



**OFFICE OF COUNCILMEMBER TODD GLORIA  
COUNCIL DISTRICT THREE**

**M E M O R A N D U M**

DATE: January 18, 2011

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Todd Gloria *Todd Gloria*

SUBJECT: Budget Priorities for Fiscal Year 2012

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As we prepare for the Mayor's release of the Five-Year Outlook and FY12 budget, I have asked my Council colleagues for their budget priorities. In order to facilitate the Council's adoption of formal budgetary recommendations, I am submitting to you the attached priorities memos. Under your guidance, the Budget and Finance Committee on January 26, will review a comprehensive list of priorities which will ultimately be voted upon by the full City Council and presented to the Mayor via resolution in February.

The lists of priorities were developed with full recognition of the fiscal constraints faced by the City. It is my hope that these priorities will guide our discussions and decision-making on the FY12 budget as we once again face the difficult task of balancing the challenges of living within our means, meeting our legal obligations and other responsibilities, and maintaining an appropriate level of city services for residents.

In addition to the ideas offered by my colleagues, I am submitting the following observations and recommendations for priorities in the FY12 budget:

- Complete the fundamental financial reforms established in Proposition D;
- Commit to using more structural changes than one-time fixes;
- Prioritize and protect public safety services;
- Provide adequate workforce and staffing levels necessary to meet our obligations and deliver core city services;
- Examine departments for greater efficiency and innovation;
- Comply with the guiding principles of our Structural Budget Elimination plan;
- Continue to monitor, implement and maintain recommendations provided in the Kroll Remediation Plan;
- Achieve 100% cost recovery for programs and services that are intended to be fully cost recoverable through fees;
- Establish a process to identify and prioritize deferred maintenance and unfunded procurement needs;

Page 2

Andrea Tevlin, Independent Budget Analyst

Budget Priorities for Fiscal Year 2012

January 18, 2011

- Improve and provide information about performance measure and service levels to enable us to make even better informed decisions; and
- Honor contractual commitments.

I have great confidence that these priorities will help to establish a foundation that will restore fiscal integrity in our City. I look forward to working together to ensure that the final budget once again puts the City on the path towards long-term fiscal health while protecting the core services that our residents deserve.

TG:pi

Attachments:


1. Councilmember Lightner: *2011 Budget Committee Priorities*
2. Council President Pro Tem Faulconer: *Reforms and Budget Priorities for Fiscal Year 2012*
3. Council President Young: *Budget Priorities for 2011*
4. Councilmember DeMaio: *Budget Priorities for FY 2012*
5. Councilmember Zapf: *Budget Priorities for Fiscal Year 2012*
6. Councilmember Emerald: *Budget Priorities for Fiscal Year 2012*
7. Councilmember Alvarez: *Budget Priorities for Fiscal Year 2012*

cc: Mayor Jerry Sanders  
City Councilmembers  
Jay Goldstone, Chief Operating Officer  
Mary Lewis, Chief Financial Officer  
Mark Leonard, Financial Management Director



**CITY OF SAN DIEGO  
COUNCILMEMBER SHERRI S. LIGHTNER  
DISTRICT ONE**

**MEMORANDUM**

DATE: January 5, 2011 SL-1101-001  
TO: Councilmember Todd Gloria, Chair, Budget Committee  
FROM: Councilmember Sherri S. Lightner   
SUBJECT: 2011 Budget Committee Priorities

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Thank you for your request for our budget priorities for the upcoming year.

In response to this request, please see my attached memo, dated November 10, 2010, "Fiscal Year 2011-2012 Budget Recommendations."

Thank you, and please contact my office if you have any questions.

Attachment

SL/jm

cc: Honorable Mayor  
Honorable Councilmembers

# Attachment 1



CITY OF SAN DIEGO  
COUNCILMEMBER SHERRI S. LIGHTNER  
DISTRICT ONE

## MEMORANDUM

DATE: November 10, 2010  
TO: Honorable Anthony Young, Chair, Budget & Finance Committee  
FROM: Councilmember Sherri S. Lightner  
SUBJECT: Fiscal Year 2011-2012 Budget Recommendations

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Thank you for inviting us to contribute our recommendations for the FY2011-2012 budget.

We need to establish methods for achieving savings or revenue in both the short term (for the FY2012 budget) and long term (for the structural budget deficit).

