



**Highlights from the**  
**[Proposed Three-Year Financial Strategic Plan](#) and the**  
**[“Voice Your Choice: Community Survey on City Services”](#)**

**Your input counts! Your feedback will help to inform the City Council’s decisions in March and April. Join the discussion in a series of community workshops, at the following times and locations:**

Thursday, February 6, 6:30 p.m.— 8:00 p.m.

[California Recreation Center, 1550 Martin Luther King, Jr. Avenue](#)

Monday, February 10, 6:30 p.m.— 8:00 p.m.

[Veterans Park Social Hall, 101 E. 28th Street](#)

Thursday February 13, 6:30 p.m.— 8:00 p.m.

[Recreation Park, Bruin’s Den, 4900 E. Seventh Street](#)

Wednesday, February 19, 6:30 p.m.— 8:00 p.m.

[Houghton Park, Child Care Room, 6301 Myrtle Avenue](#)

Thursday, February 20, 6:30 p.m.— 8:00 p.m.

[El Dorado Library Meeting Room, 2900 Studebaker Road](#)

Monday, February 24, 6:30 p.m.— 8:00 p.m.

[Main Library Auditorium, 101 Pacific Avenue](#)

**Citywide Town Hall Meeting**

Saturday, March 1, 10:00 a.m.— 12:00 p.m.

[Long Beach Energy, 2400 E. Spring Street](#)

In addition, on Tuesday, February 18, the City Council will hold a budget workshop to discuss the Plan at the City Hall Council Chambers from 2:00 p.m.— 4:00 p.m.

The complete text of [survey results](#), the [Three-Year Financial Strategic Plan and Budget Advisory Committee recommendations](#) are available at [www.longbeach.gov](http://www.longbeach.gov) and over 20 City facilities, including the Neighborhood Resource Center, City Hall, police stations, all libraries and the Facility Centers.

# City of Long Beach Proposed Three-Year Financial Strategic Plan Summary

## The City's Structural Deficit

The City of Long Beach is facing a structural budget deficit, where ongoing expenses exceed revenues. The City has managed this structural gap for the past 15 years; however, resources used to bridge previous gaps can no longer support the growing deficit. The deficit has grown significantly in recent years due to an increase in the number and costs of programs, new capital projects, inflation, wage and benefit cost increases, and the loss of revenue due to the voter-approved Utility Users Tax (UUT) cut.

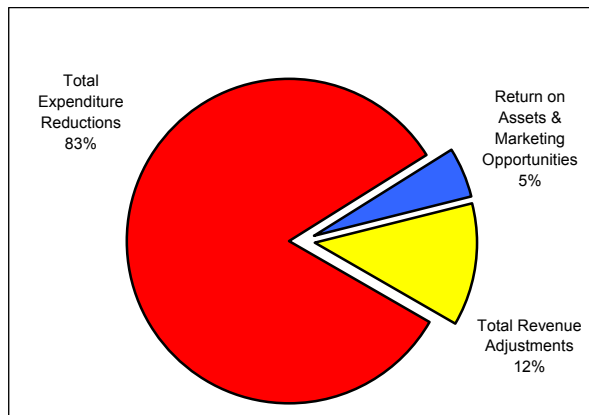
## Voice Your Choice

The City sought the assistance of the community through the [Voice Your Choice: Community Survey on City Services](#). The survey helped to prioritize community services, and defined opportunities to reduce spending and develop ways to increase revenues. Over 10,600 community surveys were returned, and further input was received through the Community Meeting on City Services held on November 26, 2002 at the Convention Center.

## Proposed Three-Year Financial Plan

The Acting City Manager used data collected from the community and employees to develop a [Proposed Three-Year Financial Strategic Plan](#) (the Plan) for the City Council's consideration. This Plan proposed cost reductions and revenue enhancements to address the estimated \$90 million structural deficit over the next three years. The Plan is based primarily on cost reductions.

### Major Components of Structural Deficit Reduction



## Recommended Cost Reductions and Revenue Enhancements

The following is a summary of the recommended cost reductions and revenue adjustments in the Plan, by category with dollar value and percentage of the overall solution:

