

Abstract

This essay provides a general explanation of the City of Palos Verdes Estates General Fund budget increases between fiscal years 2012/13 and 2016/17. The presentation primarily focuses on personnel costs as the principal driver of cost increases. Also highlighted are non-personnel cost increases over this time period. This essay, in summary, addresses a net increase in the City budget of \$3.3 million as follows:

<u>Prominent Budget Changes FY 2012/13 to 2016/17</u>	<u>Cumulative Increase (rounded)</u>
<i>8 new positions (offset by contract savings)</i>	\$ 944,000
<i>Pension</i>	\$ 393,000
<i>Healthcare (including Long Term Disability)</i>	\$ 180,000
<i>Workers Compensation Insurance</i>	\$ 202,000
<i>Salary adjustments (offset by employee contributions)</i>	\$ 550,000
<i>Overtime</i>	\$ 53,000
<i>Projects and programs</i>	\$ 853,000
<i>Equipment Replacement Allocations</i>	\$ 133,000
TOTAL	\$3,308,000
(Offsetting savings and rounding)	(\$ 8,000)
Total change in City budget	\$3,300,000

The Dollars and Cents of City Services February 17, 2017

This essay could alternatively be titled “The Cost of Maintaining Public Services in a Time of Accelerating Change around Us.” As with all cities, the City of Palos Verdes Estates’ costs have increased. For Palos Verdes Estates, by reflecting back, we can understand why costs have increased and what has been accomplished as a result.

History

Palos Verdes Estates is a small, residential community with a very small commercial base. With reliance on predominantly property tax and a special parcel tax revenue for providing public services, City programs and services are limited as evidenced by

- concessions for recreational opportunities;
- staff and funding resources primarily focused on public safety, maintenance, and risk management; and
- volunteers who generously contribute time and money to supplement programs (e.g., Disaster District Program and PVE-Cares) and capital improvements (e.g., landscaping projects).

In the early 1990s and again around 2000 and 2008, cities in Los Angeles County were severely impacted by nationwide recessions. Without a business or industrial sector as additional revenue sources, prudent retrenchment and conservative fiscal management was necessary for maintaining basic services. However, the policy and management decisions at that time caused the deferment of now necessary operational, infrastructure, and organizational needs that the City is currently addressing.

In short, frugality over the years resulted in retaining basic services and creating an important fiscal reserve but, in hindsight, at the expense of investing in maintenance, infrastructure, automation, training, tools and resources for on-going service delivery and providing public safety and accessibility. This is visible by, for example, the curbs and gutters, storm drains, and sidewalk ramps not constructed; deferred maintenance of the urban forest; and delay in replacing operational equipment (e.g., police vehicles). Many of these issues remain; some, on the other hand, over the last three years have been addressed or are in the process of being addressed. The progressive effort to build upon the past to 'catch up' has involved major changes in personnel and in system improvements, and it is concurrently incremental in order to maintain community values and character. The effort has also been at a measured pace to maintain service levels and responsiveness.

Today

The City has managed costs through conservative budgeting and thoughtful spending. Naturally, there have been costs that were expected and deliberate in addition to costs that were unanticipated and mandatory. Some costs were controllable as they are specific to the City; however, certain costs such as pension and healthcare costs are beyond the City's control.

In fiscal year (FY) 2012/13, the City's General Fund budget was \$9,943,080.00. In FY 2016/17, it is \$13,239,510.81. Below is where expenditures have primarily grown:

Primary Changes in Budgeted Expenditures

Description	FY 12/13	FY 16/17	Variance
Salaries	\$4,399,445	\$5,893,304	\$1,493,859
Benefits	\$1,819,915	\$2,629,784	\$809,869
Supplies & Services	\$2,998,445	\$3,854,272	\$855,827

A large source of the cost growth, attributed to personnel, results from uncontrollable increases in pension and healthcare costs. In FY 2012/13, these costs combined were \$1.6 million of the \$6.2 million in salaries and benefits; in FY 2016/17, they are now \$2.2 million of the \$8.5 million in salaries and benefits.

Pensions

The City is a participant in CalPERS, the state's public employee retirement system. As widely reported, CalPERS faces major fiscal challenges resulting from low yields from its investments, increasing number of baby-boomer retirees, and longer life expectancies. In combination, these have created an imbalance between the cost and provision of retirement benefits.

