



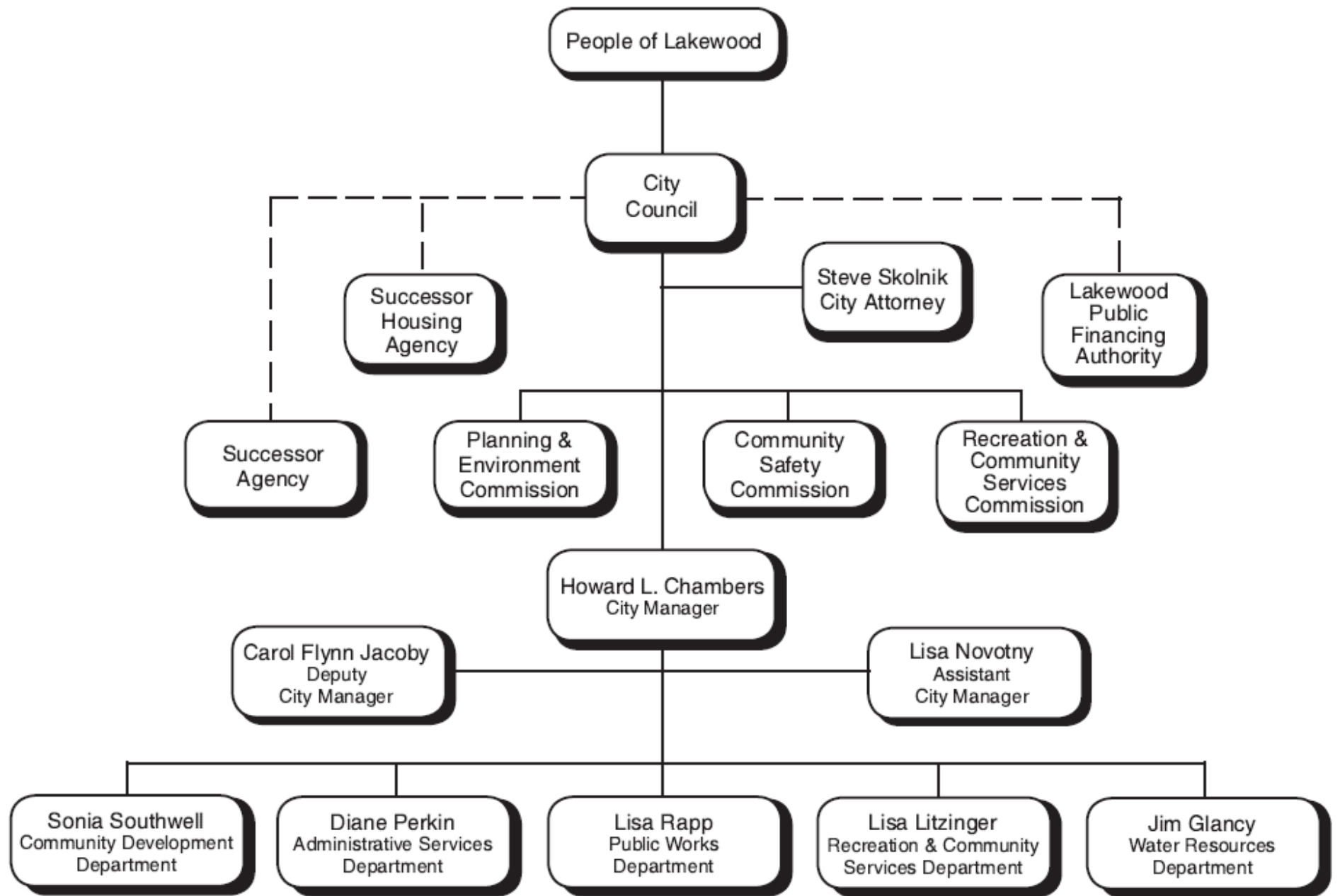
# *City of Lakewood California*



*Adopted Budget  
2012-2013*

# **INTRODUCTION**

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**The City of Lakewood**, with a population of 80,378, 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 42 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.

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 175 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 2012 KaBoom!, a national non-profit organization based in Washington, DC, designated Lakewood a *Playful City USA*, one of only ten cities in California.



Lakewood strives to keep its citizenry well informed. The City's online service request system provides residents greater access to solutions for service needs. Lakewood residents can also 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 Successor Agency of the former Lakewood Redevelopment Agency, the Lakewood Housing Successor Agency, 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 2012-2013 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 2012-2013.

A variety of methods are used in determining expenditures and predicting revenues for the upcoming year. 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 2012-2013 budget and forecasting future years.



The budget process for Fiscal Year 2012-2013 began in January 2012 with the preparation of the budget calendar:

- ✓ January – Current year mid-year review
- ✓ 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
  - ... **Measure R** – ½ cent sales tax restricted for street repair
  - ... **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
  - ... **Prop A Recreation** – Restricted for park maintenance and programs

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

- **Business Development Fund** – A fiduciary fund restricted to provide low-interest, low cost loans to local businesses.
- **Water Funds** – An enterprise fund that is 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 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; and meeting expenses that 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 Graphics and Copy Center 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, 2012, and are calculated as of March 31, three months prior to year-end.

June 26, 2012

**City of Lakewood  
Lakewood, California**

Honorable Mayor and Council Members:

The proposed budget for Fiscal Year 2012-2013 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. Fiscal Year 2012-2013 is the fifth consecutive year where a General Fund operating surplus is not projected in the operating budget. Initially, the lack of a structural surplus was due to weathering the great recession. Now we are confronted with the dissolution of redevelopment, and the city is dealing with having to absorb through various funds the good work that was previously provided by the Lakewood Redevelopment Agency. General Fund reserves designated for capital improvements of \$275,000 are allocated in the proposed Fiscal Year 2012-2013 Budget for new capital projects. Additionally, an estimated \$432,555 of general funds designated in prior fiscal years for multi-year capital projects will defer to Fiscal Year 2012-2013.

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 20 percent for economic uncertainty 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 2012-2013 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**

Most recessions are followed by a steep recovery; the recovery from the 2008 recession has been sluggish. When economic sectors driving the economy are disaggregated, the lethargic pace can largely be attributed to the decline of economic contribution by the government sector.

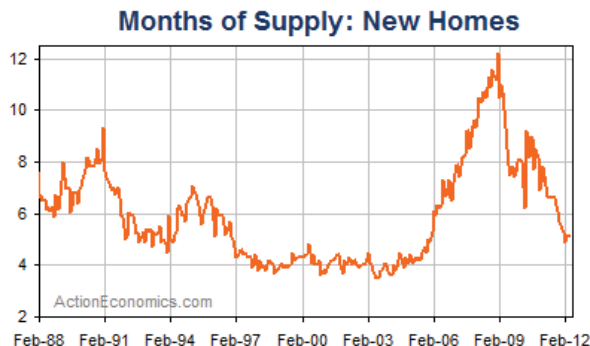
Cities across California are piecing together funding to provide basic services to their community in this time of austerity. Traditional funding sources for parks, public safety, and community development are shrinking or are altogether gone. The immediate challenges specific to Lakewood are the dissolution of Redevelopment, the pending end of Proposition A Recreation funds, and major cuts in Federal grants such as CDBG and JAG. The city is absorbing \$2 million in costs supported by these revenue sources.



## The National Economy

As Americans, we are known for our propensity to worry about our prospects of “declinism.” So as expected we fretted over China’s rise, agonized over two grinding wars and dwelled on the deep recession of 2008 — and we fostered our need for gloom and doom in every news clip. The upside is that it keeps us vigilant, keeps us strong and we come out better than we ever imagined.

Our perseverance is evident as the economy is making headway with greater and more frequent up-ticks than trip-ups, and the “New Normal” appears to be centered on learning how to live with an economy that is not housing co-dependent. As housing inventory return to levels consistent with the pre-housing boom and bust, the housing market will likely return to normal growth.



Other than housing, the economy is doing well. A sign of prosperity is the first Boeing 787 Dreamliner landing in Washington, DC; it will be decades before China can make such a machine. The IMF is predicting average growth of over two percent for 2012 and 2013, not spectacular but not bad for a mature economy, and we have a relatively young workforce, with plenty of skilled people knocking at our door from other countries. We still have more of the world’s best universities than any other country, and we are the world’s

largest producer of natural gas and manufacturing, and biggest food exporter.

### Gross Domestic Product (GDP):

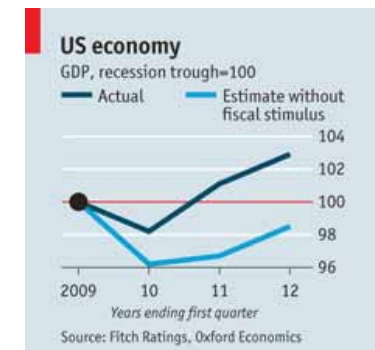
Projections for the near future have the Nation’s GDP growing at a relatively slow pace of 2 percent in 2012 and rising to 2.6 percent in 2013, and then resuming the standard rate of around 3 percent in 2014.

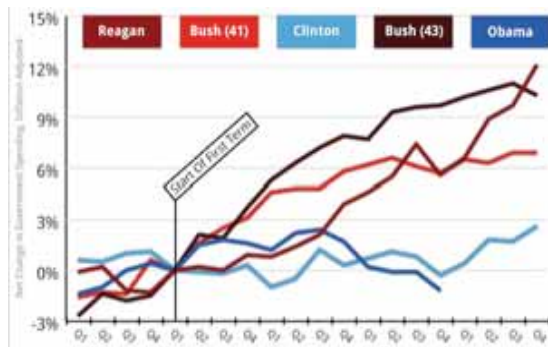
It needs to be noted that much of this initial slow growth is tied to the ending of the fiscal stimulus and tighter national fiscal policy. For example, in the first quarter of 2012, the 2.2 percent increase in GDP was boosted by consumer purchases, the biggest gain in homebuilding in almost two years and a jump in auto production, but these increases were offset by a drop in government spending and slower growth in business investment in equipment and inventories.

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>GDP Growth</b>	-2.40%	3.00%	1.70%	2.00%	2.60%
<b>Personal Consumption</b>	-0.60%	2.00%	2.20%	2.00%	1.50%
<b>Business Investment</b>	-17.80%	1.10%	8.80%	5.70%	4.60%
<b>Residential Investment</b>	-20.50%	-4.30%	-1.30%	10.30%	8.40%

### Governmental Sector:

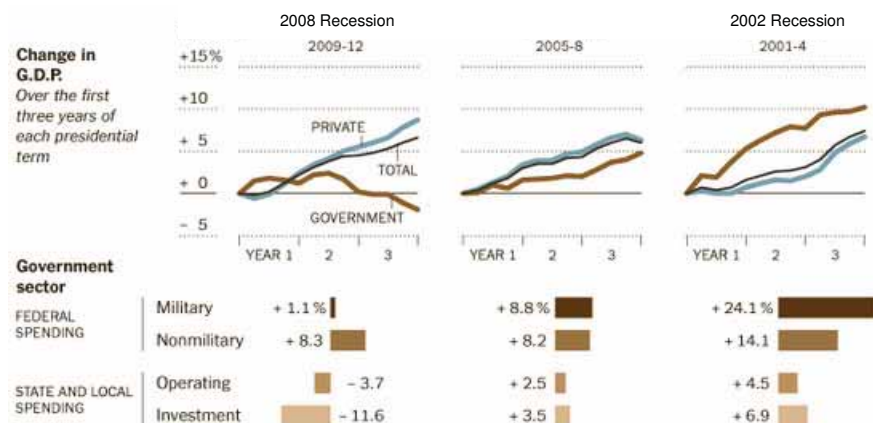
Studies have shown that the stimulus program was effective in mitigating the downward spiral of the recession, but one unforeseen outcome was how the sheer size of the stimulus would create an environment of political belt-tightening that has displaced the typical election-year flow of funds that we have seen in past election times.





As shown in the adjacent chart, past White House Administrations ramped up spending as they headed into second term re-electioneering — not this time.

Uncharacteristic of previous recessions, this recession's recovery is burdened by national and local austerity measures. The chart below shows how this economic recovery is not receiving the fiscal boost of public funds that benefited past recoveries, especially from state and local agencies.

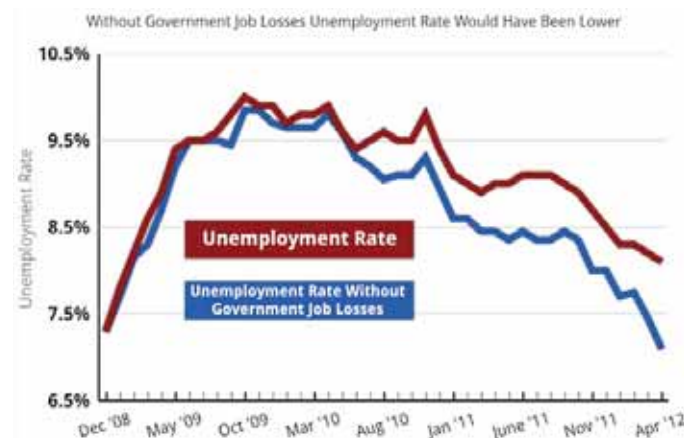


The private sector grew faster in the three years (2009 through 2011) following the Great Recession than it did in the three previous recessions. Because government spending did not accelerate as it normally does when the private sector is weak, the combined output of private and government has netted a disappointing recovery that has weighed down consumer confidence and optimism.

## Jobs and education:

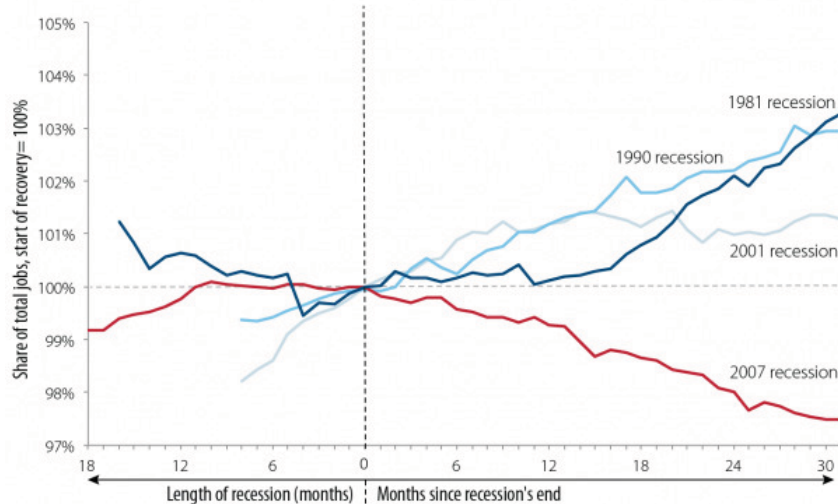
The National unemployment rate has steadily declined, but remains hyper-sensitive to any change in market sentiment. When sentiment swings positive, people re-enter the workforce looking for work which increases the unemployment rate and when sentiment swings negative, workers become discouraged and drop out of the labor market which decreases the unemployment rate. These month-to-month unemployment swings are not necessarily representative of the economy and because of this, it is best to look at the long-term trend.

Unemployment is expected to remain stubbornly high for several years. The unemployment rate for 2012 and the start of 2013 is projected to stay at 8 percent and possibly drop to 7.6 percent in late 2013. One of the reasons for the stubbornly high unemployment is the fiscal austerity. As government entities across the nation cut jobs in an effort to balance budgets, the result is many previously productive workers are now out looking for a job.



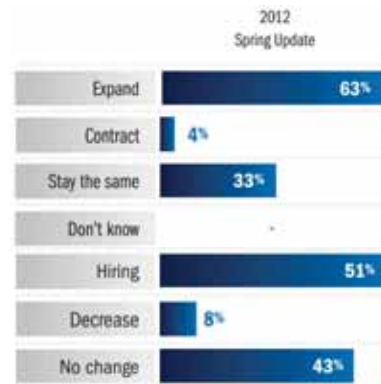
Here again, this recession with its downward trend in public employment is strikingly different — completely counter to past recessionary periods.

Change in public-sector employment since the start of last four recoveries



In this post-recession, it is the private sector that has shouldered the entire improvement in employment. Looking forward, a survey of CFOs found their outlook has improved dramatically: 63 percent are expecting economic expansion, coupled with an increase in employment plans of 51 percent.

For those looking for work, there is a large disparity in employment opportunities for those without a high-school diploma to those with a college degree. Education remains key to successful employment. 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. America's problem with training was laid bare in a 2011 report published by Deloitte and the Manufacturing Institute. It identified 600,000 positions that



were going unfilled because there were too few qualified skilled workers. Education and productivity are critical to the development and growth of a robust economy.

### Health and Wellness Sector:

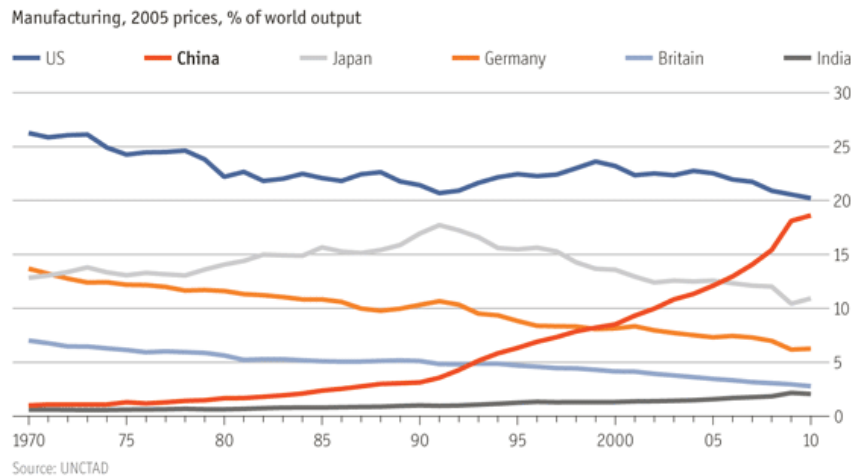
Baby boomers are refusing to grow old and have a strong influence on the health and wellness sector with their financial clout and sheer numbers. In the United States, they number about 90 million and account for some one trillion dollars in annual income. Companies are responding with an array of high quality healthcare and nutrition products. There is speculation that because our population is aging, our economy will become largely health care driven with employment opportunities across the skill spectrum from high tech and manufacturing to service sector jobs.

Occupational growth in the health and wellness sector is predicted to sustain high levels of growth. For example, home health aides are expected to grow by 48 percent in the next ten years, while medical assistant positions are expected to grow by 35 percent; followed by mental health and substance abuse social workers, physical therapists, health care support occupations, and health educators growing at 25 to 30 percent. There is a clear distinction of the positive growth in the health care industry when compared to that of all other industries — the dissimilarity in industry growth further corroborates that the health care industry is unaffected by times of recession. The health care industry is forecasted to have an average occupational growth rate of 2.45 percent per year.

### Manufacturing Sector:

It is well known that the U.S. manufacturing sector has lost many jobs to emerging markets over the past 30 years. Less known is that the U.S. manufacturing sector remains the largest in the global economy; and although in dollar

value U.S manufacturing is just above China's, we achieve this with only ten percent of the workforce deployed by China. American productivity is unmatched.



Manufacturing makes up about eleven percent of America's GDP and is responsible for 68 percent of domestic spending on research and development, and it is this development that brings a huge supply chain with an abundance of jobs — but manufacturing's importance to the economy is more than just job growth. Manufacturing is more likely than any other sector to introduce new and innovative products.

It is believed that the U.S., with its potential for a highly educated and productive labor market, is posed to be the leader in the new manufacturing industry as it become more innovative and technical in nature, especially in the area of health and wellness related technologies.

## The State Economy

California's economy is showing signs of recovery. California recorded its all-time best export trade year in 2011 with \$159.3 billion in exports, surpassing the old record set

in 2000 by about two percent. California ranked first in the country for most net jobs in 2011, adding about 265,000 jobs. In 2011, the Bloomberg Economic Evaluation of States Index placed California in the top three states for economic growth and recovery. Two-way international trade through California's three Customs districts increased about 12 percent in 2011 and in February 2012, Standard & Poor's (S&P) upgraded California's credit ratings outlook from stable to positive.

These are promising signs that California's economy, the biggest in the U.S. and ninth-largest in the world, is on the mend. According to the 2012–2013 Economic Forecast by Los Angeles County Economic Development Corporation (LAEDC), nearly all of the state's industries registered significant gains in 2011, with information and communications technology, education, and administrative and support services being the hottest sectors. California is expected to see economic growth of 1.5 percent and the creation of 200,000 more jobs in 2012.

California's economy is as diverse as its landscapes: rugged northern California with its blend of natural resources, timber products, and manufacturing; lush central California valleys teeming with crops that support one of the world's largest food industries; and a California coastline bustling with harbors and modern, high-tech trade centers like San Francisco, Los Angeles, and San Diego.