<u>Cost Reductions</u>	<u>Dollar Value</u>	<u>%</u>
General Admin. & Management	11.3 million	13.2
Employee Compensation & Benefits	23.4 million	27.2
Contracting Opportunities	3.8 million	4.4
Operational & Org. Changes	6.9 million	8.1
Capital Projects & Infrastructure	2.9 million	3.3
Maintenance Reductions	2.5 million	2.9
Materials, Supplies & Equipment	4.8 million	5.6
Recreation Services	1.9 million	2.2
Library Services	846,876	1.0
Public Safety Support Services	8.7 million	10.1
Public Safety Emergency Services	1.4 million	1.7
Arts & Cultural Programs	1.1 million	1.3
Communication & Promotions	411,149	0.5
Business Services & Attraction	312,215	0.4
Code Enforcement	692,333	0.8
<u>Revenue Enhancements</u>		
Return on Assets/Marketing	4.5 million	5.3
New Fees & Taxes	4.6 million	5.4
Existing Fees or Taxes	5.8 million	6.7

## Next Steps

Continued dialogue and deliberation are critical next steps in this Budget Evaluation Process. Clear and timely feedback regarding the proposed Plan is essential to encourage the input needed for informed decision-making. Therefore, the following outreach will be performed:

- The complete text of survey results, the Plan and [Budget Advisory Committee recommendations](#) are available at [www.longbeach.gov](http://www.longbeach.gov) and over 20 City facilities, including the Neighborhood Resource Center, City Hall, police stations, all libraries and the Facility Centers.
- A series of six community meetings and another Budget Workshop will be held to discuss the Plan, culminating in a Citywide Town Hall meeting to share the collective feedback (please refer to the preceding page for a complete schedule of events.)

It is anticipated that the City Council will endorse a Plan by March/April 2003, which will allow staff to initiate the formal FY 04 budget process.

The City appreciates your cooperation, and looks forward to continued collaboration with the community toward a healthier future.

## "VOICE YOUR CHOICE" Final Survey Results

<b>Category</b>	<b>"Essential" or "Important"</b>	<b>"Nice to Have" or "Not Important"</b>
<b>Arts and Cultural Programs</b>		
Community Arts	43.9%	56.1%
Historic Ranchos and museums	50.7%	49.3%
Municipal Band	30.2%	69.8%
Theater arts	42.2%	57.8%
<b>Business Services</b>		
Business Attraction and retention	76.6%	23.4%
Business Watch (crime prevention)	82.2%	17.8%
Community planning and zoning assistance	73.0%	27.0%
<b>Code Enforcement</b>		
Animal Control	80.3%	19.7%
Health Code enforcement	88.6%	11.4%
Historic preservation of homes/buildings	49.7%	50.3%
Noise code enforcement	70.2%	29.8%
Property/building inspections	80.5%	19.5%
<b>Communication, Promotions and Special Events</b>		
City cable television programs/Channel 21	20.4%	79.6%
City Website	39.8%	60.2%
City support of parades/ special events	32.8%	67.2%
Community information publications and advertising	38.1%	61.9%
Tourism/convention promotion	63.5%	36.5%
<b>Facility Construction and Repair</b>		
Library construction and repair	75.0%	25.0%
Other City facilities construction and repair (Senior Center, health building, City Hall)	71.4%	28.6%
Park maintenance and development	78.2%	21.8%
Public safety buildings	75.0%	25.0%
<b>Library Services</b>		
Book/media lending	68.4%	31.6%
Books-by-mail program for the homebound	53.9%	46.1%
Homework Help program	55.7%	44.3%
Library teen programs	55.0%	45.0%
Public computer access (including Internet)	52.9%	47.1%
Reading programs for youth	68.8%	31.2%

Total Number of Responses: 10,605

## "VOICE YOUR CHOICE" Final Survey Results

### ***Non-Emergency Public Safety***

Community Emergency Response Training (CERT)	68.3%	31.7%
Community safety education programs (Neighborhood Watch)	65.3%	34.7%
DARE Program (Student drug awareness)	61.1%	38.9%
Fire safety education (at schools)	61.1%	38.9%
Gang Prevention	86.7%	13.3%
Neighborhood Police centers	78.7%	21.3%
Park Rangers	63.7%	36.3%
Police Athletic League (PAL)	36.7%	63.3%
Public Safety Fairs	33.2%	66.8%
School Crossing guards	80.7%	19.3%

### ***Recreation***

Adult Sports	31.1%	68.9%
Child care and summer camps	60.4%	39.6%
Free youth sports	57.1%	42.9%
Mobile recreation trailers and portable skate parks	27.6%	72.4%
Nature center programs	44.6%	55.4%
Senior programs and services	65.7%	34.3%
Supervised playgrounds (schools and parks)	69.1%	30.9%
Swimming pools	49.1%	50.9%
Teen centers	59.8%	40.2%

### ***Streets and Sidewalks***

Free graffiti removal	78.0%	22.0%
Pothole/street repair	93.7%	6.3%
Sidewalks, curb and gutter repair	90.2%	9.8%
Street Landscaping	66.0%	34.0%
Weekly street sweeping	72.8%	27.2%

