



# **A G E N D A**

## **IMPERIAL BEACH CITY COUNCIL REDEVELOPMENT AGENCY PUBLIC FINANCING AUTHORITY**



**JANUARY 29, 2008  
WORKSHOP – 9:00 A.M.**

Community Room  
(behind Council Chambers at City Hall)  
825 Imperial Beach Blvd.  
Imperial Beach, CA 91932

### **THE CITY COUNCIL ALSO SITS AS THE CITY OF IMPERIAL BEACH REDEVELOPMENT AGENCY, PLANNING COMMISSION, AND PUBLIC FINANCING AUTHORITY**

The City of Imperial Beach is endeavoring to be in total compliance with the Americans with Disabilities Act (ADA). If you require assistance or auxiliary aids in order to participate at City Council meetings, please contact the City Clerk's Office at (619) 423-8301, as far in advance of the meeting as possible.

### **WORKSHOP CALL TO ORDER BY MAYOR**

### **ROLL CALL BY CITY CLERK**

### **COMMUNICATIONS FROM CITY STAFF**

**PUBLIC COMMENT** Each person wishing to address the City Council regarding items not on the posted agenda may do so at this time. In accordance with State law, Council may not take action on an item not scheduled on the agenda. If appropriate, the item will be referred to the City Manager or placed on a future agenda.

### **REPORTS** – Conduct discussion on the following topics:

1. Long Term Fiscal Sustainability of the City. (0300-30)
- 2.\* Palm Avenue Parking. (0760-90)
3. Review Goals. (0100-10)

\* No STAFF REPORT

### **MAYOR/COUNCIL ANNOUNCEMENTS/REPORTS**

### **ADJOURNMENT**

Copies of this notice were provided on 01-25-08 to the San Diego Union-Tribune, I.B. Eagle & Times, and I.B. Sun.

AFFIDAVIT OF POSTING)  
STATE OF CALIFORNIA)  
CITY OF IMPERIAL BEACH)

I, Jacqueline M. Hald, CMC, City Clerk of the City of Imperial Beach, hereby certify that the Agenda for the Workshop Meeting as called by the City Council, Redevelopment Agency, and Public Financing Authority of Imperial Beach was provided and posted on January 25, 2008. Said meeting to be held at 9:00 a.m., January 29, 2008, in the Community Room (behind Council Chambers at City Hall), Imperial Beach, California. Said notice was posted at the entrance to the City Council Chambers and the Community Room on January 25, 2008 at 1:30 p.m.

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Jacqueline M. Hald, CMC  
City Clerk



**STAFF REPORT  
CITY OF IMPERIAL BEACH**

**TO:** HONORABLE MAYOR AND CITY COUNCIL  
**FROM:** GARY R. BROWN, CITY MANAGER

**MEETING DATE:** January 29, 2008  
**ORIGINATING DEPT.:** Tom Ritter, Assistant City Manager *TR*

**SUBJECT:** LONG TERM FISCAL SUSTAINABILITY OF CITY

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**BACKGROUND:**

Since the passage of Proposition 13 in 1978 the City of Imperial Beach has struggled financially to maintain the minimum levels of service necessary to preserve its quality of life. Planned as a bedroom community, Imperial Beach was not designed to accommodate the type of business development that would bring the City's sales tax revenue up to the level necessary to support City services post Prop 13. Facing continual financial shortfalls in the 1980's the City asked for and received significant assistance from the Port of San Diego beginning in 1990 by turning over responsibility for its tidelands and Pier to the Port District. But even with assistance from the Port the City continued to struggle financially throughout the 1990s putting off needed street, facility, and infrastructure maintenance and improvements. In recent years, the City created a city-wide Redevelopment Agency, updated and implemented new fees, and forewent cost of living increases for its employees in order to balance its budget. Although necessary, the City has expended RDA money on street and park improvements, allowed employee wages to fall well below the median, and made some reductions in public safety. These practices do not bode well for the City's ability to sustain itself—to keep-up services and retain or attract good employees-- in the future.

The cycle of revenue shortfalls with occasional reprieves has created an unhealthy atmosphere of uncertainty about the City's ability to maintain services, provide cost of living increases to its employees, and even meet the expectations of its citizens. Imperial Beach has made great strides over the last fifteen years in maintaining and upgrading its infrastructure, neighborhoods and public safety as precursors to economic growth, but sales tax and transient occupancy tax growth alone will not be sufficient to sustain the City's fiscal health over the next decade. Economic development also takes a long time to produce revenues.

**DISCUSSION:**

Fiscal stability can be achieved. But difficult choices will have to be made in order to provide staff direction on what revenue enhancements and/or expenditure reductions should be considered in order to achieve long-term fiscal sustainability.

**Revenue Enhancements**

1. Ask voters to decide on new taxes – Over one-half of cities in California have a Utility Users Tax (UUT) or sales and use tax. The City of Chula Vista has a 5% UUT and the City of National City has a 1% sales and use tax. A general purpose UUT would require a majority vote (50% +1) and could raise approximately \$1 million dollars per year. A Parcel Tax of \$200 would raise approximately \$1 million dollars per year. A Parcel Tax would require a 2/3's vote of the electorate.

2. Increase fees at the rate of inflation – City fees were last updated in 2005. They should be updated every other year at a minimum, but in a recessionary environment increased fees may not produce increased revenues.
3. Designate the majority of Redevelopment Tax Increment and Bond money for revenue enhancing redevelopment purposes. Commercial developments that generate sales tax and hotel developments that generate transient occupancy tax (TOT) dollars bring the greatest return on our investment.

#### Expenditure Reductions

1. Staff reductions – The City is a lean operation. Savings of \$500,000 to \$1,000,000 dollars could be achieved but they would come at a significant cost in customer service and service levels in most departments. We currently have a Firefighter/Paramedic position in the Fire Department that remains vacant due to budget constraints. Our Public Works Department is in need of a Management Analyst or higher position. We have no secretarial support for the Fire Department. Our Senior Center is staffed with only one part-time position. Many of our Department's get by with part-time or no clerical assistance and we struggle to retain staff due to our decreasing ability to compete in the labor market.
2. Service Reductions – The City provides a few services that are expected but not required. We maintain our parks, medians, sidewalks, and streets in fairly good condition. City Hall is open 40 hours per week, Sports Park is open six days a week (55-63 hours per week), and our Senior Center is open 20 hours per week. Service reductions that would result in any significant amount of savings would most likely require changes to these standards. For example, we could reduce the level of maintenance of our sidewalks, streets, landscaping, ballparks, and buildings.

The City has a balanced budget for fiscal years 07/08 and 08/09. This was achieved through a combination of fee and revenue increases combined with fiscal restraint that will be difficult if not impossible to achieve in the coming years. The City will be better served if it proactively addresses these fiscal realities now rather than later. Waiting for another budget cycle before taking action may harm Council's ability to plan proactively and limit our options.

