

A. How can Pacific Grove Save Money in the Way it Provides Services?

- need full budget to know
- museum is expensive – fund it another way – volunteers, regional, sell collections (not on exhibit), no rating of collections
- limit salary/cost-of-living increases to equal nearby jurisdictions, make sure workloads are comparative
- reduce staff?
- replace Public Works employees with volunteers, special projects
- future hires – on contract, not a City employee
- review perks – sick leave, etc.
- look at Fire Department top staff costs, distribution of staff costs. Comparison of titles, responsibilities, salaries
- PUB and/or Clubhouse hours and liquor
- utilize retired employees, inters, volunteers for short term – special projects
- floating employee
- job sharing
- peninsula wide safety personnel
- decrease lawsuits
- impact study regarding TOT increase to raise money
- know where money is being spent before taxation
- cut expenses in conjunction with tax increase
- ask employees/staff for suggestions to increase revenue
- consolidate fire services/forestry with other cities
- renegotiate pension plans?
- survey other cities salary/benefit scales
- reduce number of employees – fire/police (lot of Chiefs)

- consider closing City Hall one day a week
- library – volunteer programs
- look at capital improvements – defer
- efficiency – technology? (golf photos)
- salary freeze/cut
- certified local government (historic grants)

* Survey through Police phone system?

- pay as you go long term – 5 year
- relax City Ordinances to expedite projects
- better use of staff time
- tighten belt – cut service – attrition
- develop more skills within City
- outsource:
 - privatize Museum
 - Library into City system
 - Youth Center to Boys and Girls Clubs
 - negotiation with employees
- negotiate prevention plan – forest – homeowners with insurance company
- Fire Department do safety inspections, trees
- bill businesses for inspections
- multitasking
- department accountability
- grow businesses
- charge residents for forestry service on private property
- adopt Urban Forest Plan

B. How to Raise Revenues? How to Convince You to Raise Taxes?

- postpone any major capital improvements
- lease Old Bath House at top dollar
- reduce lawsuits – PREVENTION
- institute parcel tax
- collaborate more w/ school district
- reduce slack in employee time
- be specific of what tax will be used for (e.g. stormwater runoff)
- generate positive news, reduce negative publicity
- resolve any financial questions raised by Harvey Rose or others (golf club funds went where?)
- (if raise) have sunset clause
- go after grants
- seek out interns – CSUMB, MIIS, etc.
- raise permit fees
- put in parking meters
- put in long-term meters in a City-owned lot, Lovers Point and along ocean
- raise TOT
- work to enhance business community – bring in more business
 - need resident-serving businesses
 - economic development
- special tax on property transfers
- transparency in government
- employees working to capacity – salaries comparable to public sector
- TOT here is low – tourist tax?
 - how much will City realize for increase of say 2%, 2.5%, etc.?

- tax specific to sewer/storm water (sunset clause)
- environmental enhancement fee
- City environmentally conscious
- sales tax , property tax – specific to cause and include a sunset clause
- extend parking meters on waterfront
- extended clubhouse hours
- optimize City assets
- rent out empty City space
- when budgeting – routine management – infrastructure –
- grant money
- expedite business permit process
- increase % of special event returns
- parking meters at Lovers Point
- audit business license
- review fees annually
- open government – transparent budgets that make sense!
- accountability/trust – long-term credibility – well managed
- specific areas to consider taxation:
 - sewers
 - coastal plan
 - sidewalks, streetlights, etc.