

# C.A.R.E. Committee

- ◆ Cost-reduction
- ◆ And
- ◆ Revenue
- ◆ Efficiency
- ◆ Committee

# Purpose: C.A.R.E. Committee

- ◆ To help close the City's \$3.9 million budget gap by implementing cost-reducing, revenue generating, or efficiency enhancing ideas.
- ◆ To provide short and long term financial solutions to the City's finances
- ◆ Employee-driven program

# C.A.R.E. Committee Members

- ◆ **Chair: Walter Amedee** (Fire)
- ◆ **Leslie Deese** (City Manager's Office)
- ◆ **Michael Fellows** (Planning)
- ◆ **Joe Garcia** (MIS)
- ◆ **Brenda Hodges** (Community Services)
- ◆ **Angelita Marchante** (City Manager's Office)
- ◆ **Barby Tipton** (Engineering)
- ◆ **Mona Rios** (Library) - *retired*
- ◆ **Ronni Zengota** (Police)

# C.A.R.E. History

- ◆ City Manager established C.A.R.E. Committee in 2005
- ◆ Collected 466 ideas from brainstorming sessions
- ◆ C.A.R.E. Committee worked with Departments to implement ideas
- ◆ Created monthly C.A.R.E. Newsletter

# 2009 Employees were asked ways to:

- ◆ Save time, labor, space, supplies, or materials?
- ◆ Improve service to the public?
- ◆ Improve methods or procedures resulting in increased productivity/efficiency?
- ◆ Improve tools or equipment?
- ◆ Conserve energy resources?
- ◆ Improve working conditions?

# August 2009 to Present

- ◆ August 2009 - Created an on-line survey
- ◆ September 2009 - Collected 423 ideas from survey
- ◆ October 2009 - CMO reviewed ideas
- ◆ November 2009 - Held brainstorming sessions with all departments and all City employees
- ◆ December 2009 - Collected 283 ideas from sessions
- ◆ January 2010 - Organized/selected ideas to pursue
- ◆ January-June 2010 - Committee will work with Departments to implement ideas

# C.A.R.E. Ideas

- ◆ 2005 – 466 ideas obtained
- ◆ 2009 – 706 ideas obtained
  - 423 ideas via survey
  - 283 ideas via brainstorming sessions
- ◆ Eliminated redundant, non-feasible ideas
- ◆ Final List – 297 ideas

# Examples of What We Have Done or Are Doing

- ◆ Performed preventative maintenance on HVAC system
- ◆ Consolidated management positions/departments
- ◆ Increased grant applications/hired grant administrator
- ◆ Used technology such as online bill payment, online payroll, and timesheets
- ◆ Re-established the Development Services Group
- ◆ Asked vendors to reduce or maintain pricing



# Examples of What We Could Do

- ◆ Create a fundraising event (e.g. “Walk-a-Mile for Literacy”) to benefit the Library
- ◆ Increase Code Enforcement by utilizing Building, Planning, Engineering, and Storm Water personnel
- ◆ Resume doing field audits for business licenses
- ◆ Charge for fix-it ticket sign offs
- ◆ Let Senior Volunteer Patrol Officers write parking citations

# Examples of What May Need Policy Procedure or Direction

- ◆ Hire a Plan Checker versus contracting out
- ◆ Close the Library on Holidays and Sundays
- ◆ Merge Fire management/dispatch services with South Bay Agencies
- ◆ Become a charter city to avoid paying prevailing wages on projects

Send ideas to:

[CARE@NationalCityCA.gov](mailto:CARE@NationalCityCA.gov)

Sign up to receive C.A.R.E.  
Newsletter on City Website

# Nationwide Best Practices

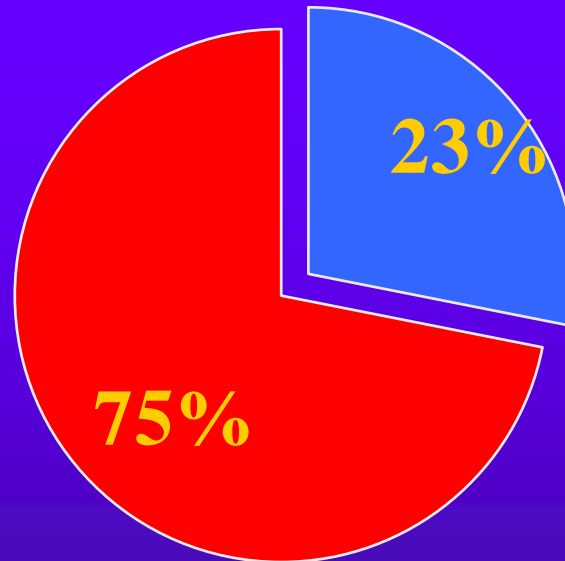
A look at cost-reduction and revenue efficiency through ICMA

- ◆ IMCA, International City/County Managers Association
  - 9,000 members
  - Provides publications, data, and information to thousands of cities, towns, and counties.

# National City comparison of Nationwide Best Practices

- ◆ What We Have Done or Are Doing
- ◆ What We Can Do
- ◆ What We May Need Policy Procedure or Direction

# 68 nationwide best practices from ICMA newsletters



- Things we can do or are doing and/or may need policy procedure or direction on.
- Things we've done.

Example of a Nationwide Best Practice that We Have Done or Are Doing:

## **Eliminated Vacant Positions**

Austin City, Texas – ICMA example

National City - eliminated 23.5 positions resulting in a \$1.6 million savings to general fund

# Example of a Nationwide Best Practice that We Could Do:

## **Further cuts to annual memberships**

Port St. Lucie, Florida – ICMA example

National City – Departments will be asked to  
cut memberships again



Example of a Nationwide Best Practice that  
May Need Policy Procedure or Direction:

**Reduce costs with streetlights**

ICMA - City of Santa Rosa has removed some streetlights and set timers for others saving the City \$400,000 a year

# What's Next?

- ◆ C.A.R.E. Committee will continue to work with Departments to implement ideas
- ◆ C.A.R.E. Committee will implement ideas requiring Council policy direction.

QUESTIONS?