

City Manager's Office

23 Russell Boulevard – Davis, California 95616
530/757-5602 – FAX: 530/757-5603 – TDD: 530/575-5666



August 18, 2008

Herein presented is the City's Adopted Budget for fiscal year 2008/2009. The document presents a spending plan for the coming fiscal year which results in a balanced budget without use of available one-time reserves. However, in order to close our projected structural budget deficit, the budget includes approved balancing measures totaling nearly \$1.1 million and results in the elimination of 6.50 vacant positions. These balancing measures are largely confined to the General Fund (\$881,000 and 2.50 positions) and the Building Permit Fund (\$405,000 and 4.0 positions).

The All Funds Budget for FY2008/09 totals \$134,056,455 representing a decrease of \$32.20 million (19.4%) from the FY2007/08 Adopted Budget. This reflects the inclusion in the prior-year budget of appropriations related to the refinancing of several outstanding bonds (over \$20 million) as well as capital projects, including \$15 million for the design phase of the Wastewater Treatment Plant upgrade. Excluding debt and capital program costs, the All Funds operating budget represents an increase of \$2.33 million (2.2%) over FY2007/08. The Adopted General Fund budget for FY2008/09 is \$40,177,756. The General Fund budget represents an increase of \$513,793 (1.3%) over the FY 07/08 General Fund budget. Overall the proposed budget maintains current service levels across most program areas, reallocates significant existing resources to address emerging priorities, provides limited additional funding, primarily in enterprise-funded activities, and results in an overall decrease of 2.25 permanent full-time equivalent (FTE) positions.

Included in the FY2008/09 Budget are new funding allocations totaling \$19.08 million in support of specific capital improvement projects to address immediate needs within our City Facilities (\$1.81 million), Parks (\$1.18 million), Transportation (\$6.17 million), Sewer (\$1.41 million) and Water (\$7.92 million) infrastructure. Funding is provided largely through the utility enterprise funds (\$5.38 million), Redevelopment Agency (\$6.30 million), debt financing and other contributions (\$5.22 million). Modest contributions are also provided through Development Impact Fees (\$620,000), Community Development Block Grants (\$517,000), and other State and Federal Grants (\$1.30 million).

This budget is consistent with the multi-year budget framework developed over recent budget cycles, although additional budget reductions were required to balance the FY2008/09 budget as a result of slower growth in general tax revenues, decline in fee-supported program revenues, and the delay in new, approved economic development projects that were assumed to provide a measure of new revenues toward closing the remaining structural budget gap. Nonetheless, the recommendations presented in this budget should yield some degree of increased budget flexibility beginning in FY2009/10, due to a structurally-balanced budget prior to the advent of expected net revenue growth from new commercial development.

We acknowledge that this budget is lean and does not fund all services and needs. Our situation is not unique but is frustrating. Many cities in California simply do not have the revenue base necessary to provide all the services they would provide if the funding was available. We certainly try to maximize our resources but freely admit that in order to meet new or underfunded needs we would either have to reprioritize existing spending or develop new revenue sources. Neither is easy; new revenue sources short of major economic development generally require voter approval while re-prioritization of spending often involves difficult choices in determining which services are less needed. The focus of our long range financial planning efforts have been to develop long term strategies for funding new or improved services while also looking at opportunities for efficiencies in current operations. That process continues with further discussions planned for this fall. The magnitude of the potential needs render it unrealistic to think we can implement substantial improvements in any one budget year although we have made some progress such as providing some funding for retiree medical beyond "pay-as-you-go" levels.

In the short run, it is essential to establish a balanced baseline budget as we continue to evaluate future options. While this year's revised budget is lean, we have been able to balance our revenues and expenditures without any substantive reductions in the already impressive array of services provided by the city. This is notable in these challenging economic times. It is positive that the City's FY2008/09 budget did not require dramatic expenditure adjustments as are being proposed by public agencies in many of our neighboring communities. To date, the City of Davis has not experienced drastic swings in either property or sales tax revenues in part due to the resiliency of the local housing market, the stable employment base, and relative stability of our sales tax generators through normal economic cycles. At the same time, the City's positive fiscal outlook is largely dependent on future projections related to property and sales tax revenues, which could suffer significantly under a period of prolonged economic malaise.