We should support a budget that:

- **Complies with the guiding principles of our Structural Deficit Elimination Plan.**
- **Does not use one time funds for ongoing expenses.**
- **Meets the City's mandated obligations.**

I look forward to the report being prepared by the Citizens Revenue Review & Economic Competitiveness Commission. They have spent nearly one year researching best practices, interviewing experts, and listening to citizens from throughout the city, and should have much to add to the discussion. We should include consideration of the Commission's recommendations in our budget deliberations—both in the near term and long term.

We also need to plan for how to restore cuts to public safety. Even before cuts were made, severe limitations to public safety existed, including a need for additional fire stations citywide.

Ideas that could generate revenue or cut costs prior to FY2012:

**1. Expand use of a 4/10/5 work schedule.** The Environmental Services Department has shown that this schedule can result in efficiencies and cost savings. It has been suggested that this be used in Facilities Maintenance and the Street Division.

Page 2  
Young  
November 10, 2010

2. **Establish agreements with other local agencies**, including educational institutions and universities, to identify ways in which they can contribute toward any City services they receive (e.g. fire-rescue, infrastructure, etc.). This type of agreement has previously been successfully implemented with Lifeguard Services to provide lifeguard coverage at beach frontage on the property of the Scripps Institution of Oceanography. Discussions are currently ongoing among UCSD, my office, and City staff for expanded agreements.
3. **Implement cost recovery fines for false fire alarms.** We expect the Fire-Rescue Department to issue a report on this shortly.
4. **Ensure fines for false police alarms are cost recoverable.**
5. **Increase nightclub-overcrowding fines to make inspections cost recoverable.**
6. **Resume charging cost recovery fees for business tax collection, if appropriate.**
7. **Investigate and possibly start a program to charge user or reservation fees for the fire rings on the beach.** Another approach for funding the fire rings could be to incorporate them into a beach marketing program.
8. **Expand the use of matching programs for gifts similar to the program used by Park & Recreation in past years.**
9. **Assure that special events comply with their City permits.** Fees should cover the costs to the City for the event and comply with the existing rate structure.
10. **Expand use of volunteers.** One of the fiscal reforms adopted by City Council on June 8, 2009 was to explore the feasibility of establishing an RSVP type program for the Library Department. A report on the progress evaluating a Library RSVP program should be requested. Programs could be developed to provide other functions as well in departments such as Park & Recreation, Streets (landscaping maintenance), and Code Compliance, among others. We should also make better use of educational internships.
11. **Implement innovative marketing partnerships.** The City should begin soliciting input from community groups on the Strategic Marketing and Advertising Plan proposed by the Corporate Partnership Program. If this program is implemented, these funds should be used for operations as well as capital improvements.
12. **Consolidate City office space and eliminate the use of underutilized rental space.**
13. **Use redevelopment dollars to fill General Fund gaps wherever possible.**
14. **Increase use of voluntary furloughs for City staff.**
15. **Seek grants to do energy retrofits to all City buildings that would afford energy and operational savings.**

Page 3  
Young  
November 10, 2010

Ideas that could generate revenue or cut costs for future budgets:

**A. Complete the Remaining Proposition D Reforms**

Four of the ten reforms have already been completed. The remaining reforms have already achieved enough political support to reduce roadblocks and allow them to be completed expeditiously. We should proceed with the same urgency as would have been the case had voters approved Proposition D.

Those reforms which have not yet been completed include:

1. Completing the DROP neutrality study, and if necessary initiating meet and confer proceedings to make it cost neutral
2. Reducing the total cost of retirement offsets
3. Reducing our retiree health care liability
4. Soliciting proposals from bidders to provide the City's information technology services;
5. Establishing a second tier pension plan for new firefighters
6. Adopting an ordinance that would allow all City employees to voluntarily select or switch from a current retirement plan to a new alternative Defined Contribution Plan

We should request a status update presentation on these remaining reforms and what measures are needed for prompt implementation and completion of these reforms.

**B. Teeter Plan**

The City is studying the benefits of transitioning to a Teeter Plan for property tax collection. If this plan is shown to result in a significant revenue advantage for the City, we should adopt a Teeter Plan, which would create a reliable, guaranteed upfront revenue stream for the City. This has been previously suggested by the IBA and discussed by the Citizens Revenue Review and Economic Competitiveness Commission.

**C. Special Assessment Districts**

Council should explore assisting individual neighborhoods to form special assessment districts to allow each neighborhood to determine the level of City services that they would like to receive.

**D. Cost of Service Studies for New Fees**

Council should request an update on the cost of service study for storm water operations. We should initiate a study for cost of service for refuse collection.

