



City of East Palo Alto

Members of the Council
William Vines, *Mayor*
John Bostic, *Vice Mayor*
Warnell Coats
Pat Johnson
Barbara A. Mouton

Stanley H. Hall, *City Manager*

July 26, 1991

Barbara Mouton
2575 Emmett Way
East Palo Alto, CA 94303


Dear Mrs. Mouton:

Please be advised that the City Council of the City of East Palo Alto at its meeting on July 22, 1991 created a Fiscal Review Task Force to review the City's present fiscal situation, reviewing both revenues and expenditures and making recommendations to the City Council on potential opportunities for generating additional revenue.

Congratulations, you were appointed by Councilmember Sharifa Wilson to this ten member task force. Henry Anthony was appointed Chair. The first meeting of the task force is scheduled for 6:00 P.M., Wednesday, July 31, 1991 in Conference Room 2B at the Municipal Office Building 2415 University Avenue.

I hope you will be able to attend this initial organizational meeting.

Sincerely,


Robert F. Beyer
Interim City Manager

cc: Mayor and Councilmembers
Russell Bouligny, Finance Director

RFB/sw
BGTCOMMT.LTR

CITIZEN'S COMMITTEE FOR BUDGET REVIEW

PROPOSED MEETING SCHEDULES

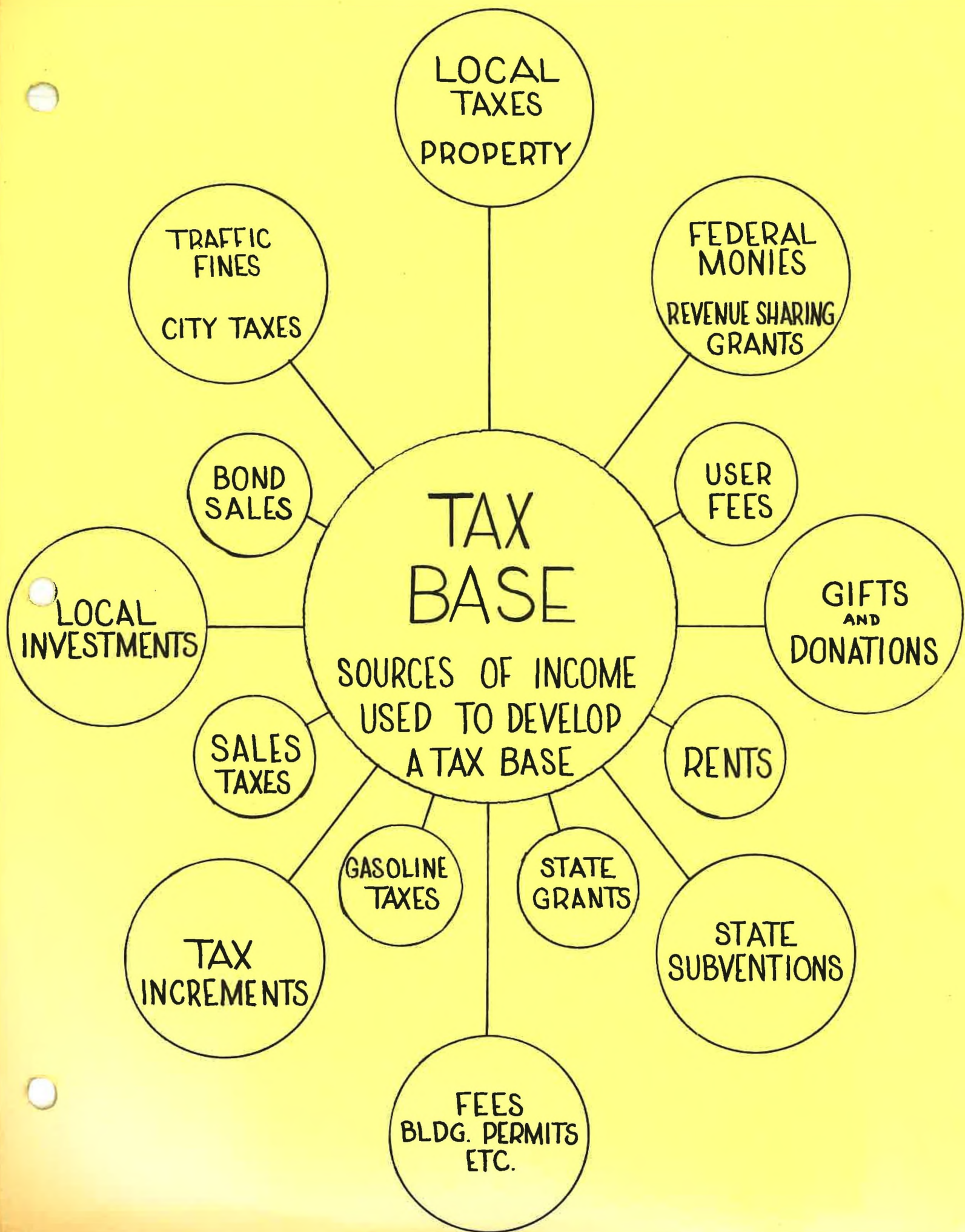
6:15 - 7:30

Meetings will be held for one hour on Tuesdays at 6 p.m. at the Municipal Building, 2415 University Ave., East Palo Alto, CA

- Meeting # 1 Introduction, Overview and Charge to the Committee.
Materials to be given out to members.
- Meeting # 2 Look at the overall (EPA) budget
- Meeting # 3 Law Enforcement (Police) budget and Recommendations
- Meeting # 4 Planning budget and Recommendations
- Meeting # 5 Redevelopment budget and Recommendations
- Meeting # 6 Public Works budget and Recommendations
- Meeting # 7 All other budgets and Recommendations
- Meeting # 8 Look at Revenue producing items
- Meeting # 9 State and Federal monies, Other
- Meeting #10 Final Meeting and wrap-up
- Meeting #11 Joint Meeting with the Council to discuss the whole package with recommendations.

Meeting dates will be FROM _____ TO _____

*Oct 7
Interim budget adopted*





City of East Palo Alto

MEETING SCHEDULE

CITIZEN'S FISCAL REVIEW TASK FORCE

<u>DATE</u>	<u>ROOM LOCATION</u>	<u>TIME</u>
August 6, 1991 (Tuesday)	Council Chambers	6:15 P.M.