While the City's budget has become far less reliant on development-oriented revenue, fee revenues from past development activity have historically supported a significant number of staff positions within the Community Development Department. In addition, revenues from the City's Construction Tax have been a major source of discretionary funding in support of the City's annual capital improvement budget. Beginning last fiscal year, building permit and construction tax revenues have decreased to the point where vacant positions in the Community Development Department have been deleted, leaving only a minimal level staffing in the Building Division. Concurrently, the Capital Improvement Program proposed in this budget is largely devoid of projects requiring discretionary funding, and is therefore largely comprised of projects funded primarily through the various utility funds, development impact fees and redevelopment agency funding.

Within this budget, the City Council approved a series of recommendations including adjustments to the baseline budget as well as specific expenditure reductions designed to eliminate an \$850,000 General Fund deficit while minimizing impacts on direct services. In so doing, the General Fund has been balanced - consistent with City Council direction - without reliance on one-time funding for ongoing operations.

The FY2008/09 Adopted Budget, when reflected in our five-year forecast, results not only in a balanced budget through the five-year planning horizon, but may provide annual operating surpluses in the range of \$180,000 to \$250,000 per year. Combined, the elements of this budget support our ongoing goal of remaining fiscally prudent while ensuring that available City resources are focused on the provision of services and meeting the needs of our community.

At time of adoption, the Budget for FY2008/09 does not account for potential impacts that may result from the outcome of State budget deliberations. While the budget does accommodate current-year budget impacts related to the delay in receipt of State highway funds, there are a number of proposals being considered in Sacramento that would directly impact the City's budget for FY2008/09. Should such measures be enacted as part of the final State Budget, we have proposed that FY2008/09 impacts be largely absorbed through tapping our General Fund reserves. Adjustments to baseline recurring expenditures could potentially be deferred until FY2009/10, depending on the magnitude and nature of any potential state "takeaways."

The budget reflects a budget-balancing plan that bridged a projected remaining General Fund deficit of \$855,000, an additional \$518,000 shortfall in the City's transportation programs, and a \$322,000 shortfall in our building permit fund. The General Fund balancing plan reflected a series of recommendations including increased cost-recovery from non-General Fund supported activities (\$339,000), renegotiated terms of the City's red-light camera contract (\$131,000), full implementation of departmental reorganizations (\$105,000), elimination of 2.50 vacant positions (\$149,000) and targeted reductions in the areas of overtime, travel/training and professional services contracts (\$183,000).

The Budget maintains the year-end General Fund reserve at a projected level of \$5.68 million or 15.0% of General Fund operating revenues. Consistent with the City Council-approved policy related to use of excess fund balances, an estimated \$445,000 in excess funds were allocated in support of priority capital improvement projects (\$304,000), the city's emerging sustainability program initiatives (\$100,000), as well as limited one-time funding augmentations (38,000).

The balancing measures approved with this budget result in out-year General Fund operating budget surpluses ranging from \$150,000 to \$250,000. This represents a significant improvement in our overall General Fund budget forecast, and does not yet reflect the impact of new commercial/retail development scheduled to come on line in 2009.

The focus of the FY2008/09 budget is to address the remaining structural budget deficit so that expenditures in support of current service levels can be sustained into the future. As such, the Budget does not contemplate any significant new recurring funding support for General Fund programs. Rather, the budget document again presents a partial listing of recurring needs, totaling over \$16 million, which exceed our capacity to address within the current budget framework. As the Council is aware, staff is in the process of matching these needs with potential funding strategies in an effort to develop a long-term financial plan to meet the growing needs of the community. This effort is expected to result in the development of one or more tax measures to present to the citizens over the next 2-3 years.

Any recommendations that may emerge to address priority needs must also be considered with the fact that ongoing funding of our current services relies upon renewal and/or extension of our ½ cent sales tax (Measure P) and our Parks Maintenance Tax (Measure G) - which require re-approval by the voters in 2010 and 2012, respectively – as well as other community funding priorities such as those emerging from the Davis Joint Unified School District.

