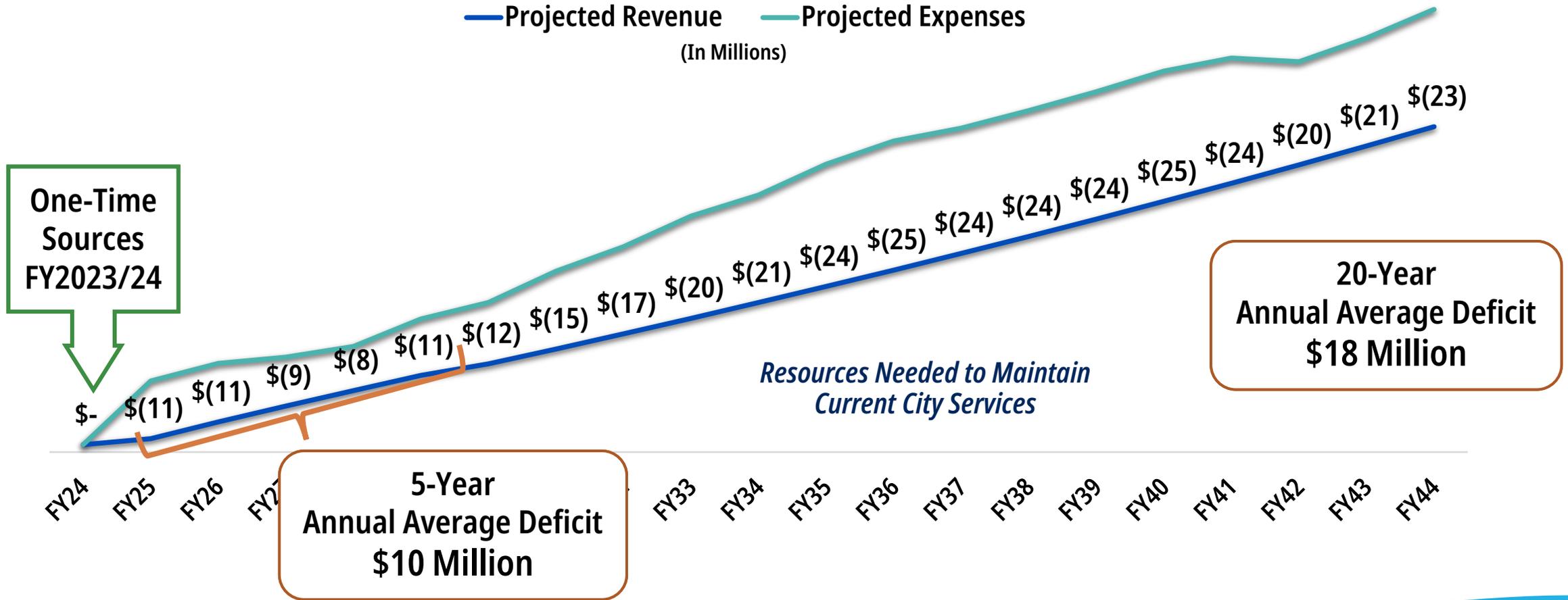


General Fund Budget Scenarios – *Not for Consideration for the FY2024/25 Operating Budget*

Recognizing that reserve funds and one-time sources of funds will not be available in future fiscal years without a new ongoing source of revenue, a Budget Workshop was held on June 7, 2023 ([Link to June 7, 2023 City Council Presentation](#)), that provided scenarios for the programs and services that the City will need to consider eliminating when all available one-time funds and reserve balances are depleted. This attachment presents those scenarios.

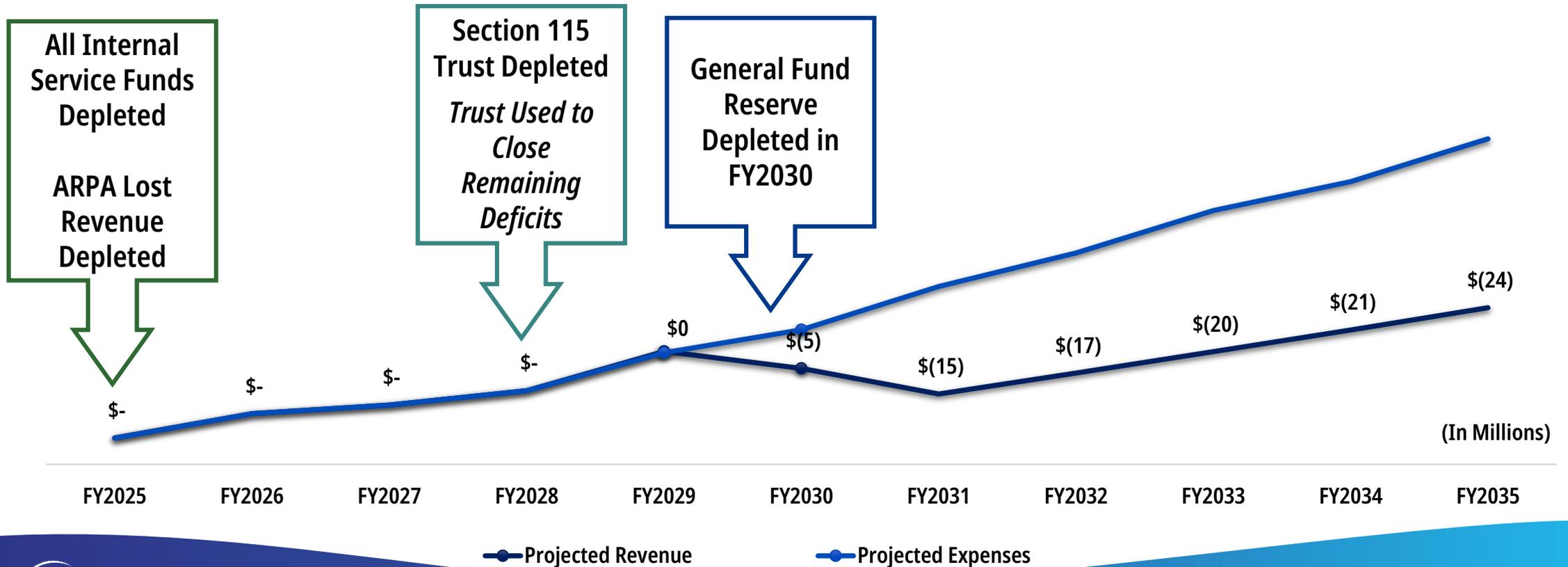
The Preliminary Proposed FY2024/25 Annual Operating Budget document can be viewed on the City's website at: <https://www.escondido.gov/361/Current-Budget-Information>

