

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
Furloughs			
	Unpaid holidays for day after Thanksgiving and day after Christmas.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Since salaries are our greatest expense, ask each employee to take one day off unpaid. If each employee took one unpaid day off a month for one day that would be a great saving.	MEA, MFFA, FMA, PLMA, Deputy Police Chiefs, Asst Fire Chief, and Execs all agreed to furloughs in the current fiscal year.	3-May
	How about asking all employees to take 40 unpaid hours time off but allow them to spread them out over the year to minimize an all-at-once income hit.	MEA, MFFA, FMA, PLMA, Deputy Police Chiefs, Asst Fire Chief, and Execs all agreed to furloughs in the current fiscal year.	3-May
	Close City Hall one day a week; reduce full-time to 36 hours/wk for 4 days (9 hour days) or 4 days for 8 hours and 4 hours on the closed day to tackle all those administrative tasks, phone calls and transition. It would cut pay but benefits would stay the same, would hopefully save jobs.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Close all city facilities one day week from current openings, including the Sports Center. Utility savings would benefit the budget.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Implement a 4/10 work week, saves on utilities and decreases our carbon footprint	The authority for this exists today and a number of non-public safety employees are already on some form of modified work schedule. Additional use is actively being considered. You may wish to discuss this with your department head.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
Furloughs, cont.	Look into shutting the City for 3 days a week instead of Sat and Sun. This would save on utility dollars and employees could go to a 9/80 schedule or 4/10	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Have a 36 hour work week or close every Friday until things start getting better	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Eliminate one city holiday - Admissions Day	This may be a helpful option though it would only help the budget situation if it became an unpaid day. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Voluntary reduction in hours from full-time (40) to regular part-time (30). Requested by two people	The authority for this exists today. Please discuss it with your department head.	
	Voluntary furlough up to 40 hours not necessarily associated with a holiday, coordinated with supervisor. One person requested this.	The authority for this exists today. Please discuss it with your department head.	
	Mandatory 20 hour furloughs for all employees between now and June 1, 2009 (as long as it doesn't incur OT). For dept/div that can't schedule this without OT, perhaps the equivalent in pay reduction. Re-evaluate and schedule another 20 hours after July 2009 if needed. Employees can schedule (what works best) for them.	MEA, MFFA, FMA, PLMA, Deputy Police Chiefs, Asst Fire Chief, and Execs all agreed to furloughs in the current fiscal year.	3-May

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	One furlough day a month is a good idea. If implemented, it should be a mandatory day for all in order to realize a true cost-savings, including utilities if all the city offices are closed, with the exception of Safety. An added benefit would be the "green" affect. I would support this idea if we could be guaranteed the loss in pay will not affect of our PERS calculations for retirement benefits and the savings would be set aside only for the use of saving any positions considered for lay-off.	MEA, MFFA, FMA, PLMA, Deputy Police Chiefs, Asst Fire Chief, and Execs all agreed to furloughs in the current fiscal year.	3-May
Furloughs, cont.	Educate the managers on what reductions in hours are allowed under the City's policies: full time 30 - 40 hrs, regular part-time 20 - 30 hrs. I have volunteered in the past to leave early (unpaid) if it was not busy, but was told my position (regular part-time) was for 30 hours, and I had to make my 30 hours. The City should encourage voluntary reductions in hours when work allows.	Good point. The department heads will be reminded of their authority to do this within the next two weeks and they will be asked to remind their managers and supervisors as well.	
	Since most or all of the MOU's allow for unpaid voluntary leave already, encourage employees to utilize this "benefit" this fiscal year, to help alleviate any potential budget shortfall this year. Also, this would allow employees to adjust to the possibility of having to take "furlough" leave in the future.	Good point. The department heads will be reminded of their authority to do this within the next two weeks and they will be asked to remind their managers and supervisors as well.	
	Do Not eliminate Holidays! It wouldn't save labor costs and would increase utilities and operating overhead.	Noted	
	Eliminate Admissions Day Holiday and floating holiday	This would require "meet and confer" negotiations with the affected employee bargaining groups. It is important to note that there is no dollar savings here unless these become unpaid days off.	
	Several years ago in Fresno County they had what was referred to as TOC (temporary office closure). Each employee was required to take a week off without pay. The salary amount was deducted from each paycheck. If the time was not taken off, it was lost.	MEA, MFFA, FMA, PLMA, Deputy Police Chiefs, Asst Fire Chief, and Execs all agreed to furloughs in the current fiscal year.	3-May
11-Feb	Ask for employees that would like to voluntary cut their hours . Goto the every other friday off like Seaside. Really not far to go accros the boards since everyone has different needs and finacial responsibility. I know alot of City employees that want to do this. It could be instant savings.	The authority for this exists today. Please discuss it with your department head.	11-Feb

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5-Mar	Ask for volunteers to take furlough before mandating. I have spoken to a handful of employees who would jump at the chance for a shorter work week. There must be more.	The authority for this exists today. Please discuss it with your department head.	5-Mar
5-Mar	First of all,I like to say that I don't like the Idea of the Union or Gem or anybody for that matter deciding for me on what I REALLY want to do as an individual,I would personally like to contribute 40 hrs of furlough time base on me only,I don't need a Union that doesn't represent the MAJORITY deciding for me and thinking for me as well,as for GEM they need to put up or shut up as the saying goes,why can't we Individually do what we feel is right for the City,our fellow employees and then ourselves,why is it so hard to just do the right thing in the first place,the longer we stretch it out the worse it's going to be for EVERYBODY, I would also like to give up my cola raise as well,I just speaking for me myself and I,on what I would like to do. Anybody out there?	While we understand your concerns, the law is very clear that, when an employee is represented by an organized bargaining group, the City must follow the proper protocol by addressing issues that are described here through the representatives of the respective group.	5-Mar
5-Mar	I appreciate the update from Fred Meurer regarding furloughs, figures, and possibilities. It's unfortunate that our "employee representation" cannot distribute or share information with all employees. Thank you for doing so, Mr. Meurer	Understood, thank you.	5-Mar
8-May	Although our 'union' did not vote in favor of the proposed furlough days, I think employees should have the option to take 4 days (32hrs) absent without pay. This would decrease salary expen+B10ses and help the City where we can. I would take advantage of this option if available.	This option exists today for most employees. Please see your department head for details.	26-May
Alternative Work Schedules			

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	Support a city-wide 4/10 plan to better use the resources available. Yes, a 9/80 works for the individual, but it isn't necessarily the best plan for the organization. A 9/80 plan for some staff only means that when the public needs a service there are less individuals in a specific offices and in many instances the one who needs to perform the service is off necessitating a return to City Hall. By simply enforcing the same schedule all on, for example a 4/10 plan, the public may have less hours available to come to City Hall on business, but when they come offices will be manned appropriately	A variety of alternate schedules for City Hall office hours are being considered.	
	Reduce open hours to the public from 9 to 5, but do not close any offices for lunch. It has long been a problem that citizens come to City Hall on their lunch break to find the office they need is closed. This suggestion should be used in conjunction with a new work week schedule, like 4/10 for all offices. In this manner staff has sufficient time in the morning and after open hours to catch up on backlog. So, we concentrate the hours opened to 4 days a week, have open hours when the public needs it most, and we save on electricity, etc. on the days we are closed.	A variety of alternate schedules for City Hall office hours are being considered.	
	4/10 work schedule	The authority for this exists today and a number of non-public safety employees are already on some form of modified work schedule. Additional use is actively being considered. You may wish to discuss this with your department head.	
	Implement a 4 day 10 hour daily workweek.	The authority for this exists today and a number of non-public safety employees are already on some form of modified work schedule. Additional use is actively being considered. You may wish to discuss this with your department head.	
	Implement 4/10 work week city wide. Three days off give employees more time with their families and will allow us to both cut cost and maintain service. Many of our employees commute because they cannot afford to live here. This will allow them to save in their personal budget as well.	The authority for this exists today and a number of non-public safety employees are already on some form of modified work schedule. Additional use is actively being considered. You may wish to discuss this with your department head.	

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	Close entire City on Fridays, change work week to 36 hours for full time and eliminate the July 3% COLA for ALL bargaining units. Would save on all utilities, City vehicle expense.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
COLA			
	postpone all COLA until the economy picks up. This would save money and help so we don't have to lay anyone off. I have talked to a few people who felt the same way	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	I also think the least painful cost reduction would be to withhold all cost-of-living increases on the basis that not getting something is less painful than taking something away.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	If raises are to stop, it will be for all city employees across the board including police and fire	Understood. Equity across the work force is an important consideration.	
	I would happily forego or defer our 2% GEM COLA this July if it would help pay for City expenses or prevent someone else from being laid off	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	United we stand, divided we fall. I believe all departments, including safety, are now at a competitive salary range so if one salary group is going to be asked to forego (postpone) their COLA's next year, I think all salary groups should be asked to do the same	Understood. Equity across the work force is an important consideration.	

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	Ask all employee unions to give up their 3% COLA	Not all of the City's bargaining units are scheduled to receive a 3% COLA. Any compensation change would require "meet and confer" negotiations with the affected employee bargaining groups. This may be a helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
Payroll			
	Change payroll to once a month (10th) to save on printing costs and labor costs and use staff in other areas of finance	We want to carefully consider impacts of this suggestion because moving to one payperiod per month may cause a cash flow problem for some employees. Nevertheless, because of the potential staff and printing costs noted, this option is being seriously considered by Finance. We are also preparing to move from four to two accounts payable check runs a month for the same cost/time savings reasons.	
	I suggest paychecks be mandatory direct deposit. Only special circumstances to not have direct deposit (no bank account...). I also suggest checkstubs be only available online and no paper copies. Accessing Eden allows for viewing and printing of checkstubs if necessary. Both of these suggestions allow savings in printing costs, distribution and delivery time.	The State does not allow us to impose mandatory direct deposit on employees. All employees would have to consent. We do encourage all employees to enroll in direct deposit, but cannot require it. The State has taken the position that an employee must consent to receive their pay statement electronically. We currently do not have the option in our payroll processing software to identify which employees have consented to receive their paystub electronically and which have not. Consequently, we would have to print all employees paystubs, as long as there are employees who have not consented to receive it electronically. We have submitted an "enhancement request" to our vendor to add this feature.	
	Instead of printing out & hand delivering pay stubs, make them available online. For those employees who do not have access to a computer, managers can print out pay stubs.	The State has taken the position that an employee must consent to receive their pay statement electronically. We currently do not have the option in our payroll processing software to identify which employees have consented to receive their paystub electronically and which have not. Consequently, we would have to print all employees paystubs, as long as there are employees who have not consented to receive it electronically. We have submitted an "enhancement request" to our vendor to add this feature.	

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	Have an option to "opt out" of receiving paper pay stubs. The information is available on line through Edenweb. In this technical day and age, I would imagine that many employees would choose this option. This would eliminate the need for printing, folding, sealing, etc. (and postage for the ones that need to be mailed) each pay period.	The State has taken the position that an employee must consent to receive their pay statement electronically. We currently do not have the option in our payroll processing software to identify which employees have consented to receive their paystub electronically and which have not. Consequently, we would have to print all employees paystubs, as long as there are employees who have not consented to receive it electronically. We have submitted an "enhancement request" to our vendor to add this feature.	
	Reduce number of pay periods to once each month (12 per yr)	We want to carefully consider impacts of this suggestion because moving to one payperiod per month may cause a cash flow problem for some employees. Nevertheless, because of the potential staff and printing costs noted, this option is being seriously considered by Finance. We are also preparing to move from four to two accounts payable check runs a month for the same cost/time savings reasons.	
	Give employees the OPTION of retrieving auto-deposit pay stubbs online instead of on paper	The State has taken the position that an employee must consent to receive their pay statement electronically. We currently do not have the option in our payroll processing software to identify which employees have consented to receive their paystub electronically and which have not. Consequently, we would have to print all employees paystubs, as long as there are employees who have not consented to receive it electronically. We have submitted an "enhancement request" to our vendor to add this feature.	
	Make payroll once a month if this would be a true cost savings.	We want to carefully consider impacts of this suggestion because moving to one payperiod per month may cause a cash flow problem for some employees. Nevertheless, because of the potential staff and printing costs noted, this option is being seriously considered by Finance. We are also preparing to move from four to two accounts payable check runs a month for the same cost/time savings reasons.	
Salaries			
	Scale back on out-of-class pay / review those receiving OCP to see if we can cut back on a few	All out of class pay is reviewed at regular intervals. While we want to make sure that our employees are fairly compensated for their work, we will certainly pay attention to this.	

