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MAYOR

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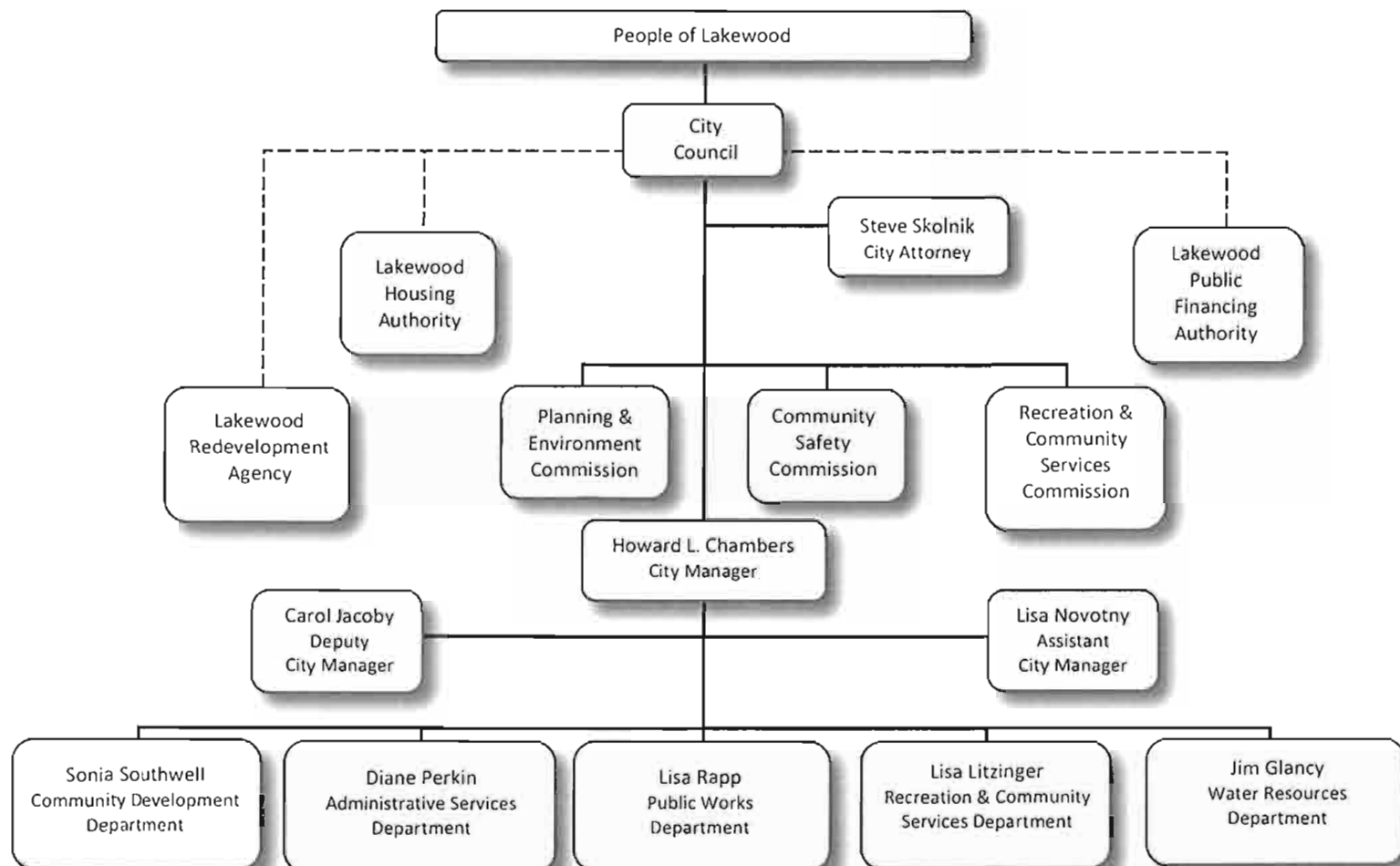
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# **INTRODUCTION**

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**The City of Lakewood**, with a population of 80,048, is located in southern Los Angeles County, 23 miles southeast of the City of Los Angeles.

The city is a residential community that includes a regional shopping center with 2.1 million square feet of retail area. Single-family detached homes comprise 82 percent of the housing units. By the end of the 1990's, Lakewood was 99.5 percent "built out," leaving very little of the 9.5 square miles of the city available for new development.

### **The Lakewood Plan**

In 1953, homeowners in the unincorporated Lakewood area, ready to take on the responsibility of managing their own city, rejected annexation by the City of Long Beach and sought to find new ways of operating a city at the lowest cost to residents. After a vote in 1954 that gave a strong majority for independence, the City of Lakewood was incorporated. When Lakewood became a city on April 16, 1954, it was the first California city to incorporate since 1939.

Lakewood's approach to local government has earned the City a special place in the history of American municipalities. The Lakewood Plan made Lakewood the nation's first contract city. By contracting with the County of Los Angeles and with private businesses for public services, Lakewood pioneered a model for local government that has been adopted by all but one of the cities incorporated in Los Angeles County since 1954 and more than a quarter of all cities in California.

Contract services represent about 41 percent of the City's operating budget. Lakewood contracts with private firms for trash collection, traffic signal maintenance, street lighting maintenance and street sweeping. By contract, Los Angeles County provides law enforcement, road repair, building inspection and civil engineering services.



**Increased public safety is one of the benefits of the Sky Knight program, a contract service provided by the Los Angeles County Sheriff's Department.**

Parks, recreation and cultural activities, community development programs, parkways, medians, water utility and general administrative services are provided directly by the City through the labor of 177 full-time employees and approximately 435 part-time employees.

The City-entrance signs reflect Lakewood's essential character as a community of homes, schools, parks, places of worship and commerce. Monument signs on the street medians, entrance signs to Lakewood and a unique sign on the Mae Boyar Park overpass on Del Amo Boulevard spell out *Times Change. Values Don't.*, and name Lakewood as *Sportstown USA* and *Tree City USA*.

The residents of Lakewood enjoy 13 parks, including the Lakewood Equestrian Center in Rynerson Park, totaling 204.45 acres. Passive and active lands zoned for open

space in Lakewood total 810.91 acres, equivalent to 10 acres per 1,000 residents, which is one of the highest ratios in the region.



**West San Gabriel Parkway Nature Trail**

Lakewood's West San Gabriel Parkway Nature Trail Phase II project was recognized with an Award of Excellence from the American Public Works Association, Southern California Chapter, and the California Park and Recreation Society.

In 2010 KaBoom!, a national non-profit organization based in Washington, DC, designated Lakewood a *Playful City USA*, one of only ten cities in California.

In recent years, the City's project oversight and fiscal management of the renovation of the Lakewood Sheriff's Station also was honored with an Award of Excellence by the American Public Works Association.



Lakewood was honored in 2009 as a "Most Business Friendly City" finalist in Los Angeles County by the Los Angeles County

Economic Development Corporation (LAEDC), for cities with a population over 60,000, based on the following criteria:

- Demonstrated commitment to economic development as a priority;
- Excellence in programs and services designed to facilitate business entry, expansion and retention;
- Economic development activity over the past three years;
- Competitive business tax rates and fee structures;
- Availability of economic incentives;
- Effective communication with and about business clients.



Lakewood strives to keep its citizens and residents well informed. The City's online service request system provides residents greater access to solutions for service needs. Lakewood residents also can subscribe to e-mail publications for City news.

City TV recently celebrated its 25<sup>th</sup> Anniversary. The City of Lakewood has earned over 195 first place awards in regional and national competitions. Over 1,900 programs have been produced for cable channel 31.



## **City Government**

Lakewood is a "general law city" operating under the California laws applicable to municipalities. The five Council members who govern the City are elected for overlapping four-year terms. The Mayor is selected by the City Council from among its members and serves in that special capacity for a one-year term. The City Council appoints a City Manager and a City Attorney.

In addition, the Council appoints the members of the Community Safety Commission, the Planning and Environment Commission and the Recreation and Community Services Commission.

The City Council also sits as the Board of Directors of the Lakewood Redevelopment Agency, the Lakewood Housing Authority<sup>1</sup> and the Lakewood Public Financing Authority.

### **The Budget Process**

Lakewood's budget represents more than a schedule of revenue and expenditure estimates. The budget is a planning tool, and although adjustments are expected as needs arise, the budget ultimately maps the City's activity over the course of the next Fiscal Year.

The 2011-2012 Proposed Budget continues the fundamental financial philosophy of the City of Lakewood:

- Providing municipal services at a level consistent with available resources
- Saving for unplanned events and emergencies
- Maintaining public infrastructure
- Utilizing private companies and other public agencies to provide greater flexibility and cost-effectiveness in the delivery of services
- Supporting and encouraging a strong, viable business community
- Promoting citizen volunteerism

The budget sets forth proposed operations and the estimated revenues for financing them in Fiscal Year 2011-2012.

Citizen satisfaction surveys, data from the City's computerized citizen request system, and monitoring recent economic trends and actions taken by County, State and Federal Agencies are all utilized in developing the Fiscal Year 2011-2012 budget and forecasting future years.

The budget process for Fiscal Year 2011-2012 began in January 2011 with the preparation of the budget calendar:

- ✓ January – Current year projections
- ✓ February – Expenditure estimates projected
- ✓ March – Revenue estimates projected
- ✓ April – Budget revenue and expenditure analysis
- ✓ April – Capital improvement projects budgeted
- ✓ May – Preliminary budget prepared
- ✓ June – City Council study session and adoption

### **Budget Guide**

The document is organized into the following sections:

- The ***Introduction*** describes the City of Lakewood and the budget process
- The ***City Manager's Letter*** summarizes revenues and expenditures, and sets forth the major projections and

economic and budgetary issues of the upcoming Fiscal Year

- **A *Summary of Funds* and *Summary of Appropriations*** are provided
- ***Projected Revenues*** are based on estimates provided by various consultants, State reports, and economic and political monitoring
- Proposed Expenditures are divided among the categories of ***City Operations, Water Utility, Capital Improvement Projects***, and ***Internal Service Funds***.

### Revenues

Fund accounting is the basis of Municipal accounting in California. Funds are used to separate the City's financial resources and corresponding obligations as required by law, or for effective managerial control. Funds are established to group revenues that have either restricted or unrestricted uses. The major funds used in this budget are:

- **General Fund** – Comprised of revenues that are not expressly restricted as to their use or require separate accounting.
- **Special Revenue Funds** – Restricted grant revenues from the County, State and Federal agencies are placed in separate funds to meet the requirements of the grant. The following are reoccurring funding sources:
  - ... **Gas Tax**– Restricted for street repair and maintenance projects
  - ... **Prop A and Prop C** – Restricted for transit purposes

... **Traffic Congestion Relief** – Restricted for air quality transportation projects

... **TDA Article 3** – Restricted for pedestrian, bikeways and handicapped accessibility projects

... **Community Development Block Grant, CDBG** – Restricted HUD funds for community development purposes

... **COPS and JAG Grants** – Restricted for public safety programs and activities

... **Litter Reduction and Used Oil Grants** – Restricted for the promotion of refuse recycling programs

... **Various Park Grants** – Restricted for the improvement of local parks

... **Housing Authority Fund** – Restricted for funding of federal housing grants

... **Business Development Fund** – Restricted to provide low-interest, low cost loans to local businesses.

- **Water Funds** – Primarily comprised of revenues generated through the water rate structure of the City's Water Utility.

### Appropriations

The operating budget is divided into four Sections – City Operations, Water Utility, Capital Improvements, and Internal Services. The City Operations Section is further divided by government function and are identified by the purpose of work performed – Legislative, General Government, Public



Safety, Transportation, Community Development, Health, and Culture and Leisure.

The standard classifications of expenditures are used. These classifications are:

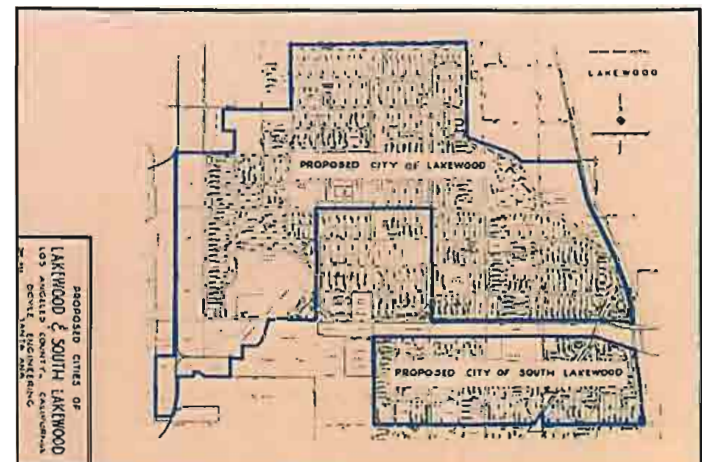
- **Employee Services** – Include regular and part-time employees, overtime wages, retirement contributions, benefits and employer costs
- **Contract Services** – Professional and specialized services performed by firms or persons who are not employees of the City
- **Supplies and Expenses** – Account for the operational costs that are not labor or contract services. These costs include maintenance and repair of buildings and structures, and utilities. The depreciation expense of fixed assets for the Water Utility and Fleet Maintenance Division. Office expenses and specialized supplies include postage, publications, office equipment maintenance, small tools, equipment for individual departments, uniforms and safety equipment. Meeting expenses cover travel to attend meetings of organizations of which the City is a member. This category also includes costs for lobbying efforts in Washington and Sacramento and miscellaneous training activities. Other Operating Expenses include insurance, membership dues, and the cost of groundwater replenishment and the purchase of reclaimed water
- **Interdepartmental Charges** – Include printing and reproduction services from the City's Print Shop and vehicle maintenance and fuel from the City's Fleet

Maintenance Division. Charges are allocated to departments by use tracked by work order systems

- **Equipment** – Includes Capital Outlay for machinery and equipment with a unit price of \$5,000 or more, and a useful life longer than one year, as well as non-capital equipment valued less than \$5,000 with a useful life greater than one year
- **Construction** – Includes Capital Outlay for construction contracts and materials.

The Proposed Appropriations reflect a spending plan, taking into consideration every contingency known at the time that the budget is being composed, and may be modified during the Fiscal Year by transfers or actions taken by the City Council. Proposed appropriations may not always be fully-spent during the Fiscal Year.

Estimated Actual Expenditures are staff's spending projections through June 30, 2011, and are calculated as of March 31, three months prior to year-end.





June 28, 2011

**City of Lakewood  
Lakewood, California**

Honorable Mayor and Council Members:

The proposed budget for Fiscal Year 2011-2012 is submitted for your consideration.

As presented, General Fund operating revenues and expenditures (*total appropriations sans construction costs*) are in balance.

Traditionally, the city has maintained a structural surplus equivalent to five percent of general fund revenues. This structural surplus has allowed us to maintain and improve the city's infrastructure such as streets, sidewalks, trees, and community facilities. Although there is no projected General Fund operating surplus in Fiscal Year 2011-2012, we are able to return to the practice of allocating the Lakewood Redevelopment Agency's loan payment to the city entirely to capital improvements and restoring General Fund reserves for future capital projects. General Fund reserves designated for capital improvements of \$1,020,788 are allocated in the proposed Fiscal Year 2011-2012 Budget for capital improvements. Additionally, an estimated \$591,682 of general funds designated in prior fiscal years for multi-year capital projects will defer to Fiscal Year 2011-2012.

The General Fund, over which the city council has discretionary authority, is extremely important in the provision of essential city services. A rainy-day reserve of approximately \$5 million is prudent and allows us to weather crises that the city might face in the coming fiscal year.

In an effort to present the proposed Fiscal Year 2011-2012 Budget in the context of our times, this letter is comprised of nine sections:

- Challenges
- National Economy
- State Economy
- Local Economy
- Economic Outlook
- Budget Focus Areas
- Budget Overview
- Reserves
- Recommendation

## **Challenges**

Recovered..., now what?

Cities across California start each day questioning how to provide basic services to their community in the wake of this post-recessionary economy that is sluggish at best. Added to this worry is the fallout from the recession of increased public scrutiny, concern regarding growing pension costs, and the Governor and Legislature's interest in taking cities' redevelopment funding.

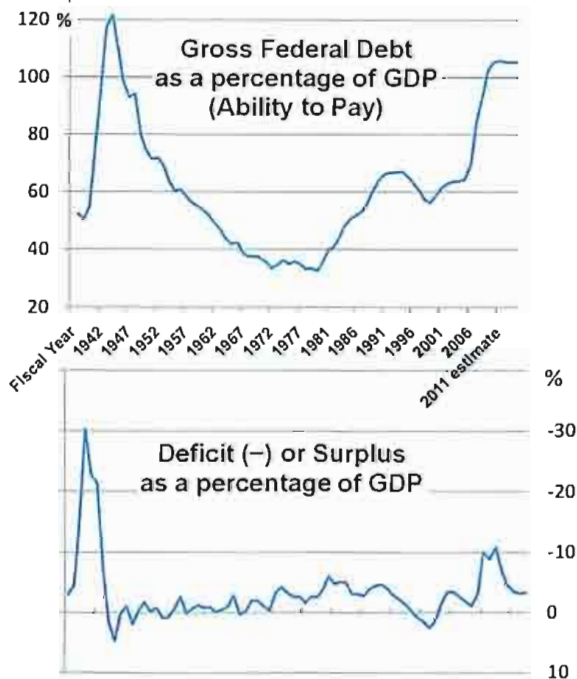
The challenges specific to Lakewood are the ending of Proposition A Recreation funds and the Litter Reduction and Recycling grants; Federal grants such as CDBG and JAG are at risk as well the state COPS grants; and the ending of redevelopment either through legislative actions or by time as the project areas reach the end of life. Over the next three years, the city will need to absorb at minimum \$1.2 million, to a maximum of \$2 million, in costs supported by these revenue sources.

## The National Economy

The economy is slogging along with an occasional glimmer of hope and many stumbles, and we are told that The Great Recession adjusted the economy downward to a new equilibrium, the "New Normal." Now that the fiscal crisis is over, long-term issues such as the nation's debt, budget deficits, trade deficits, anemic job and wage growth, and the protracted deleveraging of the excesses of the housing boom now compel the Nation's attention.

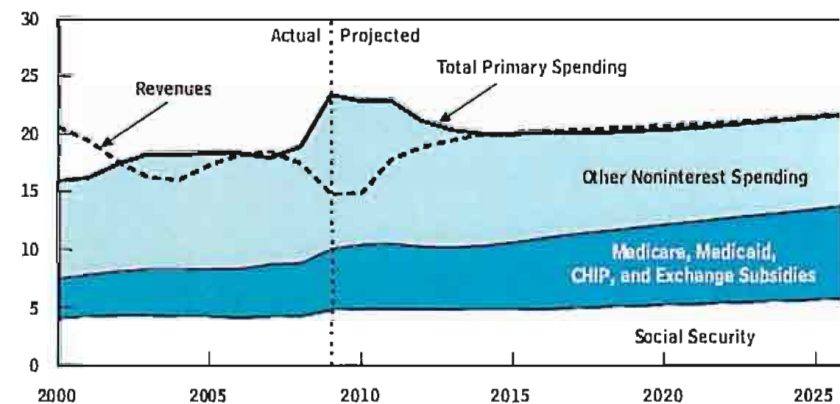
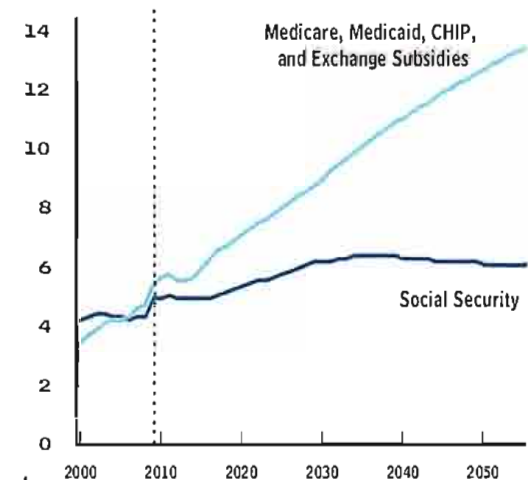
### Federal debt, deficits:

The national debt, also known as the public debt, when measured in dollars has soared and raised concerns of our Nation's fiscal solvency. However, when the debt is measured as a percent of the nation's gross domestic product (GDP), the value of the nation's income, the debt is high, but remains below levels reached in WWII. The nominal size of the federal annual deficits has also soared, but when compared to the nation's GDP, deficits are also far below the level reached in WWII. The federal deficits and cumulative national debt created by the Afghanistan and Iraq Wars, the bank bailout and the economic stimulus, although large, are not the source of concern; it is the long anticipated growing costs of

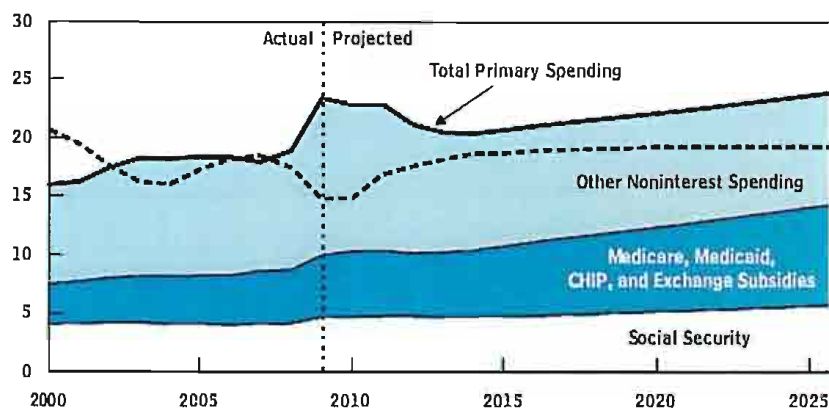


entitlements. The growth in costs of Medicare and Medicaid increasingly represent a disproportionate percentage of GDP.

In February 2010, Congress enacted an updated version of the budget enforcement procedures that were in effect in the 1990's. The purpose of the Statutory Pay-As-You-Go Act of 2010 is to ensure new legislation affecting revenues or mandatory spending does not increase the federal budget deficits. Under this current law, the Congressional Budget Office (CBO) chart below shows no deficit spending.



However, the CBO, recognizing that the Pay-As-You-Go outlook is unrealistic, prepared an alternative scenario that includes increases of Medicare payments to doctors and the extension of the 2001 and 2003 tax cuts to 2020.



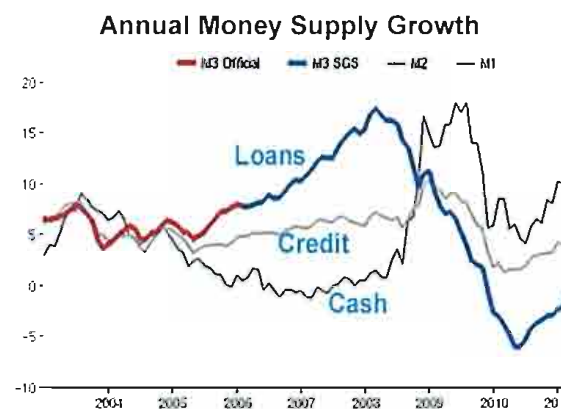
Under this scenario, Medicare and Medicaid are projected to start squeezing out other federal spending by 2020. How Congress and the Administration plan to resolve the Medicare-Medicaid insolvency issue will determine the magnitude of the impact on citizens, communities and businesses.

In addition to the public debt, there is the money that the government loans to itself each year. This money is in the form of Government Account Securities, and it comes from the Social Security Trust Fund. These loans are not counted as part of the deficit, since it is all within the government. Nevertheless, as the Baby Boomers retire, it will need to be paid back, and there is not yet an effective plan to do so.

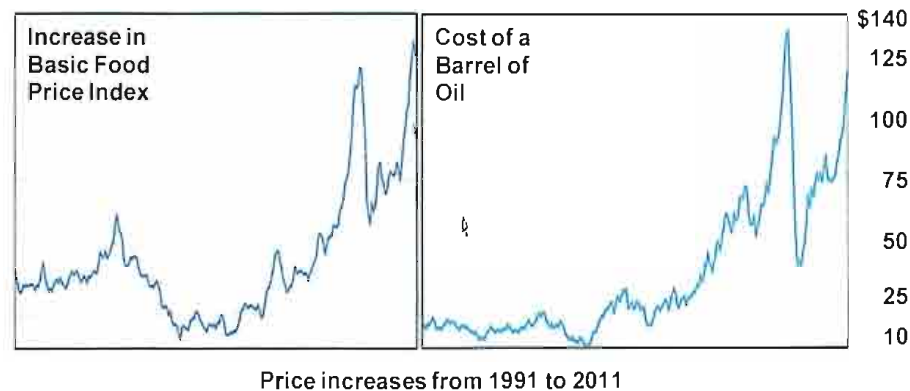
### Money supply and inflation

The actions of the Federal Reserve and Treasury of pumping money (liquidity) into the market have raised inflationary concerns. The concerns are based on the monetary policies of the late 1970's that resulted in rampant price inflation and economic stagflation, but also had the unintended benefit of reducing the Nation's debt. Although there is unease that the Federal Government might try to use inflationary tactics to reduce the public debt, this time

the Fed's injections of cash into the economy are barely replacing the liquidity provided by loans, resulting in level, low growth of the money supply. The adjacent chart shows how businesses, financial institutions and consumers moved dramatically away from lending and borrowing to holding cash.



The key factors in future inflation growth will be commodities, mainly food and petrol products. For the United States consumption of food and gas is a small percentage of overall spending. Food represents about six percent, and gas two percent of all U.S. consumption, so increases in these costs have a much lesser effect on inflation than in other countries.

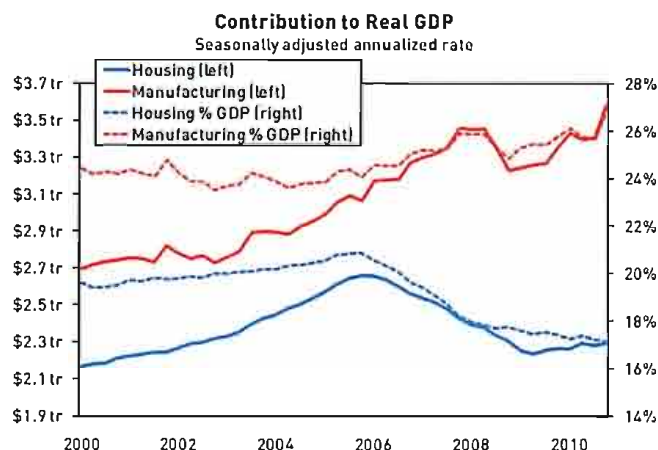


The result is that inflation is expected to be 3.3 percent in 2011 and 3.4 percent in 2012, and to remain well below four percent for several years.



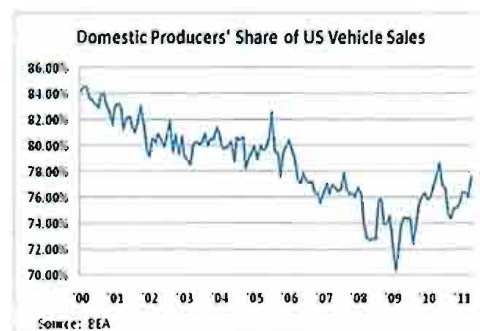
## Manufacturing, trade deficit and China:

The manufacturing sector's share of the GDP has boomed since the end of the recession. In measurement of GDP growth, manufacturing has filled the void left by the housing collapse. The manufacturing sector is also the main source of the recent productivity growth in the economy, which means making more with fewer people – so is no match to the housing sector in creating jobs.

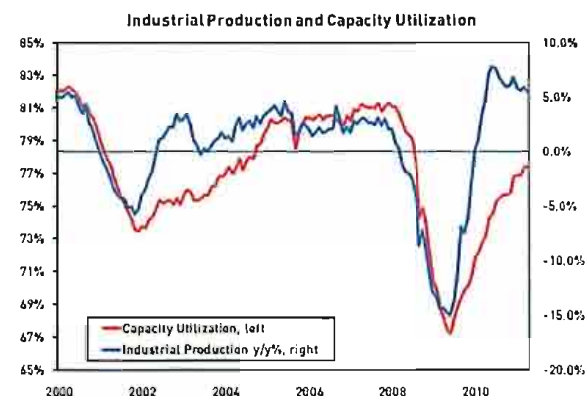


In fact, the manufacturing picture is dismal when measured in jobs. Housing lost three million jobs, manufacturing lost 2.8 million of which only 200 thousand have been recovered.

However, looking ahead suggests a level of profitability and competitiveness that the U.S. has not enjoyed in this sector for a very long time – and possible job growth.



There is opportunity for manufacturing productivity and competitiveness to continue to rise for some time while this industry sector takes up the slack in the underutilization of production capacity.



The peak of U.S. manufacturing employment was in 1979. Since then the number of manufacturing workers declined more than forty percent - largely due to China's ability to produce low-cost goods that Americans want.

The current trade deficit with China at \$252 billion is the largest in the world between two countries. This trade imbalance is brought about by China's commonly known low labor costs and its practice of pegging their currency, the yuan, to the dollar.

The long held advantage that China has in its lower standard of living is just now giving way to a new five-year plan by the Chinese government to promote domestic consumption of the goods it produces and to raise the Chinese quality of life. This five-year plan is complicated by China's practice of pegging the yuan to the dollar. Uncoupling this structure will likely slow the planned reforms beyond five years.

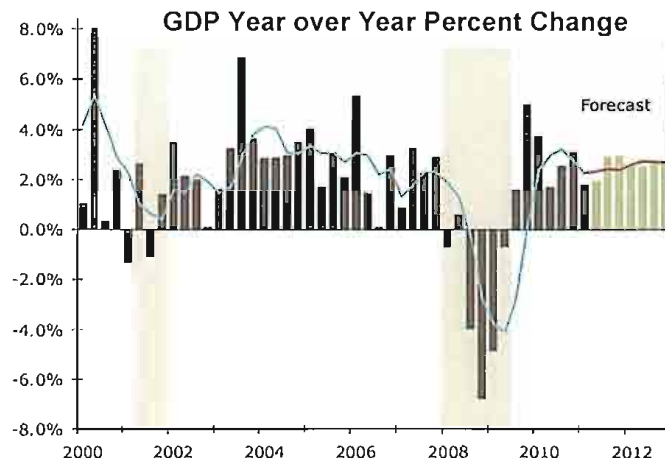
China sets the value of the yuan to other currencies which includes the dollar. When the dollar loses value, China buys dollars through U.S. Treasuries to shore up the dollar's value. This pegging of the yuan to the dollar in effect recycles the U.S. trade deficit through China and back to the

U.S. with the purchase of U.S. Treasuries that in turn help U.S. consumers with low interest rates and capital – and is called ‘China’s recycling of debt’.

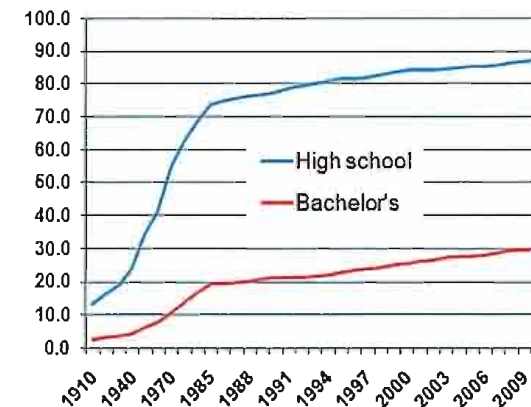
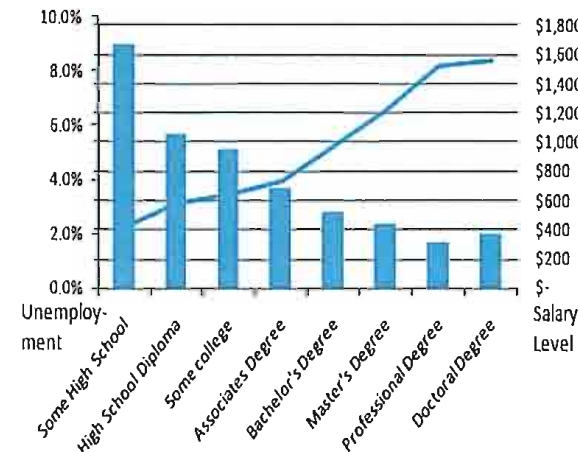
China’s promotion of domestic consumption and the subsequent fall in the purchase of U.S. Treasuries will be inflationary for the U.S. dollar. Then again, it is just as likely that as the Chinese standard of living increases and they purchase more domestic products, products made in China will reach price parity with U.S. products – resulting in an actual improved trade balance of goods (rather than the recycling of debt) and mitigated inflation.

#### GDP, jobs and education:

GDP for 2011 is projected at 2.4 percent and 2.7 percent for 2012. Personal consumption is expected to grow by a modest two percent, whereas business investment and residential construction are expected to see growth in the 11 percent range in 2012. Government spending is projected to decline both years by more than one percent. The projected overall rate of GDP growth is insufficient for the creation of jobs needed to achieve full employment (a five percent unemployment rate).



Increasingly, education is the primary factor in determining employability and salary attainment. In the following chart, the bars show the rate of unemployment in good times for those with some high school to those with doctoral degrees.



In difficult times, unemployment can exceed 15 percent for those with no high school diploma. The chart line represents the expected salary earnings.

In spite of the increase of college graduates as a percentage of the population, the highly skilled labor supply still falls short of domestic businesses needs to prosper and compete.

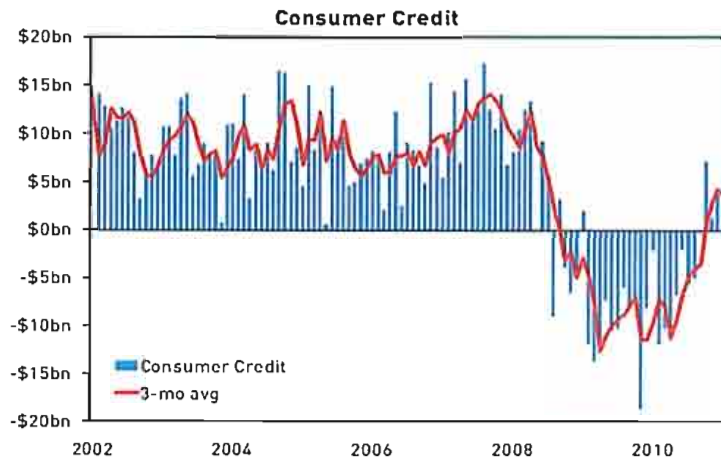
The education sector is also a large employer for many local communities.

Local governments lag in recoveries, and jobs in education likely will continue to decline with all government entities for the next two years.

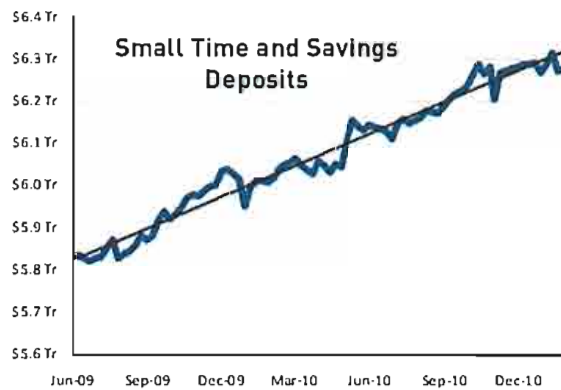
Unemployment is expected to remain stubbornly high for several years. The unemployment rate for 2011 is projected at 8.6 percent and 7.8 percent in 2012.

### Borrowing, saving and housing:

Consumer borrowing to spend fell severely in the past recession, and just recently consumer borrowing outpaced consumers paying down the balances of credit cards and other personal loans.



Likewise, the rate of savings increased substantially, and savings deposits grew eight percent over a two-year period.

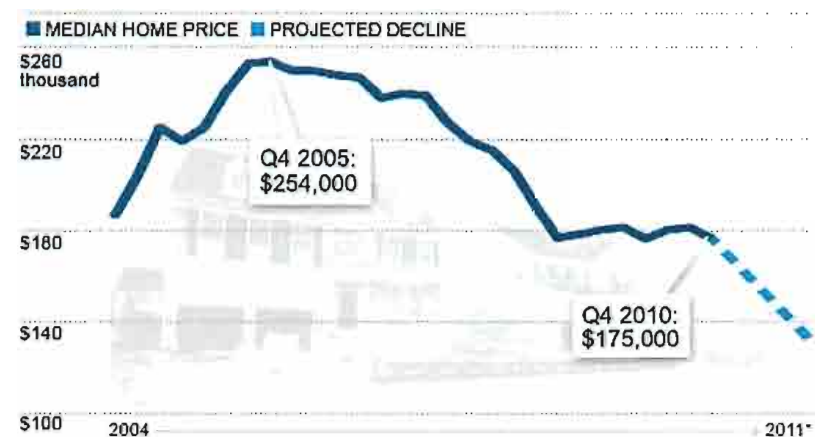


Initially, the increase in savings sharply curtailed retail sales. As the housing market failed to turn around, or even bottom-out, consumers shifted their resources from paying their mortgage to buying consumer goods. Millions of Americans have more money to spend by not paying their mortgage and staying in their homes for free for a year and a half, on average.

Homeowners are choosing to redirect their mortgage payment to pay off credit cards and other personal loans, and this has provided an unexpected support for consumer spending – known as the “squatter’s rent” effect.

The increase to income from withheld mortgage payments is an estimated \$50 billion in 2011, and the extra cash represents a boost to spending that is equal to half the savings generated by cuts to payroll withholding in the December 2010 bipartisan tax plan.

The turn-around in sentiment that Americans have toward owning or purchasing a home is evident in a recent survey where 54 percent of the respondents do not expect a housing recovery for at least three years. The housing market continues to weaken despite near record-low interest rates, and low prices, which are failing to boost demand after the expiration of last year’s federal tax credit for first-time homebuyers. As the 1.8 million properties that are currently in delinquent status or in foreclosure are added to the inventory of unsold homes, home values will likely fall further.





## The State Economy



Lessons from California, *The Economist* Special Report

*"How can a place which has so much going for it – be so poorly governed?"* *The Economist*

No state has suffered a greater reversal of fortunes than California. The range of the economic disaster spans urban centers and suburbs to the metropolitan areas of the state; and the statewide unemployment at 11.9 percent is far higher than the nation's at nine percent. Although the bursting of the real estate bubble hit the Golden State hard, many believe California should be doing much better given its natural advantages and vast human capital. From Stanford and Apple to Hollywood, California is a magnet for talent, which is why venture capitalists invest as much money in California as in all the other states combined.

Many blame California's governance with its initiative process brand of democracy. Through "ballot-box budgeting," voters tightened the fiscal straitjacket to where California now is unable to respond to economic shocks.

California's tax system — incomprehensible and highly volatile, relying disproportionately on income taxes and capital-gains taxes of the state's wealthiest residents — is also to blame. When times are good, taxes materialize; when times are bad, revenues disappear.

## Tides of Change?

*"For once, California's prospects seem better in the long term than in the short"* *LA Times*

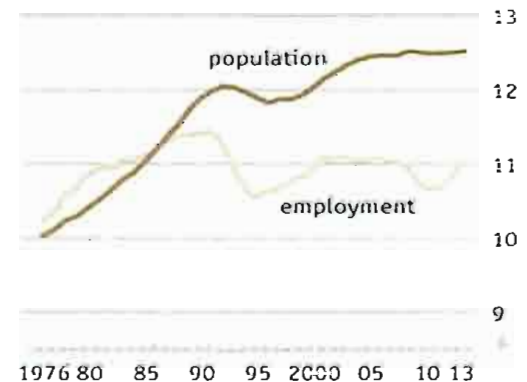
Californians are growing weary of the feast and famine nature of the Golden State. In 2010, Californians voted for constitutional reforms for an independent redistricting commission and open-primaries that could make politics more moderate and as a result, we hope, the legislature more effective.



## Employment, personal income and State revenues:

California's unemployment rate has risen sharply from a low in 2006 of 4.88 percent to 12.6 percent in March 2010. Currently the unemployment rate is 11.9 percent.

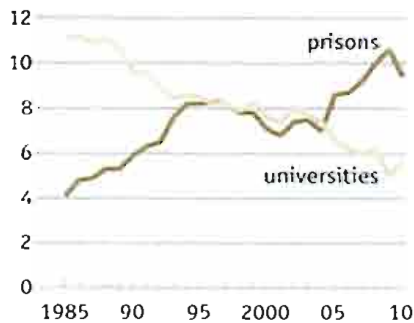
## California's % share of total US:



California's inability to employ its growing population has increased the state's social services and public safety costs.

Despite California business' needs for a highly educated work force, California has had to cut spending on education to pay for other voter approved measures. There is a concern that the degree of the decrease in state funds to education may prove to be short-sighted as the cost in providing social and correctional services to the unemployed and unemployable have increased.

**General fund spending on:**  
% of total



**School spending per pupil, 2010 prices**



Personal income and employment are expected to improve and fare much better post-2013, good news after the 2009 fall in personal income growth — the first since 1938.

	2009	2010	2011	2012	2013	2014	2015	2016
<b>California</b>								
<b>Percent change in:</b>								
Personal Income	-2.3%	2.5%	5.4%	3.8%	5.1%	5.7%	5.6%	5.7%
Wage and Salary	-6.0	-1.4	1.6	2.0	2.5	2.3	2.1	1.7
Employment								
Unemployment Rate (percent)	11.4	12.4	12.0	11.1	9.6	8.4	7.5	6.8
Housing Permits (thousands)	36	45	54	81	101	117	127	133

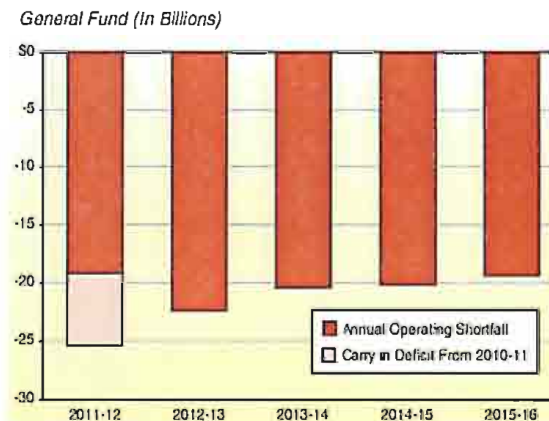
This increase in personal income is projected to result in higher tax revenues for the state. The "big three" taxes:

personal income, sales and use, and corporation taxes are all anticipated to rise.

	2009-10 Actual	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected	2014-15 Projected	2015-16 Projected
Personal income tax	\$44,852	\$51,869	\$54,191	\$56,643	\$58,236	\$63,051	\$64,871
Sales and use tax	26,741	26,770	24,440	26,226	28,077	29,429	30,572
Corporation tax	9,115	9,422	9,944	10,240	10,870	11,673	12,265
Subtotals, "Big Three"	(\$80,708)	(\$88,061)	(\$88,575)	(\$93,109)	(\$97,183)	(\$104,153)	(\$107,708)
General Fund taxes							

Although the economy and state taxes are expected to improve, California's budgetary shortfalls continue. In

#### Huge Operating Shortfalls Projected Throughout Forecast Period



January, the state's General Fund revenue trends showed a slight recovery, and when combined with the \$13 billion of budget actions already approved by the Legislature, the budget gap has been reduced to \$9.6 billion. The Governor's May Revise Budget

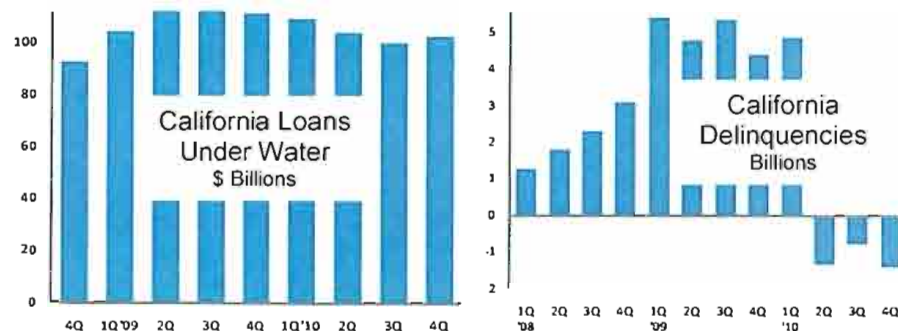
Proposal addresses this \$9.6 billion shortfall and leaves the state with a \$1.2 billion reserve at the end of 2011-2012.

Although the Governor's May Budget brings annual spending much closer in line with resources for the next five years, the Legislature still needs to take its required budgetary actions. The Legislature's consideration of the

Governor's budget proposal and alternative options can take months – even in the best of times.