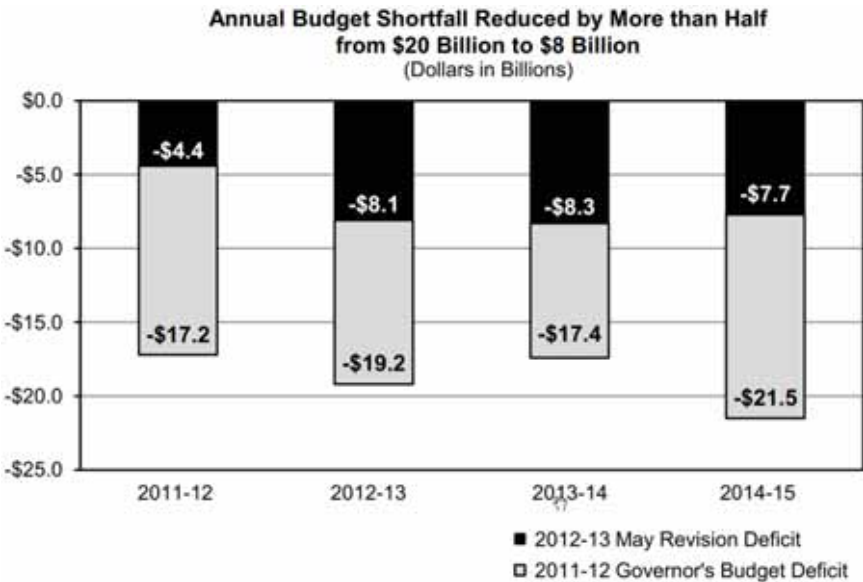
So...

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

California's economy is improving in spite of itself. The state's efforts to cure its fiscal woes are wreaking havoc on California's local government entities. The State Budget



includes cuts in education and economic development, closing of state parks, realignments of services to counties, and we still face budget deficit for years to come.



California’s university and community college systems are a source of great pride and prosperity for the state, as well as the nation and rest of the world. In recent years, California has made drastic cuts to public higher education which includes the Community College, the California State University, and the University of California systems. In just the last four years, state support for the CSU system has been cut by almost \$1 billion, a whopping 33 percent. Students have had to pay steep tuition hikes that only made up for half the cuts. Community colleges across America are showing they can innovate quickly in meeting the needs of employers, yet it is difficult for California Community Colleges to achieve all they might against a backdrop of deep cuts. California’s community-college system is the largest higher-education system in the country, with 2.6 million students. Despite a growing enrollment demand,

funding cuts in response to the state’s deep deficit have meant that students have had to be turned away. In consequence, enrollment has declined by a steep 300,000 since the 2009-2010 academic year.

The state, in its declared effort to close the budget gap and shore-up educational funding, proposed and succeeded in the dissolution of redevelopment agencies. The dissolution of redevelopment agencies vanquished billions of dollars from California cities to the state. This pilfering of local funds has left many cities facing bankruptcy as they struggle to maintain service levels that redevelopment made possible. Establishment of redevelopment agencies also provided local governments an essential financing tool for investing local property tax and general fund dollars back into the local economy — this is now gone, as well as all the local low and moderate income housing support it provided. The dissolution of redevelopment made all agency to agency financial agreements null and void. Most redevelopment agencies borrowed funds from their sponsoring cities, and the resulting monetary loss to cities is huge. Cities are scrambling, negotiating with creditors, contemplating solvency remedies such as layoffs, cuts in pay and benefits, or higher taxes.

The injury is grave, but the insult burns. The State’s proposed budget uses the property tax increment previously retained by redevelopment agencies to OFFSET the State’s obligation to K-14 education – not to increase funding.

K-14 District Redevelopment Funds			
(In Millions)			
	2011-12	2012-13	Totals
Property Tax			
Proposition 98 offset	\$818	\$991	\$1,809
Not an offset	(818)	(981)	(1,799)
		(10)	(10)
Assets			
Proposition 98 offset	—	\$1,478	\$1,478
Not an offset	—	(1,405)	(1,405)
	—	(74)	(74)
Totals	\$818	\$2,469	\$3,287
Proposition 98 offset	(818)	(2,386)	(3,204)
Not an offset	—	(84)	(84)
Detail does not add due to rounding.			



K-12 education will receive a measly 0.018 percent increase in new funding from the dissolution of redevelopment agencies in Fiscal Year 2013, and 0.002 percent in subsequent years.

State Parks are often a great source of tourism revenue for cities, as well as a place of enjoyment for local residents. California communities and officials in local governments across the state are having varying degrees of success keeping state parks open before 70 are forced to close their doors this summer. It has fallen to cities, as well as for-profit concessionaires, nonprofit organizations, counties, donors, and the National Park Service to come together in order to form arrangements that will keep beloved parks available for the public's use.

"Realignment" refers broadly to a reallocation of burden from the state to counties. Specifically, it means shifting responsibility for punishment from prisons, a state operation, to jails, which are run by counties. The stated reason for the shift is that sheriffs and their deputies have much more discretion over how to deal with offenders than state-prison wardens do. Sheriffs can, for example, send troublemakers to mental-health treatment instead of jail; "flash-incarcerate" people for just a few hours; put them under home surveillance with a GPS monitor strapped to their ankle, or make them do community service and drug rehabilitation; or refer them to vocational training so they can get jobs.

The flow of new admissions into the prisons has begun to dry up and overcapacity is down to about 155 percent. To comply with the Supreme Court, the number must fall to 137.5 percent by next year. The state has met the court's first target for lowering prisoner numbers and might have to ask for only a short extension to satisfy the final count.

The bigger question, however, is whether realignment is merely shifting a public safety disaster from the state to its 58 counties. Jails may become as overcrowded and costly as prisons were. Los Angeles County saw its jail population rise from 14,500 in 2011 to 17,000 in February 2012, and could grow to 21,000 by 2015 due to realignment.

As California cities continue to be tested by an economic climate in which local government has been forced to shed more and more jobs, many find themselves in a position of choosing between funding essential services or making payments on their outstanding debt. Notably, in 2012, there have already been 21 municipalities in the U.S. that have defaulted totaling \$978 million, compared to 28 defaults totaling \$522 million for the entire year of 2011. A growing number of cities are choosing to fund essential services like public safety and garbage collection over making payments on their outstanding debt, as rising costs and falling revenue deplete their budgets.

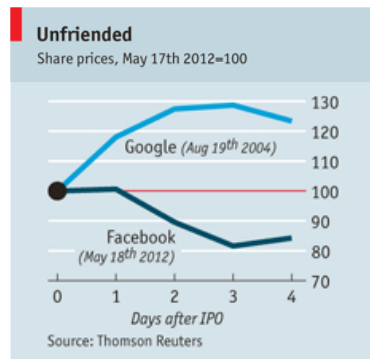
California is heavily dependent on personal income tax and sales and use tax receipts, and recent state revenue developments highlight this dependence.



Behind the excitement of the Facebook IPO, are the watchful California tax collectors. Since Facebook, which could be worth as much as \$100 billion, is a California company and many of its employees, including its founder, Mark Zuckerberg, live here could mean they may soon be paying lots of taxes.

Back-of-the-envelope calculations suggest that California might get a windfall of \$2 billion over the current and coming fiscal years, and possibly billions more ...if the shares trade well.

All of this brings back memories of the dotcom boom in the



1990s and of the previous big listing by Google in 2004. That particular IPO led to \$7 billion in windfall tax revenues over the subsequent three years by minting a new batch of millionaires with income and capital gains to declare. But this is a fickle revenue source, as we have seen with Facebook's IPO.

Viewed differently, this is the sort of thing that helps make California's finances so dysfunctional. The state relies much more on personal, and specifically capital-gains taxes than it did a generation ago or than most other states do today. This makes revenues volatile and leads to bad budgeting in good years, and fiscal crises in tough ones. And this is just the type of new revenue promoted in Governor Brown's tax proposal.

The governor's tax proposal is two-fold. First is a marginal one to three percent increase on the personal income tax on one percent of the highest California wage earners starting in the 2012 tax year and ending at the end of the 2018 tax year. The tax is estimated to bring in an additional 7.9 billion in revenues to the state — volatile dollars... and it includes the Facebook IPO. The second is a 0.25 percent increase to the state's sales and use tax from January 1, 2013 to end of 2016, which is expected to generate \$605 million in additional sales tax in Fiscal Year 2012-13, and \$1.3 billion in subsequent fiscal years.

For years Amazon.com Inc. fought government efforts to tax e-commerce. As part of a pact reached last year with state lawmakers, some online retailers agreed to begin collecting



sales taxes this fall. Amazon currently has no physical warehouse operations in California. So initially, all of the state's cities will split those taxes, based on their residents' share of Amazon purchases. However, this sharing arrangement will end next year when million-square-foot fulfillment centers open in Patterson and San Bernardino. Amazon, in return, will receive a sales tax rebate from these cities of 75 to 80 percent of the local sales tax received.

As other California communities come to the realization that they will be shut out of the on-line sales-tax windfall and critics decry that deals like this will embolden other retailers to demand similar concessions, some California legislators are now seeking to ban so-called sales-tax rebates. These type of sales tax sharing agreements tend to raise the issue of how local sales tax dollars are distributed. There is currently a wide variation in per capita sales tax revenue received by each local jurisdiction, and when issues such as Amazon arise, the state feels compelled to reconcile this even though the state is unaffected. They typically want to do this in a manner that we believe will greatly lessen local control. So although some of us find it particularly grating that Amazon, whose business model long was based on selling merchandise without collecting taxes, could now profit from those levies, it is better than having the state take control.

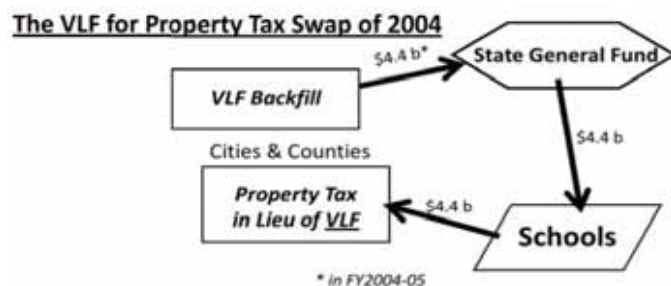
We understand that the state needs to take measures to balance its budget; our concern is that the state has not been able to accomplish this task in good times or bad. These latest fixes, as with past fixes, just shift the burden to local government entities. And the state, with its newly found revenue and lessened expenditure burden, will continue to poorly prepare for economic downturns and in good times make promises it cannot keep.

Included in the Governor's budget are "trigger reductions" if the tax proposals do not pass. The trigger primarily afflicts education with a \$5,494 billion cut, 90 percent of the total trigger amount of \$6,077 billion.

The Legislative Analysis Office budget analyses archives going back to the 1990 fiscal year routinely have statements that clearly indicate a long standing fiscal governance problem at the state level:

**Funding gap large deficit cyclical imbalance structural imbalance a growing long-term problem general fund condition deteriorates out of balance....**

Although the state's fiscal problems date back decades, it was in 2004 that the state reached true fiscal dysfunction. The state's innumerate shift and flip of the motor vehicle license fee, ERAF, property tax, sales tax... have created a convoluted and yet oddly circular funding mechanism that has positioned the State to be in a continuous hunt for revenues – other local agencies' revenue.



In fact, the state has shifted funds from cities that have become ever increasing net donors to the state with a current cumulative loss of over \$12 billion – and this does not include any redevelopment shifts.

## The Local Economy

With nearly \$500 billion in annual output, Los Angeles County ranks among the world's largest economies and is well known for its film, entertainment, international trade, and technology industries. Its major research universities have created a reputation for global leadership in innovation — a quality attractive to leading companies.

The City of Lakewood is a bedroom community in Los Angeles County with only six percent of the city zoned for commercial use. The city is a low property tax city, which means we assessed a small municipal property tax prior to 1978-79 that has been folded into the tax base under Prop 13. Today, we rely on a small 5.84 percent share of the county collections – one of the lowest in the county.

The total assessed valuation of real property in the city was \$7.17 billion for Fiscal Year 2010-2011, a 1.9 percent increase from the previous year.



The growth in the city's assessed value of 1.9 percent slightly outpaced the county which increased by 1.4 percent.

### Assessed Property Values

	2006	2007	2008	2009	2010	2011	2012
Lakewood	10.6%	10.4%	8.8%	4.2%	-3.6%	0.4%	1.9%
LA County	9.7%	10.6%	9.0%	7.0%	-0.6%	-1.7%	1.4%

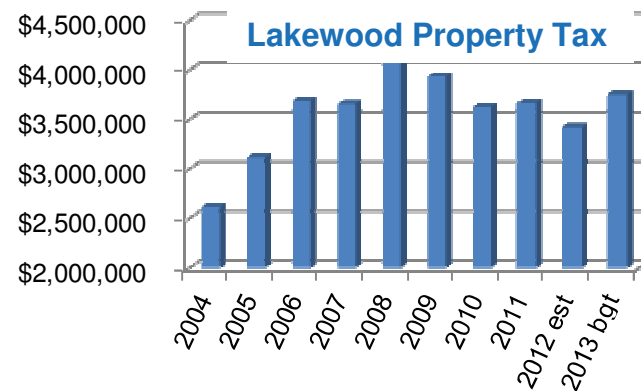
The County Assessor increased Lakewood properties' tax assessments by a CPI of 0.753 percent from 2010-2011 to 2011-2012. However, the decline in property values in the last recession triggered the 1978 Proposition 8 reductions where the lesser of the adjusted base year value or market value is used for taxation. Prop 8 reductions almost completely offset the assessment increase by reducing the assessed valuations on 16 percent of the parcels in the city.

Fortunately, transfer of ownership along with other assessed valuation changes increases the overall taxable value by \$136,674,391. The main driver of the increase was residential properties of \$108,749,755, followed by commercial and industrial of \$26,096,795.



In calendar year 2011, the median single family Lakewood home sold for about \$345,000, a 9.2 percent decline from 2010.

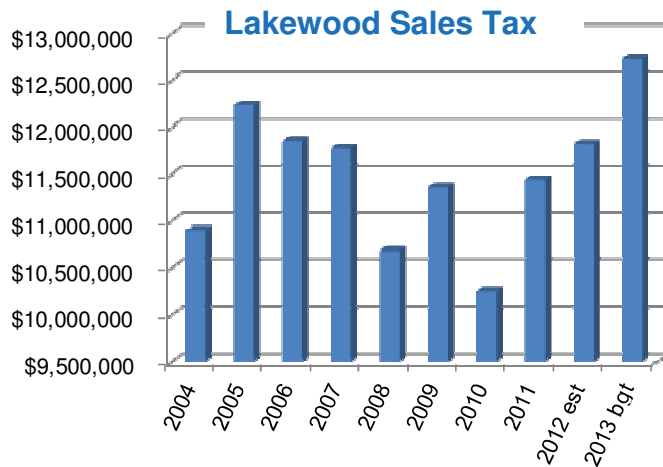
Looking back, property tax revenues increased by \$1.5 million from 2004 to 2008. Since 2008, property tax revenues have declined and in Fiscal Year 2012-2013 remain \$367,838 below the 2008 peak. Slow growth is expected over the next decade, and it will likely be six years to match the property tax receipts of Fiscal Year 2003-2004.



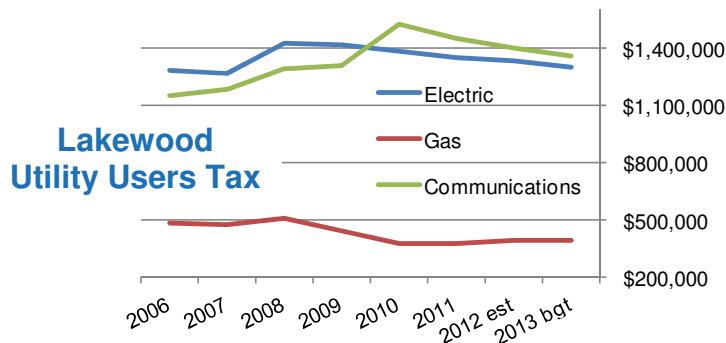
Since the approval of the 2004 Prop 1A and subsequent implementation of the "triple-flip," decreases in property tax valuation have a greater impact. Under the "triple-flip," vehicle license fee revenue growth is tied to property tax growth. Property tax in-lieu of vehicle license fees accounts for an additional 15.6 percent of general fund revenues. Overall, property tax related revenues remain lower from that received in Fiscal Year 2007-2008.

Sales tax revenues account for 29.8 percent of General Fund Revenues. Over 3,000 businesses (including home occupations) are located in Lakewood generating a projected \$12.7 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 60 percent of the city's sales tax revenues.

Fiscal year 2012-2013 is the first year where sales tax is budgeted to exceed the level reached in Fiscal Year 2004-2005. Sales tax revenues are expected to increase in Fiscal Year 2012-2013 over 7.7 percent from Fiscal Year 2011-2012, and this expected increase of \$915,217 is included in the proposed budget.



Other cities in the area are enjoying up to 14 percent increases in sales tax. Since Lakewood did not have the downward loss in sales in the recession as many area cities did, the bounce back up is also less dramatic.



City revenues are also affected by changes in the commodity markets. The city's assessed utility users tax represents 8 percent of general fund revenues. The tax is assessed on communications, electricity, natural gas and water use. Natural gas prices continue to decline dramatically resulting in \$114,000 less natural gas utility users tax revenues from what was received in Fiscal Year

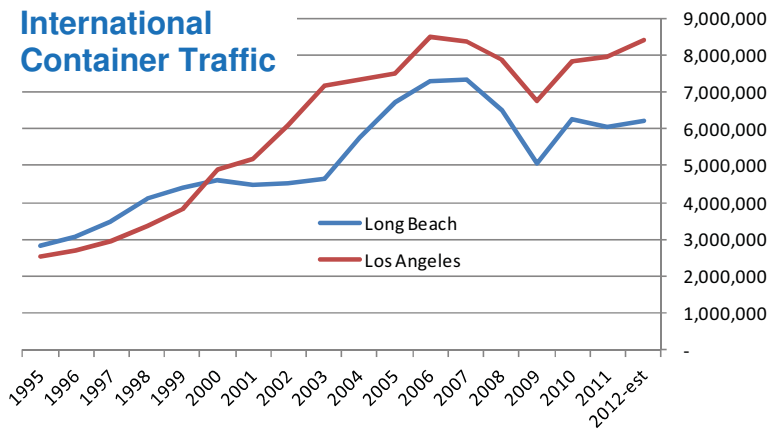
2007-2008. The decline in natural gas prices has also affected the city's franchise fee collections. Natural gas franchise fees are down \$60,000 from revenues received in Fiscal Year 2006-2007.

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 — the last large fixed-wing aircraft production plant in California. 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. Although the Pentagon has stopped new orders of the C-17, Boeing has foreign orders, which extends production beyond 2016 keeping the plant open providing aircraft support.

The Port of Long Beach is a vast provider of employment opportunities throughout the county and state. In the local area, the port operations support 30,000 jobs. The more than \$100 billion worth of cargo that moves through the port every year creates jobs, supports retail and manufacturing businesses, and generates tax revenues. After a 30 percent decline from 2007 through 2009, trade volumes through the Port of Long Beach quickly regained half of this loss in 2010 indicating that international trade, a major source of jobs for our region, could recover better than initially expected. In 2011, container traffic fell slightly at the Long Beach port, but was almost entirely offset by increased traffic at the Los Angeles port. And in 2012, container traffic at both ports is expected to grow at a modest rate. The slowing Chinese economy and doubts over the strength of the US recovery are to blame for the recent slow growth. Specific to the Port of Long Beach, the recent decline in traffic has been attributed to the elimination of several niche service lines that had called at the port last year. The Port of Long Beach has announced that three new lines of vessels will begin



calling at the port from Asia later this month. The Port of Long Beach is also investing \$1.2 billion to develop the new 300-acre-plus Middle Harbor terminal, while Orient Overseas Container Line and Long Beach Container Terminal (OOCL and LBCT) will invest approximately \$500 million in the latest cargo-handling equipment. The project is projected to generate more than 14,000 new, permanent jobs throughout Southern California by 2020.



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. Per the Los Angeles Economic Development Corporation (LAEDC), the California Film and Television Tax Credit Program enacted in 2009, has already generated more than \$3.8 billion in economic output, kept over 20,000 jobs in California, and returned to the state and local governments \$201 million in tax receipts.

There is a possibility this program could extend beyond 2014. The Assembly Revenue and Taxation Committee unanimously voted to support AB 1069 that would extend funding to California's film tax credit through July 1, 2018.

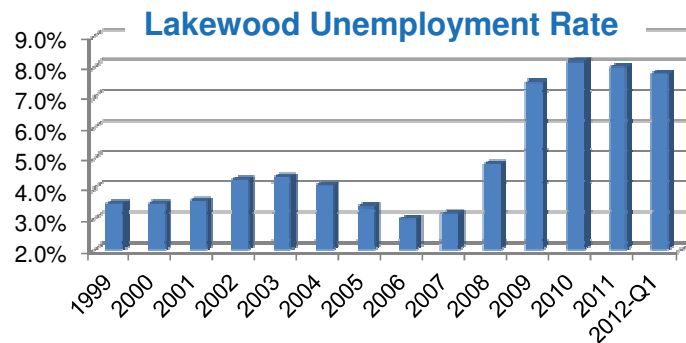
Total Economic Impact in California of Approved Productions (2009/10 and 2010/11)	
Direct Impact	
Qualifying expenditures (\$ millions)	\$ 970.3
Credit allocations (\$ millions)	\$ 198.8
Current value of credit allocations (\$ millions)	\$ 189.8
Total Economic Impact	
Output (\$ millions)	\$ 3,816
Employment (jobs)	20,040
Labor income (\$ millions)	\$ 1,410
Total Fiscal Impact	
Income taxes	\$ 74.8
Sales taxes	42.2
Property taxes	34.1
Social insurance taxes	24.3
Fees, fines and other taxes	25.6
<b>Total state and local taxes (\$ millions)</b>	<b>\$ 200.9</b>

Hospitals are hubs of employment, purchasers of goods and services, and generators of tax revenue. The estimated total economic output of hospitals and related services in the Southern California region accounts for about 12 percent of the region's economy and provides over 640,000 jobs. Los Angeles County is the largest contributor generating 55 percent of the economic output, and hospitals and associated services in Orange County supplied 13 percent to the region's economic output. The California Employment Development Department has listed three of the top five fastest growing jobs in Los Angeles County in the medical or biomedical fields.

