



PRELIMINARY BUDGET

Fiscal Year 2014

May 14, 2013



Updated Preliminary Budget

Mark Roberts
Director of Finance



Total Operating & Capital Budget

April 30, 2013

	FY 13 Adopted	FY 14 Preliminary	Change
General Fund Revenues	\$39,349,728	\$41,885,608	\$2,535,880
Transfers In	120,612	2,171,600	2,050,988
General Fund Expenditures	(37,478,126)	(41,681,167)	(4,203,041)
Transfers Out	(2,049,631)	(1,864,801)	184,830
Projected Fund Balance Change - General Fund	(\$57,417)	\$511,240	\$568,657

	FY 13 Adopted	FY 14 Preliminary	Change
Other Fund Revenues	\$35,334,787	\$34,715,346	(\$619,441)
Transfers In	2,624,973	1,864,801	(760,172)
Other Fund Expenditures	(38,482,035)	(39,679,067)	(1,197,032)
Transfers Out	(695,954)	(2,171,600)	(1,475,646)
Projected Fund Balance Change - Other Funds	(\$1,218,229)	(\$5,270,520)	(\$4,052,291)

	FY 13 Adopted	FY 14 Preliminary	Change
All Revenues	\$74,684,515	\$76,600,954	\$1,916,439
All Expenditures	(75,960,161)	(81,360,233)	(5,400,072)
Projected Fund Balance Change - All Funds	(\$1,275,646)	(\$4,759,280)	(\$3,483,634)

Transfers In/Out for all funds equal (net) \$0



CDBG - Summary

Program	Personnel	Request			Awarded	Remainder
		M & O	Total			
Learn To Swim	\$ 31,175	\$ 1,681	\$ 32,856	\$ -	\$ 32,856	
Neighborhood Councils Program	72,000 *	15,000	15,000	-	15,000	
Tiny Tots	24,737	4,600	29,337	22,973	6,364	
Public Access Defibrillator Program		16,893	16,893	-	16,893	
Literacy Services	52,000		52,000	40,000	12,000	
Housing Inspection Program	83,855	61,200	145,000	121,000	24,000	
Neighborhood Preservation	116,127	5,000	121,127	50,347	70,780	
Total	\$ 379,894	\$ 104,374	\$ 412,213	\$ 234,320	\$ 177,893	

* personnel costs not permitted by program



Staffing Levels – All Funds

FY 13 Adopted	373.23
<u>FY 14 Proposed</u>	<u>380.00</u>
Net Change	6.77
<u>Previous Net Change</u>	<u>4.30</u>
Difference	2.47



Appropriation Changes General Fund

CDBG Program Support	\$ 165,893
CIP – Police Dept electrical upgrade	50,000
Addition of paid intern positions (part-time)	25,000
South County Economic Development Council	7,500
Internal service charges	(62,726)
Total	\$ 185,667



Appropriation Changes Other Funds

CDBG Program Support – Library	\$ 12,000
CIP – Proposition A project(s)	(343,400)
Annual maintenance charge – Honeywell	5,500
Chart of accounts programming – EDEN	10,000
Internal service charges	(19,875)
<hr/>	
Total	\$ (335,775)



Total Operating & Capital Budget

May 14, 2013

	FY 13 Adopted	FY 14 Preliminary	Change
General Fund Revenues	\$39,349,728	\$41,885,608	\$2,535,880
Transfers In	120,612	2,221,600	2,100,988
General Fund Expenditures	(37,478,126)	(41,866,834)	(4,388,708)
Transfers Out	(2,049,631)	(1,862,062)	187,569
Projected Fund Balance Change - General Fund	(\$57,417)	\$378,312	\$435,729

	FY 13 Adopted	FY 14 Preliminary	Change
Other Fund Revenues	\$35,334,787	\$34,720,846	(\$613,941)
Transfers In	2,624,973	1,862,062	(762,911)
Other Fund Expenditures	(38,482,035)	(39,343,291)	(861,256)
Transfers Out	(695,954)	(2,221,600)	(1,525,646)
Projected Fund Balance Change - Other Funds	(\$1,218,229)	(\$4,981,983)	(\$3,763,754)

	FY 13 Adopted	FY 14 Preliminary	Change
All Revenues	\$74,684,515	\$76,606,454	\$1,921,939
All Expenditures	(75,960,161)	(81,210,125)	(5,249,964)
Projected Fund Balance Change - All Funds	(\$1,275,646)	(\$4,603,671)	(\$3,328,025)

Transfers In/Out for all funds equal (net) \$0



Expenditure Reconciliation General Fund

Total General Fund - April 30th \$ 41,681,167

Changes:

CDBG Program Support	\$ 165,893	
CIP - Police Dept electrical upgrade	50,000	
Addition of paid intern positions (part-time)	25,000	
South County Economic Development Council	7,500	
Internal service charges	(62,726)	
		\$ 185,667

Total General Fund - May 14th \$ 41,866,834



Expenditure Reconciliation Other Funds

Total Other Funds - April 30th \$ 39,679,067

Changes:

CDBG program support - Library	\$ 12,000	
CIP - Proposition A project(s)	(343,400)	
Annual maintenance charge - Honeywell	5,500	
Reorganization / chart of accounts programming - EDEN	10,000	
Internal service charges	(19,875)	
		\$ (335,775)

Total Other Funds - May 14th \$ 39,343,291



Fund Balance Reconciliation General Fund

Total General Fund - April 30th \$511,240

Changes:

CDBG Program Support	\$ (165,893)	
CIP - Police Dept electrical upgrade	(50,000)	
Addition of paid intern positions (part-time)	(25,000)	
South County Economic Development Council	(7,500)	
Internal service charges	62,726	
Transfers in/out	52,739	
		\$ (132,929)

Total General Fund - May 14th \$ 378,312



Fund Balance Reconciliation Other Funds

Total Other Funds - April 30th (\$5,270,520)

Changes:

CDBG program support - Library	\$ (12,000)	
CIP - Proposition A project(s)	343,400	
Reorganization / chart of accounts programming - EDEN	(10,000)	
Internal service charges	19,875	
Transfers in/out	(52,739)	
		\$ 288,537

Total Other Funds - May 14th \$ (4,981,983)



Preliminary General Fund Budget



Preliminary General Fund Summary Fiscal Year 2014

Estimated Revenue*	\$44,107,208
<u>Estimated Expenditure**</u>	<u>(43,728,896)</u>
Estimated Surplus/(Deficit)	\$378,312

* includes transfers in (\$2,221,600)

** includes transfers out (\$1,862,062)



General Fund Revenues

	FY 13 Adopted	FY 14 Projected	Change
Sales Tax	\$ 10,567,101	\$ 11,358,170	\$ 791,069
Proposition D / District Tax	9,410,000	9,418,000	8,000
Property Tax	1,537,243	1,880,173	342,930
Property Tax in Lieu of VLF	4,931,260	5,185,350	254,090
Property Tax in Lieu of Sales Tax	3,522,366	4,093,008	570,642
Other Revenue*	9,381,758	9,950,907	569,149
Transfers In	120,612	2,221,600	2,100,988
Total	\$ 39,470,340	\$ 44,107,208	\$ 4,636,868

* FY 14 Projected includes recovered costs (\$1,268,269)



General Fund Expenditures

	FY 13 Adopted	FY 14 Projected	Change
Personnel Services	\$ 25,866,701	\$ 28,494,791	\$ 2,628,090
Maintenance & Operations	4,053,111	4,790,996	737,885
Capital Outlay	5,000	305,000	300,000
Capital Improvement	1,090,000	2,531,400	1,441,400
Internal Charges	6,463,314	5,744,647	(718,667)
Transfers Out	2,049,631	1,862,062	(187,569)
Total	\$ 39,527,757	\$ 43,728,896	\$ 4,201,139



Additional Information/Analysis



Staffing Enhancement

1-step increase – eligible part-time employees	\$56,398 ¹
<i>Code Conformance Officer II, part-time</i>	<i>28,831²</i>
<i>Code Conformance Officer II, full-time</i>	<i>80,412³</i>
<hr/>	
Approximate impact	\$28,831 - 136,810

¹ full cost, not including employees associated w/ management/administration of Las Palmas pool & Camacho Recreation Center; salaries \$53,819, benefits \$2,579

² full cost (@ Step C); salary \$26,900, benefits \$1,931

³ full cost (@ Step C); salary \$55,957, benefits \$24,455



Stacey Stevenson
Director of Administrative Services



Future Impacts & Request for Direction



Request for Direction

- Staff seeks direction on:
 - Any revisions to the Preliminary Budget
 - April 30, 2013
 - May 14, 2013
 - Code Enforcement
 - Part-time employee compensation
 - Additional priorities, staffing or programmatic adjustments.



Future Impacts

- Unfunded State Mandates
 - Regional water quality control board new permit requirements (storm water compliance)
- Redevelopment
- 800 megahertz radio system
- Pension Rates
- Deferred Maintenance (facilities)
- Equipment Replacement
- Sunset of District Sales Tax

General and Special Taxes

May 14, 2013

Presented By:

Michael Busch



Introduction

- Available Tax Measures
 - Parcel Tax
 - Local Sales Tax (Transactions and Use Tax)
 - Utility User Tax
 - Transient Occupancy Tax (Hotel Bed Tax)
 - Document Transfer Tax (Real Estate)
 - Specific Purpose Taxes
- Past Election Results (November 2012)
 - General Versus Special Taxes
 - General & Special Taxes by Type

Parcel Tax (Property Tax Override)

- Voter Approval Required: 2/3rds
- Tax on parcels of property generally based on either a flat per-parcel rate or a variable rate depending on the size, use, or number of units on the parcel.
- Imposed for any number of purposes, including funding police and fire services, and neighborhood improvement and revitalization.
- The City of National City has roughly 10,300 taxable parcels. With an annual assessment of \$100 on each parcel in the City, the revenue derived would be approximately \$1,000,000 after the costs of the Tax Assessor's administration and distribution (est at 3%). Prop. 8 reductions are implemented.

Parcel Tax (Property Tax Override)

City, County and Special District Parcel Taxes (2/3 vote)