### Housing:

Housing will remain the albatross hindering California's economic recovery. The wealth and jobs generated by the housing boom are lost, and left behind is an enormous inventory of homes that no one can, or wants to buy. Banks are unwilling to lend, home-owners are bailing on their mortgages, and the small number of prospective home buyers are waiting for home prices to hit bottom. The experts speculate three to up to ten years before the housing sector stabilizes.



The median price of an existing single family detached home in California in April 2011 was \$249,000. The bottom of the current cycle was \$221,000 in April 2009, while the peak was at \$484,000 in early 2007.

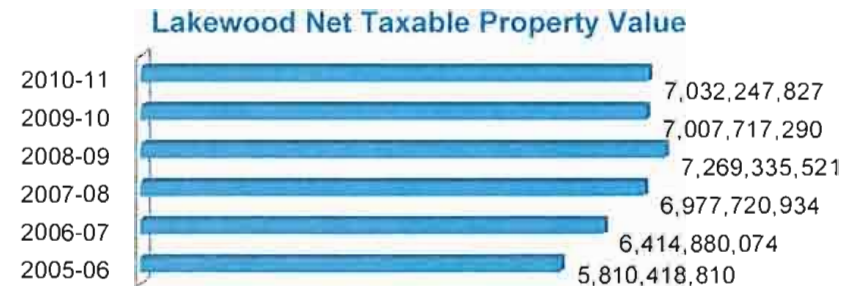
### The State budget and local governments:

The passage of Proposition 1A in 2004 and Proposition 22 in 2010 have secured local funding to the extent possible given the state's sovereignty over its local governments. The state's challenge to redevelopment will show the strength of our local control efforts.

## The Local Economy

The City of Lakewood's economic base is largely residential with six percent of the city zoned for commercial use. The city is a no-and-low property tax city, which means we did not assess a municipal property tax in 1978-79 that would have been folded into the tax base under Prop 13. We rely on a small 5.84 percent share of the county collections.

The total assessed valuation of real property in the city was \$7 billion for Fiscal Year 2010-2011, a 0.4 percent increase from the previous year.



The growth in the city's assessed value of 0.4 percent outpaced the county which declined by 1.7 percent.

### Assessed Property Values

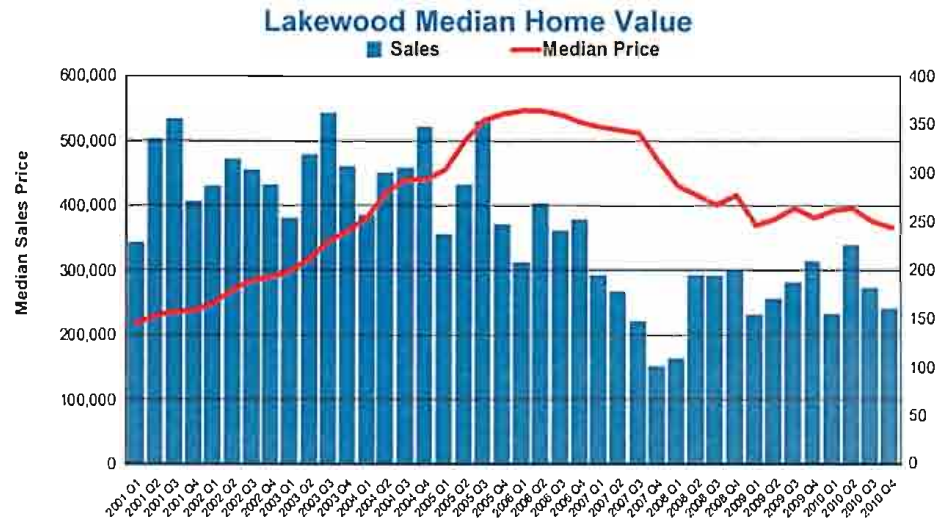
	2006	2007	2008	2009	2010	2011
Lakewood	10.6%	10.4%	8.8%	4.2%	-3.6%	0.4%
LA County	9.7%	10.6%	9.0%	7.0%	-0.6%	-1.7%

Seventy-eight percent of Lakewood properties were impacted by the negative CPI, and their tax assessments were reduced by 0.237 percent from 2009-2010 to 2010-2011.

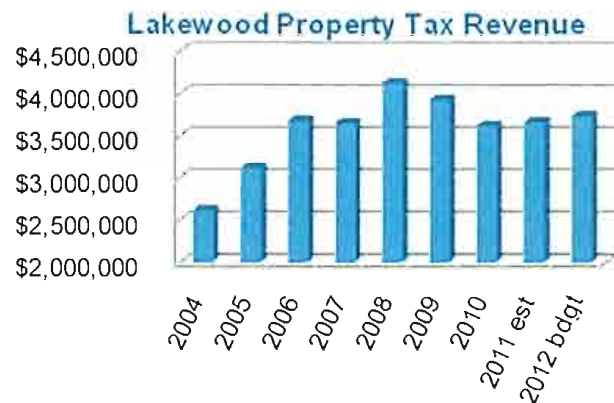
The decline in property values in 2009 triggered the 1978 Proposition 8 reductions where the lesser of the adjusted



base year value or market value is used for taxation. Reductions of an average 13.8 percent were made on 5.8 percent of properties due to Proposition 8 reviews.

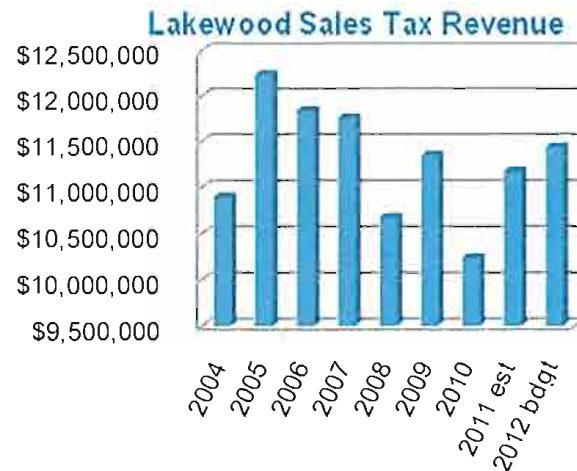


From 2004 to 2008, property tax revenues increased by \$1.5 million. Since 2008, property tax revenues have declined and in Fiscal Year 2011-2012 remain \$386,199 below the 2008 peak. Slow growth over the next two years is expected as homes change ownership at lower assessed values.



Since the approval of the 2004 Prop 1A and subsequent implementation of the "triple-flip," decreases in property tax valuation have a greater impact. Under the "triple-flip," vehicle license fee revenue growth is tied to property tax growth. Property tax in-lieu of vehicle license fees accounts for an additional 16 percent of general fund revenues. Overall, property tax related revenues are still lower from that received in Fiscal Year 2007-2008.

Sales tax revenues account for 26 percent of General Fund Revenues. Over 3,000 businesses (including home occupations) are located in Lakewood generating a projected \$11 million in sales tax for the city. The economic base of Lakewood is primarily retail and the city's "top twenty-five" retail businesses, as a group, produce 59 percent of the city's sales tax revenues.



Since its peak in 2005, sales tax revenue declined 18 percent. Sales tax revenue in the Fiscal Year 2011-2012 Budget is still six percent below the 2005 peak, a \$794,275 loss in general fund revenue.

However, sales tax revenues are expected to increase in Fiscal Year 2011-2012 over two percent from Fiscal Year 2010-2011, and this expected increase of \$263,975 is included in the proposed budget.

City revenues are also affected by changes in the commodity markets. The city's assessed utility users tax represents 8.5 percent of general fund revenues. The tax is assessed on communications, electricity, natural gas and water use. Natural gas prices have declined dramatically, resulting in a \$107,000 decline of natural gas utility users' tax revenues from what was received in Fiscal Year 2007-2008. The decline in natural gas prices has also affected the city's franchise fee collections. Natural gas franchise fees are down \$95,510 from revenues received in Fiscal Year 2008-2009.

Lakewood's employment rate depends on the regional job situation. A major employer in the region is the Boeing C-17 cargo jet plant with approximately 5,000 employees. In January, Boeing announced that up to 1,000 positions will be cut by late 2012. The Pentagon has stopped new orders, and Boeing plans to end production in mid-2013, though foreign orders could extend production beyond 2015. The \$250 million C-17 is used by militaries to haul vehicles, troops and supplies, and in relief efforts to ferry medical supplies, food, water and other relief items to disaster zones.

On a more positive note, after a 25 percent decline from

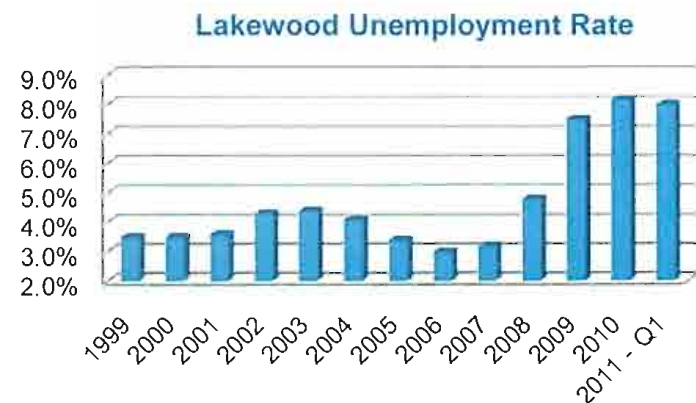


2007 through 2009, trade volumes through local ports continue to rise at a quicker-than-expected pace of 19 percent indicating that international trade, a major

source of jobs for our region, is recovering better than expected.

In 2009, the Legislature passed a \$500 million five-year program to counteract the financial incentives offered by other states to lure film production away from the Los Angeles County region by offering tax credits to a limited range of qualifying productions. In May 2011, the state Assembly voted to extend this incentive for California's entertainment industry for five more years to 2019. The California Film and Television Tax Credit Program enacted in 2009 has already helped keep \$2.2 billion in film and television production and 25,000 crew jobs in California.

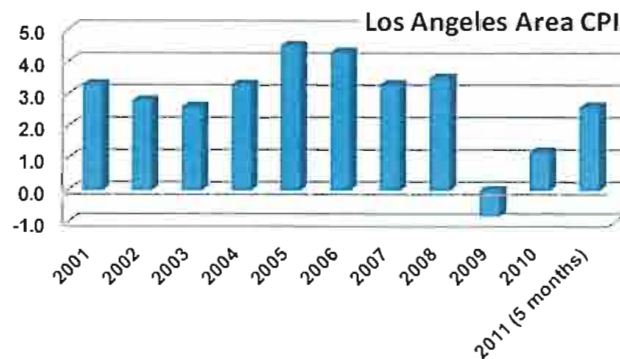
Employment in health services was the only sector that did not show a loss of jobs in the region. The growth was slight at 1.5 percent, but is expected to increase to three percent over the next two years. There are over 50 medical centers and hospitals in the region, which may have bolstered local employment numbers above the rest of the state.



Lakewood's unemployment rate remained at eight percent in the first quarter of 2011; far better than the state as a whole, but double the average rate Lakewood enjoyed in the past.

Major employers located within city limits are Long Beach Unified School District, County of Los Angeles, Lakewood Regional Medical Center, and various retail, automotive and home improvement businesses, as well as the city itself.

The April to April Consumer Price Index (CPI) for the Los Angeles, Riverside, and Orange County region was 1.2 percent in 2010, for the first five months of 2011 it was 2.9 percent, and is expected to remain relatively low.



### Economic Outlook

In 2011, the economy soured. Consumer sentiment is low, worn down by the nation's feeble economy and its fragility to any, and seemingly all, global events, the scarcity of jobs being overshadowed by booming stock markets and corporate profits, and the apparent lack of desire or ability by the White House and Congress to change the nation's course. Americans are suffering not a temporary setback, but a permanent reduction in their ability to develop their own and their children's capabilities. Americans' perceived dearth of opportunity will only be turned around by jobs and wage increases, and until that occurs, expect a very slow recovery.

**The recession was less calamitous than many feared; its aftermath will be more dangerous than many expect.**

The Economist

### Budget Focus Areas

The City of Lakewood has remained focused on what is truly important – the core functions of operating a city – resulting in a healthy community for residents and businesses. By keeping this focus, the city has built a large capital base that includes the entire inventory of city assets: streets, sidewalks, water system, trees, parks, community facilities and goodwill. The city's goodwill, cultivated through recreation, community services, public safety and economic development programs, creates the neighborly sense of community we all enjoy.

The following Budget Focus Areas highlight how we plan to carry on Lakewood's tradition of community investment.

#### 1. BUDGET FOR SUSTAINABILITY

The proposed budget for Fiscal Year 2011-2012 not only takes into consideration the continuing financial constraints faced in the budget year, but also the possibility of a slogging economy persisting into future years. Lakewood's long-term financial management practices include an analysis of all city assets and liabilities in a manner that puts resources to their best use and minimizes costs – specifically reoccurring costs.

The proposed budget continues the process of identifying the full cost of services and aligning costs to corresponding revenues. Refuse and water consumption rates take into account all costs, and the city's building and safety fees for services provided by the county will now be set at the county rates to cover the county provided inspection costs. Overhead costs of 18 percent for processing building and safety permits is proposed to be added in the 2012 fiscal year for an estimated \$113,000 in new revenue to cover the full cost of providing the service.

The city has taken great care of its physical assets. City streets, buildings and infrastructure are in good repair. Although difficult to quantify, there is a definite annual operational savings realized because these city assets are less likely to break, degrade or malfunction.

We are examining the city's fiscal relationship with the Lakewood Redevelopment Agency. The redevelopment project areas are reaching end-of-life and combined with the Governor's belief that he can redirect these funds to the state, changes the status of the Lakewood Redevelopment Agency's ability to share in the costs with the city in providing economic development services. Currently, the agency provides \$1,350,560 for project area administration (includes overhead), and \$792,850 for the administration of the housing program.

Other sources of revenue are also coming to an end. The annual Proposition A Recreation funds of \$190,000 that are used to reimburse the city for hiring at-risk youth is expected to conclude in Fiscal Year 2013, as well as the Litter Reduction and Recycling grants. The Cable Subscriber Fee used by the city for public, educational and government access purposes the city's CATV channel will change to one percent of gross revenues of the state video franchise holders serving Lakewood.

## **2. KEEP LAKEWOOD SAFE**

The city utilizes a comprehensive approach to keeping Lakewood a safe place to live and work. The methods employed are prevention and education, law enforcement and detective services, and emergency preparedness and response.

Preventive services and educational events to enhance neighborhood security and public health include:

- Neighborhood Watch
- LAND, Lakewood Apartments Nuisance Deterrent program for rental property managers
- Business Watch, a crime-fighting program for small business owners
- STAR Deputy, a youth health education program
- Public Safety and Bike Expo, an annual pre-summer event stressing bike safety
- Street lighting and citywide graffiti removal program
- Live Scan fingerprinting at the Community Safety Center inside the mall to provide fingerprinting services for residents for job clearances at schools and municipalities, as well as state and federal agencies
- Illegal fireworks annual educational campaign.

Law enforcement and detective services to preserve the peace include:

- The city's contract with the Los Angeles County Sheriff Department for law enforcement services.
- Special Assignment Officers, who are team leaders and work "hot spots" within the city by adjusting their schedules to meet public safety needs.
- A city-deployed a part-time fingerprint technician. Lakewood is one of the few cities where law enforcement routinely lifts prints from non-violent crime scenes.
- Sky Knight helicopter patrol providing ground unit support for emergency calls.
- COPS grant funds used for two park deputies over the busy summer months.
- Lakewood's Nuisance Property Abatement Team attends to resolving severe property violations when



accompanied by criminal activity. Justice Assistance Grant (JAG) funds offset the cost of a special assignment officer on the City Abatement Team.

- Other enforcement programs including, bike patrol, parking control and animal control.

Emergency and disaster preparedness and response include:

- The city's "community resource command vehicle" – an Emergency Operations Center on wheels – which is equipped with a dispatch center, conference rooms, satellite telephone communications system, interoperable radios linked to all emergency agencies, and computers to handle a full range of emergency operations and coordination.
- The city having met training requirements mandated by federal Homeland Security Presidential Directive-5.
- City workforce being fully certified in the National Incident Management System.
- Lakewood's *Survive for 7* program guide residents on how to prepare for an emergency.
- City-operated Reverse 911 system to inform residents and businesses of the emergency.
- The city's CERT program to teach area residents how to prepare, respond and cope with the aftermath of a disaster.

Knowing the importance of providing a safe environment for the community to prosper, the proposed Fiscal Year 2011-2012 Budget continues the full funding of public safety programs and services, which represents the city's largest allocation of funds.

### **3. HIGHLIGHT GOVERNMENTAL TRANSPARENCY**

Lakewood has, for more than 30 years, communicated with residents about all aspects of civic life. Lakewood

promotes its long tradition of communicating regularly with our residents about city government and civic life through detailed print newsletters, e-newsletters, city website, cable TV programs and many public gatherings.

Because of problems in some government agencies, transparency has grown in importance. The proposed Fiscal Year 2011-2012 budget includes funding to disseminate Lakewood's fiscal information as now required by the State Controller, as well as our own supplemental materials to complete Lakewood's story of its financial and programmatic efforts and goals.

We will also continue to explore how we can make it even easier for the residents and business community to communicate and interact with the Lakewood city government.

### **4. PRESERVE NEIGHBORHOOD QUALITY OF LIFE**

Lakewood is a community of well-kept neighborhoods. The streets are in excellent condition, swept clean and free of potholes. Sidewalks are lined with mature and young trees, local parks are manicured and safe, and homes are in good repair.

The proposed Fiscal Year 2011-2012 budget includes funding for the following:

- Local street maintenance. Providing well-maintained local streets for Lakewood residents will always be a local government priority. The city's proactive paving program began in 2000. Since the program's inception, close to 96 percent of residential streets have been resurfaced with rubberized asphalt providing long lasting durable roadways throughout the city — including every street in Lakewood east of the San Gabriel River. Prop C, Measure R, TDA and



Community Development Block Grant funds are allocated in the proposed Fiscal Year 2010-2011 Budget to continue the city's investment in its street resurfacing and sidewalks.

- Provide passive and active parks. The Fiscal Year 2011-2012 Budget includes funds to upgrade our award-winning city parks. CDBG funds are budgeted to upgrade the Biscailuz facility and for the Bloomfield Outdoor revitalization project.
- Tree planting efforts — maintaining the Lakewood tradition as a Tree City USA. The National Arbor Day Foundation has named Lakewood a “Tree City USA” every year since 1982.
- Mitigating storm water pollution. Mandated by the State's Water Quality Control Board, Lakewood implemented a citywide “no parking during street sweeping” program. The program has ensured all Lakewood streets are swept clean each week by requiring all vehicles be moved off the street on street sweeping day.
- Lakewood's Nuisance Property Abatement Team (includes the city prosecutor). This team attends to resolving severe code violations, as well as locations where property violations are accompanied by criminal activity.
- Commitment to excellent water quality and providing a reliable water supply. The city's water utility provides service to about 80 percent of Lakewood. The Department of Water Resources has the responsibility for running the utility, providing water quality assurance, maintaining equipment, funding capital improvements, and to be prepared to respond to an emergency. Water Resources routinely replaces water mains, service lines and fire hydrants, which is part of the overarching plan to replace old

undersized water mains, which will increase fire-fighting capabilities and improve water quality. Allocated in the proposed Fiscal Year 2011-2012 Budget are funds for the water main replacement program, rehabilitation of Plant #13, and for the installation a treatment facility at Well #22.

## **5. FOSTER A SENSE OF COMMUNITY**

Lakewood has long recognized the value that a positive sense of community has on the overall well-being of its residents, business owners, and the citywide workforce. The city fosters this positive sense of community by providing opportunities for public involvement through recreation, community and social events, and volunteerism.

The Recreation and Community Services Department offers a wide array of classes, activities and programs to the community. In addition to the more than 1,500 contract classes and programs conducted throughout the year, the city offers aquatics programs, sports leagues, camps, park activities and an annual series of community events.

*Sports Illustrated* named Lakewood “Sportstown USA” in 2004 recognizing the city's sports programs as the best in California, and in 2010, KaBoom!, a national non-profit organization based in Washington, DC, designated Lakewood a *Playful City USA*, one of only ten cities in California.

In addition to the 13 parks and two community centers scattered throughout the city, the city preserves a two-mile West San Gabriel River Parkway Nature Trail located adjacent to Monte Verde Park. The trail features numerous native and drought resistant trees, shrubs and wildflowers that provide habitats for various songbirds, butterflies and small animals. The city also operates two community pools located at Mayfair and Bolivar parks.

Community events offered throughout the year include:

- Lakewood Civic Center Block Party, an early summer family entertainment, food and fireworks event
- Summer Concerts in the Park, a summer series
- Patriot Day, a September 11<sup>th</sup> commemoration
- Halloween Carnivals, at eight park locations
- The Lollipop Lane, a holiday craft boutique
- The Pan American Fiesta, a three-day May event
- Lakewood Youth Sports Opening Day & Public Safety and Bike Expo, a start-of-summer event

The Centre at Sycamore Plaza is a multi-purpose banquet facility for groups ranging in size from 10 to 500. The Centre's beautiful interior décor, as well as its outdoor plaza area, make it a highly desirable locale for many users ranging from recreation classes and small community meetings to large corporate functions and private events.

Many volunteer opportunities are provided by the city. Although we can tally the hours volunteered, the value to the community provided by the city's many volunteers is immeasurable. These volunteers who help make Lakewood a better place to live are recognized as the cornerstone in maintaining the quality-of-life programs that make Lakewood uniquely charming. Lakewood Youth Sports coaches volunteer over 10,000 hours annually. Lakewood's enthusiastic teens volunteer over 7,000 hours each year, and senior programming volunteers give over 25,000 hours annually.

The proposed Fiscal Year 2011-2012 Budget allocates funds to continue these highly successful programs — a quality truly distinctive of Lakewood.

## **6. PROMOTE ECONOMIC VITALITY**

The city continues its collaboration with the business community to encourage commercial development and opportunities to rejuvenate existing businesses in Lakewood and provide our residents with both convenient shopping and employment opportunities.

In Fiscal Year 2011-2012, the city will see the addition of a 24 Hour Fitness and Sports Authority at the mall, the opening of a Sprouts Farmers Market and completion of development at the northwest corner of Woodruff and Carson (Carwood West Shopping Center), the development of the Gordon Ranch Plaza, the construction and opening of a new WinCo supermarket at the southwest corner of Downey and South, and construction of the Boeing Douglas Park Project.

The proposed Fiscal Year 2011-2012 budget allocates the funds necessary to continue the city's exemplary level of service that has been so highly praised by developers and business owners.

## **7. SUPPORT A CARING COMMUNITY**

Lakewood continues to focus on the preservation of the city's homes, most of which are now more than 50 years old, and programs that support our residents in need. The proposed Fiscal Year 2011-2012 Budget allocates funds to assist low and moderate-income families, the disabled and medically fragile, and seniors in our community.

The Fix Up/Paint Up program offers grants of up to \$3,000 in exterior repairs for elderly and disabled residents who cannot attend to the property upkeep themselves. The Home Improvement Loan program makes major repairs possible by lending up to \$18,000 for home improvements to eligible homeowners. Both of these home renovation programs will

continue in Fiscal Year 2011-2012. Also included in the proposed budget is a continuation of the city's neighborhood improvement program. This program utilizes housing set-aside funds to acquire troubled properties needing renovation and contract with developers to construct new market-rate and affordable housing in the community.

Utilizing Community Development Block Grant (CDBG) funds, the city supports and partners with the local organizations listed below to provide in-home care and counseling assistance to those in need:

- Community Family Guidance
- Human Service Association
- Lakewood Meals on Wheels
- Pathways Volunteer Hospice

Also noteworthy is the city's successful and rewarding practice of encouraging staff involvement in these programs. Many city staff volunteer in these programs and are largely involved in their success. CDBG funds are also used to provide city-operated adaptive recreation programs. These programs range from locally based to involvement at the National level, such as, Special Olympics.

The city also utilizes contract services to provide an innovative program designed for Lakewood's baby boomer population, "Nifty after Fifty." The program is offered at the Burns Community Center and offers fitness and wellness opportunities for anyone age 50 and over.

Project Shepherd provides holiday assistance to Lakewood residents in need. Community organizations, businesses and residents contribute food, toys, clothing and monetary support. Over 500 families annually received assistance in the past two years. This program also provides assistance

throughout the year by providing support in the purchase of food, payment of essential utility services and clothing.

Volunteer Day is a collaborative event held each spring where a diverse collection of service groups, city staff and members of the community work together to fix, clean, or paint selected work sites in the city for homeowners who are physically or economically unable to on their own. This year, over 30 sites ranging from homes to public facilities were attended to and repaired by hundreds of volunteers.

The city also provides support for those in immediate danger or crisis through Su Casa Family Crisis and Support Center.

#### **8. SECURE FISCAL RESOURCES: LOCAL, STATE AND FEDERAL**

Lakewood staff is encouraged to readily take the steps necessary to acquire new and retain current funding sources.

New funding possibilities include various one-time competitive grants and on-going block grants. These grants fund public works projects, park and recreation facilities, and public safety, transportation and housing programs.

In Fiscal Year 2011-2012, the prolific funding of federal stimulus grants has ended, and even long-standing grants such as the Community Development Block Grant (CDBG) funds are being whittled away as the White House and Congress endeavor to balance the federal budget. Even so, we continue to apply for new funding sources to bolster park improvements and street repair – two of the remaining grant sources that are still providing new funding.

Much of the city's current funding sources are subject to federal and state impacts. The revenues that are at risk

include local taxes such as the communications utility users tax, vehicle license fees, property taxes, sales taxes and other state subventions. To lessen the risk, Lakewood joined the coalition of local government, transportation, business, public safety, labor and public transit leaders in passage of the Local Taxpayer, Public Safety and Transportation Protection Act of 2010. The measure was designed to close loopholes to prevent the state from taking, diverting or borrowing local government, transportation and public transit funds.

Redevelopment property tax increment is another local revenue often targeted by the state. A 2009 court case decision protected redevelopment funds, but this victory was short lived as the court in a second decision in 2010 upheld the state's authority to redirect redevelopment funds from cities. In Fiscal Years 2009-2010 and 2010-2011, the state took \$2 billion in local tax increment from local agencies, a \$3.9 million loss for Lakewood. We joined the California Redevelopment Association to appeal this decision and to support legislation that will keep redevelopment in place. Redevelopment funds serve the city in fostering local economic development and correcting blight.

#### **9. HOLD ON TO LOCAL AUTHORITY**

The city remains very active in Sacramento's legislative process to protect local jobs, land use and redevelopment authority, and assure that local revenues are protected and state takeaways stopped. The proposed Fiscal Year 2011-2012 Budget allocates funds for council members and city staff to continue engaging our legislators and members of the Governor's staff to ensure minimal impact on cities and our residents, and to protect local authority in determining what is best for the Lakewood community.

The City of Lakewood prides itself in the neighborly and family-oriented character of the city. So we find it alarming that over the past decade many bills passed into law that prevent cities from determining development within their own borders. The city has a strong tradition of making practical and positive change to preserve the quality of life for our community that also benefits the state. Retaining the city's right to make local land use decisions allows Lakewood to act in a manner that is both compatible with state goals and complementary to our community's character.

To rectify budget or cash flow problems state legislators repeatedly author laws that shift municipal revenue to the state. At various times, the state has borrowed, taken, or raised revenue on the shoulders of local governments to backfill the state's structural deficit. Property tax is often the local revenue that is shifted and easiest to justify by the state legislature given the impacts on state revenues of the 1973 Proposition 13 and the 1988 Proposition 98.

Lakewood residents and business owners have repeatedly joined with the city in our efforts to hold on to local authority, and again demonstrated this partnership in the 2010 Proposition 22 signature campaign. Of the 1.1 million signatures submitted to qualify the Local Taxpayer, Public Safety and Transportation Protection Act of 2010 for the state ballot, Lakewood garnered more signatures than any other city.

#### **10. PROTECT THE ENVIRONMENT**

The city provides curbside recycling and automated refuse collection with the use of alternative fuel trash trucks. The refuse collection program provides residents with trash and recycling carts, and unlimited green-waste disposal. The city's recycling program in the past year has diverted from landfills over: 2,059 tons of street sweepings, 27 tons of

televisions, monitors, computers, and other e-waste, 7,700 tons of green waste, 36,800 gallons of oil, 848 tons of mixed waste fiber paper, and 62 tons of Christmas trees. The proposed Fiscal Year 2011-2012 Budget allocates funds to continue the city's recycling programs. Additionally, we are finalizing two measures— a construction and demolition ordinance, and a fats, oil, and grease (FOG) ordinance — in an effort to free these substances from landfills and drainage systems. We are developing public education materials that will include the storm water and FOG programs for Lakewood residents and businesses.

The city itself is "green." The city has incorporated "green building" features by use of sustainable materials, energy efficiency, and the recycling of demolition debris into all its construction plans. We utilize clean fuel vehicles to cut greenhouse gas emissions and use recycled tires in street repairs that have kept old tires out of landfills. Nearly 96 percent of city streets, both neighborhood streets and local highways, have been repaved using rubberized asphalt.

In 2008, solar panels were installed on one of the water storage tanks at the Arbor maintenance yard. The panels provide energy to run the water storage facility's booster station during daylight hours, reducing the use of electrical energy during periods of peak demand and peak time of use rates. For this undertaking, the city received a \$711,000 rebate from the California Solar Initiative Program, which will be paid to the city over five years. In Fiscal Year 2011-2012 a solar panel project for the water facilities yard is proposed that will generate electricity to run the run the Arbor Maintenance Yard offices and operational buildings.

In Fiscal Year 2011-2012, Water Resources implemented a rebate program for our residents when they purchase and install water efficient sprinklers, or plant water-wise

landscaping. Water Resources is also working with the Lakewood Center to showcase a water conservation garden. The garden will highlight drought resistant plants, water conservation planting and watering methods and equipment.

## **Budget Overview**

The following overview highlights the major sources and uses of the city's resources in the proposed Fiscal Year 2011-2012 Budget, and makes comparisons to Fiscal Year 2010-2011 expected revenues received by year-end.

### **Revenues**

General government operating and capital revenues total \$47,332,110 for Fiscal Year 2011-2012.

Major sources for the city's revenues are as follows:

- **Property taxes** – Revenues are projected at \$3,909,384, a 5.2 percent increase from the prior year.
- **Sales tax** – Lakewood's share of the uniform state sales tax is the city's largest revenue source, estimated at \$11,446,433, an increase of 2.3 percent.
- **Utility users' tax** – The utility users tax is levied at three percent. For Fiscal Year 2011-2012, the amount is projected at \$3,607,058, an increase of 3.2 percent.
- **Franchises and business licenses** – Annual franchise and business license taxes are projected at \$1,768,951. This includes franchise fees to support CATV.
- **Refuse collection and disposal fees** – Current service charges to customers. Revenues are projected at

\$4,750,000. This revenue directly offsets the costs of the city's solid waste contract and related overhead.

- **Special public safety charges** – Revenue reimbursements to Lakewood for the Sky Knight program from two neighboring cities are estimated at \$254,678 and other public safety services at \$478,000.

- **Recreation fees** – Fees for recreation classes, programs, and sports programs are projected at \$989,363. These revenues partially offset recreation operational costs.

- **Building permit fees** – Fiscal Year 2011-2012 construction permits and plan check fees are estimated at \$1,008,643, a 2 percent increase.

- **State subventions** – state-collected local taxes (subventions) are estimated at \$9,222,153. The largest of these are motor vehicle in-lieu at \$6,635,971 and state gas tax and traffic congestion relief at \$2,227,204.

- **Federal grants** –

CDBG	\$653,075
JAG	\$36,115
Housing Authority <sup>1</sup>	\$1,450,000

- **State grants** –

COPS	<i>pending</i>
Litter Reduction	\$5,000
TDA	\$33,468
Used Oil	\$35,137
Beverage Recycling	\$175,168

- **County and other agency grants** –

Measure R	\$714,050
Prop A Transit	\$1,122,066

Prop C Transit	\$930,724
AQMD	\$95,000
Prop A Recreation	\$191,918

## **Appropriations**

General government and water enterprise operating appropriations total \$55,168,105 for Fiscal Year 2011-2012.

- **Personnel expenses** – Personnel costs comprise 34.5 percent of the proposed operating budget for Fiscal Year 2011-2012. In the past 20 years, Lakewood's workforce has decreased by four and is now at 177 positions in Fiscal Year 2011-2012. No new positions are proposed in this budget. Lakewood's outstanding employees have provided dedicated service to the city during both difficult and less challenging economic times.

- **Contract services** – Approximately 42 percent of the operating budget reflects contract services.

Major contracts for Fiscal Year 2011-2012 include law enforcement by the Los Angeles County Sheriff's Department \$8,997,950, refuse disposal and collection \$4,247,575.

Other contracts include street lighting maintenance \$661,000, street sweeping \$619,000, tree maintenance \$517,000, IT computer services \$495,000, Sky Knight \$387,740, building and safety inspection \$334,150, and animal control \$283,245.

- **Supplies and expenses** – This general classification of expenses represents 19.5 percent of the Fiscal Year 2011-2012 operating budget. The largest expenses are utilities \$1,392,498 and insurance costs for liability, property,

earthquake, and workers' compensation and unemployment programs at \$1,166,478.

- **Interdepartmental services** – These are services provided by the city's Print Shop and Fleet Maintenance and Geographic Information System (GIS). Costs are collected in internal service funds and allocated through work orders and, in the case of GIS, costs are allocated on estimated usage. These services comprise one percent of the budget. Print Shop operations are expected to cost \$397,038. The fleet maintenance costs are budgeted at \$959,875. GIS costs are budgeted at \$94,737.

- **Capital equipment** – Appropriations for vehicles are designated in an equipment replacement fund with the purpose to replace equipment that is unsafe or no longer serviceable.

#### **Capital Improvements**

Capital improvements are considered apart from the city's operating budget. Capital improvement projects typically involve various funding sources, large outlays and cover multiple years.

Multi-year capital improvement projects totaling \$9 million are slated for Fiscal Year 2011-2012, of which \$4.5 million are projects continuing from prior years.

Park and facilities projects include: Bloomfield Park outdoor revitalization; Biscailuz and Monte Verde Park facilities improvements; hardscape repair at Del Valle and Bolivar Parks, and other locations throughout the city; re-roofing at the Youth Center and Nye Library; refurbishment of Centre facilities; fire, security system, sports lighting and fencing improvements are on-going throughout the city; roofing and paint at the Nixon Yard garage and construction of a covered

storage bay for equipment, and various small projects that attend to potential health and safety matters.

Public right-of-way projects include: Cherry Cove and Paramount Blvd. resurfacing; local street and alley resurfacing; traffic signal modifications and improvements; and new slotted cross gutters.

#### **Water Fund**

Water utility operating revenues are projected at \$9,277,204 for Fiscal Year 2011-2012. Of the total revenue, reclaimed water sales are forecast at \$225,000, and the solar panel energy rebate is \$142,283.

Water utility appropriations are proposed at \$8,598,052 for operational costs and debt service, which includes water replenishment of \$2,037,312 and \$500,000 in electricity costs for pumping water. The water utility capital improvement budget is \$6,391,866 for Fiscal Year 2011-2012. Water utility capital projects include: Arbor Yard building painting and solar array; Phase 5 and 6 water main replacement; the completion of Well #22 treatment facility, Plant #13 rehabilitation project, and Plant #22 solar array; and upgrade of the SCADA computer system.



**Expenditure Limit**

Article XIII B of the California Constitution limits the expenditures from the proceeds of taxes. These expenditures may increase over the prior year in the same percentage as inflation and population changes. Grants and non-tax revenues are exempt. The preliminary budget is 63 percent of the expenditure ceiling.

**Reserves**

The city has maintained a structural surplus to fund the city's capital improvement program. This surplus has ranged from over ten percent of revenues to a deficit of close to four percent depending on the capital projects funded in that particular year. On average, the structural surplus is five percent of General Fund operational revenues. The primary source of funds to create the structural surplus is the Lakewood Redevelopment Agency's annual interest payment to the city.

The Fiscal Year 2011-2012 Budget calls for the use of General Fund reserves of \$1,020,788 for capital projects, which is proposed to be added to the projected \$591,682 in allocations for capital improvements made in prior years that are continuing into Fiscal Year 2011-2012, as many of the capital projects are multi-year.

**Recommendation**

It is respectfully recommended that the City Council hold the public hearing on the budget, and adopt the presented budget as the city's Financial Plan for Fiscal Year 2011-2012.

Respectfully submitted,



**Howard L. Chambers**  
**City Manager**

1. Per Resolution No. 2010-15, the City Council of the City of Lakewood approved the voluntary transfer of Section 8 Housing Choice Vouchers and corresponding budget authority from Lakewood Housing Authority to the Housing Authority of the County of Los Angeles pending approval by the U.S. Department of Housing and Urban Development.



# **SUMMARY OF FUNDS**

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## FISCAL YEAR 2011-12

Fund	Estimated Fund Balance June 30, 2011	Estimated Revenues	Reserves & Transfers In/Out	Appropriations	Estimated Fund Balance June 30, 2012
<b>General Fund</b>	\$ 4,981,419	\$ 38,681,602	\$ 2,562,444	\$ 41,243,476	\$ 4,981,989
Multi-Year Capital Projects	591,682	-	1,020,788	1,612,470	-
Community Facility Fund	-	195,000	669,790	864,790	-
Retiree Medical	-	-	329,970	329,970	-
<b>Special Revenue Funds</b>					
Cable TV Fund	\$ 115,895	\$ 518,000	\$ -	\$ 628,242	\$ 5,653
CDBG Funds	518,516	653,075	-	260,385	-
Litter Reduction Grant	-	36,115	-	36,115	-
TDA Article-3-Capital	-	33,468	-	33,468	-
TEA-LU-Capital	1,842,096	-	-	1,842,096	-
Measure R-Capital	1,031,912	714,050	-	1,745,962	-
Used Oil Grant	2,841	35,137	-	35,137	2,841
PROP A Recreation	261,190	191,918	-	191,918	261,190
Air Quality Management (AQMD)	188,005	97,500	-	20,233	265,272
Capital Project Funds	1,152,842	-	-	1,152,842	-
State Gas Tax	-	2,242,204	(2,242,204)	-	-
Housing Authority Fund	1,325,413	-	-	-	1,325,413
Prop A Transit Fund	979,045	1,152,066	-	998,575	1,132,536
Prop C Transit Fund	3,419,580	1,010,724	-	166,299	3,162,073
Sewer Reconstruction Fund	86,719	-	-	-	86,719
Business Development Loan Fund	223,547	82,838	-	106,500	199,885
CDBG Program Income Fund	25,853	44,360	-	44,360	25,853
Other Grant Funds	-	175,168	-	175,168	-
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>\$ 14,853,949</b>	<b>\$ 45,863,225</b>	<b>\$ 1,320,000</b>	<b>\$ 53,501,144</b>	<b>\$ 10,538,218</b>

## FISCAL YEAR 2011-12

Fund	Estimated Fund Balance June 30, 2011	Estimated Revenues	Reserves & Transfers In/Out	Appropriations	Estimated Fund Balance June 30, 2012
Water Debt Service	\$ 216,083	\$ -	\$ 817,538	\$ 817,538	\$ 216,083
Water Utility Operations	9,018,913	9,277,204	(2,137,538)	7,780,514	8,378,065
Water Utility Capital	4,701,866	-	790,000	5,491,866	-
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 13,936,862</b>	<b>\$ 9,277,204</b>	<b>\$ (1,320,000)</b>	<b>\$ 14,089,918</b>	<b>\$ 8,594,148</b>
 <b>GRAND TOTAL</b>	 <b>\$ 28,790,811</b>	 <b>\$ 55,145,429</b>	 <b>\$ -</b>	 <b>\$ 67,596,062</b>	 <b>\$ 20,043,572</b>
 Printing/Reproduction Fund	 \$ -	 \$ 397,038	 \$ -	 \$ 397,038	 \$ -
Fleet Maintenance Fund	-	959,875	-	959,875	-
Geographic Info. System Fund	-	94,737	-	94,737	-
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ -</b>	<b>\$ 1,451,650</b>	<b>\$ -</b>	<b>\$ 1,451,650</b>	<b>\$ -</b>



# **APPROPRIATION SUMMARY**

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# APPROPRIATION SUMMARY

# CITY OF LAKEWOOD

## CONTRACT SERVICES

Rank	Description	Projected Actual 2010-11	% of Total	Adopted 2011-12	% of Total	Amount of Change	% of Change
1	Law Enforcement	\$ 9,031,573	38.5%	\$ 8,997,950	40.8%	\$ (33,623)	-0.4%
2	Refuse Collection/Disposal Service	4,162,200	17.8%	4,247,575	19.3%	85,375	2.1%
3	Housing Authority	1,500,000	6.4%	-	0.0%	(1,500,000)	-100.0%
4	Street Lighting	612,000	2.6%	661,000	3.0%	49,000	8.0%
5	Street Sweeping	600,000	2.6%	619,000	2.8%	19,000	3.2%
6	Tree Maintenance	505,000	2.2%	517,000	2.3%	12,000	2.4%
7	Computer Services	495,000	2.1%	495,000	2.2%	-	0.0%
8	Sky Knight	448,975	1.9%	387,740	1.8%	(61,235)	-13.6%
9	Building Inspection	326,000	1.4%	334,150	1.5%	8,150	2.5%
10	Animal Control	269,757	1.2%	283,245	1.3%	13,488	5.0%
Sub-total		17,950,505	77%	16,542,660	75%	-1,407,845	-7.8%
11	Engineering Services	255,000	1.1%	261,375	1.2%	6,375	2.5%
12	Street & Sidewalk Maintenance	135,500	0.6%	260,000	1.2%	124,500	91.9%
13	Legal Services	198,360	0.8%	198,360	0.9%	-	0.0%
14	Mail Processing	121,000	0.5%	182,090	0.8%	61,090	50.5%
15	Facility Maintenance	171,110	0.7%	171,877	0.8%	767	0.4%
16	Long Beach Transit	160,000	0.7%	160,000	0.7%	-	0.0%
17	Traffic Control	95,000	0.4%	100,000	0.5%	5,000	5.3%
18	Industrial Waste Inspection	69,125	0.3%	70,853	0.3%	1,728	2.5%
19	Fire & Security Alarm	60,600	0.3%	63,000	0.3%	2,400	4.0%
20	Data Recovery Services	76,800	0.3%	54,000	0.2%	(22,800)	-29.7%
Sub-total		1,342,495	6.0%	1,521,555	6.0%	179,060	13.3%
All other		4,097,561	17.4%	3,966,662	18.9%	(130,899)	-3.2%
Grand total		\$ 23,390,561	100.0%	\$ 22,030,877	100.0%	\$ (1,359,684)	-5.8%





**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD****FISCAL YEAR 2011-12**

<b>Program</b>	<b>Activity</b>	<b>Employee Services</b>	<b>Contract Services</b>	<b>Supplies and Expenses</b>	<b>Interdepartmental Charges</b>	<b>Equipment</b>	<b>Total</b>
<b>LEGISLATIVE</b>							
	1000 Legislative	\$ 167,516	\$ 0	\$ 39,500	\$ 0	\$ 0	207,016
	1100 Legislative Advocacy	0	0	14,800	0	0	14,800
1220/40/60	Advisory Commisions	10,802	0	20,065	0	0	30,867
	1300 Administration	150,949	0	7,544	1,529	0	160,022
	3000 City Clerk	200,853	0	13,214	24,122	0	238,189
	3100 Records Management	132,271	9,900	1,700	0	0	143,871
	3220 City Legal Services	0	198,360	1,000	0	0	199,360
	Total Legislative	662,391	208,260	97,823	25,651	0	994,125
<b>GENERAL GOVERNMENT</b>							
	2000 Information Technology	181,653	815,700	43,455	185	32,000	1,072,993
	2400 Public Information	343,303	93,660	14,164	24,882	1,169	477,178
	2500 Customer Service	273,282	16,090	3,760	12,039	0	305,171
	2550 Intergovernmental Relations	139,951	75,794	52,892	0	0	268,637
	3240 Legal Services	0	0	34,000	0	0	34,000
	3300 Internal Administration	202,667	8,500	229,426	22,733	0	463,326
	3400 Personnel	378,689	74,100	36,760	17,594	2,000	509,143
	3500 Education Liaison	0	0	0	0	0	0
	5000 Finance	715,248	115,650	86,527	9,154	101,000	1,027,579
	5200 Insurance	0	1,000	1,498,848	0	0	1,499,848
	5400 Purchasing & Stores	301,110	0	21,920	2,917	400	326,347
	6300 Building Maintenance	520,383	98,300	263,996	43,266	0	925,945
	7500 Facilities Maintenance	503,536	34,789	71,907	9,595	0	619,827
	Total General Government	\$ 3,559,822	\$ 1,333,583	\$ 2,357,655	\$ 142,365	\$ 136,569	\$ 7,529,994

