

CITY MANAGER'S RECOMMENDED OPERATING AND CAPITAL BUDGET
FY 2014
RESPONSE TO ORGANIZATIONAL STUDY

Organization-Wide Recommendations

1) Continue to annually review and update the City Council Goals and Initiatives

Staff discussion: City Council adopted the work plan on February 26, 2013. The result of the Goals and Initiatives process certainly impacts the budget. However, the Council discussion and renewal of these goals does not in and of itself impact the budget, and there are no additional resources in the budget to implement this particular recommendation.

2) Revisit the City's financial policies and consider the use of debt to fund unmet organizational and community needs

Staff discussion: The policy review is underway. Staff will bring forth recommendations for City Council concerning debt issuance and debt management that will be prudent and allow for debt to be issued for community needs. The financial policy recommendations will continue to support sound financial management and the City's financial position.

3) Develop a 5-year Capital Improvement Plan that reflects a prioritized list of capital projects and associated funding sources, driven by data-based infrastructure condition assessments

Staff discussion: The proposed 5-year Capital Improvements Plan is included with this document, and it includes a discussion of projects for the plan. The Capital Improvements Plan will be strengthened in future years by assessments of infrastructure, as outlined in the organizational study, but these improvements will take place over time.

4) Implement a performance management system

Staff discussion: Although this recommendation is important, it is an internal management item and is not directly tied to the operating budget.

5) Implement a comprehensive outcome-based performance measurement system

Staff discussion: Although this recommendation is important, it is an internal management item and the Recommended Budget does not include any specific funding items for implementation.

6) Initiate a systematic approach to succession planning for professional and executive staff

Staff discussion: The City Manager's Office originally considered funding for consultant services in Human Resources to assist that Department with this effort. Unfortunately, budget pressures are such that outside assistance for this effort is not included in the Recommended Budget. Current staff of the Human Resources Department and the City Manager's Office will attempt to develop a working plan for succession planning as one of the Human Resource office's top priorities for FY 2014.

This is a critical initiative, as several of our departments will face significant turnover in the next two-three years. Succession planning impacts the City in both leadership positions and in positions with unique critical skills. It also represents a City Council Initiative for the current Council term.

The FY 2014 Recommended Operating Budget does include additional funds in the Human Resources Department Budget for consulting assistance in hiring leadership positions, as a prudent contingency.

7) Establish a Public Information Officer position within the City Manager's Office

Staff discussion: The funding of a Public Information Officer position is a high priority for the City. Currently, as the report points out, the function of the Public Information Officer is diffused throughout the organization, and is often done haphazardly. Unfortunately, the FY 2014 budget pressures from other sources (e.g. schools, jail, health insurance, court debt service) are such that the City Manager's Recommended Budget does not include this position for FY 2014. City staff will continue our communications efforts without an additional dedicated position.

8) Develop a City-wide external communications workplan.

Staff discussion: As noted above, the Recommended Budget does not include funding for a Public Information Officer. Funding for consultant assistance to develop a communications plan was included in the FY 2013 (current year) budget. Staff will attempt to continue development of the communications plan with current resources, given the other priorities of the City for FY 2014.

9) Develop and implement an internal communications workplan.

Staff discussion: City Departments and the Human Resources Department will work to develop internal communications plans, and there are many new initiatives in the FY 2014 budget that will affect current and newly hired employees. There are no additional resources identified in the FY 2014 Recommended Budget for the crafting of an overall plan; rather, plans will be crafted on a project-by-project basis as important needs arise.

Administrative Recommendations

10) Enhance the City's financial management capability by more closely coordinating financial and budgetary responsibilities

Staff discussion: Current staff will increase the level of coordination between the current Fiscal Affairs Department and the Budget function in the City Manager's Office. The recommendation is an internal management recommendation, and there are no additional funds in the FY 2014 Recommended Budget identified for implementation.

11) Centralize the City's purchasing function; hire a purchasing agent

Staff discussion: The City Manager's Recommended Budget for FY 2014 includes the hiring of a Purchasing Agent. This function has been identified as a key "staff" function that is currently performed in a de-centralized manner by "line" departments because no staff position exists to centralize, organize, and administer procurement in the City. The current decentralization of the purchasing function diffuses this work throughout the organization. Centralizing this function will result in time savings for staff throughout the City, which would then result in additional attention to core "line" functions.

