

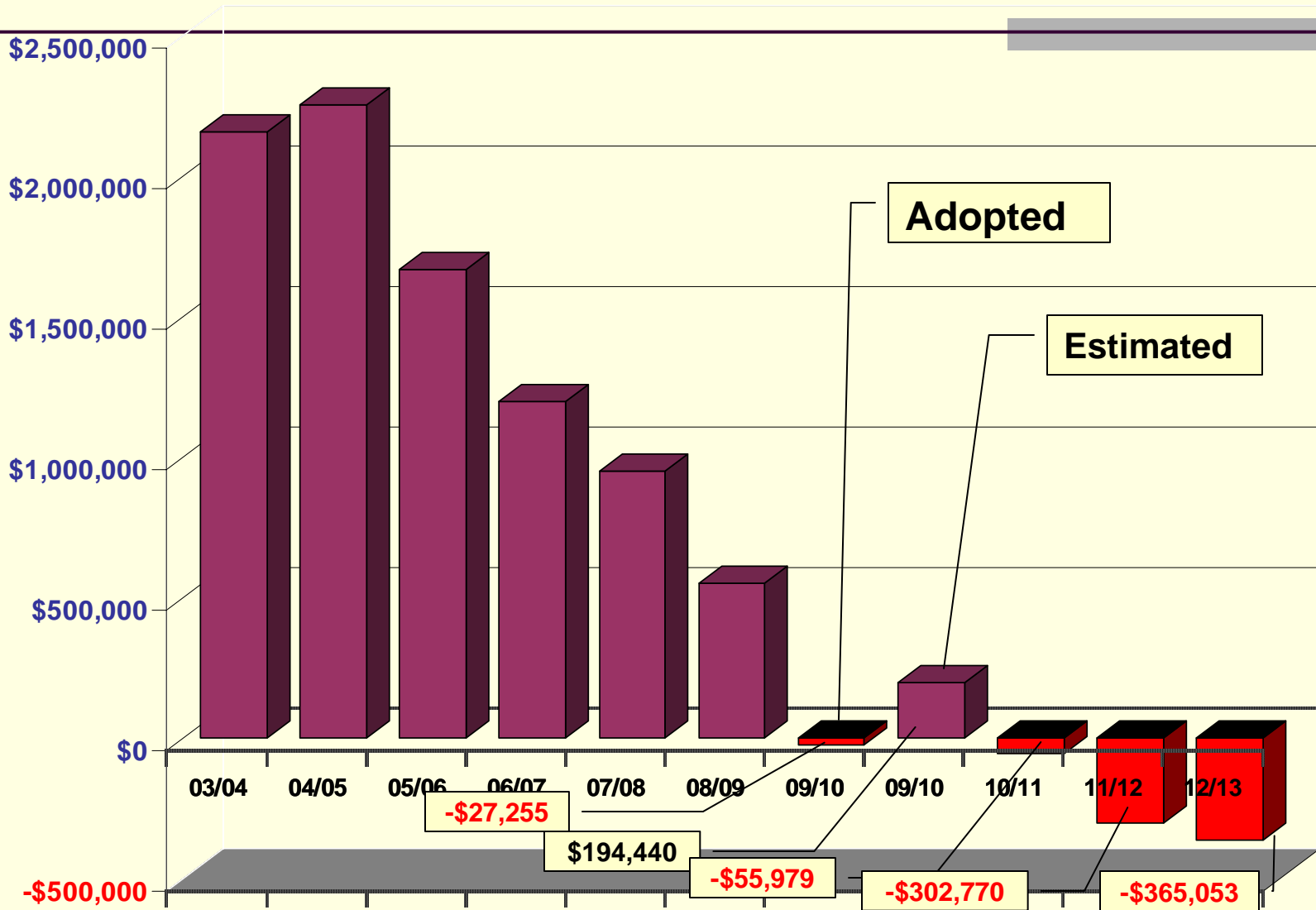
February 3, 2010

City of Cotati
Budget Alternatives
Study Session

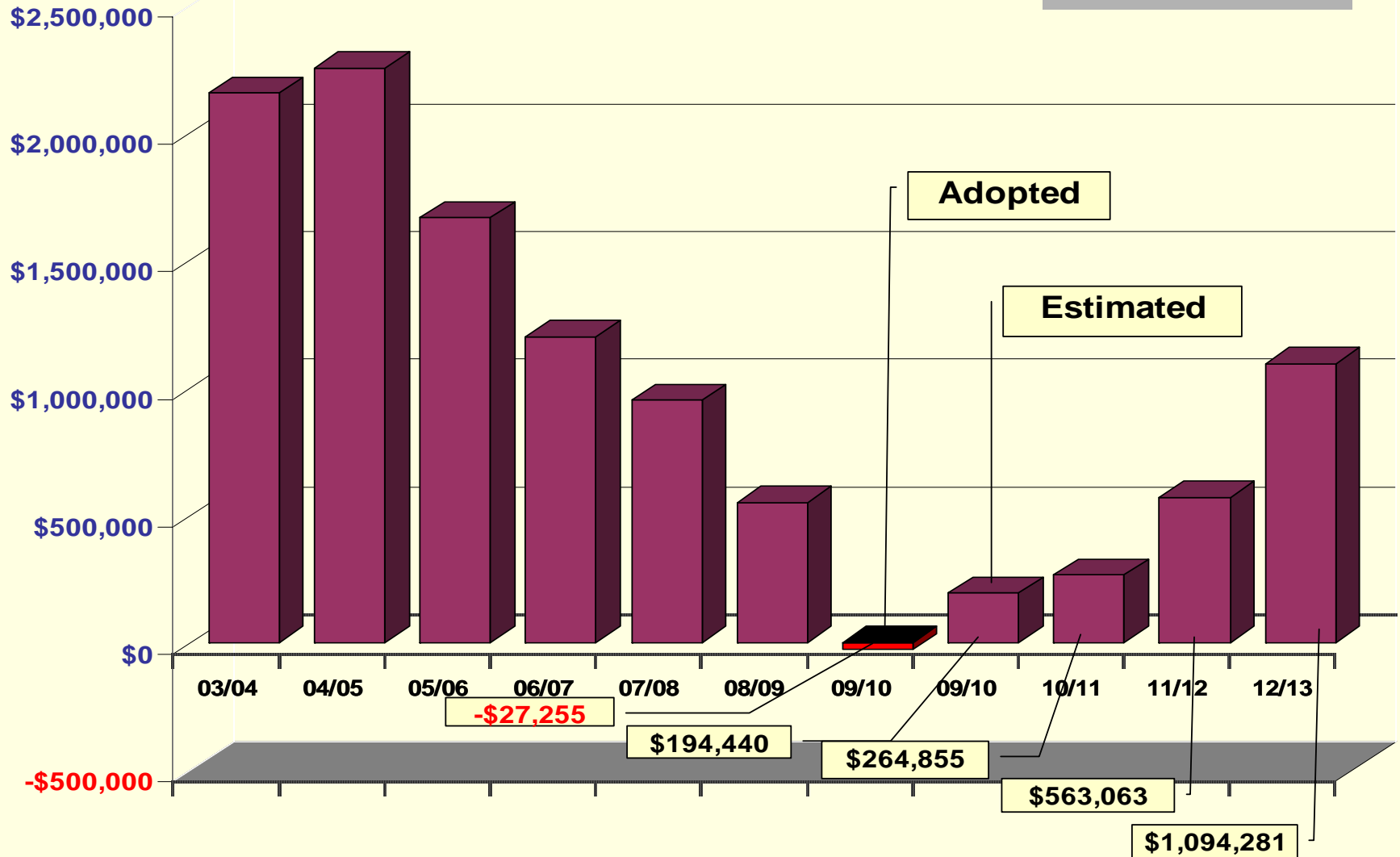
General Fund Balance Trend Analysis

Estimated - FY 09-10 Mid-year Including Cost Saving

Alternatives Presented at January 6, 2010 Meeting – **PLAN A**



General Fund Balance Projected Trend Analysis with Additional Revenue Source

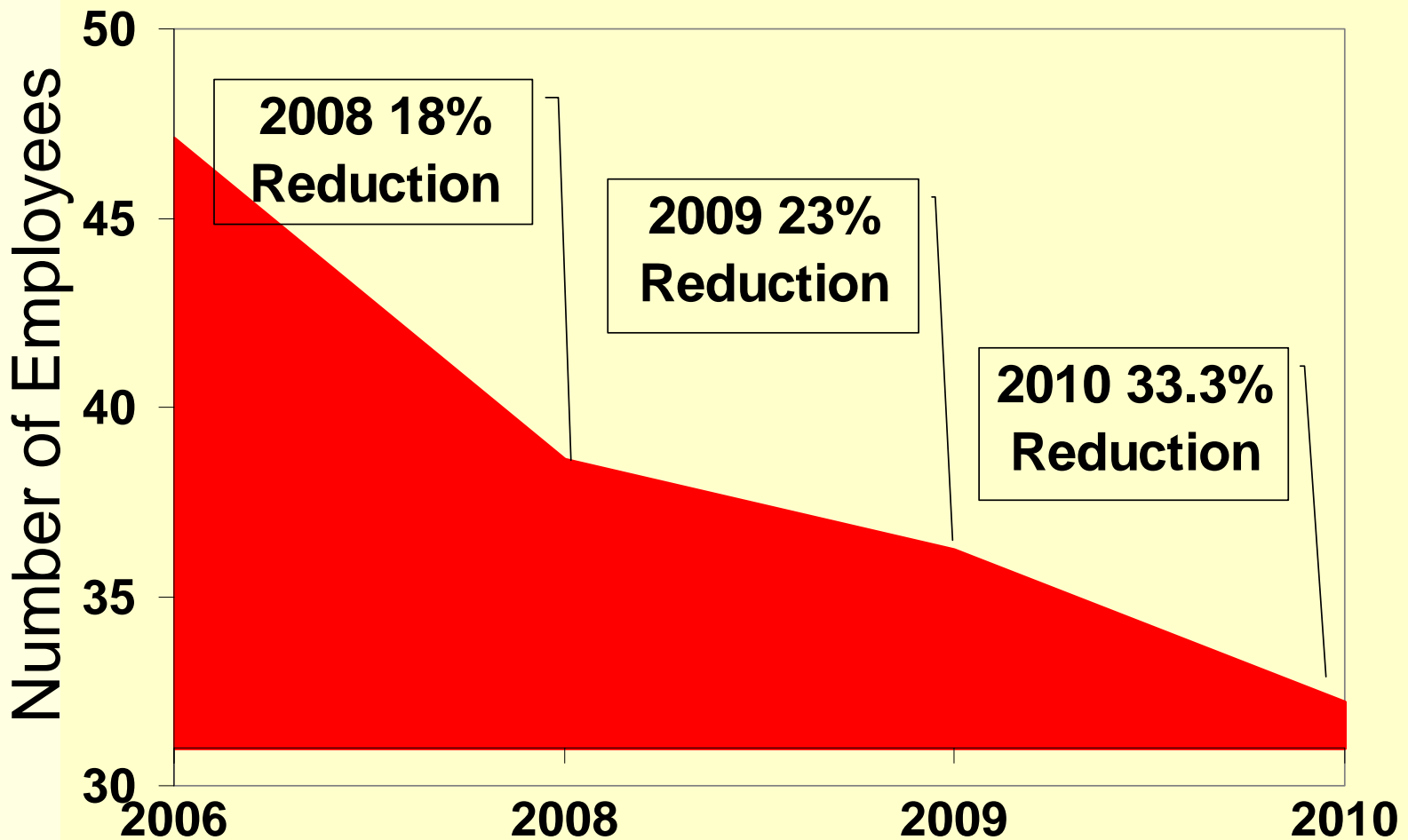


Staffing Reductions By Department

	<i>2006-07</i>	<i>Jan 2010</i>	<i>% Change</i>
City Manager's Office	4.0 FTE	2.0 FTE	(-50%)
Administrative Services	3.67 FTE	3.0 FTE	(-18.3%)