Among the needs not provided for in the current budget and which require consideration in the long-term financial planning effort:

- Staffing of a fourth fire engine company
- Appropriate or desired police staffing levels
- Adequate funding to maintain current (or alternative) street and roadway conditions
- Replacement costs for City infrastructure, including facilities, parks, and roadways
- Costs associated with unfunded liabilities, including the retiree medical benefits

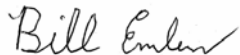
City staff continues to refine the multi-year budget framework in support of the Council's goal of long-term fiscal stability. This budget reflects the significant progress made to-date in this regard. In fact, this budget - for the first time in recent years - does not rely on excess General Fund reserves to balance the annual operating budget. Operating expenditures are balanced against operating revenues, while maintaining a healthy reserve, consistent with Council policy.

Reductions in fee-supported program revenues nonetheless necessitate staffing reductions commensurate with declining development and building activity, and providing a sustainable funding source in support of our transportation division activities remains a major challenge. As we continue to work together to address our budget challenges, it is important that the larger community be informed and involved - particularly with regards to evaluation of potential revenue enhancement proposals.

We remain committed to undertaking ongoing review of city departments and programs with an eye towards identifying both needs as well as opportunities. Over the past year, we have reviewed workload and staffing needs in our two public safety departments, and implemented re-organizations that merged the Finance Department into the City Manager's Office and split the Parks and Community Services Department into two new departments - Community Services, and Parks and General Services. One of my goals remains to identify areas where additional budget flexibility might be obtained through more effective use of current resources. Getting to a true balanced budget is an important step towards gaining that flexibility; and I am pleased that we have now attained that goal.

The current economic outlook will require increasing levels of creativity and collaboration to find solutions to addressing emerging needs. I look forward to working with the City Council, Commissions, City departments and the community to ensure that the City of Davis can continue to provide quality programs and services.

Respectfully submitted,



Bill Emlen
City Manager

FY2008/09 Final Budget Highlights

Refinement of Baseline Budget Model

The FY2008/09 Budget reflects ongoing refinements to the baseline budget model as well as modest supplemental contributions aimed at addressing unfunded liabilities related to retiree health benefits. These refinements of the baseline budget model, combined with adjustments made over the course of past fiscal years, have contributed significantly to clarifying and addressing our projected General Fund structural deficit:

- Baseline revenue forecasts have been refined in an effort to be less conservative than in past years; revenue growth assumptions are being more closely tied to recent trends as well as ongoing efforts to enhance collection and compliance. The revenue forecast also reflects continued efforts to increase the level of cost-recovery for fee-supported programs, specifically in the area of recreation programs and facility rentals.
- Salary savings projections for FY2008/09 have been adjusted based on a citywide target savings level of 3.5%. This represents the same relative target savings level as assumed in the current budget, but increases the dollar-value of the target savings by roughly \$92,000 based on increases in FY2008/09 personnel costs.
- Baseline expenditures have been updated to reflect current internal service cost allocations in the areas for information services, fleet, facilities and self-insurance. To date replacement costs have been included in the rates charged for information services and fleet; however, replacement needs in city facilities (including administration, public facilities and parks) remain largely unfunded.
- The FY2008/09 baseline budget reflects a recurring augmentation of \$270,000 toward addressing the City's unfunded liability related to retiree health insurance. As the City starts its transition from the traditional "pay-as-you-go" approach to a more financially sound "pre-funding" approach, the budget now includes in excess of \$770,000 in additional annual contributions that are expected to be placed in a trust fund to pay future benefits. Over the next 5-7 years, the allocation needed to reach full-funding will need to be increased by an additional \$2.5 million (all funds).
- This year's Budget retains the \$750,000 in baseline expenditure adjustments representing projected savings in non-personnel expenditure categories initiated within this year's budget. This targeted savings level represents roughly 2% of non-personnel General Fund budget and is being proposed consistent with average historical savings realized over the past several years.

FY2008/09 Budget-Balancing Plan

The FY2008/09 Budget includes a series of actions to close the remaining General Fund deficit without use of one-time reserves. The plan is largely consistent with the balancing plan developed as part of the multi-year budget framework and responds to Council direction provided in our March 2008 budget workshop. The Budget also includes recommendations to address recurring deficits in our Transportation programs and the shortfall in the Building Fund resulting from the sharp drop-off in construction-related activity.