August 13, 1991 (Tuesday)	1/2 Council Chambers	6:15 P.M.
August 20, 1991 (Tuesday)	Council Chambers	6:15 P.M.
August 27, 1991 (Tuesday)	Council Chambers	6:15 P.M.
September 3, 1991 (Tuesday)	Board Room Ravenswood Sch. Dist. 2110 Euclid Avenue	6:15 P.M.
September 10, 1991 (Tuesday)	Room 2C	6:15 P.M.
September 17, 1991 (Tuesday)	Board Room Ravenswood Sch. Dist. 2110 Euclid Avenue	6:15 P.M.
September 24, 1991 (Tuesday)	Council Chambers	6:15 P.M.



City of East Palo Alto

Bob

MEMORANDUM

DATE: September 5, 1991
TO: Citizens' Fiscal Review Task Force
FROM: Robert F. Beyer, ^{Interim} Interim City Manager
SUBJECT: DRAFT RECOMMENDATIONS

Enclosed please find a copy of the draft recommendations on Police Department revenue generation developed by the Task Force at its meeting this week.

Also enclosed is a copy of James Hill's recommendation's previously submitted at a meeting of the task force and a memorandum from Russell Bouigny providing information concerning the building and planning departments.

RFB/js



City of East Palo Alto

CITIZENS' TASK FORCE
TUESDAY, SEPTEMBER 3, 1991 MEETING

Committee Members Present: Henry Anthony, Edward Becks, James Hill,
Barbara Mouton, Sheila Steele, Bomani Siwatu,
James Turner, Cecil Reeves

Committee Members Absent: Solomon Tucker, Richard Reyes

Staff Present: Robert Beyer, Judy Stone

2. DISCUSSION AND PROPOSED RECOMMENDATIONS:

- A). It was recommended that the Citizen's Task Force Committee meet with the City Council the night they present their report.
- B). The Committee expressed concern about the status of the Police Chief and City Manager positions. Mr. Beyer's informed the Committee that the Police Chief's position would be discussed at the City Council meeting that evening and possible the position could be filled by the end of the month and the City Manager's position is tentatively schedule for next week by City Council to start the selection process.
- C). Mr. Anthony express concern to Mr. Beyer on how he would like the committee to present their recommendations to him for the Council.

Mr. Beyer suggested that the committee submit their report by categorizing them by:

1. Immediate revenues generated that would impact this fiscal year.
2. Observation of changes to efficiency and regards to effectiveness.
3. Long term gains.

