

CITY OF SAN LEANDRO

Citizen's Budget Task Force Report to City Council

**Presented At
City Council Work Session
February 8, 2010**



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CITIZEN'S BUDGET TASK FORCE MEMBERS

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Citizens' Budget Task Force Report to City Council

February 8, 2010

Overview

- Revisit Budget Task Force Goals and Objectives
 - Education
 - Priorities
 - Ideas and Comments
- Results of Budget Task Force Efforts
 - Personal Values
 - Ranking and prioritization of City Services
 - Ideas and Comments for City Council

Budget Task Force Goals & Objectives

- Goal – Education:
 - Objective: a working understanding of City fund structure, finances and financial challenges
- Goal – Priorities:
 - Objective: “deliverables” indicating the Budget Task Force’s ranking and prioritization of services and programs
- Goal – Budget Task Force Ideas/Comments:
 - Objective: identify and communicate to the City Council ideas and comments of the Task Force members, individually or collectively

RESULTS OF CITIZEN'S BUDGET TASK FORCE EFFORTS

Personal Values

1. What about San Leandro do you take pride in and/or value?

- Diversity and sense of community
- History
- Geographic setting and climate
- Cleanliness and appearance of City
- Transportation access
- Accessibility to public servants and elected officials

Personal Values (cont.)

2. Why do you choose to live here?

- The people and neighbors; diversity
- Location, convenience, feels like home
- Quality of Life – businesses, schools, work
- Community is civic-minded
- Climate and geographic amenities
- Resources – BART, easy access, possible ferry, services and products, library

Personal Values (cont.)

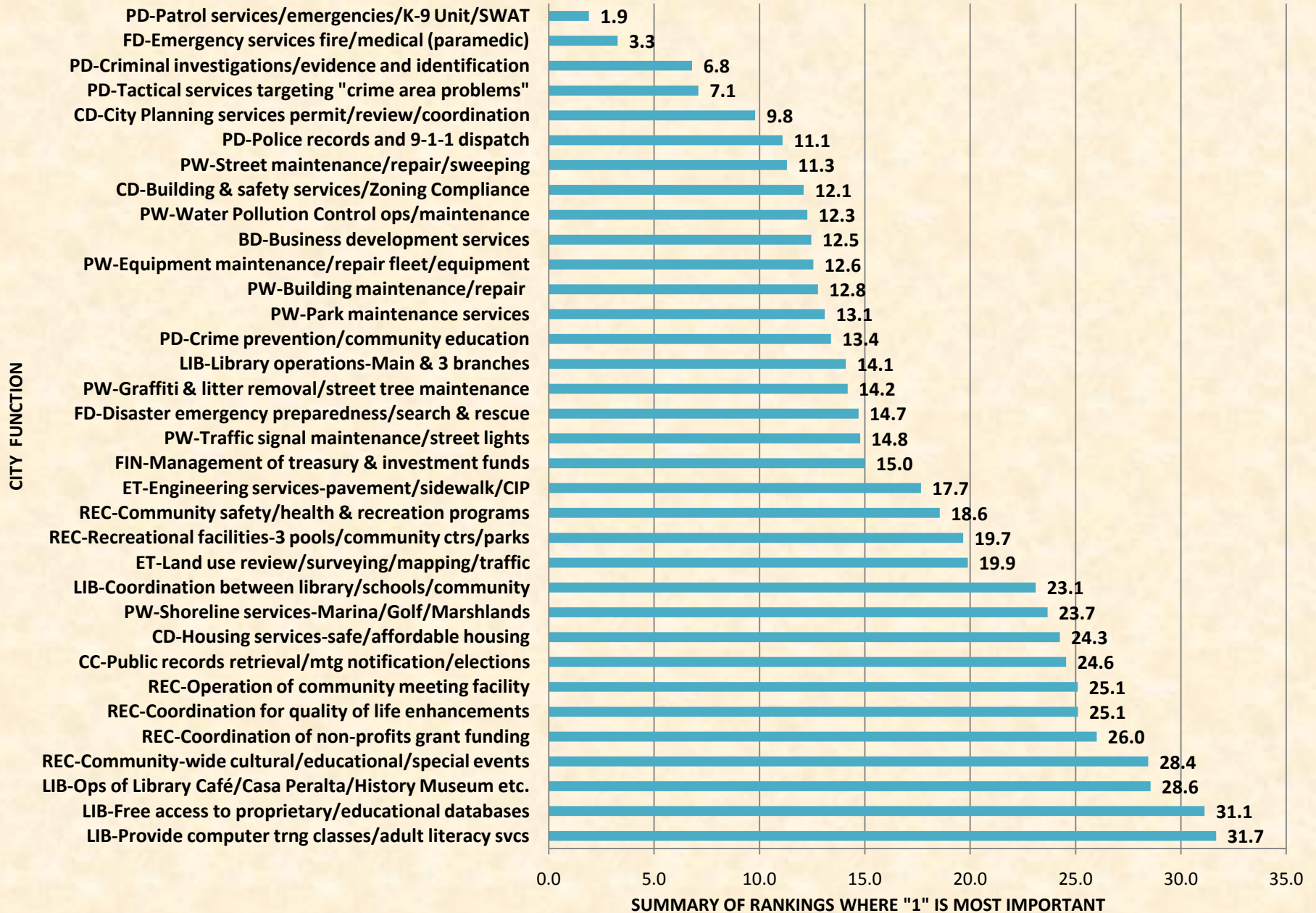
3. ***Who is missing from the table?*** (i.e. who should we remember when we are making suggestions for change)
- Youth, children, young adults just starting out
 - Schools, school boards and districts
 - Non-profit and community based programs
 - Residents with limited English, low-mod income, disabled
 - Merchants
 - Other comparable cities successful with reducing expenditures and increasing revenues
 - Group is well represented; nothing is missing