The organizational study recommended several areas where the City could take advantage of service contracting to perform various tasks. The addition of a purchasing agent will assist greatly in procuring such services. Departments will still need to be involved in the

development of proposed scope of service documents and in contract monitoring, but the procurement functions can be centralized.

12) Initiate a plan to establish a robust financial management system

Staff discussion: The City Manager's recommended CIP will include a project to replace the financial system within the next five years. This will be a large project involving all departments to some extent and several departments and offices to a very large extent.

13) Increase strategic management of information technology throughout the City by developing and implementing an IT strategic plan

Staff discussion: The IT Department will be working on this item throughout the upcoming year. The City included \$50,000 in the Recommended Budget in the IT Department for outside assistance in developing this plan. Much of the work will be done in-house; however, the additional funds are necessary to assist the IT Department in completing the work.

14) Centralize City-wide IT functions within the IT Department and establish service-level agreements

Staff discussion: The staff considered the addition of personnel to the IT Department to assist with the continued centralization of IT in the City, particularly as it impacts the Fredericksburg Fire Department. However, the Recommended Budget does not include any additional resources for this purpose at this time. Current staff will continue to assist with the development of the IT relationship with other departments, including the development of service-level agreements, in the upcoming fiscal year.

15) Continue to develop IT policies and assist with organization-wide implementation

Staff discussion: The staff supports this recommendation and continues to work on updating IT policies and implementing them City-wide. The recommendation is internal in nature and staff does not need additional budgetary resources to implement.

16) Document all HR processes, create a Standard Operating Procedures manual, and define roles for HR staff

Staff discussion: The HR Department is working through a policy review, and many policies will be changed as a result of changes in the City's benefit packages (e.g. the VRS hybrid retirement plan which will take effect January 1, 2014). The above recommendation will be incorporated into these changes, which will be implemented by staff. There are no additional resources recommended for this work in the FY 2014 Recommended Operating Budget.

17) Enhance the current safety program

Staff discussion: The staff supports the current safety program, and enhancing the safety of employees has many benefits, including lower insurance premiums. The FY 2014 Recommended Budget continues the funding for the current safety program. Staff did not identify any additional budget impacts for this recommendation in the FY 2014 operating budget.

Police Recommendations

18) Maintain the current 11.5 hour patrol shift schedule

Staff discussion: This recommendation does not require additional funding.

19) Eliminate the premium pay for the Corporal classification, upon expiration of the current list

Staff discussion: This recommendation will save on staffing costs in the Police Department in future cycles, but there is no impact on the upcoming budget.

20) Adopt a workload-based staffing protocol to rationalize Detective Unit staffing levels

Staff discussion: This recommendation is an internal Police management item, and there are no additional resources identified in the Recommended Budget for the implementation of this recommendation.

21) Formalize the management training program for newly hired command personnel in the Police Department

Staff discussion: This recommendation may be implemented as part of the strategic plan for succession planning throughout the organization. It does not require additional funding, although the Police may identify through implementing this program that additional funding for training will be necessary in the future.

22) Develop a service-level agreement between the Fire Department and the Emergency Communications Center

Staff discussion: The development of a service-level agreement between the Fire Department and the Emergency Communications Center does not require additional budgeted resources.

Future budgets will likely require additional Communications Officers, in order to improve coverage and handle additional call volume from population growth throughout the region. In addition, the City will need to replace the radio system at some point over the next few years, and the proposed CIP includes a project to fund new public safety radios.

Fire Department Recommendations

23) Create a quarterly all staff meeting to enhance departmental communication and interaction between front line personnel and senior leadership

Staff discussion: This is an internal management item not addressed in the City Manager's Recommended Budget for FY 2014.

24) Conduct a Fire Department standard of coverage study

Staff discussion: The City Manager's Recommended Budget for FY 2014 does not include any additional resources for a standard of coverage study. Rather, the Fire Department is exploring alternative methods utilizing available in-house and state resources to assist this effort. There is also an option in the Council decision-packages to include funding for outside assistance for this effort.

25) Revise City Code to require that volunteer fire and EMS companies operate under the same standard operating procedures and training requirements as the Fredericksburg Fire Department

Staff discussion: Centralized standards do already exist at the state level, with various levels of proficiency recognized for both Firefighters and Medics. This recommendation requires evaluation and discussion on the part of both the City's Fire Service leadership and the

leadership of the volunteer organizations. This recommendation can be implemented utilizing current staff, and the City Manager's Recommended Budget for FY 2014 does not provide any new funding for this recommendation.