#### Occupations with Fastest Job Growth

Occupation	Change Percent
Biomedical Engineers	82.4
Biochemists and Biophysicists	47.5
Medical Scientists, Except Epidemiologists	48.4
Information Security Analysts, Web Developers, and Comp	46.7
Occupational Therapist Aides	44.8

Health Services employment in Los Angeles County has had consecutive year-to-year increases since May 2005, increasing annually over 2 percent in health care services, pharmaceutical and medicine manufacturing. Supporting this growth are 63 reputable education centers for health services and bio-medical degrees and certifications located in Los Angeles County.



Lakewood's unemployment rate was 7.8 percent in the first quarter of 2012; far better than the state as a whole, but double the average rate Lakewood has 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 1.5 percent in 2012, and is expected to remain relatively low.

## Economic Outlook

The two big drags on the economy continue to be housing and unemployment, but it is possible both are potentially turning around.

The housing hemorrhaging has stopped, and the rocky bottoming out process has begun where there is improvement in some regions that offset the decline in others. Banks that have been hesitant to lend because they do not like to lend money on homes that are still going down in price are now sitting on large cash reserves at record low interest rates. And now that housing prices are at the levels of ten years ago, it is viewed as a huge incentive for banks to start lending to prospective home buyers.

Employment is the wild card. It is picking up in the private sector, and corporations (also having large cash balances) recently announced that they would not be buying more of their own stock. Instead they plan to spend on plant equipment — and that trickles down to hiring.

Rises in employment projected over the summer is encouraging for consumer confidence, which is very cautious now. In May 2012 two indexes (consumer sentiment and consumer confidence) contradicted each other. The conflicting readings paint a mixed picture that has been interpreted to suggest that consumer spending will likely continue to support the economy, but perhaps at a less robust level than expected.

## **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 2012-2013 includes the negative fiscal impact of the dissolution of redevelopment and takes into consideration an improving private sector economy. 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 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 have also been able to reduce on-going operational costs by effectively managing known future liabilities. These liabilities include pension plans, the retiree health plan, and CJPIA general liability and workers' compensation plans.

But, no amount of prudent planning could have mitigated the impact of the dissolution of redevelopment agencies. Prior to dissolution, the agency provided \$1,344,292 for project area administration (includes overhead), and \$622,974 for the administration of the housing program. Budgetary actions taken to absorb the costs of the loss of redevelopment included shifting redevelopment expenditures to the Community Development Block Grant (CDBG) fund and the General Fund, moving General Fund transit related expenditures to Measure R, Prop A and Prop C Funds, and the sale of Prop A funds.

A lesser known funding shift enacted by the Governor in the final minutes of the State's 2012 fiscal year budget deliberations, was the Motor Vehicle License Fee (MVLFF) shift from cities' general funds to the state. This shift resulted in a \$297,000 loss of General Funds in the current Fiscal Year 2011-2012 and in all future years. The shift was deemed necessary to fund COPS grants; Lakewood's COPS grant awards have averaged \$114,000. The overall annual loss to Lakewood because of this shift in funds is \$183,000.

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 are expected to conclude in Fiscal Year 2014. Additionally, "air wave" type revenue sources such as internet sales tax, utility users tax on communications, and cable franchise fees all used for general fund purposes, as well as the cable subscriber fees used by the City for public, educational and government CATV programming are constantly at risk.

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 have been set at the county rates to cover the county provided inspection costs. In the Fiscal Year 2012-2013 budget, staff is proposing certain revenue enhancements in alignment with the cost of the corresponding services.

## **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 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 suppression campaign

Law enforcement services to preserve the peace include:

- The city's contract with the Los Angeles County Sheriff Department for law enforcement services.
- Special Assignment Officers are team leaders and work "hot spots" within the city by adjusting their schedules to meet public safety needs.

- Part-time city employees trained to be fingerprint technicians. 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, which works to resolve 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 room, 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, which guides residents on how to prepare for an 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 2012-2013 Budget continues the full funding of public safety programs and services, which represents the city's largest allocation of funds.

### **3. 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 2012-2013 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 97.5 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, TEA-LU, TDA, and general funds are allocated in the proposed Fiscal Year 2012-2013 Budget to continue the city's investment in its street resurfacing and sidewalks.
- Passive and active parks. The Fiscal Year 2012-2013 Budget includes funds to upgrade our award-winning city parks. CDBG funds are budgeted to upgrade 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 that 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 works to resolve 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 being 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 2012-2013 Budget are funds for the water main replacement program, rehabilitation of Plant #13, and for the installation of a treatment facility at Well #22.

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

Lakewood has long recognized the value that a positive sense of community has on the overall wellbeing 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.

*In 2004, Sports Illustrated* named Lakewood “Sportstown USA” recognizing the city’s sports programs as the best in California. In 2012 and for the third year in a row, KaBoom! (a national non-profit organization based in Washington, DC) designated Lakewood a *Playful City USA*, one of only 12 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 2012-2013 Budget allocates funds to continue these highly successful programs — a quality truly distinctive of Lakewood.

## **5. PROMOTE ECONOMIC VITALITY**

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

In Fiscal Year 2012-2013, the City will see the completion of several new and reconstructed commercial developments. Among these facilities in Lakewood Center will be: 24-Hour

Fitness in a new two-story facility (45,013 sq. ft.); Round 1 will reconstruct and add to the mall's second story to create a 46,373 sq. ft. entertainment center that will replace the food court; Buffalo Wild Wings will be reconstructing the space currently occupied by 24-Hour Fitness; and, Vitamin Shoppe is reconstructing the Candlewood Street tenant space vacated by Russell's Restaurant. Elsewhere in the City, the new Plaza at Gordon Ranch shopping center on Del Amo Boulevard will add 10,234 sq. ft. for seven new tenant spaces and Carwood West Shopping Center will be adding Marshall's, Chase Bank, and possibly two other tenants.

The proposed Fiscal Year 2012-2013 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.

## **6. 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 2012-2013 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 2012-2013 with the use of Community Development Block Grant (CDBG) funds.

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 provides 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 for 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 25 sites ranging from homes to public facilities were attended to and/or repaired by over 600 volunteers.

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

#### **7. 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 2012-2013, the prolific funding of federal stimulus grants has ended and even long-standing grants, such as the Community Development Block Grant (CDBG) funds, have been whittled away by 50 percent 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.

#### **8. 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 2012-2013 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 residents and the business community to communicate and interact with the Lakewood city government.

#### **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 2012-2013 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 its community. 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. This partnership again was demonstrated this partnership in 2008 with the overwhelming voter approval of the City's updated utility users tax initiative and the 2010 Proposition 22 signature campaign.

#### **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: 2,127 tons of street sweepings, 27 tons of televisions, monitors, computers, and other e-waste, 7,735 tons of green waste, 6,599 gallons of oil, 788 oil filters, 829 tons of mixed waste fiber paper, and 57 tons of Christmas trees. The proposed Fiscal Year 2012-2013 Budget allocates funds to continue the city's recycling programs.

Additionally, we are developing 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 97.5 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 2012-2013, the completion of a second solar panel project for the water facilities yard is budgeted that will generate electricity to 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, controllers, rain sensors, drip irrigation or remove thirsty grass and plant water-wise landscaping. This program continues in the Fiscal Year 2012-2013 Budget.

#### **Budget Overview**

The following overview highlights the major sources and uses of the city's resources in the proposed Fiscal Year 2012-2013 Budget, and makes comparisons to Fiscal Year 2011-2012 expected revenues received by year-end.

## Revenues

General government operating and water utility revenues total \$56,056,503 for Fiscal Year 2012-2013.

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

- **Property taxes** – Revenues are projected at \$4,002,745, a 2.4 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 \$12,730,772, an increase of 7.7 percent.
- **Utility users' tax** – The utility users' tax is levied at three percent. For Fiscal Year 2012-2013, the amount is projected at \$3,415,379, a decrease of 1.5 percent.
- **Franchises and business licenses** – Annual franchise and business license taxes are projected at \$1,993,690. This includes franchise fees to support CATV.
- **Refuse collection and disposal fees** – Current service charges to customers; revenues are projected at \$4,874,249. 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 \$284,463 and other public safety services at \$549,775.
- **Recreation fees** – Fees for recreation classes, programs, and sports programs are projected at \$982,273. These revenues partially offset recreation operational costs.
- **Building permit fees** – Fiscal Year 2012-2013 construction permits and plan check fees are estimated at \$1,039,224, a 3 percent increase.
- **State subventions** – state-collected local taxes (subventions) are estimated at \$8,908,814. The largest of these are motor vehicle in-lieu at \$6,697,904 and state gas tax and traffic congestion relief at \$2,175,910.
- **County and other agency grants** –

Measure R	\$772,949
Prop A Transit	\$1,216,721
Prop C Transit	\$1,009,238
AQMD	\$95,000
Prop A Recreation	\$191,995
- **State grants** –

COPS	\$100,000 <i>minimum</i>
Litter Reduction	\$22,200
TDA	\$43,117
Used Oil	\$23,512
- **Federal grants** –

CDBG	\$441,961
JAG	\$26,412
- **Water utility charges** – Water utility operating revenues are projected at \$9,756,465 for Fiscal Year 2012-2013. Of the total revenue, reclaimed water sales are forecast at \$225,000, and the solar panel energy rebate is \$140,000.

## Appropriations

General government and water enterprise operating appropriations total \$55,896,220 for Fiscal Year 2012-2013.



- **Personnel expenses** – Personnel costs comprise 38 percent of the proposed operating budget for Fiscal Year 2012-2013. In the past 20 years, Lakewood’s workforce has decreased by six and is now at 175 positions in Fiscal Year 2012-2013. No new positions are proposed in this budget. Lakewood’s outstanding employees have provided dedicated service to the city throughout the economic crisis.

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

Major contracts for Fiscal Year 2012-2013 include law enforcement by the Los Angeles County Sheriff’s Department \$9,031,345 and refuse disposal and collection \$4,332,158.

Other contracts include street lighting maintenance \$661,000, street sweeping \$632,000, tree maintenance \$517,000, IT computer services \$495,000, Sky Knight \$325,100, building and safety inspection \$307,734, and animal control \$297,161.

- **Supplies and expenses** – This general classification of expenses represents 19 percent of the Fiscal Year 2012-2013 operating budget. The largest expenses are utilities \$1,382,910 and insurance costs for liability, property, earthquake, and workers’ compensation and unemployment programs at \$973,892.

- **Interdepartmental services** – These are services provided by the city’s Graphics and Copy Center 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. Graphics and Copy operations are

expected to cost \$402,678. The fleet maintenance costs are budgeted at \$861,853, and GIS costs are budgeted at \$94,458.

- **Water utility services** – Water utility appropriations are proposed at \$8,983,234 for operational costs, which includes water replenishment of \$2,037,312, depreciation in the amount of \$1,295,000, debt service of \$1,035,268 and \$500,000 in electricity costs for pumping water.

- **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, including water utility projects, totaling \$10,382,898 are slated for Fiscal Year 2012-2013, of which \$6,849,418 are projects continuing from prior years.

Park and facilities projects include: Bloomfield Park Outdoor Revitalization; Monte Verde Park facilities improvements; hardscape repair at Del Valle and Bolivar Parks, and other locations throughout the city; refurbishment of Centre facilities; fire, security system, sports lighting and fencing improvements are on-going throughout the city; roof, HVAC and ducting repairs at Mayfair Park, and various small projects that attend to potential health and safety matters.

Public right-of-way projects include: Woodruff Ave. resurfacing; Candlewood St. pavement maintenance; local street and alley resurfacing; pavement of 7-street segments, ADA improvements, hardscape repairs; and new slotted cross gutters.

The water utility capital improvement budget is \$5,097,878 for Fiscal Year 2012-2013. Water utility capital projects include: Arbor Yard building painting and solar array; water main replacement; the completion of Well #22 treatment facility; Plant #13 rehabilitation project; and upgrade of the SCADA computer system.

### **Expenditure Limit**

Article XIIIB 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 was the Lakewood Redevelopment Agency's annual interest payment to the city. In the current and future years, the maintenance of this structural surplus will need to be built into the revenue and expenditure structure without the Agency's interest payments.

The Fiscal Year 2012-2013 Budget calls for the use of General Fund reserves of \$275,000 for capital projects, which is proposed to be added to the projected \$432,555 in allocations for capital improvements made in prior years that are continuing into Fiscal Year 2012-2013, 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 2012-2013.

Respectfully submitted,



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

# **SUMMARY OF FUNDS**

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## FISCAL YEAR 2012-2013

FUND	Estimated Fund Balance June 30, 2012	Estimated Revenues	Reserves & Transfers In/Out	Appropriations	Estimated Fund Balance June 30, 2013
<u>General Fund</u> <sup>(1)</sup>	\$ 1,307,403	\$ 39,221,506	\$ 2,708,995	\$ 41,931,629	\$ 1,293,882
Multi-Year Capital Projects	452,555	-	275,000	707,555	-
Community Facility Fund	-	262,000	607,505	869,505	-
Retiree Medical	-	-	234,410	234,410	-
Cable TV Fund	-	499,000	-	531,393	-
				-	
<u>Special Revenue Funds</u>	-	-		-	
CDBG Funds	487,326	441,961	-	919,552	9,735
State COPS Grant	216,494	102,000	-	102,000	216,494
JAG Grant	2,471	26,412	-	26,412	2,471
Litter Reduction Grant	6,659	22,200	-	22,200	6,659
TDA Article-3-Capital	-	43,117	-	43,117	-
TEA-LU-Capital	694,000	-	-	694,000	-
Measure R-Capital	780,593	772,949	-	1,553,542	-
Used Oil Grant	26,987	23,712	-	23,712	26,987
PROP A Recreation	24,045	191,995	-	191,995	24,045
Air Quality Management (AQMD)	164,275	97,500	-	20,260	241,515
Capital Project Funds	(49,723)	49,723	-	-	-
State Gas Tax	-	2,185,910	(2,185,910)	-	-
Prop A Transit Fund	197,528	1,221,721	-	1,137,198	282,051
Prop C Transit Fund	2,107,214	1,034,238	-	3,051,870	89,582
Sewer Reconstruction Fund	86,719	-	-	-	86,719
Business Development Loan Fund	295,030	71,380	-	106,500	259,910
CDBG Program Income Fund	19,481	31,724	-	31,156	20,049
Other Grant Funds	157,056	990	-	-	158,046
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>\$ 6,976,113</b>	<b>\$ 46,300,038</b>	<b>\$ 1,640,000</b>	<b>\$ 52,198,006</b>	<b>\$ 2,718,145</b>

(1) The General Fund Balance represents the Unassigned portion of the General Fund Balance as projected for the Comprehensive Annual Financial Report (CAFR) Year Ended June 30, 2012

## FISCAL YEAR 2012-2013

FUND	Estimated Fund Balance June 30, 2012	Estimated Revenues	Reserves & Transfers In/Out	Appropriations	Estimated Fund Balance June 30, 2013
Water Debt Service	\$ 409,518	\$ -	\$ 815,619	\$ 815,619	\$ 409,518
Water Utility Operations	6,726,576	9,756,465	(3,545,003)	8,167,615	4,770,423
Water Utility Capital	<u>3,733,494</u>	<u>-</u>	<u>1,364,384</u>	<u>5,097,878</u>	<u>-</u>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 10,869,588</b>	<b>\$ 9,756,465</b>	<b>\$ (1,365,000)</b>	<b>\$ 14,081,112</b>	<b>\$ 5,179,941</b>
 <b>GRAND TOTAL</b>	 <b>\$ <u>17,845,701</u></b>	 <b>\$ <u>56,056,503</u></b>	 <b>\$ <u>275,000</u></b>	 <b>\$ <u>66,279,118</u></b>	 <b>\$ <u>7,898,086</u></b>
 Graphics and Copy Center	 \$ -	 \$ 402,678	 \$ -	 \$ 402,678	 \$ -
Fleet Maintenance Fund	-	861,853	-	861,853	-
Geographic Info. System Fund	<u>-</u>	<u>95,458</u>	<u>-</u>	<u>95,458</u>	<u>-</u>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ <u>-</u></b>	<b>\$ <u>1,359,989</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>1,359,989</u></b>	<b>\$ <u>-</u></b>



# **APPROPRIATION SUMMARY**

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# APPROPRIATION SUMMARY

# CITY OF LAKEWOOD

## CONTRACT SERVICES

Rank	Description	Projected Actual 2011-2012	% of Total	Adopted Budget 2012-2013	% of Total	Amount of Change	% of Change
1	Law Enforcement	\$ 8,659,385	38.7%	\$ 9,031,345	38.9%	\$ 371,960	4.3%
2	Refuse Collection/Disposal Service	4,236,503	19.0%	4,332,158	18.7%	95,655	2.3%
3	Street Lighting	661,000	3.0%	661,000	2.8%	-	0.0%
4	Street Sweeping	619,000	2.8%	632,000	2.7%	13,000	2.1%
5	Tree Maintenance	517,000	2.3%	517,000	2.2%	-	0.0%
6	Computer Services	495,000	2.2%	495,000	2.1%	-	0.0%
7	Sky Knight	387,740	1.7%	325,100	1.4%	(62,640)	-16.2%
8	Building Inspection	325,399	1.5%	307,734	1.3%	(17,665)	-5.4%
9	Animal Control	283,010	1.3%	297,161	1.3%	14,151	5.0%
10	Engineering Services	261,375	1.2%	269,216	1.2%	7,841	3.0%
	Sub-total	16,445,412	73.5%	16,867,714	72.7%	422,302	2.6%
11	Street & Sidewalk Maintenance	260,000	1.2%	260,000	1.1%	-	0.0%
12	Legal Services	198,360	0.9%	198,360	0.9%	-	0.0%
13	Facility Maintenance	171,877	0.8%	171,877	0.7%	-	0.0%
14	Long Beach Transit	130,250	0.6%	132,000	0.6%	1,750	1.3%
15	Mail Processing	153,242	0.7%	141,846	0.6%	(11,396)	-7.4%
16	Traffic Control	120,000	0.5%	138,000	0.6%	18,000	15.0%
17	Industrial Waste Inspection	101,602	0.5%	103,386	0.4%	1,784	1.8%
18	Live Scan	75,000	0.3%	75,000	0.3%	-	0.0%
19	Code Enforcement	63,863	0.3%	70,208	0.3%	6,345	9.9%
20	Fire & Security Alarm	63,000	0.3%	66,000	0.3%	3,000	4.8%
	Sub-total	1,337,194	6.00%	1,356,677	6.0%	19,483	1.5%
	All other	4,554,366	20.5%	4,974,301	21.3%	419,935	9.2%
	<b>Grand total</b>	<b>\$ 22,336,972</b>	<b>100.0%</b>	<b>\$ 23,198,692</b>	<b>100.0%</b>	<b>\$ 861,720</b>	<b>3.9%</b>

**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD****FISCAL YEAR 2012-2013**

<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	\$ 174,355	\$ -	\$ 39,700	\$ -	\$ -	\$ 214,055
	1100 Legislative Advocacy	-	-	14,000	-	-	14,000
1220/40/60	Advisory Commisions	10,894	-	20,055	-	-	30,949
	1300 Administration	167,175	-	9,020	1,638	-	177,833
	3000 City Clerk	218,222	103,000	11,541	16,649	-	349,412
	3100 Records Management	137,642	9,900	1,680	-	-	149,222
	3220 City Legal Services	-	198,360	-	-	-	198,360
	<b>Total Legislative</b>	<b>708,288</b>	<b>311,260</b>	<b>95,996</b>	<b>18,287</b>	<b>-</b>	<b>1,133,831</b>
<b>GENERAL GOVERNMENT</b>							
	2000 Information Technology	191,225	724,608	24,278	233	19,300	959,644
	2400 Public Information	295,929	106,660	22,664	32,149	-	457,402
	2500 Customer Service	291,878	13,850	5,485	15,897	-	327,110
	2550 Intergovernmental Relations	97,134	75,779	52,202	-	-	225,115
	3240 Legal Services	-	-	35,000	-	-	35,000
	3300 Internal Administration	215,662	5,000	160,355	23,120	-	404,137
	3400 Personnel	397,376	75,700	38,710	14,667	1,000	527,453
	5000 Finance	763,889	112,000	83,815	14,451	100,000	1,074,155
	5200 Insurance	-	2,964	1,257,502	-	-	1,260,466
	5400 Purchasing & Stores	259,573	-	22,200	3,429	-	285,202
	6300 Building Maintenance	537,465	94,400	242,022	41,647	-	915,534
	7500 Facilities Maintenance	462,977	34,789	84,863	7,074	-	589,703
	<b>Total General Government</b>	<b>\$ 3,513,108</b>	<b>\$ 1,245,750</b>	<b>\$ 2,029,096</b>	<b>\$ 152,667</b>	<b>\$ 120,300</b>	<b>\$ 7,060,921</b>