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	Eliminate the managers' "Incentive Pay". This was initiated at a time when the City felt managers were not receiving adequate compensation. Through the years managers have negotiated and received fair compensation, comparable to other agencies, yet continue to receive this incentive pay on top of their salaries	Management Incentive Pay was actually a negotiated trade of management leave time, so it really wasn't a compensation increase. In any case, a change would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Do Not cut GEM employees pay...take it back from the generous increases provided to Executives, Police & Fire last year. Likewise, any additional contributions for benefits. The cost of living exceeds incomes for most GEM members at the lower pay tiers.	Noted.	
	Curtail awards of special salary adjustments, working out of class pay, and special assignment pay. For example: -define a percentage for each based on the total number of employees or a specific grand total -don't award past that total -don't award more than one of any of these to a single person -don't award them forever....renewed for same person over and over -make it more difficult to get these awarded In light of 9/80 and 4/10 schedules plans and people going from full-time to part-time the reality is that many people within an office have to cover for others in their department. In many instances this also means that a full-time employee that isn't getting any of these has to do additional things for the part-time person to keep things going. So, these should be use sparingly and when truly justified	All out of class pay is reviewed at regular intervals. While we want to make sure that our employees are fairly compensated for their work, we will certainly pay attention to this.	
	I would be willing to give up my Longevity pay and and take me down one step,if it would help the city and fellow emplyoee's from losing or laying people off.right now I also wash all overtime and pay for my own gas and food when I go to different classes that I need in order to be a more effective Supervisor.	Thank you!	

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Category	Suggestion	Comments from the City Manager's Office	
	Before you take away holiday days from hardworking GEM employees why don't you take away 40 hour management leave???	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	Extraordinary pay increases and leave awards (i.e. "special pay", early step increases, extra step starting pay, etc.) should not occur in the current budget climate.	This has been referred to the Human Resources Department for review.	
	All Exec Mgmt should have a minimum 1-year freeze on Pay in	Several months ago, the Executive Managers unanimously volunteered to postpone the 3% COLA due July 1, 2009	
Salaries, cont.	Any cutting of any GEM position or GEM Employee Salary, including postponement of future COLA increases, should be the Absolute LAST Cost Cutting Measures considered as this group of Essential Employees barely makes enough to survive in this area already	Understood.	
	Try not to cut part-time salaries, with inflation it is difficult anyway.	Understood.	
	Executive Managers salaries should not exceed \$120,000 a year	Our salaries are set based upon our labor market and internal relationships in the organization. This kind of cap on salaries would make it very difficult to fill some of our department head positions.	11-Feb
	Cut police pay increases in half. The recent 7-5 and 5 over three years - cut in half and their longevity.	This would require "meet and confer" negotiations with the affected employee bargaining groups.	
	Adjust work schedules to reduce the amount of differential pay. Many employees change schedules to receive extra pay when it is not necessary.	This has been referred to the Plans and Public Works Department for review.	
	Freeze all salary increases until the financial situation is more stable.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	All salaries, step increases, reclassifications and promotions should be frozen until we have a balanced budget	This has been referred to the Human Resources Department for comment.	

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	Keep wages the same if possible, as we really don't want to fall behind the curve with quality employees. (Been there...not a good thing.)	Understood. Remaining competitive in the labor market is an important consideration.	
11-Feb	I read in one of the suggestions that we're a city that's one for all and all for one. In lieu of having to sadly lay off city workers, why not opt for pay cuts: those who receive \$75K and up, 10% decrease; \$50K to \$74.9, 7.5% decrease; \$25K to \$49.9K, 5% decrease; and \$24.9K and under, 2.5%. (Recreation & Community Services Dept)	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. Discussions about this are underway.	11-Feb
Benefits			
	Cap sick leave and compensatory time accruals.	This would require "meet and confer" negotiations with the affected employee bargaining groups. Discussions about this may proceed over the next few months.	
	Eliminate free or reduced passes to the Sportscenter for employees and their families.	This has been referred to the Human Resources Department for review.	
	Reevaluate what an employee pays to use the Sports Center. This could mean that the prices goes up, but that only those that use it incur the cost. For example, we all have the opportunity to use it and pay a nominal fee. If a large portion of staff don't use MSC, then this is a "benefit" that we all don't use and a smaller subset use at a reduced cost. Put the cost onto to people who use it.	This has been referred to the Human Resources Department for review.	
	Increase the maximum total allowed for Accued Comp Time.	This has been referred to the Human Resources Department for review.	
	Combine sick/vacation time into one bucket of paid time off and place a cap on them. Require retirees who are hired back to get same insurance as our RPT positions or if not working 30 hours no insurance is to be offered.	This has been referred to the Human Resources Department for review.	
	Reduce accrued vacation carry-over (use or lose) to a lower level (i.e. vacation earned at today's rate and carried for more than a year is a larger pending expense).	This has been referred to the Human Resources Department for review.	

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	If budget reductions include reducing employee's to part-time status would the City consider continuing benefits at the full-time rate as has been done for Managers in the past? In lieu of having a co-worker lose their job completely, I'd be willing to volunteer a reduction to part-time on the basis that my PERS and other benefits would not impacted. This would still reduce salaries but give something positive back to those employees who are affected by the City's decisions.	This has been referred to the Human Resources Department for review.	
Benefits, cont.	Please consider looking at the benefit package offered to us. If you reduce some hours for vacation or sick per pay period and/or eliminate one of the vacation days then the cost to the General Fund would be reduced. Unless I am missing something, the salary, and job of the employee remains but the "benefit" side of the compensation package goes down. The end result is that the cost to the General Fund would go down. If it is a loss of a job or a loss of some benefits my sense is that employees would opt for loss of some benefits.	This may be a helpful option. It would require "meet and confer" negotiations with the affected employee bargaining groups. This would probably be a very helpful option to avoid layoffs during the transition from our current workforce to one that will almost certainly be considerably smaller. Discussions about this may proceed over the next few months.	
	The suggestion to eliminate "free" Sport Center membership for City employees is erroneous. It is not free, we pay the tax on the total annual amount. It is not a benefit, it is considered a "gift" therefore we must pay tax. For me, this works out to be \$26.25 per paycheck. Granted, that is less than a membership would be if I did not work for the City. Please do not eliminate this gift.	While we are examining many methods for savings to the General Fund we don't believe eliminating the Sports Center Pass program for employees would be very productive. First, the program would not necessarily generate significant revenue to the City since it is a deferral of a fee for a single party membership. Second, we believe that the program benefits the employee's overall health by encouraging exercise which should translate into lower Workers Compensation and Health Insurance claims. Finally, such a program change would require "meet and confer" agreement from the employee bargaining units representing employees in the program since it is a negotiated benefit.	

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	I believe the employees who have been out on medical leave need closer monitoring (i.e. appropriate forms turned in on time). The stress on staff to cover lost work time is tremendous and should only be committed when all possible alternatives (i.e. work from home when appropriate, alternative work conditions/placement). Productivity is significantly impaired and overtime adds up when we are regularly covering the work of non-contributing employees - ensure honesty and compliance and provide alternatives when and where appropriate.	Understood	
11-Feb	The City should also consider eliminating lunches for no lost days at work and Public Works bbq while the situation is grim.	Agreed. The City Manager has already issued new guidance about refreshments and meal expenses.	11-Feb
11-Feb	If GEM and MEA have to give up their cola, then I think the citizens can give up all parades and other festivities that the City pays for.	Understood. Many of our events are already being considered for elimination. The City Council will consider elimination of the July 4 fireworks at their Feb 17 meeting.	11-Feb
11-Feb	Just a thought: Health benefits are very expensive for all of us. However, I don't understand why each employee isn't given the same value across the board. If someone chooses to be single and work for the city and another chooses to have a family and work for the city; the amount of our health benefit should be the same. Maybe you could come to a happy medium that decreases the amount for those employees with a family and increases for those who are single but in the end be equal. Employees with families get special deductions through taxes while the single person is penalized. This would be fair and in the corporate world is the norm.	Your question is often raised in the context of what is the employer attempting to provide. In the City of Monterey we see the benefit we are providing as access to medical care for our employees. The concept is to encourage good health care which we believe benefits both the City and our employees by decreasing absenteeism and/or loss productivity due to the health issues of the employee and/or their dependants. Any changes to this would require meet and confer negotiations.	11-Feb
19-Feb	Have the City consider the following: It is my understanding that the City pays 15% towards PERS and the employee portion is 8%. - What is the possibility of decreasing the City portion say 3% and increase the employee portion by 3%. Since the PERS deduction is pre-tax, the 3% contribution by the employee can be only 2.5% deduction on the net pay due to lower tax bracket while the deficit will be reduce by 3%.	Thank you, this idea is under active consideration.	19-Feb
Jobs			

