

Note: Some comments have been shortened due to space limitations. Full comments are available on request.

Category	Suggestion	City Manager's Comment	Submitted by
City of Monterey Citizen Budget Ideas for FY 2009-10 and 2010-11		updated June 22, 2009	
City Manager's Budget Blog	Interactive discussion		
Correspondence via Community Survey	comments submitted through the annual Community Survey regarding the budget		
Correspondence - 5/31-6/15	letters and e-mails regarding the budget received May 31 - June 15		
Correspondence - 5/22- 5/30	letters and e-mails regarding the budget received May 22 - May 30		
Correspondence - 5/3 - 5/22	letters and e-mails regarding the budget received May 3 - May 22		
Correspondence - 4/1 - 4/27	letters and e-mails regarding the budget received Apr. 1 - Apr. 27		
Correspondence - 3/15 -3/29	letters and e-mails regarding the budget received Mar. 15 - Mar. 29		
Correspondence - 2/26 - 3/20	letters and e-mails regarding the budget received Feb 26 - Mar. 20		
More Correspondence	letters, e-mails, index cards received through Mar. 20		
Community Budget Forum	Notes containing comments and suggestions made at the Mar. 19, 2009 meeting. (in PDF format)		
Boards & Commission Forum	Notes containing comments and suggestions made at the Mar. 12, 2009 meeting. (in PDF format)		
Business Budget Forum	Notes containing comments and suggestions made at the Feb. 18, 2009 meeting. (in PDF format)		
Neighborhood Budget Forum	Notes containing comments and suggestions made at the Feb. 5, 2009 meeting. (in PDF format)		
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Revenue - TOT			
	To increase city revenue from TOT we should consider allowing short-term vacation rentals. The county collects a 10.5% TOT on these. I believe local property managers could help provide estimates of income from this for the city. Even if it was a temporary test the city might find that this increases the number of visitors to the city as well.	This will be presented to the City Council for consideration. It would require some City Code and (potentially) General Plan amendments.	A.G. Davi Jr
Revenue - Sales Tax			
	Perhaps implement an increase in sales tax as other local cities did.	This is a possibility but would require initiation by the public and a vote of the people.	
19-Mar	Another try at the 1-cent sales tax increase. I would vote for that if a special election was held.	This is a possibility but would require initiation by the public and a vote of the people.	Tammy Davies
added 4/30/2009	Stop trying to get the public to pass a 1% sales tax. We are taxed enough already. Look closely at every program and position in the city, and ask yourselves, do we really need that program? Does it really benefit the citizens of Monterey or is it just keeping an employee busy so they can justify their position?	The City is not actively pursuing a tax increase. This would be up to citizen stakeholders, if they chose to do so. The exploration of literally every program and activity sponsored by the City is currently underway	
Revenue - Fees			
	Big events parking should be provided in downtown Monterey so that people stay in Monterey at our hotels and eat at our restaurants rather than park at Fort Ord and drive home.	If the commenter is talking about big events like the AT&T golf tournament, there simply isn't enough parking in the downtown area to support that type of event.	

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	Can we sublet the Sports Center to LA fitness?	While this is possible, our analysis is that it would not save money and would likely reduce service levels (or, at least, make it more difficult to control service levels)	A.G. Davi, Jr.
	I think that the Easter Egg Hunt should be cut or charge an entry fee. In addition charge a fee for photos with the bunny, and Santa Claus at the Christmas Tree Lighting. I believe the library could go back to charging for library cards, and increase fines, maybe eliminate the fines for food and collect revenue instead. Parking and traffic fines could be raised as well increasing revenue. Raise parking fees as well, they are really very reasonable.	These suggestions have all been passed along to the respective departments for consideration.	
	Consider charging fees for services that have been free: museum admission, dvds/tapes from the library, library cards. They can be reasonable and waived for some individuals, but a little here and there will add up.	These suggestions have all been passed along to the respective departments for consideration.	
	I suggest that consideration be given to increasing several costs including street maintenance and under-funded public safety programs, such as CERT and code enforcement. Another "cost" that could be increased but with the intent of, overall, increasing net revenue, is to hire a full-time grant writer.	All of the City's fees will be reviewed in the months ahead. The City is actually recruiting for a full-time Grants Coordinator as this is being written.	Bruce Crist

