# CITY MANAGER'S OFFICE MEMORANDUM

**DATE:** October 30, 2008

TO: Honorable Mayor Kathleen M. Novak and City Council Members

FROM: James A. Hayes, Acting City Manager H

**SUBJECT:** 2009 Budget Information

## Overview and Background

This memorandum is being provided to the City Council as additional information and clarification of the 2009 Budget Planning spreadsheet (attached). Formal discussion and direction is requested at the next study session on October 30, 2008. However, staff is prepared to respond to questions about this information at the regular Council Meeting on October 23, 2008.

On October 16, 2008, staff presented some detailed spreadsheets outlining all of the services and programs provided by the various Departments. The spreadsheet was organized into the same Service Hierarchy as provided by Lyle Sumek at the Council Retreat in June, 2008. The Council reviewed each item and provided direction to staff on the elimination or retention of a variety of programs. A few major items required the staff to revise the document and bring it back to the Council for review at a future study session.

- 1. \$260,000 for debt service in the CIP was discussed and staff is working with the City Attorney to determine if this payment may be eliminated from the 2009 budget or if it needs to remain pending a potential ballot question in 2009.
- 2. Revenue projections were completed by the Finance Department showing flat sales tax revenue growth for 2009. Staff intends to keep Revenues flat for the 2009 Budget.
- 3. Vehicle replacements were projected at \$1.6 million for 2009, and staff agreed to identify specific vehicles and determine a minimum amount needed for 2009. The current budget does not have any funds for vehicle replacement.
- 4. City Council discussed a potential review of personnel reductions in the 1<sup>st</sup> quarter of 2009 after the new City Manager starts and a strategic plan for City services is developed.
- 5. City Council identified approximately \$125,000 in programs to be retained in the 2009 Budget as well as \$29,000 of specialized fund programs that need to be eliminated from the spreadsheet.

### **New Information**

On October 20, 2008, I provided an e-mail to City Council and met with the leadership team to identify revisions to the 2009 Budget, which addresses the issues raised at the study session on October 16, 2008. The leadership team met a second time on October 22, 2008 to finalize our approach and the new information we are providing with this memorandum.

### 1) Revenues

We understand that Revenues may remain flat next year since various regional projections show an increase, while other methods show zero gain. We intend to keep Revenues at \$20.89 million as outlined in the draft 2009 budget. The projected fund balance at the end of 2009 will meet or exceed 25% of \$20.89 million (\$5.23 million) in the next version we provide to the City Council.

## 2) Expenditure Reductions

The Service Business Hierarchy spreadsheet has been revised with the items that Council agreed to keep, cut, or discuss further. There were questions about the details of the expenditures for some of the community events. It is important to note that some events generate revenue, which in some cases, cover the cost of the event. Details of each of the programs are outlined below:

### 2643 Seasonal Marketing \$8,650

Collaborative citywide marketing for summer events for all areas of theatre and special events including one full-color brochure inserted in the Connections, staff t-shirts for events/July 4th (for risk management purposes to identify staff), print advertising, and outdoor banners. - *Eliminate* 

Fishing Derby elimination would be a savings of \$2,300. With sponsorship and fees the event raised \$3,580 in revenue in 2008, so there is a net gain. - Retain

Safe Street Halloween: Our division partners with Police for the event - we currently hire the entertainment at \$750 and have \$500 for candy. - *Eliminate* 

Noel Northglenn/Holiday Craft Fair elimination would be a savings of \$3000. Revenue from fees is anticipated at \$3000 in 2008, so it is cost neutral. – *Retain* 

2642 Awards and Gifts \$9,375 (We do not have a Neighbor Helping Neighbor program - see below for programs)

\$2,000 - Neighborhood Beautification and Magnificent Tree: pays for yard signs, small recognition signs, and framed certificates. Without the operational funding, the program may be reduced to a paper certificate and a power point presentation at Council or the program may be eliminated. - *Eliminate* 

\$350 - Metro Mayors and Commissioners Youth Awards: pays for Council reception, certificates and recognition items for youth honored. (\$1000 additional is routinely charged to the Council budget for the two awards banquets at Adams County and Metro). Communications regarding this program need to begin by October 31 to meet the 2009 timelines for January recognition. - Retain

\$6,000 - Recognition for Volunteers: summer citywide volunteer recognition and supper for 200+ volunteers (\$2000), greeting cards (\$600 for two cards annually per volunteer), signage for Trail and Park Partners, small recognition items for ongoing and episodic volunteering (\$2000). It is difficult to quantify the cost benefit of volunteer service to the City. Is it feasible to have a volunteer program without recognition or supplies (see below)? - *Eliminate* 