<u>Agency Name</u>	<u>County</u>		<u>Amount</u>	<u>Purpose</u>	<u>YES%</u>	<u>NO%</u>	
Vacaville*	Solano	Measure L	\$58/parcel	general -extend	80.1%	19.9%	PASS
Circle XX Community Services District	Calaveras	Measure D	+\$100to\$400	roads	78.3%	21.7%	PASS
Santa Monica Mountains Rec Conserv Au	Los Angeles	Measure HH	\$24/parcel	open space	76.2%	23.8%	PASS
Santa Clara Valley Water District	Santa Clara	Measure B	\$56/parcel	water -extend	72.7%	27.4%	PASS
Ross	Marin	Measure D	\$950/parcel	general -extend/rec	72.3%	27.7%	PASS
Groveland Community Services District	Tuolumne	Measure G	\$70/parcel	EMS -extend	69.4%	30.6%	PASS
Piedmont	Alameda	Measure Y	varies	general -extend	68.7%	31.3%	PASS
Santa Monica Mountains Rec Conserv Au	Los Angeles	Measure MM	\$19/Parcel	open space	68.1%	32.0%	PASS
Cayucos Fire Protection District	San Luis Obispo	Measure C	\$25/parcel	Fire/EMS -extend	67.9%	32.1%	PASS
Wildomar	Riverside	Measure Z	\$28/parcel	parks/rec	66.8%	33.2%	PASS
Mesa Parks Firehouse Community Park A	Marin	Measure E	\$49/parcel	parks/rec	65.4%	34.6%	FAIL
County of Alameda	Alameda	Measure A1	\$12/parcel	zoo	62.7%	37.3%	FAIL
Rancho Adobe Fire Protection District	Sonoma	Measure Z	+\$60/parcel	Fire/EMS	62.6%	37.4%	FAIL
Petaluma	Sonoma	Measure X	\$52/parcel	parks/rec	61.1%	38.9%	FAIL
Pomona	Los Angeles	Measure X	\$37/parcel	Library	60.2%	39.8%	FAIL
Berkeley	Alameda	Measure O	\$0.00779/sqft	pools	59.7%	40.4%	FAIL
Guadalupe	Santa Barbara	Measure I	\$20/parcel	libraries	56.5%	43.5%	FAIL
McCloud Community Services District	Siskiyou	Measure Q	\$12/parcel	Library	52.7%	47.3%	FAIL
Contra Costa County Fire Protection Dist	Contra Costa	Measure Q	\$75/sfu	Fire/EMS	52.5%	47.6%	FAIL
Black Mountain Fire and Emergency Res	Siskiyou	Measure P	\$30/parcel	Fire/EMS	50.0%	50.0%	FAIL
Spalding Community Services District	Lassen	Measure V	\$70/parcel	Fire/EMS	46.4%	53.6%	FAIL
County of El Dorado	El Dorado	Measure L	\$17.58/parcel	Library -extend	44.3%	55.7%	FAIL
Laguna Beach	Orange	Measure CC	\$120/parcel	open space	44.1%	55.9%	FAIL
Lassen Community Library District	Lassen	Measure W	\$28/parcel	Library	42.7%	57.3%	FAIL
Indian Wells	Riverside	Measure R	\$171/parcel	lighting/landscapi	26.8%	73.2%	FAIL

Local Sales Tax (Transactions and Use Tax)

- *Voter Approval Required:*
 - *For General Purposes: Majority*
 - *For Special Purposes: 2/3rds*
- The Transactions and Use Tax was adopted in 1969, authorizing the adoption of local "transactions and use tax" add-ons to the combined state and local sales tax rate. Over the years, the law was amended to allow for specific authorizations for various particular cities, counties, special districts and countywide authorities.
- With National City's passage of Measure D in 2006, substantial new revenues have been raised with a 1% increase in the Transactions and Use Tax. Historically, the revenue received has increased or decreased at approximately the same rate as current sales tax receipts (depending on how many residents purchase and register vehicles, vessels and aircraft in the City). For fiscal year 2013-14, the budget assumes \$9,418,000 in District Transaction & Use Tax revenues.

Local Sales Tax (Transactions and Use Tax)

Transactions and Use Tax (Add-on Sales Tax) - General Tax - Majority Approval							
<u>Agency Name</u>	<u>County</u>		<u>Rate</u>	<u>Sunset</u>	<u>YES%</u>	<u>NO%</u>	
Albany	Alameda	Measure F	1/2 cent		79.0%	21.0%	PASS
Culver City	Los Angeles	Measure Y	1/2percent	10 yrs	76.6%	23.4%	PASS
Lathrop	San Joaquin	Measure C	1cent		76.0%	24.1%	PASS
Salinas	Monterey	Measure E	1/2cent	extend	75.7%	24.3%	PASS
Camel	Monterey	Measure D	1cent	10yrs	75.4%	24.6%	PASS
Nevada City	Nevada	Measure L	3/8cent	5yrs	74.2%	25.8%	PASS
Sebastopol	Sonoma	Measure Y	1/2cent	8yrs	70.8%	29.2%	PASS
Williams	Colusa	Measure G	1/2cent	extend	70.5%	29.5%	PASS
Rio Vista	Solano	Measure O	3/4cent	5yrs	70.2%	29.8%	PASS
Moraga	Contra Costa	Measure K	1cent	20yrs	70.1%	29.9%	PASS
Orinda	Contra Costa	Measure L	1/2cent	10yrs	69.1%	30.9%	PASS
Vacaville	Solano	Measure M	1/4cent	5yrs	69.0%	31.0%	PASS
Commerce	Los Angeles	Measure A ²	1/2percent		67.3%	32.7%	PASS
Fairfield	Solano	Measure P	1cent	5yrs	66.5%	33.6%	PASS
Grass Valley	Nevada	Measure N	1/2cent	10yrs	66.3%	33.7%	PASS
La Mirada	Los Angeles	Measure I	1cent	5yrs	66.0%	34.0%	PASS
County of San Mateo	San Mateo	Measure A	1/2cent	10years	64.6%	35.5%	PASS
Sacramento	Sacramento	Measure U	1/2cent	6yrs	63.1%	36.9%	PASS
Paso Robles	San Luis Obis	Measure E	1/2cent	12yrs	59.0%	41.0%	PASS
		Measure F	Advisory		71.3%	28.7%	PASS
Hollister	San Benito	Measure E	1cent	extend 5yrs	57.4%	42.6%	PASS
County of Santa Clara	Santa Clara	Measure A	1/8cent	10yrs	56.3%	43.7%	PASS
Trinidad	Humboldt	Measure G	3/4cent	4/1/2013 for 4yrs	55.4%	44.6%	PASS
Healdsburg	Sonoma	Measure V	1/2cent	10yrs	55.4%	44.6%	PASS
Half Moon Bay	San Mateo	Measure J	1/2 cent	3yrs	53.9%	46.1%	PASS
Capitola	Santa Cruz	Measure O	1/4cent		50.8%	49.2%	PASS
Yucca Valley	San Bernardin	Measure U	1cent		48.2%	51.8%	FAIL
County of Plumas	Plumas	Measure D	1/4cent	4yrs	36.2%	63.8%	FAIL
Maricopa (224 voters)	Kern	Measure R	1cent	10yrs	32.6%	67.4%	FAIL