Community Development	8.0 FTE	3.2 FTE	(-60%)
Public Works	8.0 FTE	7.0 FTE	(-12.5%)
Police Department	21.6 FTE	15.7 FTE	(-27.3%)
Recreation	1.03 FTE	0.0 FTE	(-100%)

Total Reduction of -33.3%

Staffing Reduction 2006 - 2010

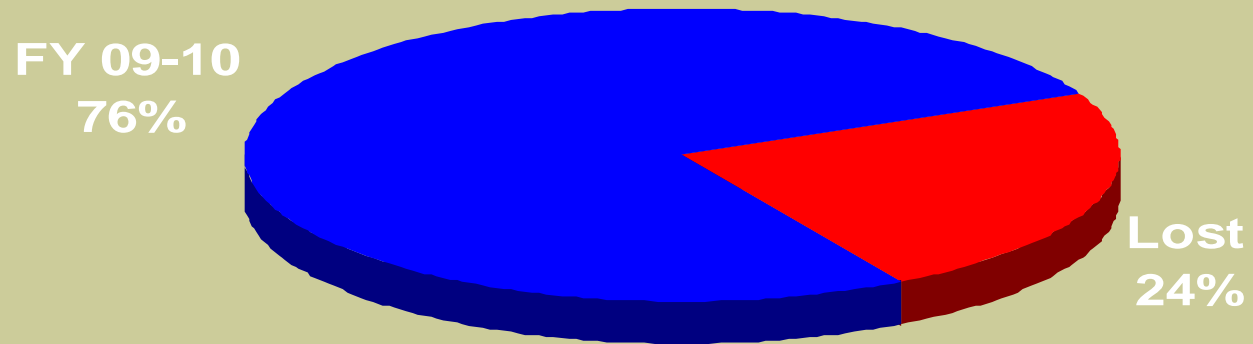


General Fund Structural Deficit

	FY 08-09	FY 09-10	FY 10-11	FY 10-11
	<u>Actual</u>	<u>Estimated</u>	<u>Plan A</u>	<u>Plan B</u>
■ Sources	\$ 4,237,106	\$ 3,437,882	\$ 3,456,467	\$ 3,456,467
■ Expenditures	<u>4,467,414</u>	<u>3,865,064</u>	<u>3,746,254</u>	<u>3,522,395</u>
