

# City of Beverly Hills

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**Proposed, May 2012**

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Beverly Hills, California 90210

## PROFILE OF BEVERLY HILLS, CA

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**William W. Brien, M.D.**

Mayor

**John A. Mirisch**

Vice Mayor

**Lili Bosse**

Councilmember

**Julian A. Gold, M.D.**

Councilmember

**Barry Brucker**

Councilmember

**Eliot Finkel**

City Treasurer

**Jeffrey Kolin**

City Manager

**Mahdi M. Aluzri**

Assistant City Manager

**Scott G. Miller, Ph.D.**

Director of Administrative  
Services/ CFO

The City of Beverly Hills, a long-established residential city and commercial center is located within Los Angeles County in Southern California. The City, incorporated in 1914, has an estimated 2010 population of 36,224. From the beginning, when it was planned as a subdivision in 1906, Beverly Hills was designed as a special place. In subsequent years, much has changed, but not the desire to keep it special. As a result, the City of Beverly Hills has established a tradition of providing residents, businesses, and visitors with a superior level of public safety services, premium life enrichment opportunities, and a renowned physical environment. From rolling hillside estate homes, to charming family bungalows and apartments, to a world renowned business community, Beverly Hills provides its residents, visitors, and business partners a community often sought but rarely found in modern urban centers.

Beverly Hills is blessed by a healthy business community. Revenues generated from the business sector represent about 65-80% of total General Fund revenues. This allows the City to provide residents with the finest of residential living environments: clearly the City Council's first objective. Over the last few years, Beverly Hills has become the home of many entertainment industry headquarters, especially in the music recording field. The City has also attracted the most prestigious art galleries in the country, and some of the major talent agencies. In the retail field, Beverly Hills has enjoyed remarkable reinvestment in all geographical and market areas.

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Jeffrey Kolin, City Manager

## **Honorable Mayor, City Council Members, and Citizens of Beverly Hills:**

It is a pleasure to present to you the proposed annual budget for Fiscal Year (FY) 2012/2013.

### **Overview**

Development of this budget has once again been a significant challenge in that the ongoing revenues do not meet the costs of the desired levels of service. This is not to say that the City's revenues are under performing, as their performance would be the envy of many cities which do not offer the types and level of services that the City of Beverly Hills provides. Rather, the challenge has resulted from an imbalance in the parking authority and the Clean Water Fund revenues and operations. The City's substantial parking system and the requirement to monitor and manage storm water runoff from the city, without adequate revenue from either area to fully fund the services, presents serious challenges to balancing the budget.

Measures taken over the past three years to downsize the City organization and reduce expense while maintaining a high level of quality services have been successful in bringing down structural costs and slowing growth. These measures included cuts of \$4.8 million in FY 2008/09, \$18.4 million in FY 2009/10, \$9.3 million in FY 2010/11, and one-time reductions of \$4.5 million in FY 2011/12. Cuts made in recent years have resulted in a net reduction of 91 full-time positions. Also, among these cuts were some one-time measures that were necessitated by a conservative approach to the budget, which, in some cases, were able to be reversed when revenues outperformed budget projections and spending was held below budgeted amounts. Continuing cost containment efforts include recently concluded employee association negotiations which resulted in a five year memorandum of understanding (MOU) between the City and Police Officers Association which takes significant steps toward reducing future growth by implementing a new, lower tier of pension for newly hired employees and a phase-in of employees paying a portion of the employee share of the PERS payments. Similar terms are expected when a final MOU is reached with the Firemen's Association.

While economic volatility seems to have decreased over the past year, there remains a higher level of volatility than existed five years ago. Sovereign debt issues in Europe continue to present concerns for the global economy. We remain concerned that defaults on such debt will shock the economy. This situation has resulted in some European countries experiencing unemployment rates around and above 20 percent.

It is also worth noting again that while the Euro zone economy was struggling more intensely with the sovereign debt issue last summer, nonetheless the Euro was experiencing exceptional strength against the dollar. Locally, a result of this was that travel to and shopping in Beverly Hills became a relative bargain for Europeans, and the City's transient occupancy (hotel) tax and sales tax revenue grew substantially over those summer months. Such impacts on our local revenues are generally not predictable.

Most economists predict continued slow to moderate economic growth for the nation, the State and our region. Based on these predictions and the reduced volatility in the financial markets, we project that revenues will generally increase by modest amounts over the current year's projections.

### **Budget Gap and Its Closure**

After compiling all projected revenue, base expenditures, recommended modifications, and the \$6.3 million in transfers required to keep the Parking Authority and the Clean Water Enterprise Fund solvent, we were faced with a General Fund budget gap of \$5.15 million. In developing measures to balance the budget there was consideration of:

- Fund balances;
- Capital needs;
- Past one-time budget reduction measures;
- Recent end of year adjustments;
- Projected FY 2011/12 revenues, expenditures and ending budget balance; and
- Alternatives available.

One-time measures included in this proposed budget to address this budget gap are the following:

- Reduce General Fund accruals for small equipment/furniture replacement by \$200,000;
- Reduce General Fund accruals for Information Technology equipment replacements by \$200,000;
- Reduce General Fund charges by Fund 48 (PAL Fund) by \$860,000;
- Extend the useful lives of underutilized vehicles by one-year and realize General Fund savings of \$290,000;
- Reduce the intended General Fund contribution to Capital Improvement Projects by \$1.5 million, lowering total contributions to capital projects to last year's level of \$8.5 million;
- Transfer \$100,000 of Fund 48 fund balance to the General Fund; and
- Carryover \$2 million of revenue exceeding budget and budget expenditure savings from FY 2011/12.



It is important to note that similar one-time measures were taken in both FY 2010/11 and FY 2011/12 to balance those budgets. However, at the end of FY 2010/11, higher than projected revenue and lower than budgeted expenditures allowed for \$3.8 million of the reduced replacement charges to be restored to the appropriate Fund balances.

### **City Council Goals**

Staff prepared this proposed budget in accordance with the goals and priorities adopted by the City Council in December 2011. In addition to these goals and priorities, in the past year, the City Council has adopted or created new programs which have been incorporated into this budget, such as: view preservation, historic preservation, and greater efficiencies in government. The City Council “A” priorities for FY 2012/13 are:

- Subway Monitoring
- Beverly Hills Brand and Centennial Celebration Programs
- 239 S. Beverly Development
- Fiscal Sustainability
- Parcels 12 and 13 – Acquisition and Improvement
- Economic Sustainability
- Expansion of Technology
- R-1 Development Standards
- Historic Preservation Standards
- Capital Improvement Investment in the Community
- Smart Traffic Management
- Public Safety Recruitment
- Government Efficiency Task Force Implementation
- Small Business Assistance Ad Hoc Committee Implementation
- Southeast Task Force Implementation
- Support for Beverly Gardens Park Restoration

### **Revenue and Expenditure Review**

As addressed above, after compiling all revenues and expenditures for the FY 2012/13 budget, there was a \$5.3 million deficit. The measures detailed above close that gap and provide a year-end budget balance. For FY 2012/2013, the General Fund revenues and resources are projected at \$173.5 million and expenditures are expected to be \$173.4 million.

For FY 2011/12, General Fund revenues are projected at \$169.1 million. Looking at individual revenues, virtually all are projected to exceed budgeted amounts. All four of the City’s major revenues (property tax, sales tax, transient occupancy tax, and business tax) are projected to exceed budget with the total increase over budget being about \$5.9 million. Revenues (not including transfers in or carryovers) for FY 2012/13 are projected at \$171.0 million and will exceed FY 2011/12 revenues by about 1.8 percent.

### Major General Fund Revenue Sources

| Source                  | Projected Revenue for FY 2012/13 | % Change from FY 2011/12 Adopted budget |
|-------------------------|----------------------------------|---|
| Property Tax            | 39,569,000                       | 2.2%                                    |
| Sales and Use Tax       | 23,690,000                       | 7.0%                                    |
| Transient Occupancy Tax | 28,943,000                       | 11.0%                                   |
| Business Tax            | 36,150,000                       | 6.0%                                    |
| <b>Total</b>            | <b>128,352,000</b>               | <b>6.1%</b>                             |

Projected General Fund operating expenditures for FY 2012/13 are \$173.4 million. Previously mentioned significant factors that drive increases in expenditures include: \$5 million transfer to the Parking Authority, \$1.3 million transfer to the Clean Water Fund, the new view restoration program, and the historic preservation program. The proposed FY 2012/13 General Fund operating budget is about 3.7 percent higher than projected current year expenditures.

The increase in the General Fund expenditures and transfers is primarily driven by a small number of activities. Among these are:

- \$5 million General Fund transfer to the Parking Authority to keep the Parking Authority solvent
- \$1.3 million transfer to the Clean Water Fund to keep that fund solvent
- \$430,000 for the new view restoration program
- \$300,000 for the increase in earthquake insurance coverage
- \$289,000 for historic preservation activities
- \$136,000 for Mayor's Task Force recommended service improvements in the Permit Center
- \$100,000 for addressing R-1 development standards

## Public Employees Retirement System (PERS) Costs

The City is a member of the Public Employee Retirement System (PERS). The current retirement formulas for Beverly Hills fall into two categories: Public Safety (3% @ 50) and Miscellaneous Members (2.5% @ 55). Below are the actual rates by employee category for FY 2011/12 and 2012/13, and projected rates for FY 2013/14 and 2014/15. These are the total rates including employer share, employee share and EPMC (employer paid members contribution) rates. The rates are stated as the percent of applicable salary. The projected rates for FY 2013/14 and FY 2014/15 do not account for the PERS Board's recent adoption of a more conservative rate of return on investments for all actuarial assumptions used for calculating employer rates

|        | <b>2011/12<br/>Actual</b> | <b>2012/13<br/>Actual</b> | <b>2013/14<br/>Projected</b> | <b>2014/15<br/>Projected</b> |
|--------|---------------------------|---------------------------|------------------------------|------------------------------|
| Safety | 44.481%                   | 44.286%                   | 44.690%                      | 45.126%                      |
| Misc   | 23.729%                   | 24.488%                   | 24.840%                      | 25.164%                      |

1 For Police Officers, in January 2014 the projected combined rate for Police Officers would decline to 43.200 percent, in July 2014 the projected combined rate would be 43.632 percent and in January 2015 the projected combined rate would decline to 40.704 percent in accordance with the recently agreed to Memorandum of Understanding between the Police Officers Association and the City.

## Capital Improvement Plan (CIP)

The Capital Improvement Plan is a part of the budget and designated as Volume 2 of the budget. Recognizing the need to continue to provide for maintenance and repairs to prolong the lives of City facilities and infrastructure, the City will continue its targeted spending program for CIPs, though reduced for FY 2011/12. The proposed \$8.5 million General Fund contribution to the Infrastructure and Capital Asset Funds helps to support critical projects in the 5-year CIP. Some capital initiatives for the coming year include street resurfacing, sidewalk improvements, a new community building at Roxbury Park, a new enterprise resource planning system for finance and human resources, traffic signal replacement, a new jail central control system, and streetscape improvements. The CIP has been separated into a second volume of the Budget, as it has been for the past several years, so that the project descriptions, budgets, and timelines can be easily referenced during budget discussions and throughout the year.

## Conclusion

The FY 2012/13 economic outlook is mixed as it includes reasonable growth of revenues and growing imbalance of the Parking Authority and Clean Water Fund finances which require General Fund subsidies to remain solvent. With the exception of the new programs of view restoration, historic preservation and expanded library hours, this budget is a status quo budget

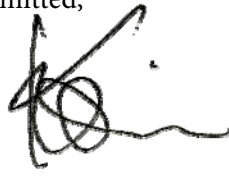
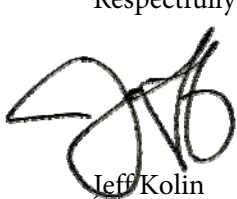
and maintains a high level of core public services (police, fire, library, recreation, human services, building safety, and public utilities).

With a continued dedication to resolving challenging issues in the community, I think that it is clear that there will continue to be a bright future for the City of Beverly Hills. Our unique community has shown great resilience in the economic downturn and the level of citizen involvement remains exceptionally high. The commitment of a great many individuals and a strong sense of community are tremendous assets that will continue to serve the City well.

This message has addressed challenges which we face and which require our attention over this next year, primarily finding fiscally sustainable approaches to providing for public parking and the handling of storm water run-off in the city.

City staff is ready to address the questions of the City Council and the community related to this proposed budget and the challenges we face. We look forward to City Council and public input in May and June. The broad participation of this community has been a great benefit to addressing our issues in recent years and I have no doubt we will enjoy this again as this budget is reviewed and considered.

Respectfully submitted,



Jeff Kolin  
City Manager

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## Budget Introduction

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## Proposed Budget

## BUDGET INTRODUCTION



## BUDGET INTRODUCTION

### Summary of the Budget and Accounting Structure

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The City of Beverly Hills uses the same basis for budgeting as for accounting. Governmental fund financial statements are budgeted and reported using a modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes and taxpayer-assessed tax revenues (e.g., franchise taxes, sales taxes, motor vehicle fees, etc.), net of estimated refunds and uncollectible amounts, and interest associated with the current fiscal period are all considered susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered measurable and available only when cash is received by the City. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due.

To budget and record financial transactions, the City of Beverly Hills uses several different types of funds: governmental, capital proprietary, internal service, and special revenue funds. This practice is also referred to as "fund accounting".

The City budgets for the following major governmental funds:

- **General Fund (01)** – The General Fund is the City's primary operating fund. These are unrestricted funds generated from Business, Sales, Property and Transient Occupancy taxes and other general revenues available for discretionary spending. The General Fund is used to record only current revenues and current expenses; it does not recognize either long-term assets or liabilities. It is the fund that provides traditional governmental services such as public safety, library and recreational services. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- **Infrastructure Funds (06, 56, 96)** – Primarily a subset of the General Fund used to recognize and fund long-term public capital improvement projects or property expenditures including, but not limited to, replacement of the City's roadways and street improvements, street lighting system, and other infrastructure projects for assets which belong to the General Fund. For presentation purposes, the three funds involved, Infrastructure Projects (Fund 06), Debt Service (fund 56) and General Fixed Assets (Fund 96) are presented as a single operation.

## BUDGET INTRODUCTION

Additionally, the City budgets for special revenue and internal service funds:

- **Special Revenue Funds (09-32)** – These are restricted funds with dedicated funding sources, such as: Park & Recreation Tax Fund, which receives fees from new development that may only be used for park related expenses; Propositions A & C Transportation Funds derived from sales tax entitlements and administered by the Los Angeles County Metropolitan Transportation Authority (MTA) may be used only for transportation or transportation related programs and expenses; and Fine Art Fund, which receives fees from new development that may only used only to provide public art and art exhibitions.

Below is a listing of all special revenue funds in use by the City:

- Fund 09 - Housing Fund
  - Fund 10 - HCDA Grant Fund
  - Fund 12 - State Gas Tax Fund
  - Fund 13 - In-Lieu Parking District Fund
  - Fund 16 - Parks and Recreation Facilities Fund
  - Fund 17 - Inmate Welfare Fund
  - Fund 18 - Fine Arts Fund
  - Fund 19 - Law Enforcement Grant Fund
  - Fund 23 - Community Development Technology Fund
  - Fund 24 - Air Quality Improvement Fund
  - Fund 26 - State Mandated Building Fees Fund
  - Fund 30 - Prop A Transit Local Fund
  - Fund 31 - Prop C Local Transit Fund
  - Fund 32 - Seized/Forfeited Property Fund
  - Fund 33 - MTA Grant Fund
- 
- **Internal Service Funds (08, 40-49)** – Internal Service Funds account for a variety of services provided to other departments or agencies of the City on a cost reimbursement basis. These services include equipment replacement, information technology, capital assets (governmental capital assets excluding infrastructure assets and the City's fine art collection) and related maintenance and financing, reprographics, cable television, liability insurance, workers' compensation insurance, unemployment insurance and employee benefits, policy, legal and administrative services, and vehicle maintenance and replacement. Rentals to user departments and divisions for internal service capital assets are based on 1) capital replacement, 2) repairs and maintenance costs and 3) fuel usage. The capital replacement charge, based on the estimated net replacement cost of the asset



## BUDGET INTRODUCTION

allocated over the asset's estimated useful life, is used by the City to reduce budgetary swings in user departments for periodic capital replacement.

Below is a listing of all internal service funds in use by the City:

- Fund 08 - Capital Assets / Facilities Maintenance Fund
- Fund 40 - Equipment Replacement Fund
- Fund 41 - Information Technology Fund
- Fund 42 - Cable Television Fund
- Fund 43 - Reprographics/Graphics Fund
- Fund 44 - Employee Benefits Fund
- Fund 45 - Liability Claims Reserve Fund
- Fund 46 - Workers Compensation Fund
- Fund 47 - Unemployment Insurance Fund
- Fund 48 - Policy, Administration, Legal and IT Operations Fund
- Fund 49 - Vehicle Fund

The City budgets for the following major enterprise funds:

- **Water Enterprise Fund (80)** – This fund accounts for all financial aspects of the City's water operations. The City obtains its water from the Metropolitan Water District of Southern California and distributes it throughout the City and portions of the City of West Hollywood. The City has completed construction of a water treatment facility through a lease-purchase-operate-finance arrangement to treat local well water that is anticipated to meet approximately 20% of its water needs. The acquisition and construction of water system facilities have primarily been financed through the issuance of general obligation and revenue bonds supported by water service charges established by City Council action.
- **Parking Operations Fund (81)** – This fund accounts for the City's parking operations. The City provides parking operations as a contractor to the Parking Authority. Most of the City's parking facilities, including parking meters were transferred to the Parking Authority in FY 2011/12. The City retains the Civic Center parking facility and the parking facility at 9333 W. Third Street.
- **Solid Waste Enterprise Fund (83)** – This fund accounts for the collection and disposal of solid waste generated by commercial and residential users in the City. Solid waste operations are primarily financed through user charges established by City Council action.
- **Wastewater Enterprise Fund (84)** – This fund accounts for the collection and disposal of wastewater generated within the City. The acquisition and construction of wastewater

## BUDGET INTRODUCTION

facilities and capacity rights in the City of Los Angeles Hyperion Treatment Plant have primarily been financed through the issuance of revenue bonds supported by user charges established by City Council action.

- **Clean Water Utility Fund (85)** – This fund accounts for the certain standards for street sweeping, storm drain maintenance and other environmental quality programs mandated under the Federal “Clean Up the Bay” program. Stormwater clean-up operations are financed through user charges established by City Council action.

Private-sector standards of accounting, reporting and budgeting issued prior to December 1, 1989, generally are followed by the City to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board (GASB). The City also has the option of following subsequent private-sector guidance for its business-type activities and enterprise funds, subject to the same limitation. The City has elected not to follow subsequent private-sector guidance.

As a general rule, the effect of inter-fund activity has been eliminated from the City's government-wide budgeting practices and financial statements. Exceptions to this general rule are internal service fund charges and charges for billing, legislative assistance and similar services to business-type activities, as well as various other functions of the City. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

## BUDGET INTRODUCTION

### Description of Revenue Sources

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The four major sources of General Fund revenue, which generate about 74% of General Fund total income, include Property Tax, Sales Tax, Transient Occupancy Tax and Business Tax.

#### **Property Tax**

Property taxes fund schools, cities, counties, and special districts. Real Estate Property Taxes, taxes on land and the buildings on it, are the biggest source of revenue for many local governments. The state's role is to specify the maximum rate on the market value of the property, or a percentage of it, as the legal standard for the local assessor to follow. The local assessor determines the value to be taxed. In 1978 California voters approved Proposition 13, which established a ceiling of 1% of assessed value for local property tax rates and limited the increase in assessed valuation to 2% per year, unless the property is sold. As a result of the limitation of 2% on annual increases in assessed valuation, many properties are assessed at less than market value and the “effective property tax rate” for some properties is not always 1% but can be slightly below .5%.

#### **Sales Tax**

The City imposes a tax for the privilege of selling tangible personal property at retail upon every retailer in the city at the rate of one percent (1%) of the gross receipts and a use tax of one percent (1%) of the purchase price upon the storage, use or other consumption of tangible personal property purchased from a retailer for storage, use or consumption in the City. City of Beverly Hills - Municipal Code 3-1-103

The adopted sales and use tax law complies with the requirements and limitations contained in part 1.5 of Division 2 of the State Revenue and Taxation Code, and can be administered and collected by the State Board of Equalization.

#### **Transient Occupancy Tax**

For the privilege of occupancy in any hotel within city limits, each transient is subject to and shall pay a tax in the amount of fourteen percent (14%) of the rent charged by the operator. Such tax shall constitute a debt owed by the transient to the city, which debt shall be extinguished only by payment to the operator or to the city. The transient shall pay the tax to the operator of the hotel at the time the rent is paid. City of Beverly Hills – Municipal Code 3-1-303.

The full amount of tax collected shall be remitted to the city by the operator on or before the last day of the month immediately following the close of the prior month. City of Beverly Hills – Municipal Code 3-1-307.

## BUDGET INTRODUCTION

### Business Tax

Every person who engages in any business within the city must register with the Administrative Services Department and pay a separate business tax for:

- 1) Each establishment or location within the city at which registrant conducts business; and
- 2) Each type of business in which a registrant conducts at every primary and branch establishment within the city.

Where business is engaged in from one or more locations outside the city, only one registration for each classification of business is required for engaging in that business in the city from all such outside locations. City of Beverly Hills – Municipal Code 3-1-208.

### Computation of Business Tax

The business tax is computed by multiplying the measures of business activity, such as gross receipts, gross payroll, gross operating expenses, number of vehicles, machines, devices or articles of equipment used, or the number of persons employed, by the tax rate for the classification of the business being registered. City of Beverly Hills – Municipal Code 3-1-210.

### Other General Fund revenue sources include:

|                               |                                  |                               |
|-------------------------------|----------------------------------|-------------------------------|
| <b>Other Taxes</b>            | Plan Check and Permitting        | City Facilities Rental Income |
| Property Transfer Tax         | Building Permits and             |                               |
| Dwelling Unit Tax             | Inspections                      | <b>Charges for Current</b>    |
| Construction Tax              | Other Development Fees           | <b>Services</b>               |
| Condominium Tax               |                                  | Special Events Fees           |
|                               | <b>Fines and Penalties</b>       | Jail Cell Fees                |
| <b>Subventions and Grants</b> | Ordinance Violations             | Vehicle Release Fees          |
| Motor Vehicle License Fees    | Motor Vehicle Code               | Fingerprinting Fees           |
| State Highway Maint.          | Violations                       | Ambulance Fees                |
| Reimb.                        | Other Fines and Penalties        | City Sponsored Events Fees    |
| State Library                 |                                  | Misc. Fire Department Fees    |
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| Revenues                      | Concessions                      | Recoverable Expenditures      |
|                               | Interest Earned                  | State Mandated Costs          |
| <b>Licenses and Permits</b>   | Franchise Electric               | City Property Damage          |
| Regulatory Permits            | Oil Royalties                    | Sale of Property              |
| Conditional Use Permits       | City Owned Property Lease        |                               |
| Development Permits           | Income                           |                               |

## BUDGET INTRODUCTION

### **Basis of Future Revenue and Expenditure Estimates**

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The City of Beverly Hills four major revenue estimates which are Property Tax, Sales Tax, Transient Occupancy Tax (TOT), and Business Tax are calculated by the Administrative Services Department based on a combined study of the following factors:

- Historical trends
- Current year actual revenues collected
- Impact of major and medium size incidents at the local, national and worldwide level that may have consequences in the City's economic trends

All other revenue categories are estimated based on:

- Consumer Price Index (CPI) fluctuations
- Current fees, charges and rates approved by City Council
- Current and projected investments return rates
- Impact of major and medium size incidents at the local, national and worldwide level that may have consequences in the City's economic trends

Expenditure estimates are directly dependent on projected revenues the City expects to receive.

Typical expenditure increase drivers are:

- Memoranda of Understanding for Bargaining Units
- Consumer Price Index (CPI) fluctuations
- State and Federal mandates
- New projects and responsibilities departments acquire either through management decisions or City Council directives

Projections are also based upon information gathered from various professional finance organizations, by the Federal Government Bureau of Labor Statistics, information from economic publications such as the Wall Street Journal and the UCLA Anderson School "Forecast" publication.

## BUDGET INTRODUCTION



## Budget Summaries

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## Proposed Budget

# BUDGET SUMMARIES

## FY 2011/12 Fund Balance Projection

| Fund         | Description                     | 07/01/11                                    | Projected            | Year-End         | Year-End          | Projected               | 06/30/12   |
|--------------|---------------------------------|---|----------------------|------------------|-------------------|-------------------------|--|
|              |                                 | Beginning<br>Fund Balance<br>/Net<br>Assets | Year-End<br>Revenues |                  |                   | Year-End<br>Expenditure | Projected Ending<br>Fund Balance<br>/Net<br>Assets |
| 01           | General Fund                    | 96,442,629                                  | 168,197,100          | 906,000          | 7,278,400         | 159,877,700             | 98,389,629   |
| 06           | Infrastructure Fund             | 15,967,270                                  | 189,000              | 3,400,000        | -                 | 10,149,000              | 9,407,270  |
| 08           | Capital Assets Fund             | 122,629,336                                 | 33,382,000           | -                | 50,500            | 47,353,000              | 108,607,836  |
| 9            | Housing Fund                    | (6,791)                                     | -                    | -                | -                 | 9,200                   | (15,991)   |
| 10           | HCDA Grant Fund                 | (91,578)                                    | 256,700              | -                | -                 | 256,700                 | (91,578)   |
| 12           | State Gas Tax Fund              | 2,317,990                                   | 627,400              | -                | 6,000             | 1,286,900               | 1,652,490  |
| 13           | In-Lieu Parking District Fund   | 2,265,279                                   | 812,600              | -                | -                 | -                       | 3,077,879  |
| 16           | Parks & Rec Facilities Fund     | 15,575,636                                  | 2,887,600            | -                | 400,000           | 8,233,300               | 9,829,936  |
| 17           | Inmate Welfare Fund             | 23,826                                      | 3,000                | -                | -                 | -                       | 26,826   |
| 18           | Fine Arts Fund                  | 805,142                                     | 15,600               | -                | -                 | 39,300                  | 781,442  |
| 19           | Law Enforcement Grant Fund      | 160,725                                     | 100,000              | -                | -                 | 109,500                 | 151,225  |
| 23           | Comm. Dev. Tech. Fund           | 1,154,803                                   | 350,000              | -                | -                 | 22,400                  | 1,482,403  |
| 24           | Air Quality Improvement Fund    | 365,118                                     | 40,000               | -                | -                 | 325,000                 | 80,118   |
| 26           | State Mandated Bldg Fees        | 58,380                                      | 106,500              | -                | -                 | 30,000                  | 134,880  |
| 30           | Prop A Local Transit Fund       | 2,716,571                                   | 776,500              | -                | -                 | 899,300                 | 2,593,771  |
| 31           | Prop C Local Transit Fund       | 2,017,108                                   | 452,000              | -                | -                 | 1,971,100               | 498,008  |
| 32           | Seized/Forfeited Prop Fund      | 2,145,200                                   | 866,600              | -                | -                 | -                       | 3,011,800  |
| 33           | MTA Grant Fund                  | 539,441                                     | 302,600              | -                | -                 | -                       | 842,041  |
| 40           | Equipment Replacement Fund      | 6,866,804                                   | 1,526,300            | -                | -                 | 460,200                 | 7,932,904  |
| 41           | Information Technology Fund     | 31,231,823                                  | 5,713,000            | 100,000          | 700               | 8,571,600               | 28,472,523   |
| 42           | Cable Television Fund           | 6,701,111                                   | 1,462,400            | -                | 13,000            | 1,566,700               | 6,583,811  |
| 43           | Reprographics/Graphics Fund     | 1,792,142                                   | 2,412,000            | -                | 26,000            | 2,386,100               | 1,792,042  |
| 44           | Employee Benefits Fund          | 12,432,772                                  | 704,600              | 1,891,900        | -                 | 1,891,900               | 13,137,372   |
| 45           | Liability Claims Res Fund       | 4,138,952                                   | 6,134,900            | -                | 4,300             | 6,260,300               | 4,009,252  |
| 46           | Workers' Compensation Fund      | 9,562,165                                   | 2,988,900            | -                | 4,300             | 2,855,700               | 9,691,065  |
| 47           | Unemployment Insurance Fund     | 174,082                                     | 69,500               | -                | -                 | 34,200                  | 209,382  |
| 48           | Policy, Admin, Legal (PAL) Fund | 6,008,568                                   | 37,259,800           | -                | 939,200           | 36,890,200              | 5,438,968  |
| 49           | Vehicle Fund                    | 28,025,097                                  | 8,286,000            | -                | 41,000            | 8,483,400               | 27,786,697   |
| 56           | 1998 Lease Rev Bonds Fund       | 4,861,445                                   | -                    | 1,867,000        | -                 | 2,880,500               | 3,847,945  |
| 80           | Water Enterprise Fund           | 73,680,674                                  | 27,709,700           | -                | 82,500            | 35,491,500              | 65,816,374   |
| 81           | Parking Operations Fund         | 31,481,043                                  | 22,974,800           | 706,000          | 1,539,500         | 37,670,100              | 15,952,243   |
| 83           | Solid Waste Enterprise Fund     | 14,593,701                                  | 14,627,200           | -                | 726,100           | 14,894,500              | 13,600,301   |
| 84           | Wastewater Enterprise Fund      | 57,452,731                                  | 12,052,300           | -                | 26,800            | 15,252,100              | 54,226,131   |
| 85           | Stormwater Enterprise Fund      | 3,308,144                                   | 1,826,200            | 60,000           | 42,600            | 3,589,700               | 1,562,044  |
| <b>Total</b> |                                 | <b>557,397,339</b>                          | <b>355,112,800</b>   | <b>8,930,900</b> | <b>11,180,900</b> | <b>409,741,100</b>      | <b>500,519,039</b>                                 |

### Summary by Fund Type

|                        |                    |                    |                  |                   |                    |                    |
|------------------------|--------------------|--------------------|------------------|-------------------|--------------------|--------------------|
| General Fund           | 96,442,629         | 168,197,100        | 906,000          | 7,278,400         | 159,877,700        | 98,389,629         |
| Infrastructure Fund    | 15,967,270         | 189,000            | 3,400,000        | -                 | 10,149,000         | 9,407,270          |
| Special Revenue Funds  | 30,046,850         | 7,597,100          | -                | 406,000           | 13,182,700         | 24,055,250         |
| Internal Service Funds | 234,424,297        | 99,939,400         | 3,858,900        | 1,079,000         | 119,633,800        | 217,509,797        |
| Enterprise Funds       | 180,516,293        | 79,190,200         | 766,000          | 2,417,500         | 106,897,900        | 151,157,093        |
| <b>Total</b>           | <b>557,397,339</b> | <b>355,112,800</b> | <b>8,930,900</b> | <b>11,180,900</b> | <b>409,741,100</b> | <b>500,519,039</b> |



# BUDGET SUMMARIES

## FY 2012/13 Fund Balance Projection

| Fund Description                   | 07/01/12                       | Projected            | Year-End<br>Trans In | Year-End<br>Trans Out | Projected               | 06/30/13                    |
|------------------------------------|--------------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------------|
|                                    | Projected<br>Beginning Balance | Year-End<br>Revenues |                      |                       | Year-End<br>Expenditure | Projected<br>Ending Balance |
| 01 General Fund                    | 98,389,629                     | 173,036,800          | 506,000              | 10,217,000            | 163,190,700             | 98,524,729                  |
| 06 Infrastructure Fund             | 9,407,270                      | 189,000              | 3,700,000            | -                     | 11,486,400              | 1,809,870                   |
| 08 Capital Assets Fund             | 108,607,836                    | 33,153,200           | -                    | -                     | 33,812,400              | 107,948,636                 |
| 09 Housing Fund                    | (15,991)                       | -                    | -                    | -                     | 43,700                  | (59,691)                    |
| 10 HCDA Grant Fund                 | (91,578)                       | 253,500              | -                    | -                     | 253,500                 | (91,578)                    |
| 12 State Gas Tax Fund              | 1,652,490                      | 1,006,800            | -                    | 6,000                 | 841,100                 | 1,812,190                   |
| 13 In-Lieu Parking District Fund   | 3,077,879                      | 142,000              | -                    | -                     | -                       | 3,219,879                   |
| 16 Parks & Rec Facilities Fund     | 9,829,936                      | 2,857,900            | -                    | 400,000               | 1,988,200               | 10,299,636                  |
| 17 Inmate Welfare Fund             | 26,826                         | 3,000                | -                    | -                     | 23,000                  | 6,826                       |
| 18 Fine Arts Fund                  | 781,442                        | 15,600               | -                    | -                     | 52,500                  | 744,542                     |
| 19 Law Enforcement Grant Fund      | 151,225                        | 100,000              | -                    | -                     | 119,900                 | 131,325                     |
| 23 Community Dev Tech Fund         | 1,482,403                      | 350,000              | -                    | -                     | 18,500                  | 1,813,903                   |
| 24 Air Quality Improvement Fund    | 80,118                         | 36,500               | -                    | -                     | 65,000                  | 51,618                      |
| 26 State Mandated Bldg Fees Fund   | 134,880                        | 106,500              | -                    | -                     | 34,000                  | 207,380                     |
| 30 Prop A Local Transit Fund       | 2,593,771                      | 716,400              | -                    | -                     | 772,200                 | 2,537,971                   |
| 31 Prop C Local Transit Fund       | 498,008                        | 451,000              | -                    | -                     | 574,100                 | 374,908                     |
| 32 Seized/Forfeited Prop Fund      | 3,011,800                      | -                    | -                    | -                     | 1,479,200               | 1,532,600                   |
| 33 MTA Grant Fund                  | 842,041                        | 311,600              | -                    | -                     | 800,000                 | 353,641                     |
| 40 Equipment Replacement Fund      | 7,932,904                      | 1,853,200            | -                    | -                     | 1,313,800               | 8,472,304                   |
| 41 Information Technology Fund     | 25,686,074                     | 6,537,900            | -                    | -                     | 9,487,400               | 22,736,574                  |
| 42 Cable Television Fund           | 6,583,811                      | 1,558,900            | -                    | -                     | 1,448,300               | 6,694,411                   |
| 43 Reprographics/Graphics Fund     | 1,792,042                      | 2,536,200            | -                    | -                     | 2,535,900               | 1,792,342                   |
| 44 Employee Benefits Fund          | 13,137,372                     | 7,804,400            | -                    | -                     | 1,939,600               | 19,002,172                  |
| 45 Liability Claims Res Fund       | 4,009,252                      | 6,327,900            | -                    | -                     | 6,549,200               | 3,787,952                   |
| 46 Workers' Compensation Fund      | 9,691,065                      | 2,996,500            | -                    | -                     | 2,867,500               | 9,820,065                   |
| 47 Unemployment Insurance Fund     | 209,382                        | 323,700              | -                    | -                     | 161,300                 | 371,782                     |
| 48 Policy, Admin, Legal (PAL) Fund | 5,438,968                      | 37,702,200           | -                    | -                     | 39,675,100              | 3,466,068                   |
| 49 Vehicle Replacement Fund        | 27,786,697                     | 7,835,200            | -                    | -                     | 9,315,100               | 26,306,797                  |
| 56 1998 Lease Rev Bonds Fund       | 3,847,945                      | -                    | 1,867,000            | -                     | 1,868,200               | 3,846,745                   |
| 80 Water Enterprise Fund           | 65,816,374                     | 32,377,700           | -                    | -                     | 40,532,300              | 57,661,774                  |
| 81 Parking Operations Fund         | 15,952,243                     | 22,860,300           | -                    | -                     | 33,493,700              | 5,318,843                   |
| 83 Solid Waste Enterprise Fund     | 13,600,301                     | 15,094,300           | -                    | 60,000                | 15,965,600              | 12,669,001                  |
| 84 Wastewater Enterprise Fund      | 54,226,131                     | 12,022,300           | -                    | -                     | 13,924,400              | 52,324,031                  |
| 85 Stormwater Enterprise Fund      | 1,562,044                      | 1,826,200            | 1,360,000            | -                     | 3,944,000               | 804,244                     |
| <b>Total</b>                       | <b>497,732,590</b>             | <b>372,386,700</b>   | <b>7,433,000</b>     | <b>10,683,000</b>     | <b>400,575,800</b>      | <b>466,293,490</b>          |

### Summary by Fund Type

|                        |                    |                    |                  |                   |                    |                    |
|------------------------|--------------------|--------------------|------------------|-------------------|--------------------|--------------------|
| General Fund           | 98,389,629         | 173,036,800        | 506,000          | 10,217,000        | 163,190,700        | 98,524,729         |
| Infrastructure Fund    | 9,407,270          | 189,000            | 3,700,000        | -                 | 11,486,400         | 1,809,870          |
| Special Revenue Funds  | 24,055,250         | 6,350,800          | -                | 406,000           | 7,064,900          | 22,935,150         |
| Internal Service Funds | 210,875,403        | 108,629,300        | -                | -                 | 109,105,600        | 210,399,103        |
| Trust & Agencies       | 3,847,945          | -                  | 1,867,000        | -                 | 1,868,200          | 3,846,745          |
| Enterprise Funds       | 151,157,093        | 84,180,800         | 1,360,000        | 60,000            | 107,860,000        | 128,777,893        |
| <b>Total</b>           | <b>497,732,590</b> | <b>372,386,700</b> | <b>7,433,000</b> | <b>10,683,000</b> | <b>400,575,800</b> | <b>466,293,490</b> |

# BUDGET SUMMARIES

## Revenue Summary -All Funds - By Category

| Category                                | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Property Tax                            | 39,739,851                    | 39,018,803                    | 38,710,500                   | 39,100,000                        | 39,569,000                    |
| Sales Tax                               | 19,671,342                    | 22,052,861                    | 22,130,000                   | 23,000,000                        | 23,690,000                    |
| Transient Occupancy Tax (TOT)           | 23,447,458                    | 26,594,808                    | 26,075,000                   | 28,300,000                        | 28,943,000                    |
| Business Tax                            | 35,481,235                    | 33,993,715                    | 34,100,000                   | 36,500,000                        | 36,150,000                    |
| Other Taxes                             | 524,456                       | 915,536                       | 832,000                      | 795,000                           | 865,000                       |
| Subventions and Grants                  | 4,038,863                     | 3,922,019                     | 4,034,900                    | 3,820,500                         | 3,970,400                     |
| Internal Service Charges                | 1,891,025                     | 369,675                       | -                            | -                                 | -                             |
| Licenses and Permits                    | 9,591,105                     | 12,123,447                    | 11,577,600                   | 11,800,000                        | 13,174,100                    |
| Fines and Penalties                     | 10,127,770                    | 9,532,623                     | 8,160,400                    | 8,151,600                         | 8,544,800                     |
| Use of Money and Property               | 5,266,227                     | 6,100,774                     | 5,905,000                    | 5,905,000                         | 5,797,500                     |
| Current Services                        | 8,415,527                     | 9,610,366                     | 9,318,400                    | 9,600,000                         | 9,474,500                     |
| Miscellaneous Revenues                  | 972,111                       | 862,355                       | 875,200                      | 975,000                           | 858,500                       |
| Transfers In                            | 1,918,455                     | 1,951,388                     | 2,406,000                    | 906,000                           | 506,000                       |
| Use of Budget Stabilization Funds       | -                             | -                             | 500,000                      | -                                 | -                             |
| Carryovers                              | -                             | -                             | 250,000                      | 250,000                           | 2,000,000                     |
| <b>01-General Fund</b>                  | <b>161,085,425</b>            | <b>167,048,370</b>            | <b>164,875,000</b>           | <b>169,103,100</b>                | <b>173,542,800</b>            |
| Subventions and Grants                  | 465,754                       | 139,933                       | -                            | -                                 | -                             |
| Transfers In                            | 3,553,000                     | 4,000,000                     | 3,400,000                    | 3,400,000                         | 3,700,000                     |
| Use of Money and Property               | 611,985                       | 474,169                       | 189,000                      | 189,000                           | 189,000                       |
| <b>06-Infrastructure Fund</b>           | <b>4,630,739</b>              | <b>4,614,102</b>              | <b>3,589,000</b>             | <b>3,589,000</b>                  | <b>3,889,000</b>              |
| Internal Service Charges                | 20,229,616                    | 24,973,648                    | 26,190,700                   | 26,190,700                        | 26,943,500                    |
| Licenses and Permits                    | 4,514                         | 3,654                         | -                            | -                                 | -                             |
| Miscellaneous Revenues                  | -                             | 857,237                       | 3,260,000                    | 3,260,000                         | -                             |
| Subventions and Grants                  | -                             | -                             | 2,400,000                    | 2,400,000                         | 2,400,000                     |
| Transfers In                            | 52,705                        | 5,250                         | -                            | -                                 | -                             |
| Use of Money and Property               | 2,755,960                     | 979,638                       | 1,531,300                    | 1,531,300                         | 3,809,700                     |
| <b>08-Capital Assets Fund</b>           | <b>23,042,795</b>             | <b>26,819,427</b>             | <b>33,382,000</b>            | <b>33,382,000</b>                 | <b>33,153,200</b>             |
| Transfers In                            | -                             | -                             | -                            | -                                 | -                             |
| <b>09-Housing Fund</b>                  | <b>-</b>                      | <b>-</b>                      | <b>-</b>                     | <b>-</b>                          | <b>-</b>                      |
| Subventions and Grants                  | 135,658                       | 152,702                       | 256,700                      | 256,700                           | 253,500                       |
| <b>10-HCDA Grant Fund</b>               | <b>135,658</b>                | <b>152,702</b>                | <b>256,700</b>               | <b>256,700</b>                    | <b>253,500</b>                |
| Subventions and Grants                  | 904,145                       | 844,240                       | 568,100                      | 568,100                           | 947,500                       |
| Use of Money and Property               | 71,088                        | 55,264                        | 59,300                       | 59,300                            | 59,300                        |
| <b>12-State Gas Tax Fund</b>            | <b>975,233</b>                | <b>899,504</b>                | <b>627,400</b>               | <b>627,400</b>                    | <b>1,006,800</b>              |
| Other Taxes                             | -                             | 607,745                       | 712,600                      | 712,600                           | 42,000                        |
| Use of Money and Property               | 53,147                        | 42,319                        | 100,000                      | 100,000                           | 100,000                       |
| <b>13-In Lieu Parking District Fund</b> | <b>53,147</b>                 | <b>650,064</b>                | <b>812,600</b>               | <b>812,600</b>                    | <b>142,000</b>                |

# BUDGET SUMMARIES

## Revenue Summary -All Funds - By Category

| Category                                   | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|--|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Subventions and Grants                     | 314,369                       | -                             | -                            | -                                 | -                             |
| Other Taxes                                | 1,152,139                     | 2,062,617                     | 2,174,800                    | 2,174,800                         | 2,174,800                     |
| Use of Money and Property                  | 821,760                       | 704,177                       | 712,800                      | 712,800                           | 683,100                       |
| <b>16-Parks &amp; Rec Facilities Fund</b>  | <b>2,288,268</b>              | <b>2,766,794</b>              | <b>2,887,600</b>             | <b>2,887,600</b>                  | <b>2,857,900</b>              |
| Use of Money and Property                  | 5,995                         | 2,705                         | 3,000                        | 3,000                             | 3,000                         |
| <b>17-Inmate Welfare Fund</b>              | <b>5,995</b>                  | <b>2,705</b>                  | <b>3,000</b>                 | <b>3,000</b>                      | <b>3,000</b>                  |
| Other Taxes                                | 116,790                       | 120,150                       | 7,000                        | 7,000                             | 7,000                         |
| Use of Money and Property                  | 56,242                        | 44,527                        | 8,600                        | 8,600                             | 8,600                         |
| <b>18-Fine Arts Fund</b>                   | <b>173,032</b>                | <b>164,677</b>                | <b>15,600</b>                | <b>15,600</b>                     | <b>15,600</b>                 |
| Subventions and Grants                     | 646,284                       | 877,287                       | 100,000                      | 100,000                           | 100,000                       |
| Use of Money and Property                  | 925                           | 2,851                         | -                            | -                                 | -                             |
| <b>19-Law Enforcement Grant Fund</b>       | <b>647,209</b>                | <b>880,138</b>                | <b>100,000</b>               | <b>100,000</b>                    | <b>100,000</b>                |
| Current Services                           | 391,804                       | 424,116                       | 350,000                      | 350,000                           | 350,000                       |
| Internal Service Charges                   | 5,725                         | 166                           | -                            | -                                 | -                             |
| <b>23-Community Development Tech. Fund</b> | <b>397,529</b>                | <b>424,282</b>                | <b>350,000</b>               | <b>350,000</b>                    | <b>350,000</b>                |
| Subventions and Grants                     | 40,864                        | 31,083                        | 40,000                       | 40,000                            | 30,000                        |
| Use of Money and Property                  | 8,559                         | 7,692                         | -                            | -                                 | 6,500                         |
| <b>24-Air Quality Improvement Fund</b>     | <b>49,423</b>                 | <b>38,775</b>                 | <b>40,000</b>                | <b>40,000</b>                     | <b>36,500</b>                 |
| Current Services                           | -                             | 25,963                        | 64,100                       | 64,100                            | 64,100                        |
| Licenses and Permits                       | -                             | 32,417                        | 42,400                       | 42,400                            | 42,400                        |
| <b>26-State Mandated Bldg Fees</b>         | <b>-</b>                      | <b>58,380</b>                 | <b>106,500</b>               | <b>106,500</b>                    | <b>106,500</b>                |
| Current Services                           | 34,885                        | 42,553                        | 120,000                      | 120,000                           | 45,000                        |
| Subventions and Grants                     | 804,441                       | 620,390                       | 606,500                      | 606,500                           | 621,400                       |
| Transfers In                               | 453,289                       | -                             | -                            | -                                 | -                             |
| Use of Money and Property                  | 71,685                        | 68,373                        | 50,000                       | 50,000                            | 50,000                        |
| <b>30-Prop A Local Transit Fund</b>        | <b>1,364,300</b>              | <b>731,316</b>                | <b>776,500</b>               | <b>776,500</b>                    | <b>716,400</b>                |
| Current Services                           | 8,488                         | 9,739                         | 15,000                       | 15,000                            | 10,000                        |
| Subventions and Grants                     | 379,766                       | 442,944                       | 403,500                      | 403,500                           | 407,500                       |
| Use of Money and Property                  | 56,119                        | 40,153                        | 33,500                       | 33,500                            | 33,500                        |
| <b>31-Prop C Local Transit Fund</b>        | <b>444,373</b>                | <b>492,836</b>                | <b>452,000</b>               | <b>452,000</b>                    | <b>451,000</b>                |
| Subventions and Grants                     | 579,280                       | 2,281,994                     | -                            | 781,700                           | -                             |
| Use of Money and Property                  | 36,813                        | 15,492                        | -                            | 84,900                            | -                             |
| <b>32-Seized/Forfeited Prop Fund</b>       | <b>616,093</b>                | <b>2,297,486</b>              | <b>-</b>                     | <b>866,600</b>                    | <b>-</b>                      |
| Subventions and Grants                     | -                             | 302,631                       | 302,600                      | 302,600                           | 305,600                       |
| Use of Money and Property                  | -                             | 7,386                         | -                            | -                                 | 6,000                         |
| <b>33-MTA Grant Fund</b>                   | <b>-</b>                      | <b>310,017</b>                | <b>302,600</b>               | <b>302,600</b>                    | <b>311,600</b>                |

# BUDGET SUMMARIES

## Revenue Summary -All Funds - By Category

| Category                              | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---------------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Transfers In                          | 2,350,000                     | 1,252,935                     | -                            | -                                 | -                             |
| Internal Service Charges              | 972,100                       | 1,152,291                     | 1,526,300                    | 1,526,300                         | 1,853,200                     |
| Use of Money and Property             | 33,284                        | 111,545                       | -                            | -                                 | -                             |
| <b>40-Equipment Replacement Fund</b>  | <b>3,355,384</b>              | <b>2,516,771</b>              | <b>1,526,300</b>             | <b>1,526,300</b>                  | <b>1,853,200</b>              |
| Internal Service Charges              | 12,820,824                    | 4,371,350                     | 5,278,100                    | 5,278,100                         | 6,103,000                     |
| Miscellaneous Revenues                | 46                            | 730                           | -                            | -                                 | -                             |
| Subventions and Grants                | 199,924                       | 225,693                       | 250,000                      | 250,000                           | 250,000                       |
| Transfers In                          | 1,098,998                     | 1,485,069                     | 100,000                      | 100,000                           | -                             |
| Use of Money and Property             | 422,340                       | 352,851                       | 184,900                      | 184,900                           | 184,900                       |
| <b>41-Information Technology Fund</b> | <b>14,542,132</b>             | <b>6,435,693</b>              | <b>5,813,000</b>             | <b>5,813,000</b>                  | <b>6,537,900</b>              |
| Current Services                      | 130,919                       | 110,332                       | 100,000                      | 100,000                           | 100,000                       |
| Internal Service Charges              | 1,178,358                     | 669,366                       | 790,400                      | 790,400                           | 886,900                       |
| Use of Money and Property             | 796,340                       | 640,176                       | 572,000                      | 572,000                           | 572,000                       |
| <b>42-Cable Television Fund</b>       | <b>2,105,617</b>              | <b>1,419,874</b>              | <b>1,462,400</b>             | <b>1,462,400</b>                  | <b>1,558,900</b>              |
| Internal Service Charges              | 1,973,984                     | 2,160,584                     | 2,412,000                    | 2,412,000                         | 2,536,200                     |
| Miscellaneous Revenues                | 277                           | -                             | -                            | -                                 | -                             |
| Use of Money and Property             | 53,729                        | 33,175                        | -                            | -                                 | -                             |
| <b>43-Reprographics/Graphics Fund</b> | <b>2,027,990</b>              | <b>2,193,759</b>              | <b>2,412,000</b>             | <b>2,412,000</b>                  | <b>2,536,200</b>              |
| Internal Service Charges              | 1,601,345                     | 7,048,730                     | 704,600                      | 704,600                           | 7,804,400                     |
| Miscellaneous Revenues                | 398,955                       | -                             | -                            | -                                 | -                             |
| Transfers In                          | 2,627,386                     | 9,655,900                     | 1,891,900                    | 1,891,900                         | -                             |
| Use of Money and Property             | 718,546                       | 521,155                       | -                            | -                                 | -                             |
| <b>44-Employee Benefits Fund</b>      | <b>5,346,232</b>              | <b>17,225,785</b>             | <b>2,596,500</b>             | <b>2,596,500</b>                  | <b>7,804,400</b>              |
| Internal Service Charges              | 5,909,636                     | 5,661,653                     | 6,053,800                    | 6,053,800                         | 6,246,800                     |
| Miscellaneous Revenues                | -                             | 7,757                         | -                            | -                                 | -                             |
| Transfers In                          | 345,000                       | 1,000,000                     | -                            | -                                 | -                             |
| Use of Money and Property             | 245,499                       | 203,382                       | 81,100                       | 81,100                            | 81,100                        |
| <b>45-Liability Claims Res Fund</b>   | <b>6,500,135</b>              | <b>6,872,792</b>              | <b>6,134,900</b>             | <b>6,134,900</b>                  | <b>6,327,900</b>              |
| Internal Service Charges              | 2,775,686                     | 2,807,969                     | 2,860,000                    | 2,860,000                         | 2,867,600                     |
| Use of Money and Property             | 458,024                       | 344,905                       | 128,900                      | 128,900                           | 128,900                       |
| <b>46-Workers' Compensation Fund</b>  | <b>3,233,710</b>              | <b>3,152,874</b>              | <b>2,988,900</b>             | <b>2,988,900</b>                  | <b>2,996,500</b>              |
| Internal Service Charges              | 181,061                       | 191,879                       | 69,500                       | 69,500                            | 323,700                       |
| Use of Money and Property             | 3,272                         | 3,921                         | -                            | -                                 | -                             |
| <b>47-Unemployment Insurance Fund</b> | <b>184,333</b>                | <b>195,800</b>                | <b>69,500</b>                | <b>69,500</b>                     | <b>323,700</b>                |

# BUDGET SUMMARIES

## Revenue Summary -All Funds - By Category

| Category                                  | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Current Services                          | 5,068                         | 13,844                        | 500                          | 500                               | 500                           |
| Internal Service Charges                  | 26,642,158                    | 34,078,696                    | 37,197,900                   | 37,197,900                        | 37,602,900                    |
| Miscellaneous Revenues                    | 44,356                        | 149,097                       | 46,400                       | 46,400                            | 48,800                        |
| Subventions and Grants                    | -                             | 5,033                         | -                            | -                                 | -                             |
| Transfers In                              | 16,794                        | 107,011                       | -                            | -                                 | -                             |
| Use of Money and Property                 | 217,564                       | 115,082                       | 15,000                       | 15,000                            | 50,000                        |
| <b>48-Policy, Admin, Legal (PAL) Fund</b> | <b>26,925,940</b>             | <b>34,468,763</b>             | <b>37,259,800</b>            | <b>37,259,800</b>                 | <b>37,702,200</b>             |
| Miscellaneous Revenues                    | 52,650                        | 10,611                        | -                            | -                                 | -                             |
| Internal Service Charges                  | 6,796,539                     | 5,722,546                     | 7,267,200                    | 7,267,200                         | 7,034,600                     |
| Transfers In                              | 23,897,185                    | 1,244,169                     | -                            | -                                 | -                             |
| Use of Money and Property                 | 855,900                       | 875,785                       | 1,018,800                    | 1,018,800                         | 800,600                       |
| <b>49-Vehicle Fund</b>                    | <b>31,602,274</b>             | <b>7,853,111</b>              | <b>8,286,000</b>             | <b>8,286,000</b>                  | <b>7,835,200</b>              |
| Transfers In                              | 2,240,847                     | 1,866,200                     | 1,867,000                    | 1,867,000                         | 1,867,000                     |
| Use of Money and Property                 | 59,480                        | 57,481                        | -                            | -                                 | -                             |
| <b>56-1998 Lease Rev Bonds Fund</b>       | <b>2,300,327</b>              | <b>1,923,681</b>              | <b>1,867,000</b>             | <b>1,867,000</b>                  | <b>1,867,000</b>              |
| Current Services                          | 23,281,691                    | 28,747,627                    | 26,005,900                   | 26,005,900                        | 30,675,200                    |
| Fines and Penalties                       | 7,800                         | 34,716                        | -                            | -                                 | -                             |
| Internal Service Charges                  | 849,389                       | 849,390                       | 852,000                      | 852,000                           | 849,400                       |
| Miscellaneous Revenues                    | 521,233                       | 1,513,875                     | 379,400                      | 379,400                           | 54,400                        |
| Use of Money and Property                 | 492,501                       | 583,622                       | 472,400                      | 472,400                           | 798,700                       |
| <b>80-Water Enterprise Fund</b>           | <b>25,152,614</b>             | <b>31,729,230</b>             | <b>27,709,700</b>            | <b>27,709,700</b>                 | <b>32,377,700</b>             |
| Current Services                          | 9,502,177                     | 12,308,046                    | 11,422,700                   | 11,422,700                        | 194,000                       |
| Miscellaneous Revenues                    | 1,206,636                     | 2,244,131                     | 784,400                      | 784,400                           | 22,188,400                    |
| Subventions and Grants                    | -                             | 373,040                       | -                            | -                                 | -                             |
| Transfers In                              | 706,000                       | 706,000                       | 706,000                      | 706,000                           | -                             |
| Use of Money and Property                 | 10,976,757                    | 10,916,752                    | 10,767,700                   | 10,767,700                        | 477,900                       |
| <b>81-Parking Operations Fund</b>         | <b>22,391,570</b>             | <b>26,547,969</b>             | <b>23,680,800</b>            | <b>23,680,800</b>                 | <b>22,860,300</b>             |
| Current Services                          | 13,369,393                    | 14,420,333                    | 14,448,000                   | 14,448,000                        | 14,915,000                    |
| Miscellaneous Revenues                    | 96                            | 41,773                        | -                            | -                                 | -                             |
| Subventions and Grants                    | 2,929                         | 17,421                        | 19,400                       | 19,300                            | 19,400                        |
| Use of Money and Property                 | 320,692                       | 352,158                       | 159,900                      | 159,900                           | 159,900                       |
| <b>83-Solid Waste Enterprise Fund</b>     | <b>13,693,110</b>             | <b>14,831,685</b>             | <b>14,627,300</b>            | <b>14,627,200</b>                 | <b>15,094,300</b>             |
| Current Services                          | 12,804,244                    | 12,944,039                    | 11,932,300                   | 11,932,300                        | 11,932,300                    |
| Miscellaneous Revenues                    | 424                           | 1,967                         | -                            | -                                 | -                             |
| Use of Money and Property                 | 332,642                       | 451,877                       | 120,000                      | 120,000                           | 90,000                        |
| <b>84-Wastewater Enterprise Fund</b>      | <b>13,137,310</b>             | <b>13,397,883</b>             | <b>12,052,300</b>            | <b>12,052,300</b>                 | <b>12,022,300</b>             |

# BUDGET SUMMARIES

## Revenue Summary -All Funds - By Category

| Category                             | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|--------------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Business Tax                         |                               |                               |                              |                                   |                               |
| Current Services                     | 1,843,878                     | 1,809,581                     | 1,796,100                    | 1,796,100                         | 1,796,100                     |
| Licenses and Permits                 |                               | 2,328                         | 5,000                        | 5,000                             | 5,000                         |
| Miscellaneous Revenues               | 1,484                         | 1,498                         | -                            | -                                 | -                             |
| Transfers In                         | 357,000                       | 60,000                        | 660,000                      | 60,000                            | 1,360,000                     |
| Use of Money and Property            | 14,682                        | 15,508                        | 25,100                       | 25,100                            | 25,100                        |
| <b>85-Stormwater Enterprise Fund</b> | <b>2,217,044</b>              | <b>1,888,915</b>              | <b>2,486,200</b>             | <b>1,886,200</b>                  | <b>3,186,200</b>              |

### Revenues

|                                   |                    |                    |                    |                    |                    |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Business Tax                      | 35,481,235         | 33,993,715         | 34,100,000         | 36,500,000         | 36,150,000         |
| Current Services                  | 69,788,074         | 80,466,539         | 75,573,000         | 75,854,600         | 69,556,700         |
| Fines and Penalties               | 10,135,570         | 9,567,339          | 8,160,400          | 8,151,600          | 8,544,800          |
| Internal Service Charges          | 83,827,446         | 90,057,943         | 91,202,500         | 91,202,500         | 101,052,200        |
| Licenses and Permits              | 9,595,619          | 12,161,846         | 11,625,000         | 11,847,400         | 13,221,500         |
| Miscellaneous Revenues            | 3,198,268          | 5,691,031          | 5,345,400          | 5,445,200          | 23,150,100         |
| Other Taxes                       | 1,793,385          | 3,706,048          | 3,726,400          | 3,689,400          | 3,088,800          |
| Property Tax                      | 39,739,851         | 39,018,803         | 38,710,500         | 39,100,000         | 39,569,000         |
| Sales Tax                         | 19,671,342         | 22,052,861         | 22,130,000         | 23,000,000         | 23,690,000         |
| Subventions and Grants            | 8,512,277          | 10,236,410         | 8,981,700          | 9,548,900          | 9,305,300          |
| Transient Occupancy Tax (TOT)     | 23,447,458         | 26,594,808         | 26,075,000         | 28,300,000         | 28,943,000         |
| Carryovers                        | -                  | -                  | 250,000            | 250,000            | 2,000,000          |
| Transfers In                      | 39,616,659         | 23,333,922         | 11,030,900         | 8,930,900          | 7,433,000          |
| Use of Budget Stabilization Funds | -                  | -                  | 500,000            | -                  | -                  |
| Use of Money and Property         | 25,817,757         | 24,124,895         | 22,138,300         | 22,223,200         | 14,115,300         |
| <b>ALL FUNDS</b>                  | <b>370,624,941</b> | <b>381,006,160</b> | <b>359,549,100</b> | <b>364,043,700</b> | <b>379,819,700</b> |

|                  |                    |                    |                    |                    |                    |
|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>ALL FUNDS</b> | <b>370,624,941</b> | <b>381,006,160</b> | <b>359,549,100</b> | <b>364,043,700</b> | <b>379,819,700</b> |
|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|

# BUDGET SUMMARIES

## Revenue Summary - All Funds FY 2007/08 through FY 2012/13

|                                    | FY 2007/08<br>ACTUAL | FY 2008/09<br>ACTUAL | FY 2009/10<br>ACTUAL | FY 2010/11<br>ACTUAL | FY 2011/12<br>PROJECTED | FY 2012/13<br>PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|------------------------|
| 01 General Fund                    | \$ 169,731,461       | \$ 167,294,612       | \$ 161,085,425       | \$ 167,048,370       | \$ 169,103,100          | \$ 173,542,800         |
| 06 Infrastructure Fund             | \$ 14,921,776        | \$ 854,965           | \$ 4,630,739         | \$ 4,614,102         | \$ 3,589,000            | \$ 3,889,000           |
| 08 Capital Assets Fund             | \$ 34,450,718        | \$ 34,021,451        | \$ 23,042,795        | \$ 26,819,427        | \$ 33,382,000           | \$ 33,153,200          |
| 09 Housing Fund                    | \$ -                 | \$ 277,137           | \$ -                 | \$ -                 | \$ -                    | \$ -                   |
| 10 HCDA Grant Fund                 | \$ 267,957           | \$ 312,170           | \$ 135,658           | \$ 152,702           | \$ 256,700              | \$ 253,500             |
| 12 State Gas Tax Fund              | \$ 632,160           | \$ 2,389,942         | \$ 975,233           | \$ 899,504           | \$ 627,400              | \$ 1,006,800           |
| 13 In-Lieu Parking District Fund   | \$ 204,759           | \$ 725,178           | \$ 53,147            | \$ 650,064           | \$ 812,600              | \$ 142,000             |
| 16 Parks & Rec Facilities Fund     | \$ 4,009,191         | \$ 3,364,476         | \$ 2,288,268         | \$ 2,766,794         | \$ 2,887,600            | \$ 2,857,900           |
| 17 Inmate Welfare Fund             | \$ 453               | \$ 1,745             | \$ 5,995             | \$ 2,705             | \$ 3,000                | \$ 3,000               |
| 18 Fine Arts Fund                  | \$ 180,470           | \$ 361,406           | \$ 173,032           | \$ 164,677           | \$ 15,600               | \$ 15,600              |
| 19 Law Enforcement Grant Fund      | \$ 546,727           | \$ 403,216           | \$ 647,209           | \$ 880,138           | \$ 100,000              | \$ 100,000             |
| 23 Community Dev Tech Fund         | \$ -                 | \$ 381,153           | \$ 397,529           | \$ 424,282           | \$ 350,000              | \$ 350,000             |
| 24 Air Quality Improvement Fund    | \$ 38,185            | \$ 56,991            | \$ 49,423            | \$ 38,775            | \$ 40,000               | \$ 36,500              |
| 26 State Mandated Bldg Fees Fund   | \$ -                 | \$ -                 | \$ -                 | \$ 58,380            | \$ 106,500              | \$ 106,500             |
| 30 Prop A Local Transit Fund       | \$ 853,844           | \$ 779,785           | \$ 1,364,300         | \$ 731,316           | \$ 776,500              | \$ 716,400             |
| 31 Prop C Local Transit Fund       | \$ 543,943           | \$ 482,051           | \$ 444,373           | \$ 492,836           | \$ 452,000              | \$ 451,000             |
| 32 Seized/Forfeited Prop Fund      | \$ 58,021            | \$ 168,755           | \$ 616,093           | \$ 2,297,486         | \$ 866,600              | \$ -                   |
| 33 MTA Grant Fund                  | \$ -                 | \$ -                 | \$ -                 | \$ 310,017           | \$ 302,600              | \$ 311,600             |
| 40 Equipment Replacement Fund      | \$ 707,597           | \$ 972,144           | \$ 3,355,384         | \$ 2,516,771         | \$ 1,526,300            | \$ 1,853,200           |
| 41 Information Technology Fund     | \$ 11,100,928        | \$ 15,739,049        | \$ 14,542,132        | \$ 6,435,693         | \$ 5,813,000            | \$ 6,537,900           |
| 42 Cable Television Fund           | \$ 1,807,120         | \$ 2,141,396         | \$ 2,105,617         | \$ 1,419,874         | \$ 1,462,400            | \$ 1,558,900           |
| 43 Reprographics/Graphics Fund     | \$ 2,430,724         | \$ 2,532,141         | \$ 2,027,990         | \$ 2,193,759         | \$ 2,412,000            | \$ 2,536,200           |
| 44 Employee Benefits Fund          | \$ 12,011,880        | \$ 5,066,235         | \$ 5,346,232         | \$ 17,225,785        | \$ 2,596,500            | \$ 7,804,400           |
| 45 Liability Claims Res Fund       | \$ 5,658,742         | \$ 5,910,993         | \$ 6,500,135         | \$ 6,872,792         | \$ 6,134,900            | \$ 6,327,900           |
| 46 Workers' Compensation Fund      | \$ 4,427,183         | \$ 3,818,598         | \$ 3,233,710         | \$ 3,152,874         | \$ 2,988,900            | \$ 2,996,500           |
| 47 Unemployment Insurance Fund     | \$ 46,712            | \$ 35,627            | \$ 184,333           | \$ 195,800           | \$ 69,500               | \$ 323,700             |
| 48 Policy, Admin, Legal (PAL) Fund | \$ 26,971,686        | \$ 28,989,409        | \$ 26,925,940        | \$ 34,468,763        | \$ 37,259,800           | \$ 37,702,200          |
| 49 Vehicle Replacement Fund        | \$ -                 | \$ -                 | \$ 31,602,274        | \$ 7,853,111         | \$ 8,286,000            | \$ 7,835,200           |
| 56 1998 Lease Rev Bonds Fund       | \$ 1,610,139         | \$ 2,941,618         | \$ 2,300,327         | \$ 1,923,681         | \$ 1,867,000            | \$ 1,867,000           |
| 80 Water Enterprise Fund           | \$ 26,185,705        | \$ 25,122,691        | \$ 25,152,614        | \$ 31,729,230        | \$ 27,709,700           | \$ 32,377,700          |
| 81 Parking Operations Fund         | \$ 17,704,710        | \$ 30,321,292        | \$ 22,391,570        | \$ 26,547,969        | \$ 23,680,800           | \$ 22,860,300          |
| 83 Solid Waste Enterprise Fund     | \$ 15,562,488        | \$ 14,886,691        | \$ 13,693,110        | \$ 14,831,685        | \$ 14,627,200           | \$ 15,094,300          |
| 84 Wastewater Enterprise Fund      | \$ 9,347,276         | \$ 11,705,761        | \$ 13,137,310        | \$ 13,397,883        | \$ 12,052,300           | \$ 12,022,300          |
| 85 Stormwater Enterprise Fund      | \$ 1,883,795         | \$ 1,879,284         | \$ 2,217,044         | \$ 1,888,915         | \$ 1,886,200            | \$ 3,186,200           |
| TOTAL                              | \$ 363,896,352       | \$ 363,937,962       | \$ 370,624,941       | \$ 381,006,160       | \$ 364,043,700          | \$ 379,819,700         |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds FY 2007/08 through FY 2012/13

|                                    | FY 2007/08<br>ACTUAL | FY 2008/09<br>ACTUAL | FY 2009/10<br>ACTUAL | FY 2010/11<br>ACTUAL | FY 2011/12<br>PROJECTED | FY 2012/13<br>PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|------------------------|
| 01 General Fund                    | \$ 157,751,464       | \$ 165,609,403       | \$ 157,135,733       | \$ 167,010,475       | \$ 167,156,100          | \$ 173,407,700         |
| 06 Infrastructure Fund             | 5,739,306            | (568,748)            | 6,675,172            | 12,151,798           | 10,149,000              | 11,486,400             |
| 08 Capital Assets Fund             | 36,016,081           | 31,488,597           | 48,171,827           | 32,752,244           | 47,403,500              | \$ 33,812,400          |
| 09 Housing Fund                    | -                    | 44,709               | 235,307              | 3,912                | 9,200                   | \$ 43,700              |
| 10 HCDA Grant Fund                 | 262,603              | 282,707              | 163,681              | 251,019              | 256,700                 | \$ 253,500             |
| 12 State Gas Tax Fund              | 630,227              | 739,058              | 1,029,627            | 1,456,633            | 1,292,900               | \$ 847,100             |
| 13 In-Lieu Parking District Fund   | -                    | 500,000              | -                    | -                    | -                       | \$ -                   |
| 16 Parks & Rec Facilities Fund     | 3,139,094            | 4,014,569            | 4,203,963            | 4,439,679            | 8,633,300               | \$ 2,388,200           |
| 17 Inmate Welfare Fund             | -                    | 184                  | -                    | -                    | -                       | \$ 23,000              |
| 18 Fine Arts Fund                  | 385,721              | 353,648              | 49,060               | 12,593               | 39,300                  | \$ 52,500              |
| 19 Law Enforcement Grant Fund      | 468,497              | 501,113              | 565,482              | 844,457              | 109,500                 | \$ 119,900             |
| 23 Community Dev Tech Fund         | -                    | -                    | -                    | 48,161               | 22,400                  | \$ 18,500              |
| 24 Air Quality Improvement Fund    | -                    | 7,502                | -                    | -                    | 325,000                 | \$ 65,000              |
| 26 Cal Bldg Stds Comm Fund         | -                    | -                    | -                    | -                    | 30,000                  | \$ 34,000              |
| 30 Prop A Local Transit Fund       | 528,556              | 562,182              | 866,798              | 1,015,100            | 899,300                 | \$ 772,200             |
| 31 Prop C Local Transit Fund       | 473,808              | 515,924              | 453,289              | 64,480               | 1,971,100               | \$ 574,100             |
| 32 Seized/Forfeited Prop Fund      | 81,107               | 38,395               | 601,517              | 488,649              | -                       | \$ 1,479,200           |
| 33 MTA Grant Fund                  | -                    | -                    | -                    | -                    | -                       | \$ 800,000             |
| 40 Equipment Replacement Fund      | 155,384              | 147,573              | 284,162              | 359,402              | 460,200                 | \$ 1,313,800           |
| 41 Information Technology Fund     | 8,484,427            | 8,850,369            | 14,543,562           | 10,695,646           | 8,572,300               | \$ 9,487,400           |
| 42 Cable Television Fund           | 1,099,141            | 1,200,198            | 1,350,205            | 2,430,395            | 1,579,700               | \$ 1,448,300           |
| 43 Reprographics/Graphics Fund     | 2,218,330            | 2,313,622            | 1,922,055            | 2,182,396            | 2,412,100               | \$ 2,535,900           |
| 44 Employee Benefits Fund          | 6,257,359            | 5,489,489            | 6,731,981            | 8,257,433            | 1,891,900               | \$ 1,939,600           |
| 45 Liability Claims Res Fund       | 2,764,098            | 6,443,923            | 4,985,376            | 8,951,850            | 6,264,600               | \$ 6,549,200           |
| 46 Workers' Compensation Fund      | 2,319,019            | 2,796,067            | 2,127,037            | 3,776,102            | 2,860,000               | \$ 2,867,500           |
| 47 Unemployment Insurance Fund     | 42,498               | 33,172               | 135,809              | 156,576              | 34,200                  | \$ 161,300             |
| 48 Policy, Admin, Legal (PAL) Fund | 24,773,775           | 28,118,053           | 25,935,411           | 35,028,626           | 37,829,400              | \$ 39,675,100          |
| 49 Vehicle Replacement Fund        | -                    | -                    | 7,260,933            | 8,084,276            | 8,524,400               | \$ 9,315,100           |
| 56 1998 Lease Rev Bonds Fund       | 1,511,527            | 1,512,819            | 1,846,322            | 1,845,416            | 2,880,500               | \$ 1,868,200           |
| 80 Water Enterprise Fund           | 22,832,226           | 25,652,609           | 36,324,642           | 36,674,885           | 35,574,000              | \$ 40,532,300          |
| 81 Parking Operations Fund         | 16,978,425           | 20,704,744           | 40,514,579           | 48,925,794           | 39,209,600              | \$ 33,493,700          |
| 83 Solid Waste Enterprise Fund     | 12,864,011           | 12,954,756           | 13,925,053           | 14,169,627           | 15,620,600              | \$ 16,025,600          |
| 84 Wastewater Enterprise Fund      | 7,177,058            | 7,335,609            | 10,231,353           | 9,454,763            | 15,278,900              | \$ 13,924,400          |
| 85 Stormwater Enterprise Fund      | 3,195,022            | 3,267,416            | 3,081,921            | 3,139,165            | 3,632,300               | \$ 3,944,000           |
| TOTAL                              | \$ 318,148,766       | \$ 330,909,662       | \$ 391,351,857       | \$ 414,671,552       | \$ 420,922,000          | \$ 411,258,800         |



# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category   | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|--|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Salaries and Benefits                                    | 77,366,504                    | 76,892,783                    | 76,349,062                    | 83,354,200                   | 83,754,200                        | 83,508,600                    |
| Supplies   | 2,115,353                     | 1,644,599                     | 1,569,635                     | 1,881,400                    | 1,881,400                         | 1,913,100                     |
| Services   | 24,900,431                    | 21,400,906                    | 20,491,682                    | 23,134,600                   | 23,655,700                        | 23,405,700                    |
| Capital Outlay   | 359,756                       | 28,464                        | 67,707                        | 705,000                      | 730,200                           | 605,000                       |
| Internal Service Charges                                 | 49,094,247                    | 43,256,611                    | 44,750,029                    | 45,125,500                   | 45,125,500                        | 50,598,600                    |
| Other Expenses   | 2,424,620                     | 2,877,134                     | 2,784,439                     | 3,230,700                    | 3,230,700                         | 3,159,700                     |
| Transfers Out  | 9,348,492                     | 11,035,236                    | 20,997,921                    | 7,128,400                    | 7,278,400                         | 10,217,000                    |
| Expense Savings/ Furloughs<br>To OPEB Unfunded Liability | -                             |                               |                               | (320,000)                    | 1,500,000                         |                               |
| <b>01-General Fund</b>                                   | <b>165,609,403</b>            | <b>157,135,733</b>            | <b>167,010,475</b>            | <b>164,239,800</b>           | <b>167,156,100</b>                | <b>173,407,700</b>            |
| Internal Service Charges                                 | 447                           | 544,976                       | 741,881                       | -                            | -                                 | -                             |
| Capital Projects   | 2,077,228                     | 1,971,402                     | 8,879,874                     | 7,000,300                    | 7,000,300                         | 8,347,900                     |
| Transfers Out  | -                             | 2,973                         |                               |                              |                                   |                               |
| <b>06-Infrastructure Fund</b>                            | <b>2,077,675</b>              | <b>2,519,351</b>              | <b>9,621,755</b>              | <b>7,000,300</b>             | <b>7,000,300</b>                  | <b>8,347,900</b>              |
| Salaries and Benefits                                    | 3,261,559                     | 1,575,611                     | 1,704,209                     | 1,897,000                    | 1,897,000                         | 2,203,600                     |
| Supplies   | 1,534,319                     | 201,066                       | 201,117                       | 252,500                      | 252,500                           | 252,500                       |
| Services   | 2,785,050                     | 2,249,507                     | 2,421,942                     | 2,850,400                    | 2,850,400                         | 2,958,300                     |
| Capital Outlay   | 2,062,847                     | 10,892                        | 228                           |                              |                                   |                               |
| Internal Service Charges                                 | 3,784,854                     | 2,601,203                     | 3,147,790                     | 2,109,800                    | 2,109,800                         | 2,374,300                     |
| Other Expenses   | 18,427,690                    | 18,613,550                    | 19,067,385                    | 20,924,600                   | 20,924,600                        | 20,667,300                    |
| Capital Projects   | 21,173,503                    | 22,177,805                    | 6,209,573                     | 19,318,700                   | 19,318,700                        | 5,356,400                     |
| Transfers Out  | (21,541,225)                  | 742,193                       |                               | 50,500                       | 50,500                            | -                             |
| <b>08-Capital Assets Fund</b>                            | <b>31,488,597</b>             | <b>48,171,827</b>             | <b>32,752,244</b>             | <b>47,403,500</b>            | <b>47,403,500</b>                 | <b>33,812,400</b>             |
| Salaries and Benefits                                    | 44,146                        | 231,008                       |                               |                              |                                   |                               |
| Supplies   | 121                           | 42                            | 129                           |                              |                                   |                               |
| Services   | 442                           | 3,757                         | 3,783                         | 9,200                        | 9,200                             | 43,700                        |
| Transfers Out  | -                             | 500                           |                               |                              |                                   |                               |
| <b>09-Housing Fund</b>                                   | <b>44,709</b>                 | <b>235,307</b>                | <b>3,912</b>                  | <b>9,200</b>                 | <b>9,200</b>                      | <b>43,700</b>                 |
| Services   | 282,170                       | 163,681                       | 251,019                       | 256,700                      | 256,700                           | 253,500                       |
| <b>10-HCDA Grant Fund</b>                                | <b>282,707</b>                | <b>163,681</b>                | <b>251,019</b>                | <b>256,700</b>               | <b>256,700</b>                    | <b>253,500</b>                |
| Internal Service Charges                                 | -                             | 39,366                        | 84,160                        | -                            | -                                 | -                             |
| Capital Projects   | 733,058                       | 984,261                       | 1,366,473                     | 1,286,900                    | 1,286,900                         | 841,100                       |
| Transfers Out  | 6,000                         | 6,000                         | 6,000                         | 6,000                        | 6,000                             | 6,000                         |
| <b>12-State Gas Tax Fund</b>                             | <b>739,058</b>                | <b>1,029,627</b>              | <b>1,456,633</b>              | <b>1,292,900</b>             | <b>1,292,900</b>                  | <b>847,100</b>                |
| Supplies   | 48                            |                               |                               |                              |                                   |                               |
| Internal Service Charges                                 | 494,999                       | 445,305                       | 335,751                       |                              |                                   | -                             |
| Capital Projects   | 3,119,522                     | 3,358,658                     | 3,703,928                     | 8,233,300                    | 8,233,300                         | 1,988,200                     |
| Transfers Out  | 400,000                       | 400,000                       | 400,000                       | 400,000                      | 400,000                           | 400,000                       |
| <b>16-Parks &amp; Rec Facilities Fund</b>                | <b>4,014,569</b>              | <b>4,203,963</b>              | <b>4,439,679</b>              | <b>8,633,300</b>             | <b>8,633,300</b>                  | <b>2,388,200</b>              |
| Supplies   | 184                           |                               |                               |                              |                                   | 5,000                         |
| Services   | -                             |                               |                               |                              |                                   | 18,000                        |
| <b>17-Inmate Welfare Fund</b>                            | <b>184</b>                    | <b>-</b>                      |                               |                              |                                   | <b>23,000</b>                 |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category                                   | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|--|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Supplies                                   | -                             |                               |                               |                              |                                   |                               |
| Services                                   | -                             | 13,633                        | 11,593                        | 39,300                       | 39,300                            | 52,500                        |
| Capital Projects                           | 359,575                       | 35,427                        | 1,000                         |                              |                                   |                               |
| <b>18-Fine Arts Fund</b>                   | <b>353,648</b>                | <b>49,060</b>                 | <b>12,593</b>                 | <b>39,300</b>                | <b>39,300</b>                     | <b>52,500</b>                 |
| Salaries and Benefits                      | 294,147                       | 318,800                       | 261,626                       | 105,900                      | 105,900                           | 116,300                       |
| Supplies                                   | 7,861                         | 3,139                         | 2,732                         | -                            | -                                 |                               |
| Services                                   | 63,393                        | 1,972                         | 3,094                         | 3,600                        | 3,600                             | 3,600                         |
| Capital Outlay                             | 41,992                        |                               | 81,591                        | -                            | -                                 |                               |
| Capital Projects                           | -                             | 241,571                       | 495,414                       |                              |                                   |                               |
| <b>19-Law Enforcement Grant Fund</b>       | <b>501,113</b>                | <b>565,482</b>                | <b>844,457</b>                | <b>109,500</b>               | <b>109,500</b>                    | <b>119,900</b>                |
| Services                                   | -                             |                               | 2,770                         | 18,500                       | 18,500                            | 18,500                        |
| Capital Outlay                             | -                             |                               | 42,381                        |                              |                                   |                               |
| Internal Service Charges                   | -                             |                               |                               | 3,900                        | 3,900                             |                               |
| Transfers Out                              | -                             |                               | 3,010                         |                              |                                   |                               |
| <b>23-Community Development Tech. Fund</b> | <b>-</b>                      | <b>-</b>                      | <b>48,161</b>                 | <b>22,400</b>                | <b>22,400</b>                     | <b>18,500</b>                 |
| Services                                   | 6,319                         |                               |                               | 25,000                       | 25,000                            | 65,000                        |
| Capital Outlay                             | -                             |                               |                               | 300,000                      | 300,000                           |                               |
| <b>24-Air Quality Improvement Fund</b>     | <b>7,502</b>                  | <b>-</b>                      | <b>-</b>                      | <b>325,000</b>               | <b>325,000</b>                    | <b>65,000</b>                 |
| Supplies                                   |                               | -                             | -                             | -                            | 8,000                             | 12,000                        |
| Services                                   |                               |                               |                               | -                            | 22,000                            | 22,000                        |
| Capital Outlay                             | -                             |                               |                               | -                            | -                                 | -                             |
| Internal Service Charges                   | -                             |                               |                               |                              |                                   |                               |
| Other Expenses                             | -                             |                               |                               |                              |                                   |                               |
| Capital Projects                           | -                             |                               |                               |                              |                                   |                               |
| Transfers Out                              | -                             |                               |                               |                              |                                   |                               |
| <b>26-CBSC SB 1473</b>                     | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                     | <b>30,000</b>                     | <b>34,000</b>                 |
| Salaries and Benefits                      | 93,732                        | 72,573                        | 225,358                       | 180,000                      | 180,000                           | 42,300                        |
| Services                                   | 304,110                       | 794,225                       | 788,242                       | 719,300                      | 719,300                           | 719,300                       |
| Capital Outlay                             | 164,000                       |                               |                               |                              |                                   |                               |
| Internal Service Charges                   |                               |                               | 1,500                         | -                            | -                                 | 10,600                        |
| <b>30-Prop A Local Transit Fund</b>        | <b>562,182</b>                | <b>866,798</b>                | <b>1,015,100</b>              | <b>899,300</b>               | <b>899,300</b>                    | <b>772,200</b>                |
| Salaries and Benefits                      | 66,264                        |                               | -                             | 54,800                       | 54,800                            | 147,200                       |
| Services                                   | 449,660                       |                               | -                             | 416,300                      | 416,300                           | 416,300                       |
| Internal Service Charges                   |                               |                               | -                             | -                            | -                                 | 10,600                        |
| Capital Projects                           | -                             |                               | 64,480                        | 1,500,000                    | 1,500,000                         |                               |
| Transfers Out                              | -                             | 453,289                       |                               |                              |                                   |                               |
| <b>31-Prop C Local Transit Fund</b>        | <b>515,924</b>                | <b>453,289</b>                | <b>64,480</b>                 | <b>1,971,100</b>             | <b>1,971,100</b>                  | <b>574,100</b>                |
| Salaries and Benefits                      |                               | 117,096                       | 300,000                       | -                            | -                                 |                               |
| Supplies                                   | 1,830                         | 18,415                        | 3,061                         | -                            | -                                 |                               |
| Services                                   | 25,865                        | 40,501                        | 31,894                        | -                            | -                                 |                               |
| Capital Outlay                             | 10,700                        | 425,505                       | 153,694                       | -                            | -                                 | 9,400                         |
| Capital Projects                           | -                             |                               |                               |                              |                                   | 1,469,800                     |
| Transfers Out                              |                               |                               |                               |                              |                                   |                               |
| <b>32-Seized/Forfeited Prop Fund</b>       | <b>38,395</b>                 | <b>601,517</b>                | <b>488,649</b>                | <b>-</b>                     | <b>-</b>                          | <b>1,479,200</b>              |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category                              | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Salaries and Benefits                 |                               |                               |                               |                              |                                   |                               |
| Supplies                              |                               |                               |                               |                              |                                   |                               |
| Services                              |                               |                               |                               |                              |                                   |                               |
| Capital Outlay                        |                               |                               |                               |                              |                                   |                               |
| Internal Service Charges              |                               |                               |                               |                              |                                   |                               |
| Other Expenses                        |                               |                               |                               |                              |                                   |                               |
| Capital Projects                      |                               |                               |                               |                              |                                   | 800,000                       |
| Transfers Out                         |                               |                               |                               |                              |                                   |                               |
| <b>33-MTA Grant Fund</b>              | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                     | <b>-</b>                          | <b>800,000</b>                |
| Services                              |                               |                               |                               |                              |                                   |                               |
| Capital Outlay                        | 136,549                       | 222,276                       | 314,533                       | 435,600                      | 435,600                           | 1,272,600                     |
| Other Expenses                        | 15,369                        | 26,590                        | 44,869                        | 24,600                       | 24,600                            | 41,200                        |
| Capital Projects                      | -                             | 35,296                        |                               |                              |                                   |                               |
| <b>40-Equipment Replacement Fund</b>  | <b>147,573</b>                | <b>284,162</b>                | <b>359,402</b>                | <b>460,200</b>               | <b>460,200</b>                    | <b>1,313,800</b>              |
| Salaries and Benefits                 | 2,116,075                     | 2,272,712                     | 33,692                        | 49,800                       | 49,800                            | 98,700                        |
| Supplies                              | 53,222                        | 26,147                        | 373                           |                              |                                   |                               |
| Services                              | 2,066,317                     | 1,905,147                     | 255,384                       | 250,000                      | 250,000                           | 250,000                       |
| Capital Outlay                        | -                             | 61,205                        | -                             |                              |                                   |                               |
| Internal Service Charges              | 1,114,085                     | 1,133,124                     | 4,902                         | 8,300                        | 8,300                             | 13,000                        |
| Other Expenses                        | 3,577,905                     | 5,357,659                     | 5,944,611                     | 4,837,000                    | 4,837,000                         | 5,499,200                     |
| Capital Projects                      | 6,253,364                     | 3,745,568                     | 4,456,684                     | 3,426,500                    | 3,426,500                         | 3,626,500                     |
| Transfers Out                         | (6,330,599)                   | 42,000                        |                               | 700                          | 700                               | -                             |
| <b>41-Information Technology Fund</b> | <b>8,850,369</b>              | <b>14,543,562</b>             | <b>10,695,646</b>             | <b>8,572,300</b>             | <b>8,572,300</b>                  | <b>9,487,400</b>              |
| Salaries and Benefits                 | 547,369                       | 478,542                       | 474,178                       | 698,200                      | 698,200                           | 741,500                       |
| Supplies                              | 19,263                        | 8,037                         | 14,895                        | 19,900                       | 19,900                            | 19,600                        |
| Services                              | 16,426                        | 11,890                        | 31,980                        | 24,700                       | 24,700                            | 25,000                        |
| Internal Service Charges              | 551,469                       | 469,348                       | 547,826                       | 535,100                      | 535,100                           | 590,800                       |
| Other Expenses                        | 24,948                        | 38,513                        | 73,570                        | 38,800                       | 38,800                            | 71,400                        |
| Capital Projects                      | 669,893                       | 343,875                       | 1,287,946                     | 250,000                      | 250,000                           | -                             |
| Transfers Out                         | (629,170)                     |                               |                               | 13,000                       | 13,000                            | -                             |
| <b>42-Cable Television Fund</b>       | <b>1,200,198</b>              | <b>1,350,205</b>              | <b>2,430,395</b>              | <b>1,579,700</b>             | <b>1,579,700</b>                  | <b>1,448,300</b>              |
| Salaries and Benefits                 | 800,900                       | 803,764                       | 841,773                       | 971,300                      | 971,300                           | 1,020,200                     |
| Supplies                              | 143,236                       | 81,174                        | 91,252                        | 104,300                      | 104,300                           | 103,900                       |
| Services                              | 634,346                       | 518,930                       | 508,617                       | 530,200                      | 530,200                           | 530,600                       |
| Internal Service Charges              | 718,818                       | 502,831                       | 726,173                       | 759,000                      | 759,000                           | 859,300                       |
| Other Expenses                        | 16,322                        | 15,356                        | 14,581                        | 21,300                       | 21,300                            | 21,900                        |
| Transfers Out                         | -                             |                               |                               | 26,000                       | 26,000                            | -                             |
| <b>43-Reprographics/Graphics Fund</b> | <b>2,313,622</b>              | <b>1,922,055</b>              | <b>2,182,396</b>              | <b>2,412,100</b>             | <b>2,412,100</b>                  | <b>2,535,900</b>              |
| Salaries and Benefits                 | 5,489,489                     | 5,604,595                     | 6,319,679                     |                              |                                   |                               |
| Services                              | -                             |                               |                               |                              |                                   | 800                           |
| Other Expenses                        | -                             |                               | 1,937,754                     | 1,891,900                    | 1,891,900                         | 1,938,800                     |
| Transfers Out                         | -                             | 1,127,386                     |                               |                              |                                   |                               |
| <b>44-Employee Benefits Fund</b>      | <b>5,489,489</b>              | <b>6,731,981</b>              | <b>8,257,433</b>              | <b>1,891,900</b>             | <b>1,891,900</b>                  | <b>1,939,600</b>              |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category                                  | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Salaries and Benefits                     | 155,482                       | 155,545                       | 112,500                       | 160,500                      | 160,500                           | 160,000                       |
| Supplies                                  | -                             | 298                           | 125                           | 1,700                        | 1,700                             | 1,700                         |
| Services                                  | 3,261,335                     | 4,057,217                     | 6,634,700                     | 5,193,300                    | 5,193,300                         | 5,473,300                     |
| Internal Service Charges                  | 72,192                        | 83,775                        | 105,172                       | 93,100                       | 93,100                            | 111,000                       |
| Other Expenses                            | 2,414,663                     | 675,265                       | 1,810,629                     | 600,800                      | 600,800                           | 603,200                       |
| Capital Projects                          | 200,000                       | 13,276                        | 186,724                       | 210,900                      | 210,900                           |                               |
| Transfers Out                             | 340,251                       |                               | 102,000                       | 4,300                        | 4,300                             | 200,000                       |
| <b>45-Liability Claims Res Fund</b>       | <b>6,443,923</b>              | <b>4,985,376</b>              | <b>8,951,850</b>              | <b>6,264,600</b>             | <b>6,264,600</b>                  | <b>6,549,200</b>              |
| Salaries and Benefits                     | 106,128                       | 139,689                       | 111,468                       | 160,500                      | 160,500                           | 160,000                       |
| Supplies                                  | 562                           | 409                           | 732                           | 900                          | 900                               | 900                           |
| Services                                  | 258,451                       | 211,600                       | 227,809                       | 348,300                      | 348,300                           | 343,300                       |
| Internal Service Charges                  | 70,992                        | 70,181                        | 97,877                        | 94,800                       | 94,800                            | 112,100                       |
| Other Expenses                            | 2,359,934                     | 1,705,158                     | 3,338,062                     | 2,251,200                    | 2,251,200                         | 2,251,200                     |
| Transfers Out                             | -                             |                               |                               | 4,300                        | 4,300                             | -                             |
| <b>46-Workers' Compensation Fund</b>      | <b>2,796,067</b>              | <b>2,127,037</b>              | <b>3,776,102</b>              | <b>2,860,000</b>             | <b>2,860,000</b>                  | <b>2,867,500</b>              |
| Salaries and Benefits                     | 33,172                        | 135,809                       | 156,576                       | 34,200                       | 34,200                            | 161,300                       |
| <b>47-Unemployment Insurance Fund</b>     | <b>33,172</b>                 | <b>135,809</b>                | <b>156,576</b>                | <b>34,200</b>                | <b>34,200</b>                     | <b>161,300</b>                |
| Salaries and Benefits                     | 11,364,169                    | 11,896,865                    | 15,113,437                    | 16,265,600                   | 16,265,600                        | 17,109,600                    |
| Supplies                                  | 226,816                       | 176,778                       | 216,439                       | 270,200                      | 270,200                           | 238,000                       |
| Services                                  | 5,232,627                     | 3,884,839                     | 6,109,860                     | 6,817,900                    | 6,817,900                         | 7,182,900                     |
| Capital Outlay                            | 4,059                         | 65                            | -                             |                              |                                   |                               |
| Internal Service Charges                  | 9,564,784                     | 9,919,402                     | 13,370,202                    | 12,777,700                   | 12,777,700                        | 14,533,100                    |
| Other Expenses                            | 41,605                        | 55,062                        | 215,753                       | 758,800                      | 758,800                           | 511,500                       |
| Transfers Out                             | 1,683,993                     | 2,400                         | 2,935                         | 939,200                      | 939,200                           | 100,000                       |
| <b>48-Policy, Admin, Legal (PAL) Fund</b> | <b>28,118,053</b>             | <b>25,935,411</b>             | <b>35,028,626</b>             | <b>37,829,400</b>            | <b>37,829,400</b>                 | <b>39,675,100</b>             |
| Salaries and Benefits                     | -                             | 1,266,931                     | 1,393,037                     | 1,498,100                    | 1,498,100                         | 1,657,200                     |
| Supplies                                  | -                             | 1,036,319                     | 1,174,843                     | 1,338,200                    | 1,338,200                         | 1,338,200                     |
| Services                                  | -                             | 229,694                       | 264,450                       | 270,000                      | 270,000                           | 270,000                       |
| Capital Outlay                            | -                             | 12,021                        | -                             | 9,000                        | 9,000                             |                               |
| Internal Service Charges                  | -                             | 1,211,276                     | 1,493,531                     | 1,682,200                    | 1,682,200                         | 1,862,400                     |
| Other Expenses                            | -                             | 1,565,635                     | 2,116,620                     | 1,445,900                    | 1,445,900                         | 1,947,300                     |
| Capital Projects                          | -                             | 1,939,057                     | 1,641,795                     | 2,240,000                    | 2,240,000                         | 2,240,000                     |
| Transfers Out                             | -                             |                               |                               | 41,000                       | 41,000                            | -                             |
| <b>49-Vehicle Fund</b>                    | <b>-</b>                      | <b>7,260,933</b>              | <b>8,084,276</b>              | <b>8,524,400</b>             | <b>8,524,400</b>                  | <b>9,315,100</b>              |
| Services                                  | 1,292                         | 1,098                         | 1,107                         | 1,200                        | 1,200                             | 1,200                         |
| Other Expenses                            | 1,511,527                     | 1,845,224                     | 1,844,309                     | 2,879,300                    | 2,879,300                         | 1,867,000                     |
| <b>56-1998 Lease Rev Bonds Fund</b>       | <b>1,512,819</b>              | <b>1,846,322</b>              | <b>1,845,416</b>              | <b>2,880,500</b>             | <b>2,880,500</b>                  | <b>1,868,200</b>              |
| Salaries and Benefits                     | 2,577,336                     | 2,851,143                     | 2,652,954                     | 3,095,900                    | 3,095,900                         | 3,756,100                     |
| Supplies                                  | 8,297,084                     | 8,917,350                     | 9,598,290                     | 11,103,400                   | 11,103,400                        | 11,341,400                    |
| Services                                  | 663,821                       | 517,210                       | 976,265                       | 1,147,400                    | 1,147,400                         | 1,141,500                     |
| Internal Service Charges                  | 6,616,508                     | 6,447,919                     | 6,996,500                     | 6,120,400                    | 6,120,400                         | 6,514,800                     |
| Other Expenses                            | 8,084,409                     | 8,426,219                     | 9,154,878                     | 9,595,300                    | 9,595,300                         | 9,787,900                     |
| Capital Projects                          | 14,435,601                    | 9,161,828                     | 7,295,998                     | 4,429,100                    | 4,429,100                         | 7,990,600                     |
| Transfers Out                             | (15,022,150)                  | 2,973                         |                               | 82,500                       | 82,500                            | -                             |
| <b>80-Water Enterprise Fund</b>           | <b>25,652,609</b>             | <b>36,324,642</b>             | <b>36,674,885</b>             | <b>35,574,000</b>            | <b>35,574,000</b>                 | <b>40,532,300</b>             |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category                              | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| Salaries and Benefits                 | 2,895,464                     | 2,963,456                     | 3,438,921                     | 3,937,100                    | 3,937,100                         | 4,187,800                     |
| Supplies                              | 49,728                        | 29,379                        | 93,788                        | 140,400                      | 140,400                           | 140,400                       |
| Services                              | 705,298                       | 591,029                       | 897,201                       | 2,399,100                    | 2,399,100                         | 2,600,000                     |
| Capital Outlay                        | -                             |                               | 14,424                        |                              |                                   |                               |
| Internal Service Charges              | 4,343,714                     | 5,443,433                     | 5,444,565                     | 6,669,600                    | 6,669,600                         | 7,102,100                     |
| Other Expenses                        | 13,620,871                    | 16,013,085                    | 19,629,022                    | 22,928,600                   | 22,928,600                        | 14,045,700                    |
| Capital Projects                      | 17,731,502                    | 13,794,950                    | 17,907,873                    | 1,595,300                    | 1,595,300                         | 5,417,700                     |
| Transfers Out                         | (18,641,833)                  | 1,679,247                     | 1,500,000                     | 1,539,500                    | 1,539,500                         | -                             |
| <b>81-Parking Operations Fund</b>     | <b>20,704,744</b>             | <b>40,514,579</b>             | <b>48,925,794</b>             | <b>39,209,600</b>            | <b>39,209,600</b>                 | <b>33,493,700</b>             |
| Salaries and Benefits                 | 1,701,718                     | 1,867,035                     | 2,077,406                     | 2,275,100                    | 2,275,100                         | 2,482,300                     |
| Supplies                              | 14,958                        | 13,842                        | 18,022                        | 325,500                      | 325,500                           | 325,500                       |
| Services                              | 6,050,468                     | 5,737,169                     | 5,805,502                     | 6,449,600                    | 6,449,600                         | 6,899,600                     |
| Internal Service Charges              | 4,357,828                     | 5,250,872                     | 5,121,126                     | 5,149,500                    | 5,149,500                         | 5,326,500                     |
| Other Expenses                        | 116,249                       | 160,857                       | 169,497                       | 173,100                      | 173,100                           | 158,200                       |
| Capital Projects                      | 653,535                       | 835,278                       | 701,405                       | 521,700                      | 521,700                           | 773,500                       |
| Transfers Out                         | (498,179)                     | 60,000                        | 276,669                       | 726,100                      | 726,100                           | 60,000                        |
| <b>83-Solid Waste Enterprise Fund</b> | <b>12,954,756</b>             | <b>13,925,053</b>             | <b>14,169,627</b>             | <b>15,620,600</b>            | <b>15,620,600</b>                 | <b>16,025,600</b>             |
| Salaries and Benefits                 | 735,635                       | 711,415                       | 780,754                       | 958,200                      | 958,200                           | 1,099,800                     |
| Supplies                              | 42,051                        | 48,533                        | 55,584                        | 100,300                      | 100,300                           | 100,300                       |
| Services                              | 1,597,467                     | 1,590,380                     | 1,183,610                     | 2,998,600                    | 2,998,600                         | 2,998,600                     |
| Capital Outlay                        | -                             |                               | 32,166                        |                              |                                   |                               |
| Internal Service Charges              | 2,489,316                     | 2,354,868                     | 2,825,729                     | 2,494,900                    | 2,494,900                         | 2,691,900                     |
| Other Expenses                        | 2,949,709                     | 3,003,796                     | 3,068,815                     | 3,118,200                    | 3,118,200                         | 3,135,400                     |
| Capital Projects                      | 1,805,544                     | 2,519,387                     | 1,508,105                     | 5,581,900                    | 5,581,900                         | 3,898,400                     |
| Transfers Out                         | (2,284,113)                   | 2,974                         |                               | 26,800                       | 26,800                            | -                             |
| <b>84-Wastewater Enterprise Fund</b>  | <b>7,335,609</b>              | <b>10,231,353</b>             | <b>9,454,763</b>              | <b>15,278,900</b>            | <b>15,278,900</b>                 | <b>13,924,400</b>             |
| Salaries and Benefits                 | 1,298,456                     | 1,315,482                     | 1,187,129                     | 1,250,200                    | 1,250,200                         | 1,288,300                     |
| Supplies                              | 7,899                         | 6,471                         | 2,168                         | 36,600                       | 36,600                            | 36,600                        |
| Services                              | 154,779                       | 118,214                       | 285,942                       | 625,500                      | 625,500                           | 625,500                       |
| Internal Service Charges              | 1,500,158                     | 1,096,211                     | 1,375,597                     | 1,146,100                    | 1,146,100                         | 1,436,700                     |
| Other Expenses                        | 254,028                       | 245,508                       | 285,257                       | 264,800                      | 264,800                           | 290,400                       |
| Capital Projects                      | 310,097                       | 300,035                       | 3,072                         | 266,500                      | 266,500                           | 266,500                       |
| Transfers Out                         | (258,001)                     |                               |                               | 42,600                       | 42,600                            | -                             |
| <b>85-Stormwater Enterprise Fund</b>  | <b>3,267,416</b>              | <b>3,081,921</b>              | <b>3,139,165</b>              | <b>3,632,300</b>             | <b>3,632,300</b>                  | <b>3,944,000</b>              |
| Other Expenses                        | 3,143,314                     | 3,337,224                     | 3,350,477                     | 3,084,900                    | 3,084,900                         | 3,073,500                     |
| Capital Projects                      | (5,853,544)                   |                               |                               |                              |                                   |                               |
| <b>96-Investments In GFA Fund</b>     | <b>(2,710,230)</b>            | <b>3,337,224</b>              | <b>3,350,477</b>              | <b>3,084,900</b>             | <b>3,084,900</b>                  | <b>3,073,500</b>              |
| Services                              | -                             |                               |                               |                              |                                   | 1,200                         |
| Other Expenses                        | 63,807                        | 818,597                       | (820,434)                     | 63,800                       | 63,800                            | 63,800                        |
| <b>97-General Long Term Debt Fund</b> | <b>63,807</b>                 | <b>818,597</b>                | <b>(820,434)</b>              | <b>63,800</b>                | <b>63,800</b>                     | <b>65,000</b>                 |

# BUDGET SUMMARIES

## Expenditure Summary - All Funds - By Category

| Category                   | 2008/09<br>Year-End<br>Actual | 2009/10<br>Year-End<br>Actual | 2010/11<br>Year-End<br>Actual | 2011/12<br>Adopted<br>Budget | 2011/12<br>Year-End<br>Projection | 2012/13<br>Proposed<br>Budget |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------------|-------------------------------|
| <b>Expenditures</b>        |                               |                               |                               |                              |                                   |                               |
| Salaries and Benefits      | 110,948,282                   | 111,670,854                   | 113,533,759                   | 116,946,600                  | 117,346,600                       | 119,940,800                   |
| Supplies                   | 12,516,058                    | 12,211,998                    | 13,043,185                    | 15,575,300                   | 15,583,300                        | 15,829,100                    |
| Services                   | 49,460,067                    | 44,042,599                    | 47,188,446                    | 54,528,700                   | 55,071,800                        | 56,319,900                    |
| Capital Outlay             | 3,338,082                     | 760,428                       | 706,878                       | 1,449,600                    | 1,474,800                         | 1,887,000                     |
| Internal Service Charges   | 84,768,484                    | 80,870,701                    | 87,170,311                    | 84,769,900                   | 84,769,900                        | 94,147,800                    |
| Other Expenses             | 59,140,690                    | 64,780,432                    | 74,030,094                    | 78,133,600                   | 78,133,600                        | 69,134,600                    |
| Capital Projects           | 63,668,878                    | 61,457,674                    | 55,710,344                    | 55,861,100                   | 55,861,100                        | 43,016,600                    |
| Transfers Out              | (52,930,879)                  | 15,557,171                    | 23,288,535                    | 11,030,900                   | 11,180,900                        | 10,983,000                    |
| Expense Savings/ Furloughs | -                             | -                             | -                             | (320,000)                    | -                                 | -                             |
| To OPEB Unfunded Liability | -                             | -                             | -                             | -                            | 1,500,000                         | -                             |
| <b>ALL FUNDS</b>           | <b>330,909,662</b>            | <b>391,351,857</b>            | <b>414,671,552</b>            | <b>417,975,700</b>           | <b>420,922,000</b>                | <b>411,258,800</b>            |
| <b>ALL FUNDS</b>           | <b>330,909,662</b>            | <b>391,351,857</b>            | <b>414,671,552</b>            | <b>417,975,700</b>           | <b>420,922,000</b>                | <b>411,258,800</b>            |

# BUDGET SUMMARIES

## FY 2012/13 Inter - Fund Transfers

| Description                             | General Fund (01) | Infras. Fund (06/56) | State Gas Tax (12) | Parks & Rec (16) | Liability Fund (45) | PAL Fund (48) | Solid Waste (83) | Storm Water (85) | Parking Authority |
|---|-------------------|----------------------|--------------------|------------------|---------------------|---------------|------------------|------------------|-------------------|
| 1 Street Maintenance                    | 6,000             |                      | (6,000)            |                  |                     |               |                  |                  |                   |
| 2 Support of Tree Maintenance           | 400,000           |                      |                    | (400,000)        |                     |               |                  |                  |                   |
| 3 Subsidy Transfer to Parking Authority | (5,000,000)       |                      |                    |                  |                     |               |                  |                  | 5,000,000         |
| 4 Infrastructure Transfer               | (3,500,000)       | 3,500,000            |                    |                  |                     |               |                  |                  |                   |
| 5 Debt Service Payment                  | (1,867,000)       | 1,867,000            |                    |                  |                     |               |                  |                  |                   |
| 6 Street Sweeping                       |                   |                      |                    |                  |                     |               | (60,000)         | 60,000           |                   |
| 7 Transfer to Clean Water Fund          | (1,300,000)       |                      |                    |                  |                     |               |                  | 1,300,000        |                   |
| 8 PAL Fund Transfer To General Fund     | 100,000           |                      |                    |                  |                     | (100,000)     |                  |                  |                   |
| 9 Liability Fund Transfer for Sidewalks |                   | 200,000              |                    |                  | (200,000)           |               |                  |                  |                   |
| TOTAL                                   | (11,161,000)      | 5,567,000            | (6,000)            | (400,000)        |                     | (100,000)     | (60,000)         | 1,360,000        | 5,000,000         |

| Amount      | Transfer From:                                | Transfer To:  |
|-------------|---|---|
| 1 6,000     | 1205101 [Gas Tax Fund, CIP Mgmt & Inspection] | 0101301 [General Fund, Non-Departmental]              |
| 2 400,000   | 1601301 [Parks & Rec Fund, Non-Departmental]  | 0101301 [General Fund, Non-Departmental]              |
| 3 5,000,000 | 0101301 [General Fund, Non-Departmental]      | Parking Authority                                     |
| 4 3,500,000 | 0101301 [General Fund, Non-Departmental]      | 0601702 [Infrastructure Fund, Revenue Administration] |
| 5 1,867,000 | 0101301 [General Fund, Non-Departmental]      | 5609201 [1998 Lease Rev Bonds Fund]                   |
| 6 60,000    | 8301301 [Solid Waste Fund, Non-Departmental]  | 8501301 [Clean Water Fund, Non-Departmental]          |
| 7 1,300,000 | 0101301 [General Fund, Non-Departmental]      | 8501301 [Clean Water Fund, Non-Departmental]          |
| 8 100,000   | 4801301 [PAL Fund, Non-Departmental]          | 0101301 [General Fund, Non-Departmental]              |
| 9 200,000   | 4500605 [Liability, Claims, Ins.]             | 0601702 [Infrastructure Fund, Revenue Administration] |
| 12,433,000  | TOTAL   |   |

## BUDGET SUMMARIES





## **General Fund Projection**

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## **Proposed Budget**

## GENERAL FUND PROJECTION

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### Historical Perspective

Just five years ago the City of Beverly Hills' revenues were increasing at the rate of 13%. The City's revenue structure provided the City with record revenues with which to provide the highest level of services to its constituents and invest in multiple facilities that will serve the community for many years. However, in FY 2008/09 revenues dropped by 1.4% as the recession began to have impact on the City. As the recession set in, we saw its effects in the closure of shops in the world's premier retail location of the Golden Triangle and Rodeo Drive. We also saw property values begin to decrease and some foreclosures. Traveler's world-wide cut back on their trips to Beverly Hills' world class hotels and didn't spend like they previously did in its premier shops and restaurants. The year over year decrease of the hotel tax revenue for FY 2008/09 was 17.5%. The same year sales tax revenue dropped by 13%. In FY 2010/11, Property Tax declined slightly, for the first time in nearly two decades.

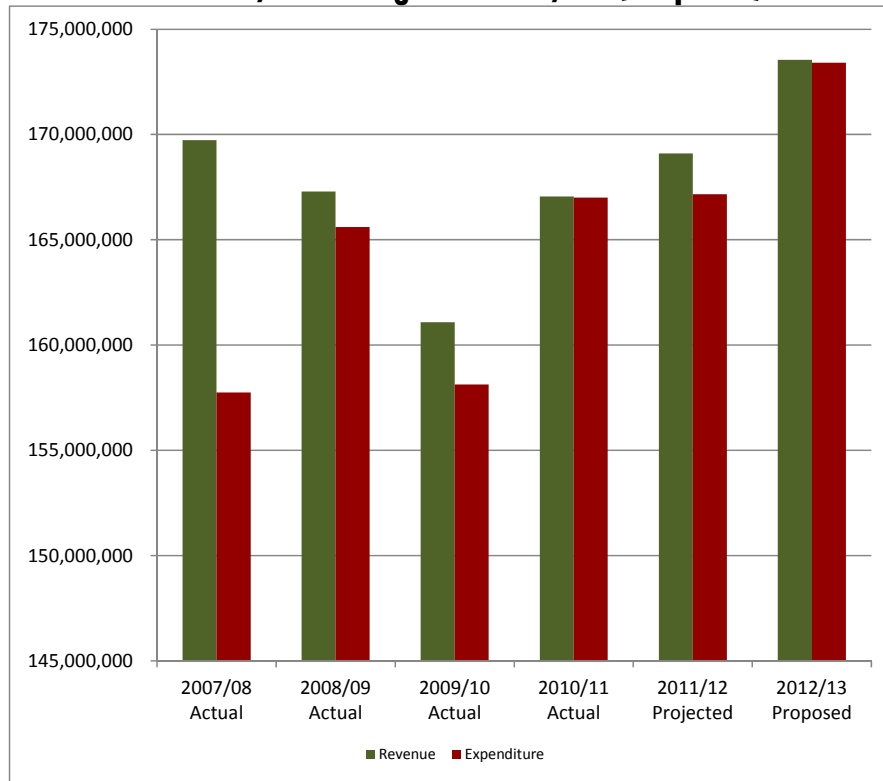
To address the drop in revenue the City prudently made expenditure cuts to maintain a balance between revenues and expenditures. In FY 2009/10 the City cut over \$18 million and 49 positions from the budget. Similarly, in the Spring of 2010, the City cut \$9 million and 25 positions to bring in a balanced budget.

We are currently seeing the City's economy reawakened; hotel stays and room rates are increasing, as are retail sales. In FY 2011/12, every major revenue type is increasing. Year-end totals for transient occupancy tax (TOT) are likely to result in an increase of 6.4% over FY 2010/11 actual revenue, sales tax is likely to increase 4.3%. Business tax is projected to increase 7.3% and property tax by a slight 0.2%.

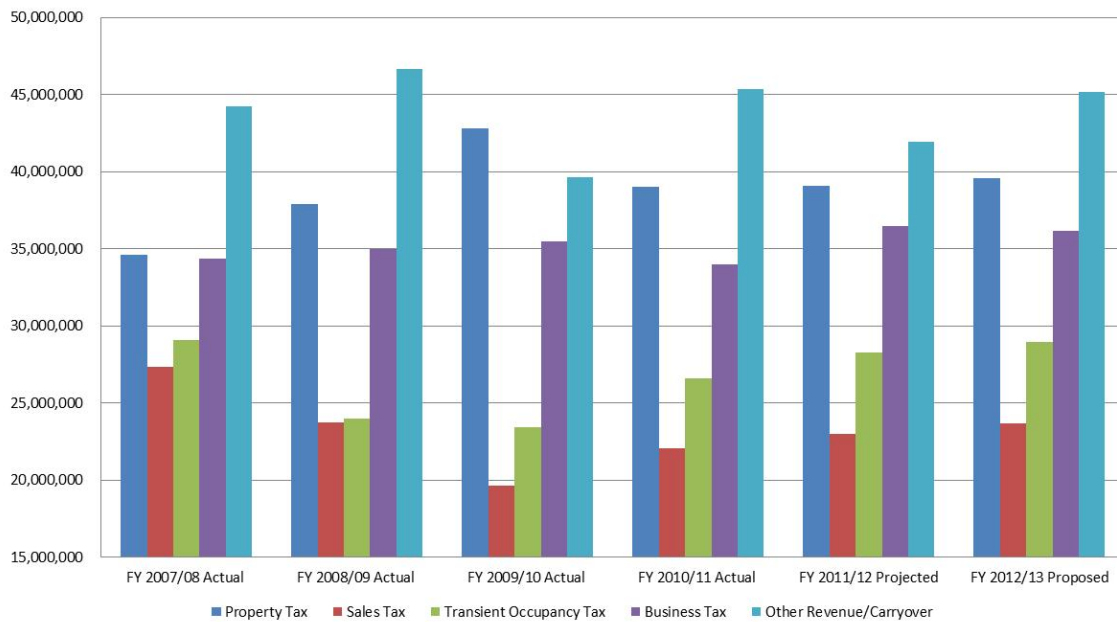
On the following page are two charts. The first shows the revenues and expenditures for the past five years. This chart shows the steep decline that the City experienced as the severe recession took hold. The chart also shows that the City's economic situation is clearly improving. The second chart represents the City's revenue by major component over the past four years, the current year and the projection for next year.

## GENERAL FUND PROJECTION

### Revenue and Expenditures FY 2007/08 through FY 2012/13 (Proposed)



### General Fund Revenues FY 2007/08 through FY 2012/13 (Proposed)



## GENERAL FUND PROJECTION

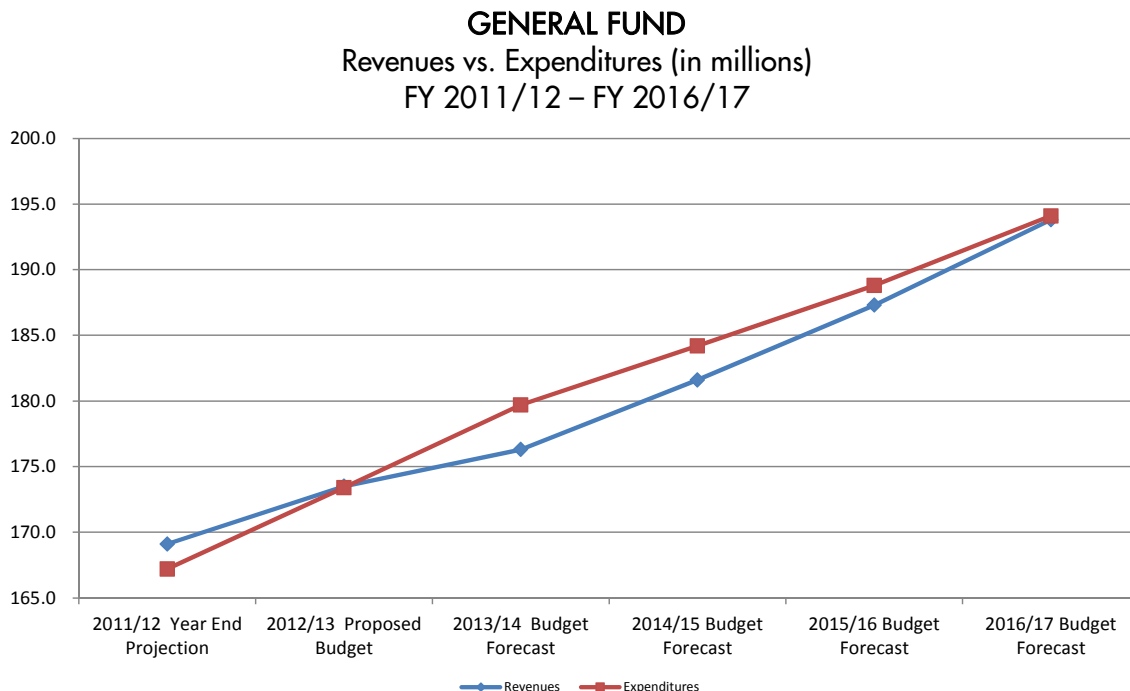
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# GENERAL FUND PROJECTION

## FIVE YEAR FORECAST

The five-year forecast of the General Fund revenues and expenditures provides a view of what the City's financial situation might be at the end of the five year period given the set of parameters used (see parameters on third following page). This five year forecast indicates that if the revenues and expenditures performed as projected the City would face a budget deficit of \$3.4 Million in FY 2013/14, but the deficit would decline over the next three years to about \$300,000 deficit in FY 2016/17. This five-year projection provides a perspective of what the finances might look like if measures to improve or mitigate are not taken and the City's revenue does not improve at a faster rate.

There remain areas of sensitivity that could negatively impact this forecast. Specific areas of sensitivity include: slowing of the economic recovery, inflation, energy costs, and retirement costs. Another spike in oil prices could have significant negative impact on the City's expenditures, as well as sales tax and hotel tax revenue and to a lesser extent on virtually all City revenues. Inflation could likely have significant impact on expenditures. Retirement costs are a concern in making this forecast; however, the portfolio of the California Public Employees Retirement Systems (PERS) has strengthened over the past two years. Retirement costs have not increased as much as was feared last year. However, the City remains vigilant in this area and recently entered a memorandum of understanding (MOU) with the Police Officers Association which has a five year term and provides for a new, lower tier of retirement benefit for employees hired after July 1, 2012. The MOU also phases-in employee payment of the member contribution. Below is a graph depicting the separation of expenditures from revenues based on the forecast parameters.



# GENERAL FUND PROJECTION

|                                  | 2007/08     | 2008/09     | 2009/10     | 2010/11     | 2011/12     |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                  | Year-End    | Year-End    | Year-End    | Year-End    | Year-End    |
| Revenues                         | Actual      | Actual      | Actual      | Actual      | Projection  |
| Property Tax                     | 34,601,350  | 37,886,583  | 39,739,851  | 39,018,803  | 39,100,000  |
| Sales Tax                        | 27,378,604  | 23,777,904  | 19,671,342  | 22,052,861  | 23,000,000  |
| Transient Occupancy Tax (TOT)    | 29,101,920  | 24,001,879  | 23,447,458  | 26,594,808  | 28,300,000  |
| Business Tax                     | 34,371,407  | 34,976,554  | 35,481,235  | 33,993,715  | 36,500,000  |
| Other Taxes                      | 1,382,260   | 597,703     | 524,456     | 915,536     | 795,000     |
| Subventions and Grants           | 3,402,090   | 3,868,952   | 4,038,864   | 3,922,018   | 3,820,500   |
| Licenses and Permits             | 12,122,383  | 11,425,387  | 9,591,105   | 12,123,447  | 11,800,000  |
| Fines and Penalties              | 8,155,420   | 9,296,387   | 10,127,770  | 9,532,623   | 8,151,600   |
| Use of Money and Property        | 7,310,347   | 6,093,413   | 5,266,227   | 6,100,774   | 5,905,000   |
| Charges for Current Services     | 7,561,037   | 7,706,748   | 8,415,527   | 9,610,366   | 9,600,000   |
| Transfer In                      | 5,281       | 3,419,085   | 1,918,455   | 1,951,388   | 906,000     |
| Internal Service Fund Receipts   | -           | 910,097     | 1,891,025   | 369,675     | -           |
| Miscellaneous Revenues           | 4,339,362   | 798,980     | 972,111     | 862,355     | 975,000     |
| Carryover Revenues               |             | 2,534,940   | -           |             | 250,000     |
|                                  | 169,731,461 | 167,294,612 | 161,085,426 | 167,048,369 | 169,103,100 |
| Expenditures                     |             |             |             |             |             |
| Policy & Management              | 859         | 28          | 12,557      | 348,453     | 767,200     |
| Administrative Services          | 597,029     | 579,889     | 505,270     | 698,432     | 823,000     |
| Police                           | 50,991,484  | 51,383,816  | 47,403,786  | 49,173,408  | 52,353,000  |
| Fire                             | 28,464,014  | 30,758,619  | 28,321,066  | 28,463,644  | 31,782,900  |
| Community Development            | 10,855,317  | 10,902,885  | 9,349,777   | 9,575,886   | 10,137,700  |
| Information Technology           | 33,096      |             |             |             |             |
| Public Works                     | 12,951,886  | 13,954,965  | 13,093,311  | 13,059,330  | 13,822,700  |
| Community Services               | 34,888,429  | 41,705,848  | 41,139,148  | 39,662,276  | 40,674,900  |
| Citywide Expenses                | 2,645,135   | 2,516,437   | 2,475,105   | 2,323,947   | 4,948,500   |
| Transfer Out                     | 12,217,949  | 9,348,492   | 11,535,236  | 11,570,821  | 7,278,400   |
| Tourism & Economic Development   | 4,106,266   | 4,458,423   | 3,800,477   | 2,707,176   | 3,067,800   |
| Restore Replacement Charges      |             |             |             | 3,762,200   |             |
| To OPEB Unfunded Liability       |             |             |             | 5,664,900   | 1,500,000   |
| Transfer to Budget Stabilization |             |             | 500,000     |             |             |
| Total                            | 157,751,464 | 165,609,402 | 158,135,733 | 167,010,473 | 167,156,100 |
| Surplus/(deficit)                | 11,979,997  | 1,685,210   | 2,949,693   | 37,896      | 1,947,000   |

# GENERAL FUND PROJECTION

|                                  | 2011/12     | 2012/13     | 2013 /      | 2014 /      | 2015 /      | 2016 /      |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                                  | Year End    | Proposed    | 2014        | 2015        | 2016        | 2017        |
| Revenues                         | Projection  | Budget      | Forecast    | Forecast    | Forecast    | Forecast    |
| Property Tax                     | 39,100,000  | 39,569,000  | 40,756,100  | 41,978,800  | 43,448,100  | 44,968,800  |
| Sales Tax                        | 23,000,000  | 23,690,000  | 24,519,200  | 25,377,400  | 26,265,600  | 27,184,900  |
| Transient Occupancy Tax (TOT)    | 28,300,000  | 28,943,000  | 29,956,000  | 31,004,500  | 32,089,700  | 33,212,800  |
| Business Tax                     | 36,500,000  | 36,150,000  | 36,873,000  | 37,794,800  | 38,928,600  | 40,291,100  |
| Other Taxes                      | 795,000     | 865,000     | 899,600     | 935,600     | 959,000     | 983,000     |
| Subventions and Grants           | 3,820,500   | 3,970,400   | 4,077,600   | 4,187,700   | 4,321,700   | 4,460,000   |
| Licenses and Permits             | 11,800,000  | 13,174,100  | 13,701,100  | 14,249,100  | 14,605,300  | 14,970,400  |
| Fines and Penalties              | 8,151,600   | 8,544,800   | 8,587,500   | 8,630,400   | 8,673,600   | 9,107,300   |
| Use of Money and Property        | 5,905,000   | 5,797,500   | 5,971,400   | 6,180,400   | 6,427,600   | 6,716,800   |
| Charges for Current Services     | 9,600,000   | 9,474,500   | 9,664,000   | 9,953,900   | 10,252,500  | 10,560,100  |
| Transfer In                      | 906,000     | 506,000     | 406,000     | 406,000     | 406,000     | 406,000     |
| Internal Service Fund Receipts   | -           | -           | -           | -           | -           | -           |
| Miscellaneous Revenues           | 975,000     | 858,500     | 888,500     | 919,600     | 951,800     | 985,100     |
| Carryover Revenues               | 250,000     | 2,000,000   |             |             |             |             |
|                                  | 169,103,100 | 173,542,800 | 176,300,000 | 181,618,200 | 187,329,500 | 193,846,300 |
| Expenditures                     |             |             |             |             |             |             |
| Policy & Management              | 767,200     | 407,500     | 419,700     | 432,300     | 449,600     | 467,600     |
| Administrative Services          | 823,000     | 989,100     | 1,016,800   | 1,042,600   | 1,062,000   | 1,081,800   |
| Police                           | 52,353,000  | 51,748,800  | 53,344,200  | 54,688,500  | 56,351,000  | 58,064,100  |
| Fire                             | 31,782,900  | 32,687,300  | 33,664,800  | 34,520,900  | 35,566,900  | 36,644,600  |
| Community Development            | 10,137,700  | 11,835,500  | 12,173,600  | 12,484,400  | 12,862,700  | 13,252,400  |
| Public Works                     | 13,822,700  | 14,754,800  | 15,236,700  | 15,635,400  | 16,127,900  | 16,635,900  |
| Community Services               | 40,674,900  | 43,157,500  | 44,501,600  | 45,713,800  | 47,263,500  | 48,868,100  |
| Citywide Expenses                | 4,948,500   | 3,475,500   | 4,862,400   | 4,996,100   | 5,171,000   | 5,171,000   |
| Transfer Out                     | 7,278,400   | 10,217,000  | 10,421,300  | 10,487,100  | 9,668,700   | 9,468,700   |
| Tourism & Economic Development   | 3,067,800   | 3,884,700   | 4,020,700   | 4,161,400   | 4,307,000   | 4,457,700   |
| 100th Anniversary                | -           | 250,000     |             |             |             |             |
| Restore Replacement Charges      | -           |             |             |             |             |             |
| To OPEB Unfunded Liability       | 1,500,000   |             |             |             |             |             |
| Transfer to Budget Stabilization | -           |             |             |             |             |             |
| Total                            | 167,156,100 | 173,407,700 | 179,661,800 | 184,162,500 | 188,830,300 | 194,111,900 |
| Surplus/(deficit)                | 1,947,000   | 135,100     | (3,361,800) | (2,544,300) | (1,500,800) | (265,600)   |

# GENERAL FUND PROJECTION

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## CITY OF BEVERLY HILLS FINANCIAL FORECAST PARAMETERS GENERAL FUND

| Description               | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------------------------|---------|---------|---------|---------|
| Business Taxes            | 2.0%    | 2.5%    | 3.0%    | 3.5%    |
| Fines/Forfeitures         | 0.5%    | 0.5%    | 0.5%    | 5.0%    |
| Internal Service Receipts | 0.0%    | 0.0%    | 0.0%    |         |
| Licenses/Permits          | 4.0%    | 4.0%    | 2.5%    | 2.5%    |
| Other Taxes               | 4.0%    | 4.0%    | 2.5%    | 2.5%    |
| Misc. Revenue             |         |         |         |         |
| Property Taxes            | 3.0%    | 3.0%    | 3.5%    | 3.5%    |
| Sales Tax                 | 3.5%    | 3.5%    | 3.5%    | 3.5%    |
| Service Charges           | 2.0%    | 3.0%    | 3.0%    | 3.0%    |
| Subventions/Grants        | 2.7%    | 2.7%    | 3.2%    | 3.2%    |
| Transfers In              | 0.0%    | 0.0%    | 0.0%    | 0.0%    |
| Trans. Occupancy. Tax     | 3.5%    | 3.5%    | 3.5%    | 3.5%    |
| Use of Money/Property     | 3.0%    | 3.5%    | 4.0%    | 4.5%    |
| Salaries & Benefits       | 2.2%    | 2.4%    | 2.0%    | 2.1%    |
| Materials/Supplies        | 3.0%    | 3.0%    | 4.0%    | 4.0%    |
| Contractual Services      | 3.0%    | 3.0%    | 4.0%    | 4.0%    |
| Internal Service Funds    | 1.7%    | 2.6%    | 3.0%    | 3.0%    |
| Capital Outlay            | 2.0%    | 2.5%    | 3.0%    | 3.5%    |
| Transfer Out              | 2.0%    | 2.4%    | 2.0%    | 2.1%    |





## **Policy and Management**

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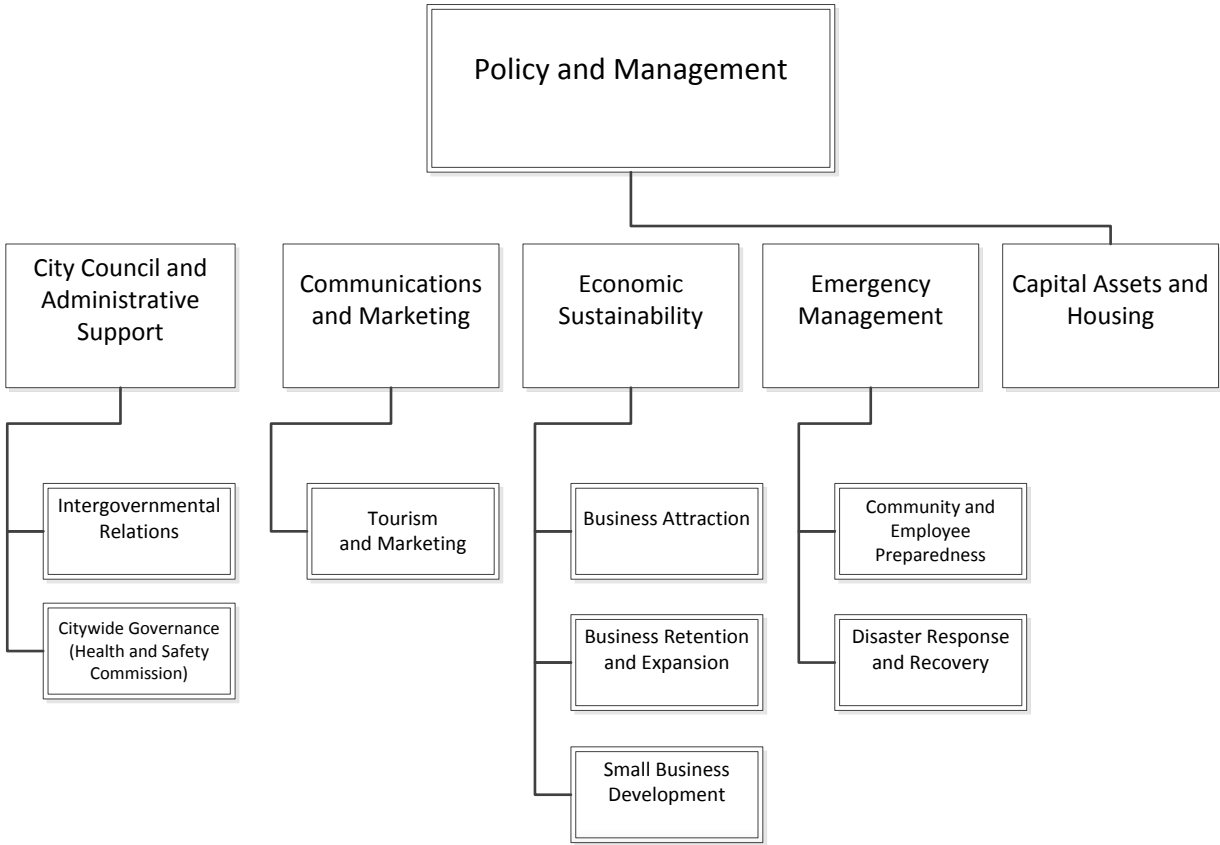


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## **Proposed Budget**

# POLICY AND MANAGEMENT

## Department Organization Chart



# POLICY AND MANAGEMENT

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## Department Mission

Policy and Management provides overall direction and support to eight City departments for the implementation of City Council policy. Through strong leadership, strategic vision and professional management, the Department ensures that City initiatives and operations are cost efficient and effective. The Department sets the highest standard for the development, coordination, and implementation of municipal programs to meet the short and long-term needs of the community.

## Changes from Prior Year

- Additional revenue is being projected for FY 2012/13 (\$35,000 more) for the Use of the Shield. This estimate is based on current fiscal year actual revenue.
- The Holiday Program will be collapsed into the Tourism and Marketing program to more accurately capture marketing activities and support of the City's marketing partners.
- The City Council Installation program has increased by \$8,500 due to the municipal election being held in Spring of 2013.
- The CERT Program will be reinstated under the Office of Emergency Management and an additional \$10,000 in funding is being requested to fund instructors, trainings, and obtain supplies.
- A Citywide Customer Service Initiative will be rolled out to evaluate current customer service standards and expectations. Policy and Management will fund this city-wide project over several phases of a discovery process and review, with training and standards to be implemented and evaluated. This initiative will enhance the customer service experience at every level of service within the organization.
- A decrease in the Economic Sustainability contractual services budget is due to a reallocation of funds to the Capital Asset and Housing fund.
- A new subprogram has been created for the 100th Year Anniversary Celebration. This will allow staff to track expenses and revenue received that are associated with this multi-year project.

## Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Total Full Time Positions | 20.00                | 19.00                | <sup>1</sup> 19.00   | 35,720.00           |
| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
| Total Part Time Positions | 0.00                 | 0.00                 | 0.00                 | 0.00                |

<sup>1</sup> The 19.00 full time positions include the City Council Members and City Treasurer and they are reflected in the total hours for FY 2012/13. However, only hours for the 13 department staff positions are allocated to the work programs.

## POLICY AND MANAGEMENT

### Department Budget

| Revenue by Category            | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| Intergovernmental Revenues     | 165,338              | 30,000                | 30,000                 | 0.00%             |
| Use of Money and Property      | 21,593               | 15,000                | 50,000                 | 233.33%           |
| Internal Service Fund Receipts | 6,554,103            | 6,540,400             | 6,541,300              | 0.01%             |
| Miscellaneous Revenues         | 596                  | 2,500                 | 5,000                  | 100.00%           |
| <b>Total Revenues</b>          | 6,741,630            | 6,587,900             | 6,626,300              | 0.58%             |

| Expenditure by Category       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|-------------------------------|----------------------|-----------------------|------------------------|---------------------|
| Salaries and Benefits         | 2,657,967            | 2,390,300             | 2,525,900              | <sup>1</sup> 5.67%  |
| Materials and Supplies        | 27,899               | 42,600                | 50,000                 | <sup>2</sup> 17.37% |
| Contractual Services          | 943,787              | 770,000               | 819,200                | 6.39%               |
| Capital Outlay                | 16,943               | 31,700                | 4,600                  | -85.49%             |
| Internal Service Fund Charges | 3,357,806            | 3,225,000             | 3,602,700              | <sup>3</sup> 11.71% |
| Other Charges                 | 5,549                | 28,100                | 28,900                 | 2.85%               |
| <b>Total Expenses</b>         | 7,009,951            | 6,487,700             | 7,031,300              | 8.38%               |

<sup>1</sup>Salaries and Benefits increased by 5.67% due to a salary provision for MOU related increases, a \$10,000 increase for an hourly intern to support the Office of Emergency Management, and overall increases in benefits costs.

<sup>2</sup> Materials and Supplies increased by 17.37%, due to the correction of an omission in the FY 11/12 budget.

<sup>3</sup>Internal Service Fund Charges increased by 11.71%, mainly due to the addition of Other Post-Employment Benefits (OPEB) and Alternative Retiree Medical Program (ARMP) charges into the internal service fund. Funding for the debt service for the ARMP was provided for through inter-fund transfers in FY 2011/12, but is provided for as an internal service fund charge in FY 2012/13.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority  
 DI = Department Initiative  
 EcS = Economic Sustainability  
 EnS = Environmental Sustainability  
 GP = General Plan  
 SP = Strategic Plan

# POLICY AND MANAGEMENT

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## **Description**

Provides support for the City Council and the operation of the City. Responsibilities of the City Council include setting policy and enacting local legislation, approving City programs, adopting the City's budgets, and establishing the City's legislative agenda. City Council and Administrative Support also encompasses the subprogram Citywide Governance, which, in this department, provides support to the City Council (including staff support for Council Committees) and the Health and Safety Commission.

## **Program Goal**

To implement the policy direction of the City Council by ensuring their goals and objectives are achieved in a timely manner;

To oversee the management of the organization by facilitating efficient, effective, and mission-driven day-to-day operations of City departments;

To develop and coordinate strategies, goals, and objectives to guide the organization for the next five years and beyond;

To implement the City Council's legislative agenda by managing the City's Federal and State legislative efforts;

To coordinate the annual City Council Priority Setting Exercise for selection of citywide initiatives;

To lead the City's development of policy recommendations by providing leadership to multi-departmental efforts on high priority projects such as organizational development, legislative advocacy, and regional collaborations;

To facilitate responses to citizen inquiries in a timely fashion;

To advocate prudent fiscal planning by developing and implementing City-wide and departmental operating and capital improvement budgets; and

To support a seven-member Health and Safety Commission mandated by the City Council to strive to maintain and enhance the health and safety of the community.

# POLICY AND MANAGEMENT

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## 001 - City Council and Administrative Support

### Ongoing Tasks

- Assist the City Council with formulating policy by conducting research and coordinating the legislative process including establishment of Council meetings, agendas, and review of department reports and recommendations submitted for council action.
- Encourage intergovernmental communication through collaboration with the Westside Cities Council of Governments and League of California Cities.
- Promote the City's legislative agenda by managing the City's Federal and State legislative efforts and supervising lobbying firms contracted by the City.
- Promote the City's best interests by participating in outreach and communication with local and regional public agencies.
- Secure grant funds for transportation, homeland security, and other City Council priorities by coordinating the City's interdepartmental efforts.
- Foster efficiency by monitoring organizational development and staff training programs and examine the feasibility of implementing alternative work schedules.
- Collaborate with Human Resources, department heads, and a cross-section of employees to expand and communicate established processes that are consistent and equitable.
- Advocate prudent fiscal planning through the development and implementation of City-wide and departmental operating and capital improvement budgets.
- Cultivate organizational leadership by facilitating, coordinating, monitoring and overseeing departmental operations and multi-departmental projects.
- Facilitate responses to citizen inquiries, manage department's Ask Bev cases, and coordinate citywide efforts to examine new and collaborative ways to solicit customer feedback.
- Advance efficiency and effectiveness in customer service through day-to-day administrative support to the City Council, Policy and Management staff, and the general public.
- Support the seven-member Health and Safety Commission and its mission and work plans, coordinate meetings such as making room reservations, preparation and distribution of packet, scheduling and posting of meetings, writing and posting synopsis and minute, and other administrative duties to support the Commission.

# POLICY AND MANAGEMENT

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## 001 - City Council and Administrative Support

### Ongoing Tasks

- Provide a staff liaison to the Health and Safety Commission to coordinate and support the work plan, priorities, goals and other related projects and to work with department liaisons to ensure a multi-departmental approach.
- Coordinate annual City Council Priorities Session
- Review of City contracts (less than \$50,000) for form, best practices, and coordination.
- Special projects

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 4800101 Continue the oversight and progress of the City Strategic Plan initiated during FY 2010/11 including the creation of an interdepartmental team to study citywide reorganization opportunities and develop recommendations for the City's Executive Team. (CP, SP)
- 4800101 Administer a follow up employee satisfaction survey to enhance communication, create accountability and develop an enjoyable workplace. (SP)
- 4800101 Complete action plans, recommendations, and implement changes in relation to the 2011-2012 Employee Satisfaction Analysis.

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4800101 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge. (SP)
- 4800101 **Create accountability and a workplace that's enjoyable and provide support** and coordination to departments for identifying core City processes and create flow charts to document and explain these processes. (SP).
- 4800101 Complete the analysis of Phase I in the "Customer Service Enhancement" Project. Assist in establishing the organizations customer service baseline standards, develop recommendations, and identify targeted training programs to support organizational improvements.



## POLICY AND MANAGEMENT

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### 001 - City Council and Administrative Support

4800101 Work with HR in preparation for six Bargaining Unit Negotiations to begin Fall of 2013.

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

4800104 The Health and Safety Commission will support the re-instatement of the Community Response Team Program (CERT) and Neighborhood Watch Program (NHW). (DI)

4800104 Develop Health and Safety messages to distribute to the Community in a variety of ways.

4800104 Seek ongoing federal and state aid funding to support innovative public safety/technology initiatives.

| Full Time Positions                              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Director of Emergency Management                 | 0.25              | 470              |
| City Manager                                     | 1.00              | 1,880            |
| Deputy City Manager – Public Affairs             | 0.25              | 470              |
| Deputy City Manager – Capital Assets and Housing | 0.20              | 376              |
| Assistant City Manager                           | 0.50              | 940              |
| Marketing and Economic Sustainability Manager    | 0.10              | 188              |
| Executive Assistant I                            | 1.15              | 2,162            |
| Office Assistant III                             | 0.50              | 940              |
| Councilmember                                    | 5.00              | 9,400            |
| Senior Management Analyst                        | 0.60              | 1,128            |
| Office Manager                                   | 0.75              | 1,410            |

## POLICY AND MANAGEMENT

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### 001 - City Council and Administrative Support

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| City Treasurer                   | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>11.30</b>      | <b>21,244</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>11.30</b>      | <b>21,244</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4800101              | Legislative visits to Washington D.C. and Sacramento                                | 1                 | 1                    | 2               |
| 4800101              | Legislative initiatives launched within a legislative session                       | 1                 | 1                    | 2               |
| 4800101              | Citywide dollar value of grant funds secured through interdepartmental coordination | \$820,699         | \$975,000            | \$1.5M          |
| 4800101              | Citizen inquiries resolved  | 2,164             | 2,700                | 2,800           |
| 4800101              | City Council committee meetings facilitated   | 81                | 88                   | 90              |
| 4800101              | Citywide contracts (less than \$50,000) reviewed                                    | N/A               | 218                  | 220             |
| 4800101              | Citywide contracts (less than \$50,000) returned to departments in 4 days or less   | N/A               | 100%                 | 100%            |
| 4800104              | Health and Safety Commission meetings held  | 15                | 11                   | 11              |
| 4800101              | City Council Liaison and Ad Hoc Committees Coordinated                              | N/A               | 140                  | 150             |

## POLICY AND MANAGEMENT

### 001 - City Council and Administrative Support

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>           |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 1,443,320            | 1,355,800             | 1,415,100              | 4.37%               |
| Materials and Supplies         | 17,201               | 20,400                | 29,800                 | <sup>1</sup> 46.08% |
| Contractual Services           | 455,133              | 368,400               | 414,000                | 12.38%              |
| Other Charges                  | 947                  | 15,800                | 16,300                 | 3.16%               |
| <b>Total Expenses</b>          | <b>1,916,601</b>     | <b>1,760,400</b>      | <b>1,875,200</b>       | <b>6.52%</b>        |

| Expenditure By Subprogram                             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 4800101 - City Council and Admin Support              | 1,664,268            | 1,636,500             | 1,765,600              | 7.89%             |
| 4800101E007 - Council Installation                    | 17,968               | 20,000                | 28,600                 | 43.00%            |
| 4800102 - Intergovernmental Relations                 | 145,952              | 0                     | 0                      | --                |
| 4800104 - Citywide Governance - Policy and Management | 88,414               | 103,900               | 81,100                 | -21.94%           |
| <b>Total Expenses</b>                                 | <b>1,916,601</b>     | <b>1,760,400</b>      | <b>1,875,200</b>       | <b>6.52%</b>      |

<sup>1</sup> Materials and Supplies increased by \$9,400, or 46.08%, due to a redistribution of the overall budget dollars among various department programs.

# POLICY AND MANAGEMENT

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## 011 - Economic Sustainability

### Description

Manage and provide a broad range of program initiatives aimed at sustaining Beverly Hills as a premier destination for visitors and a prime location for business.

### Program Goal

To sustain and grow Beverly Hills as a premier destination for tourists and a prime location for business through a variety of business attraction, retention, and expansion programs and through the implementation of program priorities as outlined in the five-year Economic Sustainability Plan.

### Ongoing Tasks

- Participate in economic sustainability initiatives and maintain momentum of Economic Sustainability Plan efforts.
- Coordinate with the Chamber of Commerce on the planning, execution, and post-trip follow up for the annual New York Business Attraction and Retention Mission.
- Evaluate and plan for transition from Chamber of Commerce to City staff and/or professional consulting services for a variety of business attraction, outreach and retention programs.
- Act as Liaison to merchant associations such as Rodeo Drive, South Beverly, Canon Drive, Brighton Way, among others.
- Develop and disseminate a variety of economic summary and other base economic data to provide business community and public with information about the City.
- Manage the program budget; monitor revenues and expenditures.

### Work Plan

*Vision Statement #5: Beverly Hills is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses.*

- 4801101 In coordination with the business community, develop a strategy to promote and establish nightlife uses in the City's business triangle and other key commercial areas.(CP, EcS, SP)
- 4801101 Begin implementation of Small Business Assistance Task Force recommendations. Incorporate business diversity initiatives such as consideration of incentives and attracting a balance of high-end, unique and community serving businesses. (EcS, SP)

## POLICY AND MANAGEMENT

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## POLICY AND MANAGEMENT

### 011 - Economic Sustainability

#### Work Plan

4801101 Work in collaboration with the Southeast Task Force on evaluating the cost and feasibility of streetscape improvements to revitalize retail areas outside of the Business Triangle including tree grates, public art bike racks, banners, sidewalk improvements, and other enhancements.

| Full Time Positions                              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Deputy City Manager – Public Affairs             | 0.25              | 470              |
| Deputy City Manager – Capital Assets and Housing | 0.30              | 564              |
| Assistant City Manager                           | 0.20              | 376              |
| Community Outreach Manager                       | 0.10              | 188              |
| Marketing and Economic Sustainability Manager    | 0.40              | 752              |
| Executive Assistant I                            | 0.35              | 658              |
| Senior Management Analyst                        | 0.20              | 376              |
| Office Manager                                   | 0.10              | 188              |
| <b>Total Full Time Positions</b>                 | <b>1.90</b>       | <b>3,572</b>     |
| Total Staffing                                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                 | <b>1.90</b>       | <b>3,572</b>     |

| Organization Performance Measures    |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|--------------------------------------|---|-------------------|----------------------|-----------------|
| 4801101                              | Number of Economic Development Inquiries Received | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 60              |
| 4801101                              | Business Outreach Meetings Held                   | 23                | 25                   | 40              |
| 4801101                              | Number of Small Business Programs Developed       | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 5               |
| Community-Based Performance Measures |   |                   |                      |                 |
| 4801101                              | Office Vacancy Rate                               | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 11%             |
| 4801101                              | Retail Vacancy Rate                               | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 12%             |

<sup>1</sup>These are new measures being utilized and were not tracked and reported in prior year performance measures.

## POLICY AND MANAGEMENT

### 011 - Economic Sustainability

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Use of Money and Property      | 21,593               | 15,000                | 50,000                 | 233.33%           |
| Miscellaneous Revenues         | 596                  | 2,500                 | 5,000                  | 100.00%           |
| <b>Total Revenues</b>          | <b>22,189</b>        | <b>17,500</b>         | <b>55,000</b>          | <b>214.29%</b>    |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 454,761              | 351,500               | 374,700                | 16.60%            |
| Materials and Supplies         | 1,384                | 3,200                 | 2,800                  | -12.50%           |
| Contractual Services           | 82,788               | 93,000                | 66,300                 | -28.71%           |
| Other Charges                  | 3,950                | 5,200                 | 5,400                  | 3.85%             |
| <b>Total Expenses</b>          | <b>542,883</b>       | <b>452,900</b>        | <b>449,200</b>         | <b>-0.82%</b>     |

| Expenditure By Subprogram         | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-----------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4801101 - Economic Sustainability | 538,537              | 452,900               | 449,200                | -0.82%            |
| 4801102 - City Store Merchandise  | 4,346                | 0                     | 0                      | --                |
| <b>Total Expenses</b>             | <b>542,883</b>       | <b>452,900</b>        | <b>449,200</b>         | <b>- 0.82%</b>    |

1 Salaries and Benefits increased by 6.60% due to a salary provision for MOU related increases, overall increases in benefits costs, and a redistribution of the Deputy City Manager for Capital Assets and Housing to this program.

# POLICY AND MANAGEMENT

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## 041 - Emergency Management

### Description

The Office of Emergency Management, in coordination and collaboration with all City departments, strengthens the City's ability to prepare for, mitigate against, respond to, and recover from an emergency or disaster.

### Program Goal

To strengthen the employees', residents', and business community's ability to prepare for, mitigate against, respond to, and recover from an emergency or disaster;

To promote and encourage life safety, mitigation, and emergency preparedness in the community and to all employees; and

To strengthen City departments' ability to respond to and recover from an emergency or disaster, including conducting training and exercises, maintaining systems, supplies and other logistical items, and coordinating with external agencies and organizations.

### Ongoing Tasks

- Ensure life safety and security of all City facilities by maintaining and developing Employee Emergency Response Teams (EERT) and holding facility drills.
- Increase employee awareness and preparedness by writing articles in the employee newsletter, providing pamphlets, through posters and department trainings by the Employee Emergency Response Teams (EERT's), new employee disaster packets, and the annual employee preparedness pledge drive.
- Make our community stronger and better prepared to be self sufficient after a disaster by strengthening and coordinating all City Volunteer groups: CERT, DCS, MRC, and VIPS.
- Strive to maintain and improve public/community awareness by providing health, safety and disaster preparedness information to the business and residential community via telephone, speaking engagements, press releases, AM radio, cable TV, and posters in parking structures and Recreation and Parks centers, Health and Safety Week and other outreach programs.
- Test the Emergency Operations Plan through a variety of tasks, activities and exercises.
- Meet all federal and state requirements by incorporating the National Response Plan and the National Incident Management System into City planning, training, response, and recovery.



## POLICY AND MANAGEMENT

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### 041 - Emergency Management

#### Ongoing Tasks

- Strengthen the City's ability to respond and recover from an emergency or disaster by maintaining the EOC and its components; developing, implementing and facilitating trainings, drills, and exercises.
- Keep current all disaster-related manuals, lists, rosters, checklists, supplies, and containers.
- Interface and plan with all levels, including, but not limited to, departments of the Federal, State, County, and surrounding City governments, Beverly Hills Unified School District, Maple Counseling Center, utility companies, relief agencies such as the American Red Cross, Community Groups and local businesses.
- Increase all departments' ability to prepare, mitigate, respond and recover by assisting and supporting departments on special projects and work plan items.
- Conduct multi department training program

#### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

4804101 In conjunction with LA County and Westside Cities, hold Large Scale Disaster Exercise. (DI)

4804101 Revitalize the AM Radio Station and increase use of Social Media

4804102 Reinstate the Community Emergency Response Team Program.

4804102 Working with the Cable Office, develop education cable programming.

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Director of Emergency Management | 0.75              | 1,410            |
| Assistant City Manager           | 0.10              | 188              |
| Community Outreach Manager       | 0.05              | 94               |

### 041 - Emergency Management

## POLICY AND MANAGEMENT

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Executive Assistant I            | 0.25                     | 470                     |
| Office Assistant III             | 0.45                     | 846                     |
| Senior Management Analyst        | 0.20                     | 376                     |
| Office Manager                   | 0.10                     | 188                     |
| Public Information Manager       | 0.05                     | 94                      |
| <b>Total Full Time Positions</b> | <b>1.95</b>              | <b>3,666</b>            |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>1.95</b>              | <b>3,666</b>            |

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 4804101                     | Manuals and plans written or kept updated   | 14                        | 14                           | 14                      |
| 4804102                     | Employees maintained as Employee Emergency Response Team members (EERT)   | 105                       | 106                          | 106                     |
| 4804101                     | External preparedness meetings, speaking engagements, and classes attended by Emergency Management staff  | 60                        | 60                           | 65                      |
| 4804101                     | Drills, training, exercises and disaster committee meetings held  | 95                        | 95                           | 98                      |
| 4804102                     | Speaking engagements, preparedness and safety presentations, disaster preparedness campaigns, expos and outreach to employees and the community | 58                        | 35                           | 38                      |
| 4804102                     | City Facility Life Safety drills and trainings held   | 10                        | 10                           | 10                      |

## POLICY AND MANAGEMENT

### 041 - Emergency Management

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Intergovernmental Revenues     | 12,636               | 30,000                | 30,000                 | 0.00%               |
| <b>Total Revenues</b>          | <b>12,636</b>        | <b>30,000</b>         | <b>30,000</b>          | <b>0.00%</b>        |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 253,361              | 305,500               | 327,600                | <sup>1</sup> 7.23%  |
| Materials and Supplies         | 8,032                | 14,600                | 14,200                 | -2.74%              |
| Contractual Services           | 24,223               | 31,400                | 40,800                 | <sup>2</sup> 29.94% |
| Other Charges                  | 148                  | 2,500                 | 2,500                  | 0.00%               |
| <b>Total Expenses</b>          | <b>285,764</b>       | <b>354,000</b>        | <b>385,100</b>         | <b>8.79%</b>        |

| Expenditure By Subprogram                     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0104101F011 - Cal EMA Hazard Mitigation Grant | 10,913               | 0                     | 0                      | --                |
| 4804101 - Disaster Response and Recovery      | 138,986              | 169,400               | 188,400                | 11.22%            |
| 4804102 - Community and Employee Preparedness | 135,864              | 184,600               | 196,800                | 6.61%             |
| <b>Total Expenses</b>                         | <b>285,764</b>       | <b>354,000</b>        | <b>385,100</b>         | <b>8.79%</b>      |

<sup>1</sup> Salaries and Benefits increased by \$10,000 to fund a part-time intern to assist in the coordination of Emergency Management program activities.

<sup>2</sup> Contractual Services increased due to the reinstatement of the CERT Program under the Office of Emergency Management and an additional \$10,000 in funding for instructors, trainings, and obtain supplies.

# POLICY AND MANAGEMENT

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## 083 - Communications and Marketing

### Description

Implement the City's Strategic Communications Plan. The Plan's objectives are to: a) increase community knowledge of City programs and services; b) enhance relationships with local, regional and national media outlets; and, c) ensure employees understand the goals established by City management so their actions help achieve success. Plan and administer a comprehensive and coordinated marketing and special events program aimed at enhancing the City's reputation as one of the nation's top cities to visit and conduct business in.

### Program Goal

To engage the public and key decision-makers regarding City's initiatives, particularly on issues highly significant to the community;

To develop and implement strategies for effective internal and external communications;

To manage relationships with key media outlets and publications in an effort to enhance news coverage of the City and the visibility of key City programs and services;

To provide key internal communication programs to City employees and enhance employees' knowledge of City initiatives;

To design and implement strategies to strengthen the marketing-related initiatives sponsored by the City and its community-based partner organizations including the Chamber of Commerce and Conference and Visitors Bureau, among others; and

To manage ongoing platform of special events.

### Ongoing Tasks

- Establish positive relationships with key community leaders through targeted initiatives, events and community forums.
- Enhance news coverage of the City by promoting positive working relationships with the media, including local, trade, regional and national reporters and editors.
- Enhance the City's website with new content, eGov applications and social media.
- Manage newly established social media program utilizing recent advancements and technological opportunities to promote the City's programs and key messages.
- Produce a City newsletter and Cable TV show to promote City programs to all residents and businesses on a regular basis.

# POLICY AND MANAGEMENT

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## 083 - Communications and Marketing

### Ongoing Tasks

- Generate visibility of the City by developing media pitches and key message platforms for high-profile City projects, issues and programs.
- Foster employee awareness of City management goals by maintaining internal communications tools such as the Bevy, employee newsletter, and others.
- Enhance community awareness of City programs by managing key special events such as installations, naming ceremonies, etc.
- During election periods, coordinate City Council candidate orientation and other City-sponsored forums.
- Manage City's agreement with the Beverly Hills Conference and Visitors Bureau for development and implementation of comprehensive tourism development and visitor marketing programs to maintain and grow Beverly Hills as a prime destination for visitors.
- Manage City's agreement with the Rodeo Drive Committee for special event and marketing programs such as Walk of Style, Concours d'Elegance - Father's Day Car Show, and Fashion's Night Out.
- Manage City's Holiday Décor and Lighting Program to provide comprehensive décor and other events designed to promote the City as a destination for shopping and dining during the holiday season.
- Leverage and enhance the Beverly Hills Brand through strategic partnerships and programs including the City's licensing agreement with William Morris Endeavor Entertainment, the City's online store ShopBH.com, and through the exploration of a program to 'license' the Shield to businesses based in Beverly Hills to promote these local businesses. Coordinate inquiries and requests for use of the Beverly Hills Shield and manage potential infringements.

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

4808302 Complete the development, administration and analysis of the Community Survey and develop actionable plan items based on results.

4808302 Continue maintaining strong media relationships with key local outlets. (DI).

## POLICY AND MANAGEMENT

### 083 - Communications and Marketing

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

4808302 Coordinate strategic efforts for the City's 100th Anniversary Celebration in 2014, which will include community events, private galas, special merchandise, and more to promote and monetize the Beverly Hills brand on a global scale and commemorate the historic milestone. (SP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4808303 Continue launching new social media platforms. (DI, SP).

| Full Time Positions                           | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---|----------------------|---------------------|
| Assistant City Manager                        | 0.20                 | 376                 |
| Deputy City Manager – Public Affairs          | 0.50                 | <sup>1</sup> 940    |
| Marketing and Economic Sustainability Manager | 0.50                 | <sup>1</sup> 940    |
| Community Outreach Manager                    | 0.85                 | 1,598               |
| Executive Assistant I                         | 0.25                 | 470                 |
| Office Assistant III                          | 0.05                 | 94                  |
| Office Manager                                | 0.05                 | 94                  |
| Public Information Manager                    | 0.95                 | 1,786               |
| <b>Total Full Time Positions</b>              | <b>3.35</b>          | <b>6,298</b>        |
| Total Staffing                                | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
| <b>Total Number of Employees</b>              | <b>3.35</b>          | <b>6,298</b>        |

<sup>1</sup> Hours for Deputy City Manager for Public Affairs and the Marketing and Economic Sustainability Manager are allocated here, but are charged to the Tourism and Marketing Program, which is funded by the 2% TOT allocation.

| Performance Measures |                                     | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|-------------------------------------|-------------------|----------------------|-----------------|
| 4808302              | Meetings with reporters and editors | 112               | 150                  | 160             |

## POLICY AND MANAGEMENT

|         |   |     |   |    |
|---------|---|-----|---|----|
| 4808303 | Number of outreach events developed or attended | N/A | 8 | 10 |
| 4808302 | Employee communications platforms developed     | N/A | 4 | 5  |

### 083 - Communications and Marketing

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 4808302              | News stories resulting from story pitching and media briefings | 73                | 150                  | 160             |
| 4808303              | City newsletters produced                                      | N/A               | 4                    | 4               |
| 4808303              | New Bevy/Website/social media initiatives launched             | N/A               | 20                   | 20              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--------------------------------|----------------------|-----------------------|------------------------|--------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                    |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>          |
|                                |                      |                       |                        |                    |
| <b>Expenditure by Category</b> |                      |                       |                        |                    |
| Salaries and Benefits          | 506,526              | 377,400               | 408,400                | <sup>1</sup> 8.21% |
| Materials and Supplies         | 1,153                | 4,400                 | 3,200                  | -27.27%            |
| Contractual Services           | 126,840              | 268,100               | 254,400                | -5.11%             |
| Other Charges                  | 505                  | 4,600                 | 4,700                  | 2.17%              |
| <b>Total Expenses</b>          | <b>635,024</b>       | <b>654,500</b>        | <b>670,700</b>         | <b>2.48%</b>       |

| Expenditure By Subprogram         | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-----------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4808302 - Communications          | 0                    | 291,300               | 319,500                | 9.68%             |
| 4808303 - Marketing               | 0                    | 363,200               | 351,200                | -3.30%            |
| 4808302 - Internal Communications | 230,904              | 0                     | 0                      | --                |
| 4808303 - Community Outreach      | 287,782              | 0                     | 0                      | --                |
| 4808304 - Media Relations         | 116,338              | 0                     | 0                      | --                |
| <b>Total Expenses</b>             | <b>635,024</b>       | <b>654,500</b>        | <b>670,700</b>         | <b>2.48%</b>      |

<sup>1</sup> Salaries and Benefits increased due to a salary provision for MOU related increases, an increase in benefits costs, and an increase in the allocation of the Executive Assistant I to this program.

# POLICY AND MANAGEMENT

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## 090 - Capital Assets and Housing

### Description

The Capital Assets component of the Program consists of the implementation of City asset enhancement projects and coordination of schedule and budget compliance for the City's 5-year Capital Improvement Program (CIP).

The Housing component consists of the administration of a strategic plan to create housing affordable to the City's workforce, fixed-income senior, and other qualified residents as defined by the State.

### Program Goal

To leverage City-owned properties for economic development opportunities including assessment of potential investments in underdeveloped areas of the City;

To leverage City-owned properties to improve the overall quality of life in the City;

To ensure the efficient and cost effective completion of the City's capital projects;

To provide coordination among the related components of the CIP between Departments and between Funds;

To increase the number of housing units eligible to be credited toward the City's State-defined affordable housing targets.

### Ongoing Tasks

- Coordinate and maintain, on schedule and budget, City-owned asset enhancement projects.
- Coordinate implementation of adopted CIP and preparation of next fiscal year CIP
- Special Projects and Training.
- Actively monitor and provide status reports on major private development projects in the City (Hilton, Rob/May, etc.).
- Seek opportunities to provide additional qualified housing units to the City's total supply.



## POLICY AND MANAGEMENT

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### 090 - Capital Assets and Housing

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

0901103 Coordinate Parcel 12 and 13 acquisitions with Beverly Gardens restoration project. (CP)

0901103 Coordinate Beverly Gardens restoration project with Community Services. (CP)

0901103 Coordinate with Public Works to complete Streetscape Improvements recommended by Task Forces.

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

0901103 Staff coordination on issues related to the Annenberg Performing Arts Center during development and construction. (CP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0901103 Initiate analysis of potential oil revenue replacement projects for the School District. (DI)

| Full Time Positions                              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Deputy City Manager – Capital Assets and Housing | 0.50              | <sup>1</sup> 940 |
| <b>Total Full Time Positions</b>                 | <b>0.50</b>       | <b>940</b>       |
| Total Staffing                                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                 | <b>0.50</b>       | <b>940</b>       |

<sup>1</sup> Hours for the Deputy City Manager for Capital Assets and Housing are allocated here, but are charged to Capital Improvement Program Management.

## POLICY AND MANAGEMENT

### 090 - Capital Assets and Housing

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0901103              | Number of CIP projects directed as client | N/A               | 8                    | 8               |
| 0901103              | Number of CIP projects coordinated        | N/A               | 15                   | 15              |
| 0901103              | CIP projects completed on budget          | N/A               | N/A                  | 100%            |
| 0901103              | CIP projects completed on schedule        | N/A               | N/A                  | 100%            |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Intergovernmental Revenue      | 152,702              | 0                     | 0                      | --                   |
| <b>Total Revenues</b>          | <b>152,702</b>       | <b>0</b>              | <b>0</b>               | <b>--</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Materials and Supplies         | 129                  | 0                     | 0                      | --                   |
| Contractual Services           | 254,802              | 9,200                 | 43,700                 | <sup>1</sup> 375.00% |
| <b>Total Expenses</b>          | <b>254,931</b>       | <b>9,200</b>          | <b>43,700</b>          | <b>375.00%</b>       |

| Expenditure By Subprogram             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0901103 - Housing                     | 3,912                | 9,200                 | 43,700                 | 375.00%           |
| 1004201 - CDBG Handyworker Program    | 189,444              | 0                     | 0                      | --                |
| 1004202 - CDBG Senior Services        | 38,493               | 0                     | 0                      | --                |
| 1004203 - CDBG Program Administration | 23,082               | 0                     | 0                      | --                |
| <b>Total Expenses</b>                 | <b>254,931</b>       | <b>9,200</b>          | <b>43,700</b>          | <b>375.00%</b>    |

<sup>1</sup> Contractual Services increase is due to the reallocation of consulting funds from Economic Sustainability to Capital Assets and Housing. This will allow funds to accurately capture costs associated with specific projects and provide better forecasting tools in the future.

## POLICY AND MANAGEMENT

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|-------------------------|----------------------|-----------------------|------------------------|----------------------|
| Revenue by Category     |                      |                       |                        |                      |
| Total Revenues          | 0                    | 0                     | 0                      | --                   |
|                         |                      |                       |                        |                      |
| Expenditure by Category |                      |                       |                        |                      |
| Capital Outlay          | 16,943               | 31,700                | 4,600                  | <sup>1</sup> -85.49% |
| Total Expenses          | 16,943               | 31,700                | 4,600                  | -85.49%              |

| Expenditure By Subprogram                                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 4009901 - Equipment Replacement<br>Program (Department 01) | 16,943               | 31,700                | 4,600                  | -85.49%           |
| Total Expenses   | 16,943               | 31,700                | 4,600                  | -85.49%           |

<sup>1</sup>Capital Outlay decreased due to less equipment needing replacement this year. This expense will vary from year to year.



## City Attorney

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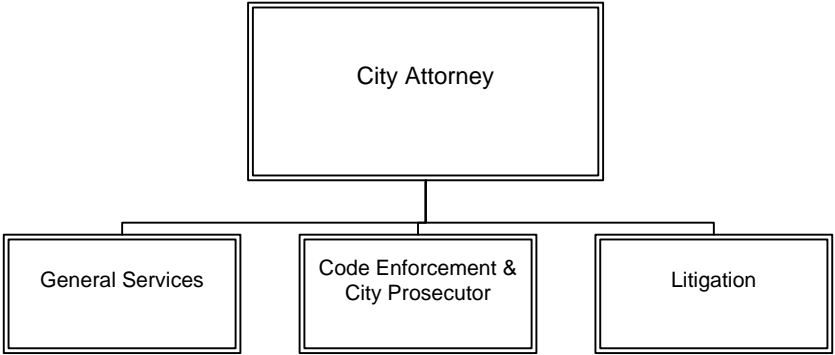
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## Proposed Budget

CITY ATTORNEY

Department Organization Chart

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## CITY ATTORNEY

### Department Mission

The mission of the City Attorney's Office is to provide high quality legal services for the City Council, City officials, departments, boards and commissions in the conduct of City business; to represent the City before judicial and administrative proceedings; and to prosecute Municipal Code violations occurring in the City.

### Changes from Prior Year

- There is an increase of 17.64% in contractual services due to additional funds added to legal fees and code enforcement for increased legal activity.
- Total Revenues are lower than Total Expenses because the Internal Service Fund charges, to the general fund from the PAL funds, were reduced as part of balancing the general fund budget.

| Full Time Positions              | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|
| <b>Total Full Time Positions</b> | 0.00*                | 0.00*                | 0.00*                | 0.00*               |

| Part Time Positions              | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|
| <b>Total Part Time Positions</b> | 0.00*                | 0.00*                | 0.00*                | 0.00*               |

\*Employees of contracted legal firms staff the City Attorney's Office.

| Revenue by Category            | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed       | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------------|-------------------|
| Internal Service Fund Receipts | 2,448,545            | 2,766,206             | 2,922,700                    | 5.65%             |
| Miscellaneous Revenues         | 150                  | 0                     | 0                            | --                |
| <b>Total Revenues</b>          | <b>2,448,695</b>     | <b>2,766,206</b>      | <b><sup>1</sup>2,922,700</b> | <b>5.65%</b>      |

| Expenditure by Category       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed       | Percent<br>Change   |
|-------------------------------|----------------------|-----------------------|------------------------------|---------------------|
| Materials and Supplies        | 9,600                | 17,500                | 17,500                       | 0.00%               |
| Contractual Services          | 2,370,800            | 2,455,800             | 2,889,100                    | <sup>2</sup> 17.64% |
| Internal Service Fund Charges | 121,700              | 123,100               | 129,800                      | <sup>3</sup> 5.44%  |
| Other Charges                 | 800                  | 13,200                | 13,500                       | 2.27%               |
| <b>Total Expenses</b>         | <b>2,502,900</b>     | <b>2,609,600</b>      | <b><sup>1</sup>3,049,900</b> | <b>16.87%</b>       |

## CITY ATTORNEY

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<sup>1</sup>Total Revenues are lower than Total Expenses because the Internal Service Fund charges, to the general fund from the PAL funds, were reduced as part of balancing the general fund budget.

<sup>2</sup>The 17.64% increase in contractual services is a result of additional funds added to legal fees and code enforcement for an anticipated increase in legal activity.

<sup>3</sup> The City Attorney's office pays internal service charges for the following: facilities, I.T., equipment replacement, print shop, graphic arts, Policy & Management Department, Administrative Services Department, and City Clerk Department. All of the mentioned internal service charges went up slightly from FY2011/12 except I.T., equipment replacement, and graphic arts.



## CITY ATTORNEY

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### 005 - Legal Services

#### Description

The City Attorney's office provides legal support and advice to the City Council, City officials and City departments. In addition, the office provides legal representation in all civil litigation matters in which the City is a party. The City Prosecutor enforces the laws of the Beverly Hills Municipal Code through the prosecution of misdemeanor criminal offenses.

#### Program Goal

Provide high quality legal support to the City Council and all City departments.

Provide effective training sessions to City officials and City staff.

Streamline the process for City agreements and forms.

#### Ongoing Tasks

- Render legal advice and legal opinions to the City Council, City officials, and City departments.
- Preparation of various types of legal documents including but not limited to: ordinances, agreements, easements, resolutions, and opinions.
- Attend City Council, Planning Commission, and department meetings. Attend other commission meetings and City meetings as requested by staff.
- Provide/oversee legal representation in civil matters to which the City is a party.
- Work with Building and Safety to handle code enforcement matters including informal resolutions and civil and criminal prosecution.

#### Work Plan

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

- 4800501 Provide training and educational sessions for City officials and City employees on open government issues, Conflict of Interest laws, negotiating and drafting agreements, drafting resolutions, and risk management.
- 4800501 Provide AB 1234 training to elected officials.
- 4800501 Provide legal updates to the City Council and City staff regarding new legal developments and their potential impact on City operations, laws, and policies.

## CITY ATTORNEY

### 005 - Legal Services

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

4800502 Assist Community Development department in achieving compliance of property maintenance standards, nuisance abatement, and business tax regulations.

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 4800501              | Provide training and educational sessions four times per fiscal year.  | N/A               | 4                    | 4               |
| 4800501              | Review contracts within two weeks of receiving all material from City staff.                                 | 95%               | 90%                  | 90%             |
| 4800501              | Attend weekly Department Head meetings and quarterly Department Head/Senior Management meetings.             | 95%               | 95%                  | 95%             |
| 4800501              | Provide updates to the City Council and City staff on changes in the laws affecting the City, as necessary.  | 100%              | 2                    | 2               |
| 4800501              | Update Purchase Order Form.  | 100%              | 100%                 | 100%            |
| 4800501              | Prepare ordinances upon City Council/City Staff direction in time for Council meeting following the request. | 100%              | 85%                  | 85%             |
| 4800502              | File or abate 100% of code Enforcement cases referred.   | 100%              | 100%                 | 100%            |
| 4800503              | File oppositions to Pitchess Motions.  | 100%              | 100%                 | 100%            |

| Program Budget             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|----------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b> |                      |                       |                        |                   |
| Miscellaneous Revenues     | 150                  | 0                     | 0                      | 0.00%             |
| <b>Total Revenues</b>      | <b>150</b>           | <b>0</b>              | <b>0</b>               | <b>0.00%</b>      |

## CITY ATTORNEY

### 005 - Legal Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Materials and Supplies         | 9,600                | 17,500                | 17,500                 | 0.00%               |
| Contractual Services           | 2,370,800            | 2,455,800             | 2,889,100              | <sup>1</sup> 17.64% |
| Other Charges                  | 800                  | 13,200                | 13,500                 | 2.27%               |
| <b>Total Expenses</b>          | <b>2,381,200</b>     | <b>2,486,500</b>      | <b>2,920,100</b>       | <b>17.43%</b>       |

<sup>1</sup> The 17.64% increase in contractual services is a result of additional funds added to legal fees and code enforcement for an anticipated increase in legal activity.

| Expenditure By Subprogram                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|---|----------------------|-----------------------|------------------------|---------------------|
| 4800501 - General Services                | 1,230,100            | 1,166,000             | 1,186,100              | 1.72%               |
| 4800502 - Code Enforcement                | 280,000              | 304,400               | 404,500                | <sup>2</sup> 32.88% |
| 4800503 - Litigation and Special Services | 992,800              | 1,016,100             | 1,329,500              | <sup>3</sup> 30.84% |
| <b>Total Expenses</b>                     | <b>2,502,900</b>     | <b>2,486,500</b>      | <b>2,920,100</b>       | <b>17.43%</b>       |

<sup>2,3</sup> The increase in Code Enforcement and Litigation and Special Services is a result of additional funds added for an anticipated increase in legal activity.