Utility User Tax

- *Voter Approval Required:*
 - *For General Purposes: Majority*
 - *For Special Purposes: 2/3rds*
- Over 150 cities in California currently levy a utility user tax. The rates range from 1% to 12.5%. The utilities to which the taxes are applied vary. In some cities different rates apply to residential versus commercial users. The most common rate (the mode) is 5%, applied broadly among many types of utilities. The average rate (the mean) is 6%.
- Based on a conservative estimate, and the City's population, each 1% in a UUT could raise approximately \$1.25 million in annual revenue.

Utility User Tax

Utility User Taxes						%Needed	YES%	NO%	
<u>Agency Name</u>	<u>County</u>		<u>Rate</u>						
Berkeley	Alameda	Measure Q	same 7.5%	expand/reduce	50.0%	84.5%	15.5%	PASS	
San Luis Obispo	San Luis Obispo	Measure D	to 4.8% from 5%	expand/reduce	50.0%	83.5%	16.5%	PASS	
Downey	Los Angeles	Measure D	5% to 4.8%	expand/reduce	50.0%	79.4%	20.6%	PASS	
Pinole	Contra Costa	Measure M	8%	extend	50.0%	78.7%	21.3%	PASS	
Los Alamitos	Orange	Measure DD	6% to 5%	expand/reduce	50.0%	69.5%	30.5%	PASS	
Arcata	Humboldt	Measure I	45% on excessive electric use	new	50.0%	69.0%	31.0%	PASS	
Bellflower	Los Angeles	Measure P	2%	increase	50.0%	61.3%	38.7%	PASS	
Needles*	San Bernardino	Measure T	+2.5% -2.5% fee=no change	validate/extend	50.0%	51.4%	48.6%	PASS	
Chico	Butte	Measure J	5% to 4.5%	expand/reduce	50.0%	46.9%	53.2%	FAIL	
Citrus Heights	Sacramento	Measure K	+1.75% to 4.25%	increase	66.7%	44.2%	55.8%	FAIL	

Transient Occupancy Tax (Hotel Bed Tax)

- *Voter Approval Required:*
 - *For General Purposes: Majority*
 - *For Special Purposes: 2/3rds*
- National City currently charges a Transient Occupancy Tax (hotel bed tax) on the rental of a room for less than 30 days in a hotel, motel, inn, or other lodging facility. The rate is 10% of the lodging rate, and this general tax currently raises approximately \$860,000.
- Because National City is already at the higher end of the State wide mean, a change in the TOT rate is not recommended as a means of increasing revenue.

Transient Occupancy Tax (Hotel Bed Tax)

Transient Occupancy Tax Tax Measures: All General Majority Vote

<u>Agency Name</u>	<u>County</u>		<u>Rate</u>	<u>YES%</u>	<u>NO%</u>	
Santa Cruz	Santa Cruz	Measure Q	+1%to11%	82.1%	17.9%	PASS
Vacaville	Solano	Measure L	+2%TOT*	80.1%	19.9%	PASS
Carpinteria	Santa Barbara	Measure E	+2%to12%	77.6%	22.4%	PASS
Menlo Park	San Mateo	Measure K	+2%to12%	73.6%	26.4%	PASS
County of Santa Cruz	Santa Cruz	Measure N	+1.5%to11%	72.1%	27.9%	PASS
Goleta	Santa Barbara	Measure H	+2%to12%	71.5%	28.5%	PASS
Exeter	Tulare	Measure M	+4%to8%	66.2%	33.8%	PASS
Garden Grove	Orange	Measure Y	+1.5%to14.5%	66.1%	33.9%	PASS
County of Amador	Amador	Measure Q	+4%to10%	60.5%	39.5%	PASS
Coronado	San Diego	Proposition F	+2%to10%	60.5%	39.5%	PASS
Plymouth	Amador	Measure R	+4%to10%	57.5%	42.5%	PASS
		Measure S	Advisory	65.0%	35.0%	PASS
Solvang	Santa Barbara	Measure Z	+2%to12%	57.2%	42.8%	PASS
Santee	San Diego	Proposition U	+4%to10%	56.6%	43.4%	PASS
Buellton	Santa Barbara	Measure D	+2%to12%	54.8%	45.2%	PASS
Willows	Glenn	Measure Q	+2%to12%	52.9%	47.2%	PASS
Pomona	Los Angeles	Measure V	+2%to12%	48.2%	51.8%	FAIL
County of Plumas	Plumas	Measure C	+2%to11%	41.1%	58.9%	FAIL
Red Bluff	Tehama	Measure A	10% camping/RV	39.6%	60.4%	FAIL

**measure is an "excise tax" also includes BLT, etc.*

Document Transfer Tax (Real Estate)

- *Voter Approval Required:*
 - *For General Purposes: Majority*
 - *For Special Purposes: 2/3rds*
- The document transfer tax is a tax on the transfer of interests in real estate. It is currently imposed at a rate of \$0.55 for each \$500 of property value. This rate is uniform throughout the County. This tax is solely dependent on the value of real estate that changes ownership.
- The County Board of Realtors typically is opposed to raising this tax, as they believe it unfairly taxes homeownership and investment. It's likely the Board of Realtors would focus its efforts on defeating it, as a successful election result would signal to other cities in the County that they, too, could successfully raise this tax.