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	We contract out jobs each year that could possibly be undertaken by City employees who have additional skills not related to their defined jobs. If employees would agree to not be paid out of class for the short-term and the other jobs would not interfere with the employee's primary job, then perhaps these jobs could be done in-house and save the City some money?	We have already begun to look at bringing a number of responsibilities back in-house. This will certainly continue. Our goal is to do things as cost-effectively as possible.	
	Cut Building Maintenance Standby #2	This has been referred to the Plans and Public Works Department for review.	
	Let go of part-timers who have already retired from the City.	All of the positions in the City will be reviewed as we explore new service levels. It is important to note that a number of part-timers are employed in positions that might require a full-time employee if the part-timer were not here.	
	Review all contract employee positions and make necessary budget cuts	All of the positions in the City will be reviewed as we explore new service levels.	
	Eliminate all part-time manager positions	All of the positions in the City will be reviewed as we explore new service levels. It is important to note that a number of part-timers are employed in positions that might require a full-time employee if the part-timer were not here.	
	Grant or dedicated revenue must fund all contract and intern positions	The contract and intern positions were designed to be short-duration positions to fulfill a specific need. They, like all other positions and services in the City, will be closely reviewed.	
	Reduce Standby. B.M. has two employees on standby and one Supervisor. If you look at the number of call-outs, we do not need two standby employees. The Supervisor that gets paid Standby could be the backup for the one Standby person, they get paid \$265 a week and rarely have to respond. One employee gets paid \$265 a week to be on standby saving \$132.50 weekly on the City side or \$6,890. Army and City would split the savings	This has been referred to the Plans and Public Works Department for review.	
	Do not hire back employees that have retired as consultants. Let go of some upper management positions that are only working 3 days a week and let the current management take over those positions.	Only one retired employee was brought back in a consulting role and this role is being phased out as we are now able to fully staff this work unit. All of the positions in the City will be reviewed as we explore new service levels. It is important to note that a number of part-timers are employed in positions that might require a full-time employee if the part-timer were not here.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Hire from within it is very costly to go out for recruitment	We do this as much as we possibly can. This is why it is so important to continue our employee training and development programs.	
Jobs, cont.	Let temporary/on call receptionists go as most offices have a secretary that can handle the incoming calls and clerical task	This will certainly be reviewed.	
	Eliminate all contract employees, including managers. Existing managers can handle the workload. They've been doing it for years.	The contract positions were designed to be short-duration positions to fulfill a specific need. They, like all other positions and services in the City, will be closely reviewed.	
	Immediately freeze hiring and new construction projects.	We have had a selective hiring freeze in place for several months now. We have also begun to freeze activity on a number of construction projects that are not essential for public safety and facility upkeep.	
	Reduce middle management structure and eliminate redundancies in the chain of command - in some instances employees are reporting to two or more supervisors resulting in inefficiencies.	This is currently being explored.	
	Eliminate contractual employees including consultants. Provide existing employees with the training and support to complete these tasks instead of outsourcing at exorbitant costs.	We have already begun to look at bringing a number of responsibilities back in-house. This will certainly continue. Our goal is to do things as cost-effectively as possible and our training programs will become more important than ever before.	
	Encourage telecommuting.	We have some excellent tools for telecommuting and we hope to see more of our work force able to pursue this.	
	Solicit unpaid interns to complete administrative work for school credit.	We have an active volunteer program that does just this.	
	Conduct a skills inventory and professional interests survey of all employees; utilize results to determine most effective use of existing talent.	This has been referred to the Human Resources Department for review.	
	PTS employees in various depts. (including Interns), who are not absolutely essential should be eliminated.	This is actively being explored.	
Jobs, cont.	Allow some positions to telecommute to periodically if possible. Decrease their hourly wage accordingly. Would help with salary costs and be "green".	We have some excellent tools for telecommuting and we hope to see more of our work force able to pursue this. We are not quite sure why it would be wise to "decrease the hourly wage accordingly." Perhaps the person who submitted this suggestion could offer some additional information.	
	Limit the use of on-calls. Utilize current staff in more than one office - move them around as necessary. Have calls forwarded to another office if needed.	Several offices, including the City Manager's Office, have begun to do this. We hope to see more of it in the future.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	My idea is to quit contracting things to outside contractors if we can do them in-house even if it means hiring more PT for this work. We have the tools and know how let us do the work. Be suprised how many employees feel they can alot of work that gets put out to bid.	We have already begun to look at bringing a number of responsibilities back in-house. This will certainly continue. Our goal is to do things as cost-effectively as possible	
	Quit giving huge salary packages to other bargining groups and expect Gem to give up peanuts again. We are once again coming up with ideas that attack other benefits within the group because it does not benefit the people willing to give something up.	Understood. It is important to be equitable across the entire organization.	
	Recruit for positions in house first this might free up positions for attrition. No new contract positions and review current positions to cut or move into regular positions if available	This has already begun.	
	All paid interns should be eliminated before any permanent staff.	Understood. It is important to be equitable across the entire organization.	
	No stand -by pay. Return to the old format of comcenter having a stand - by list to refer to for call outs. Allow for people on stand - by to have the option to accumulate time instead of getting paid.	This has been referred to the Plans and Public Works Department for review.	
	Instead of hiring through temp companies, hire employees directly.	We do this as much as we possibly can and only turn to temp agencies as a last resort. Use of outside temps has declined and will continue to do so.	
	Telecommuting when possible should be encouraged, but performance must be evaluated to determine if acceptable work standards are being met.	We have some excellent tools for telecommuting and we hope to see more of our work force able to pursue this. We are not quite sure why it would be wise to "decrease the hourly wage accordingly." Perhaps the person who submitted this suggestion could offer some additional information.	
	Eliminate individual trash service in offices and provide clean recycle and trash bins at each building so employees can empty their own trash and recycling. Reduce vacuum service.	This has been referred to the Plans and Public Works Department for review.	
	Do we really need three new planners? Are there any projects to "plan?"	This has been referred to the Plans and Public Works Department for review.	
Jobs, cont.	Many are wondering why there are some many building maintenance craftspeople working for the City. Presidio could really use building maintenance help on the hill and the Army would pay.	This has been referred to the Plans and Public Works Department for review.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Eliminate part-time executives; have existing mngmt do the job for the time being, if possible.	All of the positions in the City will be reviewed as we explore new service levels. It is important to note that a number of part-timers are employed in positions that might require a full-time employee if the part-timer were not here.	
	The Fire department may be able to use volunteers, like PG and Salinas Rural Fire Departments are doing. It would provide a "free" extra person (maybe the 3rd person on the Fire Truck could be a volunteer). It would also provide a pool of trained, local Firefighters when new personnel needs to be hired.	While this idea has merit, it would require "meet and confer" discussions with Monterey Fire Fighters Association as it is not consistent with the current MOU.	
	Consider not filling/ eliminating the upcoming Police Department Lieutenant and Sergeant vacancies. The sworn side PD is too top heavy with 17 supervisors/administrators for 44 employees (1 supervisor for every 2.5 employees!). Also consider eliminating one supervisor from the civilian side of the PD where there are 3 managers for 16 employees.	The Police Department is considering all options; however, it's important to recognize that managers and supervisors have separate and distinct functions and are not necessarily interchangeable. The budget reduction scenarios include a number of potential position reductions, including ones at the line level, supervision, and management.	
	Why are we having a selective hiring freeze? If we want to be pro active why not have a hiring freeze? Have inhouse promotional recruiting only through attrition.	While a full hiring freeze can save more money, there are a number of critical positions in the organization that simply need to be filled to maintain essential service levels.	
	Have departments manage their own volunteers instead of going through community resources.	Most departments already manage their own volunteers. Continued de-centralization of volunteer management responsibilities is already underway.	
	Keep building and vehicle maintenance running strong...saves money in the long run.	Yes, we need to make sure we continue to make prudent investments in our facilities and fleet.	
Jobs, cont.	Hire lateral police/fire employees, as long as pay is good, no need to hire entry level. Save lots of money on training here.	We already have a strong effort underway to hire lateral Police Officers.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
11-Feb	The Fire Department has a golden opportunity to place Extra people from the Pacific Grove Fire Contract and lower staffing to three persons per company every day. This extra staffing would go to Carmel Fire Department. They are going to hire three to put their staffing at 3. As Monterey did for Pacific Grove we held our vacant firefighter spots open and Pacific Grove filled them reducing the number they pay on their contract. Carmel should do the same and pay Pacific Grove and Monterey for their extra personnel being placed at the Carmel Fire Station. This would definitely show the other Monterey City Employees that the Monterey Fire Department is doing their part to be fiscally responsible.	While this idea had merit, it would have been inappropriate to place Monterey Firefighters in Carmel until a fire service agreement was completed. We will not know for several weeks whether an agreement with Carmel will be approved by both cities. In the mean time, Carmel has already staffed up their new firefighters.	11-Feb
11-Feb	Cut personnel in recycling; they have more people than streets	Understood. Staffing levels throughout the City are under review.	11-Feb
11-Feb	Here is one way to save \$249,976.00 on the budget: Admin Analyst RE \$84, 512; Grant Coord., \$84, 512; Code Compliance Coord., \$80,952, not including additional comp pay. Spread the repsonsibility to those already there in the requested positions. You have done without them so far to date.	Understood. Staffing levels throughout the City are under review.	11-Feb
19-Mar	In consideration of the havoc that layoffs will play in the lives of employees who are subject to layoff, I would strongly encourage the City to make a decision sooner than later as to who will be laid off and who can bump whom. This will give employees an opportunity to make some definitive decisions and look for another job, if they truly will be laid off.	Understood. There are a lot of considerations in play that need to be worked on but we also want to be sensitive to our people. We hope to bring this process to a conclusion very soon.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
19-Mar	<p>1. Collapse the number of Departments, and create a series of Divisions as follows:</p> <p>Administration: Finance, Human Resources, ISD/Clerk, City Attorney. Plans and Public Works: Seven Divisions that currently exist. Public Safety: Fire and Police. Public Leisure: Library, Recreation. Public Facilities: Harbor, Sports Center, Conference Center.</p> <p>This would reduce the overall number of Department heads and centralize decision-making under personnel that have the authority, and title, of Deputy or Assistant City Managers.</p> <p>2. Require all Boards and Commissions to have a maximum of five (5) members. This would significantly reduce the duration of meetings, and consequently, the amount of staff time required to service the meetings.</p> <p>3. Require that all Boards and Commissions to eliminate action minutes and develop only annotated agendas.</p> <p>4. Reduce agendas for all Boards and Commission to once each month.</p> <p>5. Do not fill Deputy City Manager – Plans and Public Works position for one year. Let the Division Chiefs run Department collectively.</p> <p>6. Reprogram as many services as possible to non-general fund accounts, such as Sewer, Gas Tax, CDBG, etc. Provide services only within the means of these accounts.</p> <p>7. Release the two (2) part-time Department heads, and delegate their authority and responsibilities.</p>	<p>All of these ideas are under active consideration. Although the proposed budget reduction plan doesn't contemplate any departmental reorganizations at the moment, a number of options are being discussed.</p>	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
3-Apr	<p>The Budget crisis at hand is a big one and should not be taken lightly. Nor should we submit ourselves to be overwhelmed by the tasks at hand. Lets look at our problem... The "Budget" is just a fancy word for "Money". We don't have the money to efficiently run at our current pace. So why cut money from areas that can return revenue such as recreation centers and focus on the bigger pic. Our Public Health Services like police and fire, consumes much of our budget. Police in Monterey stroll around and get paid for it. Occasionally they'll have a reasonable bust, but let's face it... We don't need them as much as we think. Do we really need to pour money we don't have into something that is not neccesrally used in the city of Monterey. At least other departments are working hard and earning to keep thier funding. Sure we all have to work together, but we need revenue. Recreation departments, at least, return revenue. Statistics say that for every 15 kids enrolled in a recreation cener, only 1 kid is at risk of being involved in crime. Would we really need a huge police department if we had less crime? The answer is no! Save our recreation centers and build a brighter future for our younger generations.</p>	<p>As we look for opportunities to close the budget gap, we are trying to make sure we don't eliminate programs that generate revenue. While many of the programs in the Recreation Department generate revenue, very few of them generate sufficient revenue to pay for themselves (and very few revenue generating activities in Recreation are proposed for reduction). Regarding Police and Fire coverage, I'm afraid we will disagree. Our staffing in the field can not be reduced below the levels we have today without seriously jeopardizing public and officer safety.</p>	22-May
3-Apr	<p>Some times eliminating a position and having other positions handle that job. I have one big concern on one position that I believe will cost the City 4 times the cost of that position. The High voltage electrician that is slated to be eliminated. This person takes care of all the light poles thru out the City. I believe this job was created to save money because of the high cost to maintain them thru contractors. This high cost has not changed and to add the 4000 light poles he is currently responsible for and put that on one person that does traffic lights is setting the City up to have to relay on contractors again for repairs. I personally make at least one work order a week for just the Parking lot's. These lights are in high pedestrian areas that will become tripping hazards and potential law suits if not repaired quickly. They get repaired quickly now. I really hate to see what will happen when this position is eliminated. The reason for creating that position has not changed. I know he also assists the other electricians throughout the City and know the cost of outside contractors.</p>	<p>While the high voltage electrician position is proposed for elimination, Plans and Public Works plans to cover the responsibilities of this position with other in-house crews. There shouldn't be a need to contract our the function, except in rare cases.</p>	22-May
Overtime			

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Watch overtime on Supervisors that is unnecessary or cut out all overtime unless pre-approved by department head	All department heads have been asked to keep a close eye on overtime.	
	Eliminate overtime for all departments except public safety divisions.	This is a goal but is not completely practical. We want to reduce overtime in ALL departments as much as we possibly can.	
	Eliminate all absolutely unnecessary Paid Overtime.	Agreed and underway.	
	Encourage flex time instead of overtime (not sure if allowed by law or labor contracts, but we need to think outside the box). For instance, if an employee knows they must attend a public hearing for at least two (2) hours, they could take two (2) hours off at some point that week (to flex the time) instead of charging that time as overtime. If the actual hearing time exceeds two hours, then the extra time could be charged as overtime. Additionally, the City could institute a mandatory requirement that all overtime needs prior authorization granted by the department manager.	This has been referred to the Human Resources Department for comment.	
	Discontinue the practice of "guaranteed" overtime. All overtime should be reviewed by a supervisor on a case by case basis, or by a manager in the case of a supervisor's overtime. If a person does not have enough time to complete a job during regular hours, their responsibilities should be reviewed and delegated properly to reduce salary costs.	There should not be a practice of "guaranteed overtime" in the City. Perhaps the original sender can submit additional information if they believe it exists somewhere. Generally, all overtime should always be approved in advance by a superior.	
	Perform a City Wide Overtime Audit. Especially in Public Work, PW Inspector, Building Maint, Streets. I understand this has always be nixed by Upper Management because they did not want the real numbers to come out.	This is a good idea and will be pursued. We are not aware that the idea has ever been nixed for the reasons stated.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
Overtime, cont.	Increase comp time leave banks to the FLSA allowed level or above, from the current 128 hrs. This would defer overtime costs as those OT and Holiday hours would be banked for the future instead of being paid now, and since Fire is currently upstaffed from the PG contract for fire services, individual CTO use is less likely to result in a hireback event for minimum staffing. This potential creation of a windfall for the City is positively compounded by the fact that the new 48 hr shift seems to have reduced CTO use even further. As people are already at work for a large block of time, there is now less incentive to take one day off compared to previous experience. I believe the current FLSA cap may be at or above 429 hrs. Good luck!	This has been referred to the Human Resources Department for comment.	
	Freeze all overtime pay. Special exceptions must be approved by the City Manager. Part-time seasonal workers should be hired as needed to fill in.	We are actively working to control overtime costs across the City.	
	Re-evaluate all OT citywide. During vacancies (training & vacation), can mngmt work as supervisor, AND supervisor work as line level employee (if this is reasonably possible, it should happen).	The City Manager recently issued new guidance to the department heads about overtime use.	
	Any small contract that is to go out of the City , have our well trained crews do it on OT. I bet we could do it for half the contract price and employees will eat up the OT. So many sidewalks, small plumbing jobs, electrical, etc. that we have trianed personal here that can do the job. Most contactors charge over 100.00 per hour.	This has been referred to the Plans and Public Works Department for comment.	
5-Mar	Suggest city consider increasing current overtime compensation (CTO) balance for GEM employees from 40 to 80 hrs. per year. This would save money currently paid out as overtime for storms during winter months by allowing employees to accumulate more unpaid for comp time off during spring, summer and fall.	This has been referred to the Human Resources Department for comment.	5-Mar
5-Mar	In my work area we've been told that there is no overtime work, yet one special employee continues to receive overtime payment on a daily basis for routine work. Isn't it time to be consistent with the rules and make them apply equally to everyone?	Yes, the rules do apply equally to everyone. There may be a reasonable explanation to this circumstance that is not visible on the surface. If you have questions or concerns, please seek out your department head.	5-Mar
Retirement			