General Fund Structural Budget Deficit



General Fund Structural Budget Deficit

Forecast Using Available One-Time Sources



Scenarios to Address the Structural Deficit

Scenario #1

Proportional Across-the-Board Budget Reductions

Scenario #2

Across-the-Board but Preserve Public Safety
Departments

Scenario #3

Targeted Business Model Approach

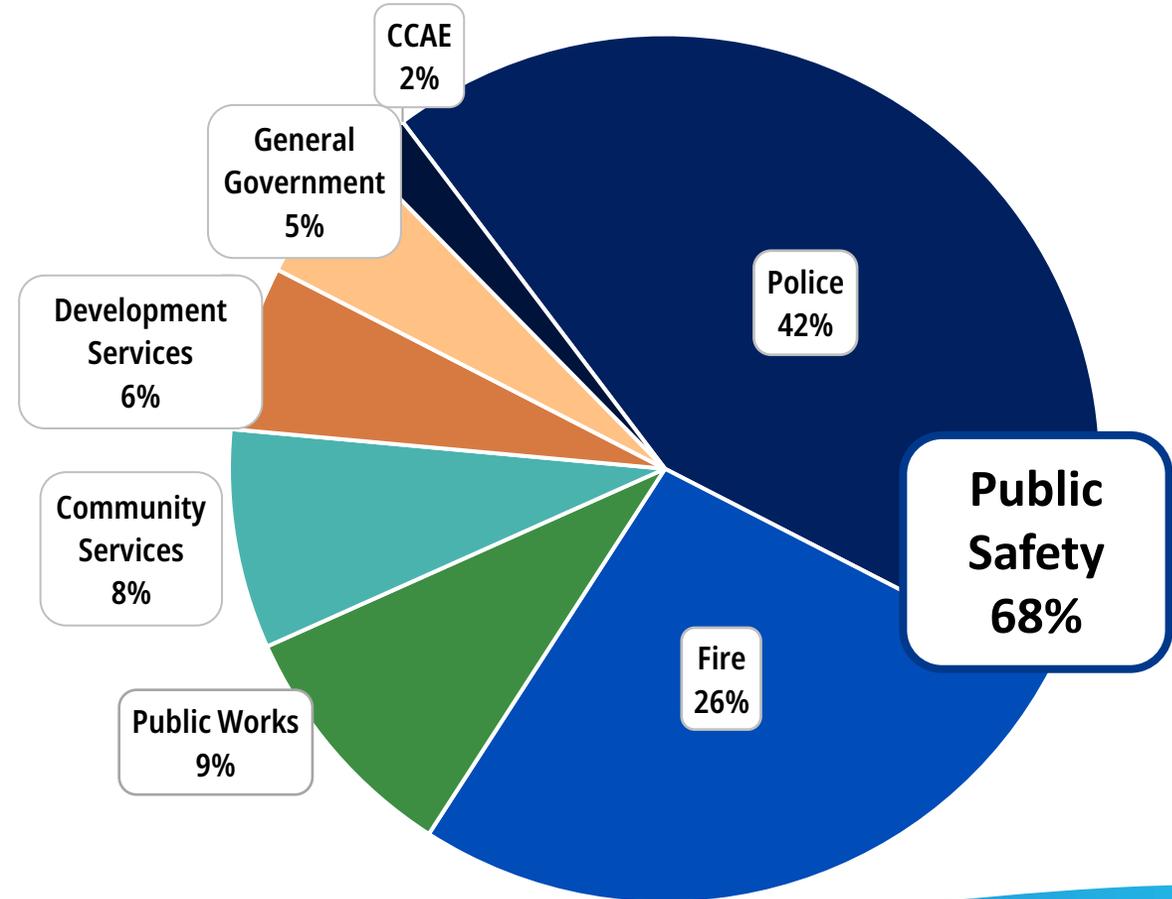
Scenario #1

Proportional Across the Board Budget Reductions To Close the General Fund Structural Deficit