26) Provide additional career ALS service.

Staff discussion: The City Manager's Recommended Budget for FY 2014 includes two additional Medics for the provision of ALS service. The extension of ALS coverage by paid staff for additional hours will reduce the number of calls currently answered by either City fire suppression crews or mutual aid, and will enhance this service for the public.

27) Enhance the EMS Quality Assurance Review process to include quarterly targeted training programs

Staff discussion: This item is an internal staff item and should not require additional resources in the budget.

28) Designate a command officer for Emergency Medical Services

Staff discussion: This recommendation is considered a staff change, and there are no additional resources identified in the City Manager's Recommended Budget for FY 2014 for this item.

29) Implement a false alarm reduction program and tiered fee structure for multiple false alarms

Staff discussion: The City staff will bring forward a recommendation for a false alarm ordinance. The primary rationale for such an ordinance is to free City public safety resources to be able to answer true public safety calls, and is not budgetary. The City Manager's Recommended Operating Budget for FY 2014 does not include any revenue for a false alarm ordinance, but if a program were implemented during FY 2014 the staff would include a nominal revenue amount in FY 2015 and beyond, based on the assessment of fees and their collection.

30) Implement hand held inspection tablets and integrate the inspection data into the Fire Department's Record Management System, ImageTrend

Staff discussion: The City Manager's Recommended Budget for FY 2014 does not include any additional resources for the implementation of this recommendation. The IT Department and the Fire Department will evaluate the recommendation for future implementation, with the possibility that additional resources may be required in future budgets to add software, including related maintenance and training.

31) Revise the fire inspection program schedule to ensure that inspection frequency by occupancy type is phased to reflect potential risks and hazards.

Staff discussion: This recommendation is a Fire Department internal management item. The City Manager's Recommended Budget for FY 2014 does not include any funding for this recommendation.

32) Remove the Fire Marshal from the Tactical EMS Response team

Staff discussion: This is an internal personnel alignment and is not addressed in the FY 2014 City Manager's Recommended Budget.

33) *Coordinate with the Police Department to conduct an emergency communications system needs assessment and evaluation of alternatives to address system deficiencies such as interoperability limitations and radio dead spots.*

Staff discussion: The City Manager’s Recommended Budget for FY 2014 does not include funding for this item in the current year. The Recommended Capital Improvements Plan does include additional funding for the eventual replacement of the public safety radio system. This recommendation would be included within that scope of work.

Sheriff Recommendations

34) *Increase Sheriff staffing to 2.5 FTE to increase the ability of the Sheriff’s Office to more frequently exceed minimum security requirements at the three courts of responsibility and provide additional support for prisoner transports*

35) *Following the completion of the combination courthouse currently under construction, increase front-line deputy staffing to 19.0 FTE’s to meet minimum court security requirements.*

Staff discussion: The courthouse is currently on schedule for completion and opening at the close of FY 2014. The City Manager’s Recommended Budget for FY 2014 includes sufficient additional resources for the Sheriff to meet the recommendations outlined here. The increase in staffing for the Sheriff’s Department is one of the major initiatives in the Recommended Budget for FY 2014.

At the start of FY 2013, there are 16 regular full-time positions in the Sheriff’s Office, including the Sheriff and the non-sworn administrative assistant. In addition, the base part-time budget is \$147,600, providing additional labor for a variety of Sheriff functions. The Sheriff currently has nine part-time employees working various schedules. Two of the part-timers are not working front-line work – the part-time administrative captain and the fingerprint technician.

The table below shows the breakdown of staff in the Sheriff’s Office, including part-time and full-time positions. The row labeled “From Study” is included for information purposes from the Organizational Study completed by Novak Consulting in January 2013.

FY 2013 Start-of-Year Staffing - Sheriff

Sheriff Staffing	“Front-Line”	“Administrative”	Total
Sheriff		1	1
Administrative Assistant		1	1
Administrative Deputy		1	1
FT Deputies all ranks	11.5	0.5	12
PT Deputies (FTE)	3		3
PT Admin Deputy		0.5	0.5
PT Fingerprint		0.25	0.25
Total	14.5	4.25	18.75
From Study	14.39	4.4	19.79

The study divides the Sheriff Lieutenants between administrative and front-line duties; but classifies the full-time Sheriff Captain as a front-line position because it primarily served to do prisoner transports. The fingerprint technician duties are not broken out by the consultants.

