FY 2013 Organizational Review Implementation

~ Proposed ~

In the context of FY 2012's projected $2-4 million deficit, in the summer of 2011 the City of Santa Cruz commissioned an organization-wide review of services, functions and City policies. With the goal of identifying a list of potential savings and efficiencies, the organizational review was intended to serve as a launching point for deeper analysis of impacts, refined savings estimates and policy implications. The following set of measures have been identified for FY 2013 and are expected to yield savings or increased revenues on an ongoing basis. Note that some initiatives require a one-time investment before savings/revenues can be realized.

Page	Item	General Fund Deficit Impact	General Fund One-Time Cost	Notes
City Manager's Office				
9	City Clerk Division Staffing Review	($60,000)	--	Currently undergoing division study
10	Reduce State Lobbyist Contract	($15,000)	--	Cost allocated expense; reviewing for reduction.
Finance Department				
28	Citywide Fee Study	($400,000)	$60,000	Citywide review of fees. Study will have one-time cost.
27	Cost Allocation Study	TBD	$5,000	One-time cost. Realignment of cost sharing across funds. No new revenues.
33	Collect Under-Reported Revenue	($50,000)	--	Includes business license, TOT taxes.
Fire Department				
57	Existing Permit Fire Inspection Program	($10,000)	$8,000	Estimated savings and costs.
58	Collect Under-Reported Revenue (False Fire Alarm Fee)	($45,000)	--	Currently not charging for false alarms. Revenues will decline over time. Assumes no charge for first alarm.
Administrative Services Department				
16	Reduce number of classification studies	($5,000)	--	Implemented in last round of bargaining. Now at 3/annually.
25	Eliminate Department Technology Coordinators assignments	($12,000)	--	Must be bargained.
Planning Department				
94	Climate Action Coordinator	--	TBD	Explore option of making the half-time position permanent.
91	CRW Implementation - Online permitting	Efficiency; some savings.	TBD	Activate remaining modules in CRW software for greater functionality.

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Police Department				
39	Administrative Reorganization	($100,000)	--	Under exploration with Santa Cruz Regional 9-1-1
Public Works Department				
88	Raise parking rates at Depot Park*	($50,000)	--	New rates: $1.50/hour in winter and $2.00/hour in summer
88	Phased increase to parking rates on Wharf*	($205,000)	--	New rates: $1 per 20 minutes in summer. No off-season change. Increase will be phased in over two years.

		$73,000	One-Time Implementation Costs
Estimated structural savings/revenue increase upon full implementation	($952,000)	Note that this represents onging savings upon full implementation. Savings expected in FY 2013 will be lower than this as the measures will not be implemented on July 1.	

* Upon full implementation, which will occur in year 2. FY 2013 revenue is estimated at $63,000.

Savings / Organizational Review Implementation in Proposed FY 2013 Budget				
-	Reduced Telecommunications Contract	($25,000)	--	Police Department
35	Convert Captain position to Lieutenant	($30,000)	--	Police Department
-	Reduction in Overtime Budget	($30,000)	--	Police Department
-	Reduction in equipment, IT, administrative costs, maintenance	($30,400)	--	Police Department
-	Reduction in division budgets	($22,600)	--	Police Department
78	Citywide Facilities Assessment (One-time cost, in FY 2013 CIP budget)	--	$55,200	Citywide
-	Reduction of 1 FTE	($60,000)	--	Administrative Services Department
54	Shared Services Agreement with UCSC	($150,000)	TBD	Fire Department. Two-year agreement implemented. Consolidation study due early 2013.
68	Renegotiated Harvey West Pool Agreement	($23,000)	--	Parks and Recreation

Savings Implemented for FY 2013 Budget	($371,000)