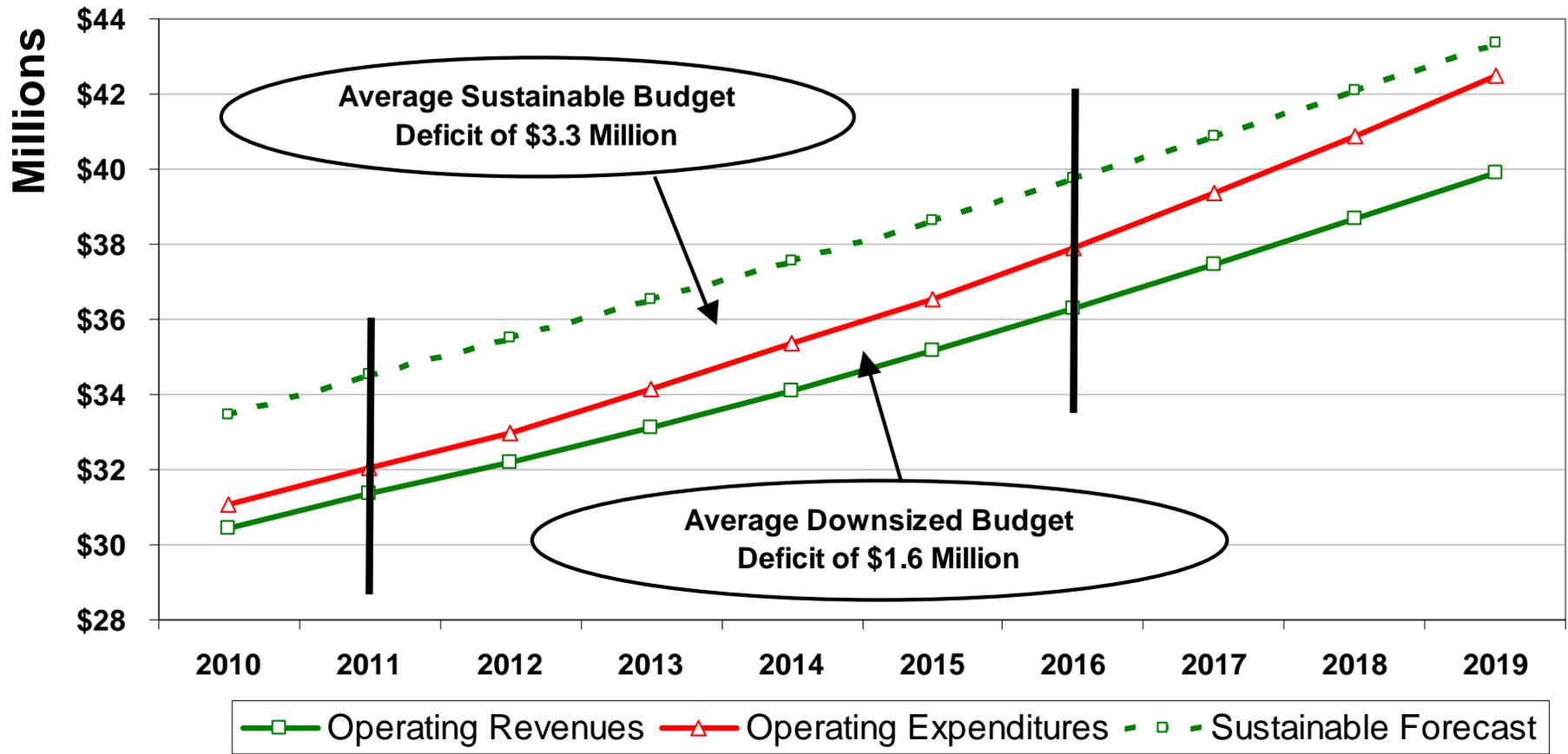
General Fund Projections FY 2009 - 2019

Employee History



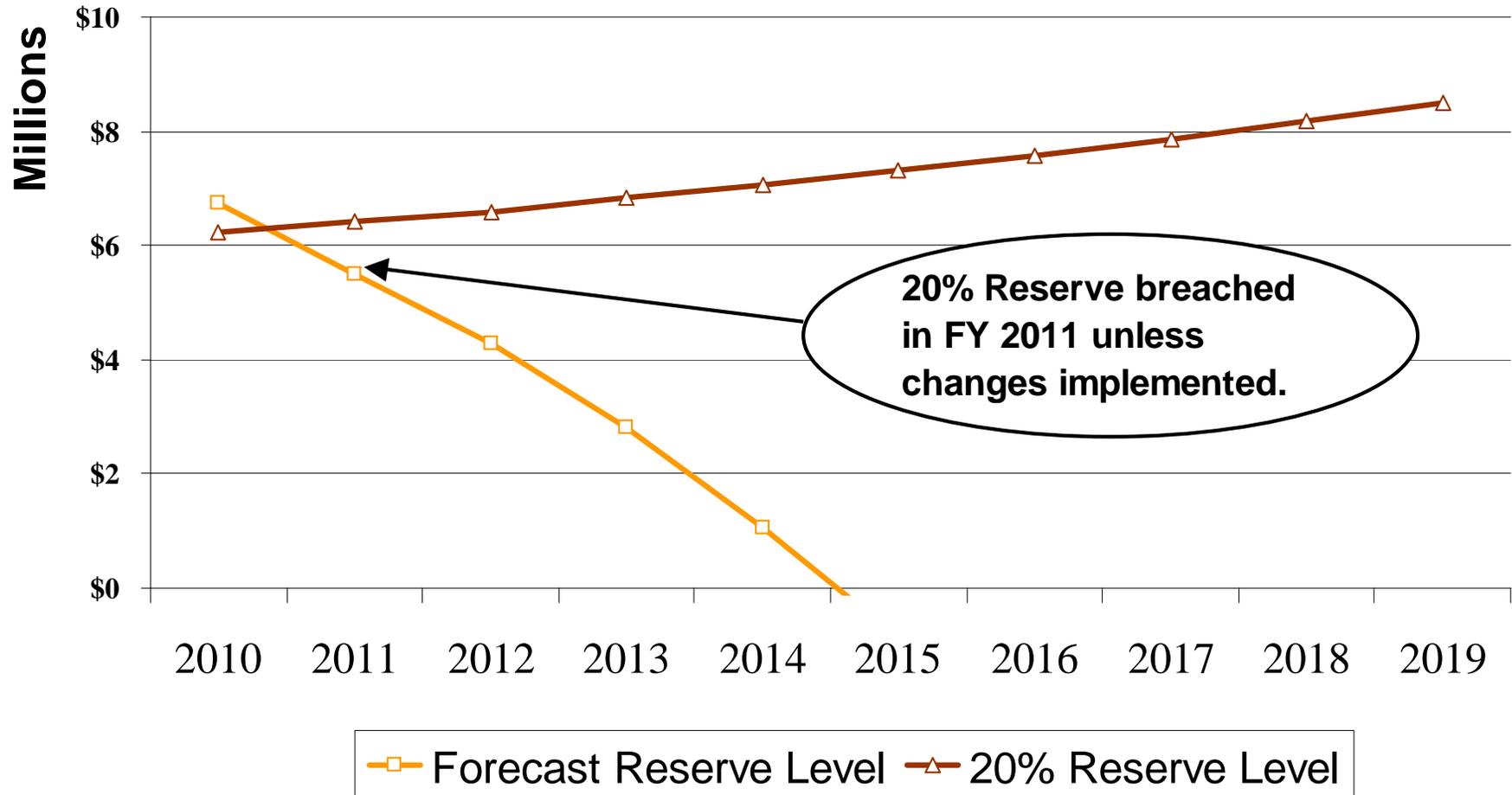
General Fund Projections FY 2009-19

Forecasted Deficits



General Fund Projections FY 2009 - 2019

Reserve Level Forecast





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Why Deficits?