Options appear to be:

1. Wait and see how budgets for the next two fiscal years shape-up. We'll have a better indication of this by the end of 2008, early 2009. People might prefer to experience service reductions rather than decide on a tax increase.
2. Ask voters for their decision in an election on a tax increase. This may be rushed if we shoot for November, 2008 but an election in 2009 will be much more expensive. On the other hand a 2009 election might leave the city subject to major service reductions in the 2008-2009 budget.
3. Work with the Port on projects such as hotel development on or near the beach and a pier restaurant located closer to shore.
4. Encourage neighborhood-compatible, hotel and commercial development along the bay. Open our north shore to more recreation and visitor access.
5. Pursue all the revenue enhancements mentioned above.

**ENVIRONMENTAL IMPACT:**

Not a project as defined by CEQA.

**FISCAL IMPACT:**

To be determined.

**DEPARTMENT RECOMMENDATION:**

Accept this report and provide staff feedback on desired direction to pursue.

**CITY MANAGER'S RECOMMENDATION:**

Approve Department recommendation.

A handwritten signature in black ink, appearing to read 'Gary R. Brown', is written over a horizontal line.

Gary R. Brown, City Manager

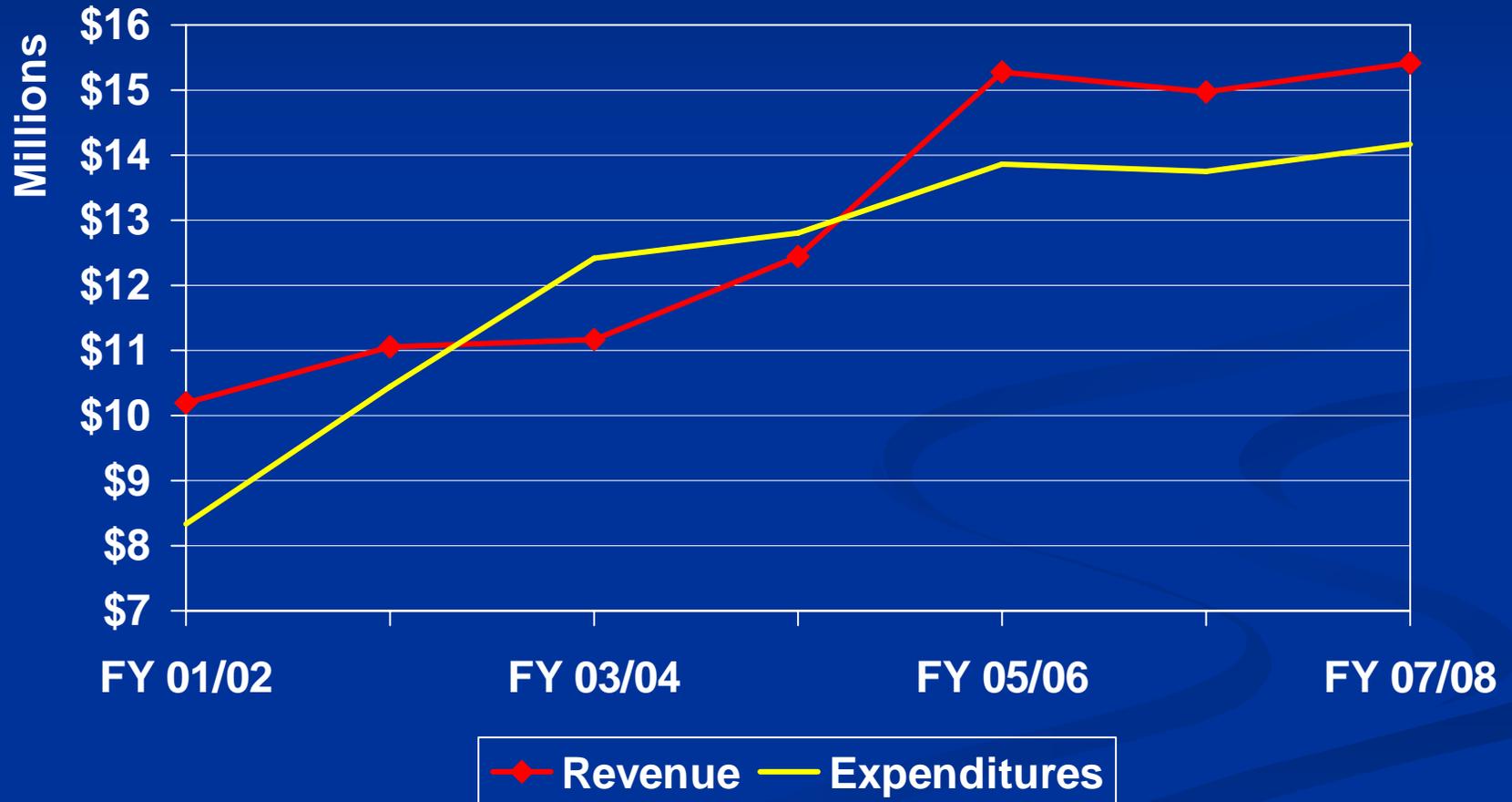
# City of Imperial Beach Financial Update

January 29, 2008

# General Fund Financial Summary

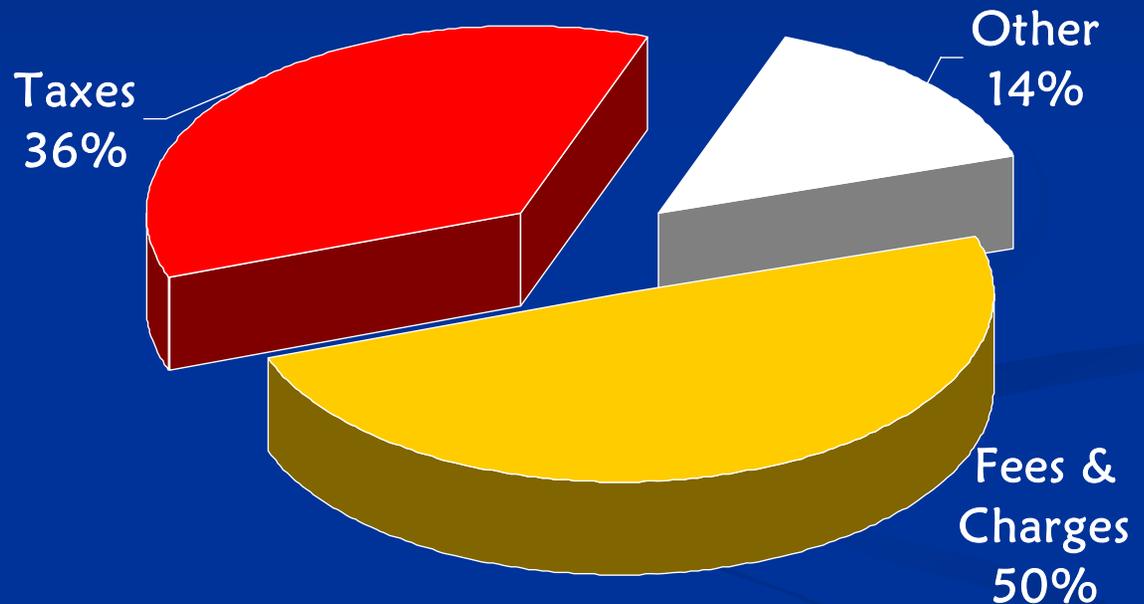
- General Fund financials have been up and down over the last several years
- Growth in General Fund taxes will lag behind inflation
- Housing sector and Sheriff's contract major factors on General Fund financial health