The organizational study set a target of 19.0 FTE dedicated to “front-line” Sheriff staffing duties once the new courthouse is opened. It also recommended an immediate 2.5 “front-line” FTE’s to provide additional support for the main Sheriff functions.

The City added 1.0 FTE through the addition of a full-time position during FY 2013, at the request of the Sheriff and Judge Peterson of the Juvenile & Domestic Relations Court. This position will need to be added into the base for FY 2014. In addition, the Recommended Budget contains two additional full-time and three additional part-time (1.5 FTE) positions for the Sheriff. This additional staff together represents a total of 3.5 full-time equivalents. This additional staff will bring the Sheriff’s Office in line with the “front-line” staffing requirement recommended in the study for the opening of the new courthouse.

FY 2014 Start-of-Year Staffing - Sheriff

Sheriff Staffing	“Front-Line”	“Administrative”	Total
Total	14.5	4.25	18.75
<i>From Study</i>	<i>14.39</i>	<i>4.4</i>	<i>19.79</i>
FT Added During FY 2013	1		
Additional FT for FY 2014	2		
Additional PT for FY 2014 (FTE)	1.5		
Add to Total	19.0	4.25	23.25

The study also recommended that the part-time administrative captain position be phased out and that those hours be dedicated to front-line work. The Sheriff has discretion over whether and when to implement that change, based on the demands of his office. If implemented, that recommendation along with the additional personnel should provide additional flexibility to the Sheriff in meeting front-line service demands.

- 36) Amend the schedule of the primary prisoner transport officer from four 10-hour days to five 8 hour days to limit the likelihood that prisoner transports must be completed by one Deputy operating alone.*
- 37) Evaluate the opportunity to more efficiently provide prisoner transports using the Deputy Sheriff classification rather than the Captain classification.*
- 38) Eliminate the use of part-time resources for administrative support and reallocate resources to front-line deputy services.*

Staff discussion: Recommendations 36, 37, and 38 all deal directly with the deployment of personnel that work directly for the Sheriff, and the implementation of these recommendations is

at the discretion of the Sheriff. The City Manager's Recommended Budget for FY 2014 does not address these recommendations.

Public Works Department

39) Conduct an inventory and condition assessment of infrastructure assets that are maintained by the Department of Public Works.

Staff discussion: The City Manager's Recommended Capital Budget includes projects in the Water Fund, the Wastewater Fund, and the Public Works Capital Fund to begin assessment of capital infrastructure for Water, Wastewater, and Stormwater systems.

40) Develop annual work plans for each Public Works work crew that defines annual preventive maintenance goals and quantifiable standards of success.

Staff discussion: This is an internal management recommendation, and the FY 2014 Recommended Budget does not include any additional funding to implement this recommendation.

41) Implement an electronic work order system to streamline work planning, assignments, and performance measurement data collection.

Staff discussion: Staff is evaluating this recommendation for future implementation. The FY 2014 Recommended Budget does not include any additional funding to implement this recommendation.

42) Develop outcome and performance efficiency metrics for each DPW program.

Staff discussion: This is an internal management recommendation, and the FY 2014 Recommended Budget does not include any additional funding to implement this recommendation.

43) Establish a regular DPW manager's meeting to better coordinate work between the engineering and operations functions, monitor work plan progress, and departmental performance metrics.

Staff discussion: This recommendation does not have a budgetary impact.

44) Create a capital projects manager position in Public Works.

Staff discussion: The City Manager's Recommended Budget did not include funding for a Project Manager position in Public Works because of other funding constraints. This position remains a very high priority position for consideration by the staff, given the nature and complexity of the multiple public works capital projects during the next two fiscal years.

45) Evaluate the Graphics Coordinator position.

Staff discussion: The City Manager's Recommended Budget for FY 2014 continues the Graphics Coordinator position. Future cycles may provide an opportunity to re-evaluate the position.

46) Develop an annual training program that builds the capacity of DPW laborers to better utilize equipment and more efficiently complete assigned tasks.