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	How about a "golden handshake" to encourage employees to retire sooner?	This has been referred to the Human Resources Department for comment.	
	Encourage early retirement.	This has been referred to the Human Resources Department for comment.	
	higher contribution from employees because its deducted before taxes	This has been referred to the Human Resources Department for comment. This would require "meet and confer" negotiations with the effected bargaining groups.	
	The City should buy PERS service years for employees that are close to retirement. This would be a cost savings to the City by the savings of salary and benefits along with the elimination of positions.	This is under active consideration.	
	"Golden Handshake" by purchasing service credit in PERS from 1 to 5 years. For example, if it costs \$35,000.00 for each service year credit and an employee costs \$50,000.00 in salary and another \$20,000.00 in benefits, it seems that the City would save money.	This is under active consideration.	
8-May	There were some suggestions from employees about the possibility of the City buying service years for employees who are close to retirement age, or some kind of "golden handshake" incentive. The response was that this was being considered. Has there been any further thought given to that?	The City has decided not to pursue a "golden handshake" program at this time. It is very expensive for the rather modest value it would generate for us.	
Fees / Revenue			
	Raise Parking Meters. Raise camping fees for Vet's Park. Raise City owned Parking garage rates	Fees across the entire City are currently being reviewed.	
	Is the City allowed to promote and take "donations" for events like July 4th. Can it add fee-based event services such as VIP seating for the fireworks on Wharf 2 instead of just making it available to the Council and Execs? Might be worth a small group brainstorm around this.	Yes, the City is able to receive donations. Some earlier aggressive fund raising efforts have not been fruitful. The idea of additional fees for premium services is a good one and will be explored.	
	Rent out City-owned properties for large and small special events to private individuals and groups.	This idea will be pursued.	
	Develop and implement a graduated fee schedule for all departments interacting with private vendors	We are not quite sure of the intent behind this suggestion. Perhaps the original sender could offer some additional detail.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	<p>Contractors/builders/developers would post a bond when they receive permission to begin work. For example, a private property owner might be required to post \$10,000 for new construction or a large addition, a commercial builder posts \$75K, a large scale developer may put up \$250K. The bond is held by the City as a promissory note to guarantee performance and adherence to City codes, ordinances, and other regulatory requirements, etc.</p> <p>The rules for retaining the bond are spelled out clearly and agreed to in advance and signed by the permit holder(s) before any work goes forward. When there is a violation, the City representative, inspector, code enforcement officer or other designee documents the problem and issues one warning to comply. After the warning, the first violation or non-compliance results in a \$200 subtraction from the bond. The second incident results in a \$500 subtraction, the third a \$1,000, and upwards geometrically.</p>	This idea has been referred to the Plans and Public Works Department for review.	
Fees / Revenue, cont.	<p>I think the City should investigate providing planning services for the Army. We could provide general planning services and prepare Section 106 clearances (historic review).</p> <p>I was speaking to Bob Guidi at the Army and he mentioned that he is the only planner. The Army is also having difficulty in recruiting planners (cost of living, expertise, etc.). He mentioned the need to be ready to proceed when (and if) construction money is appropriated.</p> <p>I want to emphasize that Bob did not suggest that the City provide planning services; however, it got me to thinking that perhaps we could share the cost of a transportation planner. A lot of the Army's environmental review seems to struggle with circulation analysis. Also, Christine Hopper, our new planner, is a qualified historic preservation consultant and can prepare Section 106 clearances. The Army lost their historic specialist with a retirement a few years ago</p>	This idea is actively being pursued.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	<p>Conduct a Citywide administrative service fee analysis. For example we routinely update fees for PPW, FD, PD, Rec and Parking fees. An analysis and increase for things like paper page charges and other fees should be done to bring us in line with what these services really cost the city. Some of these are listed at the link below.</p> <p>http://www.monterey.org/finance/fees/administrative_services.html</p>	<p>It is important to keep our fees current. Administrative fees encompass several different departments and each department is responsible for ensuring that they are up to date.</p>	
	<p>Consider selling our services even more. For example,</p> <ul style="list-style-type: none"> -We have a training room and some very gifted City employees. Exploit that. We could offer training sessions in the training room at night...anything from Word, Excel, Web hosting, etc. etc. etc. -Have the Clerk's Office or Recreation rent out "City Hall" for weddings on the weekends. People use it for photos anyway. I primarily envision and outdoor experience. Many love the covered walkway in front of the City Clerk's Office. -We have arborists on staff. They work primarily on trees on City property and some consultation / basic info to the public for their trees. Why not offer more services for money. -Fred M goes around the country telling cities how we set up the agreement with the Army. Why don't we have them come here so we can talk to them about it. This way we have their undivided attention, they can see the operation in action, and we get their TOT and sales tax for what they buy here on their visit. -I know we do things like this now. As far as Historic Tourism goes....getting those who love us for our history to come here...we could have small, custom tours provided as a City service. Kind of like the walking tours you see at CA Parks or the ghost tours. Our slant could be with Jim Conway. Make it a small, select, and pricey package so that the content is unique. 	<p>These are all good ideas that will be pursued.</p>	
	<p>contract-in with PG and Carmel for HR, Building, Library, Mechanical. Contract with Navy Course for vacant Golf superintendent job and with PG golf course.</p>	<p>These are all good ideas that are currently being considered.</p>	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Neighboring entities need forestry services, including Del Rey Oaks, Marina, Monterey County Regional Parks and Monterey County (in our city's vicinity). PG may have to cut arborist position. Extend our strengths to our neighbors.	Agreed. This is already being considered.	
Fees / Revenue, cont.	Merge Monterey and Pacific Grove Housing, Finance, and Human Resources Departments	Agreed. We are already discussing opportunities for collaboration with our neighboring cities.	
	Sell internet at Harbor to liveaboards. The liveaboards would appreciate it, and the Harbor has excess IT capacity (its own fiber network). IT has capacity, it would be a one time placement....relatively inexpensive, as wireless is at setup. A win win.	Actually, this is not as simple as it seems. Deploying wireless takes a substantial amount of IT staff time to configure and manage. Having said that, the item is already in the Information Resource work program, but behind some other projects with a more substantial payback.	
	Lower rates to attract transient slip use....this is a great resource that is being under-utilized. Offer multiday lowered rates....think outside of the box!	The City Council approved this on January 6.	
	Review PD fee schedule & raise where appropriate. Compared to some other local agencies we are undercharging on lots of things.	It is important to keep our fees current. The Police Department has been asked to provide additional comment.	
	Allow other cabs to operate in the City. I don't know why Yellow Cab is the only cab allowed to operate in the City, but if we allowed other cab companies to service our citizens and visitors, we would gain revenue for taxi cab permits and whatever else the city gets. Quite often at night during bar closings people are fighting over cabs. I noticed a lot of angry citizens after First Night waiting in the downtown area for cabs to get home safely.	This is actively being considered by the City Council.	
Fees / Revenue, cont.	We should bill insurance companies for the cost of our Fire Department responding to emergency medical responses.	This has been referred to the Fire Department for comment.	
	A source of "found" revenue would be to offer WIFI in the Harbor Marina area. This has been a common comment from many of our marina users. Having used outside vendors at my previous employer this does not require our IT department involvement necessarily. The vendors available will install and maintain the system "off" our network. We should manage it on a monthly slip licensee add on. It would be an easy profit center for the City.	Actually, this is not as simple as it seems. Deploying wireless takes a substantial amount of IT staff time to configure and manage. Having said that, the item is already in the Information Resource work program, but behind some other projects with a more substantial payback.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Charge admission fees for the City run museums.	As part of the current City budget reduction scenarios Museum staff will be looking into the feasibility of fees for City-run museums or museum use, except for the Colton Hall Museum and Old Jail, where " No admission fee shall be charged for admission to any of the facilities" as stated in the City Code.	
	Reduce operating hours of the library or increase fees.	Both increasing fees and reducing hours are currently being explored.	
	Charge \$5 for everyone to get a library card.	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.	
Fees / Revenue, cont.	Increase revenue for the City by extending Public Work Building Maintenance Services to public.	In general, the City Council has not wanted to increase the size of government to compete with the private sector (except when supporting other government organizations like the Presidio).	
	Increase fees for services when possible to maintain service and retain our valuable employees.	Fees across the entire City are currently being reviewed.	
	Lobby aggressively for our fair share of the economic stimulus package federal dollars.	This effort is already underway.	
	Parking fees and meters should be increased. City of Monterey is significantly lower than comparable cities. Encourage cycling with additional bike racks and encourage public transportation.	This has been referred to the Public Facilities Department for review.	
	Have the library be responsible for raising a greater share of their funding through fees. Having a public library is great, but one that drains the city budget of millions of dollars may be a luxury we cannot afford. Let the voters decide like they did in Salinas. Raise our local sales tax to make services affordable and available or raise fees to support those services. We may have to reduce some services temporarily until the economy improves. Perhaps the library can reduce hours.	Unlike the City of Salinas, the City Manager is not recommending closure of the Library, only a reduction in hours, staffing and operations. The Library is currently exploring increasing fees. It will take a vote of our residents to increase any taxes.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
Fees / Revenue, cont.	Does the conference center turn a profit? Would it be better to contract out management and operation of the conference center? This might reduce our costs and anyone contracted to operate the conference center would do so to turn a profit. They would have as much interest in bringing in people and booking conferences as we do and probably more as they would not have the luxury of retaining people if they are not busy.	The Monterey conference Center is major economic generator for the city. The Center currently contracts out food service, audio visual, electrical, security with commissions paid to the City. Additionally, various other minor services are contracted. Staff is constantly reviewing opportunities to further improve the operation. We continue to generate more income than expense and enjoy a relative strong meeting calendar.	
	Spend more \$\$ on marketing Monterey as a tourist destination.	This is being pursued	11-Feb
	Privatize the storm drain system so that it can be run as a privately held utility company and funded accordingly.	This has been referred to the Plans and Public Works Department for review.	
	Could the conference center be contracted out? It might help, especially for times like this when it is slow.	Our analysis indicates that this would not save the City money and could significantly lower service levels.	
	Could the library generate more revenue?	The Library is actively exploring additional revenue opportunities such as increased fundraising and fund development, a contract with a neighboring jurisdiction and increasing fees.	
	We have a long waiting list of people who want memorial benches along the ocean. How about some kind of waterfront memorial brick or plaque program somewhere along the Recreation Trail?	Memorial plaque and brick walls are usually done in conjunction with fund raising for a specific project like the high school field wall plaques or the sensory garden bricks. As proposed, there is a concern that the administration cost of a memorial wall on the Rec Trail would exceed the revenue that we would receive.	
	I suggest we pattern a program after the state Adopt a Highway program. We could offer a list of services/programs that are adoptable by any third party that meets certain criteria, i.e. no illegitimate businesses allowed. In return, the adoptee will get free advertising on our Web site and a link to their site, and be included in any advertising, news releases, etc. associated with that program or service, as well as the satisfaction of knowing they helped the community.	This is under consideration.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
Fees / Revenue, cont.	<p>I have another idea for increasing revenue and enhancing the bond between the City and its residents and visitors. I call it "Monterey's Walk of Fame".</p> <p>We receive numerous requests for memorial benches, trees, etc. and I have a plan to expand the field for these amenities to include areas on the Recreation Trail concrete walkway.</p> <p>The City could advertise this as a new pilot program, and charge a minimum of \$3,000 up to 10K (or more). This would include charges for the plaque and installation, and a maintenance fee for five years in advance. In order to simplify the program, we could standardize brass plaques, marble, granite or concrete slabs with regard to size, lettering, and message, and have them inset into the pavement of the walkway in areas where pavement may need to be repaired due to cracks and uplifts. (CONT.)</p>	This is under consideration.	
	<p>Citizens could request certain places on the trail and pay a premium to have a plaque installed in that location. Visitors from out of state or another country could be charged a premium to secure a site. Purchasers would get a GPS location and a photo of the installed plaque. The rights to amenity plaques would expire after five years and an additional fee would be charged to retain the location rights and continued maintenance of these and other memorial plaques and objects. This program would encourage people to memorialize loved ones in a meaningful way with a special connection with Monterey. If the program is successful it could expand into pathways in parks and other areas. (A possibility also exists for sponsorship of plaques by corporations, local companies, etc. This presents some policy issues that may preclude participation by corporate interests, but the idea has potential.) (CONT.)</p>	This is under consideration.	