**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD****FISCAL YEAR 2011-12**

<b>Program</b>	<b>Activity</b>	<b>Employee Services</b>	<b>Contract Services</b>	<b>Supplies and Expenses</b>	<b>Interdepartmental Charges</b>	<b>Equipment</b>	<b>Total</b>
<b>PUBLIC SAFETY</b>							
	3600 Law Enforcement	\$ 547,502	\$ 9,343,925	\$ 95,571	\$ 47,179	\$ 0	\$ 10,034,177
	3700 Sky Knight Program	128,095	387,740	32,937	0	0	548,772
	3800 Safety Services - Other	286,158	0	33,510	0	0	319,668
	5300 Parking Control	479,394	11,627	6,845	13,364	0	511,230
	6200 Animal Control	5,446	288,245	51	0	0	293,742
	6500 Graffiti Removal	104,956	0	6,975	10,957	0	122,888
	6820 Street Lighting	31,129	1,216,000	2,547	0	0	1,249,676
	7250 Emergency Preparedness	85,598	3,500	35,003	4,205	0	128,306
	Total Public Safety	1,668,278	11,251,037	213,439	75,705	0	13,208,459
<b>TRANSPORTATION</b>							
	4300 Transportation	224,450	171,000	4,947	47,369	0	447,766
	6600 Hardscape Maintenance	347,868	575,000	8,847	62,773	1,200	995,688
	6700 Tree Maintenance	148,017	871,000	882	0	0	1,019,899
	6800 Street Maintenance	0	132,600	32,162	0	0	164,762
	6810 Traffic Control	390,278	50,944	27,191	170,419	0	638,832
	7200 DASH Program	135,026	260,000	297	0	0	395,323
	7650 Parkways & Medians	0	0	7,380	0	0	7,380
	Total Transportation	\$ 1,245,639	\$ 2,060,544	\$ 81,706	\$ 280,561	\$ 1,200	\$ 3,669,650

**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD**
**FISCAL YEAR 2011-12**

Program	Activity	Employee Services	Contract Services	Supplies and Expenses	Interdepartmental Charges	Equipment	Total
<b>COMMUNITY DEVELOPMENT</b>							
	2120 Media Services	\$ 658,121	\$ 15,000	\$ 42,281	\$ 7,163	\$ 2,000	\$ 724,565
	2140 Media Production Center	0	23,915	5,300	0	90,000	119,215
	2160 Transit CATV Program	50,351	5,000	2,378	0	0	57,729
	2300 Economic Development	51,404	22,000	500	0	0	73,904
	2600 Community Relations	220,492	15,000	96,411	26,762	0	358,665
	4000 Planning	323,481	20,200	18,346	15,463	0	377,490
	4100 Building & Safety	226,069	766,041	2,052	2,658	0	996,820
	4400 Business Development Program	0	106,250	250	0	0	106,500
	4600 Housing Program	43,402	44,470	958	0	0	88,830
	4700 Code Enforcement	90,628	0	1,883	0	0	92,511
	5100 Licensing	87,001	0	800	0	0	87,801
	6000 Engineering	594,614	231,400	102,041	20,064	0	948,119
	Total Community Development	2,345,563	1,249,276	273,200	72,110	92,000	4,032,149
<b>HEALTH</b>							
	6100 Solid Waste Collection	186,298	4,369,145	126,460	250	106,918	4,789,071
	Total Health	186,298	4,369,145	126,460	250	106,918	4,789,071
<b>CULTURE AND LEISURE</b>							
	6400 Park Maintenance	888,084	131,200	106,182	26,079	40,000	1,191,545
	7000 RCS Administration	1,088,630	51,995	41,160	56,955	0	1,238,740
	7050/7055 Aquatics Programs	261,903	5,000	17,710	5,072	0	289,685
	7150 Centre Concessions	206,135	24,367	130,042	2,325	0	362,869
	7155 Centre Operations	146,600	80,615	58,849	0	0	286,064
	7300 Human Services Program	434,149	43,270	141,962	50,347	0	669,728
	7350 Parks/Playground Programs	1,214,923	0	99,197	20,401	7,500	1,342,021
	7400 Social/Cultural Programs	324,779	379,620	157,050	33,578	0	895,027
	7450 Sports Programs	159,141	0	84,420	29,992	0	273,553
	7550 Turf Maintenance	364,030	40,717	15,280	0	0	420,027
	7600 RCS Park Maintenance	1,347,459	98,677	777,411	117,159	0	2,340,706
	7720/7740 Landscape/Turf Maintenance	918,185	56,191	283,426	304,253	10,700	1,572,755
	Total Culture and Leisure	\$ 7,354,018	\$ 911,652	\$ 1,912,689	\$ 646,161	\$ 58,200	\$ 10,882,720

**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD**
**FISCAL YEAR 2011-12**

Program	Activity	Employee Services	Contract Services	Supplies and Expenses	Interdepartmental Charges	Equipment	Total
<b>WATER UTILITY</b>							
	8000 Administration	\$ 256,537	\$ 353,872	\$ 2,029,107	\$ 30,317	\$ 275,000	\$ 2,944,833
	8100/8200 Supply/Pumping	223,845	52,500	2,783,048	33,542	6,000	3,098,935
	8300 Water Treatment	231,013	47,500	315,402	0	3,600	597,515
	8400 Maintenance Storage	65,359	0	36,151	0	0	101,510
	8500 Reclaimed Water	184,880	0	251,651	0	8,300	444,831
	8600-8800 Distribution	536,633	56,633	48,767	84,364	28,300	754,697
	8900 Customer Services	617,169	0	31,825	5,987	750	655,731
	Total Water Utility	<u>2,115,436</u>	<u>510,505</u>	<u>5,495,951</u>	<u>154,210</u>	<u>321,950</u>	<u>8,598,052</u>
<b>CAPITAL IMPROVEMENTS</b>							
		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>13,891,842</u>
	Total Capital Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>13,891,842</u>
<b>GRAND TOTAL</b>							
		<u>\$ 19,137,445</u>	<u>\$ 21,894,002</u>	<u>\$ 10,558,923</u>	<u>\$ 1,397,013</u>	<u>\$ 716,837</u>	<u>\$ 67,596,062</u>
<b>INTERNAL SERVICE FUNDS</b>							
	2450 Printing & Reproduction	254,528	80,000	62,510	0	0	397,038
	6020 Geographic Information System	59,212	25,375	10,150	0	0	94,737
	6900 Fleet Maintenance (incl AQMD)	421,148	31,500	497,227	0	10,000	959,875
	Total Internal Service Funds	<u>\$ 734,888</u>	<u>\$ 136,875</u>	<u>\$ 569,887</u>	<u>\$ 0</u>	<u>\$ 10,000</u>	<u>\$ 1,451,650</u>

## **REVENUE SUMMARY**

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## REVENUE COMPOSITION

Rank	Description	Projected Actual 2010-11	% of Total	Adopted 2011-12	% of Total	Amount of Change	% of Change
1	Sales tax / ERAF	\$ 11,182,468	19%	\$ 11,446,443	20%	\$ 263,975	2%
2	Water utility service charges	8,324,505	14%	8,852,616	16%	528,111	6%
3	Motor vehicle in lieu / ERAF	6,596,933	11%	6,635,971	12%	39,038	1%
4	Refuse service charges	4,660,000	8%	4,750,000	8%	90,000	2%
5	Property tax	3,717,475	6%	3,909,384	7%	191,909	5%
6	Utility users tax	3,496,830	6%	3,607,058	6%	110,228	3%
7	Gas tax	2,163,756	4%	2,227,204	4%	63,448	3%
8	Transit related taxes	2,059,094	3%	2,052,790	4%	(6,304)	0%
9	Use of money/property	2,005,958	3%	1,787,115	3%	(218,843)	-11%
10	Current service charges	2,018,073	3%	1,788,846	3%	(229,227)	-11%
	Sub-total	46,225,092	78%	47,057,427	83%	1,280,405	3%
11	Franchise fees	1,313,951	2%	1,323,951	2%	10,000	1%
12	Special Grant Funds	1,596,026	3%	1,154,741	2%	(441,285)	-28%
13	Building Permits & Fees	987,970	2%	1,008,643	2%	20,673	2%
14	Fines & forfeitures	964,500	2%	1,047,500	2%	83,000	9%
15	Recreation fees	955,529	2%	989,363	2%	33,834	4%
16	Other Public Safety Fees	887,100	2%	778,420	1%	(108,680)	-12%
17	CDBG (Block Grant)	808,300	1%	697,435	1%	(110,865)	-14%
18	Business licenses	452,000	1%	445,000	1%	(7,000)	-2%
19	Rents & Concession	333,642	1%	333,642	1%	0	0%
20	Sky Knight	439,711	1%	254,678	0%	(185,033)	-42%
	Sub-Total	8,738,729	15%	8,033,373	14%	(705,356)	-8%
	All other	3,968,874	7%	1,506,279	3%	(2,462,595)	-62%
	Grand total	\$ 58,932,695	100%	\$ 56,597,079	100%	\$ (2,335,616)	-4%





**REVENUE SUMMARY**
**CITY OF LAKEWOOD**

<b>Description</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Budget</b>	<b>2010-2011 July-March Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
<b>GENERAL FUND:</b>						
Property taxes	\$ 3,830,904	\$ 3,629,144	\$ 3,717,475	\$ 3,575,571	\$ 3,717,475	\$ 3,909,384
Sales tax	8,523,661	8,043,073	8,203,000	5,599,140	8,232,468	8,573,344
ERAF - Sales tax	2,768,370	2,200,951	2,804,000	2,949,995	2,950,000	2,873,099
Utility users tax	3,490,921	3,591,722	3,510,479	2,735,495	3,496,830	3,607,058
Other taxes	1,683,453	1,707,285	1,612,751	1,638,540	1,499,751	1,663,951
Licenses & permits	592,929	713,054	714,000	679,799	685,235	668,790
Fines & forfeitures	1,208,896	1,013,090	1,070,000	757,195	964,500	1,047,500
Use of money & property	1,867,484	1,322,852	1,260,284	894,013	1,309,095	1,149,396
From other agencies	9,201,621	8,144,491	8,554,920	6,893,708	8,517,667	7,827,428
Current service charges	7,411,076	7,406,097	7,304,295	6,422,148	7,333,514	7,209,652
Other revenue	472,799	55,037	225,265	223,048	229,409	152,000
<b>Total General Fund</b>	<b>41,052,113</b>	<b>37,826,795</b>	<b>38,976,469</b>	<b>32,368,653</b>	<b>38,935,944</b>	<b>38,681,602</b>
<b>COMMUNITY FACILITY FUND:</b>						
Use of money & property	192,386	183,774	235,000	112,480	150,000	175,000
Current service charges	25,339	20,670	20,000	19,035	20,000	20,000
Other revenue	0	0	0	0	0	0
<b>Total Community Facility</b>	<b>217,725</b>	<b>204,444</b>	<b>255,000</b>	<b>131,515</b>	<b>170,000</b>	<b>195,000</b>
<b>CABLE TV FUND:</b>						
Other taxes	416,091	376,483	375,000	278,199	360,000	370,000
Current service charges	95,938	156,430	150,000	112,666	148,000	148,000
Other revenue	0	0	0	0	0	0
<b>Total Cable TV Fund</b>	<b>\$ 512,029</b>	<b>\$ 532,913</b>	<b>\$ 525,000</b>	<b>\$ 390,865</b>	<b>\$ 508,000</b>	<b>\$ 518,000</b>

# REVENUE SUMMARY

# CITY OF LAKEWOOD

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Budget	2010-2011 July-March Actual	2010-2011 Projected Actual	2011-2012 Adopted
AQMD FUND:						
Use of money & property	\$ 3,687	\$ 2,633	\$ 0	\$ 1,459	\$ 2,500	\$ 2,500
From other agencies	97,514	94,554	88,000	47,241	88,000	95,000
Other revenue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total AQMD Fund	101,201	97,187	88,000	48,701	90,500	97,500
CDBG GRANT FUNDS:						
Current year allocation	654,319	504,776	772,100	496,460	772,100	653,075
Program income	<u>73,755</u>	<u>64,901</u>	<u>43,239</u>	<u>16,216</u>	<u>36,200</u>	<u>44,360</u>
Total CDBG Funds	728,074	569,677	815,339	512,676	808,300	697,435
HOUSING AUTHORITY FUND:						
Use of money & property	71,692	42,263	35,000	17,917	50,000	0
From other agencies	<u>1,466,359</u>	<u>1,489,298</u>	<u>1,465,000</u>	<u>1,254,952</u>	<u>1,465,000</u>	<u>0</u>
Total Housing Authority Fund	1,538,051	1,531,561	1,500,000	1,272,869	1,515,000	0
STATE GAS TAX FUND/TRAFFIC CONGESTION RELIEF:						
Use of money & property	56,983	20,508	25,000	9,168	25,000	15,000
Other revenue	<u>2,025,671</u>	<u>2,098,710</u>	<u>2,139,937</u>	<u>1,449,213</u>	<u>2,163,756</u>	<u>2,227,204</u>
Total State Gas Tax Fund	2,082,654	2,119,218	2,164,937	1,458,381	2,188,756	2,242,204
BUSINESS DEVELOPMENT LOAN FUND:						
Use of money & property	27,104	19,578	20,000	14,986	20,000	20,000
From other agencies	0	0	0	0	0	0
Other revenue	<u>83,346</u>	<u>15,777</u>	<u>26,144</u>	<u>10,803</u>	<u>31,290</u>	<u>62,838</u>
Total Business Dev Loan Fund	\$ 110,449	\$ 35,355	\$ 46,144	\$ 25,789	\$ 51,290	\$ 82,838

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Budget	2010-2011 July-March Actual	2010-2011 Projected Actual	2011-2012 Adopted
<b>PROP A TRANSIT FUND:</b>						
Other taxes	\$ 1,233,191	\$ 1,062,167	\$ 1,125,512	\$ 921,490	\$ 1,125,512	\$ 1,122,066
Use of money & property	48,139	26,893	30,000	11,804	30,000	30,000
Other revenue	0	0	0	0	0	0
Total Prop A Fund	1,281,330	1,089,060	1,155,512	933,294	1,155,512	1,152,066
<b>PROP C TRANSIT FUND:</b>						
Other taxes	1,005,978	881,114	933,582	766,128	933,582	930,724
Use of money & property	102,724	62,227	80,000	32,493	80,000	80,000
Total Prop C Fund	1,108,702	943,341	1,013,582	798,621	1,013,582	1,010,724
<b>SPECIAL GRANT FUNDS:</b>						
Prop A Recreation Funds	192,788	91,229	180,935	167,590	167,590	191,918
State COPS Grant	136,480	88,499	102,500	202,406	102,500	0
JAG Grant	0	0	266,280	260,695	266,280	36,115
Litter Reduction	21,942	1,735	23,000	8,627	23,000	5,000
TDA Article 3 - SB821	48,249	36,156	33,571	27,977	33,571	33,468
Prop 1B Local Streets Improvmt	1,439,408	0	0	0	0	0
LA County Measure R	0	534,848	100,000	576,531	687,000	714,050
Used Oil Grant	0	0	14,676	28,720	15,665	35,137
Beverage Container Recycling	7,681	0	203,118	15,299	27,950	175,168
Prop 40 Safe Parks	219,846	0	0	0	0	0
Total Special Grants	\$ 2,066,393	\$ 752,467	\$ 924,080	\$ 1,734,292	\$ 1,596,026	\$ 1,190,856

## REVENUE SUMMARY

## CITY OF LAKEWOOD

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Budget	2010-2011 July-March Actual	2010-2011 Projected Actual	2011-2012 Adopted
<i>CAPITAL IMPROVEMENT PROJECT FUND</i>	\$ 0	\$ 1,951,941	\$ 479,070	\$ 1,503,038	\$ 479,070	\$ 0
	0	1,951,941	479,070	1,503,038	479,070	0
 TOTAL GOVERNMENTAL FUNDS:	 <u>50,798,742</u>	 <u>47,654,289</u>	 <u>47,943,133</u>	 <u>41,178,692</u>	 <u>48,511,980</u>	 <u>45,868,225</u>
 WATER OPERATIONS FUND:						
Use of money & property	531,159	341,297	282,305	187,728	282,305	282,305
Other revenue	506,014	299,467	1,155,383	196,758	358,383	142,283
Operating revenues	<u>7,924,784</u>	<u>7,746,269</u>	<u>8,324,505</u>	<u>6,311,316</u>	<u>8,324,505</u>	<u>8,852,616</u>
TOTAL WATER FUND:	<u>8,961,956</u>	<u>8,387,033</u>	<u>9,762,193</u>	<u>6,695,803</u>	<u>8,965,193</u>	<u>9,277,204</u>
 TOTAL GOVERNMENTAL AND WATER FUND:	 <u>59,760,698</u>	 <u>56,041,323</u>	 <u>57,705,326</u>	 <u>47,874,495</u>	 <u>57,477,173</u>	 <u>55,145,429</u>
 INTERNAL SERVICE FUNDS:						
Fleet maintenance	854,459	826,224	973,330	667,540	973,330	959,875
Printing & reproduction	346,559	367,728	389,236	283,144	387,113	397,038
Geographic Info Systems	<u>80,552</u>	<u>87,677</u>	<u>95,079</u>	<u>55,785</u>	<u>95,079</u>	<u>94,737</u>
 TOTAL INTERNAL SERVICE FUNDS:	 \$ <u>1,281,571</u>	 \$ <u>1,281,629</u>	 \$ <u>1,457,645</u>	 \$ <u>1,006,468</u>	 \$ <u>1,455,522</u>	 \$ <u>1,451,650</u>

**CITY OPERATIONS**

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The purpose of this activity is for the City Council to serve as the legislative and policy-making body of the City of Lakewood; to act on behalf of the general health, comfort, safety, and welfare of the City's inhabitants; and to provide overall direction to the activities, programs, projects, and services of the City government.

#### PROGRAMS AND FUNCTIONS

To enact ordinances and resolutions necessary for governing the affairs of the City.

To authorize contracts on behalf of the City.

To approve the annual budget.

To confirm personnel appointments.

To adopt such measures as may be necessary for the protection of the health, comfort, safety, life, welfare and property of the City's inhabitants.

To represent the City at the local, regional, state and federal levels on matters of concern to the City.

#### BUDGET SUMMARY

##### Projections:

**Changed Conditions** - None

**Proposed Activities**

- City Council will oversee the Budget focus areas:
  - Budget for sustainability
  - Keep Lakewood safe
  - Highlight governmental transparency
  - Preserve neighborhood quality of life
  - Foster a sense of community
  - Promote economic vitality
  - Support a caring community
  - Secure fiscal resources: Local, State and Federal
  - Hold on to local authority
  - Protect the environment



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AA GENERAL GOVERNMENT - LEGISLATIVE  
**DEPARTMENT/DIVISION:** 1000 ADMIN-CITY MANAGER/LEGISLATIVE

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	164,928.93	165,982.41	166,328.00	125,529.31	161,120.00	167,516.00
Office Expense	528.79	378.83	600.00	369.93	600.00	600.00
Meetings Expense	9,929.77	9,486.30	15,200.00	2,506.85	15,200.00	15,200.00
Special Department	<u>22,848.59</u>	<u>23,356.18</u>	<u>23,700.00</u>	<u>16,726.65</u>	<u>23,700.00</u>	<u>23,700.00</u>
<b>TOTAL EXPENDITURES</b>	<b>198,236.08</b>	<b>199,203.72</b>	<b>205,828.00</b>	<b>145,132.74</b>	<b>200,620.00</b>	<b>207,016.00</b>

**SUMMARY OF LEGISLATIVE BY SOURCE OF FUNDS**

1010 General Fund	198,236.08	199,203.72	205,828.00	145,132.74	200,620.00	207,016.00
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The purpose of this activity is to provide support to obtain supplemental funding and to provide representation in intergovernmental decision-making.

### BUDGET SUMMARY

#### Projections:

- Changed Conditions** - There are several issues that we closely monitoring this legislative session. Some of these are: elimination of community redevelopment agencies, unreasonable efforts to restrict pensions, water issues, and realignment of state functions to local government.

#### Proposed Activities

- Attain federal funding to benefit the community.
- Work with federal legislators to received funding directly to cities vs. distributing through agencies.
- Oppose attempts to change flood maps to require Lakewood residents to purchase flood insurance despite 100 -year protection from local flood control system.
- Support of reauthorization of Federal Highway Program.
- Support continued operation of the Boeing C-17 program and other defense projects that result in jobs being created in the region.
- Support job creation bills.
- Oppose proposals to eliminate redevelopment.
- Oppose deduction of the user fee from the 5% franchise fee the city receives from video service providers.
- Oppose proposals to take over management of the Central Basin groundwater supply.
- Support reasonable reforms of local government pension systems.
- Support foreclosure assistance and notification bills.
- Support the reinstatement of the quality assurance fee exemption for multi-level retirement communities.
- Protect local control over planning and zoning activities and retain local land use authority.
- Preserve funding for vital community services.
- Support legislation to protect the community from sex offenders.
- Monitor regulations arising from implementation of AB 32.
- Provide adequate and reliable long-term funding for municipal water delivery and treatment.
- Support underground water storage in the Central and West Basins.
- Preserve city revenue sources from takings by the State.
- Participate in Regional Housing Needs Assessment (RHNA) process and SB 375 SCS implementation via the Gateway Cities COG and SCAG.
- Support recertification of the county's flood control system.
- Support traffic congestion management efforts on 605 and SR-91 freeway corridors.

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AA GENERAL GOVERNMENT - LEGISLATIVE  
**DEPARTMENT/DIVISION:** 1100 ADMIN-CITY MANAGER/LEGISLATIVE ADVOCACY

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Meetings Expense	<u>3,119.74</u>	<u>7,442.91</u>	<u>14,800.00</u>	<u>6,287.55</u>	<u>14,800.00</u>	<u>14,800.00</u>

**TOTAL EXPENDITURES****SUMMARY OF LEGISLATIVE ADVOCACY BY SOURCE OF FUNDS**

1010 General Fund	3,119.74	7,442.91	14,800.00	6,287.55	14,800.00	14,800.00
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The purpose of this activity is to provide for the Advisory Commissions as appointed by the City Council.

### **PROGRAMS AND FUNCTIONS**

The Planning and Environment Commission established by Resolution 2011-15, which derives its authority from the Government Code of the State of California and Lakewood Ordinance 72-16, acts in an advisory capacity to the City Council. It has the responsibility for studying, planning and making recommendations on matters pertaining to zoning, land use and to the City's long-range comprehensive General and Specific Plans.

The Community Safety Commission, established by Resolution 78-21 and amended by Resolution 2011-16, performs all functions and duties assigned to it by the City Council and the Lakewood Municipal Code.

The Recreation and Community Services Commission, established by Resolution 78-22 and amended by Resolution 2011-17, performs all functions and duties assigned to it by the City Council, State law, and by the Lakewood Municipal Code.

All three Commissions perform other duties as assigned by the City Council.

### **BUDGET SUMMARY**

#### **Significant Detail:**

	<u>2011-2012</u>
Planning and Environment Commission	\$11,581
Community Safety Commission	\$9,880
Recreation and Community Services Commission	\$9,406

#### **Projections:**

**Changed Conditions** - None.

**Proposed Activities**

- The Planning and Environment Commission will review ways to implement the General Plan, update the zoning ordinance to conform to the General Plan and current trends, and review cases as prescribed by the zoning ordinance.
- The Community Safety Commission will continue to review issues of traffic operations and safety referred to it by the public, City Council or staff.
- The Recreation and Community Services Commission will continue to review the City's Recreation and Community Services programs.

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AA GENERAL GOVERNMENT - LEGISLATIVE  
**DEPARTMENT/DIVISION:** 1220/1240/1260 ADVISORY COMMISSIONS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	7,614.19	6,990.71	10,842.00	5,617.34	10,799.00	10,802.00
Office Expense	236.96	309.63	400.00	871.37	400.00	400.00
Meetings Expense	5,414.47	2,940.90	18,000.00	3,732.96	18,000.00	18,000.00
Special Department	247.65	434.45	1,130.00	187.20	1,130.00	1,130.00
Other Operating	625.00	525.00	535.00	275.00	535.00	535.00
Interdepartmental	<u>119.13</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>14,257.40</b>	<b>11,200.69</b>	<b>30,907.00</b>	<b>10,683.87</b>	<b>30,864.00</b>	<b>30,867.00</b>

**SUMMARY OF ADVISORY COMMISSIONS BY SOURCE OF FUNDS**

1010 General Fund	14,257.40	11,200.69	30,907.00	10,683.87	30,864.00	30,867.00
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The purpose of this activity is to direct the operations and activities of the City, in accordance with City Council policies, in a manner that enhances the effectiveness and efficiency of services, plans and programs.

### PROGRAMS AND FUNCTIONS

- To supervise the establishment of the levels of service, plans and programs for each City function.
- To provide for an annual analysis of the City's revenues.
- To direct the preparation of the annual budget.
- To direct a continuing review and evaluation of City services.
- To provide a continuing personal contact with the City Council.
- To maintain working relationships with other agencies whose actions affect the City.

### BUDGET SUMMARY

#### Projections:

**Changed Conditions** - City Manager from full time to interim basis.

**Proposed Activities** - City Administration will oversee the Budget focus areas:

- Budget for sustainability
- Keep Lakewood safe
- Highlight governmental transparency
- Preserve neighborhood quality of life
- Foster a sense of community
- Promote economic vitality
- Support a caring community
- Secure fiscal resources: Local, State and Federal
- Hold on to local authority
- Protect the environment



PROGRAM: AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
 DEPARTMENT/DIVISION: 1300 ADMIN-CITY MANAGER/ADMINISTRATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	237,656.92	188,992.33	152,010.00	242,691.77	291,639.00	150,949.00
Office Expense	494.25	957.88	1,800.00	596.96	1,800.00	1,800.00
Meetings Expense	4,310.69	773.00	3,600.00	2,784.08	3,600.00	3,600.00
Special Department	1,350.32	1,584.62	2,556.00	1,775.18	1,942.00	2,144.00
Other Operating	400.00	493.30	600.00	400.00	600.00	0.00
Interdepartmental	<u>1,310.54</u>	<u>989.18</u>	<u>1,254.00</u>	<u>1,254.23</u>	<u>1,254.00</u>	<u>1,529.00</u>
<b>TOTAL EXPENDITURES</b>	<b>245,522.72</b>	<b>193,790.31</b>	<b>161,820.00</b>	<b>249,502.22</b>	<b>300,835.00</b>	<b>160,022.00</b>

#### SUMMARY OF ADMINISTRATION BY SOURCE OF FUNDS

1010 General Fund	196,934.85	141,440.99	129,678.00	211,567.75	245,290.00	135,942.00
1030 CDBG - Current Year	48,587.87	52,349.32	32,142.00	40,381.09	55,545.00	24,080.00

The purpose of this activity is to account for the equipment, development, and operating costs of Information Technology, which includes network applications, office automation systems, Internet, email, and Enterprise Resource Planning applications for all departments.

### PROGRAMS AND FUNCTIONS

To support all departments in the use of their systems.

To assure the appropriate levels of network and desktop security and anti-virus protection are in place and maintained.

To maintain and update the management Information Technologies for all departments of the City.

To obtain and/or develop, implement, and maintain additional applications to meet the information needs of all departments.

To provide scheduled maintenance and updates for all workstations, servers, and networking equipment.

### BUDGET SUMMARY

	<u>2011-2012</u>		<u>2011-2012</u>
Contractual Services	\$495,000	Disaster Recovery	\$54,000
Maintenance Agreements	\$240,515	Non-Capital Equipment	\$32,000

#### Projections:

<b>Changed Conditions</b>	- Replacement of disaster recovery service provider to result in \$21,600 cost savings.
	- Reduced maintenance costs due to last year's server consolidation.
	- Increased software and licenses budget for server replacement and Microsoft Operating System
<b>Proposed Activities</b>	- Replace existing GroupWise e-mail system with Microsoft Exchange.
	- Replace obsolete Tele-works with service-based solution.
	- Replace off-site disaster recovery service provider.
<b>Productivity Initiatives</b>	- Online utility payment and job applications capability will reduce staff time.
<b>Performance Measures</b>	- Respond to a minimum of 90% of the Help Desk calls within 30 minutes.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
IT Services	\$947,060	\$555,199	\$492,232	\$495,000	\$495,000
Disaster Recovery Included in "IT Services"	0	\$77,500	\$77,393	\$76,800	\$54,000
FMIS Replacement – MUNIS	\$442,905	0	0	0	0
Maintenance & Licenses	\$163,870	\$190,154	\$180,172	\$201,000	\$240,515
Servers/Computers	\$94,512	\$157,734	\$6,468	\$9,000	\$32,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 2000 ADMINISTRATIVE SERVICES/INFORMATION TECHNOLOGY

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	161,749.96	171,416.83	180,845.00	141,056.45	175,121.00	181,653.00
Contract Services	723,639.49	766,990.79	801,800.00	762,142.92	801,800.00	815,700.00
Office Expense	1,522.57	0.00	0.00	0.00	0.00	0.00
Meetings Expense	1,170.04	0.00	0.00	0.00	0.00	0.00
Special Department	5,157.87	17,825.59	8,889.00	4,922.98	3,940.00	43,455.00
Other Operating	0.00	2,531.42	250.00	0.00	4,250.00	0.00
Interdepartmental	239.16	226.30	129.00	76.40	129.00	185.00
Capital Outlay	<u>146,558.04</u>	<u>38,070.27</u>	<u>32,000.00</u>	<u>23,676.31</u>	<u>32,000.00</u>	<u>32,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,040,075.51</b>	<b>997,061.20</b>	<b>1,024,013.00</b>	<b>931,875.06</b>	<b>1,017,240.00</b>	<b>1,072,993.00</b>

**SUMMARY OF INFORMATION TECHNOLOGY BY SOURCE OF FUNDS**

1010 General Fund	1,040,075.51	997,061.20	1,024,013.00	931,875.06	1,017,240.00	1,072,993.00
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The purpose of this activity is to produce programming for the City cable channel, City website and radio station to promote community identity. Franchise fees and contract revenue support 100 percent of these activities. Additionally, audio visual services are provided for The Centre at Sycamore Plaza and the City.

PROGRAMS AND FUNCTIONS

- To produce video programming for CityTV, the City's cable channel.
- To produce monthly and emergency audio programming for KLWD 1620AM.
- To support the City's public information objectives and nurture the use of City communication resources.
- To port video programming to new social media outlets such as "You Tube".
- To provide training aids and presentation support for City departments.
- To provide audio visual services for meetings and events at The Centre.
- To provide audio visual support to select City events off the Centre property.

BUDGET SUMMARY

Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contract Services	\$15,000	Equipment Maintenance	\$7,400
Advertising	\$ 6,500	Special Supplies	\$19,000

Projections:

- Changed Conditions**
- Video library catalogue has been reviewed and updated.
- Proposed Activities**
- Special video projects will promote recycling, senior and youth activities, public safety and current public information objectives.
  - Prop C-funded programs will encourage and explain the use of local transit resources.
  - Scheduled projects include coverage of City Council meetings and special events, Community Digest, recreation activities, historical video and the Annual Report.
  - Contract services include actors, writers and other "talent" used in CityTV productions.
  - Support wireless web access for Centre clients.
  - Promote CityTV viewership to new outlets such as FiOS, You Tube and Facebook.

- Productivity Initiatives**
- Refresh evergreen programs on earthquake preparedness, emergency communications and Lakewood parks.

Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of New Programs Per Year	102	109	109	100	100
Franchise Revenues	\$414,867	\$416,092	\$376,483	\$447,389	\$400,000
Audio Visual Fees	\$31,232	\$25,339	\$20,670	\$20,000	\$10,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DG COMMUNITY DEVELOPMENT - OTHER  
**DEPARTMENT/DIVISION:** 2120 ADMIN-ASSISTANT CITY MANAGER/ MEDIA PRODUCTION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	613,988.12	656,879.53	616,368.00	505,932.46	645,757.00	658,121.00
Contract Services	11,230.00	12,068.75	15,000.00	8,998.75	8,100.00	15,000.00
Facilities Expense	395.75	350.29	382.00	638.52	1,200.00	1,200.00
Office Expense	571.84	476.14	0.00	0.00	0.00	0.00
Meetings Expense	671.70	170.47	500.00	5.00	500.00	500.00
Special Department	23,453.38	24,711.93	31,181.00	9,588.43	14,422.00	28,981.00
Other Operating	7,456.00	6,918.09	11,600.00	2,492.50	8,600.00	11,600.00
Interdepartmental	10,890.86	12,708.43	15,508.00	4,097.95	15,508.00	7,163.00
Capital Outlay	<u>2,036.18</u>	<u>2,887.95</u>	<u>2,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>670,693.83</b>	<b>717,171.58</b>	<b>692,539.00</b>	<b>531,753.61</b>	<b>694,087.00</b>	<b>724,565.00</b>

**SUMMARY OF MEDIA PRODUCTION BY SOURCE OF FUNDS**

1020 Cable TV Fund	476,860.39	503,769.24	489,071.00	381,822.29	499,441.00	508,708.00
1050 Community Facility	193,833.44	213,402.34	203,468.00	149,931.32	194,646.00	215,857.00

The purpose of this division is to strengthen community identity by fostering the development of locally produced cable television programs for the enlightenment of the Lakewood community over Telco and FiOS Broadband. Access support payments by the cable company and Verizon pay for expenses of Department/Division.

### PROGRAMS AND FUNCTIONS

- To schedule and operate the mobile production van and television studio located at The Centre at Sycamore Plaza.
- To schedule and facilitate commercial use of the studio and van.
- To stream the City channel on the internet.
- To schedule and operate the City radio station KLWD 1620 AM.
- To promote the cost-effective use of the media production center.

### BUDGET SUMMARY

#### Significant Detail:

	<b><u>2011-2012</u></b>		<b><u>2011-2012</u></b>
Computer Maintenance Agreements	\$13,715	Capital Equipment	\$90,000

#### Projections:

##### Changed Conditions

- Obsolete ¾" video format phased out.
- Video Server upgraded and capacity expanded.
- AVID Editing Server expanded.

##### Proposed Activities

- Rewire of studio control room.
- Computer Maintenance Agreements includes maintenance agreements for cablecasting, edit and streaming systems.
- Replace analog switcher in control room.

##### Productivity Initiatives

- Add evergreen footage, music, sound effects, and graphics to AVID storage network.

#### Performance Measures

	<b><u>Actual 2007-2008</u></b>	<b><u>Actual 2008-2009</u></b>	<b><u>Actual 2009-2010</u></b>	<b><u>Estimated 2010-2011</u></b>	<b><u>Projected 2011-2012</u></b>
Number of Studio Productions	52	70	60	60	70
Media Service Fees	\$10,611	\$10,611	\$14,000	\$5,000	\$5,000
Revenue from Video Franchise-holders to Fund Studio Equipment	\$98,883	\$121,000	\$126,000	\$126,000	\$142,000



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DG COMMUNITY DEVELOPMENT - OTHER  
**DEPARTMENT/DIVISION:** 2140 ADMIN-ASSISTANT CITY MANAGER/MEDIA PRODUCTION CENTER

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Contract Services	25,633.40	15,864.40	19,700.00	12,842.50	19,755.00	23,915.00
Special Department	4,026.53	4,461.81	5,300.00	1,580.80	5,300.00	5,300.00
Capital Outlay	<u>8,173.36</u>	<u>6,038.30</u>	<u>180,000.00</u>	<u>106,753.27</u>	<u>108,418.00</u>	<u>90,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>37,833.29</b>	<b>26,364.51</b>	<b>205,000.00</b>	<b>121,176.57</b>	<b>133,473.00</b>	<b>119,215.00</b>

**SUMMARY OF MEDIA PRODUCTION CENTER BY SOURCE OF FUNDS**

1020 Cable TV Fund	37,833.29	26,364.51	205,000.00	121,176.57	133,473.00	119,215.00
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The purpose of this activity is to preserve and enhance the economic development climate in Lakewood's commercial-zoned areas. This division's activities complement the activities of the Lakewood Redevelopment Agency.

### PROGRAMS AND FUNCTIONS

To retain existing enterprises that provide an employment or tax base for the betterment of Lakewood.

To attract new businesses to the community and to meet needs or provide quality goods and services at affordable costs.

To encourage transactions between owners of commercial-zoned parcels and prospective developers and tenants to further the economic development goals of the General Plan.

In partnership with the Lakewood Redevelopment Agency, develop and implement an annual economic development action plan to focus on municipal economic development activities.

To develop policies and programs to further the objectives of this budgetary division.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>
Chamber of Commerce Contract	\$22,000

#### Projections:

- Changed Conditions**
- Reduction of local government revenue due to recession and threats of State budget grabs of Redevelopment Agency funding could significantly impact overall economic development strategy.
  - Moved the community newsletter costs to Public Information division.
  - Moved the legislative advocacy costs to Intergovernmental division.

- Proposed Activities**
- The economic development priorities in FY 2011-12 include 24 Hour Fitness, Sports Authority, the completion of the development at northwest corner of Woodruff and Carson (Carwood West), the completion of Sprouts and Smart & Final, the shopping center at the northwest corner of Bellflower and South, the shopping center at the southeast corner of Palo Verde and South, the development of the Gordon Ranch Plaza, the construction of a new WinCo store at the southwest corner of Downey and South and the Boeing Douglas Park Project.

- Performance Measures**
- Analysis of intergovernmental proposals impacting property tax, redevelopment tax increment or sales tax.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Sales Tax Revenue	\$10,704,871	\$11,292,030	\$10,244,023	\$11,182,468	\$11,446,443
Business License Receipts	\$476,926	\$462,403	\$456,269	\$452,000	\$445,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DG COMMUNITY DEVELOPMENT - OTHER  
**DEPARTMENT/DIVISION:** 2300 ADMIN-CITY MANAGER/ECONOMIC DEVELOPMENT

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	103,134.40	95,842.80	45,167.00	34,529.53	44,368.00	51,404.00
Contract Services	73,795.04	41,748.00	59,808.00	42,850.00	49,744.00	22,000.00
Meetings Expense	420.00	0.00	500.00	0.00	500.00	500.00
Special Department	<u>272.25</u>	<u>267.75</u>	<u>270.00</u>	<u>0.00</u>	<u>270.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>177,621.69</b>	<b>137,858.55</b>	<b>105,745.00</b>	<b>77,379.53</b>	<b>94,882.00</b>	<b>73,904.00</b>

**SUMMARY OF ECONOMIC DEVELOPMENT BY SOURCE OF FUNDS**

1010 General Fund	177,621.69	137,858.55	105,745.00	77,379.53	94,882.00	73,904.00
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The purpose of this activity is to enhance communications among the City, the public, City staff, and the news media.

### PROGRAMS AND FUNCTIONS

- To determine baseline perceptions regarding City programs and policies through community surveys.
- To provide information primarily to residents, but also to City staff members and elected officials.
- To present an accurate view of the City through active, ongoing communication with residents rather than in reaction to events or news media reports.
- To provide messages (through print media, the Internet and other forms of electronic communication) and to manage the communication infrastructure in support of City and community information goals.
- To manage the City's photo unit.
- To introduce new residents to City services and Lakewood's civic culture.
- To organize and provide emergency public information in the event of a disaster using the best available technologies.
- To provide technical assistance in the form of oral, written and audio-visual materials to the various departments of City government.
- To support citizen participation in public policy formulation and facilitate civic activities and programs.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
City Newsletter	\$49,660	Computer Maintenance	\$19,000
Contract Services	\$25,000	Printing/Reproduction	\$24,882

#### Projections:

- Changed Conditions**
- Information campaigns in support of environmental and economic programs will be conducted during the new Fiscal Year.
  - Research and policy making regarding adding additional information online.
  - Review and updating of City's web pages.
  - Promotion of Shop Lakewood Program.

- Proposed Activities**
- The City's public Web site and internal sites will be updated on a regular schedule of daily and weekly postings.
  - The City's e-media will include weekly eMagazines to about 13,000 subscribers.
  - The Public Information Office will publish 7 editions of the city newsletter and 6 editions of bill inserts in FY 2011-2012.

- Productivity Initiatives**
- Increased integration of the City's Web presence will improve the efficiency and timeliness of postings and eMagazines.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Newsletters	7	8	7	6	7
eMagazines	52	52	52	52	52
Bill Inserts	6	6	7	7	6

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 2400 ADMIN-ASSISTANT CITY MANAGER/PUBLIC INFORMATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	283,832.15	328,730.12	380,625.00	271,157.12	354,771.00	343,303.00
Contract Services	157,503.61	85,470.93	122,900.00	60,708.61	121,500.00	93,660.00
Office Expense	45,063.81	6,971.45	7,500.00	4,260.00	7,500.00	6,500.00
Meetings Expense	211.84	2,843.49	1,500.00	534.90	1,500.00	1,500.00
Special Department	1,779.99	3,552.58	17,339.00	7,789.71	16,339.00	5,939.00
Other Operating	0.00	175.00	200.00	225.00	225.00	225.00
Interdepartmental	22,848.83	32,832.73	30,931.00	19,060.60	30,931.00	24,882.00
Capital Outlay	<u>0.00</u>	<u>0.00</u>	<u>1,200.00</u>	<u>1,168.84</u>	<u>0.00</u>	<u>1,169.00</u>
<b>TOTAL EXPENDITURES</b>	<b>511,240.23</b>	<b>460,576.30</b>	<b>562,195.00</b>	<b>364,904.78</b>	<b>532,766.00</b>	<b>477,178.00</b>

**SUMMARY OF PUBLIC INFORMATION BY SOURCE OF FUNDS**

1010 General Fund	497,731.49	443,610.93	522,722.00	352,760.58	504,956.00	453,198.00
3060 Transit - Prop A Fund	13,508.74	16,965.37	39,473.00	12,144.29	27,810.00	24,980.00

The purpose of this activity is to enhance responsiveness to approximately 10,000 annual requests for service and approximately 50,000 requests for information.

### PROGRAMS AND FUNCTIONS

To efficiently and effectively process and monitor requests for services from Lakewood residents.

To efficiently and quickly process RV and trailer parking permits from Lakewood residents and out-of-town visitors.

To measure quality assurance by recontacting residents through a *Customer Satisfaction Questionnaire* after the fulfillment of service requests to determine satisfaction in such areas as effectiveness, promptness, employee courteousness and overall satisfaction.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contract Services	\$9,340	Printing and Reproduction	\$12,039

#### Projections:

#### Changed Conditions

- In 2011, implemented a Graffiti Management System that is integrated into the Service Request System.
- In 2010, staff updated the Lakewood Service Guide – both online and mailed versions and reinitiated the new resident mailing program.
- In 2009-10, staff was the main contact for the automated trash/recycling/greenwaste pickup implementation project.
- In 2009-10, new codes were created to better track service requests. (coyotes, scavengers)

#### Proposed Activities

- Implementing new features in the Code Enforcement Case Management System.

#### Performance Measures

	<u>Actual CY2007</u>	<u>Actual CY2008</u>	<u>Actual CY2009</u>	<u>Actual CY2010</u>	<u>Projected CY2011</u>
Total Service Requests	9,847	8,163	7,525	10,941	9,000
Tree Trimming Requests	447	537	529	398	600
Total Graffiti Requests	1,122	1,128	901	613	700
Total Street Sweeping Requests	243	173	119	123	200
Total RV/Trailer Parking Requests	590	339	231	221	200
Total Trash/Recycling Requests	197	202	823	4,231	2,000
Employee Courteousness Positive Score	94%	95%	95%	93%	94%
Employee Helpfulness Positive Score	93%	93%	94%	93%	94%
Service-One E-Mail Processing	3,325	2,735	3,519	5,938	6,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 2500 ADMIN-ASSISTANT CITY MANAGER/CUSTOMER SERVICE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	329,815.42	344,477.33	316,351.00	209,220.29	272,699.00	273,282.00
Contract Services	7,578.00	7,578.00	7,850.00	7,578.00	7,850.00	16,090.00
Office Expense	376.85	411.04	0.00	0.00	0.00	0.00
Meetings Expense	2,008.43	1,624.82	2,500.00	1,762.39	2,500.00	2,500.00
Special Department	537.04	599.31	1,260.00	748.80	1,260.00	1,260.00
Interdepartmental	<u>10,870.32</u>	<u>10,436.73</u>	<u>7,971.00</u>	<u>9,777.47</u>	<u>7,971.00</u>	<u>12,039.00</u>
<b>TOTAL EXPENDITURES</b>	<b>351,186.06</b>	<b>365,127.23</b>	<b>335,932.00</b>	<b>229,086.95</b>	<b>292,280.00</b>	<b>305,171.00</b>

**SUMMARY OF CUSTOMER SERVICE BY SOURCE OF FUNDS**

1010 General Fund	324,695.32	335,256.27	325,232.00	228,989.70	292,182.00	304,852.00
1020 Cable TV Fund	26,490.74	29,870.96	10,700.00	97.25	98.00	319.00

The purpose of this activity is to provide support to obtain supplemental funding and to provide representation in intergovernmental decision-making.