# General Fund History: Financial Fluctuations



# 36% of General Fund Revenues are from Taxes

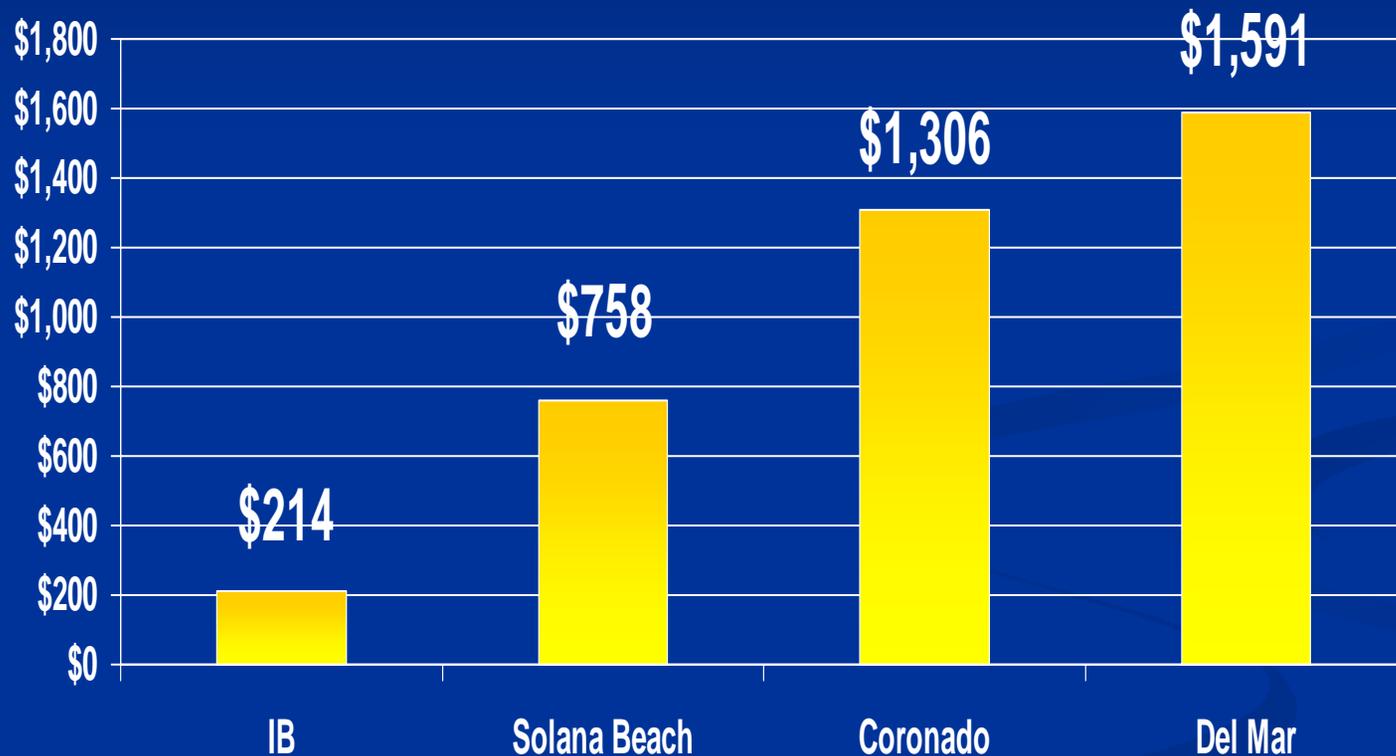
- Discretionary taxes revenues are 36% of General Fund Revenues
- Fees for services can not exceed the costs