■ Structural Deficit	(\$ 230,308)	(\$427,182)	(\$289,787)	(\$ 65,298)

General Fund Tax Revenue

(Whole Chart Represents FY 07-08 Level)



Strategies Implemented to Eliminate the Deficit

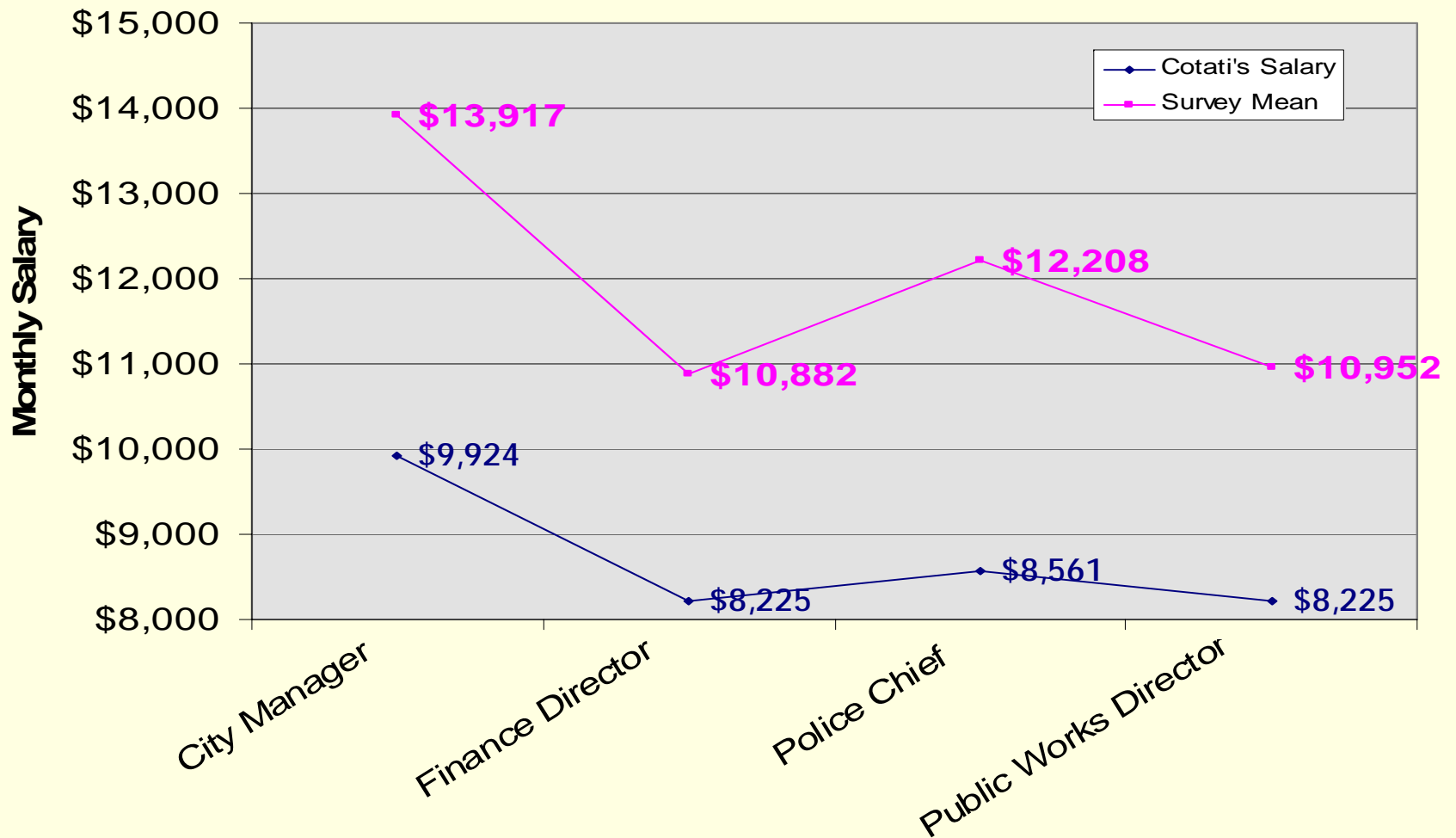
- 14% - 15% salary reductions
- \$50,000 reduction for CADS/RMS (Computer Aided Dispatch/Records Management System)
- Additional reductions in landscape maintenance and other contracts
- Continuing deferral of maintenance projects
- Staff layoffs
- City Hall furloughs/reduced hours
- Reduce legal costs
- Continuing deferral of vehicle and equipment replacement
- Service reductions