### PROGRAMS AND FUNCTIONS

To organize intergovernmental activities in support of the Annual Statement of Intergovernmental Objectives.  
 To seek assistance to the City through grants of supplemental funds.  
 To provide ongoing State Capitol representation and, as needed, Federal representation of City interests.  
 To establish and expand key coalitions to influence policy outcomes where appropriate.

### BUDGET SUMMARY

#### Significant Detail:

Membership Dues	<u>2011-2012</u> \$ 35,500	Legislative Advocacy	<u>2011-2012</u> \$53,244
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#### Projections:

**Changed Conditions:** There are several issues that we are closely monitoring this legislative session. Some of these are: elimination of community redevelopment agencies, unreasonable efforts to restrict pensions, water issues, and realignment of state functions to local government, among others.

**Proposed Activities:** Intergovernmental priorities include:

- Attain federal funding to benefit the community.
- Work with federal legislators to receive funding directly to cities vs. distributing through agencies.
- Oppose attempts to change flood maps to require Lakewood residents to purchase flood insurance despite 100 year protection from local flood control system.
- Support of reauthorization of the Federal Highway Program.
- Support continued operation of the Boeing C-17 program and other defense projects that result in jobs being created in the region.
- Support job creation bills.
- Oppose proposals to eliminate redevelopment.
- Oppose deduction of the user fee from the 5% franchise fee the city receives from video service providers.
- Oppose proposals to take over management of the Central Basin groundwater supply.
- Support reasonable reforms of local government pension systems.
- Support foreclosure assistance and notification bills.
- Support the reinstatement of the quality assurance fee exemption for multi-level retirement communities.
- Protect local control over planning and zoning activities and retain local land use authority.
- Preserve funding for vital community services.
- Support legislation to protect the community from sex offenders.
- Monitor regulations arising from implementation of AB 32.
- Provide adequate and reliable long-term funding for municipal water delivery and treatment.
- Support underground water storage in the Central and West Basins.
- Preserve city revenue sources from takings by the State.
- Participate in Regional Housing Needs Assessment (RHNA) process and SB 375 SCS implementation via the Gateway Cities COG and SCAG.
- Support recertification of the county's flood control system.
- Support traffic congestion management efforts on 605 and SR-91 freeway corridors.



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 2550 ADMIN-ASSISTANT CITY MANAGER/INTERGOVERNMENTAL RELATIONS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	235,996.17	279,382.74	211,022.00	112,508.70	148,499.00	139,951.00
Contract Services	62,288.74	57,024.50	58,166.00	50,640.55	57,650.00	75,794.00
Office Expense	1,009.26	276.69	0.00	0.00	209.00	0.00
Meetings Expense	7,921.50	13,437.38	15,500.00	13,802.11	12,500.00	12,500.00
Special Department	1,388.07	1,334.71	3,212.00	1,560.20	3,392.00	3,392.00
Other Operating	<u>35,243.02</u>	<u>35,098.70</u>	<u>34,726.00</u>	<u>34,725.52</u>	<u>37,000.00</u>	<u>37,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>343,846.76</b>	<b>386,554.72</b>	<b>322,626.00</b>	<b>213,237.08</b>	<b>259,250.00</b>	<b>268,637.00</b>

**SUMMARY OF INTERGOVERNMENTAL RELATIONS BY SOURCE OF FUNDS**

1010 General Fund	325,906.76	371,114.72	306,826.00	195,684.41	243,450.00	252,837.00
3000 AQMD Fund	4,718.00	4,718.00	4,800.00	4,800.00	4,800.00	4,800.00
3060 Transit - Prop A Fund	13,222.00	10,722.00	11,000.00	11,000.00	11,000.00	11,000.00

The purpose of this activity is to enhance community pride and identification and to serve as a liaison between the City and various civic and community groups.

### PROGRAMS AND FUNCTIONS

- To educate, inform and engage community stakeholders about important issues facing the City through outreach activities, special events and strategic communications.
- To enhance interactions and increase contacts with community stakeholders.
- To organize annual special events for community promotion purposes, including Mayor's Prayer Breakfast, Award of Valor, State of the City, Memorial Day, as well as semi-monthly Lakewood Celebrates Receptions.
- To involve residents in activities designed to enhance the quality of life in the neighborhood environment through community beautification via the Lakewood Beautiful Home Awards Program.
- To organize civic involvement opportunities for residents and to facilitate interactions between stakeholders and local government officials.
- To promote community pride and identification through the Club Lakewood promotional materials and commemorative items.
- To solicit event sponsorships from corporate and community groups to defray out-of-pocket expenses for City-sponsored special events.
- To design and purchase commemorative and commendatory items consistent with fulfilling the purpose of this activity.
- To host civic and municipal groups and other meetings to advance key communications objectives.
- To commemorate civic milestones, individual achievement and achievements by community members through events, publications and presentations.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Printing/ Reproduction	\$ 26,608	Contract Services	\$ 15,000
Special Supplies	\$ 23,000		

#### Projections:

- |                            |  |
|----------------------------|--|
| <b>Changed Conditions</b>  | <ul style="list-style-type: none"> <li>- Economic conditions have impacted attendance at City events.</li> <li>- Economic pressures on the business community may continue to impact their ability to provide corporate sponsorships for City events and programs.</li> </ul>  |
| <b>Proposed Activities</b> | <ul style="list-style-type: none"> <li>- The 30<sup>th</sup> anniversary of the Lakewood Beautiful Home Awards Program will be marked with a new "Water-Wise" award to honor irrigation &amp; landscaping efforts that reduce water usage and result in attractive gardens.</li> <li>- New community promotional items will be available through Club Lakewood.</li> <li>- Commendatory items and recognition items will be considered.</li> </ul> |

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Special Events Revenue and Sponsorships	\$ 38,570	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Club Lakewood	\$ 2,160	\$ 1,817	\$ 1,682	\$ 1,310	\$ 1,500

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DF COMMUNITY DEVELOPMENT - COMMUNITY RELATIONS  
**DEPARTMENT/DIVISION:** 2600 ADMIN-ASSISTANT CITY MANAGER/COMMUNITY RELATIONS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	207,835.55	228,700.19	218,993.00	183,657.58	223,526.00	220,492.00
Contract Services	20,903.18	17,050.00	25,000.00	25,000.00	2,000.00	15,000.00
Office Expense	705.93	721.49	0.00	0.00	0.00	0.00
Meetings Expense	5,531.14	4,270.34	6,000.00	4,667.11	6,000.00	6,000.00
Special Department	110,020.14	91,194.00	121,061.00	94,108.12	124,880.00	89,111.00
Other Operating	1,638.28	425.00	1,800.00	525.00	1,300.00	1,300.00
Interdepartmental	<u>10,958.91</u>	<u>43,120.09</u>	<u>54,350.00</u>	<u>16,339.45</u>	<u>54,350.00</u>	<u>26,762.00</u>
<b>TOTAL EXPENDITURES</b>	<b>357,593.13</b>	<b>385,481.11</b>	<b>427,204.00</b>	<b>324,297.26</b>	<b>412,056.00</b>	<b>358,665.00</b>

**SUMMARY OF COMMUNITY RELATIONS BY SOURCE OF FUNDS**

1010 General Fund	357,593.13	385,481.11	427,204.00	324,297.26	412,056.00	358,665.00
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The purpose of this activity is to provide prompt, efficient and comprehensive service to the public, the City Council, City commissions and committees, and staff in the area of information flow, providing research and dissemination of official recorded data and certification of the authority of that data. The City Clerk is the filing officer for Statements of Economic Interests and administers the Municipal elections.

### PROGRAMS AND FUNCTIONS

- To process ordinances and resolutions as required by law.
- To provide and be responsible for the necessary filing of forms in accordance with the Political Reform Act.
- To provide updates of the Municipal Code amendments.
- To provide notary services pertaining to City business.
- To conduct Municipal elections.
- To provide voter registration forms and information.
- To coordinate and produce the agenda used by Council and staff pertaining to Council meetings.
- To provide certification and duplication of City records.
- To accept service and coordinate research pertaining to claims and litigation against the City.
- To prepare and issue appropriate public notices pertaining to Council hearings and actions.
- To publicize public works projects, issue plans and specifications, receive bids and provide results.
- To monitor City contracts, agreements and franchises to ensure compliance is maintained with regard to insurance, bonds and expiration.
- To respond to inquiries pursuant to the California Public Records Act.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>
Printing and Reproduction	\$24,122

#### Projections:

#### Changed Conditions

- There is no election this year.

#### Proposed Activities

- Administer state-mandated conflict of interest laws, including the biennial review of the City's Conflict of Interest code and the annual filing of Statements of Economic Interests.
- Maintaining Bidder's Information available through the City's website provides contractors, as potential bidders, with access to Notices Inviting bids, Planholders Lists and Bid Results.
- Expand range of documents available electronically through the City's Internet website.

#### Productivity Initiative

- Storage of Municipal Code on imaging system and distribution on optical disk will reduce cost of updates.

#### Performance Measures

- Effective and timely management of liability claims will sustain volume of claims closed without liability to the City.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Damage Claims Processed	39	41	36	22	22
Claims Closed without Liability	28	32	32	20	20

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 3000 ADMIN-DEPUTY CITY MANAGER/CITY CLERK

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	202,248.62	183,029.10	178,721.00	163,336.28	202,525.00	200,853.00
Contract Services	68,278.47	0.00	98,000.00	96,928.53	98,000.00	0.00
Office Expense	3,154.32	2,512.66	3,000.00	3,100.38	3,132.00	3,332.00
Meetings Expense	0.00	460.00	1,100.00	0.00	700.00	1,100.00
Special Department	4,045.72	3,787.84	4,232.00	2,638.33	4,282.00	5,082.00
Other Operating	2,644.50	1,909.03	4,450.00	1,910.00	3,200.00	3,700.00
Interdepartmental	<u>11,383.74</u>	<u>15,370.16</u>	<u>14,085.00</u>	<u>14,684.52</u>	<u>14,085.00</u>	<u>24,122.00</u>
<b>TOTAL EXPENDITURES</b>	<b>291,755.37</b>	<b>207,068.79</b>	<b>303,588.00</b>	<b>282,598.04</b>	<b>325,924.00</b>	<b>238,189.00</b>

**SUMMARY OF CITY CLERK BY SOURCE OF FUNDS**

1010 General Fund	282,377.06	197,054.36	290,975.00	199,651.38	314,073.00	229,106.00
1030 CDBG Current Year	9,378.31	10,014.43	12,613.00	8,921.73	11,851.00	9,083.00

The purpose of this activity is to maintain an effective records management system for the storage, preservation and efficient retrieval of official City records.

### PROGRAMS AND FUNCTIONS

To maintain, preserve and effectively retrieve records, files and indexes of all legal documents, as required by law, and good records management practices.  
 To maintain the active and inactive vaults as an efficient resource by eliminating outdated or useless records, through use of optical storage, and the establishment of effective retention schedules.  
 To provide assistance at departments' requests in determining value and appropriate retention of their records.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>
Document Imaging System Support	\$9,200

#### Projections:

**Changed Conditions** - No changed conditions.

**Proposed Activities** - Document imaging software and hardware will be utilized for records retrieval and reference.  
 - Newly-created records and records from previous years will be prepared for transfer to optical storage.  
 - Conversion of permanent, low-reference records to optical storage to free storage space will continue.

**Productivity Initiative** - The transfer of records to optical storage will enhance file integrity and speed retrieval.

**Performance Measures** - Available storage space will be maximized by managing retention of records.  
 - Obsolete and duplicate records will be purged to accommodate active files.  
 - Permanent and frequently-retrieved records will be transferred to optical storage as they are approved.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Types of Records Controlled by Retention Schedules	80	84	86	89	93
Volume of Records Available Through Document Imaging System	760,000	910,000	940,000	975,000	1,000,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 3100 ADMIN-DEPUTY CITY MANAGER/RECORDS MANAGEMENT

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	107,241.68	115,179.26	114,844.00	103,185.56	125,747.00	132,271.00
Contract Services	9,900.75	10,998.57	9,700.00	9,293.57	9,600.00	9,900.00
Office Expense	202.37	192.89	0.00	0.00	200.00	0.00
Meetings Expense	0.00	31.40	250.00	0.00	50.00	250.00
Special Department	658.57	117.20	500.00	452.39	500.00	1,000.00
Other Operating	<u>379.95</u>	<u>230.00</u>	<u>450.00</u>	<u>230.00</u>	<u>430.00</u>	<u>450.00</u>
<b>TOTAL EXPENDITURES</b>	<b>118,383.32</b>	<b>126,749.32</b>	<b>125,744.00</b>	<b>113,161.52</b>	<b>136,527.00</b>	<b>143,871.00</b>

**SUMMARY OF RECORDS MANAGEMENT BY SOURCE OF FUNDS**

1010 General Fund	118,383.32	126,749.32	125,744.00	113,161.52	136,527.00	143,871.00
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The purpose of this activity is to provide legal advice and guidance to the City Council, City Commissions and City Staff in a manner assuring a sound legal basis for contemplated policies and administrative decisions, through the City Attorney, City Prosecutor and outside legal services.

### PROGRAMS AND FUNCTIONS

#### City Attorney:

- To render legal opinions and deliver legal services as requested by authorized City officials.
- To prepare all agreements and contracts to be executed by and on behalf of the City or to approve the same as to form.
- To approve all notices given by any City officer at any official City hearing or concerning any official City business.
- To frame all ordinances and resolutions by the legislative body.
- To attend all regular meetings of the City Council and attend meetings of the Planning and Environment Commission, as needed, and other Commissions when the business requires legal services or advice.
- To perform extraordinary services as required.

#### City Prosecutor:

- To render legal opinions and deliver legal services as it relates to City prosecution in the abatement of cases in violation of the Lakewood Municipal Code.
- To file charges and prosecute cases, which have not been abated as authorized by City officials.
- To provide legal advice on all abatement team related cases and determine the best course of action.

#### Outside Legal Services:

- To provide the legal representation in those matters requiring specific expertise.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contract Legal Services	\$199,360	City Prosecutor	\$34,000

#### Projections:

- Changed Condition** - None.
- Proposed Activity** - No change in function is anticipated from prior year.



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 3220/3240 ADMIN-CITY MANAGER/CITY LEGAL SERVICES

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Contract Services	186,954.42	195,470.34	195,473.00	148,769.28	198,360.00	198,360.00
Office Expense	210.00	0.00	500.00	0.00	500.00	500.00
Meetings Expense	-265.00	0.00	500.00	0.00	500.00	500.00
Special Department	<u>15,371.50</u>	<u>21,972.00</u>	<u>34,000.00</u>	<u>34,000.00</u>	<u>34,000.00</u>	<u>34,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>202,270.92</b>	<b>217,442.34</b>	<b>230,473.00</b>	<b>182,769.28</b>	<b>233,360.00</b>	<b>233,360.00</b>

**SUMMARY OF CITY LEGAL SERVICES BY SOURCE OF FUNDS**

1010 General Fund	202,270.92	217,442.34	230,473.00	165,020.28	233,360.00	233,360.00
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The purpose of this activity is to provide for certain Citywide support services.

### PROGRAMS AND FUNCTIONS

Support services include: telephone service, utility bill mail processing, City postage costs.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Postage	\$140,000	Mail Processing	\$8,500
Communications	\$84,826	Printing/Reproduction	\$20,998

#### Projections:

- Changed Conditions**
- Increase in postage due to increased costs and additional mailings for new trash collection system.
  - Decrease in mail processing due to new method for processing utility bills.

- Productivity Initiative**
- Monitor telephone usage and costs.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Utility Bills Mailed	143,264	143,398	143,670	141,603	141,603
Business Licenses & Renewals	3,558	4,118	4,489	4,420	4,420

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 3300 ADMIN-CITY MANAGER/INTERNAL ADMINISTRATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	282,439.82	239,758.22	151,162.00	152,507.16	196,346.00	202,667.00
Contract Services	10,512.09	7,157.32	8,500.00	6,229.54	8,500.00	8,500.00
Facilities Expense	68,130.07	71,744.47	87,321.00	53,890.72	82,245.00	85,826.00
Office Expense	108,852.00	139,022.59	150,000.00	93,129.37	140,000.00	140,500.00
Meetings Expense	2,722.17	1,996.73	3,000.00	195.95	3,000.00	2,000.00
Special Department	590.87	702.92	2,500.00	366.49	2,500.00	1,000.00
Other Operating	785.28	50.00	1,000.00	0.00	1,000.00	100.00
Interdepartmental	<u>19,576.95</u>	<u>17,373.61</u>	<u>18,784.00</u>	<u>14,626.55</u>	<u>18,784.00</u>	<u>22,733.00</u>
<b>TOTAL EXPENDITURES</b>	<b>493,609.25</b>	<b>477,805.86</b>	<b>422,267.00</b>	<b>320,945.78</b>	<b>452,375.00</b>	<b>463,326.00</b>

**SUMMARY OF INTERNAL ADMINISTRATION BY SOURCE OF FUNDS**

1010 General Fund	493,609.25	477,805.86	422,267.00	320,945.78	452,375.00	463,326.00
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The purpose of this activity is to operate and maintain a professional personnel and employee relations program in accordance with City Rules, Regulations, and Procedures, and the Memorandum of Understanding between the city and employee association.

### PROGRAMS AND FUNCTIONS

- To maintain personnel records.
- To administer the employees' benefit program.
- To provide qualified candidates to departments for appointment to positions, by efficient and consistent application of the merit system.
- To maintain effective employee-management relations through timely communications and prompt resolution of personnel problems.
- To meet and confer with employee association and maintain the Memorandum of Understanding.
- To fairly and effectively administer the City's Personnel System, including the Personnel Rules, Regulations and Procedures and the Memorandum of Understanding.
- To emphasize employee safety and accident prevention through administration of an effective employee Injury and Illness Prevention Program.
- To manage the workers' compensation program with emphasis on early return to work.
- To respond in a timely manner to new or changed employment, health and safety mandates promulgated by State and Federal agencies.

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Safety Programs	\$2,400	Advertising	\$5,000
Contract Services	\$1,700	Software Maintenance Agreements	\$5,000

#### Projections:

- Changed Conditions**
- Economic conditions have resulted in lower employee turnover and larger candidate groups for job vacancies.
  - Majority of job applicants are now submitting their applications online.
  - The number of employees retiring in the next two years is expected to increase.

#### Proposed Activities

- Conduct an executive search for City Manager.
- Continue to update and maintain the job classification plan.
- Continue to train supervisors on best management practices for employment and safety.
- Enhance employee access to safety information by posting health and safety written on city intranet.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Safety and Risk Management Training Hours	3,680	3,768	4,592	4,500	4,500
Total Job Applications (Full Time and Seasonal Part Time)	1,168	1,173	1,228	1,891	2,200
New Hires:					
* Full Time Employees	10	4	5	8	11
* Part Time & Seasonal Employees	129	130	106	80	90
Total Employment Recruitments	48	26	10	17	20
NEOGOV online applicant tracking:					
* Total Job Posting Hits				13,512	32,500
* Total Online Job Applications				1,034	2,600
* Total Paper Applications				128	300
* Percent Received Online				89%	88%

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 3400 ADMIN-ASSISTANT CITY MANAGER/PERSONNEL

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	360,587.31	359,096.28	409,098.00	273,194.89	355,784.00	378,689.00
Contract Services	62,914.46	69,442.48	77,500.00	38,908.74	70,100.00	74,100.00
Office Expense	177.83	1,732.99	1,800.00	1,383.11	1,840.00	1,800.00
Meetings Expense	1,365.20	210.00	1,000.00	650.00	800.00	1,000.00
Special Department	23,010.04	21,730.85	23,960.00	20,359.91	23,960.00	22,960.00
Other Operating	5,216.03	4,041.19	11,135.00	6,380.63	9,000.00	11,000.00
Interdepartmental	14,907.84	11,692.68	14,596.00	10,868.64	14,596.00	17,594.00
Capital Outlay	<u>1,255.86</u>	<u>845.93</u>	<u>2,000.00</u>	<u>288.01</u>	<u>1,000.00</u>	<u>2,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>469,434.57</b>	<b>468,792.40</b>	<b>541,089.00</b>	<b>352,033.93</b>	<b>477,080.00</b>	<b>509,143.00</b>

**SUMMARY OF PERSONNEL BY SOURCE OF FUNDS**

1010 General Fund	469,434.57	468,792.40	541,089.00	352,033.93	477,080.00	509,143.00
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The purpose of this activity is to provide law enforcement services under contract with the Los Angeles County Sheriff's Department.

### PROGRAMS AND FUNCTIONS

To provide, under contract with Los Angeles County Sheriff's Department, general law enforcement and traffic enforcement, jail services, community relations and the Criminal and Nuisance Abatement program.

To provide a comprehensive community-based policing program through Neighborhood Watch, STAR, LAW, LAND, Business Watch, Mall Watch, Park Watch, the Special Assignment Officer's Program, the neighborhood beat patrol, PAVE and the Lakewood Sheriff's Community Safety Center.

To recognize meritorious service by Sheriff's personnel through the annual Award of Valor program.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Sheriff's General Law Contract	\$6,347,200	Liability Insurance & State Fee	\$331,730
Specially-Assigned Officers	\$870,800	Live Scan/Fingerprinting Svcs.	\$125,000
Special Mall Patrol	\$740,640	Star Deputy Program	\$82,950
Holiday Patrol	\$35,000		

#### Projections:

##### Changed Conditions

- The change in Contract Services will provide for a 3.07% increase in Sheriff's service costs.
- Star Deputy costs are lower due to BUSD decrease in services.
- Dedicated detective will be suspended.

##### Proposed Activities

- Instructional and recognition programs will be held for the 410 block captains participating in Neighborhood Watch.
- Increased patrol, special deployment and educational programs to reduce commercial theft and robbery.
- Increased recruitment efforts for Neighborhood Watch, Business Watch, Mall Watch and LAND members.

##### Productivity Initiatives

- STAR costs will be shared with school districts serving Lakewood.
- Cost of Specially Assigned Officers and Mall deputies will be shared with Lakewood Center.
- The Abatement Team, enhanced patrol, park patrol and special project teams will be partially funded by State and Federal grants.

##### Performance Measures

- Total number of active block captains will be increased to 410, and 1,115 vehicles will be registered in the Operation L.A.W. program by the end of this budget period.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Part I Crimes	2,837	2,444	2,309	2,142	2,298
Response Times	3.6	3.4	3.7	3.4	3.5
Cases Handled	9,220	7,661	7,711	7,650	7,674
Calls for Service	25,742	25,421	23,230	23,063	23,900
L.A.W. Registered Vehicles	1,087	1,089	1,107	1,110	1,115
Block Captain Participants	398	412	400	405	410
LAND Participants	125	152	146	150	150

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BA PUBLIC SAFETY - LAW ENFORCEMENT  
**DEPARTMENT/DIVISION:** 3600 PUBLIC SAFETY/LAW ENFORCEMENT

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	247,682.06	350,676.96	478,469.00	379,153.19	510,656.00	547,502.00
Contract Services	9,053,394.80	9,060,158.41	9,540,570.00	5,354,402.12	9,445,020.00	9,343,925.00
Facilities Expense	8,144.25	7,546.75	6,552.00	5,429.14	7,537.00	8,081.00
Office Expense	326.17	394.84	600.00	431.74	600.00	600.00
Meetings Expense	3,330.69	4,074.66	5,000.00	2,163.00	5,000.00	5,000.00
Special Department	11,949.77	22,992.10	25,140.00	5,503.10	24,140.00	21,900.00
Other Operating	55,764.29	58,002.62	60,990.00	46,810.89	60,840.00	59,990.00
Interdepartmental	39,804.69	35,847.13	37,395.00	29,386.75	37,395.00	47,179.00
Capital Outlay	<u>10,762.12</u>	<u>0.00</u>	<u>0.00</u>	<u>119,680.83</u>	<u>138,698.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>9,431,158.84</b>	<b>9,539,693.47</b>	<b>10,154,716.00</b>	<b>5,942,960.76</b>	<b>10,229,886.00</b>	<b>10,034,177.00</b>

**SUMMARY OF LAW ENFORCEMENT BY SOURCE OF FUNDS**

1010 General Fund	9,281,074.96	9,451,194.59	9,919,266.00	5,669,459.06	9,860,256.00	9,998,062.00
1336 STATE COPS	136,479.88	88,498.88	102,500.00	27,566.74	102,500.00	0.00
1371 JAG Grant	13,604.00	0.00	132,950.00	245,934.96	266,280.00	36,115.00

The purpose of this activity is to provide airborne law enforcement to the cities of Cerritos, Lakewood and Hawaiian Gardens.

### PROGRAMS AND FUNCTIONS

- To provide helicopter patrol service to the Lakewood Sheriff's Station region, with the costs shared by the three participating cities.
- To provide airborne law enforcement observation, direction and backup to ground units in handling all types of calls for service.
- To patrol remote areas such as open space recreational areas, flood control channels, vacant areas and rooftops.
- To provide airborne law enforcement mutual aid support to Los Angeles County Sheriff's Aero Bureau and surrounding policing agencies.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Helicopter Maintenance Contract	\$270,000	Sky Knight Helicopter Insurance	\$26,500
Sky Knight Observers Contract	\$113,210	Safety Training	\$2,500

#### Projections:

- Changed Conditions**
- Flight hours have been reduced from 1,460 hours to 1,040 hours annually.
  - Four major time change components coming due in FY 2011-2012.
  - Estimate for fuel cost includes up to \$6 per gallon due to the constantly-changing fuel prices.
  - Bellflower has left the Sky Knight program.
  - The oldest of the three aircraft will be retired from service and be a source of life-limited major components for the remaining two aircraft.
- Proposed Activities**
- Continue mutual aid response program between Sky Knight and Los Angeles County Sheriff's Aero Bureau.
  - Train new deputy observers assigned to Sky Knight.
- Productivity Initiatives**
- Cost of deputy observers will be shared with Los Angeles County Sheriff's Department.
  - Sky Knight schedule will be adjusted as necessary to address the high-call service hours.
  - Work with maintenance contractor to ensure continued quality aircraft maintenance.
- Performance Measures**
- Sky Knight will respond to an estimated 2,400 calls for service this program year.
  - Sky Knight emergency response time will average under 2.5 minutes from dispatch to crime scene.
  - Sky Knight will provide a minimum of 1,000 flight hours of law enforcement to the three-city region.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Calls for Service	3,626	3,882	3,733	2,380	2,400
Flight Time in Hours	1,793	1,785	1,428	1,009	1,040
Percent Share by City					
Bellflower	23.5	23.5	30	N/A	N/A
Cerritos	25.5	25.5	26	38	38
Hawaiian Gardens	N/A	N/A	9.5	9	9
Lakewood	26.0	26.0	34.5	53	53
Paramount	19.0	19.0	N/A	N/A	N/A



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BA PUBLIC SAFETY - LAW ENFORCEMENT  
**DEPARTMENT/DIVISION:** 3700 PUBLIC SAFETY/SKY KNIGHT

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	222,789.42	197,149.74	168,787.00	74,526.38	95,020.00	128,095.00
Contract Services	587,386.38	434,835.95	451,170.00	225,759.02	448,975.00	387,740.00
Facilities Expense	465.02	505.39	492.00	347.51	492.00	492.00
Meetings Expense	0.00	50.00	0.00	0.00	0.00	0.00
Special Department	4,236.95	1,011.50	6,340.00	1,886.58	3,820.00	3,395.00
Other Operating	39,474.00	24,382.00	29,050.00	21,972.00	29,050.00	29,050.00
Capital Outlay	<u>0.00</u>	<u>0.00</u>	<u>24,000.00</u>	<u>23,607.75</u>	<u>23,608.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>854,351.77</b>	<b>657,934.58</b>	<b>679,839.00</b>	<b>348,099.24</b>	<b>600,965.00</b>	<b>548,772.00</b>

**SUMMARY OF SKY KNIGHT BY SOURCE OF FUNDS**

1010 General Fund	854,351.77	657,934.58	679,839.00	348,099.24	600,965.00	548,772.00
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The purpose of this activity is to provide crossing guard service at locations throughout the City and a continuing program for traffic safety, crime prevention education, substance abuse and gang diversion education in the elementary schools of Lakewood. The primary focus of the program is to reduce traffic accidents due to lack of knowledge of proper bicycle and pedestrian safety habits. The program also focuses on informing Lakewood youth on internet safety.

### PROGRAMS AND FUNCTIONS

- To provide a comprehensive safety program to Lakewood youth.
- To present multi-media teaching modules (using DVDs, video and PowerPoint presentations) keyed to different class levels.
- To evaluate the learning outcomes of the educational program.
- To adapt and modify the education program.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Crossing Guards	\$186,000	Uniforms	\$2,000
Special Supplies	\$26,050	Bike Safety Expo	\$3,000

#### Projections:

- Changed Conditions**
  - Class size is expected to increase in the LBUSD due to school district budget issues.
  - Student enrollment is slightly decreasing in the four school districts serving Lakewood.
  - School Safety Program books will be purchased for use over two years.
- Proposed Activities**
  - Public Safety Bike Expo will be held in conjunction with LYS Opening Day for better outreach.
  - Crossing Guard posts will be updated with the new "Safe Route to School" maps and number of children crossing.
  - "Safe Route to School" maps will be updated and printed in four colors.
- Productivity Initiatives**
  - Post hours will be adjusted to accommodate walking students.
  - Enhanced training for crossing guards in safety programs.
  - Bicycle Safety Expo will be partially funded by sponsorships from community groups.
- Performance Measures**
  - The School Safety program will be taught in over 320 classrooms, reaching over 9,000 students.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Crossing Guards	30	30	30	30	30
Classrooms Visited	375	369	298	280	320
Students Reached	9,336	9,235	8,351	8,000	9,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BF PUBLIC SAFETY - OTHER SAFETY SERVICES  
**DEPARTMENT/DIVISION:** 3800 PUBLIC SAFETY/SAFETY SERVICES

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	311,156.55	327,074.16	300,434.00	200,555.76	246,523.00	286,158.00
Office Expense	0.00	9.83	100.00	0.00	100.00	100.00
Meetings Expense	445.00	424.23	1,240.00	129.72	1,240.00	1,240.00
Special Department	18,959.01	12,853.13	12,070.00	3,011.01	9,520.00	32,070.00
Other Operating	95.00	95.00	100.00	0.00	100.00	100.00
Interdepartmental	<u>275.92</u>	<u>46.08</u>	<u>66.00</u>	<u>0.00</u>	<u>66.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>330,931.48</b>	<b>340,502.43</b>	<b>314,010.00</b>	<b>203,696.49</b>	<b>257,549.00</b>	<b>319,668.00</b>

**SUMMARY OF SAFETY SERVICES - OTHER BY SOURCE OF FUNDS**

1010 General Fund	330,931.48	340,502.43	314,010.00	203,696.49	257,549.00	319,668.00
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The purpose of this activity is to plan for, coordinate, and monitor growth and development of the City through preparation and implementation of the General Plan, Specific Plans, zoning and subdivision ordinances, the California Environmental Quality Act of 1970 and other state and federal planning-related laws, and to administer the Community Development Block Grant Program.

### PROGRAMS AND FUNCTIONS

- To review all proposed development for compliance with applicable ordinances and regulations of the City.
- To provide information on enforce requirements, and monitor the mitigation measures as required by the California Environmental Quality Act of 1970.
- To serve as the professional staff to the City Council, Planning and Environment Commission, Development Review Board, and Redevelopment Agency.
- To conduct special studies on areas dealing with the urban physical and social environment.
- To inform the public on the procedures and regulations for all development, and serve as the center for coordinated development permit processes.
- To prepare, review and recommend revisions to the General Plan, enforcing the goals and policies of the General Plan during and after development.
- To prepare the environmental documents required by the Housing and Community Development Act.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>
Contractual Services	\$9,500
DRB Architectural Services	\$7,500
Printing and Reproduction	\$6,957

#### Projections:

##### Changed Conditions

- Depressed housing market and economic conditions continues to result in decreased building activities.
- The number of cases being heard by the Development Review Board for both residential and commercial projects has remained relatively low.

##### Proposed Activities

- Efforts to revitalize the City's commercially-zoned properties and preserve its economic base will continue.
- Expected development activities: Continued improvements at Lakewood Center, (24 Hour Fitness and Sports Authority), WinCo, construction at Carwood West commercial center, scattered in-fill housing development and development within Redevelopment Project Areas No. 2 and No. 3.
- Implementation of Housing Element.
- Coordination with SCAG/Gateway COG Sustainable Communities Strategy.

##### Productivity Initiatives

- Continue to provide and maintain all planning forms for access through the internet.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Site Plan Approvals	1,500	457	639	663	750
DRB Cases	203	126	138	133	154

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DA COMMUNITY DEVELOPMENT - PLANNING  
**DEPARTMENT/DIVISION:** 4000 COMMUNITY DEVELOPMENT/PLANNING

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	293,327.93	284,819.49	334,430.00	220,015.38	298,400.00	323,481.00
Contract Services	36,620.53	22,805.70	39,924.00	34,809.50	20,200.00	20,200.00
Office Expense	3,719.08	4,357.02	4,850.00	2,638.72	4,850.00	4,850.00
Meetings Expense	2,785.17	1,403.35	3,000.00	2,191.00	3,000.00	3,000.00
Special Department	4,077.94	4,038.40	5,350.00	2,341.43	5,350.00	5,311.00
Other Operating	3,211.00	3,721.99	5,185.00	3,173.55	5,185.00	5,185.00
Interdepartmental	<u>13,844.76</u>	<u>17,525.39</u>	<u>20,127.00</u>	<u>12,005.33</u>	<u>20,127.00</u>	<u>15,463.00</u>
<b>TOTAL EXPENDITURES</b>	<b>357,586.41</b>	<b>338,671.34</b>	<b>412,866.00</b>	<b>277,174.91</b>	<b>357,112.00</b>	<b>377,490.00</b>

**SUMMARY OF PLANNING BY SOURCE OF FUNDS**

1010 General Fund	312,464.93	300,770.41	356,004.00	243,932.58	314,858.00	334,392.00
1030 CDBG Current Year	45,121.48	37,900.93	56,862.00	33,242.33	42,254.00	43,098.00

The purpose of this activity is to protect the public health and safety through implementation of the regulations of the building code, plumbing code, electrical code, mechanical code, and all other related codes of the City.

### PROGRAMS AND FUNCTIONS

- To provide plan check services by utilizing plan checkers through a contract with Los Angeles County, with a plan checker in City Hall.
- To provide building inspections by utilizing building inspectors through a contract with Los Angeles County.
- To enforce the building laws of the City via contract employees under a service agreement.
- To provide for building inspection of inadequately maintained or substandard structures, which are a detriment to the health, safety, and general welfare of the public or occupants thereof, under the provisions of the building code.
- To provide for pollution control inspection, inspections of ground disposal waste water, checking of special plans, map updating, and special engineering services beyond the resources of the existing staff.

### BUDGET SUMMARY

#### Significant Detail:

Professional Contract Services      2011-2012  
\$ 734,541

#### Projections:

- Changed Conditions**      - The economic downturn has continued to severely impact residential construction activities.
- Proposed Activities**      - Expected development activities: Continued improvements at Lakewood Center, construction activities at Carwood West commercial center, WinCo, scattered in-fill housing development, and development within Redevelopment Project Areas No. 2 and No. 3.
- Productivity Initiatives**      - Will continue to scan building records for retrieval by computer and accessibility to the public through a public computer at the counter.  
- Continued use of the Los Angeles County DAPTS building and safety permit system, which will improve tracking of plan check status.
- Performance Measures**      - Ninety percent of plan checks will receive their first review within ten days.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Building & Safety Permits issued	3,926	2,838	2,822	2,881	3,000
Number of Inspections	7,289	5,405	5,618	5,140	5,300
Completed Plan Checks	752	429	563	497	500
Revenues Generated:					
Plan Check	\$413,238	\$134,435	\$262,108	\$219,368	\$271,900
Building Permits	\$435,896	\$344,087	\$388,235	\$362,693	\$345,800

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DC COMMUNITY DEVELOPMENT - CONSTRUCTION/ENGINEERING REGULATION  
**DEPARTMENT/DIVISION:** 4100 COMMUNITY DEVELOPMENT/BUILDING REGULATION

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	217,156.52	199,970.07	211,642.00	135,989.02	178,513.00	226,069.00
Contract Services	658,993.38	753,101.61	744,000.00	398,177.24	745,625.00	766,041.00
Special Department	1,322.34	1,231.07	1,664.00	1,002.24	1,664.00	1,752.00
Other Operating	215.00	255.00	300.00	326.00	300.00	300.00
Interdepartmental	<u>893.55</u>	<u>1,744.95</u>	<u>572.00</u>	<u>2,127.04</u>	<u>572.00</u>	<u>2,658.00</u>
<b>TOTAL EXPENDITURES</b>	<b>878,580.79</b>	<b>956,302.70</b>	<b>958,178.00</b>	<b>537,621.54</b>	<b>926,674.00</b>	<b>996,820.00</b>

**SUMMARY OF BUILDING REGULATION BY SOURCE OF FUNDS**

1010 General Fund	878,580.79	956,302.70	958,178.00	537,621.54	926,674.00	996,820.00
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The purpose of this activity is to plan and supervise the implementation of transportation improvement projects.

### PROGRAMS AND FUNCTIONS

To provide plans for the implementation of transportation facility/service improvements.

To ensure continued ready access to community centers, social service offices, medical care, shopping areas, recreational facilities and other essential destinations.

To provide a means of improving the infrastructure necessary to support transit services.

To perform ongoing research into the transportation needs of all residents and integrate this into future transportation planning.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contribution to Long Beach Transit	\$160,000	91-605 Freeway Study	\$11,000
GIS Services	\$47,369		

#### Projections:

##### Changed Conditions

- The increase in the cost of fuel is reflected in the higher cost of services.  
The decrease in the budget is a result of the sale of Prop A funds in FY2010-2011 of \$247,200.

##### Proposed Activities

- Continue planning for improved transit facilities.
- Provide for operating subsidies to Long Beach Transit for fixed route and Dial-A-Lift services.
- Continue to work with the Gateway Council of Governments and pursue grants with MTA and SCAQMD to fund projects that will improve transportation and reduce air emissions.
- Continue to implement the Congestion Management Program while working with MTA to change the regulations.

##### Productivity Initiatives

- Use computer and appropriate software for tracking all new development.
- Continue to work with a consortium of cities to work on common projects of a regional nature.
- Continue to use GIS to obtain data and produce maps more efficiently.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Long Beach Transit:					
Fixed Route Ridership	1,120,500	1,197,437	1,149,974	1,155,370	1,160,000
Fixed Route Subsidy	\$88,348	\$91,981	\$87,159	\$73,350	\$94,750
Dial-A-Lift Ridership	2,849	2,735	2,800	2,533	2,900
Dial-A-Lift Subsidy	\$57,350	\$56,697	\$63,000	\$57,000	\$65,250



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CC TRANSPORTATION - OTHER  
**DEPARTMENT/DIVISION:** 4300 COMMUNITY DEVELOPMENT/GENERAL TRANSPORTATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	248,138.92	195,909.87	222,474.00	143,675.80	183,178.00	224,450.00
Contract Services	758,337.55	154,274.00	418,200.00	285,831.18	418,200.00	171,000.00
Meetings Expense	232.00	35.50	250.00	0.00	250.00	250.00
Special Department	2,748.87	2,572.83	3,583.00	1,610.57	3,633.00	3,142.00
Other Operating	655.00	27.00	1,555.00	0.00	1,555.00	1,555.00
Interdepartmental	<u>40,275.81</u>	<u>43,838.01</u>	<u>40,206.00</u>	<u>17,208.66</u>	<u>40,206.00</u>	<u>47,369.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,050,388.15</b>	<b>396,657.21</b>	<b>686,268.00</b>	<b>448,326.21</b>	<b>647,022.00</b>	<b>447,766.00</b>

**SUMMARY OF TRANSPORTATION BY SOURCE OF FUNDS**

3000 AQMD Fund	59,238.98	15,088.64	16,459.00	14,172.89	15,551.00	15,433.00
3060 Transit - Prop A Fund	889,079.37	277,450.57	550,763.00	358,013.88	533,218.00	313,034.00
3070 Transit - Prop C Fund	102,069.80	104,118.00	119,046.00	76,139.44	98,253.00	119,299.00

The purpose of this activity is to administer the Lakewood Business Development Program, which is funded by an EDA grant, a state grant and Community Development Block Grant funds to provide access to affordable capital for business expansion, economic development, and job creation in the City of Lakewood. This access will be provided by repayable loans which will be made at favorable rates.

### PROGRAMS AND FUNCTIONS

- To provide financing and leveraging of private financing to create or attract new businesses in or to the City.
- To provide financing and leveraging of private financing for expansion purposes to businesses that result in significant economic improvements in the City.
- To provide financing and leveraging of private financing to retain existing commercial and industrial businesses in the City.
- To provide financing for startup or early-stage high-technology firms.
- To provide financing and leveraging of private capital to strategically assist retail businesses to maintain essential services and stimulate related development and job creation activities.

### BUDGET SUMMARY

Contractor Services	<u>2011-2012</u> \$6,000	Commercial Loan Program	<u>2011-2012</u> \$100,000
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#### Projections:

- Changed Conditions** - Additional loans will be made to qualified Lakewood Business applicants from repaid funds as available.
- Proposed Activities**
- Business loans of \$50,000 to \$250,000 will be made to Lakewood businesses.
  - Creation of a minimum of one job for each \$35,000 loaned.
  - Provision of access capital for industrial/commercial enterprises in the City of Lakewood.
  - Establishment of a network with key financial institutions to assist creditworthy small businesses that are unable to receive financing from the private sector.
- Productivity Initiatives** - Contracting for a highly experienced loan officer to serve as the Loan Administrator will minimize administration costs.
- Performance Measures** - Placement of the original EDA grant and matching funds within EDA's three-year grant timeline.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Number of Loan Applicants	0	0	1	1	1
Number of Loans	0	0	1	1	1
Amount Loaned	0	0	\$250,000	\$50,000	\$50,000
Amount Repaid	\$181,474	\$83,346	\$24,710	\$26,098	\$58,205

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DG COMMUNITY DEVELOPMENT - OTHER  
**DEPARTMENT/DIVISION:** 4400 COMMUNITY DEVELOPMENT/BUSINESS DEVELOPMENT PROGRAM

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Contract Services	0.00	253,900.00	16,250.00	2,340.00	16,250.00	106,250.00
Meetings Expense	1,395.66	0.00	0.00	0.00	0.00	0.00
Special Department	<u>55.00</u>	<u>0.00</u>	<u>250.00</u>	<u>20.00</u>	<u>250.00</u>	<u>250.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,450.66</b>	<b>253,900.00</b>	<b>16,500.00</b>	<b>2,360.00</b>	<b>16,500.00</b>	<b>106,500.00</b>

**SUMMARY OF BUSINESS DEVELOPMENT PROGRAM BY SOURCE OF FUNDS**

8000 Busines Development Loan	1,450.66	253,900.00	16,500.00	2,360.00	16,500.00	106,500.00
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The main function of this activity is to utilize Redevelopment Agency and Community Development Block Grant (CDBG) funds to provide affordable housing and rehabilitation programs for Lakewood residents. Fair housing activities, including enforcement, education, and outreach, are provided to landlords and tenants. The oversight of the administration of the Section 8 Housing Choice Voucher Program, as well as the enforcement of labor standards, is an additional function of this activity.

### PROGRAMS AND FUNCTIONS

To administer the CDBG Program as required by the Consolidated Plan.

To administer Redevelopment Agency and CDBG funds for housing rehabilitation and create programs to meet housing assistance goals.

To make residents aware of available rental assistance programs, including the Section 8 Housing Choice Voucher Program.

To provide and monitor the fair housing program for Lakewood residents.

To encourage residents to participate in property rehabilitation programs.