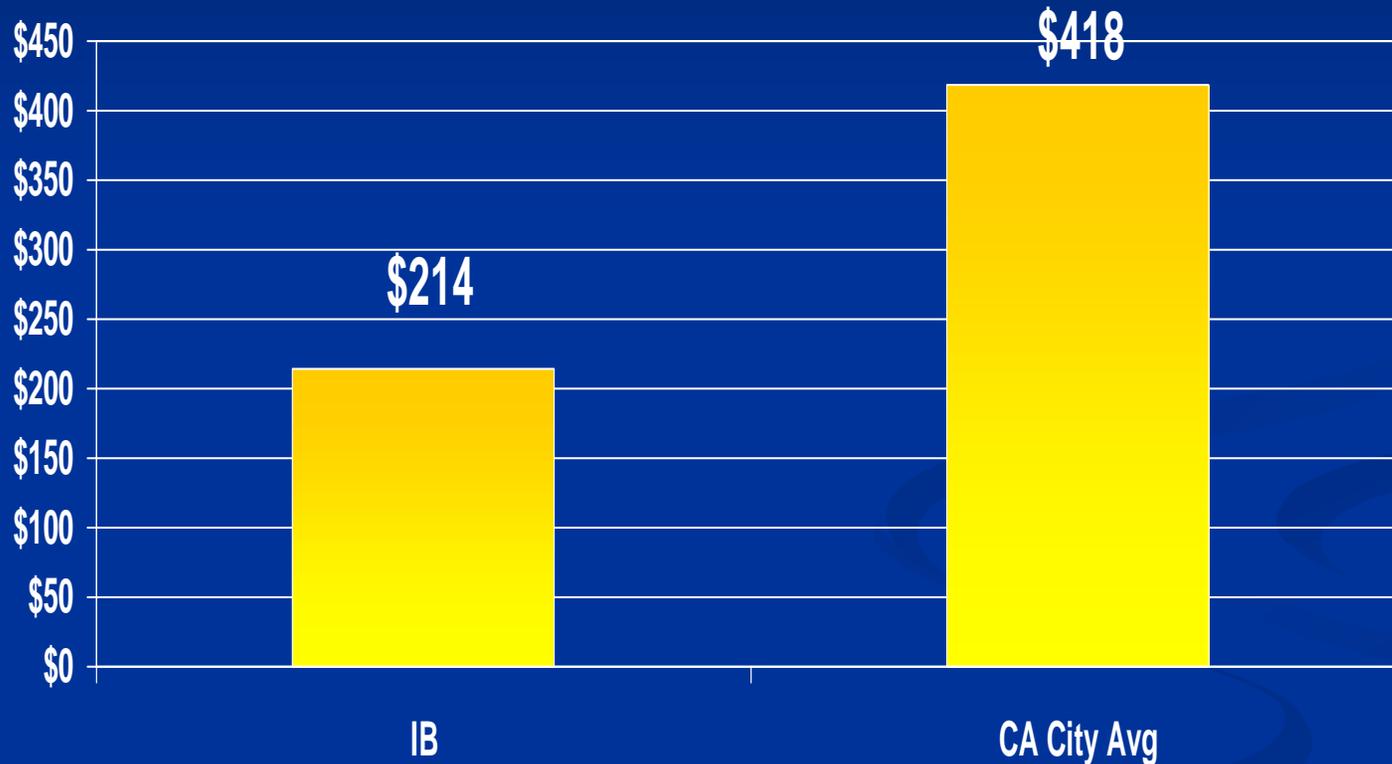
# IB Compared to Other Beach Cities

	<b>Imperial Beach</b>	<b>Coronado</b>	<b>Solana Beach</b>	<b>Del Mar</b>
<b>Property Tax</b>	\$2.2	\$15.6	\$4.9	\$3.2
<b>Sales Tax</b>	\$1.0	\$2.6	\$3.1	\$1.7
<b>VLF In Lieu</b>	\$2.1	\$1.7	\$1.0	\$0.3
<b>T.O Tax</b>	\$0.3	\$9.8	\$0.9	\$1.7
<b>Other Taxes</b>	\$0.3	\$0.2	\$0.2	\$0.3
<b>Tax Revenue</b>	<b>\$5.9</b>	<b>\$29.9</b>	<b>\$10.1</b>	<b>\$7.2</b>

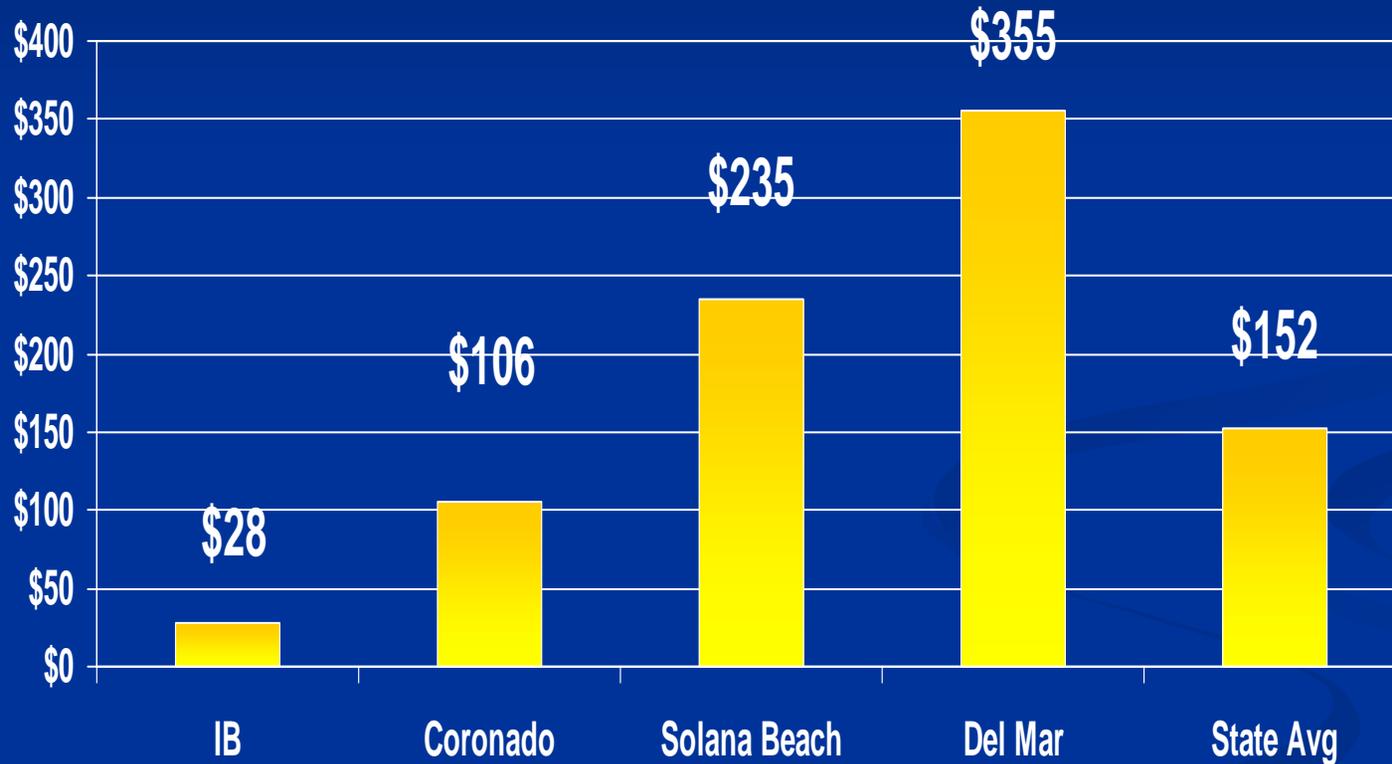
# Per Capita General Fund Tax Revenue Comparisons



# IB Per Capita Tax Revenue Compared to City Average



# Sales Tax Revenue Per Capita



# Sales Tax per Capita

- Imperial Beach receives \$28 of sales tax per capita
- State Average is \$152 per capita
- Imperial Beach ranks 507 out of 535 California jurisdictions in Sales Tax per Capita
- Sales Tax would increase \$3.4 million if IB was at the State per capita average

# Tax Revenues Lagging

	<b>Tax Revenue</b>	<b>% of Total Taxes</b>	
<b>Base Property Tax</b>	\$1.8	31%	Frozen, will not grow
<b>Sales Tax</b>	\$1.0	17%	Has not grown since FY 2004-05
<b>T.O Tax</b>	\$0.3	5%	Has not grown since FY 2004-05
<b>Subtotal</b>	<b>\$3.1</b>	<b>53%</b>	
<b>VLF In Lieu</b>	\$2.1	36%	Growth tied to Assessed Value
<b>Tax Incr. Pass Thru</b>	\$0.4	7%	Growth tied to Assessed Value
<b>All Other Taxes</b>	\$0.3	5%	
<b>Total Tax Revenue</b>	<b>\$5.9</b>	<b>100%</b>	

- **Half of the Tax Revenues are not growing**
- **Remaining Tax Revenues tied to Assessed Value growth**
  - **Need healthy AV growth to balance budget**

# Falling Housing Prices

## MEDIAN HOME PRICES FOR SAN DIEGO COUNTY

The median home price has returned to the level of almost four years ago.