**APPROPRIATION SUMMARY**

(by Program and Activity)

**CITY OF LAKEWOOD**
**FISCAL YEAR 2012-2013**

Program	Activity	Employee Services	Contract Services	Supplies and Expenses	Interdepartmental Charges	Equipment	Total
<b>PUBLIC SAFETY</b>							
	3600 Law Enforcement	\$ 560,668	\$ 9,457,704	\$ 89,960	\$ 39,964	\$ -	\$ 10,148,296
	3700 Sky Knight Program	135,752	447,254	30,345	-	-	613,351
	3800 Safety Services - Other	285,845	-	13,410	1,542	-	300,797
	5300 Parking Control	524,622	10,977	6,695	17,889	-	560,183
	6200 Animal Control	5,598	299,661	51	-	-	305,310
	6500 Graffiti Removal	110,985	-	6,975	10,432	-	128,392
	6820 Street Lighting	19,941	1,176,000	-	-	-	1,195,941
	7250 Emergency Preparedness	89,078	4,300	26,970	4,484	-	124,832
	<b>Total Public Safety</b>	<b>1,732,489</b>	<b>11,395,896</b>	<b>174,406</b>	<b>74,311</b>	<b>-</b>	<b>13,377,102</b>
<b>TRANSPORTATION</b>							
	4300 Transportation	188,785	943,000	4,767	47,729	-	1,184,281
	6600 Hardscape Maintenance	141,420	260,000	150	-	-	401,570
	6700 Tree Maintenance	359,376	575,000	8,250	62,061	1,200	1,005,887
	6800 Street Maintenance	77,147	920,000	102	-	-	997,249
	6810 Traffic Control	137,733	174,000	28,802	-	-	340,535
	7200 DASH Program	454,946	53,944	21,882	143,063	-	673,835
	<b>Total Transportation</b>	<b>\$ 1,359,407</b>	<b>\$ 2,925,944</b>	<b>\$ 63,953</b>	<b>\$ 252,853</b>	<b>\$ 1,200</b>	<b>\$ 4,603,357</b>

# APPROPRIATION SUMMARY

(by Program and Activity)

CITY OF LAKEWOOD

## FISCAL YEAR 2012-2013

Program	Activity	Employee Services	Contract Services	Supplies and Expenses	Interdepartmental Charges	Equipment	Total
<b>COMMUNITY DEVELOPMENT</b>							
2120	Media Services	\$ 648,530	\$ 12,000	\$ 35,811	\$ 11,040	\$ -	\$ 707,381
2140	Media Production Center	-	21,000	4,000	-	10,000	35,000
2160	Transit CATV Program	52,371	-	-	-	-	52,371
2300	Economic Development	54,311	22,000	-	-	-	76,311
2600	Community Relations	231,846	2,000	90,061	29,114	-	353,021
4000	Planning	625,613	169,260	24,515	16,972	-	836,360
4100	Building & Safety	344,980	778,824	3,671	2,063	-	1,129,538
4400	Business Development Program	-	106,250	250	-	-	106,500
4600	Housing Program	68,735	38,310	12,096	-	-	119,141
4700	Code Enforcement	304,662	1,500	4,473	-	-	310,635
5100	Licensing	91,547	-	1,150	-	-	92,697
6000	Engineering	547,950	230,900	99,002	22,561	-	900,413
	<b>Total Community Development</b>	<b>2,970,545</b>	<b>1,382,044</b>	<b>275,029</b>	<b>81,750</b>	<b>10,000</b>	<b>4,719,368</b>
<b>HEALTH</b>							
6100	Solid Waste Collection	259,131	4,438,439	49,610	-	-	4,747,180
	<b>Total Health</b>	<b>259,131</b>	<b>4,438,439</b>	<b>49,610</b>	<b>-</b>	<b>-</b>	<b>4,747,180</b>
<b>CULTURE AND LEISURE</b>							
6400	Park Maintenance	906,221	119,708	87,650	25,325	20,000	1,158,904
7000	RCS Administration	1,122,478	53,145	40,860	58,851	-	1,275,334
7050/7055	Aquatics Programs	266,196	5,000	16,990	7,333	-	295,519
7150	Centre Concessions	222,195	23,367	122,988	3,711	-	372,261
7155	Centre Operations	152,384	77,115	56,757	-	-	286,256
7300	Human Services Program	479,152	44,200	125,595	12,063	-	661,010
7350	Fleet Maintenance	1,380,376	-	97,959	34,275	10,000	1,522,610
7400	Social/Cultural Programs	341,992	364,200	162,140	44,046	-	912,378
7450	Sports Programs	180,921	-	79,280	23,953	-	284,154
7550	Turf Maintenance	426,968	40,717	15,280	-	-	482,965
7600	RCS Park Maintenance	1,323,560	98,677	763,148	79,495	2,400	2,267,280
7720/7740	Landscape/Turf Maintenance	1,075,849	56,191	317,890	294,326	8,300	1,752,556
	<b>Total Culture and Leisure</b>	<b>\$ 7,878,292</b>	<b>\$ 882,320</b>	<b>\$ 1,886,537</b>	<b>\$ 583,378</b>	<b>\$ 40,700</b>	<b>\$ 11,271,227</b>



# APPROPRIATION SUMMARY

(by Program and Activity)

CITY OF LAKEWOOD

## FISCAL YEAR 2012-2013

Program	Activity	Employee Services	Contract Services	Supplies and Expenses	Interdepartmental Charges	Equipment	Total
<b>WATER UTILITY</b>							
	8000 Administration	\$ 287,842	\$ 307,864	\$ 2,235,470	\$ 55,432	\$ 251,461	\$ 3,138,069
	8100/8200 Supply/Pumping	233,460	54,000	2,800,493	34,641	6,000	3,128,594
	8300 Water Treatment	240,657	53,500	315,402	-	11,452	621,011
	8400 Maintenance Storage	67,911	-	39,961	-	-	107,872
	8500 Reclaimed Water	192,132	-	259,401	-	8,300	459,833
	8600-8800 Distribution	559,644	66,800	73,205	87,561	59,345	846,555
	8900 Customer Services	639,147	-	38,255	3,148	750	681,300
	<b>Total Water Utility</b>	<b>2,220,793</b>	<b>482,164</b>	<b>5,762,187</b>	<b>180,782</b>	<b>337,308</b>	<b>8,983,234</b>
<b>CAPITAL IMPROVEMENTS</b>							
		-	-	-	-	-	10,382,898
	Total Capital Improvements	-	-	-	-	-	10,382,898
<b>GRAND TOTAL</b>							
		<b>\$ 20,642,053</b>	<b>\$ 23,063,817</b>	<b>\$ 10,336,814</b>	<b>\$ 1,344,028</b>	<b>\$ 509,508</b>	<b>\$ 66,279,118</b>
<b>INTERNAL SERVICE FUNDS</b>							
	2450 Graphics and Copy Center	267,733	78,000	46,945	-	10,000	402,678
	6020 Geographic Information System	59,933	25,375	10,150	-	-	95,458
	6900 Fleet Maintenance	357,806	31,500	446,586	15,961	10,000	861,853
	<b>Total Internal Service Funds</b>	<b>\$ 685,472</b>	<b>\$ 134,875</b>	<b>\$ 503,681</b>	<b>\$ 15,961</b>	<b>\$ 20,000</b>	<b>\$ 1,359,989</b>

# **REVENUE SUMMARY**

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# REVENUE ANALYSIS

# CITY OF LAKEWOOD

## REVENUE COMPOSITION

Rank	Description	Projected Actual 2011-12	% of Total	Adopted Budget 2012-13	% of Total	Amount of Change	% of Change
1	Sales tax / ERAF	\$ 11,815,555	20.9%	\$ 12,730,772	22.7%	\$ 915,217	7.7%
2	Water utility service charges	8,852,616	15.7%	9,333,465	16.7%	480,849	5.4%
3	Motor vehicle in lieu / ERAF	6,635,971	11.7%	6,697,904	11.9%	61,933	0.9%
4	Refuse service charges	4,750,000	8.4%	4,874,249	8.7%	124,249	2.6%
5	Property tax	3,909,384	6.9%	4,002,745	7.1%	93,361	2.4%
6	Utility users tax	3,469,000	6.1%	3,415,379	6.1%	(53,621)	-1.5%
7	Gas tax	2,156,913	3.8%	2,175,910	3.9%	18,997	0.9%
8	Prop A Transit	1,122,066	2.0%	1,216,721	2.2%	94,655	8.4%
9	Franchise fees	1,323,951	2.3%	1,492,700	1.8%	168,749	12.7%
10	Building Permits & Fees	<u>1,008,643</u>	1.8%	<u>1,039,224</u>	2.7%	<u>30,581</u>	3.0%
	Sub-total	45,044,099	79.7%	46,979,069	83.8%	1,934,970	4.3%
11	Recreation fees	980,113	1.7%	982,273	1.8%	2,160	0.2%
12	Use of money and property	965,700	1.7%	674,309	1.2%	(291,391)	-30.2%
13	Prop C Transit	930,724	1.6%	1,009,238	1.8%	78,514	8.4%
14	Fines & forfeitures	813,000	1.4%	917,500	1.6%	104,500	12.9%
15	Rents & Concession	806,701	1.4%	885,102	1.6%	78,401	9.7%
16	Measure R	706,050	1.2%	772,949	1.4%	66,899	9.5%
17	CDBG (Block Grant)	653,075	1.2%	441,961	0.8%	(211,114)	-32.3%
18	Other Public Safety Fees	608,420	1.1%	549,775	1.0%	(58,645)	-9.6%
19	Business licenses	445,000	0.8%	500,990	0.9%	55,990	12.6%
20	Sky Knight	<u>254,678</u>	0.5%	<u>284,463</u>	0.5%	<u>29,785</u>	11.7%
	Sub-Total	7,163,461	12.7%	7,018,560	12.5%	(144,901)	-2.0%
	All other	<u>4,292,212</u>	7.6%	<u>2,058,874</u>	3.7%	<u>(2,233,338)</u>	-52.0%
	Grand total	<u>\$ 56,499,772</u>	<u>100%</u>	<u>\$ 56,056,503</u>	<u>100%</u>	<u>\$ (443,269)</u>	<u>-0.8%</u>

# REVENUE SUMMARY

# CITY OF LAKEWOOD

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
<b>GENERAL FUND:</b>						
Property taxes	\$ 3,629,144	\$ 3,629,144	\$ 3,671,332	\$ 3,909,384	\$ 4,124,384	\$ 4,002,745
Sales tax	8,043,073	8,043,073	8,492,663	8,658,571	8,582,719	9,399,011
ERAF - Sales tax	2,200,951	2,200,951	2,949,995	2,787,872	2,787,872	3,331,761
Utility users tax	3,591,722	3,591,722	3,508,512	3,607,058	3,469,000	3,415,379
Other taxes	1,707,285	1,707,285	1,801,721	1,663,951	1,697,836	1,902,700
Licenses & permits	713,054	713,054	770,650	668,790	596,897	654,353
Fines & forfeitures	1,013,090	1,013,090	881,450	1,047,500	813,000	917,500
Use of money & property	1,322,852	1,322,852	947,703	1,149,396	839,343	958,102
From other agencies	8,144,491	8,144,491	12,059,326	7,827,428	7,225,798	6,732,904
Current service charges	7,406,097	7,406,097	10,832,777	7,207,552	6,927,031	7,245,651
Other revenue	55,037	55,037	228,052	154,100	818,068	661,400
<b>Total General Fund</b>	<b>37,826,795</b>	<b>37,826,795</b>	<b>46,144,181</b>	<b>38,681,602</b>	<b>37,881,948</b>	<b>39,221,506</b>
<b>COMMUNITY FACILITY FUND:</b>						
Use of money & property	183,774	183,774	148,606	175,000	245,000	244,000
Current service charges	20,670	20,670	22,845	20,000	18,000	18,000
<b>Total Community Facility</b>	<b>204,444</b>	<b>204,444</b>	<b>171,451</b>	<b>195,000</b>	<b>263,000</b>	<b>262,000</b>
<b>CABLE TV FUND:</b>						
Other taxes	376,483	376,483	369,340	370,000	370,000	335,000
Current service charges	156,430	156,430	150,183	148,000	158,500	164,000
<b>Total Cable TV Fund</b>	<b>\$ 532,913</b>	<b>\$ 532,913</b>	<b>\$ 519,523</b>	<b>\$ 518,000</b>	<b>\$ 528,500</b>	<b>\$ 499,000</b>

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

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
<b>AQMD FUND:</b>						
Use of money & property	\$ 2,633	\$ 2,633	\$ 2,445	\$ 2,500	\$ 2,500	\$ 2,500
From other agencies	94,554	94,554	91,199	95,000	95,000	95,000
<b>Total AQMD Fund</b>	<b>97,187</b>	<b>97,187</b>	<b>93,644</b>	<b>97,500</b>	<b>97,500</b>	<b>97,500</b>
<b>CDBG GRANT FUNDS:</b>						
Current year allocation	504,776	504,776	1,207,303	653,075	653,075	441,961
Program income	64,901	64,901	34,183	44,360	31,950	31,724
<b>Total CDBG Funds</b>	<b>569,677</b>	<b>569,677</b>	<b>1,241,486</b>	<b>697,435</b>	<b>685,025</b>	<b>473,685</b>
<b>HOUSING AUTHORITY FUND:*</b>						
Use of money & property	42,263	42,263	0	0	0	0
From other agencies	1,489,298	1,489,298	0	0	0	0
<b>Total Housing Authority Fund</b>	<b>1,531,561</b>	<b>1,531,561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STATE GAS TAX FUND/TRAFFIC CONGESTION RELIEF:</b>						
Use of money & property	20,508	20,508	21,583	15,000	10,000	10,000
Other revenue	2,098,710	2,098,710	2,058,477	2,227,204	2,156,913	2,175,910
<b>Total State Gas Tax Fund</b>	<b>2,119,218</b>	<b>2,119,218</b>	<b>2,080,060</b>	<b>2,242,204</b>	<b>2,166,913</b>	<b>2,185,910</b>
<b>PARK DEDICATION FUND:</b>						
Other taxes	330	330	40,760	0	40,760	990
<b>Total Park Dedication Fund</b>	<b>330</b>	<b>330</b>	<b>40,760</b>	<b>0</b>	<b>40,760</b>	<b>990</b>
<b>BUSINESS DEVELOPMENT LOAN FUND:</b>						
Use of money & property	19,578	19,578	16,845	20,000	13,176	10,685
From other agencies	0	0	0	0	0	0
Other revenue	15,777	15,777	28,748	62,838	58,204	60,695
<b>Total Business Dev Loan Fund</b>	<b>\$ 35,355</b>	<b>\$ 35,355</b>	<b>\$ 45,593</b>	<b>\$ 82,838</b>	<b>\$ 71,380</b>	<b>\$ 71,380</b>



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

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
<b>PROP A TRANSIT FUND:</b>						
Other taxes	\$ 1,062,167	\$ 1,062,167	\$ 1,129,424	\$ 1,122,066	\$ 1,122,066	\$ 1,216,721
Use of money & property	26,893	26,893	18,017	30,000	7,000	5,000
<b>Total Prop A Fund</b>	<b>1,089,060</b>	<b>1,089,060</b>	<b>1,147,441</b>	<b>1,152,066</b>	<b>1,129,066</b>	<b>1,221,721</b>
<b>PROP C TRANSIT FUND:</b>						
Other taxes	881,114	881,114	938,583	930,724	930,724	1,009,238
Use of money & property	62,227	62,227	107,332	80,000	24,000	25,000
<b>Total Prop C Fund</b>	<b>943,341</b>	<b>943,341</b>	<b>1,045,915</b>	<b>1,010,724</b>	<b>954,724</b>	<b>1,034,238</b>
<b>MEASURE R</b>						
Other taxes	534,848	534,848	713,909	714,050	706,050	772,949
<b>Total Measure R Fund</b>	<b>534,848</b>	<b>534,848</b>	<b>713,909</b>	<b>714,050</b>	<b>706,050</b>	<b>772,949</b>
<b>SPECIAL GRANT FUNDS:</b>						
Prop A Recreation Funds	91,229	91,229	167,590	191,918	74,699	191,995
State COPS Grant	88,499	88,499	228,489	306,413	112,000	102,000
JAG Grant	0	0	222,139	36,115	38,588	26,412
Litter Reduction	1,735	1,735	8,627	5,000	10,200	22,200
TDA Article 3 - SB821	36,156	36,156	33,571	33,468	40,292	43,117
Used Oil Grant	0	0	27,125	35,137	15,653	23,712
Beverage Container Recycling	0	0	17,981	175,168	86,596	0
STPL TEA-LU	0	0	173,976	1,694,000	1,774,023	0
<b>Total Special Grants</b>	<b>\$ 217,619</b>	<b>\$ 217,619</b>	<b>\$ 879,498</b>	<b>\$ 2,477,219</b>	<b>\$ 2,152,051</b>	<b>\$ 409,436</b>

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

Description	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
CAPITAL IMPROVEMENT PROJECT FUND	\$ 0	\$ 2,146,718	\$ 1,872,947	\$ 395,651	\$ 545,651	\$ 49,723
	<u>0</u>	<u>2,146,718</u>	<u>1,872,947</u>	<u>395,651</u>	<u>545,651</u>	<u>49,723</u>
<b>TOTAL GOVERNMENTAL FUNDS:</b>	<b><u>45,702,348</u></b>	<b><u>47,849,066</u></b>	<b><u>55,996,408</u></b>	<b><u>48,264,289</u></b>	<b><u>47,222,568</u></b>	<b><u>46,300,038</u></b>
<b>WATER OPERATIONS FUND:</b>						
Use of money & property	341,297	341,297	253,897	282,305	282,305	283,000
Other revenue	299,467	299,467	244,713	142,283	142,283	140,000
Operating revenues	<u>7,746,269</u>	<u>7,746,269</u>	<u>7,804,382</u>	<u>8,852,616</u>	<u>8,852,616</u>	<u>9,333,465</u>
<b>TOTAL WATER FUND:</b>	<b><u>8,387,033</u></b>	<b><u>8,387,033</u></b>	<b><u>8,302,992</u></b>	<b><u>9,277,204</u></b>	<b><u>9,277,204</u></b>	<b><u>9,756,465</u></b>
<b>TOTAL GOVERNMENTAL AND WATER FUND:</b>	<b><u>54,089,381</u></b>	<b><u>56,236,099</u></b>	<b><u>64,299,400</u></b>	<b><u>57,541,493</u></b>	<b><u>56,499,772</u></b>	<b><u>56,056,503</u></b>
<b>INTERNAL SERVICE FUNDS:</b>						
Fleet maintenance	826,224	826,224	962,029	959,875	845,773	861,853
Graphics and Copy Center	367,728	367,728	385,269	397,038	411,982	402,678
Geographic Info Systems	<u>87,677</u>	<u>87,677</u>	<u>73,762</u>	<u>94,737</u>	<u>90,358</u>	<u>95,458</u>
<b>TOTAL INTERNAL SERVICE FUNDS:</b>	<b>\$ <u>1,281,629</u></b>	<b>\$ <u>1,281,629</u></b>	<b>\$ <u>1,421,060</u></b>	<b>\$ <u>1,451,650</u></b>	<b>\$ <u>1,348,113</u></b>	<b>\$ <u>1,359,989</u></b>

**CITY OPERATIONS**

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## **DEPARTMENT/DIVISION 1000 - LEGISLATIVE**

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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**

#### **Changed Conditions:**

None.

#### **Proposed Activities:**

City Council will oversee the Budget focus areas:

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

**ADMINISTRATION - 1000 LEGISLATIVE**

DESCRIPTION	FY 2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	164,928.93	165,982.41	165,102.57	167,516.00	171,076.00	174,355.00
Office Expense	528.79	378.83	491.12	800.00	800.00	800.00
Meetings Expense	9,929.77	9,486.30	6,801.52	15,000.00	14,660.00	15,200.00
Special Department	22,848.59	23,356.18	22,055.81	23,700.00	22,500.00	23,700.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 198,236.08</b>	<b>\$ 199,203.72</b>	<b>\$ 194,451.02</b>	<b>\$ 207,016.00</b>	<b>\$ 209,036.00</b>	<b>\$ 214,055.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 198,236.08	\$ 199,203.72	\$ 194,451.02	\$ 207,016.00	\$ 209,036.00	\$ 214,055.00
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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.