### BUDGET SUMMARY

#### Projections:

- Changed Conditions**
- Per Resolution No. 2010-15, the City Council of the City of Lakewood approved the voluntary transfer of Section 8 Housing Choice Vouchers and corresponding budget authority from Lakewood Housing Authority to the Housing Authority of the County of Los Angeles. This was approved and in effect as of July 1, 2011.
- Proposed Activities**
- Continue programs to encourage property rehabilitation and maintenance by offering deferred loans and Fix-Up/Paint-Up Program grants using Redevelopment Agency set aside funds.
  - Continue to contract with a fair housing consultant to affirmatively further fair housing.
  - Continue to market housing programs using Channel 31, City newsletters, and area newspapers.
- Performance Measures**
- Fund 30 single-family rehabilitation loans.
  - Fund 40 Fix-Up/Paint-Up grants.
  - Provide four neighborhood cleanup dates.

	<b>Actual 2007-2008</b>	<b>Actual 2008-2009</b>	<b>Actual 2009-2010</b>	<b>Estimated 2010-2011</b>	<b>Projected 2011-2012</b>
Number of Loans Funded - Redevelopment	18	11	10	30	30
Number of Grants Funded – Redevelopment	6	26	15	40	40
Amount Loaned – Redevelopment	\$324,000	\$198,000	\$180,000	\$540,000	\$540,000
Amount Repaid	\$164,955	\$73,755	\$63,652	\$11,000	\$36,000
Percentage of Section 8 Units Leased	73%	63%	67%	72%	N/A

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DE COMMUNITY DEVELOPMENT - HOUSING  
**DEPARTMENT/DIVISION:** 4600 COMMUNITY DEVELOPMENT/HOUSING PROGRAMS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	68,247.34	49,592.92	42,134.00	31,555.68	40,693.00	43,402.00
Contract Services	1,467,505.92	1,583,114.31	1,546,085.00	896,965.49	1,546,085.00	44,470.00
Office Expense	0.00	14.54	50.00	6.00	50.00	50.00
Special Department	592.66	443.77	555.00	368.40	555.00	408.00
Other Operating	<u>160.00</u>	<u>194.54</u>	<u>500.00</u>	<u>2,679.85</u>	<u>3,180.00</u>	<u>500.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,536,505.92</b>	<b>1,633,360.08</b>	<b>1,589,324.00</b>	<b>931,735.42</b>	<b>1,590,563.00</b>	<b>88,830.00</b>

**SUMMARY OF HOUSING PROGRAM BY SOURCE OF FUNDS**

1010 General Fund	0.00	5,104.16	36,413.00	20,080.83	36,413.00	36,413.00
1030 Fair Housing	25,474.92	32,239.92	9,672.00	9,134.66	9,672.00	8,057.00
3002 Neighborhood Stabilization	0.00	0.00	0.00	2,679.85	2,680.00	0.00
3040 HSG Program*	1,442,031.00	1,531,115.00	1,500,000.00	867,750.00	1,500,000.00	0.00
8010 CDBG Program Inc.	69,000.00	64,901.00	43,239.00	32,090.08	41,798.00	44,360.00

\* The U.S. Dept. of Housing and Urban Development and City of Lakewood's City Council approved voluntary transfer of Section 8 Housing Choice Vouchers from Lakewood Housing Authority to the Housing Authority of the County of Los Angeles.

The main function of this activity is a responsive Community Conservation Program dedicated to preserving and improving the aesthetic and environmental quality of the City. The City has been divided into three areas, each with a Community Conservation Representative who responds to citizen service requests regarding property maintenance, building, planning and zoning, and public health and safety concerns.

#### PROGRAMS AND FUNCTIONS

To implement and direct the Community Conservation Program, which enforces the City property maintenance standards.

To educate residents on State, County, and local ordinances.

To respond to complaints concerning residential, commercial, and public right-of-way violations.

To coordinate enforcement efforts with outside agencies, such as the Fire Department, Law Enforcement, and the Health Department.

To carry out the goals and policies of the General Plan concerning the preservation of the aesthetic and environmental quality of the City.

#### BUDGET SUMMARY

##### Projections:

**Changed Conditions** - The downturn in the economy and the persistent foreclosures continue to result in unusually high numbers of vacant properties and unsightly conditions.

**Proposed Activities**

- Focus on property maintenance programs to ensure preservation of the City's housing stock.
- Aging housing and problem property owners continue to require a strong code enforcement program.
- Review standards and continue efforts to stimulate residential and commercial property maintenance.
- Continued use of the Nuisance Abatement Team.
- Review and update property maintenance standards.
- Target declining areas for code enforcement.

**Productivity Initiatives** - Continue to use Civica for efficient tracking of code enforcement cases.

##### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Service Requests Received	1,758	1,490	1,422	1,400	1,450
Service Requests Cleared	1,706	1,384	1,327	1,300	1,350

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DA COMMUNITY DEVELOPMENT - CODE ENFORCEMENT  
**DEPARTMENT/DIVISION:** 4700 COMMUNITY DEVELOPMENT/CODE ENFORCEMENT

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	177,837.16	71,171.35	88,446.00	71,978.24	85,474.00	90,628.00
Meeting Expense	0.00	50.00	200.00	0.00	200.00	200.00
Special Department	1,877.34	1,634.28	958.00	754.81	958.00	933.00
Other Operating	150.00	320.00	750.00	212.50	750.00	750.00
<b>TOTAL EXPENDITURES</b>	<b>179,864.50</b>	<b>73,175.63</b>	<b>90,354.00</b>	<b>72,945.55</b>	<b>87,382.00</b>	<b>92,511.00</b>

**SUMMARY OF CODE ENFORCEMENT PROGRAM BY SOURCE OF FUNDS**

1010 General Fund	121,662.56	25,811.31	33,739.00	29,550.00	32,995.00	41,446.00
1030 CDBG - Current Year	58,201.94	47,364.32	56,615.00	43,395.55	54,387.00	51,065.00

The purpose of this activity is to maintain strict accountability of all money received by and disbursed by the City, and to provide complete and accurate financial information in proper form and on a timely basis.

### PROGRAMS AND FUNCTIONS

- To maintain and operate the general accounting system of the City and its departments.
- To invest, for maximum safety, yield and liquidity, cash in excess of that required to meet current obligations.
- To maintain and operate customer services, billing, and collection system for City utilities.
- To determine water and trash billing rates for City utilities.
- To assist the City Manager in the preparation of the budget.
- To prepare the payroll and maintain payroll records on all employees.
- To file all required tax reports.
- To prepare monthly financial reports.
- To prepare financial reports requested by the State Controller's Office and other agencies, as required.
- To provide risk management services in an effort to safeguard the assets and resources of the City.
- To prepare the City's Annual Financial Report.
- To maintain an inventory of all assets of the City.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Audits	\$38,000	Credit Card/Banking Services	\$56,000
Contractual Services	\$72,550	Printing & Reproduction	\$9,154

#### Projections:

##### Changed Conditions

- Decrease in Employee Services is due to the reallocation of personnel costs.
- Decrease in Printing/Reproduction due to less printing of reports. We're going green by putting certain reports in the city's website.

##### Proposed Activities

- Financial statements will be submitted to the GFOA. "Outstanding Awards" have been received for the past 23 consecutive years.

##### Productivity Initiatives

- The budget will be closely monitored to ensure adjustments for impacts by the economy.
- A system of accepting payment for water and refuse via the Internet will be established in the near future.

##### Performance Measures

- Water bills will be mailed to customers within 48 hours of meter readings.
- The City will, at all times, have 99% of temporarily idle funds invested in order to optimize interest earned on these funds.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Investment Earnings – City	\$1,819,073	\$1,174,663	\$653,888	\$600,000	\$600,000
Accounts Payable Invoices	11,259	10,801	11,272	10,236	11,111
Accounts Payable Checks	7,449	7,202	7,186	7,564	7,279
Regular Utility Bills	143,264	143,398	143,052	143,186	143,300



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 5000 ADMINISTRATIVE SERVICES/FINANCE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	681,710.90	675,616.93	687,826.00	508,363.14	656,459.00	715,248.00
Contract Services	139,294.12	130,945.45	111,825.00	82,590.81	111,770.00	115,650.00
Office Expense	21,968.39	12,683.65	15,880.00	10,447.82	15,880.00	16,500.00
Meetings Expense	5,484.09	3,893.94	3,000.00	2,334.70	3,000.00	3,000.00
Special Department	85,156.65	67,254.59	63,951.00	41,862.90	58,451.00	64,527.00
Other Operating	1,968.00	2,043.00	2,800.00	2,073.00	2,300.00	2,500.00
Interdepartmental	13,004.16	15,438.37	20,921.00	6,512.87	20,921.00	9,154.00
Capital Outlay	<u>2,406.14</u>	<u>0.00</u>	<u>45,328.00</u>	<u>1,102.99</u>	<u>41,888.00</u>	<u>101,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>950,992.45</b>	<b>907,875.93</b>	<b>951,531.00</b>	<b>655,288.23</b>	<b>910,669.00</b>	<b>1,027,579.00</b>

**SUMMARY OF FINANCE BY SOURCE OF FUNDS**

1010 General Fund	920,626.30	875,398.38	931,414.00	638,270.67	913,234.00	1,008,186.00
1030 CDBG Current Year	30,366.15	32,477.55	20,417.00	17,017.56	21,650.00	19,393.00

The purpose of this activity is to administer and enforce the business license ordinance of the City. This activity also provides for centralized cashiering for all City activities.

### PROGRAMS AND FUNCTIONS

- To maintain all records relating to over four thousand business licenses.
- To maintain records on resale permits issued by State Board of Equalization to businesses in Lakewood.
- To investigate business license applications requiring study and to investigate complaints.
- To maintain records on business permits issued using a computerized business license system.
- To provide staff support for the License and Permit Hearing Board.
- To provide centralized cashiering for all City activities.
- To collect and record all revenues of the City.

### BUDGET SUMMARY

#### Projections:

- Changed Conditions** - Initial plan for web-based form is in progress.
- Proposed Activities** - The field enforcement program will continue, which results in many unlicensed businesses obtaining a City license.
- Productivity Initiatives** - To ensure timely collection of Business License renewals, due date will be changed to June 30<sup>th</sup>.
- Performance Measures** - All business locations will be inspected each year to determine that each business is licensed.

	<b>Actual</b> <b><u>2007-2008</u></b>	<b>Actual</b> <b><u>2008-2009</u></b>	<b>Actual</b> <b><u>2009-2010</u></b>	<b>Estimated</b> <b><u>2010-2011</u></b>	<b>Projected</b> <b><u>2011-2012</u></b>
Home Occupation Licenses	893	1,093	1,191	1,231	1,231
Lakewood Business Locations	1,825	1,435	1,658	1,628	1,628
Businesses Outside Lakewood	1,733	1,590	1,640	2,066	2,066
Total Business Licenses Issued	3,558	4,118	4,489	4,925	4,925
Total Annual Revenue	\$476,925	\$462,403	\$456,599	\$465,000	\$465,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 5100 ADMINISTRATIVE SERVICES - LICENSING AND REVENUE COLLECTION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	87,721.74	93,454.70	86,194.00	66,946.79	86,442.00	87,001.00
Office Expense	132.14	234.23	300.00	26.35	200.00	250.00
Meetings Expense	75.00	68.90	50.00	50.00	50.00	50.00
Special Department	154.43	1,619.02	800.00	38.90	200.00	500.00
Interdepartmental	<u>0.00</u>	<u>250.70</u>	<u>359.00</u>	<u>0.00</u>	<u>359.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>88,083.31</b>	<b>95,627.55</b>	<b>87,703.00</b>	<b>67,062.04</b>	<b>87,251.00</b>	<b>87,801.00</b>

**SUMMARY OF LICENSING AND REVENUE COLLECTION BY SOURCE OF FUNDS**

1010 General Fund	88,083.31	95,627.55	87,703.00	67,062.04	87,251.00	87,801.00
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The purpose of this activity is to coordinate and administer risk management and insurance either secured by the City or through participation in the Joint Powers Insurance Authority.

### PROGRAMS AND FUNCTIONS

- To secure proposals in anticipation of the expiration of insurance policies.
- To maintain liaison with insurance carriers.
- To process claims against the City filed with the California Joint Powers Insurance Authority.
- To administer risk management for the City.
- To administer retiree medical plan.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Liability Insurance (CJPIA)	\$665,396	Property Damage Insurance (CJPIA)	\$30,000
Worker's Compensation (CJPIA)	\$232,646	Environmental Liability Insurance	\$15,556
Earthquake Insurance (CJPIA)	\$116,000	Employee Bond	\$5,400
Unemployment Insurance	\$50,000	EAP	\$5,200
Retiree Medical	\$42,880		

#### Projections:

- Changed Conditions** - The decrease in Other Operating is due to a decline in the exposure of liability claims.
- Proposed Activities**
- Continue to administrate retiree medical program.
  - Annual applications for liability, property, and workers' compensation insurance will be completed.
  - Monthly meetings of the Safety Committee will continue.
- Productivity Initiatives** - Designated safety coordinators will perform department safety inspections, along with periodic CJPIA inspections, to insure safety procedures are being followed.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Liability Program Cost	\$ 936,339	\$1,244,950	\$ 965,748	\$ 969,524	\$ 665,396
Property Damage	\$ 16,376	\$ 28,367	\$ 29,157	\$ 27,742	\$ 30,000
Earthquake Insurance	\$ 61,979	\$ 116,471	\$ 122,371	\$ 109,089	\$ 116,000
Workers' Compensation*	\$ 323,879	\$ 165,745	\$ 221,571	\$ 433,374	\$ 232,646
Unemployment Insurance	\$ 45,247	\$ 14,793	\$ 52,836	\$ 46,000	\$ 50,000
Liability Claims	39	41	36	22	22
Workers' Compensation Claims	14	6	6	9	10

\*Includes rebates based on actual experience

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 5200 ADMINISTRATIVE SERVICES/INSURANCE

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Contract Services	530.92	5,333.56	1,000.00	0.00	1,000.00	1,000.00
Office Expenses	0.00	1,749.00	1,800.00	1,782.00	1,782.00	1,800.00
Meeting Expense	0.00	851.66	600.00	0.00	600.00	600.00
Other Operating	<u>6,234,646.72</u>	<u>2,083,082.79</u>	<u>1,918,819.00</u>	<u>1,522,073.47</u>	<u>1,522,074.00</u>	<u>1,496,448.00</u>
<b>TOTAL EXPENDITURE</b>	<b>6,235,177.64</b>	<b>2,091,017.01</b>	<b>1,922,219.00</b>	<b>1,523,855.47</b>	<b>1,525,456.00</b>	<b>1,499,848.00</b>

**SUMMARY OF INSURANCE BY SOURCE OF FUNDS**

1010 General Fund	1,637,393.59	1,462,659.48	1,563,219.00	1,423,240.41	1,661,247.00	1,169,878.00
1070 Retiree Medical Fund	4,597,784.05	628,357.53	359,000.00	100,615.06	359,000.00	329,970.00

The purpose of this activity is to enforce parking regulations throughout the City.

### PROGRAMS AND FUNCTIONS

To obtain compliance with the City's parking ordinances.

To collect revenue in payment of parking fines.

To process citations, issue "Notices of Illegal Parking" to those who do not pay citations on time, and generate Department of Motor Vehicle "holds" for unpaid citations. (50% of citations are issued to vehicles parked in violation of the ordinance prohibiting parking during street sweeping hours.)

To investigate service requests related to parking of vehicles on City streets.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Cardinal Tracking Contract Services	\$8,627	Vehicle Maintenance	\$13,364
Hearing Officer	\$2,000		

#### Projections:

#### Changed Conditions

- City-wide Street Sweeping implementation has reduced the number of street sweeping citations issued annually.
- Better utilization of DMV services for collection of delinquent citations.

#### Productivity Initiatives

- A total in-house parking control program, under the supervision of the Administrative Services Department, has improved the enforcement of City parking regulations.
- Aggressive follow-up on delinquent citations through DMV and collection services.

#### Performance Measures

- Service requests will be cleared within seven days.
- It is the City's desire to reduce the number of citations issued and obtain compliance with parking laws.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Number of Citations Issued (Includes Warnings)	35,645	33,520	29,561	23,000	23,000
Amount Collected	\$451,445	\$863,178	\$703,711	\$700,000	\$700,000
Cost of Program	\$435,969	\$467,113	\$494,877	\$497,300	\$511,230
Number of Service Requests Handled	2,146	996	1,085	1,080	1,050
Number of Vehicles Towed (By the City)	111	67	45	53	60
Administrative Towing Fees	\$ 23,760	\$ 31,122	\$ 30,713	\$ 35,438	\$ 30,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BA PUBLIC SAFETY - LAW ENFORCEMENT  
**DEPARTMENT/DIVISION:** 5300 ADMINISTRATIVE SERVICES/PARKING CONTROL

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	422,870.12	464,567.27	462,669.00	355,265.11	461,126.00	479,394.00
Contract Services	11,354.48	7,249.78	10,000.00	9,761.01	10,373.00	11,627.00
Meetings Expense	1,040.86	1,347.95	559.00	559.00	559.00	1,300.00
Special Department	5,030.47	5,116.35	5,161.00	4,053.91	4,055.00	5,420.00
Other Operating	100.00	125.00	125.00	125.00	125.00	125.00
Interdepartmental	<u>26,717.16</u>	<u>16,470.73</u>	<u>21,062.00</u>	<u>8,550.86</u>	<u>21,062.00</u>	<u>13,364.00</u>
<b>TOTAL EXPENDITURES</b>	<b>467,113.09</b>	<b>494,877.08</b>	<b>499,576.00</b>	<b>378,314.89</b>	<b>497,300.00</b>	<b>511,230.00</b>

**SUMMARY OF PARKING CONTROL BY SOURCE OF FUNDS**

1010 General Fund	467,113.09	494,877.08	499,576.00	378,314.89	497,300.00	511,230.00
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The purpose of this activity is to provide efficient and cost-effective administration of the Purchasing and Warehouse operations. Obtaining necessary and authorized supplies and equipment at the lowest cost, through the competitive process, remains a primary objective.

### PROGRAMS AND FUNCTIONS

- To solicit informal and formal bids for the purchase of equipment and supplies.
- To exercise quantity and quality control over purchases.
- To deliver purchased equipment and supplies to using departments.
- To maintain an inventory of supplies for recurring City needs.
- To maintain all City-owned office equipment.
- To update stock specifications and standard purchasing forms.
- To maintain strong relationships with vendors.
- To continually search the market for lower prices in equipment and supplies.
- To collect and dispose of surplus equipment and materials.

### BUDGET SUMMARY

<b>Significant Detail:</b>	<b><u>2011-2012</u></b>		<b><u>2011-2012</u></b>
Office Equipment Maintenance	\$ 15,000	Vehicle Maintenance	\$ 2,917

#### Projections:

**Changed Conditions** - None.

**Proposed Activities** - Inventory will continue to be maintained at economically-efficient levels with reduction of items a primary goal.  
 - Products made from recycled and recyclable materials will be purchased, when available, operationally practical, and economically beneficial.

**Productivity Initiatives** - Expand use of the Internet for procurement activities to increase operational efficiency.

**Performance Measures** - Disposition of surplus equipment will be done as soon as practical, usually within two weeks, to optimize the salvage value received.  
 - Stock items required by City departments will be delivered within three working days after receipt of requisitions. Buyout items will be delivered usually within 7 working days.  
 - Formal bid packages will be generated and distributed within 10 working days after receipt of requests from City departments.

	<b><u>Actual</u></b> <b><u>2007-2008</u></b>	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Estimated</u></b> <b><u>2010-2011</u></b>	<b><u>Projected</u></b> <b><u>2011-2012</u></b>
Purchase Orders Issued	3,927	3,838	3,900	3,500	3,500
Warehouse Stock Items (On hand)	711	711	709	709	709
Revenue – Surplus Property	\$ 6,356	\$ 1,283	\$ 8,782	\$15,000	\$ 8,000



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 5400 ADMINISTRATIVE SERVICES/PURCHASING AND STORES

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	273,268.06	296,526.34	299,683.00	228,295.14	294,672.00	301,110.00
Facilities Expense	460.00	585.43	500.00	120.73	500.00	600.00
Office Expense	7,417.90	9,092.69	20,900.00	8,960.94	15,800.00	15,700.00
Meetings Expense	50.00	20.00	250.00	0.00	100.00	250.00
Special Department	4,439.88	4,385.88	5,140.00	2,883.03	5,140.00	5,140.00
Other Operating	230.00	230.00	230.00	180.00	230.00	230.00
Interdepartmental	2,966.80	7,695.93	5,297.00	1,696.07	5,297.00	2,917.00
Capital Outlay	<u>0.00</u>	<u>0.00</u>	<u>400.00</u>	<u>11.43</u>	<u>400.00</u>	<u>400.00</u>
<b>TOTAL EXPENDITURES</b>	<b>288,832.64</b>	<b>318,536.27</b>	<b>332,400.00</b>	<b>242,147.34</b>	<b>322,139.00</b>	<b>326,347.00</b>

**SUMMARY OF PURCHASING AND STORES BY SOURCE OF FUNDS**

1010 General Fund	288,832.64	318,536.27	332,400.00	242,147.34	322,139.00	326,347.00
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The purpose of this activity is to provide for ongoing administrative functions of the City's Public Works Department. The department's activities encompass most functions within the public rights-of-way and city-owned property. These include planning, development, and administration of all capital improvements, maintenance of street pavement, curb, gutter and sidewalk, street lighting, traffic operations and safety, solid waste management, street sweeping, stormwater compliance, maintenance of City-owned facilities, central garage operations, graffiti removal, swimming pool maintenance, and animal control.

### PROGRAMS AND FUNCTIONS

- To manage capital improvement projects within the established budget and schedule.
- To maintain ongoing administrative functions and provide a high standard of physical facilities and services.
- To continuously monitor and supervise public works functions being conducted by Los Angeles County and private contractors.
- To study, plan, and implement an integrated solid waste reduction program.
- To provide traffic engineering, safety programs, and staff support to the Community Safety Commission.
- To administer the "Gatekeeper" emergency response program which responds to emergency requests during non-business hours.
- To maintain the City's phone and security systems and provide input to management on changing issues affecting the City.
- To administer the City's stormwater program as required by the Federal Clean Water Act and related State regulations.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Professional Services	\$131,500	Communications	\$51,482
Consulting Services	\$99,900	Permit Fees NPDES	\$24,577
Printing & Reproduction	\$10,725	Vehicle/Equipment Maintenance	\$9,339

#### Projections:

**Changed Conditions** - None.

**Proposed Activities**

- Continue maintenance projects for the City's infrastructure, including administration of water projects.
- Identify alternative funding sources for public improvements.
- Conduct biannual citywide traffic counts.
- Develop fats, oil and grease program for food service establishments.

**Productivity Initiatives**

- Continue to closely monitor construction activities to ensure highest quality result and minimize change orders.
- Implement computerized data management in all divisions in order to evaluate productivity and target improvements.
- Evaluate feasibility and cost effectiveness of existing and potential privatized services.
- Complete the capital improvement projects as identified in Legacy.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
<b>Service Requests:</b>					
Street Clean-up	6	9	6	10	12
Hazardous Waste Clean-up	33	7	21	11	18
Catch Basin Clean-up	18	13	18	15	15
Total Service Requests Received	828	673	678	650	650

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DC COMMUNITY DEVELOPMENT - CONSTR/ENGR REGULATION  
**DEPARTMENT/DIVISION:** 6000 PUBLIC WORKS/ENGINEERING AND ADMINISTRATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	545,603.90	569,392.04	600,270.00	442,767.56	573,673.00	594,614.00
Contract Services	119,528.45	116,658.09	298,439.00	56,622.79	269,290.00	231,400.00
Facilities Expense	41,790.28	44,941.13	49,500.00	32,377.37	49,000.00	51,482.00
Office Expense	2,125.10	1,376.42	2,250.00	774.94	2,250.00	2,250.00
Meetings Expense	6,516.71	8,669.47	7,800.00	8,626.13	9,300.00	8,200.00
Special Department	22,399.53	21,080.19	22,317.00	20,391.12	28,644.00	28,355.00
Other Operating	948.75	10,963.75	11,580.00	5,630.15	11,580.00	11,754.00
Interdepartmental	<u>25,597.25</u>	<u>21,077.43</u>	<u>22,150.00</u>	<u>14,340.09</u>	<u>22,150.00</u>	<u>20,064.00</u>
<b>TOTAL EXPENDITURES</b>	<b>764,509.97</b>	<b>794,158.52</b>	<b>1,014,306.00</b>	<b>581,530.15</b>	<b>965,887.00</b>	<b>948,119.00</b>

**SUMMARY OF ENGINEERING AND ADMINISTRATION BY SOURCE OF FUNDS**

1010 General Fund	741,534.39	768,511.65	982,352.00	557,821.14	935,155.00	924,296.00
1030 CDBG Current Year	22,975.58	25,646.87	31,954.00	23,709.01	30,732.00	23,823.00

The purpose of this activity is to provide for the efficient and economical collection of refuse and recyclable materials. A private contractor collects the City's refuse, recycling and commercial/multi-residential family recycling. This service is provided through regulations established by City ordinance, collection contract, and State legislation. Single-family residential property owners are billed bimonthly for trash collection and recycling at the rates established by resolution of the City Council. Commercial, industrial, and multi-family residential accounts are billed monthly directly by the contractor. Refuse is delivered to either SERRF or other sites selected by EDCO, where it is either incinerated or processed for recycling. The City also administers a variety of recycling programs to comply with State mandates. In FY 2009-2010, the City converted to a curbside recycling and automated refuse collection system.

### PROGRAMS AND FUNCTIONS

To administer the City's municipal solid waste collection and disposal.

To provide the Dial-A-Dump program for bulky residential items.

To comply with the regulations of the Integrated Waste Management Act - AB 939.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Collection Services	\$4,139,234	Litter Reduction Program	\$23,000
Beverage Container Recycling	\$203,118	Used Oil	\$41,264

#### Projections:

**Changed Conditions** - Sub activity Recycling Program was moved into main Solid Waste Management budget.

**Proposed Activities**

- Monitor compliance with AB 939 requirements.
- Continue to administer contract for collection of refuse and recyclables with EDCO.
- Continue specialized recycling programs for residents such as Christmas tree and telephone book recycling.
- Continue specialized recycling programs such as greenwaste, concrete, and (various) paper from City facilities.
- Publish environmental/recycling newsletter and brochures.
- Continue to administer grants for used oil and beverage container collection program.
- Continue to monitor the commercial and multi-family residential recycling program administered by EDCO.
- Encourage developers to recycle C&D debris and finalize a construction and demolition (C&D) ordinance.
- Continue to promote county programs such as: Household Hazardous Waste Round-ups, Smart Gardening Program and the Clean LA website.

**Performance Measures** - The following statistics are based upon the City's annual reports to the Cal Recycle using Los Angeles County Disposal Reporting System, which is based upon calendar year.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Residential to SERRF	30,200	27,909	19,227	4,779	4,800
Residential Trash	11,800	6,413	10,296	18,600	19,000
Commercial Tonnage	17,000	16,043	16,868	19,120	19,500
All other Disposal*	13,000	14,100	56,273	45,000	45,500
Residential Recycling	0	0	3,348	7,525	7,800
Residential Greenwaste	0	0	3,266	6,000	6,500
Additional Trash Cart Requests	0	0	500	200	200
Additional Recycle Cart Requests	0	0	463	250	275
<b>Total Disposal</b>	<b>72,000</b>	<b>64,465</b>	<b>110,241</b>	<b>101,474</b>	<b>103,575</b>

\*Represents disposal at other landfills, self-haul and C&D Disposal

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** EA HEALTH - SOLID WASTE  
**DEPARTMENT/DIVISION:** 6100 PUBLIC WORKS/SOLID WASTE MANAGEMENT

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	157,898.49	147,114.02	180,872.00	131,899.65	170,944.00	186,298.00
Contract Services	4,025,867.94	4,123,929.43	4,269,700.00	3,173,298.39	4,273,400.00	4,369,145.00
Office Expense	29,053.80	0.00	780.00	29.46	780.00	750.00
Meetings Expense	232.85	150.00	2,500.00	95.00	2,500.00	2,500.00
Special Department	12,338.74	4,878.18	178,780.00	7,441.59	45,631.00	108,210.00
Other Operating	0.00	0.00	6,700.00	0.00	7,000.00	15,000.00
Interdepartmental	0.00	0.00	500.00	0.00	250.00	250.00
Capital Outlay	<u>0.00</u>	<u>0.00</u>	<u>62,318.00</u>	<u>0.00</u>	<u>0.00</u>	<u>106,918.00</u>
<b>TOTAL EXPENDITURES</b>	<b>4,225,391.82</b>	<b>4,276,071.63</b>	<b>4,702,150.00</b>	<b>3,312,764.09</b>	<b>4,500,505.00</b>	<b>4,789,071.00</b>

**SUMMARY OF SOLID WASTE COLLECTION BY SOURCE OF FUNDS**

1010 General Fund	4,209,920.88	4,271,867.96	4,451,818.00	3,301,084.90	4,433,890.00	4,573,766.00
1600 Litter Reduction	7,749.94	1,735.17	23,000.00	0.00	23,000.00	5,000.00
1630 Used Oil Grant	39.93	2,033.50	24,214.00	3,979.19	15,665.00	35,137.00
1640 Beverage Container Grant	7,681.07	435.00	203,118.00	7,700.00	27,950.00	175,168.00

The purpose of this activity is to provide for animal control services for the City by contract. The City contracts with the Southeast Animal Control Authority (SEAACA) in Downey for animal control services. SEAACA is a joint powers authority with eight cities as member agencies serving as their Board. Lakewood is one of several cities that contracts for service without being a member of the JPA. SEAACA provides field services, sheltering, and licensing. Lakewood has a dedicated animal control officer to handle field patrol and investigation of complaints.

### PROGRAMS AND FUNCTIONS

To administer the animal control services contract with SEAACA which includes dog licensing, field patrol, pet adoption programs, and investigation of complaints regarding animal cruelty, barking, and strays.  
To provide and promote pet vaccination clinics.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contract Services	\$ 283,245	Professional Services	\$ 5,000

#### Projection:

**Changed Conditions** - SEAACA contract projected to increase.

**Proposed Activities**

- Promote SEAACA's public education campaigns to help residents understand how to live with local wildlife such as opossums, raccoons and coyotes.
- Coordinate with SEAACA to provide vaccination clinics. These clinics give residents an opportunity to obtain low-cost vaccinations in conjunction with obtaining licenses for their pets.
- Develop a barking dog ordinance.
- Update City code to include vicious dog language.
- Review license fees.

**Performance Measures** - License fees continue to pay for a majority of the program costs; rates were adjusted in Fiscal Year 03-04 to reduce the general fund subsidy.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Dogs Licensed	8,905	7,774	9,263	9,300	9,350
Service Calls Handled by SEAACA	3,633	3,791	3,711	3,500	3,600
Service Requests Handled by Lakewood	116	134	86	65	75
Dogs Returned to Their Owners	115	130	120	100	110
Cats Returned to Their Owners	9	17	10	15	18
Dogs Placed in New Homes	133	123	110	135	140
Cats Placed in New Homes	45	58	35	20	22

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BC PUBLIC SAFETY - ANIMAL CONTROL  
**DEPARTMENT/DIVISION:** 6200 PUBLIC WORKS/ANIMAL CONTROL

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	4,990.54	5,267.48	5,492.00	4,030.90	5,233.00	5,446.00
Contract Services	190,959.00	260,453.00	275,851.00	269,757.00	274,757.00	288,245.00
Special Department	<u>51.55</u>	<u>51.33</u>	<u>51.00</u>	<u>37.70</u>	<u>51.00</u>	<u>51.00</u>
<b>TOTAL EXPENDITURES</b>	<b>196,001.09</b>	<b>265,771.81</b>	<b>281,394.00</b>	<b>273,825.60</b>	<b>280,041.00</b>	<b>293,742.00</b>

**SUMMARY OF ANIMAL CONTROL BY SOURCE OF FUNDS**

1010 General Fund	196,001.09	265,771.81	281,394.00	273,825.60	280,041.00	293,742.00
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The purpose of this activity is to provide skill trades services to repair and maintain City Hall, The Centre, Community Safety Center, Well Site buildings, City-owned parcels (Fidler house, vacant Redevelopment Agency lots) and the Nixon and Arbor Yards. This is accomplished by both City forces and contract services. The maintenance of park facilities is budgeted in Department/Division 6400.

### PROGRAMS AND FUNCTIONS

- To administer service contracts for HVAC, elevator, security, roof warranty, electrical and fire protection systems.
- To provide setup and logistical support for block parties and special events held city-wide.
- To install the City's street banner and holiday decorations program or coordinate the contract to do same.
- To troubleshoot, repair and maintain building-related structures, systems, and equipment.
- To provide for utilities for City Hall, The Centre, Nixon and Arbor Yards.
- To provide for the disposal of hazardous materials used at the Nixon and Arbor Yards and hazardous material brought in from public right-of-way.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Fire/Security Alarm Contract	\$ 30,000	HVAC Maintenance and Repair	\$ 18,000
Street Banner Program	\$ 40,000	Vehicle/Equipment Maintenance	\$ 43,266
Building Maintenance	\$ 28,000	Utilities (Electricity/Gas/Water)	\$ 158,654
		Contract Services	\$ 44,000

#### Projections:

- Changed Conditions**
- The change in contract services reflects increase in roof warranty inspection/maintenance to retain long term roof warranties.
  - The change in Facilities Expense reflects projected increase in cost of electricity and natural gas for general building operations.
- Proposed Activities**
- Perform routine and extraordinary maintenance on HVAC systems, plumbing and electrical systems, telephone and security systems, elevators and building structures.
- Productivity Initiatives**
- Continue developing inventory and assessment of all facilities maintained under this Department/Division.
  - Continue joint Centre/Public Works coordination meetings initiated during FY 2001-02, to facilitate completion of work orders and facility rehabilitation at The Centre.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Work Orders Completed	386	481	500	500	525



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM: AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT**  
**DEPARTMENT/DIVISION: 6300 PUBLIC WORKS/BUILDING MAINTENANCE**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	497,063.52	512,978.99	516,321.00	404,961.33	519,468.00	520,383.00
Contract Services	77,451.24	77,515.61	93,300.00	70,689.21	93,300.00	98,300.00
Facilities Expense	182,842.11	169,069.60	171,057.00	119,476.56	178,989.00	190,229.00
Office Expense	908.11	300.09	500.00	551.83	500.00	500.00
Special Department	60,751.20	63,059.71	71,742.00	44,527.71	72,042.00	72,767.00
Other Operating	350.00	252.80	500.00	95.68	500.00	500.00
Interdepartmental	41,148.17	33,987.40	38,403.00	33,102.83	38,403.00	43,266.00
Capital Outlay	<u>1,247.04</u>	<u>0.00</u>	<u>600.00</u>	<u>600.00</u>	<u>600.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>861,761.39</b>	<b>857,164.20</b>	<b>892,423.00</b>	<b>674,005.15</b>	<b>903,802.00</b>	<b>925,945.00</b>

**SUMMARY OF BUILDING MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	861,761.39	857,164.20	892,423.00	674,005.15	903,802.00	925,945.00
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The purpose of this activity is to provide skill trades services to repair and maintain all park and recreational facilities including swimming and wading pools, except for landscaping, irrigation and janitorial services. This work is accomplished by both City forces and contract services. Utility costs are carried in each park's budget.

### PROGRAMS AND FUNCTIONS

To administer service contracts for HVAC, elevator, security, roof warranty, electrical and fire/access control protection systems.  
 To repair and maintain all park buildings, including Burns Center, Weingart Senior Center, the Lakewood Youth Center, and Nye Library.  
 To repair and maintain the City swimming and wading pools.  
 To repair and maintain park fencing and park site furnishings.  
 To repair and maintain playground equipment, athletic fields and court lighting, area lighting and hardscape on park/community center facilities.  
 To provide setup and logistical support for special park and recreational events, such as Pan American Fiesta, Halloween carnivals, Safety Expo and Concerts in the Parks.  
 To troubleshoot and repair building-related structures, systems, and equipment.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2012-2011</u>
Building Maintenance	\$ 36,000	Contract Services	\$ 32,000
Security Contract	\$ 63,000	Special Supplies (Parks & Pools)	\$ 50,000
HVAC Maintenance	\$ 32,000	Capital Equipment	\$ 40,000

#### Projections:

- Changed Conditions**
- Capital Equipment replacement is budgeted on a priority basis.
  - The change in fire/security alarm cost is due to Youth Center, and Palms systems upgrades and full year operation.
  - Change in HVAC maintenance reflects increase due to repair work anticipated for FY 2011-12.
  - Change in Mayfair & McCormick Pool budgets reflects decrease in pool chemical costs.
- Proposed Activities**
- Continue to update the inventory and assessment of all facilities maintained under this Department/Division.
  - Facility Preservation Committee annually inspects each facility to identify minor capital improvements.
  - Monitor the new computerized work order system installed in FY 03-04.
  - Continue to enter city equipment assets into new computerized work order system.
- Productivity Initiatives**
- 75% of work orders will be completed within five working days.

#### Performance Measures:

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Work Orders Completed	N/A	1,487	1,420	1,650	1,700

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 6400/6470/6475 PUBLIC WORKS/PARK MAINTENANCE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	842,874.54	869,944.41	879,730.00	613,073.99	909,975.00	888,084.00
Contract Services	89,950.55	103,521.50	120,845.00	79,841.45	126,445.00	131,200.00
Facilities Expense	29,361.18	30,411.40	36,000.00	16,593.39	36,000.00	36,000.00
Special Department	59,808.87	48,430.47	72,812.00	28,683.78	75,482.00	70,182.00
Interdepartmental	33,516.75	19,881.84	23,619.00	14,426.40	23,619.00	26,079.00
Capital Outlay	<u>44,373.41</u>	<u>46,992.31</u>	<u>43,022.00</u>	<u>35,709.14</u>	<u>40,811.00</u>	<u>40,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,099,885.30</b>	<b>1,119,181.93</b>	<b>1,176,028.00</b>	<b>788,328.15</b>	<b>1,212,332.00</b>	<b>1,191,545.00</b>

**SUMMARY OF PARK MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	1,099,885.30	1,119,181.93	1,176,028.00	788,328.15	1,212,332.00	1,191,545.00
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The purpose of this activity is to remove graffiti from all City-owned buildings and private structures upon resident request. This is accomplished by City personnel and equipment. Residents, business owners, and staff members call in to report graffiti on public and private property. Residents are asked to sign annual releases for high-frequency locations so that City crews may enter onto private property to remove graffiti visible from the street. The City endeavors to remove graffiti within 24 hours of reporting to discourage proliferation. Highly offensive graffiti is removed within hours, if possible. Sheriff is provided photo documentation of all gang-related graffiti.

### PROGRAMS AND FUNCTIONS

To remove graffiti from City-owned buildings and facilities.

To respond to all requests to remove graffiti by City departments and others through work orders, city service requests or emergency calls.

To remove graffiti from privately-owned buildings and fences upon request by the property owner.

#### Significant Detail:

#### BUDGET SUMMARY

	<u>2011-2012</u>		<u>2011-2012</u>
Special Supplies	\$6,000	Vehicle/Equipment Maintenance	\$10,957

#### Projections:

**Changed Conditions** - None.

**Proposed Activities** - Continue to remove highly offensive graffiti within hours and notify Sheriff on weekly basis.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Service Requests Received:					
Private Property	488	515	311	234	272
Public R.O.W.	457	492	376	378	377
Number of Work Orders Received:					
Graffiti Removal on City Facilities	27	26	15	12	15

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** DG COMMUNITY DEVELOPMENT - OTHER  
**DEPARTMENT/DIVISION:** 6500 PUBLIC WORKS/GRAFFITI REMOVAL

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	100,243.01	102,290.07	96,203.00	82,419.20	105,978.00	104,956.00
Special Department	6,851.48	5,275.84	6,975.00	3,428.06	6,975.00	6,975.00
Interdepartmental	<u>11,344.28</u>	<u>9,516.70</u>	<u>12,011.00</u>	<u>8,418.90</u>	<u>12,011.00</u>	<u>10,957.00</u>
<b>TOTAL EXPENDITURES</b>	<b>118,438.77</b>	<b>117,082.61</b>	<b>115,189.00</b>	<b>94,266.16</b>	<b>124,964.00</b>	<b>122,888.00</b>

**SUMMARY OF GRAFFITI REMOVAL BY SOURCE OF FUNDS**

1010 General Fund	118,438.77	117,082.61	115,189.00	94,266.16	124,964.00	122,888.00
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The purpose of this activity is to provide a comprehensive hardscape maintenance and improvement program for public rights-of-way, parks, and City-owned facilities. Hardscape includes sidewalk, curb, gutter, asphalt, and ADA handicapped ramps.

### PROGRAMS AND FUNCTIONS

- To provide an ongoing public information program which responds to residential hardscape maintenance requests.
- To conduct sidewalk, curb, and gutter repairs citywide.
- To conduct annual citywide sidewalk inspection for identification and elimination of tripping hazards.
- To administer hardscape-related capital improvement projects.
- To maintain hardscape database.

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Hardscape Repair	\$200,000	Patching	\$60,000

#### Projections:

**Changed Conditions** - None.

- Proposed Activities**
- Coordinate contract hardscape repairs to respond to service requests.
  - Continue a Citywide inspection of sidewalks to eliminate vertical displacements.
  - Continue grinding program to eliminate minor vertical displacements without costly concrete replacement.
  - Continue alternative repair methods that will allow preservation of trees, where possible, such as bridging sidewalk over roots or obtaining sidewalk easements on private property.
  - Coordinate hardscape repair with street paving.

**Productivity Initiatives** - Integrate selection of hardscape repair locations with upcoming street overlay projects.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Sidewalk Grinding	1,406	1,599	384	2,400	2,000
Sidewalk Ramping	639	967	685	588	500
Sidewalk Repair – Square Footage	44,958	62,776	18,583	24,602	30,000
Curb/Gutter – Lineal Footage	22,367	34,933	3,789	9,969	15,000
Access Ramps Installed	51	30	11	33	15

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CB TRANSPORTATION - SIDEWALK/TREES/LANDSCAPING  
**DEPARTMENT/DIVISION:** 6600 PUBLIC WORKS/HARDSCAPE MAINTENANCE

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	67,214.59	53,210.85	160,624.00	104,357.81	153,874.00	135,026.00
Contract Services	237,246.49	229,508.38	135,500.00	62,962.20	135,500.00	260,000.00
Special Department	<u>429.07</u>	<u>292.77</u>	<u>297.00</u>	<u>227.60</u>	<u>297.00</u>	<u>297.00</u>
<b>TOTAL EXPENDITURES</b>	<b>304,890.15</b>	<b>283,012.00</b>	<b>296,421.00</b>	<b>167,547.61</b>	<b>289,671.00</b>	<b>395,323.00</b>

**SUMMARY OF HARDSCAPE MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	304,890.15	283,012.00	296,421.00	167,547.61	289,671.00	395,323.00
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The purpose of this activity is to provide a comprehensive management program for the approximately 30,000 trees located on public rights-of-way, parks, and other City-owned facilities.

### PROGRAMS AND FUNCTIONS

To provide an ongoing inspection program which responds to residential tree maintenance requests.

To provide emergency tree service 24 hours per day, 7 days per week.

To conduct an ongoing reforestation program to replace trees removed where hardscape damage, storm damage, disease, and vandalism have occurred.

To maintain and manage computerized inventory and work order databases.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Contract Tree Maintenance	\$ 517,000	Vehicle/Equipment Maintenance	\$62,773
Tree Planting	\$ 50,000		

#### Projections:

**Changed Conditions** - None.

**Proposed Activities**

- Continue contracting tree maintenance services to support special projects or programs.
- Apply for tree planting grants.
- Continue using private sector contracting to augment scheduled trimming, as well as to remove large tree species for hardscape improvement citywide.
- Continue tree replanting.
- Continue to recycle greenwaste.
- Maintenance of easement rights-of-way.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Contract Trims	8,125	6,819	6,718	7,302	6,500
Tree Plantings	287	512	238	128	250
Tree Removals	324	268	376	253	200
Service Requests	1,138	1,270	1,346	1,000	1,000



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM: CB TRANSPORTATION - SIDEWALK/TREES/LANDSCAPING**  
**DEPARTMENT/DIVISION: 6700 PUBLIC WORKS/TREE MAINTENANCE**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	370,625.12	404,616.71	323,992.00	266,840.53	338,401.00	347,868.00
Contract Services	611,594.27	561,180.46	538,000.00	459,949.10	538,000.00	575,000.00
Office Expense	519.56	357.56	500.00	659.48	700.00	500.00
Meetings Expense	0.00	0.00	200.00	100.00	200.00	200.00
Special Department	5,357.28	6,821.39	7,647.00	3,337.54	7,647.00	7,647.00
Other Operating	0.00	669.42	500.00	350.00	500.00	500.00
Interdepartmental	64,473.45	50,210.85	57,483.00	45,920.11	57,483.00	62,773.00
Capital Outlay	<u>1,169.10</u>	<u>1,200.00</u>	<u>1,200.00</u>	<u>1,191.89</u>	<u>1,200.00</u>	<u>1,200.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,053,738.78</b>	<b>1,025,056.39</b>	<b>929,522.00</b>	<b>778,348.65</b>	<b>944,131.00</b>	<b>995,688.00</b>

**SUMMARY OF TREE MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	1,053,738.78	1,025,056.39	929,522.00	778,348.65	944,131.00	995,688.00
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The purpose of this activity is to maintain City streets, bridges, alleys, drainage facilities, parkway panels and medians, street striping and markings, and traffic and street name signs. Various contractors and the Los Angeles Department of Public Works provide these services. This work will be undertaken with a combination of approaches utilizing County road crews and major CIP public works contracts. The work will include treatments such as spot repairs, slurry seals, and rubberized asphalt overlays. The overlays will provide a useful life on residential streets of approximately 20 years.