SOURCE: DataQuick Information Systems

UNION-TRIBUNE

# 5 Year General Fund Projections

- Series of scenarios
  - Starts with “Finance Director Conservative” assumptions
    - Assumptions to assure a balanced budget
    - Assumes “Status Quo” – no new programs
  - Modifies assumptions to demonstrate what a “Less Conservative” projection would look like

# “Finance” State Budget Assumptions

- **Assume Max State budget impacts to IB**
  - **Maximum Prop 1A is 8% of Property Tax**
    - Has to be paid back with interest within 3 years
    - Assume Max Impact: \$180,000 (onetime in FY 08-09)
  - **Governor’s Budget proposes 10% reduction to COPS grant and Jail Booking Reimbursements**
    - Total COPS Grant = \$100,000, Assume State takes 100% and City continues program
    - Total Booking Fees = \$28,000, Assume State takes 100%

# “Finance” Revenue Assumptions

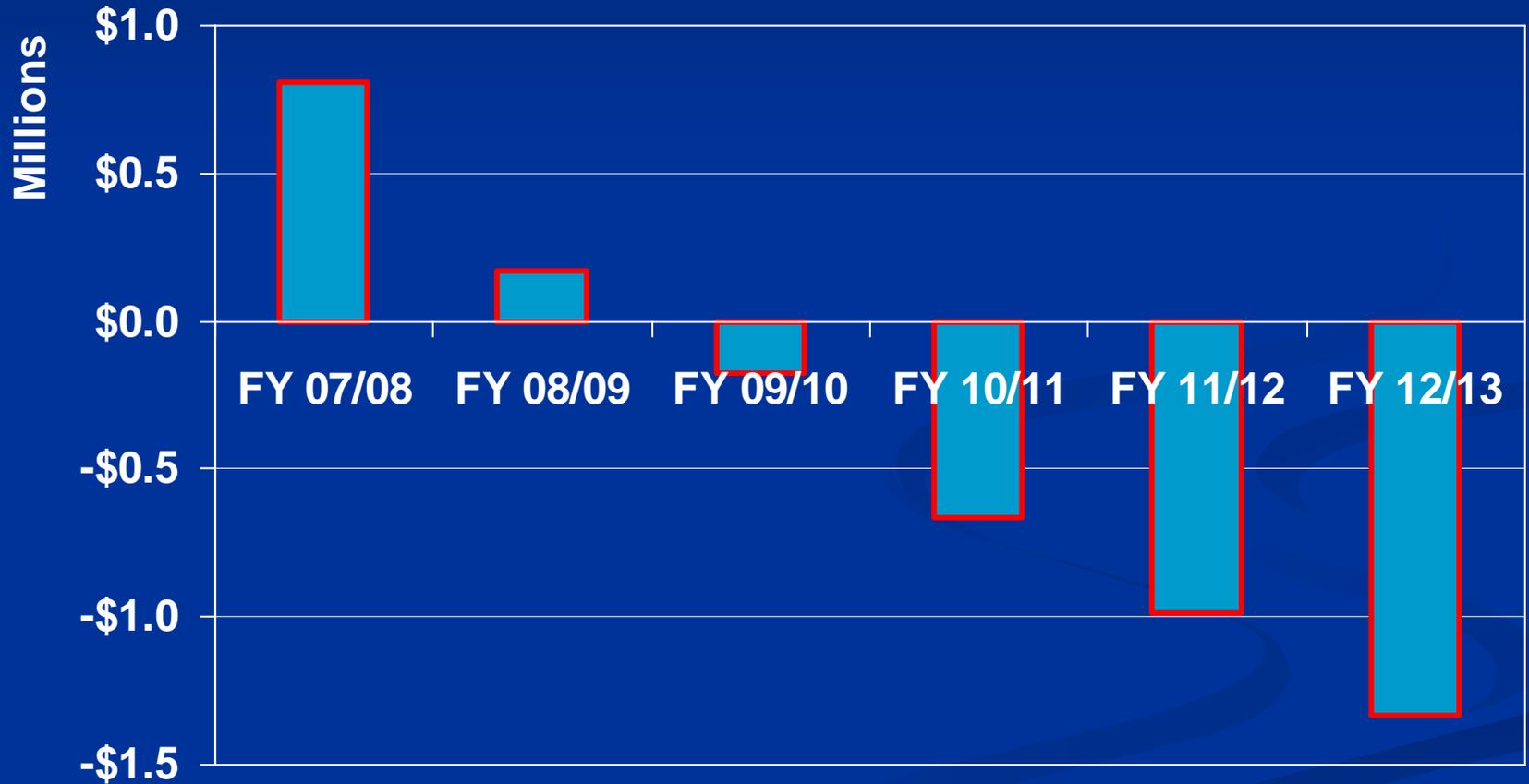
- Slump in Housing sector continues over 5 year period
  - Assessed value growth projected at 2% per year
- No growth in sales tax
- Economic benefits of New Hotel occur in the 5<sup>th</sup> year
  - General Fund Tax Benefit \$215,000 per year

# “Finance” Cost Assumptions

- Sheriff’s Contract increases above inflation
  - Assumptions: 5% 2 years then 7% for the remaining years
- Labor Costs increase 2% above inflation
  - Basic inflation assumed to be 3% over the 5 year period
- Can’t totally pass along labor cost increases to reimbursement programs