Revenue Shortfall: 1.9 Million FY 09-10

- Property Tax -3.6%**
- Sales Tax -11.6%**
- Franchise Tax -31.1%**
- Very Slow Revenue Growth Expected**



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Why Deficits? Extraordinary Expenses

- ➔ **Health Insurance:**
 - ▶ 10% + /yr
- ➔ **Retirement Costs –**
 - ▶ **Miscellaneous** 22.50%
 - ▶ **Safety** 35.25%
- ➔ **Recognition of Future Costs**
 - ▶ **Vehicles, Equipment, Facilities**



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Forecasted Deficits

Pessimistic Scenario

<u>Revenue Item</u>	<u>%</u>	<u>Reduction Amount</u>
Property Tax	- 5%	(\$616,683)
Sales Tax	-10%	(\$631,837)
Utility User Tax	-10%	(\$503,384)
Franchise Fees	-20%	(\$300,846)
Lodging Fee	-10%	(\$ 29,000)
Business Tax	-10%	(\$ 44,268)
Invest Earnings	-50%	(\$212,500)
State VLF	-10%	(\$188,969)
Total	- 8%	(\$2,527,486)



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Forecasted Deficits

Pessimistic Scenario

	Most Probable		Very Pessimistic
	FY 10-11	Reduction	FY 10-11
Revenues	31,370,145	(2,527,485)	28,842,660
Expenditures	(32,039,250)		(32,039,250)
Total Operating Deficit	(669,105)		(3,196,590)
Debt Service & Capital	(460,000)		(460,000)
Total Combined Deficit	(1,129,105)		(3,656,590)
Reserve Balance	17.1%		9.2%



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Pessimistic Forecast Scenario Reduction Targets

- ➔ **Very Pessimistic Budget Deficit is
-10%**
- ➔ **Currently planning to implement a
4% expenditure reduction plan**
- ➔ **An additional 3% expenditure
reduction plan will be developed to
cover further revenue declines**



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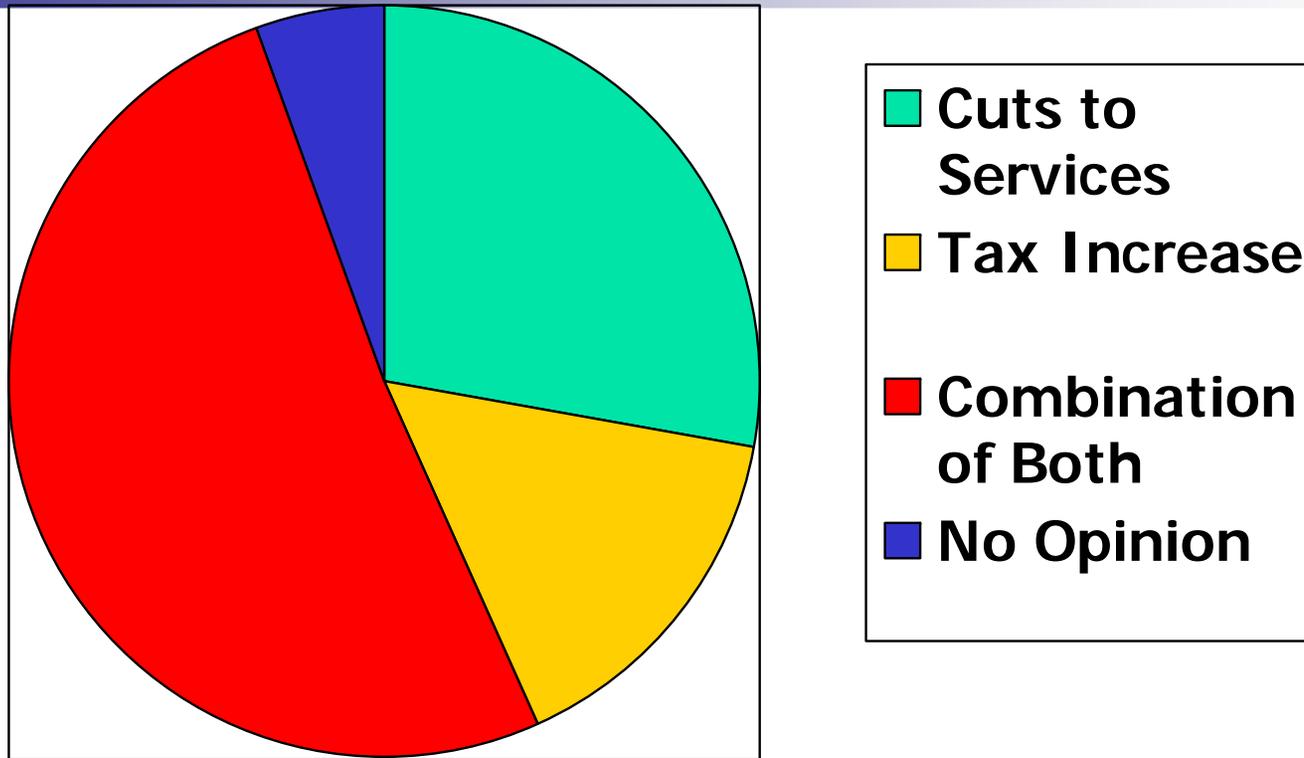
Budget Balancing: What Options are Realistic?

