

**Recommended Budget Reductions for FY11
Revised as of May 3, 2010**

Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Budget Reductions distributed at March 24th Budget Retreat					
Service Reductions					
1	HouseCharlotte program funding reduced for those earning more than 80% AMI.	-	462,214	The HouseCharlotte program provides loans to low-income Charlotteans. The \$462,214 reduction would reduce the loans available to those at 80% or above area median income (AMI). This would allow for 67 down payment loans for households above 80% of AMI instead of the current funding level of 129. The household AMI for Mecklenburg County is \$66,500 (80% is \$53,200). From FY97 to March 1, 2010 the City has made in excess of 3,900 HouseCharlotte loans. From FY97 to FY08 the program had experienced 273 foreclosures. The HouseCharlotte program has seen foreclosures on loans as part of the recent economic downturn. From July 1, 2008 to March 1, 2010 the City has seen 93 HouseCharlotte homes go to foreclosure. This program is funded from Innovative Housing in PAYG capital. PAYG savings may be evaluated for transfer to the General Fund.	The reduction produces cost savings for the General Fund as a result from Innovative Housing in PAYG. The intent of providing assistance to individuals making more than 80% of AMI is to encourage middle income persons to own homes in lower wealth neighborhoods which helps to stabilize neighborhoods by providing mixed-income homeowners. This funding reduction translates into approximately 62 fewer household loans. Demand for funding in HouseCharlotte program with incomes over 80% of AMI has increased given the tighter credit market. (SEE ITEM #50 BELOW FOR IMPACT OF PAYG TRANSFER)
2	Unscheduled bulky item pick-up service reduction (Call & Send Program)	225,166	-	Solid Waste Services operates the Call & Send program that serves 20 targeted neighborhoods that are canvassed each week for unscheduled bulky item pick-up. The Call and Send Program Coordinator on the day following the targeted neighborhood's scheduled collection day is sent out to look for bulky items left at the curb. The coordinator checks to see if the items were bulky item collection misses or were left on the curb unscheduled for a bulky item pickup. If the items were left unscheduled, a door hanger is left at the residence and the items are called in for immediate pickup. Door hangers are left only twice, and the third violation is reported to Code Enforcement for corrective action. Under the service reduction, the coordinator would still canvass the neighborhoods, but would not call the items in for immediate pickup. The items would be scheduled for the next scheduled collection day for that residence. Some benefits of the Call and Send Program service will still be provided through assistance from bulky item collection service activities currently offered in neighborhoods.	Solid Waste Services would reduce the scope of the Call & Send program to eliminate the need for two crews (four positions) and two rear loader trucks. The current service can be successfully merged with the current bulky item collection service offered in neighborhoods as a result of the Solid Waste Services reorganization. Existing personnel would be reassigned to other positions within Solid Waste Services. The reduction in service could occasionally result in longer waiting times for uncollected bulky items and could increase the workload of code enforcement and to our bulky item collection crews. The service delivery reduction could also affect staffing levels for other irregular needs such as debris cleanup.
3	Fire Plans Review staffing reduction	221,516	-	This proposal freezes three vacant Fire Plans Review positions due to decreased activity level from the economic downturn. Positions are supported by user fees. For FY10, Planning, EPM and CDOT froze positions and shifted employees to non-user fee activity due to the downturn. Fire plans review activity did not slow down as soon as development activity in other Key Business Units. Thus, reductions to Fire's user fee related staffing is consistent with Planning, EPM and CDOT's reductions with a one year lag implementation.	Plans review services have seen a reduction in workload as a result of the general economic downturn. Eliminating the positions appropriately responds to the workload change and corresponding revenue reductions. Plans review revenue through February FY10 is down approximately \$285,000 compared to the same period in FY09. As the economy recovers, plans review needs and requests from the community will increase. Remaining staff will be unable to respond to increased requests in a timely manner without future funding for the frozen positions.

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4	CharMeck 311 reduction of operating hours - eliminate 8pm- 7am service	64,738	-	CharMeck 311 operates 24 hours/365 days. 91% of all service volume (1,584,017 calls) occurs between 7 am and 8 pm. Effective July 1, 2010, eliminating service between 8 pm and 7 am will create opportunities to respond to peak demand and additionally reduce 12 vacancies. Staff projects 94.8% of calls will occur between 7am and 8 pm as callers respond to modified hours. Resources will be reallocated from evening & early morning hours to high volume/peak demand hours. Call treatments will be established for all calls after 8 pm and via additional self-service through the web. Technology solutions will transition callers seamlessly for citizens requiring immediate service from 24 hr operations (Water Services & CMPD). This proposal is consistent with best practices of 311 operations launched as 24/7. Baltimore, Dallas, San Antonio and Philadelphia reduced their 24 hour operations in 2009 due to analysis of service demand and a need to maximize resources.	Citizen service improvement: CharMeck 311 is experiencing service delivery challenges & high abandonment rates during hours of 7 am and 8 pm when most citizens call. The estimated net cost savings of \$64,738 results from eliminating current and prior year 311 vacancy rate. Due to proposed change, staff forecasts CMPD's Crime Reporting Unit (CRU) will experience a moderate increase in call volume - estimated at approximately 4,160 calls annually or 7.5%. Calls to CMPD's CRU have decreased substantially over the past year, thus staff anticipates existing resources will manage increased calls. Considerations to reinstate or extend hours in future years will be based on service demand and revenue growth.
5	Annexation optional information packets reduction	16,428	-	Currently, as a courtesy during annexation cycles, information packets are mailed to property owners within newly annexed areas. The mailing is not required by annexation statutes. Effective July 1, 2010, Corporate Communications recommends eliminating the distribution. In lieu of information packets, staff suggests sending a letter to property owners directing any potential concerns to CharMeck 311 or the annexation web page on charlotteplanning.org .	Leverages the use of City resources and funding. Requires property owners to call CharMeck 311 or go online to get detailed information about City services
6	Utility bills December inserts reduction	7,800	-	Currently, Corporate Communications places three inserts per month in the City's 254,000 water bills. The insert messages include education about the City's focus areas, City facilities openings (e.g. Cultural facilities), or City and/or County initiatives (e.g. Census 2010 Awareness). Effective July 1, 2010, eliminate two of the three inserts for the month of December. December is the least effective month for communication due to increased direct mail marketing conducted by local and national retailers during the holiday season, making it difficult for City water bill inserts to compete. The third insert, storm water information, is required by federal mandate to continue communication year-round.	Removes ability for timely communication of City holiday messages, such as tips for crime prevention and preparation of Christmas trees for yard waste pickup
7	New street lights installation suspended for three years	-	-	This proposal suspends installation of new street lights for FY11, realizing a cost avoidance instead of a budget increase in electricity costs for next year. For FY10, the City budgeted \$8.2 million for the street light program - which represents about 1.1 cents on the City's property tax rate. Based on Duke Energy rate increases already announced, under existing procedures the overall street lighting cost would increase by approximately \$600,000. This increase includes the cost of electricity and installation associated with new street lights planned for FY11. Eliminating the new installations removes \$235,000 of this increase, limiting the required increase to approximately \$365,000 to cover existing street lights.	Avoids the continuing escalation of electricity costs associated with adding new street lights, and limits the growth in electricity expense solely to rate increases for existing City street lights. Without suspending installation of new street lights, staff estimates the need to budget an additional \$235,000 for FY11. The current waiting list for new street lights requested by homeowners and neighborhoods would continue to grow, creating a further backlog of requests. The City annually receives about 260 requests from homeowners and neighborhoods for new lights; currently there are 36 neighborhoods and 33 single homeowner requests in process of obtaining new street lights.
		Service Reductions Sub-total \$535,648	Service Reductions Sub-total \$462,214		