\$1,525 - Fishing Derby awards for biggest fish and the "takeaways" that the children receive (included in the total above under Fishing Derby) - Retain

2699 Operating Supplies \$4,850 – Eliminate all

\$1,250 - Farmers' Highline Canal Cleanup (Spring) and Make A Difference Day (Fall): gloves, bags, buckets, lunch for the volunteers, city tours for scout groups, local churches, honor society and school group special projects, graffiti removal supplies,

\$200 - Safety supplies like orange vests, gloves, masks, first aid kits,

\$400 - Supplies for bike repair for the bike program

\$3,000 - Supplies for neighborhood activities, lunch for cleanups, supplies for a round table/workshops for neighborhood leaders, educational activities,

### 2883 Plants \$8,000 – Eliminate all

Eliminates the annual flower beds in the parks and eliminates the volunteer Flower Bed Partner program. The beds would be mulched. There are six beds at E. B. Rains, three at City Hall and 17 outlying beds. The beds at the street entrance to City Hall, at the entrance to City Hall, at the street entrance to the Recreation Center and at the entrance to the Recreation Center are excluded from the volunteer program and are cared for and paid for by Parks.

3999 Other Contracted - Fireworks off the lake: the reduction is actually \$14,000. The 2008 revenue generated for July 4th was \$12,239; the total expenses were \$49,286.

4101 Conferences and Seminars \$2,000

4452 Outside Agency Funding \$6,000 The Community Building Grants for neighborhoods would be eliminated

Other grant and loan programs

Funds established by Council resolution:

131 61716 \$10,000 Emergency Grants - allocated automatically annually and benefits 10 or more homes at \$1000 maximum grant per year. Unused funds roll over annually automatically. The City spent approximately \$6,000 in 2007 and the remaining funds rolled over into 2008 to provide \$19,224 available in 2008. To date in 2008 have completed 11 grants utilizing \$11,307.56 with 6 approved grants pending completion for a potential of an additional \$6,000. (Additional requests for grants were received after the freeze, the full amount would most likely have been depleted).

Emergency Loan fund has accumulated \$60,055 to date. No loans have been utilized in 2007 or 2008. We currently have 2 loans totaling \$1,933.21. Staff is recommending a roll over of

\$60,000 from the Emergency Loan fund back into the General Fund as an additional cost-saving measure. Formal action in the form of a resolution by the City Council is required to make this transfer.

#### Abatements

The City Council directed staff to retain \$50,000 and \$45,000 in abatement services in the Neighborhood Services and Building (Planning and Development) budget respectively. These items are proposed for retention in the budget and staff has obtained the lien certification information for 2007 and 2008 (year-to-date) to determine the actual revenues generated to offset this expenditure.

### 2007

Contractor liens: \$15,535.90

City liens: \$47,849.70 Total liens: \$63,385.60

2008 (through Mid-October) Contractor liens: \$27,366.17

City liens: \$11,878.90 Total liens: \$39,245.07

\$29,250 was also eliminated from the reductions spreadsheet in the areas of tree branch recycling, roll-off replacement, and water conferences and seminars. These reductions may be included in the final budget for other funds, but they are not paid for out of the General Fund.

In the areas of Core Services "No Choice", the Council directed the staff to eliminate the reductions related to Boards and Commissions, consolidated elections, and conferences and training for the City Clerk's Office. In addition, there was discussion amongst the Council about reducing the travel budget for Council Members by approximately \$2,000 each. Staff has included this in the latest iterations of the expenditure reduction plan.

In the areas of Support Services there was extensive discussion about the Educational Assistance and the Employee Assistance Program (EAP). Staff proposed some minor reductions, which would have eliminated the Bridges to Excellence training program, but proposed to retain the EAP, Flex Plan administration, COBRA administration, job ads, and the COPS recruitment program. The City Council directed staff to keep both the EAP and the educational assistance for now, and consider re-bidding the EAP for next year. After the meeting, the Finance Department also identified some General Fund reductions, which are included in this latest revision under the Support Services section.