*Scenario #1
Proportional
Across the
Board Cuts*

General Fund Departments

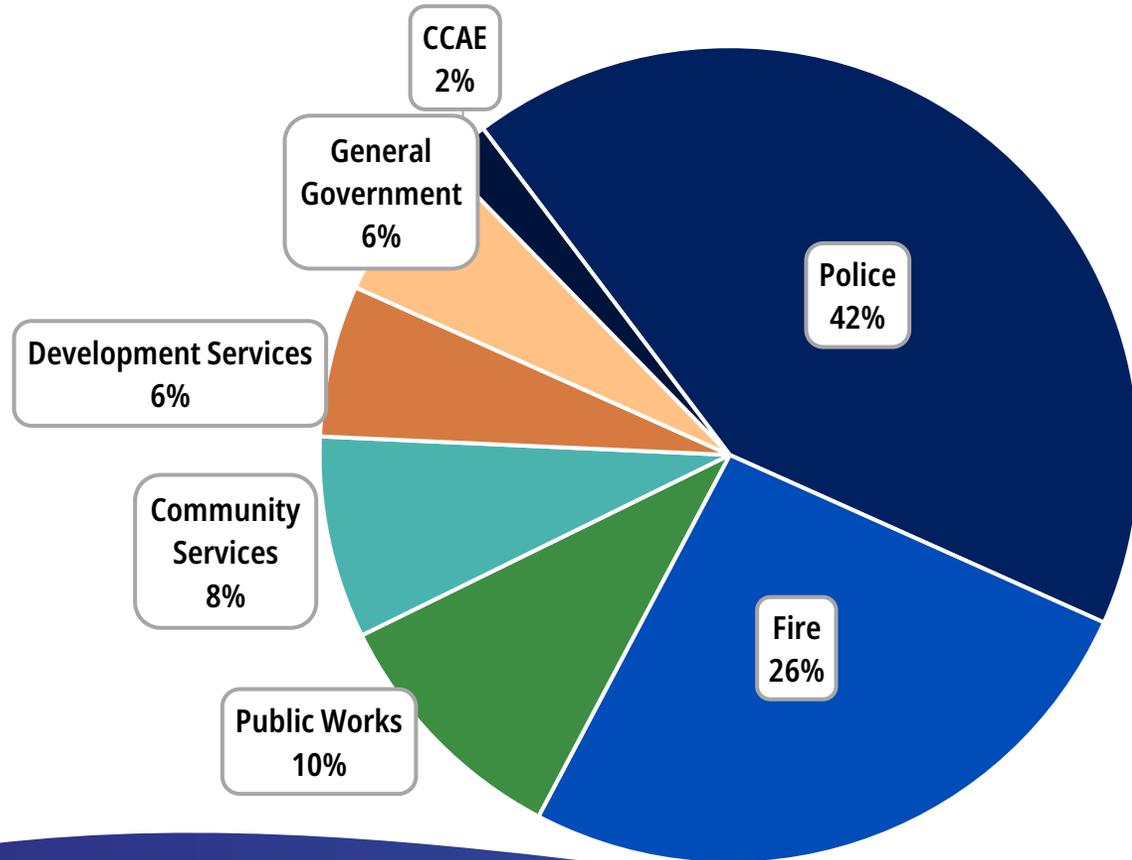
Department	FY2023/24 Projected Expenses
General Government Services	\$8,258,700
Community Services	10,835,430
Development Services	8,343,060
Public Works	12,398,470
Police	54,083,660
Fire	33,528,860
California Center for the Arts	3,247,370
Total Expenditures	\$130,695,550



*Scenario #1
Proportional
Across the
Board Cuts*

Scenario #1

Proportional Across-the-Board Reductions



Department		Structural Deficit
Police	42%	4,138,140
Fire	26%	2,565,420
Public Works	10%	948,650
Communications & Community Services	8%	829,060
Development Services	6%	638,360
General Government Services	6%	631,900
California Center for the Arts	2%	248,470
Total General Fund Deficit		\$10,000,000

Police Department – 42% of General Fund

*Scenario #1
Proportional
Across the
Board Cuts*

**Total Expenses of \$54,083,660 –
Budget Reduction of \$4,128,140**

Budget Reductions Identified

- Sworn Police Officers
- Professional Staff Positions
- Animal Control Regulation Contract
- Community Outreach Services – Education COMPACT

Police Department

Budget Reduction of \$4,128,140

Impacts: Reduce the Number of Sworn Police Officers

	Current Service	Reduced Service
Traffic Division	<p>6 Traffic Officers</p> <ul style="list-style-type: none"> • Proactively Enforce Laws • Focus on Safety Issues – Speed & Red-Light Violations 	<p>3 Traffic Officers</p> <ul style="list-style-type: none"> • Significantly Reduce Traffic Enforcement • Investigate Only Fatal & Serious Injury Traffic Collisions
Crimes of Property (COP)	<p>5 Detectives</p> <ul style="list-style-type: none"> • Investigate: Commercial Burglary, Residential Burglary, Arson, fraud/forgery/financial crimes; auto theft, and general property crimes 	<p>3 Detectives</p> <ul style="list-style-type: none"> • General crimes: thefts, vandalisms, shoplifting will not be investigated • Auto theft investigations will be nearly eliminated, only major fraud cases will be investigated

Police Department

Budget Reduction of \$4,128,140

Impacts: Reduce the Number of Sworn Police Officers

	Current Service	Reduced Service
Community Oriented Policing and Problem Solving Unit "COPPS"	3 COPPS Officers <ul style="list-style-type: none"> • COPPS officers proactively address areas of crime/disorder • COPPS officers focus on homelessness issues and assistance 	No COPPS Officers <ul style="list-style-type: none"> • No longer have a COPPS unit to proactively address areas of crime/disorder • Homelessness becomes a greater problem for the community
School Resource Officers "SRO"	3 SROs (1 SRO is fully funded by the school districts) <ul style="list-style-type: none"> • Trained in school-based crisis response to work collaboratively with education officials to provide prevention and intervention for youth crimes • Building relationships with students allows SROs to provide specific help 	1 SRO (funded by School District) <ul style="list-style-type: none"> • Patrol officers will have to respond to school incidents increasing response times to other calls for service • Students will not have access to SROs they know and trust, making it more likely that they miss opportunities for crime prevention and intervention