External Agency Reductions

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8	Partners in Out of School Time (POST) funding eliminated	454,414	-	This proposal eliminates funding for POST as of July 1, 2010. POST provides after school program coordination to two middle school sites - Quail Hollow and Albemarle. POST contracts with other agencies to provide the service to the schools. The purpose for funding POST is to address youth issues and the relationship to the City's strategic goals on Community Safety. During last year's budget process, CMPD indicated that other youth programs such as Police Activities League (PAL), Right Moves for Youth and Gang of One were higher priority programs to address youth and crime related issues.	POST would need to find alternative revenue sources to fund their after school programs at Quail Hollow and Albemarle Middle Schools or reduce/eliminate the program. As for youth program funding alternatives, the Police Activities League (PAL) is expanding its current scope of services to youth through pursuit of grant funding. PAL has received two recent grant awards related to the expansion effort - one grant for \$200,000 for programs at the Bette Rae Thomas Center last summer and another grant for \$180,000 for programs at Greenville Center. Council also requested about \$1 million for a federal earmark as part of the federal legislative agenda for PAL and Gang of One. Given the level of grant activity, CMPD's request for PAL of \$315,906 was a slight decrease from the prior year due to slightly lower salaries and use of overtime.
9	Arena-area contracted traffic control reduction	180,000	-	Reduce the current Arena Traffic Control contract amount from \$292,000 to \$112,000 to provide traffic flow management, bus parking, pedestrian safety and curbside control only for major events at Time Warner Cable Arena. Traffic control at the City's expense is a requirement in the Arena agreement.	Traffic control could still be provided for 33 large events, including the CIAA and NCAA Tournaments, major Bobcats games, and a few large concerts and special attractions like the Get Motivated! seminar. Traffic control could not be provided to every event such as non-annual events, or medium-size events (routine Bobcats games, graduations, Checkers games, circus). If any major events not covered by the reduced contract amount are held at the Arena, the City will still provide the necessary traffic control and cover the cost within the existing operating budget if possible, or staff may ask Council to approve additional funding for these special events. For those medium-size events not provided with traffic control, traffic in the uptown area could be more congested before and after these events and CMPD could see increased workload.
10	ImaginOn Childrens Theater building maintenance phase out over three years	94,554	-	In the summer of 2003 The Children's Theatre requested funding in the amount of \$270,000 for maintenance and operation of their portion of ImagineOn, which was scheduled to open in FY06. In September, 2003, Council considered three funding options and voted to include the full request of \$270,000 in the FY06 budget. Previously the City had funded the operation and maintenance of the former Children's Theatre building on Morehead, which was owned by the City. The City has funded the operation and maintenance costs since FY06, and currently the annual amount is \$283,662. Staff proposes phasing out the building maintenance cost contribution at the same rate as the shift of building operating costs of the Mint, Performing Arts Center and Discovery Place. The recommendation is that the City's contribution would be cut by 1/3 over three years, resulting in no City contribution to the Children's Theatre in the third year.	Phases out a City building maintenance cost contribution to a County owned facility. This treats ImagineOn like a City-owned cultural facility. ImagineOn Children's Theatre would have to find alternative funding sources or reduce costs over three years to offset the lost revenue in support of building maintenance expenses.