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	The publicity generated would engender a positive community attitude toward the City for its willingness to include the community in literally helping to 'pave the way' for those who walk the paths in Monterey. And the funds generated from this program will help the City get back in financial balance, so the contributors will have yet another connection with Monterey and its paths of life. Thank you for your consideration, and thanks again for what you do for the City of Monterey and its people.	This is under consideration.	
	The library should be more active in collecting overdue fines and drop the "food for fines" program. We can still have food drives, but fee collection is important during these times.	The Library is considering this option.	
	Take a serious look at what "window on the bay" is costing us. We have acquired millions of dollars in non-producing property that formerly generated revenue for the city. Can we find appropriate use designs that create an attractive venue while generating commerce? Carmel seems to have done a good job at this and so have other upscale cities. These are and will be tough economic times, but we need to plan for better times with a city that will balance retail commerce with tourist attractions so that our revenue is both diversified and comprehensive. Moves made at Del Monte Center are definitely going in the right direction and we need to continue this type of development/attraction on Alvarado, Del Monte and other downtown streets.	We are looking at a number of economic vitality options, and the City Council is currently considering the nature of the business activities at the former Catellus parcels.	
11-Feb	Please charge for parking. This will bring in revenue and will also help encourage alternative modes of transportation.	Understood. A charge for parking would require "meet and confer" negotiations with our labor groups.	11-Feb
11-Feb	Consider having the NIP fund pay for the community center(s) admin costs and the community police program.	The City Charter prevents our use of NIP funds for operating purposes without a 4/5 vote of the City Council. This would need to take place every year.	11-Feb

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
11-Feb	A memo should be sent out or a city talk article, encouraging all city employees and their friends and families to shop and eat in monterey whenever possible - for example a lot of employees live outside of Monterey but we could encourage all employees to fill their gas tanks in Monterey or buys groceries whenever possible at Nob Hill, Trader Joes, or Whole Foods. Employees shopping for themselfe or on city business should be encouraged to try and buy in Monterey whenever possible especially if their is not much of a price difference - we need to get the word out and help the city budget and support local business.	Great idea.	11-Feb
	Fees / Revenue, cont.		
11-Feb	Have the city run its own impound yard.	Our initial take on this is that the overhead would be quite high and the utilization would be quite low. We do not store/impound that many vehicles but we would need to meet a number of requirements in order to provide the service. The yard/area would need to be secure. The administrative costs would be significant. The process of getting rid of a (junk/salvage) vehicle are not quick and easy. A lot of vehicles that end up stored, particularly those that are abandoned end up as junk. And they are not worth much of anything to anyone, including salvage yards. Tow companies maintain such facilities to support their business model - towing.	11-Feb
11-Feb	I have a suggestion for a way that the City can earn a little revenue. The City should charge for Garage sales. The City of Pacific Grove and Salinas both charge and in PG you get a small Garage Sale kit (a sign, guidelines, suggestions for advertising...ie..Herald info....etc). If we charged \$15.00, 1000 Garage sales would bring in \$15,000.00. Every little bit helps.	We can look into the garage sale program that you've described although our initial thought is that program administration would likely exceed any revenue. In addition, 1000 garage sales each year seems optimistic (20 each Saturday/year round) - We imagine the City has closer to six each weekend. We will add it to our list to study.	11-Feb
11-Feb	I noticed some wonderful antique furniture around the city and I heard some was also in the storage in the garage. Maybe we could hold an auction or sell through ebay and the proceeds would go toward the budget. Also, some of the buildings/land that the City owns could be sold to go toward the Budget.	We constantly work to purge excess equipment and furniture. Actually, the City's real estate holdings provide a very helpful revenue stream and, in the long haul, it would not be fiscally wise to sell them.	11-Feb

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
11-Feb	Look at ways to market the sports center to local hotels that do not have gym facilities. Visitors could use the Sports Center facilities. Also, the Conference Center should promote the Sports Center as an added amenity available for a fee when booking events and conferences.	These things are already happening.	11-Feb
11-Feb	I suggest we right size the service of working closer with the MCCVB and hotels to promote Monterey's culture capital of environment, history, art and literature, and spirit. Monterey is the most historic city in California. Heritage Tourism is a proven revenue provider. A trend in tourism is for the tourist to look for value, We need to let people know that coming to Monterey is a good value. Due to the economy most people are taking day trips of two to three day. When they come the the "Peninsula" they often leave Monterey to visit other locations. We need to let people know the value is here.	This work is already underway.	11-Feb
19-Feb	In today's Mercury News 2/9/2009, there was an article about the City of San Jose Police Department looking to charge clubs/bars .39 cents per patron for the additional cost of policing. Essentially the City of San Jose has been subsidiizing these businesses by not charging for the additional man hours that it takes to deal with these alcohol serving establishments and their patrons. This might be something to look into for Monterey PD who spend a lot of time responding to calls for Public Intoxication and DUI.	We are actively following San Jose's progress on this. So far, the concept has not been implemented and there are some questions about its legality.	19-Feb

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Category	Suggestion	Comments from the City Manager's Office	
19-Feb	<p>I think the City of Monterey should look at the possibility of having the Conference Center be managed by an outside company with an annual rent or percentage of gross receipts whichever is higher. Similar to the Asilomar Conference grounds agreement. State awards bid for new management at Asilomar</p> <p>ARAMARK replaces DNC By KEVIN HOWE Herald Staff Writer Posted: 01/28/2009 01:34:31 AM PST</p> <p>ARAMARK Parks & Destinations has been awarded a 20-year contract to operate the Asilomar State Beach and Conference Grounds, the state Department of Parks and Recreation announced Tuesday.</p> <p>ARAMARK replaces 10-year concessionaire DNC (Delaware North Companies) Parks & Resorts, said State Parks spokesman Roy Stearns.</p> <p>DNC's contract expired in 2008 and requests for bidding proposals were advertised, as required by law, Stearns said, adding that ARAMARK was the only other bidder on the contract.</p> <p>Under the new contract, the concessionaire is required to guarantee the state an annual rental rate of \$1.9 million or 8.6 percent of gross receipts, he said, whichever is higher, as well as a variety of capital improvements, program support and facility maintenance fees.</p>	Our analysis indicates that this would not save the City money and could significantly lower service levels.	19-Feb
8-May	<p>The library should have patrons pay for the shipping of books from libraries that are not local. The shipping of books from other states and countries should be paid by the person who is requesting them. This may seem like a drop in the bucket but if you requested the amount from the City Clerk's postage machine you would find out it's substantial. Every little bit helps.</p>	The Library is exploring fees for Interlibrary loan services.	22-May
Projects			

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Freeze all CIP/NIP programs that have not broken ground for three months. Create a multi-dept working group to quickly re-prioritize projects and identify funds that could be returned to General Fund operations if the economic situations continues to deteriorate	Staff has already begun to review CIP projects and the City Council has asked the NIP Committee to review NIP projects.	
	Postpone, scale back or eliminate multi-thousands of dollar projects, improvements or enhancements with in the organization.	All of the City's major projects are being reviewed. Staff will be recommending that investments continue on projects that are targeted to improving our productivity.	
	Postpone or scale back on multi-thousands of dollar projects, improvements or enhancements within the City and its infrastructure.	Staff has already begun to review CIP projects and the City Council has asked the NIP Committee to review NIP projects.	
	Eliminate/Cancel NIP Program, although this is not an easy fix as part of the city charter.	This is being considered by the NIP Committee and City Council.	
	You can save costs by eliminating the \$30,000 given to façade grants each year.	Noted.	8-Jun
City Fleet			
	Cut out the ability to drive City vehicles home at night with the exception of standby. Cut the ability to take city care out to lunch.	The use of all take home vehicles is under active review.	
	Decrease service maintenance to every 6 months	The Plans and Public Works Department has recently increased the interval for periodic maintenance of our fleet vehicles. We will need to be careful that this is not overdone such that we increase our repair bills.	
	Use City vehicles only during work hours, including standby. All vehicles remain on City property at night or during non-use.	The use of all take home vehicles is under active review.	
	Stop letting employees drive City vehicles home unless they are on standby. All privileges to drive City vehicles home for non-emergency personnel should stop immediately. This would save gas and wear and tear and accidents. Gas saving alone is \$2,600 per vehicle. Would reduce service frequency by at least two a year.	The use of all take home vehicles is under active review.	
	Fire trucks are to be used only for emergencies, not for picking up the mail, out of eat or shopping	This has been referred to the Fire Department for comment.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	No more having cars detailed at \$200 a pop and every other week	We don't detail cars for \$200 each every other week. We used to perform a "waterless car wash" on a number of fleet vehicles for a cost of about \$35/vehicle no more often than once a month. This was actually less expensive than the cost of having an operator go to the car wash with the vehicle. This practice was substantially cut back several months ago.	
	People on standby should not be able to take home City vehicle. If they get called in we can pay them for mileage as they already get standby pay. We spend a lot of money and gas not to mention wear and tear and liability for driving a city vehicle home.	This has been referred to the Plans and Public Works Department for comment.	
	Discourage use of private vehicles for City business and limit mileage reimbursements.	This has been referred to the Plans and Public Works Department for comment (what is the average cost per mile for a fleet sedan?).	
City Fleet, cont.	Encourage carpooling to work related sites and events to cut down on duplicative use of City vehicles.	This is a an excellent idea and will be shared with all department heads.	
	I often notice city vehicles at idle while the employee/driver is indoors, frequently for periods exceeding a few minutes, up to half an hour. Save fuel, vehicle maintenance costs and air quality by turning the ignition to off, whenever the vehicle is in Park.	There may be some operational reasons to keep certain vehicles running but this is a an excellent idea and will be shared with all department heads.	
	Reduce the number of City vehicles assigned to staff as a personal vehicle to drive to and from work. Certain public safety needs are understood, but backup oncall employees or others that are not needed to continually have a vehicle should just have to keep track of their mileage	The use of all take home vehicles is under active review.	
	The people who drive the most miles should get the most economical vehicle (Prius). If a vehicle is sitting idle it should be the biggest gas user. Nobody should get to take a city vehicle home unless it is in their employee agreement.	This has been referred to the Plans and Public Works Department for comment.	
	City Vehicle usage should definitely be re-analyzed for essential use only. Most "take home" usage should be eliminated	The use of all take home vehicles is under active review.	
	Freeze all vehicle purchases for a year or two. With a big modern fleet and high-quality shop we must be able to make vehicles last a little longer than usual.	This has been referred to the Plans and Public Works Department for comment.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
Category	Suggestion	Comments from the City Manager's Office	
	Reduce/eliminate many of the cars issued to employees. Request that personal cars be used and gas milage reimbursed when conducting official city business.	This has been referred to the Plans and Public Works Department for comment.	
City Fleet, cont.	I just renewed my annual Resident Parking Permits that allow me to park (permitted) vehicles in a manned City parking facility for 2 hours free, each visit. I use the West Garage and the Cannery Row Garage frequently. The cost, \$10 for the entire year, could be doubled with no complaint from me! This is a great service!	You're correct, it's a great program that is designed to compensate Monterey Residents for the both of having to deal with all the visitor and the associated parking fees. We sell approximately 600 permits on a rolling year. We believe approximately 25% of the permit holders would not renew if we doubled the fee.	
	When putting together then next City Focus for residents - why not take advertisements? That would bring in revenue and encourage residents to eat or shop locally!	This has been referred to the Communications and Outreach Office for review. It would eventually require a policy decision by the City Council.	
	Purchase smaller, more fuel efficent trucks as they are replaced for Building Maintenance. Stretch service intervals to every six months.	This has been referred to the Plans and Public Works Department for comment.	
	Eliminate take home vehicles - can't justify the "operational need"	The use of all take home vehicles is under active review.	
11-Feb	Why does the Streets Utility Manager take a city truck home everyday to Santa Cruz? It would save a lot of money and wear and tear on the vehicle.	The use of all take home vehicles is under active review.	11-Feb
5-Mar	Review the practice of City vehicles being driven to and from work and limit this practice to extreme emergencies only. This could save on fuel costs, wear and tear, maintenance and replacement of City vehicles, and possibly insurance costs. This could also eliminate our exposure to an IRS audit since this is a taxable fringe benefit.	The use of all take home vehicles is under active review.	5-Mar
Taxes			
	Our sales & TOT are low compared to other cities	This will eventually be discussed by the City Council. It will take a vote of our residents to increase either of these taxes.	
	Monterey City sales tax rate is one of the lowest in the County at 7.25%. Del Rey Oaks, Seaside and PG are now at 8.25%. Buy City supplies from vendors in Monterey, Marina, Carmel and unincorporated County like Carmel Valley. Have items shipped to the City which will be charged 7.25% tax rate	City Staff should always attempt to find the best possible price, including all applicable taxes, whenever making purchases. Overall price is important because if the only difference in price is the sales tax we must keep in mind that shopping in Monterey generates sales tax and business license tax for the City.	

