

## Sustainable Budget Balancing

### Discussion Points for March 27 Strategic Planning Retreat

#### Overtime:

- The 2009 overtime budget for tax supported programs is – The entire overtime budget is approximately \$280,000 with variable benefits. Building Dept is \$7,700; YVRA is \$73,500 for a total of \$81,200. On Call includes Building and Plant of \$15,100; Information Systems \$9,400, Coroner \$4,500, Sheriff Investigations \$8,700 for a total of \$37,700. Net amount \$161,100: method to implement:
  - Direction is to minimize overtime and manage necessary overtime with compensating time off – discussion about what is “necessary overtime”
  - All overtime shall be pre-approved by the direct supervisors, who are held accountable by Department Managers and Elected Officials
  - Direction can be that pay for overtime will not be provided

#### Furloughs:

- Equal 10% in cost reductions, \$1,000,000: 4 hours per week, 8 hours per two week period; methods to implement:
  - Furloughs are time-off without pay (cannot substitute comp time or vacation time for furloughs)
  - Flexibility for Departments to manage scheduling of un-paid leave, or policy to set new standard for work hours and days per week – the City seems to be moving to four work days of nine hours each and closing on Fridays
  - Exempt employees would receive a 10% pay cut and working some Friday hours to complete duties
  - Difficulty in managing furloughs for Departments that are open 365 days per year, i.e. YVRA and Sheriff Patrol, and or are needed to provide 24/7 services, i.e. Communications Center and Adult Detention
  - Issue of applying to programs that have self-supported funding for operations; i.e. YVRA and Regional Building Department – YVRA is budgeted in 2009 to receive a transfer of \$250,000 from the General Fund for capital investment (Should that transfer occur?)
  - Issue of applying to elected officials, whose salaries are set by the State Legislature – presentation and discussion of Statutory limitations
  - Recognize that furloughs or pay cuts will be necessary and implement an interim cut immediately as this will start significant savings
  - Discussion of the potential impacts on levels of service provided to our citizens and customers
  - Other options for methods to implement

## Pay Cuts:

- 10% wage reductions for all salary and wage employees; methods to implement:
  - Pay cuts would allow equal application to all the tax supported programs
  - Could still be implemented to a reduced work week of four days at ten hour each
  - Issue that four days at ten hours is not the most efficient scheduling method for programs requiring 24 hours and 7 days per week coverage but is motivational for the stress related to these positions, and how to apply if for 40/week programs change to four days at ten hours: Com Center, Adult Detention and Sheriff Patrol
  - Issue of applying to programs that have self-supported funding for operations; i.e. YVRA and Regional Building Department – YVRA is budgeted in 2009 to receive a transfer of \$250,000 from the General Fund for capital investment
  - Issue of applying to elected officials, whose salaries are set by the State Legislature – presentation and discussion of Statutory limitations
  - Issue of whether priority is to minimize loss in pay by making other cuts first but recognizing that furloughs or pay cuts will be necessary and implement an interim cut immediately as this will start budget savings
  - Discussion of the potential impacts on levels of service provided to our citizens and customers
  - Other options for methods to implement

## **Reduction in Force - Layoffs** (the numbers given are illustrative only – the actual number of FTE's, if any, to be affected is yet to be determined):

- Layoffs of 19 FTE would reduce personnel expenses at a minimum of \$695,400 at an annual wage of \$36,600: method to implement :
  - Most recently created positions
  - Layoff FTE in positions in programs that have declining revenues
  - Department Heads recommend one, two or three positions to cut and provide justifications for BCC decision making
  - Transfer staff from programs supported by local tax dollars to Departments receiving increases in funding
  - Transfer some duties and responsibilities provided by and of Internal Services Departments to supported Departments to allow layoffs in Internal Services programs
  - Provide E-government for functions and programs where FTEs can be reduced

### **Reductions in Operating Costs:**

- Departments reduce budgets to appropriations for essential costs; method to implement:
  - Department recommendations
  - BCC funding of community services organizations and projects
- Departments reduce budgets to uncomfortable amounts by reducing levels of service: method to implement and potential impacts of such reductions on our citizens and customers
  - Department recommendations
  - Elimination of programs
  - BCC funding of community services organizations and projects

### **Reductions in Pool Budgets and Capital Replacement Plans:**

- Reduce funding of equipment and capital replacement pools: method to implement:
  - Motor Pool: reduce number of motor pool vehicles assigned to Departments, review vehicles assigned to positions, end mileage reimbursements for use of private vehicles when driven in the County, make all motor pool vehicles unassigned requiring reservation of use.
  - Heavy Equipment and IS – extend replacement life reducing the annual earmark
  - Road Overlays – identify options other than overlays to reduce annual costs, and identify roads that have failing surfaces and use reserves to overlay