Mr. Beyer explained to the committee that the council was looking for immediate short term revenues to help the problem this year.

D). Recommendations for Police Department:

1. Booking fees: Charge booking fees to person being booked.
2. Bring the Police Department up to full force, which could cut a reduction in police overtime.
3. Utilize officer's we have to the most effective and efficient possible.
4. Cost analysis to include:
 - a) A study human and fiscal resource allocations.
 - b) Show effectiveness and its cost benefit.
 - c) How to effectuate savings.
 - d) How to maximize utilization of difference resources.
5. Enforce speeding and noise abatement citations and/or tickets.
6. Explore revenue generated from confiscated properties, resulting from drug convictions.
7. Seek federal, state and county funds for police services to be funded by a grants person.
8. Training:
 - a) Police training program for Neighborhood Watch Group.
 - b) Active a City Wide Neighborhood Watch Program trained, directed and coordinated by Police Department.

Next meeting scheduled for Tuesday, September 10, 1991 at 6:15 PM in 2C at 2415 University Avenue.

RB/js

CITIZENS' TASK FORCE
James C. Hill

August 27, 1991

RECOMMENDATIONS:

POLICE:

1. Hire full time officers so that there is no need for overtime.
2. Implement more traffic patrols during morning and afternoon traffic hours to apprehend traffic violators.
 - A. Are officers scheduled for work during these hours?
3. Enforce traffic codes.
 - A. Cars parked illegally over 72 hours should be towed.
 - B. Require policemen to show up in traffic court.
Failure to appear represents lost revenue.
4. Cite all abandoned vehicles left outside auto wreckers. These vehicles should be parked off the street.
5. Inefficiency in our city which results in financial liability to the City of East Palo Alto should be studied, and persons responsible should be held accountable and/or dismissed.

Examples:

- 1) There was a traffic accident on Bay Road involving two trucks on July 6. One truck was towed away on July 8. There was no police report. Now, one party involved in the accident is threatening to file a suit against the City of East Palo Alto for failure to file a police report. A written follow-up to the Task Force is requested.
- 2) A lady was detained, with a broken leg, in the San Jose courts for a warrant from EPA. The Police were summoned. Two patrol cars and four officers were sent to pick her up. How much money did that cost the City of East Palo Alto? Who is responsible for dispatching this much service out of our community? What was the total cost?
6. A report of the above liabilities should be made available to the Task Force, outlining what the exact costs were to the City and what action was taken to correct the problem and prevent its reoccurrence.
7. What are the ACTUAL EXPENDITURES for the fiscal year 1990-91? The Program Budget only shows ESTIMATED EXPENDITURES.

PLANNING DEPARTMENT:

1. Hire a full time planner and utilize all of the Planning staff.
2. Hire a second building inspector to help assist in making the Planning Department more efficient and in keeping plan checking "in-house".
3. If the person responsible for code enforcement was performing his duties properly, a substantial amount of revenue would become available to the City. The person now holding this position should be evaluated and possibly replaced.
4. The City is goverened by State Laws. If we as a city can not operate within the law, our city is left open to numerous lawsuits.
5. The Planning Department should be audited to assure proper record keeping. At present, the staff is unable to locate records or maintain files.
6. The Planning Department procedures should be standardized and streamlined to prevent discouraging builders and developers, as has been done in the past.
7. Proper minutes should be kept of Planning Commission meetings so there is a "paper trail" of decisions made. There is an undetermined cost in time and money to review cases over and over and over.
8. Minutes should be available before the City Council Meeting in which a decision may be required based on Planning Commissioners review. At present it takes three months for minutes to be available.

REDEVELOPMENT:

1. Redevelopment can not work without an efficient Planning Department.
2. We need a department capable of reviewing monies available through State and Federal grants, so that the City can apply for all programs for which it may qualify.
3. All city operated departments need to be evaluated for compliance to rules and regulations, as well as determination of accountability.

PUBLIC WORKS:

1. Look at our traffic problem during 6 a.m. and 8:30 a.m. and 2:00 p.m. and 7:00 p.m. on University Avenue to the Dumbarton Bridge and all back streets.