## CITY ATTORNEY

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| <b>Total Revenues</b>          | 0                    | 0                     | 0                      | 0.00%             |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| <b>Total Expenses</b>          | 0                    | 0                     | 0                      | 0.00%             |

| Expenditure By Subprogram                                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 4009905 – Equipment Replacement<br>Program (Department 05) | 0                    | 0                     | 0                      | 0.00%             |
| <b>Total Expenses</b>                                      | 0                    | 0                     | 0                      | 0.00%             |

## **CITY CLERK**

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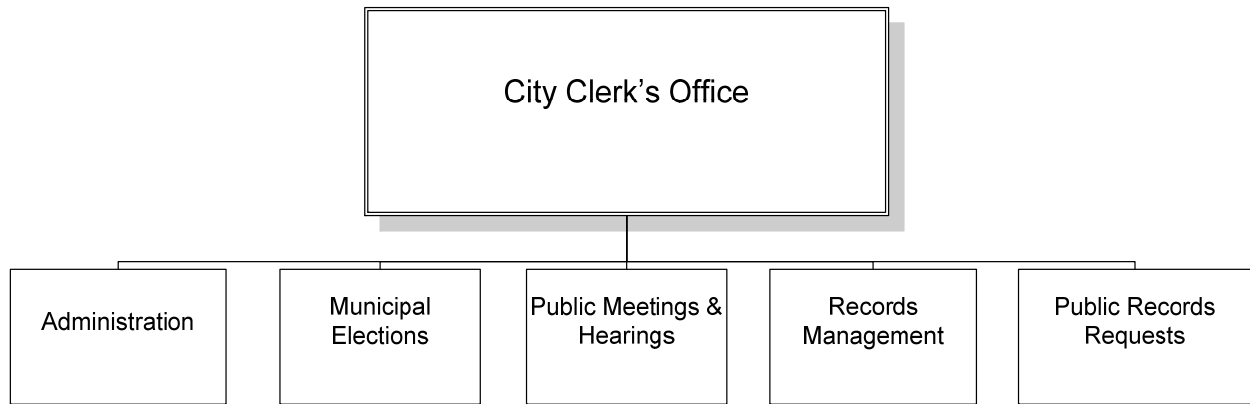
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## **Proposed Budget**

# CITY CLERK

## Department Organization Chart

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## CITY CLERK

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### Department Mission

The mission of the City Clerk's office is to administer the democratic processes of the City of Beverly Hills such as the municipal elections, City Council meetings, City records and all legislative actions ensuring transparency to the public in an ethical, professional and impartial manner.

### Changes From Prior Year

- Contractual Services are proposed to increase by 23% (\$42,400) as a result of a proposed City Council agenda automation system (\$27,400) and an increase in the election services contract(\$15,000)
- Two new e-Gov solutions that will be implemented to assist with City Council agenda management and automation of the Fair Political Practice Commission (FPPC) filings. The Legislative Management suite from Granicus will enable the City Clerk's office to streamline the agenda preparation from draft to packet completion, and the FPPC eDisclosure software implementation will automate manual Form 700 processes and improve staff productivity and service to the public.
- The Municipal Election program will increase substantially, as it does every election year, due to the need to allocate staff time to conduct the City election.
- Internal Service Charges are proposed to increase by 19% primarily due to the new ARMP debt service charge and a substantial increase in printing charges based on prior year usage.

### Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Total Full Time Positions | 4.00                 | 5.00                 | 5.00                 | 9,400.00            |

| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Total Part Time Positions | 1.00                 | 0.00                 | 0.00                 | 0.00                |

## CITY CLERK

### Department Budget

| Revenue by Category             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------|----------------------|-----------------------|------------------------|-------------------|
| Service Fees & Charges          | 13,844               | 500                   | 500                    | 0.00%             |
| Internal Services Fund Receipts | 1,389,961            | 1,500,500             | 1,551,100              | 3.37%             |
| Miscellaneous Revenues          | 1,372                | 3,900                 | 3,900                  | 0.00%             |
| <b>Total Revenues</b>           | <b>1,405,177</b>     | <b>1,504,900</b>      | <b>1,555,500</b>       | <b>3.36%</b>      |

| Expenditure by Category        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| Salaries & Benefits            | 614,572              | 696,900               | 700,800                | 0.56%               |
| Materials And Supplies         | 16,407               | 11,600                | 11,500                 | -0.86%              |
| Contractual Services           | 230,346              | 183,200               | 225,600                | <sup>1</sup> 23.14% |
| Capital Outlay                 | 0                    | 0                     | 300                    | n/a                 |
| Internal Services Fund Charges | 572,284              | 592,200               | 705,400                | <sup>2</sup> 19.12% |
| Other Charges                  | 512                  | 8,500                 | 8,800                  | 3.53%               |
| <b>Total Expenses</b>          | <b>1,434,121</b>     | <b>1,492,400</b>      | <b>1,652,400</b>       | <b>10.72%</b>       |

<sup>1</sup> Contractual Services have increased due to new City Council agenda automation system and an increase in the election services contract.

<sup>2</sup> Internal Service Fund Charges increased primarily due to the new ARMP debt service charge and a substantial increase in printing charges based on prior year usage.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority  
DI = Department Initiative  
EcS = Economic Sustainability

EnS = Environmental Sustainability  
GP = General Plan  
SP = Strategic Plan



## CITY CLERK

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### **1401 - Administration**

#### **Description**

The Administration program provides support to the City Council and other City departments in order to provide service to customers both internally and externally in an efficient and effective manner. The program is also responsible for providing and coordinating the resources necessary to conduct the day to day operations of the City Clerk's Office.

#### **Program Goal**

Maintain official records, ordinances, resolutions, contracts, and other documents for the City to ensure access to accurate records;

Administer the Commission appointment process so Commissions can function at maximum capacity;

Act as the filing officers for all reports to comply under the State Political Reform Act and meet legal requirements; and

Accept claims and legal process against the City and route to appropriate departments for response.

#### **Ongoing Tasks**

- Disseminate and process all action reminders to City departments on a bi-monthly basis.
- Affix City seal on proclamations, retirement certificates, etc. within the timeframe needed for distribution.
- Administer and record Conflict of Interest Filings for designated City staff, Council, and Commissioners (includes assuming office, annual and leaving office) by mandated deadlines.
- Handle all calls received for the main information line into the City by direct response or routing to the appropriate department.
- Ensure telephone calls made to the City Clerk's office are handled in prompt and courteous manner.
- Update and distribute the Commission listing on a quarterly basis.
- Administer and file oaths of office upon request or date needed.
- Accept and process all claims and legal process against the City within the day received.
- Maintain the Citywide Administrative Regulations and disseminate to all departments within a one week cycle of update(s) received.

### 1401 - Administration

#### Ongoing Tasks

- Coordinate the Commission recruiting process on average within six months to ensure all vacancies are filled so there are no gaps in coverage.
- Assist customers at the public counter to resolution.
- Provide day to-day-support and service to departments in terms of research, answering questions, and providing documents within 48 hours of the request.
- Process and maintain City contracts, covenants, easements and deeds within a two-week cycle to ensure accurate records.
- Coordinate update of Beverly Hills Municipal code on a quarterly basis.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Notarize City documents in a timely fashion and arrange for recordation with the County recorder and dissemination of documents upon recordation.
- Staff participating in Citywide training programs.

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4801401 Develop and successfully implement an internal automated City Council agenda management system in collaboration with Information Technology. (SP, EnS)
- 4801401 Work with Information Technology on the acquisition and implementation of DisclosureDocs / eDisclosure to automate the FPPC Form 700, Statement of Economic Interest, which is a required annual filing for elected and appointed City officials and certain employees as identified by Department Heads and approved by the City Council. (CP, DI, GP, SP)
- 4801401 Expand use of desktop based communications tools. (SP, EnS)
- 4801401 Evaluate outcomes to continuously improve customer service. (SP)
- 4801401 Create accountability and a workplace that is enjoyable. (SP)
- 4801401 Evaluate outcomes to continuously improve customer service. (SP)

## CITY CLERK

### 1401 - Administration

#### Work Plan

- 4801401 Develop and implement more cross training opportunities to provide for greater flexibility in staffing as well as promotional opportunities. (SP)
- 4801401 Enhance succession planning by continuing to provide training opportunities for City Clerk staff. (SP)
- 4801401 Update the current action reminder system to include an e-mail function. (SP, EnS)
- 4801401 Provide project level support for implementation of the new Enterprise Resources Planning System, including application review, testing, and providing feedback related to system functionality. (SP)
- 4801401 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge. (SP)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| City Clerk                       | 0.35              | 658              |
| Deputy City Clerk                | 0.35              | 658              |
| City Clerk Specialist            | 0.40              | 752              |
| Executive Assistant I            | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>2.10</b>       | <b>3,948</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>2.10</b>       | <b>3,948</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4801401              | Seals on Proclamations, Retirement Certificates, etc. | 1150              | 1280                 | 1300            |
| 4801401              | Conflict of Interest forms processed                  | 250               | 275                  | 300             |
| 4801401              | Telephone calls                                       | 25,200            | 25,500               | 26,000          |
| 4801401              | Process agreements                                    | 506               | 544                  | 553             |
| 4801401              | Notarization of documents                             | N/A               | 92                   | 100             |

# CITY CLERK

## 1401 - Administration

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Service Fees & Charges         | 13,844               | 500                   | 500                    | 0.00%                |
| Miscellaneous Revenues         | 652                  | 2,050                 | 2,050                  | 0.00%                |
| <b>Total Revenues</b>          | <b>14,496</b>        | <b>2,550</b>          | <b>2,550</b>           | <b>0.00%</b>         |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries & Benefits            | 291,174              | 354,800               | 277,400                | <sup>1</sup> -21.82% |
| Materials And Supplies         | 7,598                | 6,900                 | 6,900                  | 0%                   |
| Contractual Services           | 100,798              | 98,200                | 98,200                 | 0%                   |
| Other Charges                  | 262                  | 4,400                 | 4,500                  | 2.27%                |
| <b>Total Expenses</b>          | <b>399,832</b>       | <b>464,300</b>        | <b>387,000</b>         | <b>-16.65%</b>       |

| Expenditure By Subprogram           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4801401 - City Clerk Administration | 399,832              | 464,300               | 387,000                | -16.65%           |
| <b>Total Expenses</b>               | <b>399,832</b>       | <b>464,300</b>        | <b>387,000</b>         | <b>-16.65%</b>    |

<sup>1</sup> Salary and Benefit expense decreased due to the reallocation of staff to Municipal Elections in order to conduct the City election.

## **9101 - Municipal Elections**

### **Description**

Provide City of Beverly Hills residents with an election process in accordance with the State of California Elections Code which forms the foundation of our democratic system of government.

### **Program Goal**

Successfully prepare staff to manage the March 2013 Municipal Election.

### **Ongoing Tasks**

- Pre-Election tasks (resolutions, prepare candidate handbooks, proofing sample ballot, verifying signatures, etc.)
- Assist candidates in meeting their legal responsibilities before, during and after the election
- Coordinate and process vote by mail ballots
- Process filings of campaign documents
- Recruit poll workers, polling locations and coordinate poll worker training
- Coordination and execution of Election Day activities and conduct official canvass

### **Work Plan**

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4809101 Work with Council liaison and execute their direction for this specific election

4809101 Work with the City Manager's Office to coordinate forums and public service announcements

## CITY CLERK

### 9101 - Municipal Elections

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| City Clerk                       | 0.35                     | 658                     |
| Deputy City Clerk                | 0.25                     | 470                     |
| City Clerk Specialist            | 0.20                     | 376                     |
| Executive Assistant I            | 0.35                     | 658                     |
| <b>Total Full Time Positions</b> | <b>1.15</b>              | <b>2,162</b>            |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>1.15</b>              | <b>2,162</b>            |

| <b>Performance Measures</b> |                                       | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---------------------------------------|---------------------------|------------------------------|-------------------------|
| 4809101                     | Number of ballots cast                | 5732                      | n/a                          | 11,000                  |
| 4809101                     | Number of vote by mail ballots mailed | 6123                      | n/a                          | 7,000                   |
| 4809101                     | Number of vote by mail ballots cast   | 3331                      | n/a                          | 5,000                   |

# CITY CLERK

## 9101 - Municipal Elections

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Miscellaneous Revenues         | 157                  | 0                     | 0                      | 0                   |
| <b>Total Revenues</b>          | <b>157</b>           | <b>0</b>              | <b>0</b>               | <b>0%</b>           |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries & Benefits            | 93,690               | 0                     | 174,400                | <sup>1</sup> n/a    |
| Materials And Supplies         | 7,456                | 1,600                 | 1,600                  | 0%                  |
| Contractual Services           | 128,357              | 68,200                | 88,200                 | <sup>1</sup> 29.33% |
| <b>Total Expenses</b>          | <b>229,503</b>       | <b>69,800</b>         | <b>264,200</b>         | <b>378.51%</b>      |

| Expenditure By Subprogram     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4809101 - Municipal Elections | 229,503              | 69,800                | 264,200                | 378.51%           |
| <b>Total Expenses</b>         | <b>229,503</b>       | <b>69,800</b>         | <b>264,200</b>         | <b>378.51%</b>    |

<sup>1</sup> Salary and Benefit expense increased due to the reallocation of staff to Municipal Elections in order to conduct the City election.

## **9201 - Public Meetings and Hearings**

### **Description**

The Public Meeting and Hearings program prepares and produces City Council Formal and Study Session meeting agendas, agenda packets, hearing notices, synopses and minutes. In addition, this fulfills legal processing procedures for resolutions, ordinances and contracts.

### **Program Goal**

Assemble and distribute City Council packets in a timely manner to enable the Council to make decisions on behalf of the City of Beverly Hills;

Inform and notify the public of open meetings so they can attend and have a forum to participate; and

Ensure the public has access to review City Council materials so they can be informed about the City's activities.

Develop and successfully implement an internal automated City Council agenda management system.

### **Ongoing Tasks**

- Meet legal deadlines 100% of the time each month for legal notice publications by efficiently gathering documents from departments requiring public notification.
- Assemble and produce packets for every Formal and Study Session Council meeting for the City Council and departments in hard copy and post regular, adjourned and special meeting notices in accordance with internal procedure and the Brown Act.
- Maintain a comprehensive index that captures 100% of the above proceedings and all ordinances, resolutions and agreements within a two week cycle of the meetings.
- Attend 100% of study sessions and formal Council meetings and produce minutes from the meetings within two weeks of the meetings.
- Post Study Session, Closed Session, regular and adjourned Formal meeting agendas (with attachments) on the Internet upon the completion of the packet the Friday preceding the Tuesday Council meeting.



## CITY CLERK

### 9201 - Public Meetings and Hearings

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

4809201 Create agenda procedure manual and conduct training to ensure appropriate staff are educated in the process. (SP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4809201 Develop and successfully implement an internal automated City Council agenda management system. (SP, EnS)

4809201 Continue to train in Granicus to utilize live stream video system to enable digital recording of City Council meetings so the public has access to live and archived meetings. (SP, EcS)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| City Clerk                       | 0.20              | 376              |
| Deputy City Clerk                | 0.20              | 376              |
| City Clerk Specialist            | 0.20              | 376              |
| Executive Assistant I            | 0.30              | 564              |
| <b>Total Full Time Positions</b> | <b>0.90</b>       | <b>1,692</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>0.90</b>       | <b>1,692</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4809201              | Number of Council study session   | 27                | 26                   | 27              |
| 4809201              | Number of formal Council meetings   | 36                | 23                   | 24              |
| 4809201              | Number of pages of City Council meeting minutes produced (study session and formal) | 426               | 400                  | 380             |
| 4809201              | Number of public hearing notices and legal advertising published                    | 281               | 275                  | 264             |

# CITY CLERK

## 9201 - Public Meetings and Hearings

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0%</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries & Benefits            | 147,660              | 191,900               | 133,200                | <sup>1</sup> -30.59% |
| Materials And Supplies         | 1,353                | 800                   | 800                    | 0%                   |
| Contractual Services           | 191                  | 2,200                 | 29,600                 | 0%                   |
| Other Charges                  | 134                  | 2,200                 | 2,300                  | 4.55%                |
| <b>Total Expenses</b>          | <b>149,338</b>       | <b>197,100</b>        | <b>165,900</b>         | <b>-15.83%</b>       |

| Expenditure By Subprogram           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4809201 - Public Mtgs. And Hearings | 149,337              | 197,100               | 165,900                | -15.83%           |
| <b>Total Expenses</b>               | <b>149,337</b>       | <b>197,100</b>        | <b>165,900</b>         | <b>-15.83%</b>    |

<sup>1</sup> Salary and Benefit expense decreased due to the reallocation of staff to Municipal Elections in order to conduct the City election.

## **9301 - Records Management**

### **Description**

The Records Management program ensures proper records retention, maintenance and disposition practices are incorporated into all City record-keeping practices in compliance with State and Federal records retention regulations.

### **Program Goal**

Continue to plan, direct and oversee the development, implementation and maintenance of records management services to ensure the City is in compliance with regulations and provide greater capability to quickly search and retrieve documents;

Coordinate the management of official City records with interdepartmental records coordinators to safeguard official documents and dispose of records according to retention policies and destruction procedures; and

Ensure that all documents are kept in accordance with current record retention schedules.

### **Ongoing Tasks**

- Work with all records coordinators on the bi-annual records destruction.
- Have an efficient program in place for the retrieval and storage of active/inactive records in the Records Center by 12/31/12.
- Coordinate quality control of imaged records on a monthly cycle.

### **Work Plan**

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4809301 Create a five-year City-wide Records Management Master Plan. (SP)

4809301 Determine/organize accurate records conversion backlog City-wide. (SP)

4809301 Organize the records center with the assistance of Facilities Maintenance. (SP)

## CITY CLERK

### 9301 - Records Management

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| City Clerk                       | 0.05              | 94               |
| Deputy City Clerk                | 0.10              | 188              |
| Executive Assistant I            | 0.25              | 470              |
| <b>Total Full Time Positions</b> | <b>0.40</b>       | <b>752</b>       |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>0.40</b>       | <b>752</b>       |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4809301              | Number of employees trained on records management policies and procedures | n/a               | 25                   | 30              |
| 4809301              | Number of boxes of original records destroyed (Citywide)                  | 150               | 200                  | 225             |
| 4809301              | Number of copies, drafts and notes destroyed (Citywide)                   | 175               | 250                  | 300             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0%</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries & Benefits            | 30,290               | 76,900                | 52,300                 | <sup>1</sup> -31.99% |
| Materials And Supplies         | 0                    | 2,300                 | 2,300                  | 0%                   |
| Contractual Services           | 968                  | 14,600                | 9,600                  | <sup>2</sup> -34.25% |
| Other Charges                  | 42                   | 700                   | 700                    | 0%                   |
| <b>Total Expenses</b>          | <b>31,300</b>        | <b>94,600</b>         | <b>64,900</b>          | <b>-31.40%</b>       |

<sup>1</sup> Salary and Benefit expense decreased due to the reallocation of staff to Municipal Elections in order to conduct the City election.

<sup>2</sup> Contract Services decreased due to the shift of workload towards conducting the City election.

## CITY CLERK

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### 9301 - Records Management

| Expenditure By Subprogram    | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4809301 - Records Management | 31,300               | 94,600                | 64,900                 | -31.40%           |
| <b>Total Expenses</b>        | <b>31,300</b>        | <b>94,600</b>         | <b>64,900</b>          | <b>-31.40%</b>    |

## CITY CLERK

### 9401 - Public Records Requests

#### Description

The purpose of the Public Records Requests program is to respond to subpoenas and requests for public records according to the requirements of the California Public Records Act, and other federal and state laws pertaining to requests for information.

#### Program Goal

Provide records in response to public requests in an expedient manner.

#### Ongoing Tasks

#### Staff Hours

- Work with City departments to ensure all public records requests are responded to within the required 10 days. 224
- Place public records requests in the Comcate system the same day they are received. 175
- Coordinate with departments City-wide in obtaining and releasing records to requestor as soon as they are gathered and approved for dissemination. 312

#### Subtotal

711

#### Work Plan

#### Staff Hours

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4809301 Develop public portal access to City records and implement with City Attorney and Information Technology. (SP, EnS) 135

#### Subtotal

135

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| City Clerk                       | 0.05              | 94               |
| Deputy City Clerk                | 0.10              | 188              |
| City Clerk Specialist            | 0.20              | 376              |
| Executive Assistant I            | 0.10              | 188              |
| <b>Total Full Time Positions</b> | <b>0.45</b>       | <b>846</b>       |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>0.45</b>       | <b>846</b>       |

# CITY CLERK

## 9401 - Public Records Requests

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4809401              | Number of public records requests received  | 282               | 300                  | 350             |
| 4809401              | Number of public records requests completed | 282               | 300                  | 350             |
| 4809401              | Number of pages provided                    | 5,000             | 6,000                | 7,000           |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Miscellaneous Revenues         | 562                  | 1,800                 | 1,800                  | 0%                   |
| <b>Total Revenues</b>          | <b>562</b>           | <b>1,800</b>          | <b>1,800</b>           | <b>0%</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries & Benefits            | 51,758               | 73,400                | 63,400                 | <sup>1</sup> -13.62% |
| Contractual Services           | 32                   | 0                     | 0                      | 0%                   |
| Other Charges                  | 74                   | 1,200                 | 1,300                  | <sup>2</sup> 8.33%   |
| <b>Total Expenses</b>          | <b>51,864</b>        | <b>74,600</b>         | <b>64,700</b>          | <b>-13.27%</b>       |

| Expenditure By Subprogram         | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-----------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4809401 - Public Records Requests | 51,864               | 74,600                | 64,700                 | -13.27%           |
| <b>Total Expenses</b>             | <b>51,864</b>        | <b>74,600</b>         | <b>64,700</b>          | <b>-13.27%</b>    |

<sup>1</sup> Salary and Benefit expense decreased due to the reallocation of staff to Municipal Elections in order to conduct the City election.

<sup>2</sup> Other Charges increased due to anticipated increases in the cost of heat, light, water and power.

## CITY CLERK

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------|----------------------|-----------------------|------------------------|-------------------|
| Revenue by Category     |                      |                       |                        |                   |
| Total Revenues          | 0                    | 0                     | 0                      | 0%                |
|                         |                      |                       |                        |                   |
| Expenditure by Category |                      |                       |                        |                   |
| Capital Outlay          | 0                    | 0                     | 300                    | n/a               |
| Total Expenses          | 0                    | 0                     | 300                    | n/a               |

| Expenditure By Subprogram                                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 4009907 – Equipment Replacement<br>Program (Department 07) | 0                    | 0                     | 300                    | n/a               |
| Total Expenses   | 0                    | 0                     | 300                    | n/a               |



## **Administrative Services**

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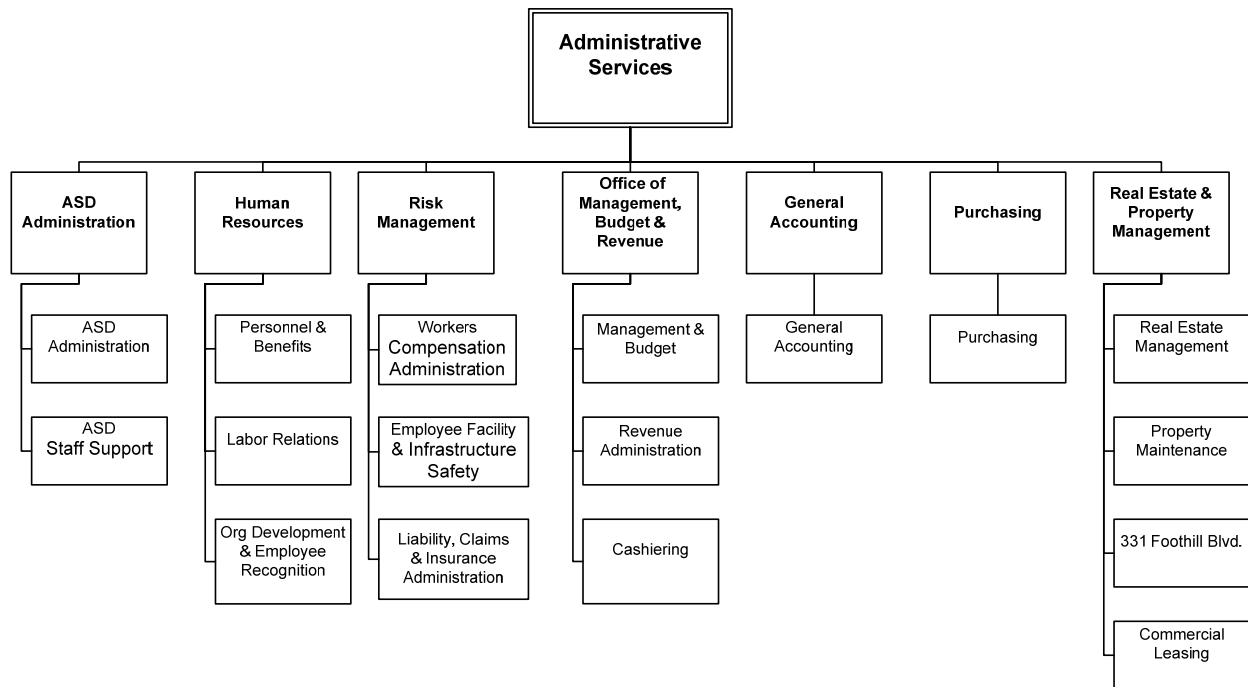


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## **Proposed Budget**

# ADMINISTRATIVE SERVICES

## Department Organization Chart



## ADMINISTRATIVE SERVICES

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### Department Mission

The Administrative Services Department consists of Budget, Finance, Human Resources, Real Estate, and Property Management and Risk Management. The mission of Administrative Services is to provide efficient and professional services of the highest quality to all City departments, employees, and members of the general public.

### Changes From Prior Year

- Two limited term (two years maximum) positions were added to the department during FY2011/12. One Human Resources Associate II and one Office Assistant III. These positions are partially funded by a CIP and are only adding .94 FTE total to Administrative Services.
- One full-time Utility Billing and Customer Services Manager was added to the department during FY2011/12.
- Conversion to new ERP system will commence in FY2012/13.
- Addressing various issues brought forward by the Executive Team's efforts at identifying and impacting the organization's culture .
- Increase in workers compensation solutions and training.
- Assisting the City Manager's office in enhanced staff training and additional organization development programs.
- Fire and police contract negotiations and preparation for negotiations with all non-safety personnel within the City.
- Exploration and development of long range financial module.
- Beginning of a best practices study beginning in Fall 2012.
- Completed conversion of the new Chamber of Commerce building.
- Commenced cash receipts and cash operations audits in addition to a new auditor position.
- Roll-out a second offering of the ARMP (Alternative Retiree Medical Program) to non-safety employee and an initial offering to public safety employees.
- Internal Service Fund charges are increasing 19.16%, mostly because of the funding of the debt service for the Alternative Retiree Medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.
- Funds in Total Transfers Out are going to Fund 06 for sidewalk repairs

## ADMINISTRATIVE SERVICES

| <b>Full Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
|----------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|
| <b>Total Full Time Positions</b> | 41.5                         | 44.94                        | 44.94                        | 84,500                      |

| <b>Part Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
|----------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|
| <b>Total Part Time Positions</b> | 4.08                         | 3.79                         | 3.73                         | 7,012                       |

| <b>Revenue by Category</b>     | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| Other Taxes                    | 619,600                      | 0                             | 0                              | 0.00%                     |
| Intergovernmental Revenues     | 7,800                        | 0                             | 0                              | 0.00%                     |
| Licenses Permits               | 57,500                       | 73,000                        | 73,000                         | 0.00%                     |
| Use of Money and Property      | 1,435,000                    | 583,300                       | 583,300                        | 0.00%                     |
| Service Fees and Charges       | -16,100                      | 21,500                        | 21,500                         | 0.00%                     |
| Internal Service Fund Receipts | 18,315,300                   | 19,852,153                    | 20,309,200                     | 2.30%                     |
| Miscellaneous Revenues         | 154,700                      | 40,000                        | 40,000                         | 0.00%                     |
| <b>Total Revenues</b>          | <b>20,573,800</b>            | <b>20,569,900</b>             | <b>21,027,000</b>              | <b>2.22%</b>              |

## ADMINISTRATIVE SERVICES

| <b>Expenditure by Category</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| Salaries and Benefits          | 5,552,600                    | 6,389,800                     | 6,976,500                      | <sup>1</sup> 9.18%        |
| Materials and Supplies         | 104,500                      | 134,900                       | 134,200                        | -0.52%                    |
| Contractual Services           | 8,202,800                    | 7,301,100                     | 7,391,700                      | 1.24%                     |
| Capital Outlay                 | 150                          | 0                             | 0                              | 0.00%                     |
| Internal Service Fund Charges  | 4,266,200                    | 3,870,500                     | 4,612,100                      | <sup>2</sup> 19.16%       |
| Other Charges                  | 5,151,100                    | 2,891,300                     | 2,894,900                      | 0.12%                     |
| Total Transfers Out            | 102,000                      | 8,600                         | 200,000                        | <sup>3</sup> 2,225.58%    |
| <b>Total Expenses</b>          | <b>23,379,350</b>            | <b>20,596,300</b>             | <b>22,209,400</b>              | <b>7.97%</b>              |

<sup>1</sup> Salaries and Benefits have increased partially due to the mid-year addition of two limited term, full-time positions and one regular full-time position, and also due to anticipated MOU increases.

<sup>2</sup> Internal Service Fund charges are increasing 19.16%, mostly because of the funding of the debt service for the Alternative Retiree medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.

<sup>3</sup> Funds in Total Transfers Out are going to Fund 06 for sidewalk repairs.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority

DI = Department Initiative

EcS = Economic Sustainability

EnS = Environmental Sustainability

GP = General Plan

SP = Strategic Plan

## ADMINISTRATIVE SERVICES

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### 003 - ASD Administration

#### Description

ASD Administration is responsible for the oversight of the Administrative Services Department's activities and staff including Risk Management, Human Resources, Real Estate and Property Management, Finance and Budget and Management divisions. ASD Administration also provides administrative support to all programs within the Administrative Services Department.

#### Program Goal

The ASD Administration program provides administrative support services for the Risk Management, Human Resources, Real Estate and Property Management, Finance, and Budget and Management divisions.

#### Ongoing Tasks

- Be 100% represented at all necessary staff and city council meetings, commissions and other City groups as it relates to any functions within Administrative Services
- Continually work to provide outstanding customer service to both internal and external users of Administrative Services functions.
- Improve efficiencies by continually working to make Administrative Services operations as efficient and effective as possible by introducing new technologies, implementing industry best practices, and implementing process reengineering and embracing staff development.
- Conduct compliance audits related to Human resources and Accounting.
- Continue to identify and develop new policies and procedures in support of the City Council's citywide initiatives.
- Coordinate and supervise major events/functions to ensure they are conducted on time and on budget.
- Update at least three administrative regulations annually.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency management related trainings, meetings, exercises, workshops, and special events.
- Support the Citizens Budget Review Committee.
- Attend various external professional and organizational groups representing Beverly Hills.
- Continually research and monitor city revenues.
- Form and coordinate employee negotiation teams. (Association Leader Meetings)
- Provide financial and administrative reports and statistics to various city departments including the City manager's office and City Council.

## ADMINISTRATIVE SERVICES

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### 003 - ASD Administration

- Review of reports going to external entities.
- Bond financing and rating activities related to capital improvement and other projects such as annual Security and Exchange Commission and Build America Bonds reporting.
- Continually review all ASD policies and procedures to standardize implementation and adherence.
- Oversee the implementation of the City's new Finance and HR software system.
- General supervision of all departmental operations.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Secure grant funding for department projects and programs by researching funding opportunities and submitting applications as appropriate, and administering grant awards.
- Participate in the Strategic Thinkers planning team by mapping processes and evaluate implementation of reorganization opportunities recommended.

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 4800301 Identify and develop solutions for long-term financial gaps between revenues and expenses. Includes Parking Authority Fund Balance, pension reform, City facilities maintenance. (CP, DI, EcS)
- 4800301 Finalize the Administrative Services Department's strategic and succession plan including future planning, greater program development, and better customer service. (DI, SP, GP)
- 4800301 Quantify unfunded liability for pensions and post retirement benefits; develop alternatives for benefit and pension levels and/or funding to reduce unfunded liabilities and identify impacts of alternatives. (Consultant Driven) (CP, DI, EcS, GP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4800301 Research ways the City's GIS modules can be operationally bridged into the City's Human Resource, Risk Management, and Financial automated systems. (CP, DI, SP)

## ADMINISTRATIVE SERVICES

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### 003 - ASD Administration

- 4800301 Increase eGov offerings through the new Financial and HR software system including: 24/7 bill pay systems and online support for city information. (CP, DI, SP)
- 4800301 Begin department best practices audit by July 1, 2012, in coordination with the City Manager's office. (DI, EcS)
- 4800301 Implement phase two of IRS style compliance audit. (DI)
- 4800301 Research and implement a long term forecasting model. (DI, SP)
- 4800301 Identify and develop new programs and pension reforms that support cost containment within the city. (CP, SP, EcS)
- 4800301 Implement new processes with banking financial services company after successful award of RFP. (DI)
- 4800301 Develop and award RFP for auditing services. (DI)
- 4800301 Evaluate City-wide Succession Planning Program to determine if it meets City's objectives (DI, SP)
- 4800301 Identify core ASD processes and services and create flow charts to explain and place on website and in pamphlets. (CP, DI, SP)
- 4800301 Expand use of desktop-based communication tools (IM, video, mail, phone). (CP, DI, SP)
- 4800301 Develop and award RFP (Request For Proposal) for various professionals involved in the implementation of the Financial and HR software system. (ERP)
- 4800301 Administer a best practices audit for efficient departmental processes. (DI,SP)
- 4800302 Continue to administer the Department records management and imaging program. (CP, DI, GP)



## ADMINISTRATIVE SERVICES

### 003 - ASD Administration

| <b>Full Time Positions</b>                                    | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Assistant Director, Administrative Services - Finance         | 0.50                     | 940                     |
| Director of Administrative Services - CFO                     | 1.00                     | 1,880                   |
| Assistant Director, Administrative Services – Human Resources | 0.60                     | 1,128                   |
| Management Analyst  | 1.00                     | 1,880                   |
| Senior Budget and Financial Analyst                           | 1.00                     | 1,880                   |
| Executive Assistant I   | 1.00                     | 1,880                   |
| Executive Assistant II  | 1.00                     | 1,880                   |
| Office Assistant III  | .47                      | 883                     |
| Executive Assistant III                                       | 0.50                     | 940                     |
| <b>Total Full Time Positions</b>                              | <b>7.07</b>              | <b>13,291</b>           |
| <b>Part Time Positions (FTE)</b>                              | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Part Time Positions (FTE)</b>                        | <b>.63</b>               | <b>1,184</b>            |
| <b>Total Staffing</b>   | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees (FTE)</b>                        | <b>7.70</b>              | <b>14,475</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 4800301                     | Number of meetings and public events attended.   | 2,060                     | 2,100                        | 2,100                   |
| 4800301                     | Number of hours used to manage departmental activities.  | N/A                       | 930                          | 1,250                   |
| 4800301                     | Number of presentations, awards, committees appointed to, professional organizations and other professional honors received by departmental staff. | N/A                       | 39                           | 42                      |
| 4800302                     | Vendor contracts processed.  | 6                         | 6                            | 6                       |
| 4800302                     | Invoices processed for payment.  | 450                       | 400                          | 400                     |
| 4800301                     | Complete audits on time.   | N/A                       | N/A                          | 98%                     |

## ADMINISTRATIVE SERVICES

### 003 - ASD Administration

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--------------------------------|----------------------|-----------------------|------------------------|--------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                    |
| Use of Money and Property      | 93,500               | 0                     | 0                      | 0.00%              |
| <b>Total Revenues</b>          | <b>93,500</b>        | <b>0</b>              | <b>0</b>               | <b>0.00%</b>       |
| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
| <b>Expenditure by Category</b> |                      |                       |                        |                    |
| Salaries and Benefits          | 1,129,400            | 1,156,600             | 1,222,800              | <sup>1</sup> 5.72% |
| Materials and Supplies         | 32,000               | 39,500                | 39,500                 | 0.00%              |
| Contractual Services           | 246,400              | 239,800               | 259,800                | <sup>2</sup> 8.34% |
| Other Charges                  | 400                  | 7,200                 | 7,400                  | 2.77%              |
| <b>Total Expenses</b>          | <b>1,408,200</b>     | <b>1,443,100</b>      | <b>1,529,500</b>       | <b>5.98%</b>       |

| Expenditure By Subprogram                        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change    |
|--|----------------------|------------------------|------------------------|----------------------|
| 4800301 - Administrative Services Administration | 1,035,900            | <sup>5</sup> 1,200,200 | 1,317,800              | <sup>3</sup> 9.79%   |
| 4800302 - ASD Staff Support                      | 371,100              | 242,900                | 211,700                | <sup>4</sup> -12.84% |
| 4800303 - Citywide Governance - ASD              | 1,200                | <sup>5</sup> 0         | 0                      | 0.00%                |
| <b>Total Expenses</b>                            | <b>1,408,200</b>     | <b>1,443,100</b>       | <b>1,529,500</b>       | <b>5.98%</b>         |

<sup>1</sup> Salaries and Benefits increased partially due to the addition of 47% of the Limited Term Office Assistant III and partially due to anticipated, required MOU increases.

<sup>2</sup> Contractual Services increased by \$20,000 to cover an anticipated increase in legal fees for counsel regarding the second offering of ARMP to miscellaneous employees as well as a possible offering to Public Safety officers. Additional funds are also to provide support for the upcoming negotiations with six bargaining groups.

<sup>3</sup> The budget for Administrative Services Administration has increased by 9.79% due to anticipated MOU increases, and funds for additional legal support.

<sup>4</sup> The ASD Staff Support program was reduced because of various reasons including; introduction of the second tier of retiree medical coverage for new hires, a lower budgeted salary increase for Executives in FY2012/13 than was budgeted in FY2011/12, and less unused leave in the budget due to a current vacancy.

<sup>5</sup> Beginning in FY2011/12 subprogram 4800303 was rolled into 4800301.

## ADMINISTRATIVE SERVICES

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### 004 - Human Resources

#### Description

The Human Resources Division is responsible for City-wide recruitment, benefits administration, labor and employee relations, staff development and training, and employee enrichment programs.

#### Program Goal

Place of highly qualified candidates through effective recruitment and retention program.

Provide a level of effective and efficient Benefits services to City employees and retirees.

Ensure sound employer-employee relations and compliance with all applicable labor laws through effective policy formulation, contract negotiations and implementation, complaint investigations, and dispute mediation/resolution. These items will be enacted to conclude successful negotiations, build consensus with bargaining groups and maintain good labor relations.

The goal of the Organizational Development program is to reward and encourage innovation, promote staff development and lead on-going organizational effectiveness efforts including the City's succession plan.

The goal of the Employee Outreach and Recognition program is to create an environment that encourages innovative ideas and recognizes employees who make a positive contribution and foster positive morale to the organization and community.

#### Ongoing Tasks

- Provide training opportunities for approximately 700 full time and 300 regular part time employees so that they can complete an average of 20 hours per person of mandatory training per year. Examples include the Supervisory Academy, the Leadership & Management Academy, labor relations workshops, Training Coach program, technical computer classes, succession planning and mentoring classes, and soft skills classes.
- Design and implement both internal and citywide cost saving initiatives.
- Fill job vacancies within the timeline agreed upon in the service agreement 95% of the time.
- Interact with representatives of collective bargaining units to address labor relations issues at least once each quarter.
- Provide benefits related services to current and retired employees within 48 hours of the request.
- Provide guidance in regards to disciplinary matters, compensation, classification, recruitment and other personnel issues within 24 hours of request.
- Interact with benefits providers including CalPERS to provide employees with quality services consistent with applicable agreements within 48 hours.

## ADMINISTRATIVE SERVICES

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### 004 - Human Resources

- Interpret, enforce, and implement nine collective bargaining MOUs.
- Negotiate job classification and comparability with various bargaining groups to determine annual compensation.
- Coordinate the recruitment, selection, and ongoing oversight of the City's Internship program.
- Conduct annual compensation surveys, for non-safety employees, that will provide accurate Total Compensation comparability data in order to comply with labor agreements in conjunction with outside consultants.
- Conduct classification studies.
- Enhance educational teambuilding opportunities for approximately 500 city employees through coordination of the annual Innovations Day program, brown bag lunches, the Employee Summer Luncheon, the Employee Holiday Party, the Employee Excellence Awards, Innovations Day, and other projects.
- Coordinate and implement all new applicable rules and regulations.
- Create additional accountability and an enjoyable workplace by administering responses to employee surveys and training.
- Promote intradepartmental and interdepartmental cross training opportunities throughout the City.

### Subtotal

### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4800401 Develop a user friendly Human Resources Web site so that internal and external clients can easily obtain, complete, and process pertinent forms. (CP, DI, SP)
- 4800401 Implement desired enhancements to the HR Center with the assistance of the IT Dept. (CP, GP)
- 4800401 Implementation of ERP software system. (DI, CP)
- 4800401 Complete phase two of the IRS style audit to ensure payroll and benefit practices and procedures are in line with state and federal laws. (DI, GP)
- 4800401 Develop and implement a two tier benefits program through discussions in labor negotiations, for non-safety employees. (CP, DI, SP, EcS)

## ADMINISTRATIVE SERVICES

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### 004 - Human Resources

- 4800401 Research and conduct new practices in OPEB (Other Post-Employment Benefits) negotiations. (CP, DI)
- 4800403 Work to conclude negotiations for new labor agreements with the Fire, Police and Police Management Associations.(DI, GP)
- 4800403 Reexamine the 2008 Alternative Work Schedule Study to evaluate service delivery process without compromising quality of service delivery and minimizing future liabilities. (CP, DI, SP)
- 4800405 Develop a plan to ensure proper communication of HR processes internally and externally through various media. (CP, DI, SP)
- 4800405 Design and implement a Leadership Program for Succession Planning purposes. (CP, DI, SP)
- 4800405 Evaluate opportunities for potential revenues employing training opportunities. (DI, SP)
- 4800405 Determine if the training and organizational development efforts are meeting the goals and objectives of the function and come up with a valid evaluation process. (SP, GP)
- 4800405 Finalize the documentation for and implement citywide succession and strategic planning activities which will help ensure consistent recruitment and promotional processes. (Phase II) (CP, DI, SP)
- 4800405 Begin Phase II development of Bench Strength Pool Candidates for Succession Planning. (CP, DI, SP)
- 4800405 Evaluate Mentoring Program to determine if it meets City's objectives (CP, DI, SP)
- 4800405 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge. (CP, DI, SP)
- 4800405 Publish City's Customer Service Standards as an Administrative Regulation and provide training. (CP, DI, SP)
- 4800405 Implement citywide training on HR processes and HR/Employee relations training. (CP, DI, SP)
- 4800405 Continuously evaluate outcomes to improve customer service throughout the City to provide excellent customer service. (DI, SP)

## ADMINISTRATIVE SERVICES

### 004 - Human Resources

| Full Time Positions   | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Assistant Director of Administrative Services – Human Resources | 0.40              | 752              |
| Human Resources Analyst   | 1.00              | 1,880            |
| Human Resources Manager   | 1.00              | 1,880            |
| Human Resources Associate II                                    | 2.24              | 4,211            |
| Training Coordinator  | 1.00              | 1,880            |
| Account Clerk I   | 0.50              | 940              |
| Executive Assistant III   | 0.50              | 940              |
| <b>Total Full Time Positions</b>                                | <b>6.64</b>       | <b>12,483</b>    |
| Total Staffing  | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                                | <b>6.64</b>       | <b>12,483</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4800405              | Number of employees recognized at the annual Employee Awards Banquet. | 109               | 106                  | 105             |
| 4800405              | Average number of training hours completed per employee.              | 14                | 14                   | 14              |
| 4800401              | Job Classification Analyses (Based on Requests).                      | 34                | 20                   | 10              |
| 4800401              | Compensation Studies.   | 25                | 28                   | 30              |
| 4800403              | Labor Relation Meetings.  | 120               | 243                  | 440             |
| 4800401              | Recruitments Processed (FT & PT).                                     | 108               | 110                  | 120             |
| 4800401              | Job Applications Processed (FT & PT).                                 | 5,264             | 8,896                | 8,500           |
| 4800401              | Separations Processed (FT & PT).                                      | 106               | 90                   | 90              |
| 4800405              | Number of attendees participating in citywide training programs.      | 1,098             | 1,278                | 1,300           |
| 4800405              | Number of training classes scheduled.                                 | 138               | 148                  | 150             |
| 4800405              | Number of interns working.  | 11                | 7                    | 10              |
| 4800405              | Number of applications received for the Employee Excellence Award.    | 62                | 41                   | 50              |
| 4800405              | Number of tuition reimbursements processed.                           | 69                | 70                   | 75              |

## ADMINISTRATIVE SERVICES

### 004 - Human Resources

| Performance Measures |                                     | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|-------------------------------------|-------------------|----------------------|-----------------|
| 4800401              | Weeks from initiation to hire list. | 13                | 12                   | 12              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Use of Money and Property      | 3,900                | 0                     | 0                      | 0.00%               |
| Miscellaneous Revenues         | 35,100               | 40,000                | 40,000                 | 0.00%               |
| <b>Total Revenues</b>          | <b>39,000</b>        | <b>40,000</b>         | <b>40,000</b>          | <b>0.00%</b>        |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 1,081,600            | 1,016,800             | 1,127,900              | <sup>1</sup> 10.92% |
| Materials and Supplies         | 66,600               | 65,600                | 65,600                 | 0.00%               |
| Contractual Services           | 686,500              | 852,400               | 776,300                | <sup>2</sup> -8.92% |
| Other Charges                  | 500                  | 8,500                 | 8,800                  | 3.52%               |
| <b>Total Expenses</b>          | <b>1,835,400</b>     | <b>1,943,300</b>      | <b>1,978,600</b>       | <b>1.81%</b>        |

<sup>1</sup> The 10.92% increase in Salaries and Benefits is due to the addition of 24% of a Human Resource Associate II, and reallocating 50% of an Account Clerk I into the Human Resources program. Also there are anticipated, required MOU salary increases.

<sup>2</sup> Contractual Services has been reduced by 8.92% because there were two one-time budget enhancements in the Personnel and Benefits sub-program in FY2011/12.

## ADMINISTRATIVE SERVICES

### 004 - Human Resources

| <b>Expenditure By Subprogram</b>                                 | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 4701603 - Unemployment Insurance                                 | 156,600                      | 34,200                        | 161,300                        | <sup>1</sup> 371.63%      |
| 4800401 - Personnel and Benefits                                 | 594,100                      | <sup>3</sup> 971,300          | 953,300                        | -1.85%                    |
| 4800402 – Benefits   | 126,000                      | <sup>3</sup> 0                | 0                              | 0.00%                     |
| 4800403 - Labor Relations  | 331,000                      | 211,700                       | 207,200                        | -2.12%                    |
| 4800404 – Organizational Development                             | 516,300                      | <sup>4</sup> 0                | 0                              | 0.00%                     |
| 4800405 - Organizational Development<br>and Employee Recognition | 111,500                      | <sup>4</sup> 726,100          | 656,800                        | <sup>2</sup> -9.54%       |
| <b>Total Expenses</b>  | <b>1,835,400</b>             | <b>1,943,300</b>              | <b>1,978,600</b>               | <b>1.81%</b>              |

<sup>1</sup> The budget for the Unemployment Insurance subprogram increased by 371.63% because the budget for FY2011/12 was based on FY2008/09 actual expenses, which was substantially lower than recent years.

<sup>2</sup> The budget for Organizational Development and Employee Recognition was reduced because the funds for citywide interns were moved out of the program and into a non-departmental program.

<sup>3</sup>Beginning in FY2011/12 subprogram 4800402 was combined into program 4800401

<sup>4</sup>Beginning in FY2011/12 subprogram 4800404 was combined into program 4800405.



## ADMINISTRATIVE SERVICES

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### 006 - Risk Management

#### Description

Risk Management seeks to manage uncertainty by developing strategies to control risk. The Risk Management program develops plans to control and mitigate the undesired effects of risk. The division also processes claims with the assistance of a contract claims administrator.

#### Program Goal

The goal of the Risk Management division is to develop cost effective measures to reduce risk to the City by proactively seeking out alternative methods of controlling the City's exposure to risk, and in reducing financial losses to the City.

#### Ongoing Tasks

- Identify and ensure compliance with safety programs that are mandated by Cal OSHA on an ongoing basis.
- Analyze losses and develop plans to reduce or eliminate exposures on a quarterly basis.
- Monitor work activities at field work sites and make corrections to promote safer work habits on a monthly basis.
- Inspect properties and work with departments to reduce hazards, with properties being inspected on a quarterly basis.
- Assist in accident review and help develop action plans to prevent similar future accidents on an on-going basis in response to filed claims.
- Coordinate and work with the Management Safety Committee monthly.
- Process liability claims into the computer tracking system within two business days of receiving the claim from the City Clerk's Office.
- Update and prepare reserve reports monthly.
- Market insurance coverage and select best option for coverage annually.
- Serve as the City's representative in coordinating the response to legal issues as necessary, including Cal-OSHA meetings.
- Process and review workers' compensation claim forms as necessary within one business day.
- Oversee the treatment provided to the injured worker, and respond to any employee questions within one business day.
- Follow up with injured workers within 2 business days of the end of treatment.
- Review the formalized written safety program, and oversee the setting of priorities and training as required by Cal-OSHA.

## ADMINISTRATIVE SERVICES

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### 006 - Risk Management

- Fully implement the accident Administrative Regulation, including convening and implementing a monthly accident committee meeting.
- Implement new financial ERP software system.

### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4500605 Develop and then review a quarterly incident report with departments and assist in developing corrective actions within 30 days of the quarterly report. (CP, DI, SM)
- 4600602 Work with departments on an action plan to reduce losses identified in quarterly reports within 30 days of the quarterly report. (DI, EcS, SM)

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 4500605 Research alternatives for earthquake insurance coverage and make recommendations as to the placement of the coverage. (CP, EcS, EnS, FM)
- 4500605 Develop and administer a service program to respond to all liability claims within five business days, and ensure that a majority of claims are either accepted or rejected within a 45 day window. (DI, GP, SM)
- 4600602 Research possible safety incentives program and work with departments to develop a safety incentive program for the City of Beverly Hills. (DI, EnS, SM)
- 4800604 Establish a list of safety programs needed for the operations, and develop a plan to prepare and produce the programs. (CP, DI, GP, SM)
- 4800604 Develop a comprehensive program for reducing incidents.

## ADMINISTRATIVE SERVICES

### 006 - Risk Management

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Risk Manager                     | 1.00              | 1,880            |
| Safety Officer                   | 1.00              | 1,880            |
| Risk Management Specialist       | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>3.00</b>       | <b>5,640</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>3.00</b>       | <b>5,640</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4500605              | Number of liability claims received.                          | 150               | 160                  | 182             |
| 4500605              | Percentage of claims responded to within 10 business days.    | 50                | 95                   | 95              |
| 4500605              | Percentage of claims closed within 60 days.                   | 40                | 98                   | 98              |
| 4500605              | Number of litigated claims.                                   | N/A               | N/A                  | 20              |
| 4800604              | Number of site inspections.                                   | 6                 | 24                   | 26              |
| 4800604              | Number of management safety meetings.                         | 0                 | 6                    | 8               |
| 4800604              | Number of tailgate meetings attended.                         | 4                 | 8                    | 8               |
| 4800604              | Number of safety training meetings conducted.                 | 0                 | 4                    | 6               |
| 4600602              | Number of workers compensation claims received.               | 110               | 110                  | 124             |
| 4600602              | Percentage of claim forms provided timely as required by law. | 95                | 100                  | 100             |
| 4600602              | Provide quarterly Departmental reports regarding losses.      | 4                 | 4                    | 4               |

## ADMINISTRATIVE SERVICES

### 006 - Risk Management

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change      |
|--------------------------------|----------------------|-----------------------|------------------------|------------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                        |
| Use of Money and Property      | 548,300              | 210,000               | 210,000                | 0.00%                  |
| Miscellaneous Revenues         | 7,800                | 0                     | 0                      | 0.00%                  |
| <b>Total Revenues</b>          | <b>556,100</b>       | <b>210,000</b>        | <b>210,000</b>         | <b>0.00%</b>           |
|                                |                      |                       |                        |                        |
| <b>Expenditure by Category</b> |                      |                       |                        |                        |
| Salaries and Benefits          | 425,600              | 536,100               | 541,400                | 0.98%                  |
| Materials and Supplies         | 3,100                | 6,300                 | 6,300                  | 0.00%                  |
| Contractual Services           | 6,909,600            | 5,588,100             | 5,863,100              | 4.92%                  |
| Capital Outlay                 | 200                  | 0                     | 0                      | 0.00%                  |
| Other Charges                  | 5,148,800            | 2,853,100             | 2,855,500              | 0.08%                  |
| Total Transfers Out            | 102,000              | 8,600                 | 200,000                | <sup>1</sup> 2,225.58% |
| <b>Total Expenses</b>          | <b>12,589,300</b>    | <b>8,992,200</b>      | <b>9,466,300</b>       | <b>5.27%</b>           |

<sup>1</sup>The large increase in Total Transfers Out is due to a transfer to Fund 06 for sidewalk repair.

| Expenditure By Subprogram                                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|---|----------------------|-----------------------|------------------------|--------------------|
| 4500605 - Liability, Claims, and Insurance Administration | 8,660,000            | 5,960,700             | 6,438,200              | <sup>2</sup> 8.01% |
| 4600602 - Workers' Comp Administration                    | 3,678,200            | 2,765,200             | 2,755,400              | -0.35%             |
| 4800604 - Employee, Facility, and Infrastructure Safety   | 251,100              | 266,300               | 272,700                | 2.40%              |
| <b>Total Expenses</b>                                     | <b>12,589,300</b>    | <b>8,992,200</b>      | <b>9,466,300</b>       | <b>5.27%</b>       |

<sup>2</sup> The increase in the Liability, Claims, and Insurance Administration sub-program is mainly due to an increase in funding for earthquake insurance premiums.

## ADMINISTRATIVE SERVICES

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### 008 - Office of Management, Budget, and Revenue

#### Description

The Office of Management, Budget, and Revenue (OMBR) works with all departments within the City to coordinate and prepare an annual program-based budget for the City, to administer major revenues of the City, and to review, evaluate and make recommendations related to City-wide policies and issues that may have financial impact on the City.

The budget details the services provided, revenue, and expenditure estimates, and projections. OMBR also reviews, evaluates, and makes recommendations related to City-wide policy issues that may have a financial impact on the city. Revenue administration includes: the collection and direct oversight of the City's business and transient taxes; receipt of payments for utilities, monthly parking and other miscellaneous billing, including customer service activities; and staffing a cashier's desk that serves walk-in customers who are paying their utility bills and acquiring permits. This program also provides for evaluation of and recommendations for various City operational functions to determine if there are any efficiencies or increases in productivity that can be realized.

#### Program Goal

To provide an annual budget as required by the State, Capital Improvement Projects (CIP) program, and performance and financial reports and analysis to management and City Council so they can have timely and accurate information to make informed decisions. To administer the City's revenue effectively and provide accurate, timely, and transparent financial support to City departments and the community while maintaining exceptional customer service.

#### Ongoing Tasks

- Facilitate the timely adoption of an annual operating and CIP budget by June 30th for the next fiscal year.
- Update the City Council through preparation of Budget Status Reports on a semi-annual basis.
- Maintain an accurate position control by initiating all budget and position adjustments within one week of receiving requests to do so from departments
- Prepare all analysis as directed by the Chief Financial Officer or City Manager.
- Conduct scheduled meetings with OMBR staff and other departments on a monthly or other basis as necessary to identify and carry out the goals of departmental programs.
- Work with Citizens Budget Review Committee to identify opportunities to enhance the budget process, find efficiencies, reduce costs, and enhance revenues.
- Revise and manage the continuing appropriation policies and process to retain user friendliness, and predictability to departments while continuing to conform to City Council policy and direction process improvement.

## ADMINISTRATIVE SERVICES

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### **008 - Office of Management, Budget, and Revenue**

- Work with departments as needed to assist with budget management and preparation.
- Staff the service counters to accept customer payments and answer miscellaneous customer questions within 10 minutes.
- Perform tasks necessary to prepare, bill, collect, and administer the City's utility, preferential parking, business permits, and miscellaneous billing accounts according to scheduled billing cycles.
- Process, prepare, and mail business tax renewal forms, review new business tax registrations, review transient occupancy tax filings, audit business classifications for tax compliance, and administer professional audit contracts per established schedule.
- General administration.
- Continue random tax audit on all business groups.

### **Work Plan**

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

0101702 Develop new program to better communicate City requirements for registering business activities and paying required tax. (DI, EcS)

4801702 Identify means to improve customer service concerning business tax. (CP, DI, SP)

4801702 Develop and implement strategic and comprehensive approach to customer service related to all revenue areas.

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0101702 Identify opportunities for improvement in the process of handling business tax to find greater effectiveness and efficiency.

4800801 Identify opportunities to streamline the annual budget document and implement these as directed by the City Manager. (DI)

4800801 Continue to identify means to increase the efficiency of the City's budget reporting processes. (DI, SP, GP)

4800801 Begin implementation of Finance ERP software for Budgeting. (DI, GP)

4801702 Begin implementation of Finance ERP software for Cashiering and Business Tax. (DI, GP)

## ADMINISTRATIVE SERVICES

### 008 - Office of Management, Budget, and Revenue

4801702 Expand utilization of GIS to include more up-to-date information on business areas and commercial zones. (CP, DI, SP)

4801702 Enable secure and seamless remote access "anytime/anywhere" and continue to promote remote workforce/business continuity. (CP, DI, SP)

| Full Time Positions                                     | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Assistant Director of Administrative Services - Finance | 0.20              | 376              |
| Customer Services Specialist                            | 1.00              | 1,880            |
| Budget and Revenue Officer                              | 1.00              | 1,880            |
| Utility Billing and Customer Service Manager            | 1.00              | 1,880            |
| Senior Budget and Financial Analyst                     | 1.00              | 1,880            |
| Budget and Financial Analyst                            | 2.00              | 3,760            |
| Customer Service Representative                         | 2.00              | 3,760            |
| Revenue Operations Investigator                         | 2.00              | 3,760            |
| <b>Total Full Time Positions</b>                        | <b>10.20</b>      | <b>19,176</b>    |
| Part Time Positions (FTE)                               | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Part Time Positions (FTE)</b>                  | <b>3.10</b>       | <b>5,828</b>     |
| Total Staffing  | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                        | <b>13.30</b>      | <b>25,004</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4800801              | Percent of budget deadlines met.  | 100               | 90                   | 100             |
| 4800801              | Timely adoption of annual operating budget.                             | Y                 | Y                    | Y               |
| 4800801              | Timely adoption of CIP budget.  | Y                 | Y                    | Y               |
| 4800801              | Meetings held with department budget coordinators.                      | 2                 | 4                    | 8               |
| 4800801              | Number of City Council budget related meetings and study sessions held. | 5                 | 7                    | 7               |
| 4800801              | New initiatives researched/evaluated.                                   | N/A               | 10                   | 12              |

## ADMINISTRATIVE SERVICES

### 008 - Office of Management, Budget, and Revenue

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Licenses Permits               | 0                    | 73,000                | 73,000                 | 0.00%                |
| Use of Money and Property      | 0                    | 25,000                | 25,000                 | 0.00%                |
| Service Fees and Charges       | 0                    | 21,500                | 21,500                 | 0.00%                |
| <b>Total Revenues</b>          | <b>0</b>             | <b>119,500</b>        | <b>119,500</b>         | <b>0.00%</b>         |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries and Benefits          | 581,700              | 1,520,800             | 1,758,800              | <sup>1</sup> 15.65%  |
| Materials and Supplies         | 700                  | 4,000                 | 4,000                  | 0.00%                |
| Contractual Services           | 50,700               | 146,700               | 91,700                 | <sup>2</sup> -37.49% |
| Other Charges                  | 200                  | 8,200                 | 8,500                  | 3.65%                |
| <b>Total Expenses</b>          | <b>633,300</b>       | <b>1,679,700</b>      | <b>1,863,000</b>       | <b>10.91%</b>        |

<sup>1</sup> Salaries and Benefits have increased because one full-time Utility Billing and Customer Service Manager was added to the department during FY2011/12, additional hours were added for part-time staff, and there are anticipated MOU increases.

<sup>2</sup> Contractual Services was reduced because in FY2011/12 there was a one-time budget enhancement for \$55,000, and that amount was removed from the FY2012/13 budget.



## ADMINISTRATIVE SERVICES

### 008 - Office of Management, Budget, and Revenue

| Expenditure By Subprogram          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|------------------------------------|----------------------|-----------------------|------------------------|---------------------|
| 0101702 - Revenue Administration** | <sup>7</sup> 0       | 512,100               | 595,000                | <sup>3</sup> 16.18% |
| 4800801 - Management and Budget*   | 326,400              | <sup>6</sup> 893,100  | 834,700                | <sup>4</sup> -6.53% |
| 4800803 - Management*              | 306,900              | <sup>6</sup> 0        | 0                      | 0.00%               |
| 4801702 - Cashiering**             | <sup>7</sup> 0       | 274,500               | 433,300                | <sup>5</sup> 57.85% |
| <b>Total Expenses</b>              | <b>633,300</b>       | <b>1,679,700</b>      | <b>1,863,000</b>       | <b>10.91%</b>       |

<sup>3</sup> The budget for the Revenue Administration sub-program increased due to 20% of the new Utility Billing and Customer Service Manager position is in this program, and anticipated MOU salary increases.

<sup>4</sup>The budget for the Management and Budget sub-program was reduced because in FY2011/12 there was a one-time budget enhancement for \$55,000, and that amount was removed from the FY2012/13 budget. There was also a reduction in unused leave.

<sup>5</sup>The Cashiering sub-program has an increased budget due to 80% of the new Utility Billing and Customer Service Manager position in this sub-program, and anticipated MOU salary increases.

<sup>6</sup>Beginning in Fiscal Year 2011/12, subprogram 4800803 was combined with 4800801.

<sup>7</sup> Beginning in Fiscal Year 2011/12, subprograms 0101702 and 4801702 were moved out of program 017-Purchasing and into 008-Management, Budget and Revenue.

## ADMINISTRATIVE SERVICES

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### 016 - General Accounting

#### Description

General Accounting consists of Accounting, Accounts Payable, and Purchasing. General Accounting is responsible for the accurate and fair presentation of the City's financial transactions, the issuance of City checks, and maintaining compliance with City Council Purchasing and Financial ordinances.

#### Program Goal

To obtain reliable and relevant information regarding the City's financial transactions in order to fairly and accurately report financial information to stakeholders.

#### Ongoing Tasks

- Report all of the City's financial transactions for presentation in the audited Comprehensive Annual Financial Report as well as various regulatory reports by performing all actions necessary to properly and accurately account for such transactions.
- Applying for the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Enhance City staff knowledge on proper financial procedures by providing City-wide training formally twice per year per subject, as well as informal daily training.
- Identify and resolve accounting problems communicated by internal and external users and suppliers within 10 business days, ensuring purchases do not exceed budgets and administering compliance with the City's purchasing program, ordinances, and any applicable regulatory requirements.
- Maintain current master vendor lists.
- Stay up-to-date on new/efficient accounting standards and practices.
- Effectively respond to customer questions regarding utility and miscellaneous bills.
- Process utility and other miscellaneous payments.
- Complete phase two of the IRS style audit to ensure payroll and benefit practices and procedures are in line with state and federal laws.
- Coordinate and implement all monthly closings and journal entries.

## ADMINISTRATIVE SERVICES

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### 016 - General Accounting

#### Work Plan

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

4801601 Review and evaluate areas where financial information could be gathered more precisely and where direct monthly communication with departmental staff would be beneficial. (DI, GP)

4801601 Review and evaluate areas where departmental staff require more training and revise training techniques when needed. (DI, SP, GP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4801601 Administer the paperless A/P system set to be in place by June 30, 2012, that will benefit all users of the accounts payable process in conjunction with the ERP. (CP, DI, GP)

4801601 Implementation and administration of new ERP system including the development of a new chart of accounts. (CP, DI, GP)

4801601 Analyze the City's account code structure for modification and better utilization with the new ERP including the development of data crosswalks for data conversion. (DI)

4801601 Implement bimonthly reconciliations. (DI, EcS)

4801601 Research and implement solutions to avoid inefficiencies in regards to manual paper checks and promote electronic payment methods. (DI, EnS)

4801601 Enable secure and seamless remote access "anytime/anywhere" and continue to promote remote workforce/business continuity. (CP, DI, SP)

4801601 Develop an RFP and award bid for a new financial statement auditor. (DI, EcS)

4801601 Implement a comprehensive purchase card program to decrease the total number of Purchase Orders and increase efficiencies in the purchasing process citywide. (CP, DI, EcS)

## ADMINISTRATIVE SERVICES

### 016 - General Accounting

| <b>Full Time Positions</b>                              | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Assistant Director of Administrative Services - Finance | 0.20                     | 376                     |
| Principal Accountant                                    | 3.00                     | 5,640                   |
| Accountant II   | 1.00                     | 1,880                   |
| Accountant I  | 3.00                     | 5,640                   |
| Human Resources Associate II                            | .24                      | 441                     |
| Accounting Manager                                      | 0.70                     | 1,316                   |
| Customer Service Representative                         | 3.00                     | 5,640                   |
| Accounting Technician                                   | 2.00                     | 3,760                   |
| Account Clerk I   | 0.50                     | 940                     |
| Senior Customer Service Representative                  | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                        | <b>14.64</b>             | <b>27,513</b>           |
| <b>Total Staffing</b>                                   | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                        | <b>14.64</b>             | <b>27,513</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 4801601                     | Grant Audits.  | 4                         | 2                            | 1                       |
| 4801601                     | Schedules (BS, P&L, Cash flow) CAFR, State Controller's Report.                                | 1                         | 1                            | 1                       |
| 4801601                     | Audits: Comprised of Annual Financial Audit/ Single Audit.                                     | 1                         | 1                            | 1                       |
| 4801601                     | Monthly closing of ledgers.  | 12                        | 12                           | 12                      |
| 4801601                     | Number of business days between receiving a completed request for payment and cutting a check. | 10                        | 10                           | 10                      |
| 4801601                     | Number of business days between daily cash receipt interfaces and posting to general ledger.   | 10                        | 10                           | 8                       |
| 4801601                     | Number of Accounts Payable training sessions provided to City staff per year.                  | 3                         | 6                            | 6                       |
| 4801601                     | Number of Purchasing training sessions provided to staff per year                              | 11                        | 8                            | 6                       |

## ADMINISTRATIVE SERVICES

### 016 - General Accounting

| Performance Measures |                                      | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--------------------------------------|-------------------|----------------------|-----------------|
| 4801601              | Number of purchase orders processed. | 3,400             | 3,200                | 3,000           |
| 4801601              | Number of change orders processed.   | 470               | 300                  | 200             |
| 4801601              | Total annual grant dollars received. | N/A               | N/A                  | N/A             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0.00%</b>        |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 1,293,100            | 1,651,500             | 1,822,800              | <sup>1</sup> 10.37% |
| Materials and Supplies         | 1,900                | 15,900                | 15,800                 | -0.63%              |
| Contractual Services           | 153,800              | 152,200               | 138,300                | <sup>2</sup> -9.13% |
| Other Charges                  | 600                  | 10,800                | 11,200                 | 3.70%               |
| <b>Total Expenses</b>          | <b>1,449,500</b>     | <b>1,830,400</b>      | <b>1,988,100</b>       | <b>8.61%</b>        |

<sup>1</sup> Salaries and Benefits have increased because one Accounting Technician was upgraded to an Accountant I, 24% of a limited term Human Resources Associate II was added, and there are also anticipated, required MOU salary increases.

<sup>2</sup> Contractual Services has a 9.13% decreased because in FY2011/12 there was a one-time budget enhancement in the amount of \$14,000 for a consulting firm.

## ADMINISTRATIVE SERVICES

### 016 - General Accounting

| <b>Expenditure By Subprogram</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 4801601 - Accounting             | 798,800                      | <sup>4</sup> 1,830,400        | 1,988,100                      | <sup>3</sup> 8.61%        |
| 4801602 –Accounts payable        | 297,000                      | <sup>4</sup> 0                | 0                              | 0.00%                     |
| 4801603 – Payroll                | 35,000                       | <sup>4</sup> 0                | 0                              | 0.00%                     |
| 4801604 – Accounts Receivable    | 318,700                      | <sup>4</sup> 0                | 0                              | 0.00%                     |
| <b>Total Expenses</b>            | <b>1,449,500</b>             | <b>1,830,400</b>              | <b>1,988,100</b>               | <b>8.61%</b>              |

<sup>3</sup> The accounting program increased by 8.61% due to a position upgrade, anticipated MOU salary increases, and an increase in utility charges.

<sup>4</sup>Beginning in Fiscal Year 2011/12 subprograms 4801601, 4801602, 4801603, and 4801604 were all combined into 4801601.

## ADMINISTRATIVE SERVICES

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### 017 - Purchasing

#### Description

The Purchasing Division is the central control point of the City's decentralized purchasing system. This is done through coordinating purchasing related activities with other city departments and outside agencies, assisting in formal bid openings, and reviewing and evaluating purchasing procedures to ensure an effective and timely flow of work. Also, the Purchasing Division acts as the control mechanism, making certain that the City's policies, procedures, and codes are being adhered.

#### Program Goal

The goal of the Finance program is to provide accurate, timely and transparent purchasing support to city departments and the community while maintain exceptional customer service.

#### Ongoing Tasks

- Coordinates the process of requisitions, purchase orders, contracts, and other documents vital to the purchasing function.
- Assists with the preparation of bid specifications and other necessary documents related to the purchase of supplies, vehicles, equipment, and materials; attends formal bid openings and recommends awards of contracts
- Maintains vendor list, performance records, and catalog files.
- General purchasing related administration.
- Recommend appropriate vendors depending on cost of purchase, quality of bid specifications, and responsiveness to City needs; purchase supplies, equipment, and services used in City departments. (DI, GP)
- Continually coordinate and recommend modifications to procedures and forms used in the purchasing functions and assist with training City staff on purchasing procedures and guidelines.

## ADMINISTRATIVE SERVICES

### 017 - Purchasing

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4801703 Implement phase two of the city's paperless Purchasing program. (CP, DI, SP)

4801703 Coordinate and recommend modifications to procedures and forms used in the purchasing functions and assist with training City staff on purchasing procedures and guidelines. (DI, GP, SP)

| Full Time Positions                                     | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Assistant Director of Administrative Services - Finance | 0.10              | 188              |
| Purchasing Specialist                                   | 1.00              | 1,880            |
| Accounting Manager                                      | 0.30              | 564              |
| <b>Total Full Time Positions</b>                        | <b>1.40</b>       | <b>2,632</b>     |
| Total Staffing  | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                        | <b>1.40</b>       | <b>2,632</b>     |

| Performance Measures |                                      | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--------------------------------------|-------------------|----------------------|-----------------|
| 4801703              | Number of Purchase orders processed. | n/a               | 3,000                | 3,000           |
| 4801703              | Number of change orders processed.   | n/a               | 208                  | 208             |



## ADMINISTRATIVE SERVICES

### 017 - Purchasing

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--------------------------------|----------------------|-----------------------|------------------------|--------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                    |
| Licenses and Permits           | 57,500               | 0                     | 0                      | 0.00%              |
| Service Fees and Charges       | -16,150              | 0                     | 0                      | 0.00%              |
| <b>Total Revenues</b>          | <b>41,350</b>        | <b>0</b>              | <b>0</b>               | <b>0.00%</b>       |
|                                |                      |                       |                        |                    |
| <b>Expenditure by Category</b> |                      |                       |                        |                    |
| Salaries and Benefits          | 765,900              | 183,600               | 196,900                | <sup>1</sup> 7.24% |
| Materials and Supplies         | 100                  | 100                   | 100                    | 0.00%              |
| Contractual Services           | 200                  | 600                   | 600                    | 0.00%              |
| Other Charges                  | 400                  | 2,100                 | 2,200                  | 4.76%              |
| <b>Total Expenses</b>          | <b>766,600</b>       | <b>186,400</b>        | <b>199,800</b>         | <b>7.18%</b>       |

<sup>1</sup> Salaries and Benefits in the Purchasing program have increased due to anticipated, required, MOU salary increases.

| Expenditure By Subprogram        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|----------------------------------|----------------------|-----------------------|------------------------|--------------------|
| 0101702 – Revenue Administration | 328,600              | <sup>2</sup> 0        | 0                      | 0.00%              |
| 4801703 - Purchasing             | 199,800              | 186,400               | 199,800                | <sup>1</sup> 7.18% |
| 4801708 - Cashiering             | 238,200              | <sup>2</sup> 0        | 0                      | 0.00%              |
| <b>Total Expenses</b>            | <b>766,600</b>       | <b>186,400</b>        | <b>199,800</b>         | <b>7.18%</b>       |

<sup>1</sup> Salaries and Benefits in the Purchasing program have increased due to anticipated, required, MOU salary increases.

<sup>2</sup> Beginning in Fiscal Year 2011/12, subprograms 0101702 and 4801708 were removed from program 017- Purchasing and added into 008- Management, Budget and Revenue.

## ADMINISTRATIVE SERVICES

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### 018 - Real Estate and Property Management

#### Description

The City of Beverly Hills remains a major retail and commercial property owner with a portfolio comprised of 344,149 square feet and 45 tenants. The Real Estate & Property Management Division is a full service property management operation. Staff is involved in a full wide array of activities related to commercial leasing, construction management, property management, and property maintenance. In recent years, the City's portfolio has grown with the additions of the City of Beverly Hills Gardens, 331 Foothill Road, and 239 S. Beverly Dr. Buildings. This expansion continued in 2011-2012 with the addition of the new 9400 S. Santa Monica Building.

#### Program Goal

Maintain the city owned properties leased at a high level.

Maximize net income from the management of real estate.

Cost effectively maintain the city owned and leased properties.

#### Ongoing Tasks

- Prepare City Council Closed Session Real Estate Packages to timely process tenant requests within a month of receipt.
- Monthly CoStar updates for available spaces.
- Complete the annual LA County Assessor's audit by February 1st.
- Process tenant service requests.
- Work with Facilities Maintenance Manager through monthly meeting and administration and evaluation of Annual Service Agreement.
- Administer monthly late fee notices to Tenants.
- Administer annual CPI increases, notify Tenants, and update information in property management software (Yardi).
- Distribute Lease Availabilities every other month (e-blast and printed materials).
- Special project meetings with other City Departments (includes weekly agenda meetings).
- Leasing documentation and preparation (lease proposals, lease review, assessor forms, agenda reports).
- Administration of consulting contracts and tenant improvement process.
- Conduct periodic site visits, and quarterly tenant meetings to identify and address building and tenant needs.

## ADMINISTRATIVE SERVICES

### 018 - Real Estate and Property Management

- Examine the most efficient and effective means to maintain properties, the costs associated with maintenance and where possible, apply national standards to building and grounds maintenance to help ensure acceptable conditions.

#### Work Plan

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

- 4801801 Market and Lease the remaining vacant spaces at 331 Foothill Rd. and 9400 S. Santa Monica Boulevard Buildings (CP, DI, EcS)
- 4801801 Lease the 239 S. Beverly Drive Building, coordinate base building improvements and tenant lease improvements (CP, DI, EcS)
- 4801801 Hire Construction Consultant to assist with tenant improvements with 331 Foothill, Gardens Building, and others as needed (DI)
- 4801801 Implement Findings from Tenant Mix Study. (DI, EcS)
- 4801801 Develop a marketing folder to be utilized for leasing and marketing material at all buildings (CP, DI, EcS)
- 4801801 Develop recommendations for uniform, achievable standards for all leased facilities whenever possible (CP, DI, SP)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Real Estate and Property Manager | 1.00              | 1,880            |
| Assistant Property Manager       | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>2.00</b>       | <b>3,760</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>2.00</b>       | <b>3,760</b>     |

## ADMINISTRATIVE SERVICES

### 018 - Real Estate and Property Management

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 4801801              | Percentage of properties leased by quarters.                                   | 96%               | 88%                  | 98%             |
| 4801801              | Percentage of vacant space made lease ready within 30 days of becoming vacant. | 100%              | 100%                 | 100%            |
| 4801802              | Change in gross revenue by quarter.  | N/A               | -7.86%               | 2%              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0.00%</b>         |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries and Benefits          | 275,400              | 324,500               | 305,800                | <sup>1</sup> -5.76%  |
| Materials and Supplies         | 200                  | 3,500                 | 2,900                  | <sup>2</sup> -17.14% |
| Contractual Services           | 106,300              | 321,300               | 261,900                | <sup>3</sup> -18.48% |
| Other Charges                  | 100                  | 1,200                 | 1,300                  | <sup>4</sup> 8.33%   |
| <b>Total Expenses</b>          | <b>382,000</b>       | <b>650,500</b>        | <b>571,900</b>         | <b>-12.08%</b>       |

<sup>1</sup> Salaries have been reduced because 30% of the Executive Assistant I was moved out of this program area.

<sup>2</sup> \$600 was moved out of Materials and Supplies and put into Contractual Services for Membership and Dues.

<sup>3</sup> Contractual Services was reduced by 18.48% due to a one-time only budget enhancement that was in the FY2011/12 budget.

<sup>4</sup> Other charges increased due to an anticipated increase in utilities.

## ADMINISTRATIVE SERVICES

### 018 - Real Estate and Property Management

| <b>Expenditure By Subprogram</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 4801801 - Commercial Leasing     | 160,700                      | 290,400                       | 227,600                        | <sup>5</sup> -21.62%      |
| 4801802 - Real Estate Management | 153,100                      | 258,700                       | 259,400                        | 0.27%                     |
| 4801803 - Property Maintenance   | 68,200                       | 101,400                       | 84,900                         | <sup>6</sup> -16.27%      |
| <b>Total Expenses</b>            | <b>382,000</b>               | <b>650,500</b>                | <b>571,900</b>                 | <b>-12.08%</b>            |

<sup>5</sup> The Commercial Leasing sub-program was reduced by 21.62% because of the elimination of a one-time budget enhancement that was in the FY2011/12 budget and removing 10% of the Executive Assistant I position.

<sup>6</sup> The Property Maintenance sub-program was reduced by 16.27% because of the removal of 20% of the Executive Assistant I position.

## ADMINISTRATIVE SERVICES

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------|----------------------|-----------------------|------------------------|-------------------|
| Revenue by Category     |                      |                       |                        |                   |
| Total Revenues          | 0                    | 0                     | 0                      | 0.00%             |
|                         |                      |                       |                        |                   |
| Expenditure by Category |                      |                       |                        |                   |
| Total Expenses          | 0                    | 0                     | 0                      | 0.00%             |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| Total Expenses            | 0                    | 0                     | 0                      | 0.00%             |

# **Police Department**

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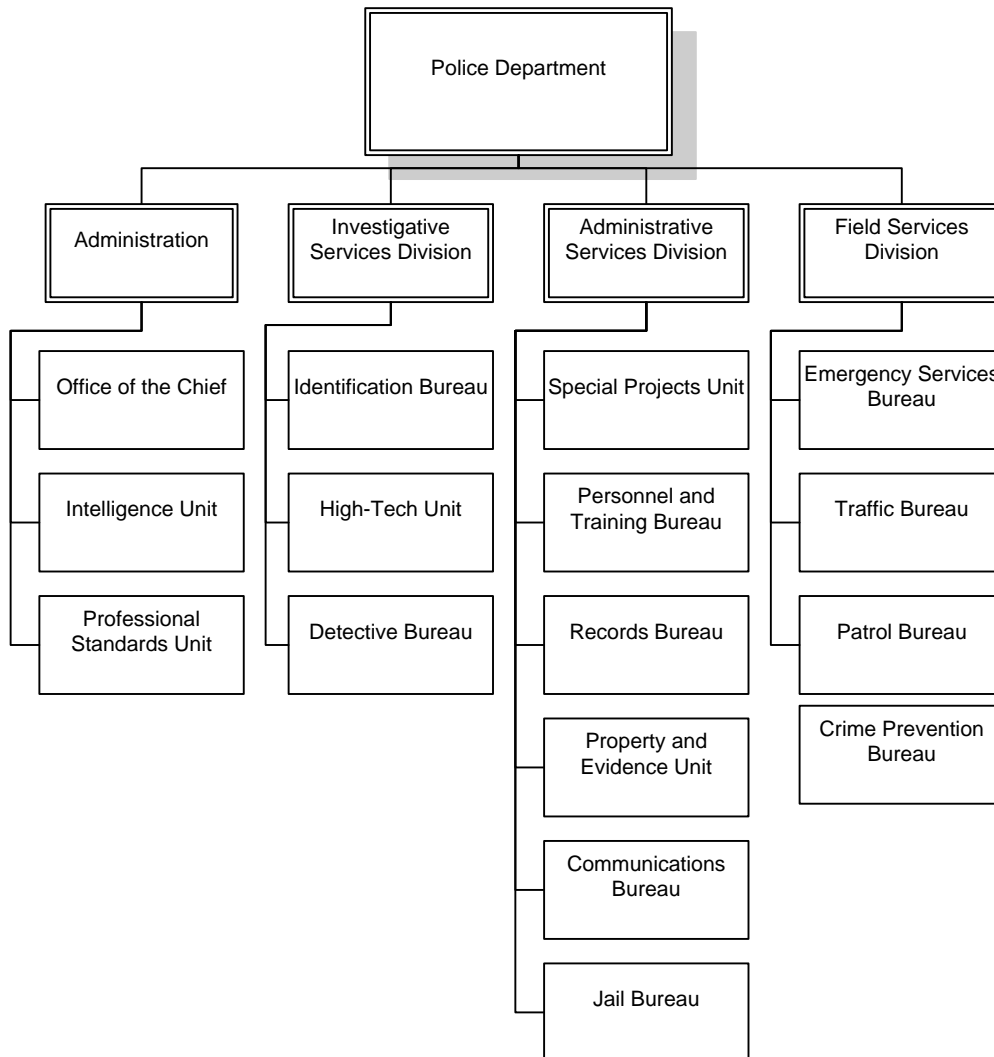


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## **Proposed Budget**

# POLICE DEPARTMENT

## Department Organization Chart





# POLICE DEPARTMENT

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## Department Mission

It is the mission of the Beverly Hills Police Department to provide superior law enforcement service, while making our community the safest place for all people to live, work and visit.

## Changes from Prior Year

- Following the retirement of 15 police officers in October 2011, the annuitant program was implemented, allowing a strategic number of retired officers to work 960 hours in a fiscal year in an effort to facilitate training new officers in a specialized skill set. Costs associated with the hiring of police officer annuitants will be offset by salary savings in vacancies.
- Due to the challenge of filling such a large number of police officer vacancies and the number of personnel who are injured or on light-duty status, there will be additional focus and resources placed on the Personnel Training Bureau this year.
- Removed last School Resource Officer from the high school.
- Moved the Crime Prevention Officer position to the Patrol Program.
- Restored Lieutenant in Patrol Bureau eliminated in 2008, and eliminated Sergeant position in exchange, in order to provide for increased management oversight in the Patrol Bureau.
- Added a Traffic Control Officer position. The cost of this position is offset by the revenue recovered by the position.
- Increased supplies and services budget by \$23,000 to fund expenses related to the benefit, education, and welfare of the inmates confined within the jail, per California Penal Code § 4025.
- Increased supplies and services budget by \$52,000 to fund expenses related to Phase II of the Vehicle Impound Storage Program implementation.

## Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Total Full Time Positions | 187.00               | 186.00               | 187.00               | 349,680.00          |
| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
| Total Part Time Positions | 7.00                 | 6.00                 | <sup>1</sup> 19.00   | 17,463.00           |

<sup>1</sup>Change in part-time staffing is due to 15 retirements in the Police Department in October 2011 and the hire of Police annuitants to backfill the vacancies. Salaries savings from vacancies are funding the annuitant program.

# POLICE DEPARTMENT

## Department Budget

| Revenue by Category            | FY 2010/11 Actual | FY 2011/12 Adopted | FY 2012/13 Proposed | Percent Change |
|--------------------------------|-------------------|--------------------|---------------------|----------------|
| Intergovernmental Revenues     | 3,159,314         | 100,000            | 100,000             | 0.00%          |
| Licenses Permits               | 8,364             | 0                  | 0                   | --             |
| Fines and Penalties            | 1,391,726         | 1,150,000          | 1,258,100           | 9.40%          |
| Use of Money and Property      | 21,047            | 3,000              | 3,000               | 0.00%          |
| Service Fees and Charges       | 1,661,963         | 1,489,500          | 1,532,000           | 2.85%          |
| Internal Service Fund Receipts | 613,011           | 411,400            | 481,100             | 16.94%         |
| Miscellaneous Revenues         | 21,553            | 500                | 300                 | -40.00%        |
| <b>Total Revenues</b>          | <b>6,876,979</b>  | <b>3,154,400</b>   | <b>3,374,500</b>    | <b>6.98%</b>   |

| Expenditure by Category       | FY 2010/11 Actual | FY 2011/12 Adopted | FY 2012/13 Proposed | Percent Change       |
|-------------------------------|-------------------|--------------------|---------------------|----------------------|
| Salaries and Benefits         | 33,230,314        | 35,063,400         | 33,446,600          | <sup>1</sup> -4.61%  |
| Materials and Supplies        | 278,490           | 294,400            | 301,600             | 2.45%                |
| Contractual Services          | 1,048,571         | 1,149,000          | 1,231,800           | 7.21%                |
| Capital Outlay                | 437,011           | 187,500            | 432,600             | <sup>2</sup> 130.72% |
| Internal Service Fund Charges | 14,959,031        | 15,563,500         | 16,582,400          | <sup>3</sup> 6.55%   |
| Other Charges                 | 252,718           | 314,900            | 324,400             | 3.02%                |
| <b>Total Expenses</b>         | <b>50,206,135</b> | <b>52,572,700</b>  | <b>52,319,400</b>   | <b>-0.48%</b>        |

<sup>1</sup> Salaries and benefits decreased by 4.61% due to a decrease in PERS Safety rates, a decrease in the assumed salary adjustments resulting from negotiations, and assumptions about salary savings due to vacancies in the department.

<sup>2</sup> Capital Outlay increased by \$245,100, or 130.72%, due to more equipment needing replacement this year.

<sup>3</sup> Internal Service Fund charges increased by 6.55%, mainly due to the addition of Other Post-Employment Benefits (OPEB) and Alternative Retiree Medical Program (ARMP) charges into the internal service fund. Funding for the debt service for the ARMP was provided for through inter-fund transfers in FY 2011/12, but is provided for as an internal service fund charge in FY 2012/13.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority  
DI = Department Initiative  
EcS = Economic Sustainability

EnS = Environmental Sustainability  
GP = General Plan  
SP = Strategic Plan

# POLICE DEPARTMENT

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## 021 - Police Administration

### Description

The Administration program is responsible for directing the overall operations and activities of the Police Department and administering a broad program of police services. The program includes the Office of the Chief, the Professional Standards Unit, and the Intelligence Unit.