# General Fund

## Projected “Finance” Net Surplus



# Deficit Magnitude

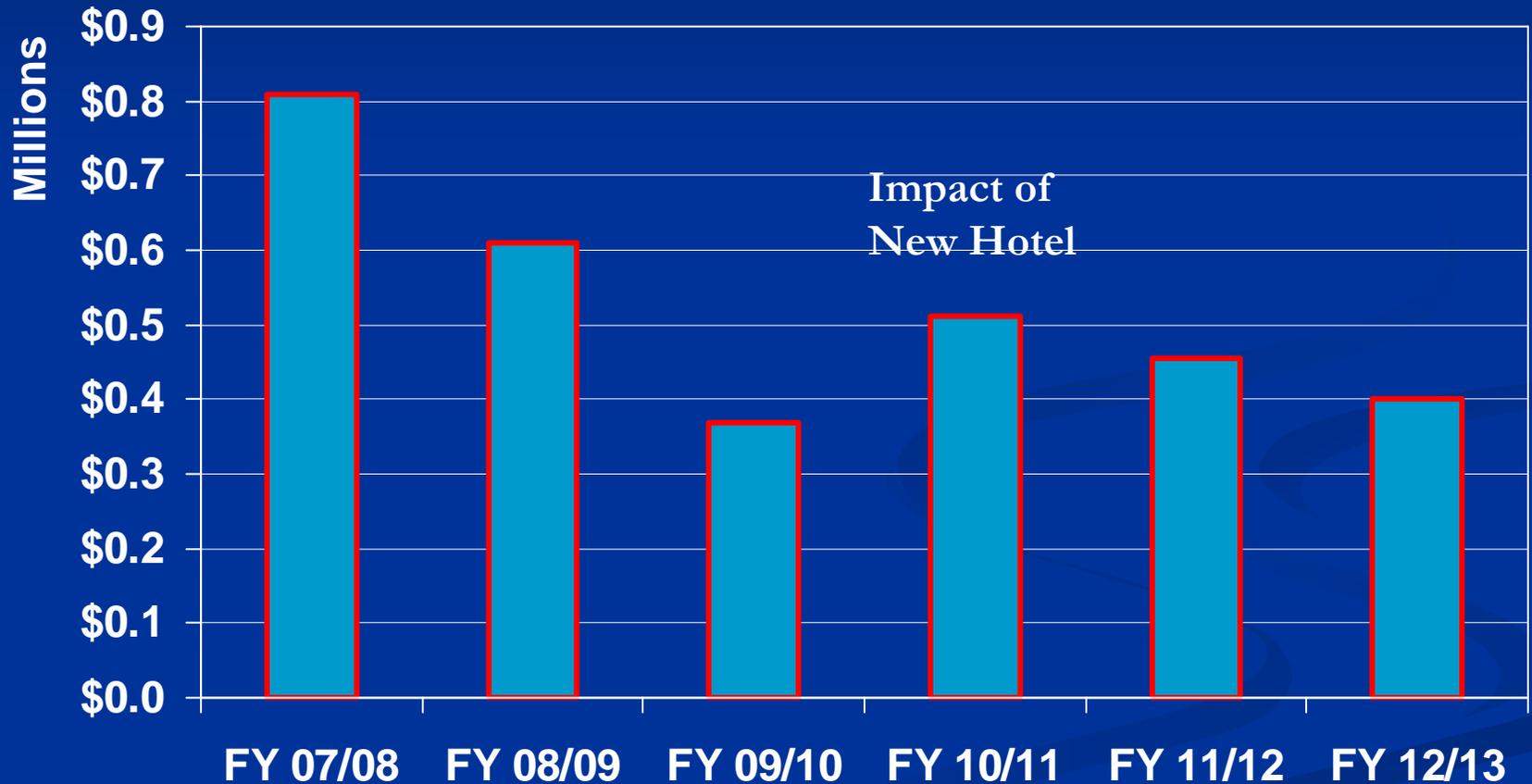
- **“Finance” projection deficit grows to \$1.3 million in FY 2012-13**
  - Equals 8.8% of the Gross General Fund Budget
  - Equals 17.6% of the Net General Fund Budget (less fee reimbursements)
  - Equivalent of 25 positions (25% of all positions)
  - Equals 22% of Police Budget
  - Equals 67% of Fire Budget

# “Less Conservative” Scenario

- Slump ends in 2 years and grows at 9%/yr over the remaining years
- No State budget impact
- Sales tax grows with inflation
- Sheriff's Contract increases 5.5% per year
- New hotel opens ahead of schedule
- Labor costs increase 1% above inflation
- Able to pass along cost increases to reimbursement programs

# General Fund

## Projected “Less Conservative” Net Surplus



# General Fund

## Projected “Less Conservative” Without Hotel

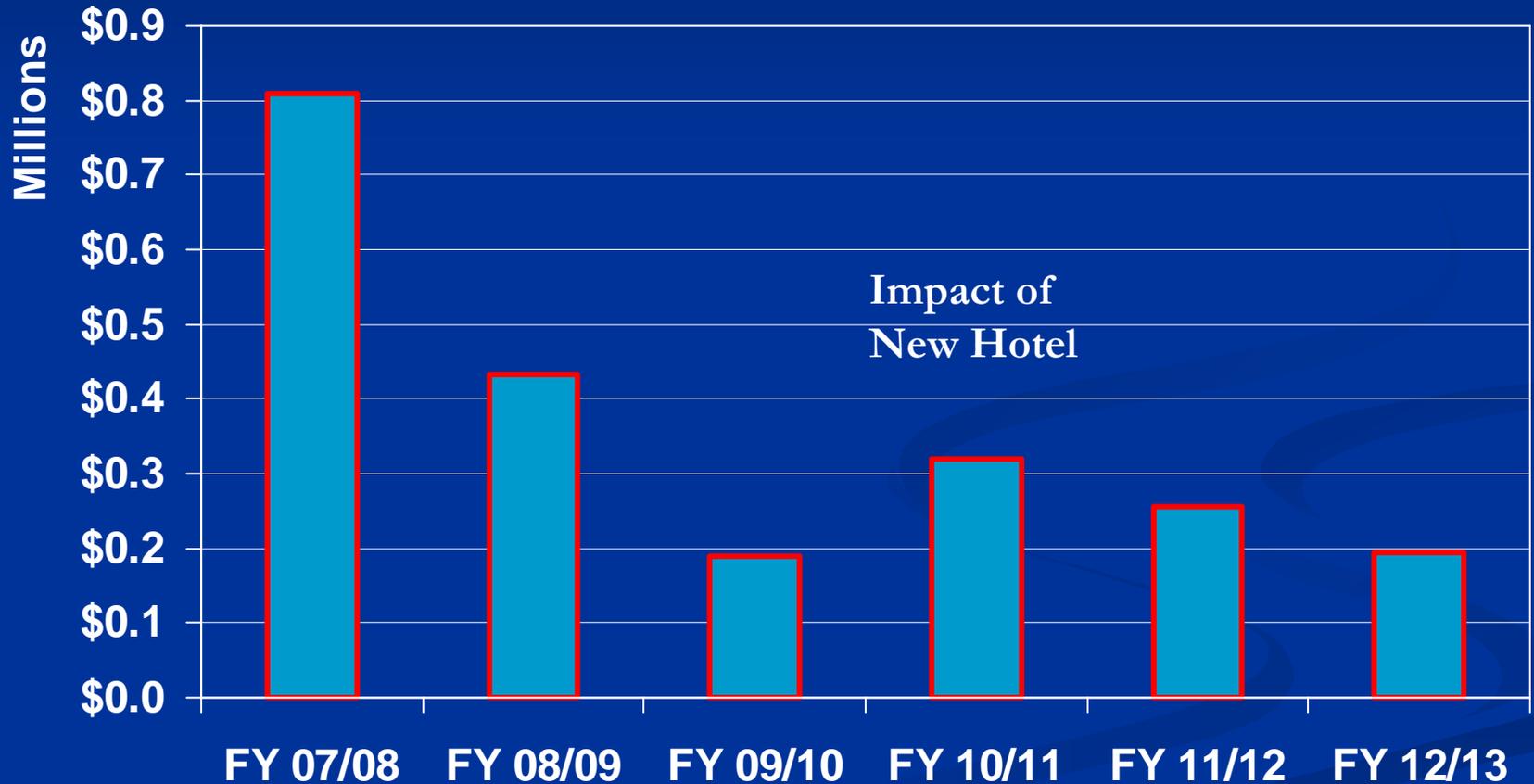


# Impact of Adding Changes to Existing Budget

- Projection assumes status quo budget
  - Same level of programs that exists in the Fiscal Year 2007-08 Budget
- Assume some changes to existing funding level
  - Add 1 Firefighter, 1 Secretary, and .5 Senior Center position