Document Transfer Tax (Real Estate)

Property Transfer Taxes

<u>Agency Name</u>	<u>County</u>	<u>Measure Na</u>	<u>Rate</u>	<u>YES%</u>	<u>NO%</u>	
Pomona	Los Angeles	Measure W	from \$1.10 to \$2.20	24.6%	75.4%	FAIL

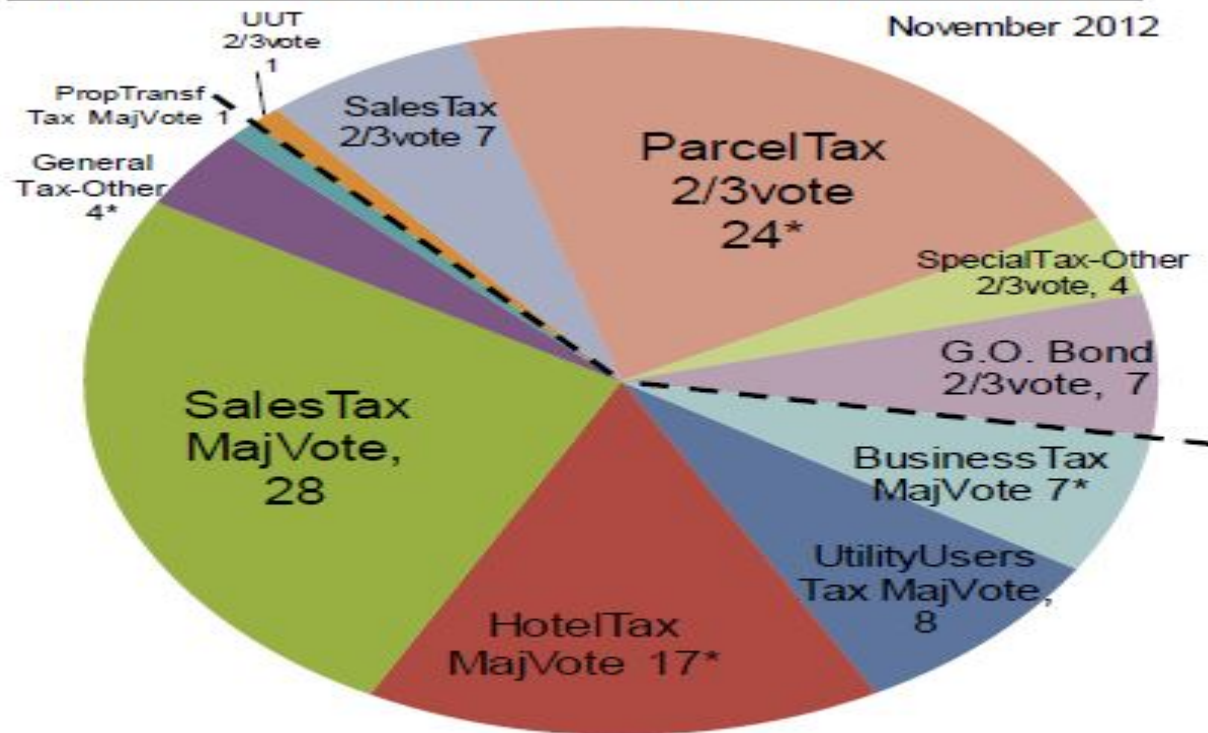
Specific Purpose Taxes

- Business License on Residential Rentals
 - City has a residential program in place
- Benefit Assessment District
 - Identify a special benefit
 - Charged on a weighted basis
- Community Wide Benefit Assessment
 - Used for new services
 - Mello-Roos

November 2012 Tax Measures

Past Election Trends

Types of Non-School Local Tax Measures



*Vacaville's Measure M combined a business license tax, parcel tax and hotel tax. It is counted here as a "General Tax - other"