### Program Goal

Provide the highest level of service to the community and become the benchmark organization of the law enforcement profession by working collaboratively with Department and City staff.

Ensure that the Department's integrity and the public's trust are maintained by investigating personnel complaints filed against Department employees.

Ensure the peace, safety, and security of the City by lawfully gathering and disseminating information pertaining to unreported criminal activity and most importantly the threat of terrorism.

### Ongoing Tasks

- To ensure that actual expenditures do not exceed 100% of budget.
- To secure grant funding for department projects and programs by researching funding opportunities, submitting applications, as appropriate, and administering grant awards.
- To inform each employee of their performance annually by use of the City's performance appraisal system.
- To coordinate, review, and process payroll bi-weekly.
- To respond to media inquiries within 24 hours.
- To complete personnel investigations within 60 days in compliance with Department policy.
- To train 100% of first line supervisors on Peace Officers Bill of Rights laws.
- To prepare for and prevent terrorist incidents by working with federal, state, and local anti-terrorism programs, including the Joint Terrorism Task Force.
- To initiate an investigation on any credible terrorist threat within 8 hours.
- To maintain partnerships with federal, state, and local agencies (DHS, JTTF, Cal DOJ, JRIC, Westside Intelligence Working Group, California Chiefs Association Board of Directors, ICIS Board of Directors and Legislative Sub-Committee, LA-RICS Finance Committee).

# POLICE DEPARTMENT

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## 021 - Police Administration

### Ongoing Tasks

- To ensure that line personnel are equipped to identify and address homeland security issues by disseminating intelligence to them at least once a week.
- General administrative activities
- Participate in the Strategic Thinkers planning team by mapping processes and evaluate implementation of reorganization opportunities recommended.

### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0102104 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge. (SP)
- 0102104 Examine other methods for obtaining customer feedback including comment cards, counter surveys and website surveys. (SP)
- 0102104 Identify core City processes/services and create flow charts to explain and place on website and in pamphlets. (SP)
- 0102104 Expand use of desktop-based communication tools (IM, Video, mail, phone). (SP)
- 0102104 Expand utilization of GIS. (SP)
- 0102104 Provide project level support for implementation of the new Enterprise Resource Planning System, including application review, testing, and providing feedback related to system functionality

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0102104 Public Safety / Emergency Management. Enhance collaboration with internal and external partners. Continue expanding UNITE program. Evaluate additional intersection cameras. (DI)

# POLICE DEPARTMENT

## 021 - Police Administration

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Chief of Police                  | 1.00              | 1,880            |
| Police Lieutenant                | 1.00              | 1,880            |
| Police Sergeant                  | 2.00              | 3,760            |
| Division Commander               | 0.05              | 94               |
| Police Officer                   | 1.00              | 1,880            |
| Executive Assistant I            | 2.00              | 3,760            |
| Senior Management Analyst        | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>8.05</b>       | <b>15,134</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>8.05</b>       | <b>15,134</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102101              | Number of hours involved in personnel investigations                                  | 780               | 963                  | 850             |
| 0102103              | Number of intelligence training hours per year  | N/A               | 312                  | 320             |
| 0102101              | Number of pages of file/investigative documents generated by personnel investigations | 2,100             | 2,000                | 1,500           |
| 0102101              | Number of personnel investigations per year   | 42                | 25                   | 24              |
| 0102103              | Number of intelligence meetings attended per year                                     | 57                | 56                   | 48              |
| 0102103              | Total attendance at BHPD sponsored Westside Intelligence meetings.                    | 260               | 220                  | 220             |
| 0102104              | Number of news releases per year  | 180               | 75                   | 50              |
| 0102104              | Number of crime and arrest summary reports generated per year                         | 56                | 55                   | 55              |
| 0102104              | Dollar amount of grants administered  | \$5,576,043       | \$1,360,923          | 900,000         |
| 0102101              | Average percentage of personnel investigations that were completed within 60 days     | 75%               | 60%                  | 80%             |

## POLICE DEPARTMENT

|         |  |      |      |      |
|---------|--|------|------|------|
| 0102104 | Percentage of media inquiries responded to within 24 hours | 100% | 100% | 100% |
|---------|--|------|------|------|

### 021 - Police Administration

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102104              | Percentage variance in budgeted vs. actual General Fund expenditures | 1                 | 1                    | 0               |
| 0102104              | Percent of employees receiving a performance appraisal each year     | 66%               | 75%                  | 85%             |
| 0102104              | Number of personnel on Injury on Duty                                | 18                | 13                   | 10              |
| 0102104              | Number of workers compensation claims filed                          | 21                | 22                   | 20              |
| 0102104              | Number of personnel on light duty                                    | 8                 | 16                   | 10              |
| 0102104              | Number of Injury on Duty and Light Duty                              | 5                 | 5                    | 5               |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Miscellaneous Revenues         | 3,125                | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>3,125</b>         | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 1,735,330            | 1,798,200             | 1,773,800              | -1.36%            |
| Materials and Supplies         | 8,240                | 10,500                | 10,600                 | 0.95%             |
| Contractual Services           | 26,384               | 23,900                | 23,800                 | -0.42%            |
| Capital Outlay                 | 0                    | 5,000                 | 5,000                  | 0.00%             |
| Other Charges                  | 20,870               | 26,900                | 27,700                 | 2.97%             |
| <b>Total Expenses</b>          | <b>1,790,824</b>     | <b>1,864,500</b>      | <b>1,840,900</b>       | <b>-1.27%</b>     |

## POLICE DEPARTMENT

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### 021 - Police Administration

| Expenditure By Subprogram          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102101 - Personnel Investigations | 332,873              | 343,500               | 379,100                | 10.36%            |
| 0102103 - Intelligence Unit        | 446,491              | 470,000               | 420,200                | -10.60%           |
| 0102104 - Office of the Chief      | 1,010,990            | 1,051,000             | 1,041,600              | -0.89%            |
| 0102106 - Citywide Governance - PD | 470                  | 0                     | 0                      | --                |
| <b>Total Expenses</b>              | <b>1,790,824</b>     | <b>1,864,500</b>      | <b>1,840,900</b>       | <b>-1.27%</b>     |

# POLICE DEPARTMENT

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## **022 - Police Community Outreach**

### **Description**

The Police Community Outreach program is responsible for providing crime prevention training and services, ensuring safety at the City's public schools, and implementing Citizen Corps in the community.

Over the past two fiscal years, the Department has eliminated the full-time resource officers assigned to the community's schools. This program is currently staffed by one sergeant who dedicates approximately 50% of his work week. Field Training Officers have been assigned to each school instead. Patrol officers conduct daily visits to all campuses, as call volume permits, to continue to provide a regular police presence and be a proactive resource for school officials.

### **Program Goal**

Enhance the public's perception of safety and security by providing crime prevention training and ensuring the safety of the City's public schools.

Provide the safest learning environment possible by working with parents, students, teachers, and school district officials to enable students to reach their full potential.

Equip citizens with the tools to anticipate, recognize, and report potential and ongoing crimes appropriately through Neighborhood Watch and the Citizen Corps.

### **Ongoing Tasks**

- To ensure the safety of the City's public schools and student population by providing enforcement and security services as requested.
- To equip City and school district employees to respond to critical incidents by reviewing and updating lockdown procedures at public schools three times a year.
- To increase the number of blocks participating in Neighborhood Watch and Citizen Corps programs by 10% per year.
- To enhance community safety and preparedness for emergencies by providing 4 crime prevention spots each year on the City's cable TV network.
- General community outreach activities



# POLICE DEPARTMENT

## 022 - Police Community Outreach

### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

0102201 In coordination with Emergency Management and the Health Safety Commission examine the feasibility of reinstituting the Neighborhood Watch program (SP)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours   |
|----------------------------------|-------------------|--------------------|
| Police Captain                   | 0.10              | 188                |
| Police Sergeant                  | 1.00              | 1,880              |
| Police Officer                   | 1.00              | <sup>1</sup> 1,880 |
| <b>Total Full Time Positions</b> | <b>2.10</b>       | <b>3,948</b>       |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours   |
| <b>Total Number of Employees</b> | <b>2.10</b>       | <b>3,948</b>       |

<sup>1</sup> The total full time positions allocated to this program decreased by one from the prior year.

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102202              | Number of staff hours dedicated to enforcement and security of BHUSD schools and student population | 1,540             | 540                  | 300             |
| 0102202              | Number of requests for SRO services related to juvenile issues                                      | 285               | 0                    | 0               |
| 0102201              | Number of blocks participating in the Neighborhood Watch zone meetings                              | 408               | 408                  | 408             |
| 0102202              | Number of D.A.R.E. classes taught   | 0                 | 0                    | 0               |
| 0102202              | Number of citations issued  | 87                | 0                    | 0               |
| 0102202              | Number of arrests   | 20                | 10                   | 0               |
| 0102202              | Number of PTA meeting presentations   | 23                | 10                   | 10              |
| 0102202              | Number of school faculty meeting presentations  | 21                | 15                   | 15              |

# POLICE DEPARTMENT

## 022 - Police Community Outreach

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102205              | Number of Explorer activities/meetings                                   | 15                | 15                   | 15              |
| 0102201              | Number of residential safety inspections completed                       | 34                | 20                   | 20              |
| 0102201              | Number of business safety inspections completed                          | 25                | 15                   | 15              |
| 0102201              | The number of residents reached through Neighborhood Watch zone meetings | 600               | 600                  | 600             |
| 0102201              | Number of safety presentations given to community groups within the city | 26                | 20                   | 20              |
| 0102201              | Number of crime prevention spots provided to the City's cable TV network | 1                 | 4                    | 4               |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Miscellaneous Revenues         | 250                  | 0                     | 0                      | --                   |
| <b>Total Revenues</b>          | <b>250</b>           | <b>0</b>              | <b>0</b>               | <b>--</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries and Benefits          | 1,019,170            | 758,600               | 424,200                | <sup>1</sup> -44.08% |
| Materials and Supplies         | 1,607                | 4,000                 | 4,000                  | 0.00%                |
| Contractual Services           | 8,271                | 16,400                | 16,300                 | -0.61%               |
| Capital Outlay                 | 44                   | 0                     | 0                      | --                   |
| Other Charges                  | 8,791                | 11,300                | 11,700                 | 3.54%                |
| <b>Total Expenses</b>          | <b>1,037,883</b>     | <b>790,300</b>        | <b>456,200</b>         | <b>-42.28%</b>       |

<sup>1</sup> The reduction in Salary and Benefits is due to the reallocation of one full time Police Officer to another program.

## POLICE DEPARTMENT

### 022 - Police Community Outreach

| Expenditure By Subprogram            | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102201 - Police Community Detail    |                      | 786,700               | 452,600                | -42.47%           |
| 0102201 - Crime Prevention Detail    | 277,451              | 0                     | 0                      | <sup>1</sup> --   |
| 0102202 - School Resources Section   | 755,617              | 0                     | 0                      | <sup>1</sup> --   |
| 0102205 - Explorer POST              | 3,485                | 0                     | 0                      | <sup>1</sup> --   |
| 1902202E016 - D.A.R.E. for Donations | 1,331                | 3,600                 | 3,600                  | 0.00%             |
| <b>Total Expenses</b>                | <b>1,037,883</b>     | <b>790,300</b>        | <b>456,200</b>         | <b>-42.28%</b>    |

<sup>1</sup>This program previously reported budget data for the Crime Prevention Detail, School Resources Section, and the Explorer POST subprograms. In FY11/12, these subprograms were consolidated as part of the Police Community Detail Program.

# POLICE DEPARTMENT

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## **023 - Patrol Bureau**

### **Description**

It is the mission of the Patrol Bureau of the Beverly Hills Police Department to provide the highest caliber of law enforcement service possible. The Patrol Bureau will accomplish this mission through expedient response to calls for service and the use of proactive policing strategies, while maintaining a positive relationship with the public we serve.

### **Program Goal**

Prevent crime, apprehend criminals, and safeguard lives and property by maintaining a highly trained, well-equipped, and professional Patrol Bureau.

### **Ongoing Tasks**

- To maintain the ratio of Part I Arrests to Part I Crimes at or above 15%.
- To maintain a three minute, or less, response time to emergency calls.
- To maintain a Patrol Traffic Index rating of 8 or above.
- To ensure that 80% of newly hired police officers successfully complete their probationary period.
- General patrol activities

# POLICE DEPARTMENT

## 023 - Patrol Bureau

| Full Time Positions                                | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Police Captain                                     | 0.40              | 752              |
| Police Lieutenant                                  | 2.25              | 4,230            |
| Police Sergeant                                    | 10.65             | 20,022           |
| Police Officer                                     | 51.00             | 95,880           |
| <b>Total Full Time Positions</b>                   | <b>64.30</b>      | <b>120,884</b>   |
| Part Time Positions (Number of Employees, not FTE) | FY 2012/13 Budget | FY 2012/13 Hours |
| Police Officer <sup>1</sup>                        | 3.00              | 2,880            |
| <b>Total Part Time Positions</b>                   | <b>3.00</b>       | <b>2,880</b>     |
| Total Staffing                                     | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                   | <b>67.30</b>      | <b>123,764</b>   |

<sup>1</sup> Increase in part-time staffing is due to the hiring of Police annuitants to backfill vacancies created by a large number of retirements in October 2011.

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102301              | Number of community generated calls for service   | 42,824            | 42,000               | 40,000          |
| 0102301              | Number of reported Part I offenses  | 1,012             | 1,200                | 1,000           |
| 0102301              | Number of Part I arrests  | 122               | 125                  | 150             |
| 0102301              | Ratio of Part I arrests to Part I crimes  | 12.34%            | 12.4%                | 15%             |
| 0102301              | Patrol Bureau traffic enforcement index   | 6.25              | 5                    | 8               |
| 0102301              | Response time to emergency calls (minutes)  | 2.55              | 2.6                  | 2.8             |
| 0102301              | Number of police officers successfully completing their probationary period                 | 0                 | 2                    | 5               |
| 0102301              | Number of police officers unsuccessfully completing their probationary period               | 0                 | 0                    | 0               |
| 0102301              | Percentage of newly hired police officers successfully completing their probationary period | 0                 | 100%                 | 100%            |

# POLICE DEPARTMENT

## 023 - Patrol Bureau

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Fines and Penalties            | 1,290,248            | 1,000,000             | 1,108,100              | 10.81%            |
| Service Fees and Charges       | 441,498              | 300,000               | 350,000                | 16.67%            |
| <b>Total Revenues</b>          | <b>1,731,746</b>     | <b>1,300,000</b>      | <b>1,458,100</b>       | <b>12.16%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 11,673,919           | 12,835,500            | 12,276,100             | -4.36%            |
| Materials and Supplies         | 11,449               | 16,500                | 16,500                 | 0.00%             |
| Contractual Services           | 75,031               | 108,800               | 108,800                | 0.00%             |
| Capital Outlay                 | 3,719                | 0                     | 0                      | --                |
| Other Charges                  | 28,750               | 37,100                | 38,200                 | 2.96%             |
| <b>Total Expenses</b>          | <b>11,792,868</b>    | <b>12,997,900</b>     | <b>12,439,600</b>      | <b>-4.30%</b>     |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102301 - Patrol Unit     | 11,305,259           | 12,997,900            | 12,439,600             | -4.30%            |
| 0102302 - Bicycle Unit    | 478,421              | 0                     | 0                      | <sup>1</sup> --   |
| 0102305 - Reserve Unit    | 9,187                | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>     | <b>11,792,868</b>    | <b>12,997,900</b>     | <b>12,439,600</b>      | <b>-4.30%</b>     |

<sup>1</sup> This program previously reported budget data for the Bicycle Unit and Reserve Unit subprograms. In FY11/12, these subprograms were consolidated as part of the Patrol Bureau Program.

# POLICE DEPARTMENT

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## 024 - Police Support Services

### Description

The Police Support Services program is responsible for support operations within the Police Department. The program includes the Communications Bureau, Property and Evidence Unit, Jail Bureau, Special Projects Unit, and Records Bureau.

### Program Goal

The goal of the Communications Bureau is to process all calls for service while dispatching appropriate emergency services personnel in a prompt, courteous, and professional manner.

The goal of the Property and Evidence Unit is to ensure the security and integrity of property and evidence while fulfilling requests for service in compliance with state law.

The goal of the Jail Bureau is to efficiently, accurately, safely, and professionally book and process each arrestee with respect and dignity.

The goal of the Special Projects Unit is to improve the safety of the community by seeking out, evaluating, and implementing law enforcement technologies.

The goal of the Records Bureau is to maintain the integrity and accuracy of police records in an efficient and effective manner.

### Ongoing Tasks

- To process and book cooperative arrestees within 50 minutes of their arrival on the Jail floor.
- To improve the safety, efficiency, and effectiveness of the Department and maintain awareness of evolving technologies by evaluating one new law enforcement technology each quarter.
- To process and maintain police records in accordance with state and federal law and City and departmental policy.
- To maintain control and upkeep of databases for police communication equipment, vehicle fleet, and police facility.
- To implement public safety projects.
- To maintain partnerships with federal, state, and local agencies (DHS, Cal EMA, ICIS Technical Subcommittee).

# POLICE DEPARTMENT

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## 024 - Police Support Services

### Ongoing Tasks

- Time allocated for unplanned projects tasks outside the scope of the initial plan that was used when defining the project, and time made available for accepting new or unforeseen projects.
- To answer 911 calls within 10 seconds and non-emergency calls for service within 20 seconds, dispatching necessary police and fire personnel as appropriate.
- To ensure that property and evidence is not unnecessarily maintained and conduct monthly audits of the property room.
- To conduct inspections of pawn shops

### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0102406 Collaborate with other departments to expand the Police Department's mobile workforce. (SP)

0102408 Increase eGov offerings. (SP)

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

0102406 Expand camera installations at key intersections. (SP)

0102406 Augment ALPR system with additional fixed sites and leverage existing camera expert systems for additional ALPR resources. (SP)

0102406 Implement state of the art CAD/RMS system integrated into Virtual Beverly Hills. (SP)

0102406 Complete migration to ICIS P25 radio system



## POLICE DEPARTMENT

### 024 - Police Support Services

| <b>Full Time Positions</b>                                | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Communications and ID Bureau Manager                      | 1.00                     | 1,880                   |
| Jail Supervisor   | 1.00                     | 1,880                   |
| Records and Jail Manager                                  | 1.00                     | 1,880                   |
| Division Commander  | 0.65                     | 1,222                   |
| Police Officer  | 2.00                     | 3,760                   |
| Property Officer  | 2.00                     | 3,760                   |
| Parking Enforcement Dispatcher                            | 1.00                     | 1,880                   |
| Communications Dispatcher                                 | 15.00                    | 28,200                  |
| Records Technician II                                     | 6.00                     | 11,280                  |
| Communications Supervisor                                 | 4.00                     | 7,520                   |
| Senior Records Technician                                 | 4.00                     | 7,520                   |
| <b>Total Full Time Positions</b>                          | <b>37.65</b>             | <b>70,782</b>           |
| <b>Part Time Positions (Number of Employees, not FTE)</b> | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| Police Officer <sup>1</sup>                               | 4.00                     | 3,840                   |
| <b>Total Part Time Positions</b>                          | <b>4.00</b>              | <b>3,840</b>            |
| <b>Total Staffing</b>                                     | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                          | <b>41.65</b>             | <b>74,622</b>           |

<sup>1</sup> Increase in part-time staffing is due to the hiring of Police annuitants to backfill vacancies created by a large number of retirements in October 2011.

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 0102403                     | Number of Pay to Stay applications received                                       | 57                        | 70                           | 85                      |
| 0102408                     | Number of subpoenas, discovery requests, and public records act requests received | 581                       | 650                          | 550                     |
| 0102401                     | Number of 911 calls received  | 31,732                    | 31,857                       | 32,000                  |
| 0102401                     | Number of non-emergency calls received  | 87,065                    | 88,887                       | 90,709                  |

# POLICE DEPARTMENT

## 024 - Police Support Services

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102402              | Number of property section cases involving authorized disposal or destruction of evidence, or release of property to owner | 2,241             | 2,500                | 2,000           |
| 0102402              | Number of formal audits conducted of property room   | 4                 | 2                    | 4               |
| 0102403              | Number of inmates processed  | 1,074             | 1,100                | 1,125           |
| 0102403              | Number of non-secured juvenile detentions released within 6 hrs  | 32                | 40                   | 45              |
| 0102403              | Number of non-secured juveniles held over 6 hours (6 -11 hrs)  | 0                 | 0                    | 0               |
| 0102406              | Number of new law enforcement technologies evaluated   | 15                | 8                    | 8               |
| 0102406              | Number of new law enforcement technologies implemented   | N/A               | N/A                  | 4               |
| 0102408              | Number of requests for Department records received from outside agencies   | 378               | 620                  | 400             |
| 0102408              | Number of current year police reports processed  | 7,511             | 7,400                | 7,000           |
| 0102408              | Number of current year police reports imaged   | 6,018             | 7,400                | 7,000           |
| 0102408              | Number of computer based checks of arrestee criminal history   | 1,375             | 1,150                | 1,200           |
| 0102408              | Number of police reports imaged  | 11,883            | 7,400                | 7,000           |
| 0102408              | Number of City employees processed   | 191               | 250                  | 200             |
| 0102403              | Number of Pay to Stay inmates admitted into program  | 37                | 50                   | 65              |
| 0102403              | Number of Pay to Stay days served  | 269               | 300                  | 340             |
| 0102408              | Number of hours the Records Bureau is closed   | N/A               | 300                  | 250             |
| 0102408              | Average number of days to respond to outside agency requests for records   | 1                 | 1                    | 1               |
| 0102408              | Average number of days to image current reports  | 7.2               | 5.0                  | 2.0             |
| 0102403              | Average length of inmate stay in jail (hours)  | 18.75             | 18.50                | 18.25           |
| 0102401              | Percentage of 911 calls answered within 10 seconds   | 97.5%             | 97.5%                | 97.5%           |
| 0102401              | Percentage of non-emergency calls answered within 20 seconds   | 96.75%            | 97%                  | 97%             |

# POLICE DEPARTMENT

## 024 - Police Support Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Intergovernmental Revenues     | 33                   | 0                     | 0                      | --                |
| Service Fees and Charges       | 406,730              | 474,800               | 465,500                | -1.96%            |
| Miscellaneous Revenues         | 10,494               | 500                   | 300                    | -40.00%           |
| <b>Total Revenues</b>          | <b>417,257</b>       | <b>475,300</b>        | <b>465,800</b>         | <b>-2.00%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 4,481,047            | 5,115,000             | 4,850,000              | -5.18%            |
| Materials and Supplies         | 34,348               | 46,800                | 46,800                 | 0.00%-            |
| Contractual Services           | 649,824              | 655,200               | 655,300                | 0.02%             |
| Other Charges                  | 106,206              | 136,900               | 141,000                | 2.99%             |
| <b>Total Expenses</b>          | <b>5,271,426</b>     | <b>5,953,900</b>      | <b>5,693,100</b>       | <b>-4.38%</b>     |

| Expenditure By Subprogram                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0102401 - Communications Bureau           | 2,381,273            | 2,813,600             | 2,870,500              | 2.02%             |
| 0102402 - Property Section                | 255,500              | 273,500               | 290,800                | 6.33%             |
| 0102403 - Jail Bureau                     | 837,882              | 875,000               | 879,200                | 0.48%             |
| 0102406 - Spec Projects Detail/Facilities | 629,092              | 707,400               | 363,000                | -48.69%           |
| 0102408 - Records Bureau                  | 1,167,679            | 1,284,400             | 1,289,600              | 0.40%             |
| <b>Total Expenses</b>                     | <b>5,271,426</b>     | <b>5,953,900</b>      | <b>5,693,100</b>       | <b>-4.38%</b>     |

# POLICE DEPARTMENT

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## 025 - Investigations

### Description

The Investigations program includes the Detective Bureau and the Identification Bureau. The Detective Bureau is responsible for the apprehension of criminals through investigation, recovery of stolen property, and preparation and presentation of evidence in criminal cases. The Identification Bureau is responsible for the documentation of crime scenes and collects evidence, links suspects to crimes with physical evidence, and provides photographic services as required by the Department.

### Program Goal

Ensure public safety by providing investigative services to the citizens of Beverly Hills.

### Ongoing Tasks

- To maintain case clearance rates at or above the state wide average (UCR).
- To maintain expertise in crime investigation by maintaining 100% compliance with all state required certifications.
- To identify suspects, initiate prosecutions, and clear cases by ensuring the submission of 45% of DNA evidence from Part I Crimes within four weeks after its collection.
- To maintain expertise in crime scene evidence collection and documentation by providing 60 hours of training to forensic staff each year.
- To conduct inspections of City permitted fortune teller locations and follow-up investigations of suspected unlicensed businesses that are conducting fortune teller activity in our jurisdiction once a year.
- To conduct inspections of massage facilities to determine if operators are in compliance with state regulations
- To maintain partnerships with federal, state, and local agencies (DEA, USSS, SCHTTF, LA County DNA Task Force, LA County Forensic Supervisors, So Cal Association of Fingerprint Officers, Stuart House)
- To enter crime scene latent print evidence into the Los Angeles County Fingerprint Identification System for the identification of suspects
- To review and submit old cases to LASD DNA Unit for entry into the data base for the identification of suspects
- General investigative activities

# POLICE DEPARTMENT

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## 025 - Investigations

### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0102501 Conduct inspections of City permitted fortune teller locations once a year, and conduct follow-up investigations of suspected unlicensed businesses that are conducting fortune teller activity in our jurisdiction.
- 0102501 Work collaboratively with Alcohol Beverage Control to conduct Minor Decoy Operations in all establishments selling alcohol or tobacco products once a year. If and when violations are detected ensure that appropriate sanctions are applied and prosecuted.
- 0102501 Work to ensure that due diligence is performed on all activate warrants obtained by our detectives. Work collaboratively with the Special Tactics Unit to better articulate the necessary criteria that would necessitate the involvement of the Special Tactic Unit (STU) in the execution of search and arrest warrants.
- 0102501 Conduct inspections of City permitted massage parlors and conduct follow-up investigations into complaints of these establishments that are generated through these inspections by the citizenry or patrons of these establishment that allege that a massage parlor is working outside the scope of the City issued permit.
- 0102501 Conduct personal interviews of applicants for Pawnbrokers and Secondhand dealer licenses, as well as process, their applications for approval through the City and the Department of Justice. We also receive and review incoming pawn slips so they can be categorized and filed in an easily retrievable manner. Conduct periodic site visits to these establishments, and work collaboratively City of Beverly Hills Code Enforcement Officers to ensure compliance with the Beverly Hills Municipal Code.

| Full Time Positions | FY 2012/13 Budget | FY 2012/13 Hours |
|---------------------|-------------------|------------------|
| Police Captain      | 1.00              | 1,880            |
| Police Lieutenant   | 1.00              | 1,880            |
| Forensic Specialist | 3.00              | 5,640            |
| Police Sergeant     | 4.00              | 7,520            |

## POLICE DEPARTMENT

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# POLICE DEPARTMENT

## 025 - Investigations

| Full Time Positions                                | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Senior Forensic Specialist                         | 1.00              | 1,880            |
| Police Officer                                     | 19.00             | 35,720           |
| Admin Clerk II Safety Support                      | 1.00              | 1,880            |
| Detective Specialist                               | 1.00              | 1,880            |
| <b>Total Full Time Positions</b>                   | <b>31.00</b>      | <b>58,280</b>    |
| Part Time Positions (Number of Employees, not FTE) | FY 2012/13 Budget | FY 2012/13 Hours |
| Police Officer <sup>1</sup>                        | 1.00              | 960              |
| <b>Total Part Time Positions</b>                   | <b>1.00</b>       | <b>960</b>       |
| Total Staffing                                     | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                   | <b>32.00</b>      | <b>59,240</b>    |

<sup>1</sup> Increase in part-time staffing is due to the hiring of Police annuitants to backfill vacancies created by a large number of retirements in October 2011.

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102501              | Number of Part I Crime reports received   | 1,295             | 1,144                | 1,000           |
| 0102501              | Number of open cases  | 2,734             | 2,623                | 2,500           |
| 0102502              | Average number of forensic training hours provided to each forensic specialist per month          | 13.38             | 20                   | 23              |
| 0102501              | Number of Part I Crimes cleared/closed  | 826               | 850                  | 900             |
| 0102501              | Number of prior year cases closed/cleared   | 5,119             | 5,170                | 5,190           |
| 0102501              | Search warrants obtained/served   | 60                | 62                   | 70              |
| 0102501              | Felony filings/arrest warrants obtained   | 87                | 95                   | 100             |
| 0102501              | Misdemeanor filings/arrest warrants obtained  | 294               | 365                  | 375             |
| 0102501              | Number of exam credits per ECTF standards   | 449               | 489                  | 500             |
| 0102502              | Percentage of staff maintaining compliance with state required certifications                     | 100%              | 100%                 | 100%            |
| 0102502              | Percentage of latent print evidence obtained from crime scenes entered into LAFIS within 24 hours | 83.75%            | 90%                  | 90%             |

# POLICE DEPARTMENT

## 025 - Investigations

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102502              | Percentage of DNA evidence from Part I Crimes submitted for evaluation within four weeks after its collection                | 71.25%            | 90%                  | 95%             |
| 0102502              | Average response time (minutes) for crime scene investigations   | 71.25%            | 90%                  | 95%             |
| 0102501              | Percentage of crimes cleared/closed  | 75.85%            | 80.75%               | 85%             |
| 0102501              | Uniform Crime Reporting (UCR) clearance rate as reported to the State of California and Federal Bureau of Investigation(FBI) | 23.75%            | 25.5%                | 30%             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 8,364                | 0                     | 0                      | --                |
| Service Fees and Charges       | 1,397                | 1,500                 | 1,500                  | 0.00%             |
| Miscellaneous Revenues         | 4,584                | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>14,345</b>        | <b>1,500</b>          | <b>1,500</b>           | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 5,896,566            | 6,208,100             | 5,866,900              | -5.50%            |
| Materials and Supplies         | 69,309               | 62,200                | 62,200                 | 0.00%-            |
| Contractual Services           | 80,218               | 86,100                | 101,100                | 17.42%            |
| Capital Outlay                 | 2,844                | 0                     | 0                      | --                |
| Other Charges                  | 49,387               | 63,700                | 65,600                 | 2.98%             |
| <b>Total Expenses</b>          | <b>6,098,323</b>     | <b>6,420,100</b>      | <b>6,095,800</b>       | <b>-5.05%</b>     |

| Expenditure By Subprogram       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102501 - Detective Bureau      | 5,410,635            | 5,705,700             | 5,290,200              | -7.28%            |
| 0102502 - ID Bureau - Crime Lab | 687,688              | 714,400               | 805,600                | 12.77%            |



POLICE DEPARTMENT

|                       |                  |                  |                  |               |
|-----------------------|------------------|------------------|------------------|---------------|
| <b>Total Expenses</b> | <b>6,098,323</b> | <b>6,420,100</b> | <b>6,095,800</b> | <b>-5.05%</b> |
|-----------------------|------------------|------------------|------------------|---------------|

# POLICE DEPARTMENT

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## 026 - Traffic Bureau

### Description

The Traffic Bureau program is responsible for facilitating the safe movement of vehicular and pedestrian traffic throughout the City. This program includes Motorcycle Enforcement, Accident Investigation, DUI Team, Traffic Control, Photo Red Light Enforcement, Vehicle Impound Storage, and Special Events services.

### Program Goal

Ensure the safety of the community by facilitating the safe movement of vehicular and pedestrian traffic, investigating collisions, and presenting cases to the District Attorney for criminal filing.

### Ongoing Tasks

- To maintain the department-wide traffic enforcement index within the 25-30 range.
- To reduce the number of injury collisions in the City by 10% by conducting a minimum of two California OTS grant operations per month.
- To maintain standard of 90% issuance rate for captured Photo Red Light violations.
- To promote the efficient flow of traffic and student safety by providing at least two staff hours per day per local public school during student drop-off and pick-up times.
- To achieve a 75% clearance rate for all workable collision cases.
- General traffic enforcement activities
- To promote the safe operation of commercial vehicles within the City limits by deploying the Commercial Enforcement Truck two times per week and conducting a multi-agency commercial enforcement lane in Beverly Hills each quarter.

### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

0102601 Participate in local, regional, and statewide traffic safety programs to promote legislation and technological changes related to traffic control and enforcement (DI)

# POLICE DEPARTMENT

## 026 - Traffic Bureau

| Full Time Positions                                | FY 2012/13 Budget        | FY 2012/13 Hours        |
|--|--------------------------|-------------------------|
| Police Captain                                     | 0.25                     | 470                     |
| Police Lieutenant                                  | 1.00                     | 1,880                   |
| Police Sergeant                                    | 2.00                     | 3,760                   |
| Police Officer                                     | 15.00                    | 28,200                  |
| Traffic Control Officer                            | 8.00                     | 15,040                  |
| Traffic Control Supervisor                         | 1.00                     | 1,880                   |
| Admin Clerk II Safety Support                      | 1.00                     | 1,880                   |
| Traffic Specialist                                 | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                   | <b>29.25</b>             | <b>54,990</b>           |
| Part Time Positions (Number of Employees, not FTE) | FY 2012/13 Budget        | FY 2012/13 Hours        |
| Police Officer <sup>1</sup>                        | 1.00                     | 960                     |
| <b>Total Part Time Positions</b>                   | <b>1.00</b>              | <b>960</b>              |
| <b>Total Staffing</b>                              | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                   | <b>30.25</b>             | <b>55,950</b>           |

<sup>1</sup> Increase in part-time staffing is due to the hiring of Police annuitants to backfill vacancies created by a large number of retirements in October 2011.

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102601              | Number of Commercial Enforcement Truck deployments                                    | 133               | 156                  | 156             |
| 0102601              | Number of multi-agency commercial enforcement lanes conducted                         | 8                 | 0                    | 0               |
| 0102601              | Number of OTS grant operations conducted  | 47                | 44                   | 25              |
| 0102601              | Number of citations issued by the Traffic Bureau for moving and non-moving violations | 9,724             | 7,062                | 7,062           |
| 0102601              | Number of parking citations issued by traffic control and                             | 7,729             | 5,488                | 5,488           |

## POLICE DEPARTMENT

|         |  |       |       |       |
|---------|--|-------|-------|-------|
|         | motor officers   |       |       |       |
| 0102601 | Number of staff hours provided to public schools to promote the efficient flow of traffic and student safety | 1,190 | 1,190 | 1,190 |

### 026 - Traffic Bureau

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102602              | Number of DUI involved traffic collisions                          | 68                | 40                   | 40              |
| 0102603              | Number of actual DUI arrests                                       | 360               | 280                  | 280             |
| 0102604              | Number of vehicles impounded by traffic control officers           | 1,412             | 1,602                | 1,602           |
| 0102602              | Clearance rate for workable traffic collision cases                | 79.25%            | 78%                  | 78%             |
| 0102605              | Issuance rate of citations for captured Photo Red Light violations | 78%               | 85%                  | 85%             |
| 0102601              | Department wide traffic enforcement index                          | 27.49             | 27                   | 27              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Fines and Penalties            | 101,478              | 150,000               | 150,000                | 0.00%             |
| Service Fees and Charges       | 779,407              | 688,200               | 690,000                | 0.26%             |
| <b>Total Revenues</b>          | <b>880,886</b>       | <b>838,200</b>        | <b>840,000</b>         | <b>0.21%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 4,992,527            | 5,375,500             | 5,368,700              | -0.13%            |
| Materials and Supplies         | 15,591               | 20,800                | 22,700                 | 9.13%             |
| Contractual Services           | 15,896               | 27,000                | 77,000                 | 185.19%           |
| Capital Outlay                 | 84                   | 0                     | 0                      | --                |
| Other Charges                  | 19,349               | 24,900                | 25,700                 | 3.21%             |
| <b>Total Expenses</b>          | <b>5,043,447</b>     | <b>5,448,200</b>      | <b>5,494,100</b>       | <b>0.84%</b>      |

## POLICE DEPARTMENT

### 026 - Traffic Bureau

| Expenditure By Subprogram             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102601 - Traffic Unit                | 2,436,459            | 5,358,700             | 5,363,400              | 0.09%             |
| 0102602 - Accident Investigation      | 96,119               | 0                     | 0                      | <sup>1</sup> --   |
| 0102603 - DUI Team                    | 421,501              | 0                     | 0                      | <sup>1</sup> --   |
| 0102604 - Traffic Control             | 1,079,495            | 0                     | 0                      | <sup>1</sup> --   |
| 0102605 - Photo Red Light Enforcement | 378,576              | 0                     | 0                      | <sup>1</sup> --   |
| 0102606 - Special Events              | 551,369              | 0                     | 0                      | <sup>1</sup> --   |
| 0102608 - Vehicle Impound Storage     | 79,928               | 89,500                | 130,700                | 46.03%            |
| <b>Total Expenses</b>                 | <b>5,043,447</b>     | <b>5,448,200</b>      | <b>5,494,100</b>       | <b>0.84%</b>      |

<sup>1</sup> This program previously reported budget data for the Accident Investigation, DUI Team, Traffic Control, Photo Red Light Enforcement, and Special Events subprograms. In FY11/12, these subprograms were consolidated as part of the Traffic Bureau Program.

# POLICE DEPARTMENT

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## **027 - Emergency Services Bureau**

### **Description**

It is the mission of the Emergency Services Bureau to safely, efficiently and effectively provide coordination and support of the Special Tactics Unit, Special Weapons and Tactics Team, Canine Unit, and Emergency Management Unit to any and all entities both within and outside the Department, in the support, prevention of, or in response to emergency situations requiring resources and expertise beyond the scope of normal police operations.

### **Program Goal**

Ensure the Department's ability to successfully handle and prepare for all incidents requiring expertise beyond the scope of normal police operations.

### **Ongoing Tasks**

- To maintain preparedness to respond to tactical situations and high risk warrant services by conducting a minimum of two SWAT training days per month.
- To maintain readiness in the areas of search, narcotics, and explosives detection by maintaining annual and monthly Canine certifications.
- To ensure the protection of visiting dignitaries by maintaining monthly contact with both the United States Secret Service and United States Department of State.
- To strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- To assist the Detective Bureau in investigative field follow-ups.
- To maintain partnerships with federal, state, and local agencies (regional SWAT Teams) and equipment and technology entities.
- General emergency preparedness activities

# POLICE DEPARTMENT

## 027 - Emergency Services Bureau

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Police Captain                   | 0.25              | 470              |
| Police Lieutenant                | 0.75              | 1,410            |
| Police Sergeant                  | 1.35              | 2,538            |
| Police Officer                   | 7.00              | 13,160           |
| <b>Total Full Time Positions</b> | <b>9.35</b>       | <b>17,578</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>9.35</b>       | <b>17,578</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0102701              | Number of Crime Suppression Unit arrests  | 0                 | 0                    | 50              |
| 0102702              | Number of Disaster Communications System meetings   | 12                | 8                    | 12              |
| 0102703              | Number of K-9 searches  | 113               | 100                  | 125             |
| 0102704              | Number of dignitary protection details  | 40                | 36                   | 40              |
| 0102705              | Number of days of monthly tactical training for members of the Special Weapons and Tactics Team | 41                | 36                   | 40              |
| 0102705              | Number of warrants served by the SWAT Team  | 20                | 20                   | 20              |
| 0102704              | Number of Detective Bureau investigative follow-ups   | 56                | 40                   | 60              |

# POLICE DEPARTMENT

## 027 - Emergency Services Bureau

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Miscellaneous Revenues         | 3,100                | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>3,100</b>         | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 2,209,740            | 2,188,900             | 2,118,000              | -3.24%            |
| Materials and Supplies         | 48,163               | 49,600                | 49,500                 | -0.20%            |
| Contractual Services           | 43,660               | 78,100                | 78,100                 | 0.00%             |
| Other Charges                  | 13,065               | 10,100                | 10,500                 | 3.96%             |
| <b>Total Expenses</b>          | <b>2,314,628</b>     | <b>2,326,700</b>      | <b>2,256,100</b>       | <b>-3.03%</b>     |

| Expenditure By Subprogram             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102702 - Emergency Management        | 258,150              | 0                     | 0                      | <sup>1</sup> --   |
| 0102703 - K9 Unit                     | 891,903              | 1,029,800             | 1,030,500              | 0.07%             |
| 0102704 - Special Weapons and Tactics | 874,834              | 1,296,900             | 1,225,600              | -5.50%            |
| 0102705 - SWAT                        | 289,741              | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>                 | <b>2,314,628</b>     | <b>2,326,700</b>      | <b>2,256,100</b>       | <b>-3.03%</b>     |

<sup>1</sup> This program previously reported budget data for the Emergency Management Unit and SWAT Team subprograms. In FY11/12, these subprograms were consolidated as part of the Special Weapons and Tactics subprogram.



# POLICE DEPARTMENT

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## 029 - Police Personnel and Training

### Description

The Police Personnel and Training program is responsible for the recruitment, induction and placement of sworn and civilian Department employees. Additionally, it coordinates and tracks the training of the Department's employees and ensures that all mandatory professional training standards are maintained.

### Program Goal

Make the City the safest place for all people to live, work, and visit by recruiting and hiring the highest caliber employees possible.

Enable long-range planning by providing information on potential vacancies to City administrators.

Enhance the knowledge, skills, and abilities of all employees

Efficiently manage the department's training activities

Ensure that all mandatory professional training standards are met or exceeded.

### Ongoing Tasks

- To ensure that the Department maintains 100% Peace Officer Standards Training (POST) training compliance for active employees covered by POST requirements each year.
- To ensure that 100% of active sworn employees meet the Department's weapons training standards each month.
- To ensure that 100% of the Department's non-BH Campus training hours are entered into the Training Management System.
- To maintain the Department's average shooting score for active employees.
- To keep the average appointment timeframe under 90 days for all classifications.
- To increase the percentage of applicants referred by Department personnel.
- To reduce the percentage of applicants who are disqualified from the background process for integrity issues.
- General recruitment and training activities

## POLICE DEPARTMENT

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### 029 - Police Personnel and Training

#### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

0102901 Public Safety Recruitment - Work with Human Resources to develop multi-year solutions to unusually large current and anticipated retirement pool.

| <b>Full Time Positions</b>                                | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Police Sergeant   | 1.00                     | 1,880                   |
| Division Commander  | 0.30                     | 564                     |
| Police Officer  | 1.00                     | 1,880                   |
| Secretary Safety Support                                  | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                          | <b>3.30</b>              | <b>6,204</b>            |
| <b>Part Time Positions (Number of Employees, not FTE)</b> | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| Police Officer <sup>1</sup>                               | 4.00                     | 3,840                   |
| Police Cadet  | 6.00                     | 5,463                   |
| <b>Total Part Time Positions</b>                          | <b>10.00</b>             | <b>9,303</b>            |
| <b>Total Staffing</b>                                     | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                          | <b>13.30</b>             | <b>15,507</b>           |

<sup>1</sup> Increase in part-time staffing is due to the hiring of Police annuitants to backfill vacancies created by a large number of retirements in October 2011.

## POLICE DEPARTMENT

### 029 - Police Personnel and Training

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0102901              | Number of certified instructors  | 176               | 176                  | 176             |
| 0102901              | Hours expended conducting background investigations on prospective employees                                 | 750               | 1,000                | 1,500           |
| 0102901              | Number of in-house trainings conducted   | 123               | 125                  | 140             |
| 0102901              | Number of off-site trainings attended by department personnel  | 253               | 250                  | 200             |
| 0102901              | Percentage of the Department's non-BH Campus training hours entered into the Training Management System      | 100%              | 100%                 | 100%            |
| 0102901              | Average appointment timeframe (number of days from background packet to appointment) for all classifications | 60                | 80                   | 70              |
| 0102901              | Percentage of applicants who are disqualified from the background process for integrity issues.              | 15.25%            | 30%                  | 10%             |
| 0102901              | Percentage of active employees covered POST regulations in POST training compliance                          | 100%              | 100%                 | 100%            |
| 0102901              | Percentage of active sworn employees meeting the Department's weapons training standards each month          | 100%              | 100%                 | 100%            |
| 0102901              | Percent of sworn employees meeting the department's range proficiency standards                              | 100%              | 100%                 | 100%            |
| 0102901              | Average percentage of authorized complement of sworn personnel maintained                                    | 99%               | 88%                  | 90%             |
| 0102901              | Percentage of applicants referred by City personnel  | 8%                | 10%                  | 20%             |

# POLICE DEPARTMENT

## 029 - Police Personnel and Training

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Service Fees and Charges       | 32,931               | 25,000                | 25,000                 | 0.00%             |
| <b>Total Revenues</b>          | <b>32,931</b>        | <b>25,000</b>         | <b>25,000</b>          | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 660,388              | 677,600               | 652,600                | -3.69%            |
| Materials and Supplies         | 84,174               | 84,200                | 84,300                 | 0.12%             |
| Contractual Services           | 115,447              | 153,500               | 153,400                | -0.07%            |
| Other Charges                  | 6,299                | 3,900                 | 4,000                  | 2.56%             |
| <b>Total Expenses</b>          | <b>866,308</b>       | <b>919,200</b>        | <b>894,300</b>         | <b>-2.71%</b>     |

| Expenditure By Subprogram        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|----------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0102001 - Recruitment and Hiring | 272,930              | 0                     | 0                      | <sup>1</sup> --   |
| 0102002 - Police Cadet Program   | 58,753               | 0                     | 0                      | <sup>1</sup> --   |
| 0102901 - Personnel and Training | 0                    | 772,100               | 747,300                | -3.21%            |
| 0102901 - Training Unit          | 313,630              | 0                     | 0                      | <sup>1</sup> --   |
| 0102902 - Training - Post        | 45,924               | 33,600                | 33,600                 | 0.00%             |
| 0102903 - Training - Non-Post    | 64,584               | 113,500               | 113,400                | -0.09%            |
| 0102904 - Range                  | 110,487              | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>            | <b>866,308</b>       | <b>919,200</b>        | <b>894,300</b>         | <b>-2.71%</b>     |

<sup>1</sup> This program previously only accounted for the department's training and reported budget data for the Range subprogram. In FY11/12, the Range, Recruitment and Hiring, and Police Cadet subprograms were consolidated as part of the Personnel and Training Program.

# POLICE DEPARTMENT

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## 030 - Law Enforcement Grants and Special Revenues

### Description

Separate account tracking procedures are required for special law enforcement revenue sources. Police Department grants, asset forfeiture funds, and inmate welfare funds are administered through this budget program.

The Department's Civilian Rangemaster position is funded through the City's Citizens Option for Public Safety(COPS) Allocation that it receives from the State of California. In the event that the state's FY 12/13 budget reduces or eliminates COPS allocation funding, this position would be partially funded by surplus funds that have accumulated in the COPS account and then transferred to the General Fund, with the remaining FY 12/13 costs funded by the freezing of a vacant position.

### Program Goal

Effectively and efficiently manage special revenue funds in accordance with local, state, and federal policies and procedures.

### Ongoing Tasks

- To ensure that 100% of active sworn employees meet the Department's weapons training standards each month.

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Civilian Rangemaster             | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>1.00</b>       | <b>1,880</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>1.00</b>       | <b>1,880</b>     |

# POLICE DEPARTMENT

## 030 - Law Enforcement Grants and Special Revenues

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Intergovernmental Revenues     | 3,159,281            | 100,000               | 100,000                | 0.00%             |
| Use of Money and Property      | 21,047               | 3,000                 | 3,000                  | 0.00%             |
| <b>Total Revenues</b>          | <b>3,180,328</b>     | <b>103,000</b>        | <b>103,000</b>         | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 561,626              | 105,900               | 116,400                | 9.92%             |
| Materials and Supplies         | 5,609                | 0                     | 5,000                  | --                |
| Contractual Services           | 33,840               | 0                     | 18,000                 | --                |
| Capital Outlay                 | 235,285              | 0                     | 9,400                  | --                |
| <b>Total Expenses</b>          | <b>836,360</b>       | <b>105,900</b>        | <b>148,800</b>         | <b>40.51%</b>     |

| Expenditure By Subprogram               | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 1702105E413 - Inmate Welfare            | 0                    | 0                     | 23,000                 | --                |
| 1902105E407 - State COPS Grant          | 93,496               | 105,900               | 116,400                | 9.92%             |
| 1902105F008 - Bulletproof Vest Grant    | 508                  | 0                     | 0                      | --                |
| 1902105F013 - Bulletproof Vest Grt 2009 | 4,597                | 0                     | 0                      | --                |
| 1902105F017 - UASI 2007 Grant           | 35,619               | 0                     | 0                      | --                |
| 1902105F021 - 2007 Homeland Security    | 41,375               | 0                     | 0                      | --                |
| 1902105S009 - FY09/10 STEP Grant        | 38,561               | 0                     | 0                      | --                |
| 1902105S012 - STEP Grant FY10/11        | 133,555              | 0                     | 0                      | --                |
| 3202105E012 - D.A.R.E. Asset Forfeiture | 307                  | 0                     | 0                      | --                |
| 3202105E126 - Seized & Forfeit Prop Fed | 488,342              | 0                     | 0                      | --                |
| 3202105E127 - Seized & Forfeit Prop Sta | 0                    | 0                     | 9,400                  | --                |
| <b>Total Expenses</b>                   | <b>836,360</b>       | <b>105,900</b>        | <b>148,800</b>         | <b>-40.51%</b>    |

# POLICE DEPARTMENT

## 099 - Equipment Replacement

### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$25,000 or more, should be classified under an appropriate capital outlay account.

### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| Total Revenues                 | 0                    | 0                     | 0                      | --                   |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Capital Outlay                 | 195,034              | 182,500               | 418,100                | <sup>1</sup> 129.10% |
| Total Expenses                 | 195,034              | 182,500               | 418,100                | 129.10%              |

| Expenditure By Subprogram                                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 4009917 - Equipment Replacement<br>Program (Department 17) | 195,034              | 182,500               | 418,100                | 129.10%           |
| Total Expenses   | 195,034              | 182,500               | 418,100                | 129.10%           |

<sup>1</sup> Capital Outlay increased due to more equipment needing replacement this year. This expense will vary from year to year.

# POLICE DEPARTMENT

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## **Fire Department**

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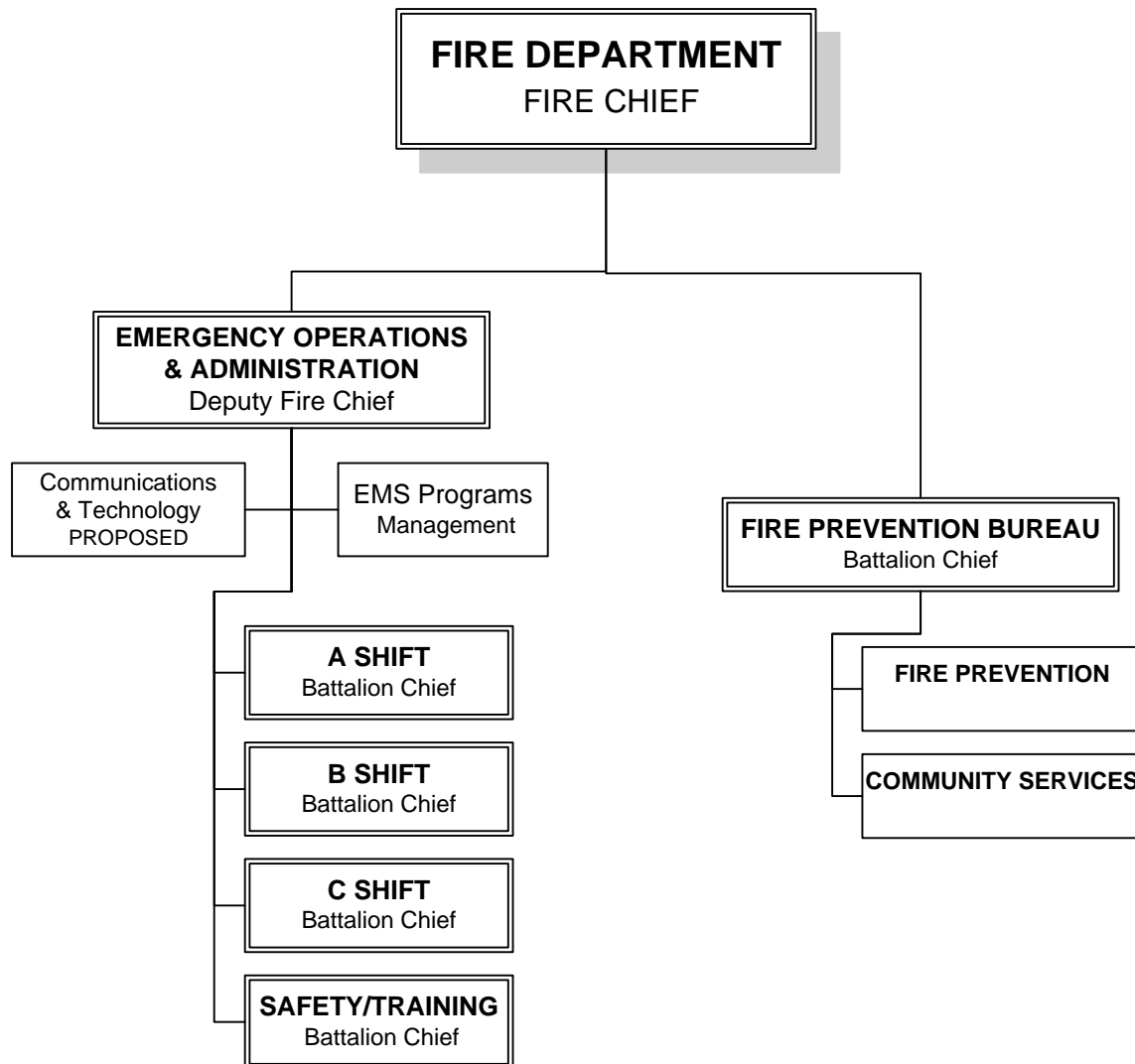
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## **Proposed Budget**

# FIRE DEPARTMENT

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## Department Organization Chart



# FIRE DEPARTMENT

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## Department Mission

The Beverly Hills Fire Department is dedicated to providing service with excellence for the preservation of life, property and environment.

The Fire Department strives to provide the highest quality all-risk emergency response to the Beverly Hills Community and its visitors at all times. From state-of-the-art pre-hospital Emergency Medical Services, to Fire Suppression and Prevention, to disaster response, whether man-made or environmental, the Beverly Hills Fire Department is staffed, trained, and equipped to mitigate all emergencies. Through pro-active inspections and safety education services, we work to make the community safe and avoid preventable loss.

## Changes from Prior Year

- The mid-year reinstatement (FY 2011/12) of the Safety-Training Officer position was made and is expected to dramatically improve scheduling and coordination of Departmental training activities, and bring the Department back into compliance with State and Federal standards for safety and operational training.
- Outside training and interagency hands-on training activities will increase in the coming year and costs will increase somewhat, with additional funding requested. The majority of outside training will continue to be funded through available grants, wherever possible, as the Department aggressively pursues grant opportunities to supplement our training budget.
- A region-wide digital "Smart Classroom" will begin this year, with the equipment and servers residing in Beverly Hills Information Technology Department, due to its robust internet capabilities. This system will allow thirty-one fire departments to share training classes on-line and provide dramatic cost efficiency.
- New Emergency Medical Service (EMS) procedures will be fully integrated in the coming year, after equipment funding and training in the prior year, potentially providing improved outcomes for some of the most critical patients. A small increase in revenue may result from recent reimbursement rule changes for Medical and Medicare patients.

## Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Total Full Time Positions | 87.00                | 88.00                | 88.00                | 165,440.00          |
| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13<br>Hours |
| Total Part Time Positions | 4.00                 | 4.00                 | 4.00                 | 3,760.00            |

# FIRE DEPARTMENT

## Department Budget

| Revenue by Category            | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| Intergovernmental Revenues     | <sup>1</sup> -24,055 | 0                     | 136,000                | --                   |
| Licenses Permits               | 3                    | 3,000                 | 2,000                  | -33.33%              |
| Service Fees and Charges       | 2,900,572            | 3,132,700             | 2,768,000              | <sup>2</sup> -11.64% |
| Internal Service Fund Receipts | 326,730              | 230,400               | 415,500                | 80.34%               |
| Miscellaneous Revenues         | 177,135              | 300,000               | 399,000                | 33.00%               |
| <b>Total Revenues</b>          | 3,380,385            | 3,666,100             | 3,720,500              | 1.48%                |

| Expenditure by Category       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|-------------------------------|----------------------|-----------------------|------------------------|---------------------|
| Salaries and Benefits         | 20,177,441           | 22,223,000            | 22,268,000             | <sup>3</sup> 0.20%  |
| Materials and Supplies        | 278,302              | 357,600               | 336,600                | -5.87%              |
| Contractual Services          | 222,650              | 355,600               | 258,400                | -27.33%             |
| Capital Outlay                | 47,412               | 115,800               | 165,100                | <sup>4</sup> 42.57% |
| Internal Service Fund Charges | 7,624,280            | 8,458,900             | 9,608,200              | <sup>5</sup> 13.59% |
| Other Charges                 | 188,594              | 234,200               | 257,200                | 9.82%               |
| <b>Total Expenses</b>         | 28,538,679           | 31,745,100            | 32,893,500             | 3.62%               |

<sup>1</sup> Intergovernmental Revenue reflects a negative amount due to a correction of a prior year error in booking a grant.

<sup>2</sup> Service Fees and Charges decreased due to better revenue projections, improved compliance resulting in fewer penalties for violations, and fewer construction plan checks.

<sup>3</sup> Salaries and benefits increased slightly, 0.20%, due to the mid-year addition of the Safety Training Officer position, a decrease in PERS Safety rates, and budget assumptions based on the various MOUs.

<sup>4</sup> Capital Outlay increased due to more equipment needing replacement. This expense will vary from year to year.

<sup>5</sup> Internal Service Fund charges increased by 13.59% due to increases in Radio, Facilities, and Equipment Replacement charges, and the addition of Other Post-Employment Benefits (OPEB) and Alternative Retiree Medical Program (ARMP) charges into the internal service fund. Funding for the debt service for the ARMP was provided for through inter-fund transfers in FY 2011/12, but is provided for as an internal service fund charge in FY 2012/13.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority  
DI = Department Initiative  
EcS = Economic Sustainability

EnS = Environmental Sustainability  
GP = General Plan  
SP = Strategic Plan

# FIRE DEPARTMENT

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## 031 - Fire Administration

### Description

Administration provides overall planning, control, leadership, and management of all Fire Department activities and staff support for all programs; this includes strategic planning, departmental communications, data and records management systems, departmental safety committee, disaster services planning, budget preparation and administration, training, media relations, special projects and general administration.

### Program Goal

Fire Administration provides professional management and administrative support to all the operational and service functions and personnel of the Department to ensure that superior service is delivered to the Beverly Hills community by the finest personnel, equipment and technology available.

### Ongoing Tasks

- Promote effective and efficient management support by overseeing hiring, data and records management, purchasing, fire prevention inspection services and permits, special projects, and department's public relations.
- Produce and administer the Fire Department budget, reflecting departmental priorities and efficient allocation of resources.
- Promote and maintain effective communications and relations through liaison with Health and Safety Commission, Strategic Technology Advisory Committee, other City departments, mutual-aid partners, other agencies and citizen groups.
- Maintain departmental readiness through coordination and administration of continual training in emergency response, management and preparedness.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Secure grant funding for department projects and programs by researching funding opportunities, submitting applications as appropriate and administering grant awards.

### Work Plan

0103101 Continue creation of desk manuals to capture institutional knowledge for identified critical positions within the department. (CP, SP, DI)

# FIRE DEPARTMENT

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## 031 - Fire Administration

### Work Plan

- 0103101 Evaluate efforts to improve customer service - survey cards, sample customer feedback.
- 0103101 Develop new and improve existing cross training opportunities with other City Departments.
- 013101 Survey personnel regarding morale, ensure accountability, and work toward an enjoyable, trusting work environment

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0103101 Coordinate and help manage construction work involved in the next phase of the Headquarters Fire Station renovation. - (Renovation and updating of living quarters, training and maintenance shop facilities). (CP, DI)
- 0103101 Identify core processes/services for internal and external customers and create flowcharts to explain them. Place these items, as appropriate on departmental website and on cards or pamphlets.

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0103101 Complete a new recruitment process for an anticipated six new entry-level firefighters - along with coordinating background investigations, medical and behavioral screening. (CP, DI)
- 0103101 Provide two State-certified Fire Officer courses and continuing education in Wildland firefighting and Weapons of Mass Destruction as part of the Succession Plan's officer development process to department personnel. (FM, SM, DI)
- 0103101 Working with the internal strategic planning team, re-evaluate and update the Department's Strategic Plan in light of developments over the last year. (DI)
- 0103101 Conduct a Fire Engineer Promotional examination (CP, DI)
- 0103101 Conduct a Fire Captain promotional examination
- 0103101 Conduct a Fire Battalion Chief promotional examination
- 0103301 Re-evaluate, seeking broader input, the Department's Succession Plan and update the plan accordingly. (CP, DI)

# FIRE DEPARTMENT

## 031 - Fire Administration

| Full Time Positions                                | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Deputy Fire Chief                                  | 0.50              | 940              |
| Fire Battalion Chief 112                           | 0.10              | 188              |
| Fire Battalion Chief 80                            | 0.10              | 188              |
| Fire Chief   | 1.00              | 1,880            |
| Management Analyst                                 | 1.00              | 1,880            |
| Executive Assistant II                             | 1.00              | 1,880            |
| Admin Clerk II Safety Support                      | 0.70              | 1,316            |
| Secretary Safety Support                           | 1.00              | 1,880            |
| <b>Total Full Time Positions</b>                   | <b>5.40</b>       | <b>10,152</b>    |
| Part Time Positions (Number of Employees, not FTE) | FY 2012/13 Budget | FY 2012/13 Hours |
| Fire Cadet   | 4.00              | 3,760            |
| <b>Total Part Time Positions</b>                   | <b>4.00</b>       | <b>3,760</b>     |
| Total Staffing                                     | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                   | <b>9.40</b>       | <b>13,912</b>    |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0103101              | Staff hours spend conducting personnel background investigations | 1,164             | 640                  | 640             |
| 0103101              | Personnel hired - Sworn safety                                   | 9                 | 6                    | 6               |
| 0103101              | Personnel background investigations performed                    | 32                | 18                   | 18              |
| 0103101              | Successful completion of probationary training by new hires.     | 100%              | 100%                 | 100%            |
| 0103101              | Fire Engineer Promotions   | 0                 | 3                    | 3               |
| 0103101              | Significant Disciplinary Issues                                  | 0                 | 0                    | 0               |

## FIRE DEPARTMENT

### 031 - Fire Administration

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Intergovernmental Revenues     | -24,055              | 0                     | 136,000                | --                  |
| Service Fees and Charges       | 2,450                | 0                     | 800                    | --                  |
| Miscellaneous Revenues         | 177,135              | 300,000               | 399,000                | 33.00%              |
| <b>Total Revenues</b>          | <b>155,530</b>       | <b>300,000</b>        | <b>535,800</b>         | <b>78.60%</b>       |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 976,090              | 1,131,900             | 1,329,900              | <sup>1</sup> 17.49% |
| Materials and Supplies         | 8,697                | 8,100                 | 8,600                  | 6.17%               |
| Contractual Services           | 35,694               | 56,100                | 32,500                 | -42.07%             |
| Capital Outlay                 | 10,000               | 0                     | 0                      | --                  |
| Other Charges                  | 10,345               | 15,100                | 15,500                 | 2.65%               |
| <b>Total Expenses</b>          | <b>1,040,826</b>     | <b>1,211,200</b>      | <b>1,386,500</b>       | <b>14.47%</b>       |

| Expenditure By Subprogram                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 0103101 - Administration                   | 988,518              | 1,129,600             | 1,256,200              | 11.21%            |
| 0103101F012 - Fire UASI 2008 Grant         | 42,308               | 0                     | 0                      | --                |
| 0103101F018 - 2009 Homeland Security Grant | 0                    | 34,100                | 0                      | -100.00%          |
| 0103101F020 - 2009 UASI Grant              | 0                    | 47,500                | 0                      | -100.00%          |
| 0103101F025 - Homeland Security 2008 Grant | 10,000               | 0                     | 0                      | --                |
| 0103101F026 - Homeland Security 2010 Grant | 0                    | 0                     | <sup>1</sup> 51,000    | --                |
| 0103101F028 - 2010 UASI Grant              | 0                    | 0                     | <sup>1</sup> 79,300    | --                |
| <b>Total Expenses</b>                      | <b>1,040,826</b>     | <b>1,211,200</b>      | <b>1,386,500</b>       | <b>14.47%</b>     |

<sup>1</sup> Salary and Benefits increased due to a portion of the Safety Training Officer's time allocation, an increase in the training budget, and Homeland Security and UASI grants for overtime. The grants are offset by the grant revenue.



# FIRE DEPARTMENT

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## 032 - Fire Prevention

### Description

The Fire Prevention Bureau program includes Public Education/Special Events, Plan Check, Code Enforcement and Fire investigation. The Public Education/Special Events office issues temporary permits and establishes conditions to ensure public safety at large public and City sponsored gatherings. The Plan Check function ensures all new construction is in compliance with Health/Safety and Fire Codes. The Code Enforcement unit is responsible for the enforcement of all local, State, and Federal codes related to the safe occupancy of buildings and/or premises. The Fire Investigation unit determines fire cause and origin and investigates criminal actions which may have contributed to a fire.

### Program Goal

Provide continual improvement of the fire and life safety of the Beverly Hills community through a vigilant inspection program and through the adoption, application and enforcement of the latest fire, building, and health and safety codes and standards.

### Ongoing Tasks

- Ensure compliance by conducting proactive inspections of residential and commercial facilities and plan check of all new constructions to ensure compliance with applicable fire codes
- Expedite the plan check process through effective cooperation and communication with other City departments
- Maintain compliance of applicable codes by evaluating potential code enforcement violations and taking appropriate actions
- Ensure code compliance and safe events by conducting plan checks, site visits, and providing fire safety personnel for private and City-sponsored events
- Optimize continued compliance of existing fire sprinkler and fire alarm system by developing and maintaining Title 19, Fire Protection System Testing Program
- Investigate all fires of suspicious nature
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events

# FIRE DEPARTMENT

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## 032 - Fire Prevention

### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0103201 Look at technology and equipment, in collaboration with Information Technology, to streamline the City's development review process (CP, SP)
- 0103201 Expand the utilization of GIS - apply toward fire inspections, pre-fire planning, development review (CP, SP, DI)
- 0103201 Expand mobile workforce - provide mobile computing and inspection tools to Fire Inspectors and Fire Engine companies to streamline inspections and data collection. (CP, SP, DI)
- 0103201 Improve current Title 19 fire sprinkler and fire alarm inspection and certification program utilizing innovative database technology in order to improve the reliability of existing fire suppression systems. Coordinate with new CAD/RMS system implementation. (DI)

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0103201 Continue implementation of new RMS and billing systems, in conjunction with the new CAD/RMS implementation project to improve the fire inspection and brush inspection programs and cost recovery billing. (SP, DI)
- 0103201 Coordinating with the Office of Emergency Management, examine the possibility and staff requirements of reinstituting the CERT, DART, and Fire Safety education programs. Research alternate delivery models. (DI)
- 0103201 Develop and implement a restructured inspection system to incorporate biennial inspections of selected occupancies while maintaining or increasing inspection frequency on high-value and high- occupancy addresses. (DI)
- 0103201 Do necessary wood roof surveys, public outreach and public meetings to inform and educate the public regarding the upcoming (July 2013) deadline for the replacement of all wood roofs in Beverly Hills. Working with the Building Division, Communications, and other City departments, as necessary, utilize mailings, internet, media and social media, to get the message out, making certain the public understands, and is assisted in achieving compliance.

## FIRE DEPARTMENT

### 032 - Fire Prevention

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Deputy Fire Chief                | 0.10              | 188              |
| Fire Battalion Chief 80          | 0.97              | 1,824            |
| Fire Captain 112                 | 0.75              | 1,410            |
| Plan Check Inspector             | 1.00              | 1,880            |
| Fire Engineer 112                | 0.90              | 1,692            |
| Firefighter 112                  | 0.75              | 1,410            |
| Firefighter Paramedic 112        | 1.20              | 2,256            |
| Fire Inspector                   | 2.00              | 3,760            |
| Deputy Fire Marshal              | 1.00              | 1,880            |
| Admin Clerk II Safety Support    | 0.30              | 564              |
| <b>Total Full Time Positions</b> | <b>8.97</b>       | <b>16,864</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>8.97</b>       | <b>16,864</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0103201              | Fire prevention inspections performed at the company level        | 2,365             | 2,100                | 3,000           |
| 0103201              | Brush clearance parcel inspections performed at the company level | 1,640             | 1,640                | 1,640           |
| 0103201              | State mandated high rise inspections conducted                    | 33                | 34                   | 34              |
| 0103201              | Fire Prevention Bureau fire alarm and sprinkler inspections       | N/A               | 588                  | 600             |
| 0103201              | Citizen fire code complaint inspections                           | 86                | 150                  | 140             |
| 0103201              | Fire investigations conducted                                     | 6                 | 25                   | 30              |
| 0103201              | Fire alarm and sprinkler plan checks conducted                    | 529               | 525                  | 575             |
| 0103201              | Conceptual, architecture, and building plan reviews               | 54                | 70                   | 75              |
| 0103201              | Special events processed  | 354               | 290                  | 325             |
| 0103201              | Special events plan checks  | 192               | 220                  | 235             |

## FIRE DEPARTMENT

### 032 - Fire Prevention

| Performance Measures |                         | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|-------------------------|-------------------|----------------------|-----------------|
| 0103201              | Fire Permits Issued     | N/A               | 610                  | 650             |
| 0103201              | Fire deaths per 100,000 | 0                 | 0                    | 0               |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 0                    | 3,000                 | 2,000                  | -33.33%           |
| Service Fees and Charges       | 803,433              | 1,290,800             | 819,700                | -36.50%           |
| <b>Total Revenues</b>          | <b>803,433</b>       | <b>1,293,800</b>      | <b>821,700</b>         | <b>-36.49%</b>    |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 1,955,454            | 2,080,200             | 1,998,900              | -3.91%            |
| Materials and Supplies         | 2,419                | 2,100                 | 2,100                  | 0.00%             |
| Contractual Services           | 8,381                | 5,800                 | 5,800                  | 0.00%             |
| Other Charges                  | 13,898               | 20,200                | 20,900                 | 3.47%             |
| <b>Total Expenses</b>          | <b>1,980,152</b>     | <b>2,108,300</b>      | <b>2,027,700</b>       | <b>-3.82%</b>     |

| Expenditure By Subprogram                   | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0103201 - Fire Prevention                   | 0                    | 2,108,300             | 2,027,700              | -3.82%            |
| 0103201 - Public Education / Special Events | 168,831              | 0                     | 0                      | <sup>1</sup> --   |
| 0103202 - Plan Check                        | 360,011              | 0                     | 0                      | <sup>1</sup> --   |
| 0103203 - Enforcement                       | 1,400,710            | 0                     | 0                      | <sup>1</sup> --   |
| 0103204 - Fire Investigation                | 50,600               | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>                       | <b>1,980,152</b>     | <b>2,108,300</b>      | <b>2,027,700</b>       | <b>-3.82%</b>     |

<sup>1</sup> This program previously reported budget data for the Public Education/Special Events, Plan Check, Enforcement, and Fire Investigation subprograms. In FY11/12, these subprograms were consolidated into one program called Fire Prevention.

# FIRE DEPARTMENT

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## 033 - Emergency Response Services

### Description

The Emergency Response Services program includes, Fire Suppression, Urban Search and Rescue (USAR) and the Suppression/Certification and Training subprograms.

Emergency response services are the foundation of the Fire Department's overall mission. Emergency response is the rapid and timely delivery of competent emergency services to any incident which threatens or has the potential to threaten life, property, and the environment.

Emergency Response Services encompass fire suppression, physical rescue, Urban Search and Rescue (USAR), all-risk hazard mitigation, and non-emergency calls for service. Personnel in this program also provide the staffing for emergency medical services, company level fire prevention inspections, and comprehensive pre-fire planning.

### Program Goal

Emergency Response Services are dedicated to providing rapid, highly-skilled response for the mitigation of all types of emergencies to protect the Beverly Hills community, visitors and other government agencies from all risks; and to provide superior service for all types of non-emergency service calls that may affect the community's well-being and quality of life.

### Ongoing Tasks

- Respond to all non-EMS emergency calls and public assistance requests, mitigate all emergencies, and provide services as needed
- Ensure immediate, efficient, and effective response and mitigation of emergency incidents by maintaining a steady state of personnel, equipment, and apparatus readiness
- Provide rapid response to hazards of all scope and scale by providing progressive, ongoing departmental training. This training includes fire suppression, rescue, Urban Search and Rescue (USAR), all hazard mitigation, as well as incidents involving Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) agents
- Improve inter-agency response capability through participation in regional training involving conventional and specialized skills such as fire suppression, Urban Search and Rescue (USAR), and Chemical , Biological, Radiological, Nuclear and Explosive (CBRNE) agents
- Promote inter-jurisdictional cooperation and response through participation in regional and State mutual aid requests as part of Area A strike team as well as partnerships in mutual aid and automatic aid with other local jurisdictions

# FIRE DEPARTMENT

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## 033 - Emergency Response Services

### Ongoing Tasks

- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.

### Work Plan

- 0103301 Continue search for available sites and opportunities within existing City and privately owned properties and structures for Fire Department training activities, specifically firefighting and rescue operation drills. Develop plans for use of any newly identified sites and facilities. (DI, SP)
- 0103301 Actively participate in planning and implementation of Area A and Los Angeles Regional inter-operational training activities as identified in the Regional Training Group Strategic Plan. (CP, SP, DI)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0103301 Expand use of desktop-based communication tools - Increase on-line training opportunities and explore learn-at-a-distance video training applications for all Beverly Hills fire stations, with the goals of increasing training while increasing fire companies in-district availability time. (SP, DI)
- 0103301 Operate and evaluate the new CAD/RMS system - Continue to develop and refine Beverly Hills Fire-specific functionality and record management capabilities. Identify supplemental software and/or hardware needs to complement and complete the new system. (CP, SP, DI)
- 0103301 Through leadership in, and cooperation with, the Los Angeles Area Fire Chiefs Association, help create a regional "smart classroom" system that will serve the thirty (30) Fire Departments in the Los Angeles region, providing on-line training opportunities equally and economically to all utilizing of UASI grant funding. Beverly Hills Information Technology will host the server hardware and software that will help make this a reality. (DI, SP)
- 0103301 Review and update Dispatch protocols and procedures in conjunction with implementation of new CAD/RMS system and deployment changes recommended in the organizational audit and strategic plan. (DI, SP)

## FIRE DEPARTMENT

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### 033 - Emergency Response Services

#### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0103301 Provide continuing education in all-risk Hazardous Materials and Weapons of Mass Destruction (WMD) at awareness and operational levels to all Fire Department response personnel. (SM, SP, DI)
- 0103301 Train and test four (4) current probationary firefighters on all departmental equipment and standard operating procedures through completion of their probationary year. (CP, SP, DI)
- 0103301 Continue Training all personnel on, and continue developing new applications for, using the new Mobile Data Terminals (MDTs) on all emergency apparatus. Integrate the new CAD-RMS systems technology and capabilities. Revise and publish an updated MDT use policy; train on the updated MDT use policy (SP, DI)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Deputy Fire Chief                | 0.25              | 470              |
| Fire Battalion Chief 112         | 2.20              | 4,136            |
| Fire Battalion Chief 80          | 0.60              | 1,128            |
| Fire Captain 112                 | 6.30              | 11,844           |
| Fire Engineer 112                | 7.56              | 14,212           |
| Firefighter 112                  | 6.30              | 11,844           |
| Firefighter Paramedic 112        | 8.88              | 16,694           |
| <b>Total Full Time Positions</b> | <b>32.09</b>      | <b>60,329</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>32.09</b>      | <b>60,329</b>    |

## FIRE DEPARTMENT

### 033 - Emergency Response Services

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0103301              | Emergency responses   | 6,066             | 6,000                | 6,225           |
| 0103301              | Fire incidents  | 96                | 138                  | 118             |
| 0103301              | Hazardous conditions incidents  | 122               | 132                  | 135             |
| 0103301              | Service call incidents  | 336               | 350                  | 380             |
| 0103301              | False alarm and false incidents   | 776               | 682                  | 650             |
| 0103301              | Personnel trained/certified in Urban Search and Rescue (USAR)   | 38                | 35                   | 35              |
| 0103301              | Confined space training hours   | 836               | 840                  | 840             |
| 0103301              | Percentage of emergency incidents where the Fire Department units are on scene in 4 minutes or less from receipt of alarm | 66%               | 73%                  | 75%             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Service Fees and Charges       | 46,161               | 41,900                | 38,900                 | -7.16%            |
| <b>Total Revenues</b>          | <b>46,161</b>        | <b>41,900</b>         | <b>38,900</b>          | <b>-7.16%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 7,580,889            | 8,367,600             | 8,420,000              | 0.63%             |
| Materials and Supplies         | 182,200              | 247,000               | 244,000                | -1.21%            |
| Contractual Services           | 70,487               | 176,300               | 107,300                | -39.14%           |
| Capital Outlay                 | 35                   | 0                     | 0                      | --                |
| Other Charges                  | 51,914               | 75,700                | 78,000                 | 3.04%             |
| <b>Total Expenses</b>          | <b>7,885,525</b>     | <b>8,866,600</b>      | <b>8,849,300</b>       | <b>-0.20%</b>     |



## FIRE DEPARTMENT

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### 033 - Emergency Response Services

| Expenditure By Subprogram            | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0103301 - Emergency Response Service | 5,762,907            | 8,866,600             | 8,849,300              | -0.20%            |
| 0103302 - USAR Program               | 402,105              | 0                     | 0                      | <sup>1</sup> --   |
| 0103303 - Certification and Training | 1,720,513            | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>                | <b>7,885,525</b>     | <b>8,866,600</b>      | <b>8,849,300</b>       | <b>-0.20%</b>     |

<sup>1</sup>This program previously reported budget data for the USAR and Certification and Training subprograms. In FY11/12, these subprograms were consolidated into one program called Emergency Response Services.

# FIRE DEPARTMENT

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## **034 - Emergency Medical Services - EMS**

### **Description**

The Emergency Medical Service program includes Calls for Service, Program Management, and Certification and Training of response personnel.

Emergency Medical Services (EMS) has become an increasingly important function of the Fire Department. The rapid response of highly-trained paramedics and emergency medical technicians is vital to the survival and recovery of patients suffering from medical emergencies or traumatic injuries. Fire Department responses to medical emergencies are increasing steadily due to the population density and demographics of the community, its day-time business population and visitors.

The Emergency Medical Service (EMS) division is tasked with the rapid delivery of medical aid of all types including basic and advanced cardiac life support. Firefighter Paramedics and Emergency Medical Technicians (EMTs) provide that response and care in a manner exceeding recognized standards. The delivery of medical care is provided to all residents and visitors to the City with efficiency, professionalism, and compassion.

### **Program Goal**

The Fire Department's EMS program goal is to provide rapid emergency medical response, advanced cardiac life support and pre-hospital care, by highly-trained and skilled paramedics and EMTs, utilizing state of the art equipment.

### **Ongoing Tasks**

- Respond to emergency medical calls for service, striving to maintain response time efficiency of under 4 minutes, to 75% of the approximately 4,000 such calls received each year.
- Improve the quality of EMS service delivery by continually evaluating patient care and documentation through a continuous quality improvement program. This involves constant review of calls, service and reporting to identify improvements and efficiencies involving all responding personnel and the program manager
- Maintain the certifications for all Emergency Medical Technicians (EMTs) and Paramedics by providing 24 hours of on-duty, continual education units per year, for each of the three shifts
- Maintain continual, current compliance to Federal, State, and County regulations related to EMS provision as well as the health and safety of our personnel

## FIRE DEPARTMENT

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### 034 - Emergency Medical Services - EMS

#### Ongoing Tasks

- Ensure compliance with Los Angeles County Department of Health Services policies for provision of Emergency Medical Services (EMS) by training and implementing policy set forth by the local EMS agency
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.

#### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0103401 Complete Los Angeles County Department of Health Services (DHS) Audits of the Paramedic Program and the audit/approval process for the Emergency Medical Technician (EMT) education and recertification programs. (SM, DI)
- 0103401 Conduct required prophylactic vaccination of all Fire Department personnel for designated communicable diseases, conduct annual Tuberculosis screening, conduct HBV titer testing for all personnel, and administer booster vaccination for personnel requiring per Federal OSHA and Cal-OSHA requirements. (SM)
- 0103401 Conduct required annual respirator fit testing for N95 and P100 masks for all Fire Department personnel - the N95 and P100 masks are required for use in designated medical emergency responses by Federal OSHA and Cal-OSHA regulations. This requirement includes correlated medical screening and training in the proper use and application of the respirator masks. (SM)

| Full Time Positions      | FY 2012/13 Budget | FY 2012/13 Hours |
|--------------------------|-------------------|------------------|
| Deputy Fire Chief        | 0.15              | 282              |
| Fire Battalion Chief 112 | 0.70              | 1,316            |
| Fire Battalion Chief 80  | 0.30              | 564              |
| Fire Captain 112         | 7.95              | 14,946           |
| Fire Engineer 112        | 9.54              | 17,935           |

## FIRE DEPARTMENT

### 034 - Emergency Medical Services - EMS

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Firefighter 112                  | 7.95              | 14,946           |
| Firefighter Paramedic 112        | 13.92             | 26,170           |
| EMS Program Administrator        | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>41.51</b>      | <b>78,039</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>41.51</b>      | <b>78,039</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0103401              | Number of paramedic training hours received and certified as part of continuing education requirements  | 504               | 576                  | 576             |
| 0103401              | Number of emergency medical technician training hours received and certified as part of continuing education requirements                           | 732               | 696                  | 696             |
| 0103401              | Advanced Life Support (ALS) calls for service - response for treatment only   | 149               | 166                  | 174             |
| 0103401              | Advanced Life Support (ALS) calls for service - response for treatment and transport  | 1,107             | 1,110                | 1,166           |
| 0103401              | Basic Life Support (BLS) calls for service - response for treatment only  | 986               | 948                  | 995             |
| 0103401              | Basic Life Support (BLS) calls for service - response for treatment and transport   | 1,099             | 1,022                | 1,073           |
| 0103401              | Other rescue and/or Emergency Medical Services (EMS) responses that do not require medical assistance   | 756               | 764                  | 802             |
| 0103401              | Total rescue and Emergency Medical Services (EMS) responses   | 3,759             | 3,800                | 3,900           |
| 0103401              | Cost recovery revenues generated by emergency medical services billing program  | \$1,746,818       | \$1,785,000          | \$1,800,000     |
| 0103401              | Percentage of calls for Emergency Medical Services (EMS) service where Fire Department units arrive on scene in four (4) minutes or less from alarm | 74%               | 75%                  | 75%             |

## FIRE DEPARTMENT

### 034 - Emergency Medical Services - EMS

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Service Fees and Charges       | 2,048,530            | 1,800,000             | 1,908,600              | 6.03%             |
| <b>Total Revenues</b>          | <b>2,048,530</b>     | <b>1,800,000</b>      | <b>1,908,600</b>       | <b>6.03%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 9,618,898            | 10,594,400            | 10,495,100             | -0.94%            |
| Materials and Supplies         | 73,803               | 88,300                | 69,900                 | -20.84%           |
| Contractual Services           | 106,657              | 114,900               | 110,400                | -3.92%            |
| Capital Outlay                 | 7,212                | 0                     | 0                      | --                |
| Other Charges                  | 65,591               | 95,700                | 98,600                 | 3.03%             |
| <b>Total Expenses</b>          | <b>9,872,161</b>     | <b>10,893,300</b>     | <b>10,774,000</b>      | <b>-1.10%</b>     |

| Expenditure By Subprogram                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 0103401 - Emergency Medical Services - EMS | 9,026,387            | 10,893,300            | 10,774,000             | -1.10%            |
| 0103402 - EMS - Program Management         | 273,063              | 0                     | 0                      | <sup>1</sup> --   |
| 0103403 - EMS - Certification and Training | 572,711              | 0                     | 0                      | <sup>1</sup> --   |
| <b>Total Expenses</b>                      | <b>9,872,161</b>     | <b>10,893,300</b>     | <b>10,774,000</b>      | <b>-1.10%</b>     |

<sup>1</sup> This program previously reported budget data for the EMS - Program Management and EMS - Certification and Training subprograms. In FY11/12, these subprograms were consolidated into one program called Emergency Medical Services - EMS.

# FIRE DEPARTMENT

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## 035 - Fire Community Programs

### Description

The Fire Community Outreach Programs includes the Community Emergency Response Team (CERT) and Public Access Defibrillator (PAD) subprograms. Fire Community Programs are designed to encourage citizens, the business community and members of the Beverly Hills Unified School District to learn basic emergency skills which will enable them to save lives and protect property. CERT and Disaster Assistance Response Team (DART) (for schools and businesses) will help to reduce the City's response burden in any disaster or large scale life-threatening events.

### Program Goal

Enhance the community's ability to deal with emergencies or large-scale disasters by providing the training programs, skilled instructors and encouragement necessary to train our citizens, employees, business community and members of the Beverly Hills School District.

### Ongoing Tasks

- Working with the Office of Emergency Management, enhance community level of readiness by maintaining up to date disaster skills through the Community Emergency Response Team (CERT) and Disaster Assistance Response Team (DART) training programs

### Work Plan

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

0103501 Coordinating with the Office of Emergency Management, examine the possibility of providing additional CERT training through researching alternate delivery models (DI)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Fire Battalion Chief 80          | 0.03              | 56               |
| <b>Total Full Time Positions</b> | <b>0.03</b>       | <b>56</b>        |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>0.03</b>       | <b>56</b>        |

## FIRE DEPARTMENT

### 035 - Fire Community Programs

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0103501              | Community Emergency Response Team (CERT) classes conducted               | 0                 | 0                    | 1               |
| 0103501              | Disaster Assistance Response Team (DART) classes conducted               | 3                 | 2                    | 2               |
| 0103501              | Number of certified trained volunteers used as part of citywide exercise | N/A               | 20                   | 25              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>            |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Salaries and Benefits          | 46,109               | 48,900                | 24,100                 | <sup>1</sup> -50.72% |
| Materials and Supplies         | 11,183               | 12,000                | 12,000                 | 0.00%                |
| Contractual Services           | 1,432                | 2,500                 | 2,500                  | 0.00%                |
| Other Charges                  | 1,975                | 2,900                 | 3,000                  | 3.45%                |
| <b>Total Expenses</b>          | <b>60,699</b>        | <b>66,300</b>         | <b>41,600</b>          | <b>-37.25%</b>       |

| Expenditure By Subprogram              | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 0103501 - Fire Community Programs      | 43,905               | 66,300                | 41,600                 | -37.25%           |
| 0103502 - CPR and First Aid            | 4,030                | 0                     | 0                      | <sup>2</sup> --   |
| 0103503 - Public Access Defibrillation | 12,764               | 0                     | 0                      | <sup>2</sup> --   |
| <b>Total Expenses</b>                  | <b>60,699</b>        | <b>66,300</b>         | <b>41,600</b>          | <b>-37.25%</b>    |

<sup>1</sup> Salary and Benefits decreased due to the reallocation of the Fire Captain position to another program.