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11	Lakewood Community Development Corporation (CDC) funding elimination	-	60,000	Staff proposes terminating this contract effective for FY11 due to low productivity of the number of additional affordable housing units. In FY10, the City phased out funding for all CDCs with the exception of Lakewood, which was granted \$60,000. Those CDCs not funded, Friendship and Belmont, have since secured other sources of revenue to successfully continue operations. Housing production is the primary focus of the Innovative Housing Fund. Lakewood CDC's housing production has been minimal (1 unit in FY09 and 2 units in FY10) and the increased funding request for FY11 would appear to support neighborhood programs rather than housing development. For FY10, Lakewood CDC contracted with Self-Help CDC (a Division of Self-Help Credit Union) and Habitat for Humanity to develop the housing units. The preliminary draft CIP for Neighborhood & Business Services includes \$60,000 for the Lakewood CDC. These resources will be reprogrammed for more productive housing activities in other Housing programs.	Eliminates one remaining CDC and allows for reallocation of grant funds for other housing purposes.
12	School Resource Officers-increase charge to CMS (starting FY12)	-	-	By contract, the current formula for Charlotte Mecklenburg School system (CMS) reimbursement to the City for School Resource Officers (SROs) is 50% of 80% of the fully allocated total cost of the 49 officers and 1 sergeant in the SRO assignment. 80% is roughly equivalent to the school year. This format represents charging CMS for only half of the total cost of providing police services during the school year. The figure of 50% was derived several years ago, and is not based in analysis of time spent as a "regular" police officer versus as a SRO. Change the reimbursement from CMS to 100% of 80% of the total cost, asserting that during the school year 100% of an SRO's workday is focused on the SRO assignment. The City and CMS would have to renegotiate a new contract for service during FY11 for implementation in FY12 to realize the increased revenue. This would be accomplished by increasing charges 10% for three years.	City currently budgets \$6.2 million for the 49 SRO positions. Of this, CMS pays \$2.5 million, but not until 2014. The \$2.5 million will be applied to the funding of the 50 stimulus police officers added in September 2009 at the end of the third grant funding year. The City would have to renegotiate new terms by proposing a change to the funding formula. In the past, CMS has stated that if additional costs are shifted to them, they will reduce the number of SRO's and hire private security company. Under that scenario, CMPD may still respond to CMS calls for service. Additionally, CMPD would have to reduce its costs to offset lost revenue.
13	School Cross Guard elimination effective July 1, 2011	-	-	CMPD funds 47 School Crossing Guards for the Charlotte Mecklenburg School System. These are hourly, temp positions. The current cost is \$229,165 for FY10. The proposal is to give CMS notice in FY11 for implementation in FY12. Thus, there are no savings for FY11.	None to the City. CMS would have to assume the cost to contract with CMPD or some other service provider. The savings will be applied to the funding of the 50 stimulus police officers added in September 2009 at the end of the third grant funding year.
14	Criminal Justice System Technology Reduction-transfer to General Fund to support Police	-	-	The City's funding for Justice System Technology has not been used since the State's Administrative Office of the Court has not communicated a specific project plan for a new technology system, which would be integrated with the City funds. This proposal transfers \$750,000 in FY11 to fund a portion of the Police Chief's funding request for current personnel costs as a result of the full staffing model implemented under CMPD's reorganization. This transfer would be reassessed for additional \$750,000 contributions each year over the course of four years (totaling \$3 million), unless a technology project plan is submitted. \$3 million was placed in a reserve in 2008 to assist with criminal justice technology system. \$3 million now appears to be an insignificant amount compared to the total cost and the City cannot afford holding funds indefinitely in reserve during this current budget crisis. Since the \$750,000 will be used by CMPD to cover other needed expenditures, there are no budget savings to help balance the bottom line.	Money has not been spent because Administrative Office of the Court (state function) has said a new technology system will be implemented, but there is no clear indication if or when that will happen. The Justice System has tremendous technology system needs, well in excess of the \$3 million set aside by the City. Transferring \$750,000 to CMPD's budget for personnel related expenses in FY11 reduces available funding for Justice System technology. The City Manager recommends holding the balance (\$2.25 million) for possible budget issues in FY11.
		External Agency Reductions Sub-total	External Agency Reductions Sub-total		
		\$728,968	\$60,000		

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Internal Efficiencies					
15	Workers Compensation Salary Chargeback Wage Replacement	-	2,400,000	Currently, when an employee misses work, wage replacement is paid out of the Risk Loss fund and the salary savings are generated by the KBU. In many cases, the KBU is using the salary savings to hire other positions or temps, which keeps operational needs met, but removes incentives to minimize workplace injury and get injured employees back to work. This leads to significantly higher workers' compensation costs. This proposal would implement a new policy that the KBU salary budget would be charged back amounts paid to employees for workers' compensation wage replacement so that the Risk Loss fund is paid back the amounts that it pays out for this benefit.	The proposed changes to the policy would incent KBUs to encourage employees to return to work due to the loss of funding for replacement labor, and would establish a level of accountability for injuries and employees that are out of work. The change in charge backs would result in a positive impact on the Risk/Loss Fund which has seen its reserve levels diminish in recent years with increases in claims. Workload issues may develop while the employees are absent and resources are not present to replace them. The Risk Loss fund has paid an average of \$200,000 per month (84% General Fund, 12% Utilities, 4% Aviation) under the current policy. Examples of General Fund impacts resulting from FY10 workers' compensation charge-backs through February 2010 year to date are as follows: Police \$511,714, Solid Waste \$419,512, CDOT \$244,022, Fire \$170,845, and other \$134,609 for a GF impact year to date of \$1.48 million in FY10. When you factor in enterprise funds the total impact to the City is \$1.81 million year to date in FY10, with a projection of \$2.4 million projected through the end of the year.
16	Recycle It! Charlotte's residential recycling program (single stream)	2,360,000	-	Solid Waste Service reorganization resulting from privatizing the City's single-stream recycling service will allow SWS to become a more efficient and effective service by realizing significant savings and to operate in a more efficient and flexible manner. The single-stream recycling service will require new 96-gallon containers that will be distributed to all single-family households. Recycling will be collected biweekly instead of the current practice of once a week collection. City recycling employees will transition to garbage or other service areas within Solid Waste Services. SWS planned for displacements by holding vacancies. There should be no City employees that would have to be hired by Inland Services. In combination with the Solid Waste Services reorganization, the number of positions for FY11 will decrease by 7.	Solid Waste Service will realize savings due to switching to biweekly collection rather than the current practice of once a week collection. The department will auction the pool of recycling trucks after the transition to single-stream is complete. This comprehensive reorganization allows department efficiencies in citywide garbage collection. The contract with Inland Services is in process to begin July 1, 2010. The precise amount of program savings will depend on the level of participation, the number of 96-gallon containers distributed and the market for recycling materials nationwide.
17	Change Police pay cycle from 14 days to 28 days	1,037,229	-	In FY01, the City changed the method of how Police officers' work hours are calculated to a 14-day cycle. Changing that 14-day cycle to 28-days could result in savings of approximately \$1 million in overtime payments. The Fire Department works on a 24-day pay cycle. The U.S. Dept. of Labor and the Fair Labor Standards Act (FLSA) allows the 28-day cycle. Additionally, other cities use the 28-day cycle for Police work hour calculations as a common business practice.	Greater flexibility for Police to meet staffing needs with limited budget resources. Reduction may impact CMPD morale due to less paid overtime. CMPD may need to consider other staffing alternatives, such as use of compensatory time, to adjust to the pay cycle change.
18	Solid Waste Services reorganization to eliminate the current four garbage collection zones into one fully operational citywide collection system	468,000	-	Solid Waste Services will transition the current garbage collection West Zone into City operations. This reorganization allows SWS operational efficiencies that are estimated to save the department \$468,000 in FY 11 and \$4.68 million over ten years. Organizational changes will allow for maximum optimization as the four previous zones will be managed under one citywide zone. SWS will be more flexible in operations of collecting garbage, yard waste and bulky items. A reorganization of SWS Business Model will allow the City to perform solid waste collection operations with fewer staff and equipment with no anticipated reduction in service quality. The reorganizational changes (in combination with single stream recycling) will enable SWS to eliminate seven full time Sanitation Equipment Operator positions and 31 collections trucks. The position count for SWS would be reduced from 296 to 289 FTE's with this change in service delivery.	The proposed reorganization allows for department efficiencies in garbage collection by optimizing the four collection routes into one functional citywide zone.