City of East Palo Alto

Members of the Council
Warnell Coats, Mayor
Pat Johnson, Vice Mayor
Nevida Butler
William Vines
Sharifa Wilson

ADMINISTRATIVE REPORT

DATE: August 27, 1991
TO: Citizen's Fiscal Review Task Force
FROM: Russell Bouligny, Finance Director *RB*
SUBJECT: INFORMATION REQUESTED BY TASK FORCE

The Task Force at the August 20, 1991 meeting requested the following information. In addition, Mr. Anthony on August 27, 1991 requested a copy of the Planning Department Fee schedule which is attached.

1. Personnel cost data on the planning and building departments and Redevelopment Agency staff.

	<u>Planning Department</u>	<u>Building Department</u>	<u>-REVELOPMENT AGENCY-</u>				<u>Total</u>
			<u>Director</u>	<u>Secretary</u>	<u>Management Assit. I</u>	<u>Management Assit II</u>	
Wages	\$ 50,440	\$ 46,280	\$ 55,640	\$ 19,323	\$ 27,414	\$ 36,317	\$ 235,414
Fringe Benefits	<u>10,073</u>	<u>9,562</u>	<u>8,991</u>	<u>4,683</u>	<u>5,442</u>	<u>6,417</u>	<u>45,168</u>
Total	<u>\$ 60,513</u>	<u>\$ 55,842</u>	<u>\$ 64,631</u>	<u>\$ 24,006</u>	<u>\$ 32,856</u>	<u>\$ 42,734</u>	<u>\$ 280,582</u>

2. Salary range for Building Inspector position: \$38,168 to \$46,384

CITY OF EAST PALO ALTO



COMMUNITY DEVELOPMENT DEPARTMENT

2200 UNIVERSITY AVE.
EAST PALO ALTO, CA 94303

TEL (415) 853-3189
FAX (415) 853-3179

APPLICATION TO THE PLANNING COMMISSION OF THE CITY OF EAST PALO ALTO

TYPE OF APPLICATION

<u>Environmental Determination</u>	<u>Fees</u>	<u>BACKGROUND DATA</u>
___ Initial Study	\$ 70.00	Case No. _____
___ Categorical Exemption	120.00	Date Submitted _____
___ Negative Declaration	230.00	Agenda Date _____
___ Environmental Impact Report	Applicant pays full consultant fees plus 25% administration costs.*	A.P. No. _____
		Zoning _____
		Total Fee _____
 <u>Application</u>		
<u>Zoning Ordinance Permits</u>	<u>Fees⁽¹⁾</u>	
___ Design Review	\$320.00	
___ Use Permit	360.00	
___ Administrative Review Ord.	180.00	
___ Planned Unit Development	750.00	
___ General Plan Amendment	750.00	
___ Rezoning/Code Amendment	600.00	
___ Variance	360.00	
 <u>Land Division</u>		
___ Certification of Compliance	\$180.00	___ Final Minor Subdivision \$510.00
___ Lot Line Adjustment	270.00	___ Final Major Subdivision \$840.00
___ Minor Subdivision	510.00	
___ Major Subdivision	840.00 + \$50.00 per lot.	

* Administrative costs shall be based on cost incurred to have the document prepared by a consultant. Said fee shall be paid to the City at the time the Negative Declaration or EIR fee is paid.

Administrative charge of no less than \$50.00 will be charged by the City to pay cost for preparing the Public Hearing Notice.

(1) In addition to the basic application fee, the applicant or appellant shall pay all direct costs for legal advertisement, mailing to adjacent neighbors, and any other direct and variable cost.

APPLICANT: Name: _____ Telephone: (Home) _____
 Address: _____ (Office) _____
 If agent, indicate client's name if different from owner: _____
 Address: _____ Telephone: _____

RECORD OWNER: Name: _____ Address: _____

PROPERTY: Address: _____

EXISTING USE: _____ PURPOSE & DESCRIPTION OF PROJECT _____

I, the undersigned applicant, hereby apply for a _____ and an environmental determination as forth in above information, and certify that the above information, to the best of my knowledge, is true and correct.

Signature (Applicant) _____ Date _____

Signature (Property Owner) _____ Date _____

(These are advisory guidelines. Applicants should meet with staff prior to submittal).

NOTICE OF APPLICANTS

This checklist must be followed for all applications submitted to the city. The staff will use this checklist to verify that proper information is submitted. If such information is not submitted, your plans will not be accepted. Therefore, failure to comply with this list may mean considerable delay for your project.

PLAN SUBMISSION CHECKLIST

All of the material submitted on a project must conform to the following checklist (where applicable). Submit

16 sets for Planning Commission review.