“Plan B” Contingency Plan

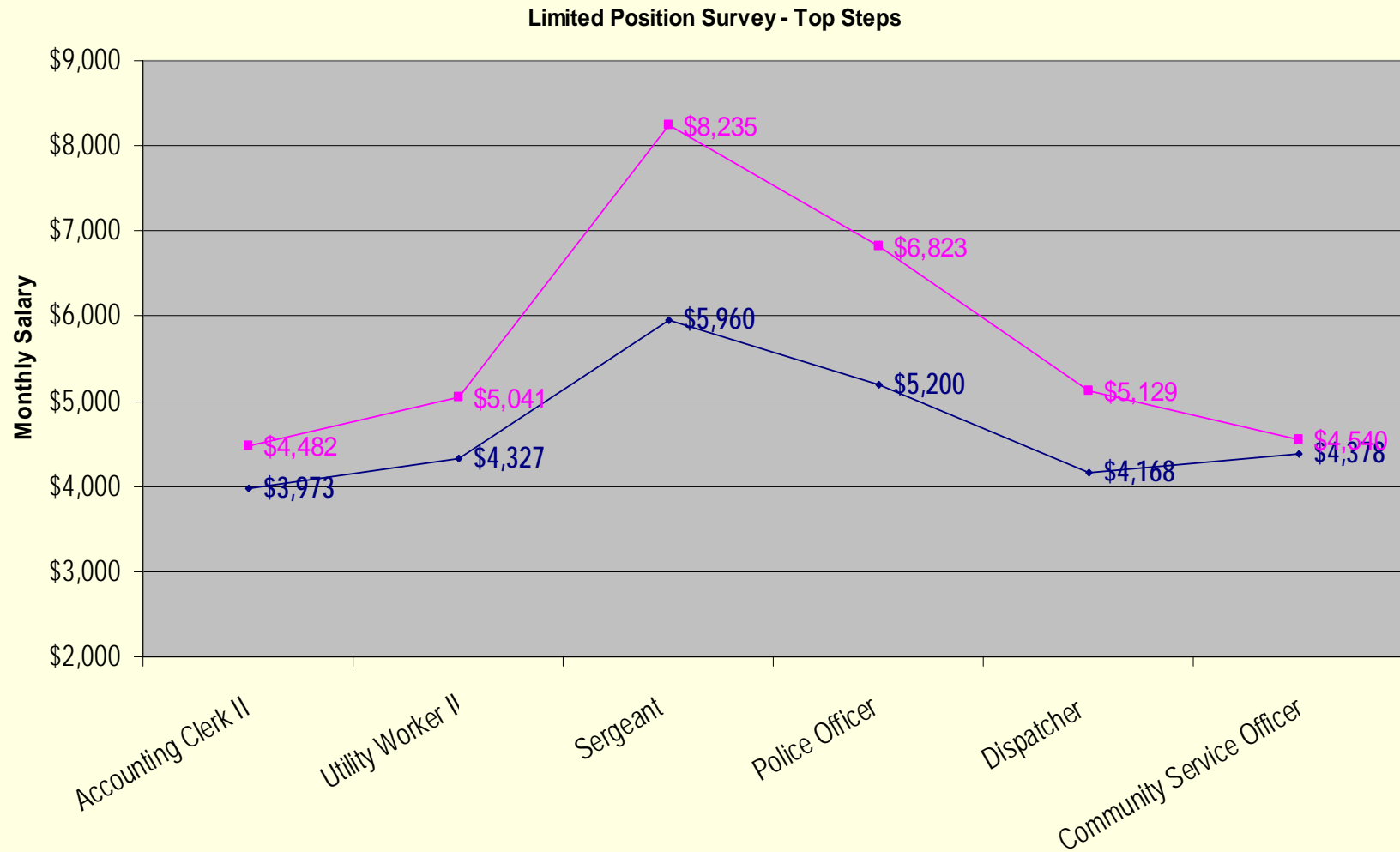
- Contingency Plan that goes into effect without additional revenue source
- Researched:
 - Contracting with other agencies
 - Further in-house reductions
 - Staff and service reductions

Comparison of Staff Base Salaries

Management Salary Survey - Actual Salary vs Mean



Comparison of Staff Base Salaries



City Council

Salary and Benefit Cost by Position

	<u>General Fund</u>	<u>Total</u> <u>All Funds</u>
City Council	\$ 33,956	\$ 58,545

City Council

- Identified opportunity to spread City Council costs among various funds: cost savings of \$20,000 in 2009-2010; additional cost savings of \$87,590 from 4 prior years.