© 2012 Michael Coleman

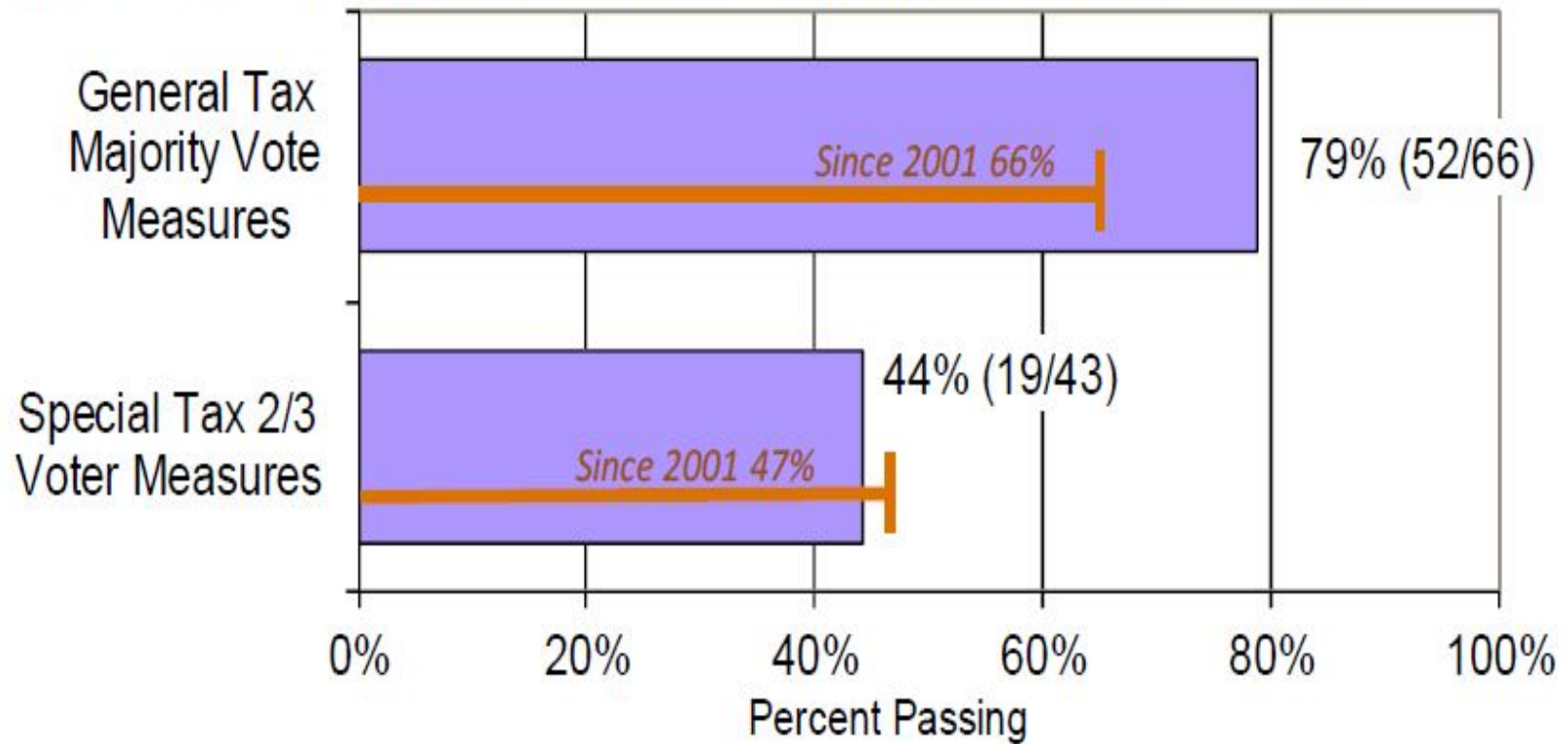
Prior Election Summary

Local Revenue Measures November 2012

	<u>Total</u>	<u>Pass</u>	<u>Passing%</u>
City General Tax (Majority Vote)	60	48	80%
County General Tax (Majority Vote)	6	4	67%
City Special Tax or G.O. bond (2/3 Vote)	15	5	33%
County (Special Tax) 2/3 Vote	12	7	58%
Special District (2/3)	16	7	44%
School Parcel Tax 2/3	25	16	64%
School Bond 2/3	1	1	100%
School Bond 55%	105	90	86%
Total	240	178	74%
Redux by initiative	3	0	0%