City employees in CalPERS (before 2015) are now responsible for a portion of their pension costs as follows: 5% - Safety, 6% - Non-Safety, and 7% - City Manager. This was negotiated by the City in FY 2013/14. Because the City desired not to reduce employees' existing compensation by imposing a pay cut equal to their CalPERS contributions, the City increased salaries to offset the employee contributions. This cost to the City was 5% to 7% upfront; however, the action ultimately saves the City money over the long term as CalPERS costs increase. In the meantime, the City's costs have continued to increase. Over the past three years, City payments to CalPERS rose approximately \$280,000. By FY 2018/19, CalPERS cost increases are likely to double. Recognizing this, it is incumbent on the City to reduce and conservatively manage current and future expenditures and look at funding opportunities to meet these uncontrollable increases.

Change in Actual Pension Costs

FY 12/13	FY 15/16	FY12/13 to FY15/16 Comparison
\$897,638	\$1,182,349	\$284,710 (32% increase)

Healthcare

Healthcare costs for the City, as an employer with a small pool of employees, have also significantly increased. While the City shares the cost of health benefits with employees, increases have been averaging 6% per year over the last four fiscal years. The City has budgeted for FY 16/17 a total of \$180,000 to cover the anticipated increased costs to healthcare, including Long Term Disability cost. Increasing healthcare costs will additionally necessitate cost savings in other areas, fiscal constraint, and consideration of funding alternatives.

Change in Actual Healthcare Costs

FY 12/13	FY 15/16	FY12/13 to FY15/16 Comparison
\$583,818	\$723,304	\$139,486 (24% increase)

Salaries

As is typical in municipal organizations, salaries represent at least 60% of the City's operating expenses. As such, changes in salaries for cost-of-living and merit adjustments constitute the City's most significant and visible cost increases. In FY 2013/14, the City negotiated three-year agreements with the employee groups for FY 2014/15 through FY 2016/17. As is standard in government employee agreements and long-established in our agreements, compensation schedules include 5% annual "step" merit-based increases for new employees in their first seven years. Cost-of-living increases were also established as follows:

Salary Adjustments

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Office and Field Staff	2.50%	3.00%	2.25%	2.50%	2.50%
Police	2.75%	3.20%	2.50%	3.00%	3.00%
Sworn Management (3 employees)	2.50%	3.00%	2.25% + merit pool of up to \$14,500	2.25% + merit pool of up to \$14,500	Merit increase up to 2% of salary
Professional and Supervisory Staff (7 employees)					
Management and Administration (4 employees)	2.50%	3.00%	Shared merit pool of up to \$12,250	Shared merit pool of up to \$12,250	Merit increase up to 2% of salary
City Manager	2.50%	3.00%	2.00%	3.50%	--

A component of salary increases is also new positions. With some corresponding contract cost savings, consultant positions over the past few years have been converted into new in-house positions. The conversion process coincided with the best management practice of re-bidding the City's then-existing 30-year agreement with a consultant for basic building and public works services. The new positions provide management oversight, control over essential City functions, and affect long-range cost savings for the City.

The following is a summary of the position changes.

Description of Position Changes

Position	Description of Change	Full Cost
Finance Director	From 1996 to 2013, the function was performed by the Assistant City Manager. The Director position was created to provide for internal control and separation of duties. (By separating the function into two positions, the City increased fiscal "checks and balances," and accountability.) New position focused on implementing and updating practices, policies and procedures consistent with contemporary budgeting, accounting, finance and Governmental Accounting Standards Board (GASB) requirements.	\$160,000
Planning & Building Director	Cost offset by savings in professional services agreement with Charles Abbott Associates (consultant). Previous contract position provided in-house management of planning, urban forest, and public works / maintenance services. Creation of in-house position recognized full-time, on-going needs requiring director-level oversight. Position later reclassified to Planning & Building Director / Deputy City Manager; public works responsibilities transferred to Public Works Director / City Engineer.	\$195,702
Planner	Cost offset by savings in professional services agreement with Charles Abbott Associates (consultant). Creation of an in-house position recognized full-time, on-going function for plan review and support to the Planning Commission.	\$111,243
Code Enforcement Officer	Provides dedicated, professional expertise and increase in service levels for code enforcement. Position hired to focus on parklands encroachments.	\$87,450
Part-Time Permit Technician	Converted into full-time position to support and increase services related to processing public works and building permits.	\$33,800
Urban Forester	Cost offset by savings in professional services agreement with Charles Abbott Associates (consultant). Provides dedicated, professional expertise over management of urban forest. Creation of in-house position provides increased service level.	\$90,705
Police Service Aide	Two part-time positions added to support public safety functions including, for example, traffic control.	\$7,860
Public Works Director-City Engineer	Cost offset by savings in professional services agreement with HR Green (consultant). Provided in-house and increase in management of public works / maintenance services and capital projects as well as City oversight of engineering functions.	\$197,700
Part-Time Planner	Added for a finite time period for preparing wireless telecommunications ordinance and handling applications for cell pole siting.	\$60,000
Total		\$944,460

