

AD HOC FISCAL REVIEW COMMITTEE

RECOMMENDATION GENERATION SESSION #2 – DECEMBER 5TH, 2019

(Items listed in **RED FONT** were developed by the Committee during the 1st Recommendation Generation Session on November 21st, 2019. Items listed in **BLACK FONT** were developed during the 2nd Recommendation Generation Session on December 5th, 2019)

Expenditures

- Re-evaluate street sweeping program to reduce cost (frequency) (this recommendation was also suggested during the 2nd session on December 5th)
- Across the board expenditure reductions in every department (5.0%-7.5%)
- All departments to cut a certain percentage of budget (special attn. Community Services Department)
- Explore privatization of existing departments, including potential privatization of parks and animal control
- Re-evaluate park maintenance program to identify potential savings
- Encourage early retirement to reduce staffing levels
- Eliminate the buy-back program
- Share public services with other municipal partners (e.g. Fullerton, Brea, etc.) (this recommendation, particularly the idea of sharing costs of animal control with a neighboring city, was also suggested during the 2nd session on December 5th)
- Re-evaluate employee COLAs and salaries for better alignment with revenue streams
- Read water meters twice annually, with estimations for periods in between
- Review insurance allowance to employees, specifically double coverage
- Explore the possibility of outsourcing fleet maintenance operations
- Adopt operational methods that seek to extend the life of assets (i.e. City-owned vehicles)
- Consider the consolidation of City departments through attrition where and when opportunities present themselves)
- Place a greater emphasis on data analytics as a means to reduce operations costs
- Reduce the City's exposure to potential liability claims through risk mitigation training for employees.

Revenues

- Explore sales tax measure, including potentially increasing the half-cent transaction tax now in place (this recommendation was also suggested during the 2nd session on December 5th)
- Consider the possibility of transient occupancy tax (TOT) on hotel stays

- Encourage quality, “smarter” development in town
- Explore changes to user fees charged by City...are there some user fees the City does not charge that could be levied? Are there any fees where the City does not recover the full cost?
- Consider paid parking
- Encourage development in the downtown area, specifically along La Habra Boulevard
- Explore a community-based health care system
- Continue exploring cannabis as a source of new revenue, including the authorization of a taxed home delivery system
- Investigate the possible sale of city-owned assets (e.g. mobile home parks, city-owned properties, etc.)
- Invest in city-owned facilities that have the potential to generate revenue (e.g. pool, splash pads, etc.).
- Where and when applicable, consider a revenue-generating requirement for future capital projects (i.e. give priority to capital projects that can create a new revenue stream for the City)
- Consider hiring/contracting with dedicated grant writer to identify grants for City projects/programs
- Focus additional effort on recovery of debts owed to the City (i.e. is the City doing enough to ensure it collects revenue?)
- Consider additional investment in 115 Trust
- Consider new fees, raise existing fees, or place emphasis on recovery of fees for services/licenses, such as administrative fees, business license fees, rental/vacancy tax fees, etc.
- Place a greater emphasis on marketing of revenue-generating programs, such as Fire Med program
- Consider greater enforcement of parking permit program
- Explore the possibility of allowing cannabis testing and manufacturing sites in La Habra
- Consider the possibility of selling naming rights to City-owned facilities