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19	Two Way Radio Asset Management Consolidation	426,375	-	The City maintains a regional licensed two-way 800mhz Trunked Radio System network. The system uses many devices (radios, pagers, etc.) to maintain connectivity. These devices are available in many models depending on the end user's need. To leverage corporate buying power the specifications of the model and centralized procurement of these devices will be the responsibility of Business Support Services. These devices are being replaced according to normal replacement cycles City-wide over the next five years to meet the requirements for conversion to digital from analog by 2016. \$426,375 is available in savings for FY11, mostly in Police and Fire. Many City departments have completed their transition to digital, but the large inventory in Public Safety will require several more buying cycles.	Standardized radio models will reduce the cost of radios through consolidating purchasing power and by limiting non-essential options that drive up the cost per unit. Also, standardization will reduce the need to stock as many types of repair parts.
20	Fleet Fluid Testing	174,292	48,660	The University of North Carolina at Charlotte's Fleet Study includes the recommendation to test automobile fluids (transmission, break, hydraulic, and engine oil) to establish baseline data on the length of time the fluids are viable. The testing will determine the point at which the fluids become harmful or cause premature component failure. The results will allow a decrease in the amount of fluids utilized as well as increased efficiency of the vehicle and staff through decreased time for service. The Equipment Management Division of BSS will be the responsible party for the implementation of this process.	Cost savings, productivity savings, and benefits the environment.
21	Change Police court time minimum pay from 3 hours to 2 hours	181,000	-	When Police officers are scheduled to appear in court outside of their work hours, they are paid for a minimum of three hours of time regardless of the minimum amount of time spent. This proposal changes that minimum pay to two hours of time. Any court time over two hours would be paid at the full amount of time consistent with the current policy. Cost savings are reductions in overtime payments.	CMPD may use compensatory time to offset loss of paid overtime to employees. May impact CMPD morale due to reduced paid overtime.
22	CMGC vacant office space will be allocated to City operations currently leasing outside space	50,993	97,459	Move CATS administrative support operations currently leasing space on Trade Street back into vacant CMGC space beginning January 1, 2011. CATS cost savings would result from eliminating one-half year of a \$296,903 annual lease contract in FY11, and replacing it with one-half year of a \$101,986 annual CMGC rent charge. General Fund cost savings would result from transferring one-half year of \$101,986 in CMGC rent charges to CATS.	Eliminate higher market-rate office lease costs, better utilize existing space in CMGC, and provide CATS with closer proximity to other City operations and support services. Engineering and Property Management will continue to look for other opportunities to save external lease costs through CMGC space reallocation.
23	Employee Service Award Program suspended	120,000	-	The Service Award Program recognizes City service milestones beginning at 10 years and then at every five year increment. The gift catalog program is administered contractually. The program will be revisited as revenues improve.	The rewards are of modest value and may be viewed as an ineffective recognition. Eliminating this program may convey a message to employees that continual service is not valued and may harm morale.

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24	Fleet and Motorized Equipment Standardization	90,000	30,000	To ensure opportunities for savings from standardizing vehicle types and options related to motorized equipment during the initial purchase and not via after-market options (electric windows, toolboxes, cruise control, etc), all model specifications will be approved through BSS- Equipment Management Division (EMD). Limiting these options allows a standard model to be established and ensures the lowest cost available to meet the service requirements of the Key Business Units (KBUs). Standardization of specific models and options will also help ensure EMD has the needed equipment, parts and expertise to service the fleet. Approximately \$60 million was spent on vehicles through our standard procurement process in FY08. In addition to these purchases, \$1.2 million was spent in adding options that were not originally included in the contracted pricing. A review of these purchases indicates approximately 10%, or at least \$120,000 (all funds) can be saved by including approved options in the initial vehicle purchase.	Reduces the cost of vehicle replacements through consolidating purchasing power and by limiting non-essential options that drive up the cost per unit. Loss of departmental flexibility.
25	Engineering & Property Management reorganization	112,863	-	Engineering and Property Management (EPM) will reorganize the Real Estate Division to better align staffing of the division with the needs of the Capital Investment Program and EPM's departmental operations. One of the Real Estate Division's responsibilities is asset management of City-owned property. Workload in this area has diminished over time, creating excess staffing capacity for this section. EPM has also identified opportunities to achieve greater efficiencies within the Acquisitions, Administration, and Operations sections of the Real Estate Division. This reorganization will correctly align staff assignments to address the changing volume and complexities of the workload within each of these sections. The \$112,863 net savings from the reorganization will be eliminated from EPM's FY11 operating budget, including the deletion of one funded position.	Improved staff efficiency and productivity. Three current employees will be laid off as a result of this reorganization. Some of the budgetary savings and position vacancies created by these eliminations will be reallocated to remaining positions for classification changes and staff promotions. Service levels will not decrease as a result of the reorganization.
26	Building Maintenance service reductions	104,053	-	The City's Building Maintenance Division will eliminate funding from a vacant carpenter position (\$51,083), reduce maintenance support for exhaust venting inside fire station apparatus bays (\$23,450), and reduce fence inspection and repairs and landscaping at the Spratt Street facility (\$29,520).	Inspection and preventative maintenance of City facilities and equipment will be deferred.
27	Planning Operational Expenses Reduction	100,000	-	Planning will reduce contractual services, training, printing and office supplies operational expenses. In lieu of printing area plans and to accommodate the customers' preferences, Planning will place electronic copies of the area plans on its website.	Maintains existing staffing levels. Area plans are on the website and paper copies no longer preferred by customers. Due to reduced contractual services funding for market studies and consultants, Planning will decrease the number of small area plans in FY11 from 6 to 4. Limits opportunities to retain expertise that is not available in-house. Staff will delay training opportunities that may impact employee productivity.
28	Wireless Service Management	72,500	25,400	Cellular services such as telephone, data devices and data modems have become required modes of communication for the City. Currently the City utilizes at least seven vendors for cellular or mobile data connectivity. To ensure greater cost effectiveness, the City will consolidate the management of these services to allow standardization of the devices and centrally manage a corporate-wide pooled service plan. To leverage corporate buying power the specifications of the model and centralized procurement of these devices will be the responsibility of Business Support Services. In FY11 there are opportunities to save \$72,500 per year in the General Fund and \$25,400 in the enterprise funds from implementing a consolidated management model.	Reduces the cost of cell phones through consolidating purchasing power and by limiting non-essential options that drive up the cost per unit. Loss of departmental flexibility.