# General Fund

## Projected “Less Conservative” with Limited Program Growth



# Balancing the Budget

## ■ Lower Costs

- Gain Efficiencies

- Alternative Sources

- Reduce Expenses

  - Reducing cost offset programs does not reduce deficits

## ■ Raise Revenue

- Update fees

  - Fee increases can not exceed cost

- Increases to Tax Revenues require vote

# Utility User Tax

- May be imposed on the consumption of utility services including electricity, gas, water, sewer, telephone, sanitation and cable television
- Would need to be approved by voters
- Approximately half of the state's population is subject to an Utility User Tax
- Rates vary from 1% to 11%, mean is 5.5%
- Statewide UUT provides on average 15% of general purpose revenue
- Some have discounts for low income citizens

# Utility Users Matrix

Service	Tax Rate					
	5%	6%	7%	8%	9%	10%
<b>Gas &amp; Electric</b>	420,300	504,360	588,420	672,480	756,540	840,600
<b>Telephone</b>	127,491	152,989	178,487	203,986	229,484	254,982
<b>Wireless</b>	140,100	168,120	196,140	224,160	252,180	280,200
<b>Cable TV</b>	313,824	376,589	439,354	502,118	564,883	627,648
<b>Water</b>	308,220	369,864	431,508	493,152	554,796	616,440
<b>Sewer</b>	63,979	76,775	89,571	102,366	115,162	127,958
<b>Garbage</b>	168,120	201,744	235,368	268,992	302,616	336,240
<b>Total</b>	<b>1,542,034</b>	<b>1,850,441</b>	<b>2,158,848</b>	<b>2,467,254</b>	<b>2,775,661</b>	<b>3,084,068</b>

# Parcel Tax

- Parcel Taxes can be levied as a flat rate per parcel or based on sq footage
- May include an inflation factor
- Requires 2/3 vote

# Parcel Tax

	<b>\$ 50</b>	<b>\$ 75</b>	<b>\$ 100</b>	<b>\$ 125</b>	<b>\$ 150</b>	<b>\$ 200</b>
Parcel Tax	285,250	427,875	570,500	713,125	855,750	1,141,000

# Summary

- **Fiscal Stability dependent on**
  - **Assessed Value Growth**
  - **Cost Control of Sheriff's Contract**
  - **New Hotel providing new tax revenue**
  - **Fees increasing with inflation – i.e. Port charges**

**1/29/08 Item 3**

**See attached  
memo from  
11/14/07 Workshop**



## CITY OF IMPERIAL BEACH

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**TO:** City Council  
**FROM:** Gary Brown, City Manager  
**SUBJECT:** Workshop on Wednesday, November 14th

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First, just a reminder that your workshops are a chance for you to talk about whatever is on your minds. It's a chance for brainstorming and freewheeling conversation.

Second, attached are the goals for 2007-2008 that you adopted in February with background materials. We can review and comment on any of these, as well as other subjects we've been working on.

Third, other specific topics for your consideration are listed on the workshop agenda. Other than the consultant's presentation at 9:00 a.m., please take them as well as other topics in any order you want.

See you in the Community Room on Wednesday morning.

See  
attached  
Staff Report/  
Correspondence  
from 10/23/07

11/14/07 Workshop  
Item 2



STAFF REPORT  
CITY OF IMPERIAL BEACH

TO: HONORABLE MAYOR AND CITY COUNCIL  
FROM: GARY BROWN, CITY MANAGER

MEETING DATE: February 7, 2007  
ORIGINATING DEPT: Office of the City Manager

SUBJECT: Goals for 2007-2008

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**BACKGROUND & DISCUSSION:**

We discussed strategic goals at Council's December 12<sup>th</sup> Workshop. Please see the attached December 6 and December 13 memos.

It would help us focus on Council's goals if they are reviewed and adopted by you in one document. Therefore, I've tried to group your goals from the workshop into three areas and placed actions within the three:

1. Achieve Financial Stability
2. Increase Revenues
3. Complete Master Plans

I hope this memo based upon your workshop discussion will serve as our guide over the next two years and focus our work. Also keep in mind that staff will continue to provide core services such as fire and emergency response, building safety, code enforcement, facilities maintenance, wastewater management, environmental, parks, traffic control, and public safety.

Under "Achieve Financial Stability" are the following:

1. Improve management of financial reports; streamline accounting and management reports
2. Improve processes between planning and finance such as issuing licenses, on-line payments, and accepting credit cards
3. Provide financial status reports in a more timely manner
4. Update ABC allocation
5. Improve tracking of 5 year CIP
6. Constantly evaluate services – bring back to basics; can we afford them?
  - Look for efficiencies
  - What services can be eliminated?
7. Explore tax increase – ballot measure 2008
8. Issue another bond if needed and feasible
9. Stabilize long term Sheriff's costs – negotiate JPA with Sheriff
10. Explore ways to provide Fire and emergency response services more efficiently
11. Review options related to Social Security

Under "Increase Revenues" are grouped:

1. Ensure adequate Port funding for maintenance and public safety
2. Seek non-city funds for environmental mandates or reduce the mandates
3. Get at least one of the following to break ground:

*10/23/07 Workshop  
Item 1*

- a) Seacoast Inn
- b) Hotel on Mundt property
- c) 9<sup>th</sup>/Palm
4. Look for other redevelopment opportunities on: Palm and Old Palm, Seacoast Drive in-fill sites and IB Blvd. and 13<sup>th</sup> Street
5. Ensure that the City is receiving proper TOT
6. Consider raising fees for various City services\*
7. Get ecotourism information on line and link to other development projects
8. Seek ways to protect ocean water quality and the beach which are fundamental to the City's economy.

\*This one wasn't mentioned at your December workshop, but comes from earlier discussions.

"Complete Master Plans" includes:

1. Commercial Zoning Study
2. Bay front Mater Plan
3. Palm Avenue Study
4. Revise 5 year CIP

There were a few other ideas that might be placed under "Improve quality life":

1. Build tennis courts and a skate park (Tennis courts may not be a high priority.)
2. Meet housing goals for low and moderate income people
3. Build a greenbelt along Elm from 7<sup>th</sup> to 13<sup>th</sup> Street (This may not be a high priority.)

#### **CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA):**

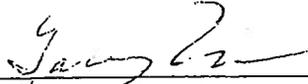
Not defined as a project.

#### **FISCAL IMPACT:**

None by adopting goals, but certain actions should improve our fiscal condition.

#### **CITY MANAGER'S RECOMMENDATION:**

Please review and comment on the above goals and establish some or all of them as strategic goals for the next two years.

  
\_\_\_\_\_  
Gary Brown, City Manager

#### **Attachments:**

1. Memo dated December 6, 2006
2. Memo dated December 13, 2006

Return to Agenda

# CITY OF IMPERIAL BEACH

**TO:** CITY COUNCIL  
**FROM:** GARY BROWN, CITY MANAGER  
**SUBJECT:** WORKSHOP ON TUESDAY, DECEMBER 12  
9:00 AM, DEMPSEY HOLDER SAFETY CENTR  
**DATE:** DECEMBER 6, 2006

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We'd like to focus this workshop on discussing and naming strategic goals for 2007. Given our community's needs, but poverty of resources, our key challenge is to narrow our sights on the few important goals you would hope to achieve over the next year or two. Place yourself two years from now and ask yourself, "What am I proud to have achieved over the last two years?"