Ranking & Prioritization-Survey 1

- Survey 1 – City Functions
 - Task Force Members ranked 34 City Functions from 1 through 34 with “1” being most important
 - Dot exercise: Task Force Members were given 20 dots to “spend” however they wanted to when reviewing the 34 City Functions by posting their dots on the functions they believed are most important

Survey 1
Ranking Exercise
1 thru 34

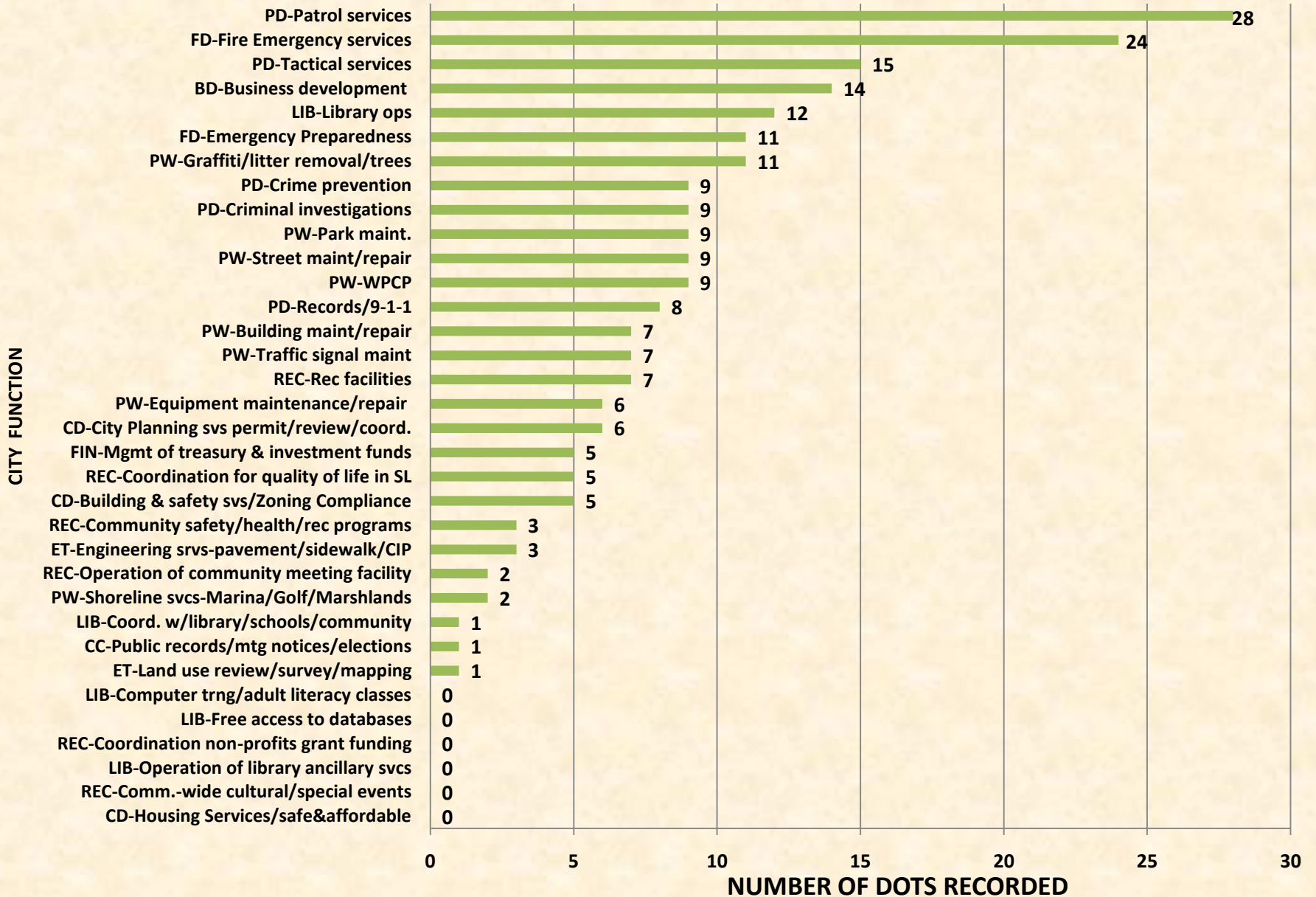
Summary of Ranking Exercise Based on "1" being Most Important