**FY 2008/09 BUDGET
Balancing Framework**

	General Fund	Transportation	Building Fund	Other Funds
07/08 Revenues	39,342,402		1,577,480	
07/08 Expenditures	(40,197,185)		(1,900,329)	
	(854,783)	(518,112)	(322,849)	
Baseline Expenditure Adjustments				
Corrections	(26,465)	38,000		
	(881,248)	(480,112)	(322,849)	
Proposed Balancing Measures				
Re-organization (CM/FIN/PCS)	105,441			95,000
Red-Light Camera Contract	131,160			
Increase Indirect Cost Recovery	338,701		31,168	
Eliminate Asst. Planner I (vacant)	53,184			
Delete OAll (75%) - FireDept. (vacant)	46,886			
Delete Call-Taker (75%) - Police Dept. (vacant)	48,870			
Citywide Overtime Reduction	86,296			
Citywide Travel/Training Reduction	21,041			
Contract Services Reductions	76,397			
Recurring savings from 07/08 reductions			276,039	
Delete Electrical Inspector (vacant)			97,240	
<i>Sub-Total Balancing Measures</i>	<u>907,976</u>	<u>-</u>	<u>404,447</u>	<u>95,000</u>
Revised Oper Deficit	<u>26,728</u>	<u>(480,112)</u>	<u>81,598</u>	<u>n/a</u>
Supplemental Additions / Changes				
Sustainability Program Funding	one-time			
General Plan EIR				One-Time DIF/Const. Tax
Comm. Svcs. Coordinator - Senior Center	baseline			
Parks Maintenance Worker	baseline			
PD - Animal Services	(26,728)			
PW - Sidewalk/Curb Condition Assessment	-			(25,000) Impact Fees
PW - Bike/Ped System Condition Assessment	one-time			
PW - Collection System Condition Assessment				(45,000) Sewer Fund
PW - SCADA System Upgrade/Replacement				(80,750) Sewer/Water
PW - Sr. Civil Engineer				(143,000) Sewer/ WWTP
PW - Reclass Utility Resource Spec to Principal Engineer				(45,000) Sewer / WWTP
PW - Reclass Engr. Tech II to Asst. ECC				(91,704) Sewer/Storm
PW - Increase Temporary P/T Funding				(34,000) Sewer
PW - Public Works Inspector				baseline Sewer/Water
	(26,728)	-	-	(464,454)
Revised Oper Deficit	-	(480,112)	81,598	-
LESS 1x USE OF RESERVE (LTF/STA/ TEA-21)		479,836		
Revised Oper Deficit	<u>-</u>	<u>(276)</u>	<u>81,598</u>	<u>-</u>

General Fund Balancing Measures

- *Departmental Re-organizations (\$105,441)* – The FY2008/09 Budget reflects implementation of several departmental reorganizations approved by the City Council earlier this year. Specifically, the consolidation of the Finance Department with the City Manager's Office as well as the splitting of the Parks and Community Services Department into Community Services and Parks & General Services not only result in net budgetary savings, but also allow for improved alignment of resources in support of both city administration and delivery of services to the public. Net savings from the reorganization exceeds \$200,000 on an all funds basis, with \$105,000 in savings accruing to the General Fund.
- *Red-light Camera Contract (\$131,160)* – Annual savings will also be realized through the renegotiation of the city's existing red-light camera contract. As this program was originally proposed to be "cost-neutral", contract costs have been renegotiated through the end of the current contract term (March, 2009), to reflect the level of citation revenues generated by targeted intersections. This contract will continue to be evaluated prior to renewal or extension.
- *Increase Recovery of Indirect Costs (\$338,701)* – The Budget reflects increases levels of General Fund cost recovery in support of non-General Fund activities. A formal indirect cost allocation plan is being finalized that will provide the basis for allocation of indirect costs within the overall city budget as well as provide the basis for appropriate and allowable overhead costs to be assigned to grants and State Mandate reimbursement claims.
- *Position Reductions (\$148,940)* – The budget includes the deletion of 2.50 vacant positions in the General Fund, to include a 75% Office Assistant position in the Fire Department, a 75% Call-Taker position in the Police Department and an Assistant Planner I position in the Community Development Department.
- *Non-Personnel Reductions (\$183,734)* – Selected reductions in departmental non-personnel expenditures are also reflected as part of the FY2008/09 budget-balancing plan. These include targeted reductions in discretionary overtime (\$86,296), travel and training (\$21,041) and professional service contracts (\$76,397). While recognizing that these expenditure reductions further limit departmental flexibility in addressing unplanned workload demands, and work counter to organizational goals related to professional development and succession planning, the reductions are being proposed in lieu of program reductions with direct service-level impacts. Several of the areas targeted for expenditure reductions for FY2008/09 may need to be re-evaluated in light of increased budget flexibility projected in FY2009/10.