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29	Code enforcement operations reorganization	94,835	-	This proposal freezes two Code Enforcement positions. One of the focuses of the newly structured Community and Commerce Division is to provide more education to neighborhoods. The collaboration between the Code Enforcement and Community and Commerce divisions should result in fewer nuisance cases. Five Code Enforcement Inspector vacancies were created with the addition of the Non-residential Building Code Team. As those positions were filled from within the current Code Enforcement Inspector group to form the non-residential code team, effective July 1, 2010, N&BS will reduce its General Fund contribution by back filling those positions, less two newly frozen positions (\$94,835 with fringes for FY11). Code Enforcement will reassess case priorities regarding violation and case types.	Code Enforcement will reassess case priorities regarding violation and case types. One of the focuses of the newly structured Community and Commerce division is to provide more education to neighborhoods. The collaboration between the Code Enforcement and Community and Commerce divisions should result in fewer nuisance cases. Without re-establishing case priorities and adjustments to work practices, this could translate into fewer housing, zoning and nuisance compliances.
30	Fire Telecommunicator Schedule Change	79,384	-	In 1999, Fire received approval to pay telecommunicators 16 hours not worked every six weeks to address a turnover and retention problem due to the demands of consistent overnight shifts. After 11 years, there seems to be no direct correlation between the incentive and retention because voluntary turnover rates have ranged from 11.5% to 20%. By comparison, the recent voluntary turnover rates for Police telecommunicators and 311 representatives have been 2.9% and 3.4%, respectively. Other cities that participate in the public safety pay survey do not use this type of retention program.	Reduces cost; removes inequity of pay for hours not worked in comparison to other telecommunicators in other City departments.
31	Fire Administrative Staff reduced	75,841	-	Eliminate an administrative position supporting personnel functions within the Fire Department	Reduces costs; increases response time to employee HR related needs within the department through reallocation of duties to other positions.
32	US Communities Purchasing Contract Rebate Program	39,039	35,961	The City of Charlotte is a lead agency for the US Communities Government Purchasing Alliance. This Alliance reduces the cost of purchased goods through pooling the purchasing power of public agencies nationwide, accomplished through competitively solicited contracts for quality products. The City will increase its participation in the Alliance and will channel qualifying business unit expenditures into purchasing and contracting agreements with rebate programs in order to maximize revenues. There were two contracts completed in FY09. BSS is the responsible party for this program. There is an opportunity to reflect savings of \$75,000 each year (all funds) beginning in FY11 by continuing and increasing the City's participation in this program.	Contracts are readily available for City use. Rebates allow for savings in items that are needed to provide city services. Requires greater procurement coordination citywide. Opportunities are not as plentiful as in prior years as spending across many public organizations has declined.
33	Workers' Compensation Supplemental Wage Replacement	-	45,000	The State of North Carolina Workers Compensation guidelines operate under a fixed rate scale. The City's practice is to compensate the employee for the difference between the maximum amount of compensation allowable under Workers Compensation code and their actual rate of pay. Because Workers' Compensation is taxed differently, the supplement often results in greater take-home compensation than when actually working. This supplement is currently charged to the Risk/Loss Fund. The proposed changes shift the differential back to the home KBU just like the primary wage. The costs in the current system come from the General Fund (84%), Utilities (12%) and Aviation (4%).	In addition to the cost savings in the proposal, the biggest benefit of eliminating the supplemental wage replacement (both use of sick and vacation leave during the first seven days absent and wage replacement after 31 days) is to encourage injured employees to return to work as soon as medically possible. This change would reduce losses in the Risk/Loss Fund and restrict KBU hiring other positions to cover the work. The changes in supplemental wage replacement would align the City with the current practices in the private sector and 66% of North Carolina public entities. This change would alleviate some administrative burden for Risk Management and Human Resources.

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34	Revenue Division staffing reorganization	2,503	40,677	The Revenue Division has proposed to eliminate one Office Assistant position that is currently budgeted for 30 hours per week. This action would require the division to cross train three Revenue employees to absorb the assigned duties of the Office Assistant. The City would realize an annual savings of \$43,180, but adds to workload demands of the division. This position is funded from the following funds: 82.6% from Utilities (\$35,670), 11.6% from Storm Water (\$5,006), and 5.8% from the General Fund (\$2,503).	The elimination of the office assistant position would provide ongoing savings and the existing duties assigned would be distributed to three current Revenue Division employees. In order to realize the full savings the Revenue Division must layoff one employee. There would be an associated increase on the workload on staff within the Division.
35	Office Supplies Rebate Program	23,794	11,206	The organization is aggressively pursuing purchasing opportunities with vendors that will provide rebates for reaching spending thresholds for office supplies.	Savings on items that are needed to perform City's business. Increased emphasis on contract negotiations and tracking the actual savings results.
36	Advanced Imaging Systems contract elimination	28,800	-	The Clerk's office is in the process of implementing the City's digital contracts policy through which a contracts archive has been created. The contracts archive offers quick reporting capabilities that the Clerk's office believes will save hours of staff time required to complete staff reports such as the SBE Utilization report. The archive features automated contract expiration dates with user alerts that will save the City money over time. The contracts archive and the associated digital contracts policy eliminates the need for storing additional contracts offsite with Advanced Imaging Systems. The Clerk's Office purchased CDs with copies of all documents currently stored offsite, along with a license for the required digital viewer. These actions eliminate the need to pay monthly offsite contract storage fees. The conversion to a digital contracts archive results in a General Fund savings of \$2,400 per month, or \$28,800 total. This amount was submitted as a budget reduction by the Clerk in their FY11 budget request.	The implementation of digital contracts archive is a productivity and process improvement over the current system.
37	Media buying consolidation	23,464	-	Currently, media buying is decentralized among the City's key business units. Effective July 1, 2010, this proposal would consolidate media buying. One contract will allow the City to negotiate better advertising rates and become more strategic in media placement in area publications and electronic/broadcast outlets (i.e. radio, television and internet). The total savings estimate is based on 5% of media expenses incurred in FY09. Industry standards indicate the savings could be as high as 15%.	Leverages the use of City resources and funding.
38	Newspaper Advertising Expense Reduction	6,000	4,000	Utilize lowest cost newspaper advertising. The City spends approximately \$100,000 annually for newspaper advertisements for required public notifications. Newspapers charge varying rates, per line, for advertising. Expense can be reduced by placing advertisements with the lowest cost publication that meets the advertisements' legal requirements. This action establishes a 10% reduction.	Reduces cost. Posting advertisements in more varied ways could save considerably more. Some of our legal notices may not reach all interested parties (e.g. those not reviewing all publications); however, readership continues to decline with more readers using on-line news outlets..
39	Employee newsletters reduction	9,000	-	Currently, Corporate Communications prints approximately 15,000 employee newsletters a month. Effective July 1, 2010, this proposal would reduce the number of printed copies and switching to a combination of printed copies and electronic issues. In lieu of printed newsletters, electronic issues will be distributed to payroll representatives in each key business unit for employees with computer terminals and publicly posted for others.	Reduced operating expenses, such as printing costs and paper usage.
40	Retiree newsletter distribution reduction	5,904	-	Monthly, Corporate Communications mails a courtesy copy of the employee newsletter to City retirees. Effective July 1, 2010, reduce the number of newsletters by four issues to eight a year, which achieves a \$1,584 cost savings for mailing services and \$4,320 for printing.	Reduces frequency of communication with City retirees