**E. Fiscal Reforms Adopted by Council on June 8, 2009**

Adopted reforms that have not been completed should be finished expeditiously. Council should request a status update from the IBA or Mayor's office on these reforms, which include exploring changes to worker's compensation, developing recommendations for achieving cost

Page 4  
Young  
November 10, 2010

recovery for professional sports teams, and considering an expenditure cap for consultant contracts. The full list of adopted reforms is included as Attachment 1.

**F. Partnering with Other Agencies**

We should explore the advantages of partnering with agencies such as the County, state, federal, and other local governments to save costs. Examples of partnerships include joint purchase agreements, sharing maintenance operations or facilities, and joint patrols of parks and beaches.

**G. Tourism Marketing District (TMD)**

Council should explore expansion of the TMD to include additional hotels and other tourism-related businesses.

If you have any questions or comments regarding any of these proposals, please contact my office at (619) 236-6611.

cc: Honorable Mayor  
Honorable Councilmembers  
Jan Goldsmith, City Attorney  
Andrea Tevlin, Independent Budget Analyst  
Jay Goldstone, Chief Operating Officer  
Mary Lewis, Chief Financial Officer  
Breanna Zwart, Budget & Finance Committee Consultant

**Attachment 1 – Fiscal Reforms Adopted by City Council on June 8, 2009 (R-304958)**

1. Work with the City Council to establish a Citizens Revenue Review and Economic Competitiveness Commission.
2. Complete and implement all Business Process Reengineering studies.
3. Complete comprehensive review of all existing funds including their legal bases, current and planned uses and fund balances.
4. Review with the City Council any reassessments under consideration for City's reserve goals for the following funds: Public Liability, Worker's Compensation, and General Fund.
5. Complete and bring forward to Council the results of the Development Services Department fee study and recommendations.
6. Implement reforms to strengthen oversight of independent agencies including SEDC, CCDC and SDDPC.
7. Address fiscal structural problems of the Refuse Disposal and Recycling Funds.
8. Consider implementation of a zero-based budget approach for equipment outlay requests and an expenditure cap for consultant contracts.
9. Report results of all deferred maintenance assessments to Council upon their completion. Determine causes for delays in completion of deferred maintenance/capital projects and develop recommendations for improvements.
10. Develop and adopt a "Budget Policy" to provide agreed upon principles and best practices for annual budget monitoring and development.
11. Develop recommendations for achieving cost recovery for professional sports teams and others who utilize Petco Park and Qualcomm Stadium.
12. Complete processes necessary to allow managed competition decisions to move forward.
13. Work with the Council to undertake a Community Attitude Survey to gather scientifically random data on citizen prioritization and satisfaction of City services.
14. Present the results of Real Estate Assets' Portfolio Management Plan to Committee and Council.
15. Explore ways to expand commercial marketing and increase City resources using City facilities, vehicles, and publications.
16. Request the IBA and Mayor's Office provide cost information on completed FY 2009 ADA projects. Based on information provided, consider reducing FY 2010 funding for ADA projects consistent with FY2009 total project costs.
17. Undertake study to determine cost neutrality of DROP as required by the Municipal Code.
18. Identify the status and uses of a 2006 \$2.2 million Energy Efficiency Loan and identify any other outstanding grants or loans awarded to the City but not utilized.
19. Review and recommend scheduling reforms for trash pick-up and collections by the Environmental Services Department.
20. Request the City Auditor to conduct a Revenue Audit of all City revenue sources.
21. Request the Mayor and City Auditor to study transferring the Revenue Audit and Appeals Division of the City Treasurer's Office to the Office of the City Auditor, and undertake a performance audit of the tax audit function.
22. Explore the feasibility of establishing a Retired Senior Volunteer Program (RSVP) for the Library Department.
23. Identify plan for financing of Public Safety facilities.
24. Provide updates on the use of Outside Counsel.
25. Develop plan for Redevelopment Agency loan repayment to City, including terms of the agreement and impacts to the project area budgets, in accordance with HUD audit.
26. Develop plan for QUALCOMM Stadium to become financially self-sufficient.
27. Comprehensively address the issue of homelessness, and explore development of permanent homeless shelter.
28. Consider alternatives to Library Ordinance, which requires 6% of General Fund budget be allocated to library uses.
29. Develop a long-term strategic plan for the Environmental Growth Fund.
30. Explore the issue of Workers Compensation reform including a presentation on current and future programs to address this Significant liability.
31. Track Assembly Bill 32, Greenhouse Gas Emission Reduction.