## 3) Vehicle Replacement

I met with Norm Bell, Acting Public Works Director, to review the list of vehicles, which need replacement in 2009. The original list included over \$1.6 million of vehicles and equipment and we did not include anything in the budget presented in September. The Vehicle Replacement Fund originally included a balance of \$500,000, but it was "returned" to the General Fund. We are proposing a \$375,000 transfer from the General Fund to the Vehicle

Replacement Fund in 2009 since we have reduced the amount of vehicle purchases to \$375,000 for 2009. However, this does not provide any contingency if any of the non-replacement vehicles are damaged beyond repair in the coming year. A transfer of \$500,000 in 2010, would create a new balance for vehicle purchases in 2010. However, this amount may not be sufficient due to the large number of vehicles, for which replacement is being delayed until 2010.

## 4) Pension Fund Forfeitures

Earlier this month the General Employees Pension Board approved the use of \$114,167 in pension forfeitures (General Fund-110). These forfeitures will be a direct offset to the City pension expenditure. As a result, the 2008 year-end estimate and 2009 budget can be adjusted. The impact of the use of forfeitures by year is estimated as follows:

Fund	 2009		2008	[	Total
110	\$ 19,028	\$	95,139	\$	114,167
220	 609		3,044		3,653
230	 326	:	1,628		1,954
505	 468		2,339		2,807
510	9,818		49,089		58,907
520	2,192		10,959		13,150
531	 262		1,310		1,572
	\$ 32,702	\$	163,508	\$	196,209

## **Alternatives for Discussion**

Overall, the spreadsheets have been updated to reflect the goals and priorities of the City Council as outlined in the summary of the discussion from October 16, 2008. The Department Directors and Managers have made a good initial effort in reducing program and operating expenditures in the information we presented last week. Based on our analysis, we are still short of the 25% fund balance requirement by approximately \$100,000.

In summary, I am requesting discussion and direction on two alternatives for finalizing a balanced budget by the end of the year.

- 1) Direct staff to amend the budget with the reductions presented, recognizing the current end of year fund balance is projected at 24.5% of revenues, just short of the Council-adopted policy of 25%. Prepare for 2009 Final Budget adoption on November 13, 2008. Staff will also implement the following cost saving measures immediately:
- Develop a strategic plan for all of the City services and programs in the 1<sup>st</sup> quarter of 2009 to identify additional expenditure reduction items with the goal of meeting the 25% fund balance policy.
- Delay the hiring of the Department Director positions until the strategic plan and new organizational chart is developed by the new City Manager in the 1<sup>st</sup> quarter of 2009.
- In the event of new vacancies, consider elimination of the vacant position at the discretion of the Department Director and City Manager.

If a newly vacant position is not eliminated, consider delaying the filling of the position for a period of 90 days at the discretion of the Department Director and City Manager.

### OR

2) Direct staff to identify additional operational or personnel reductions to make up for the shortfall of \$100,000 in advance of the next study session on November 6, 2008. If this alternative is selected, staff would recommend development of a severance plan for employees whose positions are eliminated.

## **Final Comments**

The current version of the 2009 Budget includes projections for 2010 which do not meet the 25% fund balance requirement. Staff will amend the final version of the 2010 Budget once we get the expenditures finalized and determine the final projected fund balance figure in the 2009 column.

Staff is recommending approval of alternative number one to finalize the budget for a hearing on November 13 and implement the reductions proposed for 2009.

Updated: Prepared by:

10/22/2008 James Hayes

CAPITAL IMPROVEMENT PROGRAM	Estimated Carryover from 2008	2009 Projected Budget	2009 Estimated Expenditures	2010
		andre of the second		
Police Department Remodel	\$27,767		\$27,767	
Webster Lake Shoreline Rehabilitation	\$100,000		\$100,000	
Irrigation Valve Replacement		\$20,000	\$20,000	\$65,000
Playground Equipment Maintenance		\$29,940	\$29,940	\$70,000
Financial Management System				
Citywide Fence Maintenance	\$100,000		\$100,000	
Weld County Road 11 Realignment Design				
Traffic Signals Cabinet Replacement		\$14,000	\$14,000	\$14,000
Residential Street Overlay	\$274,070	\$636,000	\$910,070	\$517,000
Jacobucci Land Purchase		\$186,702	\$186,702	\$186,702
Crosswalk Improvements		\$65,000	\$65,000	4,
104th Avenue Bridge Enhancements		\$250,000	\$250,000	
New Voice Mail System			,	\$35,000
Skate Park Preliminary (design)				\$25,000
Recreation Center				4,
Theater Lighting		\$10,060	\$10,060	
Elevator Stand By Power		\$30,000	\$30,000	
Enclose Stairways		\$75,000	\$75,000	
Senior Center Refuge Area		\$25,000	\$25,000	
Sprinkler System			,	\$600,000
Type V-A Construction Upgrade				\$500,000
Complete Fire Access Road				\$119,000
Egresses Upgrade				\$100,000
Fitness Amenities (2011)				ψισσίσοι
Sr. Center Flooring Replacement (2011)				
Huron St. Roadway Reconstruction (2012)				
E. 112th Avenue Widening (2013)				
W. 112th Avenue Widening (2014)				
			Mark distribution in the Section Sevents	NATION OF STREET
Sub-Total General Fund Balance	\$501,837	\$1,341,702	\$1,843,539	\$2,231,702