**Recommended Budget Reductions for FY11
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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
41	City Clerk's Office staffing change for City Council Meetings	1,300	-	The Clerk and Deputy Clerk will staff all Council dinner briefings, business meetings and Council workshops, which will eliminate the need to pay overtime expense for additional City Clerk staff members.	Budget savings of \$1,300. The Clerk's Office has operated under this staffing structure since January 1, 2010.
42	Technology Infrastructure Consolidation	-	-	Technology Infrastructure Consolidation involves merging maintenance of common corporate technology infrastructure into one business unit no later than January 1, 2011. In late 2006, the City conducted an assessment of its IT infrastructure against industry best practices. This assessment was conducted by MTG Management Consultants, who issued its report to the City's Policy Management Team (PMT) on January 11, 2007. Over the past three years, several of the recommendations have been implemented and others are being actively worked through the Office of the CIO, the Senior Business Team, and Business Support Services. We will now consolidate all aspects of Technology Infrastructure, including personnel. Areas of the City's technology infrastructure to be consolidated include Server Management, Storage Area Network, Network Management, E-mail System and those identified in the MTG report as shared services.	There is no immediate direct budget savings. However, staff estimates cost avoidance in General Fund, Enterprise Fund and Technology Refresh (i.e. the City's technology replacement account) of approximately \$250,000 over three years beginning in FY11 and \$100,000 per year for three years beginning in FY12. Cost avoidance is achieved through more efficient use of existing server and network management without having to purchase additional future technology infrastructure capacity. Business Support Services is responsible for the implementation and consolidation plan which will be comprehensive including staff, facilities, maintenance, processes, and purchasing activities related to Technology Infrastructure.
		Internal Efficiencies Sub-total \$5,687,169	Internal Efficiencies Sub-total \$2,738,363		

Internal Cost Transfers					
43	Development and Revitalization Fund (DARF) reallocation to In Rem - Non-Residential Fund	150,000	400,000	As part of Neighborhood & Business Services efforts to streamline and better utilize operating and capital funds, staff proposes elimination of the Development and Revitalization Fund (DARF), including the \$400,000 FY11 allocation planned in PAYG (budgeted as "Business Grants".) DARF programs (including Facade and Infrastructure Grants) would be funded by the Business Corridor Revitalization Fund or other ED funds. Council would need to approve the policy change to allow Business Corridor Funds to be used for this modified purpose. However, DARF activity is a small funding amount per year and existing ED programs have sufficient funding to cover the activity. The remaining balance of \$988,359 in DARF would be transferred to the new In Rem - Non-residential Fund, which eliminates the \$150,000 budgeted for non-residential building demolitions in the Code Enforcement division's operating budget in the General Fund. Program is funded from Innovative Housing in PAYG capital. PAYG savings may be evaluated for transfer to the General Fund.	Streamlines current Economic Development programs, focuses on Council's priority of Non-Residential demolitions, and uses existing project balances to maximize current resources. (SEE ITEM #50 BELOW FOR IMPACT OF PAYG TRANSFER)
44	Overhead charged to CIP for Engineering Services increase	410,941	-	Staff costs and other direct operating expenses incurred to support various capital improvement programs and projects are charged to the appropriate capital project budgets using a current overhead reimbursement rate of 2.4 times the direct costs. The overhead rate will be increased to 2.5 in FY2011, reflecting an increase of approximately 4.2%. The 2.5 rate is consistent with the private sector.	Will ensure more accurate cost allocation of staff workload to the appropriate capital program for which work is being performed. Consistent with benchmarking against the private sector.

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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
45	Overhead charged to CIP for Transportation Services increase	135,728	-	Staff costs and other direct operating expenses incurred to support various capital improvement programs and projects are charged to the appropriate capital project budgets using a current overhead reimbursement rate of 2.4 times the direct costs. The overhead rate will be increased to 2.5 in FY11, reflecting an increase of approximately 4.2%. The 2.5 rate is consistent with the private sector.	This proposal will ensure more accurate cost allocation of staff workload to the appropriate capital program for which work is being performed. Consistent with benchmarking against the private sector.
46	Area Plans development costs transferred to CIP	100,000	-	This proposal transfers a portion of Transportation's planning staff costs from the General Fund to the CIP Area Plan Program for work performed on Area Plan development. This transfer would become part of the existing CIP charge-back process for reimbursing staff support of capital programs.	This will ensure more accurate cost allocation of staff workload to the appropriate capital program for which work is being performed. Would redirect a small amount of capital project funding from direct project activity to project implementation costs and have a minimal impact on implementing Area Plan infrastructure improvements.
47	Charlotte Housing Authority relocation contract partially funded using Innovative Housing (PAYG) savings from prior year allocation.	-	100,000	CHA Relocation is funded with Innovative Housing funds, at a level of \$567,867 in FY10. Staff recommends maintaining this funding level, offset with \$100,000 annually from project savings over the course of the next five years. Due to declining activity, the project account has a balance in excess of \$500,000 that may be used over the next five years. Program is funded from Innovative Housing in PAYG capital. PAYG savings may be evaluated for transfer to the General Fund.	Use of prior year project balance funding produces \$100,000/year savings to Innovative Housing over next 5 years. Budget savings to the General Fund are the result of a transfer from PAYG capital. (SEE ITEM #50 BELOW FOR IMPACT OF PAYG TRANSFER)
48	Pre-Purchase Housing Contract with Community Link partially funded using carry forward funds.	-	90,000	Staff proposes continuing the Pre-Purchase Housing Contract with Community Link for \$210,000 in FY11. \$90,000 is available from prior year project balances to use towards the FY11 allocation, resulting in a \$120,000 appropriation from Innovative Housing. The Pre-Purchase Housing Contract would be re-bid in FY11 for implementation in FY12 in anticipation of achieving a lower annual cost of \$120,000. Program is funded from Innovative Housing in PAYG capital. PAYG savings may be evaluated for transfer to the General Fund.	\$90,000 would be funded through project balance for FY11. For FY12 and beyond, the \$90,000 of cost savings are realized through rebidding and thus leveraging City funds for lower costs per home purchase (estimated at \$250 to \$300 per closing). May be seen as reduction in a program designed to reduce foreclosures. No impact to service delivery. (SEE ITEM #50 BELOW FOR IMPACT OF PAYG TRANSFER)
		Internal Cost Transfer Sub-total	Internal Cost Transfer Sub-total		
		\$796,669	\$590,000		