Total cost savings: \$110,564

- Council could consider additional reductions in this area

City Council

Recommendation:

- Spread City Council costs among various funds - **Total cost savings: \$110,564**

City Manager's Office

Salary and Benefit Cost by Position

	<u>General Fund</u>	<u>Total</u> <u>All Funds</u>
City Manager	\$ 47,503	\$ 174,749
Deputy City Clerk	<u>44,134</u>	<u>83,272</u>
■ Total	\$ 91,637	\$ 258,022

City Manager's Office Responsibilities

- Implement Council Policies
- Oversight of all City Departments
- Oversight and direction for the Annual Budget
- Redevelopment Agency Administration
- Strategic Planning
- Records Management and Public Records Requests
- Support the City Council
- Grant Management
- Responsible for all phases of Human Resources
- Prepare City Council / Agency Board Agendas and Minutes

City Manager's Office Responsibilities

Continued

- Conduct Municipal Elections and Related Reporting Requirements
- Oversee Mobile Home Rent Stabilization Program
- Manage Recreation Programs and Coordinate City Events
- Interface with Citizens, Business Owners, Developers on City Policies and Procedures
- Property Management
- City Representation on Local and Regional Issues
- Website Updating and Maintenance

City Manager's Office

Recommendations:

- No contracting opportunities identified
- No proposed further reduction in number of staff

Administrative Services

Salary and Benefit Cost by Position

	<u>General Fund</u>	<u>Total</u>
Director	\$ 22,615	\$ 142,717
Accountant	0	6,298
Accounting Specialist	21,594	86,374
Account Clerk II	<u>7,151</u>	<u>71,508</u>
■ Total	\$51,360	\$ 306,897

Administrative Services Responsibilities

- Prepare Fiscal Year Budget
- Monitor all Revenues and Expenditures
- Complete and File California State Controller's Reports, County Reports and Bond Related Reports
- Annual Financial Audit
- Computer Network Administration, Interface with Consultant, Plan and Implement System Changes
- Human Resources, Payroll Processing and Benefit Administration

Administrative Services Responsibilities

Continued

- Risk Management
- Business License
- Accounts Payable, Receivable and Purchasing
- Customer Service, Invoicing and Payment Processing for Water and Sewer Customers.
Administration of Water Conservation Programs
Backflow Prevention Program

Administrative Services Contracting Opportunities

	City Staff	Temporary Agency		CSMFO Retiree		Other Cities	
		Low	High	Low	High	Low	High
Director	22,608	47,647	62,662	44,433	59,244	44,074	55,237
Accounting Specialist	22,162	11,007	12,580			18,761	20,209
Account Clerk II	7,334	4,403	5,032			6,731	7,884
Total	52,104	63,057	80,274			69,565	83,331

Administrative Services

Outsourcing Opportunities Already Implemented

- Payroll Processing
- Water / Sewer Bill Printing and Mailing
- Information Technology Services (non routine)
- Sales Tax Auditing
- SB90 Mandated Cost Claiming

Administrative Services

Recommendations:

- No contracting (no cost savings)
- No proposed reduction in number of staff

Community Development

Salary and Benefit Cost by Position

	<u>General Fund</u>	<u>Total</u> <u>All Funds</u>
Acting Director	\$ 46,823	\$ 133,781
Assistant Planner	53,220	76,029
Administrative Secretary	55,126	78,751
Building Official	<u>32,526</u>	<u>32,526</u>
■ Total	\$ 187,695	\$ 321,087

Community Development Responsibilities

- Processing planning applications and building permits
- General assistance to public on planning and building questions
- Redevelopment Agency:
 - Property acquisition
 - Required 5 year updates
 - Plan amendments
- Long Range Planning – General Plan Update
- Sonoma County Waste Management Agency
- Redwood Empire Disposal – manage contract

Community Development Responsibilities

Continued

- Community Development Block Grant – grant acquisition
- Grants – applications and administration
- Special Projects such as:
 - Historical Society museum use agreement
 - Faletti Open Space Property Acquisition
 - Legislative research

Community Development Contracting Opportunities

	City Staff	PMC	M-Group
Director	47,501	65,137	61,709
Assistant Planner	53,998	82,688	49,613
Secretary	42,585	45,507	33,096
Permit Technician	14,195	15,169	11,032
Building Official	28,080	58,320	32,400
Total	\$186,359	\$266,820	\$187,849

Note: M-Group has proposed a Senior Planner as Community Development Director

Community Development

Recommendations:

- Contracting not cost effective due to lack of low-bid consultant expertise
- No proposed further reduction in number of staff

Public Works

Salary and Benefit Cost by Position

	<u>General Fund</u>	<u>Total</u> <u>All Funds</u>
Director	\$ 38,903	\$ 143,567
Supervisor	35,901	109,204
Engineering Technician	0	58,191
Maintenance Workers II	<u>140,374</u>	<u>349,135</u>
■ Total	\$ 215,178	\$660,097

Public Works Responsibilities

Streets

- Street Maintenance and Repair
- Storm Drain Cleaning and Repair
- Encroachment Permits
- Compliance with Storm Water Permit
- Traffic Studies
- FEMA Flood Plain Management
- City-Owned Street Lighting Maintenance
- Grant applications and administration (lead on Federal Stimulus funding)