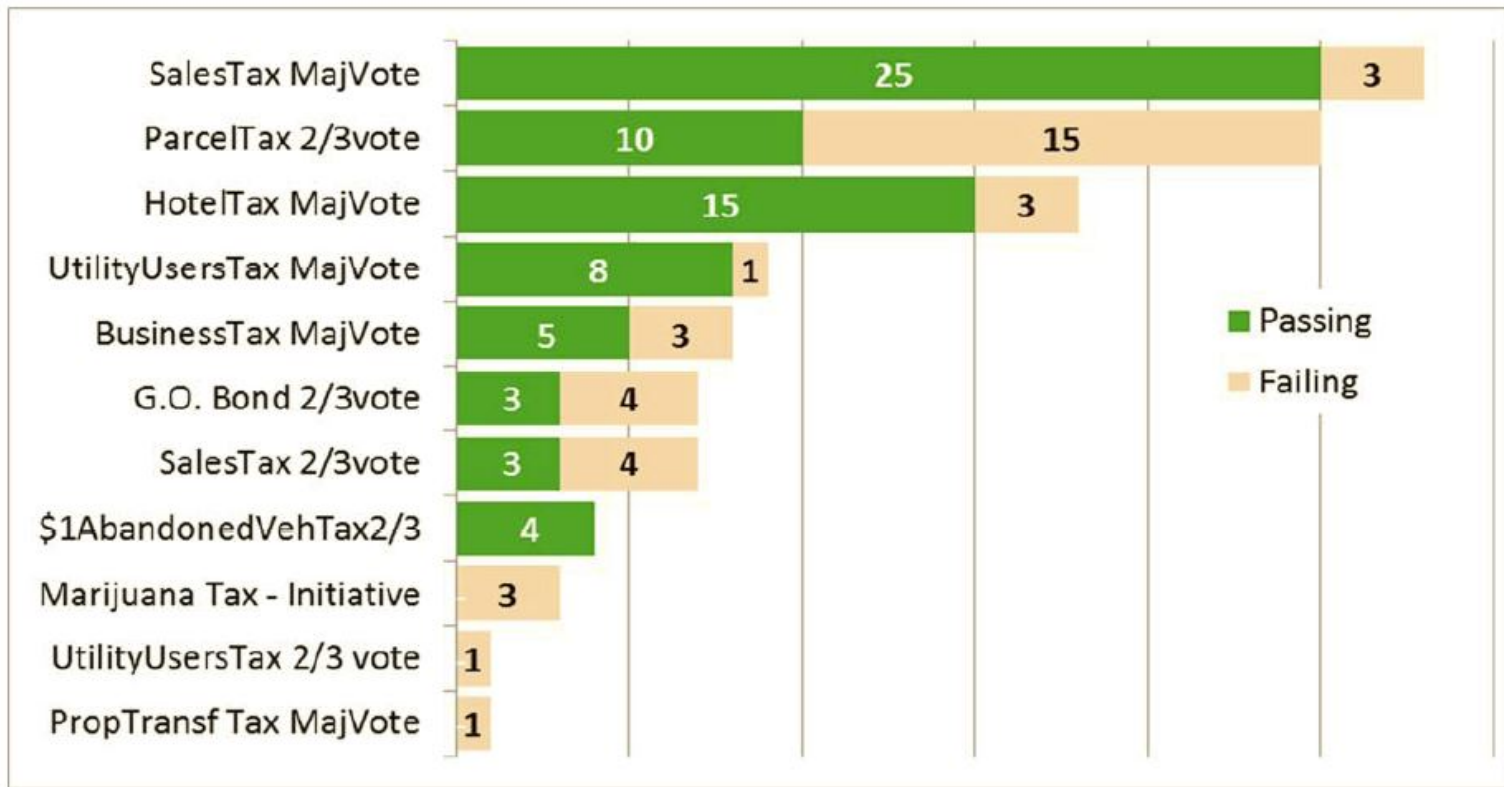
General & Special Tax Success Ratios

City / County / Special District Tax & Bond Measures November 2012



General & Special Tax Pass / Fail By Type

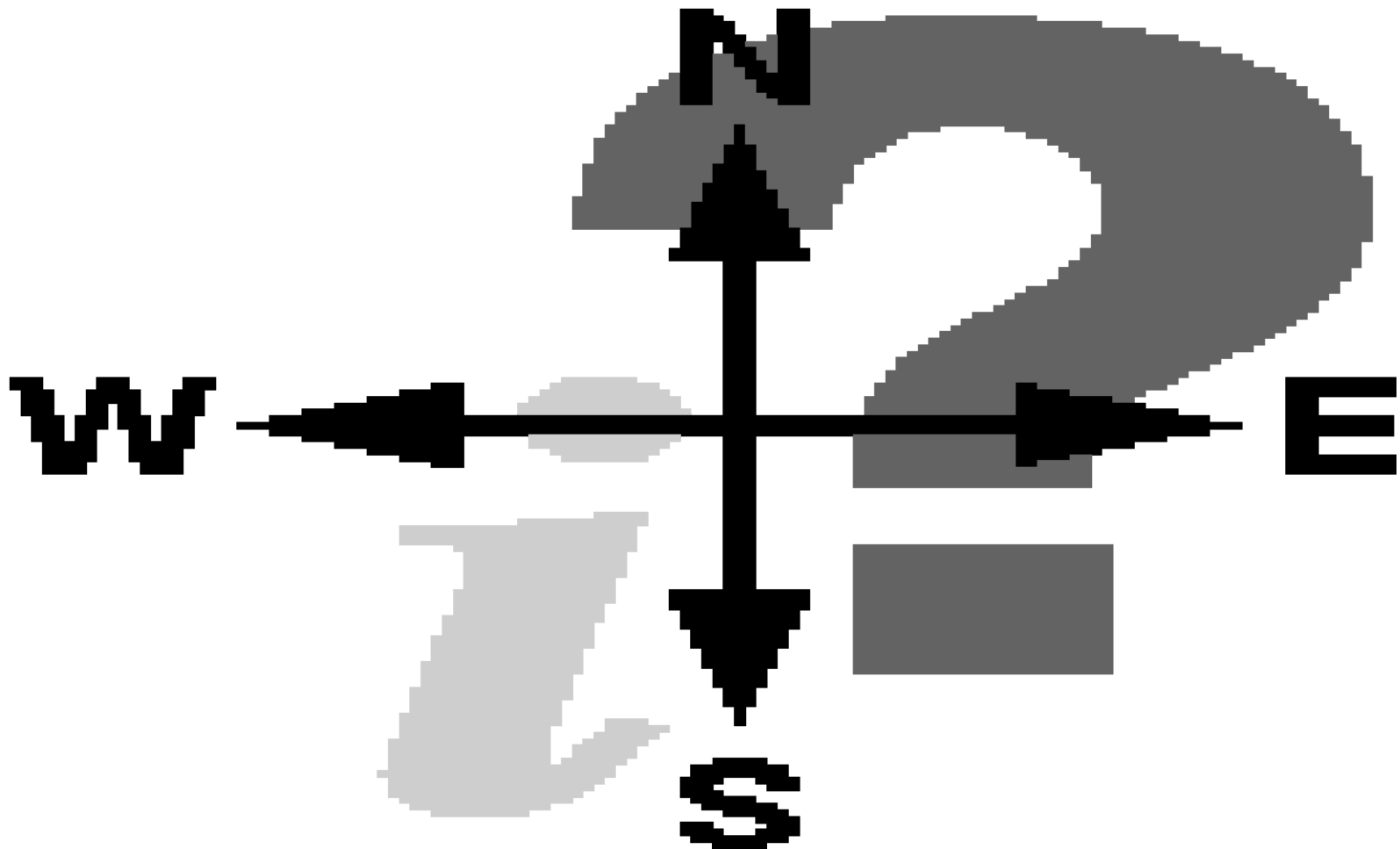
Passing and Failing City / County / Special District Measures by Type November 2012