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	<p>I know the Aquarium fights the good fight when it comes to an Admission Tax and yet I have also noted they have raised their admission about 20% to \$29.95. They can also project. Is there any good reason why this idea cannot go forward this year? We all know a large portion of their users are day trippers so all the more reason they can collect this tax for us. Being in the hotel industry since 1984 in Monterey, I have collected and delivered many TOT dollars for our beautiful city. ake the admission tax temporary if you want to be really favorable.</p>	<p>While an admissions tax is a possibility, it would require a public vote.</p>	<p>Craig Smith</p>
<p>12-Feb</p>	<p>Monterey Sports Center is one of the best things in the County. Stop First Night and the Fireworks on July Fourth. Raise income by increasing dog license fees.</p>	<p>The City Council has already voted to suspend the fireworks and funding for First Night is not being recommended in next year's budget. The other comments have been noted.</p>	
Revenue/Fees cont.			

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27-Feb	<p>I attended the City Budget Forum last evening, February 5, 2009, and would like to contribute a few suggestions that I think might be helpful for all citizens of Monterey to be able to continue the lifestyle that we all enjoy and would like to keep. I believe that we should implement more "user fees" for each event, activity, library card, etc. An example is to charge a fee (maybe \$5 per person) for the wonderful 4th of July lawn party to cover the cost of the music groups, police, fire, public works' services for the party. We could possibly fence off the entire lawn area, then charge an admission to cover some of the costs. I believe that there should be a "user fee" for the use of the library and its services. As was pointed out last evening at the budget forum, we citizens of Monterey enjoy a wonderful lifestyle and have had the benefit of not having to pay additional costs for many of the activities that we love and participate in. The present budgetary situation has changed dramatically, and I believe that we citizens have to "step up to the plate" and help defray the costs of these programs and events.</p>	<p>updated June 22, 2009</p> <p>Understood. Fees across the City are being reviewed and the City Council is re-considering subsidy levels in all programs and services.</p>	Eleanor Cullem
27-Feb	<p>The City should sell residents a \$10 card that gives them 20% off businesses and services within the City limits for a year. This would raise money for the City, help local businesses, and save residents money.</p>	<p>This would be a very costly program to set up and administer and it is very difficult to tell whether there would be return on the City's investment.</p>	Robert Bentley

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27-Feb	<p>Create discounted employee parking incentive program for employees of downtown businesses. Many are minimum wage workers who cannot afford the current parking garage rates. By freeing up street parking consumed by these workers, we can increase access to customers shopping downtown. Additionally, decrease the parking time from 2 hours to 1 hour or 45 minutes. These strategy would have a 3 fold effect, a) encourages workers to utilize garage, (more usage even at discounted rate increases parking garage revenue) b) provides higher turn over of customers in downtown business, (increased sales tax revenue) c) parking fine revenue increases due to overtime parkers.</p>	<p>updated June 22, 2009</p> <p>This has been referred to the Public Facilities Department for review. Parking revenues are dedicated to the Parking Fund rather than the General Fund.</p>	Kevin Kenoyer
27-Feb	<p>Close Alvarado Street to traffic & vehicles creating a 'Piazza' type open-street walking mall that will cut down on carbon emissions & other air pollution. This also forces vehicles to park in the City Parking Garages & lots, increasing revenue. It would increase foot traffic for the retailers, add kiosks with permits (revenue), cafe style restaurant availability (revenue), and local musician performance, (permits & revenue). Foot traffic originating from the Wharf would make its way downtown & vice-versa. Monterey's carbon footprint drastically reduced, revenue increased, and a beautiful environment to experience.</p>	<p>While this idea has merit from an urban design perspective, it would not result in substantial additional revenues to the City. Parking revenues are dedicated to the Parking Fund rather than to the General Fund.</p>	Rosemary Brown Sanders