- A. An acetate transparency reduction for overhead projection to 8-1/2" x 11" of the plot plan and elevation(s).
- B. Plot Plan (Scale 1" = 10' or similar)
 1. North arrow
 2. Property lines including dimensions
 3. Existing and proposed main building(s) and accessory building(s) and the square footage of each
 4. Signs
 5. Fences/Walls
 6. Lighting standards and intensity
 7. Measurements of building(s) to property lines
 8. Driveways: (a) Location; (b) Width; (c) Type of Surface(s)
 9. Parking Areas - layout and dimensions
 10. Existing and proposed easements, i.e. utilities, open space, slope protection
 11. Right-of-ways: (a) Sidewalks, dimensioned; (b) Curbs, curb cuts; (c) Width of the street(s); (d) Name of the street(s); (e) Median strips and traffic islands.
 12. Physical Features to include existing trees and those to be removed (trees having a 4 inch or greater butt diameter).
 13. Trash Enclosures
 14. Legend: (a) Name, address, and phone numbers of person or firm who prepared the plan; (b) Date of preparation and any revision dates; (c) Area of parcel in square feet; (d) Gross floor area for all buildings; (e) Percentage of land covered by buildings; (f) Number of required parking spaces; (g) Number of proposed parking spaces; (h) Percentage of landscaping
- C. Floor Plan (Schematic)
 1. Scale (1/4" = 1 foot or similar; indicate all dimensions).
- D. Elevations
 1. Scale (1/4" = 1 foot or similar; indicate all dimensions).
 2. Fully dimensional exterior building walls and roofs
 3. Location of doors and windows
 4. Screening for all externally mounted mechanical equipment
 5. Signs
 6. Fences
 7. Light standards
- E. Landscape Plans
 1. Existing and proposed trees, shrubs, and ground cover
 2. Existing street trees along all street frontages
 3. Landscaping features: (a) Courts, plaza, and other paved areas; (b) Fountains; (c) Sculpture; (d) Benches; (e) Other features
 4. Plant chart: (a) Latin name; (b) Common name; (c) Gallon or box size; (d) Quantity; (e) Mature height; (f) Mature spread; (g) Years to maturity.
- F. All colors and materials to be used shall be submitted on 8-1/2"x 11" sample boards.
- G. Fold all exhibits to 8-1/2" x 11" or 8-1/2" x 14"
- H. Colored elevations
- I. Typical cross sections from property line to property line.

Edward R. Becks
2471 Gonzaga Street
East Palo Alto, CA 94303
(415) 328-2762

September 17, 1991

TO: Citizen's Fiscal Review Task Force

FROM: E. R. Becks *ERB*

SUBJECT: ROLE OF TASK FORCE

We have spent most of the time of five meetings analyzing Departments. We have looked for possible savings in the operations of the departments.

We have come up with no recommendation(s) that would provide funds to resolve the problem of the \$300,000 short in the FY 91-92 proposed budget.

We are at the point of:


1. Making no recommendation to the council.
2. Recommending changes in operations that will accomplish eliminating a very small part of the short fall.
3. Being very critical of the present and former council members for getting us into this abyss.
4. Recommending the Utility User's Tax.

Number 4 is where I come down. I believe numbers 1 and 3 to be dysfunctional.



City of East Palo Alto

Members of the Council
Warnell Coats, *Mayor*
Pat Johnson, *Vice Mayor*
Nevida Butler
William Vines
Sharifa Wilson

To: Citizen's Fiscal Review Task Force
From: Russell Bouligny, Finance Director 
Date: September 23, 1991
Subject: DRAFT RECOMMENDATIONS

Enclosed please find a copy of the draft recommendations developed by the Task Force at its September 17, 1991 meeting.

Please advise if there are any corrections which should be made to the draft recommendations.



City of East Palo Alto

Members of the Council
Warnell Coats, *Mayor*
Pat Johnson, *Vice Mayor*
Nevida Butler
William Vines
Sharifa Wilson

CITIZENS' TASK FORCE
TUESDAY, SEPTEMBER 17, 1991 MEETING
=====

Committee Members Present: Henry Anthony, Edward Becks, Barbara Mouton
Sheila Steele, Bomani Siwatu, James Turner and
James Hill.