Parks

- Landscape and Irrigation System Maintenance
- Facility Maintenance / Construction

Public Works Responsibilities

Government Buildings

- Facilities Maintenance / Construction
- Janitorial Services and Contract Management

Other Responsibilities

- Water and Sewer (maintenance, Planning, regulatory compliance, and construction)
- Landscape and Lighting Maintenance Districts
- Engineering Plan Review/ Development Agreements
- Representation at regional meetings, including SCTA, RRWA, RCPA, Water Contractors Group and others

Public Works Contracting Opportunities

Park and Landscape Maintenance

- City of Rohnert Park - Landscape Services
 - Proposed GF Contract Cost: \$39,700/yr
 - Existing GF Contract Cost (Trugreen): \$48,100/yr
 - Estimated \$8,400/year in GF savings
- Pros:
 - Potentially less expensive for GF
 - Includes emptying trash, playground inspections
- Cons:
 - Only 1 year of experience, cost/quality uncertain
 - Rohnert Park will likely be top priority
 - Rohnert Park vehicles at Cotati parks and street landscape areas

Public Works Contracting Opportunities

- Contracting with OADS (Old Adobe Developmental Services)
 - Proposed GF Contract Cost: \$8,700/yr
 - Estimated \$46,000/year in GF savings
 - Savings due to less staff time in parks

- Remaining Public Works Tasks in Parks:
 - Irrigation system control and repairs
 - Contractor oversight
 - Playground repair, bark replacement, trees, electrical, minor safety repair of facilities

Public Works

Recommendations:

- Park and Landscape Maintenance - contract with OADS: **Total cost savings: \$46,000**
- Streets -no additional reductions identified
- Government Buildings -no additional reductions identified
- No proposed further reduction in number of staff

Police Department

Salary and Benefit Cost by Position

	<u>General Fund/Total</u>
Chief	\$ 161,163
Sergeants	611,949
Supervisor	36,011
Officers	737,588
CSO	78,597
Dispatchers	<u>364,309</u>
■ Total	\$1,989,617

Police Department Responsibilities

- Crime Prevention and Suppression
- Receive and Dispatch Calls for Service
- Conduct Investigations
- Neighborhood Patrol
- Monitor Crime Trends
- Issue Traffic Citations, Make Arrests, and Testify in Court
- Grant Administration & Coordination
- Neighborhood Abatement of Urban Blight

Police Department Responsibilities

Continued

- Personnel Recruitment and Training
- Meet with Community Groups and Citizens
- Animal Control & Licensing
- Provide statistics for Department of Justice
- Records Administration
- Property/Evidence Collection and Preservation
- Representation at Local and Regional Meetings

Police Department Contracting Opportunities

- Contracting researched with the Sonoma County Sheriff's Department, and the cities of Rohnert Park and Petaluma
- Identified an in-house staff reduction plan as an alternative to contracting

Police Department Service Level Comparison

	COTATI	SONOMA COUNTY	PETALUMA	ROHNERT PARK *
Service Level Comparison				
Estimated Annual Cost (not including one-time leave bank cashout and unemployment expense)	2,525,177	2,495,587	1,601,028	W
Estimated Potential Annual Cost Savings	-	29,590	924,149	I
Control over Labor Contracts/Negotiation	Yes	No	No	T
24/7 Front Counter, Doors Unlocked	Yes	No	No	H
Dispatch from Cotati Dispatch Center	Yes	No	No	D
Maximum Officers/Supervisors per Shift	4	2	2	R
Minimum Officers/Supervisors per Shift	1	1	2	A
Wear Cotati Police Uniforms	Yes	Yes	No	W
Drive Cotati Police Vehicles	Yes	Yes	No	N
Officers Assigned to Cotati Only	Yes	Yes	No	
On-Site Supervision (hours per day)	20	10	0	
Vacation House Checks	Yes	Yes	No	

Police Department Service Level Comparison Continued

	COTATI	SONOMA COUNTY	PETALUMA	ROHNERT PARK *
Service Level Comparison (continued)				
Business Security Checks	Yes	Yes	Yes	W
Animal Control	Yes	Yes	Yes	I
R.U.O.K.	Yes	No	No	T
Vehicle Abatement	Yes	Yes	Yes	H
Continue COPS Projects *	Yes	Yes	Partial	D
Dedicated Traffic Unit	No	No	At Times	R
Special Event Planning / Staffing	Yes	Yes	Yes	A
Maintain Volunteer Program	Yes	Yes	Yes	W
Maintain Explorer Program	Yes	Yes	Yes	N
Grant Writing and Administration	Yes	Yes	Yes	
On-Site Police Chief	Yes	Yes	Part-time	
Local Access to Crime Reports	Yes	Yes	Yes	

* COPS (Community Oriented Policing Services) -Neighborhood Watch Program (Meetings, Recruitment), Kids Day Parade Participation, Community Meetings, Bar Owner Meetings, Public Safety Day, Nixle - Public Communication Platform, Home Security Surveys,

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Comparison of Proposals

	Cotati	County of Sonoma	Petaluma	Rohnert Park
Police Department (500)				O
Salaries and Benefits	2,063,556	2,078,544	1,200,000	F
Overtime	140,000	177,841	100,000	F
Other Contract Services	69,736	40,902	57,528	E
Advertising and Publications	500	-	-	R
Postage	4,300	-	-	W
Dues and Subscriptions	1,400	-	-	I
Travel, Meetings, and Training	10,570	-	-	T
Telephone	13,000	6,500	6,500	H
Vehicle Expense	52,000	28,800	52,000	D
				R
				A
				W
				N