Change in Number of City Positions

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 12/13 to FY 16/17 Variance
# of Staff Positions	55	57	58	61	63	8
Personnel Costs	\$6,219,360	\$6,789,180	\$7,463,060	\$7,933,088	\$8,523,089	\$2,303,459

What's also driving personnel costs?

Personnel cost increases can also be traced to three other factors, as follows:

1. Ongoing training for employees at all levels of the organization to provide better customer service, cross training, civil liability reduction, professional proficiencies, and implementation of best practices. Notably, tuition reimbursement, obligated by a long-standing provision in historical and current employee agreements has grown. Of approximately \$393,000 the City has spent for training since FY 2012/13, \$117,000 has gone towards tuition reimbursement to increase employees' knowledge base. Professional development has focused on risk management, supervisory training, disaster response, specialized and certification training, team building, etc.
2. Overtime. In the Police Department, a level of staffing must be maintained to provide public safety, officer safety and sustain operations. When Police Officers and Service Officers (dispatchers and jailers) are on leave, whether it is for vacation, training, disability, or medical, overtime is necessary to back-fill the vacancy. Over the past three years, there have been many personnel on leave resulting in significant overtime. In addition, extra work for planned or unplanned events also results in overtime. A few that come to mind involve the Department's response to the spike in burglaries (2015), Lunada Bay surfing (2016), and bicyclists (2016). Police Department overtime has averaged \$412,000 per year over the past few years equating to approximately 6,360 hours per year. In comparison, the fully burdened cost of a Police Officer (including compensation and equipment) is generally in the range of \$250,000 (2,080 hours per year) with future CalPERS costs expected to increase significantly. Overtime is typically a more cost effective means of meeting situation specific matters because the City is paying for hours of service, not the cost of paid leaves and benefits.

Change in Actual Overtime Costs

FY 12/13	FY 15/16	FY12/13 to FY15/16 Comparison
\$318,994	\$432,964	\$113,970 (36% increase)

3. Workers Compensation Insurance. Over the past four years, the City has had an increase in staff who have been off of work due to a work-related injury. In the Police and Public Works Departments where shifts must be filled, the City has subsequently had increase in staff overtime. With an increase in the frequency and both the direct and indirect cost of claims, the City has enhanced staff training to minimize and prevent the City's exposure to claims.

Change in Actual Worker Compensation Insurance Costs

FY 12/13	FY 15/16	FY12/13 to FY15/16 Comparison
\$114,782	\$202,464	\$87,682 (76% increase)

What's constitutes non-personnel cost increases?

Over the past several years, the City has added and enhanced contractual maintenance and operations as well as implemented programs and technological upgrades to maintain services and to meet the needs and demands of being a 21st century city. For example, improvements range from converting to automated payroll processing from a manual system to updating the City's website.

The following provides highlights of several program and project costs over the past three years that contribute to creating a platform for maintaining and enhancing services.