**PROGRAMS AND FUNCTIONS**

**BUDGET SUMMARY**

**Changed Conditions:** None.

**Proposed Activities:** None.

**Intergovernmental priorities include:**

- Preservation and enhancement of funding sources for cities.
- Preservation and enhancement of local control.
- Funding for critical items like CDBG, COPS, and JAG.
- Support continued operation of the Boeing C-17 program.
- Oppose efforts to permanently ban Internet taxation, impose moratoria on state and local taxes on mobile services, and eliminate net neutrality on the Internet.
- Support legislation and funding that promote enhanced law enforcement services in the community.
- Support foreclosure assistance and notification legislation.
- Support legislation that protects and preserves adequate quality and quantity of water resources to the community. Municipal Water District to duplicate a Water Replenishment District's duties.
- Oppose proposals to regionalize and/or dissolve cities through amalgamation and consolidation.
- Oppose shifting responsibilities to local government without providing funding, or proposals for fiscal reform that undermine democratic processes and/or local authority.

**ADMINISTRATION - 1100 LEGISLATIVE ADVOCACY**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Meetings Expense	3,119.74	7,442.91	8,283.63	14,800.00	6,050.00	14,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,119.74</b>	<b>\$ 7,442.91</b>	<b>\$ 8,283.63</b>	<b>\$ 14,800.00</b>	<b>\$ 6,050.00</b>	<b>\$ 14,000.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 3,119.74	\$ 7,442.91	\$ 8,283.63	\$ 14,800.00	\$ 6,050.00	\$ 14,000.00
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## DEPARTMENT/DIVISION 1220/1240/1260 - ADVISORY COMMISSIONS

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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 78-22 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:**

	<b><u>2012-2013</u></b>
Planning and Environment Commission	\$ 11,528
Community Safety Commission	\$ 9,871
Recreation and Community Services Commission	\$ 9,387

#### **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 traffic 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.

**ADMINISTRATION - 1220/1240/1260 ADVISORY COMMISSIONS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	7,614.19	6,990.71	7,453.57	10,802.00	7,485.00	10,894.00
Office Expense	236.96	309.63	752.02	400.00	400.00	400.00
Meetings Expense	5,414.47	2,940.90	4,169.92	18,000.00	4,500.00	18,000.00
Special Department	247.65	434.45	573.56	1,130.00	1,130.00	1,130.00
Other Operating	625.00	525.00	554.42	535.00	525.00	525.00
Interdepartmental	119.13	0.00	0.00	0.00	15.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,257.40</b>	<b>\$ 11,200.69</b>	<b>\$ 13,503.49</b>	<b>\$ 30,867.00</b>	<b>\$ 14,055.00</b>	<b>\$ 30,949.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 14,257.40	\$ 11,200.69	\$ 13,503.49	\$ 30,867.00	\$ 14,055.00	\$ 30,949.00
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## **DEPARTMENT/DIVISION 1300 - CITY ADMINISTRATION**

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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 continuing personal contact with the City Council.
- To maintain working relationships with other agencies whose actions affect the City.

### **BUDGET SUMMARY**

#### **Changed Conditions:**

- City Manager from interim to full time basis.

#### **Proposed Activities:**

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

**ADMINISTRATION - 1300 CITY ADMINISTRATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	237,656.92	188,992.33	172,900.24	150,949.00	117,202.00	167,175.00
Office Expense	494.25	957.88	974.92	1,800.00	1,050.00	1,350.00
Meetings Expense	4,310.69	773.00	3,565.08	5,100.00	3,600.00	3,600.00
Special Department	1,350.32	1,584.62	2,197.39	2,144.00	2,764.00	2,520.00
Other Operating	400.00	493.30	400.00	500.00	1,575.00	1,550.00
Interdepartmental	1,310.54	989.18	2,598.66	1,529.00	1,768.00	1,638.00
Capital Outlay	0.00	0.00	0.00	3,034.00	3,031.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 245,522.72</b>	<b>\$ 193,790.31</b>	<b>\$ 182,636.29</b>	<b>\$ 165,056.00</b>	<b>\$ 130,990.00</b>	<b>\$ 177,833.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 196,934.85	\$ 141,440.99	\$ 141,225.40	\$ 140,976.00	\$ 100,281.00	\$ 177,833.00
1030 CDBG - Current Year	\$ 48,587.87	\$ 52,349.32	\$ 41,410.89	\$ 24,080.00	\$ 30,709.00	\$ -



## DEPARTMENT/DIVISION 2000 - INFORMATION TECHNOLOGY

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contractual Services	\$ 495,000	Disaster Recovery	\$ 36,525
Maintenance and Licenses	\$ 209,421	Non-Capital Equipment	\$ 19,300

#### **Changed Conditions:**

- Change in facilities expense due to change in utility costs.
- Reduced printer hardware and maintenance costs due to leased printing equipment.
- Reduced hardware and software costs due to fewer scheduled server replacements and no scheduled desktop replacements.

#### **Proposed Activities:**

- Establish best practices for file management costs due to leased printing equipment.
- Provide user training on Windows file system and best practices.

#### **Productivity Initiatives:**

- User training will improve effectiveness of office equipment and desktop software tools.

#### **Proposed Activities:**

- Respond to a minimum of 90% of the Help Desk calls within 30 minutes.

#### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Actual</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
IT Services	\$ 555,199	\$ 492,232	\$ 495,000	\$ 495,000	\$ 495,000
Maintenance & Licenses	\$ 190,154	\$ 180,172	\$ 201,000	\$ 240,515	\$ 209,421
Disaster Recovery Included in "IT Services"	\$ 77,500	\$ 77,393	\$ 76,800	\$ 54,000	\$ 36,525
Servers/Computers	\$ 157,734	\$ 6,468	\$ 9,000	\$ 32,000	\$ 19,300

**ADMINISTRATIVE SERVICES - 2000 INFORMATION TECHNOLOGY**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	197,349.18	171,416.83	180,462.20	181,653.00	188,862.00	191,225.00
Contract Services	915,409.90	766,990.79	765,826.80	815,700.00	751,352.00	724,608.00
Facilities Expense	38.38	0.00	0.00	0.00	0.00	5,000.00
Office Expense	1,522.57	0.00	0.00	0.00	0.00	0.00
Meetings Expense	1,790.64	0.00	0.00	0.00	0.00	0.00
Special Department	5,157.87	17,825.59	5,746.98	38,455.00	32,899.00	15,528.00
Other Operating	0.00	2,531.42	0.00	0.00	0.00	3,750.00
Interdepartmental	239.16	226.30	81.85	185.00	399.00	233.00
Capital Outlay	155,540.70	38,070.27	76,039.01	37,000.00	37,000.00	19,300.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,277,048.40</b>	<b>\$ 997,061.20</b>	<b>\$ 1,028,156.84</b>	<b>\$ 1,072,993.00</b>	<b>\$ 1,010,512.00</b>	<b>\$ 959,644.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,277,048.40	\$ 997,061.20	\$ 1,028,156.84	\$ 1,072,993.00	\$ 1,010,512.00	\$ 959,644.00
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## DEPARTMENT/DIVISION 2120 - MEDIA PRODUCTION

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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 1620 AM.
- To port video programming to social media outlets such as "YouTube," "Facebook," and "Twitter".
- 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>2012-2013</u>		<u>2012-2013</u>
Contractual Services	\$ 14,000	Advertising	\$ 6,500
Special Supplies	\$ 10,000	Equipment Maintenance	\$ 6,000

#### Changed Conditions:

- Reduction in use of mechanical equipment reduces maintenance and operation costs.
- Legacy tape formats & computer file storage have been eliminated.

#### Proposed Activities:

- Special video projects will promote recycling, senior and youth activities, public safety and current public issues.
- 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 City TV productions.
- Support wireless web access for Centre clients.
- Promote CityTV viewership to outlets such as Time Warner, FiOS, YouTube and Facebook.

#### Productivity Initiatives:

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

#### Performance Measures:

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Actual</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Number of New Programs Per Year	109	109	100	100	100
Franchise Revenues	\$ 416,092	\$ 376,483	\$ 447,389	\$ 341,000	\$ 335,000
Audio Visual Fees	\$ 25,339	\$ 20,670	\$ 20,000	\$ 18,000	\$ 18,000

**ADMINISTRATION - 2120 MEDIA PRODUCTION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	613,988.12	656,879.53	656,049.33	658,121.00	668,567.00	648,530.00
Contract Services	11,230.00	12,068.75	9,696.25	15,000.00	14,000.00	12,000.00
Facilities Expense	395.75	350.29	747.25	1,200.00	198.00	130.00
Office Expense	571.84	476.14	0.00	0.00	111.00	0.00
Meetings Expense	671.70	170.47	454.66	500.00	500.00	500.00
Special Department	23,453.38	24,711.93	16,198.66	28,981.00	21,523.00	26,581.00
Other Operating	7,456.00	6,918.09	4,775.26	11,600.00	8,600.00	8,600.00
Interdepartmental	10,890.86	12,708.43	8,355.83	7,163.00	11,937.00	11,040.00
Capital Outlay	2,036.18	2,887.95	0.00	2,000.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 670,693.83</b>	<b>\$ 717,171.58</b>	<b>\$ 696,277.24</b>	<b>\$ 724,565.00</b>	<b>\$ 725,436.00</b>	<b>\$ 707,381.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 60,761.20	\$ -	\$ -	\$ -	\$ -	\$ -
1020 Cable TV Fund	\$ 476,860.39	\$ 503,769.24	\$ 499,154.96	\$ 508,708.00	\$ 525,113.00	\$ 496,393.00
1050 Community Facility	\$ 193,833.44	\$ 213,402.34	\$ 197,122.28	\$ 215,857.00	\$ 200,323.00	\$ 210,988.00

## DEPARTMENT/DIVISION 2140 - MEDIA PRODUCTION CENTER

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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:		<u>2012-2013</u>			<u>2012-2013</u>
Computer Maintenance Agreements	\$	13,600	Capital Equipment	\$	10,000

**Changed Conditions:**

- Media room equipment upgrade in FY10-11 & FY11-12. None for FY12-13

**Proposed Activities:**

- Research long term, cost effective upgrade path to digital acquisition format.
- Computer Maintenance Agreements includes maintenance agreements for cablecasting, edit and streaming systems.

**Productivity Initiatives:**

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

### **Performance Measures:**

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Number of Studio Productions	70	60	60	70	70
Media Service Fees	\$ 10,611	\$ 14,000	\$ 5,000	\$ 14,500	\$ 4,000
Revenue from Video Franchise-holders to Fund Studio Equipment	\$ 121,000	\$ 126,000	\$ 126,000	\$ 155,000	\$ 160,000

**ADMINISTRATION - 2140 MEDIA PRODUCTION CENTER**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Contract Services	25,633.40	15,864.40	16,052.40	23,915.00	20,600.00	21,000.00
Special Department	4,026.53	4,461.81	3,999.99	5,300.00	1,500.00	4,000.00
Capital Outlay	8,173.36	6,038.30	109,912.75	90,000.00	76,000.00	10,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,833.29</b>	<b>\$ 26,364.51</b>	<b>\$ 129,965.14</b>	<b>\$ 119,215.00</b>	<b>\$ 98,100.00</b>	<b>\$ 35,000.00</b>

**FUNDING SOURCES**

1020 Cable TV Fund	\$ 37,833.29	\$ 26,364.51	\$ 129,965.14	\$ 119,215.00	\$ 98,100.00	\$ 35,000.00
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## DEPARTMENT/DIVISION 2300 - ECONOMIC DEVELOPMENT

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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.

To 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:**

	<b><u>2012-2013</u></b>
Chamber of Commerce Contract	\$ 22,000

**Changed Conditions:**

- Due to recession and the elimination of Redevelopment Agency funding , there will be a significant impact on the overall economic development strategy.

**Proposed Activities:**

- The economic development priorities in FY 2012-13 include 24 Hour Fitness, the completion of the development at northwest corner of Woodruff and Carson (Carwood West), 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 development of the building to be vacated by the existing 24 Hour Fitness, the continuing development of the Candlewood Street shops and restaurants.

**Productivity Initiatives:**

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

### **Performance Measures:**

	<b><u>Actual 2008-2009</u></b>	<b><u>Actual 2009-2010</u></b>	<b><u>Actual 2010-2011</u></b>	<b><u>Estimated 2011-2012</u></b>	<b><u>Projected 2012-2013</u></b>
Sales Tax Revenue	\$ 11,292,030	\$ 10,244,023	\$ 11,182,468	\$ 11,446,443	\$ 12,730,772
Business License Receipts	\$ 462,403	\$ 456,269	\$ 452,000	\$ 445,000	\$ 500,000

**ADMINISTRATION - 2300 ECONOMIC DEVELOPMENT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	103,134.40	95,842.80	46,070.75	51,404.00	49,429.00	54,311.00
Contract Services	73,795.04	41,748.00	49,838.00	22,000.00	22,000.00	22,000.00
Meetings Expense	420.00	0.00	0.00	500.00	0.00	0.00
Special Department	272.25	267.75	0.00	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 177,621.69</b>	<b>\$ 137,858.55</b>	<b>\$ 95,908.75</b>	<b>\$ 73,904.00</b>	<b>\$ 71,429.00</b>	<b>\$ 76,311.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 177,621.69	\$ 137,858.55	\$ 95,908.75	\$ 73,904.00	\$ 71,429.00	\$ 76,311.00
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## DEPARTMENT/DIVISION 2400 - PUBLIC INFORMATION

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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.  
To coordinate media relations.

### **BUDGET SUMMARY**

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
City Newsletter	\$ 49,660	Graphics & Copy Center	\$ 24,882
Contract Services	\$ 25,000	Computer Maintenance	\$ 19,000

- Changed Conditions:**
- Photography function undergoing restructuring.
  - Information campaigns for new online bill pay system and utility bill inserts.
  - Review and updating of City's web pages.
  - Promotion of Shop Lakewood Program.
  - Development of an online community survey.
  - Employee services decreased due to staffing realignment.

- Proposed Activities:**
- 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 2012-13

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

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Newsletters	8	7	6	7	7
eMagazines	52	52	52	52	52
Bill Inserts	6	7	7	6	6

**ADMINISTRATION - 2400 PUBLIC INFORMATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	283,832.15	328,730.12	351,976.78	343,303.00	302,794.00	295,929.00
Contract Services	157,503.61	85,470.93	92,635.56	93,660.00	88,160.00	106,660.00
Office Expense	45,063.81	6,971.45	4,622.99	6,500.00	6,000.00	6,000.00
Meetings Expense	211.84	2,843.49	2,350.86	1,500.00	1,500.00	2,500.00
Special Department	1,779.99	3,552.58	13,657.92	5,939.00	13,463.00	13,939.00
Other Operating	0.00	175.00	225.00	225.00	225.00	225.00
Interdepartmental	22,848.83	32,832.73	27,079.50	24,882.00	42,526.00	32,149.00
Capital Outlay	0.00	0.00	1,168.84	1,169.00	1,200.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 511,240.23</b>	<b>\$ 460,576.30</b>	<b>\$ 493,717.45</b>	<b>\$ 477,178.00</b>	<b>\$ 455,868.00</b>	<b>\$ 457,402.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 497,731.49	\$ 443,610.93	\$ 475,532.29	\$ 452,198.00	\$ 436,511.00	\$ 431,900.00
3060 Transit - Prop A Fund	\$ 13,508.74	\$ 16,965.37	\$ 18,185.16	\$ 24,980.00	\$ 19,357.00	\$ 25,502.00

## DEPARTMENT/DIVISION 2500 - CUSTOMER SERVICE

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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>2012-2013</u>		<u>2012-2013</u>
Contract Services	\$ 13,850	Graphics & Copy Center	\$ 12,039

- Changed Conditions:**
- Implemented ArcGIS Server 10.1 to improve mapping capabilities in the Service Request and Code Enforcement Management Systems, in 2011 upgraded the Service Request and Code Enforcement Case Management Systems version.
  - Upgraded the RV and trailer Parking Permit system to the newest version.
  - Search and reporting capabilities were improved in the Service Request and Code Enforcement Case Management Systems.
- Proposed Activities:**
- Implementing new reports for the Code Enforcement Case Management System.

### **Performance Measures:**

	<u>Actual CY2008</u>	<u>Actual CY2009</u>	<u>Actual CY2010</u>	<u>Actual CY2011</u>	<u>Projected CY2012</u>
Total Service Requests	8,163	7,525	10,941	8,057	8,500
Tree Trimming Requests	537	529	398	494	550
Total Graffiti Requests	1,128	901	613	589	650
Total Street Sweeping Requests	173	119	123	111	150
Total TV/Trailer Parking Requests	339	231	221	250	250
Total Trash/Recycling Requests	202	823	4,231	1,722	1,800
Employee Courteousness Positive Sco	95%	95%	93%	92%	93%
Employee Helpfulness Positive Score	93%	94%	93%	93%	93%
Service-One E-mail Processing	2,735	3,519	5,938	4,581	5,000

**ADMINISTRATION - 2500 CUSTOMER SERVICE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	329,815.42	344,477.33	275,540.04	273,282.00	284,284.00	291,878.00
Contract Services	7,578.00	7,578.00	7,578.00	16,090.00	15,090.00	13,850.00
Office Expense	376.85	411.04	0.00	0.00	0.00	0.00
Meetings Expense	2,008.43	1,624.82	1,762.39	2,500.00	2,500.00	2,500.00
Special Department	537.04	599.31	893.30	1,260.00	2,962.00	2,985.00
Interdepartmental	10,870.32	10,436.73	20,261.25	12,039.00	19,889.00	15,897.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 351,186.06</b>	<b>\$ 365,127.23</b>	<b>\$ 306,034.98</b>	<b>\$ 305,171.00</b>	<b>\$ 324,725.00</b>	<b>\$ 327,110.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 324,695.32	\$ 335,256.27	\$ 305,928.88	\$ 304,852.00	\$ 324,725.00	\$ 327,110.00
1020 Cable TV Fund	\$ 26,490.74	\$ 29,870.96	\$ 106.10	\$ 319.00	\$ -	\$ -



## **DEPARTMENT/DIVISION 2550 - INTERGOVERNMENTAL RELATIONS**

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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.

### **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:**

	<b><u>2012-2013</u></b>
Legislative Advocacy	\$ 53,244

#### **Changed Conditions:**

- There are several issues that we are closely monitoring this legislative session. New this year is tracking of the winding down of the affairs of redevelopment agencies.
- Change in employee services is due to staff reallocation.

#### **Proposed Activities:**

##### **Intergovernmental priorities include:**

- Preservation and enhancement of funding sources for cities.
- Preservation and enhancement of local control.
- Funding for critical items like CDBG, COPS, and JAG.
- Support continued operation of the Boeing C-17 program.
- Oppose efforts to permanently ban Internet taxation, impose moratoria on state and local taxes on mobile services, and eliminate net neutrality on the Internet.
- Support legislation and funding that promote enhanced law enforcement services in the community.
- Support foreclosure assistance and notification legislation.
- Support legislation that protects and preserves adequate quality and quantity of water resources to the community. Municipal Water District to duplicate a Water Replenishment District's duties.
- Oppose proposals to regionalize and/or dissolve cities through amalgamation and consolidation.
- Oppose shifting responsibilities to local government without providing funding, or proposals for fiscal reform that undermine democratic processes and/or local authority.

**ADMINISTRATION - 2550 INTERGOVERNMENTAL RELATIONS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	235,996.17	279,382.74	140,413.16	139,951.00	80,651.00	97,134.00
Contract Services	62,288.74	57,024.50	56,960.64	75,974.00	75,619.00	75,779.00
Office Expense	1,009.26	276.69	0.00	0.00	0.00	0.00
Meetings Expense	7,921.50	13,437.38	18,118.35	12,500.00	13,500.00	13,500.00
Special Department	1,388.07	1,334.71	1,898.79	3,212.00	1,682.00	1,702.00
Other Operating	35,243.02	35,098.70	34,750.52	37,000.00	37,000.00	37,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 343,846.76</b>	<b>\$ 386,554.72</b>	<b>\$ 252,141.46</b>	<b>\$ 268,637.00</b>	<b>\$ 208,452.00</b>	<b>\$ 225,115.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 325,906.76	\$ 371,114.72	\$ 236,341.46	\$ 252,837.00	\$ 192,652.00	\$ 209,315.00
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

## DEPARTMENT/DIVISION 2600 - COMMUNITY RELATIONS

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, residents and community leaders.

### 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,

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.

To facilitate and promote key messages and communications objectives through street banner campaigns, advertising and other strategic outreach efforts.

### BUDGET SUMMARY

Significant Detail:	<u>2012-2013</u>		<u>2012-2013</u>
Graphics & Copy Center	\$ 26,608	Special Supplies	\$ 23,000

- Projections:**
- Reduction in special commendations due to economic conditions.
  - Begin preparations for city's 60th anniversary Value of Local Government theme.

- Changed Conditions:**
- Economic conditions have continued to impact attendance at City events.
  - Economic pressures on the business community may continue to affect their ability to provide corporate sponsorships for City events and programs.

- Proposed Activities:**
- The Lakewood Beautiful Home Awards Program will retain the "Water-Wise" award category, honoring irrigations & landscaping efforts that reduce water usage and result in attractive gardens.
  - New community promotional items will be available through Club Lakewood.
  - Commendatory items and recognition items will be considered.
  - Lakewood Beautiful and Award of Valor will implement new graphics and design in publications, invitations, promotional materials and recognition items.