Transportation Programs

- *A funding gap of \$518,000 in Transportation Division programs is addressed via appropriation of available one-time fund balances in various transportation-related special funds as well as a conservative estimate of increased State Transit Assistance funding.* This funding, however, merely allows for continuation of historical funding levels and does not support the funding levels required to maintain road conditions at the desired standard. Unless additional funding is provided in future budgets, the condition of streets and roads will continue to deteriorate. Some relief is expected from increases in State funding. The City will be receiving an increased level of annual Proposition 42 funding, beginning in FY2008/09, as well as \$2,000,000 in Proposition 1B State Infrastructure Bond funding. The first allocation of \$1,000,000 is included in the current year and the FY2008/09 Proposed Budget. The amount and timing of remaining bond funds will be determined via the State budget process.

Building Permit Fund

- *A projected deficit of \$323,000 in the Building Permit Fund is addressed through a combination of balancing measures.* These include full-year savings from three vacant positions eliminated in the current fiscal (\$276,039) as well as elimination of an additional vacant Electrical Inspector position (\$97,240). The level of indirect costs charged to the Building Permit Fund is also being reduced by \$31,168. Staffing levels for building permit and inspection activities are being reduced in conjunction with the sharp drop-off in fee-generating construction and development activity.

FY2008/09 Funding Recommendations

**CITY MANAGER'S FY2008/09 BUDGET
NEW FUNDING RECOMMENDATIONS**

Fund	Department	Request	FTE	C M Recommendation	
				One-Time	Recurring
General Fund					
	<i>City Manager's Office</i>				
		Police Community Liaison Contract		13,000	
	<i>Community Services</i>				
		Community Service Coordinator - Senior Center	1.00		Baseline
	<i>Parks & General Services</i>				
		Sustainability Program		100,000	Baseline
		Park Maintenance Worker - Baravetto & LaPlaya Parks	1.00		Baseline
	<i>Police</i>				
		Animal Control Services (Yolo County contract)			26,728
	<i>Public Works</i>				
		Consultant Contract to analyze Bike/Ped systems		25,000	
Sub-Total General Fund				\$ 138,000	\$ 26,728
Development Impact Fees					
	<i>Public Works</i>				
		Sidewalk/Curb/Gutter Perform condition survey		25,000	
Sub-Total Construction Tax				\$ 25,000	
Water Fund					
	<i>Public Works</i>				
		SCADA System Upgrade / Replacement (incl. UPS)		80,750	
Sub-Total Water Funds				\$ 80,750	
Sewer Fund					
	<i>Public Works</i>				
		Collection system Condition Assessment		45,000	
		Sr. Utility Resource Specialist to Principal Engineer			45,000
		Sr. Civil Engineer	1.00		143,000
		Increase Temp Part-Time Funding			33,847
Sub-Total Sewer Funds				\$ 45,000	\$ 221,847
Various Funds					
	<i>Community Development</i>				
		General Plan EIR		257,000	
	<i>Public Works</i>				
		Engineering Tech II to Asst. Environ Compliance Coord			91,704
		Public Works Inspector	1.00		Baseline
Sub-Total Various Funds				\$ 257,000	\$ 91,704
TOTAL ALL FUNDS			4.00	\$ 545,750	\$ 340,279

New recurring funding allocations are included totaling \$340,279 including \$26,728 in General Fund appropriations, \$221,847 in the Sewer Enterprise Funds, \$91,704 multi-fund supported programs. The new recurring funding allocations are summarized as follows:

General Fund (\$26,728)

- *Animal Control Contract (\$26,728)* – Based on preliminary contract cost estimates provided by Yolo County, it is recommended that the City augment funding needed to support baseline service levels for Animal Control at 12 hours per day, seven days a week. This represents an increase of approximately 15% over the current contract.