COMMUNITY "ADD ONS"	Program or Service	Sub-Category	Budget Reductions	Potential Savings	Notes from 10/1
Planning and Development					
Community Events	Promotional Marketing	2643-Seasonal mktg. only	Eliminate all seasonal marketing	\$8,650	Eliminate
	Fishing Derby	(601) - Various	Eliminate Fishing Derby	\$0	Retain
	4th of July	(602) - Various	Eliminate fireworks off lake only	\$14,000	Modified
	Safe Street Halloween	(603) - Various	Require private sponsorship	\$1,250	Eliminate
	Noel Northglenn/Craft Fair	(604) - Various	Require private sponsorship	\$0	Retain
Planning and Development		* * ***********************************		AL TO COLUMN DECIDE GENERAL PROPERTY CONTRACTOR	Section of the sectio
Community Engagement	Awards Gifts/Flowers	2642	Eliminate N'bor Helping N'bor	\$8,000	Modified
	Operating Supplies	2699-Non-event supplies	Eliminate Partners w/ Parks & N'hoods	\$4,850	Eliminate
	Plants/Landscaping	2883	Eliminate Park planting program	\$8,000	Eliminate
	Conferences/Seminars	4101	Eliminate conferences	\$2,000	Eliminate
	Outside Agency Funding	4452	Eliminate grants/n'hood projects	\$6,000	Eliminate
Communications/Administrative				1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	A SANCE AND A CONTRACT OF THE SANCE AND A
Communications and Public Information	Office Supplies			\$500	Eliminate
	Beautification Video		Eliminate Beaut. Video/Holiday Light.	\$5,000	Eliminate
	Newsletter		Change Connections to B & W	\$9,000	Eliminate
	Conferences/Seminars		-	\$2,500	Eliminate
Sub-Total Community "Add Ons"			en e	\$69,750	entrone and the second second second second

QUALITY OF LIFE	Program or Service	Sub-Category	Budget Reductions	Potential Savings	Notes from 10/
Planning and Development			au Sileal, Thu via builteal leagh (1911 Teachtas 1917) -		
Planning for the Future		Contractual Services	Eliminate Professional Fees (Consulting	\$50,000	Eliminate
	Land Use Regulations		· -		
	RTD/Fastracks	etter kongres en regegere gan per en en en en en en en e			
Parks and Recreation					
Parks and Recreation				\$2,000	Eliminate
	Roving Rec Supplies			\$1,900	Eliminate
	Teen Newsletter			\$1,500	Eliminate
	Senior Newsletter			\$3,500	Eliminate
	Senior Pienie			\$1,000	Eliminate
	Senior Games			\$1,500	Eliminate
	Non-essential Training		Generation based programs	\$1,000	Eliminate
	Activity Brochure			\$14,000	Eliminate
	Racquetball refininishing			\$800	Eliminate
	Non-essential Training		Sports and operations	\$700	Eliminate
	Tile reglazing			\$13,000	Eliminate
	Table replacement Uniforms			\$6,000	Eliminate
				\$2,000	Eliminate
	Non-essential Training		Parks operations	\$750	Eliminate
	Purchase of Mule (4x4)	Proporties and the second of the	Tagang kanggalang panggalang ang kanggalang	\$6,400	Eliminate
Planning and Development	in di Sulanda Agalakinah		a di katamatan dalih iti di kabupaten 19	fo falledyddiaeth o'i s	recent de la recent
	NILID A Communit				
Economic Development		7 DI.			
	Redevelopment Planning/(	Jomp Pian	See above for reductions	Solid in New York (In the South Control of the Sout	
Planning and Development	t vije kom i erije ji jih je mile je poviju i ber tom kiji kale i pije tom Povije povije kom i preside je povije kom kili i povije kom je je kom je	g Belling for finding to 1995 to 1997 to 1997 Amender Andrew (1997) to 1997			
Neighborhood Services	Cada Enforcement	Commodities			
	Clean Sweep	Contractual Services	Eliminate Abatements	70	D
	Слеан эмеер	Other Operating	Eliminate Abatements Eliminate Training	\$0	Retain \$50,00
		Other Operating	Eliminate IValining Eliminate ISP in vehicles	\$2,000	Eliminate
	Housing/Grants Admin	Commodities	Eliminate ISP in venicles	\$5,250	Eliminate
	(CDBG other grants)	Contractual Services			
	(Support to other Depts.)	Other Operating	Eliminate Conferences	61.500	7715
	(oupport to omer Depts.)	Omer Operating	Emmate Conferences	\$1,500	Eliminate
Sub-Total Quality of Life	4-4-1-4-14-14-14-14-14-14-14-14-14-14-14	aska burapilk ishliq beli seki pilabir yilke i			선생님 그는 걸음