Conclusions

- General Revenue Tax Measures have a history of higher approval ratings
- Sales and Use Taxes likely provide the greatest benefit with the least burden on National City's resident taxpayers
- Factual information will demonstrate the need for revenue generation in order to sustain public services

Questions





Strategic Plan Update



2013-2018 Proposed Strategic Plan (Revised)

**Brad Raulston
Executive Director,
Community Development**



Strategic Plan Background

- Final revisions to the Strategic Plan have been drafted based on City Council direction provided at the **April 9** and **April 30** workshops
- The final Strategic Plan will be adopted as part of the final budget prior to July 1
- An executive work plan is being developed to detail specific tasks related to implementing the Strategic Plan such as:
 - Coordination of volunteer efforts
 - Engagement with schools (community service hours)
 - Expansion of the community defibrillator program
 - Alignment of Neighborhood Services, Community Services and law enforcement



Strategic Objective 1: Provide Quality Services

- a) Practice the five core values (Commitment, Customer Service, Courtesy, Communication, and Collaboration) with our diverse customer base.
- b) Align workforce with City's objectives and provide training and support necessary to fully develop employees.
- c) Expand public access to City services and information, including Legislative platform consistent with City Council policy.
- d) Pursue public safety goals and objectives and enhance disaster preparedness (Police, Fire, Emergency Medical Services, Homeland Security).
- e) Analyze internal processes for efficiency and implement technology solutions where feasible.



Strategic Objective 2: Achieve Fiscal Sustainability

- a) Prepare effective budget, accurately forecast funding sources, manage investments wisely, provide consistent financial reports, maintain clean audits, **resolve findings/deficiencies in a timely manner**, and update finance and budget policies.
- b) Prepare a 3 year operating plan that prioritizes service and staffing levels in preparation for sunset of district tax.
- c) Establish economic development programs to retain existing businesses and stimulate new investments.
- d) Fund replacement reserves, or create financing plans, for fleet, facilities and other City assets.
- e) **Build cooperative** partner with community organizations, schools, and other public agencies in the efficient and cost effective delivery of services.



Strategic Objective 3: Improve Quality of Life

- a) Implement Neighborhood Action Plans **and continue amortization efforts** by working with residents to prioritize projects.
- b) Pursue green initiatives and build a sustainable city.
- c) Help organize community events and support social gatherings **that benefit the total community**.
- d) Update sign ordinance to improve community character and draw attention to important gateways, corridors and intersections.
- e) Support Pier 32 (GB Capital Holdings) expansion plans and work with **San Diego Unified Port District and its tenants** to fund public process and public improvements.



Strategic Objective 4: Enhance Housing and Community Assets

- a) Continue providing housing opportunities at all income levels and develop programs to improve existing conditions.
- b) **Relocate the public works yard** to utilize the existing site for a neighborhood park and affordable family housing (Westside Infill Transit Oriented Development: WI-TOD or Paradise Creek Project).
- c) Maintain and improve City's infrastructure and find alternative funding to construct public facilities, park improvements, and other capital needs.
- d) Preserve and promote historic resources and cultural assets.
- e) Administer real property assets to achieve the City's long term goals.



Strategic Objective 5: Promote Healthy Community

- a) Expand opportunities for walking and biking through the development of Community Corridors and Safe Routes to Schools consistent with the National City General Plan and Bicycle Master Plan.
- b) Continue to provide **affordable** City programs, activities and services **that are accessible** for all users, including individuals with disabilities (Americans with Disabilities Act).
- c) Enhance neighborhood services programs such as graffiti abatement, parking enforcement, and code enforcement.
- d) Create an Environmental Compliance division that serves as a single point of contact for **environmental issues and inform the public about new programs and policies**.
- e) Advance National City wellness programs for youth, families, seniors and City employees that encourage a healthy lifestyle.



Leslie Deese City Manager



Next Steps



Next Steps

- Budget Adoption (June 18, 2013)
- Three-year Operating Plan
 - Presentation of working outline (September, 2013)
 - Presentation of the Plan (December, 2013)



Questions



Public Comments



Council Comments/Direction



Request for Direction

- Staff seeks direction on:
 - Any revisions to the Preliminary Budget
 - April 30, 2013
 - May 14, 2013
 - Code Enforcement
 - Part-time employee compensation
 - Additional priorities, staffing or programmatic adjustments.

Sunset of District Sales Tax Established Election Dates

Year	Date	Type of Election	Deadline to Consolidate	Est. Additional Election Cost
2014	April 8	Misc. Special	January 10	\$260k - \$290k
	June 3	Primary Election	March 7	\$22k
	Nov 4	General Election	August 8	\$0
2015	March 3	Misc. Special	December 5	\$260k - \$290k
	June 2	Misc. Special	March 6	\$260k - \$290k
	Nov 3	Misc. Special	August 7	\$260k - \$290k
2016	Feb 2	Presidential Primary	November 6	\$260k - \$290k
	April 12	Misc. Special	January 15	\$260k - \$290k
	June 7	Primary Election	March 11	\$22k
	Nov 8	General Election	August 12	\$0