

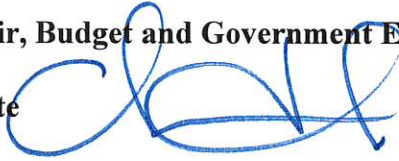


**COUNCILMEMBER CHRIS CATE  
CITY OF SAN DIEGO  
SIXTH DISTRICT**

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

**DATE:** January 18, 2019

**TO:** Councilmember Bry, Chair, Budget and Government Efficiency Committee

**FROM:** Councilmember Chris Cate 

**SUBJECT:** 2019 Budget and Government Efficiency Committee Priorities

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It is my pleasure to submit my 2019 priorities for the Budget and Government Efficiency Committee (Committee). I look forward to partnering with my Council colleagues to ensure the City operates in a manner that is transparent, efficient, and effective.

**Amend City Contract Renewal Process**

In recent years, the City Council and Mayor have worked diligently to streamline its procurement and contracting processes, thus making the City more efficient in its delivery of services to San Diego residents. Nevertheless, there have been multiple instances where contracts that are soon scheduled to expire appear before the City Council with very little time for additional review. This Committee should consider a policy change that specifies a minimum number of days a contract renewal should come before the City Council prior to its expiration date. This amendment would provide Councilmembers sufficient time to review the item further should issues of concern arise.

**Consider Enhanced Community Engagement During the Annual Budget Process**

Input from San Diego residents and business owners is vital to the development of an annual operating budget that is reflective of the community's needs. To facilitate the solicitation of information from the public, the Committee should consider hosting budget meetings in the community. One meeting should occur both before and after adoption of the budget in order to effectively engage the community and to distribute the contents of the budget. The location of the meetings may be left at the discretion of the Committee.

**Reinstitute the San Diego Works Program**

In 2015, the Mayor directed Performance & Analytics to initiate San Diego Works, a program that engages all levels of City employees to identify and implement operational efficiencies. According to Performance & Analytics, more than 550 employees submitted over 250 proposals. Employees identified approximately \$1.3 million in net savings that would be realized between Fiscal Year (FY)16 to FY21. This program has provided tremendous value by giving rank and file City employees financial incentives when they identify effective streamlining and efficiency measures

that improve the delivery of services to San Diego residents. The Committee should work with Performance & Analytics to reinstitute this once successful program.

**Review Opportunities to Expand the Corporate Partnership and Development Program**

The City's Corporate Partnership and Development Program has generated over \$27 million in revenue from prior and existing agreements with organizations and companies. These partnerships have provided San Diego residents and City employees with a wide variety of programs and services while allocating new revenue for the General Fund. As such, the Committee should work on identifying additional partnership opportunities to bolster this Program.

**Consider Review of Biennial Budgeting**

The Committee should work with Financial Management to prepare an informational presentation on the feasibility of transitioning from an annual to biennial budgeting. The presentation should consider best biennial budgeting practices currently utilized by other jurisdictions, such as: Hawaii, Nevada, Ohio, and North Carolina. The current budget development process takes nearly three-quarters of the calendar year to allow sufficient time for the submission of priorities, drafting of the budget document, and final approval. A biennial budget would allow the City more time to plan and monitor the effectiveness of City programs during non-budget years while providing flexibility in making budgetary adjustments when necessary.

**Identify Opportunities to Improve and Enhance the Managed Competition Process**

An initiative approved by San Diego voters in 2006, Managed Competition, has provided the City with a valuable tool in ensuring taxpayer dollars are maximized. Currently generating nearly \$9 million in annual savings, this program has demonstrated its value. However, the true potential of this program has yet to be realized. The Committee should work collaboratively with the Mayor's office and other stakeholders to fully implement the recommendations of the Huron report and review additional competitions to provide further savings to taxpayers.

**Receive Report Regarding Operational Efficiencies**

Receive a presentation from Performance & Analytics regarding City programs that have demonstrated gains in operational efficiencies, or other programs or projects that have led to improved delivery of services for San Diego residents. The report should also include a status update on how City departments are collecting and utilizing data to realize operational efficiencies that result in improved quality services.

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