CORE SERVICES "CHOICE"	Program or Service	Sub-Category	Budget Reductions	Potential Savings	Notes from 10/16
Police					
Law Enforceme	ent Patrol Operations	Uniforms		\$7,000	Eliminate
		Tactical Team Supplies		\$5,000	Eliminate
		Weapons Supplies		\$5,000	Eliminate
		Radio Replacements		\$10,000	Eliminate
		Non-Essential Training		\$20,000	Eliminate
and the second of the second o	engen e grand g	Non-Essential Conf/Sem	in.	\$3,000	Eliminate
			Professional American State (1997) Professional American State (1997)		
Planning and Development					
Land Use Regulation	ons Development Review/DRO	C Commodities			
The second of th	Zoning Regulations	Other Operating	Ordering all supplies for entire Dept.		
		d in the delicity of the state			
Planning and Development					
Building Safe	ety Building Permits/Inspection	n Commodities	Eliminate Uniform Allowance	\$2,410	Eliminate
		Contractual Services	Eliminate Abatements	\$0	Retain \$45,000
The first of the f	SECTION CONTRACTOR CON	Other Operating	Eliminate Training	\$5,000	Eliminate
Public Works and Utilities					
Solid Waste and Recycli	ing Tree Branch Recycling			\$0	Not in GF
n in 1866 in 1865 (1868 ann an 1865). Tha a firm ann ann an tha facilitie ann an aireann an aireann an aireann	Roll-off Replacement	ANTO CONTROL WINDOWS NOT A CONTROL WITH A CONTROL OF A CONTROL OF A CONTROL WITH		\$0	Not in GF
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Public Works and Utilities					
Wa	ter Conferences/Seminars			\$0	Not in GF