General Fund Total	Other Funds' Total
\$7,748,454	\$3,850,577

Less \$2 million in savings included for SWS single stream from Council February Retreat	\$2,000,000
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Estimated new savings to help close General Fund budget gap	\$5,748,454
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**Recommended Budget Reductions for FY11
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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Revenue Increases, Transfers and Budget Reductions distributed at April 14th Budget Retreat					
Revenue Increases					
49	Increased Cost Allocation Plan (CAP) revenue	1,567,990	-	The City uses a Cost Allocation Plan (CAP) to charge for services between funds within the City budget. The allocation method uses to calculate the charges vary between working units such as number of accounting transactions (Finance), number of personnel transactions (Human Resources) and number of calls (CharMeck 311). The total amount of CAP revenue to the General Fund for FY11 is \$19.9 million.	For FY11, the amount of revenue from other funds to the General Fund increased by \$1.6 million. Of that amount, \$1 million of the increase was from Utilities due to increased call volume in the current year. Utilities budgeted the increased CAP amount in the FY11 recommended budget.
50	Property tax rate transfer from Pay As You Go (PAYG) to General Fund	1,129,596	(1,129,596)	At the March 24th budget retreat, staff outlined four budget reductions within Pay As You Go (PAYG). Those four budget reductions are described in the earlier section in the HouseCharlotte loan program (#1), Business Grants - Downtown Area Revitalization Fund (#43), Relocation (#47) and pre-purchase housing counseling contract (#48). See previous items listed by project number for additional detail. Staff recommends making these budget reductions in PAYG and transferring the benefit to the General Fund.	The City's property tax rate is allocated through three funds - General Fund, Municipal Debt Service and Pay As You Go. To implement the benefit of the previously described budget reductions, 0.15 cents of the property tax rate in PAYG is transferred to the General Fund. Thus, the General Fund property tax revenue increases by \$1.1 million for FY11. Staff will need to continue reexamining the proper balance of property tax revenue between the three funds as normally done through each budget development process.
51	Increased Video Programming revenue (formally cable franchise)	800,000	-	The General Fund includes revenue from video programming fees (formally cable franchise) paid by cable television and satellite providers (such as Time Warner Cable). Two years ago the legal framework changed and the cable franchise agreement the City held with Time Warner Cable was eliminated. Now, the State of N.C. collects video programming fees and distributes the revenue to local governments based on a specific formula.	After one additional quarter of revenue data, staff estimates a higher amount of revenue for video programming for FY11. For FY10, the General Fund budgets \$7.4 million in revenue. For FY11, the revised estimate is \$8.2 million - an increase of \$800,000 from the current year.

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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Transfers					
52	Decreased contribution from General Fund to Risk Fund	1,000,000	-	The City's operating budget Key Business Units make funding contributions to the City's self-insured Risk Fund to pay for risk claims and cover the City's liability. Costs within the Risk Fund have risen driven by three factors - workers compensation, adverse court judgments and increase in catastrophic events. At the Council's February retreat, staff projected an increase in the General Fund contribution to the Risk Fund at \$2 million. Since the February retreat, staff has implemented several changes that reduces the General Fund contribution to a \$1 million increase instead of \$2 million as originally projected.	Staff will continue to monitor and address issues within the Risk Fund. At the March 24th budget retreat, staff introduced two changes that help address funding issues - elimination of the workers compensation wage chargeback and eliminate the workers compensation supplemental wage replacement. Additionally, the Manager's Executive Level Risk Management Task Force has begun to review the Risk program and make recommendations to reduce costs. Staff recommends implementing these changes and reviewing progress next year to determine what additional steps may need to be taken.
53	Transfer tree program costs from General Fund to Pay As You Go capital	893,930	-	The City's budget includes several programs related to trees, divided between the City's General Fund operating budget and PAYG capital. The two major categories include tree trimming/removal and tree replacement. This proposal transfers \$677,122 in contract tree trimming/removal and \$216,808 in tree replacement from the General Fund operating budget to PAYG capital, thus saving the General Fund a total of \$893,930 for FY11.	For FY11 and beyond, PAYG will adsorb the cost of the current tree program. Beyond the \$677,122 funding in the General Fund operating budget for contract tree trimming/removal, PAYG includes \$420,000 for tree canopy related work. Thus, for contract tree trimming/removal for FY11, the recommended program will increase by \$302,878 (\$677,122 General Fund plus \$420,000 PAYG plus new increase of \$302,878) for a new program total of \$1.4 million. For tree replacement, the current program of \$216,808 will increase by \$483,192 for a new tree replacement program total of \$700,000 in PAYG.
54	Decreased General Fund contribution to Storm Water for impervious surface but increased storm water projects	453,929	-	This proposal recommends a number of changes to the City's Storm Water program for FY11. The result is a reduction of the General Fund contribution to the Storm Water Fund, an increase to the number of major flood control projects started in FY11 and an increase to the proposed Storm Water fee. At the March 3rd budget retreat, staff proposed a 6.5% storm water fee increase. After review, staff proposes several changes to the March 3rd Storm Water proposal. First, reduce the General Fund contribution to the Storm Water Fund for public impervious surface (i.e. roads, sidewalks, etc.) by 10% for FY11. Second, phase in the return to the current \$4.5 million General Fund contribution over three years beginning FY12. Third, increase the FY11 Storm Water fee increase by 7.0% instead of 6.5%.	For FY10, staff proposed a change to the tier structure that was deferred by Council. Without the proposed tier structure change, the Storm Water rate model indicated an increase of 7.0% for FY10. Council approved a 5.0% increase for FY10. Thus, the 7.0% Storm Water fee increase for FY11 is consistent with the proposed rate model. The increased fee allows for an increase to the Storm Water Capital Improvement Plan (CIP) by \$30 million over five years. The increased fee reduces the flood control project backlog from 19 to 14 years and doubles the number of new major flood control projects started next year from three to six. For Tier II fee payers, the 6.5% to 7.0% fee change results in a 43 cent/month increase instead of a 40 cent/month increase. Additionally, the 10% decrease in the General Fund contribution to Storm Water saves \$453,929 for FY11 to the General Fund.