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27-Feb	The loss of the TED conference approximately \$1 million in one week's possible revenue due to one hotel/ conference center's inability to host TED's guests and conference curriculums is a problem that could be solved by inviting additional hotels to share & cooperate in hosting future revenue - building conferences on the peninsula by simultaneously providing different venues collectively.	Actually, there is already substantial cooperation among the hotel and conference properties to market to large events.	Rosemary Brown Sanders
Revenue/Fees cont.			
19-Mar	Create a "My Memories of Monterey" book and ask people for a donation to submit their memories and experiences in Monterey. I think we have a few celebrities who live here and maybe they could be approached for a larger donation. I'm guessing the donation could be tax-deductible. The book wouldn't have to be anything fancy; just a simple soft cover with stories and maybe pictures. Perhaps sell the book at the Farmer's Market.	This has been referred to the Library for consideration.	Tammy Davies
19-Mar	Place a donation box at one of the City offices. Might be a bit corny, but it could say something similar to "If Monterey has helped you in the past, please help Monterey now and in the future". Another tax-deductible item.	Thank you, this idea will be considered.	Tammy Davies
19-Mar	If you raise fees at the Sports Center you will lose clients...add services, reduce fees.	Understood.	Bob Oliver

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30-Apr	<p>Stop raising fees. This isn't the time to gouge the citizens with new fees, especially the seniors and young people. And why would you raise building and planning fees when there is very little work in the construction side? If anything, you should have lowered or waived fees for a period of time to encourage construction.</p>	<p>updated June 22, 2009</p> <p>By policy, fees are set based on the cost of delivering the service. Most fees are for specialized services that do not benefit the entire community. As a result, fees that are set artificially low result in subsidies by the General Fund to specialized services that do not benefit all.</p>	
12-Jun	<p>As a librarian I am of course very concerned with the proposed library cuts. The old public library model no longer works - there is less public funding and yet we offer more public services. Here is what I would do:</p> <ol style="list-style-type: none"> 1. Charge non-Monterey card holders for use of the public computers. 2. Raise copies to 20 cents. 3. Raise ILLs to \$5 4. Reduce amount of programs 5. Work with the high school so they are helping to fund all the teen after-school programs 6. Seek support funds from donors of historical material - archival care is costly. 7. Reduce the book budget and fund raise for book purchasing. 	<p>These excellent suggestions have been passed along to the Library staff.</p>	
Expenses			

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	I noticed a large number of staff getting a free lunch at the CSPE meeting in December. (\$30 each, paid for by the City.) Maybe the engineering staff could pay half...there are 12 meetings per year, could be a lot of money.	The City Manager has issued new guidance to the departments about meal reimbursement. This new guidance will help reduce expenditures	Mike Dawson
	I noticed the City recently hired three new planners. Do we really need three new planners? It seems that we have few water permits, very little land and last time I checked new construction projects were virtually non-existent.	The planning activities described in the comment are called "current planning activities." Although some of this work has slowed, there is high demand to work on long deferred neighborhood plans, coastal plans, area plans, planning efforts in the waterfront, etc. Working on these now gives us a leg up when the pace of current planning activity begins to increase again.	
	I notice many of the city employees have vehicles that they take home and drive to work. Most working folks don't have that luxury. Perhaps the city should consider reducing their vehicle fleet, particularly for "take home" use.	All take-home vehicle assignments are currently being reviewed by the City Manager to ensure a business case exists for the take-home assignment.	
	The city does seem to hire a lot of outside contractors to come do work that city employees are fully capable of doing. It would appear that some city employees could get a bit more done in their working day and avoid contracting out for so much work.	Yes, this is true. We have already begun to in-source a lot of work that was previously contracted out.	

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Expenses, cont.	Did the City of Monterey really have to go and get a huge new fire truck? It's a pretty cool looking truck with two drivers and fancy turning, but should a city of 30,000 make do with a regular fire truck and save a bit of money? Also, can't a two-person response be used for most 911 calls with the three-person response reserved for fire suppression and major incidents? I believe the rules are that all trucks roll for a structural fire, so why do we need three-person crews to assist the EMT/paramedic for every minor medical incident?	Yes, the new ladder truck was an important element in the City's capability to respond to structure fires and heavy rescue operations. While it is possible to roll two-person units to medical calls (and we did at one time many years ago), it becomes a problem when this crew is immediately needed for another type of call and needs to respond back to the station for the proper vehicle before going to the next call.	
	1. Discontinue paying stipends to members of all City Boards, Committees, and Commissions. 2. Discontinue using a City van and staff person to transport the members of the ARC on the bi-weekly field trips to view sites on the upcoming agenda. This would require the members to provide their own transportation and that each be given a readable 11x17 reduction of the drawings submitted by the applicant, as part of their packet. 3. Forgo the coffee, cookies, candies and nuts for the members at each ARC meeting.	All of these suggestions are under active consideration. Some of the City's Boards and Commissions have already volunteered to forego their stipends.	ARC Member Boris V. Jacoubowsky
	Why not out-source your IT department as a cost saving measure?	This has been researched in the past and we have found that it is actually more expensive to outsource this function.	