RECEIVED  
JAN 11 2011  
OFFICE OF  
COUNCILMEMBER TODD GLORIA

**COUNCIL PRESIDENT PRO TEM KEVIN L. FAULCONER  
CITY OF SAN DIEGO  
SECOND DISTRICT**

**MEMORANDUM**

**DATE:** January 7, 2011  
**TO:** Councilmember Todd Gloria, Budget and Finance Committee Chair  
**FROM:** Council President Pro Tem Kevin L. Faulconer *Kevin Faulconer*  
**SUBJECT:** Reforms and Budget Priorities for Fiscal Year 2012

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I appreciate the opportunity to outline my priorities for the City's FY12 budget. As in past years, we face the challenge of closing a budget gap while making reforms that will help eliminate the structural budget deficit. By rejecting Proposition D's half-cent sales tax increase, San Diego voters told City Hall to make the tough decisions necessary to solve the budget deficit without raising taxes. This mandate, coupled with a new City Council, gives us an opportunity to rethink how the City does business.

**Putting Managed Competition Into Action**

We must address the structural budget deficit by focusing on the City's core functions, such as public safety and infrastructure, and asking whether other functions should be performed by local government. Managed competition, approved by San Diego voters in 2006, is the tool we will use to re-evaluate some of the services the City provides. In December 2010, the City began the first step of the managed competition process for publishing services, which includes units such as the City's print shop. Printing services are a great example of a City service that is not a core function and will generate spirited competition from the private sector when put out to bid. It is this kind of common-sense reform that will help the City eliminate its budget problems.

I would like to see a timeline for implementing managed competition in FY12 that accompanies the FY12 budget. This timeline should include departments to be considered for managed competition, a schedule for completion, estimated cost savings, and when those cost savings will begin to be realized. At a time when voters have rejected a proposal for new tax revenue, the City's only option is to restructure and reprioritize. Data showing the money that can be permanently saved through managed competition will be invaluable as the City Council and Mayor work to close the budget gap.

**Reducing Retiree Health Costs**

The City has made progress in addressing its retiree health care obligation. The benefit was eliminated for new safety and general employees hired after July 1, 2005. The retiree health escalator for existing Local 127 and POA employees hired before that date was frozen, while the escalator for existing MEA, Fire, DCAA, and Teamsters employees was temporarily suspended.

More remains to be done to address the City's \$1.3 million unfunded retiree health care liability. The next step must be negotiating in good faith with the affected employee groups to keep the suspension in place and move toward a permanent solution.

**Ending the Rolling Brownouts**

The rolling brownout program must come to an end. When idling eight fire engines was proposed by the Fire Chief as part of the December 2009 budget cuts, the City Council committed to monitoring the impact. Through feedback from the community and the Fire Chief, it is apparent that continuing to brownout these engines is not in the best interest of San Diego residents.

Public safety is the City's top priority. I look forward to working with the Mayor and my Council colleagues to develop a budget that restores the browned-out fire engines.

**Comprehensive Financial Plan for the Centre City Redevelopment Area**

The State Legislature's elimination of the Centre City redevelopment area's CAP has generated discussion about the future of Downtown redevelopment funds. New revenue generated over the CAP will be dependent upon new development downtown. Even with a recovering economy, the tax increment generated by new development will take years to accrue.

We must review all of the Centre City Development Corporation's outstanding obligations, as well as its cash flow projections, before committing downtown redevelopment funds to other projects in the FY12 budget. Over \$1.5 billion in infrastructure projects, such as fire stations and parks, are identified in the Downtown Community Plan to be funded with Centre City redevelopment funds.

I look forward to a transparent and robust budget deliberation process that brings us closer to solving the City's structural budget problems and advancing the reforms that San Diegans expect.

KF:mta

cc: Honorable Mayor Jerry Sanders  
Honorable Jan Goldsmith, City Attorney  
Honorable Councilmembers  
Andrea Tevlin, Independent Budget Analyst  
Eduardo Luna, City Auditor



CITY OF SAN DIEGO

COUNCIL PRESIDENT ANTHONY YOUNG  
DISTRICT FOUR

MEMORANDUM

DATE: January 3, 2011  
TO: Councilmember Todd Gloria  
FROM: Council President Anthony Young  
SUBJECT: Budget Priorities for 2011

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As Council President, my budgetary priorities have not changed; I remain focused on solutions to solve the structural deficit. My number one priority is public safety and solving the structural deficit ensures the viability of these essential services.