Let's ask ourselves also, "What can we do Now to achieve these goals?" I suggest this because setting strategic goals is not just about long-range dreams; it's taking steps now to achieve those dreams.

By the end of our discussion, I hope we'll have arrived at the few, most important, goals you hope to achieve over the next few years. It would be most helpful if we could establish a few key actions under major topics. For example, under economic development you might say, "Concentrate on three things: Seacoast Inn, the Mundt Property, and develop a new approach to 9<sup>th</sup>/Palm."

## ❖ History

It's important to get a sense of the City's past in order to envision its future. Therefore, attached for your review are:

1. An Organization Chart
2. City Council Workshop Memo of 11/4/05
3. April 7, 2005 Goal Setting Workshop Memo
4. Survival Plan Elements – adopted on 11/7/01

## ❖ Today

We have a fairly full plate of challenges, goals, and questions to address including:

1. Economic Development

- a. Seacoast Inn
- b. Mundt Property (northwest corner of Seacoast Drive and Imperial Beach Blvd)
- c. 9<sup>th</sup> and Palm (Council to decide on next steps)
- d. Review of Commercial Zoning (contract to go to Council soon)
- e. Planning for Old Palm and Palm Avenue
- f. Ecotourism – marketing and website
- g. RFP/Q out on El Camino Hotel site

## 2. Fiscal

- a. Prepare balanced budget for 7/07 to 6/09
- b. Consider a ballot measure to increase revenue (hire tax consultant?)
- c. Issue another redevelopment bond?
- d. Seek personnel savings in Fire and Public Works Departments
- e. Improve information and operations within Finance Department
- f. Legal actions elsewhere may affect stormwater management budget
- g. Pump station #9
- h. Demands for Redevelopment funds
- i. Review of CIP to be presented to Council

## 3. Public Safety

- a. Sheriff's contract
- b. Port contract still pending

## 4. Environmental

- a. EDCO rate increase
- b. Recycling – meet state mandates
- c. Stormwater Management – RWQCB – new permit
- d. Sand Replenishment

- ❖ Corps of Engineers project
  - ❖ Alternative system – Mr. Wade has recently found out about another method to retain sand
  - e. Ocean water quality – Japanese credit plants, Bajagua
  - f. Sewer rate increase
  - g. Replace one truck and modify two others to meet air quality standards
  - h. Ecotourism bikeway
5. Construction
- a. Street lighting – on hold
  - b. Alley Paving – work with areas that wanted it?
  - c. Phase III Street Work – in design
  - d. Veterans Park – underway – proceed with signage?
  - e. NOLF entry – underway
  - f. Find alternative site for PW facility?
  - g. Renovations to City Hall, community room and Council Chambers – underway
  - h. Skate Park - need to design
  - i. Palm Avenue Street End – Port is re-engineering to put out for bids
6. Other Planning efforts
- a. Housing Element
  - b. Bayfront Master Plan
7. Basic Business
- a. Maintain infrastructure (streets, pipes, sidewalks, parks) and facilities
  - b. Process development – plan reviews, inspections, zoning
  - c. Code enforcement
  - d. Maintain financial and information processing

- e. Keep good records of City business – City Clerk
- f. Respond to fires and medical emergencies
- g. Keep the beach and coastal facilities in good shape
- h. Sheriff's services
- i. Fire inspections
- j. Lifeguards
- k. Special events
- l. Animal Control
- m. Senior Citizens Program
- n. Recreation activities such as baseball, softball and teen center
- o. Overall staffing- retain and attract good staff

(Activities under one main item overlap into another. For example, a new Seacoast Inn under Econ Dev affects our fiscal resources.)

Please carefully consider your dreams, goals and a few specific actions for our City, and come prepared to discuss them at this Tuesday's workshop.

# CITY OF IMPERIAL BEACH

**TO:** CITY COUNCIL  
**FROM:** GARY BROWN, CITY MANAGER  
**SUBJECT:** NOTES FROM COUNCIL WORKSHOP  
ON DECEMBER 12, 2006  
**DATE:** DECEMBER 13, 2006

NAZIE TASHAKORIAN

Strengthen Ordinances  
Review sign ordinance related to political signs

FRED McLEAN

Economic Stability  
Eco-tourism  
Bay front Plan  
Tennis courts  
Skate Park

FRANK SOTELO

Stabilize Sheriff contract/costs  
Explore fire consolidation efficiencies  
Study responsibilities/consolidate – look for efficiencies

JERRY SELBY

Hotel  
Old Palm infill  
Route 75 Corridor  
Low/mod housing  
Eco-tourism infrastructure  
9<sup>th</sup> and Palm

JIM JANNEY

Finances – need to know where we are at all times; need good updated analysis  
Businesses that generate dollars  
Commercial zoning study – speed up, complete as soon as possible

GARY BROWN

Tax increase  
Staffing compensation to attract and retain good people  
What could be eliminated? Certain services, time constraints of staff, free services

JEANETTE LADRIDO

5-year CIP – better tracking of money  
New Bond issue?  
Streamline accounting processes and management reports  
Update ABC allocation  
Better management of finance reports

PATRICIA McCOY

Ensure adequate funding from Port  
Stabilize costs – sheriff, benefits, compensation  
Public safety  
Hotels – keep working on them  
Eco-tourism – seek grants  
Commercial zoning study

TOM RITTER

Financial stability  
Hotel  
9<sup>th</sup> and Palm  
Commercial zone study  
Public Safety funding  
Seacoast Infill Development

JACQUE HALD

Evaluate services – can we afford them?  
Ballot measure 2008

MAYDA WINTER

Sheriff JPA to negotiate  
Two significant revenue-generating projects - groundbreaking  
Negotiate long-term port (5-year) MSA  
Improve processes between Finance and Planning; issuing licenses, take credit cards, on-line payments  
All master plans done

HANK LEVIEN

5-year CIP done on time  
New RDA bond  
Develop next 5-year CIP  
Financial stability  
Solution to environmental mandate funding  
Greenbelt along Elm from 7<sup>th</sup> to 13<sup>th</sup> Street

LORIE BRAGG

Seacoast Inn  
Mundt Property  
IB & 13<sup>th</sup> - Plan and develop  
Palm Ave  
Bayside masterplan

GREG WADE

Increase revenues  
    Seacoast Inn  
    Mundt property  
    Short-term Rental TOT  
Eco-tourism  
Get out of Social Security – RDA corp  
Sand replenishment  
Commercial zoning study  
Facilitate redevelopment on appropriate sites  
Masterplan efforts: Bayside, Palm Ave, revise 5-year Implementation plan  
Update Econ Dev plan – redirect funds from 9<sup>th</sup> and Palm as needed  
9<sup>th</sup> and Palm – identify and work with developer