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Expenses, cont.	<p>After polling our Fisherman Flats Neighborhood executive committee last week for suggestions to help with the City of Monterey Budget, here is what the majority offered:</p> <ol style="list-style-type: none"> 1. Use our neighborhood base allocation as needed to help keep the present level of city services. 2. Use the NIP money this year for City wide projects only. 3. Use e-mail instead of the postal service to distribute communications, agendas, to neighborhood representatives, committee members. 	<p>updated June 22, 2009</p> <p>The suggestions regarding the Neighborhood Improvement Program are currently being considered by the NIP Committee and City Council. The suggestion about e-mail is a good one, and we try to do this a lot. The law requires, however, that we mail agendas and certain other communications to those who request it.</p>	<p>Hank Smith, President Fisherman's Flats Residents and Property Owners Association</p>
	<p>Mayor & Council should convene a series of high-intensity work sessions to develop a budget reduction strategic plan, including vertical cuts. A budget reduction strategy/philosophy would facilitate quick implementation of future cuts as the reduction target shifts. Consideration of vertical reductions is probably going to be necessary, and should attract public attention that is currently lacking. With just five months remaining in the current budget year, it seems unlikely the reduction target of \$2.7 million will be met without spending part of the financial reserve.</p>	<p>A public participation process regarding the budget is already underway. Look for links elsewhere on the City's budget web page for more information. Active efforts have been underway for many months to reduce expenditures in the 08/09 fiscal year. The City Council reviewed the plan to close the 08/09 gap at their Mid-year Budget Review on Feb 25. You'll find that information on the Council and Budget web pages.</p>	<p>Harry Wareham</p>

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	Board and Commission members give back their "stipends"; do away with the bottled water at meetings (for lots of reasons).	All of these suggestions are under active consideration. Some of the Boards and Commissions have already volunteered to forego their stipends. The City Manager has also given new guidance to staff on bottled water use.	Kip Hudson
	Cancel 4th of July fireworks; keep City Focus and other important sources of information, but on-line only (available at Library computers for those who need assistance)	The City Council has voted to suspend the July 4th fireworks for budget and public safety reasons. All of the City's printed publications are being reviewed and we are migrating to online solutions very rapidly.	Kip Hudson
	Freeze certain staff positions; shortening hours for various city services	A partial hiring freeze has been in place for a number of months. The reduction of counter hours is also something that is under consideration.	Kip Hudson
	Revisit the City Charter and review the list of city government's core responsibilities. This is the time (and the opportunity) to discontinue doing those things that can and should be done by private industry, faith based organizations or volunteer groups. Use the Zero-based budgeting approach. Don't assume that because the City has always done something it should continue to do it. If the City jeopardizes its ability to perform core functions, no one will be happy.	These are very good points. While it is not practical to do zero-based budgeting to prepare for the 09/10 fiscal year, this is a tool we plan to use in the very near future.	Lorne Braddock

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Expenses, cont.	When debating the merits of a non-essential (like to do project), frame the discussion regarding the cost of that project in terms of the number of jobs it will cost in addition to dollars. For example, if a NIP project will cost the city \$200,000 to do, in today's environment that equates to laying off at least two city employees. So the true cost of that project is \$200,000 plus two full-time city employees will lose their jobs. When you start verbalizing that reality, people become more realistic in their thinking.	Yes, these are the kinds of things that will be analyzed.	Lorne Braddock
27-Feb	Have all City buildings outfitted with solar panels & assist all other buildings to add panels to the rooftops, beginning in the downtown area, with a carbon exchange program. This excess clean energy would provide electricity for less fortunate residences thus stimulating the economy. Implement roof gardening on City buildings to reserve water for sewage, public toilets and various plant life on public property.	The City is actively pursuing a variety of solar and other energy conservation projects. This activity will grow in the future.	Rosemary Brown Sanders