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Category	Suggestion	Comments from the City Manager's Office	
	Increase sales tax and TOT	This will eventually be discussed by the City Council. It will take a vote of our residents to increase either of these taxes.	
	Raise City sales tax. Fremont is 8.75% and they aren't a tourist town. Our sales tax is way too low.	This will eventually be discussed by the City Council. It will take a vote of our residents to increase either of these taxes.	
	Have all your packages sent to the City as it is a win for you if you live outside the City and the City gets the taxes	If by this comment you mean all personal packages should be sent to your work address, we would discourage that.	
	City sales tax should be raised to 8.25%. If the citizens of Monterey want to continue having a free public library that operates on a budget of well over 3 million a year, they should be willing to pay the same tax rate that Del Rey Oaks, Seaside and Pacific Grove are paying	This is possible but would need to be approved at an election.	
19-Feb	How about Value Added Tax (VAT) concept idea the same with state of Michigan by adding 05-10% extra local Good and Services tax; VAT Queries, VAT Professionals, VAT Doctors, VAT Lawyers, VAT on Insurance Agent Single Business and other Professionals Practitioners. In the United States, the State of Michigan is the only state to have used a VAT.	A tax on services, such as the VAT you describe, has been considered at the state level but not at the local level. Local sales taxes are set and governed by the Bradley Burns Uniform Sales and Use Tax Law which currently exempts services from taxation. Cities can add a Transaction and Use Tax on top of the existing Sales and Use Tax with a vote of the people. However this tax also exempts services. Like many cities, the City of Monterey does have a Business License Tax that is based on gross receipts and includes not only tangible goods, but also services like lawyers, doctors and other professionals.	19-Feb
3-Jun	To receive a few more dollars in TOT and since there are vacant rooms available, encourage hotels/motels to advertise 'day use packages'. Perhaps our local residents in nearby towns will be more apt to visit our beautiful city for just a day (ex. check in/out 12 am/8 pm) utilizing vacant rooms as a place to get in out of the cold after kayaking or visiting the Aquarium and then changing into attire for a special dinner at a closeby restaurant before heading home.	This has been referred to staff for review.	8-Jun
Expenses			
	No use of Cal Cards for lunch meetings and frivolous expenses	The City Manager has asked Dept. heads to review all City paid meals and approve only if there no other time or venue for the meeting.	

	City of Monterey Employee Budget Ideas for FY 2009-10 and 2010-11	updated June 4, 2009	
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	Cal card usage needs to be monitored, all expenditures need pre-authorization by manager	The City Manager has asked Dept. heads to review all expenses and approve only if necessary.	
	No more going out for business lunches or dinner	The City Manager has asked Dept. heads to review all City paid meals and approve only if there no other time or venue for the meeting.	
	When you travel stay at cheaper hotels	The City Manager has asked Dept. heads to review all travel requests in advance and allow only if necessary to maintain valid certification or license for a City job, comply with safety regulations or other critical circumstances.	
	Use Office Depot or Staples for supplies. Palace is twice as expensive and supplies are ordered without managerial supervision.	City Staff should always seek to purchase supplies at the best possible cost.	
	Eliminate bottled water service, refreshments for staff meetings, etc.	The City Manager has asked Dept. heads to discontinue all City paid refreshments.	
	Reduce costs and improve energy efficiency through Citywide installation of programmable thermostats and motion-sensor interior and exterior lighting. Activate automatic screen savers and double-sided printing.	This has been referred to the Plans and Public Works and Information Resources Departments for review.	
Expenses, cont.	Deactivate infrequently used Cal-Cards and enact strict spending limits on all cards.	Strict spending limits are already in place on all Cal Cards. Since there is no cost to keeping even infrequently used Cal-Cards active, we would prefer not to de-activate them so as to allow for this purchasing option.	
	Conduct a Citywide inventory of surplus office supplies, computer equipment, and office furniture. Establish an electronic listserv where departments can post and claim items. Encourage redistribution of surplus equipment and place a spending freeze on all non-essential office supplies except paper and basic supplies.	The Finance Department does not currently have the staffing available to inventory city-wide office supplies and furniture. The Information Service Division has a current inventory of all computer equipment already. A listserv is an interesting idea for distributing available furniture that we will consider. Our current policy comes close to this by requiring that all surplus office furniture and equipment be offered up to other departments before being disposed of. This is usually done by email.	
	Review current print subscriptions and professional memberships for relevance and necessity; cancel as appropriate.	The City Manager has asked Exec. Mgt. to review newspaper and periodical subscriptions to determine what can be cancelled and if fewer copies can be received. A memo to Execs (1/26) also requested that they review all memberships in professional orgs. and discontinue those that are not absolutely necessary.	
	Conduct an inventory of unused computer software and cancel unnecessary licenses as appropriate.	This has been referred to the Information Resources Department for review.	

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Category	Suggestion	Comments from the City Manager's Office	
	Discontinue provision of refreshments at all City meetings.	The City Manager has asked Dept. heads to discontinue all City paid refreshments.	
Expenses, cont.	Have the Library post its budget online or have it available at the City Clerk's Office front Counter and the Library front counter instead of mailing it to dozens of outside recipients. This wastes expensive colored special paper stock, binding materials, envelopes, postage and staff time. It reduces their budget too for most of this, but wastes postage buget funds unnecessarily.	This has been forwarded to the Library for review.	
	Reduce library shipping services to other cities, states and countries especially on items that are extremely heavy. For example, shipping something to Australia that costs the City almost \$50.00 to mail.	This has been forwarded to the Library for review.	
	Users should stop printing out all emails and use GroupWise to respond to emails -Reassessing the need for 28 Council packets. All executives, many division chiefs, and other non-executives get full agenda packets. -Reassessing the need for similar number of copies to support other board, committee, and commissions -Requiring neighborhood and busniess associations to provide a valid fax number for fax service to them vice weekly massive mailings...maybe we could develop some kind of a cue	This has been referred to the Information Resources Department for review.	
	Reduce the amount of snacks provided to Council and other BCC at meetings -Reduce approval of working lunch meetings for all staff and Council -Reduce approval of buying food for meetings like Mayors Monthly Meeting	This has been referred to the Information Resources Department for review.	

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Category	Suggestion	Comments from the City Manager's Office	
	Stop conducting Mayor's meetings with the BCC Chairs or at least stop buying lunch for these meetings. These meetings used to be held once a month and then for a long time they were every other month excluding November and December. Now, they are once every 4 months with the effect that there are only 2 of them; the third meeting is the CC and BCC joint reception in December. Currently, food is purchased for all attendees to include staff. If disbanded, this would also save money because no packet will be needed and staff time to support the meeting.	This has been referred to the Information Resources Department for review.	
	In our office "Harbor" we have color laser printer from HP and are replacing a quite a few toner cartridges every month (more than 3 sets is what I am seeing). This is main printer for our office printing things that are mainly black and white. The cartridge replacements for the color system are over \$400 each time I am told. Right next to the HP Color Laser printer is a full function black and white laser copier, printer, scanner and fax system. We are only using it as a copier, which is really a waste of resources. If IT could install this on the network as our default printer we could cut our printing costs by 60% as the Sharp ARM 2000 is compatible as a full function "All in One".The best thing here is no purchase necessary. We already have the system but do not use it.	This has been referred to the Information Resources Department for review.	
Expenses, cont.	If we would pool all available office supplies in the City (Stored in file cabinets, storage rooms, etc.) we could save at least \$10K - and still make it through the rest of the fiscal year with sufficient number of clips, folders, pencils and pens. It would be interesting to pool all office supplies of 735 into one central location and controlled access. Same here at City Hall for PPW, City Clerk, CA and may be CMO.	Centralizing office supplies can have some efficiencies. However, because of the relative low cost of these items these purchasing cost efficiencies are often outweighed by the cost of administering and controlling the central stores.	

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Category	Suggestion	Comments from the City Manager's Office	
	Stop printing and distributing Employee Leave Balance Reports. The information is available in VTI which managers, supervisors and timekeepers all have access to for all employees in their division/department. If an individual needs a hard-copy report, they can request one be printed. This would save printing and staff time for sorting, stapling, stuffing of envelopes and mailbox distribution	This is an excellent idea and Finance has implemented it. Thank you.	
	Eliminate all Herald subscriptions, except Clerk's office	The City Manager has asked Exec. Mgt. to review newspaper and periodical subscriptions to determine what can be cancelled and if fewer copies can be received.	
	Eliminate bottled water service	This will be considered.	
	Eliminate all mat service, we can purchase mats, a one-time expense	This has been referred to the Plans and Public Works and Information Resources Departments for review.	
	Why were the expensive new filing system labels used for the Holiday luncheon as a one-time throwaway expense?	This has been referred to the Information Resources Department for comment.	
	Print things only in English to save money	We do not print things in languages other than English often, but will attempt to do so only when necessary. All of our publications are under review.	
Expenses, cont.	Reduce number of freebies we give out. I'm not sure what other offices do, but CCO and the Mayor give out quote a number of gifts to visitors over the course of the year. Reduce purchase of these items over the next 3 years or don't buy anymore, but severely reduce how frequently we give them out. Ditto for freebies given out by other offices as well. For example, if we mail out color fancy stock literature, maybe we should post it online and provide a link in correspondence with a message a hard copy can be provided if requested	This has been referred to the Information Resources Department for review.	
	Discontinue the employee service awards. Prior to working for the City of Monterey, I worked for county government. Their policy was (and still is) to acknowledge an employee's milestone year of service with a certificate of appreciation presented by the governing board. Jewelry, clocks, pen & pencil sets, etc. all add up.	This has been referred to the Human Resources Department for review.	
	Cut back Exec and Mgmt Travel.	The City Manager has asked Dept. heads to review all travel requests in advance and allow only if necessary to maintain valid certification or license for a City job, comply with safety regulations or other critical circumstances.	