<sup>2</sup> This program previously reported budget data for the CPR and First Aid and Public Access Defibrillation subprograms. In FY11/12, these subprograms were consolidated into one program called Fire Community Programs.

# FIRE DEPARTMENT

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## 099 - Equipment Replacement

### Description

Equipment replacement refers to the acquisition of new furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

### Program Goal

Effectively and efficiently account for replacement of all non-vehicle capital outlay equipment. Ensure timely replacement of Emergency Response tools and equipment as well as all tools, equipment, furniture and fixtures used to support the ongoing mission of the Fire Department.

### Ongoing Tasks

- Monitor equipment inventories and continually reassess effective life spans and use.
- Purchase all equipment that has reached the end of its useful life or as required by standards, safety considerations and warranties.
- Carry forward and adjust replacement dates on any equipment scheduled for replacement but still serviceable.

### Work Plan

0109901 Purchase and replace tools and equipment that have been identified as overdue for purchase or may be given extended useful lives, in order to most efficiently utilize the funding currently available. Continue to monitor timely replacement and safe operating condition of all equipment. (SP, DI)



## FIRE DEPARTMENT

### 099 - Equipment Replacement

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>           |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Capital Outlay                 | 30,166               | 115,800               | 165,100                | <sup>1</sup> 42.57% |
| Other Charges                  | 44,869               | 24,600                | 41,200                 | 67.48%              |
| <b>Total Expenses</b>          | <b>75,035</b>        | <b>140,400</b>        | <b>206,300</b>         | <b>46.94%</b>       |

| Expenditure By Subprogram                                  | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 4009920 - Equipment Replacement<br>Program (Department 20) | 75,035               | 140,400               | 206,300                | 46.94%            |
| <b>Total Expenses</b>                                      | <b>75,035</b>        | <b>140,400</b>        | <b>206,300</b>         | <b>46.94%</b>     |

<sup>1</sup> Capital Outlay increased due to more equipment needing replacement this year. This expense will vary from year to year.

## FIRE DEPARTMENT

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## **Community Development**

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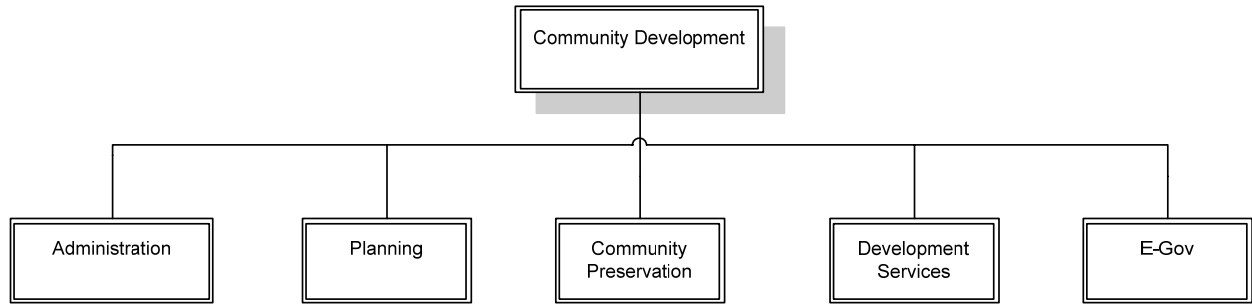
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## **Proposed Budget**

## COMMUNITY DEVELOPMENT

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### Department Organization Chart



### Department Mission

We guide development of the built environment to enhance and maintain quality of life.

### Changes from Prior Year

- Recommendations from the Mayor's Task Force on Government Efficiency:
  - During FY2011-12, a Building Inspector was re-instated to support inspection services and an Urban Designer position was added to support Architectural, Design Review, and Cultural Heritage Commissions and facilitate more staff level approvals.
  - Online services were initiated such as an electronic plan review system, open-table inspection request system, and online permit center appointment system.
  - A 70-day restaurant streamlining ordinance was implemented to expedite the restaurant development review process. To date, five restaurants have been approved through this streamlining process.
  - For FY2012-13, the Building and Safety program will be renamed Development Services. All development process-related functions will be moved to Development Services.
  - Planners, Plan Reviewers, a Public Works Civil Engineer and a Fire Department Plan Reviewer will be co-located into the plan review section of Development Services.
  - A Permit Center Coordinator/Concierge position will be created to staff the Permit Center Information Desk and guide customers through the development process.
  - A new Executive Assistant I position will be added to enable the department to realign the work of other administrative support to provide dedicated, live phone coverage and support four commissions including the new Cultural Heritage Commission charged with implementing the City's Historic Preservation Ordinance.
  - Funding for plan review services will be increased to accommodate increased demand.
- The Community Preservation's contractual services funds will be increased by approximately \$131,000 to accommodate anticipated increase in workload resulting from the two (2) ordinances adopted by Council to address view restoration in Trousdale: Trousdale Hedge Height Amendment and Trousdale View Preservation Ordinance.
- Revenues for FY2011-12 include unanticipated revenues from major tenant improvement projects of Audi, MGM, Playboy and the United Talent Agency (UTA).
- Revenues for FY2012-13 include revenues from major projects such as Lexus and the office buildings at 9200 Wilshire Boulevard, 9900 Santa Monica Boulevard and 9000 Wilshire Boulevard.
- As the economy continues to improve, the department will face the challenge of meeting the increasing demand for its services while continuing its streamlining efforts with available resources.

## COMMUNITY DEVELOPMENT

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- Internal Service Fund charges increased by approximately 14.76%, partially to account for the funding of the debt service for the Alternative Retiree Medical Program ( ARMP) and Other Post Employment Benefits (OPEB) obligation. These charges were not included in previous years.

### Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13 Hours |
|---------------------------|----------------------|----------------------|----------------------|------------------|
| Total Full Time Positions | 41.00                | <sup>1</sup> 42.00   | 45.00                | 84,600           |

| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12<br>Budget | FY 2012/13<br>Budget | FY 2012/13 Hours |
|---------------------------|----------------------|----------------------|----------------------|------------------|
| Total Part Time Positions | 0.00                 | 0.00                 | 0.00                 | 0.00             |

<sup>1</sup> In FY 2011/12 a Building Inspector I and an Urban Designer position were approved after budget adoption.

## COMMUNITY DEVELOPMENT

### Department Budget

| Revenue by Category             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed  | Percent<br>Change |
|---------------------------------|----------------------|-----------------------|-------------------------|-------------------|
| Licenses Permits                | 9,315,723            | 9,500,800             | <sup>1</sup> 10,973,300 | 15.50%            |
| Fines & Penalties               | 3,871                | 5,000                 | 5,000                   | 0.00%             |
| Use Of Money & Property         | 26,294               | 30,800                | 30,000                  | -2.60%            |
| Service Fees & Charges          | 1,119,974            | 1,171,400             | 1,142,600               | -2.46%            |
| Internal Services Fund Receipts | 369,842              | 0                     | 65,400                  | --                |
| Miscellaneous Revenues          | 57,062               | 26,900                | 26,600                  | -1.12%            |
| <b>Total Revenues</b>           | <b>10,892,766</b>    | <b>10,734,900</b>     | <b>12,242,900</b>       | <b>14.05%</b>     |

| Expenditure by Category       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------|----------------------|-----------------------|------------------------|-------------------|
| Salaries & Benefits           | 5,367,082            | 5,791,300             | <sup>2</sup> 6,835,600 | 18.03%            |
| Materials and Supplies        | 42,718               | 38,900                | <sup>3</sup> 57,000    | 46.53%            |
| Contractual Services          | 208,634              | 493,300               | <sup>4</sup> 773,700   | 56.84%            |
| Capital Outlay                | 42,382               | 0                     | 0                      | --                |
| Internal Service Fund Charges | 3,957,862            | 3,643,100             | 4,181,000              | 14.76%            |
| Other Charges                 | 2,360                | 39,400                | 40,700                 | 3.30%             |
| <b>Total Expenses</b>         | <b>9,621,038</b>     | <b>10,006,000</b>     | <b>11,888,000</b>      | <b>18.81%</b>     |

<sup>1</sup> Department is projecting an increase Licenses and Permits revenue due to an increase in development activity.

<sup>2</sup> Department is proposing to increase three positions for FY 2012/13 and salaries and benefits are increasing due to anticipated MOU salary increases.

<sup>3</sup> Materials and Supplies is proposing to increase due to budgeting of program 2603604-AB 717 Training for FY 2012/13, not budgeted in prior years and the approval of budget enhancement for City commission expenses.

<sup>4</sup> Contractual services are proposing to increase for FY 2012/13 to address City Council priorities and task force recommendations.

<sup>5</sup> Internal Service Fund charges increased by 14.76% in part to account for the funding of the debt service for the Alternative Retiree Medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included I previous years. In addition, Equipment Replacement charges increased in comparison to last year.

### Department Budget

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority

DI = Department Initiative

EcS = Economic Sustainability

EnS = Environmental Sustainability

GP = General Plan

SP = Strategic Plan



### 036 - CD Administration

#### Description

Community Development Administration provides support for the department's two main divisions (Planning and Development Services) to implement City Council policy as directed by the City Manager. Administration also provides clerical and customer service support for the department including support for four commissions - the Planning Commission, Architectural Review Commission, Design Review Commission, and the Cultural Heritage Commission. The administrative functions include coordinating meeting activities, packet preparation and distribution, meeting schedules and minutes.

Administration is responsible for budget management, purchasing, records management coordination, accounting and administration of the Planning and Intelligence Units of the City's Emergency Operations Center

#### Program Goals

Provide pertinent information to staff and the public to assist them in effectively and efficiently managing available resources

Improve operational efficiency, access to available information and special projects which enhance customer satisfaction

Provide administrative support to Planning, Development Services and the Planning, Architectural Review, Design Review and Cultural Heritage Commissions.

#### Ongoing Tasks

- Provide oversight of department programs through weekly meetings and directives
- Provide support services for department divisions including clerical, records management, and accounting assistance
- Facilitate effective commission meetings by preparing and coordinating commission meeting materials, dates and activities as scheduled
- Provide public access of commission meetings and agenda minutes using the Granicus system
- Ensure timely employee evaluations are completed
- Meet budget deadlines set by the budget office by coordinating the activities in the budget process

### 036 - CD Administration

#### Ongoing Tasks

- Expedite payments for services by consultants by initiating check processing within two weeks upon receipt of invoices from consultants
- Outreach to community through regular attendance at residential and business events.
- Secure grant funding for department projects and programs by researching funding opportunities, submitting applications as appropriate and administering the grants
- Strengthen the department's ability to respond and recover from an emergency or disaster by participating in Emergency related trainings, meetings, exercises, workshops and special events
- Participate in the Strategic Thinkers planning team by mapping processes and evaluate implementation of reorganization opportunities recommended
- Use survey results to continually modify and improve processes

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0103602 Review and redefine staff roles and responsibilities based on department reorganization (DI, SP)
- 0103602 Develop a quality assurance program by establishing protocols (DI)
- 0103602 Develop a public outreach program (DI)
- 0103602 Provide project level support for implementation of the new Enterprise Resource Planning System, including application review, testing, and providing feedback related to system functionality (SP)
- 0103602 Facilitate the completion of desk manuals from each of the department programs to capture institutional knowledge
- 0103602 Provide customer service training to all staff members

## COMMUNITY DEVELOPMENT

### 036 - CD Administration

#### Work Plan

0103602 Develop a cross-training program for staff's promotional opportunities

| Full Time Positions               | FY 2012/13 Budget | FY 2012/13 Hours |
|-----------------------------------|-------------------|------------------|
| Director of Community Development | 0.35              | 658              |
| Management Analyst                | 0.35              | 658              |
| Executive Assistant III           | 0.90              | 1,692            |
| <b>Total Full Time Positions</b>  | <b>1.60</b>       | <b>3,008</b>     |
| Total Staffing                    | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>  | <b>1.60</b>       | <b>3,008</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0103602              | Percentage of evaluations completed by due date                         | <sup>1</sup> N/A  | 85                   | 100             |
| 0103602              | Number of outreach activities conducted                                 | <sup>1</sup> N/A  | 10                   | 15              |
| 0103602              | Percentage of consultant invoices processed within two weeks of receipt | 80                | 85                   | 100             |

<sup>1</sup> Data not available for 2010/11

## COMMUNITY DEVELOPMENT

### 036 - CD Administration

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 396,014              | 42,400                | 42,400                 | 0.00%             |
| Service Fees & Charges         | 661,177              | 667,700               | <sup>1</sup> 441,600   | -33.86%           |
| Miscellaneous Revenues         | 23,467               | 6,500                 | <sup>2</sup> 10,000    | 53.85%            |
| <b>Total Revenues</b>          | <b>1,080,658</b>     | <b>716,600</b>        | <b>494,000</b>         | <b>-31.06%</b>    |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,536,438            | 476,300               | <sup>3</sup> 258,800   | -45.66%           |
| Materials And Supplies         | 16,650               | 27,800                | <sup>4</sup> 40,800    | 46.76%            |
| Contractual Services           | 27,885               | 45,600                | <sup>5</sup> 74,200    | 62.72%            |
| Capital Outlay                 | 42,381               | 0                     | 0                      | --                |
| Other Charges                  | 266                  | 4,400                 | 4,600                  | 4.55%             |
| <b>Total Expenses</b>          | <b>1,623,620</b>     | <b>554,100</b>        | <b>378,400</b>         | <b>-31.71%</b>    |

<sup>1</sup> Decrease in Service Fees and Charges is due to the reallocation of Plan Maintenance fee revenues to Development Services.

<sup>2</sup> Increase in Miscellaneous Revenues is due to a projected increase in Other Miscellaneous Charges category for FY 2012/13.

<sup>3</sup> Decrease in Salary and Benefits expenditures is due to a reallocation of positions to other subprograms as part of the proposed department reorganization for FY 2012/13.

<sup>4</sup> Proposed increases in Materials and Supplies is due to the budgeting of training aids for program 2603604 – AB 717 Training, not budgeted in previous years.

<sup>5</sup> Proposed increases in Contractual Services is due to the budgeting of travel, training, and membership dues for program 2603604 – AB 717 Training, not budgeted in previous years.

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**COMMUNITY DEVELOPMENT**

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**036 - CD Administration**

| <b>Expenditure By Subprogram</b>              | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|---|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0103601E029 - Permit Center                   | 976,975                      | 0                             | 0                              | --                        |
| 0103601 - CD Administration                   | 230,028                      | 0                             | 0                              | --                        |
| 0103602 - Records Management                  | 201,333                      | 0                             | 0                              | --                        |
| 0103602 - CD Administration                   | 0                            | <sup>6</sup> 535,600          | 325,900                        | -39.15%                   |
| 0103603 - City-Wide Governance - CD           | 170,134                      | 0                             | 0                              | --                        |
| 2303601 - Community Development<br>Technology | 45,150                       | 18,500                        | 18,500                         | 0.00%                     |
| 2603604 - AB 717 Training                     | 0                            | 0                             | 34,000                         | --                        |
| <b>Total Expenses</b>                         | <b>1,623,620</b>             | <b>554,100</b>                | <b>378,400</b>                 | <b>-31.71%</b>            |

<sup>6</sup> In FY 2011/12 subprograms 0103601 - CD Administration, 0103601E028 - Special Programs, 0103602 - Records Management, and 0103603 - City Wide Governance -CD were combined into one subprogram and renamed 0103602 – CD Administration

### 037 - Planning

#### Description

The majority of Planning's work effort is directed to the review and processing of private development projects; providing information to residents, business owners, government and non-governmental agencies; and implementing City Council work plans. The division is also responsible for implementing city goals and objectives identified in the General Plan, including policies related to land use development, housing, conservation and preservation, among others. Planning supports other departments in the processing of city projects, environmental review for a variety of city actions, and monitors regional development.

Planning serves four commissions; including, Planning, Architectural, Design Review, and Cultural Heritage Commissions. The Planning Commission evaluates land use-related projects and provides guidance and recommendations on policy work. The two design-related commissions provide architectural review of commercial, multiple family and single family homes. The Cultural Heritage Commission celebrates the community's cultural heritage and reviews projects for local landmark designation.

#### Program Goal

Efficient and proactive review and processing of private development applications consistent with applicable local, state and federal regulations, while ensuring ample opportunity for an informed public to participate in the review of significant projects.

Communicate, inform and provide timely responses to inquiries from residents, the business community and other organizations with information available at City Hall and internet-based resources.

Advance and implement City-Council directed work plans and policy initiatives. Provide staff support and resources to the Planning, Architectural, Design Review, and Cultural Heritage Commissions as set forth in local ordinance and as directed by the City Council.

#### Ongoing Tasks

- Management and Supervision. Ensure work and service is being provided consistent with expectations set forth by the City Manager; provide direction and support to staff; ensure work is being completed in a professional and timely manner; continually evaluate systems and operations and implement changes and enhancements to best balance the need for efficient application processing with the expectation of public input opportunities.
- Application Processing. Review and process all aspects related to administrative applications, including plan check applications and projects requiring review by the City Council, Planning Commission, Architectural Commission, and Design Review Commission; participate and provide guidance on concept review applications; and final inspections.

### 037 – Planning

#### Ongoing Tasks

- Customer Service. Process over-the-counter applications; provide guidance and information at the Permit Center, through telephone and email inquiries and Comcate requests for information; meet with prospective applicants; provide organizational support to other city departments, local and regional government agencies and local organizations; review, monitor and, as appropriate, comment on regional development projects; participate in community meetings
- Work performed by the Community Development Director, Management Analyst and Executive Assistant III
- Professional Development / Training. Provide staff opportunities to enhance skills, keep current on applicable regulations, develop innovative strategies to improve overall work performance and efficiency, support the City's Emergency Operation Center, attend seminars and conferences
- Organization Support. Regional project updates, provide environmental review for other departments' work programs, sub-regional representation, annual reports to State, staff meetings, community meeting, etc.

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- |         |   |
|---------|---|
| 0103701 | Implement Historic Preservation Ordinance and initiate processes for review body (CP)   |
| 0103701 | Evaluate expansion of notice requirements to beyond 300 feet for development projects (CP)  |
| 0103701 | Westside Subway. Support the Transportation Division in its monitoring and coordination with Metro. (CP, EcS, GP)   |
| 0103701 | Zoning Code Update. Amend the Zoning Code to implement identified development review streamlining initiatives; improve application processing, enhance readability, administration and application of the code; eliminate outmoded references or conflicting code sections; and, incorporate graphics to clarify regulatory intent. (CP, DI, EcS, GP) |

### 037 – Planning

#### Work Plan

- 0103701 R-1 Mass and Bulk Standards. Consider discrete amendments to the R1 development standards to address concerns related to building scale and mass and required parking requirements. This work item is not a comprehensive re-evaluation of the R1 standards, but identifies opportunities to make minor changes to improve neighborhood compatibility and enhance the quality of the buildings being constructed, while also addressing concerns related off-street parking requirements. (CP, DI, GP)
- 0103701 Special Needs Housing. Revise the zoning code as required by State Law to include regulations related to 'community care facilities'; 'single room occupancy', 'transitional housing', and 'emergency shelters'. (GP)
- 0103701 Reduced Fees for Affordable Housing. Evaluate possible waivers or reductions in certain fees for development containing very low, low- and moderate income housing units. (GP)
- 0103701 Update the City's Housing Element for the 2013-2021 housing cycle through the recommendation of the Planning Commission (GP)
- 0103701 Carbon Footprinting/(Climate Action Plan). Support Public Works in its development of baseline data on carbon emissions (and development of a Climate Action Plan). (CP, EcS, GP)

*Vision Statement #5: Beverly Hills is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses.*

- 0103701 Implement recommendations from the City's Governmental Efficiency, Southeast, and Small business Task Forces. (CP)



## COMMUNITY DEVELOPMENT

### 037 – Planning

| <b>Full Time Positions</b>                               | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|--|--------------------------|-------------------------|
| Director of Community Development                        | 0.30                     | 564                     |
| Assistant Director of Community Development-City Planner | 1.00                     | 1,880                   |
| Senior Planner   | 2.00                     | 3,760                   |
| Management Analyst                                       | 0.25                     | 470                     |
| Assistant Planner  | 1.00                     | 1,880                   |
| Associate Planner  | 3.00                     | 5,640                   |
| Principal Planner  | 1.00                     | 1,880                   |
| Executive Assistant III                                  | 0.10                     | 188                     |
| Executive Assistant I                                    | 1.00                     | 1,880                   |
| Urban Designer   | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                         | <b>10.65</b>             | <b>20,022</b>           |
| <b>Total Staffing</b>                                    | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                         | <b>10.65</b>             | <b>20,022</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 0103701                     | Number of phone calls received   | 12,089                    | 12,588                       | 13,217                  |
| 0103701                     | Percent of administrative applications completed within one (1) month  | 75                        | 83                           | 85                      |
| 0103701                     | Percent of Planning Commission applications exempt from environmental review and completed within 90 days                  | 60                        | 86                           | 85                      |
| 0103701                     | Percent of applications subject to environmental review (negative declaration / EIR) and completed between 91 and 365 days | 50                        | 50                           | 85                      |
| 0103701                     | Percent of Architectural Review applications completed in two or less meetings   | 88                        | 89                           | 90                      |
| 0103701                     | Percent of Design Review applications completed in two or less meetings  | 40                        | 67                           | 75                      |

## COMMUNITY DEVELOPMENT

### 037 – Planning

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 665,341              | 842,800               | 866,900                | 2.86%             |
| Use Of Money & Property        | 25,678               | 30,800                | 30,000                 | -2.60%            |
| Service Fees & Charges         | 679,494              | 569,300               | 548,400                | -3.67%            |
| Miscellaneous Revenues         | 14,360               | 18,500                | <sup>1</sup> 15,000    | -18.92%           |
| <b>Total Revenues</b>          | <b>1,384,873</b>     | <b>1,461,400</b>      | <b>1,460,300</b>       | <b>-0.08%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,398,530            | 1,692,000             | 1,747,400              | 3.27%             |
| Materials And Supplies         | 5,960                | 1,000                 | <sup>2</sup> 4,600     | 360.00%           |
| Contractual Services           | 75,945               | 184,600               | <sup>3</sup> 260,600   | 41.17%            |
| Other Charges                  | 597                  | 10,000                | 10,300                 | 3.00%             |
| <b>Total Expenses</b>          | <b>1,481,032</b>     | <b>1,887,600</b>      | <b>2,022,900</b>       | <b>7.17%</b>      |

<sup>1</sup> Decrease in Miscellaneous Revenues is due to a projected decrease in Planning Miscellaneous Receipts for FY 2012/13.

<sup>2</sup> Proposed increase in Materials and Supplies is due to the approval of Budget Enhancement #27-012 for City Commission expenses

<sup>3</sup> Proposed increase in Contractual Services is due to the partial approval of Budget Enhancement #27-005 for Cultural Heritage Commission expenses and the approval of Budget Enhancement #27-006 for historic preservation survey and Budget Enhancement #27-011 R-1 development standards.

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**COMMUNITY DEVELOPMENT**

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**037 – Planning**

| <b>Expenditure By Subprogram</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0103701 - Current Planning       | 883,715                      | 0                             | 0                              | --                        |
| 0103701 - Planning               | 0                            | <sup>4</sup> 1,887,600        | 2,022,900                      | 7.17%                     |
| 0103701E030 - Zoning Review      | 158,701                      | 0                             | 0                              | --                        |
| 0103702E008 - General Plan       | 65,482                       | 0                             | 0                              | --                        |
| 0103702 - Advance Planning       | 373,134                      | 0                             | 0                              | --                        |
| <b>Total Expenses</b>            | <b>1,481,032</b>             | <b>1,887,600</b>              | <b>2,022,900</b>               | <b>7.17%</b>              |

<sup>4</sup>In FY 2011/12 subprograms 0103701- Current Planning, 0103701E030- Zoning Review, 0103702 - Advance Planning, and 0103702E008- General plan were combined into one subprogram and renamed 0103701- Planning

### 038 – e-Gov-CD

#### Description

The e-Gov-CD program focuses on providing public access to the department's services and information using online web technology, telephone or the Internet. This includes plan review submittals, permit applications and issuance, payment collections, building and municipal code information, inspection requests, project status information and others.

#### Program Goal

Provide a full line of online development services intended to reduce the time and effort it takes customers to apply for and obtain Community Development services.

Ensure that all applicable and appropriate services are offered and presented online and are consistent with the City and Department strategic plans.

Improve the quality, accessibility, and timeliness of customer service delivering public information and services using the Internet.

#### Ongoing Tasks

- Continue to develop new online services consistent with providing customers a more streamlined approach to conducting government businesses
- Facilitate the processing of online plan review submittals, permit issuance and other activities related to the development review process
- Collaborate with other City departments to maximize, grow and evolve the e-Gov-CD business.
- Respond to customer inquiries regarding the use of online services
- Meet with and survey customers and stakeholders to ensure e-Gov-CD programs and services are meeting their needs and expectations.
- Update website with the most current information on the department's events and services
- Provide reports and analysis of online activities, trends and make recommendations to expand and improve the online customer experience.
- Monitor, track, analyze and report on customer satisfaction, quality assurance and timeliness of the department's online services.
- Provide Technical support services to customers regarding online services

### 038 – e-Gov-CD

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0103801 Document processes for plan check counter and electronic plan review services.  
(DI, SP)
- 0103801 Create customer forms, handouts, and brochures for electronic plan review process (DI, SP)
- 0103801 Create an electronic review webpage (DI, SP)
- 0103801 Document roles and responsibilities for all staff members involved in the electronic review system (DI, SP)
- 0103801 Develop process timelines for electronic plan review services (DI, SP)
- 0103801 Develop customer technical support program for electronic plan review services (DI, SP)
- 0103801 Create digital plan retention process to transfer approved plans from the Beverly Hills Electronic Review system to Documentum (DI, SP)

## COMMUNITY DEVELOPMENT

### 038 – e-Gov-CD

| Full Time Positions  | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Assistant Director Community Development City Building Officer | 0.25              | 470              |
| Director of Community Development                              | 0.05              | 94               |
| e-Gov -CD Manager  | 1.00              | 1,880            |
| Customer Service Representative                                | 0.70              | 1,316            |
| Development Services Technician II                             | 0.70              | 1,316            |
| <b>Total Full Time Positions</b>                               | <b>2.70</b>       | <b>5,076</b>     |
| Total Staffing   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                               | <b>2.70</b>       | <b>5,076</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0103801              | Number of customers using online services   | N/A               | 200                  | 400             |
| 0103801              | Number of trips eliminated to City Hall   | N/A               | 100                  | 200             |
| 0103801              | Number of major online service enhancements completed <sup>1</sup>                                | N/A               | 6                    | 10              |
| 0103801              | Percentage of online customers who received technical support <sup>2</sup> from the e-Gov program | N/A               | 20                   | 60              |

<sup>1</sup> e-Gov program is a new program established in November 2011, performance data not available (N/A) for 2010/11. Enhancements include associated work plans for fiscal year.

<sup>2</sup> Technical support includes customer inquiries and customer satisfaction surveys

## COMMUNITY DEVELOPMENT

### 038 – e-Gov-CD

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 0                    | 356,900               | 379,100                | 6.22%             |
| <b>Total Expenses</b>          | <b>0</b>             | <b>356,900</b>        | <b>379,100</b>         | <b>6.22%</b>      |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0103801 – e-Gov-CD        | 0                    | 356,900               | 379,100                | 6.22%             |
| <b>Total Expenses</b>     | <b>0</b>             | <b>356,900</b>        | <b>379,100</b>         | <b>6.22%</b>      |

### 046 – Development Services

#### Description

Development Services provide premier customer service for development-related services including plan review, permit issuance, building inspection and record request processing. It focuses on answering questions, addressing concerns, offering front-end assistance and guiding applicants through the development process.

Plan review and permit issuance is reviewing and approving all commercial and residential projects for compliance with federal, state and local laws. It is also assisting customers with their construction-related needs like fees assessment and collection.

Building inspection has nationally certified Building Inspection staff who provide inspections to all construction projects on private and City-owned properties.

Development Services also includes records management which is tasked with active project document management, document imaging, and/or “archiving”, and providing public information on all development and property-related records (i.e. zoning, plans, reports, permits, covenants, and other related documents).

#### Program Goal

Assures a safe and quality -built environment by guiding and assisting residential and commercial owners/developers in their construction-related needs.

Provides a primary point of contact for development related services

Provides record information to the public and City staff

#### Ongoing Tasks

- Improve the quality of customer service by streamlining the turn-around time of plan review for commercial and residential construction work within the City
- Provide timely inspections by performing construction inspections of new and existing buildings and structures within 24 hours of the scheduled request. Inspections are performed within a two-hour appointment time, which is communicated to the property owner, architect, engineer, and contractor via e-mail notification the day prior to the scheduled inspection
- Ensure safety in City structures by continuing and maintaining plan check and inspection services for City Capital Improvement Projects.
- Improve the quality of its staff by program providing in-house department staff training on new State and City Municipal Codes, and internal operational procedures.



### 046 – Development Services

#### Ongoing Tasks

- Implement public awareness and outreach training programs related to building codes
- Participate in Emergency Management related trainings, meetings, exercises, workshops and special events
- Manage the front desk of the Permit Center in greeting and directing visitors to appropriate areas, and assisting customers through the development process
- Provide phone support by responding to phone appointment requests and development process inquiries
- Initiate ongoing public awareness and outreach programs regarding new development processes
- Ensure development-related permits are processed within set timelines
- Provide records research services for internal and external customers within 14 days
- Administer address changes and verification in a timely manner

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0104610 Improve the quality of customer service by streamlining the plan review turn-around time for commercial and residential construction work within the City. Emphasis in plan review streamlining through the implementation of an online electrical plan submittals (CP, DI, EcS, SP)
- 0104610 Develop a plan review correction library for online electronic plan submittals in order to establish consistent use and application of plan review corrections (CP, DI, EcS, SP)
- 0104610 Develop a process for timely (48-hour) over-the-counter virtual electronic plan review submittals in cooperation with planning program (CP, DI, EcS, SP)

**046 – Development Services**

**Work Plan**

- 0104610 Implement and train staff to perform over-the-counter virtual electronic plan review submittals (CP, DI, EcS, SP)
- 0104610 Establish and develop “Roles and Responsibilities” that are consistent with other city-reviewing agencies (DI, SP)
- 0104610 Improve current Customer Service Survey to better represent the newly established Development Services program and deploy it to focus groups (SP, DI)
- 0104610 Conduct and complete the Insurance Service Office (ISO) audit to re-certify the current Class 1 rating under the new 2010 code for Building & Safety.
- 0104610 Evaluate the progress of the cashiering system in the Permit Center
- 0104610 Develop a process to comply with the California Revenue and Tax Code requirement to provide all building plans and Certificate of Occupancy electronically to the LA County Tax Assessor (DI)
- 0104610 Conduct a public awareness campaign on Class A wood roof ordinance which takes effect in 2013 (DI)

**COMMUNITY DEVELOPMENT**

**046 – Development Services**

| <b>Full Time Positions</b>                                     | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|--|--------------------------|-------------------------|
| Assistant Director Community Development City Building Officer | 0.50                     | 940                     |
| Director of Community Development                              | 0.25                     | 470                     |
| Plan Review and Building Inspection Manager                    | 1.00                     | 1,880                   |
| Senior Planner   | 2.00                     | 3,760                   |
| Management Analyst   | 0.30                     | 564                     |
| Senior Building Inspector                                      | 4.00                     | 7,520                   |
| Building Inspector Manager                                     | 1.00                     | 1,880                   |
| Executive Assistant II   | 0.75                     | 1,410                   |
| Building And Safety Inspector I                                | 1.00                     | 1,880                   |
| Building And Safety Inspector II                               | 2.00                     | 3,760                   |
| Senior Plan Review Engineer                                    | 1.00                     | 1,880                   |
| Principal Planner  | 1.00                     | 1,880                   |
| Plan Reviewer  | 1.00                     | 1,880                   |
| Supervisor Plan Review Engineer                                | 1.00                     | 1,880                   |
| Customer Service Representative                                | 2.00                     | 2,444                   |
| Development Service Technician I                               | 1.00                     | 1,880                   |
| Development Service Technician II                              | 1.30                     | 2,444                   |
| Secretary  | 2.00                     | 3,760                   |
| Permit Center Coordinator/Concierge                            | 1.00                     | 1,880                   |
| Civil Engineer   | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                               | <b>24.40</b>             | <b>45,872</b>           |
| <b>Total Staffing</b>  | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                               | <b>24.40</b>             | <b>45,872</b>           |

## COMMUNITY DEVELOPMENT

### 046 – Development Services

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13    |
|----------------------|---|-------------------|----------------------|--------------------|
| 0104610              | Number of total Development Services Program hours spent on public outreach and education events                                    | N/A               | 374                  | <sup>1</sup> 1,127 |
| 0104610              | Average training hours per employee   | 40                | 40                   | 50                 |
| 0104610              | Percentage of 2-week plan reviews done on time  | 80                | 87                   | 95                 |
| 0104610              | Percentage of 4-week plan reviews done on time  | 70                | 80                   | 95                 |
| 0104610              | Percentage of 6-week plan reviews done on time  | 70                | 80                   | 95                 |
| 0104610              | Percentage of 8-week plan reviews done on time  | 70                | 80                   | 95                 |
| 0104610              | Percentage of total plan checks done on time  | 85                | 89                   | 95                 |
| 0104610              | Percentage of plan review re-checks conducted as verification meetings  | <sup>2</sup> N/A  | 3                    | 10                 |
| 0104610              | Average number of inspections completed each day  | 48                | 53                   | 60                 |
| 0104610              | Percentage of inspections completed within one business day after request   | 99                | 99                   | 99                 |
| 0104610              | Percentage of inspections done within the 4-hour window   | N/A               | 95                   | 98                 |
| 0104610              | Average number of declined online inspection requests per day due to maximized inspection capacity                                  | N/A               | 15                   | 5                  |
| 0104610              | Percentage of customers surveyed  | <sup>2</sup> N/A  | N/A                  | 25                 |
| 0104610              | Percentage of customers responding with a satisfied rating or higher with the services provided by the Development Services Program | N/A               | N/A                  | 95                 |
| 0104610              | Percentage of customers who submitted electronic plans for plan review  | <sup>2</sup> N/A  | 5                    | 45                 |
| 0104610              | Percentage of electronic plan checks that qualify as Over-the-Counter completed in less than 48 hours                               | <sup>2</sup> N/A  | 85                   | 95                 |
| 0104610              | Percentage of customers who applied for building and trade permits online   | <sup>2</sup> N/A  | 15                   | 45                 |

## COMMUNITY DEVELOPMENT

### 046 – Development Services

| Performance Measures |  | Actual<br>2010/11  | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|--------------------|----------------------|-----------------|
| 0104610              | Percentage of customers who applied for Public Works permits online    | <sup>2</sup> N/A   | 10                   | 50              |
| 0104610              | Percentage of customers who applied for Fire Department permits online | <sup>2</sup> N/A   | 5                    | 50              |
| 0104610              | Percentage of permits issued over –the-counter                         | <sup>2,3</sup> N/A | N/A                  | 40              |
| 0104610              | Percentage of records services processed within 14 days                | 85                 | 90                   | 95              |
| 0104610              | Percentage of records duplication processed in 48 hours                | 80                 | 85                   | 90              |

<sup>1</sup> 600 hours are related to FY2011/12 work plan for this year alone.

<sup>2</sup> Data not available (N/A) in FY10/11 for new performance measures.

<sup>3</sup> This is a new performance measure with measuring mechanisms to be established in FY12/13

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 8,062,963            | 8,175,900             | <sup>4</sup> 9,874,000 | 20.77%            |
| Fines and Penalties            | 1,331                |                       | 0                      | --                |
| Service Fees & Charges         | -220,697             | -65,600               | <sup>5</sup> 152,600   | 332.62%           |
| Miscellaneous Revenues         | 19,235               | 1,900                 | 1,600                  | -15.79%           |
| <b>Total Revenues</b>          | <b>7,862,832</b>     | <b>8,112,200</b>      | <b>10,028,200</b>      | <b>23.62%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,794,126            | 1,822,400             | <sup>6</sup> 3,651,300 | 100.36%           |
| Materials And Supplies         | 19,316               | 5,900                 | 8,900                  | 50.85%            |
| Contractual Services           | 26,137               | 116,000               | <sup>7</sup> 221,200   | 90.69%            |
| Other Charges                  | 1,179                | 19,700                | 20,300                 | 3.05%             |
| <b>Total Expenses</b>          | <b>1,840,758</b>     | <b>1,964,000</b>      | <b>3,901,700</b>       | <b>98.66%</b>     |

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**COMMUNITY DEVELOPMENT**

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**046 – Development Services**

| <b>Expenditure By Subprogram</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0104601 - Plan Review            | 888,405                      | 0                             | 0                              | --                        |
| 0104610 - Development Services   | 0                            | 0                             | <sup>8</sup> 3,901,700         | --                        |
| 0104610 - Building and Safety    | 952,353                      | <sup>9</sup> 1,964,000        | 0                              | -100.00%                  |
| <b>Total Expenses</b>            | <b>1,840,758</b>             | <b>1,964,000</b>              | <b>3,901,700</b>               | <b>98.66%</b>             |

<sup>4</sup> Increase in Licenses Permits is due to a projected increase in development activity.

<sup>5</sup> Increase in Service Fee and Charges is due to the reallocation of Plan Maintenance fees revenues from CD Administration.

<sup>6</sup> Increase in Salaries and Benefits is due to the reallocation of positions from other subprograms as part of the departments proposed reorganization for FY 2012/13.

<sup>7</sup> Proposed increase in Contractual Services is due to the approval of Budget Enhancement #27-007 for plan review consulting services.

<sup>8</sup> For FY 2012/13, department is proposing to combine subprogram 0103901 – Permit Center with subprogram 0104610 -Building and Safety and rename it to 0104610 -Development Services as part of the proposed department reorganization.

<sup>9</sup> In FY 2011/12 subprograms 0104601- Plan Review and 0104610- Building Inspection were combined into one subprogram and renamed 0104610 Building and Safety.

### 146 - Community Preservation Services

#### Description

The Community Preservation Services responds to citizen complaints, inquiries, and proactively enforces compliance of property maintenance standards, nuisance abatement, building permits, business tax registration, zoning, and animal control. It is also responsible for the administration of animal service contracts, and community mediation program with the Los Angeles County Bar Association and rent stabilization enforcement. This program responds to citizen complaints and inquiries relating to unlawful rent increases, reduction in housing services, and evictions of tenants residing in multi-family rental units.

#### Program Goal

The purpose of Community Preservation Program is to protect the health, safety and general welfare of the community through the administration of community preservation and rent regulations.

#### Ongoing Tasks

- Increase public awareness of animal control, property maintenance and other code enforcement regulations through dissemination of public educational information using the City website and written materials
- Respond and investigate rent control complaints within three days
- Increase the number of voluntary compliance violations for rent control
- Resolve disputes by providing free mediation services to landlords and residents of Beverly Hills
- Provide a safer and higher quality of life to the community by detecting and investigating code violations relating to property maintenance, building permits, business tax registrations, zoning and animal control within 5 days
- Satisfy legal requirements by issuing notice of violations, and Notice to Appear (NTA) citations, administering the Administrative Penalty Program, preparing cases for administrative and criminal prosecutions, and representing the City at administrative and court hearings as needed within the compliance date requirements
- Verify timely compliance by responding to violation notices and meetings within 3 days after compliance date
- Review code compliance-related documents before released by records staff through public records requests
- Minimize dog-at-large complaints and provide public information on leash law by continuing with proactive dog leash enforcement
- Improve inter-departmental communication by conducting city-wide code enforcement task force meetings bi-monthly and working with departments

### 146 - Community Preservation Services

#### Ongoing Tasks

- Develop a proactive approach to code violations by conducting systematic city-wide inspections in the commercial and residential areas of Beverly Hills
- Respond to residents' complaints related to view restoration and preservation
- Provide a higher level of animal shelter and field services by streamlining the City's animal control program in partnership with the City of Los Angeles and service provider for dead and nuisance animal pick-up
- Develop and maintain a policy manual specifically the complaint handling procedures for quality assurance purposes
- Participate in Emergency Management related trainings, meetings, exercises, workshops and special events

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0114620 Provide code enforcement and public education in support of the view preservation ordinance
- 0114620 Provide code enforcement support to Planning Department's proactive survey of restaurants' outdoor dining
- 0114620 Conduct a public outreach and education program targeted at commercial signage (DI)



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**COMMUNITY DEVELOPMENT**

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**146 - Community Preservation Services**

| <b>Full Time Positions</b>  | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Assistant Director of Community Development City Building Officer | 0.25                     | 470                     |
| Director of Community Development                                 | 0.05                     | 94                      |
| Management Analyst  | 0.10                     | 188                     |
| Executive Assistant II  | 0.25                     | 470                     |
| Code Enforcement Officer  | 2.00                     | 3,760                   |
| Senior Code Enforcement Officer                                   | 1.00                     | 1,880                   |
| Code Enforcement Manger   | 1.00                     | 1,880                   |
| Secretary   | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>                                  | <b>5.65</b>              | <b>10,622</b>           |
| <b>Total Staffing</b>   | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>                                  | <b>5.65</b>              | <b>10,622</b>           |

## COMMUNITY DEVELOPMENT

### 146 - Community Preservation Services

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0114620              | Number of proactive inspections  | 98                | 150                  | 170             |
| 0114620              | Total number of code compliance complaints   | 1,297             | 1,300                | 1,200           |
| 0114620              | Percentage of code compliance case investigations initiated within 5 days                            | N/A               | 60                   | 70              |
| 0114620              | Percentage of rent stabilization case investigations initiated within 5 days.                        | N/A               | 70                   | 70              |
| 0114620              | Percentage of unfounded code compliance complaints   | 17                | 15                   | 15              |
| 0114620              | Number of staff field inspections  | 1,543             | 1,209                | 1,300           |
| 0114620              | Percentage of code compliance cases resolved with first notice                                       | 35                | 21                   | 20              |
| 0114620              | Percentage of code compliance cases resolved with second notices                                     | 24                | 9                    | 10              |
| 0114620              | Number of code compliance cases resolved with stepped-up enforcement                                 | 13                | 26                   | 10              |
| 0114620              | Number of code compliance cases resolved by City Prosecutors Notice                                  | 48                | 40                   | 35              |
| 0114620              | Percentage of rent stabilization field inspections   | 2                 | 2                    | 1               |
| 0114620              | Number of rent stabilization cases resolved with stepped-up enforcement                              | 2                 | 1                    | 1               |
| 0114620              | Number of rent stabilization cases referred to City Prosecutor's Office                              | 2                 | 2                    | 2               |
| 0114620              | Percentage of all complaints related to animal control violations                                    | 18                | 15                   | 15              |
| 0114620              | Percentage of animal control violations resolved in 30 days.   | 30                | 30                   | 80              |
| 0114620              | Number of customer service surveys conducted   | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 200             |
| 0114620              | Percentage of customers fully satisfied with services provided by the Community Preservation program | <sup>1</sup> N/A  | <sup>1</sup> N/A     | 100             |

<sup>1</sup> Survey mechanism to be developed for FY12-13. Data not available (N/A) for FY10/11 and FY11/12.

## COMMUNITY DEVELOPMENT

### 146 - Community Preservation Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 191,405              | 190,100               | 190,000                | -0.05%            |
| Fines & Penalties              | 2,541                | 5,000                 | 5,000                  | 0.00%             |
| Use of Money & Property        | 615                  | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>194,561</b>       | <b>195,100</b>        | <b>195,000</b>         | <b>-0.05%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 633,741              | 707,800               | <sup>1</sup> 799,400   | 12.94%            |
| Materials And Supplies         | 792                  | 2,700                 | 2,700                  | 0.00%             |
| Contractual Services           | 78,667               | 141,700               | <sup>2</sup> 217,700   | 53.63%            |
| Other Charges                  | 318                  | 5,300                 | 5,500                  | 3.77%             |
| <b>Total Expenses</b>          | <b>713,518</b>       | <b>857,500</b>        | <b>1,025,300</b>       | <b>19.57%</b>     |

| Expenditure By Subprogram                     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0114620 - Code Enforcement                    | 637,386              | 0                     | 0                      | --                |
| 0114620 - Community Preservation.<br>Services | 0                    | <sup>3</sup> 857,500  | 1,025,300              | 19.57%            |
| 0114621- Rent Stabilization                   | 76,132               | 0                     | 0                      | --                |
| <b>Total Expenses</b>                         | <b>713,518</b>       | <b>857,500</b>        | <b>1,025,300</b>       | <b>19.57%</b>     |

<sup>1</sup> Increase in Salaries and Benefits is due to reallocation of positions from other subprograms and anticipated MOU salary increases.

<sup>2</sup> Proposed increase in Contractual Services is due to the partial approval of Budget Enhancement # 27-008 for code enforcement contract services and approval of Budget Enhancement # 27-009 for dead and nuisance animal pick-up services.

<sup>3</sup> In FY 2011/12 subprograms 0114620- Code Enforcement and 0114621- Rent Stabilization were combined into one subprogram and renamed 0114620- Community Preservation Services

## COMMUNITY DEVELOPMENT

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------|----------------------|-----------------------|------------------------|-------------------|
| Revenue by Category     |                      |                       |                        |                   |
| <b>Total Revenues</b>   | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                         |                      |                       |                        |                   |
| Expenditure by Category |                      |                       |                        |                   |
| <b>Total Expenses</b>   | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Total Expenses</b>     | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |



## Information Technology

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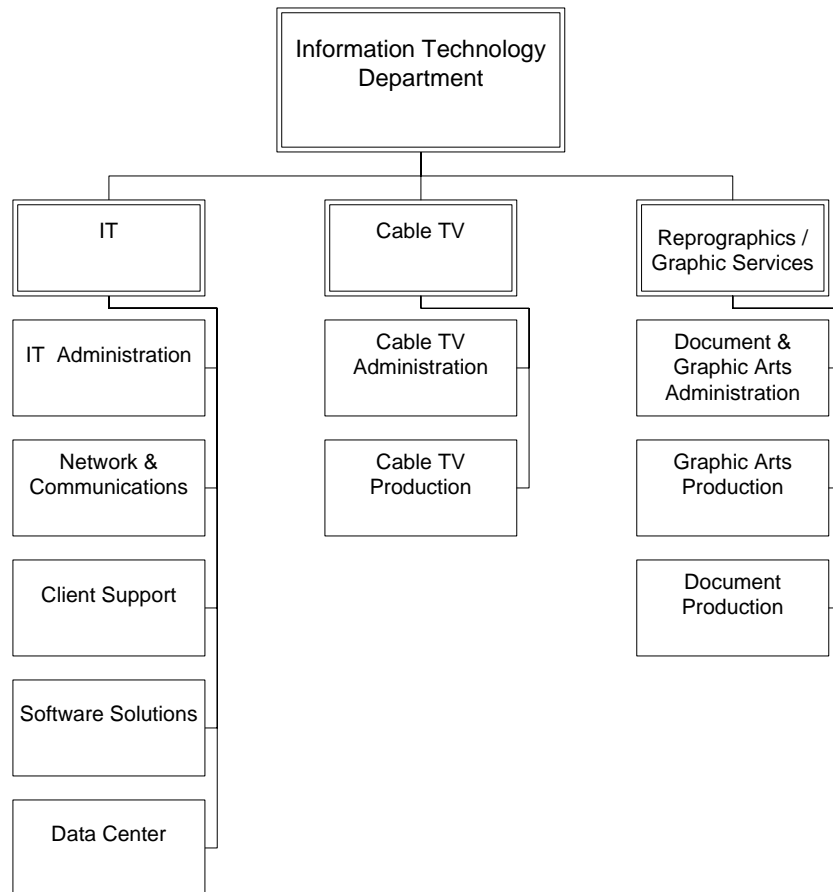


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## Proposed Budget

# INFORMATION TECHNOLOGY

## Department Organization Chart



## INFORMATION TECHNOLOGY

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### Department Mission

The Information Technology Department will be recognized among municipalities as a premier provider of technology infrastructure and services. Our mission is to make information available anytime and anywhere.

The Department will be a leader among municipal information technology service providers. In partnership with City departments, the Information Technology Department will provide strategic vision for effective information systems. Accomplishment of this mission will facilitate knowledge sharing and will result in satisfied customers.

The Information Technology Department is made up of three divisions: Information Technology, Cable Television, and Reprographics/Graphic Services.

### Changes From Prior Year

- Capital outlay expenses have been reduced by 86.98%. This is a result of extending the equipment replacement schedule, and replacing less items in FY2012/13. This expense will vary from year to year.
- Funds were moved out of Materials and Supplies and into contractual services, causing an overall reduction in Materials and Supplies of 22.99%. The funds were moved to reflect the anticipated purchases for FY 2012/13. There has been a slight shift in the type of purchases that Information Technology will be making.
- Two part-time positions were eliminated to partially fund two new full-time Systems Integrator positions. Full-time FTE has increased by 2 and part-time FTE has been reduced by 1.06. This, along with anticipated, required, MOU salary increases, created an increase in salaries and benefits.
- Other Charges has increased by 8.06%. Interest expense decreased slightly, but debt service and depreciation expenses increased.
- Total Transfers Out has decreased to \$0. Funding for the debt service for the Alternative Retiree Medical Program (ARMP) was provided for, through interfund transfers in FY2011/12, but is provided for, as an internal service charge in FY2012/13.
- Internal Service Fund charges are increasing 12.12%, partially to account for the funding of the debt service for the Alternative Retiree medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.



## INFORMATION TECHNOLOGY

| <b>Full Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
|----------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|
| <b>Total Full Time Positions</b> | 28                           | 27                           | 29                           | 54,520                      |

| <b>Part Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
|----------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|
| <b>Total Part Time Positions</b> | 3.32                         | 4.44                         | 3.38                         | 6,354                       |

| <b>Revenue by Category</b>     | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| Intergovernmental Revenues     | 225,700                      | 250,000                       | 250,000                        | 0.00%                     |
| Use of Money and Property      | 1,026,200                    | 757,000                       | 756,900                        | -0.01%                    |
| Service Fees and Charges       | 110,300                      | 100,000                       | 100,000                        | 0.00%                     |
| Internal Service Fund Receipts | 8,500,100                    | 14,364,700                    | 15,900,600                     | <sup>1</sup> 10.69%       |
| Miscellaneous Revenues         | 730                          | 0                             | 0                              | 0.00%                     |
| <b>Total Revenues</b>          | <b>9,863,000</b>             | <b>15,471,700</b>             | <b>17,007,500</b>              | <b>9.93%</b>              |

<sup>1</sup> Internal Service Fund Receipts increased by 10.69% largely due to restoration of most of the I.T. replacement charges to the General Fund which were reduced by a greater amount in the FY2011/12 budget.

## INFORMATION TECHNOLOGY

| <b>Expenditure by Category</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| Salaries and Benefits          | 3,713,700                    | 4,201,300                     | 4,592,900                      | <sup>1</sup> 9.32%        |
| Materials and Supplies         | 153,900                      | 172,200                       | 132,600                        | <sup>2</sup> -22.99%      |
| Contractual Services           | 2,196,600                    | 2,316,700                     | 2,376,600                      | 2.58%                     |
| Capital Outlay                 | 2,400                        | 14,600                        | 1,900                          | <sup>3</sup> -86.98%      |
| Internal Service Fund Charges  | 2,707,000                    | 2,710,000                     | 3,038,500                      | <sup>4</sup> 12.12%       |
| Other Charges                  | 4,770,700                    | 5,497,500                     | 5,940,900                      | <sup>5</sup> 8.06%        |
| Total Transfers Out            | 0                            | 39,700                        | 0                              | <sup>6</sup> -100.00%     |
| <b>Total Expenses</b>          | <b>13,544,300</b>            | <b>14,952,000</b>             | <b>16,083,400</b>              | <b>7.57%</b>              |

<sup>1</sup> Two part-time positions were eliminated to partially fund two new full-time Systems Integrator positions. Full-time FTE has increased by two and part-time FTE has been reduced by 1.06. This, along with anticipated, required, MOU salary increases created an increase in salaries and benefits.

<sup>2</sup> Funds were moved out of Materials and Supplies and into contractual services, causing an overall reduction in Materials and Supplies of 22.99%. The funds were moved to reflect the anticipated purchases for FY 2012/13. There has been a slight shift in the type of purchases that Cable TV will be making.

<sup>3</sup> Capital outlay expenses have been reduced by 86.98%. This is a result of extending the equipment replacement schedule, and replacing less items in FY2012/13. This expense will vary from year to year.

<sup>4</sup> Most Internal Service Fund Charges have increased. Equipment replacement, print shop, and City Attorney Department charges have decreased. Two new charges this year account for the funding of the debt service for the Alternative Retiree medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.

<sup>5</sup> Other Charges increased by 8.06%. Interest expense decreased slightly, but debt service, depreciation, and utility expenses increased.

<sup>6</sup> Funding for the debt service for the Alternative Retiree Medical Program (ARMP) was provided for, through interfund transfers in FY2011/12, but is provided for, as an internal service charge in FY2012/13.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority

DI = Department Initiative

EcS = Economic Sustainability

EnS = Environmental Sustainability

GP = General Plan

SP = Strategic Plan

## INFORMATION TECHNOLOGY

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### 009 - Cable Television

#### Description

The Cable Television Division is responsible for effectively monitoring video service provider compliance with state laws, including consumer mediation and technical coordination for Government and Educational channels. The Cable Television Program also includes administration, scheduling, and playback of programming on the City's Cable TV channels and website. Additionally, this program provides electronic media production services for City Council meetings, commission meetings, and public information/educational campaigns.

#### Program Goal

The purpose of the Cable Television Program is two-fold:

To ensure compliance with state laws for the City's video service providers by resolving customer service complaints, and by facilitating technical coordination for government and educational programming channels offered to the public; and

To increase awareness and confidence in City programs and services by producing and ensuring accessibility to multimedia programs for public information and education efforts.

#### Ongoing Tasks

- Provide quality customer service by responding to all video service provider complaints by the next business day and maintaining a 100% resolution rate.
- Continue to exceed the state's minimum legal requirements of at least eight hours per day of on-air programming, as required by statewide franchise agreements.
- Ensure access to on demand and on air programming by preparing, publishing, and automating television programming for the City's Cable TV channels and website on a daily basis.
- Provide quality multimedia services by airing live and recording 100% of City Council study sessions and formal City Council meetings for replay by the next business day.
- Support citywide initiatives by fulfilling requests to record City programs and activities for internal initiatives and historical documentation by the requested and approved deadlines.
- Maintain budget and procurement best practices by ensuring budgetary controls and monitoring ongoing expenditures to ensure a balanced budget.

## INFORMATION TECHNOLOGY

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### 009 - Cable Television

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4200901 Expand production of original programming in support of citywide initiatives to include development of new programs for Emergency Management, Public Safety, Economic Development, and Public Works solid waste collection and recycling operation programs. (DI, GP, SP)
- 4200901 Develop a strategic business plan leveraging the new technological capabilities of the recently commissioned production facility. (CP, DI, EcS)
- 4200901 Replace end-of-life audio visual components, representing a partial replacement of the existing audio-visual systems located in City Council chambers and City Hall Room A. (CP, DI, EcS)
- 4200901 Assist the City Clerk's Office with the expansion of the Granicus system, and implementation of the Legislative Management Suite that will allow for an electronic City Council Agenda process. (CP, DI, GP, SP)

## INFORMATION TECHNOLOGY

### 009 - Cable Television

| <b>Full Time Positions</b>             | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|--|--------------------------|-------------------------|
| Chief Information Officer              | 0.10                     | 188                     |
| Management Analyst                     | 0.14                     | 263                     |
| Cable TV Program Operations Specialist | 1.00                     | 1,880                   |
| Cable TV/ Video Production Coordinator | 1.00                     | 1,880                   |
| Multimedia Services Manager            | 0.50                     | 940                     |
| Executive Assistant II                 | 0.14                     | 263                     |
| Assistant Chief Information Officer    | 0.10                     | 188                     |
| Senior Management Analyst              | 0.14                     | 263                     |
| Cable TV/Video Associate II            | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>       | <b>4.12</b>              | <b>7,745</b>            |
| <b>Part Time Positions (FTE)</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Part Time Positions (FTE)</b> | <b>3.38</b>              | <b>6,354</b>            |
| <b>Total Staffing</b>                  | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>       | <b>7.50</b>              | <b>14,099</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 4200901                     | Percentage of video service provider complaints received from Beverly Hills residents and businesses, responded to by next business day. | 100%                      | 100%                         | 100%                    |
| 4200901                     | Percentage of City Council meetings recorded for replay by the next business day.  | 100%                      | 100%                         | 100%                    |
| 4200901                     | Percentage of City Council meetings aired live.  | 100%                      | 100%                         | 100%                    |
| 4200901                     | Percentage of video projects completed by the requested and approved deadlines.  | 100%                      | 100%                         | 100%                    |
| 4200901                     | BHTV 10 and BHTV 35 channel up-time.   | 100%                      | 100%                         | 100%                    |
| 4200901                     | Produce innovative programming that's eligible to be nominated for various industry awards, including the Emmy's.                        | -                         | -                            | 2                       |

## INFORMATION TECHNOLOGY

### 009 - Cable Television

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change     |
|--------------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                       |
| Use of Money and Property      | 640,200              | 572,000               | 572,000                | 0.00%                 |
| Service Fees and Charges       | 110,300              | 100,000               | 100,000                | 0.00%                 |
| <b>Total Revenues</b>          | <b>750,500</b>       | <b>672,000</b>        | <b>672,000</b>         | <b>0.00%</b>          |
|                                |                      |                       |                        |                       |
| <b>Expenditure by Category</b> |                      |                       |                        |                       |
| Salaries and Benefits          | 474,100              | 698,200               | 741,500                | 6.20%                 |
| Materials and Supplies         | 14,900               | 19,800                | 19,600                 | -1.01%                |
| Contractual Services           | 32,000               | 24,700                | 25,000                 | 1.21%                 |
| Other Charges                  | 73,600               | 38,800                | 71,400                 | <sup>1</sup> 84.02%   |
| Total Transfers Out            | 0                    | 13,000                | 0                      | <sup>2</sup> -100.00% |
| <b>Total Expenses</b>          | <b>594,600</b>       | <b>794,500</b>        | <b>857,500</b>         | <b>7.93%</b>          |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4200901 - Cable TV        | 594,600              | 794,500               | 857,500                | 7.93%             |
| <b>Total Expenses</b>     | <b>594,600</b>       | <b>794,500</b>        | <b>857,500</b>         | <b>7.93%</b>      |

<sup>1</sup> Utilities have increased by 3%, and depreciation increased by 110% .

<sup>2</sup> Funding for the debt service for the Alternative Retiree Medical Program (ARMP) was provided for, through interfund transfers in FY2011/12, but is provided for, as an internal service charge in FY2012/13.

# INFORMATION TECHNOLOGY

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## 015 - Information Technology

### Description

Information Technology will set the standard of excellence for municipal governments seeking state-of-the-art information services to improve the quality of their organizational processes, and to enhance information services to their communities. The IT Program is comprised of five functional areas.

IT Administration - Accountable for the vision, management, oversight, and delivery of IT solutions.

IT Client Support - Provides ongoing service and support related to all front-end hardware, software and related computing equipment for citywide users. This includes first-line telephone support, in-person technical support at user department sites, tracking and reporting of all user requests.

Data Center - Maintains and enhances the City's core computing infrastructure which includes all server and storage hardware, software, and equipment, all public safety systems and mission-critical applications.

Network and Communications - Provides comprehensive infrastructure and services in support of all City departments, programs and activities. This includes telecommunications, wireless communications, radio communications, Local Area Network (LAN) services, Wide Area Network (WAN) services, Municipal Area Network (MAN) services, and internet communications services. This program also includes key security initiatives to ensure the integrity and safety of citywide data and communications.

Software Solutions - Dedicated to producing products and services that increase the performance, efficiency, and customer service capabilities of the organization. This program focuses on software development for department users and involves research, development, and implementation of software solutions for citywide initiatives including internal business processes, business intelligence, eGov initiatives, GIS, CAD, Asset Management, and supporting the City's UNITE effort.

### Program Goal

The purpose of the Information Technology Program is to facilitate citywide and intergovernmental knowledge sharing and to ensure access to reliable, innovative, and cost effective technologies that will result in satisfied clients by providing comprehensive citywide information services and strategic professional services.

### Ongoing Tasks

- Provide strategic vision for the delivery of effective information systems by meeting with client departments regularly and by providing IT consulting and project management services for development and implementation of new projects by the agreed upon deadlines.
- Complete all budget related activities and submit required documentation to OMB by the scheduled deadlines, maintain budget and procurement best practices by ensuring budgetary controls and monitoring ongoing expenditures to ensure a balanced budget.

### **015 - Information Technology**

- Provide continued executive leadership within citywide governance forums (Technology Committee and BHUSD) by scheduling and attending regular meetings and by providing strategic vision, research, and development services as required.
- Respond to all customer service requests according to the established service level agreement and maintain a 100% resolution rate.
- Ensure functionality of City applications by developing, maintaining, and enhancing software solutions for client departments.
- Ensure utility and supportability of citywide information systems by replacing aging systems according to the established replacement schedules and by performing regularly scheduled maintenance activities.
- Continue to support wireless and telecommunications technologies by ensuring ongoing functionality, replacement of batteries, replacement parts, and related technical support.
- Provide end user training for desktop and mobile computing systems.
- Facilitate successful staff relocations by ensuring all front-end computing and telecommunications tools are moved, connected, and readily accessible.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Secure grant funding for department projects and programs by researching funding opportunities and submitting applications as appropriate, and administering grant awards.
- Continue to update the City's website, as needed, to reflect the latest technologies, to ensure continued accessibility to City programs, notices, and documents, and to provide increasing business transaction capabilities related to fees, permits, work orders, and other transactions for residents, property owners, businesses and visitors.
- Promote City efforts and implement programs in support of the initiative to maintain the highest level safety and security, making Beverly Hills the safest City in America.
- Continue to expand the use of green technologies to reduce the City's carbon footprint.
- Participate in the Strategic Thinkers planning team by mapping processes and evaluate implementation of reorganization opportunities recommended.
- Continue to manage and administer all procurement related activities, including gathering and processing quotations, bid management and administration, contract management and administration, invoice review, reconciliation and payment, and maintaining communications with vendors to resolve any procurement related issues as they arise.



## INFORMATION TECHNOLOGY

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### 015 - Information Technology

- Maintain departmental inventories including computers, radios, iPads, aircards, printers, etc. and continue to update the department's replacement schedule to ensure the timely replacement of end-of-life systems, hardware, software, and equipment.

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4801501 Implement significant components of the new Enterprise Resource Planning System, including review, testing, and feedback related to system functionality. (CP, DI, GP, EcS)
- 4801501 Implement radio system upgrades including Project 25 compliance, narrow banding, complete a refresh of radio systems backhaul (T1 to fiber, microwave upgrade), and refine mobile communications platforms. (CP, DI, GP, SP)
- 4801501 Continue to provide Data Center and Network and Communications services to BHUSD pursuant to the agreement for IT consulting services. (CP, DI, GP, SP)
- 4801501 Expansion of eGov initiatives by development and enhancement of web and mobile applications including creation of mobile apps for permitting, election related activities, enhancements to the Human Resources website and the HR Center, locational based parking related apps, and expansion of existing mobile apps to include non-city owned facilities. (CP, DI, GP, SP, EcS)
- 4801501 Expand Enterprise GIS capabilities including implementing an enterprise address management system, crowd sourcing through integration of social media information and GIS data, real-time parking availability enhancements, GIS-based parking demand model and multiple parking tracker (ALPR), as well as development of a GIS-finance data interface. (CP, DI, GP, SP, EcS)
- 4801501 Enhance the City's existing phone systems through software upgrades, end-user equipment upgrades, and production of SIP solutions, as well as the expansion of the wireless telecommunication badges. (DI, SP)
- 4801501 Implement Phase II of the Computer Aided Dispatch and Records Management Systems in support of Police and Fire operations, including replacement of mobile data computers, completion of interfaces with related applications, and report writing (CAD/RMS). (CP, DI, GP, SP)
- 4801501 Plan and implement additional components of the CCTV and ALPR programs, including expanding storage, expanding camera installations at key intersections, augmenting the ALPR system with additional fixed sites and leveraging existing camera systems for additional ALPR resources. (CP, DI, GP, SP)

## INFORMATION TECHNOLOGY

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### 015 - Information Technology

- 4801501 Enhance network security including implementation of enterprise network authentication, unified network access security, content filtering and reporting, end-point mobile computing security enhancement and refinement of network telemetry and reporting. (CP, DI, GP, SP)
- 4801501 Continue to optimize the way that data are archived, accessed, categorized, distributed, and secured by establishing processes for comprehensive data management. (CP, DI, GP, SP)
- 4801501 Enhance disaster recovery capabilities by expanding off-site disaster recovery presences to reduce the risk of having all computing infrastructure in a single location. (CP, DI, GP, SP)
- 4801501 Complete scheduled enhancements to the Municipal Area Network, continue wireless LAN/WAN build-out, and institute corporate mobility solutions, and provide highly available, redundant internet connectivity, Data Center bandwidth scaling, internet content caching, and a refresh of the Core Network Services (DHCP, DNS, TFTP, and FTTP). (CP, DI, GP, SP)
- 4801501 Implement network infrastructure, policies, and security, and explore feasibility of offering data services to residents and businesses. (GP, EcS, SP, DP)
- 4801501 Complete Virtual Beverly Hills (VBH) enhancements including multi-platform mobile VBH (Android and iPad), VBH-Firstwatch interface, VBH crime integration with the new CAD/RMS system, and enhancements to the various public VBH applications: electronic plan review, crime map, ZIMAS, and the general purpose interactive public map. (CP, DI, GP, SP)
- 4801501 Create a dedicated Beverly Hills Centennial website to be launched in Spring 2013 to feature a calendar of events and activities, a video and image gallery, links to the City's social media pages, and other interactive functions, as well as development of mobile apps related to the Centennial events. (CP, SP, EcS)
- 4801501 Provide IT consulting services and technical support related to the Library Facility remodel, including assistance with determination and implementation of new technology associated with the project. (CP, GP, SP)
- 4801501 Work with the City Clerk's Office with the acquisition and implementation of Disclosure Docs / eDisclosure to automate the FPPC Form 700, Statement of Economic Interest, which is a required annual filing for elected and appointed City officials and certain employees as identified by Department Heads and approved by the City Council. (CP, DI, GP, SP)
- 4801501 Assist the Fire Department with planning and implementation of the UASI Smart Classroom Project which will enable video conferencing for regional training activities for regional Fire Departments. (CP, DI, GP, SP)

## INFORMATION TECHNOLOGY

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### 015 - Information Technology

- 4801501 Support citywide customer service efforts by enhancing the in-house survey application to enable staff from various departments to customize and launch customer service surveys via the Bevy, the City's website, and mobile apps. (CP, GP, SP)
- 4801501 Implement radio identification (RFID) tracking system for library materials and patron cards, and the library's wireless communication system. (CS, GP, SP)
- 4801501 Work with Community Development to redesign the department's website to facilitate and incorporate the new development review process, establish a website for the E-Gov program, and develop an online customer feedback system. (DI, SP)
- 4801501 Create a Real Estate and Property Management website and mobile app as well as an email template dedicated to the City's property listings to include photographs and information about the City's various properties, with the potential for multi-media inserts. (CP, EcS)
- 4801501 Expand implementation of Strategic Plan Goal Statement #7, including expansion of the wireless network, facilitating digital signage, ensuring network infrastructure, and storage capabilities, to support planned enterprise programs, expansion of available smart phone applications, and online transactional activities. (DI, SP)
- 4801501 Implement Strategic Plan Goal Statement #5 by supporting expansion of the ProjectDox electronic plan check submittal and review system, including integration with related applications. (SP)
- 4801501 Research, evaluate, and implement best-of-breed miscellaneous technology projects in support of citywide initiatives. (CP, DI, GP, SP)
- 4801501 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge. (SP)
- 4801501 Work with the Police Department to ensure successful implementation of the new jail control system. (CP, DI, SP)
- 4801501 Produce an I.T. open house to promote I.T. programs and to introduce systems and functionality to citywide staff

## INFORMATION TECHNOLOGY

### 015 - Information Technology

| Full Time Positions                        | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Chief Information Officer                  | 0.70              | 1,316            |
| Management Analyst                         | 0.57              | 1,071            |
| Executive Assistant II                     | 0.57              | 1,071            |
| Senior Support Specialist                  | 2.00              | 3,760            |
| Network Administrator                      | 1.00              | 1,880            |
| Web Applications Integrator                | 1.00              | 1,880            |
| Business Information Systems Administrator | 1.00              | 1,880            |
| Systems Integrator                         | 3.00              | 5,640            |
| GIS Coordinator                            | 1.00              | 1,880            |
| Communications Specialist                  | 2.00              | 3,760            |
| Security Administrator                     | 1.00              | 1,880            |
| Assistant Chief Information Officer        | 0.70              | 1,316            |
| Senior Management Analyst                  | 0.57              | 1,071            |
| Web Developer                              | 1.00              | 1,880            |
| IT Systems Architect                       | 1.00              | 1,880            |
| <b>Total Full Time Positions</b>           | <b>17.11</b>      | <b>32,166</b>    |
| Total Staffing                             | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>           | <b>17.11</b>      | <b>32,166</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4801501              | Number of workstations to IT FTEs.                              | 60:1              | 60:1                 | 60:1            |
| 4801501              | Number of users to IT FTE.                                      | 70:1              | 70:1                 | 70:1            |
| 4801501              | Radio uptime.   | 99.999%           | 99.999%              | 99.999%         |
| 4801501              | Network uptime.   | 99.999%           | 99.999%              | 99.999%         |
| 4801501              | Telephone system uptime.  | 99.999%           | 99.999%              | 99.999%         |
| 4801501              | Wireless uptime.  | 99.999%           | 99.999%              | 99.999%         |
| 4801501              | Percent of surveys received ranking highest satisfaction score. | 100%              | 100%                 | 99%             |

## INFORMATION TECHNOLOGY

### 015 - Information Technology

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 4801501              | Percent of Helpdesk requests closed within service level agreement guidelines. | 100%              | 100%                 | 99%             |
| 4801501              | Software solutions uptime.   | N/A               | 99.999%              | 99.999%         |
| 4801501              | Critical systems uptime.   | 99.999%           | 99.999%              | 99.999%         |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change     |
|--------------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                       |
| Intergovernmental Revenues     | 225,700              | 250,000               | 250,000                | 0.00%                 |
| Use of Money and Property      | 352,900              | 185,000               | 184,900                | 0.00%                 |
| Miscellaneous Revenues         | 700                  | 0                     | 0                      | 0.00%                 |
| <b>Total Revenues</b>          | <b>579,300</b>       | <b>435,000</b>        | <b>434,900</b>         | <b>0.00%</b>          |
|                                |                      |                       |                        |                       |
| <b>Expenditure by Category</b> |                      |                       |                        |                       |
| Salaries and Benefits          | 2,398,200            | 2,531,800             | 2,831,200              | <sup>1</sup> 11.82%   |
| Materials and Supplies         | 47,700               | 48,000                | 9,100                  | <sup>2</sup> -81.04%  |
| Contractual Services           | 1,656,000            | 1,761,900             | 1,821,000              | 3.35%                 |
| Other Charges                  | 4,682,600            | 5,437,400             | 5,847,600              | <sup>3</sup> 7.54%    |
| Total Transfers Out            | 0                    | 700                   | 0                      | <sup>4</sup> -100.00% |
| <b>Total Expenses</b>          | <b>8,784,500</b>     | <b>9,779,800</b>      | <b>10,508,900</b>      | <b>7.45%</b>          |

<sup>1</sup> Two full-time system integrator positions were added, and two part-time positions were eliminated from this program.

<sup>2</sup> Funds were moved out of Materials and Supplies and into contractual services, causing an overall reduction in Materials and Supplies. The funds were moved to reflect the anticipated purchases for FY2012/13. There has been a slight shift in the type of purchases that Information Technology will be doing.

<sup>3</sup> Reductions in debt service, and interest expense, were offset by an increase in depreciation.

<sup>4</sup> Funding for the debt service for the Alternative Retiree Medical Program (ARMP) was provided for, through interfund transfers in FY2011/12, but is provided for, as an internal service charge in FY2012/13.

## INFORMATION TECHNOLOGY

### 015 - Information Technology

| Expenditure By Subprogram                          | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change    |
|--|----------------------|------------------------|------------------------|----------------------|
| 4101501 - IT Administration**                      | 520,300              | 1,908,700              | <sup>1</sup> 5,499,234 | <sup>3</sup> 188.11% |
| 4101503 – Network and Communications**             | 1,436,600            | 1,003,900              | <sup>1</sup> 0         | -100%                |
| 4101503BHSD - Network And Communications - BHUSD   | 213,100              | 250,000                | 250,000                | 0.00%                |
| 4101504 – Client Support**                         | 622,100              | 468,500                | <sup>1</sup> 0         | -100%                |
| 4101505 – Software Solutions**                     | 620,400              | 468,500                | <sup>1</sup> 0         | -100%                |
| 4101506 – Data Center**                            | 1,385,400            | 1,037,400              | <sup>1</sup> 0         | -100%                |
| 4801501 - Information Technology (Operations)*     | 399,700              | <sup>2</sup> 4,642,800 | 4,759,600              | 2.51%                |
| 4801503 – Network and Communications (Operations)* | 1,461,800            | <sup>2</sup> 0         | 0                      | 0.00%                |
| 4801504 – Client Support (Operations)*             | 719,000              | <sup>2</sup> 0         | 0                      | 0.00%                |
| 4801505 – Software Solutions (Operations)*         | 771,800              | <sup>2</sup> 0         | 0                      | 0.00%                |
| 4801506 – Data Center (Operations)*                | 634,300              | <sup>2</sup> 0         | 0                      | 0.00%                |
| <b>Total Expenses</b>                              | <b>8,784,500</b>     | <b>9,779,800</b>       | <b>10,508,900</b>      | <b>7.45%</b>         |

<sup>1</sup>Beginning in FY2012/13, subprograms 4101503, 4101504, 4101505 and 4101506 were eliminated and combined into 4101501.

<sup>2</sup>Beginning in FY2011/12, subprograms 4801503, 48010504, 4801505 and 4801506 were eliminated and combined into 4810501.

<sup>3</sup> Depreciation and Debt Service expenses have increased.

### **071 - Reprographics / Graphic Services**

#### **Description**

The Reprographics / Graphics Program consists of three functional areas including Administration, Graphic Arts, and Document Production and Distribution.

Administration - Implements graphic arts and document management initiatives and administers systems and solutions to support the City's document and signage needs.

Graphic Arts - Produces art designs, layouts, and signage to support the City's publicity and information campaigns.

Document Production - Responsible for production and distribution of printed materials produced by the City including agenda packets, brochures, publicity materials, notices, and billings, and houses centralized metered postage services for City mailings.

#### **Program Goal**

The goals of the Reprographics / Graphics Program are to print high volume collateral projects and to design graphic arts in support of a variety of City programs and services.

#### **Ongoing Tasks**

- Successfully administer the City's records management contracts by converting the City's records archives to electronic format by established deadlines, and by ensuring completion of custom application services as required.
- Provide high quality professional graphic services by fulfilling citywide graphic arts design requests by approved deadlines.
- Provide high quality, professional print services by fulfilling citywide print services requests by approved deadlines.
- Provide quality customer service by packaging, finishing, and delivering City Council and City Commission agenda packets by the legally required deadlines.
- Provide quality customer service by packaging and processing requested City mailings and billings by requested deadlines.
- Ensure compliance with established service level agreement (SLA) by successfully administering the City's enterprise-wide multi-function devices (MFD) contract.
- Maintain budget and procurement best practices by ensuring budgetary controls and monitoring ongoing expenditures to ensure a balanced budget.

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### 071 - Reprographics / Graphic Services

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4307101 Implement City branding for all communications and signage collateral. (CP, DI, GP)
- 4307101 Facilitate records conversion services for all client departments, focusing on conversion services for Public Works, Engineering plans and drawings, Administrative Services, Human Resources employee records, and Community Development's Planning and permit records. (CP, DI)
- 4307101 Provide as needed consulting services related to integrated solutions to provide access to various City records through integrated internal and public web-based applications.
- 4307101 Provide quality print and graphic services related to design and production of signage, promotional, and informational documentation related to the Beverly Hills Centennial celebrations and events. (CP, SP)



## INFORMATION TECHNOLOGY

### 071 - Reprographics / Graphic Services

| Full Time Positions                 | FY 2012/13 Budget | FY 2012/13 Hours |
|-------------------------------------|-------------------|------------------|
| Chief Information Officer           | 0.20              | 376              |
| Art Director                        | 1.00              | 1,880            |
| Management Analyst                  | 0.29              | 545              |
| Multimedia Services Manager         | 0.50              | 940              |
| Executive Assistant II              | 0.29              | 545              |
| Graphic Artist                      | 1.00              | 1,880            |
| Senior Graphic Artist               | 1.00              | 1,880            |
| Reprographics Supervisor            | 1.00              | 1,880            |
| Reprographics Assistant             | 2.00              | 3,760            |
| Assistant Chief Information Officer | 0.20              | 376              |
| Senior Management Analyst           | 0.29              | 545              |
| <b>Total Full Time Positions</b>    | <b>7.77</b>       | <b>14,608</b>    |
| Total Staffing                      | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>    | <b>7.77</b>       | <b>14,608</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4307101              | Percentage of City mailings completed by requested deadlines.   | 100%              | 100%                 | 100%            |
| 4307101              | Percentage of document backlog conversion services completed by established deadlines.                        | 100%              | 100%                 | 100%            |
| 4307101              | Percentage of graphic arts projects completed by requested and approved deadlines.                            | N/A               | 100%                 | 100%            |
| 4307101              | Percentage of print services requests completed by requested and approved deadlines.                          | N/A               | 100%                 | 100%            |
| 4307101              | Percentage of City Council and City Commission meeting packets completed and delivered by required deadlines. | 100%              | 100%                 | 100%            |

## INFORMATION TECHNOLOGY

### 071 - Reprographics / Graphic Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change     |
|--------------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                       |
| Use of Money and Property      | 33,200               | 0                     | 0                      | 0.00%                 |
| <b>Total Revenues</b>          | <b>33,200</b>        | <b>0</b>              | <b>0</b>               | <b>0.00%</b>          |
|                                |                      |                       |                        |                       |
| <b>Expenditure by Category</b> |                      |                       |                        |                       |
| Salaries and Benefits          | 841,300              | 971,300               | 1,020,200              | <sup>1</sup> 5.03%    |
| Materials and Supplies         | 91,300               | 104,300               | 103,900                | -0.38%                |
| Contractual Services           | 508,600              | 530,100               | 530,600                | 0.09%                 |
| Other Charges                  | 14,600               | 21,300                | 21,900                 | 2.81%                 |
| Total Transfers Out            | 0                    | 26,000                | 0                      | <sup>2</sup> -100.00% |
| <b>Total Expenses</b>          | <b>1,455,800</b>     | <b>1,653,000</b>      | <b>1,676,600</b>       | <b>1.42%</b>          |

<sup>1</sup> Salaries and Benefits are increasing due to anticipated, required MOU salary increases.

<sup>2</sup> Funding for the debt service for the Alternative Retiree Medical Program (ARMP) was provided for, through interfund transfers in FY2011/12, but is provided for, as an internal service charge in FY2012/13.

| Expenditure By Subprogram           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------------|----------------------|------------------------|------------------------|-------------------|
| 4307101 - Reprographics / Graphics  | 374,900              | <sup>2</sup> 1,653,000 | 1,676,600              | 1.42%             |
| 4307102 – Graphics Arts Production* | 288,700              | <sup>2</sup> 0         | 0                      | 0.00%             |
| 4307103 – Document Production*      | 792,200              | <sup>2</sup> 0         | 0                      | 0.00%             |
| <b>Total Expenses</b>               | <b>1,455,800</b>     | <b>1,653,000</b>       | <b>1,676,600</b>       | <b>1.42%</b>      |

<sup>2</sup>Beginning in FY2011/12 subprograms 4307102 and 4307103 were combined into 7307101.

## INFORMATION TECHNOLOGY

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0.00%</b>         |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Capital Outlay                 | 2,400                | 14,600                | 1,900                  | <sup>1</sup> -86.98% |
| <b>Total Expenses</b>          | <b>2,400</b>         | <b>14,600</b>         | <b>1,900</b>           | <b>-86.98%</b>       |

| Expenditure By Subprogram                        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--|----------------------|-----------------------|------------------------|----------------------|
| 4009931 - Equipment Replacement Program (Dept31) | 2,400                | 14,600                | 1,900                  | <sup>1</sup> -86.98% |
| <b>Total Expenses</b>                            | <b>2,400</b>         | <b>14,600</b>         | <b>1,900</b>           | <b>-86.98%</b>       |

<sup>1</sup> Capital outlay expenses have been reduced by 86.98%. This is a result of extending the equipment replacement schedule, and replacing less items in FY2012/13. This expense will vary from year to year.

## **Public Works and Transportation**

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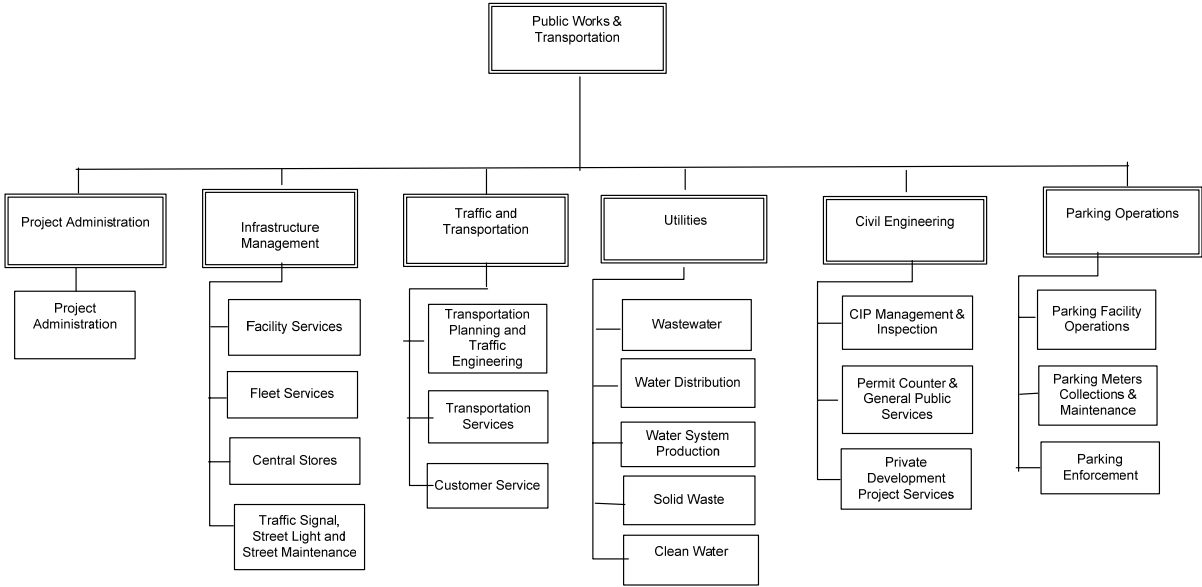


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## **Proposed Budget**

PUBLIC WORKS

Department Organization Chart



## PUBLIC WORKS

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### Department Mission

The department's mission is to serve the City's residential and commercial communities by providing quality public works services and infrastructure with environmental and fiscal responsibility.

### Changes From Prior Year

- The Water Utility is anticipating an increase to its water purchase budget effective January 1, 2013. The Metropolitan Water District is proposing a 9.3% increase to its full service treated Tier 1 rate.
- Revenue from the parking meter operation is projected to increase by approximately \$800,000 when compared to FY 11/12.
- Crescent Garage construction completed, opened for operation September 2011
- City's Solar Energy Project completed, October 2011
- Internal Service Fund charges increased by approximately 8.54 % mainly to account for the funding of the debt service for the Alternative Retiree Medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.

### Department Personnel

| Full Time Positions       | FY 2010/11<br>Budget | FY 2011/12 Budget  | FY 2012/13<br>Budget | FY 2012/13 Hours |
|---------------------------|----------------------|--------------------|----------------------|------------------|
| Total Full Time Positions | 205.5                | <sup>1</sup> 196.0 | 197.00               | 370,360.00       |

| Part Time Positions       | FY 2010/11<br>Budget | FY 2011/12 Budget | FY 2012/13<br>Budget | FY 2012/13 Hours |
|---------------------------|----------------------|-------------------|----------------------|------------------|
| Total Part Time Positions | 65.1                 | 65.1              | 64.6                 | 121,486          |

<sup>1</sup> In FY 2011/12 a Facility Maintenance Mechanic and Parking Service Technician position were approved after budget adoption.

## PUBLIC WORKS

### Department Budget

| Revenue by Category             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------------|----------------------|-----------------------|------------------------|-------------------|
| Other Taxes                     | 607,745              | 712,600               | <sup>1</sup> 42,000    | -94.11%           |
| Intergovernmental Revenues      | 2,221,224            | 1,940,100             | <sup>2</sup> 2,331,300 | 20.16%            |
| Licenses Permits                | 1,849,236            | 1,349,300             | <sup>3</sup> 1,526,200 | 13.11%            |
| Fines & Penalties               | 8,171,742            | 7,005,400             | 7,281,600              | 3.94%             |
| Use Of Money & Property         | 13,563,775           | 11,274,000            | <sup>4</sup> 3,296,900 | -70.76%           |
| Service Fees & Charges          | -275,654             | -337,300              | <sup>5</sup> 52,600    | 115.59%           |
| Internal Services Fund Receipts | 20,329,763           | 21,884,700            | 23,440,500             | 7.11%             |
| Miscellaneous Revenues          | 72,640,388           | 66,994,600            | 81,820,000             | 22.13%            |
| <b>Total Revenues</b>           | <b>119,108,219</b>   | <b>110,823,400</b>    | <b>119,791,100</b>     | <b>8.09%</b>      |

<sup>1</sup> Decrease in Other Taxes is due to a projected decrease in Parking in Lieu Tax revenue.