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27-Feb	Create an ordinance effecting buildings over a certain number of square feet i.e. warehouses, convention centers, and hotels, requiring them to paint their roofs white, would cut down on cooling costs to cool the buildings plus creating an ordinance that requires replacing all lights within businesses with efficient LED lights would cut down on energy costs. Implement voluntary allowances for restaurants that can provide excess vegetable oils to be used as bio mass fuel and pay them a fee.	updated June 22, 2009 This has been referred to the Plans and Public Works Department for review.	Rosemary Brown Sanders
Expenses, cont.	I would like to suggest that the 4th of July and First Night parades, together with other events that the City hosts or participates in, be canceled before the City opts for laying people off, closing the offices for furloughs or asks employees to take pay cuts. The City is made by its employees and the quality of the employees, don't cut services or ask the employees to do less with less pay and keep those "nice to have" events.	The City Council has voted to suspend the July 4th fireworks for budget and public safety reasons this year. Next year's draft budget eliminates funding for the entire July 4th celebration and the City's contribution to First Night.	

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27-Feb	The City should take this opportunity to use volunteers for services (clerical, filing, answering phone calls) in City Hall, Police and Fire Department, Library, etc. The City should define those areas appropriate for a volunteer work force. Just a reminder, the Coast Guard Auxiliary has an active flotilla for on-the-water activities (marine traffic management, pollution patrols, search and rescue) as well as mobile radio to report events of interest.	updated June 22, 2009 The City has a very active volunteer program but there are some prohibitions against using volunteers to do work that was formerly performed by paid staff. In addition, substantial investment is needed to recruit, train, and supervise volunteers.	Donald Young
27-Feb	<ol style="list-style-type: none"> 1. Cut 5% temporary payroll 2. Cut to 40 hours weekly at the Library 3. Raise business license fee by 25% 4. Raise \$.50 on every Sports Center residents pass, raise \$100 on non-residents 5. Raise \$50 membership annually for residents, \$100 for non-residents 6. Cut two hours of Sports Center operating schedule 7. Raise hotel/motel tax at 13%, same as City of Seaside 	All comments noted, thank you.	Frank Intagliata
Expenses, cont.			
19-Mar	Re: the Library, extend the hours and add volunteers.	The City has a very active volunteer program but there are some prohibitions against using volunteers to do work that was formerly performed by paid staff. In addition, substantial investment is needed to recruit, train, and supervise volunteers.	Bob Oliver

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19-Mar	If you raise fees at the Monterey Sports Center you will lose clients. Instead add services and reduce fees.	Thank you, this will be considered.	Bob Oliver
19-Mar	In these difficult times why is the Manager of the Streets Dept. still driving a city vehicle home each night?? Gas,repairs that adds up real fast! I am a retired city employee.	All take-home vehicle assignments are currently being reviewed by the City Manager to ensure a business case exists for the take-home assignment.	
19-Mar	Comments in Adobe PDF		David G. Stocker
26-Mar	I think we should put a living restriction on the city's middle management commute vehicles. This "perk" is the type of thing we need to start cutting back on before we shed part time postions due to the economy.	All take-home vehicle assignments are currently being reviewed by the City Manager to ensure a business case exists for the take-home assignment.	Bill Knight
added 4/30/2009	1. Close all community centers & move functions into the sports center & library. Sell the properties. 2. Consolidate recreation & community services, library, & museum into new "community/cultural services". 3. I expect that, at some point, Pacific Grove will be unable to sustain it's library. Library regionalization is widely used in many states (i.e. Oregon & Washington). Although Monterey County is possibly under greater financial stress than Monterey, it does operate what could be considered a redundant library system to Carmel, Monterey & Pacific Grove. I think there should be discussions about regional library consolidation among the three cities and Monterey County.	The City's budget problem is not currently large enough to warrant the closing of community centers. This may require exploration in the future. The consolidation of the Recreation and Library departments is under active consideration. The City has been discussing closer integration of Library services with the City of Pacific Grove.	Harry Wareham

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added 4/30/2009	<p>My suggestions for reducing expenses for the city, in the face of budget reductions, are</p> <ol style="list-style-type: none"> 1. Eliminate the street cleaning. I cannot see any difference between the before and after, when the street cleaning machine comes to Dry Creek on Friday morning. We would be better served to have more frequent cleaning up of the pine needles in the gutter by hand, as needed. 2. Increase the fees for city services. For example, I believe the sports center fees could be increased without cutting into its market. Also the dog license is very inexpensive and could be increased. 3. I do not know from what funds the change in traffic flow on Lighthouse are coming, but I believe that change to a one way street could well be postponed for several years. 	<p>Street sweeping is actually an important part of the City's compliance with stormwater mandates that help protect our Monterey Bay. Hand clean up of gutters is very expensive. All of the City's fees are currently under review. The Lighthouse traffic project is currently unfunded and will likely remain that way for some time to come.</p>	Maxine Reneker