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Category	Suggestion	Comments from the City Manager's Office	
	Discontinue hard copy print and distribution of City Focus newsletter.	The Communications and Outreach Office is actively considering this. Over the years we have substituted two electronic editions of City Focus for two hard copy editions.	
	The cessation of purchasing "green" products for use in cleaning will save the City tremendously. These products are far more expensive to purchase than regular cleaning products.	This has been forwarded to the Plans and Public Works Department for review.	
Expenses, cont.	Use only City of Monterey employees on interview panels. This would eliminate the practice of providing lunch to panelists that come from out of town.	It is wise to have at least one panel member who is not from the City to establish it is an impartial Board. If the Board is composed of only City employees it opens the process to the accusation that we are steering the outcome. The savings that would accrue from not providing a lunch are minimal.	
	Postpone the January 26th all hands fire department meeting to save overtime. A paper report could be circulated instead of having the luxury of all personnel in one building at the same time on overtime. Even though this is the first annual meeting with former PG employees included, there are things we can do on a daily basis to make them feel welcome that don't have a high cost associated with them.	This has been referred to the Fire Department for comment.	
	Use ambulance and ems for all 911 calls related to medical emergencies. Use fire service for fire supression and significant medical situations (automobile accidents). Why must fire send trucks rolling everytime someone falls down? What seems to be breaking the budgets of so many cities is the cost of their police fire departments including worker's comp claims and pers obligations and not the general service programs. I've lived in other cities where there were far fewer police officers and volunteer firefighters.	This has been referred to the Fire Department for comment.	
	Print only a few memos and post them in key locations rather than distributing to each person. This would save on paper.	All departments will be asked to continue to pursue opportunities to save paper and printing costs.	
	Cut all Commission/Committe Meetings to once a month. This will not only reduce OT, but it will significantly lower postage, paper, copying, and envelope costs. This will also free up more time during the work day for both the staff that compiles the information and for the CCO that has to stamp postage on the envelopes.	All departments that support commissions and boards will be asked to review this.	

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Category	Suggestion	Comments from the City Manager's Office	
	Make ALL Packets/Reports/Agendas/Annotated Agendas available online only, or by request at a cost, in the specific office where the Packet/Reports/Agenda/Annotated Agenda was originated.	This has been referred to the Information Resources Department for review.	
	Cancel all Newspaper subscriptions. We can bring it from home if so needed!	The City Manager has asked Exec. Mgt. to review newspaper and periodical subscriptions to determine what can be cancelled and if fewer copies can be received.	
	Eliminate Gov. donations to non-profits and commissions need re-evaluated by City Council.	The City Council will definitely be considering this option as part of their deliberations.	
Expenses, cont.	Library should reduce hours, and stagger hours, open late some evenings and closed during before lunch on some days...maybe close on wknds. Suspend bookmobile, even though it is new.	The Library is considering options like these in their budget reduction scenarios.	
	Give the responsibility for operating City of Monterey museums to the Monterey History and Art Association.	This has been forwarded to the Library for review.	
	Drastically reduce Parks/Landscaping budget and let things go more "naturally" for the time being, even around City Hall.	This has been forwarded to the Plans and Public Works Department for review.	
	Reduce the number of boards, committees, and commissions. For example, combine Library Board with Cultural Arts Commission and combine the HPC and ARC. If you can't combine CAC with the LB, then combine the HPC, ARC, and CAC.	The City Council will definitely be considering this option as part of their deliberations.	
11-Feb	I don't agree with canceling water service. These buildings are very old and so are the pipes, people are not going to drink tap water, they will bring bottles of water, which in turn create more waste and use more resources. If we want to go green, then lets keep the water service that re-uses their containers instead of promoting individual bottles of water.	Water service is not being canceled outright. Instead, the department heads have been asked to look closely at water service, with a special emphasis on the individual bottles of water.	11-Feb
19-Feb	Eliminate the \$40,000 that the City gives to First Night Monterey each year. Eliminate all money that is given to various non-profits by the City. This \$40,000+ would cover someone's salary.	The City Manager has told First Night that they will not be recommended for funding next year.	19-Feb
19-Feb	MFD: Discontinue using tiller truck as the Rescue responding to every call. Substitute a more fuel efficient, smaller truck for medical calls.	This has been referred to the Fire Department for comment.	19-Feb

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Category	Suggestion	Comments from the City Manager's Office	
19-Feb	The process is currently underway eliminate the F-550 from the fire department's fleet. However it is an extremely versatile truck that also happens to be the only vehicle able to tow our city's and county's air trailer. This means that fire is expected to purchase another vehicle (brand new) and update it with radios, and emergency equipment. This could easily add up to 50,000 dollars. This seems to be a ridiculous request when paired with the requests to reduce salaries and benefits across the cities employees.	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. A 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 also available now 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.	19-Feb
15-May	Use an internet fax service to be able to fax a document from your computer without having to first print the document and then dial and fax, it would save some time and paper and ink.	Unfortunately, much of what we need to fax isn't generated on our computers. We are already scanning and emailing a lot of material that would have been faxed in the past. We are finding this to be a very productive solution.	
Conservation			
	Place recycling containers next to all the City trash cans, this would prevent recycling going into the landfill and save money on garbage	This has been forwarded to the Plans and Public Works Department for review.	
	Ask all offices to set their thermostats to 68 degrees.	This is a good idea that will be shared with all department heads.	
	Install hot water circulation pumps on all of the city buildings and facilities that require the use of hot water. Significant savings would be realized from reduced water use by having instant hot water at the turn of the tap.	This has been forwarded to the Plans and Public Works Department for review.	
	Unplug any electronics that are not data sensitive and aren't used often to reduce electricity use. Turn off lights when daylight is sufficient to light a room.	This is a good idea that will be shared with all department heads.	
	Replace holiday lights with LEDs	This has been forwarded to the Plans and Public Works Department for review.	
	Install automatic shut-off timers on the showers at the Sports Center. They could be set to allow sufficient time for a quick shower, i.e. 5 mins. Having them timed would prevent waste of a natural resource and save on water heating expenses	This has been forwarded to the Plans and Public Works Department for review.	

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	Place recycling containers next to all the City trash cans, this would prevent recycling going into the landfill and save money on garbage as well as being good for the environment. Perhaps the Parks Department could take them to a recycling center, bringing in additional revenue, as well. Ask all offices to set their thermostats to 68 degrees.	This has been forwarded to the Plans and Public Works Department for review.	
11-Feb	<p>I notice (Unfortunately, because I have to look through the City's trash) that we through a lot of useful things away. Office supplies, furniture, electronics, etc. Many of these things are in need at other offices, but how to know? Some people are amazing and send out an "all user" email to notify about availability, but many do not, especially for small items.</p> <p>The idea is this: "Free Stuff Friday!" All items from city facilities in good repair, useable, workable, but no longer in need can be taken to one location. On Friday afternoons from 12:00 to 1:00 p.m. staff can go and "Shop" for office supplies, furniture, etc. I would even be willing to staff the location during my Friday lunch hour. To get the program started, I would also be willing to pick up those items and transport to the location.</p> <p>A location that is already being used as a storage facility for equipment, furniture etc is the Madison house (Next to Traffic Engineering). The savings would be shared not only from not purchasing new, but also by savings on disposal costs! Double Duty!</p>	We already do a pretty good job of "relocating" excess goods and equipment internally. While we wouldn't want to do this every Friday, the idea has merit and will be explored.	11-Feb
19-Mar	Now is the time to invest in solar panels to save on energy costs. Put panels on top of sports center, conference center and other city facilities.	Yes, as a matter of fact, a number of solar projects and analyses are currently underway.	
Conferences / training			

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Category	Suggestion	Comments from the City Manager's Office	
	No conferences or training sessions within the next year that are not on the Peninsula	The City Manager issued updated travel guidance to Exec. Mgt. on 1/26 that requires all travel requests be reviewed by respective Department heads in advance, and be allowed only to maintain valid certification or license for a City job, comply with safety regulations or other critical circumstances.	
	Limit out of town training for all employees. Only training for certificates that are essential to city operations to be allowed.	The City Manager issued updated travel guidance to Exec. Mgt. on 1/26 that requires all travel requests be reviewed by respective Department heads in advance, and be allowed only to maintain valid certification or license for a City job, comply with safety regulations or other critical circumstances.	
5-Mar	While I appreciate the immediate need to reduce costs, please do not discontinue existing professional development opportunities including Liebert Cassidy Whitmore workshops, the Leadership Academy and Supervisors Academy, and other in-house trainings. These are very valuable to the professional development of employees who participate and will reap rewards for the organization as a whole over the course of time. Thank you for providing these opportunities thus far and recognizing the continued need for staff development.	You are correct. Despite the fiscal challenges, continuing to have a well qualified work force is very important to those we serve. These programs are not overly costly and generate enormous value to our employees.	5-Mar
Events			
	Cancel the Council Holiday Party and the Employee Breakfast	The Employee Breakfast has been suspended. Holiday parties will be reviewed too.	
	Cut back on City paid employee parties. Have 1 a year or cut back all until crisis is over.	The Employee Breakfast has been suspended and the City Manager has issued new guidance on other City funded events.	
	Cancel all parties including executive Christmas party, board and commission party, support for MCEA party, Fourth of July events, employee breakfast, and any employee award parties for non-injury and Public works BBQ. The employee, including membership must pay all organizational events	There is no executive Christmas party funded by the City. The other items are actively being considered.	
	Scale back July 4th to save staff time / overtime. Maybe just have the parade or BBQ and skip the fireworks	The City Council has decided to eliminate the fireworks for July 4, 2009 but keep a scaled back lawn party and parade.	
	Too many Christmas parties are being held. Limit to each department/division, or stop completely until current situation is in the black.	To our knowledge, none of these holiday parties are funded by the City.	

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Category	Suggestion	Comments from the City Manager's Office	
	Discontinue the annual employee breakfast and holiday parties or make attendance fee based.	The Employee Breakfast has been suspended. Holiday parties will be reviewed.	
	Cut the fireworks program and just keep the parade and lawn party. Cut the Easter Egg Hunt. These two alone should trim a lot off the budget	The City Council has voted to suspend the fireworks display.	
Events, cont.	Cut the employee breakfast, it's nice but...	The Employee Breakfast has already been suspended.	
	Instead of cancelling the employee breakfast, why not consider the alternative of a sort of everyone-pitch-in pot luck where each division would take responsibility for some area of contribution - food, beverage, setup/cleanup, talent, etc as directed by the event team.	The Employee Breakfast has been suspended.	
	Eliminate the 4th of July fireworks display. This would save on the cost of the fireworks and reduce the number of overtime police officers needed for the holiday. This would also reduce pollution and garbage pickup as most of the attendees are not from the peninsula and are not concerned with what they leave behind. There would also be less need for traffic control which would increase efficiency in the Traffic and Streets departments.	The City Council has voted to suspend the fireworks display.	
	4th of July is a \$\$ guzzler, especially the fireworks/beach party. Most of those flooding our City bring their own food/drinks, and don't stay overnight, so we're spending a ton of \$\$ to entertain them but gaining very little benefit. The lawn party portion might be better at raising money, but the fireworks (though I love them) are a major waste.	The City Council has voted to suspend the fireworks display.	
	Eliminate fireworks displays (New Years Eve and July 4, etc.)	The City Council has voted to suspend the July 4th fireworks display.	
Events, cont.	Eliminate 4th of July festivities	The City Council has voted to suspend the July 4th fireworks display. The parade the lawn party are still scheduled to go forward.	
	Eliminate employee breakfast and bring back in future.	The Employee Breakfast has been suspended	
	I think that July 4th fireworks and barbeque should be cancelled this year. It's a nice event, but I think the City of Monterey residents will understand that the City is in a budget crisis.	The City Council has voted to suspend the July 4th fireworks display. The parade the lawn party are still scheduled to go forward.	19-Feb
	Eliminate/Cancel parties, banquets, awards dinners, and July 4th fireworks	The City Council has voted to suspend the July 4th fireworks. The other ideas are also being considered.	19-Feb