### ***Revenues*** ***Percent "Yes"***

Increase in the Hotel Bed Tax (Transient Occupancy Tax)	39.8%
Increase in fees for select City programs (sports programs, animal control fees, ambulance fees)	35.5%
Increase in fines for parking/traffic tickets	36.9%
Support an admissions tax on arts and entertainment to fund arts programming	36.6%
Support a bond measure for parks, recreation and library facilities	35.1%
Support a bond measure for public safety facilities	30.2%
Support a bond measure for streets, sidewalks and alley improvement	36.7%
I would not support any revenue increases	15.6%

Total Number of Responses: 10,605

## Proposed Three-Year Financial Strategic Plan

Category	FY 04		FY 05		FY 06		Three Year Total		% of the Solution
	Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
<i>Estimated Structural Budget Gap</i>	\$52,000,000		\$30,000,000		\$8,000,000		\$90,000,000		
<i>Structural Deficit Remaining from Prior Year</i>			\$11,676,014		\$6,401,213				
<b>Total New Structural Gap</b>	\$52,000,000		\$41,676,014		\$14,401,213				
<i>Carry-over from Previous Year</i>	(\$11,703,428)		(\$2,652,414)		(\$176,201)				
<i>Current Year Budget Gap</i>	\$40,296,572		\$39,023,600		\$14,225,012				
General Administration and Management	(\$7,065,675)		(\$3,225,783)		(\$1,050,071)		(\$11,341,529)		13.2%
Employee Compensation, Benefits & Work Practices	(\$3,370,982)		(\$15,074,275)		(\$4,967,441)		(\$23,412,698)		27.2%
Contracting Opportunities	(\$976,381)		(\$1,808,013)		(\$1,000,000)		(\$3,784,394)		4.4%
Operational and Organizational Changes	(\$5,275,668)		(\$1,627,087)		(\$38,048)		(\$6,940,803)		8.1%
Capital Projects and Infrastructure	(\$1,257,664)		(\$1,101,416)		(\$500,000)		(\$2,859,080)		3.3%
Maintenance Reductions	(\$518,385)		(\$2,000,706)				(\$2,519,091)		2.9%
Materials, Supplies and Equipment	(\$3,903,203)		(\$876,121)				(\$4,779,324)		5.6%
Recreation Services	(\$751,135)		(\$1,120,725)		(\$42,430)		(\$1,914,290)		2.2%
Library Services	(\$846,876)						(\$846,876)		1.0%
Public Safety Support and Related Services	(\$3,656,426)		(\$2,289,036)		(\$2,777,709)		(\$8,723,171)		10.1%
Public Safety Emergency Services	(\$146,676)		(\$1,300,000)				(\$1,446,676)		1.7%
Arts and Cultural Programs	(\$780,858)		(\$300,000)				(\$1,080,858)		1.3%
Communication, Promotions and Special Events	(\$197,441)		(\$213,708)				(\$411,149)		0.5%
Business Services and Attraction	(\$312,215)						(\$312,215)		0.4%
Code Enforcement	(\$184,402)		(\$507,931)				(\$692,333)		0.8%
<b>TOTAL EXPENDITURE REDUCTIONS</b>	<b>(\$29,243,986)</b>	<b>-193</b>	<b>(\$31,444,801)</b>	<b>-220</b>	<b>(\$10,375,699)</b>	<b>-74</b>	<b>(\$71,064,486)</b>	<b>-487</b>	<b>82.7%</b>
Return on Assets & Marketing Opportunities	(\$4,520,000)						(\$4,520,000)		5.3%
New Fees or Taxes	(\$790,000)		(\$3,830,000)				(\$4,620,000)		5.4%
Existing Fees or Taxes	(\$5,770,000)						(\$5,770,000)		6.7%
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>(\$6,560,000)</b>		<b>(\$3,830,000)</b>				<b>(\$10,390,000)</b>		<b>12.1%</b>
<b>Impact to Structural Deficit</b>	<b>(\$40,323,986)</b>		<b>(\$35,274,801)</b>		<b>(\$10,375,699)</b>		<b>(\$85,974,486)</b>		<b>100.00%</b>
One-time Revenues/Transfers	(\$2,625,000)		(\$3,925,000)		(\$3,925,000)		(\$10,475,000)		
Total Cost/Revenue Adjustments (including one-time)	(\$42,948,986)		(\$39,199,801)		(\$14,300,699)		(\$96,449,486)		
Carry-over Fund Balance	(\$2,652,414)		(\$176,201)		(\$75,687)				
<b>STRUCTURAL DEFICIT REMAINING</b>	<b>\$11,676,014</b>		<b>\$6,401,213</b>		<b>\$4,025,514</b>				