- ➔ **New Revenues?**
- ➔ **Economies & Efficiencies?**
- ➔ **Employee Cost Reductions?**
- ➔ **Service Reductions?**
- ➔ **Use of Reserves?**



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Thoughts on Balancing The Budget



Cuts to services and facilities

27.7%

Local tax increase 15.6%

Combination of both

51.2%

Don't know / no opinion 5.5%



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Budget Balancing Approach

- ➔ **Reduce Cost of Employee Compensation**
- ➔ **Reduce Cost of City Services**



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Questions

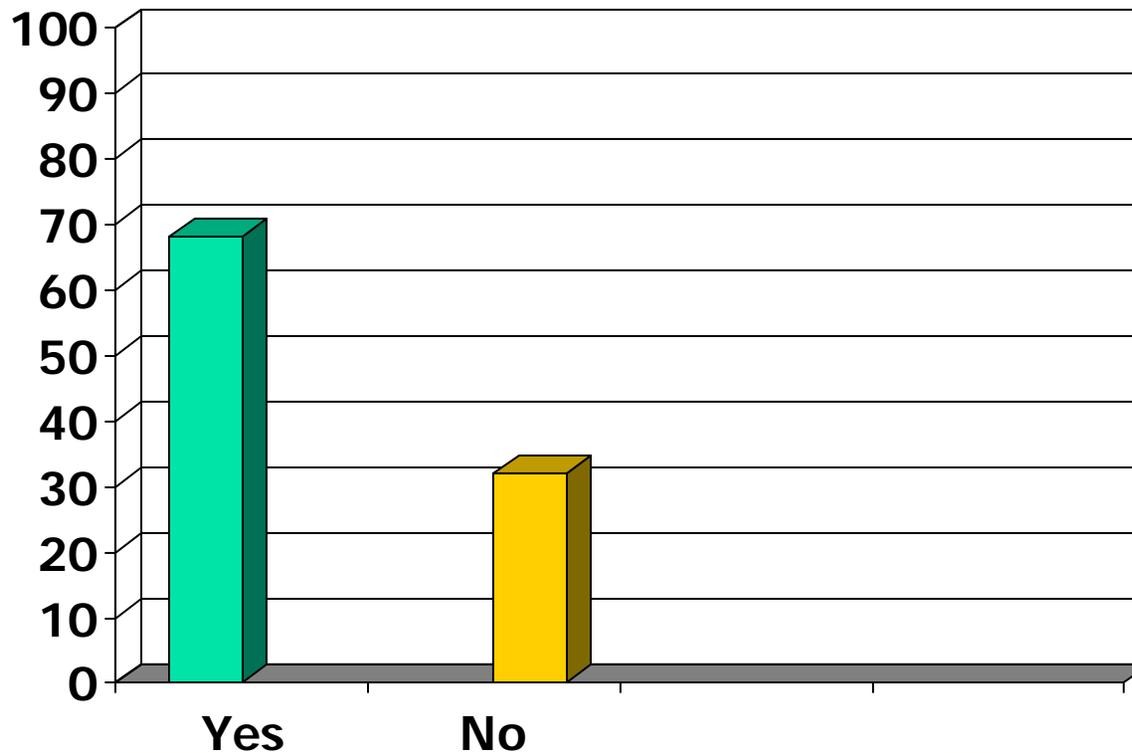
Related to the Budget



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Survey Results: 712 Responses

Aware of Budget Challenges?