Public Works and Utilities	
Wastewater	
Sub-Total Core Services "Choice"	S57.410
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Boards and Commissions Conferences/Seminars Travel (City Council) Parks Board/Youth Comm \$0 Retain \$2.1 Park	Governance					
Conferences/Seminars Travel (City Council) \$20,000  City Clerk/Legislative Records Management Elections Conferences/Training Records Management Elections Conferences/Training Records Management Fublic Works and Utilities Storm Water Management  Police Emergency Management  Public Works and Utilities/CIP Streets and Transportation Other Professional Fees Cip/Traffic Engineering Cip/Traffic Engineering/Gis Cip/Traffic Engineering/Gis Storm Water Management  Conferences/Seminars Cip/Traffic Engineering/Gis Storm Water Management  Streets and Transportation Storm Water Management  Gasoline Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Storm Storm Nation Fixed Price Cont/Repair City Hall Pump Fixed Price Cont/Repa			` ' '	<b>Q1</b>	\$0	Retain \$1,680
City Clerk/Legislative Records Management Elections Conferences/Training Conferences/Training Conferences/Training Conferences/Training Public Works and Utilities Storm Water Management  Police Emergency Management  Public Works and Utilities/CIP Streets and Transportation Other Professional Fees CIP/Traffic Engineering Conferences/Seminars CIP/Traffic Engineering/GIS Streets Engineering/GIS Conferences/Seminars CIP/Traffic Engineering/GIS Streets Engineering/GIS Eliminate Eliminate Eliminate Elimin				Parks Board/Youth Comm	\$0	Retain \$2,120
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Records Management Elections Conferences/Training  Public Works and Utilities Storm Water Management  Police Emergency Management  Public Works and Utilities/CIP Streets and Transportation Other Professional Fees Conferences/Seminars Conferences/Seminars Weed spraying Conferences/Seminars Gasoline Diesel Diesel Diesel Conferences/Seminars Fleet F		o Liudha Baaldayi	ikisi la waxan isto Abyi.	AMERICAN SERVICE SERVICES AND AN ARTHUR	MAME IN	
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Public Works and Utilities Storm Water Management  Police Emergency Management  Public Works and Utilities/CIP Streets and Transportation Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars Gasoline Gasoline Diesel Diesel Conferences/Seminars Conferences/Seminars Fleet Fixed Price Cont/Repair City Hall Pum; Stored Price Cont/Re	The first of the second section is a second section.	Prior the law order a treating whose was personal a few materials.		And the control of th	\$0	Retain \$3,60
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Public Works and Utilities/CIP  Streets and Transportation Uniforms CIP/Traffic Engineering \$1,000 Eliminate Conferences/Seminars CIP/Traffic Engineering/GIS \$1,000 Eliminate Conferences/Seminars CIP/Traffic Engineering/GIS \$5,000 Eliminate Conferences/Seminars CIP/Traffic Engineering/GIS \$5,000 Eliminate Conferences/Seminars Streets and Transportation \$4,000 Eliminate Gasoline Fixed Price Cont/Repair City Hall Pump \$42,400 Eliminate Fixed Price Cont/Repair City Hall Pump \$50,000 Eliminate Conferences/Seminars Fixed Price Cont/Repair City Hall Pump \$50,000 Eliminate Conferences/Seminars Fleet \$1,000 Eliminate Conferences/Seminars			wawan aweedyn earle all ole eige traue in ei	the contract of the contract o		
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Streets and Transportation Uniforms Other Professional Fees CIP/Traffic Engineering Other Professional Fees CIP/Traffic Engineering/GIS St,000 Eliminate Conferences/Seminars CIP/Traffic Engineering/GIS St,000 Eliminate Streets and Transportation St,000 Eliminate Streets and Transportation Gasoline Fixed Price Cont/Repair City Hall Pump Diesel Fixed Price Cont/Repair City Hall Pump St,000 Eliminate Fixed Price Cont/Repair City Hall Pump F						
Other Professional Fees CIP/Traffic Engineering/GIS Conferences/Seminars CIP/Traffic Engineering/GIS S1,000 Eliminate Weed spraying S4,500 Conferences/Seminars Conferences/Seminars Streets and Transportation Gasoline Fixed Price Cont/Repair City Hall Pum S50,000 Eliminate Fleet Fleet S1,000 Eliminate Fleet Fleet S25,000 Eliminate	Emergency Management					
Conferences/Seminars  ClP/Traffic Engineering/GIS  Weed spraying  Conferences/Seminars  Conferences/Seminars  Streets and Transportation  Gasoline  Fixed Price Cont/Repair City Hall Pump  Diesel  Fixed Price Cont/Repair City Hall Pump  Soo,000  Eliminate  Fixed Price Cont/Repair City Hall Pump  Conferences/Seminars  Fleet  S1,000  Eliminate  Fleet  S25,000  Eliminate  Fleet  S25,000  Eliminate  Fleet  Fleet  S25,000  Eliminate  Fleet  Fleet  Fleet  Fleet  S25,000  Eliminate  Fleet	Emergency Management Public Works and Utilities/CIP					
Weed spraying \$4,500 Eliminate Conferences/Seminars Streets and Transportation \$4,000 Eliminate Gasoline Fixed Price Cont/Repair City Hall Pump \$42,400 Eliminate Diesel Fixed Price Cont/Repair City Hall Pump \$50,000 Eliminate Conferences/Seminars Fleet \$1,000 Eliminate Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms				Eliminate
Conferences/Seminars Streets and Transportation \$4,000 Eliminate Gasoline Fixed Price Cont/Repair City Hall Pum; \$42,400 Eliminate Diesel Fixed Price Cont/Repair City Hall Pum; \$50,000 Eliminate Conferences/Seminars Fleet \$1,000 Eliminate Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees		CIP/Traffic Engineering/GIS	\$1,000	Eliminate
Gasoline Fixed Price Cont/Repair City Hall Pum; \$42,400 Eliminate Diesel Fixed Price Cont/Repair City Hall Pum; \$50,000 Eliminate Conferences/Seminars Fleet \$1,000 Eliminate Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars		CIP/Traffic Engineering/GIS	\$1,000 \$5,000	Eliminate Eliminate
Diesel Fixed Price Cont/Repair City Hall Pum  \$50,000 Eliminate Conferences/Seminars Fleet \$1,000 Eliminate Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS	\$1,000 \$5,000 \$4,500	Eliminate Eliminate Eliminate
Conferences/Seminars Fleet \$1,000 Eliminate Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS Streets and Transportation	\$1,000 \$5,000 \$4,500 \$4,000	Eliminate Eliminate Eliminate Eliminate
Heavy Truck Lift Fleet \$25,000 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars Gasoline		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS Streets and Transportation Fixed Price Cont/Repair City Hall Pump	\$1,000 \$5,000 \$4,500 \$4,000 \$42,400	Eliminate Eliminate Eliminate Eliminate Eliminate
4-0,000	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars Gasoline Diesel		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS Streets and Transportation Fixed Price Cont/Repair City Hall Pump Fixed Price Cont/Repair City Hall Pump	\$1,000 \$5,000 \$4,500 \$4,000 \$42,400 \$50,000	Eliminate Eliminate Eliminate Eliminate Eliminate Eliminate
Overtunic wages \$3,10 Eliminate	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars Gasoline Diesel Conferences/Seminars		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS Streets and Transportation Fixed Price Cont/Repair City Hall Pump Fixed Price Cont/Repair City Hall Pump Fleet	\$1,000 \$5,000 \$4,500 \$4,000 \$42,400 \$50,000 \$1,000	Eliminate Eliminate Eliminate Eliminate Eliminate Eliminate
	Emergency Management Public Works and Utilities/CIP	Uniforms Other Professional Fees Conferences/Seminars Weed spraying Conferences/Seminars Gasoline Diesel Conferences/Seminars Heavy Truck Lift		CIP/Traffic Engineering/GIS CIP/Traffic Engineering/GIS Streets and Transportation Fixed Price Cont/Repair City Hall Pump Fixed Price Cont/Repair City Hall Pump Fleet	\$1,000 \$5,000 \$4,500 \$4,000 \$42,400 \$50,000 \$1,000 \$25,000	Eliminate Eliminate Eliminate Eliminate Eliminate Eliminate Eliminate Eliminate