I am positive the completion of the following actions is key to making the solution to structural deficit tangible:

- The completion of the ten reforms on Proposition D
- A five percent (5%) cut to Supplies and Services
- Investigate the option of leasing City owned golf courses and airports and the determination of the flexibility of their respective enterprise funds
- A comprehensive user fee update from departments

Thank you for your commitment to San Diego's financial health.

cc: City Councilmembers  
Andrea Tevlin, Independent Budget Analyst





**COUNCILMEMBER CARL DEMAIO**

FIFTH DISTRICT  
CITY OF SAN DIEGO

**MEMORANDUM**

DATE: January 4, 2011  
TO: Councilmember Todd Gloria  
FROM: Councilmember Carl DeMaio *Carl DeMaio*  
RE: Budget Priorities for FY 2012

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In response to your memorandum of December 16, 2010, I am submitting my priorities for the Fiscal Year 2012 budget – which are outlined in my financial recovery plan for the City of San Diego, the “Roadmap to Recovery.”

This plan proposes specific budget balancing actions for the FY 2012 budget, and also provides reform solutions for the City’s most pressing financial liabilities, namely pension and retiree health care.

Excluding proposed mid-year cuts, my plan proposes General Fund budget balancing actions totaling \$84 million for FY 2012 and confronts the City’s pension and retiree health care liabilities head-on, producing a projected pension savings of more than \$700 million over five years.

Please refer to the “Roadmap to Recovery” for all specific budget balancing proposals.

cc: City Councilmembers  
Andrea Tevlin, Independent Budget Analyst





**COUNCILMEMBER LORIE ZAPF  
COUNCIL DISTRICT SIX**

**M E M O R A N D U M**

**DATE:** January 6, 2010  
**TO:** Councilmember Todd Gloria, Chair, Budget Committee  
**FROM:** Councilmember Lorie Zapf *Lorie Zapf*  
**SUBJECT:** Budget Priorities for Fiscal Year 2012

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As we are planning for the next year, I think that the Budget Committee should be looking at all possible solutions for closing the City's budget deficit. In fact, I would request that the Budget Committee consider combining with a special Council meeting to allow all eight Councilmembers to be able to weigh in earlier in the process.

As the Council begins the budget process for Fiscal Year 2012, I think that the Budget Committee should revisit and pursue some of the major reforms available to us which will save taxpayer dollars and close the budget gap. Managed competition and pension reform will provide major savings for the City and are reforms that we can start almost immediately. Additionally, supporting small businesses, encouraging and allowing volunteers to take on some City duties that are currently restricted to pensioned employees, and identifying mandated City services are other priorities which will, I believe, help towards balancing the budget. I look forward to working with my colleagues on the Council, as well as the Mayor's office, to approve a budget which will decrease costs and continue to provide quality core services.

*Managed Competition*

I was proud to support managed competition for publishing services during my first week on the Council, and I look forward to expanding it to fleet services and additional operations in the future. I think that the Budget Committee should look for opportunities to expedite managed competition and outsourcing in order to get more programs into the pipeline.

*Pension Reform*

The problems of increasing pension costs for City employees may be the single most important issue we tackle as our City moves forward. With the City's defined benefit pension payments expected to surpass \$230 million this year, up from \$154 million last year, it is clear that we are

in a crisis.<sup>1</sup> Increasing pension costs are unsustainable, and it should be one of the top priorities of the Budget Committee to explore ways to get these ballooning payments under control. Topics of discussion should include: immediate pension reform for new hires, including the creation of a 401(k)-style plan, reforms for existing employees, including a discussion of the “substantially equal” language of the City Charter, ensuring that pensions are based on the average salary during the last three years of an employee’s time at the City and requiring employees to pay their fair share into their own retirement. I also think the committee should explore a program to give employees the option to take a smaller pension in return for more take-home pay.

#### *Encourage Small Business Growth*

There are more than 70,000 small businesses in the City of San Diego, which make up 92 percent of all businesses in the City.<sup>2</sup> For these reasons, it is imperative that we do everything we can to help and encourage small business growth. The City should strongly consider the creation of a small-business liaison position within DSD to help small business owners to expand, improve, and grow their businesses. Larger, more profitable small businesses within the City will generate tax revenue and help the City move toward closing the budget gap. Additionally, the committee should host a discussion on ways to automate and move online permit processing and other DSD functions in order to create a more small business friendly structure and make the process streamlined, efficient, and less costly.