Committee Members Absent: Solomon Tucker, Richard Reyes, Ceceil Reeves

Staff Present: Russell Bouligny

PROPOSED RECOMMENDATIONS:

1. Recommend that City Council request from the County that all land in the City that is owned by the County of San Mateo be given to the City.
2. Recommend that City Council request County to waive all booking fees.
3. Recommend that City Council request County to waive past Sheriff service cost to City.
4. Recommend that City Council request County to pay City the rent earned by the County from the Post Office in the City.
5. Recommend that City Council request County to pay City the rent earned from the sign across from the Post Office at University and Bay Road.
6. Recommend that Public Works Department use community volunteers, jail inmates and the California Conservation Corps to assist in its clean-up and maintenance work.
7. Consolidate human and financial resources between public agencies (i.e. City, School District & Sanitary District) to achieve some economy of operations (i.e. gasoline purchases, tools and equipment).
8. Review city services which might be done cheaper by contracting them out.
9. Recommend that Public Works Commission be revived to oversee Public Works functions.
10. Recommend no utility users tax, however, one Task Force member objected totally to this recommendation.
11. Recommend that City Council request County to apply all past, present and future rental payments for 2415 University Ave. to the purchase of the building and that such building be turned over to the City.
12. Revive the East Palo Alto Foundation so that it can seek and acquire grants that the City cannot.

Memorandum

To: The City of East Palo Alto Fiscal Task Force

From: Bomani Siwatu

Date: 24 September 1991

Re: Draft Preamble for the Fiscal Task Force Report

The purpose of this memo is to propose the wording for the preamble of our report. I have attempted to incorporate the major thrust of the concerns that I heard in the meetings expressed by other members. I expect that it will change significantly by the committee.

Draft Preamble:

The Fiscal Task Force was formed by the City Council in order to investigate ways that the City could increase revenue. After analyzing the budget, supplementary materials, and making inquiries to City Staff, most of our recommendations fall into three categories: 1) enforcement of laws currently on the books, 2) more efficient use of current resources, and most importantly 3) better planning and fiscal restraint by the City Council.

*~~We believe that~~ it would be a travesty of justice to increase the already ~~over-burdened~~ tax payer in this community while City Services decline. The City Council must make every decision that has a price tag first by determining how it will be paid for and make the appropriate adjustment to the budget. There is no quick fix answer. There is no magic. There **must** be realistic planning and un-waivering implementation.*

*Therefore the task force is
apposed to a Utility Tax*

Edward R. Becks
2471 Gonzaga Street
East Palo Alto, CA 94303
(415) 328-2762

September 24, 1991

TO: Citizen's Fiscal Review Task Force (CFRTF)

FROM: E. R. Becks

Ed Becks

SUBJECT: ROLE OF TASK FORCE / UTILITY USER'S TAX

On September 17, I recommended that the CFRTF support the installation of the Utility User's Tax by the City Council to stem the free fall of the city budget until Redevelopment begins to provide a broader tax base.

I am more convinced now than on the 17 that we have no other immediate options.

Mr Coats has indicated that we have a financial crisis. Mr. Vines has indicated that we are in a state of emergency from the stand point of health and safety as well as budgetary. We have talk of call in the National Guard as a peace keeping force.

Many of us will suffer from the imposition of the Utility User's Tax. But the e suffering is like suffering from sutures to close a bloody wound.

Any community that is not prepared to pay its own way is not prepared to move ahead.

I have a personal bias in the budget matter:

- o Health and Safety for the Community
 - Adequate Policing
 - Safe Streets
 - Safe Structures
 - Clean Streets and Public Areas
 - Access to Health Services (promote availability)
- o Programs for youth
 - Safe Recreation
 - Education (help create atmosphere in conjunction with schools)
- o Programs for Seniors
 - Recreation/Education/Development
 - Day Care for Frail Elders
 - Institutional Care

There are many more unmet needs if we are to be a viable community. The three areas mentioned above are 1, 2, and 3 on my list of priorities. We will help our new city, of course, to become more efficient.



City of East Palo Alto

MEMORANDUM

DATE: October 16, 1991

TO: Honorable Mayor and City Councilmembers

FROM: Robert F. Beyer, Interim City Manager *RFB*

SUBJECT: Report of Citizens Fiscal Review Task Force

Submitted for your review is the Report of the Citizen's Fiscal Review Task Force established by the City Council in July. The Task Force has asked for a joint meeting with the City Council to discuss the recommendations.