Survey 1

Dot Exercise (20)

Summary of Dot Exercise - Based on the Number of Dots Recorded by Function



Survey 1
Comparison
Ranking vs.
Dot Exercise (20)

CITY FUNCTIONS - <u>1 thru 34 Ranking</u> – Top 16	Ranking	# of Dots	Dots Ranked	CITY FUNCTIONS - <u>Dot Exercise</u> – Top 16
31. Patrol services such as first responders to emergencies, suspicious activities, non-emergency police services, K-9 Unit, SWAT team and Hostage Negotiators	1.9	28	1	31. Patrol services such as first responders to emergencies, suspicious activities, non-emergency police services, K-9 Unit, SWAT team and Hostage Negotiators
5. Emergency services for fire and medical (paramedic) response	3.3	24	2	5. Emergency services for fire and medical (paramedic) response
15. Criminal investigations for Juvenile, Vice/Narcotics, Property Crimes, High-Tech/Financial crimes, crimes against persons/property, evidence/ID	6.8	15	3	20. Tactical services targeting "crime area problems", robbery suppression and minors purchasing alcohol programs
20. Tactical services targeting "crime area problems", robbery suppression and minors purchasing alcohol programs	7.1	14	4	7. Business development services including retention, attraction / expansion efforts and coordination with Chamber of Commerce
10. City Planning services including permit processing, reviewing development plans, industrial plans, & coordination w/other agencies	9.8	12	5	14. Library operations of Main Library and 3 branch libraries
28. Police records & communication services including fingerprinting & 9-1-1 dispatch	11.1	11	6	26. Local/regional disaster emergency preparedness/response & search/rescue
24. Street maintenance and repair, street markings, street sweeping	11.3	11	6	30. Graffiti abatement, litter removal, street tree maintenance and community standards services
1. Building and safety services including Zoning Compliance	12.1	9	7	3. Crime prevention/community education training, such as Neighborhood Watch
12. Water Pollution Control operations and maintenance for waste water disposal, laboratory services, and environmental services	12.3	9	7	Water Pollution Control operations and maintenance for waste water disposal, laboratory services, and environmental services
7. Business development services including retention, attraction and expansion efforts and coordination with Chamber of Commerce	12.5	9	7	15. Criminal investigations for Juvenile, Vice/Narcotics, Property Crimes, High-Tech/Financial crimes, crimes against persons/property, evidence & identification
18. Equipment maintenance and repair of City fleet & equipment	12.6	9	7	22. Park maintenance services for 17 parks' amenities, irrigation, graffiti removal, landscape care, bay trail & civic plaza
27. Building maintenance and repair including 5 fire stations, 4 libraries, community center, civic buildings, Marina harbormaster, three City pools, and park restrooms	12.8	9	7	24. Street maintenance and repair, street markings, street sweeping
22. Park maintenance services for 17 parks' amenities, irrigation, graffiti removal, landscape care, bay trail & civic plaza	13.1	8	8	28. Police records & communication services including fingerprinting & 9-1-1 dispatch
3. Crime prevention/community education training, such as Neighborhood Watch	13.4	7	9	8. Traffic signal maintenance, street lights, and parking meter maintenance
14. Library operations of the Main Library and three branch libraries	14.1	7	9	11. Recreational facilities for 3 swimming pools, community centers and parks, including reservation of facilities
30. Graffiti abatement, litter removal, street tree maintenance and community standards services	14.2	7	9	27. Building maintenance/repair : 5 fire stations, 4 libraries, community ctr, civic bldgs, Marina harbormaster, 3 City pools, park restrooms