68.8% of Respondents are aware of Benicia's budget challenges



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Survey Results

Ten Highest Rated Programs / Services Extremely / Very Important

- | | |
|--|--------|
| 1. 911 services | 95.7% |
| 2. Emergency medical services (Paramedic) | 95.3% |
| 3. Police patrols / police response | 92.8% |
| 4. Fire suppression | 92.4% |
| 5. Criminal investigation services | 85.8% |
| 6. Maintenance of storm water facilities | 82.9 % |
| 7. Hazardous materials response | 79% |
| 8. City streets and roads and pothole repair | 78% |
| 9. Traffic signal maintenance and repair | 76.1% |
| 10. Disaster Preparedness | 70.4% |



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Survey Results

10 Lowest Rated Program / Service Somewhat / Not At All Important

- **Adult Sports (softball, basketball, volleyball)** **81.3%**
- **Street sweeping services** **75.2%**
- **Special Events (Movies/Concerts in the Park, holiday activities, etc.)** **70%**
- **Maintenance of landscaping in street medians** **68.9%**
- **Library Services for adults (programs, events, readers' advisory, etc.)** **63.3%**
- **Business hours at City Hall** **62.7%**
- **Programs that support tourism** **62.6%**
- **Open Lobby Hours (Police & Fire Depts.)** **62.4%**
- **City communications, (City website and publications)** **62.2%**
- **Public transit services (Benicia Breeze)** **59.8%**



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Building Blocks: Strategic Issue 1: Protecting Health & Safety

WORKSHOP

- Paramedic Program
- Police Patrols/Police Response
- 911 Services

SURVEY

- 911 services
- Emergency medical services (Paramedic)
- Police patrols / police response



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Building Blocks: Strategic Issue 2: Protecting & Enhancing The Environment

WORKSHOP

- **Maintenance of Storm Water Facilities, Including Drains, Creeks and Channels**
- **Development of Sustainability & "Green" Initiatives**
- **Landscaping & Maintenance in Parks**

SURVEY

- **Maintenance of storm water facilities, including drains, creeks and channels to prevent flooding and minimize pollutants in the Bay**



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Building Blocks: Strategic Issue 3: Strengthening Economic & Fiscal Conditions

WORKSHOP

- **Business Retention**
- **Business Attraction & Economic Development Programs**
- **City Support of Downtown Special Events & Entertainment**

SURVEY

- **Economic development programs that help bring new businesses to the city**
- **Economic development programs that help existing businesses expand**



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Building Blocks: Strategic Issue 4: Preserving & Enhancing Infrastructure

WORKSHOP

- Maintenance and Repair of Buildings
- Custodial of Buildings
- **Maintenance, resurfacing and pothole repair of City Streets & Roads**

SURVEY

- **City streets and roads and pothole repair**
- Traffic signal maintenance and repair
- Maintenance of park restrooms



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Building Blocks: Strategic Issue 5: Maintain & Enhance a High Quality of Life

WORKSHOP

- **Library Resources/Collections**
- **Library Services for Children & Teens**
- **Technology Services at Library**

SURVEY

- **Library resources / collection (books, DVDs, etc.)**
- **Services for children & teens (story times, book clubs, teen programs, readers' advisory, curriculum support, etc.)**
- **Use of the Library building / facility (place to stay after school, heating-cooling center, safe place, etc.)**



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2008-09 NRC Citizen Survey

Essential or Very Important Resource Investment Priorities of Benicia Residents

<u>Item</u>	<u>% Rating Essential or Very Important</u>
Protecting the environment, e.g. air and water quality	78
Adequate resources for Public Safety	76
Street maintenance	69
Downtown	65
Open space	62
Recreation programs and services	59
Community appearance and beautification	56



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2008-09 NRC Citizen Survey

Key Driver Analysis

- ➔ **Services correlating most highly with resident perceptions about overall City service quality:**
 - ▶ **Recreation centers or facilities**
 - ▶ **Services to seniors**
 - ▶ **Ambulance or emergency medical services**



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Discussion

Questions & Comments

Related to the Results of the Online Survey / "Build Your Own City" Workshop



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Community Conversation

*Please move to your assigned table
to participate in the Small Group
Discussion Exercise*