<sup>2</sup> Increase in Intergovernmental Revenues is due to a projected increase transportation grant and traffic congestion relief revenue.

<sup>3</sup> Increase in License Permits revenues is mainly due to a projected increase in heavy haul permits and residential parking fees for FY 2012/13.

<sup>4</sup> Decrease in Use of Money is due to the transferring of the majority of revenue to Parking Authority

<sup>5</sup> Majority of Service Fee and Charges revenue has been transferred to Parking Authority, including credit card processing fees.

<sup>6</sup> Increase in Miscellaneous Revenues is derived from contract with Parking Authority to provide parking operation services.

## PUBLIC WORKS

### Department Budget

| Expenditure by Category   | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed  | Percent<br>Change |
|---------------------------|----------------------|-----------------------|-------------------------|-------------------|
| Salaries & Benefits       | 23,368,482           | 25,320,800            | 27,832,400              | 9.92%             |
| Materials And Supplies    | 11,256,756           | 13,507,300            | 13,745,300              | 1.76%             |
| Contractual Services      | 13,745,102           | 19,109,000            | 19,965,100              | 4.48%             |
| Capital Outlay            | 61,242               | 309,000               | <sup>6</sup> 216,900    | -29.81%           |
| Internal Svc Fund Charges | 33,624,546           | 35,148,200            | 38,151,300              | 8.54%             |
| Other Charges             | 26,161,455           | 19,923,600            | <sup>7</sup> 16,780,500 | -15.78%           |
| Total Transfers Out       | 1,506,000            | 1,506,000             | <sup>8</sup> 6,000      | -99.60%           |
| <b>Total Expenses</b>     | <b>109,723,583</b>   | <b>114,823,900</b>    | <b>116,697,500</b>      | <b>1.63%</b>      |

<sup>6</sup> Decrease in Capital Outlay expenses is due to a decrease in capital replacement for furniture and equipment for FY 2012/13.

<sup>7</sup> Decrease in Other Charges is due to the transferring of depreciation and related debt expenses to the Parking Authority.

<sup>8</sup> Parking Meter revenue is no longer available to transfer to the General Fund



### 028 - Project Administration

#### Description

The Project Administration Division is responsible for the accomplishment of assigned City building capital improvement projects in the most effective, prudent and economical manner. It provides administration and coordination of the various components of project planning, implementation and liaison between all City departments (clients) and various contractors, consultants and agencies.

#### Program Goal

Delivery of cost effective and timely development of City buildings and parks for City departments by administering the capital improvement program (CIP) through application of professional management and financial oversight.

#### Ongoing Tasks

- Ensure design quality, compliance with program objectives and on-time delivery of project designs by administering CIP consultant design contracts
- Ensure change orders do not exceed 10% of construction contracts by utilizing industry cost control measures
- Complete all contracts within the contractual completion date after all approved time extensions through efficient delivery of capital construction projects

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

4802801 Advance public works and capital investment in the community by completing construction of the new Public Works Warehouse and Shops (DI, EcS)

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

4802801 Invest in physical improvements at Roxbury Park to deliver the highest quality services by completing the project design and initiating rehabilitation of the existing facility or construction of a new Community Center based on public input as part of the Council liaison committee process (DI, CP)

4802801 Invest in physical improvements at the Library to deliver the highest quality services by completing the project design and implement construction of the Library Renovation (DI)

## PUBLIC WORKS

### 028 - Project Administration

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Director/Project Administration  | 1.00              | 1,880            |
| Project Administrator            | 1.00              | 1,880            |
| Associate Project Manager        | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>3.00</b>       | <b>5,640</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>3.00</b>       | <b>5,640</b>     |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0802801              | Percent of construction contracts that came within 10% change order threshold | N/A               | 95%                  | 95%             |
| 0802801              | Percent of construction contracts completed within the contractual time       | N/A               | 100%                 | 95%             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 821,783              | 634,400               | 652,300                | 2.82%             |
| Materials And Supplies         | 280                  | 2,000                 | 2,000                  | 0.00%             |
| Contractual Services           | 51,777               | 87,300                | 87,300                 | 0.00%             |
| Other Charges                  | 5,628                | 10,600                | 11,000                 | 3.77%             |
| <b>Total Expenses</b>          | <b>879,468</b>       | <b>734,300</b>        | <b>752,600</b>         | <b>2.49%</b>      |

## PUBLIC WORKS

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### 028 - Project Administration

| Expenditure By Subprogram        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|----------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4802801 - Project Administration | 879,468              | 734,300               | 752,600                | 2.49%             |
| <b>Total Expenses</b>            | <b>879,468</b>       | <b>734,300</b>        | <b>752,600</b>         | <b>2.49%</b>      |

### 050 - PW Administration

#### Description

The PW Administration program provides the resources to implement City Council policy as directed by the City Manager. Administrative personnel provide clerical, records management coordination, accounting and customer service support to all divisions of the department, including support for commissions. Staff also provides centralized human resource management within the department.

#### Program Goal

The program aims to ensure quality public service by providing efficient and effective management service throughout the Public Works divisions. Moreover, this programs aims to coordinate efforts of Public Works divisions in support of the department's mission.

#### Ongoing Tasks

- Ensure quality public service through the efficient implementation of City Council policy as directed by the City Manager
- Provide oversight of all departmental divisions through weekly meetings and directives
- Provide the support services for all department divisions by providing clerical, records management, and accounting assistance
- Administer and facilitate the timely development of the annual departmental budget through intra-departmental coordination
- Oversee the efficient and timely recruitment of departmental vacancies by reducing the average vacancy rate
- Ensure that sufficient resources are available to fulfill the department mission
- Provide administrative support to the Public Works Commission through the allocation of one FTE
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events
- Secure grant funding for department projects and programs by researching funding opportunities and submitting applications as appropriate
- Participate in the Strategic Thinkers planning team by mapping processes and evaluate implementation of reorganization opportunities recommended

## PUBLIC WORKS

### 050 - PW Administration

#### Work Plan

4805001 Identify critical functions and roles within the department and create desk manuals to capture institutional knowledge (SP)

4805001 Examine other methods for obtaining customer feedback including comment cards, counter surveys and website surveys (SP)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

4805001 Continue investigating energy supply options (CP)

4805001 Provide project level support for implementation of the new Enterprise Resource Planning System, including application review, testing, and providing feedback related to system functionality (SP, DI)

| Full Time Positions                                   | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Assistant Director of Public Works and Transportation | 1.00              | 1,880            |
| Management Analyst                                    | 1.00              | 1,880            |
| Director of Public Works                              | 1.00              | 1,880            |
| Accounting Technician                                 | 4.00              | 7,520            |
| Contract Admin Assistant                              | 1.00              | 1,880            |
| Executive Assistant I                                 | 2.00              | 3,760            |
| Secretary   | 2.00              | 3,760            |
| Executive Assistant III                               | 1.00              | 1,880            |
| Senior Management Analyst                             | 2.00              | 3,760            |
| <b>Total Full Time Positions</b>                      | <b>15.00</b>      | <b>28,200</b>    |
| Total Staffing  | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>                      | <b>15.00</b>      | <b>28,200</b>    |

| Performance Measures                       | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|--|-------------------|----------------------|-----------------|
| 4805001 Number of Council reports produced | N/A               | 140                  | 150             |

## PUBLIC WORKS

### 050 - PW Administration

| <b>Program Budget</b>          | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| <b>Revenue by Category</b>     |                              |                               |                                |                           |
| <b>Total Revenues</b>          | <b>0</b>                     | <b>0</b>                      | <b>0</b>                       | <b>--</b>                 |
|                                |                              |                               |                                |                           |
| <b>Expenditure by Category</b> |                              |                               |                                |                           |
| Salaries & Benefits            | 1,867,394                    | 1,972,200                     | 2,100,200                      | 6.49%                     |
| Materials And Supplies         | 7,136                        | 10,200                        | 10,200                         | 0.00%                     |
| Contractual Services           | 28,195                       | 27,400                        | 27,400                         | 0.00%                     |
| Other Charges                  | 23,637                       | 44,700                        | 46,100                         | 3.13%                     |
| <b>Total Expenses</b>          | <b>1,926,362</b>             | <b>2,054,500</b>              | <b>2,183,900</b>               | <b>6.30%</b>              |

| <b>Expenditure By Subprogram</b>   | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|------------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 4805001 - PW Administration        | 1,828,668                    | 1,942,500                     | 2,073,000                      | 6.72%                     |
| 4805002 - Citywide Governance - PW | 97,694                       | 112,000                       | 110,900                        | -0.98%                    |
| <b>Total Expenses</b>              | <b>1,926,362</b>             | <b>2,054,500</b>              | <b>2,183,900</b>               | <b>6.30%</b>              |

### 051 - Civil Engineering

#### Description

The Civil Engineering program includes CIP Management and Inspection, Permit and General Public Services, and Private Development Project Services. The CIP Management and Inspection sub-program accomplishes the construction and maintenance of the City's public works infrastructure such as streets, sidewalks, street lights, traffic signals, sewer, water, storm drain, fiber optic and decoration support systems within both city-owned property and the City's public right-of-way.

Permit and General Public Services encompasses the review of permit applications and inspections for public right-of-way use, utility, driveway approach and excavation permits for all work to be done and/or activities/events taking place within the public right-of-way, in addition to record research of all infrastructure within the public right-of-way.

Private Development Project Services provides review of tentative and processing of final subdivision maps, lot line adjustments and public right-of-way vacations, preparation of private development impact studies and conditions of approval, administration, review and approval of public right-of-way improvements, and review of environmental documents.

#### Program Goal

CIP Management aims to provide administration of all of the City's public works capital improvement projects (within the public right-of-way and on city-owned property) on behalf of all City departments for the benefit and well-being of the public.

Permit and General Public Services aims to provide: a) review of utility, excavation and encroachment permit applications for all work to be done within the public right-of-way by utility companies and private developers and inspection of aforementioned permits during construction and: b) assistance to the general public for all public works document research. The primary objective of this sub-program is maintaining long-term integrity of the city's streets, alleys and utility infrastructure.

Private Development Project Services aims to provide review of tentative and processing of final subdivision maps, lot line adjustments and public right-of-way vacations, preparation of private development impact studies and conditions of approval, administration, review and approval of public right-of-way improvements and environmental documents, for the benefit of the private developer. This program also includes the ongoing yearly contract for drilling overview oil consultant services. The primary objective is the oversight of private development within the city's borders from the perspective of: a) impact to the city's streets, alleys and utility infrastructure and: b) legal division of land.

### 051 - Civil Engineering

#### Ongoing Tasks

- Employ Best Management Practices in regards to project management to insure quality design, on-time delivery of projects and equitable payment of consultants for all CIP design and construction contracts
- Employ Best Management Practices in regards to project management to insure quality design, on-time delivery of projects and equitable payment of consultants for “unforeseen/unplanned projects” that occur throughout the fiscal year via requests from the City Manager’s Office
- Make certain change orders do not exceed 10% of the contract value utilizing established cost control measures
- Apply proficient budget principals to limit overspending of the Division’s budge
- Review project feasibility addressing potential effects or impacts a project may have to the public right-of-way and the City’s infrastructure. Recommend mitigation measures to utility companies or general public. Civil Engineering staff will complete review/approval of plans within a two week period
- Review a project’s environmental assessment or document (including Environmental Impact Reports) and provide comment to the private developer within a two week period
- Collaborate with Information Technology and Community Development Departments to implement the online Project DOX service in addition to review /approval of subdivision maps, vacation, lot-line adjustments submitted by private developers within a two week period
- Adhere to City Record Retention policy in the maintenance and management of the Division new and updated records. Respond to internal and external customer records requests



## 051 - Civil Engineering

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 0105102 Develop and implement a public outreach program utilizing the City's website and informational handouts (DI)
- 4805101 Review Design, prepare construction drawing, coordinate bid, implement and manage construction of City's Gateway Project
- 4805101 Continue construction of the replacement of four existing 42-52 year old water reservoirs (CI, DI, ENS, ECS)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4805101 Create Geographic Information Service (GIS) Master Plan (SP)

*Vision Statement #4: Beverly Hills is committed to being the safest city in America.*

- 0105102 Provide improved informational handouts and forms to the public via the City's website and customer service area. (Examples: forms for Right-of-Way encroachments; sewer saddle installations; and commercial drive approach construction) (DI)
- 0105104 Improve the filing system of the City's Tract Maps and create electronic copies of all of them (DI)
- 4805101 Work with the City Attorney and City's Clerk's Office to streamline contract procedures (DI)

*Vision Statement #5: Beverly Hills is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses.*

- 0105102 Organize and classify all Engineering records plans in the vault and move records to a more accessible location (DI)
- 0105104 Review and update of the Engineering review process (DI)
- 4805101 City-wide monument reinstatement (DI)

## PUBLIC WORKS

### 051 - Civil Engineering

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Deputy City Engineer             | 1.00              | 1,880            |
| Supervising PW Inspector         | 1.00              | 1,880            |
| Public Works Inspector I         | 1.00              | 1,880            |
| Civil Engineer                   | 2.00              | 3,760            |
| Principal Civil Engineer         | 1.00              | 1,880            |
| Civil Engineer GIS Specialist    | 1.00              | 1,880            |
| Public Works Inspector II        | 2.00              | 3,760            |
| <b>Total Full Time Positions</b> | <b>9.00</b>       | <b>16,920</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>9.00</b>       | <b>16,920</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 4805101              | CIP Management and Inspection hours allocated                                       | 17,500            | 12,900               | 11,667          |
| 4805101              | Number of CIP designs started   | 11                | 8                    | 7               |
| 4805101              | Number of CIP designs completed   | 11                | 8                    | 7               |
| 4805101              | Number of CIP construction contracts awarded  | 11                | 9                    | 8               |
| 4805101              | Number of CIP projects under construction   | 18                | 14                   | 15              |
| 4805101              | Number of CIP construction projects completed                                       | 12                | 11                   | 10              |
| 4805101              | Total PO'S encumbered for CIP projects in fiscal year                               | 8,369,549         | 19,391,660           | 15,000,000      |
| 4805101              | Percentage of engineering CIP projects completed on time                            | N/A               | 82%                  | 100%            |
| 0105102              | Annual labor hours allocated to Engineering Permits and the General Public          | 4,000             | 3,500                | 1,880           |
| 0105102              | Number of engineering permits reviewed  | 6,000             | 2,066                | N/A             |
| 0105102              | Percentage of engineering permits received and processed within two weeks           | 100%              | 100%                 | 100%            |
| 0105104              | Total labor hours allocated to private development projects and oil drilling review | 2,500             | 2,000                | 1,500           |

## PUBLIC WORKS

### 051 - Civil Engineering

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0105104              | Number of public works engineering permit inspections | 50                | 100                  | 100             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Intergovernmental Revenues     | 844,240              | 568,112               | <sup>1</sup> 947,500   | 66.78%            |
| Licenses Permits               | 835,684              | 441,400               | <sup>2</sup> 531,200   | 20.34%            |
| Service Fees & Charges         | 41,795               | 30,105                | 29,100                 | -3.34%            |
| Miscellaneous Revenues         | 77,973               | 33,514                | 33,500                 | -0.04%            |
| <b>Total Revenues</b>          | <b>1,799,692</b>     | <b>1,073,131</b>      | <b>1,541,300</b>       | <b>43.63%</b>     |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,867,984            | 1,611,100             | 1,570,100              | -2.54%            |
| Materials And Supplies         | 6,960                | 11,100                | 11,100                 | 0.00%             |
| Contractual Services           | 54,888               | 141,200               | 141,200                | 0.00%             |
| Other Charges                  | 27,769               | 52,500                | 54,100                 | 3.05%             |
| Total Transfers Out            | 6,000                | 6,000                 | 6,000                  | 0.00%             |
| <b>Total Expenses</b>          | <b>1,963,601</b>     | <b>1,821,900</b>      | <b>1,782,500</b>       | <b>-2.16%</b>     |

<sup>1</sup> Increase in Intergovernmental Revenues is due to an increase in Traffic Congestion Relief revenue.

<sup>2</sup> Increase in License Permits revenues is due mainly to increases in hauling permits revenue.

## PUBLIC WORKS

### 051 - Civil Engineering

| Expenditure By Subprogram                             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0105102 - Permit Counter & General<br>Public Services | 284,819              | 361,000               | <sup>3</sup> 283,100   | -21.58%           |
| 0105104 - Private Develop Project<br>Services         | 325,603              | 262,500               | <sup>4</sup> 184,400   | -29.75%           |
| 1205101 - CIP Management &<br>Inspection              | 6,000                | 6,000                 | 6,000                  | 0.00%             |
| 4805101 - CIP Management &<br>Inspection              | 1,347,179            | 1,192,400             | <sup>5</sup> 1,309,000 | 9.78%             |
| <b>Total Expenses</b>                                 | <b>1,963,601</b>     | <b>1,821,900</b>      | <b>1,782,500</b>       | <b>-2.16%</b>     |

<sup>3</sup> Decrease in program budget is due to the transferring of a Civil Engineer position to Community Development and a reallocation of other positions within the division.

<sup>4</sup> Decrease in program budget is due to the transferring of a Civil Engineer position to Community Development and a reallocation of other positions within the division

<sup>5</sup> Increase in program budget is to a reallocation of positions within the division and anticipated MOU salary and benefits increases.

### 052 - Solid Waste

#### Description

The Solid Waste program includes Solid Waste Residential, Solid Waste Commercial, Solid Waste Conservation, Alley Maintenance, and Street Sweeping. The Solid waste residential and commercial sub-programs are responsible for the collection of all the waste streams collected in the City of Beverly Hills and to comply with the State Mandate Assembly Bill 939 to recycle 50% (percent) of all Solid Waste collected in the City of Beverly Hills.

The Solid Waste Residential sub-program is responsible for the collection of green waste and mixed waste from single-family, duplex, and some multiple-family residences.

The Solid Waste Commercial sub-program is responsible for the collection of mixed waste from businesses, restaurants, and some multi-family residential and municipal facilities. The City provides the services by contracting with Crown Disposal to collect and process the refuse at a Material Recovery Facility.

The Solid Waste Conservation sub-program produces community outreach and education to encourage diversification of solid waste from the landfills.

The Alley Maintenance sub-program is responsible for residential alleys, by managing the maintenance of tree-trimmings, street sweeping, removal of bulk items on a scheduled basis, and ensuring every alley is cleared twice a month and next day service is available upon request. The Solid Waste Enterprise Fund contributes 20% of the Street Sweeping sub-program's incurred expenses for this service.

Any net revenues after operating and maintenance expenses are applied to capital programming and/or replenishing fund reserves. Reserves equivalent to 50% of annual revenues are saved in order for the operations to continue functioning in case of an emergency when cash flows could be impaired. In addition, reserves greater than 50% of annual revenues are utilized to stabilize rate increases or to pay for non-financed capital improvements.

#### Program Goal

To ensure optimum levels of cleanliness while safeguarding public health by removing solid waste from single-family, duplex, and multi-family residences weekly.

To ensure optimum levels of cleanliness while safeguarding public health by providing a fee-based service for cleaning and removing of solid waste from businesses, restaurants, some multi-family residential, and municipal facilities.

To expand broader community-wide awareness of collection and recycling programs by conducting outreach and education.

To ensure optimum levels of alley cleanliness while safeguarding public health through a tree trimming maintenance schedule, graffiti abatement, debris, brush and bulky item removal.

### 052 - Solid Waste

#### Ongoing Tasks

- Ensure cleanliness and mitigate public health hazards by disposing of residential waste through a scheduled weekly collection route
- Ensure public safety by providing weekly curbside container roll-out service for hillside customers
- Provide for commercial service requests by maintaining customer service work order tracking
- Maintain a state-mandated minimum waste diversion of 50 percent through an ongoing review of the disposal contract
- Promote community-wide awareness of residential collection and recycling programs through outreach such as the annual Earth Day event
- Maintain alleys in a state of cleanliness by trimming trees and undergoing weed abatement in alleys four times per year
- Maintain alleys in a state of cleanliness by sweeping 25 miles of alleys with a street sweeper one time per week
- Maintain alleys in a state of cleanliness by removing bulk items from alleys two times per month
- Maintain alleys in a state of cleanliness by abating graffiti from private property with owner consent release

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 8305201 Collaborate with internal resources to actively promote awareness of the solid waste collection and recycling operation (DI)
- 8305201 Finalize a curbside audit for the purpose of verifying proper fees and charges (DI)
- 8305201 Commence Phase 1 of the residential container replacement project (DI)
- 8305202 Commence a refuse container audit of the commercial district for purposes of account billing reconciliation

## PUBLIC WORKS

### 052 - Solid Waste

| Full Time Positions                    | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Solid Waste Manager                    | 0.75              | 1,410            |
| Solid Waste Inspector                  | 1.90              | 3,572            |
| Solid Waste Equipment Operator         | 16.00             | 30,080           |
| Senior Street Sweeper Operator         | 0.20              | 376              |
| Street Sweeper Operator                | 0.80              | 1,504            |
| Solid Waste and Storm Water Supervisor | 0.75              | 1,410            |
| Environmental Utility Manager          | 0.25              | 470              |
| <b>Total Full Time Positions</b>       | <b>20.65</b>      | <b>38,822</b>    |
| Total Staffing                         | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>       | <b>20.66</b>      | <b>38,822</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 8305201              | Diversion rate for Citywide solid waste collection based on AB 939 (CIWMB)                        | 60%               | 60%                  | 60%             |
| 8305201              | Number of service requests received and responded to regarding residential solid waste collection | 2,500             | 1,200                | 1,200           |
| 8305201              | Number of missed pickups received regarding residential solid waste collection                    | N/A               | N/A                  | 0               |
| 8305202              | Diversion rate for commercial solid waste collected utilizing raw numbers                         | 50%               | 50%                  | 50%             |
| 8305202              | Number of service requests received regarding commercial solid waste collection                   | 10,000            | 10,000               | 9,000           |
| 8305203              | Number of outreach and special events attended to promote conservation                            | 8                 | 14                   | 14              |
| 8305205              | Number of tons collected from alleys  | 1,200             | 1,200                | 1,200           |
| 8305205              | Number of service requests received and responded to regarding alleys maintenance                 | 300               | 360                  | 360             |
| 8305205              | Number of graffiti abatement actions taken on private property adjacent to public property        | 100               | 80                   | 80              |

## PUBLIC WORKS

### 052 - Solid Waste

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 8305205              | Number of alley miles cleared through weed abatement and tree trimming | 216               | 216                  | 216             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Intergovernmental Revenues     | 17,421               | 19,400                | 19,400                 | 0.00%             |
| Use Of Money & Property        | 352,158              | 159,900               | 159,900                | 0.00%             |
| Service Fees & Charges         | -79                  | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 14,463,084           | 14,448,000            | 14,915,000             | 3.23%             |
| <b>Total Revenues</b>          | <b>14,832,584</b>    | <b>14,627,300</b>     | <b>15,094,300</b>      | <b>3.19%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 2,077,406            | 2,234,900             | <sup>1</sup> 2,482,300 | 11.07%            |
| Materials And Supplies         | 18,022               | 325,500               | 325,500                | 0.00%             |
| Contractual Services           | 5,805,502            | 6,449,600             | <sup>2</sup> 6,899,600 | 6.98%             |
| Other Charges                  | 167,959              | 173,100               | 158,200                | -8.61%            |
| <b>Total Expenses</b>          | <b>8,068,889</b>     | <b>9,183,100</b>      | <b>9,865,600</b>       | <b>7.43%</b>      |

<sup>1</sup> Salaries and Benefits are increasing due to anticipated MOU increases in salaries and benefits.

<sup>2</sup> Increase in Contractual Services is due to an increase in general contractual services expenses for program 8305203 – Solid waste Commercial.



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**PUBLIC WORKS**

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**052 - Solid Waste**

| <b>Expenditure By Subprogram</b>               | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 8305201 - Solid Waste Residential              | 2,603,625                    | 3,538,200                     | 3,704,100                      | 4.69%                     |
| 8305202 - Solid Waste Commercial               | 4,519,715                    | 4,446,600                     | 4,878,200                      | 9.71%                     |
| 8305203 - Solid Waste Conservation             | 11,359                       | 18,500                        | <sup>3</sup> 10,100            | -45.41%                   |
| 8305204S011 - Used Oil Block Grant<br>Cycle 15 | 11,713                       | 19,400                        | 19,400                         | 0.00%                     |
| 8305205 - Alley Maintenance                    | 922,477                      | 1,160,400                     | 1,253,800                      | 8.05%                     |
| <b>Total Expenses</b>                          | <b>8,068,889</b>             | <b>9,183,100</b>              | <b>9,865,600</b>               | <b>7.43%</b>              |

<sup>3</sup> Decrease in program budget is due to a reallocation of positions within department.

### **054 - Wastewater Disposal Services**

#### **Description**

The Wastewater Disposal Services program includes Wastewater Maintenance & Repair and Wastewater Treatment. Wastewater Maintenance & Repair is responsible for the following core functions: Maintenance of the wastewater conveyance system (sanitary sewer system) which includes, but is not limited to, inspection, cleaning, and repair; Wastewater Blockage which responds to calls from residents or businesses to address possible City mainline sewer stoppages that pose a risk of back-ups on customer property; and Wastewater Conservation which produces community outreach and education brochures recommending the proper disposal of liquid waste associated with hazardous household items, grease, and other liquids or solids that deteriorate the sanitary sewer and treatment processes. The program presents the Earth Day and Sustainability Summit events.

The Wastewater Treatment sub-program manages and monitors the City's contractual obligations to the City and County of Los Angeles. The City of Beverly Hills contracts with the City of Los Angeles to treat wastewater at the Hyperion Treatment Plant and maintains a contract with the County of Los Angeles to administer the industrial waste pre-treatment program, in which the City of Los Angeles is the responsible party.

Any net revenues after operating and maintenance expenses are applied to capital programming and/or replenishing fund reserves. Reserves equivalent to 50% of annual revenues are saved in order for the operations to continue functioning in case of an emergency when cash flows could be impaired. In addition, reserves greater than 50% of annual revenues are utilized to stabilize rate increases or to pay for non-financed capital improvements.

#### **Program Goal**

Wastewater Maintenance & Repair aims to protect the health and well-being of residents and visitors alike through proper collection and maintenance of the sanitary sewer system.

The Wastewater Blockage core activity within Maintenance & Repair aims to protect both health and property while reducing the City's liability by responding in a timely and effective manner to any reports of an improperly operating wastewater collection system.

The Wastewater Conservation core activity within Maintenance & Repair aims to promote best management practices through continuing education of City staff and the community.

Wastewater Treatment aims to manage the general administration of the agreement between the Cities of Beverly Hills and Los Angeles with respect to the final conveyance, treatment, and disposal of the City's sanitary sewer effluent.

### 054 - Wastewater Disposal Services

#### Ongoing Tasks

- Proactively maintain the sanitary sewer system by cleaning all sewer lines annually
- Respond, on average, within thirty minutes to backup and/or sanitary sewer overflow calls
- To the extent possible report to the Los Angeles County Department of Public Health (LADPH) and the California Integrated Water Quality System (CIWQS) all sanitary sewer overflows (SSO) within the required timeframe
- Comply with all aspects of CA Waste Discharge Requirements (WDR) by adhering to a 100% compliance rating
- Undergo biennial monitoring of the City's wastewater rate structure
- Enhance learning and training opportunities by increasing attendance to industry-related seminars and classes
- Promote best management practices and general awareness by producing literature items for staff and customers alike for distribution at the annually sponsored Earth Day and Sustainability Summit events
- Meet contractual obligations by delivering quarterly reports to the City of Los Angeles
- Monitor inflow and outflow sites to and from the City of Los Angeles's sanitary sewer system\*
- Assess connection fees to the sanitary sewer system\*

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

8405401    Formally adopt the SSMP (Sewer System Management Plan) in compliance with No. 2006-0003 Statewide General Waste Discharge Requirements (WDR) for Sanitary Sewer Systems (DI)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

8405401    Conduct a pilot study of a manhole "smart cover" flow monitoring and alarm technology system

## PUBLIC WORKS

### 054 - Wastewater Disposal Services

| <b>Full Time Positions</b>                    | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|---|--------------------------|-------------------------|
| Senior Drainage System Worker                 | 1.80                     | 3,384                   |
| Drainage System Supervisor                    | 0.90                     | 1,692                   |
| Water System Production/Operations Supervisor | 0.30                     | 564                     |
| Drainage Maintenance Worker II                | 4.50                     | 8,460                   |
| Drainage Maintenance Worker I                 | 1.80                     | 3,384                   |
| Environmental Utility Manager                 | 0.30                     | 564                     |
| Water Quality Specialist                      | 0.20                     | 376                     |
| <b>Total Full Time Positions</b>              | <b>9.80</b>              | <b>18,424</b>           |
| <b>Total Staffing</b>                         | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>              | <b>9.80</b>              | <b>18,424</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 8405401                     | Miles of sewer mains televised   | 2.0                       | 2.0                          | 2.0                     |
| 8405401                     | Miles of sewer mains cleaned   | 78                        | 130                          | 145                     |
| 8405401                     | Miles of critical sewer mains cleaned                                  | 53.1                      | 55                           | 51                      |
| 8405403                     | Number of outreach and special events attended to promote conservation | 2                         | 3                            | 1                       |
| 8405404                     | Millions of gallons annually conveyed to Hyperion for treatment        | 2,190                     | 2,200                        | 2,200                   |

## PUBLIC WORKS

### 054 - Wastewater Disposal Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Use Of Money & Property        | 451,837              | 0                     | 0                      | --                |
| Service Fees & Charges         | -79                  | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 12,946,984           | 11,932,300            | 11,932,300             | 0.00%             |
| <b>Total Revenues</b>          | <b>13,398,742</b>    | <b>11,932,300</b>     | <b>11,932,300</b>      | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 780,754              | 939,500               | <sup>1</sup> 1,099,800 | 17.06%            |
| Materials And Supplies         | 55,584               | 100,300               | 100,300                | 0.00%             |
| Contractual Services           | 1,181,360            | 2,996,100             | 2,996,100              | 0.00%             |
| Capital Outlay                 | 32,166               | 0                     | 0                      | --                |
| Other Charges                  | 1,364,217            | 1,285,100             | <sup>2</sup> 1,432,700 | 11.49%            |
| <b>Total Expenses</b>          | <b>3,414,081</b>     | <b>5,321,000</b>      | <b>5,628,900</b>       | <b>5.79%</b>      |

| Expenditure By Subprogram                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|------------------------|------------------------|-------------------|
| 8405401 - Wastewater Maintenance          | 1,211,997            | 0                      | 0                      | --                |
| 8405401 - Wastewater Maintenance & Repair | 0                    | <sup>3</sup> 1,966,600 | 2,208,600              | 12.31%            |
| 8405402 - Wastewater Blockage             | 342,630              | 0                      | 0                      | --                |
| 8405403 - Wastewater Conservation         | 53,439               | 0                      | 0                      | --                |
| 8405404 - Wastewater Treatment            | 1,806,015            | 3,354,400              | 3,420,300              | 1.96%             |
| <b>Total Expenses</b>                     | <b>3,414,081</b>     | <b>5,321,000</b>       | <b>5,628,900</b>       | <b>5.79%</b>      |

<sup>1</sup> Increase in Salaries and Benefits due to anticipated MOU increases in salaries and benefits

<sup>2</sup> Increase in Other Charges expenditure category is due to an increase in expenses to depreciate City assets

<sup>3</sup> In FY 2011/12 subprograms 8405401- Wastewater Maintenance, 8405402 - Wastewater Blockage, and 8405403 - Wastewater Conservation were combined into one subprogram and renamed 8405401 – Wastewater Maintenance and Repair.

### **055 – Clean Water Utility**

#### **Description**

The Clean Water Utility program includes Stormwater Operations and Street Sweeping. The Stormwater Operations sub-program includes the following core functions: Stormwater Inspection, which is responsible for enforcement of the National Pollutant Discharge Elimination System (NPDES) permit requirements. This permit is the backbone for preventing pollutants from entering the storm drain system and infecting the ocean and participates in and implements the requirements of the Municipal Separate Storm Sewer System (MS4) permit required by the State Water Resource Control Board - Los Angeles Region; Stormwater Maintenance, which is a seven-day operation that cleans and collects trash and debris from the sidewalks and public right-of-ways, addresses graffiti and pressure washes the sidewalks in the business districts on a weekly basis, monitors and cleans the catch basins that are the entry points to storm drains; and Stormwater Conservation, which produces brochures to inform the community on best management practices to prevent disposal of swimming pool, spa, fountain water, and hazardous water-based solvents into the storm drain system and the proper disposal of liquid waste associated with landscape construction, gardening and pest control and also sponsors the annual Earth Day event.

The Street Sweeping sub-program cleans residential and commercial streets weekly to prevent pollutants from entering the storm drain system.

Any net revenues after operating and maintenance expenses are applied to capital programming and/or replenishing fund reserves. Reserves equivalent to 50% of annual revenues are saved in order for the operations to continue functioning in case of an emergency when cash flows could be impaired. In addition, reserves greater than 50% of annual revenues are utilized to stabilize rate increases or to pay for non-financed capital improvements.

The pursuit of a long-term solution for the operation's funding imbalance continues to be a work plan priority.

#### **Program Goal**

Stormwater Operation's Inspection function aims to prevent pollutants from entering the storm drain system by adhering to federal and state guidelines through completion of annual facility inspections and reporting.

The Stormwater Operation's Maintenance function aims to prevent pollutants from entering the storm drain system by achieving daily, weekly, quarterly and annual maintenance activities.

Stormwater Operation's Conservation function raises awareness about stormwater quality by producing at least two annual educational materials for the community that explain best management practices to prevent disposal of pollutants to the storm drain systems.

The Street Sweeping sub-program aims to clean on a weekly basis residential and commercial streets to prevent pollutants from entering the storm drain system.

### 055 – Clean Water Utility

#### Ongoing Tasks

- Inspect commercial facilities prescribed in the LA County Stormwater Permit annually
- Inspect City-owned catch basins and assure that standards prescribed in the LA County Stormwater Permit are satisfied
- Complete the annual NPDES Report to the Regional Water Quality Control Board
- Participate in educational activities and outreach (such as the annual Earth Day event) to promote stormwater quality throughout the City
- Prevent debris from entering stormdrains by undergoing monthly sidewalk pressure washing
- Abate graffiti in public right-of-ways by undergoing graffiti removal as needed
- Monitor the commercial areas that undergo daily street receptacle collection by contractor
- Maintain and clean catch basins to satisfy the Regional Water Quality Control Board's Municipal permit
- Maintain streets in the commercial district in a state of cleanliness by undergoing a seven-day sweeping schedule consisting of 276 miles of streets each week
- Maintain residential streets in a state of cleanliness by sweeping 184 miles of streets each week
- Participate in the planning and implementation of best management practices (BMP's) to reduce contaminants entering Ballona Creek and Estuary

## PUBLIC WORKS

### 055 – Clean Water Utility

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

8505502 Continue to explore options to address the Fund's annual operating deficit and seek solution(s) for long-term sustainability (DI,SP)

8505505 Participate in a street sweeping schedule study with the Transportation Division (DI)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

8505505 Monitor and assess the potential impacts of the Phase II MS4 permit currently pending adoption (DI,EnS)

| Full Time Positions                           | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Solid Waste Manager                           | 0.25              | 470              |
| Solid Waste and Storm Water Supervisor        | 0.25              | 470              |
| Environmental Program Inspector               | 0.90              | 1,692            |
| Solid Waste Inspector                         | 0.10              | 188              |
| Senior Drainage System Worker                 | 0.20              | 376              |
| Drainage System Supervisor                    | 0.10              | 188              |
| Senior Street Sweeper Operator                | 0.80              | 1,504            |
| Street Sweeper Operator                       | 3.20              | 6,016            |
| Water System Production/Operations Supervisor | 0.05              | 94               |
| Drainage Maintenance Worker II                | 0.50              | 940              |
| Drainage Maintenance Worker I                 | 0.20              | 376              |
| Environmental Maintenance Worker              | 4.00              | 7,520            |
| Environmental Utility Manager                 | 0.05              | 94               |
| <b>Total Full Time Positions</b>              | <b>10.60</b>      | <b>19,928</b>    |



## PUBLIC WORKS

### 055 – Clean Water Utility

| <b>Part Time Positions (FTE)</b> | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Environmental Maintenance Worker | 1.22                     | 2,294                   |
| <b>Total Part Time Positions</b> | <b>1.22</b>              | <b>2,294</b>            |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>11.82</b>             | <b>22,222</b>           |

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 8505502                     | Percent of commercial facilities that passed inspection criteria                  | 100%                      | 100%                         | 90%                     |
| 8505502                     | Number of City-owned catch basins that are reported flooded or filled with debris | 6                         | 20                           | 20                      |
| 8505502                     | Number of catch basins cleaned  | <100                      | 55                           | 60                      |
| 8505502                     | Miles of sidewalks cleaned  | 240                       | 240                          | 240                     |
| 8505505                     | Curb miles swept - Commercial   | 14,328                    | 14,328                       | 14,328                  |
| 8505505                     | Curb miles swept - Residential  | 9,564                     | 9,564                        | 9,564                   |
| 8505505                     | Number of sweeping complaints received  | 124                       | 80                           | 80                      |

## PUBLIC WORKS

### 055 – Clean Water Utility

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 2,328                | 5,000                 | 5,000                  | 0.00%             |
| Use Of Money & Property        | 15,508               | 0                     | 0                      | --                |
| Service Fees & Charges         | -79                  | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 1,812,057            | 1,796,100             | 1,796,100              | 0.00%             |
| <b>Total Revenues</b>          | <b>1,829,814</b>     | <b>1,801,100</b>      | <b>1,801,100</b>       | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,187,129            | 1,250,200             | 1,288,300              | 3.05%             |
| Materials And Supplies         | 2,169                | 36,600                | 36,600                 | 0.00%             |
| Contractual Services           | 285,942              | 625,500               | 625,500                | 0.00%             |
| Other Charges                  | 285,257              | 264,800               | <sup>1</sup> 290,400   | 9.67%             |
| <b>Total Expenses</b>          | <b>1,760,497</b>     | <b>2,177,100</b>      | <b>2,240,800</b>       | <b>2.93%</b>      |

| Expenditure By Subprogram         | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change |
|-----------------------------------|----------------------|------------------------|------------------------|-------------------|
| 8505501 - Stormwater Inspections  | 518,367              | 0                      | 0                      | --                |
| 8505502 - Stormwater Maintenance  | 809,400              | 0                      | 0                      | --                |
| 8505502 - Stormwater Operations   | 0                    | <sup>2</sup> 1,596,700 | 1,592,700              | -0.25%            |
| 8505503 - Stormwater Conservation | 24,943               | 0                      | 0                      | --                |
| 8505505 - Street Sweeping         | 407,787              | 580,400                | 648,100                | 11.66%            |
| <b>Total Expenses</b>             | <b>1,760,497</b>     | <b>2,177,100</b>       | <b>2,240,800</b>       | <b>2.93%</b>      |

<sup>1</sup> Increase in Other Chagres expenditure category is due to an increase in expenses to depreciate City assets.

<sup>2</sup> In FY 2011/12 subprograms 8505501 Stormwater Inspections, 8505502 Stormwater Maintenance, and 8505505 Stormwater Conservation were combined into one subprogram and renamed 8505502 – Stormwater Operations.

### 059 - Facilities Services

#### Description

The Facilities Services program includes Facilities Maintenance, Meeting Support and Tenant Support. The Division provides maintenance and repair functions to all City facilities; meeting support services to all departments; tenant support for leased space; implementation of small CIP projects; and manages the custodial, special events, plant engineering, and elevator maintenance contracts.

Facilities Services provides support to the City's retail and commercial tenants by providing services through their lease agreements, such as janitorial services, lamp replacements, building maintenance, plumbing services, and repair to HVAC systems.

Facilities Services also implements projects such as carpet replacement, furniture replacement, capital equipment replacement, minor construction work or repairs, plumbing repairs, and provides assistance to the Project Administration Division by providing divisional staff or blanket purchase order contract services. Facilities Services provides support for all City departments in the planning, setup, and breakdown of their meetings and special events.

#### Program Goal

To maintain the City's facilities in a state of good repair, clean and safe condition, to protect employees and the public while preserving the City's physical assets.

To utilize new technologies and Best Management Practices to make cost-effective improvements that enhance the built environment experience for employees, clients, and the general public.

To provide internal clients with effective meeting and extraordinary special events support.

To increase its preventative maintenance program while reducing emergency and reactive work through Hansen Asset Management.

#### Ongoing Tasks

- To manage small construction projects through contractual services or in-house personnel
- To create and maintain a comprehensive list of all building assets and inventories that will be incorporated into the Hansen computerized asset management system - estimated to be 75% complete in FY 2012/13
- To complete 50% of a program to implement standardization of paint colors, plumbing fixtures, and lighting fixtures throughout the City in order to reduce overall inventory, improve response time, and to help implement a Preventive Maintenance Program - a cornerstone of the Facilities Strategic Plan

### 059 - Facilities Services

#### Ongoing Tasks

- To provide effective support to the Project Administration Division through staff and blanket purchase order service contracts
- To establish appropriate replacement charges for buildings and building systems in conjunction with the implementation of the Hansen asset management system
- To maintain all City-owned building assets by completing or investigating 95% of all service requests within 72 hours or less
- To administer custodial, HVAC maintenance and elevator maintenance contracts and ensure contract compliance through facility inspections. Maintain a response time of 48 hours or less for all building engineering complaints
- Set furniture and audiovisual equipment up for meetings and complete 100% of requests within 48 hours or less
- To establish a service contract vendor and administer keycard security systems at City Hall, PD, and Library upon acceptance of system. To ensure that all trouble calls are resolved within 24 hours
- To maintain all City-owned properties occupied by retail and commercial tenants per terms of service contract established with Property Management Division with all service requests responded to or resolved within 72 hours or less
- To complete the monthly inspection of all City facilities maintained by the Division in order to identify and record any current problems related to lighting, safety issues, restrooms, janitorial, and the overall condition of the facility
- To ensure tenant requests are addressed in a timely manner by working closely with the Administrative Services Property Manager. Take necessary steps to ensure terms of the Service Level Agreement between Administrative Services and Public Works & Transportation are fulfilled

### 059 - Facilities Services

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0805901    Oversee the full adoption of Hansen into the division's standard operating practices (DI,SP)
- 0805901    Enhance the preventative maintenance program for engineering services (DI)
- 0805901    Develop recommendations for uniform, achievable standards for all leased facilities whenever possible (SP)
- 0805901    Examine the most efficient and effective means to maintain properties, the costs associated with industry innovations in maintenance and where possible, apply national standards to building and grounds maintenance to help assure exceptional conditions (SP)
- 0805901    Assign existing resources and workforce to provide the best maintenance possible and annually review and modify standards based on resource availability. (SP)
- 0805901    Identify and/or compile: 1) the useful life of City facilities, replacement cost at conclusion of useful life, timing and cost of renovations/upgrades that will cost effectively preserve or extend the useful life of each facility; 2) the current recommended maintenance for all City facilities and the annual cost for each; and 3) current level of actual maintenance that is provided to each City facility (SP)
- 0805901    Establish five year plan for Facilities and incorporate an audit function to assess effectiveness of operations within the division

## PUBLIC WORKS

### 059 - Facilities Services

| <b>Full Time Positions</b>             | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|--|--------------------------|-------------------------|
| Maintenance Operations Manager         | 0.34                     | 639                     |
| Building Maintenance Attendant         | 1.00                     | 1,880                   |
| Senior Facilities Maintenance Mechanic | 2.00                     | 3,760                   |
| Facilities Maintenance Manager         | 1.00                     | 1,880                   |
| Electrician                            | 2.00                     | 3,760                   |
| Facilities Maintenance Mechanic        | 10.00                    | 18,800                  |
| Facilities Maintenance Supervisor      | 1.00                     | 1,880                   |
| <b>Total Full Time Positions</b>       | <b>17.34</b>             | <b>32,599</b>           |
| <b>Total Staffing</b>                  | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>       | <b>17.34</b>             | <b>32,599</b>           |

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 0805901                     | Number of work orders completed   | 2,400                     | 2,500                        | 3,000                   |
| 0805901                     | Square footage of facilities maintained by custodial contractor   | 2.3<br>million            | 2.35<br>million              | 2.83<br>million         |
| 0805901                     | Square footage of facilities maintained by Facilities Maintenance – includes occupied space and parking garages | 2.8<br>million            | 2.85<br>million              | 3.00<br>million         |
| 0805901                     | Number of meeting set-ups completed   | 700                       | 720                          | 700                     |
| 0805901                     | Number of work orders completed for capital improvements/major maintenance projects                             | 90                        | 80                           | 100                     |
| 0805902                     | Number of small projects coordinated by Facilities staff  | 452                       | 500                          | 500                     |
| 0805902                     | Square footage of tenant space  | 296,409                   | 296,440                      | 361,440                 |

## PUBLIC WORKS

### 059 - Facilities Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 3,654                | 0                     | 0                      | --                |
| Use Of Money & Property        | 140,890              | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 44,037               | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>188,581</b>       | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,505,802            | 1,716,400             | <sup>1</sup> 1,998,300 | 16.42%            |
| Materials And Supplies         | 24,726               | 23,900                | 23,900                 | 0.00%             |
| Contractual Services           | 2,419,944            | 2,847,900             | 2,953,100              | 3.69%             |
| Capital Outlay                 | 228                  | 0                     | 0                      | --                |
| Other Charges                  | 7,213,754            | 5,162,000             | <sup>2</sup> 5,657,800 | 9.60%             |
| <b>Total Expenses</b>          | <b>11,164,454</b>    | <b>9,750,200</b>      | <b>10,633,100</b>      | <b>9.06%</b>      |

<sup>1</sup> Increase in Salaries and Benefits is due to the addition of a Facility Maintenance Mechanic in FY 2011/12, after budget was adopted, and anticipated MOU increases in salaries and benefits.

<sup>2</sup> Increase in Other Charges expenditure category is due to an increase in expenses to depreciate City assets.

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**PUBLIC WORKS**

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**059 - Facilities Services**

| <b>Expenditure By Subprogram</b> | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0805901 - Facilities Maintenance | 3,326,002                    | <sup>3</sup> 8,119,800        | 8,866,400                      | 9.19%                     |
| 0805902 - Tenant Support         | 1,715,180                    | 1,630,400                     | 1,766,700                      | 8.36%                     |
| 0805903 - Meeting Support        | 139,065                      | 0                             | 0                              | --                        |
| 0805904 - Capital Improvements   | 5,071,689                    | 0                             | 0                              | --                        |
| 0807216 - 331 Foothill Office    | 912,518                      | 0                             | 0                              | --                        |
| <b>Total Expenses</b>            | <b>11,164,454</b>            | <b>9,750,200</b>              | <b>10,633,100</b>              | <b>9.06%</b>              |

<sup>3</sup> In FY 2011/12 subprograms 0805903- Meeting Support and 0805904-Capital Improvements were combined into subprogram 0805901-Facilities Maintenance.



### **060 - Water Supply & Distribution**

#### **Description**

The Water Supply & Distribution program includes Groundwater, Maintenance and Repair, Water Quality, Water Services & Installations, Water Conservation, and Fire Suppression. The Groundwater sub-program operates five wells, the reverse osmosis treatment plant, and adheres to federal and state regulations in order to provide groundwater to the community. The Metropolitan Water District subsidizes this water supply. In FY 08/09 the City commenced the ownership and operation of the former Earth Tech water treatment plant.

The Maintenance and Repair sub-program maintains, operates and repairs the distribution system that includes 171 miles of water mains, 10 reservoirs, valves and equipment. The City serves approximately 11,900 customers in Beverly Hills and portions of West Hollywood.

The Water Quality sub-program ensures that the water is up to potable standards, which includes weekly sampling throughout the distribution system, monitoring and controlling the water movement through the system, and all regulatory compliance with the Environmental Protection Agency and the State Department of Public Health. In addition, this function includes producing the Annual Consumer Confidence Report (Water Quality Report).

The Water Services & Installations sub-program responds to requests for new service and installations for increased capacity and manages water sales which reflects the effort to account for water provided to customers and the collection for those services. For accurate billing, the reader uses touch read technology and remote read to verify customer water use. In FY 08/09, the City concluded the replacement of all of its meters with "Smart" Automatic Meter Reading Technology. The Finance Department is responsible for billing and collection.

The Water Conservation sub-program conducts public outreach and implements programs to promote water-use efficiency. Furthermore, it administers compliance with the California Urban Water Conservation Council's Memorandum of Understanding, which outlines Best Management Practices; administers the Master Agreement with the Metropolitan Water District of Southern California; and presents during the Earth Day event.

The Fire Suppression sub-program checks the flows of 1,356 fire hydrants, coordinates with the Fire Department for maintenance and repair of fire hydrants and provides at least the minimum water pressure for fire protection 100% of the time.

### **060 - Water Supply & Distribution**

#### **Program Goal**

The Water Supply & Distribution program goal is to supply the public with a safe, reliable, aesthetically pleasing and palatable water supply for public consumption and fire suppression.

Water Quality ensures that water exceeds potable standards, which includes weekly sampling throughout the distribution system, monitoring and controlling the water movement throughout the system, and all regulatory compliance with the Environmental Protection Agency and the State Department Public of Health. The sub-program also completes and submits reports to all regulatory agencies.

Water Conservation promotes water-use efficiency by conducting public outreach, implementing programs and promoting efforts to enable the City to comply with the SBX7-7 mandate of 20% conservation by 2020.

Groundwater program manages five wells and the reverse osmosis treatment plant to supplement the City's water supply while adhering to federal and state regulations. The sub-program also invests resources in search for additional groundwater supply. The City will ultimately act as the Hollywood Basin groundwater monitor.

The Maintenance and Repair sub-program aims to provide a reliable high quality water by performing maintenance and repairs on water infrastructure that supply customers in Beverly Hills and portions of West Hollywood.

Fire Suppression provides fire protection 100% of the time by performing maintenance and repair of fire hydrants and provide minimum water pressure for fire protection and coordinate resources to the fire department in an event of an emergency.

This program also monitors water consumption for utility billing, and performs quality control tasks to maintain billing accuracy.

### 060 - Water Supply & Distribution

#### Ongoing Tasks

- Produce a reliable groundwater supply for the public by minimizing plant shutdown to less than 4 months in a year
- Produce a safe groundwater supply by meeting 100% of EPA and California Department of Public Health (CDPH) required monitoring of the wells and the water treatment plant water
- Produce a reliable groundwater supply by maintaining a safe static level in the aquifer by performing well drawdown measurements before and after the plant startup
- Reduce the City's dependability on purchased water by exploring additional groundwater sources
- Improve staff's knowledge of the most recent regulations or best management practices by offering 75% of the water utility employees at least one technical training class per quarter
- Ensure proper function and minimize damage to the water infrastructure by performing preventive maintenance on at least 16 cla-valves per quarter
- Reduce the risk of potential water loss and ensure the distribution system's integrity by performing water leak tests on 9 linear miles of water mains per quarter
- Ensure proper function and minimize damage to the water infrastructure by performing preventative maintenance to 1,200 water main valves annually
- Obtain the highest level of customer satisfaction by acknowledging customer service and maintenance requests within 48 hours
- Minimize damage to equipment and property by responding to unscheduled maintenance and repair work orders within one-hour and make necessary repairs within 48 hours
- Optimize equipment performance and limit unscheduled maintenance by performing preventive maintenance work orders as scheduled
- Ensure the public receives a safe, reliable, aesthetically pleasing water supply by maintaining water quality per EPA and California Department of Public Health standards

### 060 - Water Supply & Distribution

#### Ongoing Tasks

- Enhance community awareness of water quality by distributing the Annual Water Quality Report by June 15th of each year
- Resolve customers' water quality concerns by responding to issues within 24-hours or less (based on a regular work week schedule)
- Respond to request for new services (as transmitted by Finance) and installations in a timely and efficient manner by completing the scheduling process - from the time request is given to within 7 days (notwithstanding it may be scheduled a month or more in advance)
- Accurately bill customers for water consumption by performing meter accuracy tests on 50% of all compound water meters annually
- Promote water conservation by engaging in two annual outreach programs developed to promote awareness of water efficient appliances and water conservation techniques
- Achieve water accountability and conservation by performing an annual water audit to determine unaccounted water usage - set at less than 10%
- Continue maintaining a class "1" rating by completing the annual fire flow test
- Ensure all critical personnel have the correct information on fire hydrant statuses by informing the Engineering Division and Fire Department personnel when hydrants are out of service, installed, and/or relocated within 48 hours
- Ensure that all Water System Worker III's, the Production Supervisor, the Field Supervisor, and Water Utility personnel (filling in for Water Systems Worker III's) are trained in the theory and operational and maintenance procedures of the fluoridation station
- Timely removal of public works spoils for proper disposal
- Conduct cross connection and backflow water surveys

## PUBLIC WORKS

### 060 - Water Supply & Distribution

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

8006002 Begin adopting provisions of SBX7 6 (Pavley) which calls for implementation of a groundwater monitoring program (DI,EnS)

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

8006003 Form a team to compete with other cities at the AWWA Spring Conference in the Hot Tap contest (tapping of a water main under pressure). The team should practice at least once a month (DI)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

8006003 Participate in a grant program for zero liquid discharge

| Full Time Positions                           | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Field Service Representative                  | 1.00              | 1,880            |
| Water System Technician                       | 1.00              | 1,880            |
| Environmental Program Inspector               | 0.10              | 188              |
| Senior Water System Worker                    | 3.00              | 5,640            |
| Water System Inspector                        | 1.00              | 1,880            |
| Water System Worker II                        | 9.00              | 16,920           |
| Water System Production/Operations Supervisor | 1.55              | 2,914            |
| Water System Worker I                         | 3.00              | 5,640            |
| Environmental Utility Manager                 | 0.40              | 752              |
| Water System Worker III                       | 4.00              | 7,520            |
| Water Quality Specialist                      | 0.80              | 1,504            |
| Water Operations Manager                      | 1.00              | 1,880            |
| <b>Total Full Time Positions</b>              | <b>25.85</b>      | <b>48,598</b>    |

## PUBLIC WORKS

### 060 - Water Supply & Distribution

| Total Staffing            | FY 2012/13 Budget | FY 2012/13 Hours |
|---------------------------|-------------------|------------------|
| Total Number of Employees | 25.85             | 48,598           |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 8006002              | Number of plant shutdown(s) exceeding one month  | N/A               | 1                    | 1               |
| 8006002              | Percent of time a safe static level was maintained in the aquifer  | N/A               | 100%                 | 100%            |
| 8006002              | Number of new groundwater source projects  | N/A               | 1                    | 1               |
| 8006003              | Percent of staff trained on regulations and best management practices  | N/A               | 75%                  | 100%            |
| 8006003              | Number of main breaks due to over-pressurization as a result of a failed cla-valve   | N/A               | 0                    | 0               |
| 8006003              | Percent of leaking mains repaired that were discovered during the performance of the leak test                                 | N/A               | 20%                  | 20%             |
| 8006003              | Percent of failed water main valves replaced that were discovered while performing preventive maintenance to water main valves | N/A               | 20%                  | 20%             |
| 8006003              | Number of water main leaks   | N/A               | 42                   | 30              |
| 8006006              | Percent of compound water meters tested for accuracy   | N/A               | 50%                  | 50%             |
| 8006007              | Number of outreach programs developed annually   | 5                 | 6                    | 5               |
| 8006007              | Percentage of unaccounted for water loss   | 9%                | 9%                   | 8%              |
| 8006008              | Maintain the class "1" rating for fire service   | N/A               | YES                  | YES             |

## PUBLIC WORKS

### 060 - Water Supply & Distribution

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed  | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|-------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                         |                   |
| Fines & Penalties              | 34,716               | 0                     | 0                       | --                |
| Use Of Money & Property        | 742,742              | 333,200               | 334,400                 | 0.36%             |
| Service Fees & Charges         | -79                  | 0                     | 0                       | --                |
| Miscellaneous Revenues         | 28,351,171           | 26,060,300            | <sup>1</sup> 30,729,500 | 17.92%            |
| <b>Total Revenues</b>          | <b>29,128,550</b>    | <b>26,393,500</b>     | <b>31,063,900</b>       | <b>17.70%</b>     |
|                                |                      |                       |                         |                   |
| <b>Expenditure by Category</b> |                      |                       |                         |                   |
| Salaries & Benefits            | 2,648,342            | 3,040,400             | <sup>2</sup> 3,756,100  | 23.54%            |
| Materials And Supplies         | 9,598,290            | 11,103,400            | 11,341,400              | 2.14%             |
| Contractual Services           | 971,924              | 1,141,500             | 1,141,500               | 0.00%             |
| Other Charges                  | 3,903,505            | 4,204,100             | 4,442,900               | 5.68%             |
| <b>Total Expenses</b>          | <b>17,122,061</b>    | <b>19,489,400</b>     | <b>20,681,900</b>       | <b>6.12%</b>      |

<sup>1</sup> Increase in Miscellaneous Revenues category is due principally to increase in meter sales revenue.

<sup>2</sup> Increase in Salaries and Benefits is due to the budget enhancement approval # 35-002 for a Water Systems Inspector, anticipated MOU increases for salaries and benefits, and a reallocation of positions within department.

## PUBLIC WORKS

### 060 - Water Supply & Distribution

| Expenditure By Subprogram                     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|------------------------|------------------------|-------------------|
| 8006002 - Groundwater                         | 2,888,394            | 3,618,500              | 3,768,100              | 4.13%             |
| 8006003 - Maintenance And Repair              | 11,668,885           | 12,707,700             | 13,422,600             | 5.63%             |
| 8006004 - Water Quality                       | 1,403,841            | 1,737,300              | 1,843,500              | 6.11%             |
| 8006005 – New Services/Installations          | 625,790              | 0                      | 0                      | --                |
| 8006006 - Water Services And<br>Installations | 403,564              | <sup>3</sup> 1,211,600 | <sup>4</sup> 1,519,600 | 25.42%            |
| 8006007 - Water Conservation                  | 84,175               | 160,700                | <sup>5</sup> 71,600    | -55.44%           |
| 8006008 - Fire Suppression                    | 47,412               | 53,600                 | 56,500                 | 5.41%             |
| <b>Total Expenses</b>                         | <b>17,122,061</b>    | <b>19,489,400</b>      | <b>20,681,900</b>      | <b>6.12%</b>      |

<sup>3</sup> In FY 2011/12 subprograms 8006005 - New Service/Installations, and 8006006 -Water Sales were combined into one subprogram and renamed 8006006 – Water Sales and Installation.

<sup>4</sup>Increase in subprogram 8006006 – Water Services is due mainly to a reallocation of positions from other programs within division and anticipated MOU increase for salaries and benefits.

<sup>5</sup>Decrease in subprogram 8006007 – Water Conservation is due mainly to a reallocation of positions to other programs within division



### **072 - Off-Street Parking Operations**

#### **Description**

The Off-Street Parking Operations program, which provides management services to the City's Parking Authority, manages and operates the nineteen City-owned parking facilities and includes Parking Facility Administration, Civic Center, 221 N. Crescent Dr., 333 N. Crescent Dr., 9361 Dayton Way, 216 S. Beverly Dr., 345 N. Beverly Dr., 438 N. Beverly Drive/Canon, 9510 Brighton/Rodeo, 440 N. Camden, 461 N. Bedford, 321 S. La Cienega, Public Gardens Parking Facility, 9333 3rd Street, Santa Monica 5, and 450 N. Crescent Dr.

The 221 N. Crescent Dr., 333 N. Crescent Dr. and 9361 Dayton Way parking lots serve long-term parking needs related to employees working in the City's Downtown area. Customers are served through reduced rate contract parking, early bird, and short-term parking fees. These facilities serve some resident and visitor short-term parking needs for the City's single tenant, and local retail, restaurant and business establishments.

Parking lots at 216 S. Beverly, 345 N. Beverly, 438 N. Beverly/439 N. Canon, 240 N. Beverly/241 N. Canon and 9510 Brighton/Rodeo primarily accommodate resident and visitor short-term parking needs for the surrounding retail, restaurant and business establishments. A small number of long-term, contract parkers may have access to these facilities, and restaurants with on-street valet service contract for vehicle storage during non-peak hours.

The 450 N. Crescent parking facility currently serves as an opportunity for long-term monthly parking and as an overflow parking facility for the City's business triangle.

The 440 N. Camden and 461 N. Bedford parking lots serve a mix of resident and visitor short-term parking needs for medical, professional, as well as local retail, restaurant and business establishments. A large number of long-term, contract parkers have access to these facilities, and restaurants with on-street valet service contract for vehicle storage.

The Civic Center and La Cienega facilities largely serve the adjacent civic functions including City Hall, Public Works, and the Tennis Center.

The 9333 3rd St parking facility primarily serves tenants of the adjacent City owned office building along with neighboring office tenants with monthly parking needs.

Santa Monica 5 consists of five, two-story parking decks that run between North and South Santa Monica Blvd. between Beverly Dr. and Linden Dr. These facilities have a total of 397 metered parking stalls.

### 072 - Off-Street Parking Operations

#### Program Goal

The program aims to supply, allocate and manage safe parking to meet the parking needs of the business and residential communities.

The Parking Facility Administration sub-program aims to provide general management of the parking operations for the Authority and City owned facilities, including contract parking, attendant-assisted parking, vouchers, validations, various private and public special events, and daily parking for the general public.

#### Ongoing Tasks

- Increase maintenance effectiveness and safety issues in parking facilities by utilizing facility checklist to target a goal of 90% completion of tasks
- Maintain and improve the customer experience in parking facilities
- Attain and maintain financial sustainability by maximizing operational efficiencies through the ongoing review of operational expenses and potential revenue

#### Work Plan

8107200 Consideration of automated parking and payment solutions, including consideration of and a centralized operations/customer service center (DI, SP, EcS)

8107200 Integration and commissioning of a parking inventory and demand model for publicly available parking within Beverly Hills (DI,SP,EcS)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

8107200 Implementation of LPR Reparking systems throughout the parking system (DI)

8107200 Commissioning and implementation of parking operations plans for the opening of the 450 Crescent Drive parking facility in conjunction with the opening of the Wallis Annenberg Center for the Performing Arts

## PUBLIC WORKS

### 072 - Off-Street Parking Operations

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Parking Service Manager          | 0.60                     | 1,128                   |
| Principal Auditor                | 1.00                     | 1,880                   |
| Parking Supervisor               | 3.00                     | 5,640                   |
| Director of Parking Operations   | 0.40                     | 752                     |
| <b>Total Full Time Positions</b> | <b>5.00</b>              | <b>9,400</b>            |
| <b>Part Time Positions (FTE)</b> | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| Lead Parking Attendant           | 1.49                     | 2,795                   |
| Parking Attendant                | 60.29                    | 113,349                 |
| <b>Total Part Time Positions</b> | <b>61.78</b>             | <b>116,146</b>          |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>66.78</b>             | <b>125,546</b>          |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 8107200                     | Annual number of transient vehicles parked | 3,312,655                 | 3,147,021                    | 3,235,078               |
| 8107200                     | Average transient ticket value             | 2.08                      | 1.47                         | 1.51                    |
| 8107200                     | Percent of contract spaces occupied        | 62%                       | 65%                          | 85%                     |

## PUBLIC WORKS

### 072 - Off-Street Parking Operations

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed  | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|-------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                         |                   |
| Use Of Money & Property        | 10,856,343           | 10,694,700            | 405,700                 | -96.21%           |
| Service Fees & Charges         | -177,753             | -101,900              | <sup>1</sup> -31,000    | -69.58%           |
| Miscellaneous Revenues         | 2,216,334            | 8,709,000             | <sup>2</sup> 21,181,000 | 143.21%           |
| <b>Total Revenues</b>          | <b>21,325,206</b>    | <b>19,301,800</b>     | <b>21,555,700</b>       | <b>11.68%</b>     |
|                                |                      |                       |                         |                   |
| <b>Expenditure by Category</b> |                      |                       |                         |                   |
| Salaries & Benefits            | 2,587,658            | 3,124,100             | 3,252,000               | 4.09%             |
| Materials And Supplies         | 89,300               | 109,600               | 109,600                 | 0.00%             |
| Contractual Services           | 734,839              | 2,180,000             | 2,352,100               | 7.89%             |
| Capital Outlay                 | 14,424               | 0                     | 0                       | --                |
| Other Charges                  | 10,185,366           | 6,373,700             | <sup>3</sup> 1,815,600  | -71.51%           |
| <b>Total Expenses</b>          | <b>13,611,587</b>    | <b>11,787,400</b>     | <b>7,529,300</b>        | <b>-36.12%</b>    |

<sup>1</sup> Majority of Service Fees and Charges revenues were transferred to Parking Authority.

<sup>2</sup> Increase in Miscellaneous Revenues is derived from contract with the Parking Authority to provide parking operation services

<sup>3</sup> Majority of depreciation and debt expenses were transferred to Parking Authority.

## PUBLIC WORKS

### 072 - Off-Street Parking Operations

| Expenditure By Subprogram                    | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--|----------------------|-----------------------|------------------------|-------------------|
| 8107200E031 - Parking Audit                  | 152                  | 108,600               | <sup>1</sup> 147,600   | 35.91%            |
| 8107200 - Parking Facility<br>Administration | 796,953              | 756,000               | 807,400                | 6.80%             |
| 8107202 - Civic Center                       | 3,823,479            | 673,500               | 680,800                | 1.08%             |
| 8107203 - 221 N Crescent Dr                  | 931,662              | 1,113,800             | <sup>2</sup> 463,000   | -58.43%           |
| 8107204 - 333 N Crescent Dr                  | 355,516              | 612,100               | <sup>2</sup> 513,800   | -16.06%           |
| 8107205 - 9361 Dayton Way                    | 0                    | 0                     | 1,900                  | --                |
| 8107206 - 216 S Beverly Dr                   | 227,104              | 315,000               | <sup>2</sup> 272,200   | -13.59%           |
| 8107207 - 345 N Beverly Dr                   | 639,284              | 860,200               | <sup>2</sup> 496,600   | -42.27%           |
| 8107208 - 438 N Beverly/Canon                | 1,749,467            | 1,918,200             | <sup>2</sup> 443,000   | -76.91%           |
| 8107209 - 9510 Brighton/Rodeo                | 373,115              | 469,400               | <sup>2</sup> 254,200   | -45.85%           |
| 8107210 - 440 N Camden                       | 231,668              | 296,800               | <sup>2</sup> 247,800   | -16.51%           |
| 8107211 - 461 N Bedford                      | 214,056              | 470,000               | 459,500                | -2.23%            |
| 8107212 - 321 S La Cienega                   | 171,767              | 250,800               | 236,700                | -5.62%            |
| 8107213 - Santa Monica 5                     | 421,665              | 513,700               | <sup>2</sup> 296,900   | -42.20%           |
| 8107214 - Public Gardens Parking<br>Facility | 2,266,134            | 2,079,700             | <sup>2</sup> 876,300   | -57.86%           |
| 8107215- Tenant Common Area<br>Maintenance   | 88,535               | 0                     | 0                      | --                |
| 8107216 - 9333 W 3rd St Parking Lot          | 1,321,031            | 776,900               | 807,800                | 3.98%             |
| 8107217 - 450 N Crescent Dr Parking          | 0                    | 572,700               | 521,900                | -8.87%            |
| 8107218 - 239 S Beverly Dr                   | 0                    | 0                     | 1,900                  | --                |
| <b>Total Expenses</b>                        | <b>13,611,588</b>    | <b>11,787,400</b>     | <b>7,529,300</b>       | <b>-36.12%</b>    |

<sup>1</sup> Increase in program – 8107200E031 Parking Audit expenditures is due to the budgeting of benefit costs for personnel, not budgeted in prior year.

<sup>2</sup> Decrease in expenditures in subprograms is due mainly to a decrease in debt expenses, cost associated with debt issuance, and a decrease in depreciations costs.

### 073 - Parking Enforcement

#### Description

Parking Enforcement is a General Fund program and is responsible for patrolling the City for parking violations, upholding the three fundamental purposes of enforcement: promote turnover (such as time-limit zones and metered spaces), maintain quality of life (such as preferential parking permit zones and street cleaning), and promote a safe environment (such as red zones and disabled enforcement). Three distinct shifts are staffed to address these issues and a special group of officers are tasked with the enforcement of disabled person placards, taxi operations and valet locations.

#### Program Goal

Ensure compliance of parking regulations to promote turnover, maintain quality of life and provide a safe environment for residents and visitors.

#### Ongoing Tasks

- Enforce Citywide parking regulations through effective and efficient officer deployment
- Counter abuse by conducting specialized enforcement of disabled placards, taxi operations and uphold on-street valet permits by undertaking quarterly targeted enforcement taskforces
- Comply with the California Vehicle Code by conducting administrative review of contested parking citations, completing 90% within 60 days

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0107301 Conduct regular disabled placard abuse enforcement operations (DI)

0107301 Create a Special Projects Enforcement unit to focus on enforcement of taxi, valet and Permit Parking Place card permit abuse (DI)

0107301 Presentation and implementation of recommendations for the regulation and operation of taxicab service

## PUBLIC WORKS

### 073 - Parking Enforcement

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Parking Enforcement Supervisor   | 1.55                     | 2,914                   |
| Parking Services Manager         | 0.40                     | 752                     |
| Parking Enforcement Officer      | 25.00                    | 47,000                  |
| Parking Control Officer          | 1.50                     | 2,820                   |
| Director Of Parking Operations   | 0.20                     | 376                     |
| <b>Total Full Time Positions</b> | <b>28.65</b>             | <b>53,862</b>           |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>28.65</b>             | <b>53,862</b>           |

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 0107301                     | Percent of citations requesting review  | 7.8%                      | N/A                          | 7.0%                    |
| 0107301                     | Percent of citations requesting hearing | 0.9%                      | N/A                          | <1%                     |
| 0107301                     | 18-month closure rate                   | 88.9%                     | 85%                          | 85%                     |

## PUBLIC WORKS

### 073 - Parking Enforcement

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 9,030                | 0                     | 0                      | --                |
| Fines & Penalties              | 8,133,414            | 7,005,400             | 7,281,600              | 3.94%             |
| Service Fees & Charges         | -352                 | -500                  | -500                   | 0.00%             |
| <b>Total Revenues</b>          | <b>8,142,092</b>     | <b>7,004,900</b>      | <b>7,281,100</b>       | <b>3.94%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 2,534,057            | 2,932,800             | 3,004,900              | 2.46%             |
| Materials And Supplies         | 9,245                | 13,900                | 13,900                 | 0.00%             |
| Contractual Services           | 800,587              | 709,600               | <sup>1</sup> 769,600   | 8.46%             |
| Capital Outlay                 | 14,424               | 0                     | 0                      | --                |
| Other Charges                  | 7,238                | 13,700                | 14,100                 | 2.92%             |
| <b>Total Expenses</b>          | <b>3,365,551</b>     | <b>3,670,000</b>      | <b>3,802,500</b>       | <b>3.61%</b>      |

| Expenditure By Subprogram     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0107301 - Parking Enforcement | 3,365,551            | 3,670,000             | 3,802,500              | 3.61%             |
| <b>Total Expenses</b>         | <b>3,365,551</b>     | <b>3,670,000</b>      | <b>3,802,500</b>       | <b>3.61%</b>      |

<sup>1</sup> Increase in Contractual Services is due to the approval of budget enhancements # 35-010, contractual obligations for citation processing agreement and #35-014 for the maintenance and repair of parking enforcement system.



### 074 - Parking Meters

#### Description

The Parking Meter program, which provides management services to the City's Parking Authority, is responsible for the maintenance, repair, collection, counting and processing of revenue for the City's 2,600 single-space parking meters and the 20 pay stations located at the Santa Monica 5 lots.

#### Program Goal

To provide convenient and functional on-street parking meters and convenient and functioning pay stations to serve the public and business needs. Moreover, this program continuously evaluates emerging technology that will yield operational efficiencies, reinforcing the City's progressive vision and working toward minimizing "down-time" from vandalized and malfunctioning meters.

#### Ongoing Tasks

- Undertake timely and efficient collection, counting, and deposit of revenue from the City's parking meters and change machines
- Ensure equipment "up-time" of 98% by undertaking preventative and responsive maintenance of the City's parking meters and pay stations
- Undertake timely and efficient collection, counting and deposit preparation from the City of West Hollywood's parking meters

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0107401 Segregation of the collection, counting and auditing function in collaboration with off-street operations (DI)
- 0107401 Pilot and recommend technologies for occupancy analysis and consideration of demand based on curb pricing (DI)
- 0107401 Consideration of financial sustainability measures for the maximization of operations and of monetization opportunities

## PUBLIC WORKS

### 074 - Parking Meters

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Parking Services Manager         | 0.70                     | 1,316                   |
| Parking Tech Supervisor          | 1.00                     | 1,880                   |
| Parking Services Tech            | 5.00                     | 9,400                   |
| Senior Parking Services Tech     | 1.00                     | 1,880                   |
| Director Of Parking Operations   | 0.15                     | 282                     |
| <b>Total Full Time Positions</b> | <b>7.85</b>              | <b>14,758</b>           |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>7.85</b>              | <b>14,758</b>           |

| <b>Performance Measures</b> |   | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---|---------------------------|------------------------------|-------------------------|
| 0107401                     | Average Percentage of Functional Meters | 85%                       | 85%                          | 90%                     |
| 0107401                     | Response time to disabled meter         | 1 Week                    | 1 Week                       | 36 hrs                  |

| <b>Program Budget</b>      | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|----------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| <b>Revenue by Category</b> |                              |                               |                                |                           |
| Service Fees & Charges     | -193,706                     | -400,000                      | <sup>1</sup> 0                 | -100.00%                  |
| Miscellaneous Revenues     | 4,277,019                    | 4,000,000                     | 1,232,400                      | -69.19%                   |
| <b>Total Revenues</b>      | <b>4,083,313</b>             | <b>3,600,000</b>              | <b>1,232,400</b>               | <b>-65.77%</b>            |

<sup>1</sup> Decrease in Service Fees and Charges are due to the transferring of street meter revenues to the City Parking Authority

<sup>2</sup> Decrease in Miscellaneous Revenues are due to the transferring of street meter revenues to the City Parking Authority.

## PUBLIC WORKS

### 074 - Parking Meters

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 846,652              | 785,000               | <sup>3</sup> 935,800   | 19.21%            |
| Materials And Supplies         | 4,489                | 30,900                | 30,900                 | 0.00%             |
| Contractual Services           | 162,363              | 219,100               | <sup>4</sup> 247,900   | 13.14%            |
| Other Charges                  | 129,130              | 26,800                | <sup>5</sup> 17,800    | -33.58%           |
| Total Transfers Out            | 1,500,000            | 1,500,000             | <sup>6</sup> 0         | -100.00%          |
| <b>Total Expenses</b>          | <b>2,642,634</b>     | <b>2,561,800</b>      | <b>1,232,400</b>       | <b>-51.89%</b>    |

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---------------------------|----------------------|-----------------------|------------------------|-------------------|
| 8107401 - Parking Meters  | 2,642,634            | 2,561,800             | 1,232,400              | -51.89%           |
| <b>Total Expenses</b>     | <b>2,642,634</b>     | <b>2,561,800</b>      | <b>1,232,400</b>       | <b>-51.89%</b>    |

<sup>3</sup> Increase in Salaries and Benefits is due to the anticipated MOU increases for salaries and benefits and the approval of budget enhancement 35-006 for a Parking Service Manager position

<sup>4</sup> Increase in Contractual Services is due to the approval of budget enhancement # 35-010 for parking enforcement contractual obligations.

<sup>5</sup> Decrease in Other Charges are due to the transferring of depreciation expenses to the City Parking Authority.

<sup>6</sup> Parking Meter revenue is no longer available to transfer to the General Fund

### **075 - Transportation Planning and Traffic Engineering**

#### **Description**

The Transportation Planning and Traffic Engineering program provides: Traffic & Parking Commission support; regional and sub-regional transportation planning; technical engineering analysis and surveying; community transit services for senior and disabled persons; analysis of development projects for impacts on the City's roadway system; and develops recommendations for associated mitigation measures.

Transportation Planning coordinates short and long-term planning of regional transportation initiatives with Westside Council of Governments member Cities and the Los Angeles Metropolitan Transportation Authority; conducts public process for permit parking, valet and traffic calming requests; manages the City's transit programs, including the Senior Shuttle Dial-A-Ride, Trolley and Taxi Coupon programs; and applies for supplemental grant funding as available.

Traffic Engineering recommends and approves traffic control and street sign requests, analyzes traffic circulation; conducts speed studies for compliance with the California vehicle code; conducts traffic and pedestrian counts; maintains records of accidents; recommends street and alley improvements, including marking/ striping and street/driveway modifications; implements new traffic technology and manages traffic signal synchronization and timing system; coordinates regional bus stops and Congestion Management Program.

#### **Program Goal**

Transportation Planning and Traffic Engineering aims to investigate, analyze, recommend, design, and implement transportation system enhancements and regional transportation initiatives in order to respond to mobility and safety concerns.

#### **Ongoing Tasks**

- Promote traffic safety and improve mobility by annually conducting traffic engineering studies, 10 speed surveys, 30 traffic volume counts and compile accident data at the City's 500 intersections and crosswalks. Prepare service requests for signs and striping
- Evaluate and mitigate traffic caused by new and on-going development by analyzing traffic studies and Environmental Impact Reports, and recommending mitigation measures within timeframes established by the Community Development Department.
- Provide high quality and timely senior transit services and public Trolley tours to the community

## PUBLIC WORKS

### 075 - Transportation Planning and Traffic Engineering

#### Ongoing Tasks

- Provide support services to the Traffic & Parking Commission to establish Preferential Permit Parking zones within a four-month receipt of residential petition requests; respond to requests for traffic calming, striping and street signage; and develop transportation options, i.e. bicycle facilities
- Promote public safety by timely administering grant awards and designing capital improvement projects to improve public safety
- Manage public outreach/conceptual design for the N. Santa Monica Blvd. Reconstruction project

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

0107501 Continue development of bicycle facilities (DI)

0107501 Support the Westside subway extension initiative and preferred alignment (CP)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Transportation Planner           | 0.65              | 1,222            |
| Deputy Director-Transportation   | 0.70              | 1,316            |
| Traffic Engineer                 | 1.00              | 1,880            |
| Traffic Technician               | 1.00              | 1,880            |
| Director of Parking Operations   | 0.05              | 94               |
| <b>Total Full Time Positions</b> | <b>3.40</b>       | <b>6,392</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>3.40</b>       | <b>6,392</b>     |

## PUBLIC WORKS

### 075 - Transportation Planning and Traffic Engineering

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0107501              | Number of Preferential Permit Parking Zones established:<br>Resident Petitions | 5                 | 2                    | 9               |
| 0107501              | Number of EIRs/Traffic Studies reviewed  | 15                | 15                   | 13              |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Other Taxes                    | 607,745              | 712,600               | <sup>1</sup> 42,000    | -94.11%           |
| Intergovernmental Revenues     | 1,359,562            | 1,352,600             | 1,364,500              | 0.88%             |
| Use Of Money & Property        | 128,514              | 86,200                | 98,700                 | 14.50%            |
| Service Fees & Charges         | 54,677               | 135,000               | <sup>2</sup> 55,000    | -59.26%           |
| Miscellaneous Revenues         | 469                  | 15,400                | <sup>3</sup> 200       | -98.70%           |
| <b>Total Revenues</b>          | <b>2,150,967</b>     | <b>2,301,800</b>      | <b>1,560,400</b>       | <b>-32.21%</b>    |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 535,428              | 564,300               | 561,700                | -0.46%            |
| Materials And Supplies         | 631                  | 3,000                 | 3,000                  | 0.00%             |
| Contractual Services           | 931,266              | 1,330,300             | 1,370,300              | 3.01%             |
| Capital Outlay                 | 0                    | 300,000               | <sup>4</sup> 0         | -100.00%          |
| Other Charges                  | 11,708               | 22,200                | 22,800                 | 2.70%             |
| <b>Total Expenses</b>          | <b>1,479,033</b>     | <b>2,219,800</b>      | <b>1,957,800</b>       | <b>-11.80%</b>    |

<sup>1</sup> Decrease in Other Taxes is due to a projected decrease in Parking in Lieu Tax revenue.

<sup>2</sup> Decrease in Service Fees and Charges is due to projected decrease in trolley fares and taxi coupon program revenues.

<sup>3</sup> Decrease in Miscellaneous Revenues is due to a projected decrease in photocopy revenues.

<sup>4</sup> Decrease in Capital Outlay expenditure category is due to a one time equipment purchase in FY 2011/12, not budgeted in FY 2012/13.

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**PUBLIC WORKS**

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**075 - Transportation Planning and Traffic Engineering**

| <b>Expenditure By Subprogram</b>                        | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|---|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0107501 - Transportation Planning & Traffic Engineering | 465,433                      | 524,400                       | 567,800                        | 8.28%                     |
| 2407501 - AQMD Grant                                    | 0                            | 325,000                       | <sup>5</sup> 65,000            | -80.00%                   |
| 3007503 -Trolley/Senior Transit Prop A                  | 1,013,600                    | 899,300                       | <sup>6</sup> 761,600           | -15.31%                   |
| 3107504 - Senior Transit Prop C                         | 0                            | 471,100                       | <sup>7</sup> 563,400           | 19.59%                    |
| <b>Total Expenses</b>                                   | <b>1,479,033</b>             | <b>2,219,800</b>              | <b>1,957,800</b>               | <b>-11.80%</b>            |

<sup>5</sup> Decrease in subprogram 2407501 – AQMD Grant is due to a one time equipment purchase in FY 2011/12, not budgeted in FY 2012/13.

<sup>6</sup> Decrease in budget program is mainly due to a reallocation of positions within division.

<sup>7</sup> Increase in budget program is mainly due to a reallocation of positions within division.

### 076 - Street Maintenance

#### Description

The Street Maintenance program includes Infrastructure Maintenance and Signals and Lights. Infrastructure Maintenance is responsible for routine and emergency maintenance and repairs of 102 miles of street surfaces, 50 miles of sidewalks, 40 miles of alleys, curbs, gutters, and other improved surfaces within the public right-of-way. The program also administers paint and signal installations, maintenance, and repairs of road markings, lines, traffic advisory messages, and other informational messages including banners and regulatory signs. Signals and Lights maintains, repairs and installs traffic signals, crossing signals, the municipal area network and the traffic control system, in addition to troubleshooting and coordinating the 5,500 street lights with Southern California Edison.

#### Program Goal

Infrastructure Maintenance strives to safeguard the public by providing an immediate response to urgent maintenance requests and a timely response to routine maintenance requests. Additionally this program aims to ensure the safe and efficient flow of vehicular and pedestrian traffic by installing, maintaining, and repairing road markings, lines, traffic advisory messages, and other informational messages including banners and regulatory signs.

Signal and Lights strives to ensure operational functionality and public safety by maintaining a preventative maintenance and replacement program for traffic signal control equipment.

#### Ongoing Tasks

- Ensure public safety and mitigate hazards by maintaining concrete and asphalt improvements including potholes in the public right-of-way by responding to trouble calls within 72 hours; remove and replace 140 cubic yards of displaced concrete sidewalk to alleviate the trip and fall hazards; remove and repave 200 tons of HMA (hot mix asphalt) to repair damaged roadways, utility trenches, and alleyways
- Ensure both efficient flow of vehicular and pedestrian traffic and promote public safety by maintaining street lane striping; curb painting and traffic control signs by responding to all trouble calls within 72 hours
- Ensure public safety and minimize vehicular traffic by maintaining the City's traffic signal system infrastructure through the annual inspection of all signal control cabinets
- Ensure public safety and minimize the occurrence of service requests by maintaining the City's streetlight system with all service requests investigated within 72 hours
- Ensure public safety by annually replacing 5% of STOP signs to conform to MUTCD (Manual on Uniform Traffic Control Devices) regarding height limitations and reflectivity standards



## PUBLIC WORKS

### 076 - Street Maintenance

#### Work Plan

- 0107603 Coordinate a street light replacement schedule with GIS mapping (DI)
- 0107603 Augment ALPR system with additional fixed sites and leverage existing camera expert systems for additional ALPR resources
- Vision Statement #4: Beverly Hills is committed to being the safest city in America.*
- 0107601 Complete inspection of all city sidewalks through contract (DI)
- 0107601 Conduct a field survey for sign reflectivity (DI)

| Full Time Positions                         | FY 2012/13 Budget | FY 2012/13 Hours |
|---|-------------------|------------------|
| Maintenance Operations Manager              | 0.33              | 620              |
| Street Superintendent                       | 1.00              | 1,880            |
| Traffic Signal Technician                   | 4.00              | 7,520            |
| Electrical Technician                       | 1.00              | 1,880            |
| Street Maintenance Supervisor               | 1.00              | 1,880            |
| Electrical/Communication Systems Supervisor | 1.00              | 1,880            |
| Water System Prod/ops Sup                   | 0.10              | 188              |
| Street Maintenance Worker II                | 6.00              | 11,280           |
| Street Maintenance Worker III               | 1.00              | 1,880            |
| <b>Total Full Time Positions</b>            | <b>15.43</b>      | <b>29,008</b>    |
| Total Staffing                              | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b>            | <b>15.43</b>      | <b>29,008</b>    |

## PUBLIC WORKS

### 076 - Street Maintenance

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0107601              | Amount of concrete poured (in Sq.Ft.)                          | 8,000             | 6,400                | 6,400           |
| 0107601              | Number of tons of asphalt laid                                 | 300               | 200                  | 200             |
| 0107601              | Number of potholes repaired                                    | 1,000             | 700                  | 800             |
| 0107602              | Amount (lineal feet) of curbs painted or repainted             | 30,000            | 30,000               | 15,000          |
| 0107602              | Amount (lineal feet) of traffic lines painted by in-house crew | 25,856            | 30,000               | 20,000          |
| 0107602              | Number of street markings painted                              | 120               | 240                  | 240             |
| 0107602              | Number of signs repaired/replaced                              | 2,000             | 1,000                | 500             |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 11,858               | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 9,550                | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>21,408</b>        | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,565,213            | 1,720,500             | <sup>1</sup> 1,922,100 | 11.72%            |
| Materials And Supplies         | 88,064               | 168,500               | 168,500                | 0.00%             |
| Contractual Services           | 41,242               | 63,800                | 63,800                 | 0.00%             |
| Other Charges                  | 707,332              | 821,000               | 845,600                | 3.00%             |
| <b>Total Expenses</b>          | <b>2,401,851</b>     | <b>2,773,800</b>      | <b>3,000,000</b>       | <b>8.15%</b>      |

<sup>1</sup> Increase in Salaries and Benefits is due to anticipated MOU increases in salaries and benefits.