### PROGRAMS AND FUNCTIONS

To maintain the City's public rights-of-way in a safe condition for use by motorists and pedestrians.  
 To provide improvements recommended by the City's Community Safety Commission and adopted by the City Council.  
 To administer the City's street sweeping contract and investigate and resolve all related service requests.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Street Sweeping	\$ 619,000	Traffic Control	\$40,000
Street Maintenance/Repair	\$ 80,000	Contractual Services	\$60,000
Street/Alley Inspection	\$30,000	Bridge Repair	\$15,000

#### Projections:

**Changed Conditions** - None.

**Proposed Activities**

- Conduct repairs identified in latest bridge inspection report provided by LACDPW.
- Maintain pavement evaluation and inventory and update.
- Continue to maintain house number curb painting as needed.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Curb Number Addresses Painted	8,400	10,000	10,000	12,000	12,000
Streets Overlaid (Sq. Ft.)					
Major	0	525,000	1,200,000	1,100,000	1,200,000
Collector	0	0	0	0	380,000
Local	960,000	1,113,000	0	450,000	400,000
Paving CIP Projects	\$1,200,000	\$3,400,000	\$1,950,000	\$2,800,000	\$2,200,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CA TRANSPORTATION - STREET/HIGHWAY/STORM DRAINS  
**DEPARTMENT/DIVISION:** 6800 PUBLIC WORKS/STREET MAINTENANCE

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	173,518.53	173,668.22	161,747.00	111,835.30	157,256.00	148,017.00
Contract Services	853,325.64	755,655.52	874,000.00	534,643.58	814,376.00	871,000.00
Special Department	889.35	885.68	882.00	650.47	882.00	882.00
Capital Outlay	<u>58,153.04</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,085,886.56</b>	<b>930,209.42</b>	<b>1,036,629.00</b>	<b>647,129.35</b>	<b>972,514.00</b>	<b>1,019,899.00</b>

**SUMMARY OF STREET MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	1,085,886.56	930,209.42	1,036,629.00	647,129.35	972,514.00	1,019,899.00
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The purpose of this activity is to provide for the ongoing operation, maintenance, and energy requirements of 76 signalized intersections and three warning flashers. Thirty-five of the intersections are shared with adjoining jurisdictions, and the cost of maintenance and energy requirements is proportionally split among the affected agencies.

### PROGRAMS AND FUNCTIONS

To administer the contract for maintenance of traffic signals, highway safety lights, and illuminated street name signs.  
To coordinate with other jurisdictions for shared intersections.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
LA County Maintenance	\$100,000	State Maintenance	\$12,000
Utilities	\$31,000		

#### Projections:

**Changed Conditions** - None.

**Proposed Activities** - Continue to perform night safety lighting checks at signalized intersections to insure public safety and cost-effectiveness.  
- The County will continue to perform routine maintenance of all Lakewood controlled intersections.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Traffic Signal Maintenance Calls	162	232	183	200	200

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CA TRANSPORTATION - STREET/HIGHWAY/STORM DRAINS  
**DEPARTMENT/DIVISION:** 6810 PUBLIC WORKS/TRAFFIC CONTROL

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Contract Services	172,817.02	163,316.55	128,000.00	82,381.72	127,000.00	132,600.00
Facilities Expense	<u>31,475.31</u>	<u>32,839.89</u>	<u>25,172.00</u>	<u>18,895.00</u>	<u>25,172.00</u>	<u>32,162.00</u>
<b>TOTAL EXPENDITURES</b>	<b>204,292.33</b>	<b>196,156.44</b>	<b>153,172.00</b>	<b>101,276.72</b>	<b>152,172.00</b>	<b>164,762.00</b>

**SUMMARY OF TRAFFIC CONTROL BY SOURCE OF FUNDS**

1010 General Fund	204,292.33	196,156.44	153,172.00	101,276.72	152,172.00	164,762.00
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The purpose of this activity is to provide, for the maintenance of City-owned streetlights by City Light and Power, which comprises about 75% of the street lighting in Lakewood. This activity also provides for the energy costs of both the City-owned system and the Southern California Edison (SCE)-owned and maintained system, which accounts for the remaining 25% of the entire system.

### PROGRAMS AND FUNCTIONS

To coordinate with City Light and Power for maintenance and operation of City-owned streetlights. Coordinate with SCE for maintenance and operation of their portion of the system.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
CLP Services	\$ 661,000	Edison-owned System	\$ 215,000
Electrical Energy (City-owned)	\$ 300,000	Light Repair Accident	\$ 40,000

#### Projections:

**Changed Conditions** - None.

**Proposed Activities**

- Night street lighting checks for major arterial streets and safety lighting at intersections to increase public safety.
- Continue to replace deteriorated poles as needed.

#### Performance Measures

		<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Street Lights	Edison-owned	1,633	1,632	1,633	1,633	1,633
	City-owned	5,380	5,380	5,380	5,380	5,380
Number of Service Requests Received		196	152	731	700	700
Light Standards Replaced		7	4	12	9	10

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** BD PUBLIC SAFETY - STREET LIGHTING  
**DEPARTMENT/DIVISION:** 6820 PUBLIC WORKS/STREET LIGHTING

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	29,151.66	30,104.99	31,513.00	23,653.60	30,336.00	31,129.00
Contract Services	1,105,709.38	1,124,234.83	1,192,000.00	809,882.10	1,152,000.00	1,216,000.00
Special Department	<u>148.35</u>	<u>147.73</u>	<u>147.00</u>	<u>108.50</u>	<u>147.00</u>	<u>147.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,135,009.39</b>	<b>1,154,487.55</b>	<b>1,223,660.00</b>	<b>833,644.20</b>	<b>1,182,483.00</b>	<b>1,249,676.00</b>

**SUMMARY OF STREET LIGHTING BY SOURCE OF FUNDS**

1010 General Fund	1,135,009.39	1,154,487.55	1,223,660.00	833,644.20	1,182,483.00	1,249,676.00
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The purpose of this activity is to provide planning, coordination, and management of park, recreation, human services, landscape, and custodial maintenance personnel and programs, and to provide centralized support services for citizen contact for departmental programs, activities, and facilities.

### PROGRAMS AND FUNCTIONS

- To recommend levels of service for department-administered programs and activities.
- To review and evaluate departmental expenditures, operating procedures and employee performance, and implement changes as needed to maximize organization effectiveness.
- To prepare studies, reports, and recommendations for the City Council, City Manager, and Recreation and Community Services Commission.
- To recruit, interview, and recommend for employment permanent, temporary, and part-time departmental employees, and to provide administrative support in the personnel recruitment and selection process.
- To provide coordinating and consulting services to community groups regarding leisure and human services activities.
- To provide clerical support for all department programs, activities, functions, and personnel.
- To review, recommend, and administer licensed and professional service agreements, grant applications, and compliance contracts.
- To support and maintain the class software modules for facility booking, program registration, credit card payment, and Internet connection.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
SCE Rights-of-Way Leases	\$ 36,095	Printing & Reproduction	\$ 54,966
Credit Card Fees	\$ 20,000	Contract Services	\$ 8,000

#### Projections:

- |                             |   |
|-----------------------------|---|
| <b>Changed Conditions</b>   | - Increase in employee services due to addition of Administrative Assistant I position.   |
| <b>Proposed Activities</b>  | <ul style="list-style-type: none"> <li>- Department focus areas to include community volunteer opportunities for youth and adults, facility preservation and park development.</li> <li>- Coordinate the City's compliance with the Americans with Disabilities Act (ADA) and State Office of Emergency Services (OES).</li> <li>- Provide employee safety training through the department's Injury and Illness Prevention Program.</li> <li>- Continue energy conservation measures for electrical, natural gas, and water used at all RCS facilities.</li> <li>- Incorporate the branding campaign of the California Park &amp; Recreation Society's "Parks Make Life Better!" to promote the value of parks and recreation to Lakewood residents.</li> </ul> |
| <b>Performance Measures</b> | - Coordinate with the Public Works Department through interdepartmental Facility Preservation Committee, the development of a long-term facility preservation plan.   |



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7000 RECREATION & CULTURAL SERVICES/ADMINISTRATION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	944,329.16	899,496.59	1,065,226.00	765,591.96	1,017,226.00	1,088,630.00
Contract Services	48,013.03	49,688.61	50,272.00	19,362.75	51,121.00	51,995.00
Office Expense	5,882.49	7,429.19	7,800.00	4,177.17	7,800.00	7,800.00
Meetings Expense	3,786.23	4,170.30	4,000.00	1,128.35	4,000.00	4,000.00
Special Department	26,272.14	33,684.95	27,028.00	16,120.32	27,028.00	27,925.00
Other Operating	1,438.93	1,771.60	1,435.00	1,220.00	1,435.00	1,435.00
Interdepartmental	<u>40,212.53</u>	<u>42,951.15</u>	<u>43,229.00</u>	<u>39,147.36</u>	<u>43,229.00</u>	<u>56,955.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,069,934.51</b>	<b>1,039,192.39</b>	<b>1,198,990.00</b>	<b>846,747.91</b>	<b>1,151,839.00</b>	<b>1,238,740.00</b>

**SUMMARY OF PARKS/REC/CULTURAL ADMINISTRATION BY SOURCE OF FUNDS**

1010 General Fund	1,069,934.51	1,039,192.39	1,198,990.00	846,747.91	1,151,839.00	1,238,740.00
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The purpose of this activity is to strengthen community safety and security by providing Lakewood residents opportunities to develop a variety of aquatic and swimming skills for personal recreation, physical fitness and survival purposes, and to provide recreational swimming opportunities.

### PROGRAMS AND FUNCTIONS

To schedule and conduct water safety instruction for beginning, intermediate, and advanced level swimmers of all ages, complying with all Red Cross skill, health, and safety standards.

To conduct specialized instruction in competitive swimming, diving, synchronized swimming, basic water safety, and advanced lifesaving.

To schedule and supervise community groups permitted use of City-operated swimming pools.

To provide public recreational swim sessions throughout the summer months.

To recruit, hire, and train qualified Red Cross certified personnel as lifeguards and swim instructors.

To promote health and wellness by conducting water fitness classes.

### BUDGET SUMMARY

#### Significant Detail:

Printing & Reproduction      2011-2012  
\$5,072

Youth Sports Classes      2011-2012  
\$5,000

#### Projections:

**Changed Conditions** - Change in Interdepartmental due to the reallocation of printing/reproduction costs.

**Proposed Activities** - Conduct Junior Lifeguard Program using Red Cross Guard Start program curriculum.  
- Conduct Family Sessions three nights per week at Mayfair Pool.  
- Continue Lakewood swim card program for reduced rate admission to recreation swim sessions.

**Productivity Initiatives** - Continue staff training to include pool managers and senior guards conducting skills tests throughout the season.  
- Promote internet registration for swim lessons.

**Performance Measures** - Red Cross certification cards will be issued to 2,000 qualified swimmers annually.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Instructional Swim					
Attendance	51,510	49,000	43,000	35,000	43,000
Recreational Swim					
Number of Sessions	400	390	390	390	390
Attendance	38,120	37,000	36,500	34,000	37,000
Number of Pool Bookings	93	88	96	95	95
Pool Rental Attendance	8,791	8,890	8,730	8,800	8,850

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7050/7055 RECREATION & CULTURAL SERVICES/AQUATICS PROGRAMS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	258,384.27	269,114.88	259,933.00	173,176.52	260,019.00	261,903.00
Contract Services	4,829.23	4,840.10	5,000.00	2,563.48	5,000.00	5,000.00
Facilities Expense	5,544.52	9,200.37	9,480.00	2,587.36	9,244.00	5,355.00
Special Department	9,688.98	7,746.33	5,855.00	2,089.12	5,855.00	9,855.00
Other Operating	2,330.96	2,385.70	2,500.00	121.52	2,500.00	2,500.00
Interdepartmental	<u>7,148.04</u>	<u>6,255.56</u>	<u>807.00</u>	<u>2,066.31</u>	<u>807.00</u>	<u>5,072.00</u>
<b>TOTAL EXPENDITURES</b>	<b>287,926.00</b>	<b>299,542.94</b>	<b>283,575.00</b>	<b>182,604.31</b>	<b>283,425.00</b>	<b>289,685.00</b>

**SUMMARY OF SWIMMING POOL PROGRAMS BY SOURCE OF FUNDS**

1010 General Fund	287,926.00	299,542.94	283,575.00	182,604.31	283,425.00	289,685.00
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The purpose of this division is to manage The Centre at Sycamore Plaza as a City entrepreneurial activity by providing a quality environment for a wide variety of individually-engaged functions both public and private.

### PROGRAMS AND FUNCTIONS

To plan, coordinate, schedule and evaluate the use of The Centre and its services.  
To develop and administer policies, procedures and practices to meet organizational needs.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Utilities	\$ 82,433	Special Supplies	\$ 13,460
Custodial/Contract Services	\$ 10,500	Building Maintenance Supplies	\$ 12,500
Equipment Maintenance	\$ 13,105		

#### Projections:

- Changed Conditions**
- Change in facilities expense due to decrease in utilities cost.
  - Change in interdepartmental due to the reallocation of printing/reproduction costs.

- Proposed Activities**
- Coordinate marketing with concessionaire to identify and implement marketing opportunities.
  - Plan and assist concessionaire with open house event.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Catered Events	491	469	357	300	350
Catered Attendance	55,849	57,926	35,490	33,000	35,000
Gross Rent for Concessionaire	\$238,473	\$263,146	\$178,764	\$150,000	\$175,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012****PROGRAM: FA CULTURE/LEISURE - PARKS & RECREATION****DEPARTMENT/DIVISION: 7150 RECREATION & CULTURAL SERVICES/CENTRE CONCESSIONAIRE SUPPORT**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	192,943.42	208,453.87	207,172.00	169,127.99	216,676.00	206,135.00
Contract Services	20,546.72	23,008.99	24,367.00	18,619.25	24,367.00	24,367.00
Facilities Expense	100,580.74	99,740.62	113,958.00	62,212.07	90,093.00	95,684.00
Office Expense	886.68	1,111.48	1,200.00	566.58	1,200.00	1,200.00
Meetings Expense	813.47	667.52	1,000.00	690.08	1,000.00	1,000.00
Special Department	20,637.99	30,434.58	31,968.00	13,645.20	31,968.00	32,158.00
Interdepartmental	<u>3,321.70</u>	<u>2,627.44</u>	<u>3,193.00</u>	<u>1,401.83</u>	<u>3,193.00</u>	<u>2,325.00</u>
<b>TOTAL EXPENDITURES</b>	<b>339,730.72</b>	<b>366,044.50</b>	<b>382,858.00</b>	<b>266,263.00</b>	<b>368,497.00</b>	<b>362,869.00</b>

**SUMMARY OF CIVIC CENTER CONCESSIONAIRE BY SOURCE OF FUNDS**

1050 Community Facility	339,730.72	366,044.50	382,858.00	266,263.00	368,497.00	362,869.00
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The purpose of this division is to manage The Centre at Sycamore Plaza (including the Council wing) as a multi-purpose activity facility, encompassing prime instructional, meeting and audio-visual resources for the benefit of the entire Lakewood community.

### PROGRAMS AND FUNCTIONS

To balance public versus entrepreneurial uses of The Centre.  
 To schedule, coordinate and enhance City-sponsored meetings and activities.  
 To operate Centre heating, ventilation, air conditioning and audio-visual systems.  
 To implement innovative Centre uses.  
 To operate and maintain Centre's fire alarm system and security system.

### BUDGET SUMMARY

#### Significant Detail:

Utilities	<u>2011-2012</u> \$82,433	Custodial and Contract Services	<u>2011-2012</u> \$64,115
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#### Projections:

**Changed Conditions** - Change in Capital Outlay due to replacement of ice machine and ice bin.

**Proposed Activities** - Identify and evaluate areas in need and implement refurbishment as necessary.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Non-catered Events	882	938	519	500	500
Non-catered Attendance	12,997	13,500	8,144	8,000	8,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7155 RECREATION & CULTURAL SERVICES/CENTRE FACILITY OPERATIONS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	136,489.53	139,728.72	148,350.00	116,218.36	152,282.00	146,600.00
Contract Services	59,802.95	72,233.72	80,615.00	57,568.02	80,615.00	80,615.00
Facilities Expense	60,300.10	51,418.73	59,352.00	31,569.34	46,199.00	49,327.00
Office Expense	320.16	220.86	200.00	153.55	200.00	200.00
Meetings Expense	3,380.86	4,979.32	5,000.00	3,069.60	5,000.00	5,000.00
Special Department	2,335.08	4,307.86	4,112.00	2,399.70	4,112.00	4,322.00
Other Operating	<u>0.00</u>	<u>78.99</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>262,628.68</b>	<b>272,968.20</b>	<b>297,629.00</b>	<b>210,978.57</b>	<b>288,408.00</b>	<b>286,064.00</b>

**SUMMARY OF CIVIC CENTER FACILITY OPERATIONS BY SOURCE OF FUNDS**

1050 Community Facility Fund	262,628.68	272,968.20	297,629.00	210,978.57	288,408.00	286,064.00
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The purpose of this activity is to plan, manage, and operate a modified demand-responsive paratransit system for elderly and disabled residents not having access to private transportation or existing public transportation, and to operate a local public excursion program.

### PROGRAMS AND FUNCTIONS

To provide a paratransit service system to qualified Lakewood senior and disabled residents.

To enable qualified residents access to community centers, social service offices, medical care, shopping areas, recreational facilities, and other essential destinations.

To focus upon the "shut-in" and the "at-risk elderly" so they can feel a new sense of social and physical mobility within the community.

To perform ongoing research into the transportation needs of the elderly and handicapped; integrate this into future transportation planning.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
DASH/City Communication System	\$9,692	Bus Rental	\$47,000
Contractual Services	\$3,944	Equipment Maintenance	\$169,600

#### Projections:

##### Changed Conditions

- Facilities expense decrease due to communications vendor.
- Change in interdepartmental due to reallocation of printing/reproduction costs and vehicle maintenance costs.

##### Proposed Activities

- Continue to provide shuttle service to Mayfair Park for Pan American Fiesta, Lollipop Lane Boutique, Car Show, and other special events.
- Continue to do a biannual report of services with statistical data to help assess transportation needs of Lakewood's elderly and disabled.
- Continue to utilize local transit agencies' training workshops for DASH staff.

##### Productivity Initiatives

- Countywide transit information and referrals continue to be available through DASH office.
- Increase participation in travel program with increased marketing.
- Provide quarterly safety training for DASH drivers.

##### Performance Measures

- To provide paratransit service to 1,400 Lakewood residents.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number Clients Transported per Mile	9.0	9.2	9.47	9.5	9.5
Number Individual Rides	13,500	12,500	12,000	13,500	13,500
Number Active Participants	1,200	1,193	1,313	1,400	1,400
Number Round Trip Rides	23,000	19,449	19,359	21,000	21,000



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CC TRANSPORTATION - OTHER  
**DEPARTMENT/DIVISION:** 7200/2160 RECREATION & CULTURAL SERVICES/TRANSIT PROGRAMS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	441,529.57	474,986.46	430,899.00	371,256.34	481,182.00	440,629.00
Contract Services	45,336.32	50,537.80	55,944.00	33,455.32	55,944.00	55,944.00
Facilities Expense	14,748.97	15,104.79	16,454.00	8,750.12	13,036.00	13,686.00
Special Department	11,252.28	19,105.18	14,283.00	8,656.43	14,283.00	14,283.00
Other Operating	1,217.13	1,329.45	1,600.00	1,250.38	1,600.00	1,600.00
Interdepartmental	<u>146,432.45</u>	<u>121,207.72</u>	<u>144,189.00</u>	<u>109,271.89</u>	<u>144,189.00</u>	<u>170,419.00</u>
<b>TOTAL EXPENDITURES</b>	<b>660,516.72</b>	<b>682,271.40</b>	<b>663,369.00</b>	<b>532,640.48</b>	<b>710,234.00</b>	<b>696,561.00</b>

**SUMMARY OF TRANSIT PROGRAMS BY SOURCE OF FUNDS**

3060 Transit - Prop A Fund	538,232.03	583,774.52	558,484.00	415,817.25	614,815.00	591,832.00
3070 Transit - Prop C Fund	71,767.47	46,833.80	47,000.00	35,721.04	47,000.00	47,000.00
3060 Transit - Prop A Fund-2160	50,517.22	51,663.08	57,885.00	39,942.72	48,419.00	57,729.00

The purpose of this activity is to provide for the City's emergency preparedness needs.

### PROGRAMS AND FUNCTIONS

- To participate as a member in Area "E" of the State Office of Emergency Planning.
- To continue coordination and integration of City forces into the resources available and on call through the Sheriff's Department emergency operation program, the Fire Department, Red Cross and other emergency organizations.
- To maintain awareness throughout the City staff for emergency responsibilities through information and training programs.
- To coordinate an ongoing citizen training program in emergency preparedness.
- To coordinate a public information program.
- To assess local needs and develop courses of action through the staff Emergency Preparedness Committee in cooperation with the Sheriff's Department, Fire Department, Red Cross, etc.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Communication Equipment	\$21,705	Special Supplies	\$6,815

#### Projections:

#### Changed Conditions

- Change in interdepartmental due to reallocation of printing/reproduction costs.
- Change in special supplies due to AED support and maintenance.
- Change in facilities expense due to change in Communications.

#### Proposed Activities

- Provide National Incident Management System (N.I.M.S.) field training to City employees.
- Continue the Community Preparedness Programs to train volunteers in neighborhood disaster response and residents for family preparedness.
- Coordinate annual emergency preparedness training opportunities with American Red Cross, Long Beach Chapter.
- Promote emergency preparedness program for City employees and community volunteers, including EOC Set up and review.
- Continue membership in California Emergency Services Association (CESA).
- Participate in State of California Disaster Exercise.
- Participate in the Great California ShakeOut annual exercise.

#### Performance Measures

- Conduct annual training sessions for employees at City Hall, Arbor Yard and Nixon Yard.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Participants:					
Emergency Preparedness Training	198	170	174	176	175
CPR	202	207	211	215	215
Survive for 7	75	52	54	65	65
CERT	0	67	79	48	50

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012****PROGRAM: BE PUBLIC SAFETY - EMERGENCY PREPAREDNESS****DEPARTMENT/DIVISION: 7250 RECREATION & CULTURAL SERVICES/EMERGENCY PREPAREDNESS**

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	80,118.40	83,049.83	86,468.00	62,937.17	81,953.00	85,598.00
Contract Services	3,388.15	3,402.00	3,500.00	3,320.00	3,320.00	3,500.00
Facilities Expense	22,742.87	20,556.13	25,894.00	16,004.63	22,000.00	24,533.00
Office Expense	141.93	148.22	150.00	50.47	150.00	150.00
Meetings Expense	240.67	212.17	250.00	0.39	250.00	250.00
Special Department	5,291.99	5,633.00	6,690.00	1,589.46	6,690.00	7,325.00
Other Operating	2,550.00	2,684.41	2,745.00	200.20	1,695.00	2,745.00
Interdepartmental	<u>3,226.20</u>	<u>3,501.54</u>	<u>4,790.00</u>	<u>2,607.65</u>	<u>4,790.00</u>	<u>4,205.00</u>
<b>TOTAL EXPENDITURES</b>	<b>117,700.21</b>	<b>119,187.30</b>	<b>130,487.00</b>	<b>86,709.97</b>	<b>120,848.00</b>	<b>128,306.00</b>

**SUMMARY OF EMERGENCY PREPAREDNESS BY SOURCE OF FUNDS**

1010 General Fund	117,700.21	119,187.30	130,487.00	86,709.97	120,848.00	128,306.00
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The purpose of this activity is to foster human development for all Lakewood residents by linking them to public and private service agencies, providing senior adult programs and services, and maintaining a viable community volunteer program.

### PROGRAMS AND FUNCTIONS

- To promote health and wellness by planning and conducting community health clinics in cooperation with public and private agencies.
- To coordinate year-round resident emergency assistance through the Project Shepherd Program.
- To facilitate community problem solving and strengthen community image by recruiting, training, and referring volunteers to community-based human service agencies.
- To coordinate and facilitate a major senior services program, which includes nutrition, socialization, recreation, health and wellness, and safety awareness.
- To provide adult excursion opportunities for both recreational and cultural experiences.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Meals on Wheels	\$10,415	Trips – Youths and Adults	\$18,500
Community Family Guidance Center	\$8,745	Pathways Volunteer Hospice	\$8,745
Printing and Reproduction	\$70,748	Utilities	\$75,690

#### Projections:

- Changed Conditions**
  - Change in facilities expense due to change in utilities cost.
  - Change in interdepartmental due to reallocation of printing/reproduction costs.
  - Change in special department due to Volunteer Day transfer to deposit account.
- Proposed Activities**
  - Explore community partnerships to add programming opportunities for older adults at Burns Community Center and Weingart Senior Center.
  - To plan and organize an event in recognition of the 30<sup>th</sup> Anniversary of the Weingart Senior Center.
- Productivity Initiatives**
  - Community-based nonprofit organizations will receive CDBG funds to provide services to Lakewood families.
  - Strengthen community image by holding an annual senior/adult volunteer appreciation event recognizing volunteer value and service to RCS programs.
  - Continue to promote health and wellness through the operation of the fitness center and other programs, including the annual Health Fair for ages 50+ at the Weingart Senior Center.
- Performance Measures**
  - Provide emergency assistance to 280 families.
  - Provide in-kind services to Meals on Wheels and Human Service Association that service over 51,000 participants per year.
  - Teens in Lakewood Care volunteers will complete cleanup projects in response to community need, and Lakewood Volunteer Day will provide projects for up to 400 volunteers.
  - Serve approximately 22,000 older adults in the Weingart Fitness Program.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Burns Center Visitors/Clients	55,535	86,734	82,424	80,000	80,000
Weingart Senior Center Visitors/Clients	59,459	53,049	54,128	54,000	54,000
Volunteer Hours	53,634	48,521	43,545	43,000	43,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7300 RECREATION & CULTURAL SERVICES/HUMAN SERVICES PROGRAM

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	420,020.67	441,647.34	436,620.00	344,176.29	446,568.00	434,149.00
Contract Services	48,774.49	42,641.34	49,700.00	35,504.95	49,700.00	43,270.00
Facilities Expense	89,541.00	87,142.91	90,038.00	63,439.22	94,577.00	99,507.00
Office Expense	2,990.35	3,022.75	3,210.00	2,010.16	3,210.00	3,210.00
Meetings Expense	940.00	1,764.22	1,545.00	1,258.21	1,545.00	1,545.00
Special Department	44,531.33	47,261.40	38,000.00	26,126.86	38,000.00	37,000.00
Other Operating	665.00	728.91	700.00	660.00	700.00	700.00
Interdepartmental	<u>5,819.35</u>	<u>7,031.26</u>	<u>9,529.00</u>	<u>21,108.52</u>	<u>9,529.00</u>	<u>50,347.00</u>
<b>TOTAL EXPENDITURES</b>	<b>613,282.19</b>	<b>631,240.13</b>	<b>629,342.00</b>	<b>494,284.21</b>	<b>643,829.00</b>	<b>669,728.00</b>

**SUMMARY OF HUMAN SERVICES PROGRAM BY SOURCE OF FUNDS**

1010 General Fund	571,015.19	594,759.13	585,842.00	427,565.80	600,329.00	633,493.00
1030 CDBG	42,267.00	36,481.00	43,500.00	20,987.20	43,500.00	36,235.00

The purpose of this activity is to provide recreational experiences for residents of all ages, to make recreational facilities available to community groups and individuals, and to strengthen facility safety and security through the supervision of recreational services and opportunities.

### PROGRAMS AND FUNCTIONS

- To plan, schedule and conduct afterschool programs and vacation activities for children at nine supervised City facilities.
- To plan and conduct the Adaptive Recreation Program for developmentally disabled and physically handicapped residents.
- To administer and supervise youth and adult sports leagues and activities.
- To schedule and supervise use of recreational facilities including meeting rooms, picnic shelters, and athletic fields at nine parks.
- To train recreation leaders in areas of safety, emergency services, supervision, and leadership.
- To plan and conduct youth services for the community's teenage population.
- To provide trained personnel to maintain and inspect city playgrounds.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
RCS Staff Uniforms	\$4,250	Printing/Reproduction	\$20,401
Special Supplies	\$4,200	Office Equipment	\$5,500

#### Projections:

##### Changed Conditions

- Change in Capital Outlay due to purchase of tables and chairs for parks.
- Change in interdepartmental due to reallocation of printing/reproduction costs.
- Change in Employee Services due to revised staffing needs at Biscailuz and Mayfair Parks.
- Change in facilities expense due to change in communications costs.

##### Proposed Activities

- Organize teen programs and special events at Bloomfield Park in the Teen Resource Center and Lakewood Youth Center.
- Provide after-school programs from 3:00 – 5:00 p.m. for elementary school-aged children at eight City parks.
- Offer teen workshops on health and wellness, education assistance, job training and societal trends at the Lakewood Youth Center and Bloomfield Park Teen Resource Center.
- Market the availability of recreation facilities for private events and gatherings to Lakewood residents.

##### Productivity Initiatives

- Ten recreation staff are certified to teach CPR and First Aid for 90+ part-time and full-time employees.
- Use student recreation assistants as the third staff person on weekends during the Spring and Summer months.
- Using CDBG funds initiate and complete playground improvements at Bloomfield Park.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
After-School Program Participation	36,018	30,168	31,000	31,000	31,000
Picnic Shelter Reservations	992	847	1,148	1,000	1,000
Number of Facility Rentals – Buildings	1,798	2,057	1,843	1,950	1,950
Number of Facility Rentals – Fields	4,701	4,212	4,386	4,200	4,200

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7350 RECREATION & CULTURAL SERVICES/PARK PROGRAMS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	1,169,882.33	1,245,643.97	1,197,404.00	888,762.34	1,260,433.00	1,214,923.00
Facilities Expense	18,676.57	21,528.46	23,354.00	14,752.44	24,656.00	25,989.00
Special Department	66,635.95	66,293.49	73,394.00	36,566.56	70,478.00	71,478.00
Other Operating	1,481.20	991.75	1,730.00	937.75	1,730.00	1,730.00
Interdepartmental	66,622.27	17,546.15	21,678.00	14,893.59	21,678.00	20,401.00
Capital Outlay	<u>422.16</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>7,500.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,323,720.48</b>	<b>1,352,003.82</b>	<b>1,317,560.00</b>	<b>955,912.68</b>	<b>1,378,975.00</b>	<b>1,342,021.00</b>

**SUMMARY OF PARKS AND PLAYGROUNDS PROGRAMS BY SOURCE OF FUNDS**

1010 General Fund	1,172,804.31	1,197,569.10	1,158,324.00	839,511.97	1,216,714.00	1,179,962.00
1030 CDBG	49,463.17	50,694.08	53,633.00	37,030.78	51,899.00	45,551.00
1710 Prop A-Recreation	101,452.97	103,740.64	105,603.00	79,369.93	110,362.00	116,508.00

The purpose of this activity is to provide opportunities to develop personal skills, through a variety of enrichment programs, and to conduct major community events.

### PROGRAMS AND FUNCTIONS

To conduct instructional programs in the area of the arts, self-improvement, dance, fitness and crafts for youth and adults.

To provide a summer day camp program for youth.

To organize and produce three seasonal recreation brochures for special interest activities and recreation events.

To conduct community special events to include Halloween Carnivals, Arbor Week, Lollipop Lane, Earth Walk, Summer Concert Series, Pan American Fiesta, Civic Center Block Party and Patriot Day Concert.

To provide staff assistance to the Lakewood Tot Lot Program.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Printing and Reproduction	\$33,578	Special Supplies	\$24,875
Summer Day Camp	\$51,500	Civic Center Block Party	\$67,500
Recreation Catalog	\$48,700	Family Programs	
Summer Concerts	\$17,420	• Adult Activities	\$131,000
Pan Am Fiesta	\$21,175	• Youth Activities	\$91,000
		• Preschool	\$46,000

#### Projections:

- Changed Conditions**
- Change in interdepartmental due to reallocation of printing/reproduction costs.
  - Change in special events costs due to need for stage rentals.
- Proposed Activities**
- Promote City special events using a marketing design that specifically targets Lakewood residents.
  - Promote the "Parks Make Life Better" brand for recreation programming and marketing.
  - Promote Playful City USA award with new park banners.
- Productivity Initiatives**
- Reduce manual registration of recreation classes by promoting eCatalog and providing incentives for registering online.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Contract Classes - Number of Classes Offered	1,752	1,848	1,942	2,045	2,000
Contract Classes - Number of Participants	11,669	10,678	10,880	10,500	10,500



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7400 RECREATION & CULTURAL SERVICES/SOCIAL AND CULTURAL PROGRAMS

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	307,766.76	317,674.12	322,920.00	240,412.93	326,795.00	324,779.00
Contract Services	311,521.12	333,785.35	351,130.00	232,236.87	362,565.00	379,620.00
Office Expense	0.00	48.95	50.00	48.95	50.00	50.00
Special Department	132,482.04	148,250.66	151,425.00	88,236.59	151,425.00	149,575.00
Other Operating	1,842.88	5,843.48	2,425.00	837.80	7,425.00	7,425.00
Interdepartmental	<u>31,402.14</u>	<u>59,187.29</u>	<u>53,822.00</u>	<u>21,267.05</u>	<u>53,822.00</u>	<u>33,578.00</u>
<b>TOTAL EXPENDITURES</b>	<b>795,829.07</b>	<b>864,789.85</b>	<b>881,772.00</b>	<b>583,040.19</b>	<b>902,082.00</b>	<b>895,027.00</b>

**SUMMARY OF SOCIAL AND CULTURAL PROGRAMS BY SOURCE OF FUNDS**

1010 General Fund	795,829.07	864,789.85	881,772.00	583,040.19	902,082.00	895,027.00
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The purpose of this activity is to provide recreational experiences through a variety of team and individual athletic and fitness opportunities for youth and adults.

### PROGRAMS AND FUNCTIONS

To recruit, train, evaluate, and recognize community volunteers for the Lakewood Youth Sports program.

To recruit, train, and evaluate officials for youth and adult sports programs.

To conduct a youth instruction program for all skill levels in gymnastics, basketball, baseball, softball, and flag football.

To conduct youth track and cross-country programs.

To conduct youth sports camps and specialty instruction schools during school vacations.

To promote health and wellness by conducting organized leagues for youth and adults in a variety of sports.

To recognize human achievement by conducting the Lakewood Youth Hall of Fame awards program working in partnership with community business sponsors.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Special Supplies	\$55,600	Hall of Fame	\$16,000
Printing/Reproduction	\$29,992		

#### Projections:

**Changed Conditions** - Change in Interdepartmental due to reallocation of printing/reproduction costs.

**Proposed Activities**

- Publish Lakewood Youth Sports Volunteer Coach Guides for three LYS seasons.
- Emphasize Lakewood Youth Sports sportsmanship principles.
- Continue Standardized LYS coach presentation for all parks.
- Transform cross-country to satellite training program.

**Productivity Initiatives**

- Conservation measures include scheduling Lakewood Youth Sports for optimum use of daylight hours and limited use of lighted fields for community organizations.
- Continue non-resident fee for LYS.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Youth - Number of Teams	286	277	227	238	235
Youth - Number of Participants	3,170	3,110	2,514	2,516	2,500
Lakewood Resident %	57%	59%	73%	73%	73%
Adult – Number of Teams	156	133	145	123	125
Adult – Number of Participants	2,191	1,681	2,030	1,722	1,750

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7450 RECREATION & CULTURAL SERVICES/SPORTS PROGRAMS

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	204,162.98	204,339.75	159,109.00	131,127.60	184,530.00	159,141.00
Special Department	71,658.67	70,849.92	86,139.00	48,101.25	86,355.00	83,455.00
Other Operating	950.00	1,105.00	965.00	885.00	965.00	965.00
Interdepartmental	<u>22,516.35</u>	<u>19,542.22</u>	<u>24,541.00</u>	<u>17,200.71</u>	<u>24,541.00</u>	<u>29,992.00</u>
<b>TOTAL EXPENDITURES</b>	<b>299,288.00</b>	<b>295,836.89</b>	<b>270,754.00</b>	<b>197,314.56</b>	<b>296,391.00</b>	<b>273,553.00</b>

**SUMMARY OF SPORTS PROGRAMS BY SOURCE OF FUNDS**

1010 General Fund	291,006.90	281,430.77	254,784.00	207,084.93	280,116.00	260,135.00
1015 Special Olympics	2,663.22	6,769.02	4,784.00	5,081.20	5,000.00	2,100.00
1710 Prop A Recreation	5,617.88	7,637.10	11,186.00	6,063.19	11,275.00	11,318.00

The purpose of this activity is to provide an ongoing program of landscape and custodial maintenance services at various City facilities, unimproved City parcels, alleyways and nonsupervised parks, and the delivery and setup for all citywide community events.

### PROGRAMS AND FUNCTIONS

Provide landscape maintenance at the Civic Center, Sheriff's Station, Iacoboni Library, Nixon Street Maintenance Yard, Burns Community Service Center, Community Gardens, Weingart Senior Center, non-supervised parks, Arbor Water Yard, and unimproved parcels.

Provide staff support for setup and cleanup of major community special events.

Monitor and assess contract custodial maintenance at City Hall, Council Chambers, Burns Community Service Center, Weingart Senior Center, and Water Operations Yard.

Conduct an ongoing employee safety-training program.

Provide weed abatement for City-owned lots, Civic Center, Centralia Street, Candlewood Avenue, Los Coyotes Diagonal, and 45 City alleyways.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Utilities	\$41,194	Special Supplies	\$15,150
Custodial Contract	\$24,289	Building Maintenance Supplies	\$10,878
Vehicle Maintenance	\$9,595	Window Cleaning	\$10,500

#### Projections:

- Changed Conditions**
- Change in other operating due to ERD Supervisor attending Pacific Southwest Management School.
  - Change in Interdepartmental due to reallocation of vehicle maintenance costs.

- Proposed Activities**
- Review Civic Center landscape for areas of improvement.
  - Landscape maintenance crew will install plant material at City Hall.
  - Design, select and install plant material for planter in front of Nye Library entrance.
  - Increase the use of eco-friendly cleaners and recycled paper products throughout city facilities.
  - ERD will review and improve landscape areas at Weingart Senior Center.
  - Design, select, and install plant material in planter on west side of The Centre.

- Productivity Initiatives**
- As part of the Lakewood Volunteer Day, a landscape and beautification project will include painting of picnic benches, cleanup of qualified residences, and other projects to be determined throughout the year.
  - Cross-train division members to operate equipment such as tractor and riding mowers, to supplement as needed.
  - Continue maintenance of 23,500 sq. ft. of right-of-way landscape no longer maintained by DWP.

#### Performance Measures

	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
Number of Plantings by Square Foot for Parks and Facilities	25,979	27,579	24,200	25,000	25,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB .GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 7500 RECREATION & CULTURAL SERVICES/FACILITIES MAINTENANCE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	462,226.81	498,875.91	493,895.00	381,057.16	486,099.00	503,536.00
Contract Services	33,240.98	33,310.44	34,789.00	24,850.33	34,789.00	34,789.00
Facilities Expense	56,551.13	55,577.99	53,022.00	34,688.94	47,139.00	52,122.00
Office Expense	464.12	474.56	475.00	296.10	475.00	475.00
Meetings Expense	70.00	110.00	110.00	100.00	175.00	135.00
Special Department	16,449.64	15,369.98	16,940.00	11,919.30	16,940.00	16,940.00
Other Operating	1,780.00	1,910.00	1,705.00	1,137.16	1,705.00	2,235.00
Interdepartmental	8,575.98	8,870.70	11,477.00	5,474.86	11,477.00	9,595.00
Capital Outlay	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>212.92</u>	<u>213.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>579,358.66</b>	<b>614,499.58</b>	<b>612,413.00</b>	<b>459,736.77</b>	<b>599,012.00</b>	<b>619,827.00</b>

**SUMMARY OF FACILITIES MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	579,358.66	614,499.58	612,413.00	459,736.77	599,012.00	619,827.00
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The purpose of this activity is to provide turf maintenance, irrigation maintenance, and pest control in the parks, at well sites, and other City facilities.

### PROGRAMS AND FUNCTIONS

To provide a turf culture program for City facilities including mowing, scalping, verticutting, edging, trimming, aerating, fertilizing, and overseeding.  
 To maintain and repair all irrigation systems located on parks and City facilities.  
 To conduct an in-service training program including monthly employee safety meetings and monthly job skill improvement activities.  
 To plan for resources allocation including personnel and equipment, maintain records, and prepare field reports and studies.  
 To monitor and assess mowing contract of City parks.

### BUDGET SUMMARY

#### Significant Detail:

Mowing Contract	<u>2011-2012</u> \$40,717	Special Supplies	<u>2011-2012</u> \$12,000
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#### Projections:

**Changed Conditions** - None.

**Proposed Activities**

- Evaluate the water usage on turf and landscape areas to achieve water conservation through the use of proper equipment and programming.
- Develop an annual turf renovation program including renovation of Mayfair Park Diamond #1 and #3, San Martin #1 and #2, Nye Library and Bloomfield Park Diamond #1 and #2.
- Increase aerification on sports turf grass areas in city parks.

**Productivity Initiatives**

- Continue daily equipment inspections in an effort to further reduce equipment repair costs.
- Use mulching blades on Honda rotary mowers at various locations to help reduce manhours and greenwaste reduction.
- Evaluate areas where synthetic turf can be used to reduce costs and benefit the landscape.

**Performance Measures** - Maintain 60 irrigation controllers, inspection and maintenance for 150 of the 638 automatic controller valves.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Parks & Other Facilities Maintained (in acres)	187	187	190	190	190
Number of Acres of Turf Renovated	7.5	11.75	10.25	11.25	9

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012****PROGRAM: FA CULTURE/LEISURE - PARKS & RECREATION****DEPARTMENT/DIVISION: 7550 RECREATION & CULTURAL SERVICES/PARKS AND FACILITIES TURF MAINTENANCE**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	343,878.30	380,486.65	365,366.00	283,284.66	366,346.00	364,030.00
Contract Services	40,713.12	40,713.12	40,717.00	27,142.08	40,717.00	40,717.00
Office Expense	640.45	699.80	700.00	174.42	700.00	700.00
Meetings Expense	199.00	150.00	240.00	80.00	240.00	320.00
Special Department	12,474.28	14,740.59	13,730.00	5,195.46	13,730.00	13,730.00
Other Operating	<u>444.60</u>	<u>460.10</u>	<u>525.00</u>	<u>280.00</u>	<u>525.00</u>	<u>530.00</u>
<b>TOTAL EXPENDITURES</b>	<b>398,349.83</b>	<b>437,250.26</b>	<b>421,278.00</b>	<b>316,156.62</b>	<b>422,258.00</b>	<b>420,027.00</b>

**SUMMARY OF PARKS AND FACILITIES TURF MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	398,349.83	437,250.26	421,278.00	316,156.62	422,258.00	420,027.00
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The purpose of this activity is to provide custodial, grounds, and landscape maintenance services for City parks.