It is recommended that the City Council accept the Task Force Report and refer it to staff for review and comment.

RFB/sw
TASKFORC.MEM



City of East Palo Alto

MEMORANDUM

DATE: October 1, 1991

TO: Mayor Coats and City Council Members

FROM: Citizens Task Force on Fiscal Affairs

SUBJECT: CITIZEN'S TASK FORCE RECOMMENDATIONS

Introductory Statement:

The Fiscal Task Force was formed by the City Council in order to investigate ways that the City could increase revenue. After analyzing the budget, supplementary materials, and making inquiries to City Staff, most of our recommendations fall into three categories: 1) enforcement of laws currently on the books, 2) more efficient use of current resources, and most importantly 3) better planning and fiscal restraint by the City Council.

The Council must develop a realistic plan with regular monitoring and fiscal planning. It would be a travesty of justice to increase the already heavily burdened tax payer in this community while City Services decline. Therefore the committee opposes the imposition of a utility user tax. The City Council must make every decision that has a price tag first by determining how it will be paid for and make the appropriate adjustment to the budget. There is no quick fix answer. There is no magic. There must be realistic planning and un-waivering implementation.

Following is a list of the Task Force recommendations to the Council:

1. Recommend that City Council request from the County that all land in the City that is owned by the County of San Mateo be turned over to the City.
2. Recommend that City Council request County to waive all past and future booking fees.
3. Recommend that City Council request County to waive past Sheriff service cost to City.

CITIZEN'S TASK FORCE RECOMMENDATIONS
OCTOBER 1, 1991 - PAGE TWO

Task Force recommendations to the Council continued:

4. Recommend that City Council request County to pay City the rent earned by the County from the Post Office and turn over ownership of the Post Office to the City.
5. Recommend that City Council request County to pay City the rent earned from the sign across from the Post Office at University and Bay Road and turn over ownership of the lot to the City.
6. Recommend that Public Works Department be made to use community volunteers, jail inmates and the California Conservation Corps to assist in its clean-up and maintenance work.
7. Consolidate human and financial resources between public agencies (i.e. City, School District and Sanitary District) to achieve some economy of operations (i.e. gasoline purchases, tools and equipment).
8. Review city services which might be done cheaper by contracting them out.
9. Recommend that Public Works Commission be revived to oversee Public Works functions.
10. Recommend no utility users tax, however, one Task Force member objected totally to this recommendation.
11. Recommend that City Council request County to apply all past, present and future rental payments for 2415 University Avenue to the purchase of the building and that such building be turned over to the City.
12. Revive the East Palo Alto Foundation so that it can seek and acquire grants that the City cannot.
13. Streamline the planning and building department single family unit permit and approval process as a means of getting more people to apply for permits and thus increase the revenue from this process.
14. Tighten enforcement of the building construction permit requirement(s).
15. Tighten enforcement of the business license tax ordinance, and look at the legal aspects of taxing drug dealers under the Ordinance.
16. Recommend that City Council not make spending decisions beyond the approved budget and then come back and ask staff to find funds for the expenditure(s) outside of the budget.
17. Implement more training to develop existing staff to increase efficiency because of the City's limited fiscal and human resources.

Task Force recommendations to the Council continued:

18. Implement a continuous training program for the City Council, and Committees to increase overall efficiency in city functions.
19. Implement Ordinance No. 097, the Storage Facility Occupancy Tax after discussion with the City Attorney's if it is valid.
20. Implement a property transfer fee at 2% per \$1,000 of sale.
21. Recommendations for Police Department:
 - a) Booking fees: Charge booking fees to person being booked.
 - b) Bring the Police Department up to full force, in order to reduce the department's overtime.
 - c) Utilize officers we have in the most effective and efficient manner possible.
 - d) Perform a cost analysis of the Police Department to include:
 - 1) A study of human and fiscal resource allocations.
 - 2) Show effectiveness and its cost benefit.
 - 3) How to effectuate savings.
 - 4) How to maximize utilization of different resources.
 - e) Vigorously enforce all city ordinances.
 - f) Explore revenue generated from confiscated properties, resulting from drug convictions.
 - g) Seek a grants person to obtain federal, state and county grants for police services.
 - h) Training:
 - 1) Conduct a police training program for Neighborhood Watch Group.
 - 2) Activate a City Wide Neighborhood Watch Program trained, directed and coordinated by Police Department.
 - i) Implementation of a walking patrol in selected areas.