Comparison of Proposals Continued

	Cotati	County of Sonoma	Petaluma	Rohnert Park
Police Department (500)				
Supplies	14,000	7,000	7,000	O
Materials, Tools, Small Equipment	4,000	-	-	F
Repairs & Replacements	-	-	-	E
Printing and Photocopying	12,000	-	-	R
Utilities	26,000	26,000	26,000	W
Contributions - Sonoma County Gang Task Force	1,283	-	-	I
Jail Booking Fees	4,000	-	4,000	T
Equipment	10,000	-	-	H
				D
				R
				A
				W
				N

Comparison of Proposal Continued

	Cotati	County of Sonoma	Petaluma	Rohnert Park
Additional Cost/(Savings) - Outside Police Department				
Leave Bank Cashout - one time only cost	25,000	180,000	162,470	OFFER WITHDRAWN
Unemployment - estimated one full year	5,432	122,720	186,652	
Loss of SLESF Cops Annual Grant		100,000	100,000	
Insurance (general liability and workers comp)	-	(20,000)	(20,000)	
Department Total	2,525,177	2,798,307	1,950,150	
Estimated First Year Savings		(273,130)	575,027	
Estimated Annual Savings Going Forward		29,590	924,149	

Comparison of Proposal

Dispatch Services				
		Rohnert	County of	
	Cotati	Park	Sonoma	Petaluma
Police Department (500)				
Salaries and Benefits	364,309	207,192	267,571	348,325
Overtime	44,800			
Other Contract Services		18,000	13,186	
Supplies			3,219	
Equipment		31,000		
Additional Cost/(Savings) - Outside Police Department				
Leave Bank Cashout	10,000	69,656	69,656	69,656
Unemployment	5,432	69,652	34,826	69,652
Insurance	-	-	-	-
Department Total	424,541	395,500	388,458	487,633
Estimated First Year Savings		29,041	36,083	(63,092)
Estimated Annual Savings Going Forward		168,349	140,565	76,216
All include Retention of Cotati Support Services Supervisor (2 days per week) and CSO				
An additional 1.5 FTE Cotati Records Clerk at \$20/hour plus benefits for all 3 proposals				

Additional Alternatives to Consider

- Potential staffing reduction of Accounting Specialist position (cost savings approx. \$20,000 for one year)
- Explore further reduction in Park Maintenance contract with Trugreen
 - Reduced in FY 08/09 from \$94,400/yr to \$48,100/yr in FY 09/10

Plan A Cost Reductions

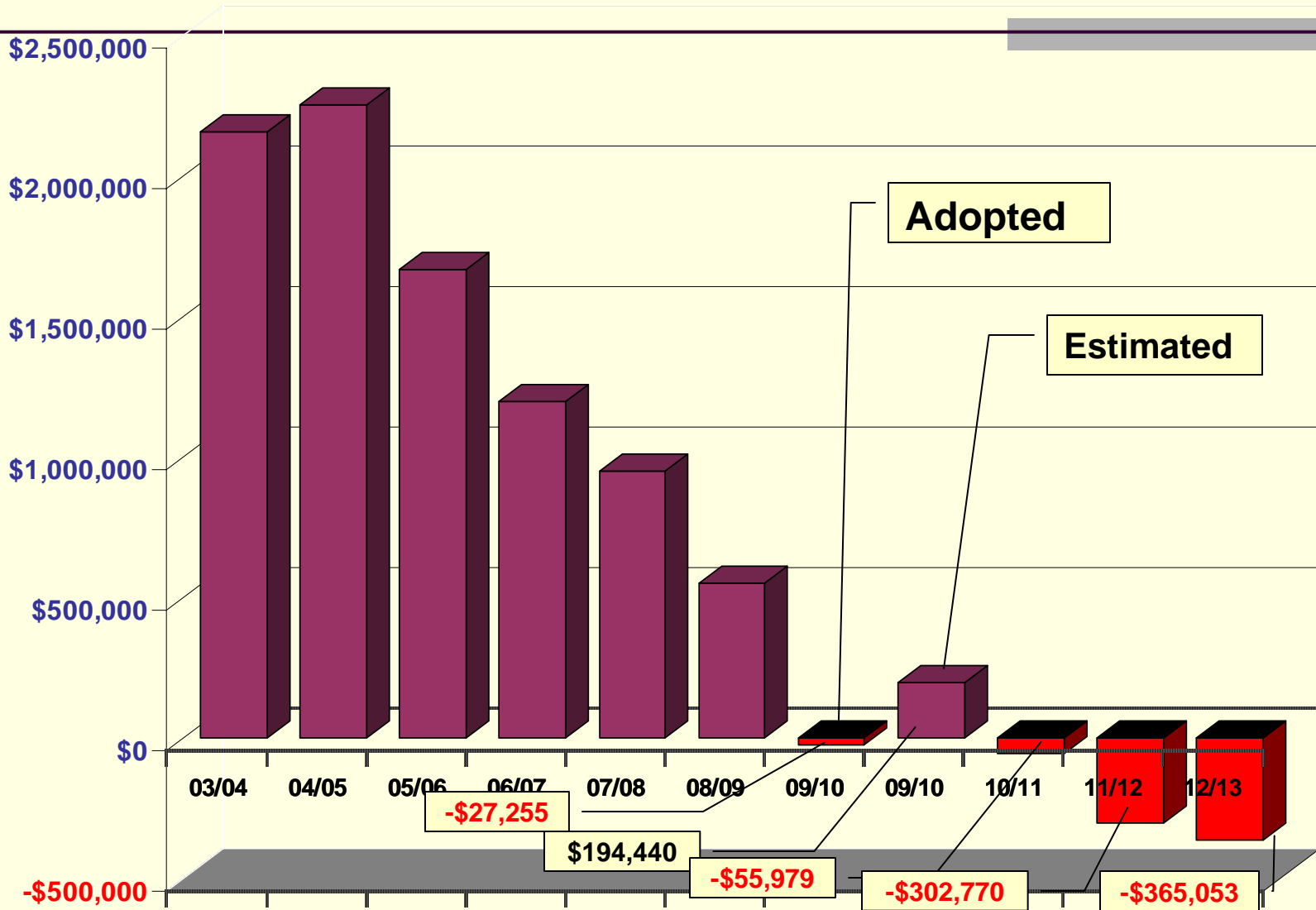
(Fiscal Year 09-10 cost savings, Council Directed to Include in Mid-year Amended Budget)