## PUBLIC WORKS

| <b>Expenditure By Subprogram</b>     | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0107601 - Infrastructure Maintenance | 847,170                      | <sup>2</sup> 1,201,300        | 1,313,400                      | 9.33%                     |
| 0107602 - Paint and Signs            | 151,537                      | 0                             | 0                              | --                        |
| 0107603 - Signals And Lights         | 1,403,144                    | 1,572,500                     | 1,686,600                      | 7.26%                     |
| <b>Total Expenses</b>                | <b>2,401,851</b>             | <b>2,773,800</b>              | <b>3,000,000</b>               | <b>8.15%</b>              |

<sup>2</sup>In FY 2011/12 subprogram 0107602-Paint and Signs was combined into subprogram 0107601 - Infrastructure Maintenance.

### 085 - Fleet Services

#### Description

The Fleet Services program consists of Vehicle Maintenance. Vehicle Maintenance is responsible for the maintenance and repair of over 371 City-owned automotive, public-safety, construction, utility-support, and other emergency equipment, including stationary pumps and generators. The specification and procurement services for new vehicles and equipment and collection of maintenance and replacement charges of the \$17 million fleet are also included.

#### Program Goal

Fleet Services provides high-quality, efficient, and cost-effective maintenance and repair services in order to ensure that field employees have safe and reliable vehicles and equipment at their disposal.

- Timely maintenance and repair services minimize vehicles downtime
- Procurement practices ensure modern and efficient vehicles to meet the operational needs of the City
- Fleet complies with Federal, State, and local environmental mandates by using best available and alternative fuels technology wherever applicable
- Fleet personnel are well-trained and well-versed in current and evolving technologies
- Fleet is instrumental in facilitating a culture of safety in their operations and throughout the department

#### Ongoing Tasks

- Maintain the City's fleet of vehicles and equipment by adhering to a maintenance schedule and maintaining a fleet availability of 90%
- Maintain a deviation from the replacement schedule of less than 5% (no. of vehicles) by adhering to a timely purchase of vehicles and equipment
- Ensure that every vehicle and piece of equipment is adequately funded for replacement by evaluating fleet replacement charges on an annual basis
- Mitigate potential hazards by conducting cleaning of five above- and below-ground fuel storage tanks each year
- Maintain 100% ASE certified technicians
- Maintain 50% ASE Master certified technicians
- Maintain Fleet Service's ASE Blue Seal of Excellence rating

## PUBLIC WORKS

### 085 - Fleet Services

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 4908501 Reduce the amount of PM backlog and maintain at normal level (DI)
- 4908501 Expand mobile workforce
- 4908501 Achieve 100% of the replacement schedule's planned acquisitions (DI)
- 4908501 Complete the installation of alternative fueling (CNG) equipment to support the operational requirement of alternative-fueled vehicles as introduced (DI,EnS)
- 4908501 Upgrade the vehicle shop service center to be alternative fuel compliant (DI,EnS)
- 4908501 Participate in new warehouse design and construction (DI)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Maintenance Operations Manager   | 0.33              | 620              |
| Fleet Manager                    | 1.00              | 1,880            |
| Equipment Mechanic II            | 7.00              | 13,160           |
| Maintenance Supervisor           | 1.00              | 1,880            |
| Lead Equipment Mechanic          | 2.00              | 3,760            |
| <b>Total Full Time Positions</b> | <b>11.33</b>      | <b>21,300</b>    |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>11.33</b>      | <b>21,300</b>    |

| Performance Measures |                                 | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---------------------------------|-------------------|----------------------|-----------------|
| 4908501              | Number of PM services completed | 636               | 800                  | 800             |
| 4908501              | Percentage of available fleet   | 78%               | 81%                  | 90%             |
| 4908501              | Number of billable hours        | 10,952            | 12,000               | 12,000          |

## PUBLIC WORKS

### 085 - Fleet Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Use Of Money & Property        | 875,785              | 0                     | 0                      | --                |
| Miscellaneous Revenues         | 10,612               | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>886,397</b>       | <b>0</b>              | <b>0</b>               | <b>--</b>         |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 1,233,253            | 1,350,700             | <sup>1</sup> 1,508,900 | 11.71%            |
| Materials And Supplies         | 10,213               | 8,100                 | 8,100                  | 0.00%             |
| Contractual Services           | 250,755              | 265,000               | 265,000                | 0.00%             |
| Capital Outlay                 | 0                    | 9,000                 | 0                      | -100.00%          |
| Other Charges                  | 2,114,594            | 1,442,100             | <sup>2</sup> 1,943,300 | 34.75%            |
| <b>Total Expenses</b>          | <b>3,608,815</b>     | <b>3,074,900</b>      | <b>3,725,300</b>       | <b>21.15%</b>     |

| Expenditure By Subprogram     | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|-------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 4908501 - Vehicle Maintenance | 3,608,815            | 3,074,900             | 3,725,300              | 21.15%            |
| <b>Total Expenses</b>         | <b>3,608,815</b>     | <b>3,074,900</b>      | <b>3,725,300</b>       | <b>21.15%</b>     |

<sup>1</sup> Increase in Salaries and Benefits is due to anticipated MOU increases in salaries and benefits.

<sup>2</sup> Increase in Other Charges expenditure category is due to a projected increase in depreciation expenses to depreciate City assets.

### 095 - Customer Service

#### Description

The Public Works & Transportation's Customer Service provides all customer service functions for the department and issues transportation related permits.

#### Program Goal

To respond to customer inquiries and issue permits in an efficient and timely fashion.

#### Ongoing Tasks

- Answer and log all incoming phone calls and customer inquiries within one business day if feasible; create work order requests or dispatch crews for immediate attention. Customer calls are related to the following programs: sanitation (commercial and residential), waste water, water, parking enforcement, parking operations, streets, street lighting, facilities, and project administration
- Promote efficient customer service by mailing annual overnight and preferential parking permits within two business days of request
- Provide quality service by issuing daily preferential and overnight parking exemptions to residents
- Respond to all calls for commercial trash bins and compactors within one business day
- Provide quality services by issuing valet permits and valet attendant permits as requested
- Provide quality services by administering monthly taxi operator exams, conduct inspections, and process permits as requested
- Provide internal customer service to Public Works & Transportation, including distributing plans, documents, packages and mail and handle reservations for conference rooms
- Generate monthly parking passes

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

|         |   |     |
|---------|---|-----|
| 4809505 | Participate in City's Customer Service Program and identify methods to improve customer service | 500 |
|---------|---|-----|

## PUBLIC WORKS

### 095 - Customer Service

| <b>Full Time Positions</b>             | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|--|--------------------------|-------------------------|
| Transportation Planner                 | 0.35                     | 658                     |
| Customer Services Supervisor           | 1.00                     | 1,880                   |
| Customer Services Specialist           | 1.00                     | 1,880                   |
| Deputy Director - Transportation       | 0.30                     | 564                     |
| Parking Enforcement Supervisor         | 1.45                     | 2,726                   |
| Customer Service Representative        | 4.00                     | 7,520                   |
| Parking Enforcement Officer            | 0.30                     | 564                     |
| Parking Control Officer                | 1.50                     | 2,820                   |
| Senior Customer Service Representative | 1.00                     | 1,880                   |
| Director Of Parking Operations         | 0.20                     | 376                     |
| <b>Total Full Time Positions</b>       | <b>11.10</b>             | <b>20,868</b>           |
| <b>Part Time Positions (FTE)</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| Permit Parking Assistant               | 1.62                     | 3,046                   |
| <b>Total Part Time Positions</b>       | <b>1.62</b>              | <b>3,046</b>            |
| <b>Total Staffing</b>                  | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b>       | <b>12.72</b>             | <b>23,914</b>           |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 0109501                     | Ratio of annual preferential permits issued by web to mail         | 0:0                       | 1:5                          | 1:1                     |
| 0109501                     | Ratio of annual overnight parking permits issued by web to mail    | 0:0                       | 1:4                          | 1:1                     |
| 0109501                     | Ratio of daily preferential parking permits issued by web to phone | 0:0                       | 2:1                          | 3:1                     |
| 0109501                     | Ratio of daily overnight parking permits issued by web to phone    | 3:2                       | 2:1                          | 3:1                     |



## PUBLIC WORKS

### 095 - Customer Service

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Licenses Permits               | 986,682              | 902,900               | <sup>1</sup> 990,000   | 9.65%             |
| Fines & Penalties              | 3,612                | 0                     | 0                      | --                |
| Operating Revenues             | 815                  | 0                     | 0                      | --                |
| <b>Total Revenues</b>          | <b>991,109</b>       | <b>902,900</b>        | <b>990,000</b>         | <b>9.65%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 954,508              | 1,180,500             | <sup>2</sup> 1,370,000 | 16.05%            |
| Materials And Supplies         | 626                  | 1,700                 | 1,700                  | 0.00%             |
| Contractual Services           | 10,767               | 18,200                | 18,200                 | 0.00%             |
| Other Charges                  | 9,859                | 18,700                | 19,200                 | 2.67%             |
| <b>Total Expenses</b>          | <b>975,760</b>       | <b>1,219,100</b>      | <b>1,409,100</b>       | <b>15.59%</b>     |

<sup>1</sup> License and Permits revenue category increased due to a projected increase in parking permit revenues for FY 2012/13.

<sup>2</sup> Increase in Salaries and Benefits is due to a reallocation of positions within department and anticipated MOU increases in salaries and benefits.

## PUBLIC WORKS

### 095 - Customer Service

| Expenditure By Subprogram               | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 0109501 - Residential Parking-Preferred | 143,572              | 0                     | 0                      | --                |
| 0109501 - Transportation Permits        | 0                    | <sup>3</sup> 425,300  | <sup>4</sup> 620,300   | 45.85%            |
| 0109502 - Residential Parking-Overnight | 37,348               | 0                     | 0                      | --                |
| 0109503 - Valet Permits                 | 91,649               | 0                     | 0                      | --                |
| 0109504 - Taxi Permits                  | 85,861               | 0                     | 0                      | --                |
| 4809505 - PW General Customer Service   | 617,330              | 793,800               | 788,800                | -0.63%            |
| <b>Total Expenses</b>                   | <b>975,760</b>       | <b>1,219,100</b>      | <b>1,409,100</b>       | <b>15.59%</b>     |

<sup>3</sup> In FY 2011/12 subprograms 0109501- Residential Parking Permits Preferred, 0109502- Residential Parking Permits Overnight, 0109503 - Valet Permits, and 0109504 - Taxi Permits were combined into one subprogram and renamed 0109501 – Transportation Permits.

<sup>4</sup> Subprogram 0109501- Transportation Permits expenditures increased mainly due to a reallocation of positions with department and anticipated MOU increases in salaries and benefits.

### 100 - Central Stores

#### Description

The primary responsibility of the Central Stores Division is to requisition, order, and place into active inventory, those materials, items, and/or consumable supplies as required by all City departments. The Central Stores program includes: Automotive Inventory, Fuel Inventory, Facilities Inventory, Water Inventory, and General Inventory.

#### Program Goal

The Automotive Inventory sub-program aims to manage an inventory of automotive and equipment parts and components of over 2,000 line items, and contracts with vendors for services in support of Fleet Services.

The Fuel Inventory sub-program maintains and controls an inventory of fuel (diesel and gasoline), CNG, and lubricants for use by City vehicles and equipment and maintains and repairs 15 underground and above-ground storage tanks.

The Facilities Services sub-program manages an inventory of building hardware parts, supplies, and contracts with vendors for services in support of Facilities Maintenance.

The Water Inventory sub-program has the responsibility of maintaining inventory and control of parts, supplies, and contracts with vendors for services in support of maintenance and repair of water and sewer utility infrastructures, including emergency response capability.

The General Inventory sub-program aims to manage a materials and supplies inventory in support of operations and maintenance services performed by department programs that are funded by the General Fund.

#### Ongoing Tasks

- Manage the procurement, inventory, and control of automotive parts: achieve 75% of parts availability in inventory and 90% availability within 72 hours
- Manage procurement, inventory, and control of facilities parts and supplies utilizing Hansen and establish reorder points for 95% of all stock items
- Manage the safe and efficient dispensing and storing of gasoline and diesel fuels
- Manage procurement and inventory and control of parts and supplies classified as "general" in nature through the Hansen Inventory Module
- Manage the procurement, inventory, and control of parts and supplies for the City's Water Distribution System with reorder points for 95% of stock items
- Generate monthly fuel-usage reports and monitor fuel usage to prevent pilferage

## PUBLIC WORKS

### 100 - Central Stores

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0810002 To complete the addition of all inventory facilities maintenance stock in Hansen (DI,SP)

081004 To establish all inventories in Hansen and conduct 100% annual year-end inventory count (DI, SP)

4910000 To improve inventory validity by conducting a monthly cyclic counting of at least 150 line items (DI)

| Full Time Positions              | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|-------------------|------------------|
| Central Stores Specialist        | 2.00              | 3,760            |
| Central Storeroom Supervisor     | 1.00              | 1,880            |
| <b>Total Full Time Positions</b> | <b>3.00</b>       | <b>5,640</b>     |
| Total Staffing                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> | <b>3.00</b>       | <b>5,640</b>     |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 4910000              | Repair Parts: Number of line items in inventory    | 9,123             | 9,000                | 9,000           |
| 4910000              | Repair Parts: Number of items ordered and received | 6,425             | 6,000                | 6,000           |
| 4910001              | Gallons of diesel fuel received                    | 125,928           | 128,000              | 110,000         |
| 4910001              | Gallons of gasoline received                       | 152,470           | 150,000              | 150,000         |
| 0810002              | Facilities Inventory: Number of items in inventory | 2,275             | 2,300                | 2,300           |
| 4910000              | Amount of CNG (Diesel Gallon Equivalent) produced  | 0                 | 0                    | 20,000          |

## PUBLIC WORKS

### 100 - Central Stores

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| <b>Total Revenues</b>          | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>--</b>         |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries & Benefits            | 355,119              | 263,900               | <sup>1</sup> 329,700   | 24.93%            |
| Materials And Supplies         | 1,341,021            | 1,558,600             | 1,558,600              | 0.00%             |
| Contractual Services           | 13,751               | 6,500                 | 6,500                  | 0.00%             |
| Other Charges                  | 4,502                | 8,500                 | 8,900                  | 4.71%             |
| <b>Total Expenses</b>          | <b>1,714,393</b>     | <b>1,837,500</b>      | <b>1,903,700</b>       | <b>3.60%</b>      |

| Expenditure By Subprogram      | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| 0810002 - Facilities Inventory | 170,793              | 156,600               | 173,100                | 10.54%            |
| 0810003 - Water Inventory      | 71,916               | 56,000                | 69,200                 | 23.57%            |
| 0810004 - General Inventory    | 131,549              | 167,300               | 173,900                | 3.95%             |
| 4910000 - Automotive Inventory | 510,733              | 493,200               | 509,700                | 3.35%             |
| 4910001 - Fuel Inventory       | 829,402              | 964,400               | 977,800                | 1.39%             |
| <b>Total Expenses</b>          | <b>1,714,393</b>     | <b>1,837,500</b>      | <b>1,903,700</b>       | <b>3.60%</b>      |

<sup>1</sup> Increase in Salaries and Benefits is due to anticipated MOU increase s in salaries and benefits, including retirement expenses.

## PUBLIC WORKS

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$25,000 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Total Revenues                 | 0                    | 0                     | 0                      | --                |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Capital Outlay                 | 0                    | 0                     | 216,900                | --                |
| Total Expenses                 | 0                    | 0                     | 216,900                | --                |

| Expenditure By Subprogram                           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|---|----------------------|-----------------------|------------------------|-------------------|
| 4009935 - Equipment Replacement<br>Program (Dept35) | 0                    | 0                     | 216,900                | --                |
| Total Expenses                                      | 0                    | 0                     | 216,900                | --                |



## Community Services

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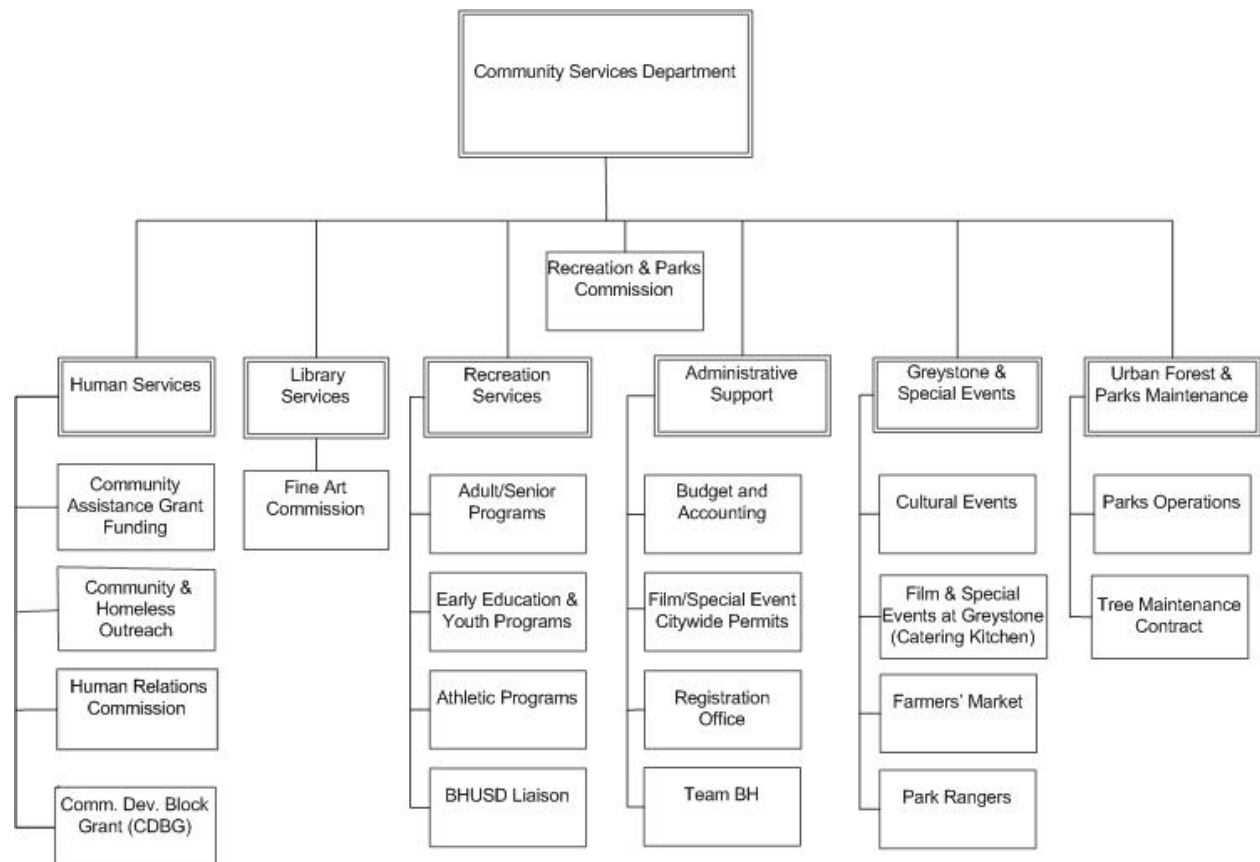
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## Proposed Budget



# COMMUNITY SERVICES

## Department Organization Chart



## COMMUNITY SERVICES

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### Department Mission

The Community Services Department provides exceptional cultural, educational, recreational, landscape, and social services to enhance and maintain a high quality of life and attractive physical environment in the Beverly Hills community.

### Changes From Prior Year

- Completion of the Joint Powers Agreement (JPA) with the Beverly Hills Unified School District (BHUSD) for a renewal of a four-year agreement through June 30, 2016, and a reduction in annual funding from \$10,300,000 to \$9,825,000.
- Change in Full-time positions from 80 to 81 due to upgrade of Senior Library Clerk position from Part-time to Full-time .
- Contractual Services expenditures are down due to the renegotiation of the JPA agreement (\$500,000), and the removal of the one-time TOT money in the amount of \$220,000 that had been reallocated to the Community Grant Funding program.
- The Department absorbed the majority of the classes that had historically been offered through the BHUSD's Adult School program. Additional funding, in the amount of \$70,000, has been budgeted to cover the payments to instructors, and is offset by revenue.
- Library Services is modifying its Literacy program due to the loss of State funding which has provided for the majority of this program's historical operating expenses. Literacy Services subprogram has been reduced by 76.67%, and a reduction of approximately \$140K in Intergovernmental Revenues is the result of the State's elimination of its funding.
- The Greystone team has taken on expanded programs and duties with the implementation of the Mansion's new catering operation. Revenues, under Service Fees & Charges in the Park Ranger program, have been increased by \$50,000 for the Greystone catering operations.
- The Department's seasonally offered free Summer Concert Series will expand substantially from approximately 6 events to 17 concerts and family-focused movie nights. (*\$45,468 has been proposed to be reallocated from TOT funds in order to cover the costs for the 2012 Summer Season.*)
- Capital Outlay expenses are significantly higher because equipment replacement needs are increasing within basic operations, and some equipment replacement had been postponed in previous years. Approximately 50% of the expense is due to irrigation controller upgrades citywide. Capital Outlay expenses will vary from year to year.
- Internal Service Fund charges are increasing 18%, partially to account for the funding of the debt service for the Alternative Retiree medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years.
- Library Services has a reduction in revenue due to the loss of a historical tenant, and because the meeting rooms and auditorium are currently in use by the Children's Library during the Library's renovation.
- Library salaries and benefits have been increased by \$89,000 for the addition of staff hours to expand the Library evening hours to the previous historical hours of operation.

## COMMUNITY SERVICES

| <b>Full Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
|----------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------|
| <b>Total Full Time Positions</b> | 90                           | 80                           | 81                           | 152,280                     |
| <b>Part Time Positions</b>       | <b>FY 2010/11<br/>Budget</b> | <b>FY 2011/12<br/>Budget</b> | <b>FY 2012/13<br/>Budget</b> | <b>FY 2012/13<br/>Hours</b> |
| <b>Total Part Time Positions</b> | 78.67                        | 87.72                        | 87.71                        | 164,895                     |

| <b>Revenue by Category</b>     | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| Other Taxes                    | 1,563,200                    | 2,181,800                     | 2,181,800                      | 0.00%                     |
| Intergovernmental Revenues     | 336,200                      | 750,100                       | 606,900                        | <sup>1</sup> -19.09%      |
| Licenses Permits               | 931,000                      | 699,000                       | 647,000                        | <sup>2</sup> -7.43%       |
| Use Of Money and Property      | 500,000                      | 347,500                       | 375,300                        | <sup>3</sup> 8.00%        |
| Service Fees and Charges       | 4,346,500                    | 3,887,600                     | 4,395,800                      | <sup>4</sup> 13.07%       |
| Internal Service Fund Receipts | 144,300                      | 349,100                       | 602,300                        | <sup>5</sup> 72.52%       |
| Miscellaneous Revenues         | 16,400                       | 6,850                         | 6,850                          | 0.00%                     |
| <b>Total Revenues</b>          | <b>7,837,600</b>             | <b>8,221,950</b>              | <b>8,815,900</b>               | <b>7.22%</b>              |

<sup>1</sup> A reduction of approximately \$140K in Intergovernmental Revenues is the result of the State's elimination of Library funding and a reduction of the CDBG funding.

<sup>2</sup> Greystone activity fees have been moved to the service fees and charges category.

<sup>3</sup> Increases in anticipated revenue from the rental of park facilities, tennis courts, and farmers' market concessions.

<sup>4</sup> Ticket fees for Greystone activities (Concours and Greystone Teas) have been moved out of the Licenses Permits category and into the Service Fees and Charges category. Greystone anticipated revenues have also increased to capture revenue from the Greystone catering operation. Anticipated revenue from camps and classes has also increased.

<sup>5</sup> Internal Service Fund Receipts are the accrual for future equipment replacement. The accrual in FY2011/12 was reduced. In FY2012/13 the accrual is close to 100%.

## COMMUNITY SERVICES

| Expenditure by Category       | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|-------------------------------|----------------------|-----------------------|------------------------|----------------------|
| Salaries and Benefits         | 12,482,700           | 12,524,300            | 13,558,000             | <sup>1</sup> 8.25%   |
| Materials and Supplies        | 874,600              | 998,400               | 1,042,800              | 4.45%                |
| Contractual Services          | 13,853,400           | 14,756,700            | 14,161,700             | -4.03%               |
| Capital Outlay                | 70,000               | 90,900                | 465,700                | <sup>2</sup> 412.32% |
| Internal Service Fund Charges | 11,956,900           | 11,435,100            | 13,513,900             | <sup>3</sup> 18.18%  |
| Other Charges                 | 506,200              | 1,152,500             | 1,187,100              | 3.00%                |
| <b>Total Expenses</b>         | <b>39,743,900</b>    | <b>40,957,900</b>     | <b>43,929,200</b>      | <b>7.25%</b>         |

<sup>1</sup> Salaries and Benefits are increasing partially due to one part-time position being upgraded to a full-time position and also due to anticipated, required, MOU salary increases.

<sup>2</sup> Capital Outlay expenses are significantly higher because equipment replacement needs are increasing within basic operations, and some equipment replacement had been postponed in previous years. Approximately 50% of the expense is due to irrigation controller upgrades citywide. Capital Outlay expenses will vary from year to year.

<sup>3</sup> Internal Service Fund charges are increasing 18%, partially to account for the funding of the debt service for the Alternative Retiree medical Program (ARMP) and Other Post Employment Benefits (OPEB) obligations. These charges were not included in previous years. Community Services also pays internal service fund charges for: facilities, I.T., radios, equipment replacement, print shop, graphics, insurance, Cable TV, OPEB, ARMP, Compensated Absences, vehicle charges, and PAL charges (Policy and Management Department, Administrative Services Department, City Attorney, and City Clerk). Most ISF charges are increasing, except Graphics and charges to the general fund from the PAL funds, which were reduced as part of balancing the general fund budget.

Abbreviations denoting the source(s) of City policy and priority are designated at the end of each work plan. Below is the legend for these work plan sources:

CP = City Council Priority  
 DI = Department Initiative  
 EcS = Economic Sustainability  
 EnS = Environmental Sustainability  
 GP = General Plan  
 SP = Strategic Plan

## COMMUNITY SERVICES

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### 040 - Community Filming & Event Permits

#### Description

The City of Beverly Hills Filming and Special Events Office is responsible for the coordination of filming, still photography and special event permits for the City-at-large and City Parks (except for Greystone Estate) as well as the maintenance of the calendar/schedule for street pole banner displays throughout the City.

#### Program Goal

Provide a one-stop permit process (convenient and timely film/event permit processing) in order to expedite the process for customers and encourage them to return to Beverly Hills for future projects.

Provide direct assistance to clients, community, and City departments in order to facilitate successful film shoots/events while minimizing disruptive impacts to the community.

Provide outstanding and timely service to entire community (including internal customers/other City Departments) in processing permits or responding to community issues.

Respond to complaints and/or concerns in a timely fashion (within 48 hours or less).

Assist with the coordination and logistical details for the City's annual Holiday Program efforts in order to provide an exceptional Holiday experience to the community, and encourage visitors and residents to expand/increase number of visits to the City, while utilizing the other City services and establishments (such as restaurants, hotels, retailers, etc.).

#### Ongoing Tasks

- Coordinate with the appropriate City Departments to manage and issue permits for filming, still photography and special events.
- Process permits for film and photography.
- Process permits for special events.
- Assist with the coordination of logistical details for the City's annual Holiday Program and respond to requests and/or complaints as needed.
- Arrange for new photos of key film and event sites to be added to Event/Film website and add links featuring of City venues and facilities (City Parks, the Municipal Gallery, the Civic Center Plaza, Rodeo Drive, and the palm tree-lined streets) for potential special event activity and key filming sites. Also add links to other Department forms/information as appropriate.

## COMMUNITY SERVICES

### 040 - Community Filming & Event Permits

- Conduct regular meetings with Film & Event Supervisor and staff.
- Coordinate, manage, and process the requests for street pole banner displays throughout the City.

#### Work Plan

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

0104001 Create separate application forms for filming, still photography, and special events (rather than one combined application). (DI)

0104001 Finalize the updated Neighborhood Block Party application and guidelines, and update/streamline documents as appropriate. (DI)

| Full Time Positions              |  | FY 2012/13 Budget | FY 2012/13 Hours |
|----------------------------------|--|-------------------|------------------|
| Events and Filming Supervisor    |  | 1.00              | 1,880            |
| Projects Staff Assistant         |  | 1.00              | 1,880            |
| Community Services Administrator |  | 0.15              | 282              |
| <b>Total Full Time Positions</b> |  | <b>2.15</b>       | <b>4,042</b>     |
| Total Staffing                   |  | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees</b> |  | <b>2.15</b>       | <b>4,042</b>     |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0104001              | Filming permits issued                                 | 355               | 330                  | 340             |
| 0104001              | Still photography permits issued                       | 225               | 250                  | 265             |
| 0104001              | Special event permits issued                           | 78                | 90                   | 110             |
| 0104001              | Percent of complaints resolved within 48 hours or less | 100%              | 100%                 | 100%            |

## COMMUNITY SERVICES

### 040 - Community Filming & Event Permits

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Licenses Permits               | 432,000              | 379,500               | 397,500                | 4.74%               |
| <b>Total Revenues</b>          | <b>432,000</b>       | <b>379,500</b>        | <b>397,500</b>         | <b>4.74%</b>        |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 229,700              | 251,400               | 277,200                | <sup>1</sup> 10.26% |
| Materials and Supplies         | 200                  | 200                   | 200                    | 0.00%               |
| Contractual Services           | 700                  | 700                   | 700                    | 0.00%               |
| Other Charges                  | 1,000                | 17,500                | 18,000                 | 2.85%               |
| <b>Total Expenses</b>          | <b>231,600</b>       | <b>269,800</b>        | <b>296,100</b>         | <b>9.75%</b>        |

| Expenditure By Subprogram                        | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--|----------------------|-----------------------|------------------------|--------------------|
| 0104001 - Community Filming and<br>Event Permits | 231,600              | 269,800               | 296,100                | <sup>2</sup> 9.75% |
| <b>Total Expenses</b>                            | <b>231,600</b>       | <b>269,800</b>        | <b>296,100</b>         | <b>9.75%</b>       |

<sup>1</sup>Salaries and Benefits are increasing partially due to anticipated MOU required salary increases.

<sup>2</sup> Increases in the Community Filming and Event Permits program are due to an increase in utilities and anticipated MOU required salary increases.

## COMMUNITY SERVICES

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### 056 - Urban Forest - Tree Maintenance

#### Description

The Urban Forestry program is responsible for the maintenance of approximately 27,000 trees located along city streets, in city parks, and at city owned facilities. The program is also responsible for the removal and replacement of declining, structurally inadequate, or inappropriate trees under several defined Street Tree Master Plan phases and as individual circumstances require. Public outreach and education are significant factors in maintaining community support of this program. Due to recent rebid of contract, the purchasing power of the contract has been reduced by nine percent. This comes on the tail of the third year of annual trimming budget reductions of eighteen percent (\$1,140,000 to \$930,000). The result has been that the tree trimming cycle has been extended in some cases nearly two years. Future concerns include ongoing complaints regarding decrease in service.

#### Program Goal

- Protect the aesthetic quality and health of the trees in the community by trimming trees on a regular cycle.
- Sustain the long-term value of the urban forest, while limiting exposure to risk, by replacing declining, structurally inadequate, or inappropriate trees within the parks system and through the Street Tree Master Plan Program.

#### Ongoing Tasks

- Monitor contract tree pruning, removal, and planting crews.
- Respond to service calls, emergencies, and requests for technical information within 72 business hours.
- Provide technical assistance to other departments within 72 business hours.
- Provide program development and administration, contract administration, customer service and quality assurance.

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 0105601 Develop preliminary data for potential Street Tree Master Plan tree replacement phases to include the Ficus tree lined sections of South Beverly Drive, Robertson, and La Cienega Boulevards. (DI)
- 0105601 Evaluate the health and structural integrity of all trees within the City's parks system and public grounds on an ongoing basis to help assure public safety and a natural environment.



## COMMUNITY SERVICES

### 056 - Urban Forest - Tree Maintenance

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Director of Community Services   | 0.05                     | 94                      |
| Executive Assistant II           | 0.15                     | 282                     |
| Parks and Urban Forest Manager   | 0.45                     | 846                     |
| Secretary                        | 0.15                     | 282                     |
| Urban Forest Inspector           | 2.00                     | 3,760                   |
| <b>Total Full Time Positions</b> | <b>2.80</b>              | <b>5,264</b>            |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>2.80</b>              | <b>5,264</b>            |

| <b>Performance Measures</b> |               | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|---------------|---------------------------|------------------------------|-------------------------|
| 0105601                     | Trees Trimmed | 9,445                     | 8,750                        | 8,310                   |
| 0105601                     | Trees Removed | 266                       | 150                          | 225                     |
| 0105601                     | Trees Planted | 420                       | 300                          | 300                     |

## COMMUNITY SERVICES

### 056 - Urban Forest - Tree Maintenance

| <b>Program Budget</b>          | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------------|
| <b>Revenue by Category</b>     |                              |                               |                                |                           |
| Service Fees and Charges       | 10,600                       | 10,000                        | 10,000                         | 0.00%                     |
| <b>Total Revenues</b>          | <b>10,600</b>                | <b>10,000</b>                 | <b>10,000</b>                  | <b>0.00%</b>              |
|                                |                              |                               |                                |                           |
| <b>Expenditure by Category</b> |                              |                               |                                |                           |
| Salaries and Benefits          | 302,600                      | 358,500                       | 368,600                        | 2.81%                     |
| Materials and Supplies         | 900                          | 1,400                         | 1,400                          | 0.00%                     |
| Contractual Services           | 900,800                      | 935,600                       | 935,600                        | 0.00%                     |
| Other Charges                  | 300                          | 5,400                         | 5,500                          | 1.85%                     |
| <b>Total Expenses</b>          | <b>1,204,600</b>             | <b>1,300,900</b>              | <b>1,311,100</b>               | <b>.78%</b>               |

| <b>Expenditure By Subprogram</b>          | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|---|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0105601 – Urban Forest - Tree Maintenance | 1,204,600                    | 1,300,900                     | 1,311,100                      | .78%                      |
| <b>Total Expenses</b>                     | <b>1,204,600</b>             | <b>1,300,900</b>              | <b>1,311,100</b>               | <b>.78%</b>               |

## COMMUNITY SERVICES

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### 067 - Recreation

#### Description

The Recreation Division is responsible for researching, implementing, and evaluating a variety of services and programs for the community with the purpose of enhancing each participant's quality of life.

#### Program Goal

- Continue to develop an academic enrichment element to the current Preschool Program.
- Serve as a destination for educational, recreational, and cultural endeavors for all ages.
- Provide diverse and innovative recreation and cultural programming and services for the residents of Beverly Hills.
- Work in collaboration with Human Services Division to develop a "Friendly Visitor Program" to reach out to the frail elderly in the community.
- Increase and diversify active adult class offerings to captivate the interest of baby boomers ages 55 years and above.
- Work with Community Services staff to ensure City access of the School District facilities and property for community recreation and other community and civic programs as it relates to the Joint Powers Agreement (JPA).

#### Ongoing Tasks

- Offer over 100 Early Education and Youth class offerings per session.
- Provide a variety of quality Adult Sport leagues.
- Encourage resident participation in community special events.
- Find and match volunteers to better meet the needs of the community by promoting and recruiting via the new online software.
- Plan agendas and prepare staff reports that are presented to the Recreation and Parks, Fine Art, and Human Relations Commissions regarding relevant topics; provide information and follow-up on requests from commissioners.
- Provide oversight to a variety of Capital Improvement Projects.
- Operate afterschool childcare services at 4 school sites and in compliance with state licensing requirements.
- Maintain a high level of service and patronage at the City's tennis facilities.
- Provide cultural/special events at various city venues to enhance Beverly Hills' desirability as a destination.

## COMMUNITY SERVICES

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### 067 - Recreation

- Increase resident participation in cultural and special events through a community-based marketing effort which will include the use of Social Media vehicles with assistance by the Department's publicist.
- Manage the day-to-day operations of the Greystone Catering Kitchen; work with approved caterers on the marketing/promotional campaign for events at Greystone.
- Collaborate with Friends of Greystone on fund-raising events that will provide funding for on-going restoration projects at Greystone Estate.
- Increase Farmers' Market customer base by utilizing Social Media vehicles such as Facebook and Twitter to promote the Market.
- Increase Farmers' Market concessions revenue to bridge the gap between expenses and revenue, thereby minimizing City subsidization of the program by conducting regular audits.
- Research the feasibility of offering a weekday Farmers' Market to supplement the ongoing Sunday Market.
- Update and sustain a maintenance program for City-owned Public Art.
- Offer a wide variety of high quality specialty summer camps to youth ages 5-14.
- Offer an annual Senior Health Fair in collaboration with Cedars Sinai Medical Center with nearly 50 community support agencies and provide 4 Senior Health Lectures throughout the year.
- Operate six preschool programs in compliance with State-licensing requirements.
- Provide adult/senior excursions through collaborative effort with Beverly Hills Active Adult Club.
- Strengthen the Department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Secure grant funding for the Department's projects and programs by researching funding opportunities, submitting applications as appropriate, and administering grant awards.
- Incorporate the principles of tolerance, acceptance, and civil discourse into established Community Services events, programs, and services.
- Expand adult class offerings, in particular for baby boomers.
- Review facilities database at monthly meeting with Public Works staff to report and update park facility infrastructure needs and repairs.
- Strengthen the positive working relationship with the youth sports organizations for City and School District facility usage.

## COMMUNITY SERVICES

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### 067 - Recreation

- In conjunction with the Teen Advisory Committee, provide recreation opportunities for 6th - 10th grade teens.
- Operate a year-round/5 day a week Senior Nutrition Program.
- Offer senior adult classes that provide the participants healthy, social, and cognitive enrichment.
- Provide rental facilities for the community at the Community Centers.
- Working in conjunction with the guidelines of the Los Angeles Food Policy to make our community a world leader of Good Food, continue to promote The Good Food For All efforts to help create a greater sustainability in our local food systems.

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

0106702 With input from the Teen Advisory Committee, research and develop a balance of programs that will provide safe, recreational and healthy alternatives for this age group. (DI)

0106703 Complete Volunteer Orientation booklet and implement in all departments and for all new volunteers. (DI)

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

0106707 Increase public awareness of the City's Public Art collection utilizing various marketing vehicles, including the City's website, social media, special events, and a cell phone audio tour. (DI, GP)

0106707 Update Public Art Ordinance and develop a Public Art Master Plan to be used as a guide for future acquisitions and placement of artwork throughout the City. (DI, GP)

0106707 Evaluate newly created fees for indoor rentals of Greystone Mansion. (DI)

0106707 In conjunction with approved caterers, develop a marketing plan for interior and exterior rentals at Greystone Estate. (DI)

0106707 Expand Summer Concert Series by including additional nights, and adding new Movie Nights component at Beverly Canon Gardens.

0106710 Enhance the City's main entry points with signage, branding, and landscaping through the Gateways Improvement Project. (EcS, SP, GP, DI)

## COMMUNITY SERVICES

### 067 – Recreation

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

- 0106710 Update the Succession Plan with emphasis on creating promotional opportunities, capturing institutional knowledge, and mentoring & organizational cross training. (SP, DI)
  
- 0106710 Study opportunities for potential joint projects and programs of benefit to the City and the Beverly Hills Unified School District (BHUSD), private entities, and other appropriate groups. (CP, GP)
  
- 0106710 Pursue potential recreational development opportunities of the Orange Grove property in Franklin Canyon in order to expand easy access to green/open space for the City's residents. (CP, GP)

| Full Time Positions                              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Director of Community Services                   | 0.65              | 1,222            |
| Assistant Director of Community Services-Library | 0.25              | 470              |
| Recreation Supervisor                            | 3.00              | 5,640            |
| Senior Recreation Supervisor                     | 2.90              | 5,452            |
| Executive Assistant II                           | 0.80              | 1,504            |
| Human Services Outreach Manager                  | 0.25              | 470              |
| Recreation Services Manager                      | 1.85              | 3,478            |
| Parks and Urban Forest Manager                   | 0.05              | 94               |
| Recreation Coordinator                           | 2.00              | 3,760            |
| Administrative Clerk II                          | 3.85              | 7,238            |
| Executive Assistant I                            | 0.15              | 282              |
| Secretary  | 0.65              | 1,222            |
| Market Manager                                   | 1.00              | 1,880            |
| Human Services Administrator                     | 0.25              | 470              |
| <b>Total Full Time Positions</b>                 | <b>17.65</b>      | <b>33,182</b>    |

## COMMUNITY SERVICES

### 067 - Recreation

| Part Time Positions (FTE)              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| <b>Total Part Time Positions (FTE)</b> | <b>49.19</b>      | <b>92,490</b>    |
| Total Staffing                         | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees (FTE)</b> | <b>66.89</b>      | <b>125,672</b>   |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0106701              | Enrollment in year around Preschool programs.  | 102               | 120                  | 120             |
| 0106701              | Enrollment in Parent and Me classes.   | 1,437             | 1,800                | 1,800           |
| 0106702              | Number of Summer Camp participants.  | 1,919             | 2,000                | 2,000           |
| 0106702              | Annual attendance in Youth Classes for ages 4-14 conducted after school and on weekends. | 3,823             | 4,000                | 4,000           |
| 0106702              | Adventure Camp Attendance.   | 120               | 120                  | 125             |
| 0106702              | Aquatics Program participants.   | 1,432             | 1,450                | 1,450           |
| 0106702              | Number of participants at teen activities and programs.                                  | 690               | 700                  | 800             |
| 0106703              | Number of Adult Classes offered per year.  | 120               | 125                  | 130             |
| 0106703              | Number of adults enrolled in four quarters of class offerings.                           | 778               | 800                  | 825             |
| 0106703              | Adult sports participants.   | 1,600             | 1,600                | 1,650           |
| 0106704              | Estimated number of seniors participating in 8 community offered classes.                | 12,885            | 14,000               | 15,000          |
| 0106704              | Number of seniors participating in health education services.                            | 1,283             | 1,400                | 1,400           |
| 0106705              | Number of volunteer hours in the citywide volunteer program.                             | 17,762            | 16,000               | 17,000          |
| 0106707              | Number of free Community Special Events and Programs.                                    | 9                 | 11                   | 13              |
| 0106707              | Annual attendance for free Community Special Events and Programs.                        | 96,150            | 80,550               | 83,000          |
| 0106707              | Amount of sponsorship funding for City events and programs.                              | n/a               | n/a                  | \$25,000        |
| 0106709              | Number of annual Farmers' Markets.   | 50                | 50                   | 50              |
| 0106709              | Annual attendance at Farmers' Market.  | 299,100           | 295,000              | 299,600         |
| 0106709              | Total number of Farmers' Market vendors.   | 2,626             | 2,670                | 2,700           |

## COMMUNITY SERVICES

### 067 - Recreation

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change     |
|--------------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                       |
| Other Taxes                    | 120,100              | 2,181,800             | 2,181,800              | 0.00%                 |
| Licenses Permits               | 79,100               | 90,000                | 0                      | <sup>1</sup> -100.00% |
| Use of Money and Property      | 454,700              | 342,500               | 375,300                | <sup>2</sup> 9.57%    |
| Service Fees and Charges       | 3,966,800            | 3,621,300             | 4,053,500              | <sup>3</sup> 11.93%   |
| Miscellaneous Revenues         | 10,000               | 0                     | 0                      | 0.00%                 |
| <b>Total Revenues</b>          | <b>4,630,700</b>     | <b>6,235,600</b>      | <b>6,610,600</b>       | <b>6.01%</b>          |
|                                |                      |                       |                        |                       |
| <b>Expenditure by Category</b> |                      |                       |                        |                       |
| Salaries and Benefits          | 3,394,700            | 3,882,900             | 4,216,100              | <sup>4</sup> 8.58%    |
| Materials and Supplies         | 137,200              | 187,300               | 191,300                | 2.13%                 |
| Contractual Services           | 1,527,500            | 1,757,600             | 1,880,800              | <sup>5</sup> 7.01%    |
| Other Charges                  | 109,300              | 423,400               | 436,100                | 3.00%                 |
| <b>Total Expenses</b>          | <b>5,168,700</b>     | <b>6,251,200</b>      | <b>6,724,300</b>       | <b>7.57%</b>          |

<sup>1</sup> Ticket fees for Greystone activities (Concours and Greystone Teas) have been moved to the Service Fees and Charges category with other similar event revenue.

<sup>2</sup> Increases in anticipated revenue from the rental of park facilities, tennis courts, and Farmers' Market concessions.

<sup>3</sup> Ticket fees for Greystone activities (Concours and Greystone Teas) have been moved to the Service Fees and Charges category with other similar event revenue. Also additional revenue anticipated in camps and classes.

<sup>4</sup> Salaries have increased partially due to a reallocation of 25% of the Assistant Director of Community Services – Library, into this program from the Library program.

<sup>5</sup> Contractual Services has increased due to an increase in funding for Greystone Catering Kitchen cleaning services, additional adult classes, expanded senior classes, and additional funds for public art maintenance.



## COMMUNITY SERVICES

### 067 - Recreation

| Expenditure By Subprogram                           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|---|----------------------|-----------------------|------------------------|----------------------|
| 0106701 - Early Education                           | 846,400              | 989,700               | 1,036,500              | 4.73%                |
| 0106702 - Youth                                     | 1,929,700            | 2,380,500             | 2,457,600              | 3.24%                |
| 0106703 - Adults                                    | 519,900              | 754,000               | 905,000                | <sup>1</sup> 10.75%  |
| 0106704 - Senior Adults                             | 164,300              | 315,600               | 290,600                | <sup>1</sup> -20.07% |
| 0106705 – Recreation and Parks Support Services     | 419,700              | <sup>8</sup> 0.00     | 0.00                   | 0.00%                |
| 0106706 - Citywide Governance - CS                  | 254,300              | 250,800               | 314,800                | <sup>2</sup> 25.51%  |
| 0106707 – Community /Cultural Events and Public Art | 657,000              | <sup>7</sup> 875,600  | 920,400                | <sup>3</sup> 5.11%   |
| 0106708 – Public / Fine Art Programs                | 83,900               | <sup>7</sup> 0.00     | 0.00                   | 0.00%                |
| 0106709 - Farmers' Market                           | 145,000              | 203,200               | 213,500                | <sup>4</sup> 5.06%   |
| 0106710 - Community Services Administration         | 136,900              | <sup>8</sup> 442,600  | 533,400                | <sup>5</sup> 20.15%  |
| 1806708 – Public /Fine Art Programs                 | 11,600               | 39,200                | 52,500                 | <sup>6</sup> 33.93%  |
| <b>Total Expenses</b>                               | <b>5,168,700</b>     | <b>6,251,200</b>      | <b>6,724,300</b>       | <b>7.57%</b>         |

<sup>1</sup> Adjustments due to reallocation of personnel for senior adult programs and volunteer programs.

<sup>2</sup> Increase due to a reallocation of 15% of the Assistant Director of Community Services – Library, into the Citywide Governance – CS program from the Library program.

<sup>3</sup> Increase due to additional revenue for Greystone catering kitchen cleaning services. All costs will be offset by revenue.

<sup>4</sup> Increasing partially due to anticipated MOU required salary increases.

<sup>5</sup> Increase mainly due to a reallocation of 10% of the Assistant Director of Community Services – Library, into the Community Services Administration program from the Library program.

<sup>6</sup> Additional funding is for fine art maintenance and conservation.

<sup>7</sup> Beginning in FY2011/12 subprograms 0106708 and 0106707 were combined into 0106707.

<sup>8</sup> Beginning in FY 2011/12 subprograms 0106705 and 0106710 were combined into 0106710.

## COMMUNITY SERVICES

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### 068 - Park Rangers

#### Description

Park Rangers are responsible for enforcing park and facility rules, regulations and City Municipal Codes, including disseminating information and assisting the public in the parks. Park Rangers assist in most of the Community Services events. Rangers are the on-site coordinators for all Greystone Park programs and events.

#### Program Goal

Educate users of City parks and facilities on the benefits of open space in an urban environment.

Provide exemplary internal and external customer service.

#### Ongoing Tasks

- Conduct daily patrols of 11 City facilities, including 10 parks/gardens.
- Provide Ranger support at 18 City sponsored special events.
- Permit and oversee film and photography at Greystone Park.
- Conduct daily coverage for City Hall and the Library; including support for rental groups prior to or after regular Library hours of business.
- Increase "Fright Night" program offerings to 6 evenings at Greystone.
- Have at least six school classes participate in an on-site Greystone interpretive program.
- Continue booking private "inside Greystone" tours.
- Coordinate and update the assignment monthly staffing/location roster and on-going task lists for Lead Rangers.

#### Work Plan

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0106801 Coordinate a Regional Park Ranger Workshop involving agencies from the greater Los Angeles area. (DI)

0106801 Implement a program called "Customer Service Opportunity" in which Rangers seek out customer service opportunities during their day-to-day assignments and patrols. At the end of their shifts they provide a description of the service on their daily Ranger e-mail reports. Modify report to include "Customer Service Opportunity" section.

## COMMUNITY SERVICES

### 068 - Park Rangers

| Full Time Positions                    | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Senior Recreation Supervisor           | 0.10              | 188              |
| Recreation Services Manager            | 0.10              | 188              |
| Lead Park Ranger                       | 3.00              | 5,640            |
| Administrative Clerk II                | 0.15              | 282              |
| Park Ranger Supervisor                 | 2.00              | 3,760            |
| <b>Total Full Time Positions</b>       | <b>5.35</b>       | <b>10,058</b>    |
| Part Time Positions (FTE)              | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Part Time Positions (FTE)</b> | <b>6.03</b>       | <b>11,332</b>    |
| Total Staffing                         | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees (FTE)</b> | <b>11.38</b>      | <b>21,390</b>    |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0106801              | Number of Filming Projects (Greystone) / Ranger Hours     | 21/448            | 13/202               | 15/233          |
| 0106801              | Number of Private Special Events (Greystone)/Ranger Hours | 12/250            | 11/239               | 30/600          |
| 0106801              | Number of Weddings/Receptions (Greystone)/Ranger Hours    | 48/402            | 34/306               | 36/324          |
| 0106801              | Number of City Sponsored events (Greystone)/Ranger Hours  | 42/620            | 54/797               | 58/856          |

| Program Budget             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|----------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b> |                      |                       |                        |                      |
| Licenses Permits           | 419,900              | 229,500               | 249,500                | <sup>1</sup> 8.71%   |
| Service Fees and Charges   | 66,500               | 50,000                | 110,000                | <sup>2</sup> 120.00% |
| <b>Total Revenues</b>      | <b>486,400</b>       | <b>279,500</b>        | <b>359,500</b>         | <b>28.62%</b>        |

<sup>1</sup> Anticipated increase in Greystone use permits.

<sup>2</sup> Increase due to anticipated Greystone catering activity and associated Ranger coverage.

## COMMUNITY SERVICES

### 068 - Park Rangers

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--------------------------------|----------------------|-----------------------|------------------------|--------------------|
| <b>Expenditure by Category</b> |                      |                       |                        |                    |
| Salaries and Benefits          | 888,000              | 894,200               | 973,800                | <sup>1</sup> 8.90% |
| Materials and Supplies         | 6,900                | 10,400                | 10,400                 | 0.00%              |
| Contractual Services           | 2,400                | 3,500                 | 3,500                  | 0.00%              |
| Other Charges                  | 300                  | 5,300                 | 5,500                  | 3.77%              |
| <b>Total Expenses</b>          | <b>897,600</b>       | <b>913,400</b>        | <b>993,200</b>         | <b>8.73%</b>       |

<sup>1</sup> Increase due to anticipated MOU requirements.

| Expenditure By Subprogram | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|---------------------------|----------------------|-----------------------|------------------------|--------------------|
| 0106801 - Park Rangers    | 897,600              | 913,400               | 993,200                | <sup>1</sup> 8.73% |
| <b>Total Expenses</b>     | <b>897,600</b>       | <b>913,400</b>        | <b>993,200</b>         | <b>8.73%</b>       |

<sup>1</sup> Increase due to anticipated MOU salary increase requirements, and increased utilities.

## COMMUNITY SERVICES

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### 069 - Park Operations

#### Description

This program of in-house employees and contract staff is responsible for the standardized maintenance of landscaped/sport field areas in Beverly Gardens, Coldwater, Greystone, La Cienega, Roxbury and Will Rogers parks as well as the Civic Center Campus, Business Triangle area, reservoir sites and Arnaz, Crescent, Hamel, Maltz, Oakhurst, Rexford Rest, and Reeves mini-parks.

#### Program Goal

- Maintain aesthetic value of community by providing routine landscape maintenance services on City owned property.
- Be fiscally and environmentally responsible in the irrigation and maintenance of landscaped areas.

#### Ongoing Tasks

- Provide routine maintenance of landscaped areas including weekly mowing of turfgrass areas, daily trash and debris removal, maintenance of planter beds, installation of annual flowers and shrubs, and path and hardscape maintenance as needed.
- Irrigation system maintenance, repair, and programming.
- Preparation, maintenance ,and renovation of sports fields.
- Provide supervision, staff scheduling, and area evaluation.
- Program development and administration, contract administration, oversight of customer service and quality assurance.
- Provide playground inspections.

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 0106910 Develop Prop A Extraordinary Maintenance Plan for 12 blocks of Beverly Gardens Park to include irrigation component replacement and landscape paver improvements to decomposed granite pathways at block ends. (DI)
- 0106910 Assess deficiencies in drainage and irrigation to the athletic field and adjoining areas at Roxbury park and develop a proposal for renovation as appropriate.
- 0106910 Work with interested members from the community regarding a citizen initiated effort to restore portions of Beverly Gardens Park to its historical splendor.

## COMMUNITY SERVICES

### 069 - Park Operations

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0106910 Update landscape irrigation zone locations and descriptions at Will Rogers and Maltz Parks. (DI)

| Full Time Positions                    | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Director of Community Services         | 0.10              | 188              |
| Parks and Urban Forest Manager         | 0.50              | 940              |
| Irrigation Specialist                  | 1.00              | 1,880            |
| Park Services Supervisor               | 2.00              | 3,760            |
| General Park Maintenance Supervisor    | 1.00              | 1,880            |
| Park Services Worker                   | 13.00             | 24,440           |
| <b>Total Full Time Positions</b>       | <b>17.60</b>      | <b>33,088</b>    |
| Part Time Positions (FTE)              | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Part Time Positions (FTE)</b> | <b>.56</b>        | <b>1,044</b>     |
| Total Staffing                         | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees (FTE)</b> | <b>18.16</b>      | <b>34,132</b>    |

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|--|-------------------|----------------------|-----------------|
| 0106901              | Testing of irrigation system backflow protection devices.  | 80                | 80                   | 80              |
| 0106901              | Seasonal programming of irrigation system controllers.   | 84                | 84                   | 84              |
| 0106910              | Assessment of staff maintained landscape areas using landscape standards checklist and incorporate findings into monthly efficiency reports. | n/a               | 26                   | 26              |
| 0106910              | Quality monthly report on areas serviced by contractor.  | n/a               | 12                   | 12              |
| 0106910              | Monthly division safety meetings.  | 8                 | 12                   | 12              |

## COMMUNITY SERVICES

### 069 - Park Operations

| Program Budget             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|----------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b> |                      |                       |                        |                   |
| Intergovernmental Revenues | 159,685              | 353,400               | 353,400                | 0.00%             |
| <b>Total Revenues</b>      | <b>159,685</b>       | <b>353,400</b>        | <b>353,400</b>         | <b>0.00%</b>      |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 2,459,400            | 1,800,800             | 1,968,900              | <sup>1</sup> 9.33%  |
| Materials and Supplies         | 86,600               | 91,200                | 129,800                | <sup>2</sup> 42.32% |
| Contractual Services           | 610,700              | 881,400               | 890,800                | 1.06%               |
| Other Charges                  | 197,600              | 460,400               | 474,300                | 3.01%               |
| <b>Total Expenses</b>          | <b>3,354,300</b>     | <b>3,233,800</b>      | <b>3,463,900</b>       | <b>7.11%</b>        |

<sup>1</sup> Salaries and benefits are increasing due to anticipated MOU required salary increases.

<sup>2</sup> Increase due to additional funding for maintaining the City Hall Crescent Drive planter/entrance to City Hall. Funds were also moved from Contractual Services into Materials and Supplies.

## COMMUNITY SERVICES

### 069 - Park Operations

| Expenditure By Subprogram                                | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change  |
|--|----------------------|------------------------|------------------------|--------------------|
| 0106901 – Non-Athletic Facility Parks and Mini-parks     | 1,654,900            | <sup>1</sup> 0         | 0                      | 0.00%              |
| 0106901C002 - Prop A County Grant                        | 104,600              | 353,400                | 353,400                | 0.00%              |
| 0106906 – Roxbury and La Cienega Parks / Athletic Fields | 960,100              | <sup>1</sup> 0         | 0                      | 0.00%              |
| 0106907 – Streetscape Support                            | 272,500              | <sup>1</sup> 0         | 0                      | 0.00%              |
| 0106910 - Park Maintenance and Operations                | 362,200              | <sup>1</sup> 2,880,400 | 3,110,500              | <sup>2</sup> 7.99% |
| <b>Total Expenses</b>                                    | <b>3,354,300</b>     | <b>3,233,800</b>       | <b>3,463,900</b>       | <b>7.11%</b>       |

<sup>1</sup>Beginning in FY 2011/12 subprograms 0106901, 0106906, 0106907, and 0106910 were combined into 0106910.

<sup>2</sup> Increase in program budget due to anticipated MOU required salary increases, and additional funding for maintaining the City Hall Crescent Drive side planter/entrance to City Hall.



## COMMUNITY SERVICES

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### 077 - Library

#### Description

The Library facilitates learning for patrons of all ages, encourages children to develop an ongoing interest in reading, and serves as a literary and cultural center for the community. The Library provides a broad range of materials and services to meet the educational and recreational needs of its users. Due to Library renovation projects, there will be a temporary reduction in the number of Library programs and events as well as a corresponding reduction in use of Money and Property revenues.

#### Program Goal

- Promote a life-long love of reading.
- Connect with regional and state partners to enhance resources available to our patrons.
- Enhance the literary and cultural life of Beverly Hills residents through the development and provision of programming, collections, and services for all ages.
- Streamline processes by implementing cutting edge technologies.
- Provide services to patrons outside of the library setting, including the homebound.
- Facilitate learning and self-education by providing a relevant selection of materials in various formats.
- Improve the physical environment of the Library by relocating and upgrading key services.
- Contribute to City revenues by offering fee based services.

#### Ongoing Tasks

- Secure grant funding for department projects and programs by researching funding opportunities, submitting applications as appropriate, and administering grant awards.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Match tutors with new students.
- Answer reference questions and work with users to identify library materials that meet their needs.
- Maintain user accounts, track library materials, check-in and check-out library materials.
- Accept passport applications.
- Select, acquire, catalog and maintain the library's collection.

## COMMUNITY SERVICES

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### 077 - Library

- Plan for the library's future, maintain departmental records, manage reservations for the library's facilities and interact with community groups.
- Offer programs for adults, teens, and children.
- Return library materials to the proper location in a timely fashion.

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

0107701 Implement the restructured Library Literacy Program due to the elimination of State funding. (DI)

0107702 Implement family friendly programs, collections, services, and policies. (DI)

0107709 Consolidate and update the Library's position descriptions. (DI)

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

0107702 Provide reading program for the year. (DI)

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0107702 Implement customer service procedures and cross train public service staff. (DI, SP)

0107704 Implement Radio Frequency Identification (RFID) technology to replace barcodes. (DI, EcS)

0107704 Update Library's website. (DI)

0107707 Assess reference materials in both print and electronic formats to reflect the current needs of our users. (DI)

0107707 Expand the number of e-books and children's DVDs. (DI)

0107707 Complete and implement the Library collection development/retention policy. (DI)

0107709 Implement the automated materials handling system (AMHS) technology. (SP, DI)

0107709 Complete renovation of Children's Library and Library Lobby.

## COMMUNITY SERVICES

### 077 – Library

| Full Time Positions                              | FY 2012/13 Budget | FY 2012/13 Hours |
|--|-------------------|------------------|
| Assistant Director of Community Services-Library | .75               | 1,410            |
| Director of Community Services                   | 0.05              | 94               |
| Librarian III                                    | 3.00              | 5,640            |
| Librarian II                                     | 6.00              | 11,280           |
| Library Technician                               | 3.00              | 5,640            |
| Senior Library Page                              | 2.00              | 3,760            |
| Executive Assistant I                            | 0.85              | 1,598            |
| Library Clerk II                                 | 6.00              | 11,280           |
| Senior Library Clerk                             | 3.00              | 5,640            |
| Library Services Manager                         | 2.00              | 3,760            |
| Senior Library Technician                        | 3.00              | 5,640            |
| <b>Total Full Time Positions</b>                 | <b>29.65</b>      | <b>55,742</b>    |
| Part Time Positions (FTE)                        | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Part Time Positions (FTE)</b>           | <b>28.62</b>      | <b>53,805</b>    |
| Total Staffing                                   | FY 2012/13 Budget | FY 2012/13 Hours |
| <b>Total Number of Employees (FTE)</b>           | <b>58.27</b>      | <b>109,547</b>   |

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13        |
|----------------------|---|-------------------|----------------------|------------------------|
| 0107701              | Number of current students in Literacy program.         | n/a               | 60                   | <sup>1</sup> 40        |
| 0107701              | Number of volunteer tutor hours contributed.            | 1,990             | 1,745                | 1,745                  |
| 0107702              | Number of reference questions answered.                 | 41,000            | 40,913               | 41,000                 |
| 0107702              | Number of Children's reference desk questions answered. | 34,431            | 34,500               | 35,000                 |
| 0107702              | Total number of telephone reference questions answered. | 26,759            | 26,000               | 26,000                 |
| 0107702              | Number of preschool programs and total attendance.      | 307/8,887         | 307/9,000            | <sup>2</sup> 231/7,000 |
| 0107702              | Number of participants in Summer Reading Club.          | 1,375             | 1,187                | <sup>2</sup> 1,100     |
| 0107702              | Number of school visits.                                | 30                | 18                   | <sup>2</sup> 10        |

## COMMUNITY SERVICES

### 077 – Library

| Performance Measures |  | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13       |
|----------------------|--|-------------------|----------------------|-----------------------|
| 0107702              | Number of programs for adults and total attendance.                        | 27/2,088          | 30/2,700             | <sup>2</sup> 27/2,088 |
| 0107704              | Number of active library card holders.                                     | 41,161            | 41,000               | 41,000                |
| 0107704              | Total circulation.   | 630,000           | 584,904              | 600,000               |
| 0107704              | Number of interlibrary loan requests satisfied.                            | 1,500             | 1,965                | 1,500                 |
| 0107704              | Number of passport applications accepted.                                  | 1,500             | 2,474                | 2,000                 |
| 0107704              | Number of online reservations for library materials.                       | n/a               | n/a                  | 4,000                 |
| 0107704              | Number of items "self checked" by patrons.                                 | n/a               | n/a                  | 100,000               |
| 0107706              | Number of items circulated to homebound residents.                         | 6,500             | 5,844                | 5,000                 |
| 0107706              | Number of homebound participants in program.                               | 30                | 30                   | 30                    |
| 0107706              | Total circulation of materials at Roxbury Senior Adult Library.            | 8,358             | 8,700                | 7,500                 |
| 0107706              | Number of volunteer hours contributed at the Roxbury Senior Adult Library. | 2,154             | 2,100                | 2,200                 |
| 0107706              | Number of virtual visits to the library website.                           | n/a               | n/a                  | 120,000               |
| 0107707              | Circulation of "alternative format" items (e-books, audio books, etc.).    | n/a               | n/a                  | 200,000               |
| 0107707              | Number of "alternative format" items.                                      | n/a               | n/a                  | 35,000                |

<sup>1</sup> Lower number of students anticipated in Literacy is a result of the State funding reduction.

<sup>2</sup> Lower goal numbers as a result of the temporary relocation of the Children's Library during renovation.

## COMMUNITY SERVICES

### 077 – Library

| Program Budget             | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change     |
|----------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Revenue by Category</b> |                      |                       |                        |                       |
| Intergovernmental Revenues | 176,500              | 140,000               | 0                      | <sup>1</sup> -100.00% |
| Use of Money and Property  | 45,300               | 5,000                 | 0                      | <sup>2</sup> -100.00% |
| Service Fees and Charges   | 302,600              | 206,300               | 222,300                | <sup>3</sup> 7.75%    |
| Miscellaneous Revenues     | 4,700                | 5,000                 | 5,000                  | 0.00%                 |
| <b>Total Revenues</b>      | <b>529,100</b>       | <b>356,300</b>        | <b>227,300</b>         | <b>-36.20%</b>        |

<sup>1</sup> Loss of State funding

<sup>2</sup> Reduction in rentals of rooms and auditorium due to Library renovation.

<sup>3</sup> Anticipated increased revenue from Passport processing and Library overdue fees.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change  |
|--------------------------------|----------------------|-----------------------|------------------------|--------------------|
| <b>Expenditure by Category</b> |                      |                       |                        |                    |
| Salaries and Benefits          | 4,341,100            | 4,312,200             | 4,685,000              | <sup>4</sup> 8.64% |
| Materials and Supplies         | 635,900              | 695,800               | 696,300                | .07%               |
| Contractual Services           | 53,300               | 70,700                | 70,300                 | -.56%              |
| Other Charges                  | 194,100              | 182,900               | 188,300                | 2.95%              |
| <b>Total Expenses</b>          | <b>5,224,400</b>     | <b>5,261,600</b>      | <b>5,639,900</b>       | <b>7.19%</b>       |

<sup>4</sup> Increase because one Part-time position was upgraded to a full-time position. Also, anticipated MOU required increases.

## COMMUNITY SERVICES

### 077 – Library

| Expenditure By Subprogram                         | FY 2010/11<br>Actual | FY 2011/12<br>Adopted  | FY 2012/13<br>Proposed | Percent<br>Change    |
|---|----------------------|------------------------|------------------------|----------------------|
| 0107701 - Library Literacy Services               | 219,300              | 211,300                | 49,300                 | <sup>1</sup> -76.67% |
| 0107702 - Library Reference Services and Programs | 963,100              | <sup>6</sup> 1,216,500 | 1,429,300              | <sup>2</sup> 17.49%  |
| 0107703 – Library Programs                        | 433,200              | <sup>6</sup> 0         | 0                      | 0.00%                |
| 0107704 - Library Borrowers Services              | 1,443,200            | 1,605,100              | 1,835,400              | <sup>3</sup> 14.34%  |
| 0107706 – Library Outreach Program                | 63,200               | <sup>6</sup> 0         | 0                      | 0.00%                |
| 0107707 - Library Collection Services             | 1,730,000            | 1,766,700              | 1,913,400              | <sup>4</sup> 8.30%   |
| 0107709 - Library Administration                  | 372,400              | 462,000                | 412,500                | <sup>5</sup> -10.71% |
| <b>Total Expenses</b>                             | <b>5,224,400</b>     | <b>5,261,600</b>       | <b>5,639,900</b>       | <b>7.19%</b>         |

<sup>1</sup> Loss of State funding which has provided for the majority of this program's historical operating expenses. Staff has also been reallocated to other programs.

<sup>2</sup> Staff was reallocated from Literacy Services into Reference Services.

<sup>3</sup> Staff was reallocated from Literacy Services into Borrowers Services.

<sup>4</sup> Staff was reallocated from Literacy Services into Collection Services.

<sup>5</sup> 25% of the Assistant Director of Community Services – Library, was moved out of this program area.

<sup>6</sup>Beginning in FY 2011/12 subprograms 0107702, 0107703, and 0107706 are combined into one program, 0107702.

## COMMUNITY SERVICES

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### 079 - Community Services Administrative Support

#### Description

Community Services Administrative Support Office is responsible for:

- The coordination and facilitation of the Community Services Department budget process and accounting functions (financial reporting, purchasing services, etc.);
- The coordination (with applicable Departments) and facilitation of the City's "resident-educational" Team Beverly Hills program;
- The coordination and monitoring of registration and reservations for Community Services Department classes, camps, special events, tennis courts, etc. by the Registration Office.

#### Program Goal

- Provide effective and efficient administrative and staff support services for budget, accounting and Registration System functions for the Community Services Department.
- Provide a superior level of customer service to external and internal customers.
- Serve as the City's Liaison to the Team BH resident education program by developing new participants, and encouraging future citizen involvement in City programs/activities through volunteer service by Team BH graduates.
- Provide publicity and marketing for the Department's programs and events.
- Explore new potential revenue sources through grants and/or other sources.

#### Ongoing Tasks

- Expand Team BH graduate involvement in city-related activities by relaying information of volunteer opportunities such as City Commission openings, possibilities to provide assistance on City programs & events, focus groups, committees, etc.
- Process vendor invoices within 30 days of receipt of invoice for payment of goods and services.
- Assist staff with the preparation and completion of contracts.
- Ensure compliance with contract provisions by monitoring contracts as appropriate.
- Seek areas for improvement in the process of contract administration.
- Identify and resolve issues/problems communicated by staff or customers and vendors in receiving payments and/or reimbursements (within 48 hours for simple issues and if possible within 1 week for other problems).

## COMMUNITY SERVICES

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### 079 - Community Services Administrative Support

- Coordinate and assist with the budget process for the entire Community Services Department and submit budget related materials to the budget office on time and with accuracy.
- Coordinate budget reviews with the Divisions.
- Prepare Quarterly Budget Status Reports.
- Research and prepare analysis as directed by Director or Division Heads.
- Respond immediately (within one business day) to e-mails from new client setup in the Registration System for on-line registration.
- Notify customers within 48 hours when classes are full or customers are wait-listed and to attempt to reschedule or provide other options whenever possible.
- Process returned (NSF) checks and credit card chargeback collections for the Recreation & Parks Division within 3 weeks of notification from Finance or credit card company.
- Develop payment collection plan and policy for preschool and youth classes.
- Provide accurate financial reports of daily financial transactions within one business day.
- Coordinate and develop the Department's quarterly program brochure/catalogue (which includes an overview of City-offered programs, classes and events offered to community) and accurately enter all details into the online Registration System within 2 weeks of established dates (brochure production schedule).
- Maintain current and updated Registration and Facility web pages (of classes, camps, programs, events, and facilities) throughout the year.
- Support other sites with their specialized registrations (art show, preschool program, aquatics, Library Story time, etc.) and include in Registration System when/where appropriate in order that all are also accessible online.
- Create artwork and other materials for press releases.
- Provide photographic services for the Department.
- Review and merge duplicate customer accounts.
- Assist with the coordination of monthly meetings with Community Services and Public Works Departments and provide monthly updates of facilities maintenance items and issues.
- Coordinate videotaping of department classes with Cable for promotion in the Community Services brochure (printed & web versions).



## COMMUNITY SERVICES

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### 079 - Community Services Administrative Support

- Create monthly email notifications to publicize classes and events for Recreation & Parks/Greystone events. Also includes special Division/individual requests for email notifications.
- Secure grant funding for department projects and programs by researching funding opportunities, submitting applications as appropriate, and administering grant awards.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events.
- Conduct bi-weekly meetings with supervisors and staff (Registration Office; Budget/Accounting Office; and Management Analyst).
- Assist staff with the promotion and marketing of the Department's classes, programs and events, including Social Media vehicles such as Facebook, Twitter, etc.

#### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- |         |  |
|---------|--|
| 0107904 | Expand Management Analyst's role in the oversight and assistance with the Team Beverly Hills program. (DI)   |
| 0107904 | Complete development of Gifting Brochure with Recreation & Parks and Human Service Divisions for fundraising and marketing efforts. (DI)   |
| 0107905 | Develop and conduct a 6-month educational program for the 2012 Team BH Class by coordinating and working with other City Departments, the Mayor's Office, and current Team BH members (and community groups as appropriate) in the recruitment process, program coordination and development of the Team BH program during FY12-13. (DI) |
| 0107906 | Expand Registration Office services and promote classes, camps and other Community Services programs (e.g., Team Beverly Hills) through social media (Facebook, twitter, etc.) and regular email notifications. (DI)   |
| 0107906 | Refine and expand the advertising program for the Community Services Department brochure. (DI)   |

## COMMUNITY SERVICES

### 079 - Community Services Administrative Support

*Vision Statement #2: Beverly Hills is a world-class community, offering an extraordinary environment, activities, and events.*

0107904      Develop strategic plan, with Department's Publicist, for marketing and promotion of programs and events.

0107904      Provide project level support for implementation of the new Enterprise Resource Planning System, including application review, testing and providing feedback to system functionality.

*Vision Statement #3: Beverly Hills is known throughout the region, state, and nation as a leading edge, innovative community in its government, business, and technology programs.*

0107904      Develop strategic plan for the Community Services Department through contributions department-wide.

| Full Time Positions                    | FY 2012/13<br>Budget | FY 2012/13 Hours |
|--|----------------------|------------------|
| Director of Community Services         | 0.05                 | 94               |
| Customer Services Supervisor           | 1.00                 | 1,880            |
| Management Analyst                     | 1.00                 | 1,880            |
| Accounting Technician                  | 1.00                 | 1,880            |
| Secretary                              | 0.10                 | 188              |
| Community Services Administrator       | 0.85                 | 1,598            |
| <b>Total Full Time Positions</b>       | <b>4.00</b>          | <b>7,520</b>     |
| Part Time Positions (FTE)              | FY 2012/13<br>Budget | FY 2012/13 Hours |
| <b>Total Part Time Positions (FTE)</b> | <b>3.31</b>          | <b>6,224</b>     |
| Total Staffing                         | FY 2012/13<br>Budget | FY 2012/13 Hours |
| <b>Total Number of Employees (FTE)</b> | <b>7.31</b>          | <b>13,744</b>    |

## COMMUNITY SERVICES

### 079 - Community Services Administrative Support

| Performance Measures |   | Actual<br>2010/11 | Projected<br>2011/12 | Goal<br>2012/13 |
|----------------------|---|-------------------|----------------------|-----------------|
| 0107904              | Number of invoices processed per week   | 55                | 50                   | 50              |
| 0107904              | Total administered contracts  | 219               | 206                  | 206             |
| 0107904              | Library cash register reconciliations   | 1,294             | 1,300                | 1,300           |
| 0107904              | Library deposits  | 730               | 900                  | 900             |
| 0107905              | Percentage of current Commissioners and Elected Officials who are Team Beverly Hills alumni members | 59%               | 68%                  | 70%             |
| 0107905              | Team Beverly Hills alumni members   | 395               | 427                  | 459             |
| 0107905              | Applicants to the Team Beverly Hills program  | 66                | 90                   | 90              |
| 0107905              | Number of volunteer opportunities made available to Team BH alumni members                          | 23                | 25                   | 30              |
| 0107906              | Front desk registrations - phone, fax, mail   | 11,081            | 13,608               | 13,608          |
| 0107906              | Registrations for Roxbury Clubhouse - only (part of total numbers above)                            | 7,416             | 7,450                | 7,554           |
| 0107906              | Internet registrations (by registration date)   | 1,724             | 1,700                | 1,750           |
| 0107906              | Total number of registrations   | 14,685            | 15,120               | 15,423          |

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change |
|--------------------------------|----------------------|-----------------------|------------------------|-------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                   |
| Miscellaneous Revenues         | 1,600                | 1,850                 | 1,850                  | 0.00%             |
| <b>Total Revenues</b>          | <b>1,600</b>         | <b>1,850</b>          | <b>1,850</b>           | <b>0.00%</b>      |
|                                |                      |                       |                        |                   |
| <b>Expenditure by Category</b> |                      |                       |                        |                   |
| Salaries and Benefits          | 576,900              | 694,000               | 723,700                | 4.28%             |
| Materials and Supplies         | 6,800                | 8,000                 | 8,000                  | 0.00%             |
| Contractual Services           | 44,200               | 56,500                | 56,500                 | 0.00%             |
| Other Charges                  | 2,600                | 43,100                | 44,400                 | 3.02%             |
| <b>Total Expenses</b>          | <b>630,500</b>       | <b>801,600</b>        | <b>832,600</b>         | <b>3.87%</b>      |

## COMMUNITY SERVICES

### 079 - Community Services Administrative Support

| <b>Expenditure By Subprogram</b>                             | <b>FY 2010/11<br/>Actual</b> | <b>FY 2011/12<br/>Adopted</b> | <b>FY 2012/13<br/>Proposed</b> | <b>Percent<br/>Change</b> |
|--|------------------------------|-------------------------------|--------------------------------|---------------------------|
| 0107904 - Administrative Support                             | 295,000                      | 409,000                       | 422,300                        | 3.25%                     |
| 0107905 - Resident Education Programs-<br>Team Beverly Hills | 63,200                       | 84,600                        | 90,500                         | <sup>1</sup> 6.97%        |
| 0107906 - Registration Services                              | 272,300                      | 308,000                       | 319,800                        | 3.83%                     |
| <b>Total Expenses</b>  | <b>630,500</b>               | <b>801,600</b>                | <b>832,600</b>                 | <b>3.87%</b>              |

<sup>1</sup> Added an additional .05 FTE to this program, and reduced Registration Services by .05 FTE.

## COMMUNITY SERVICES

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### 088 - Human Services

#### Description

Human Services is responsible for providing innovative educational and human services to the City's underserved, disabled, active, and frail elderly residents to maintain and improve quality of life. The Human Services Division supports implementation of the Human Relations Commission work plan.

Community Development Block Grant (CDBG) supports advocacy of broadened State housing regulations to encourage the creation of more housing and includes administration of the CDBG program.

#### Program Goal

Provide resource and referral information on issues, such as homelessness, senior services, prevention of discrimination, and neighbor to neighbor dispute resolution.

Community Assistance Grant Funding (CAGF) - Provide social services safety net to vulnerable or underserved members of the community.

Administer and monitor the Community Development Block Grant (CDBG) program.

Community outreach through collaboration with local and regional social services: (e.g. Los Angeles County Human Relations Commission Network on Hate Crime, Westside Council of Governments Homeless Issues Subcommittee, Changing Lives and Sharing Places (CLASP) program, and community roundtables).

The Joint Powers Agreement (JPA) - work with Community Services staff to ensure City access to using School district facilities and property for community recreation and other community and civic programs.

#### Ongoing Tasks

- Evaluate Community Assistance Grant Funding program by ensuring that current Community Assistance recipients provide contracted services.
- Expand network of social service supports to meet the needs of the community's most vulnerable and underserved members.
- Expand and enhance awareness of Human Services Division roles and resources via public relations efforts (e.g. use of webpage, presentations to community stakeholders, and City departments).
- Provide local homeless individuals with support and placement opportunities through the homeless outreach program (CLASP).
- Identify and assess needs of isolated frail elderly and other underserved residents by use of the existing City resources (e.g., Special Needs Registry, library shut-in program, Meals on Wheels, Handyworker Program, and General Plan).

## COMMUNITY SERVICES

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### 088 - Human Services

- Convene eight community roundtables to disseminate Division program information, minimize duplication of programs/services and dialogue with community stakeholders.
- Collaborate with internal City departments (e.g., Police, Fire, Public Work, and Community Development/Code Enforcement) and external community stakeholders (e.g., business and faith-based organizations) to provide homeless outreach information.
- Participate in local and regional human services provider network by attending and/or hosting pertinent meetings (e.g., Co-Chairing Los Angeles County Human Relations Quarterly Network Against Hate Crime meetings, Westside Council of Governments Homeless Social Services Issues Subcommittee, Westside Mental Health Network, Westside Shelter and Hunger Coalition).
- Compile a working list of underserved residents (e.g., isolated frail elderly) by use of existing City resources (e.g., Special Needs Registry, library shut-in program, Handy Worker Program, division contact list, and General Plan).
- Establish vulnerability index for homeless in the Beverly Hills community to direct limited resources to homeless individuals most in need of services.
- Collaborate with Library staff to address needs of their growing homeless mentally ill patron population. Possible interventions to explore include: researching what other public libraries are doing, basing the homeless outreach team at the main library, and increasing staff presence at the library through inexpensive means such as peer counselors or interns.
- Enhance, expand, and maintain Human Service webpage (e.g., regular updates, features, relevant resources, CAGF information). Tailor website resources to reflect community's changing needs on a quarterly basis.
- Decrease reliance on print media by directing public to website and alternatives to paper such as email and e-noticing.
- Strengthen the department's ability to respond to and recover from an emergency or disaster by participating in Emergency Management related trainings, meetings, exercises, workshops, and special events
- As part of the Joint Powers Agreement, provide for after-school childcare and classes, preschool classrooms, aquatics, youth sports organization activities, and adult sports programming utilizing School District facilities up to 300 hours per week.
- Create an internal committee involving at least manager-level Department personnel to develop strategies to improve coordination and integration of services and program development between divisions, particularly for seniors/active adults.
- Provide follow-up home visits and assessments for residents that inappropriately utilize fire and Police resources.

## COMMUNITY SERVICES

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### 088 - Human Services

- Administer the CDBG Program which includes a handy worker for low-income seniors in single and multi-units.
- Utilization of CDBG funding to explore partnerships to develop permanent housing for community's homeless and mentally ill individuals.
- Manage CDBG program.

### Work Plan

*Vision Statement #1: Beverly Hills offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.*

- 0108803 Provide annual comprehensive reports to City Council Liaison Committee to assist in allocation of the Community Assistance Grant Funds (CAGF). Revise and refine CAGF application to elicit measurable outcomes from recipients for contract services. (DI, GP)
- 0108803 Identify and assess social service needs of the Beverly Hills community in collaboration with other City departments and agencies (e.g. Special Needs Registry, Disaster Preparedness, panhandling education, and homeless outreach/CLASP program, BHFD, BHPD, Code Enforcement, Library, Roxbury Community Center and Rangers. (DI, GP, SP)
- 0108803 Administer the CDBG program in collaboration with the Los Angeles County Community Development Commission to best meet the needs of the Beverly Hills community. (e.g., seniors, low income residents, and homeless). (DI,GP,SP)
- 0108803 Monitor and provide support to resident of permanent supportive housing unit located at 1146 Tamarind Ave. in Hollywood. Establish and maintain waiting list of qualified occupants to fill unit when vacated.

## COMMUNITY SERVICES

### 088 - Human Services

| <b>Full Time Positions</b>       | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
|----------------------------------|--------------------------|-------------------------|
| Director of Community Services   | 0.10                     | 188                     |
| Executive Assistant II           | 0.05                     | 94                      |
| Human Services Outreach Manager  | 0.75                     | 1,410                   |
| Recreation Services Manager      | 0.05                     | 94                      |
| Secretary                        | 0.10                     | 188                     |
| Human Services Administrator     | 0.75                     | 1,410                   |
| <b>Total Full Time Positions</b> | <b>1.80</b>              | <b>3,384</b>            |
| <b>Total Staffing</b>            | <b>FY 2012/13 Budget</b> | <b>FY 2012/13 Hours</b> |
| <b>Total Number of Employees</b> | <b>1.80</b>              | <b>3,384</b>            |

| <b>Performance Measures</b> |  | <b>Actual<br/>2010/11</b> | <b>Projected<br/>2011/12</b> | <b>Goal<br/>2012/13</b> |
|-----------------------------|--|---------------------------|------------------------------|-------------------------|
| 0108803                     | Provide site visits to meet with staff of 75% of community assistance grant funding recipients.  | 75%                       | 75%                          | 75%                     |
| 0108803                     | Administer community assistance grant fund recipient payments by monitoring 100% of each recipient's progress reports.   | 100%                      | 100%                         | 100%                    |
| 0108804                     | Encourage City departments to utilize Human Services for non-punitive problem-solving prior to standard operative procedures.  | n/a                       | 85%                          | 80%                     |
| 0108804                     | Convene eight community roundtables to disseminate Division program information, minimize duplication of programs/services and dialogue with community stakeholders. | 90%                       | 95%                          | 100%                    |
| 0108804                     | Administer CDBG fund recipient's payments by monitoring each recipient's progress reports/invoices.  | n/a                       | 100%                         | 100%                    |



## COMMUNITY SERVICES

### 088 - Human Services

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change   |
|--------------------------------|----------------------|-----------------------|------------------------|---------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                     |
| Intergovernmental Revenues     | 152,700              | 256,700               | 253,500                | -1.24%              |
| <b>Total Revenues</b>          | <b>152,700</b>       | <b>256,700</b>        | <b>253,500</b>         | <b>-1.24%</b>       |
|                                |                      |                       |                        |                     |
| <b>Expenditure by Category</b> |                      |                       |                        |                     |
| Salaries and Benefits          | 290,300              | 330,300               | 344,600                | 4.33%               |
| Materials and Supplies         | 200                  | 4,100                 | 5,400                  | <sup>1</sup> 31.70% |
| Contractual Services           | 10,713,700           | 11,050,700            | 10,323,500             | <sup>2</sup> -6.58% |
| Other Charges                  | 900                  | 14,500                | 15,000                 | 3.44%               |
| <b>Total Expenses</b>          | <b>11,005,000</b>    | <b>11,399,600</b>     | <b>10,688,500</b>      | <b>-6.24%</b>       |

<sup>1</sup> Addition of \$1,300 for Youth in Government Program.

<sup>2</sup> Contractual Services expenditures are down due to the renegotiation of the JPA agreement (\$500,000), and the removal of the one-time TOT money in the amount of \$220,000 that had been reallocated to the Community Grant Funding program.

## COMMUNITY SERVICES

### 088 - Human Services

| Expenditure By Subprogram                      | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--|----------------------|-----------------------|------------------------|----------------------|
| 0108802 - JPA                                  | 10,308,700           | 10,339,000            | 9,834,900              | -4.87%               |
| 0108803 - Community Outreach and Grant Funding | 443,400              | <sup>5</sup> 803,800  | 600,100                | <sup>1</sup> -25.34% |
| 0108804 - Community Outreach                   | 252,900              | <sup>5</sup> 0        | 0                      | 0.00%                |
| 1004201 - CDBG Handy Worker Program            | <sup>6</sup> 0       | 192,600               | 209,500                | <sup>2</sup> 8.77%   |
| 1004202 - CDBG Senior Services                 | <sup>6</sup> 0       | 38,500                | 25,000                 | <sup>3</sup> -35.06% |
| 1004203 - CDBG Program Administration          | <sup>6</sup> 0       | 25,700                | 19,000                 | <sup>4</sup> -26.07% |
| <b>Total Expenses</b>                          | <b>11,005,000</b>    | <b>11,399,600</b>     | <b>10,688,500</b>      | <b>-6.24%</b>        |

<sup>1</sup> Removal of the one-time TOT money in the amount of \$220,000 that had been reallocated to the Community Grant Funding program in FY2011/12.

