

MENU OF BUDGET OPTIONS - ITEMS INITIATED OR UNDERWAY	
Items identified as either <u>initiated</u> or <u>underway</u> include those that are currently being explored but that require further study before implementation, or those that are in the process of implementation. Such options may potentially be expedited or expanded in scope.	
Managed Competition/Privatization	
1	Implement Managed Competition
2	Competitively Bid 11 Functions (2 functions in process, 5 more scheduled)
4	Privatize Miramar Landfill (exploring Managed Competition)
7	Solicit proposals from bidders for Information Technology Services
Operational Reforms/Efficiencies	
13	Increase performance audits and City Auditor staff positions
18	Complete comprehensive review of all existing funds including their legal bases, current and planned uses and fund balances
19	Streamline management and admin structure/span of control (part of prior budget solutions)
21	Partner/consolidate services with State, County & other cities
25	Consolidate City office space and eliminate the use of underutilized rental space
26	Improve Fleet Tracking Technologies
38	Implement audit recommendations for Risk Management & Public Liability Fund
47	Implement City Auditor Recommendations
59	Eliminate excessive printers, fax machines, and copiers. One per location
Pension Reform	
66	Eliminate Retirement Offset Contributions (MEA, Lifeguards)
67	Continue to enforce "Substantially Equal" cost share for "normal retirement allowances" (SDCERS approved refinement of calculation 5/28/10)
71	Address purchase of service credit issue (SDCERS item)
76	Defined Contribution Plan for New Hires - non-Public Safety
77	Defined Contribution Option for Existing Employees
78	Defined Benefit-Defined Contribution Hybrid/second tier pension plans for new Public Safety employees (Fire, Lifeguard)
79	Continue SPSP waiver/compensation reduction
81	Seek "Negotiated Settlement" with Labor Unions on Pension Reform
83	Eliminate accrual of pension credits on terminal leave (DCAA, Fire, MEA, Lifeguard)
84	Continue to explore legal options for pension reform
87	Conduct a performance audit of SDCERS' administration of the City's pension system
88	Defined benefit based upon the highest three consecutive year average of an employee's salary (average of highest 3 years' salary for safety members)
OPEB Reform	
90	Retiree Health Care Reform
Revenue Enhancements	
123	Expand use of Marketing Partnerships

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139	Explore revenue options from parking meters
142	Sale of underutilized real estate assets
145	Implement false alarms fee for Police and Fire
150	Cost of service study for storm water and refuse collection (storm water only)
151	Update user fees and cost recovery policies to ensure full cost recovery where appropriate
156	Analyze impact of City's opting in to the Teeter Plan
Service Level/Staff Reductions	
184	Reduce quantity and/or quality of services that it provides to its citizens
Miscellaneous/Other	
193	Seek grants to do energy retrofits to all City buildings that would afford energy and operational savings
198	Increase CCDC payments to benefit General Fund
200	<i>-Pay for Convention Center Debt Service</i>
201	<i>-Repayment of CDBG Debt</i>
202	<i>-Repayment of Non-GDBG Debt</i>
205	Reduce outside counsel needs
Service Level Restoration/Maintenance/Enhancement	
221	Retain community plan update funding
228	Improve stormwater runoff programs
NON-FINANCIAL	
Budget Policies & Practices	
235	Commit to using more structural changes than one-time fixes
Performance Management	
246	Develop department strategic plans & performance measures
254	Conduct performance audit of San Diego Medical Services Enterprise
255	Create task force on public safety service & staffing (Fire)
256	Continue to monitor, implement and maintain recommendations provided in the Kroll Remediation Plan
257	Improve and provide information about performance measures and service levels
Administrative/Policy	
266	Comprehensively address the issue of homelessness, and explore development of permanent homeless shelter
269	Obtain wide variety of input
270	Identify mandated city services (City Attorney's opinion)
272	Report results of all deferred maintenance assessments to Council upon their completion.
273	Determine causes for delay in completion of deferred maintenance/capital projects and development recommendations for improvements
275	Establish a process to identify and prioritize deferred maintenance and unfunded procurement needs
287	Encourage and support regional water supply solutions including Indirect Potable Reuse, storage and desalination