## Developing the Plan

### ➤ **To develop a balanced and rational plan required input from all stakeholders**

- ✓ The Community: Over 10,600 survey responses
- ✓ Employees: 361 ideas
- ✓ Department Management: Over 1,200 options
- ✓ Budget Advisory Committee
- ✓ Mayor and City Council

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## Developing the Plan

- **Over the 90 days, Department staff researched, formulated and reviewed over 1,200 cost reductions and revenue options**
- **Department Heads and City Manager's staff met more than three times a week over a three-week period to review these options and develop the Proposed Three-Year Financial Strategic Plan**
- **Reflecting the Community's priorities, the Plan concentrated largely on cost reductions and not heavily on increasing fees or taxes**

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## General Administration and Management

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$7,065,675)	-71.53	(\$3,225,783)	-14.50	(\$1,050,071)	-10.00	(\$11,341,529)	-96.03	13.2%

- Reduce management staffing 25 percent  
✓ (48 positions and \$5.3 million)
- Reductions in administrative and support staff
- Reductions in supplies and professional development

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## Employee Compensation, Benefits and Work Practices

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$3,370,982)		(\$15,074,275)	-1.00	(\$4,967,441)	-0.50	(\$23,412,698)	-1.50	27.2%

- Employee support of benefits and/or changes in work practices
- New tier of retirement benefits for new employees

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## Contracting Opportunities

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$976,381)	-28.23	(\$1,808,013)	-70.41	(\$1,000,000)		(\$3,784,394)	-98.64	4.4%

- Further contracting of custodial services
- Contract for public lot weed abatement
- Contract for street landscape maintenance
- Contract for El Dorado Park grounds maintenance and park refuse services
- Contracting-in or out of additional City services

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## Operational and Organizational Changes

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$5,275,668)	-18.60	(\$1,627,087)	-16.04	(\$38,048)	-0.95	(\$6,940,803)	-35.59	8.1%

- Consolidate departmental functions and eliminate operational duplication
- Reduce centralized technology support functions
- Shift eligible costs to alternate funding sources
- Reduce staffing for gas field service response
- Reduce electricity, air conditioning and other energy costs
- Phase out CNG and phase in LNG program

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## Capital Projects and Infrastructure

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$1,257,664)	-3.22	(\$1,101,416)	-6.50	(\$500,000)		(\$2,859,080)	-9.72	3.3%

- **Defer gas pipeline replacement and other non-critical infrastructure maintenance**
- **Reduce structural maintenance of park facilities**
- **Defer wireless communications infrastructure improvements**
- **Reduce mini-park development resources**
- **Explore alternate funding sources for capital projects**
- **Maintain funding for Sidewalk Improvement Program, ADA projects and provides funding for a pilot Alley Improvement Program in FY 04**

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## Maintenance Reductions

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$518,385)	-2.62	(\$2,000,706)	-33.00			(\$2,519,091)	-35.62	2.9%

- **Reduce grounds and structural maintenance at parks, Ranchos and undeveloped City lots**
- **Curtail maintenance, repair and modification of City facilities**
- **Reduce maintenance on gas meter set assemblies and monitoring equipment**

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## Materials, Supplies and Equipment

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$3,903,203)	-7.00	(\$876,121)	-5.00			(\$4,779,324)	-12.00	5.6%

- Reduce use of cell phones and pagers
- Reduce office supplies, furniture, reprographics and computer equipment
- Eliminate 400 light-duty and 60 heavy-duty City vehicles and defer acquisition of fleet equipment
- Extend PC replacement cycles

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## Recreation Services

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$751,135)	-5.20	(\$1,120,725)	-29.66	(\$42,430)	-0.88	(\$1,914,290)	-35.74	2.2%

- Reduce support to outside recreation service providers
- Eliminate free winter sports-field lighting
- Eliminate staffing at smaller park sites
- Reduce environmental educational programs
- Reduce program and service support to the Ranchos
- Restructure volunteer recognition event
- Reduce youth activities and services
- Reduce teen and adult activities and services
- Reduce senior activities and services

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## Library Services

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$846,876)	-11.83					(\$846,876)	-11.83	1.0%

- Reduced hours of operation at various branches
- Reduce books/materials budget to FY 02 levels
- Reduce substitute librarian staffing
- Institute rolling closures of neighborhood libraries

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## Public Safety Support and Related Services