### PROGRAMS AND FUNCTIONS

- To provide janitorial services at all park activity buildings, including floor waxing and mopping, window washing, and sanitizing of restroom facilities.
- To provide regular maintenance of park facilities, including game courts, baseball fields, picnic shelters, and playground equipment.
- To provide litter control on parks; weed control in planter beds; control of pests on turf, shrubs, and trees; and to provide inspection, repair, and routine maintenance of irrigation systems.
- To plan and schedule park personnel and equipment resources and to maintain records and field reports.
- To conduct in-service training programs with monthly employee safety meetings, job skill improvement activities, and emergency services response training.
- To manage custodial and window cleaning contracts at Mayfair Park, Palms Park, the Youth Center, Burns Community Center, City Hall, Monte Verde Park, and Weingart Senior Center.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Maintenance of Equipment	\$1,000	Vehicle Maintenance	\$44,966

#### Projections:

- Changed Conditions**
- Change in facilities expense due to change in utility costs.
  - Change in Interdepartmental due to the reallocation of vehicle maintenance costs.
- Proposed Activities**
- Add infield mix at Bloomfield Park Diamond #1.
  - Purchase picnic tables and benches for various parks.
  - Design and install decomposed granite walk path east side of basketball courts at Mayfair Park.
  - Continue use of eco-friendly cleaners and recycled paper products throughout city parks.
  - Increase the number of trash receptacles at parks to accommodate public need.
- Productivity Initiative**
- Park maintenance workers to assist Public Works with graffiti removal in City parks.
  - Continue preventative ball field and playground maintenance program.
  - Train and equip park maintenance staff to implement irrigation and Weed Abatement Program.
  - Utilize "All Hands" projects to assist with landscape and maintenance projects to improve safety and aesthetics.
- Performance Measures**
- Review all park facility projects and work orders and priorities with Public Works Department.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Work Orders Generated on Parks and Facilities	875	1,200	1,200	1,200	1,200
Number of Park Acres Maintained	178	178	178	178	178
Number of Landscape Plantings by Square Foot	74,450	236,250	28,336	30,836	30,000



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** FA CULTURE/LEISURE - PARKS & RECREATION  
**DEPARTMENT/DIVISION:** 7600 RECREATION & CULTURAL SERVICES/PARK MAINTENANCE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	1,265,895.49	1,165,289.22	1,352,782.00	965,481.03	1,291,627.00	1,347,459.00
Contract Services	91,956.82	92,550.56	98,677.00	68,914.17	96,662.00	98,677.00
Facilities Expense	664,255.14	698,246.64	628,964.00	465,802.25	667,555.00	726,918.00
Meetings Expense	422.52	0.00	500.00	0.00	500.00	500.00
Special Department	36,117.48	42,507.44	49,508.00	23,828.93	49,508.00	49,508.00
Other Operating	250.00	175.00	485.00	83.75	485.00	485.00
Interdepartmental	66,896.90	80,737.34	97,685.00	75,602.63	97,685.00	117,159.00
Capital Outlay	<u>15,685.54</u>	<u>56,572.86</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>2,141,479.89</b>	<b>2,136,079.06</b>	<b>2,228,601.00</b>	<b>1,599,712.76</b>	<b>2,204,022.00</b>	<b>2,340,706.00</b>

**SUMMARY OF PARK MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	2,081,964.25	2,075,368.72	2,164,455.00	1,409,845.35	2,143,621.00	2,276,614.00
1710 Prop A-Recreation	59,515.64	60,710.34	64,146.00	43,447.42	60,401.00	64,092.00

The purpose of this activity is to provide turf and landscape maintenance and pest control on public parkways and street medians.

### PROGRAMS AND FUNCTIONS

- To conduct a citywide turf culture program including mowing, scalping, verticutting, edging, trimming, aerating, fertilizing, overseeding, and weed control.
- To maintain and repair all potable and reclaimed water irrigation systems located on parkways and street medians.
- To conduct an in-service training program, including monthly employee safety meetings and monthly job skill improvement activities.
- To plan for resources allocation including personnel and equipment, maintain records, and prepare field reports and studies.
- To provide landscape maintenance for all parkways and medians.
- To monitor the Cerritos Maintenance Agreement for medians on Del Amo Boulevard from Pioneer Boulevard to Bloomfield Avenue.
- To monitor and assess landscape/turf maintenance contract on Bloomfield Avenue from Del Amo Boulevard to 215th Street and Pioneer Boulevard from Del Amo Boulevard to Carson Street, Del Amo Boulevard from Palo Verde Avenue to Studebaker Road and Centralia, from Norwalk to Bloomfield.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Utilities	\$236,526	Contract Median Maintenance	\$45,499
Special Supplies	\$46,900	Cerritos Maintenance Agreement	\$10,692
Vehicle Maintenance	\$304,253	Uniforms	\$2,500

#### Projections:

#### Changed Conditions

- Change in interdepartmental due to reallocation of vehicle maintenance costs.
- Change interdepartmental due to reallocation in vehicles to RCS.
- Change in Facilities Expense due to change in utilities costs.
- Change in Capital Outlay due to purchase of hydro spray pump and mower attachment for the John Deere tractor.

#### Proposed Activities

- Evaluate the water usage on parkways and medians to achieve water conservation.
- Implement a soil and tree injection program to control insect pests on city street trees.
- ERD supervisor to attend Pacific Southwest Management School.
- Evaluate use of synthetic turf on street medians.

#### Productivity Initiatives

- Parkway panel de-thatching program will improve the turf on South Street and Woodruff Avenue, north of South Street.
- Purchase of spray pump for tree spraying applications and mower attachment for John Deere trailer will increase staff productivity.
- Utilize "All Hands" day to assist the landscape maintenance along major streets and parkways.

#### Performance Measures

- Maintain 40 irrigation controllers, inspect and maintain 100 of the 400 automatic controller valves, perform citywide repair work, and respond to the irrigation maintenance requests of over 23 miles of panels and parkway medians.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Acres of Turf Renovated	4	4	2	2	2
Number of Irrigation Maintenance Requests	194	58	114	88	100
Number of Bee Removal Requests	193	222	118	175	175

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** CB TRANSPORTATION - SIDEWALKS/TREES/LANDSCAPING  
**DEPARTMENT/DIVISION:** 7650/7720/7740 RECREATION & CULTURAL SERVICES/PARKWAYS AND MEDIAN MAINTENANCE

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	765,060.49	1,003,086.16	914,750.00	692,406.95	888,067.00	918,185.00
Contract Services	55,472.24	55,222.24	56,191.00	35,194.16	56,191.00	56,191.00
Office Expense	699.77	699.39	700.00	686.72	700.00	700.00
Meetings Expense	70.00	129.00	140.00	0.00	175.00	260.00
Facilities Expense	176,585.98	210,387.70	195,156.00	155,391.22	206,494.00	236,526.00
Special Department	48,180.90	50,716.54	51,330.00	27,909.72	51,330.00	51,330.00
Other Operating	1,302.00	830.70	1,990.00	1,515.00	1,990.00	1,990.00
Interdepartmental	287,866.41	289,455.75	349,729.00	200,253.67	349,729.00	304,253.00
Capital Outlay	<u>10,283.75</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>10,700.00</u>
<b>TOTAL EXPENDITURES</b>	<b>1,345,521.54</b>	<b>1,610,527.48</b>	<b>1,569,986.00</b>	<b>1,113,357.44</b>	<b>1,554,676.00</b>	<b>1,580,135.00</b>

**SUMMARY OF PARKWAYS AND MEDIAN MAINTENANCE BY SOURCE OF FUNDS**

1010 General Fund	1,345,521.54	1,610,527.48	1,569,986.00	1,113,357.44	1,554,676.00	1,580,135.00
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**WATER UTILITY**

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The purpose of this activity is to provide the management and administration of the City's Water Resources Department and to work with other agencies to assure reliable, healthful water supplies.

### PROGRAMS AND FUNCTIONS

- To monitor other agencies that impact the cost of providing water to customers.
- To monitor laws and respond proactively to proposed and enacted rules, regulations and legislation affecting water operations.
- To manage the completion of water capital improvement projects.
- To monitor water supplies, distribution and maintenance activities.
- To manage utility personnel.
- To provide ongoing safety and operational training programs.
- To manage computerized inventory control system.
- To provide water awareness and encourage conservation.
- To protect the water system from potential threats.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Depreciation/Amortization	\$1,079,720	Acquisition of Water Rights	\$275,000
Debt Service on Water Revenue Bonds	\$817,538	Legal Service	\$150,000

#### Projections:

- Changed Conditions**
- The change in Facilities Expense will provide for adjustments in depreciation of the water system.
  - The change in special department provides funds for a multi-faceted water conservation program.
- Proposed Activities**
- Work with local water utilities and WRD to change the Central Basin Judgment to allow pumpers' storage rights in the Basin.
  - Work with local water agencies to produce a regional integrated resource water management plan.
  - Encourage water conservation through community outreach programs.
  - Communicate water quality issues through the federally-mandated annual water quality report.
  - Conduct operator certification classes to meet CA Department of Public Health requirements.
  - Administer capital improvement program for production and distribution system improvements.
- Performance Measures**
- Conduct monthly safety training sessions with department personnel.
  - Conduct quarterly safety inspections of water facilities.

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Water Revenue Bond Debt Service	\$462,414	\$636,482	\$813,225	\$818,263	\$817,538

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM: GA PUBLIC UTILITIES - WATER**  
**DEPARTMENT/DIVISION: 8000 WATER UTILITY ADMINISTRATION**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	195,756.73	198,343.83	257,776.00	188,706.51	243,708.00	256,537.00
Contract Services	120,115.83	335,396.01	327,607.00	218,042.36	215,012.00	353,872.00
Facilities Expense	1,111,077.64	1,183,321.57	1,048,058.00	7,613.38	1,046,649.00	1,113,457.00
Office Expense	4,410.20	4,965.10	2,000.00	1,619.78	2,000.00	2,000.00
Meetings Expense	5,255.51	2,231.16	7,475.00	3,302.98	7,475.00	6,840.00
Special Department	418,310.68	602,020.34	697,606.00	614,838.42	691,470.00	677,552.00
Other Operating	319,346.96	297,295.63	249,508.00	188,469.13	249,508.00	229,258.00
Interdepartmental	34,316.50	27,771.16	35,142.00	16,589.22	35,142.00	30,317.00
Capital Outlay	<u>1,065.20</u>	<u>4,378.33</u>	<u>271,180.00</u>	<u>698.86</u>	<u>3,725.00</u>	<u>275,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>2,209,655.25</b>	<b>2,655,723.13</b>	<b>2,896,352.00</b>	<b>1,239,880.64</b>	<b>2,494,689.00</b>	<b>2,944,833.00</b>

**SUMMARY OF WATER UTILITY ADMINISTRATION BY SOURCE OF FUNDS**

7000 Water Rev Bond Debt Svc.	636,482.53	813,225.02	818,263.00	753,659.39	818,213.00	817,538.00
7500 Water Utility Fund	1,480,861.76	1,763,480.99	2,078,538.00	501,778.84	1,676,426.00	2,127,295.00
8060 SEWC	92,310.96	79,017.12	0.00	0.00	0.00	0.00

The purpose of this activity is to furnish manpower and materials for purchasing, pumping, treating, and storing the City's potable and recycled water supply, and maintain and repair physical facilities for water operations.

### PROGRAMS AND FUNCTIONS

To provide for water supplies which include pumping and maintenance of the City's 12 water wells, 3 pump stations and a water treatment plant.  
 To treat and test water to assure drinking water quality to comply with all State and Federal drinking water standards.  
 To maintain the City's seven steel water storage tanks and two concrete reservoirs.  
 To manage the City's water quality through the cross-connection control program.  
 To manage the City's recycled water supply.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Water Replenishment District	\$2,037,312	Hazardous Materials Disposal	\$110,000
Pumping Electric Power	\$500,000	Water Analysis	\$47,500
Equipment Operation/Maintenance	\$229,835	Vehicle Maintenance	\$33,542
Recycled Water Purchase	\$227,600	Central Basin Watermaster Services	\$30,500
Special Supplies	\$216,100	MWD Availability Charge	\$26,400

#### Projections:

##### Changed Conditions

- The change in MWD purchase reflects the increase in Central Basin Municipal Water District's readiness to serve charge.
- The change in Other Operating expenses reflects a proposed 5 percent increase in groundwater extraction fee.
- The change in Recycled Water Purchase reflects the increase in cost over the next four years for water purchased through agreement with City of Cerritos.
- The change in special department water treatment reflects reduced corrosion inhibitor cost and less chemical needs for the treatment plant and possible increase in waste disposal cost.

##### Proposed Activities

- Purchase 440 acre feet of recycled water from the City of Cerritos.
- Pump up to 9,074 acre feet of groundwater from the Central Groundwater Basin.

##### Productivity Initiatives

- Evaluate water well productivity through an efficiency-testing program.
- Increase water production productivity by rehabilitating motors and pumps at booster stations, and wells.

##### Performance Measures

- Inspect commercial customers, and send and process backflow device test notices for compliance with the City's cross-connection control program.
- Test all City-owned backflow prevention devices.
- Disinfect, apply corrosion inhibitor, and operate and maintain wells, pump stations and treatment plant.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Groundwater Production	9,020 AF	8,679 AF	8,207 AF	7,714 AF	7,251 AF
Long Beach Storage Agreement	0 AF	0 AF	900 AF	0 AF	900 AF
Recycled Water	442 AF	400 AF	444 AF	400 AF	440 AF
Total Production	9,462 AF	9,079 AF	9,551 AF	8,114 AF	8,591 AF
Cross Connection Inspection	8	39	19	100	200
Water Quality Inquiries	98	139	198	117	93
Well 27 Treatment Plant Production	N/A	N/A	N/A	674 AF	674 AF



**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** WATER - PUMPING OPERATIONS  
**DEPARTMENT/DIVISION:** 8100/8200/8300/8400/8500 S/T PUMPING OPERATIONS

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	584,287.40	693,514.77	705,936.00	548,517.03	701,955.00	705,097.00
Contract Services	85,295.16	93,084.74	117,800.00	186,359.28	106,000.00	100,000.00
Facilities Expense	23,096.45	17,424.63	31,780.00	12,996.93	30,969.00	31,655.00
Special Department	218,403.55	275,343.66	534,250.00	184,543.05	528,890.00	589,685.00
Other Operating	1,873,734.78	2,244,293.61	2,771,400.00	1,505,678.13	2,629,920.00	2,764,912.00
Interdepartment	37,166.81	36,196.99	44,033.00	27,873.37	44,033.00	33,542.00
Capital Outlay	<u>10,414.70</u>	<u>9,723.96</u>	<u>29,600.00</u>	<u>1,997.85</u>	<u>29,600.00</u>	<u>17,900.00</u>
<b>TOTAL EXPENDITURES</b>	<b>2,832,398.85</b>	<b>3,369,582.36</b>	<b>4,234,799.00</b>	<b>2,467,965.64</b>	<b>4,071,367.00</b>	<b>4,242,791.00</b>

**SUMMARY OF S/T PUMPING OPERATIONS BY SOURCE OF FUNDS**

7500 Water Utility Fund	2,832,398.85	3,369,582.36	4,234,799.00	2,467,965.64	4,071,367.00	4,242,791.00
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The purpose of this activity is to furnish manpower and materials for metering and distribution of the City's water supply, and maintain and repair physical facilities for water operations.

### PROGRAMS AND FUNCTIONS

To maintain and operate the City's water distribution system.  
 To maintain, repair and install water meters.  
 To maintain and operate the City's fire hydrants.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Capital Projects	\$975,000	Street Repair	\$38,598
Special Supplies	\$43,250	Capital Equipment	\$28,300

#### Projections:

- Changed Conditions**
- The change in Special Department reflects an increase in costs associated with the use of lead free fittings.
  - The change in Equipment will provide for the replacement of de chlorination equipment, traffic safety equipment, deep well socket wrench set, air impact wrench set, water meters, and fire hydrants.
- Proposed Activities**
- Install new services for commercial development at Lakewood Center Mall and commercial development in various locations in the service area.
  - Improve water quality by continuing the annual main line flushing program. The program includes exercising 1,372 valves and checking hydrant operations.
  - Install approximately 9,935 linear feet of water mains as the ongoing Water Main Replacement Program continues. The construction contract was approved in March 2011.
- Productivity Initiative**
- Replace 18 valves to insure proper shutdown of main lines during the annual flushing program.
- Performance Measures**
- Continue routine fire hydrant upgrade and maintenance program.
  - Increase firefighting capabilities by upgrading ten fire hydrants at various locations in the service area.

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
New Water Meter Installations	35	35	62	53	58
Fire Hydrants Replaced	6	9	9	9	10
Water Main Leaks Repaired	24	31	17	17	30
Valve Maintenance	4	3	3	5	6

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** GA PUBLIC UTILITIES - WATER  
**DEPARTMENT/DIVISION:** 8600/8700/8800 WATER UTILITY DISTRIBUTION

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	523,334.12	554,296.76	544,222.00	405,994.04	521,307.00	536,633.00
Contract Services	21,046.00	16,494.33	38,738.00	28,021.12	56,533.00	56,633.00
Special Department	38,642.80	37,745.29	44,457.00	18,923.08	47,457.00	48,767.00
Interdepartmental	93,881.98	89,687.04	105,836.00	59,114.74	105,836.00	84,364.00
Capital Outlay	<u>16,774.37</u>	<u>26,483.45</u>	<u>34,675.00</u>	<u>10,045.18</u>	<u>34,675.00</u>	<u>28,300.00</u>
<b>TOTAL EXPENDITURES</b>	<b>693,679.27</b>	<b>724,706.87</b>	<b>767,928.00</b>	<b>522,098.16</b>	<b>765,808.00</b>	<b>754,697.00</b>

**SUMMARY OF WATER UTILITY DISTRIBUTION BY SOURCE OF FUNDS**

7500 Water Utility Fund	693,679.27	724,706.87	767,928.00	522,098.16	765,808.00	754,697.00
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The purpose of this activity is to maintain and repair the City's water service lines, read 20,000 water meters six times annually and process customer service requests and complaints.

### PROGRAMS AND FUNCTIONS

To read water meters.  
 To process customer requests and complaints.  
 To repair water service lines.  
 To install new services as required.  
 To replace water service lines on a programmed basis.  
 To raise or replace water meter boxes on a programmed basis.  
 To turn on and off services as required.

### BUDGET SUMMARY

#### Significant Detail:

Special Supplies	<u>2011-2012</u> \$26,750	Vehicle/Equipment Maintenance	<u>2011-2012</u> \$5,987
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#### Projections:

- Changed Conditions**
- The change in Special Department reflects an increase in the costs associated with the use of lead free fittings.
  - The change in equipment provides for the purchase of a pipe shut off tool.
- Proposed Activities**
- Insure reliable water delivery by upgrading existing galvanized service lines with polyethylene tubing and upgrading or replacing existing water meter vaults.
- Productivity Initiatives**
- Adjust 120 services and meter boxes to standard grade.
  - Replace 45 curb stops with angle meter stops with locking ears to prevent meter tampering.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-2012</u>
Service Repairs & Replacements	56	115	73	70	70
Preventative Maintenance Service	8	14	11	20	20
New Service Installation	3	5	7	12	10

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM: GA PUBLIC UTILITIES - WATER**  
**DEPARTMENT/DIVISION: 8900 WATER UTILITY CUSTOMER SERVICES**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	558,138.56	594,376.97	620,512.00	457,260.03	589,856.00	617,169.00
Special Department	39,192.18	29,915.32	38,885.00	25,302.94	35,885.00	31,825.00
Interdepartmental	0.01	1,449.98	1,302.00	3,239.53	4,843.00	5,987.00
Capital Outlay	<u>4,105.57</u>	<u>825.36</u>	<u>1,800.00</u>	<u>154.52</u>	<u>1,800.00</u>	<u>750.00</u>
<b>TOTAL EXPENDITURES</b>	<b>601,436.32</b>	<b>626,567.63</b>	<b>662,499.00</b>	<b>485,957.02</b>	<b>632,384.00</b>	<b>655,731.00</b>

**SUMMARY OF WATER UTILITY CUSTOMER SERVICES BY SOURCE OF FUNDS**

7500 Water Utility Fund	601,436.32	626,567.63	662,499.00	485,957.02	632,384.00	655,731.00
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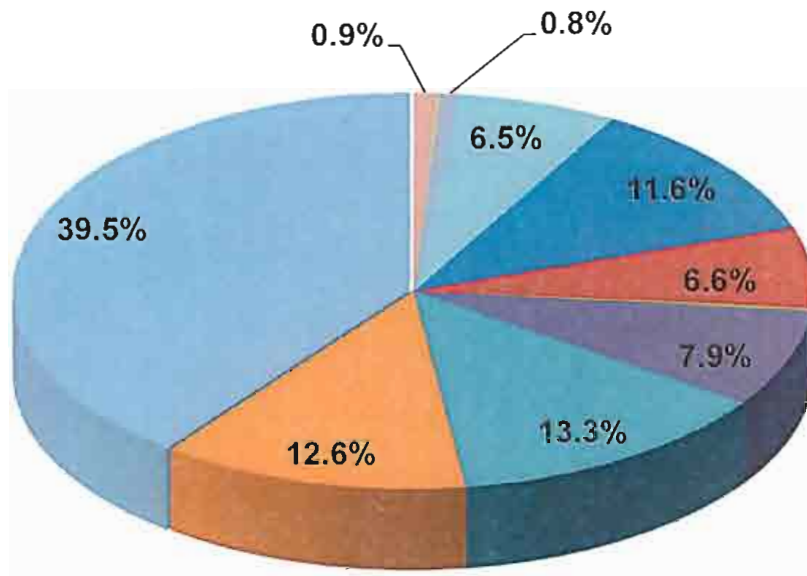
# **CAPITAL IMPROVEMENTS**

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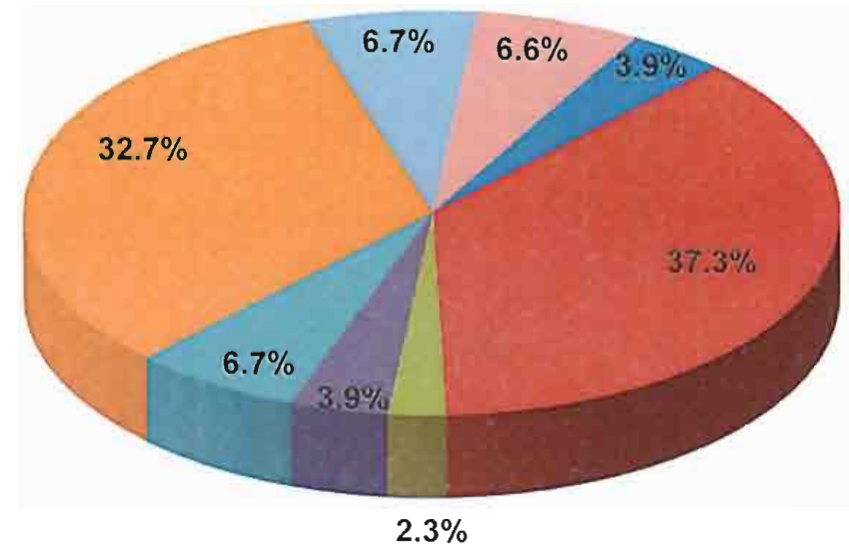
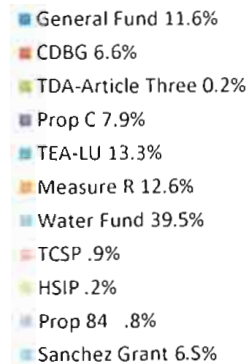




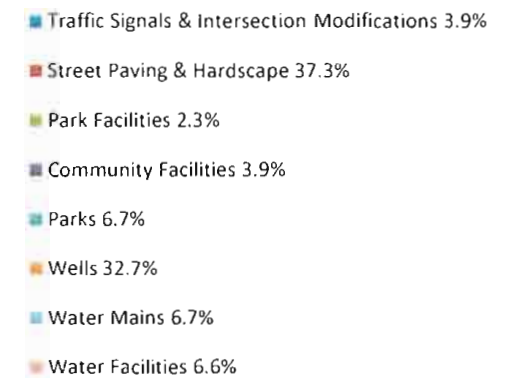
\$13,891,842



Sources of Funds



Uses of Funds



**APPROPRIATION SUMMARY**
**CAPITAL IMPROVEMENTS**

STREETS & TRANSIT PROJECT LIST	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
40021 ADA Public Right of Way (TDA-3)	\$ 40,000	33,571	0	\$ 0	33,468	33,468
60001 Traffic Signal Modification (HSIP & Prop C)	592,083	527,469	64,614	64,614	0	64,614
60002 South Street Pavement (Prop C)	80,914	33,879	47,035	47,035	0	47,035
60003 Centralia Street Pavement (Prop C)	1,112,862	1,012,018	100,844	100,844	0	100,844
60004 Traffic Signal Modifications II (TCSP & Prop C)	808,896	371,555	437,341	437,341	0	437,341
60009 Pavement - 7 street segments (STPL, Mes. R & Prop C)	256,501	9,630	246,871	246,871	2,612,503	2,859,374
60010 Traffic Mgmt Center (Measure R)	35,000	35,000	0	0	35,000	35,000
60012 Lkwd Blvd. Pavement Needs Assessment (Prop C)	30,000	11,973	18,027	18,027	0	18,027
60013 Rehab Cherry Cove & Paramount Blvd. (Prop C)	590,000	0	590,000	590,000	0	590,000
60015 Slotted Cross Gutter (Measure R)	0	0	0	0	50,000	50,000
60016 Hardscape (Streets)	0	0	0	0	200,000	200,000
60020 Parking Lot Slurry Seal	50,000	0	50,000	50,000	0	50,000
60021 Local Street/Alley Resurfacing (Measure R & CDBG)	1,332,318	465,659	866,659	866,659	364,000	1,230,659
<b>TOTAL STREET &amp; TRANSIT PROJECTS</b>	<b>\$ 4,928,574</b>	<b>2,500,754</b>	<b>2,421,391</b>	<b>\$ 2,421,391</b>	<b>3,294,971</b>	<b>5,716,362</b>

**APPROPRIATION SUMMARY**
**CAPITAL IMPROVEMENTS**

STREETS & TRANSIT PROJECT FUNDING SOURCES	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
General Fund	\$ 511,865	275,798	236,067	\$ 236,067	200,000	436,067
<i>Grants</i>						
CDBG	600,496	189,863	410,633	410,633	0	410,633
TDA-Article 3	40,000	33,571	0	0	33,468	33,468
Prop C	925,086	323,154	601,932	601,932	500,000	1,101,932
Measure R	1,107,958	135,000	972,958	972,958	773,004	1,745,962
STPL/TEA-LU	296,041	242,444	53,597	53,597	1,788,499	1,842,096
<i>Stimulus Funds</i>						
American Recovery & Reinvestment Act (ARRA)	493,058	493,058	0	0	0	0
Transportation, Community & System Preservation (TCSP)	475,000	349,659	125,341	125,341	0	125,341
Highway Safety Improvement Program (HSIP)	479,070	458,207	20,863	20,863	0	20,863
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,928,574</b>	<b>2,500,754</b>	<b>2,421,391</b>	<b>\$ 2,421,391</b>	<b>3,294,971</b>	<b>5,716,362</b>

**APPROPRIATION SUMMARY****CAPITAL IMPROVEMENTS****FISCAL YEAR 2010-11****FISCAL YEAR 2011-12**

<b>PARKS &amp; FACILITIES PROJECT LIST</b>	<b>Revised Budget</b>	<b>Projection</b>	<b>Carryover</b>	<b>Re-allocated</b>	<b>New Allocation</b>	<b>Adopted Budget</b>
40041 West San Gabriel River Phs III	\$ 136,638	6,965	129,673	\$ 129,673	0	129,673
60018 Hardscape Del Valle then Bolivar	50,000	49,762	238	238	50,000	50,238
70001 Centre: Refurbishments	250,582	0	250,582	250,582	51,774	302,356
70005 Fence Replacement - Parks	50,000	25,453	24,547	24,547	0	24,547
70006 Fire/Security Systems	83,983	79,325	4,658	4,658	23,514	28,172
70019 Sports Lighting	93,644	21,542	30,000	30,000	0	30,000
70021 Nixon Yard Paint Metal Bldg. Roof	30,000	30,000	0	0	30,000	30,000
70022 Nixon Yard Paint Metal Buildings	25,000	17,445	7,555	7,555	0	7,555
70025 Mayfair Pool Renovation	3,800	3,800	0	0	100,000	100,000
70038 Tile Flooring Replacement	15,000	0	15,000	15,000	5,000	20,000
70040 Bloomfield-Outdoor Revitalization	111,804	4,370	107,434	107,434	338,994	446,428
70041 Biscailuz Park Re-roof and Bldg Repair	0	0	0	0	54,145	54,145
70027 MonteVerde Lodge Plaster Walls	0	0	0	0	20,000	20,000
Youth Center Roofing	0	0	0	0	67,300	67,300
Nye Library Roofing	0	0	0	0	97,200	97,200

**APPROPRIATION SUMMARY****CAPITAL IMPROVEMENTS**

PARKS & FACILITIES PROJECT LIST	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
City Hall Duct Cleaning	0	0	0	0	14,000	14,000
Nixon Yard Equipment Cover	0	0	0	0	25,000	25,000
Mayfair Park HVAC, Roof and Ducting	0	0	0	0	30,000	30,000
Weingart Kitchen Hood Flue Access	0	0	0	0	15,000	15,000
Palms Park IT Cabling	0	0	0	0	15,000	15,000
Bolivar Park IT Cabling	0	0	0	0	10,000	10,000
Fleet Fueling Upgrade	0	0	0	0	20,000	20,000
Mobile Stage	0	0	0	0	172,000	172,000
Dog Park Design	0	0	0	0	75,000	75,000
<b>TOTAL PARKS &amp; FACILITIES</b>	<b>\$ 850,451</b>	<b>238,662</b>	<b>569,687</b>	<b>\$ 569,687</b>	<b>1,213,927</b>	<b>1,783,614</b>

**APPROPRIATION SUMMARY****CAPITAL IMPROVEMENTS**

PARKS & FACILITIES PROJECT FUNDING SOURCES	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
General Fund	\$ 381,427	234,292	105,033	\$ 105,033	769,014	874,047
General Fund - Centre	250,582	0	250,582	250,582	51,774	302,356
<i>Grants</i>						
CDBG	111,804	4,370	107,434	107,434	393,139	500,573
Prop 84-Safe Drinking Water Bond Act	106,638	0	106,638	106,638	0	106,638
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 850,451</b>	<b>238,662</b>	<b>569,687</b>	<b>\$ 569,687</b>	<b>1,213,927</b>	<b>1,783,614</b>

**APPROPRIATION SUMMARY****CAPITAL IMPROVEMENTS**

WATER RESOURCES PROJECT LIST	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
50004 Well #22 Treatment Facility	\$ 2,500,000	67,298	2,432,702	\$ 2,432,702	0	2,432,702
50013 Water Main Replacement - FY2010	242,378	60,653	181,725	181,725	0	181,725
50021 Plant #13 Rehabilitation Project	1,070,266	0	1,070,266	1,070,266	0	1,070,266
50023 Water Conservation Demonstration Garden	231,714	5,260	226,454	226,454	0	226,454
50024 Arbor Yard - Building Painting	10,000	0	10,000	10,000	0	10,000
50025 SCADA System Replacement	30,000	0	30,000	30,000	30,000	60,000
50026 Water Main Replacement -FY2011-2012	2,108,750	1,358,031	750,719	750,719	0	750,719
50027 Plant #22 Solar Array	0	0	0	0	1,040,000	1,040,000
50028 Arbor Yard Solar Array	0	0	0	0	620,000	620,000
<b>TOTAL WATER RESOURCES PROJECTS</b>	<b>6,193,108</b>	<b>1,491,242</b>	<b>4,701,866</b>	<b>4,701,866</b>	<b>1,690,000</b>	<b>6,391,866</b>

**WATER RESOURCES PROJECT FUNDING**

Sanchez Grant	0	0	0	0	900,000	900,000
Water Operations Fund	6,193,108	1,491,242	4,701,866	4,701,866	790,000	5,491,866
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 6,193,108</b>	<b>1,491,242</b>	<b>4,701,866</b>	<b>\$ 4,701,866</b>	<b>1,690,000</b>	<b>6,391,866</b>

**APPROPRIATION SUMMARY**
**CAPITAL IMPROVEMENTS**

All Projects Funding Sources	FISCAL YEAR 2010-11			FISCAL YEAR 2011-12		
	Revised Budget	Projection	Carryover	Re-allocated	New Allocation	Adopted Budget
General Fund	\$ 1,143,874	510,090	591,682	\$ 591,682	1,020,788	1,612,470
CDBG	712,300	194,233	518,067	518,067	393,139	911,206
TDA-Article 3	40,000	33,571	0	0	33,468	33,468
Prop C	925,086	323,154	601,932	601,932	500,000	1,101,932
TEA-LU	296,041	242,444	53,597	53,597	1,788,499	1,842,096
Measure R	1,107,958	135,000	972,958	972,958	773,004	1,745,962
Prop 84-Safe Drinking Water Bond Act	106,638	0	106,638	106,638	0	106,638
Water Operations Fund	6,193,108	1,491,242	4,701,866	4,701,866	790,000	5,491,866
<b>Stimulus Funds</b>						
American Recovery & Reinvestment Act (ARRA)	493,058	493,058	0	0	0	0
Highway Safety Improvement Program (HSIP)	479,070	458,207	20,863	20,863	0	20,863
Sanchez Grant	0	0	0	0	900,000	900,000
Transportation, Community & System Preservation (TCSP)	475,000	349,659	125,341	125,341	0	125,341
<b>Total Funding Sources</b>	<b>\$ 11,972,133</b>	<b>4,230,658</b>	<b>7,692,944</b>	<b>\$ 7,692,944</b>	<b>6,198,898</b>	<b>13,891,842</b>



# **INTERNAL SERVICE FUNDS**

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The purpose of this activity is to facilitate the efficient and economical use of the printing function in the production of brochures, flyers, newsletters, and forms for all City departments at the lowest possible cost.

### PROGRAMS AND FUNCTIONS

- To assist City departments with the design and production of electronic and printed publications.
- To select proper paper stocks, inks, and binding process.
- To fill all printing requests from internal customers.
- To maintain all printing, binding-related printing equipment and computer systems.
- To code and store all City forms in Central Stores and have available upon request.
- To maintain all records of materials and employee costs used for each work order for internal service charge cost accounting.
- To maintain records of materials used by the City's main copier.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Printing Supplies	\$50,000	Equipment Rental	\$80,000

#### Projections:

#### Changed Conditions

- Upgraded primary print shop computer.
- New copier/printer was installed.
- Print shop has expanded their design services for city departments.

#### Proposed Activities

- The Print Shop will design and compose seven editions of the City newsletter, six editions of the City's utility billing insert, three editions of the City recreation catalog, City recreation brochures and flyers for the parks, regular publications for the City, crime prevention and school safety programs.
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#### Productivity Initiatives

- The Print Shop will continue to improve the use of new digital application in the fiscal year to increase productivity and reduce output over time.

#### Performance Measures

	<u>Actual</u> <u>2007-2008</u>	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Estimated</u> <u>2010-2011</u>	<u>Projected</u> <u>2011-1012</u>
Printing Requests	1,879	1,123	1,200	1,200	1,300
Printing Impressions	1,869,824	1,926,389	2,000,000	2,000,000	2,100,000

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 2450 ADMIN-ASSISTANT CITY MANAGER/PRINTING AND REPRODUCTION

DESCRIPTION	2008-2009 Actual	2009-2010 Actual	2010-2011 Revised Budget	2010-2011 Jul - Mar Actual	2010-2011 Projected Actual	2011-2012 Adopted
Employee Services	244,008.00	253,056.51	256,710.00	195,904.75	253,075.00	254,528.00
Contract Services	71,101.19	70,002.37	75,000.00	53,741.02	75,000.00	80,000.00
Facilities Expense	272.80	298.08	276.00	182.76	250.00	260.00
Office Expense	9.12	0.00	0.00	0.00	0.00	0.00
Special Department	41,074.16	49,408.42	56,750.00	37,571.57	56,750.00	61,750.00
Other Operating	0.00	190.00	500.00	0.00	500.00	500.00
Capital Outlay	<u>3,056.38</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL EXPENDITURES</b>	<b>359,521.65</b>	<b>372,955.38</b>	<b>389,236.00</b>	<b>287,400.10</b>	<b>385,575.00</b>	<b>397,038.00</b>

**SUMMARY OF PRINTING AND REPRODUCTION BY SOURCE OF FUNDS**

5010 Printing/Reproduction Fund	359,521.65	372,955.38	389,236.00	287,400.10	385,575.00	397,038.00
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The purpose of this activity is to plan and supervise the implementation of the Geographic Information System (GIS) projects. A geographic information system (GIS) is a computer-based tool for mapping and analyzing information. GIS technology integrates common database information with the unique visualization and geographic analysis benefits offered by maps. These abilities distinguish GIS from other information systems and make it a valuable tool for explaining events, predicting outcomes, and planning strategies.

### PROGRAMS AND FUNCTIONS

To provide GIS products and services and to coordinate GIS needs for all City departments.  
 To set priorities for data acquisition and development.  
 To provide GIS technical support and to inform, advise, and assist the departments in the training of staff.  
 To assure that GIS data is organized in an efficient manner to optimize its use and the effectiveness of the GIS system.  
 To coordinate and provide City contract service providers with GIS products and services.  
 To keep City GIS technologies current with industry standards and to plan for future GIS technological developments and implementations.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Software Maintenance	\$15,375	Contract Services	\$10,000
Equipment Maintenance	\$2,600	Special Supplies	\$3,000

#### Projections:

- Changed Conditions**
- Various software applications that support the GIS will need to be purchased and/or upgraded.
  - Equipment maintenance costs have increased as devices continue to age.
- Proposed Activities**
- Prepare data, maps, and graphics using the GIS system. Products created by the GIS can be shared with other City employees via the City's computer network, printed out, or incorporated into other documents or applications.
  - Assist other departments with creation, printing or publishing of GIS data, maps, and graphics.
  - Continue to provide technical support and training for GIS users in other departments.
  - Continue to develop, manage, and maintain the City's GIS database.
  - Provide graphic art support for other City departments.
- Productivity Initiatives**
- Continue to convert antiquated paper map information into GIS databases.
  - Provide GIS software training and support to key personnel in all City departments.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Number of Goods & Services Provided	5,280	6,445	7,791	7,000	7,100

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM:** AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT  
**DEPARTMENT/DIVISION:** 4200 COMMUNITY DEVELOPMENT/GEOGRAPHIC INFORMATION SYSTEM

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	47,052.75	52,610.82	59,516.00	33,582.43	41,680.00	59,212.00
Contract Services	26,006.06	26,903.69	25,000.00	17,188.45	25,000.00	25,375.00
Office Expense	2,387.99	1,881.50	2,600.00	1,978.51	2,600.00	2,600.00
Meetings Expense	1,828.70	1,808.25	2,300.00	1,919.27	2,300.00	2,300.00
Special Department	2,928.09	4,372.66	5,163.00	3,103.28	4,700.00	5,100.00
Other Operating	<u>345.00</u>	<u>100.00</u>	<u>500.00</u>	<u>150.00</u>	<u>500.00</u>	<u>150.00</u>
<b>TOTAL EXPENDITURES</b>	<b>80,548.59</b>	<b>87,676.92</b>	<b>95,079.00</b>	<b>57,921.94</b>	<b>76,780.00</b>	<b>94,737.00</b>

**SUMMARY OF GEOGRAPHIC INFORMATION SYSTEM BY SOURCE OF FUNDS**

6020 Geographic Info. Systems	80,548.59	87,676.92	95,079.00	57,921.94	76,780.00	94,737.00
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The purpose of this activity is to perform preventive maintenance and repair of all City-owned vehicles, equipment, and standby generators.

### PROGRAMS AND FUNCTIONS

To repair vehicles and equipment as required.  
 To prepare specifications for new vehicles and equipment.  
 To monitor the City's BIT (Biennial Inspection of Terminals) program.  
 To operate a preventive maintenance program.  
 To train all equipment operators on proper preventive maintenance and operation for assigned equipment.  
 To smog test vehicles as required by State law.  
 To manage the City's fuel system which consists of gasoline, diesel, and compressed natural gas.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Gasoline/Natural Gas	\$255,000	Equipment Maintenance	\$28,122
Shop Supplies	\$100,000	Contract Services	\$31,500
Vehicle and Equipment Maintenance	\$31,000	Equipment Parts/Materials	\$15,000

#### Projections:

**Changed Conditions** - No large equipment replacement planned for FY 2012.

**Proposed Activities** - Administer vehicle and equipment replacement program.  
 - Conduct annual vehicle inspections to comply with state mandated emission standards.  
 - Conduct routine preventive maintenance inspections on all equipment.

#### Performance Measures

	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Estimated 2010-2011</u>	<u>Projected 2011-2012</u>
Preventative Maintenance	695	778	963	900	850
Unscheduled Repairs	787	826	770	800	800
Scheduled Repairs	1,060	1,226	1,286	1,200	1,200
Road Calls	62	43	51	40	37
Vehicle Emission Reports to the State*	32	44	23	40	44
*Required once every two years					

**BUDGET ESTIMATES****FISCAL YEAR 2011-2012**

**PROGRAM: AB GENERAL GOVERNMENT - MANAGEMENT & SUPPORT**  
**DEPARTMENT/DIVISION: 6900 PUBLIC WORKS/FLEET MAINTENANCE**

<b>DESCRIPTION</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Revised Budget</b>	<b>2010-2011 Jul - Mar Actual</b>	<b>2010-2011 Projected Actual</b>	<b>2011-2012 Adopted</b>
Employee Services	399,992.94	421,427.54	415,471.00	324,801.03	415,931.00	421,148.00
Contract Services	22,567.47	29,254.55	31,500.00	20,892.56	31,500.00	31,500.00
Facilities Expense	71,973.90	71,267.95	89,316.00	2,219.89	87,982.00	28,154.00
Office Expense	2,930.12	2,904.66	3,250.00	2,232.00	3,250.00	3,250.00
Special Department	398,131.90	348,538.22	395,951.00	330,218.25	420,951.00	431,951.00
Other Operating	4,994.25	4,723.25	5,750.00	3,547.23	5,750.00	5,750.00
Interdepartmental	14,408.75	20,397.97	22,092.00	16,307.96	22,092.00	28,122.00
Capital Outlay	<u>10,113.81</u>	<u>93,770.36</u>	<u>10,000.00</u>	<u>6,707.42</u>	<u>10,000.00</u>	<u>10,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b>925,113.14</b>	<b>992,284.50</b>	<b>973,330.00</b>	<b>706,926.34</b>	<b>997,456.00</b>	<b>959,875.00</b>

**SUMMARY OF FLEET MAINTENANCE BY SOURCE OF FUNDS**

5030 Fleet Maintenance	925,113.14	906,968.09	973,330.00	706,926.34	997,456.00	959,875.00
3000 AQMD Fund	0.00	85,316.41	0.00	0.00	0.00	0.00
3060 Transit - Prop A Fund	0.00	0.00	0.00	0.00	0.00	0.00





**REDEVELOPMENT AGENCY**

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**LAKEWOOD REDEVELOPMENT AGENCY**

The Lakewood Redevelopment Agency was established in November 1972, pursuant to the State of California Health and Safety Code, Section 33000. The primary purpose of the Agency is to encourage private redevelopment of property and to rehabilitate areas suffering from economic disuse arising from poor and inadequate planning, inadequate street layout and street access, lack of open space, landscaping and other improvements and facilities necessary to establish and maintain the economic growth of the City. The Agency has established three redevelopment project areas known as Town Center Project Area No. 1, encompassing approximately 261 acres; Project Area No. 2, encompassing approximately 160 acres; and Project Area No. 3, encompassing approximately 218 acres.

The City and the Agency are financially interdependent. The City makes loans to the Agency for use on redevelopment projects. Property tax revenues of the Agency are used to repay the loans from the City. In January 2003, the Agency entered into an agreement with the City of Lakewood for all administrative expenditures of the three project areas.

**LAKEWOOD REDEVELOPMENT AGENCY REVENUES**

The Agency's primary source of revenue is "tax increment" revenue. This revenue is from property taxes on the increase in valuation of a redevelopment project area over that of the base year. The base year for Project Area No. 1 is 1972-73; for Project Area No. 2, it is 1988-89, and for Project Area No. 3, it is 1997-98. The assessed value in Project Area 1 is expected to rise by 4.9% in fiscal year 2011-2012; whereas Project Areas No. 2 and 3 are expected to decline 1.29% and 7.91% respectively. Proposition 13 allows a maximum of 2% increase per year in property assessment, except for increases due to additional improvement or the sale or exchanges of property. Tax increment revenues can be used only for the repayment of redevelopment debt.