Ranking & Prioritization-Survey 2

- Survey 2 – Description
 - Budget Task Force Members rated 43 City services from High Importance “7” to Low Importance “1” and rated satisfaction of these 43 services from Highly Satisfied “7” to Least Satisfied “1” or “N” for no opinion
- Survey 2 – Ranked Responses
 - The following services were ranked “Very Important” and “Very Satisfied”
 - Police patrol and crime fighting
 - Clean streets, parks and improved neighborhoods
 - Maintain disaster preparedness/fire prevention

Final Committee Feedback

- City Council needs to decide and focus on the City's Core Services
- City Council should support these Core Services with the funds available
- Short-term and Long-term plans must be developed
- Determine plan of action if the sales tax increase is not approved
- If sales tax increase is approved, then would prefer a Citizen Oversight Committee be created to advise on how the new revenues will be spent

QUESTIONS?

**City of San Leandro
Budget Task Force
Ranking Exercise**

Directions: Rank the following City services from 1 through 34, with "1" being the most important

CITY FUNCTIONS	RANK
1 Building and safety services including Zoning Compliance	
2 Professional engineering services for pavement, sidewalk, CIP and public improvements	
3 Crime prevention and community education training, such as Neighborhood Watch	
4 Housing services for safe and affordable housing throughout the city	
5 Emergency services for fire and medical (paramedic) response	
6 Coordination with non-profit agencies, churches, school districts and businesses for quality of life enhancements in the community, such as school/city joint use and funding of social services.	
7 Business development services including retention, attraction and expansion efforts and coordination with Chamber of Commerce	
8 Traffic signal maintenance, street lights, and parking meter maintenance	
9 Shoreline services including Marina operations and maintenance, Monarch Bay Golf Club, and Marshlands	
10 City Planning services including permit processing, reviewing development plans, industrial plans, & coordination with other agencies	
11 Recreational facilities for 3 swimming pools, community centers and parks, including reservation of facilities	
12 Water Pollution Control operations and maintenance for waste water disposal, laboratory services, and environmental services	
13 Management of treasury and investment funds	
14 Library operations of the Main Library and three branch libraries	
15 Criminal investigations for Juvenile, Vice/Narcotics, Property Crimes, High-Tech/Financial crimes, crimes against persons and property, evidence and identification	
16 Land use review and direction including surveying, mapping, traffic, and transportation services	
17 Community safety, health and recreation programs for children, teens and seniors	
18 Equipment maintenance and repair of City fleet & equipment	
19 Community-wide cultural and educational programs and special events	
20 Tactical services targeting "crime area problems", robbery suppression and minors purchasing alcohol programs	
21 Operation of Library Café, Casa Peralta, History Museum, Art Gallery and Community Theatre	
22 Park maintenance services for 17 parks' amenities, irrigation, graffiti removal, landscape care, bay trail & civic plaza	
23 Public records retrieval; meeting notification and elections	
24 Street maintenance and repair, street markings, street sweeping	
25 Coordination between library, schools & community; library programs for children, teens and	
26 Local and regional disaster emergency preparedness, response and search and rescue	
27 Building maintenance and repair including 5 fire stations, 4 libraries, community center, civic buildings, Marina harbormaster, three City pools, and park restrooms	
28 Police records and communication services including fingerprinting and 9-1-1 dispatch	
29 Coordination of Grant funding for San Leandro social service non-profits	
30 Graffiti abatement, litter removal, street tree maintenance and community standards services	
31 Patrol services such as first responders to emergencies, suspicious activities, non-emergency police services, K-9 Unit, SWAT team and Hostage Negotiators	
32 Free access to proprietary and educational databases	
33 Operation of community meeting facility	
34 Provide computer training classes and adult literacy services	

PRIORITIES FOR CITY SERVICES

The following section lists specific services provided by the City. Please rate how important it is that the City provide each of these services. Then rate how satisfied you are with how well the City has provided that service.