Sewer (Wastewater) Fund (\$221,847)

- *Staffing Needs* – Funding is included in the budget for several staffing changes in support of Sewer-funded activities, and in particular, needs arising from the pending project to upgrade the City's Wastewater Treatment Plant. Specific proposals include the reclassification of a Senior Utility Resource Specialist to Principal Engineer (\$45,000), the creation of a new Senior Civil Engineer position (\$143,000), and an increase in funding for temporary part-time staffing (\$33,847). Funding for these requests is expected to be provided through sewer rates proposed for FY2008/09, subject to separate Council action.

Various Funds (\$91,704)

- *Position Re-classification / Asst. Environmental Compliance Coordinator (\$91,704)* – This re-classification is included to provide added support to City efforts related to storm water and water quality programs. Work in this area includes public outreach and monitoring of discharge from commercial enterprises against heightened environmental compliance standards.
- *Public Works Inspector (baseline funding)* – A proposal to re-establish another Public Works Inspector position is expected to be fully-funded through an off-setting reduction in contract services currently budgeted for inspection work. The staff position is expected to focus primarily on the various capital projects planned in the Wastewater and Water utilities.

Limited one-time funding totaling \$545,750, including \$138,000 from available General Fund resources, is included in support of non-recurring expenditures in the following areas:

- *Police Community Liaison (\$13,000)* – The current contract is being funded in FY2008/09 through a one-time funding allocation, and would be proposed for termination at the end of next fiscal year.
- *Sustainability Initiatives (\$100,000)* – A one-time allocation of \$100,000 is included in support of the City's emerging climate change initiatives. Funding in the short-term is expected to support data collection and analysis as well as ongoing assessment of potential strategies, and will inform future funding needs and priorities.

- *Bicycle / Pedestrian System Assessment (\$25,000)* – one-time funds were added to conduct a comprehensive bicycle and pedestrian infrastructure assessment in order to prioritize needs and inform future funding requirements in support of alternative modes of transportation.
- *General Plan Update / Environmental Impact Report (\$257,000)* – Available one-time funding has been set-aside towards future costs associated with the update to the City's General Plan. Funds are provided through a combination of Construction Tax, Development Impact Fees and Redevelopment Agency funds.

Use of Excess General Fund Balances Consistent with Reserve Policy

A limited amount of flexibility is provided in the FY2008/09 budget stemming from a projected \$445,000 in excess fund balance in the General Fund, over and above the City's 15% reserve policy. The following is a summary of the allocations included in the budget:

ALLOCATION OF EXCESS GENERAL FUND UNRESERVED FUND BALANCE		FY2008/09
Estimated 6/30/09 BALANCE		\$ 6,123,697
15% Reserve Level		5,621,911
Excess Fund Balance		\$ 501,786
Proposed Allocation of Excess Fund Balance:		
1 Allocation to FY2008/09 General Fund balancing		\$ -
2 FY2008/09 Budget Contingency (City Manager's Office)		-
2 One-Time FY2008/09 Expenditures		
Police Community Liaison Contract		13,000
Consultant Contract to analyze Bike/Ped systems		25,000
3 Capital Program Support - FY2008/09 CIP Allocations		304,000
Tennis Court Resurfacing / Slide Hill	32,000	
Playground Equipment Replacement	47,000	
ADA Parking/Facility Compliance	75,000	
Traffic Safety Measures	75,000	
Bike Path Safety Improvements	75,000	
Capital Project Reserve	-	
	304,000	
4 "Seed" Funds for recurring funding needs (FY2008/09 only)		
a) Sustainable Community / Greenhouse Gas Reduction Initiatives		100,000
TOTAL FUND BALANCE ALLOCATIONS		\$ 442,000
<i>Less adjustment for FY2007/08 Reserve Target</i>		
UNALLOCATED		\$ 59,786