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added 4/30/2009	Please address the "elephant in the room" - ECM. Is this really the time to be spending hundreds of thousands of dollars on something that won't help the community for several years...if ever? A recent example would be the civic center plan that went down in flames. Again, after spending thousands of dollars on meetings, architects, models, field trips, etc., the Council realized it just wasn't the right time to spend the money. Please stop the ECM train before it too crashes and burns.	updated June 22, 2009 A strong business case for the City's Enterprise Content Management initiative exists. Results will start being accrued within months of implementation, and the system will free up many hours of staff time that can be put to more productive use on behalf of the community. There really isn't much connection between ECM and the Civic Center project except that ECM becomes all the more important given the way that staff offices are spread throughout the City.	
Assets			
	1) The Sports Center should be revenue neutral and should not at any level be a drain on the general budget. 2) Do a comprehensive review of all real property assets, which would potentially involve some changes/improvements...3) Determine which real assets should be liquidated. 4) Check the viability of leasing out some facilities.	Regarding the Sports Center, the City Council will be considering options to reduce the General Fund subsidy. All of the City's real estate assets are being reviewed but these properties generally create an income stream for the City and are not a source of loss.	Mahoney & Associates
Salaries			

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	Our city officials should immediately be taking a 20% pay cut.	While compensation is being reviewed, the City does not have the authority to break its labor agreements and unilaterally impose a pay cut. Instead, we are meeting with our respective bargaining units to determine how our employees can help be part of the solution. The majority of our bargaining units agreed to furloughs as part of the solution to this year's budget deficit.	Joseph Temple
	I have seen the city give impressive raises and benefit increases to executive management, police and fire over the past few years. I understand the need to recruit and retain good employees, but everybody is hurting right now. With the private sector, state, federal government and our schools eliminating so many jobs, perhaps we can scale back on the higher salaries and benefits at this time. Everyone must shoulder the economic burden and we look to our city employees to set the example when it comes to making small sacrifices for the benefit of many. No one wants to see city employees joining the ranks of the unemployed (there are enough of us out here already), but everyone can and should make some small cuts to help the entire community.	While compensation is being reviewed, the City does not have the authority to break its labor agreements and unilaterally impose a pay cut. Instead, we are meeting with our respective bargaining units to determine how our employees can help be part of the solution. The majority of our bargaining units agreed to furloughs for the current fiscal year.	

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	I see you have done some things to save money in an uncertain year. The gap shifts from 1.6 over 2.5 million from this yr to next fiscal year. Consider more stringent payroll cutbacks related to overtime and vacation pay.	While compensation is being reviewed, the City does not have the authority to break its labor agreements and unilaterally impose a pay cut. Instead, we are meeting with our respective bargaining units to determine how our employees can help be part of the solution. Furloughs are under active consideration.	Craig Smith
27-Feb	The employees should assume a portion of their retirement contribution. At one time the City paid half and the employee paid half, but now the City pays the whole cost. The same can be applied to health insurance; let the employee pay a portion. Tthe City could save 12% - 14% out of pocket.	This is under active consideration. It would require "meet and confer" negotiations with the employee bargaining groups.	Jack Freeze
added 4/30/2009	If you knew that you were most likely going to contract with the City of Carmel for fire services, why didn't you "lend" them our three fire overfill positions rather than letting them hire three new firefighters? Salaries and benefits for firefighters are extremely high, and we are paying for three extra positions. Surely they could have done without for a few more months or borrowed our extras.	Actually, a fire service contract with Carmel is far from a given. In any case, Monterey did not have the "overfill" employees available to loan to Carmel.	