**Performance Measures:**

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Special Events Revenue and Spons	\$ 30,000	\$ 39,000	\$ 21,500	\$ 21,500	\$ 25,000
Club Lakewood	\$ 1,817	\$ 1,682	\$ 1,315	\$ 1,300	\$ 1,500

**ADMINISTRATION - 2600 COMMUNITY RELATIONS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	207,835.55	228,700.19	230,079.81	220,492.00	224,673.00	231,846.00
Contract Services	20,903.18	17,050.00	15,426.59	13,873.00	13,873.00	2,000.00
Office Expense	705.93	721.49	0.00	0.00	0.00	0.00
Meetings Expense	5,531.14	4,270.34	5,324.33	5,200.00	5,200.00	6,000.00
Special Department	110,020.14	91,194.00	102,109.29	89,911.00	79,694.00	82,811.00
Other Operating	1,638.28	425.00	2,349.00	1,300.00	1,225.00	1,250.00
Interdepartmental	10,958.91	43,120.09	19,303.40	26,762.00	27,742.00	29,114.00
Capital Outlay	0.00	0.00	0.00	1,127.00	1,127.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 357,593.13</b>	<b>\$ 385,481.11</b>	<b>\$ 374,592.42</b>	<b>\$ 358,665.00</b>	<b>\$ 353,534.00</b>	<b>\$ 353,021.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 357,593.13	\$ 385,481.11	\$ 374,592.42	\$ 358,665.00	\$ 353,534.00	\$ 353,021.00
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## DEPARTMENT/DIVISION 3000 - CITY CLERK

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>
Municipal Election	\$ 103,000

- Changed Conditions:**
- General Municipal Election will be conducted in March 2013.
- Proposed Activities:**
- Administer state-mandated conflict of interest laws, including 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.
  - Be responsive to requests for records pursuant to the California Public Records Act.
- Productivity Initiatives:**
- 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Damage Claims Process	41	36	35	30	30
Claims Closed without Liability	32	32	19	26	25

**ADMINISTRATION - 3000 CITY CLERK**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	202,248.62	183,029.10	205,078.75	200,853.00	203,518.00	218,222.00
Contract Services	68,278.47	0.00	88,473.14	0.00	0.00	103,000.00
Office Expense	3,154.32	2,512.66	3,283.94	3,332.00	28.00	1,000.00
Meetings Expense	0.00	460.00	0.00	1,100.00	0.00	1,100.00
Special Department	4,045.72	3,787.84	3,797.65	5,082.00	4,035.00	5,141.00
Other Operating	2,644.50	1,909.03	3,837.30	3,700.00	3,440.00	4,300.00
Interdepartmental	11,383.74	15,370.16	22,005.24	24,122.00	11,608.00	16,649.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 291,755.37</b>	<b>\$ 207,068.79</b>	<b>\$ 326,476.02</b>	<b>\$ 238,189.00</b>	<b>\$ 222,629.00</b>	<b>\$ 349,412.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 282,377.06	\$ 197,054.36	\$ 314,249.74	\$ 229,106.00	\$ 213,252.00	\$ 339,441.00
1030 CDBG Current Year	\$ 9,378.31	\$ 10,014.43	\$ 12,226.28	\$ 9,083.00	\$ 9,377.00	\$ 9,971.00

## DEPARTMENT/DIVISION 3100 - RECORD MANAGEMENT

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>
Document Imaging System Support	\$ 9,400

**Changed Conditions:**

- Pilot project for case file scanning will free physical storage space.

**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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Types of Records Controlled by Retention Schedules	84	86	87	90	92
Volume of Records Available Through Document Imaging System	910,000	940,000	975,000	1,010,000	1,050,000



**ADMINISTRATION - 3100 RECORDS MANAGEMENT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	107,241.68	115,179.26	129,890.14	132,271.00	131,670.00	137,642.00
Contract Services	9,900.75	10,998.57	9,463.52	9,900.00	8,852.00	9,900.00
Office Expense	202.37	192.89	0.00	0.00	0.00	0.00
Meetings Expense	0.00	31.40	0.00	250.00	0.00	250.00
Special Department	658.57	117.20	478.85	1,000.00	764.00	1,000.00
Other Operating	379.95	230.00	230.00	450.00	230.00	430.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 118,383.32</b>	<b>\$ 126,749.32</b>	<b>\$ 140,062.51</b>	<b>\$ 143,871.00</b>	<b>\$ 141,516.00</b>	<b>\$ 149,222.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 118,383.32	\$ 126,749.32	\$ 140,062.51	\$ 143,871.00	\$ 141,516.00	\$ 149,222.00
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## DEPARTMENT/DIVISION 3220/3240 - CITY LEGAL SERVICES

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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 legal representation in those matters requiring specific expertise.

### BUDGET SUMMARY

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contract Legal Services	\$ 198,360	City Prosecutor	\$ 35,000

**Changed Conditions:** - None.

**Proposed Activity:** - No change in function is anticipated from prior year.

**ADMINISTRATION - 3220/3240 LEGAL SERVICES**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Contract Services	186,954.42	195,470.34	198,359.04	198,360.00	198,360.00	198,360.00
Office Expense	210.00	0.00	0.00	500.00	0.00	0.00
Meetings Expense	-265.00	0.00	0.00	500.00	0.00	0.00
Special Department	15,371.50	21,972.00	18,141.00	34,000.00	30,000.00	35,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 202,270.92</b>	<b>\$ 217,442.34</b>	<b>\$ 216,500.04</b>	<b>\$ 233,360.00</b>	<b>\$ 228,360.00</b>	<b>\$ 233,360.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 202,270.92	\$ 217,442.34	\$ 216,500.04	\$ 233,360.00	\$ 228,360.00	\$ 233,360.00
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## DEPARTMENT/DIVISION 3300 - INTERNAL ADMINISTRATION

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Postage	\$ 110,000	Graphics & Copy Center	\$ 20,723
Communications	\$ 46,655	Mail Processing	\$ 5,000

- Changed Conditions:**
- Decrease in communications cost due to newly available streamlining opportunities.
  - Decrease in mail processing due to new method for processing utility bills.

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

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Special Event Mailers	23,500	30,700	23,700	23,700	25,000
Business Licenses & Renewals	4,118	4,489	4,420	4,420	4,659

**ADMINISTRATION - 3300 INTERNAL ADMINISTRATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	282,439.82	239,758.22	202,722.46	202,667.00	207,149.00	215,662.00
Contract Services	10,512.09	7,157.32	6,510.36	8,500.00	3,400.00	5,000.00
Facilities Expense	68,130.07	71,744.47	69,002.43	85,826.00	76,021.00	46,655.00
Office Expense	108,852.00	139,022.59	131,587.03	140,500.00	119,700.00	110,700.00
Meetings Expense	2,722.17	1,996.73	2,193.98	2,000.00	2,000.00	2,000.00
Special Department	590.87	702.92	1,387.42	1,000.00	1,000.00	1,000.00
Other Operating	785.28	50.00	0.00	100.00	0.00	0.00
Interdepartmental	19,576.95	17,373.61	24,690.78	22,733.00	27,552.00	23,120.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 493,609.25</b>	<b>\$ 477,805.86</b>	<b>\$ 438,094.46</b>	<b>\$ 463,326.00</b>	<b>\$ 436,822.00</b>	<b>\$ 404,137.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 493,609.25	\$ 477,805.86	\$ 438,094.46	\$ 463,326.00	\$ 436,822.00	\$ 404,137.00
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## DEPARTMENT/DIVISION 3400 - HUMAN RESOURCES

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 programs.

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 the 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.

### BUDGET SUMMARY

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Advertising	\$ 5,000	Equipment Testing	\$ 1,600
Software Maintenance Agreements	\$ 4,200	Contract Services	\$ 1,700

#### **Changed Conditions:**

- Clerical position was not fully staffed in FY 2011-2012.
- Labor relations increases due to projected State mandates affecting public employment.
- Continued economic downturn has resulted in lower employee turnover and larger candidate groups for job recruitments.
- Majority of job applicants are now submitting their applications online.
- The number of employees retiring this year is expected to increase.

#### **Proposed Activities:**

- Continue to update and maintain the job classification plan.
- Continue to train supervisors on best management practices for employment and safety.
- Continue to update health and safety written programs and post on the city intranet.

#### **Performance Measures:**

	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Projected</u></b>
	<b><u>2008-2009</u></b>	<b><u>2009-2010</u></b>	<b><u>2010-2011</u></b>	<b><u>2011-2012</u></b>	<b><u>2012-2013</u></b>
Safety and Risk Management Training Hours	3,768	5,419	4,512	4,200	4,500
Total Job Applications	1,173	1,228	1,713	1,750	2,200
New Hires:					
* Full-Time Employees	4	5	9	2	11
* Part-Time & Seasonal Employees	130	106	87	85	90
Total Employment Recruitments	26	23	23	16	20
NEOGOV online applicant tracking:					
* Total Job Posting Hits			20,130	32,500	40,200
* Total Online Job Applications			1,557	2,600	3,000
* Total Paper Applications			201	200	200
* Percent Received Online			89%	93%	94%

**ADMINISTRATION - 3400 HUMAN RESOURCES**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	360,587.31	359,096.28	359,774.00	378,689.00	380,774.00	397,376.00
Contract Services	62,914.46	69,442.48	65,486.90	79,500.00	71,422.00	75,700.00
Office Expense	177.83	1,732.99	1,343.47	1,300.00	1,226.00	1,500.00
Meetings Expense	1,365.20	210.00	702.00	1,400.00	1,550.00	3,000.00
Special Department	23,010.04	21,730.85	23,042.72	21,760.00	22,872.00	24,960.00
Other Operating	5,216.03	4,041.19	7,660.63	10,700.00	4,670.00	9,250.00
Interdepartmental	14,907.84	11,692.68	13,799.32	17,594.00	14,737.00	14,667.00
Capital Outlay	1,255.86	845.93	288.01	2,000.00	0.00	1,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 469,434.57</b>	<b>\$ 468,792.40</b>	<b>\$ 472,097.05</b>	<b>\$ 512,943.00</b>	<b>\$ 497,251.00</b>	<b>\$ 527,453.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 469,434.57	\$ 468,792.40	\$ 472,097.05	\$ 512,943.00	\$ 497,251.00	\$ 527,453.00
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## DEPARTMENT/DIVISION 3600 - LAW ENFORCEMENT

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>2012-2013</u>		<u>2012-2013</u>
Sheriff's General Law Contract	\$ 6,349,728	Liability Insurance & State Fee	\$ 316,160
Specially-Assigned Officers	\$ 890,252	Star Deputy Program	\$ 60,000
Special Mall Patrol	\$ 756,199	Holiday Patrol	\$ 35,000

#### Changed Conditions:

- The change in Contract Services will provide for a 2.23% increase in Sheriff's service costs.
- STAR Deputy costs are lower due to reduction in classroom visits.

#### Proposed Activities:

- Instructional and recognition programs will be held for the 400 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 404, and 1,120 vehicles will be registered in the Operation L.A.W. program by the end of this budget period.

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Part I Crimes	2,444	2,309	2,126	2,081	2,240
Response Times	3.4	3.7	3.3	3.4	3.5
Cases Handled	7,661	7,711	7,366	6,335	7,268
Calls for Service	25,421	23,230	21,663	20,960	22,819
L.A.W. Registered Vehicles	1,089	1,107	1,110	1,115	1,120
Block Captain Participants	412	400	400	402	404
LAND Participants	152	146	150	150	160

**ADMINISTRATION - 3600 PUBLIC SAFETY-LAW ENFORCEMENT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	247,682.06	350,676.96	514,163.81	547,502.00	495,859.00	560,668.00
Contract Services	9,053,394.80	9,060,158.41	9,087,958.22	9,314,618.00	8,984,230.00	9,457,704.00
Facilities Expense	8,144.25	7,546.75	7,834.72	8,081.00	7,641.00	7,910.00
Office Expense	326.17	394.84	492.70	600.00	300.00	600.00
Meetings Expense	3,330.69	4,074.66	2,775.38	5,000.00	5,000.00	5,000.00
Special Department	11,949.77	22,992.10	8,310.43	21,900.00	16,170.00	15,600.00
Other Operating	55,764.29	58,002.62	56,143.26	59,990.00	57,675.00	60,850.00
Interdepartmental	39,804.69	35,847.13	40,689.16	47,179.00	32,668.00	39,964.00
Capital Outlay	10,762.12	0.00	136,555.59	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,431,158.84</b>	<b>\$ 9,539,693.47</b>	<b>\$ 9,854,923.27</b>	<b>\$10,004,870.00</b>	<b>\$ 9,599,543.00</b>	<b>\$10,148,296.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 9,281,074.96	\$ 9,451,194.59	\$ 9,546,422.66	\$ 9,662,342.00	\$ 9,480,953.00	\$ 10,019,884.00
1336 STATE COPS	\$ 136,479.88	\$ 88,498.88	\$ 43,994.89	\$ 306,413.00	\$ 80,000.00	\$ 102,000.00
1371 JAG Grant	\$ 13,604.00	\$ -	\$ 264,505.72	\$ 36,115.00	\$ 38,590.00	\$ 26,412.00

## DEPARTMENT/DIVISION 3700 - SKY KNIGHT

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Helicopter Maintenance Contract	\$ 325,100	Sky Knight Helicopter Insurance	\$ 24,000
Sky Knight Observers Contract	\$ 117,456	Safety Training	\$ 2,500

#### **Changed Conditions:**

- Four major time change components coming due in FY2012-13.
- Estimate for fuel cost includes up to \$6 per gallon due to the constantly-changing fuel prices.

#### **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 1,600 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Calls for Service	3,882	3,733	2,417	1,612	1,600
Flight Time in Hours	1,785	1,428	1,232	1,040	1,040
Percent Share by City					
Bellflower	23.5	30	N/A	N/A	N/A
Cerritos	25.5	26	38	38	38
Hawaiian Gardens	N/A	9.5	9	9	9
Lakewood	26	34.5	53	53	53
Paramount	19	N/A	N/A	N/A	N/A

**ADMINISTRATION - 3700 PUBLIC SAFETY-SKY KNIGHT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	222,789.42	197,149.74	102,623.47	128,095.00	115,034.00	135,752.00
Contract Services	587,386.38	434,835.95	351,720.57	384,895.00	384,892.00	447,254.00
Facilities Expense	465.02	505.39	522.73	492.00	453.00	400.00
Meetings Expense	0.00	50.00	0.00	0.00	0.00	0.00
Special Department	4,236.95	1,011.50	4,096.40	3,395.00	2,797.00	3,395.00
Other Operating	39,474.00	24,382.00	21,972.00	29,050.00	23,663.00	26,550.00
Capital Outlay	0.00	0.00	23,607.75	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 854,351.77</b>	<b>\$ 657,934.58</b>	<b>\$ 504,542.92</b>	<b>\$ 545,927.00</b>	<b>\$ 526,839.00</b>	<b>\$ 613,351.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 854,351.77	\$ 657,934.58	\$ 504,542.92	\$ 545,927.00	\$ 526,839.00	\$ 613,351.00
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## DEPARTMENT/DIVISION 3800 - SAFETY SERVICES

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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>2012-2013</u>		<u>2012-2013</u>
Crossing Guards	\$ 186,000	Bike Safety Expo	\$ 3,000
Special Supplies	\$ 6,050	Uniforms	\$ 2,000

#### Changed Conditions:

- Class size is expected to increase in the ABCUSD due to school district budget issues.
- Student enrollment is slightly decreasing in the four school districts serving Lakewood.
- School Safety Program books were purchased in previous Fiscal Year.

#### 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 "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 285 classrooms, reaching over 8,000 students.

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Crossing Guards	30	30	30	30	30
Classrooms Visited	369	298	280	285	285
Students Reached	9,235	8,351	7,842	8,000	8,000

**ADMINISTRATION - 3800 PUBLIC SAFETY-SAFETY SERVICES**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	311,156.55	327,074.16	265,745.41	286,158.00	222,474.00	285,845.00
Office Expense	0.00	9.83	4.80	100.00	50.00	0.00
Meetings Expense	445.00	424.23	129.72	1,240.00	1,200.00	1,240.00
Special Department	18,959.01	12,853.13	5,992.26	32,070.00	28,680.00	12,070.00
Other Operating	95.00	95.00	0.00	100.00	100.00	100.00
Interdepartmental	275.92	46.08	1,002.00	0.00	6,550.00	1,542.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 330,931.48</b>	<b>\$ 340,502.43</b>	<b>\$ 272,874.19</b>	<b>\$ 319,668.00</b>	<b>\$ 259,054.00</b>	<b>\$ 300,797.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 330,931.48	\$ 340,502.43	\$ 272,874.19	\$ 319,668.00	\$ 259,054.00	\$ 300,797.00
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## DEPARTMENT/DIVISION 4000 - PLANNING

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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, and Development Review Board.  
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, and enforce 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contractual Services	\$ 9,000	DRB Architectural Services	\$ 7,000

#### **Changed Conditions:**

- Change in employee services is due to the reallocation of personnel costs caused by the elimination of the Lakewood Redevelopment Agency.
- Contract Services reflects CDBG contract loans.
- Completion of Hazard Mitigation Plan decreased contractual service expenditures.
- 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: Completion of 24 Hour Fitness, Buffalo Wild Wings, Marshall's, Plaza at Gordon Ranch, Chase Bank and scattered in-fill multi-family housing.
- 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:**

	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Projected</u></b>
	<b><u>2008-2009</u></b>	<b><u>2009-2010</u></b>	<b><u>2010-2011</u></b>	<b><u>2011-2012</u></b>	<b><u>2012-2013</u></b>
Site Plan Approvals	704	653	677	680	675
DRB Cases	126	138	112	117	154
CUP Cases	15	21	20	18	17



**COMMUNITY DEVELOPMENT - 4000 PLANNING**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	293,327.93	284,819.49	298,906.81	323,481.00	337,347.00	625,613.00
Contract Services	36,620.53	22,805.70	37,456.50	18,200.00	19,700.00	169,260.00
Office Expense	3,719.08	4,357.02	3,712.60	4,850.00	4,865.00	4,982.00
Meetings Expense	2,785.17	1,403.35	3,435.47	5,000.00	5,000.00	5,000.00
Special Department	4,077.94	4,038.40	4,005.08	5,311.00	5,874.00	9,283.00
Other Operating	3,211.00	3,721.99	3,248.55	5,185.00	5,250.00	5,250.00
Interdepartmental	13,844.76	17,525.39	18,831.77	15,463.00	14,219.00	16,972.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 357,586.41</b>	<b>\$ 338,671.34</b>	<b>\$ 369,596.78</b>	<b>\$ 377,865.00</b>	<b>\$ 392,255.00</b>	<b>\$ 836,360.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 312,464.93	\$ 300,770.41	\$ 323,164.67	\$ 334,767.00	\$ 347,128.00	\$ 481,478.00
1030 CDBG Current Year	\$ 45,121.48	\$ 37,900.93	\$ 46,432.11	\$ 43,098.00	\$ 45,127.00	\$ 302,712.00
1621 Measure R	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,170.00

## DEPARTMENT/DIVISION 4100 - BUILDING REGULATION

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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:

	<u>2012-2013</u>
Professional Contract Services	\$ 777,324

#### Changed Conditions:

- Change in employee services is due to the reallocation of personnel costs caused by the elimination of the Lakewood Redevelopment Agency.
- The economic downturn has continued to severely impact residential construction activities. Contract Services reflects the decrease in the number of hours allocated for Building Inspectors while still maintaining adequate service levels.
- The County is increasing its Building and Safety contract service fees by 2% in FY 2012-2013.

#### Proposed Activities:

- Expected development activities: Continued improvements at Lakewood Center, construction activities at Carwood West commercial center, and scattered in-fill housing development.

#### 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</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Building & Safety Permits issued	2,838	2,822	2,889	2,838	2,800
Number of Inspections	5,405	5,618	5,278	5,209	5,100
Completed Plan checks	429	563	560	516	500
Revenue Generated:					
Plan Check	\$ 134,435	\$ 262,108	\$ 272,994	\$ 171,720	\$ 198,473
Building Permits	\$ 344,087	\$ 388,235	\$ 417,672	\$ 315,073	\$ 352,755

**COMMUNITY DEVELOPMENT - 4100 BUILDING REGULATIONS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	217,156.52	199,970.07	182,339.23	226,069.00	181,047.00	344,980.00
Contract Services	658,993.38	753,101.61	739,254.58	766,041.00	783,739.00	778,824.00
Special Department	1,322.34	1,231.07	1,296.11	1,752.00	1,911.00	3,371.00
Other Operating	215.00	255.00	326.00	300.00	250.00	300.00
Interdepartmental	893.55	1,744.95	2,504.76	2,658.00	0.00	2,063.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 878,580.79</b>	<b>\$ 956,302.70</b>	<b>\$ 925,720.68</b>	<b>\$ 996,820.00</b>	<b>\$ 966,947.00</b>	<b>\$ 1,129,538.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 878,580.79	\$ 956,302.70	\$ 925,720.68	\$ 996,820.00	\$ 966,947.00	\$ 1,129,538.00
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## DEPARTMENT/DIVISION 4300 - GENERAL TRANSPORTATION

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To 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>2012-2013</u>		<u>2012-2013</u>
Contractor Services	\$ 132,000	91-605 Freeway Study	\$ 11,000
GIS Services	\$ 47,286		

#### Changed Conditions:

- The increase in the cost of fuel is reflected in the higher cost of services.
- The increase in the budget is a result of the sale of \$1,000,000 in Prop A funds in FY 2011-2012 and anticipated sales of Prop A funds in FY 2012-2013.