Staff discussion: This recommendation can be done through the staff of Human Resources and Public Works. The work for this recommendation may become part of the overall effort to address succession planning throughout the City.

47) Revise laborer job classification system to reflect skilled and unskilled labor requirements.

Staff discussion: The City Manager's Recommended Budget for FY 2014 includes funding in the Human Resources Department for a City-wide classification and compensation study. That study, in conjunction with additional staff study by the Human Resources and Public Works Department, may be used to develop a revised classification system for the skilled and unskilled labor required for Public Works.

48) Implement a requirement that City traffic technicians acquire and maintain International Municipal Signal Association (IMSA) Traffic Signal Level I, with a preferred Level II certification.

Staff discussion: This is an internal management item and is not addressed in the FY 2014 City Manager's Recommended Budget. However, the budget does note that a position that had been assigned to the Shop and Garage division of the Public Works Department has been re-assigned to the Traffic division. The Traffic division staffing has now been increased to five full-time personnel.

49) Contract for implementation of a sign inventory and a multi-year sign replacement schedule.

Staff discussion: The staff agrees that a sign inventory and a multi-year sign replacement schedule should be integrated into the work plan for the Department of Public Works. The staff will actively seek opportunities to implement this recommendation utilizing current resources. The City Manager's Recommended Budget for FY 2014 did not include funding for contract resources to perform this work.

50) Train DPW work crews to set up and manage traffic work safety zones without the support of the Traffic Crew.

Staff discussion: This is an internal management item for DPW. It will take time to implement, but does not really involve budgetary impacts.

51) Contract for the development of a Traffic Master Plan and Signal Timing Plan.

Staff discussion: The City Manager's Recommended Budget for FY 2014 did not include any specific funding for consulting or contractor assistance to develop a Traffic Master Plan and Signal Timing Plan. The staff of the Public Works Department will make progress on this recommendation during FY 2014. However, future resources may be necessary depending on the amount of progress.

52) Implement a central fleet and fuel management system to be used by all City Departments.

Staff discussion: The City may be able to implement this recommendation using current resources in the capital budget. There are no additional resources allocated in the FY 2014 Recommended Budget.

53) Establish a fleet purchase review process that includes input from the Supervisor of the City Garage.

Staff discussion: This is an internal process that a Purchasing Agent will assist in implementing, but could be implemented without a Purchasing Agent as well. Either way, this recommendation does not impact the budget.

54) Establish fleet maintenance service level agreements between DPW and City Departments.

Staff discussion: This is an internal management item, and there are no additional recommendations for additional funding in the FY 2014 Recommended Budget.

55) Implement a formal Pavement Management System.

Staff discussion: The City is currently investigating formal Pavement Management Systems, and will continue to evaluate this recommendation for future implementation. There are no additional funds in the FY 2014 Recommended Budget.

56) Develop a condition assessment of the City's water, sanitary sewer, and stormwater management infrastructure.

Staff discussion: The City Manager's Recommended Capital Budget for FY 2014 will include funding for an assessment of Water and Wastewater systems. The City already has in hand a small-area study for the College Heights area water system, which can be built upon and extended throughout the City.

57) Add two laborer positions to the Utility program with the goal to implement a water valve exercising and sewer televising program.

Staff discussion: The City Manager's Recommended Budget includes recommended funding in the Water Fund to contract for a condition assessment of valves in selected older areas of the City, along with capital outlay funding for the replacement of broken valves. The capital budgets also include funds for assessments of water, sewer, and stormwater infrastructure.

The contracted funds will augment the ability of the existing staff to maintain the existing infrastructure. However, these positions may need to be considered for addition in future budget cycles.

58) Fully fund the cost of providing residential refuse collection through appropriate user fees.

Staff discussion: The FY 2014 City Manager's Recommended Budget does include a modest increase in the proposed solid waste fees. The City is cognizant that the Water and Wastewater fees are also in need of increase to sustain the health of those two systems, and FY 2014 is the second year of a three-year phased increase. The solid waste fee increase will be on top of that increase, and the City is cognizant that phasing may be necessary.

59) Modify collection practices to eliminate bi-weekly pickup.

60) Develop a franchise agreement and allow private haulers to bid on refuse collection services in the City.