Police Department

Budget Reduction of \$4,128,140

Impacts: Reduce the Number of Professional Staff Positions

	Current Service	Reduced Service
Public Safety Dispatch	<p>24 Public Safety Dispatchers</p> <ul style="list-style-type: none"> • Answer 9-1-1 calls, dispatch emergency response personnel, handle police and fire radio, and field non-emergency public safety calls from community members 	<p>21 Public Safety Dispatchers</p> <ul style="list-style-type: none"> • Delayed response to emergencies and increased call wait times • Cuts to the types of non-emergency services provided
Customer Service Representatives	<p>2 Police Customer Service Representatives</p> <ul style="list-style-type: none"> • Police Customer Service Reps assist community members when they come to the PAFH lobby • Lobby services include: crime reporting; citation payment; officer assistance; requests for crime reports; impounded vehicle releases; etc. 	<p>No Customer Service Representatives</p> <ul style="list-style-type: none"> • PAFH lobby will be closed; services will be appointment only • Increased wait time for services • Other staff will be pulled away from their duties to cover these tasks

Police Department

Budget Reduction of \$4,128,140

Impacts: Reduce the Number of Professional Staff Positions

	Current Service	Reduced Service
Parking Attendant	<p>5 Part-Time parking attendants</p> <ul style="list-style-type: none"> • Parking attendants ensure that residential and commercial parking laws are enforced • Parking enforcement allows customers and residents to maintain basic parking accessibility • Handicap and red curb parking is strictly enforced to maintain public safety 	<p>No Parking Attendants</p> <ul style="list-style-type: none"> • No parking enforcement throughout the city • Businesses will be affected by unauthorized parking • Residential areas will not be patrolled for unauthorized parking • Loss in revenue from citation fees
Parking Citation Contract	<p>Processing Software and Equipment</p> <ul style="list-style-type: none"> • Current contract provides parking attendants with software and equipment to efficiently issue electronic parking citations • The contract company processes citations and collects fees for the city 	<p>No Processing Software or Equipment</p> <ul style="list-style-type: none"> • Near elimination of parking citations • City staff would have to process and collect fees on paper parking citations

Police Department

Budget Reduction of \$4,128,140

Impacts: Eliminate Special Events and Contracts

	Current Service	Reduced Service
Overtime for Special Events	<p>Police Department Staff Support</p> <ul style="list-style-type: none"> Community events are staffed by officers and police personnel to ensure traffic control and citizen safety Special events include: Parades, Cruisin' Grand, Grape Day Festival, and Fireworks 	<p>No Police Department Staff Support</p> <ul style="list-style-type: none"> Traffic safety will decrease and crowd safety will be reduced Officers will not be assigned to these events which will delay emergency response
Computer Aided Dispatch (CAD) Equipment	<p>Equipment Upgrades and Scheduled Maintenance</p> <ul style="list-style-type: none"> CAD is the system used by Dispatch and Patrol to process calls for service and police actions CAD catalogues data from all calls for service and monitors officers locations to decrease response times. 	<p>No Equipment Upgrades and Scheduled Maintenance</p> <ul style="list-style-type: none"> A lack of CAD upgrades and maintenance would cause inefficiencies in dispatch and for Patrol officers There would be increased response times for calls to be answered by dispatch and officer responses in the field

Police Department – Impacts: Eliminate the Animal Control Services Contract

Attachment "1"

Scenario #1
Proportional Across
the Board Cuts

	Current Service	Reduced Service
Animal Control Services	<p>Contract with San Diego Humane Society (SDHS)</p> <ul style="list-style-type: none"> • Providing housing and care of stray domestic animals • Providing housing and care for police and animal cruelty holds • Providing lost and found assistance for the general public’s animals • Providing services to include: feed, care, and disposition of all animals • Managing of dog license program • Investigating and issuing Service Dog licenses • Investigating and enforcing dangerous dog situations • Enforcing licensing and rabies vaccinations • Investigating and enforcing animal cruelty laws • Responding to and caring for injured domestic animals • Monitoring and responding to bites and enforcing rabies requirements • Responding to and investigating animal noise complaints • Staffing Humane Officers to patrol and respond to City animal needs • Providing disaster relief services involving animals • Providing quarterly and annual animal control reports 	<ul style="list-style-type: none"> • Provide only mandated animal control services • Arrange rabies vaccinations • Respond to calls for service related to dangerous animals • Additional police personnel positions may need to be cut to fund legally required animal control services

Police Department – Impacts: Terminate Contract with Education COMPACT

	Current Service	Reduced Service
Education COMPACT Services	<p>Juvenile Diversion Program and Alternatives to Detention (ATD) Offers juveniles an alternative to criminal justice system.</p>	<p>Rather than alternatives to detention, all juvenile cases will be sent through San Diego District Attorney’s Office for prosecution.</p> <p>Most of these cases will not meet current filing criteria resulting in these cases being dropped.</p> <p>As a result, these juveniles will receive little to no accountability or support to keep them from re-offending.</p>
	<p>Family Intervention Team (FIT)</p> <ul style="list-style-type: none"> Partners former law enforcement officers with former gang members, to create a team of credible mentors that assist families of at-risk boys. This team provides intensive and wrap-around guidance specific to gang prevention. 	
	<p>Girls Rock Program Partners police officers and youth workers to mentor at-risk girls</p>	
	<p>Cannabis Abuse Program (CAP) Provides workshops to help youth stay sober.</p>	
	<p>Guiding Good Choices Provides evidence-based programming to improve family communication, learn the impact of drug use, manage family conflicts, and create a support network for parents</p>	

Fire Department – 26% of the General Fund

*Scenario #1
Proportional
Across the
Board Cuts*

Total Expenses of \$33,528,860 –

Proportional Reduction is \$2,565,420

- Note FD Revenue:
 - \$9.3 million ambulance transportation
 - \$2.4 million Rincon FPD
- Fire Engine and Ambulance staffing is not scalable for 24/7 coverage
- Only viable option to reduce by \$2.565 million: close one fire station
 - Eliminate one fire engine company (\$2 million)
 - Eliminate one ambulance (\$900,000)