Highlights of New Budgeted Programs and Projects

Description	Cost	Benefit
Website Redesign	\$16,746	Accessibility of public information.
External Auditor Evaluation of Internal Controls	\$17,500	Validation of management and process "checks and balances."
Software Conversion Improvements	\$23,500	Updates finance and accounting related services.
Community Survey	\$25,000	Provided resident priorities and satisfaction levels.
Compensation and Classification Study	\$60,000	A comprehensive evaluation for updating outdated job specifications in order to be compliant with personnel regulations, and for maintaining a complement of quality and competent personnel. Study not yet started.
Information Technology Consultant Services*	\$17,760	Provides for previously unsupported network and technology equipment.
ADP Payroll Implementation	\$40,740	Automates payroll processing in support of achieving compliance with employment law.
Santa Monica Rangers – Supplemental Public Safety Service	\$50,000	Enhances public safety and ensures public access to coastline.
Lunada Bay Patio Demolition	\$67,662	Removed an unpermitted encroachment.
Legal Services*	\$39,000	Primarily for code enforcement.
Storm Water Compliance	\$100,000	Consulting services and program implementation for the unfunded mandate to comply with stormwater quality requirements.
GIS (Geographical Information System) Interns	\$14,400	Technical mapping and data input for public works, planning, and building permit processing.
Weed Abatement*	\$44,311	Preventative measures to clear potential fire hazards citywide.
Annual Landscape*	\$15,000	Landscape services for maintenance of parklands and open space.
Tree Maintenance*	\$123,815	Tree trimming services for view management, aging urban forest and tree health and safety.
TOTAL	\$853,134	

*These amounts reflect incremental increases in cost from the prior fiscal year.

Other new costs, such as the Automated License Plate Recognition (ALPR) camera program, support solving crimes and recover stolen vehicles. Staff changes and training have resulted in higher and professional levels of customer service. And, some of the enhanced service costs are preventative maintenance; for example, work completed in the community resulted in the successful handling of weather conditions on January 22, 2017, the volume as seen in the video below:



(Place curser over image, and hold down CTRL + click)
Margate Canyon Creek Debris Basin PVDW at Apsley Rd handling storm water

“Equipment replacement and allocation” also comprises some of the increase in the City’s budget over the past several years. These cost allocations represent the scheduled recovery of replacement cost for purchased equipment. The operating funds are charged an annual amount based on the life of the equipment and Consumer Price Index (CPI) rates. The increase in capital outlay is a component of the City’s effort to ‘catch up’ on the delayed replacement of outdated technology, obsolete public works equipment, and aged patrol vehicles.

With all the activity noted herein, the City has maintained programs and service levels expected by the community such as a 2-minute response time by our Police Department, 10-day turnaround for first plan check submittals, annual weed abatement, tree maintenance, PVE-Cares program, vacation home checks by City Volunteers in Patrol, etc.

Looking Forward

While the City has been efficient and deliberate in its management of the budget, there are costs coming in the future that will present fiscal challenges. CalPERS, as previously mentioned, will be one of the most significant impacts to operating costs. Increasing healthcare costs will also impact the budget. In FY 2017/18, the City will also be confronted with a significant reduction in Gas Tax revenue. This affects our public works functions, as much of the existing service level is funded by this revenue source. These challenges will likely be compounded by the growing need to maintain an aging infrastructure of trees, roads, storm drains, sewers, and facilities; mandatory construction of infrastructure for disabled access to facilities, and drainage, as well as increasing unfunded federal and state mandates. Obstacles to funding these future needs include:

- The City is often not competitive or eligible for grants due to demographics, crime profile, collision rates, etc.
- The City does not have a diverse source of revenues to rely upon.
- There is a high threshold for increasing fees and taxes.

City officials, cognizant of these funding challenges, rising costs and infrastructure needs, continuously consider these issues as decisions are made. Solutions are routinely discussed for maintaining programs and fulfilling the responsibilities for providing public services. Additional dialogue towards developing a long term plan to fund operations and infrastructure will be necessary, as there is no simple answer and today's costs are low in relation to increasing obligations on the horizon. Budget increases since FY 2012/13 to the present have been incremental and prudent for serving the public and addressing operations. We look forward to forthcoming dialogues to evaluate options and measures to meet future cost increases.

The City has a complement of longtime staff with intimate knowledge of the community and deep relationships that have been built in the community over the years, and new, seasoned staff that have joined the City with experience and knowledge that contribute to the City's strong foundation and moving forward. City staff, with enthusiasm and commitment to the City's progress, has stepped up to - and is prepared for - the many challenges we will be addressing ahead.