**TAX ALLOCATION BONDS**

In November 2003, the Agency issued the Redevelopment Project No. 1 (Town Center) Tax Allocation Parity Refunding Bonds, 2003 Series A and B in the amount of \$5,565,000 and \$2,805,000 respectively. Proceeds of the 2003 Series A Bonds, were used to

advance refund the remaining 1992 Series A Bonds. Proceeds of the 2003 Series B Bonds (taxable) were used to advance refund the remaining 1992 Series B Bonds. The purpose of the 2003 Bonds was to obtain an interest savings through better market rates. In September 1999, the Agency issued 1999 Series A Project No. 1 Tax Allocation Parity Bonds, which refunded a portion of the Agency's 1992 Series A Bonds. The Agency's bonds will be retired in 2017. At June 30, 2012, the outstanding principal of the 2003 Series A Bonds will be \$2,685,000; and Series B Bonds will be \$1,420,000. 1999 Series A Bonds will be \$3,330,000.

**LAKEWOOD REDEVELOPMENT AGENCY ACTIVITIES**

The Agency continues to improve commercial sites throughout the City and, through the use of Redevelopment Agency set-aside funds, to provide affordable housing opportunities.

**Project Area No. 1:** Nordstrom Rack opened at the Lakewood Center in October 2010. Sports Authority will open in the vacant Circuit City location in August 2011. In late 2011, a new 24 Hour Fitness gym will open on the site formally occupied by Pacific Theaters South. The city will continue to work with the Lakewood Center to attract new businesses and fill vacancies.

**Project Area No. 2:** A new WinCo grocery store will open at the southwest corner of Downey and South in late November 2011. Phase 1 of the Carwood West development, anchored by a new Smart & Final and Sprouts, will be completed in July 2011. Phase 2 of development at this site is underway and is expected to be completed in September 2011. The small commercial center at the Plaza at Gordon Ranch is expected to start development sometime in FY 2011-2012. The city is continuing to work with the auto-row dealerships to upgrade and enhance their facilities in order to stay competitive during the economic downturn.

**Project Area No. 3:** In March 2011, a new CVS was opened in the commercial center located at the southeast corner of Palo Verde and South. In FY 2011-2012, the city will continue to work with the developer to complete the rehabilitation of the center. Other neighborhood shopping centers and commercial facilities throughout the community will continue to be revitalized and obsolete buildings replaced.

The purpose of this activity is to provide professional services in support of community development efforts in accordance with the Lakewood Redevelopment Agency goals and redevelopment plans.

## BUDGET SUMMARY

## Significant Detail:

	<u>2011-2012</u>		<u>2011-2012</u>
Housing Rehabilitation Loans	\$450,000	Scattered Lot Acquisition	\$2,022,200
Principal on Bonds	\$1,040,000	Neighborhood Cleanup	\$135,000
Interest on Bonds	\$381,367	Emergency Housing Program	\$100,000

## Projections:

## Proposed Activities

- Assist in the development of new retail stores at the Lakewood Center
- Encourage reuse of property located at the northwest corner of Bellflower and South Street.
- Improve shopping center on the west side of Woodruff at Carson.
- Support the auto dealers on Cherry Avenue during this economic downturn.
- Continue residential deferred loan and paint-up/fix-up programs.
- Implement the housing strategy for the eastern portion of the community and for qualifying residents citywide.
- Direct efforts toward revitalization of the neighborhood shopping centers.

	<u>Actual 2004-2005</u>	<u>Actual 2005-2006</u>	<u>Actual 2006-2007</u>	<u>Actual 2007-2008</u>	<u>Actual 2008-2009</u>	<u>Actual 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>
Project Area No. 1								
- Assessed Valuation (Millions)	\$496.1	\$505.4	\$560.6	\$600.1	\$620.3	\$623.3	\$654.0	\$658.7
- % Increase (Decrease)	16.5%	1.8%	10.9%	7.0%	3.4%	0.5%	4.9%	0.72%
Project Area No. 2								
- Assessed Valuation (Millions)	\$183.4	\$186.9	\$221.3	\$242.6	\$256.8	\$260.9	\$257.6	\$259.5
- % Increase (Decrease)	18.0%	1.9%	18.4%	9.6%	5.9%	1.6%	(1.3%)	0.74%
Project Area No. 3								
- Assessed Valuation (Millions)	\$205.0	\$208.8	\$238.5	\$252.9	\$265.6	\$279.3	\$257.2	\$259.1
- % Increase (Decrease)	4.1%	1.8%	14.2%	6.0%	5.0%	5.2%	(7.9%)	0.74%
Statement of Indebtedness								
- Project Area No. 1	\$49,159,491	\$44,494,388	\$46,575,740	\$55,475,292	\$46,667,619	\$43,879,121	\$55,784,053	
- Project Area No. 2	\$10,904,356	\$11,292,220	\$13,134,031	\$14,978,999	\$15,600,848	\$15,821,194	\$16,438,209	
- Project Area No. 3	\$645,628	\$1,358,731	\$2,593,861	\$2,798,102	\$1,423,168	\$779,303	\$2,927,950	

**LRA BUDGET SUMMARY****FISCAL YEAR 2011-2012**

<b>DESCRIPTION</b>	<b>2005-2006 Actual</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Estimated Actual</b>	<b>2011-2012 Adopted</b>
Property Tax	6,282,702	8,761,767	8,283,178	8,638,071	9,304,912	8,816,000	9,022,000
Use of Money & Property	459,751	572,491	714,803	330,639	292,384	130,577	81,000
Other Revenue	437,303	1,081,773	166,713	428,096	309,350	175,386	231,000
City Loans	5,456,996	3,061,393	3,025,899	0	0	0	0
<b>TOTAL REVENUES</b>	<b>12,636,752</b>	<b>13,477,424</b>	<b>12,190,593</b>	<b>9,396,806</b>	<b>9,906,646</b>	<b>9,121,963</b>	<b>9,334,000</b>
<b>EXPENDITURES BY PROJECT AREA</b>							
Project Area 1							
1900 Capital Projects	1,076,353	1,146,137	1,108,955	1,143,441	1,149,837	1,021,363	879,029
1950 Debt Service	4,609,097	4,305,240	5,754,222	5,295,427	6,257,936	4,762,147	4,761,467
Project Area 2							
1910 Capital Projects	626,229	626,331	571,168	461,455	327,760	194,407	194,385
1960 Debt Service	1,550,857	1,812,448	1,923,335	2,413,919	2,740,452	1,502,670	1,301,500
Project Area 3							
1920 Capital Projects	410,009	242,017	240,789	238,986	410,831	436,960	401,735
1970 Debt Service	262,072	550,788	468,582	742,797	894,481	533,991	690,760
1930 Low/Mod Housing Fund	1,188,672	617,994	1,494,311	1,116,046	796,446	3,544,843	3,456,777
<b>TOTAL EXPENDITURES</b>	<b>9,723,289</b>	<b>9,300,954</b>	<b>11,561,362</b>	<b>11,412,071</b>	<b>12,577,743</b>	<b>11,996,381</b>	<b>11,685,653</b>

**LRA TAX INCREMENT AND DEBT SERVICE****FISCAL YEAR 2011-2012**

<b>Tax Increment (Debt Service)</b>	<b>Project Area 1</b>	<b>Project Area 2</b>	<b>Project Area 3</b>	<b>Low/Mod Housing</b>	<b>TOTAL</b>
<b>Revenue</b>					
Tax Increment	5,919,000	1,981,000	1,122,000	0	9,022,000
Interest	50,000	1,000	10,000	0	61,000
<b>TOTAL REVENUE</b>	<b>5,969,000</b>	<b>1,982,000</b>	<b>1,132,000</b>	<b>0</b>	<b>9,083,000</b>
<b>Expenditures</b>					
Contract Services: Trustee	11,100	0	0	0	11,100
Pass Throughs	543,000	1,301,500	243,000	0	2,087,500
Parking Lease/Pioneer Plaza Agreement	750,000	0	12,000	0	762,000
Deferred Payment to Low/Mod Housing	36,000	0	0	0	36,000
Debt Service-Principal	1,040,000	0	0	0	1,040,000
Debt Service-Interest	381,367	0	0	0	381,367
City Debt Payment-Interest	2,000,000	125,915	250,000	0	2,375,915
Transfer to Housing	1,183,800	396,200	224,400	0	1,804,400
<b>TOTAL EXPENDITURES</b>	<b>5,945,267</b>	<b>1,823,615</b>	<b>729,400</b>	<b>0</b>	<b>8,498,282</b>

**LRA CAPITAL AND ADMINISTRATION****FISCAL YEAR 2010-2011**

<b>Administration (Capital)</b>	<b>Project Area 1</b>	<b>Project Area 2</b>	<b>Project Area 3</b>	<b>Low/Mod Housing</b>	<b>TOTAL</b>
<b>Revenue</b>					
HJCHII Note Interest Payment	0	36,000	0	0	36,000
Interest	0	0	0	150,000	150,000
Repayment of Rehab Loans	0	0	0	125,000	125,000
Transfer to Housing				1,804,400	1,804,400
<b>TOTAL REVENUE</b>	<b>0</b>	<b>36,000</b>	<b>0</b>	<b>2,079,400</b>	<b>2,115,400</b>
<b>Expenditures</b>					
Employee Services	155,600	0	219,607	596,385	971,592
Contract Services	47,390	2,385	16,025	55,308	121,108
Operating Expenses	23,655	3,000	600	31,384	58,639
Overhead	652,384	0	165,503	0	817,887
Dev Contribution HJCH II	0	189,000	0	0	189,000
Housing Strategy	0	0	0	60,000	60,000
Emergency Housing Program	0	0	0	100,000	100,000
Housing Rehabilitation Program	0	0	0	450,000	450,000
Bin Program	0	0	0	3,500	3,500
Neighborhood Clean-Up/Fix-Up Prog.	0	0	0	135,000	135,000
TLC Program	0	0	0	3,000	3,000
Scattered Lot Program	0	0	0	2,022,200	2,022,200
<b>TOTAL EXPENDITURES</b>	<b>879,029</b>	<b>194,385</b>	<b>401,735</b>	<b>3,456,777</b>	<b>4,931,926</b>





**POLICIES**

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# **CITY OF LAKEWOOD**

## **Fixed Asset Capitalization and Control Policy**

### **PURPOSE**

The purpose of this policy is to ensure adequate control and appropriate use of City fixed assets. The procedures are intended to define fixed assets and to establish guidelines for budgeting, financial reporting, logging, inventorying, transferring, depreciating, and disposing of fixed assets.

### **POLICY**

It is the policy of the City of Lakewood that fixed assets be used for appropriate City purposes and be properly accounted for. It is the responsibility of the Administrative Services Department to ensure fixed assets will be tagged, inventoried on a periodic basis, and accounted for by fund and asset category. It is the responsibility of the Department Heads to ensure that proper budgeting and purchasing guidelines are followed and that fixed assets are adequately secured.

### **OBJECTIVES**

The City of Lakewood's fixed asset policy has two (2) objectives:

- (i) Accounting and Financial Reporting - To accurately account for and report fixed assets to the City Council, external reporting agencies, granting agencies, and the public.
- (ii) Safeguarding – To protect its fixed assets from loss or theft.

The Administrative Services Department is responsible for, and has established, systems and procedures through which both objectives are met. The system and procedures are used to

identify, process, control, track, and report City fixed assets.

### **PROCEDURES**

#### ***Fixed Asset Capitalization***

##### **Accounting and Financial Reporting**

In general, all fixed assets, including land, buildings, machinery and equipment, with an acquisition cost of \$5,000 or more, will be subject to accounting and reporting (capitalization). All costs associated with the purchase or construction should be considered, including ancillary costs such as freight and transportation charges, site preparation expenditures, installation charges, professional fees, and legal costs directly attributable to asset acquisition. Specific capitalization requirements are described below.

- The capitalization threshold is applied to individual units of fixed assets. For example, ten desks purchased through a single purchase order each costing \$1,000 will not qualify for capitalization even though the total cost of \$10,000 exceeds the threshold of \$5,000.
- The capitalization threshold will generally not be applied to components of fixed assets. For example, a tractor purchased with several attachments will not be evaluated individually against the capitalization threshold. The entire equipment with components will be treated as a single fixed asset.
- Repair is an expense that keeps the property in good working condition. The cost of the repair does not add to the value or prolong the life of the asset. All repair expenditures are charged to the appropriate department fund.

## **CITY OF LAKEWOOD**

### **Fixed Asset Capitalization and Control Policy**

- Software programs will be regarded as fixed assets subject to capitalization and the cost will be amortized over a useful life of 5 years. Costs associated with software maintenance and customer support are considered expenditures and will not be capitalized.
- Improvements to existing fixed assets will be presumed to extend the useful life of the related fixed asset and, therefore, will be subject to capitalization only if the cost of the improvement meets the \$5,000 threshold. A fixed asset that had an acquisition cost of less than \$5,000, but now exceeds the threshold as a result of the improvement, should be combined with the improvement as a single asset and the total cost (original cost plus the cost of the improvement) will be capitalized over the estimated useful life.
- Capital projects will be capitalized as “construction in progress” until completed. Costs to be capitalized include direct costs, such as labor, materials, and transportation, indirect costs such as engineering and construction management, and ancillary costs such as construction period interest.
- Additions and deletions to the fixed asset inventory records shall be made on a periodic basis. When fixed assets are sold or disposed of, the inventory of Fixed Assets should be relieved of the cost of the asset and the associated accumulated depreciation.
- Department Heads will need to approve a Property Disposition report prior to transfer, auction or disposal of any fixed asset.

#### **Depreciation**

Depreciation is computed from the date the fixed asset is placed in service until the end of its useful life.

#### Depreciation method – straight line

Buildings	50 years
Building improvement	30 years
Water and sewer lines	50 years
Roads	30 years
Vehicles	7 years
Office equipment	7 years
Computer equipment/Software	5 years
Other equipment	7 years

#### ***Control***

#### **Safeguarding**

The Administrative Services Department is responsible for establishing and maintaining systems and procedures to properly safeguard assets. However, Department Heads are responsible for protecting assets under their control from theft or loss. These assets are described as follows:

- a. The acquisition cost of the fixed asset is equal to or greater than \$5,000.
- b. An asset required to be controlled and separately reported pursuant to grant conditions and other operational or externally imposed. For example, a grant program that has funded the acquisition of a fixed asset may impose a requirement that the fixed asset be tracked and identified as a grant funded asset.

#### **Purchasing and Disposal of Property**

Purchasing and disposal of fixed assets will follow the Purchasing Ordinance of the Lakewood Municipal Code.

# **CITY OF LAKEWOOD**

## **Capital Financing and Debt Management Policy**

### **PURPOSE**

Local governments finance capital improvements in many different ways. Current revenues from taxation, fees, fines and forfeitures, grants are used as a sort of "pay-as-you-go" method of improving infrastructure. Contributions from private property developers in connection with new construction are also a way of ensuring public capital improvements. Most important, however, is the use of borrowed funds and these are largely obtained from the sale of securities.

Capital financing and debt issuance involves the commitment of city resources for an extended period of time; public officials must undertake such transactions only after careful planning. Capital Financing and Debt Management Policy provides a framework within which informed borrowing decisions may be made.

The purpose of this policy is to set forth guidelines for the financing of capital expenditures. To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning and long-term financial planning.

### **POLICY**

It is the policy of the City of Lakewood to use debt financing only for one-time capital improvement projects and unusual equipment purchases. Debt financing, to include general obligation bonds, special assessment bonds, revenue bonds, temporary notes, lease/purchase agreements, and other City obligations permitted to be issued or incurred

under California law, shall only be used to purchase capital assets that will not be acquired from current resources. The useful life of the asset or project shall exceed the payout schedule of any debt the City assumes. This allows for a closer match between those that benefit from the asset and those who pay for it. Debt financing will not be considered for any reoccurring purpose such as operating and maintenance expenditures.

### **OBJECTIVES**

The City of Lakewood's Capital Financing and Debt Management Policy has two (2) objectives:

- (i) To ensure that borrowing is done only when it is appropriate; and
- (ii) To ensure that borrowing is done in the most cost-effective manner possible.

The primary responsibility for making debt-financing recommendations rests with the Director of Administrative Services. Responsibilities include:

- Consider all options for interim financing including short term and inter-fund borrowing, taking into considerations possible federal and state grants and/or reimbursements;
- Effects of the proposed actions on local tax rates, fees, and user charges;
- Trends in the bond market structures;
- Trends in interest rates; and
- Other factors deemed appropriate.

# **CITY OF LAKEWOOD**

## **Capital Financing and Debt Management Policy**

### **PROCEDURES**

#### **A. Capital Financing**

1. The City will consider the use of debt financing only for one-time capital improvement projects and only under the following circumstances:
  - a. When the projects useful life will exceed the term of the financing.
  - b. When project revenues or specific resources will be sufficient to service the long term debt.
2. The City will use the following criteria to evaluate pay-as-you-go versus long-term financing in funding capital improvements:

##### ***Factors Favoring Pay-As-You-Go Financing***

- a. Current revenues and adequate fund balances are available or project phasing can be accomplished.
- b. Existing debt levels adversely affect the City's credit rating.
- c. Market conditions are unstable or present difficulties in marketing.

##### ***Factors Favoring Long Term Financing***

- a. Revenues available for debt service are deemed sufficient and reliable so that long-term financings can be marketed with investment grade credit ratings.

- b. The project securing the financing is of the type, which will support an investment grade credit rating.
- c. Market conditions present favorable interest rates and demand for City financings.
- d. A project is mandated by state and federal requirements, and resources are insufficient or unavailable.
- e. The project is immediately required to meet or relieve capacity needs and current resources are insufficient or unavailable.
- f. The life of the project or asset to be financed is 10 years or longer.

#### **B. Debt Management**

1. The City will not obligate the General Fund to secure long-term financings except when marketability can be significantly enhanced.
2. An internal feasibility analysis will be prepared for each long-term financing which analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
3. The City will generally conduct financings on a competitive basis. However, negotiated financing may be used due to market volatility or the used of an unusual or complex financing or security structure.

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### Capital Financing and Debt Management Policy

4. The City will seek an investment grade rating (Baa/BBB or greater) on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost-effectiveness.
5. The City will monitor all forms of debt annually coincident with the City's Financial Plan preparation and review process and report concerns and remedies, if needed, to the Council.
6. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
7. The City will maintain good, ongoing communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).

#### C. Debt Capacity

1. **General Purpose Debt Capacity.** The City will carefully monitor its levels of general purpose debt. Because our general purpose debt capacity is limited, it is important that we only use general purpose debt financing for high-priority projects where we cannot reasonable use other financing methods for two key reasons:
  - a. Funds borrowed for a project today are not available to fund other projects tomorrow.
  - b. Funds committed for debt repayment today are not available to fund operations in the future.

2. **Enterprise Fund Debt Capacity.** The City will set enterprise fund rates at levels needed to fully cover debt service requirements as well as operations, maintenance, administration and capital improvement costs. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's rate review and setting process.

#### D. Independent Disclosure Counsel

The following criteria will be used on a case-by-case basis in determining whether the City should retain the services of an independent disclosure counsel in conjunction with specific project financings:

1. The City will generally not retain the services of an independent disclosure counsel when all of the following circumstances are present:
  - a. The revenue source for repayment is under the management or control of the City, such as general obligation bonds, revenue bonds, lease-revenue bonds or certificates of participation.
  - b. The bonds will be rated or insured.
2. The City will consider retaining the services of an independent disclosure counsel when one or more of following circumstances are present:
  - a. The financing will be negotiated and the underwriter has not separately engaged an underwriter's counsel for disclosure purposes.

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### Capital Financing and Debt Management Policy

- b. The revenue source for repayment is not under the management or control of the City, such as land-based assessment districts, tax allocation bonds or conduit financings.
- c. The bonds will not be rated or insured.
- d. The City's financial advisor, bond counsel or underwriter recommends that the City retain an independent disclosure counsel based on the circumstances of the financing.
- a. Refinancings that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt.
- b. Refinancing with saving of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

#### E. Refinancings

1. **General Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancings will be considered (within federal tax law constraints) under the following conditions:
  - a. There is a net economic benefit.
  - b. It is needed to modernize covenants that are adversely affecting the City's financial position or operations.
  - c. The City wants to reduce the principal outstanding in order to achieve future debt service savings, and it has available working capital to do so from other resources.
2. **Standards for Economic Savings.** In general, refinancing for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.



# **CITY OF LAKEWOOD**

## **LAKEWOOD REDEVELOPMENT AGENCY**

### **Investment Policy**

#### **I. Scope**

This policy applies to the investment of the City of Lakewood's ("City") applies to all funds accounted for in the annual budget. Funds of the City will be invested in compliance with the provisions of, but not necessarily limited to California Government Code Section 53601 et sec and other applicable statutes. Investments will be in accordance with these policies and written administrative procedures. This policy does not regulate the investment of bond proceeds.

#### **II. Objectives**

The objectives, in priority order, of the City of Lakewood's investment activities shall be:

##### ***Safety***

Safety of principal is the primary and most important objective of the investment program. Investments of the City will be made in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, the City will endeavor to mitigate credit and market risk.

##### ***Liquidity***

The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated. This will be achieved through maturity diversification and purchases of securities with an established secondary market.

##### ***Yield***

The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints, liquidity needs, and cash flow characteristics of the portfolio. Return on investment is of

secondary importance compared to the safety and liquidity objectives described above.

#### **III. Standards of Care**

##### ***Prudence***

The City of Lakewood adheres to the guidance provided by the "prudent investor" standard (CA 53600.3) to insure that:

"When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law."

This standard of prudence is to be used by all investment staff and will be applied in the context of managing an overall portfolio.

##### ***Ethics and Conflicts of Interest***

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal

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financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

***Delegation of Authority***

The authority to invest City funds rests with the Administrative Services Director and his designated staff, herein referred to as investment staff. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established. The Administrative Services Director shall be responsible for all transactions undertaken and will establish a system of controls to regulate the activities of subordinate officials.

The City may delegate its investment decision making and execution authority to an investment advisor. The advisor shall follow the policy and such other written instructions as are provided.

**IV. Authorized and Suitable Investments**

Surplus funds of local agencies may only be invested in certain eligible securities as listed below. The investment strategy for the City of Lakewood is to administer an operational portfolio. A definition of an operational portfolio is to have adequate funds available at all times to meet appropriated and projected cash flow requirements for the City of Lakewood.

The City of Lakewood does **NOT** purchase or sell securities on **MARGIN**.

*U.S. Treasury Obligations.* United States Treasury notes, bonds, bills, or certificates of indebtedness, or those for which the full faith and credit of the United States are pledged for the payment of principal and interest. There are no portfolio percentage limits for U.S. Treasury obligations.

*U.S. Government Agency Issues.* Federal agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. There are no portfolio percentage limits for U.S. Government Agency obligations.

*Municipal Investments.* Registered treasury notes or bonds of any of the other 49 United States in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 United States, in addition to California. Obligations are required to be rated in one of the two highest categories by a nationally recognized statistical rating organization (NRSRO). There are no portfolio percentage limits for municipal obligations.

*Negotiable Certificates of Deposit.* Negotiable certificates of deposit or deposit notes issued by a nationally or state-chartered bank or a state or federal savings and loan association or by a state-licensed branch of a foreign bank. Eligible negotiable certificates of deposit shall be rated in category "AA" or its equivalent or better by a NRSRO. No more than 30% of the City's portfolio may be invested in negotiable certificates of deposit and no more than 10% may be invested with a single issuer.

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*Time Deposits/Time Certificates of Deposit (CDs).* Time Deposits/Time Certificates of Deposit (CDs) placed with commercial banks and savings and loans. Time certificates of deposit shall meet the conditions in either paragraph (i) or paragraph (ii) below:

(a) Time certificates of deposit shall meet the requirements for deposit under Government Code Section 53635 et. seq. The Administrative Services Director, for deposits up to the current FDIC insurance limit, may waive collateral requirements if the institution insures its deposits with the Federal Deposit Insurance Corporation (FDIC). The City shall have a signed agreement with the depository per California Government Code (Hereafter Code) 53649;

(b) Fully insured time certificates of deposit placed through a deposit placement service shall meet the requirements under Code Section 53601.8.

There is no portfolio percentage limit for Time Deposits/Time Certificates of Deposit (CDs). The maximum maturity shall be limited to one year.

*Money Market Funds.* Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940 (15 U.S.C. Sec. 80a-1, et seq.). To be eligible for investment pursuant to this subdivision, these companies shall either: (1) attain the highest ranking or the highest letter and numerical rating provided by not less than two nationally recognized statistical rating organizations; or (2) retain an investment advisor registered or exempt from registration with the Securities and Exchange commission with not less than five

years' experience managing money market mutual funds with assets under management in excess of five hundred million dollars (\$500,000,000). A maximum of 20% of the City's portfolio may be invested in money market funds.

The purchase price of shares shall not exceed 20 % of the City's surplus money nor include any commission charged by the fund. No more than 10% of the City's portfolio may be invested in any one fund.

*Government Pools.* Shares of beneficial interest issued by a joint powers authority (6509.7) that invests in securities authorized by Section 53601 of the California Government Code. Each share shall represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section, the joint powers authority issuing the shares shall have retained an investment adviser that meets all of the following criteria:

(a) The adviser is registered or exempt from registration with the Securities and Exchange Commission.

(b) The adviser has not less than five years of experience investing in the securities and obligations authorized in California Government Code section subdivisions (a) to (n), inclusive.

(c) The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).

There is no portfolio percentage limit for Government Pool holdings.

*State of California's Local Agency Investment Fund.* Investment in LAIF may not exceed the current LAIF limit and should be reviewed periodically.

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*Los Angeles County Pool.* Investment in the Los Angeles County Pool may not exceed the current pool limits and should be reviewed periodically.

**V. Ineligible Investments**

Any security type or structure not specifically approved by this policy is hereby prohibited; these include, but are not restricted to, the following:

- (a) "Complex" derivative securities such as range notes, dual index notes, inverse floating-rate notes, leveraged or deleveraged floating-rate notes, or any other complex variable-rate or structured note;
- (b) Interest-only strips that are derived from a pool of mortgages, or any security that could result in zero interest accrual if held to maturity;
- (c) Financial Futures and Financial Options also known as forward contracts for securities.

**VI. Investment Parameters**

***Diversification***

The City's investments shall be diversified by:

- Limiting investments to avoid over concentration in securities from a specific issuer or sector;
- Limiting investment in securities that have higher credit risks;
- Investing in securities with varying maturities;

- Continuously investing a portion of the portfolio in readily available funds such as local government investment pools or money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

***Maximum Maturities***

To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Unless stated otherwise in Section IV of this Policy or approval made by the City's executive body, the maximum maturity of the City's eligible investments will not exceed five years.

***Sale of Securities***

The City does not make investments for the purpose of trading or speculation, but buys with the prevalent intent to hold securities to maturity. The prohibition of speculative investment precludes pursuit of profit through unusual risk or conjectural fluctuations in market prices. However, fluctuations in market rates or changes in credit quality may produce situations where securities may be sold at a nominal loss in order to mitigate further erosion of principal or to reinvest proceeds of sale in securities that will out-perform the original investment.

**VII. Depository Services**

***Legal Constraints***

Money must be deposited in state or national banks, state or federal savings associations, or state or federal credit unions in the state. It may be in inactive deposits, active deposits or interest-bearing active deposits. The deposits cannot exceed the amount of the bank's or savings and loan's paid up capital and surplus.

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The bank or savings and loan must secure the active and inactive deposits with eligible securities having a market value of 110% of the total amount of the deposits. State law also allows, as an eligible security, first trust deeds having a value of 150% of the total amount of the deposits. A third class of collateral is letters of credit drawn on the Federal Home Loan Bank (FHLB). As a matter of policy, the City does not accept 150% collateral in first trust deeds or 105% Letters of Credit drawn on the FHLB, even though the state statutes allow municipalities to accept them.

The treasurer may at his discretion waive security for that portion of a deposit which is insured pursuant to federal law. Currently, the first \$250,000 of a deposit is federally insured. It is to the City's advantage to waive this collateral requirement for the first \$250,000 because we receive a higher interest rate. If funds are to be collateralized, the collateral we accept is 110% of the deposit in government securities.

***Depository Services***

**Active deposits** are demand or checking accounts which receive revenues and pay disbursements. The City of Lakewood has three demand accounts:

General checking account  
Payroll checking account  
Redevelopment Agency bond proceeds checking account

**Interest-bearing active deposits** are money market accounts at a financial institution (i.e., bank, savings and loan, credit union). These accounts are demand accounts (i.e., checking accounts) with restricted transaction activity. The

City of Lakewood has one account of this nature for the Lakewood Redevelopment Agency.

**Inactive deposits** are Certificates of Deposit issued in any amount for periods of time as short as 14 days and as long as several years. Interest must be calculated on a 360-day basis, actual number of days. At any given time, the City may have certificates of deposit in 30 or 40 financial institutions. As a matter of policy, we do not invest in CD's for longer than one year.

We require that each financial institution submit current financial statements which are evaluated by staff prior to the investment of funds. We use the following criteria:

- The institution must have been in business at least three years.
- The institution must submit audited financial statements.
- The institution must have assets of at least \$50 million and a net worth to liability ratio of 3.5 to 1. For calculations, net worth does not include subordinated debt and Reserves for Allowance for Loan Losses.
- City investments of less than 180 days to maturity can use a net worth to asset ratio of 3.0 to 1.
- Investments in Credit Unions require an Equity (net worth) to Asset Value of 5.0%. The loan balance to share draft ratio is compared to industry standards, but should not exceed 90%. The City may invest funds for a period up to 120 days in institutions with a Regular Reserve to Loan Balance ratio of at least 3.25%. For longer periods of time, the ratio must be at least 4.0%.

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- In addition, examination is made of the Reserve for Loan Losses category to evaluate the financial trend of the institution's asset base. Comparison is made of institution ratio values to the industry averages.
- Under deposits, if data is available, we track the ratio of \$100,000 certificates of deposit (brokered money) to the total deposit base. A percent greater than 50% is an area of concern.
- Whenever possible, the use of several years' financial data is evaluated to present a trend of activity in the institution.

We also require that interest be paid to the City on a monthly basis (current state law only requires quarterly payment). We do not place more than \$100,000 in a savings and loan, small bank, or credit union.

#### **VIII. Safekeeping and Custody**

##### ***Delivery vs. Payment***

All investment transactions will be executed on a delivery versus payment basis. Securities will be held in safekeeping by a third party custodian designated by the City. The custodian will be required to provide timely (written or on-line) confirmation of receipt and monthly position and transaction reports.

#### **IX. Reporting Requirements**

##### ***Monthly Reporting***

The Administrative Services Director will provide to the City Council monthly investment reports that provide a detailed summary of transactions in the City's portfolio.

##### ***Quarterly Reporting***

The Administrative Services Director will provide to the City Council quarterly investment reports which provide a detailed summary of the status of the investment program. The quarterly report will contain the following:

- The type of investment, issuer, and date of maturity par and dollar amount invested on all securities, investments and moneys held by the local agency.
- A description of any of the local agency's funds, investments, or programs that are under the management of contracted parties, including lending programs.
- A current market value as of the date of the report and the source of this same valuation for all securities held by the local agency, and under management of any outside party that is not also a local agency or the State of California Local Agency Investment Fund.
- A statement of compliance with the Government Code and this policy.
- A statement denoting the ability of the local agency to meet its pool's expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may, not be available.

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**X. Performance Standards**

The City's portfolios are managed with the objective of obtaining a market rate of return, commensurate with identified risk constraints and cash flow characteristics. Because the composition of the portfolio fluctuates, depending on market and credit conditions, various indices will be used to monitor performance.

**XI. Investment Advisor Review**

The performance of the city's investment advisor and investment advisory firm shall be reviewed annually based on the following criteria:

- Understanding of the city's overall investment program and the investment objectives and constraints unique to the city, and approach to management of the city's portfolio.
- Experience, resources, and qualifications of the firm and individuals assigned to this account.
- Experience of the firm in managing state/local/district government reserve funds.
- Performance of the managed portion of the city's portfolio.
- Reporting methodology and additional investment of financial services offered or available through affiliation.
- Fees, relative to services.

**XII. Policy Considerations**

This policy shall be reviewed on an annual basis. Any changes must be approved by the investment officer and any other appropriate authority, as well as the individual(s) charged with maintaining internal controls.

# **CITY OF LAKEWOOD**

## **Governmental Fund Balance Policy**

### **PURPOSE**

Fund balance refers to the difference between assets and liabilities in the city's governmental funds balance sheet. This information is one of the most widely used elements of state and local government financial statements. Financial statement users examine fund balance information to identify the available liquid resources that can be used to repay long-term debt, add new programs, finance capital improvements, or enhance the financial position of the city.

The purpose of this policy is to improve financial reporting by establishing fund balance classifications that create a hierarchy based on the extent to which the City is bound to observe spending constraints that govern how the City can use amounts reported in the governmental fund balance sheet. This policy satisfies the requirements of GASB Statement No. 54.

### **POLICY**

It is the policy of the City of Lakewood to identify the various classifications of the City's governmental fund balance in its Comprehensive Annual Financial Report (CAFR). These classifications take into consideration the City's long-term infrastructure needs, non-current liabilities, stabilization funds, funds necessary to mitigate economic uncertainties, funding that has spending constraints such as grants, and fixed assets that will not easily convert to cash.

The fund balance is a tool the City uses to have an effective long-term financial plan, as well to ensure sufficient liquidity for the City meets its financial obligations in the short-term.

### **OBJECTIVES**

The City of Lakewood's Fund Balance Policy has two (2) objectives:

- (i) To determine the available liquid resources; and**
- (ii) To provide the information necessary to make informed financial decisions.**

The classifications of the City's governmental fund balance are designed to clarify the extent to which the City is bound to honor constraints on the specific purposes for which amounts in the fund can be spent, rather than to simply represent the financial resources available for appropriation.

### **OVERVIEW**

#### **This Policy applies to the City's Governmental Funds**

Governmental funds represent one of three categories of funds; the other two categories are proprietary funds (water enterprise fund, and fleet and print-shop internal service funds), and fiduciary funds (pension funds held in trust).

Governmental funds are used to account for activities primarily supported by taxes, fees, grants, and bond proceeds.

Governmental funds are further classified into five fund types: General Fund, the chief operating fund of the City; Special Revenue Funds, which account for funds legally restricted for a specific use; Debt Service Fund; Capital



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### **Governmental Fund Balance Policy**

Projects Fund; and Permanent Funds for endowment arrangements.

Governmental funds are designed to focus on the near-term. To do this, governmental funds present only the subset of the City's assets that are considered the City's current financial resources, and the corresponding sub-set of liabilities that is expected to be liquidated with those current financial resources, resulting in a method to assess the City's financial liquidity. Because governmental funds report only a subset of assets and liabilities, the difference between the two, or fund balance, is a measure of working capital – not of net worth.

The fund balance is only an approximate measure of liquidity or working capital. It is this discrepancy of measuring working capital that requires the City to recognize what makes-up the fund balance and isolate funds that are needed for longer-term obligations, discern what funds are restricted for specified purposes, and pull-out funds that are not available at all. To accomplish this, the City's financial statements for governmental funds are comprised of five (5) fund balance classifications:

- (i) Nonspendable Funds**
- (ii) Restricted Funds**
- (iii) Committed Funds**
- (iv) Assigned Funds**
- (v) Unassigned Funds**

#### **NONSPENDABLE & RESTRICTED FUND BALANCE**

The first two classifications are subject to requirements outside the local governing body's control for financial decision-making and planning purposes; Nonspendable resources are essentially irrelevant, and Restricted resources are of no discretionary value. Accordingly, this policy will just briefly describe Nonspendable and Restricted funds in this Section.

#### **Nonspendable Funds**

Some of the assets that are included in determining the City's fund balance are inherently nonspendable:

- Assets that will never convert to cash, such as prepaid items and inventories.
- Assets that will not convert to cash within sixty (60) days from the start of the fiscal year, such as long-term loans receivable, and non-financial assets held for resale.
- Assets that must be maintained intact pursuant to legal or contractual requirements, such as an endowment.

#### **Restricted Funds**

Restricted funds describe the portion of the fund balance that is subject to externally enforceable legal restrictions, these restrictions fall into three (3) categories:

- (i) Restrictions are imposed by parties altogether outside the scope of the City's governance:
  - Creditors (typically through a debt covenant)

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### **Governmental Fund Balance Policy**

- Grantors (typically state, federal and other governmental agencies)
  - Contributors
  - Other governments.
- (ii) Restrictions that arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose, such as:
- Gas taxes must be used for street repair
  - Prop C must be used for fixed transit routes
  - Prop A must be used for transit programs
  - Measure R must be used for local street repair
- (iii) Long-term loans receivable and non-financial assets that are collected can also be considered Restricted if the collected funds are subject to an externally enforceable restriction on how they can be spent.

### **PROCEDURES**

This Section provides a comprehensive protocol on what is legally deemed the unrestricted portion of the fund balance, and the order in which the classifications are spent.

The unrestricted portion of the fund balance is comprised of the City's fund balance or resources that are classified as Committed Funds, Assigned Funds, or Unassigned Funds.

### **UNRESTRICTED FUND BALANCE**

### **Committed Funds**

Committed funds describe the portion of the fund balance that is constrained by limitations imposed by the Lakewood City Council and/or the Lakewood Redevelopment Agency. The Council and/or Agency imposed limitation must occur no later than the close of the reporting period and remains binding unless removed under the same manner.

#### **Types of commitments:**

- Self Insurance
- Pension Obligations
- Refuse Stabilization
- Economic Uncertainties
- Continuing Appropriations
- Encumbrances

*Any portion of these types of commitments that are tied to funds that are deemed Restricted shall be reported in the Restricted Fund Balance.*

### **Self Insurance**

Since 1998, \$4 million has been held in reserve in the General Fund for self Insurance. These funds are held to cover liability and worker's compensation expenses that are in excess of the costs covered by the California Joint Powers Insurance Authority, CJPIA. Periodic review of this amount is required to ensure adequate funds are available.

### **Pension Obligations**

Pension obligations include: OPEB, other post-employment benefits (retiree health benefit); and PARS, Public Agency Retirement Services.

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### **Governmental Fund Balance Policy**

The funds necessary to cover OPEB obligations is determined by a biennial actuarial as of June 30 every odd year. This actuarial computes the unfunded accrued liability, this amount is then transferred into the OPEB Trust. On even years, City staff computes the estimated OPEB unfunded liability using the assumptions presented in the prior year's actuarial. This amount is held in the General Fund as a Committed Fund Balance to be paid to the Trust in the following year per the actuarial.

The PARS plan also has a biennial actuarial as of June 30 every odd year. The actuarial provides the amount of the PARS unfunded actuarial liability, which is then held as a Committed fund balance in the General Fund. The PARS unfunded actuarial liability and Committed fund balance are reduced each year resulting in full funding by 2025.

#### Refuse Stabilization

The refuse stabilization funds of \$1,964,966 were built up over a period of years using the Long Beach SERRF rebates. In Fiscal Year 2010, the rebate program ceased. The rate stabilization funds are set aside to offset large annual increases (greater than 10%), or unexpected increases within the fiscal year (greater than 3%) in refuse collection or disposal.

#### Economic Uncertainties

The amount for economic uncertainties is computed as 20% of the General Fund's annual operating expenditures. These funds are held to offset major or unexpected reductions in revenue. Reduction in revenue equal to or greater than 10% would trigger the use of these funds to support core city services.

#### Continuing Appropriations

The City's capital improvement budgeting practice is to fully fund the project upfront the first year of the project and carry these funds forward into following years when the project is a multi-year outlay. The City Council authorizes the allocation of funds for capital projects and related contracts. This practice ensures the funds are available to complete the project and will not impact funds necessary for operations or other projects in future years. Continuing appropriations is the value of Council authorized capital projects carried forward from one fiscal year to the next.

#### Encumbrances

Purchase orders for one-time services or equipment that have not been fully liquidated by June 30, are carried forward to the following year. Encumbrance is the value of the purchase orders that are for one-time contractually obligated services or equipment for capital projects or operations carried forward from one fiscal year to the next.

#### **Assigned Funds**

Assigned funds describe the portion of the fund balance that reflects the intended use of resources by the Lakewood City Council and/or the Lakewood Redevelopment Agency. The amounts set aside for an intended use can be assigned by the City Manager.

##### Types of Assigned Funds:

- Infrastructure and Structures
- Equipment Replacement

*Any portion of these types of assigned funds that are tied to funds that are deemed Restricted or Committed shall be reported in the Restricted or Committed Fund Balance.*

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## **Governmental Fund Balance Policy**

### Infrastructures and Structures

These assigned funds are set aside to for major emergency or unexpected necessary repairs of the City's streets, hard-scape, facilities, communication and technology systems, or other owned City property. Periodic review of this amount is required to ensure adequate funds are available.

### Equipment Replacement

The assigned value for equipment replacement is computed as 20% of the cost of fixed assets, such as vehicles and large maintenance and grounds equipment.

### **Unassigned Funds**

The General Fund often will have net resources in excess of what is classified in one of the four previous categories. This amount is presented as the unassigned fund balance. Only the general Fund can report a positive unassigned fund balance; however, all governmental funds can report a negative unassigned fund balance.

### **Use of Resources**

In circumstances when an expenditure is made for a purpose for which amounts are available in multiple fund balance classifications, the order of allocation of these available funds is first restricted, second committed, third assigned, and lastly unassigned amounts.

## **SUMMARY**

### **Components of the Fund Balance**

#### Nonspendable Fund Balance

- Inherently nonspendable
- Portion of net resources that cannot be spent because of their form

- Portion of net resources that cannot be spent because they must be maintained intact

#### Restricted Fund Balance

- Externally enforceable limits on use
- Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments
- Limitations imposed by law through constitutional provisions or enabling legislation

#### Committed Fund Balance

- Council/Agency Self-imposed Limitations set in place prior to the end of the fiscal year
- Limitation imposed at highest level of decision making that requires formal action at the same level to remove

#### Assigned Fund Balance

- Limitation resulting from intended use
- Intended use established by the City Manager

#### Unassigned Fund Balance

- Total fund balance in the General Fund in excess of nonspendable, restricted, committed and assigned fund balance (surplus)
- Excess of nonspendable, restricted, and committed fund balance over total fund balance (deficit)

#### Use of Fund Balance

- Restricted
- Committed
- Assigned

# CITY OF LAKEWOOD

## Governmental Fund Balance Policy

### GLOSSARY

State and local governments use three broad categories of funds: *governmental* funds, *proprietary* funds and *fiduciary* funds.

**Governmental** funds include the following.

- *General* fund. This fund is used to account for general operations and activities not requiring the use of other funds.
- *Special revenue* funds are required to account for the use of revenue earmarked by law for a particular purpose. State and federal fuel tax revenues require special revenue funds, because federal and state laws restrict these taxes to transportation uses.
- *Capital projects* funds are used to account for the construction or acquisition of fixed assets such as buildings, equipment and roads. Depending on its use, a fixed asset may instead be financed by a special revenue fund or a proprietary fund. A capital project fund exists only until completion of the project. Fixed assets acquired and long-term debts incurred by a capital project are assigned to the government's *General Fixed Assets* and *Long-Term Debts*.
- *Debt service* funds are used to account for money that will be used to pay the interest and principal of long-term debts. Bonds used by a government to finance major construction projects, to be paid by tax levies over a period of years, require a debt service fund to account for their repayment.

The debts of special assessment and proprietary funds are serviced within those funds, rather than by a separate debt service fund.

- *Special assessment* funds account for public infrastructure improvements financed by special levies against property holders. Sidewalk and alley repairs often rely on special assessments.

**Proprietary** funds include the following.

- *Internal service* funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis. A printing shop, which takes orders for booklets and forms from other offices and is reimbursed for the cost of each order, would be a suitable application for an internal service fund.
- *Enterprise* funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises.

**Fiduciary** funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. The employee pension fund, created by the State of Maryland to provide retirement benefits for its employees, is an example of a fiduciary fund. Financial statements may further distinguish fiduciary funds as either *trust* or *agency* funds; a trust fund generally exists for a longer period of time than an agency fund.

# CITY OF LAKEWOOD

## Governmental Fund Balance Policy

### CAFR Note 10 – Reserves and Designations of Fund Balance

### CAFR Note 10 - Components of Fund Balance

#### CAFR FY 2010 and prior

#### CAFR FY 2011 and after

##### Reserves

Continuing Appropriations

Personnel Benefits

Prepaid Expenses

Inventories

Advances

Encumbrances

Other

##### Designations

Self-Insurance

Infrastructure & Capital Improvements

Equipment Replacement

Refuse Stabilization

Civic Center

Economic Uncertainties

##### Unrestricted/Undesignated

##### Non-Spendable

Prepaid Expenses

Inventories

Advances

##### Restricted

Other (Grants)

##### Committed

Self-Insurance

Pension Obligations

Refuse Stabilization

Economic Uncertainties

Continuing Appropriations

Encumbrances

##### Assigned

Infrastructure & Capital Improvements

Equipment Replacement

##### Unassigned