City Council Salary and Benefit Cost Allocation (5-year)	\$110,600
Park Maintenance Contract with OADS	14,700
Police Chief – Part-time, Contract	43,700
Eliminate Traffic Officer Special Assignment	2,600
Freeze Additional Police Officer Position	<u>63,000</u>
Total Savings	\$ 234,600

General Fund Balance Trend Analysis

Estimated - FY 09-10 Mid-year Including Cost Saving

Alternatives Presented at January 6, 2010 Meeting – **PLAN A**



Plan B Cost Reductions

(first year cost savings)

Contract out Dispatch Services

Estimated First Year Savings \$36,000

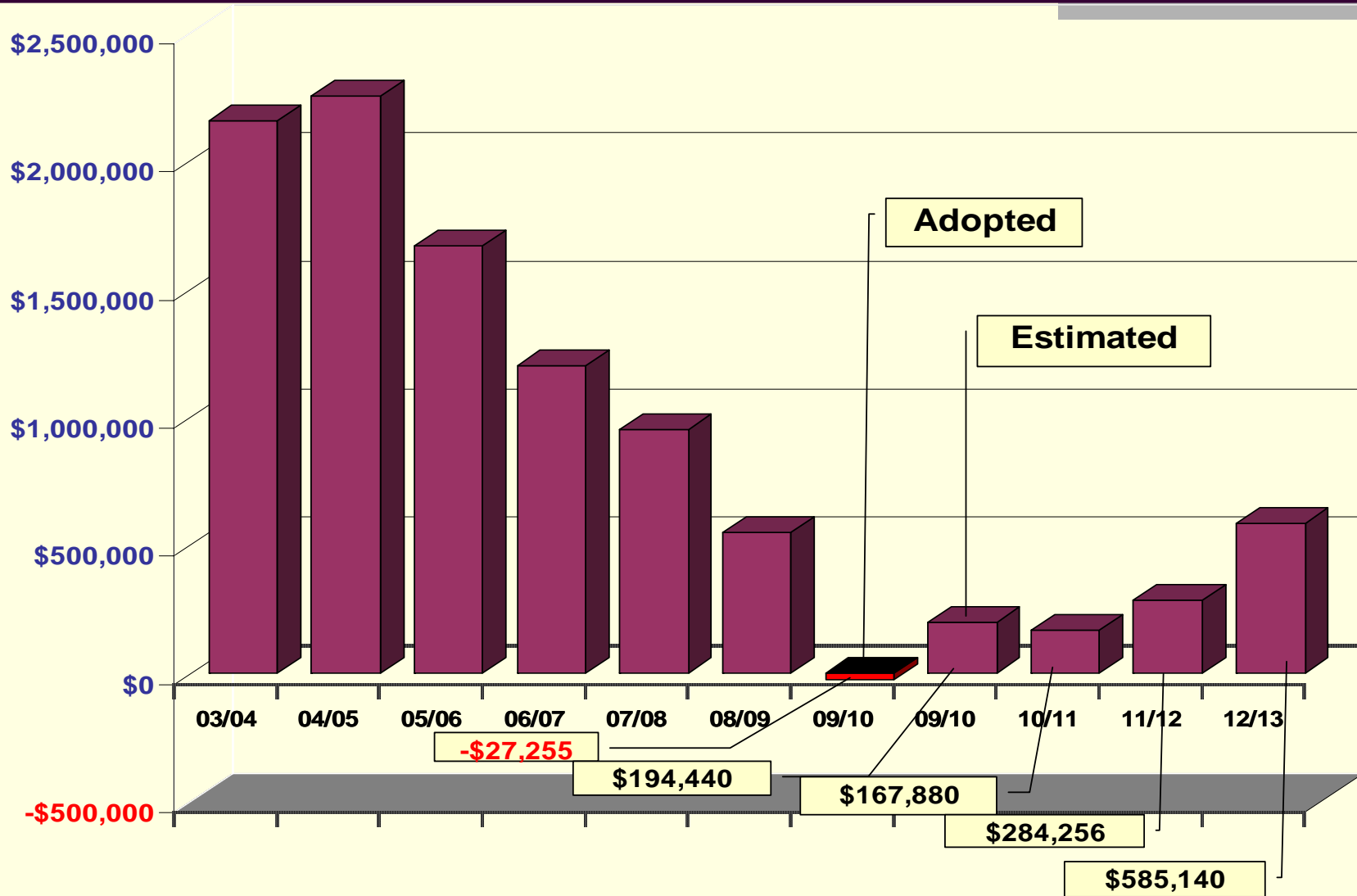
Estimated Annual Savings in Subsequent
Years \$140,000

Layoff Additional Police Officer 130,000

Total First Year Savings \$ 166,000

General Fund Balance Trend Analysis

09-10 Mid-year PLAN B



Next Steps

- *Incorporate Council direction on cost reduction alternatives into the Mid-year Budget*
- *Public Outreach including Community Meetings and website*
- *Continue to identify cost reduction opportunities*
- *Develop 5 year plan*