<sup>2</sup> Reallocation of Community Development Block Grant (CDBG) Funds.

<sup>3,4</sup> Reduction in available CDBG funds.

<sup>5</sup>Beginning in FY 2011/12, subprogram 0108804 was combined with 0108803.

<sup>6</sup>Prior to FY 2011/12, subprograms 1004201, 1004202, and 1004203 were funded in Policy and Management.

## COMMUNITY SERVICES

### 099 - Equipment Replacement

#### Description

Equipment replacement refers to the acquisition of furniture, fixtures, machinery, equipment, and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more, and a unit cost of \$1,000 to \$2,500 or more, should be classified under an appropriate capital outlay account.

#### Program Goal

Effectively and efficiently account for all replacement of equipment.

| Program Budget                 | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|--------------------------------|----------------------|-----------------------|------------------------|----------------------|
| <b>Revenue by Category</b>     |                      |                       |                        |                      |
| <b>Total Revenues</b>          | <b>0.00</b>          | <b>0.00</b>           | <b>0.00</b>            | <b>0.00%</b>         |
|                                |                      |                       |                        |                      |
| <b>Expenditure by Category</b> |                      |                       |                        |                      |
| Capital Outlay                 | 70,000               | 90,900                | 465,700                | <sup>1</sup> 412.32% |
| <b>Total Expenses</b>          | <b>70,000</b>        | <b>90,900</b>         | <b>465,700</b>         | <b>412.32%</b>       |

| Expenditure By Subprogram                           | FY 2010/11<br>Actual | FY 2011/12<br>Adopted | FY 2012/13<br>Proposed | Percent<br>Change    |
|---|----------------------|-----------------------|------------------------|----------------------|
| 4009940 - Equipment Replacement<br>Program (Dept40) | 70,000               | 90,900                | 465,700                | <sup>1</sup> 412.32% |
| <b>Total Expenses</b>                               | <b>70,000</b>        | <b>90,900</b>         | <b>465,700</b>         | <b>412.32%</b>       |

<sup>1</sup> Capital Outlay expenses are significantly higher because equipment replacement needs are increasing within basic operations, and some equipment replacement had been postponed in previous years. Approximately 50% of the expense is due to irrigation controller upgrades citywide. Capital Outlay expenses will vary from year to year.

## FY2012/13 Budget Modifications - Recommended

| Request#         | Request Title                                 | Subprogram  | Subprogram Title                  | Fd | FY2012/13 Request | Revenue Offset | Net Request    | One Time Cost  | Recurring Cost |
|------------------|---|-------------|-----------------------------------|----|-------------------|----------------|----------------|----------------|----------------|
| 01-001           | P/T Intern for Health, Safety & Prep Outreach | 4804102     | Community & Employee Preparedness | 48 | 10,000            | -              | 10,000         |                | 10,000         |
| 01-002           | Municipal Election                            | 4800101E007 | Council Installation              | 48 | 8,500             | -              | 8,500          |                | -              |
| 01-003           | CERT Program                                  | 4804102     | Community & Employee Preparedness | 48 | 10,000            | -              | 10,000         |                | 10,000         |
| <b>Count=3</b>   | <b>01-Policy &amp; Management</b>             |             |                                   |    | <b>28,500</b>     | <b>-</b>       | <b>28,500</b>  | <b>-</b>       | <b>20,000</b>  |
| 05-001           | Gen Serv., Code Enforcement & Litigation      | 4800501     | General Services                  | 48 | 20,000            | -              | 20,000         | -              | 20,000         |
| 05-001           | Gen Serv., Code Enforcement & Litigation      | 4800502     | Code Enforcement                  | 48 | 100,000           | -              | 100,000        | 100,000        | -              |
| 05-001           | Gen Serv., Code Enforcement & Litigation      | 4800503     | Litigation & Special Services     | 48 | 313,340           | -              | 313,340        | -              | 313,340        |
| <b>Count=1</b>   | <b>05- City Attorney</b>                      |             |                                   |    | <b>433,340</b>    | <b>-</b>       | <b>433,340</b> | <b>100,000</b> | <b>333,340</b> |
| 07-001           | Legislative Management Suite-Granicus         | 4809201     | Public Meetings and Hearings      | 48 | 27,400            | -              | 27,400         |                | 8,160          |
| 07-002           | Municipal Election                            | 4809101     | Municipal Elections               | 48 | 15,000            | -              | 15,000         |                | -              |
| <b>Count=2</b>   | <b>07-City Clerk</b>                          |             |                                   |    | <b>42,400</b>     | <b>-</b>       | <b>42,400</b>  | <b>-</b>       | <b>8,160</b>   |
| 11-003           | PT Data Entry Sp. to PT Customer Service Rep. | 4801702     | Cashiering                        | 48 | 15,000            | -              | 15,000         | -              | 15,000         |
| 11-004           | Accountant I                                  | 4801601     | Accounting                        | 48 | 61,875            | 49,710         | 12,165         | -              | 12,165         |
| 11-007           | Executive Assistant II                        | 4800301     | ASD Administration                | 48 | 62,184            | 62,184         | -              | -              | -              |
| 11-010           | Additional Funding for Legal Counsel          | 4800301     | ASD Administration                | 48 | 20,000            | -              | 20,000         | -              | 20,000         |
| 11-013           | Add'l Funds for Job Classifications           | 4800401     | Personnel and Benefits            | 48 | 10,000            | -              | 10,000         | -              | 10,000         |
| <b>Count = 5</b> | <b>11-Administrative Services</b>             |             |                                   |    | <b>169,059</b>    | <b>111,894</b> | <b>57,165</b>  | <b>-</b>       | <b>57,165</b>  |
| 17-001           | Secure Electronic Subpoena Delivery System    | 0102501     | Detective Bureau                  | 01 | 15,925            | 9,426          | 6,499          |                | 6,500          |
| 17-003           | Restoring Lieutenant Position                 | 0102301     | Patrol Unit                       | 01 | 79,851            | 50,000         | 29,851         |                | 29,851         |
| 17-008           | Hire one Traffic Control Officers             | 0102601     | Traffic Unit                      | 01 | 110,570           | 155,603        | -              |                | -              |
| 17-012           | Data Plans for Criminal Investigation         | 0102501     | Detective Bureau                  | 01 | 8,500             | -              | 8,500          |                | 8,500          |
| 17-017           | Inmate Welfare Fund                           | 1702105E413 | Inmate Welfare Fund               | 17 | 23,000            | 23,000         | -              |                | -              |
| 17-019           | Vehicle Impound Storage Program - Phase II    | 0102608     | Vehicle Impound Storage Program   | 01 | 52,000            | 52,000         | -              |                | -              |
| <b>Count=6</b>   | <b>17-Police</b>                              |             |                                   |    | <b>289,846</b>    | <b>290,029</b> | <b>44,850</b>  | <b>-</b>       | <b>44,851</b>  |
| 20-002           | System Integrator -Fire (Tech Officer)        | 4801501     | IT Operations                     | 48 | 146,800           | 96,100         | 50,700         |                | 50,700         |
| 20-003           | Off-site Training Overtime                    | 0103301     | Fire Emergency Response Services  | 01 | 63,570            | -              | 63,570         |                | 63,570         |
| 20-004           | Intraosseous Cannulation-EMS Supply needs     | 0103401     | Fire Emergency Response Services  | 01 | 5,000             | -              | 5,000          |                | 5,000          |
| <b>Count=3</b>   | <b>20-Fire</b>                                |             |                                   |    | <b>215,370</b>    | <b>96,100</b>  | <b>119,270</b> | <b>-</b>       | <b>119,270</b> |
| 27-001           | Senior Planner                                | 0103701     | Planning Services                 | 01 | 14,900            | -              | 14,900         |                | 14,900         |
| 27-002           | Permit Center Coordinator/Concierge           | 0103901     | Permit Center                     | 01 | 102,167           | -              | 102,167        |                | 102,167        |

## FY2012/13 Budget Modifications - Recommended

| Request#        | Request Title                                  | Subprogram | Subprogram Title                | Fd | FY2012/13<br>Request | Revenue<br>Offset | Net<br>Request | One Time Cost | Recurring Cost |
|-----------------|--|------------|---------------------------------|----|----------------------|-------------------|----------------|---------------|----------------|
| 27-003          | Executive Assistant II                         | 0103701    | Planning Services               | 01 | 96,250               | 93,197            | 3,053          |               | 3,053          |
| 27-004          | Project Civil Engineer                         | 0104610    | Building and Safety             | 01 | 153,876              | 153,876           | -              |               | -              |
| 27-005          | Cultural Heritage Commission Support           | 0103701    | Planning Services               | 01 | 22,000               | 22,000            | -              |               | -              |
| 27-006          | Historic Preservation Survey                   | 0103701    | Planning Services               | 01 | 100,000              | -                 | 100,000        |               | -              |
| 27-007          | Plan Review Consulting services                | 0104610    | Building and Safety             | 01 | 200,000              | -                 | 200,000        |               | -              |
| 27-008          | Code Enforcement Contract Services             | 0114620    | Community Preservation          | 01 | 66,000               | -                 | 66,000         |               | -              |
| 27-009          | Dead and nuisance animal pick-up services      | 0114620    | Community Preservation          | 01 | 10,000               | -                 | 10,000         |               | 10,000         |
| 27-011          | R-1 Development Standards                      | 0103701    | Planning Services               | 01 | 100,000              | -                 | 100,000        |               | -              |
| 27-012          | Commission Food & Drink/ Incidental Bus Tour   | 0103701    | Planning Services               | 01 | 3,600                | -                 | 3,600          |               | 3,600          |
| <b>Count=11</b> | <b>27-Community Development</b>                |            |                                 |    | <b>868,793</b>       | <b>269,073</b>    | <b>599,720</b> | <b>-</b>      | <b>133,720</b> |
| 31-001          | Network, Wireless,Voice, and Systems Support   | 4801501    | IT Operations                   | 48 | 146,800              | 96,100            | 50,700         | -             | 50,700         |
| 31-003          | ICIS Annual Dues Membership Increase           | 4801501    | IT Operations                   | 48 | 12,000               | -                 | 12,000         | -             | 12,000         |
| <b>Count=2</b>  | <b>31-Information Technology</b>               |            |                                 |    | <b>158,800</b>       | <b>96,100</b>     | <b>62,700</b>  | <b>-</b>      | <b>62,700</b>  |
| 35-002          | Water System Inspector                         | 8006003    | Maintenance and Repair          | 80 | 113,000              | -                 | 113,000        |               | 113,000        |
| 35-004          | Staffing Upgrade                               | 0805901    | Facilities Maintenance          | 08 | 4,415                | -                 | 4,415          |               | 4,415          |
| 35-005          | Upgrade to Lead Equipment Mechanic             | 4908501    | Vehicle Maintenance             | 49 | 16,322               | 15,422            | 900            |               | 900            |
| 35-006          | Parking Services Manager                       |            | Various                         | 81 | 135,650              | 67,825            | 67,825         |               | 67,825         |
| 35-009          | Overtime Funding                               | 0107301    | Parking Enforcement             | 01 | 20,000               | 8,788             | 11,212         |               | 11,212         |
| 35-009A         | Overtime Funding                               | 8107216    | Parking Enforcement             | 81 | 2,424                | 1,212             | 1,212          |               | 1,212          |
| 35-010          | Professional Consulting Services               | 0107301    | Parking Enforcement             | 01 | 48,000               | -                 | 48,000         |               | 48,000         |
| 35-010A         | Professional Consulting Services               | 8107401    | Parking Meters                  | 81 | 26,920               | -                 | 26,920         |               | 26,920         |
| 35-011          | Professional Consulting Services 2             |            | Various                         | 81 | 39,500               | 10,000            | 29,500         |               | 29,500         |
| 35-014          | Maintenance Repair-LPR Enforcement             | 0107301    | Parking Enforcement             | 01 | 12,000               | -                 | 12,000         |               | 12,000         |
| 35-016          | Montage REOA Insurance Payment                 | 8107214    | Public Gardens                  | 81 | 140,000              | -                 | 140,000        |               | 140,000        |
| 35-017          | Increase to water purchase budget              | 8006003    | Maintenance and Repair          | 80 | 238,000              | -                 | 238,000        |               | 238,000        |
| 35-018          | Blanket Funding for Misc. Facilities agreement |            | Various                         | 08 | 105,267              | -                 | 105,267        |               | 105,267        |
| 35-019          | AQMD & Bicycles                                | 2407501    | AQMD Grant                      | 24 | 40,000               | -                 | 40,000         |               | 40,000         |
| <b>Count=12</b> | <b>35-Public Works &amp; Transportation</b>    |            |                                 |    | <b>941,498</b>       | <b>103,247</b>    | <b>838,251</b> | <b>-</b>      | <b>838,251</b> |
| 40-001          | Contracted Landscape Maintenance               | 0106910    | Park Operations                 | 01 | 12,638               | -                 | 12,638         | -             | 12,638         |
| 40-002          | Greystone Catering Kitchen Cleaning Service    | 0106707    | Comm/Cultural Evts & Public Art | 01 | 32,575               | 32,575            | -              | -             | -              |
| 40-003          | Adult Classes Program                          | 0106703    | Adult Programs                  | 01 | 70,000               | 70,000            | -              | -             | -              |
| 40-004          | Full Time Senior Library Clerk                 | 0107704    | Library Borrower Services       | 01 | 81,864               | 41,160            | 40,704         | -             | 40,704         |
| 40-005          | City Hall Annual Flower /Perennial Plants      | 0106910    | Park Operations                 | 01 | 35,400               | -                 | 35,400         | -             | 35,400         |
| 40-007          | Senior Class Program                           | 0106704    | Senior Programs                 | 01 | 8,000                | 2,000             | 6,000          | -             | 6,000          |

## FY2012/13 Budget Modifications - Recommended

| Request#         | Request Title                        | Subprogram | Subprogram Title                      | Fd | FY2012/13<br>Request | Revenue<br>Offset | Net<br>Request   | One Time Cost  | Recurring Cost   |
|------------------|--------------------------------------|------------|---------------------------------------|----|----------------------|-------------------|------------------|----------------|------------------|
| 40-009           | Restoration of Library Evening Hours | 0107702    | Library Reference Services & Programs | 01 | 44,500               | -                 | 44,500           | -              | 44,500           |
| 40-009           | Restoration of Library Evening Hours | 0107704    | Library Borrowers Services            | 01 | 44,500               | -                 | 44,500           | -              | 44,500           |
| 40-010           | Fine Art Expenditure Increase        | 1806708    | Public/Fine Art Programs              | 18 | 13,245               | 13,245            | -                | -              | -                |
| 40-012           | Youth in Government Program          | 0108803    | Community Outreach & Grant Program    | 01 | 1,300                | -                 | 1,300            | -              | 1,300            |
| <b>Count=9</b>   | <b>40-Community Services</b>         |            |                                       |    | <b>344,022</b>       | <b>158,980</b>    | <b>185,042</b>   | <b>-</b>       | <b>185,042</b>   |
| 50-001           | Additional Assistance from Interns   | 4801704    | Non-Departmental (Fund 48)            | 48 | 15,000               | -                 | 15,000           | -              | 15,000           |
| 11-001           | Workers Compensation Administrator   | 4600602    | Workers Comp Administration           | 46 | 15,000               | -                 | 15,000           | -              | 15,000           |
| 11-009           | Increase Insurance Premiums          | 4500605    | Liability, Claims, Ins Admin          | 45 | 300,000              | -                 | 300,000          | 300,000        | -                |
| <b>Count = 3</b> | <b>50 - General City</b>             |            |                                       |    | <b>330,000</b>       | <b>-</b>          | <b>330,000</b>   | <b>300,000</b> | <b>30,000</b>    |
| <b>57</b>        | <b>Total Enhancement Requests</b>    |            |                                       |    | <b>3,821,628</b>     | <b>1,125,423</b>  | <b>2,741,238</b> | <b>400,000</b> | <b>1,832,499</b> |

## FY2012/13 Budget Modifications - Not Recommended

| Request#        | Request Title   | Subprogram | Subprogram Title                 | Fd | FY2012/13 Request | Revenue Offset | Net Request      | One Time Cost | Recurring Cost   |
|-----------------|---|------------|----------------------------------|----|-------------------|----------------|------------------|---------------|------------------|
| <b>Count=0</b>  | <b>01-Policy &amp; Management</b>                     |            |                                  |    | -                 | -              | -                | -             | -                |
| 05-001          | Gen Serv., Code Enforcement & Litigation              | 4800502    | Code Enforcement                 | 48 | 50,000            | -              | 50,000           | -             | 50,000           |
| <b>Count=1</b>  | <b>05- City Attorney</b>                              |            |                                  |    | <b>50,000</b>     | <b>-</b>       | <b>50,000</b>    | <b>-</b>      | <b>50,000</b>    |
| <b>Count=0</b>  | <b>07-City Clerk</b>                                  |            |                                  |    | -                 | -              | -                | -             | -                |
| 11-005          | Accountant II   | 4801601    | Accounting                       | 48 | 64,661            | 64,661         | -                | -             | -                |
| 11-006          | PT assistance for Strategic Planning & Salary Surveys | 4800403    | Succession & Strategic Planning  | 48 | 25,000            | -              | 25,000           | 25,000        | -                |
| 11-008          | Cost Allocation Plan                                  | 4800801    | Management and Budget            | 48 | 12,000            | -              | 12,000           | -             | 12,000           |
| 11-010          | Additional Funding for Legal Counsel                  | 4800301    | ASD Administration               | 48 | 30,000            | -              | 30,000           | 30,000        | -                |
| 11-011          | Psychological Exams                                   | 4800401    | Personnel and Benefits           | 48 | 15,000            | -              | 15,000           | 15,000        | -                |
| 11-012          | Facilitator   | 4800403    | Labor Relations                  | 48 | 25,000            | -              | 25,000           | -             | 25,000           |
| <b>Count=6</b>  | <b>11-Administrative Services</b>                     |            |                                  |    | <b>171,661</b>    | <b>64,661</b>  | <b>107,000</b>   | <b>70,000</b> | <b>37,000</b>    |
| 17-004          | Crime Analyst   | 0102501    | Detective Bureau                 | 01 | 118,639           | -              | 118,639          | -             | 118,639          |
| 17-005          | Public Safety Civilian Technology Specialist          | 0102406    | Special Projects Detail          | 01 | 124,899           | -              | 124,899          | -             | 124,899          |
| 17-006          | Reclass Cadets to Community Service Officers          | 0102901    | Personnel and Training           | 01 | 416,275           | -              | 416,275          | -             | 416,275          |
| 17-007          | Reclass Cadets to Community Service Officers          | 0102901    | Personnel and Training           | 01 | 296,440           | -              | 296,440          | -             | 296,440          |
| 17-008          | Hire one Traffic Control Officers                     | 0102601    | Traffic Unit                     | 01 | 110,570           | 155,603        | -                | -             | -                |
| 17-009          | Patrol Officer Overtime                               | 0102301    | Patrol Unit                      | 01 | 665,000           | -              | 665,000          | -             | -                |
| 17-010          | Patrol Supervisor Overtime                            | 0102301    | Patrol Unit                      | 01 | 150,000           | -              | 150,000          | -             | -                |
| 17-011          | Coplink Software                                      | 0102406    | Special Projects Detail          | 01 | 15,000            | -              | 15,000           | -             | 15,000           |
| 17-013          | Safety Supplies and Equipment for Motor Ofcr.         | 0102601    | Traffic Unit                     | 01 | 22,000            | -              | 22,000           | -             | 22,000           |
| 17-015          | Canine (K-9) Handler Position                         | 0102703    | K-9 Unit                         | 01 | 35,781            | -              | 35,781           | -             | 4,500            |
| 17-018          | Reserve Officers                                      | Various    | Patrol Unit                      | 01 | 59,405            | -              | 59,405           | -             | 59,405           |
| <b>Count=11</b> | <b>17-Police</b>                                      |            |                                  |    | <b>2,014,009</b>  | <b>155,603</b> | <b>1,903,439</b> | <b>-</b>      | <b>1,057,158</b> |
| 20-001          | EMS Manager Reclassification                          | 0103401    | Fire Emergency Response Services | 01 | 34,447            | -              | 34,447           | -             | 34,447           |
| <b>Count=1</b>  | <b>20-Fire</b>  |            |                                  |    | <b>34,447</b>     | <b>-</b>       | <b>34,447</b>    | <b>-</b>      | <b>34,447</b>    |
| 27-005          | Cultural Heritage Commission Support                  | 0103701    | Planning Services                | 01 | 25,000            | 25,000         | -                | -             | -                |
| 27-008          | Code Enforcement Contract Services                    | 0114620    | Community Preservation           | 01 | 65,608            | -              | 65,608           | -             | -                |
| 27-009          | Dead and nuisance animal pick-up services             | 0114620    | Community Preservation           | 01 | 10,000            | -              | 10,000           | -             | 10,000           |
| <b>Count=3</b>  | <b>27-Community Development</b>                       |            |                                  |    | <b>100,608</b>    | <b>25,000</b>  | <b>75,608</b>    | <b>-</b>      | <b>10,000</b>    |
| 31-002          | Enterprise Systems Support                            | 4801501    | IT Operations                    | 48 | 146,800           | -              | 146,800          | -             | 146,800          |
| <b>Count=1</b>  | <b>31-Information Technology</b>                      |            |                                  |    | <b>146,800</b>    | <b>-</b>       | <b>146,800</b>   | <b>-</b>      | <b>146,800</b>   |

## FY2012/13 Budget Modifications - Not Recommended

| Request# | Request Title                     | Subprogram | Subprogram Title              | Fd | FY2012/13 Request | Revenue<br>Offset | Net<br>Request | One Time Cost | Recurring Cost |
|----------|-----------------------------------|------------|-------------------------------|----|-------------------|-------------------|----------------|---------------|----------------|
| 35-001   | Storm Water Quality Administrator | 8505502    | Stormwater Operations         | 85 | 129,358           | -                 | 129,358        |               | 129,358        |
| 35-007   | Transportation Administrator      |            | Various                       | 01 | 67,237            | 23,695            | 43,542         |               | 43,542         |
| 35-007A  | Transportation Administrator      | 3007503    | Trolley/Senior Transit Prop A | 30 | 22,412            | 22,412            | -              |               | -              |
| 35-007B  | Transportation Administrator      | 3107504    | Senior Transit Prop C         | 31 | 22,412            | 22,412            | -              |               | -              |
| 35-008   | Staffing Increase                 | 0805901    | Facilities Maintenance        | 08 | 62,508            | -                 | 62,508         |               | 62,508         |
| 35-015   | Uniform & Training Enhancement    | 0107301    | Parking Enforcement           | 01 | 8,000             | -                 | 8,000          |               | 8,000          |
| Count=4  | 35-Public Works & Transportation  |            |                               |    | 311,927           | 68,519            | 243,408        | -             | 243,408        |
| 27       | Total Enhancement Requests        |            |                               |    | 2,829,452         | 313,783           | 2,560,702      | 70,000        | 1,578,813      |



## **Supplemental Information**

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## **Proposed Budget**

### City Profile

Established on January 28, 1914, as a general law city under the State of California, Beverly Hills is a premier, full-service community. The City operates under a Council-Manager form of government with five elected City Councilmembers, who serve overlapping four-year terms. The Mayor is appointed each year on a rotational basis by the members of the City Council and serves for one year. The City Treasurer is also elected and serves a four-year term. The City Council appoints the City Manager, City Attorney, and City Clerk. In addition, the City Council appoints the members of all advisory Commissions, Boards, and committees. Police, fire, water treatment, refuse collection and building inspections, among other services, are provided directly by the leadership of the Council and management for the City of Beverly Hills.

Located in the middle of Los Angeles County, Beverly Hills is surrounded by the cities of Los Angeles, West Hollywood, Santa Monica, and Culver City. Beverly Hills recognizes that the economic vitality and stability of the City and the region are inter-dependent. It is only through cooperative programs and developing mechanisms for funding with other local cities and the State that regional and community quality of life issues can be effectively addressed now and for generations to come. An excellent example of partnering for the future is the highly regarded reputation of the Beverly Hills Unified School District. It has some of the best schools in the nation.

Within its 5.7 square mile radius, Beverly Hills has 33,784 residents with a business and commercial base that ranks next to cities with a population of several hundred thousand. As a result, the daytime population is estimated to be 150,000 to 200,000. Beverly Hills has demonstrated a strong interest in meeting the needs of its dynamic community as well as the region on such issues as housing, transportation, and infrastructure. Additionally, education, public safety, and water are of specific importance.



## SUPPLEMENTAL INFORMATION

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### 2000 U.S. Census of Population and Housing Data:

(The U.S. Census Bureau has not yet released data from the 2010 Census at the City level.)

|   |                    |
|---|--------------------|
| <b>Total Population</b>                     | 33,784             |
| Male  | 45.5%              |
| Female                                      | 54.5%              |
| 1990 - 2000 change in population            | +5.7%              |
| 1980 - 2000 change in population            | +4.4%              |
| 1970 - 2000 change in population            | +1.1%              |
| <br><b>Median household income in 1999:</b> | <br>\$ 70,945      |
| <br><b>Number of Households:</b>            |                    |
| Family Households                           | 8,263              |
| Non-Family Households                       | 6,772              |
| Total Households                            | 15,035             |
| Average Household Size                      | 2.24 persons       |
| <br><b>Age:</b>                             |                    |
| 0-19 years                                  | 22.0%              |
| 20-44 years                                 | 33.6%              |
| 45-64 years                                 | 26.8%              |
| 65+ years                                   | 17.6%              |
| Median Age                                  | 41.3               |
| <br><b>Total Housing Units</b>              | 15,856             |
| Total occupied housing units                | 15,035             |
| Owner occupied units                        | 6,518              |
| Renter occupied units                       | 8,517              |
| <br><b>Ethnicity:</b>                       |                    |
| Asian                                       | 7.1%               |
| Two or more races                           | 4.5%               |
| African American                            | 1.8%               |
| Other                                       | 1.5%               |
| Total                                       | 100%               |
| Hispanic (all races)                        | 4.6% of population |

## SUPPLEMENTAL INFORMATION

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### **Beverly Hills Unified School District Data:**

#### **School Enrollment:**

|                            |       |
|----------------------------|-------|
| BHUSD (K-12):              | 5,176 |
| All schools (Nursery - 12) | 6,141 |



### **Los Angeles County Assessor, 2011 Annual Report:**

| <b>Fiscal<br/>Year</b> | <b>Assessed<br/>Valuation*</b> |
|------------------------|--------------------------------|
| 2011                   | \$21,327,093,846               |
| 2010                   | \$21,075,453,429               |
| 2009                   | \$21,634,556,745               |
| 2008                   | \$20,382,000,000               |
| 2007                   | \$18,233,831,728               |
| 2006                   | \$16,691,039,354               |

\*The assessed values do not include Board of Equalization valued properties (primarily public utilities) or exempt properties (such as churches, schools, and museums) for which there is no State reimbursement. These values do include the homeowners' exemptions which are reimbursed by the State.

### **City Council FY 2012/13 Priorities**

The Beverly Hills City Council has established priorities for the City's work efforts for Fiscal Year 2012/13. In this meeting, the City Council established three levels of priorities, A being initiatives for which completion of a major milestone is to be reached in FY2012/13, B being initiatives to be completed in the next 2-5 years, and C being other initiatives to be added to work plans as resources become available. Below these priorities are presented in title only. The full descriptions of these may be accessed through the City's website at the following address <http://www.beverlyhills.org/civica/filebank/blobdload.asp?BlobID=8081>. These priorities were used by departments to establish workplans for FY 2012/13.

#### **Priority A Items**

- Subway Monitoring
- Beverly Hills Brand and Centennial Celebration Programs
- 239 S. Beverly Development
- Fiscal Sustainability
- Parcels 12 and 13
- Economic Sustainability
- Technology
- R-1 Development Standards
- Historic Preservation Standards
- Advance Capital Investment in the Community
- Smart Traffic Management
- Public Safety Recruitment
- Government Efficiency Task Force Implementation
- Small Business Assistance Ad Hoc Committee Implementation
- Southeast Task Force Implementation
- Support for Beverly Gardens Park Restoration
- Noticing Requirements – Expand beyond 300 ft.

#### **Priority B Items**

- City Gateways
- 9268 Third Street
- General Plan
- Citywide Bike Plan
- Emergency Medical Response
- Strategic Parking Plan
- Streetscape Projects
- Development of BHUSD Oil Revenue Replacement Projects
- Open Space
- Budget Process Efficiencies

## SUPPLEMENTAL INFORMATION

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- CDBG Funds to House the Homeless

### Priority C Items

- Energy Options
- BHUSD Coordination
- Water Rights Study

### Comprehensive Financial Policies

Financial policies shall be adopted by the City Council during the annual budget approval and will establish the framework for the overall fiscal planning and management of the City of Beverly Hills. These policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can lead to improvement in bond ratings, a lower cost of capital, provide assurance to the tax payers that tax dollars are being collected and spent per City Council direction and provide a minimum of unexpected impacts upon taxpayers and users of public services. The Chief Financial Officer shall be responsible for developing, implementing, and managing these policies as well as subsidiary policies that execute these comprehensive financial policies. The City's comprehensive financial policies shall be in conformance with all state and federal laws, generally accepted accounting principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).





## SUPPLEMENTAL INFORMATION

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### **Financial Reporting Entity**

#### **City of Beverly Hills**

The City (primary government) was incorporated in 1914 under the general laws of the State of California. The City provides the full range of municipal services as contemplated by statute. Services provided include public safety (police and fire), street construction and maintenance, sanitation, refuse collection, water and sewer utilities, culture-recreation, public improvements, planning and zoning, and general administrative and support services.

The City operates under a Council-Manager form of government. The City Council consists of five members elected at large for overlapping four-year terms. The Mayor is selected from the City Council members and serves a one-year term. The City's only other elected official is the City Treasurer whose term of office is four years. The City Council appoints the City Manager, City Attorney, and City Clerk. In addition, the City Council appoints the members of all advisory Commissions, Boards, and committees.

In addition to sitting as the legislative board of the City, the City Council also acts as the Board of Directors of the Parking Authority of the City of Beverly Hills, and the Beverly Hills Public Financing Authority.



#### **Parking Authority of the City of Beverly Hills**

The Parking Authority of the City of Beverly Hills (Parking Authority) is a public financing agency established by the City under the State of California Parking Law of 1949 to provide public parking facilities on a citywide basis. The Parking Authority provides for the acquisition and/or construction of parking facilities that are leased to the City for the general benefit of its citizens.

## SUPPLEMENTAL INFORMATION

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The City Manager is the Executive Officer of the Parking Authority and the Chief Financial Officer is the Treasurer of the Parking Authority.

### **Beverly Hills Public Financing Authority**

The City of Beverly Hills Public Financing Authority (Public Financing Authority) is a joint powers authority, organized pursuant to a Joint Exercise of Powers Agreement, dated November 10, 1992 between the City and the Parking Authority. The Joint Powers Agreement was entered into pursuant to the provisions of Article 1 of Chapter 5 of the California Government Code (the Act). The Public Financing Authority was created for the purpose of providing financing for public capital improvements for the City through the acquisition by the Public Financing Authority of such public capital improvements and/or the purchase by the Public Financing Authority of local obligations within the meaning of the Act. Under the Act, the Public Financing Authority has the power to issue bonds to pay the costs of public capital improvements.

Required lease payments between the City and the Public Financing Authority exactly match debt service requirements of the underlying debt. Accordingly, the leases between the City and the Public Financing Authority are eliminated and the underlying debt is reported as debt of the City. Separate financial statements are not prepared for the Public Financing Authority.

The City Manager is the Executive Officer of the Public Financing Authority and the Chief Financial Officer is the Treasurer of the Public Financing Authority.

### **Financial Reporting Policies**

The City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP), and the Government Finance Officers Association (GFOA). Further, the City will make every attempt to implement all changes to governmental accounting practices at the earliest practicable time.

The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.

The City's CAFR will also be submitted to national repositories identified by the City's bond trust agent as a continuing commitment to disclose thoroughness to enable investors to make informed decisions.

The City's Budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends, and resource choices.





To provide a reasonable basis for making the Chief Financial Officer's (management's) required representations concerning the finances of the City of Beverly Hills, the City has established a comprehensive internal control framework that is designed both to protect the City's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the City's financial statements in conformity with GAAP. The Chief Financial Officer is given the responsibility and authority to develop and maintain proper internal controls on all financial aspects of the City and maintain all the books of the City for inspection. Because the cost of internal controls should not significantly outweigh their benefits, the City's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatements.

The Chief Financial Officer shall evaluate the fiscal impact of proposed changes in all salaries or retirement benefits to be provided to any employee or employee association and present to the City Council.

The Chief Financial Officer shall endeavor to maintain cash reserves sufficient to fully fund the net present value of accruing liabilities including self-insurance provisions, obligations to employees for vested payroll and benefits and similar obligations as they are incurred, and to maintain the highest credit rating possible for the City.

The Chief Financial Officer shall prepare and present to the City Council interim revenue and expenditure trends to allow evaluation of potential discrepancies from budget assumptions.

The City Council shall avoid committing to new spending for operating or capital improvement purposes until an analysis of all current and future cost implications is completed and presented to it by the Chief Financial Officer.

### **Operating Management Policies**

The Chief Financial Officer is primarily responsible for the development, implementation, and evaluation of all financial and human resource management policies and procedures. However, all departments will participate in the responsibility of meeting policy goals, budget goals, and ensuring the long-term financial health of the City. Future work plans, program initiatives, and performance indicators will be developed to reflect current policy directives, projected resources, and future service requirements.



The budget process is intended to weigh all competing requests for City resources within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.

The City will endeavor to avoid budgetary and accounting procedures that balance the current budget at the expense of future budgets.

Budget development will use strategic multi-year fiscal planning, conservative revenue forecasts, and program-based cost accounting that require every program to be justified annually in terms of meeting intended objectives (“effectiveness criteria”). The process will include a diligent review of programs by staff, the Chief Financial Officer, and City Council.

Utilization of a program budget format will provide a basis for evaluation of service and other impacts of potential increases or decreases in funding.

Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund (or other designated fund as approved by the Chief Financial Officer) and appropriated by the City Council.

## SUPPLEMENTAL INFORMATION

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Current revenues will fund current expenditures and a diversified and stable revenue system will be developed and maintained to protect programs from short-term fluctuations in any single revenue source.

Current operating expenditures for all fund types will include all allocable overhead operating costs. For the most part, these expenses will be charged to individual budget program elements as internal service fund charges. Included within the allocated service charges to Governmental Fund types will be funding adequate to maintain the approved capital program (unless financed through other debt instruments).

City staff shall strive to identify entrepreneurial solutions to recover costs of operating programs.

The City shall strive to avoid returning to the City Council for new or expanded appropriations. Exceptions may include emergencies, unforeseen impacts, mid-year adjustments or new opportunities.

Addition of personnel will only be requested to meet program initiatives and policy directives: after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition or transfer.



All non-enterprise user fees and charges will be examined or adjusted every year and undergo a thorough review to determine the 100% direct and indirect cost of service recovery rate at least every four years. The Council will strive to obtain 100% cost recovery rates, but will reserve the right to recover less, as appropriate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council following public review, each year.

## SUPPLEMENTAL INFORMATION

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Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover 100% of direct and indirect development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be brought to the City Council's attention by the Chief Financial Officer and affected Department Head, and evaluated from a departmental, program, and goals perspective.

Capital equipment replacement will be accomplished through a life cycle of funding mechanism and in some instances the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for operation and replacement of vehicles and other capital equipment (fleet, computers, phones, and copier systems). The City shall endeavor to maintain adequate cash reserves to fund 100% replacement of certain capital equipment. Replacement costs will be based upon equipment lifecycle financial analysis developed by each department and approved by the Chief Financial Officer. Non-capital equipment replacement will be set up in a separate fund and will be accomplished through a life cycle funding mechanism developed by each department and implemented and approved by the Chief Financial Officer.

Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered.

Balanced revenue and expenditure forecasts will be prepared by the Chief Financial Officer to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will be updated annually and include a four or five-year outlook. The Chief Financial Officer will prepare and present these estimates to the City Council at least once a year.

Alternative means of service delivery will be evaluated by the Chief Financial Officer to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments, in cooperation with the City Manager and Chief Financial Officer, will identify all activities that could be provided by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.

Cash and Investment programs will be maintained in accordance with the Government Code and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order. Pursuant to State law, the City Treasurer and the Chief Financial Officer, at least annually, shall recommend necessary revisions to the City Council of a detailed investment policy. In addition to liquidity requirements, the City Treasurer and Chief Financial Officer will also consider the



## SUPPLEMENTAL INFORMATION

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appropriateness of investment decisions vis-à-vis debt management.



The City, through the Chief Financial Officer and the Administrative Services Department, will follow an aggressive, consistent, but sensitive policy of collecting revenues, with proper internal controls, to meet the needs of the City and follow all applicable state and federal laws.

### **Capital Management Policies**

A five-year Capital Improvement Plan (CIP) will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction which results in a capitalized asset and having a useful (depreciable life) of two years or more.

The CIP will attempt to include adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

Proposed capital projects will be considered through the City budget development process and reviewed and prioritized by a cross-departmental team regarding accurate costing (design, capital, and operating) as well as the Chief Financial Officer for overall consistency with the City's goals and objectives. The City's Chief Financial Officer will then identify financing sources for the highest-ranking projects. Prior to adoption by the City Council, the CIP will be reviewed by the Planning Commission for conformity with the General Plan.

## SUPPLEMENTAL INFORMATION

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Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

Pay-as-you-go Capital Improvement Plan financing should account for a minimum of 50 percent of all capital improvement projects for each five-year planning period. Pay-as-you-go financing is defined as all sources of revenue other than City debt issuance, i.e., fund balance contributions, developer contributions, grants, endowments, etc. Pay-as-you-go financing should generally be considered as the preferred option. However, the potential for debt issuance that provides additional economic and/or strategic values could be considered as recommended by the Chief Financial Officer.



The City shall endeavor to apply restricted funds (i.e., In-lieu Parking, Gas Tax Funds or existing Bond proceeds) to capital projects before using “unrestricted” funds.

### **Debt Management Policies**

The Chief Financial Officer will seek to maintain and, if possible, improve the current bond rating(s) in order to minimize borrowing costs and preserve access to credit.

New debt issues, and refinancing of existing debt, must be analyzed for compatibility within the City's overall financial planning and approved by the Chief Financial Officer. The review shall not be limited to cash flow analysis, potential for unexpected revenue surprises, and the maintenance of the City's bond ratings. Annual debt service shall not produce an inordinate impact upon future operations.

The Chief Financial Officer will ensure that City Debt Service costs within the General Fund should not exceed 15% of the City's operating revenue in order to control fixed costs and ensure expenditure flexibility. Improvement District, Enterprise Fund and general obligation debt service is not included in this calculation because it is paid by district property owners, service users or taxpayers and is not an obligation of future general fund revenues.

General Obligation debt, which is supported by property tax revenue which grows in proportion to the City's assessed valuation and/or property tax rate increases, may be utilized if/when authorized by voters. Other types of debt (e.g., water, sewer, and parking) may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges) and recommended by the Chief Financial Officer.

Debt financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below thirty years, unless otherwise authorized by Council.

A ratio of current assets to current liabilities of at least 2/1 will be maintained to ensure the City's ability to pay short-term obligations.

Utility rates will be set, at a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement (generally a minimum of 125% of debt service). In addition, higher revenue to expense ratios may be needed to secure the City's bond rating, as determined by the Chief Financial Officer. When calculating debt services coverage for internal purposes, the minimum pay-as-you-go capital expense for each enterprise fund will be considered a part of the operating costs to be covered by pre-debt service revenues. The City goal will be to maintain the required debt service coverage with this additional cost factored into the equation. Use of a 5-year budget projection, including capital project requirements, will provide assurance that all needs are considered by the Chief Financial Officer, the Public Works Commission and City Council as revenue requirements are considered.



### **Reserve Policies** **General Fund**

All fund designations and reserves will be evaluated annually by the Chief Financial Officer for long-term adequacy and use requirements in conjunction with development of the City's balanced five year financial plan.

It is a goal of the City to obtain and maintain a general operating reserve in the form of cash, of at least 40% of operating revenues. The first 25% shall be considered a contingency reserve to cover normal seasonal cash flow variations, as well as unforeseen emergency or catastrophic impacts upon the City. Funds in excess of 25% may be used for short term economic investment in the community when justified by projected financial return to the City and specifically authorized by the City Council, upon recommendation of the Chief Financial Officer.

In addition to cash specifically maintained in the General Fund, we recognize the following cash reserve resources as being available to meet sudden negative fiscal impacts in the short term:

- Capital Assets Fund (Fund 8)
- Equipment Replacement Fund (Fund 40)
- Information Technology Fund (Fund 41)
- Cable Television Fund (Fund 42)
- Reprographics/Graphics Fund (Fund 43)
- Employee Benefits Fund (Fund 44)
- Liability Self-Insurance Fund (Fund 45)
- Worker's Compensation Self-Insurance Fund (Fund 46)
- Vehicle Replacement Fund (Fund 49)



## SUPPLEMENTAL INFORMATION

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One-time revenue windfalls should be designated as a reserve or used for one-time expenditures. The funds are not to be used for on-going operations. To the extent such funds are not required for current expenditures, one-time expenditures and/or capital improvements such funds should be maintained as operating reserves or used to reduce debt.

For purposes of this policy, one-time revenue windfalls shall include:

- Lump sum (net present value) savings from debt restructuring
- CalPERS Rebates
- Tax Revenue growth in excess of 5% in a single year
- Sale of city-owned real estate
- Pure unexpected revenues (i.e. litigation settlement)
- Receipts from approved Development Agreements
- Contributions and Gifts
- Any other revenues the City Council may elect to designate as extraordinary

Sufficient reserves shall be maintained in internal service funds to prevent extended disruption of service in the event of natural disasters or other interruptions of revenue collections. Determination of adequate reserves will be reviewed annually by the Chief Financial Officer and guided by the following:

Self-Insurance Reserves (liability, workers' compensation, other) will be maintained at a level, which, together with purchased insurance policies, will adequately cover the City's property, liability, and health benefit risk. A qualified actuarial firm shall be retained and report on a bi-annual basis recommended appropriate funding levels. The City shall endeavor to maintain reserves equal to 90% of the estimated net present value of such liabilities.

Fleet Management, Building, Equipment and Information Technology reserves will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles, building components and systems, computers and related equipment, and operational contingencies. Operating departments will be charged over the useful life of the asset used. The City shall endeavor to stabilize funding by building reserves equal to the anticipated replacement cost of each asset class at end of useful life.

Enterprise Fund (Water, Solid Waste, Wastewater, Parking Operations, and Clean Water) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, provide for capital improvements and maintenance, and maintain adequate reserves. Secondly, maintenance of cash reserves will provide a de facto rate stabilization plan. Rate increases shall be approved by the City Council following formal noticing and public hearing. Rate adjustments for enterprise operations will be based on five-year financial plans unless a conscious decision is made to the contrary. The target level of operating cash reserves shall be 50% of gross annual user revenues.

## SUPPLEMENTAL INFORMATION

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Contingency Reserves, to be determined annually by the Chief Financial Officer, will be maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds shall be approved at recommendation of the Chief Financial Officer.

Budget Reserves are presented in the Comprehensive Annual Financial Report (CAFR) in the Financial Statement section designated as unreserved fund balance. The City's CAFR is available on the City's website at [www.beverlyhills.org](http://www.beverlyhills.org).

### **Audit Policies**

An annual audit will be performed by an independent public accounting firm with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).

The City Council will maintain a standing committee of its members to serve as the Audit Committee to provide oversight and review of the annual and special audits of the City. The Committee will meet at least twice annually with the City's independent auditor, once for a pre-audit meeting, and once for a review of the final audit results.

Internal audit activities are typically identified as work plan items in the operating budget and are approved by the City Council through the annual budget process. The results of these audits are then presented to the City Council Audit Committee for consideration and later reported to the full City Council for its review and consideration. Should conditions necessitate an urgent internal audit of a particular area not included as a work plan item, the Audit Committee will be advised and the results of the audit will be reviewed with the Committee.



### **Debt Administration**

The City has a number of debt issues outstanding. These issues, net of unamortized original issue discounts, premiums and deferred amounts on refunding, include \$317,728,950 of revenue bonds

## SUPPLEMENTAL INFORMATION

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as of June 30, 2011. The City's bonds were issued primarily to finance or refinance capital facilities.

Under current State statutes, the City's general obligation bonded debts are subject to a legal limitation based on 3.75% of total assessed value of real and personal property. The City has no general obligation debt applicable to the debt limit. In addition to the restriction of the legal debt limitations, California's Constitution requires that a two-thirds majority vote be obtained for California cities to issue general obligation debt.

A description of individual bond issues follows:

### **Revenue Bonds**

2003 Refunding Lease Revenue Bonds – \$68,445,000 Public Financing Authority, Lease Revenue Bonds, 2003 Refunding Series A, issued March 2003, are due in annual installments ranging from \$2,285,000 to \$9,870,000 through June 1, 2015, with interest rates ranging from 3.00% to 5.25% payable semiannually June 1 and December 1. Bonds maturing on or after June 1, 2014 are subject to optional redemption in part, without premium, from prepayments of base rental payments on or after June 1, 2014. The Bonds are special limited obligations of the Public Financing Authority and are payable solely from rent payments from the City pursuant to a lease agreement. The 2003 Refunding Lease Revenue Bonds were issued to advance refunding the 1993 Refunding Lease Revenue Bonds, which were in turn issued for multiple purposes so the principal has been allocated and is accounted for in the appropriate City funds (enterprise and internal service funds.)

2007 Water Revenue Bonds – 35,495,000 Public Financing Authority, Water Revenue Bonds, issued January 2007, are due in annual installments ranging from \$175,000 to \$2,830,000 through June 1, 2037, with interest rates ranging from 3.51% to 4.45% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are primarily payable from installment payments from the City pursuant to an installment sale agreement dated January 1, 2007. The City's obligation to make installment payments is solely payable from and secured by a pledge of net revenues of the Water Enterprise Fund.

2007 Lease Revenue Bonds – \$81,600,000 Public Financing Authority, 2007 Lease Revenue Bonds, issued February 2007, are due in annual installments ranging from \$775,000 to \$6,640,000 through June 1, 2037, with interest rates ranging from 3.50% to 4.50% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are payable solely from rent payments from the City pursuant to a lease agreement. The advance refunding resulted in an economic gain (difference between the present value of the debt services payments on the old and new debt) of \$ 2,172,227 and a reduction of total debt service payments of \$1,927,932. The 2007 LRBs were issued in part to advance refunding of the 1998 and 1999 LRBs, which were in turn issued for multiple purposes.

## SUPPLEMENTAL INFORMATION

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The non-refunding portion was issued for multiple purposes as well. Thus the principal has been allocated and is accounted for in the appropriate City funds (enterprise, internal service funds, and general government).

2008 Refunding Water Revenue Bonds - \$30,735,000 Public Financing Authority, Water Revenue Bonds, issued March 2008, are due in annual installments ranging from \$670,000 to \$2,360,000 through June 1, 2024, with interest rates ranging from 3.00% to 5.00% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are primarily payable from installment payments from the City pursuant to an installment sale agreement dated April 1, 2008. The City's obligation to make installment payments is solely payable from and secured by a pledge of net revenues of the Water Enterprise Fund. The advance refunding resulted in an economic gain (difference between the present value of the debt services payments on the old and new debt) of \$ 389,918 and a reduction of total debt service payments of \$601,184. The 2008 WRBs were issued in part to advance refunding of the 1998 WRBs, which were in turn issued for multiple purposes. The non-refunding portion was issued for acquiring an existing water treatment plant.

2008 Refunding Wastewater Revenue Bonds - \$17,035,000. Public Financing Authority, Wastewater Revenue Bonds, issued April 2009, are due in annual installments ranging from \$910,000 to \$1,555,000 through June 1, 2022, with interest rates ranging from 2.40% to 5.00% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are primarily payable from installment payments from the City pursuant to an installment sale agreement dated May 1, 2008. The City's obligation to make installment payments is solely payable from and secured by a pledge of net revenues of the Wastewater Enterprise Fund. The advance refunding resulted in an economic gain (difference between the present value of the debt services payments on the old and new debt) of \$ 793,750 and a reduction of total debt service payments of \$1,161,564. The 2008 WWRBs were issued to advance refunding of the 1998 WWRBs, which were in turn issued for multiple purposes.

2009 Lease Revenue Bonds - \$72,015,000 Public Financing Authority, 2009 Lease Revenue Bonds, issued December 2009, are due in annual installments ranging from \$210,000 to \$8,445,000 through June 1, 2039, with interest rates ranging from 0.65% to 5.00% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are payable solely from rent payments from the City pursuant to a lease agreement. The advance refunding resulted in an economic gain (difference between the present value of the debt services payments on the old and new debt) of \$ 6,690,454 and a reduction of total debt service payments of \$8,885,308. The 2009 LRBs were issued in part to advance refunding of the 1999 and 2001 LRBs, which were in turn issued for multiple purposes. The non-refunding portion was issued for multiple purposes as well. Thus the principal has been allocated and is accounted for in the appropriate City funds (enterprise, internal service funds, and general government).

## SUPPLEMENTAL INFORMATION

2010 Lease Revenue Bonds - \$62,565,000 Public Financing Authority, 2010 Lease Revenue Bonds, issued August 2010, are due in annual installments ranging from \$930,000 to \$5,825,000 through June 1, 2040, with interest rates ranging from 0.52% to 6.774% payable semiannually June 1 and December 1. The Bonds are special limited obligations of the Public Financing Authority and are payable solely from rent payments from the City pursuant to a lease agreement. The 2010 LRBs were issued in three distinct series. Series A bonds had a value of \$13,705,000; Series B bonds had a value of \$28,940,000, and Series C Build America Bonds had a value of \$19,920,000. The Series A bonds and the Series C Build America Bonds were issued primarily to finance the acquisition and construction of certain capital improvements to be owned and operated by the City. The taxable Series B bonds were issued primarily to finance a portion of the acquisition and construction costs of the improvements previously mentioned, and to fund the City's alternative retiree medical program (ARMP).

### Note Payable

On January 26, 2009 the City of Beverly Hills Public Financing Authority entered into an agreement with City National Bank to borrow against a line of credit up to an amount of \$32,000,000 for the construction of a 72,460 sq. ft. four story office building at 331 N. Foothill Road, Beverly Hills, CA 90210. The line of credit was estimated to be drawn down through December of 2010, at which time, the City converted the line of credit into a long term obligation. The obligation has a term of 15 years and an interest rate of 5.72%. Interest and principal are payable in the amount of \$265,217 per month on the first day of the month after the loan closing. As of June 30, 2011, the amount borrowed against the line of credit is \$32,000,000. Further, as of June 30, 2011, the balance of the note payable was \$31,336,441.

| Fiscal Year                         | Revenue Bonds           |            |                          |            | Total       |             | Total Debt Service |
|-------------------------------------|-------------------------|------------|--------------------------|------------|-------------|-------------|--------------------|
|                                     | Governmental Activities |            | Business-type Activities |            |             |             |                    |
|                                     | Principal               | Interest   | Principal                | Interest   | Principal   | Interest    |                    |
| 2012                                | \$ 8,276,794            | 6,843,776  | 9,273,206                | 7,639,815  | 17,550,000  | 14,483,591  | 32,033,591         |
| 2013                                | 8,553,525               | 6,498,769  | 11,766,474               | 7,268,244  | 20,319,999  | 13,767,013  | 34,087,012         |
| 2014                                | 8,234,156               | 6,102,372  | 8,445,844                | 6,779,400  | 16,680,000  | 12,881,772  | 29,561,772         |
| 2015                                | 8,155,461               | 5,725,573  | 8,519,539                | 6,403,661  | 16,675,000  | 12,129,234  | 28,804,234         |
| 2016                                | 11,273,130              | 5,345,083  | 6,711,870                | 6,019,983  | 17,985,000  | 11,365,066  | 29,350,066         |
| 2017-2021                           | 59,304,344              | 18,975,045 | 37,575,656               | 25,510,545 | 96,880,000  | 44,485,590  | 141,365,590        |
| 2022-2026                           | 24,746,668              | 8,909,638  | 26,928,332               | 17,775,530 | 51,675,000  | 26,685,168  | 78,360,168         |
| 2027-2031                           | 14,476,423              | 3,707,528  | 20,808,577               | 12,266,186 | 35,285,000  | 15,973,714  | 51,258,714         |
| 2032-2036                           | 8,171,917               | 1,555,158  | 23,283,083               | 6,974,957  | 31,455,000  | 8,530,115   | 39,985,115         |
| 2037-2041                           | 1,863,420               | 83,854     | 11,261,580               | 1,407,092  | 13,125,000  | 1,490,946   | 14,615,946         |
| Total minimum debt service payments | \$ 153,055,838          | 63,746,796 | 164,574,161              | 98,045,413 | 317,629,999 | 161,792,209 | 479,422,208        |
| Unamortized portion of:             |                         |            |                          |            |             |             |                    |
| Original issue premium              | 6,021,313               |            | 3,993,391                |            | 10,014,704  |             | 10,014,704         |
| Original issue discount             | (720,103)               |            | (727,793)                |            | (1,447,896) |             | (1,447,896)        |
| Deferred amount on refunding        | (5,471,226)             |            | (2,996,631)              |            | (8,467,857) |             | (8,467,857)        |
| Net total bonded debt outstanding   | \$ 152,885,822          |            | 164,843,128              |            | 317,728,950 |             | 479,521,159        |

### **Employee Benefits**

#### **Retirement Benefits**

Through two defined benefit pension plans, one for its safety employees and one for its miscellaneous employees, the City provides its full-time and certain part-time employees retirement and disability benefits, annual cost-of-living adjustments, and death benefits to members and their beneficiaries. The benefit is payable monthly for life, in the amount of 3% at age 50 and over for safety employees, and in an amount that varies from 2.0% at age 55 to a maximum of 2.5% at age 55 and over for non-safety employee. These plans are part of the Public Agency portion of the California Public Employees Retirement System (CalPERS), agent-multiple employer plans administered by CalPERS, which acts as a common investment and administrative agent for participating public employers within the State of California. The City makes contributions to the plans based on amounts determined by CalPERS actuaries. The City also contributes the employees' required contributions on their behalf and for their account. As a result of the 2001 and 2005 Plan Amendments and the poor performance of CalPERS' investments over the past three years, the safety plan and miscellaneous plans are no longer over-funded. As of the latest plan valuation date, June 30, 2010, the funded status of the plans is 81.79% and 87.16% of the actuarial accrued liability of the safety and miscellaneous employees' plans, respectively. The City has negotiated a new, lower tier of PERS retirement benefits for employees hired into the Safety unit as new employees of the City and negotiated a percentage of employee paid PERS costs for all Safety employees.



#### **Health Insurance Benefits**

The City pays the full premium for employees and dependents. The City is currently enrolled in various health care plans administered by CalPERS.

### **Post-retirement Health Care Benefits**

The City also provides post-retirement health care benefits to its employees in accordance with agreements reached with the various employees bargaining groups. The City pays for retirees' health care premiums in these plans up to limits established in the agreements with the bargaining units. These payments are financed on a pay-as-you-go basis. In fiscal year 2011/12 the City provided benefits to approximately 296 participants at an annualized cost that is currently projected at \$1.8 million. In January 2010, the City changed this benefit to a defined contribution plan for all newly hired employees. In addition, the City offered a plan to all employees hired prior to January 1, 2010, to convert those employees from a defined benefit plan to a defined contribution plan. Approximately 280 employees opted for this conversion, which will result in a cap on the City's obligations in this area and result in a significant reduction in the City's unfunded liability for this benefit. As a result of continued interest from employees, and to achieve further long-term savings for the City, this program will be offered again to qualifying employees who decided not to elect the ARMP in the first phase. Phase 2 will be almost identical to the first phase with the exception that the amount offered to employees will be reduced by 10%.

### **Dental and Vision Insurance Benefits**

The City pays the full premium for full time employees and dependents. Guardian provides dental insurance and Vision Service Plan (VSP) provides Vision insurance.

### **Term Life Insurance Policy Benefit**

The City pays the full premium of term life insurance for either \$50,000 or \$100,000 or \$300,000 of coverage in accordance with agreements reached with the various employees bargaining groups.

### **Deferred Compensation Benefit**

The City offers two deferred compensation plans: a 401(k) Profit Sharing Plan and a 457 Deferred Compensation Plan, administered by the ICMA Retirement Corp to all of its full time employees. These employees may contribute to neither plan, one or both plans. Both plans provide for pre-tax contributions through payroll deductions and tax-deferred growth on your account balance. The City's contribution is determined in accordance with agreements reached with the various employees bargaining groups.

## SUPPLEMENTAL INFORMATION

### Budget Calendar

| Step # | TASK NAME  | START                | FINISH               |
|--------|--|----------------------|----------------------|
| 1      | <b>Internal Services Divisions review Cost Allocations</b><br>OMB meetings with departments regarding ISF charges and methodology.   | 11/28/11             |                      |
| 2      | <b>Budget Kickoff Meeting and Distribution of Budget Manual</b><br>Budget manuals are distributed, and requirements for FY 2012/13 budget process are discussed. Monday, December 5, 2011 at 9:00 a.m., in the City Council Chambers   | 12/05/11             |                      |
| 3      | <b>Personnel Allocation &amp; Overtime Review by each Department</b><br>a) Review current position allocations and make needed changes.<br>b) Review of Part-time and Overtime hours   | 12/05/11<br>12/05/11 | 01/05/12<br>01/05/12 |
| 4      | <b>Budget Enhancement</b><br>Departments prepare Budget Enhancement forms to request additions to their base budget, including increases to personnel funding.   | 12/05/11             | 01/13/12             |
| 5      | <b>On-Going Professional Consultant Requests &amp; Department Org. Chart</b><br>Departments request funding for consultants and prepare Org. Chart in Visio.   | 12/05/11             | 01/13/12             |
| 6      | <b>Budget Software/Application Training Session</b><br>Wednesday, December 7th from 2:00 - 4:00, in H.R. Training Room   | 12/07/11             |                      |
| 7      | <b>Prepare Department and Program Pages in The Budget Center on The Bevy</b><br>Update Department Mission Statement, update Program Descriptions and Program Goals, refine On-going Tasks and Performance Measures, and update Measurement of Time.  | 12/12/11             | 01/13/12             |
| 8      | <b>Pentamation Budget Entry Open for Departmental Input</b><br>Departments make changes to expenditures for FY 2012/13.<br>Departments input revenues projections for FY 2012/13.  | 12/12/11<br>12/12/11 | 01/13/12<br>01/13/12 |
| 9      | <b>City Council Goal / Priority Setting Session</b>  | 12/15/11             | 12/15/11             |
| 10     | <b>Departments Review CIP Spreadsheets &amp; Submit CIP Budget Enhancements</b><br>- CIP budget spreadsheets prepared by OMB and distributed to CIP project managers for review and projection of year-end completion dates and anticipated expenditures.<br>- CIP budget enhancements for new CIP projects prepared by CIP project managers and submitted to OMB for review and possible inclusion into the CIP spreadsheets. | 12/19/11             | 01/10/11             |
| 11     | <b>Budget Enhancement Requests to I.T. and H.R. for review if needed</b><br>Position related budget enhancements must be approved by H.R. and technology related requests approved by I.T. All position and/or technology related requests must be turned into Tania S. (I.T.) or Sandra O. (H.R.).  | 12/23/11             |                      |
|        | <b>HOLIDAY - Christmas (City Hall Closed)</b>  | 12/26/11             |                      |
|        | <b>HOLIDAY - New Year's Day (City Hall Closed)</b>   | 01/02/12             |                      |



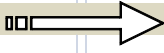
## SUPPLEMENTAL INFORMATION

| Step #    | TASK NAME   | START    | FINISH   |
|-----------|---|----------|----------|
|           | <b>Departments Prepare 2nd Quarter Status Reports</b><br>Update Work Plans and CIP Status.  | 01/03/12 | 01/20/12 |
| <b>12</b> | <b>Fees and Charges annual increase proposal to Departments for Review</b><br>Departments to review increases to their fees and charges.  | 01/09/12 | 02/21/12 |
| <b>13</b> | <b>Budget Enhancement requests due to the budget office</b><br>Departments are responsible for obtaining HR or IT approval when appropriate and submitting all requests to the budget office by this date.  |          | 01/13/12 |
| <b>14</b> | <b>OMB Work and Analysis of Budget</b><br>OMB's Work on Revenue and Expenditure Schedules, Final Adjustments to ISF Charges, Work on Position Salaries and Benefits, and Format Department Program Pages.   | 01/13/12 | 02/24/12 |
|           | <b>HOLIDAY - Martin Luther King, Jr. (City Hall Closed)</b>   | 01/16/12 |          |
| <b>15</b> | <b>1st CIP Planning Committee Meeting</b><br>Review existing FY 2011/12 CIP Projects, recap projection of year-end completion dates and expenditures, and CIP departments present list of project priorities.<br>Tuesday, Jan. 17th, 9:00 a.m. - 1:00 p.m. in Municipal Gallery | 01/17/12 |          |
| <b>16</b> | <b>Commissions Review New Work Plans</b><br>Departments meet with their Commissions to review new Work Plans.   | 02/01/12 | 02/24/12 |
| <b>17</b> | <b>2nd CIP Planning Committee Meeting</b><br>Review FY 2012/13 CIPs (include both potential carryovers and proposed new projects) and meeting with Executive Subcommittee to determine critical need projects.<br>Tuesday, Feb. 7th 9:00 a.m. - 1:00 p.m., 4th Floor Room A     | 02/07/12 |          |
| <b>18</b> | <b>Mid-Year Budget Review with City Council</b><br>Finance and Budget to review Year-to-Date Revenues and Budget Assumptions for coming year with City Council.   | 02/07/12 |          |
|           | <b>HOLIDAY - President's Day (City Hall Closed)</b>   | 02/20/12 |          |
| <b>19</b> | <b>Preliminary Budget to Printer</b><br>Printing and assembling of Preliminary Budget.  | 02/24/12 |          |
| <b>20</b> | <b>Preliminary Budget to City Manager, Asst CM, and CFO</b><br>Preliminary Budget provided to City Manager, Asst CM, and CFO for review.  | 02/27/12 |          |
| <b>21</b> | <b>Preliminary Budget to Department Heads for Review</b><br>Preliminary Budget provided to Department Heads for review.   | 02/27/12 |          |
| <b>22</b> | <b>3rd CIP Planning Committee Meeting</b><br>Identify resources available and make recommendations (evaluate operating budget impact on fund balance, and make CIP recommendations with available resources)<br>Tuesday, Feb. 28th, 9:00 a.m. - 1:00 p.m., 4th Floor Room A     | 02/28/12 |          |
| <b>23</b> | <b>Department Budget Meetings with City Manager</b><br>Department Heads present preliminary budgets and any enhancement requests to City Manager  | 03/12/12 | 03/23/12 |

## SUPPLEMENTAL INFORMATION

| Step #    | TASK NAME  | START    | FINISH   |
|-----------|--|----------|----------|
| <b>24</b> | <b>4th CIP Planning Committee Meeting</b>  | 03/15/12 |          |
|           | Present City Manager with CIP priority projects.   |          |          |
|           | Thursday, March 15th, 9:00 a.m. - 1:00 p.m., 4th Floor Room A                                  |          |          |
|           |  |          |          |
|           | <b>MAYOR AND CITY COUNCIL INSTALLATION</b>   | 03/20/12 |          |
|           |  |          |          |
| <b>25</b> | <b>CIP Documentation to Planning Department</b>  | 03/22/12 |          |
|           | Planning Department requires documentation for April 12th Planning                             |          |          |
|           | Commission Meeting a minimum of 3 weeks before meeting.  |          |          |
|           |  |          |          |
| <b>26</b> | <b>City Manager, Asst. City Manager, and CFO Review Budget Enhancements Requests</b>           | 03/26/12 | 03/27/12 |
|           | City Manager, Assistant City Manager, and CFO review all new budget requests from Departments. |          |          |
|           |  |          |          |
|           | <b>Departments prepare 3rd Quarter Status Reports</b>  | 04/02/12 | 04/20/12 |
|           | Update Work Plans and CIP Status.  |          |          |
|           |  |          |          |
| <b>27</b> | <b>City Manager Reviews Decisions on Budget Modifications with Department Heads</b>            | 04/03/12 |          |
|           | Wednesday after staff meeting from 12:00 noon to 3:00 p.m.                                     |          |          |
|           |  |          |          |
| <b>28</b> | <b>Annual Review of Fees and Charges &amp; Development Fees</b>                                | 04/03/12 |          |
|           | Public Hearing   |          |          |
|           |  |          |          |
| <b>29</b> | <b>OMB Budget Work</b>   | 04/04/12 | 04/24/12 |
|           | Conduct final analysis on Expenditure Summary Schedules, Calculation of ISF Charges and        |          |          |
|           | Position Salaries and Benefits, and Format Budget Book pages and tables.                       |          |          |
|           |  |          |          |
| <b>30</b> | <b>5th CIP Planning Committee Meeting (if needed)</b>  | 04/05/12 |          |
|           | Continuation of FY 2011/12 - 2014/15 CIP Program Review and present                            |          |          |
|           | City Manager with priority projects.   |          |          |
|           | Thursday, April 5th, 8:00 - 10:00 a.m., 4th Floor Room A                                       |          |          |
|           |  |          |          |
| <b>32</b> | <b>Proposed Budget Document to Printer</b>   | 04/25/12 |          |
|           | Printing and assembling of proposed budget document  |          |          |
|           |  |          |          |
| <b>31</b> | <b>Recommended CIP Budget presented to Planning Commission</b>                                 | 04/26/12 |          |
|           |  |          |          |
| <b>33</b> | <b>Distribute Proposed Budget to City Council and Departments</b>                              | 05/01/12 |          |
|           |  |          |          |
| <b>34</b> | <b>Dry-run of Department Presentations to City Council</b>                                     | 05/03/12 | 05/03/12 |
|           | Departments go over their budget presentations in a practice dry-run in Council Chambers.      |          |          |
|           |  |          |          |
| <b>35</b> | <b>City Council Budget Review/ Citizen Budget Review Committee Overview</b>                    | 05/08/12 |          |
|           |  |          |          |
| <b>36</b> | <b>City Council Budget Review</b>  | 05/10/12 |          |
|           |  |          |          |
| <b>37</b> | <b>City Council Budget and CIP Review</b>  | 05/15/12 |          |
|           |  |          |          |
| <b>38</b> | <b>City Council Budget and CIP Review - (if needed)</b>  | 05/17/12 |          |

## SUPPLEMENTAL INFORMATION

| Step # | TASK NAME   | START                            | FINISH   |
|--------|---|----------------------------------|----------|
| 39     | <b>OMB Final Budget Changes</b><br>Incorporate final City Council recommendations and changes, update Expenditure Summary Schedules, finalize Staff Report, Resolutions, and supporting information for City Council final consideration and adoption | 05/18/12                         | 05/31/12 |
|        | <b>HOLIDAY - Memorial Day (City Hall Closed)</b>  | 05/28/12                         |          |
| 40     | <b>City Council approves Final Budget, CIP Budget, and GANN Limits</b>   |                                  | 06/05/12 |
|        | <b>Departments prepare 4th Quarter Status Reports</b><br>Update Work Plans and CIP Status.  | 07/02/12                         | 07/20/12 |
| 41     | <b>Final Updates and Rollover</b><br>Development Fees and Other Fees and Charges become effective<br>Rollover from Budget System to Fund Accounting<br>Print and distribute final City Council Budget Document  | 07/01/12<br>07/02/12<br>08/31/12 |          |
|        | <b>FY 2012/13 Department Meetings with the City Manager</b><br>Department Budget meetings with the City Manager take place during the two weeks beginning March 12 through March 23, 2012 - dates and times to be determined.                         |                                  |          |

### Budget Timeline

The Budget is based upon an in-depth analysis of actual and projected fund balances, revenues, and expenditures. Each City department prepares program budget detail for each of their activities and recommends certain service levels and goals for the upcoming budget year. The Finance Department prepares revenue projections based upon input from other departments. The City Manager then reviews individual departmental requests, prioritizes activities based upon City Council policy, and makes certain adjustments. At the conclusion of this process, the proposed budget is prepared and is submitted to the City Council for review.

The City of Beverly Hills has adopted a proposed one-year budget for Fiscal Year 2012/13. In November 2011, each department was provided with a budget calendar, information packet and various financials. Departments submitted proposed revenues and expenditures for the 2012/13 fiscal year based on certain service levels and activity goals. The City Manager's recommended budget is presented to the City Council in May 2012. Following the City Council Study Sessions in May, the FY 2012/13 Budget will be presented to the City Council for adoption in June 2012.

### Budget Appropriations

Appropriations are the amounts approved for expenditure by the City Council with the adoption of the annual budget and subsequent budget amendments which are brought to the City Council for approval. Appropriations are separated by object categories within an activity budget. The object categories available are: 1) Employee Services; 2) Supplies and Services; 3) Internal Services; 4) Debt Service; 5) Capital Outlay; and 6) Transfers. The legal level of control is established as follows:

## SUPPLEMENTAL INFORMATION

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A Department Director has the authority to transfer between supply and services line items within his/her department to facilitate the functions of the activity in accordance with the directions, goals and policies of the City Council.

The City Manager or his designee may transfer appropriations between and among all funds, as defined in the Fiscal Year 2012/13 budget. A semi-annual report shall be made to the Council describing each transfer between funds and the reason therefore.

More details of appropriation authority are presented in the Budget Resolution section of this budget document.

### **Budgetary Control**

Budgetary control is maintained through monthly reports of revenue and expenditure accounts. The detailed monthly reports are reviewed by the Office of Management and Budget, the Chief Financial Officer, the City Manager, and each Department. The City Council is provided a summary report semi-annually.

### **Budget Amendments**

The budget, as adopted by the City Council, can be amended during the fiscal year. The need to amend or adjust the budget typically arises in response to unforeseen circumstances or events. For example, the City Council is required to formally recognize the receipt of unanticipated revenue before the City can legally accept and spend new money. In other cases, a department may need to transfer funds to cover an unexpected shortfall in another account.

The City Manager is authorized to amend Council-approved appropriations if such amendments are necessary and proper. The appropriation adjustment process consists of the following steps:

- 1) An "Appropriation Request/Transfer Form" is prepared by the department.
- 2) The request is submitted to the Administrative Services Department for review
- 3) The request is submitted to the City Manager for approval
- 4) Once approved, the request is returned to the Finance Department to make the necessary adjustments.
- 5) The department receives authorization to use the adjusted appropriations.

In August/September, staff also coordinates the carryover of the prior year's unexpended appropriations primarily for capital projects.

## **Glossary & Acronyms**

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## **Proposed Budget**

## Glossary & Acronyms

### Glossary

**ACCOUNT NUMBER** – A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information

**ACCRUAL BASIS OF ACCOUNTING** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent

**AD VALOREM** – Latin for *value of*; refers to the tax assessed against real (land and building) and personal (equipment and furniture) property

**ADOPTED EXPENDITURE** – The amount of expenditures approved by the City Council to be spent during the fiscal year

**ADOPTED REVENUE** – The amount of revenues approved by the City Council to be collected during the fiscal year

**ALTERNATIVE RETIREE MEDICAL PROGRAM** – A program offered to employees of the City of Beverly Hills who were employed by the city prior to January 1, 2010, which converts the employee's benefit and the City's obligation from a defined benefit retiree medical program to a defined contribution program thereby greatly limiting the City's cost and unfunded liability.

**APPRAISED VALUE** – To make an estimate of value for the purpose of taxation (property values are established by the Los Angeles County Assessor)

**APPROPRIATION** – An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

**ASSESSED VALUATION** – The value of property for tax levy purposes; the assessed value is set by the Los Angeles County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of California

**BALANCED BUDGET** - A budget where expenditures do not exceed revenues.

**BOND** – A written promise to pay a specified sum of money, called the face value of principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate

**BONDED DEBT** – That portion of indebtedness represented by outstanding bonds

**BUDGET** – A financial plan, for a specified period, of operations that matches all planned revenues and expenditures with the services provided the residents of the City of Beverly Hills

**BUDGET CALENDAR** – The schedule of key dates that the City follows in the preparation and adoption of the budget

## Glossary & Acronyms

**BUDGET DOCUMENT** – The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council

**BUDGET MESSAGE** – The opening section of the budget from the city manager, which provides the City Council and the public with a general summary of the budget and economic conditions

**BUDGET RESOLUTION(S)** – The official enactment by the City Council to legally authorize City staff to obligate and expend revenues

**CAPITAL EXPENDITURE** – Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment. It normally confers a benefit lasting beyond one year and results in the acquisition or extension of the life of a fixed asset.

**CAPITAL OUTLAY** – The acquisition of furniture, fixtures, machinery, equipment and other relatively minor general fixed assets. Generally, an item that has an estimated life of two years or more and a unit cost of \$5,000 or more should be classified under an appropriate capital outlay account.

**CAPITAL PROJECTS FUND(S)** – A fund or funds created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

**CHARGES FOR SERVICES** – Revenue from charges for all activities provided by the City.

**CITY COUNCIL** – Made up of five elected officials with a rotating mayor, collectively acting as the legislative and policy-making body of the City of Beverly Hills

**CONTRACTUAL SERVICES** – The costs related to services performed for the City by individuals, businesses or utilities

**DEBT SERVICE FUNDS** – A fund established to account for the accumulation of resources for, and the payment of, long-term debt principal and interest

**DELINQUENT TAXES** – Taxes that remain unpaid after the date on which a penalty for non-payment is attached, (i.e., tax statements are mailed out in October and become delinquent if unpaid by January 1)

**DEPARTMENT** – A major administrative organizational unit of the City that indicates overall management responsibility for one or more divisions

**DEPRECIATION** – The decrease in value of physical assets due to use and the passage of time; in accounting for depreciation, the cost of a fixed asset is prorated over the estimated service life of such an asset, and each year is charged with a portion of such cost; through this process, the entire cost of the asset is ultimately charged off as an expense; this is done in proprietary funds, which allows the calculation of net income for each fund

**EMPLOYEES** – Personnel hired by the City to conduct certain duties and responsibilities to complete their job assignments to achieve city services and functions

## Glossary & Acronyms

**ENCUMBRANCE** – The commitment of appropriated funds to purchase an item or service; to encumber funds means to set aside or commit funds for a future expenditure

**ENTERPRISE FUND** – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises

**EXPENDITURES** – A decrease in the net financial resources of the City due to the acquisition of goods and services

**FINES AND FORFEITS** – Revenues from fines and penalties for commission of statutory offenses; forfeitures of amounts held as security against loss or damage, or collections from bonds or sureties placed with the government for the same purpose; and penalties of any sort, except those levied on delinquent taxes

**FISCAL YEAR** – A 12-month period to which the annual operating budget applies; the City of Beverly Hills has specified July 1 through June 30 as its fiscal year

**FRANCHISE FEE** – A fee paid by public service utilities for use of public property in providing their services to the citizens of a community, including sanitation and cable television

**FUND** – An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government function

**FUND BALANCE** – The excess of assets over liabilities

**FURLOUGH** – A Mandatory unpaid absence

**GENERAL FUND** – The fund used to account for all financial resources except those required to be accounted for in another fund

**GENERAL OBLIGATION BONDS** – Bonds that finance a variety of public projects, which pledge the full faith, and credit of the City

**GLIDE PATH** – A method to avoid drastic reduction in services or layoffs by cumulating funding from non-mission critical programs to pay for core services and realizing savings through attrition to pay for occupied positions that otherwise would have to be eliminated

**GOALS** – Broad, general statements of each department's desired social or organizational outcomes

**GRANT** – A contribution by a government or other organization to support a particular function; grants may be classified as either categorical or block depending on the amount of discretion allowed the grantee

**INDIRECT COST RECOVERY** – The identification and incorporation of overhead costs associated with the provision of public services

**INFRASTRUCTURE** – The underlying permanent foundation or basic framework



## Glossary & Acronyms

**INTEREST EARNINGS** – The earnings from available funds invested during the year in US Treasury Bonds, government agencies and Certificates of Deposit

**INTERGOVERNMENTAL REVENUES** – Revenue from other governments, primarily federal, state, and county grants, but also payments from other agencies

**INTERNAL SERVICE FUND CHARGE(S)** – Dollar amounts assessed to various departments or funds to account for the financing of goods and services provided by one department on behalf of other departments or funds of the City, on a cost reimbursement basis

**INTERNAL SERVICES FUND RECEIPTS** – Funds received by the providers of internal services in exchange for goods and services provided to other departments or funds of the City

**INITATIVES** – Broad based goal and priority statements set by the City Council for the development and implementation of the city budget and city work plans

**LICENSES, PERMITS & FEES** – Revenues collected by a governmental unit from individuals or business concerns for various rights or privileges granted by the government

**L.A. IMPACT** – Regional narcotics and major crimes task force comprised of officers from Los Angeles County law enforcement, state and federal agencies

**MAINTENANCE** – All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land

**MATERIALS AND SUPPLIES** – Expendable materials and operating supplies necessary to conduct department activity

**MISCELLANEOUS REVENUES** – Revenues in this category do not fit into any of the other revenue categories. Examples of miscellaneous revenues include recoverable expenditures, unanticipated revenue, state mandated costs, City property damage, sale of property, property disposition, and other minor miscellaneous receipts.

**MOBILE COMMAND CENTER** – Field command post vehicle used to establish a base of operations for major incidents and special law enforcement that also serves as a backup radio communications center

**MODIFIED ACCRUAL ACCOUNTING** – A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred

**OBJECTIVES** – Specific statements of desired ends, which can be measured

**OPERATING TRANSFER** – A transfer of revenues from one fund to another fund

**OPERATING BUDGET** – The annual budget and process that provides a financial plan for the operation of government and the provision of services for the year; excluded from the operating budget are capital projects, which are determined by a separate, but interrelated process

## Glossary & Acronyms

**ORDINANCE** – A formal legislative enactment by the governing board of a municipality; if it is not in conflict with any higher form of law such as a state statute or constitutional provision, it has full force and effect of law within the boundaries of the municipality to which it applies; the difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status; revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances

**OTHER CHARGES** – Costs associated with debt services, liability claims, bad debt expense, depreciation, amortization, etc.

**OTHER CONTRACTURAL SERVICES** – Costs associated with heat, light, water, power, telephone, and other communications utilities/services

**PART I CRIME** – A nationwide standard used by the Department of Justice. Part I Crime includes burglary (both residential and commercial), thefts (all types), robbery, motor vehicle thefts, aggravated assaults, homicides, rape and arson.

**PROGRAM** – A major administrative organizational unit of the City that indicates responsibility for one or more activities that provide a particular service to the citizens

**PROPERTY TAXES** – Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes; property taxes are levied on both real and personal properties according to the property's valuation and tax rate

**PROPRIETARY FUND TYPES** – Sometimes referred to as "income determination," "nonexpendable," or "commercial-type" funds. They are used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise and internal service funds). Revenues and expenses (not expenditures) are accounted for on the full accrual basis.

**PUBLIC HEARING** – The portions of open meetings held to present evidence and provide information on both sides of an issue

**RESERVES** – Funds used to indicate that a portion of a fund balance is restricted to a specific purpose or not available for appropriation and subsequent spending

**RESOLUTION** – An order of a legislative body requiring less formality than an ordinance or statute

**RESTRICTED FUNDS** – These funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes

**REVENUE** – Funds that the government receives as income

**SALARIES & BENEFITS** – All costs related to wages and benefits given to city staff as part of their employment with the City of Beverly Hills

## Glossary & Acronyms

**SALES TAX** – The tax placed on the value of goods sold within the City; the California State Legislature and a majority vote of the people of the state set the rate. The tax is collected by the state and is distributed to local taxing authorities

**SCHEDULE OF FEES & CHARGES** – The City policy is full cost recovery for public services, i.e., building permits, library fees, utility rates, etc.

**SERVICE FEES AND CHARGES** – A fee for direct receipt of a public service

**SERVICE INDICATORS** – Specific quantitative measures of work performed within an activity or program; measures quantify the efficiency and effectiveness of a given program

**TAX BASE** – The total value of all real and personal property in the City as of March 1 of each year, as certified by the Los Angeles County Assessor. The tax base represents net value after all exemptions

**TAX RATE** – Total tax rate is set by the County Assessor; it is composed of real and personal property values multiplied by the 1978 base year rates; state law limits tax rates to a 2% increase per year, as determined by the County Assessor

**TRANSFERS IN/OUT** – The City regularly transfers current financial resources from one fund to another pending their eventual disposition. An example of such a transfer is funds moved from the General Fund to the Infrastructure Debt Service Fund for use in debt service payments to the Bond Paying Agent.

**USE OF MONEY AND PROPERTY** – Revenues from various sources including Farmers' Market concessions, interest earned, franchise electric, oil royalties, City-owned property lease income, and/or City facilities rental income.

**USER FEES** – The payment of a charge or fee for direct receipt of a service by the party benefiting from the service

## Glossary & Acronyms

### Acronyms

**AB** - Assembly Bill

**AC** - Architectural Commission

**ADA** - Americans with Disabilities Act

**ACE** -Art & Cultural Events

**AED** -Automated External Defibrillator

**AHA** -American Heart Association

**ALS** -Advanced Life Support

**AMHS** – Automated Materials Handling System

**AQMD** - Air Quality Management District

**ARMP** – Alternative Retiree Medical Program

**AYSO** - American Youth Soccer Organization

**BHAAC** - Beverly Hills Active Adult Club

**BHIG** - Beverly Hills Innovation Group

**BHUSD** - Beverly Hills Unified School District

**BHHS** - Beverly Hills High School

**BHPD** - Beverly Hills Police Department

**CAD/RMS** -Computer Aided Dispatch/Records Management System

**CAFR** - Comprehensive Annual Financial Report

**CAGF** – Community Assistance Grant Funding

**CALPERS** - California Public Employee Retirement System

**CAT 6** - Category or grade of cable (one of six grades)

**CBRNE** - Chemical, Biological, Radiological, Nuclear, and Explosive

**CCTV** - Closed Circuit Television

**CDBG** - Community Development Block Grant

**CE** - Continuing Education

**CERT** - Community Emergency Response Team

## Glossary & Acronyms

**CEQA** - California Environmental Quality Act

**CHP** - California Highway Patrol

**CID** - Common Interest Development

**CIP** - Capital Improvement Project

**CJPIA** - California Joint Powers Insurance Authority

**CLASP** – Changing Lives and Sharing Places

**CPR** - Cardiopulmonary Resuscitation

**CSMFO** - California Society of Municipal Finance Officers

**COG** - Council of Governments

**COPS** - Community Oriented Policing Services

**CRM** - Customer Relationship Management

**CQI** - Continuous Quality Improvement

**CVB** - Chamber Visitor's Bureau

**DA** - District Attorney

**D.A.R.E.** - Drug Abuse Resistance Education

**DART** - Disaster Assistance Response Team

**DB2** - Database 2 (IBM relational database management system)

**DCS** - Disaster Communications System

**DNA** - Deoxyribonucleic acid

**DOC** - Department Operations Center

**DOJ** - Department of Justice

**DUI** - Driving Under the Influence

**EEC** - Employee Enhancement Committee

**EEO** - Equal Employment Opportunity

**EIR** - Environmental Impact Report

**EKG** - Electrocardiogram

**EMS** - Emergency Medical Services

**EMT** - Emergency Medical Technician

## Glossary & Acronyms

**EOC** - Emergency Operations Center

**ERP** - Enterprise Resource Planning

**ESL** - English Second Language

**FBI** - Federal Bureau of Investigation

**FPB** - Fire Prevention Bureau

**FEMA** - Federal Emergency Management Agency

**FY** - Fiscal Year

**GASB 34, 35, etc.** - Governmental Accounting Standards Board Statement 34, 35, etc.

**GEO** - Geographic

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**HAVA** - Help America Vote Act

**HCDA** - Housing and Community Development Act

**HVAC** - Heating, Venting, Air Conditioning

**ICC** - International Color Consortium

**ICS** - Incident Command System

**IP** - Internet Protocol

**ISF** - Internal Service Fund

**IT** - Information Technology

**IVR** - Interactive Voice Response

**JPA** - Joint Powers Agreement

**LAFD** - Los Angeles Fire Department

**LAN** - Local Area Network

**MAN** - Municipal Area Network

**MCI** - Mass Casualty Incident

**MEMS** - Municipal Emergency Management System

**MFD** - Multi-functional Device

**MOU** - Memorandum of Understanding

## Glossary & Acronyms

**MRF** - Materials Recovery Facility

**MTA** - Metropolitan Transportation Authority

**MWD** - Metropolitan Water District

**NAISC** - National Institute for Automotive Service Excellence

**NFPA** - National Fire Protection Association

**NIMS** - National Incident Management System

**NPDES** - National Pollutant Discharge Elimination System

**OBC** - Online Business Center

**OPEB** – Other Post Employment Benefits

**OSHA** - Occupational Safety and Health Administration

**PAD** - Public Access Defibrillator

**PAL** - Policy, Administrative and Legal Services

**PARCS** - Parking Access and Revenue Control Systems

**PC** - Personal Computer

**PEG** - Public, Education, Government

**PERS** - Public Employee Retirement System

**POST** - Peace Officer Standards and Training

**PTA** - Parent Teacher Association

**RF** - Radio Frequency

**ROI** - Return on Investment

**ROW** - Right-of-Way

**SCAQMD** - South Coast Air Quality Management District

**SCBA** - Self Contained Breathing Apparatus

**SB** - Senate Bill

**SEMS** - Standard Emergency Management Systems

**SFTP** - Standing Field Treatment Protocols

**SLA** – Service Level Agreement

**SOP** - Standard Operating Procedures

## Glossary & Acronyms

**SQL** - Structured Query Language

**SRO** - School Resource Officer

**STC** - Standards and Training for Corrections

**SWAT** - Special Weapons and Tactics

**TBD** - To Be Determined

**TOT** - Transient Occupancy Tax

**TREADD** - Traffic Re-education Against Drunk Driving

**USAR** - Urban Search and Rescue

**VHFHSZ** - Very High Fire Hazard Severity Zone

**VOIP** - Voice Over Internet Protocol

**VLf** – Vehicle License Fees

**VLP** - Volunteer Leadership Program

**VMS** - Variable Message Signs

**WAN** – Wide Area Network

**WLAN** – Wireless Local Area Network

**WMAN** – Wireless Municipal Area Network

**XFR** - Transfer