SUPPORT SERVICES	Program or Service	Sub-Category	Budget Reductions	Potential Savings	Notes from 10/16
City Attorney/Mgmt. Services	tina dia katawa da Alekhikasi. Tan	esad lokkades negarando de delo	and the second of the second section	in a la distribuidad de la companya	Hart. Turk-bir
Legal Services	Printing	3151 (Mgmt. Services)	Municipal Court	\$5,000	Eliminate
Finance	ANAN EMBASIMBAN EMBANESAS SAS	vaninger van de state de state van de state v	realization resource to the realization of	A LILA BALBA MEMBER CALA	niktak ara asibahini
Financial Management	Commodities Other Operating	Supplies - 10% reduction Conferences/Mileage		\$819 \$4,105	New Reduction New Reduction
Management Services					
Human Resource Management	Other Professional Fees	3199	•	\$9,600	Eliminate
	Educational Assistance	4106	•	\$0	Retain \$12,000
Management Services					
Information Technology	Conferences	4101		\$1,000	Eliminate
	Training	4102	:	\$4,000	Eliminate
	Cell Phones	4813	<b>,</b>	\$1,000	Eliminate
Public Works and Utilities/CIP			Batharet Burgon (1965)		
City Facilities and Asset Management			Addin Areston Bello in France		
Sub-Total Support Services	er van van van de Stadie In Stadie van de Paul Methik 1998. De		er fata di del disconere di contradi i di della contradi i di contradi di di contradi di contradi di contradi Contradi di contradi di contradi i contradi i contradi di contradi di contradi di contradi di contradi di cont	\$25,524	BSBLOKEN, EN LANGER CAR
			Endonte in a service of the service		Name of the table wa

TOTALS  13.11   13.44   13.44   14.45   14.15   14.45	
Community "Add Ons"	\$69,750
Quality of Life	\$114,800
Core Services "Choice"	\$57,410
Core Services "No Choice"	\$157,050
Support Services	\$25,524
Wage Freeze for 2009 (all Depts.)	\$170,431
Emergency Loan Fund	\$60,000
City Council (Legislative)	\$20,000
Pension Fund Forfeitures	\$19,208
Total Savings with all Reductions	\$694,173