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$3,656,426)	-31.50	(\$2,289,036)	-36.15	(\$2,777,709)	-61.77	(\$8,723,171)	-129.42	10.1%

- Reduce Animal Control staffing
- Reduce Patrol Bureau overtime usage
- Reduce Park Ranger Program in FY 06
- Reconfigure Police Athletic League (PAL) in FY 04 and eliminate in FY 06
- Transfer financial responsibility for school crossing guards
- Reduce clerical, security and police support services

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## Public Safety Emergency Services

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$146,676)	-2.00	(\$1,300,000)				(\$1,446,676)	-2.00	1.7%

- Eliminate two Fire Prevention Firefighter positions
- Review Fire Service delivery and staffing methodology

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## Arts and Cultural Programs

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$780,858)	-0.54	(\$300,000)				(\$1,080,858)	-0.54	1.3%

- Reduce General Fund support for the Public Corporation of the Arts (PCA)
- Reduce Municipal Band concert season from 8 weeks to 6 weeks
- Reduce support to outside service organizations
- Reduce funding for the Museum of Art to FY 02 levels

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## Communication, Promotions and Special Events

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$197,441)	-1.00	(\$213,708)	-2.00			(\$411,149)	-3.00	0.5%

- Reduce size and number of City publications
- Consolidate public information efforts

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## Business Services and Attraction

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$312,215)	-7.00					(\$312,215)	-7.00	0.4%

- Eliminate Economic Development Business Technology Division
- Reduce Development Support costs in Public Works

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## Code Enforcement

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$184,402)	-3.00	(\$507,931)	-5.76			(\$692,333)	-8.76	0.8%

- Restructure Code Enforcement services eliminating duplication of efforts

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## Return on Assets & Marketing Opportunities

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$4,520,000)						(\$4,520,000)		5.3%

- SERRF profit
- Marketing opportunities
- Signal Hill Fire services contract
- Additional Gas Fund transfer
- RDA statutory pass-through

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## New Fee & Tax Options

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$790,000)		(\$3,830,000)				(\$4,620,000)		5.4%

- Assess Business License tax on two and three unit rental properties
- Increase a Preferential Parking Permit fee
- Establish a Natural Gas Production tax
- Contract collection services for towing revenue
- Charge an “After-Hours Release” fee
- Implement a Fiber Optics fee

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## New Fee & Tax Options (continued)

- Increase the Transient Occupancy Tax (TOT)
- Implement 10 percent fee on City-owned parking lots
- Assess an Admissions tax
- Assess a Port Container tax
- Assess a Library tax
- Place parking meters in parks
- Implement cat licensing
- Legalize gambling on the Queen Mary

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## Existing Fee or Tax Options

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$5,770,000)						(\$5,770,000)		6.7%

- Increase Civic Center parking rates
- Increase street sweeping parking violation rate
- Increase other Parking violation rates
- Sunset Business License tax discount
- Increase non-sufficient funds fee
- Increase late payment penalties

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## Existing Fee or Tax Options (continued)

- Increase Natural Gas Service Establishment fee
- Increase Natural Gas Service Reconnection fee
- Increase Oil Production tax
- Increase Adult Sport fees
- Assess Business License Tax on all applicable businesses
- Increase Business License Permitting/Investigation Fees

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## Existing Fee or Tax Options (continued)

- Increase Animal Control fees
- Reinstate Recreational Swim fees and increase Community Pool Swim fees
- Increase certain Public Health Clinical fees
- Increase Storage fees for towed vehicles

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## One-time Revenue/Transfer Options

FY 04		FY 05		FY 06		THREE YEAR TOTAL		% OF THE SOLUTION
Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
(\$2,625,000)		(\$3,925,000)		(\$3,925,000)		(\$10,475,000)		N/A

- General Services Fund transfer
- Employee Benefits Fund transfer
- Airport Fund loan repayment
- Additional one-time Gas Fund transfer
- Sell City Hall East
- Insurance Fund transfer

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## **Contracting-In/Contracting-Out**

- **Contracting-in work from outside agencies could help offset fixed costs**
- **Contracting-out service delivery with private companies could reduce on-going operating costs and possibly increase service efficiency**

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## **Contracting In/Contracting Out**

- **Areas to consider:**
  - ✓ Vehicle Maintenance
  - ✓ Parking Enforcement Operations
  - ✓ Helicopter Maintenance
  - ✓ Towing Operations
  - ✓ Reprographic Services
  - ✓ Information & Technology Services
  - ✓ Billing & Collections Functions
  - ✓ Business License Processing
  - ✓ Street Sweeping
  - ✓ Street Surveying Services

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