On each scale, 7 is the highest rating (extremely important/completely satisfied) and 1 is the lowest (not at all important/not at all satisfied). If you have no opinion on a specific statement, select N. Remember to *circle* an answer, both for importance and for satisfaction, for each specific service statement.

	Importance							Satisfaction								
	High						Low	High						Low		
1. Community Services/Development																
a. Responding to citizen complaints about code violations like illegal housing additions or junk vehicles	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Providing school crossing guard services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Promoting affordable housing for all City residents	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
d. Providing School Resource officer services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
e. Promoting affordable housing for senior citizens	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
f. Continue community education on crime prevention	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
2. Fire																
a. Fire prevention through public education and safety inspections	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Preparing for disasters, such as earthquakes	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
3. Parks and Community Services																
a. Providing youth and adult safety, health & recreation programs	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Operating community centers	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Ensuring clean and well-maintained parks and park facilities	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
d. Developing new parks/Enhancing existing parks	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
e. Providing services for residents in need, such as support for local food banks, help to battered women, and crisis hot lines	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
f. Preserving open spaces and natural areas for people, birds, and animals	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
g. City tree trimming services and responsiveness	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
h. Operating three community swimming pools	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
i. Providing senior services and programs	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
4. Planning, Neighborhoods, and Economic Development																
a. Managing development to maintain community values	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Promoting jobs and economic development	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Making it easier to get information about City services and programs	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
d. Building neighborhood improvements, such as sidewalks, crosswalks, and mini-parks	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
e. Supporting performing arts, like theater, music, and dance	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
f. Enhancing public spaces	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
g. Providing outreach and programs to give neighborhoods better access to City services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N

	Importance								Satisfaction							
	High				Low				High				Low			
5. Police																
a. Community policing, such as bike patrols and neighborhood police officers	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Reducing traffic accidents through enforcing traffic laws	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Investigating and solving crimes	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
d. Teaching drug abuse resistance and gang resistance to students	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
e. Maintaining SWAT team capabilities	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
f. Maintaining K-9 Unit capabilities	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
g. Maintaining Tactical Unit officer services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N

6. Transportation																
a. Maintaining existing streets and sidewalks	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Improving streets and intersections	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Making improvements for pedestrians and bicyclists	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
d. Reducing traffic problems in residential neighborhoods	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
e. Keeping streets clean	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
f. Maintaining street lights and traffic signals	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N

7. Library Services																
a. Educational/cultural programs for children, teens & adults	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Community computer training classes	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Adult literacy services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N

8. Other Services																
a. Televising City information and programs on Cable TV	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
b. Environmental Services	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N
c. Public relations and outreach	7	6	5	4	3	2	1	N	7	6	5	4	3	2	1	N

9. Thinking about the City of San Leandro services, do you feel you are getting your money's worth for your tax dollar or not?
 Yes, getting money's worth No, not getting money's worth Don't Know
10. You support City services through a portion of property, sales, and other taxes. Considering all City services on the one hand, and taxes on the other, which of the following statements comes closest to your view?
 Decrease services & taxes Keep taxes and services about where they are Increase services and raise taxes
11. If you feel services should be **decreased**, which services should be decreased?

12. If you feel services should be **increased**, which services should be increased?

IDEAS AND COMMENTS

Revenues and Expenditures

- Evaluate short-term and long-term timelines
- Concern that reductions in some programs may also reduce revenues to the City
- Reductions must include top management; careful consideration for future hiring and organizational cuts
- Cost control measures must be in place, especially for pensions & benefits
- Careful consideration that any revenue measure is sufficient; loss of credibility if the City comes back for more taxes; public confidence is important
- Suggest review salaries, benefits & pensions for the future
- Not opposed to tax increase, concern about over commit to projects with long term financial & community impacts
- Immediately freeze all hiring indefinitely and not to be lifted without Council approval
- Not allow more than 10 hours of overtime in a month without specific department head approval
- Reduce all department budgets by 10% for FY 2009-10
- Reduce all department budgets by 5% for FY 2010-11
- Stop paying new employee's share of benefit package immediately
- Cease hiring outside consultants; maximize effort to perform all work in-house
- Step up effort to collect unpaid taxes and fees