Staff discussion: Recommendations #59 and #60 could be easily combined and implemented together. The Recommended Operating Budget does not include these changes, although the City should consider amending the current methods of solid waste collection for several reasons. Staff would wish to have further dialogue with the City Council prior to implementing broad changes in the current solid waste collection program.

61) Create a Stormwater Management Utility (SMU) to fund the City's required response to Commonwealth and Federal stormwater capital investment and quality management requirements.

Staff discussion: The creation of a Stormwater Management Utility has not been included in the City Manager's Recommended Budget for FY 2014. A Stormwater Management Utility would be an option for future discussion, but has both positive and negative aspects that deserve additional discussion prior to implementation.

62) Contract for City street sweeping.

Staff Discussion: The City Manager's Recommended Budget for FY 2014 included \$20,000 in contracted services in the Drainage division of Public Works to begin the process of contracting out additional services. The general plan is phase out rather than completely eliminate the in-house provision of services such as street cleaning.

Parks, Recreation, and Public Facilities Recommendations

63) Initiate a recreation master plan in order to identify needs and define core services.

Staff Discussion: The City Manager's Recommended Operating Budget for FY 2014 does not include any additional funding for the development of a recreation master plan. The Department of Parks, Recreation, and Public Facilities, utilizing public input and staff expertise, did provide City Council with an overview of potential recreation uses at a recent City Council worksession. The work done for the Council worksession could form a foundation for additional planning.

The update to the overall Comprehensive Plan will also help inform a future effort to develop a recreation master plan.

64) Implement tracking of data and workload within Parks Maintenance to determine appropriate staffing and service levels.

Staff Discussion: The implementation of this recommendation will be assisted by the process of contracting for assistance in maintaining the parks. Specifying service levels at parks will assist the Department in identifying good levels of service for certain parks. The City Manager's Recommended Operating Budget for FY 2014 includes \$20,000 in contracted services funding in the Parks Maintenance Department, which should be sufficient for funding a pilot project for aspects of parks maintenance that are easily contracted (e.g. grass-cutting).

65) Merge staff and responsibilities of the Public Facilities division and the Special Projects Division.

Staff Discussion: The City Manager's Recommended Operating Budget in FY 2014 combines the funding for the Special Projects division and the Public Facilities division, thus eliminating the separate budget for the Special Projects division. The combined funding is located in the Public Facilities division.

66) Evaluate staffing within Public Facilities and Special Projects.

Staff Discussion: The Recommended Operating Budget for FY 2014 includes funding in the Public Facilities budget for contracted services to begin changing the provision of custodial services from in-house staff to contractors. The amount of funding for contracted services is recommended to be \$40,000. The budget also eliminates one full-time custodian position – the incumbent is scheduled to retire during FY 2013. In addition, part-time hours for custodians are also reduced through funding reductions.

67) Relocate newly merged Public Facilities and Special Projects Division to the Public Works Department.

Staff Discussion: The City Manager's Office views this recommendation as a longer-term goal, and does not include implementation in the Recommended Budget for FY 2014.

Community Development Recommendations

68) Re-align the functions within Planning and Building & Development Services; create a Community Development Department.

Staff Discussion: The City Manager's Recommended Budget maintains the two Departments in the budget for the upcoming fiscal year. The City currently has a vacancy for the Director of Planning and Community Development position. The new Director will need to be highly involved in the implementation of this recommendation. Budgetary changes as a result of this recommendation may occur in FY 2015.

69) Remove records management and Mayoral assistant functions from the Planning Department; create a new position with these responsibilities.

Staff discussion: This recommendation will require the creation of a new position. It will be important to implement this in the medium-term for the organization, but the City Manager's Recommended Operating Budget for FY 2014 does not include the creation of the new position.

70) Initiate a process to operationalize the new Unified Development Ordinance.

Staff discussion: The City Manager's Recommended Budget for FY 2014 did not identify specific additional resources to implement the Unified Development Ordinance. The current staff that administers the existing ordinances will be available to implement the new one.

71) Increase collaboration among inspectors.

Staff Discussion: This recommendation does not impact the budget.

72) Implement a tracking system for all development review and inspection cases.

Staff Discussion: The proposed Capital Improvements Plan includes a project for an Enterprise Resource system that includes tracking development review and inspections.

73) Designate a Senior Traveler Counselor.

Staff Discussion: The City will be evaluating this recommendation in the upcoming several months for possible inclusion in the FY 2015 Operating Budget.