Fire Department – Impacts: Eliminate One Fire Engine Company

	Current Service	Reduced Service
Fire Engine Company	<p>7 Fire Stations</p> <ul style="list-style-type: none"> • 2023 EFD emergency response: 17,777 calls • Response Time Standard is 7 ½ minutes, 90% of the time • Down to 86% with <u>current resources</u> due to 2% annual call volume increase over 2022 	<p>6 Fire Stations</p> <ul style="list-style-type: none"> • Remaining six Fire Stations absorb emergency calls from further distances • Increased and imbalanced requests for assistance from neighbors • Longer response times for first Paramedic at medical emergencies • Reduced effectiveness and safety at fire, rescue and Haz Mat incidents • Must have 4 firefighters at scene to enter burning structure • Must have a minimum of 15 firefighters at scene to be effective and safe • Reduction in ISO rating, reduction in service to City and Rincon FPD

Fire Department – Impacts: Eliminate One Ambulance

	Current Service	Reduced Service
Ambulance Services	<p>5 Ambulances in Service</p> <ul style="list-style-type: none"> • In 2023, EFD ambulances transported 11,250 times • Requested aid from San Marcos Fire 758 times • San Marcos Fire transported Escondido patients 271 times 	<p>4 Ambulances in Service</p> <ul style="list-style-type: none"> • Lay off 3 Firefighter/Paramedics and 3 EMTs • Remaining 4 ambulances absorb emergency calls from further distances • Increased and unacceptable requests for assistance from neighbors • Longer response times EFD and auto aid ambulances for medical emergencies • Reduction of an EFD ambulance will likely mean losing about 2,500 transports and over \$1 million in revenue IF other agencies will respond to Escondido

Scenario #2

Across-the-Board Budget Reductions but Preserve Public Safety

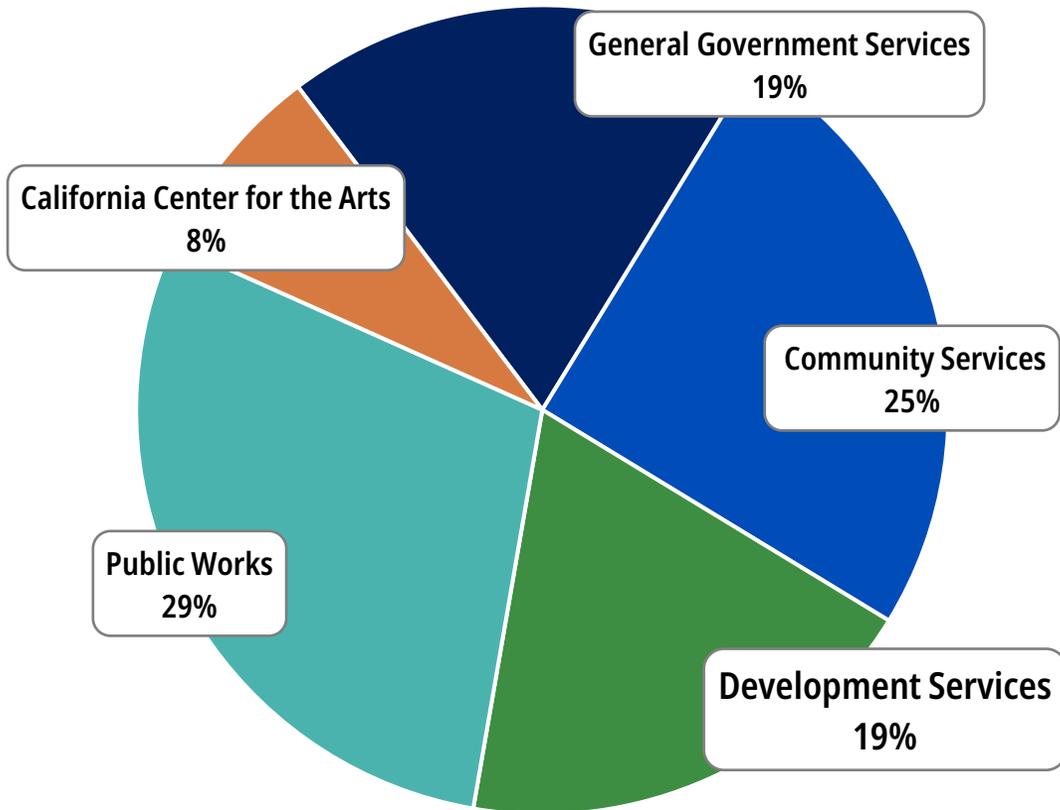
Public safety has been identified as a high priority

- ✓ City Council Direction
- ✓ Confirmed in Community Surveys

Scenario #2

Across the Board and Preserve Public Safety

Scenario #2
ATB &
Preserve
Public Safety



Department		Structural Deficit
Public Works	29%	\$2,877,800
Community Services & Communications	25%	2,515,010
Development Services	19%	1,936,510
General Government Services	19%	1,916,930
California Center for the Arts	8%	753,750
Police	42%	4,138,140
Fire	26%	2,565,420
Total General Fund Deficit		\$10,000,000

Reorganization of Departments

Combine Public Works and Development Services

Budget Reduction Target of \$4,814,310

Eliminate **12 Development Services** Staff Positions:

- Director of Development Services
- Assistant Planner
- Assistant City Engineer
- Building Inspector
- Code Compliance Officer
- 3 Full-Time Code Compliance Officers
- 4 Part-Time Code Compliance Officers