Economic Development

- Downtown development must be priority to attract shoppers
- Work harder to attract good businesses to downtown
- Marina development important potential revenue source
- Marina appears to be "money pit"
- Perception of affordable housing-impression is that it may decrease property values and promote renting rather than home ownership
- Business development efforts should increase; vital to City's budget and the community's future

IDEAS AND COMMENTS

City Services

- City staff should handle public relations not consultants; increase public relations/outreach to keep citizens informed
- Increase awareness of City services/events/meetings
- Department service levels should not decrease, currently cannot provide adequate services
- Do whatever it takes to maintain core services and responsibilities of the City
- Increase police officers; in line with national average; number of police and public safety is adequate
- Infrastructure falling apart, would like increase in services & maintenance; perhaps increase fees for City services
- Increased enforcement of residential building codes, pet control, home addition inspections and permits
- Delay opening Senior center for 6months
- Close two small libraries
- Maximize use of volunteers as per library and recreation departments
- Make better use of Home Owner's Associations for communication to public

Other

- Marina is a gem; Bay Trail is a treasure
- Future ferry service and other transit issues would be great in the future; perhaps a transit commission
- Golf Course should be self-sustaining

INDIVIDUAL COMMENTS

Core Services

- The City needs to define its core requirements and responsibilities, and fund with the revenues it receives
- May not reach consensus and determine what the core services are...can the politicians make the tough decisions?
- Use the information the task force provided for City Council to decide on core services
- What services does the City Council want to fund given the budget crisis – “core” services
- I support core services and forego “luxuries” for now

Revenue-Expenditure Related

- City needs to live within its means
- What’s “Plan B” if the citizens do not support an increase in tax?
- Make sure there are enough cuts and revenue to live with
- The City needs reserves
- If a tax measure - I want to make sure these funds are earmarked for police, community development, fire, etc.
- However, if earmarked it may be questionable and the tax measure may not pass
- I would like an oversight committee on how the “new” funds are spent
- If the City is willing to cut back on spending, then citizens are more willing to support a tax measure – the City needs to show good faith
- Due to foreclosures in San Leandro, the City may not get too much from property taxes
- Need to make sure any “new” sales tax revenue covers the difference – make sure to ask for what is needed
- As a group, reach consensus on what the cuts should be i.e. 5%, 10%, other?
- Should find new revenue as a group, i.e. library grants
- Instead of cutting “bodies”, cut salaries instead and once the economy comes back, those same people would have their salaries reinstated; important to keep people working
- Focus on higher paid positions for potential salary cuts
- Identify what money can come out of the budget, or what can be cut back; \$4 million new revenue with \$4 million cuts, and some money going to reserves

Services

- Patrol services and first responders are most important to the group based on the survey results
- Emergency fire services is important to the group
- Everyone seems to agree with what services are important (Police, Fire, Public Works, Business Development and Community Development)

INDIVIDUAL COMMENTS

Services (continued)

- I suggest the City look into using an efficiency expert
- Quantify what the cuts mean to the community in real terms, e.g. the loss of one ladder truck
- I like the “across the board” sharing of cuts in departments and services
- How can we keep experienced staff if cuts are made?

General Opinions

- Offer leadership – the City is in trouble and needs both short-term and long-term plans
- Need to deal with short-term needs now - this is an “emergency” situation
- Over the last three years there is no long term plan, so this should be addressed
- Gravely concerned about the fate of the City and the budget; needs immediate attention
- Some issues the City does not have control over, i.e. the State takeaways
- Give the collective body guidance; time is of the essence
- I want a prosperous city
- I want a long-term view; I don’t want our city to be like Vallejo
- Atmosphere in City has vastly improved for the welfare of the community, i.e. schools, gangs moving out
- Group has made recommendations and priorities; it is the City Council’s responsibility to act on these recommendations

Survey 2 Individual Responses

- Are you getting your money’s worth for your tax money?
 - 8 responded, “Yes, I am getting my money’s worth”; 2 responded, “No, I am not getting my money’s worth”; and 2 responded, “Do not know”
- City services versus taxes, what is your view?
 - 6 responded, “Increase services and raise taxes”; 5 responded “Keep services and taxes where they are”; 1 responded “Decrease services and taxes”
- What services should be decreased? (individual responses)
 - Use of consultants, pensions, benefits, salaries, consideration of loans to outside entities, during bad economy-library & recreation
- What services should be increased?
 - Business development, public outreach, infrastructure, City maintenance, and police.