GENERAL FUND COMPARATIVE BUDGET STATEMENT	10/2/2008	Reductions	10/16/2008	10/30/2008
2009 Projected Revenues	\$20,890,082		COO 000 DCC	
	320,070,002	SO Organizaria de los esperas en el	\$20,890,082	\$20,890,082
2009 Projected Expenditures	North or other professional Expedition (1995) (Co	ta da Alakkatia hari suga karin jada para para baran sa		. it #Shift .
Legislative	\$769,400	\$0	\$769,400	\$769,400
Administrative	\$821,011	\$17,000	\$804,011	\$804,011
Planning and Development	\$2,148,314	\$118,910	\$2,029,404	\$2,029,404
Police	\$8,060,759	\$50,000	\$8,010,759	\$8,010,759
Parks, Recreation & Culture	\$3,515,015	\$56,050	\$3,458,965	\$3,458,965
Public Works	\$1,534,850	\$137,050	\$1,397,800	\$1,397,800
Finance (new reductions 10/30)	\$2,425,852	\$0	\$2,425,852	\$2,420,928
Management Services	\$1,590,664	\$25,524	\$1,565,140	\$1,565,140
Wage Freeze for 2009 (all Depts.)	\$0	\$170,431	(\$170,431)	
Emergency Loan Fund	\$0	\$0	(\$170,431)	(\$170,431) (\$60,000)
City Council (Legislative)	\$0	\$0	\$0 \$0	• • •
Pension Fund Forfeitures (2009)	\$0	\$0	\$0 \$0	(\$20,000)
Total Expenditures	\$20,865,865	\$574,965	\$20,290,900	(\$19,208) \$20,186,768
			<b>3±0,±20,200</b>	320,180,700
Excess (Deficiency) of Rev. Over (Under) Expen	\$24,217	ara Baran Baran Barah da Kababatan Baran da Kababatan Baran da Kababatan Baran da Kababatan Baran da Kababatan Kababatan Baran Bara	\$599,182	S703,314
	พระสาร สามารถทั้งใช้เรียกของกา	<del>PERSON</del> VESSES VICE CONTRACTOR CONTRACTOR	\$377,102	3763,314
Other Financing Sources (Uses)	a De Taluardo Pari Talbara en La Cinge Valebro, españolar a galverra	Burkinkal Ininitiases (A) et Brook al al al (100 al al		e a la teliblica
Intergovernmental to CIP	\$840,000		\$840,000	\$840,000
Capital Improvements	\$0.0,000		\$040,000 \$0	\$840,000 \$0
Transfer to CIP	(\$1,405,762)	(\$64,060)	(\$1,341,702)	
Transfer to CIP - Previous Funds	(\$501,837)	(304,000)	(\$501,837)	(\$1,341,702)
Transfer to CIP - Capitalize	\$0		(\$301,637)	(\$501,837) \$0
Transfer to Vehicle Replacement	\$0 \$0		\$0 \$0	(\$375,000)
Transfer to Debt Service (Eliminate in 2010?)	(\$260,000)			, ,
NURA Advance Repayment	\$0		(\$260,000)	(\$260,000)
Proceeds from Property Sales	\$0 \$0		\$0 \$0	\$0
NNDC Funding	\$0 \$0			\$0
Contingency	(\$100,000)		\$0	\$0
Commigney		SEEDING REPORTED AND TO THE STATE OF THE SEEDING	(000,001%)	(\$100,000)
Excess (Deficiency) of Rev. and Other Sources	urtur desembra et l'est dem pleate apalepena.			e de felicitation
Over (Under) Exp. And Other Uses	(\$1,403,382)		(6764 357)	(61.025.325)
	111 - 171 - 181 -	etrang generatarana kalautan la	(\$764,357)	(\$1,035,225)
Pension Fund Forfeitures (2008)		dadadaayaaa dadadada bara bara bara bara bara ba		005 120
Central Services Expenditure Reduction (2008)				\$95,139
Beginning Funds Available	\$5,888,977		\$5,888,977	\$24,000
	Ψυ <b>ντους / /</b>		/ / لارهههرده مارا	\$5,888,977
New Total Beginning Funds Available				C6 000 116
				\$6,008,116
Ending Funds Available	\$4,485,595	и и войначина бирин и институт и ден и Солон (1 г. г.) (1 г. С	\$5,124,620	\$4,972,891
			33,124,020	34,772,071
Funds Balance as % of Operating Expenses	omene om om men til mån er til stad til stad til skallt skall til skallt skallt skallt skallt skallt skallt sk Til skallt s	europa partitura de propositivo este anticologico de la cologica de la cologica de la cologica de la cologica d La cologica de la co	A form the second the supplies	in stabilitaki
incl. Contingency)	21.47%		25,13%	24.51%
	TO CANADA PARA DA PARA PARA PARA PARA PARA PAR	e grading graden province, and a contract of the contract of t	y to the second of the second	11 J. 15 J. 15 J. 15 J. 16