Eliminate **33 Public Works** Staff Positions:

- Director of Public Works
- Deputy Director of Public Works
- 5 Full-Time Public Works Positions
- 26 Temporary Part-Time Positions

Two New Departments

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services

Two New Departments

Land
Development
Department

Capital Project
and Traffic
Department

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Reduced Maintenance of City Parks & Facilities

	Current Service	Reduced Service
Public Sanitation – Restrooms	Cleaned Once per Day, 7 Days per Week	Every Other Day, No Cleaning on Weekends
Public Sanitation – Trash Pickup	Picked Up Once per Day, 7 Days per Week	Once Every 2 Weeks

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Reduced Graffiti Response

	Current Service	Reduced Service
Property Type	64% on Private Property	Service Public Property Only
Current Response Time	Less than 24 Hours	As Resources Are Available

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Reduced Homelessness Response

	Current Service	Reduced Service
Debris Crew –Schedule	7 Days per Week	2 Days per Week
Response Time	Same Day Response to Calls	3 to 4 Days

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Reduced Potholes and Road Repairs

	Current Service	Reduced Service
Patch Truck –Schedule	Daily with Two Crews	Every Other Day
Response Time	72-Hours to Complete a Repair	30 – 35 Days

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Reduce Code Compliance Services

	Current Service	Reduced Service
Code Compliance Response	<p>Respond to All Complaints</p> <ul style="list-style-type: none"> ✓ Property Maintenance (overgrown vegetation) ✓ Graffiti ✓ Trash Cans ✓ Stockpiling ✓ Junk Vehicles ✓ Temporary Signs 	<p>Limited to Life Safety & Public Health Concerns</p>

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Eliminate the Planning Commission

	Current Service	Reduced Service
Eliminate the Planning Commission (Staff Support .33 FTE)	Planning Commission Conducts a detailed review of all types of development projects and individual land use requests	Responsibilities would Transfer to the City Council Minimum of one additional two-hour meeting per month

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services

Impacts: Eliminate the Deputy Building Official

	Current Service	Reduced Service
Eliminate Deputy Building Official	Currently Process 500 plan reviews annually 19 days average review	Utilizing a third-party reviewer would extend the average review time to 30+ days

Reorganization of Departments

Combine Public Works and Development Services

✓ Eliminate Economic Development – **Budget Reduction \$409,450**

- Economic development can only be helpful to the community if there is a functional Development Services Department where private industry can quickly receive permits for building development and expansion

	Current Service	Reduced Service
Eliminate Economic Development Division	Manages programs that promote business attraction, retention and expansion	As Resources Are Available
2 Staff Positions and Program Costs		

Reorganization of Departments

Combine Public Works and Development Services

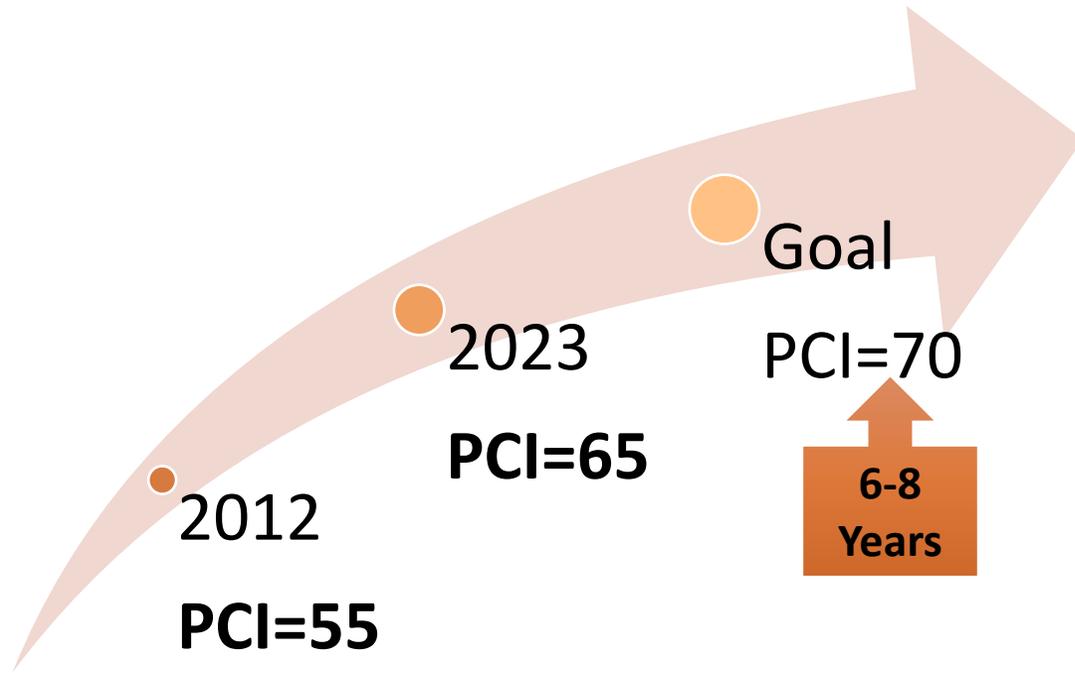
Impacts State Mandates and Restricted Funding Sources

- General Plan
- Housing Element Law
- Subdivision Law
- Administer Specific Ordinances
- CEQA
- Regulate and enforce the construction, repair, or alteration of buildings
- Apply the State Historical Building Code
- Minimum Maintenance of Effort Expenses to Receive Gas Tax Funds and PCI Progress

Scenario #2
ATB &
Preserve
Public Safety

Reorganization of Departments

Combine Public Works and Development Services



10-point improvement

Impacts
Reduction in Staffing & Resources will impact the progress made on the City's Pavement Condition Index