**Recommended Budget Reductions for FY11
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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Additional Budget Reductions					
55	Decreased General Fund 401(k) contribution (excluding sworn Police)	1,829,407	-	The City currently provides a 401(k) contribution for City employees in two categories. First, State law mandates a 5% 401(k) contribution to sworn law enforcement. For all other employees (including Fire), the City currently provides a 3% contribution. For the General Fund, the 401(k) contribution for FY11 would be \$10.5 million under the current program - \$5.1 million for sworn law enforcement, \$1.8 million for Fire, and \$3.6 million for all other. This proposal reduces the City's contribution to Fire and all other employees (excluding sworn law enforcement) from 3% to 2% for FY11.	Reducing the City's 401(k) contribution to Fire and all other employees (excluding sworn law enforcement due to State law) saves \$1.8 million. Staff recommends a goal of restoring the City's 401(k) contribution back to 3% the next fiscal year. The 401(k) contribution is a critical component of the City's recruitment and retention strategy. Thus, staff recommends only a temporary decrease in the level of contribution.
56	Decreased General Fund line items, including base salary and operating	1,059,980	-	City staff scrutinized almost 20,000 lines of budget data preparing the FY11 recommended budget. Staff ran multiple salary projections and reduced operating budget line items such as contractual services, fuel, maintenance expenses, supplies, etc. to 0% growth from FY10. The result was an additional \$1.1 million in budget savings for FY11.	Key Business Units will have to absorb salary projection and operating line item reductions for FY11. The 0% growth in operating line items (excluding the Risk Fund increase) causes additional budget reductions due to lack of funding of contractual inflationary clauses (ex. - a multi-year maintenance contract with inflation clause tied to CPI). Staff will manage within existing resources.
57	Decreased Synthetic Tax Increment Financing (TIF) payments due to the economy	440,727	-	The City has a Council approved Synthetic Tax Increment Financing (TIF) program that authorizes payments based on project completion and property value. Staff reviews the payment schedule for all the Synthetic TIF payments as part of the budget development process. Due to the economy, several projects have slowed. Thus, the projects have not generated property tax revenue and the City does not have to make the payment back to the developer per the Synthetic TIF agreement.	After adjusting the Synthetic TIF payment model, the General Fund saves \$440,727 for FY11.

General Fund Total from April 14th	Other Funds Total from April 14th
\$9,175,559	-\$1,129,596

	General Fund	Other Funds
Budget Changes - both March 24th and April 14th (after property tax rate transfer)	16,924,013	2,720,981
Less \$2 million in savings included for SWS single stream from Council February Retreat	2,000,000	
Estimated new savings to help close General Fund budget gap	14,924,013	

**Recommended Budget Reductions for FY11
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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Budget Additions distributed at April 14th Budget Retreat					
Additions					
58	Add employee pay adjustment	6,094,238	-	City employees received no salary increases (including steps for Police and Fire) in FY10. The labor market is beginning to show signs of movement. Market survey data projects movement around 2.1% to 2.3%. Additionally, health insurance premiums will increase by 5% for FY11. Thus, the City Manager recommends a pay adjustment for FY11. For the Public Safety Pay Plan, the Manager recommends a 2.0% market adjustment no earlier than Sept. 4th and funding for a 2.5% step. For Broadbanding, the Manager recommends a 2.0% merit budget for all Key Business Units no earlier than Sept. 4th.	For the General Fund, the recommended pay plan increases the FY11 budget by \$6.1 million. Of the \$6.1 million, \$4.9 million is for Police and Fire. Thus, 80% of the proposed employee compensation increase is allocated to Police and Fire employees.
59	Add General Fund operating budget reserve	1,000,000	-	For FY10, Council appropriated \$7.4 million from a reserve for economic deterioration to cover projected revenue declines in the General Fund. Most economists indicate we have "hit bottom" and now begin a slow recovery period. Thus, staff estimates reduced risk to revenues due to further economic downturn. Setting aside \$1 million in the General Fund can help mitigate any negative unanticipated budget issues.	The \$1 million for General Fund operating budget reserve is set aside in a non-departmental account. Other General Fund and PAYG budget resource tradeoffs exist to manage the budget if other unanticipated budget impacts arise. Examples include \$2.25 million from Criminal Justice System Technology Reserve, General Fund fund balance reserves using the 16% policy or the amount of excess of 16%, use of future technology funding budgeted at \$14.8 million after FY11, and other expenditures actions within the budget.
60	Add public records attorney	129,775	-	The City has seen a dramatic increase in the number and amount of requests for email and public records over the last several years. Public records requests require legal oversight to ensure compliance but also legal protection obligations. Recent examples include 21,000 pages of emails for Wallace Farms and 40,000 pages of documents with an estimated 800 hours of staff time for the Eastway Wrecker lawsuit. This proposal adds a position (and associated operating costs) for FY11.	This new position will coordinate the City's efforts to respond to requests for public records and ensure legal compliance. Additionally, the position will serve as advisor to quasi-judicial boards and hearing officers. Excluding positions paid for by other funds (such as the Fire positions paid by Aviation), this public records attorney represents the only added position funded by the General Fund for FY11.
		General Fund Additions from April 14th \$7,224,013	Other Funds Additions from April 14th \$0		

**Recommended Budget Reductions for FY11
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Project Number	Targeted Budget Reduction	FY11 General Fund Cost Savings	Other Funds' Cost Savings	Description	Impacts
Summary of General Fund Balancing for FY11					

	Changes	Budget Gap
February Council Retreat estimated budget gap for the General Fund	-	(10,300,000)
Expenditure decreases and improved revenues after Feb. retreat (health insurance, SWS cart bid, better property and sales tax revenue estimates)	2,600,000	(7,700,000)
Budget reductions distributed at March 24th budget retreat (see above)	7,748,454	
Less \$2 million in savings included for SWS single stream from Feb. Retreat	(2,000,000)	(1,951,546)
Revenue increases, transfers and budget reductions distributed at April 14th budget retreat (see above)	9,175,559	7,224,013
Budget additions distributed at April 14th budget retreat - employee pay plan, GF operating budget reserve, public records attorney (see above)	(7,224,013)	-