

**Long-Term Program Changes
for FY 2021-25 (second and third biennial budgets)**

Evaluate the feasibility of the following changes...

Under \$100,000

- Assess Passport Services to ensure cost effectiveness
- Eliminate redundancies in current commission structures
- Explore identification of community partners to operate the social activities of the Santa Monica Adaptive Recreation (SMARS) Program
- Eliminate hedge enforcement
- Eliminate TDM requirements for employers with under 30 employees
- Schedule public hearings during working hours
- Eliminate paper noticing and staff reports where possible
- Eliminate or scale down the Neighborhood Support Services Grants Program
- Amend Rent Control Law to cancel elections if the number of qualified candidates equals the number of vacancies

Up to \$500,000

- Expand developer mitigation fees to include Fire service and other City services that are impacted by additional visitors and workers
- Evaluate role and structure of the HazMat Program
- Centralize scheduling at all libraries
- Negotiate with Santa Monica-Malibu Unified School District on cost sharing for crossing guards
- Review the Miles Playhouse and Camera Obscura business models and explore other possible options for operating the facilities in the context of the Cultural Plan update
- Consolidate customer service function into one central hub for information
- Put greater reliance on public-private partnerships and grants to support community wellbeing initiatives
- Reduce operating costs of CityTV through partnerships and use fees generated to support CityTV
- Introduce an innovations fund with private resources to assess and implement innovations in a focused way
- Combine one or more departments and assign functions to other departments
- Reduce staffing in the City Attorney's Office (CAO) by one attorney FTE and one staff FTE in the event of staff attrition, increased CAO operational efficiency and reduced City activities
- Increase design review completed at the staff level (current ARB function)
- Reappraise Print Shop
- Pilot autonomous vehicle deployment

- Restructure Pier and Harbor Services Officers to enhance safety on Pier and transition water rescue to Los Angeles County lifeguards
- Implement AMI (automated meter reading) for water meters
- Introduce 3 new Bus Only Lanes with Q-Jump, which utilizes intersection right turn pocket where there is no traffic signal priority for bus movements through intersections

Over \$500,000

- Charge an ambulance transport fee to non-residents
- Assess alternative staffing strategies in the Fire Department
- Extend salary steps to slow salary progression
- Explore financial and operational feasibility of having Downtown Santa Monica (DTSM) manage downtown parking structures
- Consider efficient, cost-effective options for Out of School Time youth programs (PAL, CREST, VAP) including co-location, consolidation, and partnerships with other institutions and/or private/non-profit organizations.
- Explore models for public safety dispatching to ensure effective and efficient services
- Migrate Citywide Dashboard to platforms included in the website
- Consider alternative approaches to Animal Control Unit and Shelter
- Evaluate the need to continue the practice of over hiring police officers
- Review *Go with the Flow* traffic management program and parking contract
- Transfer issuance and administration of Continuum of Care vouchers, which provide housing and services for people experiencing homelessness, to another housing authority
- Evaluate the possibility of using third party contracts to more effectively and efficiently provide administrative and transactional services such as Workers' Compensation, employee benefits and labor negotiations, operations including maintenance and equipment services, code enforcement services and customer service for discreet programs, and recreation venue and program management
- Assess voluntary early separation incentive program
- Engage a third party experienced in entertainment venue management, operations, and promotions to assume enterprise responsibility for all aspects of the Santa Monica Pier: leasing, management, capital improvements, maintenance, events, marketing, etc.
- Explore seeking sponsorships and naming rights to City events and facilities
- Strategic process streamlining for businesses that significantly increase City revenues