Community Services

Budget Reduction Target of \$2,515,010

- Community Services – Provides Three Primary Services
 - ✓ Recreation Programs
 - ✓ Older Adult and Senior Services
 - ✓ Library

Only Option is to Eliminate One of these to Meet the Budget Reduction Target

Will Discuss Further in Scenario #3

Scenario #3

Targeted Business Model Approach

- Defining “What is an Essential Service?”
- Preserving Public Safety and Other Health and Safety Services
- Targeted Approach Reduces the Burden on Public Works & Development Services

In community surveys and through public engagement, residents identified the following community service priorities:

Addressing homelessness

Attracting businesses and jobs to the City

Improving public safety and police services

Maintaining and repairing local streets, roads and sidewalks

Keeping public areas clean and free of graffiti



We want to hear from you!
Share your priorities for City services.



City Council Visioning and Structural Deficit Strategy Workshop

ESSENTIAL SERVICES



POLICE SERVICES



FIRE/EMS SERVICES



LAND USE/ DEVELOPMENT



KEEP CITY CLEAN



PUBLIC WORKS



CLEAN WATER



PARKS FACILITIES



SEWER

CITY COUNCIL PRIORITIES



ELIMINATE THE STRUCTURAL DEFICIT



ENCOURAGE HOUSING DEVELOPMENT



IMPROVE PUBLIC SAFETY



RETENTION AND ATTRACTION



ELIMINATE THE
STRUCTURAL
DEFICIT

General Fund Departments



Department	FY2023/24 Projected Expenses
General Government Services	\$8,258,700
Community Services	10,835,430
Development Services ✓	8,343,060
Public Works ✓	12,398,470
Police ✓	54,083,660
Fire ✓	33,528,860
California Center for the Arts	3,247,370
Total General Fund Expenditures	\$130,695,550



ELIMINATE THE
STRUCTURAL
DEFICIT



Community Services

Eliminate Recreation Programs as a City Service = **Net Budget Reduction of \$2,048,370** (Expenses Less Program Revenue)

Eliminate 15 Staff Positions:

- 13 Full-Time Staff Positions
- 2 Regular Part-Time Staff Positions

Eliminate ≈135 Temporary Part-Time Staff Positions

Close City Facilities*:

- East Valley Community Center
- Escondido Sports Center
- Don Anderson Building
- Mathes Center
- Oak Hill Activity Center
- Washington Park Recreation Building

**Unless Operated & Resourced by Another Entity*

Community Services

Eliminate the Recreation Program as a City Service

Impacts: Close the East Valley Community Center

	Current Services	Reduced Services
East Valley Community Center	<ul style="list-style-type: none"> • Facility Reservations (1,171 rentals) • Open Gym (5,112 participants) • Police Athletic League (401 participants) • Recreation Classes (900+) 	<p>Closure of the Facility <i>Unless Operated & Resourced by Another Entity</i></p>

Community Services

Eliminate the Recreation Program as a City Service

Impacts: Closure of the Sports Center and Reduced Programming at Kit Carson

	Current Services	Reduced Services
Kit Carson Park – Sports Center	<p>Athletic Leagues</p> <ul style="list-style-type: none"> • 1,301 participants youth soccer program • 6 youth soccer, pop warner, and baseball leagues with 4,416 participants • 226 adult softball teams with 2,950 participants • 9 soccer tournaments with 13,600 participants. • 11 softball tournaments with 14,600 participants • 154 adult hockey teams with 1,690 participants 	<p>Closure of the Facility</p> <p>Minimum Maintenance of Park</p> <p>No Programs Offered</p> <p><i>Unless Operated & Resourced by Another Entity</i></p>
	<p>Skate Park</p> <ul style="list-style-type: none"> • 2,115 participants/visits at the skate park 	

Community Services

Eliminate the Recreation Program as a City Service

Impacts: No Programming at City Pools

	Current Services	Reduced Services
Aquatics Facilities	Two Pools	Pools Open for Facility Reservations (School Districts) – Absorbed by Another Department/Entity
Recreation Programming (Classes)	Recreation Programming <ul style="list-style-type: none"> • 1,700+ swim lessons • 3,000 Open/lap swim entries • 450+ Aquafit enrollments 	No Recreation Programs Offered <i>Unless Operated & Resourced by Another Entity</i>

Community Services

Eliminate the Recreation Program as a City Service

Impacts: Eliminate the Public Art Program

	Current Services	Reduced Services
Eliminate Public Art Program (staff time)	Public Art Commission	Public Art Commission Dissolves
Public Art Maintenance	Public Art is Maintained	Existing public art would remain until condition demands removal
Niki Foundation	Staff work with the Niki Foundation to Program the Queen Califia Art Sculpture	Absorbed by another department/entity

Community Services

Eliminate the Recreation Program as a City Service

Impacts: Reorganization of Volunteer Program

	Current Services	Reduced Services
Volunteer Program	Currently Community Services Staff	Move to the City Manager's Office



ELIMINATE THE
STRUCTURAL
DEFICIT



Community Services

Eliminate the Senior Nutrition & Older Adult Services Program = Budget Reduction of \$1,051,450

Eliminate 11 Staff Positions:

- 3 Full-Time Staff Positions
- 8 Temporary Part-Time Staff Positions

Close City Facilities*:

- Park Avenue Community Center

**Unless Operated & Resourced by Another Entity*

Community Services

Eliminate the Senior Nutrition & Older Adult Services as a City Service

Impacts: Park Avenue Community Center Closes

	Current Services	Reduced Services
Meal Contract	Serving 110 people per day 24,200+ annual meals	Not Provided <i>Unless Operated & Resourced by Another Entity</i>
Transportation Contract	Transports 30 people per day 10,860+ annual one-way rides *45 people on the waitlist	Not Provided <i>Unless Operated & Resourced by Another Entity</i>
PACC Resources	Elimination of available resources for seniors	Not Provided <i>Unless Operated & Resourced by Another Entity</i>