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added 4/30/2009	Why hire new planners when there is nothing to plan? Why do you need two recruiters in HR when there is no recruiting?	There remains substantial planning activity in the Plans and Public Works Department. Although development permits have temporarily slowed somewhat, there remains a large backlog of advance planning work - area plans and long range planning projects - that remains to be done. Recruitment work in the HR department has not stopped completely and the two staff members assigned to recruitments have other HR responsibilities as well.	
Alternative Work Schedules			
	Kellogg's implemented a six-hour work day as a reaction to the Great Depression. The 8 hour three daily shift work day was replaced with a 6 hour four daily shift work day. The shortened hours encouraged employees with the extra time to become involved and volunteer within their communities, families and churches. The cost saving were realized and the extra shift allowed Kellogg to pick up workers who had been laid off; keeping more people employed at a lower cost. This seems like a better solution than layoffs or departmental downsizing.	This is essentially considered a furlough and it is an idea under active consideration. The majority of our bargaining units agreed to take furloughs as part of the solution to this year's budget deficit.	Sabrina Taylor
Volunteers			

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	Expand the volunteer program to help fill the void in area's where we might be cutting back services or laying off employees.	While volunteers have an important role with the City, staff energy is still required for their recruitment, training, and supervision. The City's labor agreements preclude our ability to use volunteers to do work previously performed by paid staff.	Marianne McNichol
Events			
	For many years, the City has been quite generous in funding "life style" events and activities. Such events and activities include all of the 4th of July activities, Kids Run, First Night Monterey, Sports Center, etc. Each of these events/activities was supported by the Council and the community in economic times that were VERY different than today. Today's economic circumstance demands re-examination of the prior funding decisions.	Yes, the City Council will be re-considering the levels of City investment in these activities.	Bruce Crist
	What if next year the City planned its Holiday reception with food provided by City commissioners much the way current and past Parks Commissioners provide the food for the Parks & Rec and City Attorney's party? Military and Dignitaries would not bring food, but the "City family" would. The City would provide "the hall" and provide for beverages	The future of the Holiday Reception for Boards and Commissions is another of the things that will be considered by the City Council.	Sharon Dwight

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	I agree with the concept of cancelling the fireworks show but keeping the First Night event.	The City Council has voted to suspend the fireworks this July 4th and next year's budget eliminates all July 4 activities and funding for First Night.	A.G. Davi, Jr.
Don't Cut...			
	People need recreation centers for their children and teens. In these difficult times, I believe there is a real need for leisure activities. I also think that the Senior Center provides a lot of stimulation and companionship for lonely isolated people and should only be cut as a last resort.	Noted, thank you.	
19-Mar	Maintain youth services; lessen impact on police.	Understood	Bob Oliver
Other			
	It seems to me that the budget conversation ought to rest upon a 3-column Doric order, as follows: Sustainability – as discussed by Fred C at the last council meeting AND in the “green” context, Stewardship – as you and I discussed Wednesday morning, and Sacrifice – across the board (residents and staff); in lieu of RIFs, if necessary, what about across the board tiered compensation reductions?	Yes, this is the framework that we hope to utilize for the discussion and decision making.	Bruce Crist

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	Look for win-win solutions. Is there a way for the city to become more flexible and realistic about how it satisfies its affordable housing goals? Is there a way for the City to combine it's affordable housing objectives with the county's overbuilt circumstances in South County?	These are items being considered by our staff, but they really don't have significant budget impacts.	

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27-Feb	<p>Our fire department is being asked to reduce it's budget by 110,000 dollars by cutting salaries. I realize that some reduction in salaries will be necessary, it is a tough pill to swallow when this money can't come from other sources. In the last 3 months (and shortly to come) we have wasted or will waste over half of this money in completely unnecessary expenditures. When our Pacific Grove employees came to work in Monterey's stations they were told (top down) that they needed new turnouts at the cost of 4000 dollars per employee for a total 12000 dollars even though they had just been provided with new turnouts by the city of Pacific Grove. Employees that stayed in PG did not need new turnouts for some reason. The City recently hired a cover engine for 12 hours at the cost of 36 hours of overtime (nearly 1500 dollars) for the storm that never materialized. This was done in advance based on forecasts however our department has a call back system in place that could have been utilized based on severity of the need. This system does cost approx. 25% in person-hours, but if the engine was only needed for 8 hours or less, it would have been more cost efficient.</p>	<p>With the implementation of the Pacific Grove Fire Services Agreement on December 16, 2008, four of the former Pacific Grove firefighters filled vacancies within Monterey stations that had intentionally been kept vacant to accommodate the excess PG staff. Under the terms and conditions of the Fire Services Agreement, each city is responsible for the procurement, maintenance, and replacement of all personal protective equipment for their respective budgeted staffing positions, thus making the procurement of the PPE for these four former PG personnel a Monterey responsibility no differently than if we had hired them from our current Firefighter eligibility list. Their previous PPE remains the property of PG and is available for PG-funded positions. The decision to staff a reserve apparatus with overtime personnel in advance of a winter storm event was based on predicted weather and past history with similar weather predictions.</p>	