Attachment: Highlights of Accomplishments (since 2013)

Highlights of Accomplishments (2013-2016)

Community Support and Celebrations

- City of Palos Verdes Estates 75th Anniversary.
- PVEPD hosted National Night Out, Neighborhood Watch meetings, Santa's Sleigh in Malaga Cove Plaza and Lunada Bay, Neighborhood Watch Block Captain Training, Law Enforcement Special Olympics Torch Run, and the Independence Day Celebration.
- PVE-CARES held several events for seniors, throughout the year including a concert in Lunada Bay Park, a Physicians' forum at the PV Golf Club, and the seventh Annual Senior Health Fair.
- Annual coastal clean-up day with Heal the Bay; currently in its 31st year of partnership.
- Citizens Academy (2016).
- Environment Expo (2014 & 2015).
- PVE-CARES celebrated 10 years.
- Neighborhood Watch celebrated 35 years.
- The Student and the Law class continues to be popular at Palos Verdes High School, with an estimated student enrollment of 50 per year. PVEPD Officers conduct the class, which fosters community engagement and public education.
- Updated concession agreements to ensure quality of programs.
- Consistently recognized as one of the safest cities in California.
- Three new PVEPD volunteer programs: Volunteers on Patrol, Parkland Rangers and Department Chaplain.

Service Delivery and Workplace Enhancements

- Personnel:
 - Filled positions: Police Officer, Police Services Officer, Community Relations Assistant, Code Enforcement Officer, Administrative Analyst (2), Financial Services Technician, P.M. Receptionist, Director of Public Works/City Engineer, Urban Forester, Permit Technician, Office Specialist, Part-Time Planner, Planner, Streets and Parks Seasonal Workers, Planning & Building Director, Finance Director, and others.
 - PVEPD promotions: Intern to Police Officer, Intern to Traffic Control Officer, Traffic Control Officer to Police Officer.
 - Transition of contract services: CAA to HR Green (July 2015).
 - Supervised and trained seasonal maintenance workers that are hired for our Summer Work Program. The seasonal workers assist the Streets and Parks staff with additional projects and city events; around 4-5 annually.
 - Reorganized the City Clerk's department to include supervision of city receptionists.
 - Select classifications studies.
 - Utilize Neogov for employee recruitment and application process.

- Public Safety:
 - Installed new security cameras in and around Police Department and Malaga Cove Plaza.
 - Sierra Wireless modems for patrol cars which will help with the cellular connection with the mobile digital computers in the vehicles (MDCs).
 - Entered into a contract with ALPR vendor (Vigilant) to give us access to ALPR data. This has resulted in three felony arrests, solved one PVE Part 1 crime, and recovered 3 stolen vehicles based on this contract, including using the database.
 - Shooting range was updated with new LED lights and storage.
 - The Police Department's policy manual was reviewed and certain sections were selected to update. The process included identifying outdated sections and completing a draft.
 - The Property Officer received training in crime scene investigation and often responded to crime scenes and processes evidence with the detectives.

- Police Department Purchases:
 - Four new Dodge Charger patrol vehicles equipped with radio and computer equipment.
 - Two patrol long rifles for the motor officers.
 - Two dual sport motorcycles to patrol City paths and parklands.
 - Four gun clearing traps to safely load and unload guns within the Police facility.
 - Two new hybrid vehicles.
 - Anti-Vehicle Theft devices in patrol vehicles. This will prevent people stealing police cars when the patrol cars are left running and unattended (i.e. during a traffic stop).

- Trainings:
 - The PVEPD training officer continued to keep police personnel current in mandated training as required by the California Commission on Peace Officer Standards and Training (POST) and for sworn officers, and POST training and state required jail training for non-sworn employees.
 - A Police Captain attended the FBI National Academy.
 - The PVEPD range staff completed gun safety courses in 2013, 2014, and 2015.
 - Enhanced trainings across all departments by Human Resources on topics such as supervision, workers compensation, and performance evaluations.
 - EOC training of City staff.
 - City Clerk attended MMCA Academy and other professional development training opportunities, earning credits towards master municipal clerk accreditation of International Institute of Municipal Clerks.
 - Annual management team building and strategic planning sessions.

- Technology Upgrades:
 - Created a Five Year I.T. Master Plan and updated servers and computers. The plan includes a schedule of when to replace technology/computers.
 - Installed a new 911 phone system using State funds.
 - SMARTGov (in progress), which is a building permitting process that will facilitate building, planning, engineering, and forestry/parklands and tracks different applications.
 - Replaced the aging City Hall emergency generator with new efficient model.
 - Created specifications and purchased a new public works tractor to replace the former 20-year old tractor. The new tractor meets air quality requirements and provides operator safety with an enclosed cab.
 - ADP payroll system (in progress).
 - Successful rollout of iPads to City Council (and use training) and subsequent roll out to the Planning Commission – providing online Granicus (iLegislate) portal to facilitating distribution of agendas, reports and supporting materials in a paperless environment.
 - Comcate, which is a case tracking system for code enforcement.
 - Cal Card system, which issues credit cards to employees. This alleviated employees from having to pay out of pocket, processing check requests, use petty cash, wait time for reimbursement, as well as increase employee accountability for City purchases.
 - New printers for City Hall and PVEPD with service agreements.
 - The new website enhanced outreach to residents.
 - City Council, Planning Commission, Parklands Committee and Traffic Safety Committee regular meetings are recorded and can be streamed online.