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	I don't have any idea how much the Employee Appreciation Breakfast costs in staff time and food but I think we could easily do without it. I would rather see the money go toward library books or salaries. Thanks.	The Employee Breakfast has been suspended	
	Cancel the 4th of July Celebration - the money spent on one day could be better spent on year-round services for our citizens.	The City Council has voted to suspend the July 4th fireworks display.	19-Feb
	Cancel the Employee Breakfast and/or opt for a potluck get-together in place of.	The Employee Breakfast has been suspended.	
11-Feb	Since the most recent budget numbers are even worse for this fiscal year, I propose canceling all special events provided by the city including the employee breakfast, egg hunt, all 4th of July activities and any other events or services that can easily be cut.	The Employee Breakfast has already been suspended and the City Council has voted to suspend the July 4th fireworks. Other activities are under review.	11-Feb
11-Feb	<p>Stop spending money on things like Employee Recognition Breakfasts. They take too much time away from our jobs (before production and post-production).</p> <p>Instead, encourage Supervisors/Managers to use their writing skills: write a nice memo complimenting the employee for a job well done. It's free and it takes but a few minutes to prepare but will be long remembered.</p> <p>For bigger recognitions (City Divisions) create a venue (i.e., "employee of the month") to get employees to perform a good job throughout the year. Ask Department Heads/Managers to submit their entry(ies) and the big prize can be a year's free membership to the Sports Center! It's an in-kind approach but I am sure will be very much appreciated by the selected employee. It's worth a try!!</p>	All good ideas. The Employee Breakfast has already been suspended.	11-Feb
11-Feb	Have top management and police and fire take money from their over-inflated salaries to pay for the breakfast. General employees don't get a decent raise and they are punished by eliminating a recognition event to honor them. But all the accolades go to those on top and none of those that make them look good to the citizens of Monterey.	Actually, the Department Heads had volunteered to sponsor a "light" version of the Employee Breakfast but the overwhelming sentiment was that the event should be suspended for the time being.	11-Feb

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5-Mar	Cancel the July 4 parade and Lawn Party. It is a great event when we can afford it, but suspend it for a year or two and then reevaluate the event and the economy. It isn't a good idea to have a party when you cannot pay the bills.	The City Council has voted to retain the parade and lawn party this summer.	1-May
Other			
	I know we're probably looking at our concessions and property management	Yes we are, and we will continue to do so.	
	Look into the possibility of offering the City of Monterey as a beneficiary of people's will. Include an article in City Focus and those interested could fill out the necessary info.	We have actually had some positive results with this through the years. We will look for opportunities to promote it.	
	Cut back on meetings so employees are more productive	Needless meetings or poorly run meetings are always a bad idea.	
	Please think about expanding the volunteer program. If local residents know there is a budget crisis, they might like to volunteer time and/or skills more, such as cleaning the streets and parks, shelving books at the library, working at youth or senior centers?	This has been referred to the Human Resources Department for comment. It is important to remember that volunteers are not "free" and require substantial effort to recruit, train, and supervise.	
	Do establish less labor intensive protocols for data entry to meet current standards and conditions.	We try to do this as much as possible. If the sender has a specific business practice in mind, perhaps they could share it with us.	
	We should consider immediately implementing those suggestions that will streamline city services and reduce costs without impacting salaries, i.e. reducing the building maintenance stand-by position and eliminating the use of city cars to take home except for Safety.	Hopefully, you can see from this list that we are working to implement a number of suggestions right away.	
	Any cost savings from budget reduction strategies should be set up in an account just for meeting our shortfalls -- not the General fund or for salary increases. The fund should be used to save someone from being laid off or to preserve a community service from being eliminated	This is sort of what we are doing but our budget reduction strategies are intended to reduce our expenses so that we will not be spending more than we bring in.	

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Category	Suggestion	Comments from the City Manager's Office	
Other, cont.	My idea is to issue a special (large sized) angel every year to commemorate an especially dedicated volunteer in the community. Then, ornament sized angels could be sold with a small, well done scroll describing the person who inspired the new angel, with maybe a favorite quote of the volunteer being recognized. There could also be a recognition ceremony and that angel could be hung in a special place for the first year and then moved somewhere else. The money from the ornaments could help pay for the upkeep and development of this very important and special part of Monterey heritage, as well as (most importantly) encouraging volunteerism and recognizing the people who really dedicate themselves to the community as volunteers.	This has been referred to the Library for review.	
	Encourage City employees and the community to shop in Monterey.	Great idea. We have been doing this and need to do even more.	
	Work with hotels, restaurants and other venues to create a local version of 2-for-1 coupons (electronic to minimize cost) like the Entertainment Books and promote them locally and target tourist markets. With gas prices down, the SF/SJ markets might be ripe for a local vacation destination.	This has been referred to the Public Facilities Department for review.	
	DMV web site has car insurance ads. Seek sponsorships / ads on our Web pages	This has been referred to the Communications and Outreach Office for review. It would eventually require a policy decision by the City Council.	
	Close under-utilized community centers and consolidate programs at Hilltop, Youth Center and Senior Center. Reduce support staff where appropriate. Rent closed community centers and building to military for language instruction and to private enterprise.	This has been referred to the Recreation and Community Services Department for review.	
	We could change how we do elections. This would take some time to put in effect. Instead of electing a Mayor every 2 years, we could change it to every 4 years. Instead of electing councilmembers to 4 year terms, we could change that to every 8 years. We would stagger elections so only 2 councilmember seats and mayor seats would be running every election.	The Mayor's & Councilmember's terms could only be changed by a City Charter Amendment, which would require a vote. It is unclear whether, as a Charter City, we could extend any elected official's term beyond four years, which is the time set by State law for General Law cities. Finally, it is usually very difficult to persuade voters to lengthen an elected official's term.	
Other, cont.			
	Spend more \$\$ on EGov, and make 222 more efficient and simple for public to use. (Keep up the good work here!!!)	Noted	

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Category	Suggestion	Comments from the City Manager's Office	
	I think we should put ECM on the back burner. See where we are in a year and go from there.	While ECM has a substantial cost, we believe it has a strong business case supporting it. It should help us be more productive and efficient over time.	
	Continue with ECM, but put a hold on all further expenditures for the UFFS conversion process (file cabinets, file folders, labels, wages). Putting a hold on the conversion process until the economy turns around will also include a significant savings of personnel costs to implement the conversion.	While ECM has a substantial cost, we believe it has a strong business case supporting it. It should help us be more productive and efficient over time.	
	In collecting ideas for potential federal infrastructure project funding...include technology infrastructure proposals. A lot of what IR is looking to do has direct public value: ECM, EGov, Wireless, INet...	Great idea.	
	Delay implementation of ECM program.	While ECM has a substantial cost, we believe it has a strong business case supporting it. It should help us be more productive and efficient over time.	
	When possible, make most city-related processes available online, eliminating the need for staff and making business more convenient for our customers.	The City is making major investments in this. The ECM project and the recent VTI payroll project are good examples.	
	Why is the City going ahead with ECM (enterprize concept management) during financial hard times? Cost is suppose to be up in the 100 thousands. Employees jobs should be considered first. Why not delay for 1 or 2 years until the finances get better? How do you explain to an employee they got let go because someone wanted a paper management system over a person? Cost for this project alone most likely equals the cola raises.	ECM is a lot more than a paper management system. While it has a substantial cost, we believe it has a strong business case supporting it. It should help us be more productive and efficient over time.	
Other, cont.	Cancel UFFS program. Although this program may already have funds allocated, and is a stepping stone towards the new ECM program, it will be a very expensive transition for departments, like Planning, that house over 10,000 files that are already currenty organized. Not to mention the labor hours that will be needed to make such a transition.	The UFFS is an important compoment of our Enterprise Content Management initiative. While it is a big effort, the long term payback will help us improve our productivity and services.	
	Is someone editing comments? Because my comment about ECM was edited and made to look small and unimportant. The fact that I feel this is someones "baby", cost is estimated to be over 300 thousand, and that it is perceived as being more important than positions (employees) was not mentioned, but was edited!	All of the submitted comments are placed in the log unedited. This comment was received before the first list of responses to the comments was released.	

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Category	Suggestion	Comments from the City Manager's Office	
	It's very unfortunate to see the reluctance by management to table the ECM system. I believe in the benefits and advantages, but how can we justify such an expensive purchase during these times, especially when jobs are threatened? I would like to see a cost/benefit analysis comparing the current process against the ECM. Perhaps it would save labor hours and costs in the long run.	The cost of the system will be approximately \$284,000 with a return on investment of just over two years. Again, this is an investment that will help us do more with less in the long run.	
	I suggest we table the ECM for at least one budget cycle.	While this could be done, it would delay our ability to improve our efficiency and effectiveness, which are even more important considerations when we have less resources to spend.	
11-Feb	<p>Since the cost of the ECM system and 3 year annual maintenance contract is possibly at the \$1,000,000.00 range (+/-) and the cost of purchasing a PERS service year is at the \$25,000.00 range (+/-).</p> <p>Why not postpone the ECM decision, purchase a pool of (possibly 40 +/-) service years with that money, offer retirement Golden Handshake to all employees (except Executive Management and Public Safety) who could/would retire out and eliminate those positions?</p> <p>A small portion of the salary benefit savings each year could be used to rebuild the funding for ECM purchase during better fiscal times.</p>	Actually, the ECM system won't cost anywhere near \$1,000,000 and a sound business case exists for pursuing the project. This will save us large sums of money over time and will allow us to allocate precious staff time to more productive activities.	11-Feb
11-Feb	There has been considerable talk about the expense of the ECM system. Can you please provide the costs that the City is expecting to spend on this system.	The cost of the system will be approximately \$284,000 with a return on investment of just over two years.	22-May
11-Feb	<p>Can dates be added to the budget suggestion spreadsheet including the date the suggestion was submitted and the date that a suggestion was responded to.</p> <p>The list is getting long and when the page is revisited it would be helpful to be able to scan for new items instead of reading through the entire document.</p>	Good idea and we are sorry that it is difficult to navigate the list (but happy that so many employees have contributed ideas). We are now adding dates on the columns to the left and right of the comments and responses to show when new information was added.	11-Feb
19-Feb	Ask City of Monterey sister City of Japan for financial help.	Noted	19-Feb

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Category	Suggestion	Comments from the City Manager's Office	
3-Apr	When are we going to see the responses to questions that have been referred to specific departments?	As responses from departments are completed, they are added to the log during regular updates. While some questions that are referred to departments are relatively simple to answer, others require a little more thought and research.	22-May
2-Jun	I am not sure why the recreation department is proposing to change the Senior center hours to 9-5 when they have so many programs in the evening. Moving several of their programs to a larger more costly center does not make sense to me. Hilltop has nothing going on past 7 except 2 days a month. The only thing that goes till 7 is piano 1 day a week. It would make more sense to keep the Senior Center open till 9 and have Hilltop open till 7. Or propose to move Piano to an earlier time and close Hilltop at 5 or 6. Hilltop is losing many of the classes that were in the morning. They have been moved to the afternoon and no one registered. If we want to make money it seems like we should be keeping the classes that are going and making money the same. The city could possibly lose some of the classes from the Senior Center if the contractor does not want to move.	<p>When staff began planning for our budget reductions for next fiscal year, several factors were taken into consideration when making decisions about operational hours at the centers (i.e. space availability, number of programs, attendance, parking). Hilltop Park Center does have evening programs but at times they are canceled by the contractual instructor because of low enrollment. Three (3) morning classes at Hilltop Park Center will be relocated in August but haven't changed yet.</p> <p>Most of the evening classes at the Monterey Senior Center are co-sponsored by either another non-profit organization or the Monterey Adult School. The City generates very minimal revenue from these classes. The Monterey Adult School co-sponsors eight (8) classes, but due to their cutbacks will only be able to continue with three (3) classes (two morning classes and one evening class which will be relocated).</p> <p>Staff is working with all our instructors that will be affected by our change in operational hours. So far, everyone has been cooperative and understanding. Some of the instructors are excited about the location change for different reasons.</p>	8-Jun