- *One-time appropriations totaling \$138,000 are included from excess fund balances in the General Fund* These include \$13,000 to fund FY2008/09 costs associated with the Police Community Liaison contract, \$25,000 to conduct a citywide Bicycle and Pedestrian transportation system assessment, and an additional \$100,000 allocation in support of the City's emerging Sustainability Program.
- *A total of \$304,000 was added in support of the FY2008/09 priority Capital Improvement Program (CIP) projects for which the City lacks any other dedicated funding source.*

UNFUNDED DEPARTMENTAL PROPOSALS

This list represents selected departmental proposals which lack identified funding sources at this time. Additional review and discussions continue on these items. The City Manager will continue to refine this list as decisions are made related to specific requests, both in terms of necessity and priority.

Department	Request	FTE	Cost	
			1-Time	Recurring
<i>City Manager</i>	Citywide Training Program		62,000	
	Yolo County Visitors Bureau			70,000
	One Point Credit Card Application		17,700	1,770
	Click 2 Gov - Business License On-Line Processing		15,500	1,550
<i>Community Development</i>	General Plan EIR		1,000,000	
	Civic Arts Contract Svcs	-		6,500
	Trailer Foundation		50,000	
<i>Fire</i>	Battalion Chiefs	3.00		388,333
	Full Staffing for Fourth Engine Company	12.00		1,624,982
	Ladder Truck		680,000	
	Civilian Fire Prevention Inspector	1.00		72,000
	Training Budget Increase			10,000
<i>Fire / CIP</i>	4th Fire Station - Construction & Equipment		5,206,350	
	Training Facility		TBD	
<i>Parks & General Services</i>	City Facilities Capital Replacement Needs			300,000
	Parks Facilities Capital Replacement Needs			300,000
	IS Technician	1.00		75,000
	IS Systems Analyst	1.00		87,500
	Citywide Printer Maintenance			20,000
	Citywide Phone System Replacement		650,000	TBD
	Portable Satellite Internet Link		95,000	TBD
	Fixed Satellite Internet Link		25,000	TBD
	Park Maintenance Worker - Downtown Core Area	1.00		73,000
	Tree Trimmer - Large Tree Crew	1.00		82,000
	Contract Inspector	1.00		90,000
	Community Forest Plan		672,000	
<i>Community Services</i>	Neighborhood Services Coordinator (RPT)	0.50		40,000
	Recreation Capital Replacement Needs			TBD
	South Davis Pool Complex - Operations (Est.)			200,000
	After-School Program for Jr. High Students			TBD
<i>Police</i>	Two Police Officers - School Res Ofcr & Detective	2.00		233,220
	Firearms Ammunition & Supplies			23,000
	Reclass FTO w/ New Corporal Classification			93,960
	Lieutenant (4th Position)	1.00		125,000
	Additional Police Officers (per community expectations)	TBD		TBD
	Training Budget Increase			10,000
	Digital Dictation		50,000	50,000
	IT Technician	1.00		65,000
	IT Analyst/Project Manager	1.00		100,000
	Police Services Specialist / Calls for Service	1.00		62,000
<i>Police/CIP</i>	Live-fire Range/Training Facility		TBD	
	Soundproof Interview Rooms		200,000	
	Storage Building		TBD	
<i>Public Works</i>	Street Rehab Budget needed to meet PCI goal			2,390,000
	Path Rehab Budget needed to maint Public safety			400,000
	Sidewalk/Curb/Gutter Add contract maintenance funds			170,000
	Autoscope Cameras (2) - Replacing old cameras			25,000
	Maintenance Worker II - Streets	2.00		140,000
	Bike/Ped Transportation Planning		15,000	
	Annual visual inspection contract Road/Path			20,000
<i>Other</i>	Post Employment Benefits (GASB 45)			
		29.50	\$ 8,738,550	\$ 7,349,815

Total All Items \$ 16,088,365