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continued...	<p>This system does cost Approx. 25% in person-hours, but if the engine was only needed for 8 hours or less, it would have been more cost efficient. Final savings is with the reduction of the fire fleet by the elimination of the F-550 from the fire department's fleet. This vehicle holds a necessary role in the department in it's ability to tow the city and county's air trailer. Because we are eliminating this vehicle which is only 6 years old and in great condition, our department is being forced to purchase a new vehicle at an expected cost of over \$ 50,000. These are all waste issues that have been brought up in advance and have moved forward regardless. Now the employee's are expected to cut their salary's when this money is being thrown away. I'm sure departments all over the city are dealing with similar hypocrisies.</p>	<p>We would likely have been similarly criticized if we had not staffed the apparatus and the storm turned out worse than predicted. The Ford F-550 was purchased and primarily utilized to tow the U.S.A.R. equipment trailer and to serve as the backup vehicle for the Heavy Rescue unit. The new aerial fire apparatus was purchased in 2008 to replace both the previous aerial and the Heavy Rescue, and the Pacific Grove 75-foot aerial is now available as a reserve aerial apparatus. The Heavy Rescue was converted to a USAR apparatus negating continued need for the F-550, as the Air Support Trailer can be towed by a 3/4 or 1-ton light duty truck. The dept. ¾-ton utility pickup truck is planned for replacement with a 1-ton pickup that will provide more versatility than the Ford F-550.</p>	

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	<p>Start taking better care of the residents and their neighborhoods. Instead of encouraging tourists here, discourage them, start charging them for the resources that they use up, such as, our precious water. Additionally, be sure that you do not hire illegals or offer sanctuary here. Pass and enforce laws that keep landlords from renting to them.</p>	<p>Understood. At the same time, it is important to note that revenues from our visitors make up more than half of the City's General Fund. The visitor industry funds a large proportion of the City's programs and services.</p>	
	<p>I really enjoy the library and would hate to see it decrease its hours or days open. I was wondering if it could charge a yearly card usage fee- maybe \$5- as a way of defraying some costs. I agree that raising overdue fines is a good idea. Instead of eliminating stories for adults, maybe just charge for it. I have noticed that these events are very popular and sell out quickly. Another thing that might help would be to post a donation list on the library website. Like a wish list, the library could post books that it wants and encourage people to buy and donate them. I know I would.</p>	<p>At the present time the California State Library reimburses the Library to cover the cost of nonresident use at an amount higher than the Library previously raised by charging library card fees. Reinstating those fees would result in a loss of revenue to the Library.</p>	Sandra Vergara

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<p>added 4/30/2009</p>	<p>The areas of concern to me are: The reduction of service days and hours. If I had to choose it would be fewer days. Reduced hours would probably affect more patrons. It would be more cost effective reducing days. Elimination of Interlibrary Loan service. With a reduction in books and collection purchases this service will be more in demand. I would be willing to pay fee to continue service. Elimination of Stories for Adults. Have enjoyed this activity over the years. Would be willing to pay service fee to continue.</p> <p>Suggestions: Utilize volunteers. There are a lot of people in community that would be willing to pitch in rather than loose services. Create tax incentives for the underwriting of some of these services. Temporary privatization of some services with city retention of control. Temporary sales tax. Increase parking fees. Temporary collaboration of services with other peninsula cities and county. Poll community as to preference of service cuts and fee/taxes they would be willing to accept.</p>	<p>We agree that reducing service days in the Library makes more sense than reducing hours, though the final budget solution may have elements of both. Fees for inter-library loans are under active consideration. Volunteerism is an important componenet of City service delivery and will continue to be utilized. Even a temporary sales tax would require a public vote and increased parking fees would not be able to benefit the General Fund. Service collaboration with neighboring cities is being actively pursued.</p>	