- Building Maintenance:
 - Provided ongoing building maintenance such as painting and replacement of carpeting, as necessary, to keep a clean and professional appearance.
 - Radon removed from Police Department/Detective office.

- Implementation for GASB 68, which resolved an unfunded liability with PERS.
- Adopted updated Conflict of Interest Code (biennial FPPC requirement).
- Created annual Audit Committee meeting with auditor to independently discuss fiscal integrity and management.
- Modified/enhanced annual budget document.
- Updated Investment Policy.
- Replaced external auditor through the Request for Proposals (RFP) process.
- Prepared 5-Year CIP Budget.
- Closed 385 code enforcement cases since the hiring of the new Code Enforcement Officer.
- Streets and Parks Department employees received upgraded uniform shirts with a reflective striped shirt for worker safety and created a new image for staff.

- Replaced bullet proof vests for police officers, partially using federal grant funds.
- Established Fire and Paramedic Committee (ad hoc) to evaluate and recommend funding options to City Council.

Addressing Infrastructure, Safety, and Future Needs

- Infrastructure:
 - Replaced two sewage lift stations - Rocky Point Road Sewage Pump Station and Paseo Del Mar Sewage Pump Station.
 - Sewer Force Main Line project.
 - Catch Basin Grate Replacement Project
 - Via Campesina Bridge refurbishment to prevent further erosion in partnership with the County.
 - Initiated installation of catch-basin inserts to comply with federally mandated stormwater requirements.
- Weed Abatement Project for Via Solano Canyon and completed Fire Safety and Weed Abatement citywide.
- A mobile diesel light tower was purchased that can be utilized during darkness.
- Removal of Bluff Cove homes, which made public land accessible and removed seven homes; required that 70% of the demolition debris be reused or recycled and kept out of landfill.
- Grant for \$35,000 FY2016 from Cal Recycle to do street resurfacing, utilizing asphalt rubber.
- Integrated Regional Water Management Grant for Recycled Water awarded for Palos Verdes Golf Club.
- Coordinated with FEMA to update FIRM maps to update flood insurance maps and coordinated with residents to update flood insurance.
- In response to the drought, the City conducted audits on irrigation and reduced water use.
- Removal of the Lunada Bay Patio Structure as an unpermitted encroachment.
- Plans and Policies:
 - Parklands Use Policy.
 - Certified Housing Element (2014).
 - Natural Hazard Mitigation Plan.
 - Green Street Policy.
 - Provided an update to the city's municipal code related to the zoning ordinance related to development standards for encroachments.
 - Low-Impact Development Ordinance.
 - Ordinance dealing with marijuana (ban on cultivation, delivery, and dispensary within the city for commercial purposes).
 - Ordinance prohibiting short-term rentals.
 - Developed policies and procedures for wireless telecommunication facilities and updating ordinance to reflect changes in applicable laws.
 - Peafowl Management agreement for relocation of birds; verify locations for relocation.

- Updated Neighborhood Compatibility Guidelines.
- Beautifications:
 - Montemalaga Entrance Enhancements.
 - Granvia Altamira Entrance Enhancement.
 - Lunada Bay Plaza Stone Median.
 - Irrigation added to PV Drive West median.
- Studies:
 - Malaga Cove Parking Issues Outreach (2014).
 - Conducted a study of drones on whether the City should implement new regulations in partnership with PVEPD and residents.
 - ADA Transition Plan.
 - Cell Site ordinance update (in progress).
- Emergency Operations
 - Participated in Peninsula-wide Disaster Preparedness Expo.
 - Participated in several emergency operations trainings.
 - Purchased and increased traffic control signage and devices to respond to emergency situations providing road closures and traffic detours to assist Police and Fire personnel.
 - Purchased an Electronic Message Board for advanced public information regarding scheduled traffic issues and events, also emergency response to inform the public.