ELIMINATE THE
STRUCTURAL
DEFICIT



Library

Close the Library = Budget Reduction of \$3,033,490

- The Library is owned by the City and operated by Library Systems & Services (LS&S) under a Management Agreement
- The term of the agreement is through June 30, 2027:

Fiscal Year	Management Fee
FY2024/25	\$3,033,490
FY2025/26	3,124,500
FY2026/27	3,218,230

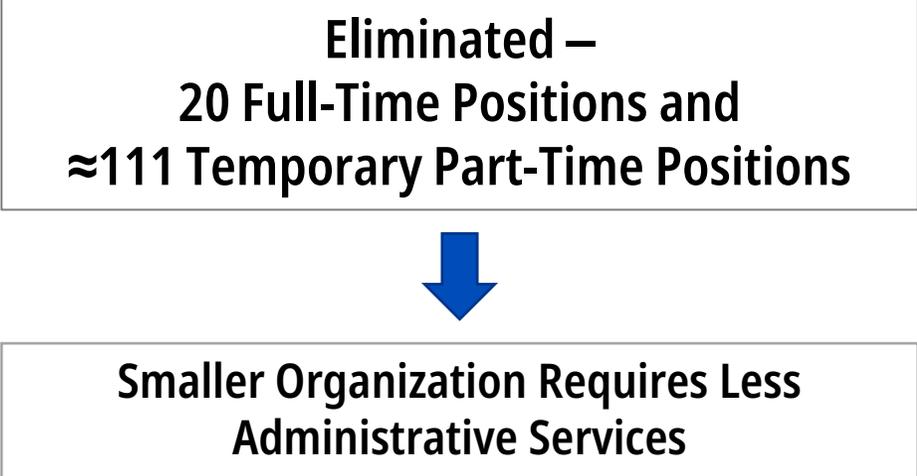
Temporary Funding

January 31, 2024 City Council approved the use of American Rescue Plan Act Funds for FY2024/25 and FY2025/26

Scenario #3 Targeted Business Model Approach

Budget Reduction Target of \$10,000,000

Program/Services	Budget Reduction
Library	(\$2,945,140)
Recreation Services	(2,048,370)
Senior Services	(1,051,450)
TOTAL	(\$6,044,960)





ELIMINATE THE
STRUCTURAL
DEFICIT

General Administrative Services

Department	Description	Budget Reduction
City Manager	2 Positions – Economic Development & Contract Expenses	\$409,540
City Attorney	1 Position	142,000
City Clerk	1 Administrative Position	82,930
Treasurer	1 Accountant	103,000
Finance	1 Accountant	103,000
Human Resources	1 Senior Human Resources Analyst	117,720
	1 Department Assistant	56,000
Information Systems	1 Network Engineer	120,970
	1 Geographic Analyst Position	128,360
	Staff Overtime	4,000

**Additional
Reduction in Staff
(10 positions) and
Other Expenses**

**Budget Savings
\$1,267,520**



Scenario #3

Targeted Business Model Approach

Budget Reduction Target of \$10,000,000

Program/Services	Budget Reduction
Library	(\$2,945,140)
Recreation Services	(2,048,370)
Administrative Services	(1,267,520)
Senior Services	(1,051,450)
TOTAL	(\$7,312,480)

**Eliminated –
38 Full-Time Positions and
≈111 Temporary Part-Time Positions**

Scenario #3
Targeted Business
Model Approach



ELIMINATE THE
STRUCTURAL
DEFICIT



California Center for the Arts

Close the CCAE Facility = Budget Reduction of \$2,388,410

Operations and Financial support is provided by the City through a Management Agreement:

- A management fee for the operation of the Center,
- Gas and electric utility bills for the campus, and
- City Support Services, including Building Maintenance and Network Support

Management Fee	\$660,000
Gas & Electric Utilities	1,177,300
City Support Services	1,210,070
Total Center for the Arts	\$3,047,370
Estimated Remaining Expenses*	(658,960)
Net Reduction to the General Fund	\$2,388,410

**Will still incur some expenses in a vacant building*

Temporary Funding

January 31, 2024 City Council approved the use of American Rescue Plan Act Funds for FY2024/25



ELIMINATE THE
STRUCTURAL
DEFICIT

General Fund Structural Budget Deficit

Program/Services	Budget Reduction
Library	(\$3,033,490)
CCAE	(2,388,410)
Recreation Services	(2,048,370)
Administrative Services	(1,267,520)
Senior Services	(1,051,450)
TOTAL	(\$9,789,240)

**Budget
Reduction
Target of
\$10,000,000**

**Manageable
Budget Gap**





ELIMINATE THE
STRUCTURAL
DEFICIT

Revenue Options

Direction to Pursue New Revenue:

- Cannabis
- Short-Term Rental Program (TOT)
- Parcel Tax for Library Services

Full Cost Recovery Fee Study

- Calculate and Consider Full Cost Recovery for all City User Fees

What is NOT in the Budget?

Deferred Maintenance of More than \$8,000,000 Annually

- Parks
- Recreation Centers
- Street Paving & Maintenance
- Playgrounds
- Pools
- Sidewalks
- Library
- Storm Drains
- Bridges

Rising Service Demands

- 30%+ increase in Public Safety and 9-1-1 Calls for Service since 2008
- Impact of homelessness
- Graffiti Eradication and Gang Response
- Aging population
- Response times for quality of life concerns