#### 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 regional nature.
- Continue to use GIS to obtain data and produce maps more efficiently.

#### Performance Measures:

	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-2013</u>
Long Beach Transit:					
Fixed Route Ridership	1,149,974	1,041,622	1,003,986	1,129,678	1,065,194
Fixed Route Subsidy	\$ 91,981	\$ 87,159	\$ 73,350	\$ 71,078	\$ 70,860
Dial-A-Lift Ridership	2,735	2,494	2,154	2,418	2,431
Dial-A-Lift Subsidy	\$ 56,697	\$ 56,115	\$ 49,844	\$ 58,395	\$ 61,140

**COMMUNITY DEVELOPMENT - 4300 GENERAL TRANSPORTATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	248,138.92	195,909.87	197,541.87	224,450.00	221,707.00	188,785.00
Contract Services	758,337.55	154,274.00	381,393.56	171,000.00	1,141,250.00	943,000.00
Meetings Expense	232.00	35.50	0.00	250.00	250.00	250.00
Special Department	2,748.87	2,572.83	2,091.92	3,142.00	2,602.00	2,962.00
Other Operating	655.00	27.00	0.00	1,555.00	1,555.00	1,555.00
Interdepartmental	40,275.81	43,838.01	31,191.75	47,369.00	38,244.00	47,729.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,050,388.15</b>	<b>\$ 396,657.21</b>	<b>\$ 612,219.10</b>	<b>\$ 447,766.00</b>	<b>\$ 1,405,608.00</b>	<b>\$ 1,184,281.00</b>

**FUNDING SOURCES**

3000 AQMD Fund	\$ 59,238.98	\$ 15,088.64	\$ 15,190.81	\$ 15,433.00	\$ 14,115.00	\$ 15,460.00
3060 Transit - Prop A Fund	\$ 889,079.37	\$ 277,450.57	\$ 492,464.10	\$ 313,034.00	\$ 1,273,151.00	\$ 1,025,813.00
3070 Transit - Prop C Fund	\$ 102,069.80	\$ 104,118.00	\$ 104,564.19	\$ 119,299.00	\$ 118,342.00	\$ 143,008.00

## DEPARTMENT/DIVISION 4400 - BUSINESS DEVELOPMENT PROGRAM

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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  
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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contractor Services	\$ 6,000	Commercial Loan Program	\$ 100,000

#### **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 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 Initiative:**

- 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Number of Loan Applicants	0	1	1	0	1
Number of Loans	0	1	1	0	1
Amount Loan	0	\$ 250,000	0	0	\$ 50,000
Amount Repaid	\$ 83,346	\$ 24,710	\$ 26,098	\$ 58,205	\$ 60,696

**COMMUNITY DEVELOPMENT - 4400 BUSINESS DEVELOPMENT PROGRAM**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Contract Services	0.00	253,900.00	4,680.00	106,250.00	6,000.00	106,250.00
Meetings Expense	1,395.66	0.00	0.00	0.00	0.00	0.00
Special Department	55.00	0.00	20.00	250.00	0.00	250.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,450.66</b>	<b>\$ 253,900.00</b>	<b>\$ 4,700.00</b>	<b>\$ 106,500.00</b>	<b>\$ 6,000.00</b>	<b>\$ 106,500.00</b>

**FUNDING SOURCES**

8000 Busines Development Loan	\$ 1,450.66	\$ 253,900.00	\$ 4,700.00	\$ 106,500.00	\$ 6,000.00	\$ 106,500.00
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## DEPARTMENT/DIVISION 4600 - HOUSING PROGRAMS

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The main function of this activity is to utilize Community Development Block Grant (CDBG) and general 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.

### PROGRAMS AND FUNCTIONS

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

To administer 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

#### **Changed Conditions:**

- Change in employee services is due to the reallocation of personnel costs caused by the elimination of the Lakewood Redevelopment Agency.
- With the elimination of the Redevelopment Agency, the single family rehabilitation loan and grant programs will be funded through CDBG. Many of the supportive costs for the housing programs have also changed to general

#### **Proposed Activities:**

- Continue programs to encourage property rehabilitation and maintenance by offering deferred loans and Fix-up/Paint-up Program grants using CDBG funds.
- Continue to contract with a fair housing consultant to affirmatively further fair housing.
- Continue to market housing programs using City newsletters, and area newspapers.

#### **Performance Measures:**

- Fund 5 single-family rehabilitation loans.
- Fund up to 20 Fix-Up/Paint-Up grants.
- Provide six neighborhood cleanup dates.

	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-2013</u>
Number of Loans Funded - CDBG	0	0	0	0	5
Number of Grants - CDBG	0	0	0	0	20
Amount Loan - CDBG	0	0	0	0	\$ 90,000
Amount Repaid - CDBG	0	0	0	\$ 36,000	\$ 36,000
Number of Loans Funded - RDA	11	10	9	0	0
Number of Grants - RDA	26	15	15	0	0
Amount Loan - RDA	\$ 198,000	\$ 180,000	\$ 153,000	0	0
Amount Repaid - RDA	\$ 73,755	\$ 63,652	\$ 34,183	0	0



**COMMUNITY DEVELOPMENT - 4600 HOUSING PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	68,247.34	49,592.92	33,575.68	639,787.00	74,295.00	68,735.00
Contract Services	1,467,505.92	1,583,114.31	1,831,140.69	696,088.00	50,157.00	38,310.00
Office Expense	0.00	14.54	50.00	2,350.00	50.00	300.00
Meeting Expense	0.00	0.00	0.00	500.00	50.00	500.00
Special Department	592.66	443.77	397.79	155,598.00	2,770.00	8,276.00
Other Operating	160.00	194.54	160.00	5,400.00	220.00	3,020.00
Interdepartmental	0.00	0.00	0.00	23,684.00	0.00	0.00
Capital Outlay	0.00	0.00	0.00	1,995,000.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,536,505.92</b>	<b>\$ 1,633,360.08</b>	<b>\$ 1,865,324.16</b>	<b>\$ 3,518,407.00</b>	<b>\$ 127,542.00</b>	<b>\$ 119,141.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ -	\$ 5,104.16	\$ 30,725.69	\$ 36,413.00	\$ 75,565.00	\$ 55,745.00
1030 Fair Housing	\$ 25,474.92	\$ 32,239.92	\$ 9,672.00	\$ 8,057.00	\$ 8,057.00	\$ 32,240.00
3002 Neighborhood Stabilization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3040 HSG Program*	\$ 1,442,031.00	\$ 1,531,115.00	\$ 1,790,743.00	\$ -	\$ -	\$ -
8010 CDBG Program Inc.	\$ 69,000.00	\$ 64,901.00	\$ 34,183.47	\$ 44,360.00	\$ 43,920.00	\$ 31,156.00

\* 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.

## **DEPARTMENT/DIVISION 4700 - CODE ENFORCEMENT**

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**

#### **Changed Conditions:**

- Change in employee services is due to the reallocation of personnel costs caused by the elimination of the Lakewood Redevelopment Agency.
- Contract services was added to eliminate safety hazards.
- 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 Initiative:**

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

#### **Performance Measures:**

	<b><u>Actual 2008-2009</u></b>	<b><u>Actual 2009-2010</u></b>	<b><u>Actual 2010-2011</u></b>	<b><u>Estimated 2011-2012</u></b>	<b><u>Projected 2012-2013</u></b>
Service Requests Received	1,490	1,422	1,464	1,450	1,450
Service Requests Cleared	1,384	1,327	1,236	1,350	1,350

**COMMUNITY DEVELOPMENT - 4700 CODE ENFORCEMENT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	177,837.16	71,171.35	95,527.55	90,628.00	125,889.00	304,662.00
Contract Services	0.00	0.00	0.00	0.00	800.00	1,500.00
Meeting Expense	0.00	50.00	0.00	200.00	200.00	200.00
Special Department	1,877.34	1,634.28	967.56	933.00	2,200.00	3,523.00
Other Operating	150.00	320.00	277.50	750.00	750.00	750.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 179,864.50</b>	<b>\$ 73,175.63</b>	<b>\$ 96,772.61</b>	<b>\$ 92,511.00</b>	<b>\$ 129,839.00</b>	<b>\$ 310,635.00</b>

**FUNDING SOURCES**

1010	General Fund	\$ 121,662.56	\$ 25,811.31	\$ 39,578.61	\$ 41,446.00	\$ 78,809.00	\$ 257,759.00
1030	CDBG - Current Year	\$ 58,201.94	\$ 47,364.32	\$ 57,194.00	\$ 51,065.00	\$ 51,030.00	\$ 52,876.00

## DEPARTMENT/DIVISION 5000 - ADMINISTRATIVE SERVICES

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, the maximum safety, yield and liquidity, cash in excess of that required to meet current obligations.  
To maintain and operate the 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 a 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.  
To track grants from all sources.

### BUDGET SUMMARY

Significant Detail:	<u>2012-2013</u>		<u>2012-2013</u>	
Contractual Services	\$	70,900	Audits	\$ 36,000
Credit Card/Banking Services	\$	58,000	Graphics & Copy Center	\$ 14,148

#### Changed Conditions:

- Increase in Printing/Reproduction due to additional reports.
- Online utility bill payment was implemented in FY 11-12.

#### Proposed Activities:

- Financial statements will be submitted to the GFOA. "Outstanding Awards" have been received for the past 24 consecutive years.

#### Productivity Initiatives:

- The budget will be closely monitored to ensure adjustments for impacts by the economy.

#### 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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Accounts Payable Invoices	10,801	11,272	11,452	9,874	11,175
Accounts Payable Checks	7,202	7,186	7,218	7,231	7,202
Regular Utility Bills	143,398	143,052	144,749	144,424	144,650
Investment Earnings - City	\$ 1,174,663	\$ 653,888	\$ 42,427	\$ 370,000	\$ 400,000

**ADMINISTRATIVE SERVICES - 5000 FINANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	681,710.90	675,616.93	682,381.02	715,248.00	698,845.00	763,889.00
Contract Services	139,294.12	130,945.45	108,803.97	115,650.00	111,395.00	112,000.00
Office Expense	21,968.39	12,683.65	13,891.67	16,500.00	11,800.00	12,300.00
Meetings Expense	5,484.09	3,893.94	3,026.20	11,000.00	8,000.00	3,100.00
Special Department	85,156.65	67,254.59	64,062.88	64,527.00	65,302.00	66,315.00
Other Operating	1,968.00	2,043.00	2,268.00	2,500.00	2,100.00	2,100.00
Interdepartmental	13,004.16	15,438.37	7,968.35	9,154.00	19,432.00	14,451.00
Capital Outlay	2,406.14	0.00	1,102.99	40,929.00	43,549.00	100,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 950,992.45</b>	<b>\$ 907,875.93</b>	<b>\$ 883,505.08</b>	<b>\$ 975,508.00</b>	<b>\$ 960,423.00</b>	<b>\$ 1,074,155.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 920,626.30	\$ 875,398.38	\$ 860,711.18	\$ 956,115.00	\$ 942,217.00	\$ 1,062,993.00
1030 CDBG Current Year	\$ 30,366.15	\$ 32,477.55	\$ 22,793.90	\$ 19,393.00	\$ 18,206.00	\$ 11,162.00

## DEPARTMENT/DIVISION 5100 - LICENSING AND REVENUE COLLECTION

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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

- Changed Conditions:**
- None.
- 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 is changed to June 30th.
  - All business locations will be inspected each year to determine that each business is licensed.

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Home Occupation Licenses	1,093	1,191	729	851	851
Lakewood Business Locations	1,435	1,658	1,298	1,633	1,633
Contractors and Businesses Outside Lake	1,590	1,640	2,025	2,175	2,175
Total Business License Applications Mailec	4,118	4,489	4,052	4,659	4,659
 Total Business Licenses Issued	 3,470	 3,342	 3,509	 3,599	 3,770
Total Annual Revenue	\$ 462,403	\$ 456,599	\$ 469,595	\$ 500,000	\$ 500,000

**ADMINISTRATIVE SERVICES - 5100 LICENSING AND REVENUE COLLECTION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	87,721.74	93,454.70	88,563.10	87,001.00	89,579.00	91,547.00
Office Expense	132.14	234.23	104.87	250.00	100.00	100.00
Meetings Expense	75.00	68.90	50.00	50.00	50.00	50.00
Special Department	154.43	1,619.02	759.60	500.00	900.00	1,000.00
Interdepartmental	0.00	250.70	0.00	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 88,083.31</b>	<b>\$ 95,627.55</b>	<b>\$ 89,477.57</b>	<b>\$ 87,801.00</b>	<b>\$ 90,629.00</b>	<b>\$ 92,697.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 88,083.31	\$ 95,627.55	\$ 89,477.57	\$ 87,801.00	\$ 90,629.00	\$ 92,697.00
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## DEPARTMENT/DIVISION 5200 - INSURANCE

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>2012-2013</u>			<u>2012-2013</u>
Liability Insurance (CJPIA)	\$	501,184	Property Damage Insurance (CJPIA)	\$	30,000
Worker's Compensation (CJPIA)	\$	188,808	Environmental Liability Insurance	\$	17,500
Earthquake Insurance (CJPIA)	\$	125,000	Employee Bond	\$	5,000
Unemployment Insurance	\$	99,500	EAP	\$	4,500
Retiree Medical	\$	46,200			

#### Changed Conditions:

- The decrease in Other Operating is due to a decline in the exposure of liability claims.

#### Proposed Activities:

- Annual applications for liability, property, and workers' compensation insurance will be completed.
- Bi-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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Liability Program Costs	\$ 1,244,950	\$ 965,748	\$ 537,774	\$ 594,101	\$ 501,184
Property Damage	\$ 28,367	\$ 29,157	\$ 27,741	\$ 29,665	\$ 30,000
Earthquake Insurance	\$ 116,471	\$ 122,371	\$ 109,087	\$ 122,315	\$ 125,000
Workers' Compensation*	\$ 165,745	\$ 221,571	\$ 137,616	\$ 232,646	\$ 188,808
Unemployment Insurance	\$ 14,793	\$ 52,836	\$ 60,122	\$ 99,674	\$ 99,500
Liability Claims	41	36	35	30	30
Workers' Compensation Claims	6	6	13	10	9

\*Includes rebates based on actual experience



**ADMINISTRATIVE SERVICES - 5200 INSURANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Contract Services	530.92	5,333.56	0.00	7,620.00	6,620.00	2,964.00
Office Expenses	0.00	1,749.00	1,782.00	1,800.00	1,949.00	2,000.00
Meeting Expense	0.00	851.66	0.00	600.00	0.00	1,000.00
Other Operating	6,234,646.72	2,083,082.79	1,079,012.27	1,498,763.00	1,559,413.00	1,254,502.00
<b>TOTAL EXPENDITURE</b>	<b>\$ 6,235,177.64</b>	<b>\$ 2,091,017.01</b>	<b>\$ 1,080,794.27</b>	<b>\$ 1,508,783.00</b>	<b>\$ 1,567,982.00</b>	<b>\$ 1,260,466.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,637,393.59	\$ 1,462,659.48	\$ 945,679.24	\$ 1,178,813.00	\$ 1,234,012.00	\$ 1,026,056.00
1070 Retiree Medical Fund	\$ 4,597,784.05	\$ 628,357.53	\$ 135,115.03	\$ 329,970.00	\$ 333,970.00	\$ 234,410.00

## DEPARTMENT/DIVISION 5300 - PARKING CONTROL

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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. (58% 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>2012-2013</u>		<u>2012-2013</u>
Cardinal Tracking Contract Services	\$ 8,627	Vehicle Maintenance	\$ 19,014
Hearing Officer	\$ 2,000		

- Changed Conditions:**
- The amount of street sweeping citations continue to decrease annually.
  - Program cost increased due to vehicle maintenance costs, and other expenses.

- Proposed Activities:**
- 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

- 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.
  - Implement online citation payments to improve revenue collection.
  - Implement online citation appeals to improve customer service.

**Performance Measures:**

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Amount Collected	\$ 863,178	\$ 703,711	\$ 583,571	\$ 515,000	\$ 515,000
Number of Citations Issued (Includes Warnings)	33,520	29,561	22,428	24,000	24,000
Administrative Towing Fees	\$ 31,122	\$ 30,713	\$ 40,397	\$ 30,000	\$ 30,000
Number of Service Requests Handled	996	1,085	1,170	1,065	1,050
Number of Vehicles Towed (By the City)	67	45	58	50	60

**ADMINISTRATIVE SERVICES - 5300 PARKING CONTROL**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	422,870.12	464,567.27	470,506.78	479,394.00	480,264.00	524,622.00
Contract Services	11,354.48	7,249.78	11,523.43	11,377.00	10,650.00	10,977.00
Meetings Expense	1,040.86	1,347.95	559.00	0.00	0.00	650.00
Special Department	5,030.47	5,116.35	4,070.91	6,970.00	6,947.00	5,920.00
Other Operating	100.00	125.00	125.00	125.00	125.00	125.00
Interdepartmental	26,717.16	16,470.73	14,466.21	13,364.00	14,472.00	17,889.00
Capital Outlay	0.00	0.00	457.26	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 467,113.09</b>	<b>\$ 494,877.08</b>	<b>\$ 501,708.59</b>	<b>\$ 511,230.00</b>	<b>\$ 512,458.00</b>	<b>\$ 560,183.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 467,113.09	\$ 494,877.08	\$ 501,708.59	\$ 511,230.00	\$ 512,458.00	\$ 560,183.00
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## DEPARTMENT/DIVISION 5400 - PURCHASING AND STORES

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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>2012-2013</u></b>		<b><u>2012-2013</u></b>
Office Equipment Maintenance	\$ 15,000	Vehicle Maintenance	\$ 3,951

**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 from City departments.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Purchase Orders Issued	3,838	3,900	3,565	3,500	3,500
Warehouse Stock Items (On hand)	711	709	709	700	709
Revenue - Surplus Property	\$ 1,283	\$ 8,782	\$ 9,276	\$ 9,000	\$ 5,000

**ADMINISTRATIVE SERVICES - 5400 PURCHASING AND STORES**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	273,268.06	296,526.34	303,691.70	301,110.00	251,301.00	259,573.00
Facilities Expense	460.00	585.43	120.73	600.00	0.00	300.00
Office Expense	7,417.90	9,092.69	10,709.21	15,700.00	10,700.00	16,700.00
Meetings Expense	50.00	20.00	0.00	250.00	100.00	300.00
Special Department	4,439.88	4,385.88	4,147.59	5,140.00	4,675.00	4,590.00
Other Operating	230.00	230.00	230.00	230.00	310.00	310.00
Interdepartmental	2,966.80	7,695.93	2,015.65	2,917.00	1,251.00	3,429.00
Capital Outlay	0.00	0.00	11.43	400.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 288,832.64</b>	<b>\$ 318,536.27</b>	<b>\$ 320,926.31</b>	<b>\$ 326,347.00</b>	<b>\$ 268,337.00</b>	<b>\$ 285,202.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 288,832.64	\$ 318,536.27	\$ 320,926.31	\$ 326,347.00	\$ 268,337.00	\$ 285,202.00
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## DEPARTMENT/DIVISION 6000 - ENGINEERING AND ADMINISTRATION

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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.

### 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Professional Services	\$ 105,500	Communications	\$ 40,000
Consulting Services	\$ 112,900	Permit Fees NPDES	\$ 32,417
Graphics & Copy Cener	\$ 11,353	Vehicle/Equipment Maintenance	\$ 11,032

**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 services 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.

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Street Clean-up	9	6	11	5	10
Hazardous Waste Clean-up	7	21	10	13	12
Catch Basin Clean-up	13	18	11	14	12
Total Service Requests Received	673	678	502	450	450

**PUBLIC WORKS - 6000 ENGINEERING AND ADMINISTRATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	545,603.90	569,392.04	589,373.04	594,614.00	607,623.00	547,950.00
Contract Services	119,528.45	116,658.09	195,988.15	231,400.00	231,400.00	230,900.00
Facilities Expense	41,790.28	44,941.13	42,149.97	51,482.00	42,353.00	40,000.00
Office Expense	2,125.10	1,376.42	1,138.80	2,250.00	2,250.00	2,000.00
Meetings Expense	6,516.71	8,669.47	9,857.85	8,200.00	9,290.00	8,550.00
Special Department	22,399.53	21,080.19	21,131.78	28,355.00	36,141.00	36,522.00
Other Operating	948.75	10,963.75	5,630.15	11,754.00	11,805.00	11,930.00
Interdepartmental	25,597.25	21,077.43	22,325.96	20,064.00	17,426.00	22,561.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 764,509.97</b>	<b>\$ 794,158.52</b>	<b>\$ 887,595.70</b>	<b>\$ 948,119.00</b>	<b>\$ 958,288.00</b>	<b>\$ 900,413.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 741,534.39	\$ 768,511.65	\$ 856,470.88	\$ 924,296.00	\$ 935,192.00	\$ 642,874.00
1030 CDBG Current Year	\$ 22,975.58	\$ 25,646.87	\$ 31,124.82	\$ 23,823.00	\$ 23,096.00	\$ -
3060 Prop A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,134.00
3070 Prop C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,405.00

## DEPARTMENT/DIVISION 6100 - SOLID WASTE MANAGEMENT

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.

