

Summary Recommendations
Community Advisory Budget Task Force

Item #	Recommendation
1	Create a community engagement plan which includes budget creation and revisions through the participatory budget process. This could include adding dedicated resources to allow for focus groups, key informant interviews, town halls and public opinion polls from San Leandro residents to ensure maximum engagement. Available in languages other than English.
2	Increase accessibility to both financial information and department performance metrics to increase transparency and accountability. (See item 25 – maybe combine?)
3	Provide funding to small business impacted by COVID 19 using sustainable funding. Also to encourage new and existing businesses to grow.
4	Hire a Development Director or development consultants which can include grant writing.
5	Hire a Volunteer Coordinator to facilitate the engagement of various opportunities with San Leandro residents.
6	Assess whether it is cheaper contracting out fire services or having the city staff it and conduct an analysis of the components of the contract for cost savings.
7	Pilot a Public Safety Liaison and/or Ambassador program.
8	Create a San Leandro Navigation Center for the unhoused with wrap around services, including services provided by other city departments to be overseen by Human Services with a trained clinician.
9	Increase funding support for environmental sustainability efforts
10	Prioritize and increase funding for the maintenance for city buildings and roads.
11	Develop behavioral health infrastructure and services.
12	Providing funds to strengthen ongoing collaboration between school and library programming (GED, bookmobiles, job training etc.) to improve program delivery and access to students, families, seniors and unhoused at navigation center etc.
13	Increased collaboration with both School Districts to increase efficiencies and look to include student mental health with SLUSD & SLorenzUSD.
14	Create, fund, and sustain an effective independent Police oversight mechanism which should be accompanied by a Civilian Police Review Board.
15	Dedicate resources to researching, piloting, implementing, and sustaining mental health response to people in crisis such as MH-First, CAHOOTS, piloting AlCo Fire civilian crisis response team.
16	Reallocate activities handled by sworn officers where other experts or lower cost resources could deliver the service. This could include the role of sworn officer in homelessness, crime reports, etc.
17	Expand city-wide training on de-escalation, trauma-informed frameworks, implicit bias, and cultural humility and background checks. Also recommend evaluations to assess ongoing effectiveness of the training.
18	Ensure that reform and/or reallocation efforts affecting the police department recognize the need for public safety and are implemented with the intended effect of maintaining or increasing public safety levels and diversify our public safety portfolio beyond reliance on policing.
19	Increase partnering with NGOs and local businesses with expertise that can promote community engagement and assist city be more financially efficient (contracting with those with expertise which could be less expensive).
20	Reorganize current departments to possibly include a new Department of Race and Equity, and consolidation to improve cost efficiency where appropriate, (include separating Recreation and Human Services and combining Engineering & Transportation and Public Works.)
21	Review all technology utilization and the cost/benefits for any enhancements to improve safety and other services (e.g., fix-it-tickets, financial software upgrades).
22	Study potential for increased revenue through various strategies including tax on vacant property, increase in housing in lieu fees, more effective collection of existing city fees (in an equitable manner). Bonds for capital projects
23	Grow economy in San Leandro by expanding the Community Development Department and Economic Development Division to become more proactive in bringing more business and housing in SL., this may include an ombudsman or streamlining of city services to support new businesses or business expansion.
24	Speed up the process and have another person that goes out and looks for new businesses.
25	Implement RFP process for all contracts over a certain dollar value. Extend RFP if City does not receive more than one bid. Establish protocols to address situations where only one party is qualified to deliver the service. Consider giving priority to small emerging businesses (SLEB), women and POC owned businesses with justification going outside.
26	Establish clear measureable performance measures that guide the evaluation of department performance. (Results based accountability.) This would also include analysis of budget utilization.
27	Evaluate overtime use more effectively, including root cause analysis, cost-effectiveness, budget-to-actual, on a quarterly basis.
28	Postpone "Nice to have" activities and CIP projects, such as the pools, Casa Peralta, etc.
29	Realize staff-based savings by maintaining soft hiring freeze, evaluating elimination of presently vacant positions, conducting desk audits, offering early retirement incentives, fiscally sustainable contracts with POA, and consider increased contributions from employees toward pension and health benefits etc.
30	Also consider outsourcing functions when service levels can be maintained at reduced cost.
31	Utilize external resources for City Council to receive independent advice on budgeting and delivery of desk and performance audits (consider an independent budget analyst for the City Council).
32	Create an Equity Office/Department
33	Evaluate the level of Reserves, benchmark with other cities, and be transparent about its use
34	Increased funding for community resiliency around natural disasters (fires, earthquakes, etc.) effects of climate change, disaster prep, public health food pantries