#### *Allow Volunteers to Handle Some City Operations*

There are countless people throughout the City who are willing to volunteer at their local library, help with neighborhood improvements, and take care of other City functions who are currently not allowed to because of collective bargaining agreements. I think the committee should explore how labor barriers might be removed to allow volunteers to take on some of these duties, which will not only decrease costs, but will potentially allow libraries and other facilities to stay open longer and will increase civic pride and a sense of community.

#### *Identifying Mandated City Services*

Because budgetary reductions and the need to cut expenditures have become a yearly occurrence for the City Council, there is always a discussion about the need to protect core City services as money becomes tighter. Surprisingly, the City has never actually identified which services are truly “core services,” or services legally required to be provided by the City. I support the recent request by the City’s Independent Budget Analyst to the City Attorney requesting that mandated City services be identified. This will allow the Council to make better-informed budgetary decisions in the future.

Cc: City Councilmembers  
Andrea Tevlin, Independent Budget Analyst

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<sup>1</sup>SDCERS Actuarial Valuation: City of San Diego Projected Financial Trends Presentation. June 30, 2009. Page 3.

<sup>2</sup> City of San Diego Economic Development Department. Small Business Assistance website.  
[www.sandiego.gov/economic-development/business-assistance/small-business/](http://www.sandiego.gov/economic-development/business-assistance/small-business/)





**City Of San Diego  
COUNCILMEMBER MARTI EMERALD  
DISTRICT SEVEN**

**M E M O R A N D U M**

REF: M-11-01-02

**DATE:** January 7, 2011  
**TO:** Honorable Councilmember Todd Gloria  
**FROM:** Councilmember Marti Emerald  
**SUBJECT:** Budget Priorities for Fiscal Year 2012

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Pursuant to your memo dated December 16, 2010 regarding Budget Priorities for Fiscal Year 2012, I have briefly outlined immediate priorities, they include:

- Restore the closed fire engines and reduced lifeguard services
- Prevent any further reductions of public safety service levels
- Direct Risk Management to develop a comprehensive risk & liability management plan
- Enact Cost Recovery for alarm permits, ambulance services, police & fire services outside of San Diego and business tax collection
- Enact paid parking at beaches and regional parks
- Expand the use of volunteers to enhance quality of life in City neighborhoods
- Expand the use of marketing partnerships in public spaces

I look forward to working with the report from the Citizens Revenue Review and Economic Competitiveness Commission and implementing best practices and budget recommendations. In addition, I look forward to seeing Mayor Sander's budget proposal and working with our Council colleagues in approving a 2012 budget focused on providing essential City services.

ME: de






**COUNCILMEMBER DAVID ALVAREZ**

City of San Diego  
Eighth District

**MEMORANDUM**

**DATE:** January 12, 2011  
**TO:** Todd Gloria, Chair, Budget & Finance Committee  
**FROM:** Councilmember David Alvarez   
**SUBJECT:** Budget Priorities for Fiscal Year 2012

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For the purpose of discussion during the City Council's upcoming budget review process, below is a list of my priorities for the next budget year:

- **Civilian Positions in the Police Department:** Cutting civilian positions within the Police Department has a direct impact on sworn police officers' ability to be actively patrolling our neighborhoods. Police support staff are vital and need to be retained so that our sworn officers are free to have a greater presence in our communities.
- **Rolling Brown-Outs:** The rolling brown-out plan implemented by the city should be reviewed to the maximum extent possible to determine if other funding is available to allow fire-life safety services to be fully restored.
- **City Auditor Staff Positions:** It is important that we continue to increase the staff resources of the City Auditors Office. The City Auditor's ability to conduct comprehensive audits on various city departments and functions is vital in promoting accountability, efficiency and transparency in our city government.
- **Neighborhood Parks and Recreation Centers Prioritization:** Neighborhood parks and recreation centers throughout the city provide safe areas for recreation and family activities. The community parks that receive the most use, and therefore require higher levels of upkeep and maintenance, should be prioritized in the budget.

- **Reinstitution of the Lifeguard Training Program and Relief Staffing:** In recent years the Lifeguard Training Program and Lifeguard relief staffing have been either cut or reduced. These functions are vital to preserving public safety at our beaches and need to be restored in the upcoming budget.
- **Community Plan Update Funding:** Continuing to update our community plans throughout the city is vital in providing a clear vision for the development preferences of each community. Allowing a process that brings all stakeholders to the table can only result in better planning within our communities. Funding for community plan updates needs to be retained to the fullest extent possible in order to allow our communities to properly plan for development and community amenities.