### 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 - AB939  
To comply with the regulations of AB 341 - Mandatory Commercial Recycling.

### BUDGET SUMMARY

Significant Detail:	<u>2012-2013</u>		<u>2012-2013</u>
Collection Services	\$ 4,287,571	Litter Reduction Program	\$ 21,198
		Used Oil	\$ 23,512

#### 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 residential paper shredding event.
- Continue specialized recycling programs such as greenwaste, concrete and (various) paper from City facilities.
- Continue to administer grants for used oil and beverage container collection program.
- Continue to monitor the commercial and multi-family residential recycling program with 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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Residential to SERRF	27,909	19,227	7,273	9,500	9,500
Residential Trash	6,413	10,296	14,141	7,450	7,450
Commercial Tonnage	16,043	16,868	23,190	15,414	14,500
All other Disposal*	14,100	56,273	57,000	57,000	57,000
Residential Recycling	0	3,348	7,035	7,100	7,150
Residential Greenwaste	0	3,266	11,931	9,500	9,800
Additional Trash Cart Requests	0	500	269	190	190
Additional Recycle Cart Requests	0	463	297	160	175
Total Disposal	64,465	110,241	121,136	106,314	105,765

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



**PUBLIC WORKS - 6100 SOLID WASTE MANAGEMENT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	157,898.49	147,114.02	175,075.38	186,298.00	186,822.00	259,131.00
Contract Services	4,025,867.94	4,123,929.43	4,242,494.32	4,362,145.00	4,341,997.00	4,438,439.00
Office Expense	29,053.80	0.00	29.46	750.00	750.00	250.00
Meetings Expense	232.85	150.00	145.00	2,500.00	2,500.00	2,500.00
Special Department	12,338.74	4,878.18	32,168.24	47,210.00	22,881.00	44,860.00
Other Operating	0.00	0.00	0.00	15,000.00	15,000.00	2,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,225,391.82</b>	<b>\$ 4,276,071.63</b>	<b>\$ 4,449,912.40</b>	<b>\$ 4,613,903.00</b>	<b>\$ 4,569,950.00</b>	<b>\$ 4,747,180.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 4,209,920.88	\$ 4,271,867.96	\$ 4,417,288.43	\$ 4,573,766.00	\$ 4,542,097.00	\$ 4,701,268.00
1600 Litter Reduction	\$ 7,749.94	\$ 1,735.17	\$ 1,286.38	\$ 5,000.00	\$ 10,200.00	\$ 22,200.00
1630 Used Oil Grant	\$ 39.93	\$ 2,033.50	\$ 19,185.09	\$ 35,137.00	\$ 17,653.00	\$ 23,712.00
1640 Beverage Container Grant	\$ 7,681.07	\$ 435.00	\$ 12,152.50	\$ -	\$ -	\$ -

## DEPARTMENT/DIVISION 6200 - ANIMAL CONTROL

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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.

### 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contract Services	\$ 297,161	Professional Services	\$ 2,500

#### **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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Number of Dogs Licensed	7,774	9,263	9,498	9,300	9,350
Service Calls Handled by SEAACA	3,791	3,711	4,262	3,675	3,700
Service Requests Handled by Lakewood	134	86	62	45	50
Dogs Returned to Their Owners	130	121	121	105	110
Cats Returned to Their Owners	17	55	55	15	20
Dogs Placed in New Homes	123	110	148	114	120
Cats Placed in new Homes	58	35	55	61	50

**PUBLIC WORKS - 6200 ANIMAL CONTROL**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	4,990.54	5,267.48	5,320.32	5,446.00	5,557.00	5,598.00
Contract Services	190,959.00	260,453.00	269,757.00	288,245.00	285,510.00	299,661.00
Special Department	51.55	51.33	49.20	51.00	50.00	51.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 196,001.09</b>	<b>\$ 265,771.81</b>	<b>\$ 275,126.52</b>	<b>\$ 293,742.00</b>	<b>\$ 291,117.00</b>	<b>\$ 305,310.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 196,001.09	\$ 265,771.81	\$ 275,126.52	\$ 293,742.00	\$ 291,117.00	\$ 305,310.00
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## DEPARTMENT/DIVISION 6300 - BUILDING MAINTENANCE

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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.

### 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 the 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>2012-2013</u>		<u>2012-2013</u>
Utilities (Electric/Gas/Water)	\$ 147,850	Contract Services	\$ 35,000
Street Banner Program	\$ 40,000	Fire/Security Alarm Contract	\$ 34,000
Vehicle/Equipment Maintenance	\$ 38,403	Building Maintenance	\$ 21,500
		HVAC Maintenance and Repair	\$ 18,000

#### Changed Conditions:

- The change in Fire/Security expense reflects the increase of the upgrade of CCTV Security System.
- The change in contract services reflects decreasing electrical infrastructure repairs.
- The change in Facilities Expense reflects projected decrease 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.

#### Performance Measures:

- 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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Work Orders Completed	481	500	569	634	761

**PUBLIC WORKS - 6300 BUILDING MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	497,063.52	512,978.99	517,139.22	520,383.00	515,594.00	537,465.00
Contract Services	77,451.24	77,515.61	87,495.74	98,300.00	100,550.00	94,400.00
Facilities Expense	182,842.11	169,069.60	178,920.62	190,229.00	174,887.00	172,165.00
Office Expense	908.11	300.09	571.11	500.00	636.00	500.00
Meetings Expense	0.00	0.00	12.00	0.00	0.00	0.00
Special Department	60,751.20	63,059.71	63,920.08	72,767.00	68,947.00	68,857.00
Other Operating	350.00	252.80	83.68	500.00	242.00	500.00
Interdepartmental	41,148.17	33,987.40	50,467.27	43,266.00	49,844.00	41,647.00
Capital Outlay	1,247.04	0.00	4,046.15	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 861,761.39</b>	<b>\$ 857,164.20</b>	<b>\$ 902,655.87</b>	<b>\$ 925,945.00</b>	<b>\$ 910,700.00</b>	<b>\$ 915,534.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 861,761.39	\$ 857,164.20	\$ 902,655.87	\$ 925,945.00	\$ 910,700.00	\$ 915,534.00
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## DEPARTMENT/DIVISION 6400/6470/6475 - PARK MAINTENANCE

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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.

### PROGRAMS AND FUNCTIONS

To administer service contracts for HVAC, elevator, security, roof warranty, electrical and fire 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Security Contract	\$ 66,000	HVAC Maintenance	\$ 26,000
Special Department (Parks & Pools)	\$ 39,668	Capital Equipment	\$ 20,000
Facilities Expense	\$ 32,300	Contract Services	\$ 17,400

#### **Changed Conditions:**

- Capital Equipment replacement is budgeted on a priority basis.
- The change in Contract Services is due to Boyar Park security system upgrades and full year operation.
- Change in special department reflects decreased chemical usage at two swimming pools.
- Change in Facility Expense reflects reduction of vendor parts and supplies.

#### **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:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Work Orders Completed	1,487	1,420	2,535	2,741	2,800

**PUBLIC WORKS - 6400 PARK MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	842,874.54	869,944.41	851,274.50	888,084.00	913,498.00	906,221.00
Contract Services	89,950.55	103,521.50	130,234.06	131,200.00	131,200.00	119,708.00
Facilities Expense	29,361.18	30,411.40	35,017.07	36,000.00	36,000.00	32,300.00
Special Department	59,808.87	48,430.47	53,684.18	70,182.00	70,162.00	55,350.00
Interdepartmental	33,516.75	19,881.84	24,083.93	26,079.00	26,311.00	25,325.00
Capital Outlay	44,373.41	46,992.31	40,052.00	73,927.00	50,150.00	20,000.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,099,885.30</u></b>	<b><u>\$ 1,119,181.93</u></b>	<b><u>\$ 1,134,345.74</u></b>	<b><u>\$ 1,225,472.00</u></b>	<b><u>\$ 1,227,321.00</u></b>	<b><u>\$ 1,158,904.00</u></b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,099,885.30	\$ 1,119,181.93	\$ 1,134,345.74	\$ 1,225,472.00	\$ 1,227,321.00	\$ 1,158,904.00
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## DEPARTMENT/DIVISION 6500 - GRAFFITI REMOVAL

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The purpose of this activity is to remove graffiti from all City-owned buildings and private structures. Residents, business owners, and staff members are encouraged to report graffiti visible on public and private property.

### PROGRAMS AND FUNCTIONS

To remove graffiti from City-owned buildings and facilities.

To respond to all requests to remove graffiti identified 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.

### BUDGET SUMMARY

Significant Detail:	<u>2012-2013</u>		<u>2012-2013</u>
Special Supplies	\$ 6,000	Vehicle/Equipment Maintenance	\$ 10,371

**Changed Conditions:** - None.

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

### **Performance Measures:**

	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-2013</u>
<u>Number of Service Requests Received:</u>					
Private Property	515	311	215	235	240
Public Right of Way	492	376	371	293	300
<u>Number of Work Orders Received:</u>					
Graffiti Removal on City Facilities	26	15	19	12	15



**PUBLIC WORKS - 6500 GRAFFITI REMOVAL**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	100,243.01	102,290.07	104,845.37	104,956.00	108,425.00	110,985.00
Special Department	6,851.48	5,275.84	5,772.84	6,975.00	6,975.00	6,975.00
Interdepartmental	11,344.28	9,516.70	11,778.49	10,957.00	8,821.00	10,432.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 118,438.77</b>	<b>\$ 117,082.61</b>	<b>\$ 122,396.70</b>	<b>\$ 122,888.00</b>	<b>\$ 124,221.00</b>	<b>\$ 128,392.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 118,438.77	\$ 117,082.61	\$ 122,396.70	\$ 122,888.00	\$ 124,221.00	\$ 128,392.00
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## DEPARTMENT/DIVISION 6600 - HARDSCAPE MAINTENANCE

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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 annual 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.

### BUDGET SUMMARY

Significant Detail:	<u>2012-2013</u>		<u>2012-2013</u>
Hardscape Repair	\$ 200,000	Patching	\$ 60,000

**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 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-2013</u>
Sidewalk Grinding	1,599	384	1,453	2,000	800
Sidewalk Ramping	967	685	338	788	384
Sidewalk Repair – Square Footage	62,776	18,583	24,815	21,680	20,000
Curb/Gutter – Lineal Footage	34,933	3,789	6,121	6,077	6,000
Access Ramps Installed	30	11	2	0	0

**PUBLIC WORKS - 6600 HARDSCAPE MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	67,214.59	53,210.85	138,901.35	135,026.00	140,043.00	141,420.00
Contract Services	237,246.49	229,508.38	133,121.96	259,652.00	260,000.00	260,000.00
Special Department	429.07	292.77	284.64	645.00	644.00	150.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 304,890.15</b>	<b>\$ 283,012.00</b>	<b>\$ 272,307.95</b>	<b>\$ 395,323.00</b>	<b>\$ 400,687.00</b>	<b>\$ 401,570.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 304,890.15	\$ 283,012.00	\$ 272,307.95	\$ 395,323.00	\$ 400,687.00	\$ 401,570.00
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## DEPARTMENT/DIVISION 6700 - TREE MAINTENANCE

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Contract Tree Maintenance	\$ 517,000	Vehicle/Equipment Maintenance	\$ 62,773
Tree Planting	\$ 50,000		

**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:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Contract Trims	6,819	6,718	8,434	7,500	7,500
Tree Plantings	512	238	132	263	260
Tree Removals	268	376	323	265	200
Service Requests	1,270	1,346	1,080	1,000	1,000

**PUBLIC WORKS - 6700 TREE MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	370,625.12	404,616.71	351,950.70	347,868.00	360,898.00	359,376.00
Contract Services	611,594.27	561,180.46	535,992.50	575,000.00	575,000.00	575,000.00
Office Expense	519.56	357.56	500.00	500.00	500.00	500.00
Meetings Expense	0.00	0.00	100.00	200.00	200.00	200.00
Special Department	5,357.28	6,821.39	8,304.85	7,647.00	7,644.00	7,250.00
Other Operating	0.00	669.42	350.00	500.00	500.00	300.00
Interdepartmental	64,473.45	50,210.85	70,875.28	62,773.00	67,586.00	62,061.00
Capital Outlay	1,169.10	1,200.00	1,191.89	1,200.00	1,200.00	1,200.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,053,738.78</u></b>	<b><u>\$ 1,025,056.39</u></b>	<b><u>\$ 969,265.22</u></b>	<b><u>\$ 995,688.00</u></b>	<b><u>\$ 1,013,528.00</u></b>	<b><u>\$ 1,005,887.00</u></b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,053,738.78	\$ 1,025,056.39	\$ 969,265.22	\$ 995,688.00	\$ 1,013,528.00	\$ 1,005,887.00
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## DEPARTMENT/DIVISION 6800 - STREET MAINTENANCE

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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.

### 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Street Sweeping	\$ 632,000	Contractual Services	\$ 60,000
Street Maintenance/Repair	\$ 80,000	Traffic Control	\$ 40,000
Street/Alley Inspection	\$ 60,000	Bridge Repair	\$ 26,000

**Changed Conditions:** - Change in Employee Services is due to the shift to Measure R funding.

**Proposed Activities:**

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

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Curb Number Addresses Painted	10,000	10,000	12,000	12,000	12,000
Streets Overlaid (Sq. Ft.)					
Major	525,000	1,200,000	1,111,380	1,300,000	400,000
Collector	0	0	0	381,000	0
Local	1,113,000	0	792,000	0	852,000
Paving CIP Projects	\$3,400,000	\$1,950,000	\$3,100,000	\$2,800,000	\$2,750,000

**PUBLIC WORKS - 6800 STREET MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	173,518.53	173,668.22	148,406.28	148,017.00	150,348.00	77,147.00
Contract Services	853,325.64	755,655.52	786,351.13	871,000.00	874,000.00	920,000.00
Special Department	889.35	885.68	848.92	882.00	862.00	102.00
Capital Outlay	58,153.04	0.00	0.00	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,085,886.56</b>	<b>\$ 930,209.42</b>	<b>\$ 935,606.33</b>	<b>\$ 1,019,899.00</b>	<b>\$ 1,025,210.00</b>	<b>\$ 997,249.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,085,886.56	\$ 930,209.42	\$ 935,606.33	\$ 1,019,899.00	\$ 1,025,210.00	\$ 997,249.00
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## DEPARTMENT/DIVISION 6810 - TRAFFIC CONTROL

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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>2012-2013</u>		<u>2012-2013</u>
LA County Maintenance	\$ 138,000	Long Beach Maintenance	\$ 10,000
Utilities	\$ 28,000		

#### Changed Conditions:

- Change in Employee Services is due to the shift to Measure R funding.
- With the relinquishment of Lakewood Boulevard by Caltrans, in April 2012, the City becomes responsible for the full cost of traffic signals on Lakewood Boulevard.

#### 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</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Traffic Signal Maintenance Calls	232	183	266	250	250



**PUBLIC WORKS - 6810 TRAFFIC CONTROL**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	0.00	0.00	0.00	0.00	0.00	137,733.00
Contract Services	172,817.02	163,316.55	163,918.81	132,600.00	158,000.00	174,000.00
Facilities Expense	31,475.31	32,839.89	27,649.37	32,162.00	24,471.00	27,920.00
Special Department	0.00	0.00	0.00	0.00	0.00	882.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 204,292.33</b>	<b>\$ 196,156.44</b>	<b>\$ 191,568.18</b>	<b>\$ 164,762.00</b>	<b>\$ 182,471.00</b>	<b>\$ 340,535.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 204,292.33	\$ 196,156.44	\$ 191,568.18	\$ 164,762.00	\$ 182,471.00	\$ 201,920.00
1621 Measure R	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,615.00

## DEPARTMENT/DIVISION 6820 - STREETLIGHTING

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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>2012-2013</u>		<u>2012-2013</u>
CLP Services	\$ 661,000	Edison-owned System	\$ 215,000
Electrical Energy (City-owned)	\$ 300,000		

**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 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-2013</u>
Number of Street Lights					
Edison-owned	1,632	1,633	1,633	1,633	1,633
City-owned	5,540	5,540	5,540	5,540	5,540
Number of Service Requests	152	731	470	260	300
Light Standards Replaced	4	12	8	10	12

**PUBLIC WORKS - 6820 STREET LIGHTING**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	29,151.66	30,104.99	30,959.13	31,129.00	32,074.00	19,941.00
Contract Services	1,105,709.38	1,124,234.83	1,132,087.61	1,216,000.00	1,216,000.00	1,176,000.00
Special Department	148.35	147.73	141.60	147.00	144.00	0.00
Other Operating	0.00	0.00	0.00	2,400.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,135,009.39</b>	<b>\$ 1,154,487.55</b>	<b>\$ 1,163,188.34</b>	<b>\$ 1,249,676.00</b>	<b>\$ 1,248,218.00</b>	<b>\$ 1,195,941.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,135,009.39	\$ 1,154,487.55	\$ 1,163,188.34	\$ 1,249,676.00	\$ 1,248,218.00	\$ 1,195,941.00
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## **DEPARTMENT/DIVISION 7000 - RCS ADMINISTRATION**

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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:**

	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Graphics & Copy Center	\$ 56,847	Credit Card Fees	\$ 20,000
SCE Rights-of-Way Leases	\$ 37,245	Contract Services	\$ 8,000

#### **Changed Conditions:**

- None.

#### **Proposed Activities:**

- Department focus areas to include community volunteer opportunities for youth and adults, facility preservation and park development.
- Coordinate the City's compliance with the Americans with Disabilities Act (ADA) and State Office of Emergency Services (OES).
- Provide employee safety training through the department's Injury and Illness Prevention Program.
- Continue energy conservation measures for electrical, natural gas, and water used at all RCS facilities.
- Incorporate the branding campaign of the California Park & Recreation Society's "Parks Make Life Better!" to promote the value of parks and recreation to Lakewood residents.

#### **Performance Measures:**

Coordinate with the Public Works Department through interdepartmental Facility Preservation Committee, the development of a long-term facility preservation plan.

**RECREATION AND CULTURAL SERVICES - 7000 ADMINISTRATION**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	944,329.16	899,496.59	1,019,559.57	1,088,630.00	1,103,353.00	1,122,478.00
Contract Services	48,013.03	49,688.61	50,794.75	51,995.00	51,756.00	53,145.00
Office Expense	5,882.49	7,429.19	7,225.76	7,800.00	7,800.00	7,500.00
Meetings Expense	3,786.23	4,170.30	3,956.88	4,000.00	4,000.00	4,100.00
Special Department	26,272.14	33,684.95	26,696.46	27,925.00	26,570.00	27,925.00
Other Operating	1,438.93	1,771.60	1,335.00	1,435.00	1,435.00	1,335.00
Interdepartmental	40,212.53	42,951.15	73,222.06	56,955.00	69,864.00	58,851.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,069,934.51</b>	<b>\$ 1,039,192.39</b>	<b>\$ 1,182,790.48</b>	<b>\$ 1,238,740.00</b>	<b>\$ 1,264,778.00</b>	<b>\$ 1,275,334.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,069,934.51	\$ 1,039,192.39	\$ 1,182,790.48	\$ 1,238,740.00	\$ 1,264,778.00	\$ 1,275,334.00
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## DEPARTMENT/DIVISION 7050/7055/7070/7075 - AQUATICS PROGRAMS

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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:	<u>2012-2013</u>		<u>2012-2013</u>
Graphics & Copy Center	\$ 7,272	Junior Guard Program	\$ 5,000

**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:** - Swim achievement cards will be issued to 2,000 qualified swimmers annually.

	<u>Actual 2008-2009</u>	<u>Actual 2009-2010</u>	<u>Actual 2010-2011</u>	<u>Estimated 2011-2012</u>	<u>Projected 2012-13</u>
Instructional Swim					
Attendance	49,000	43,000	35,000	38,000	38,000
Recreational Swim					
Number of Sessions	390	390	390	390	390
Attendance	37,000	36,500	34,000	37,000	38,000
Number of Pool Bookings	88	96	95	95	95
Pool Rental Attendance	8,890	8,730	8,800	8,850	8,800

**RECREATION AND CULTURAL SERVICES - 7050/7055/7070/7075 AQUATICS PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	258,384.27	269,114.88	238,138.85	261,903.00	251,781.00	266,196.00
Contract Services	4,829.23	4,840.10	4,823.21	5,000.00	5,000.00	5,000.00
Facilities Expense	5,544.52	9,200.37	5,331.02	5,355.00	4,694.00	4,635.00
Special Department	9,688.98	7,746.33	11,756.82	9,855.00	9,849.00	9,855.00
Other Operating	2,330.96	2,385.70	2,448.08	2,500.00	3,000.00	2,500.00
Interdepartmental	7,148.04	6,255.56	9,545.54	5,072.00	8,702.00	7,333.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 287,926.00</b>	<b>\$ 299,542.94</b>	<b>\$ 272,043.52</b>	<b>\$ 289,685.00</b>	<b>\$ 283,026.00</b>	<b>\$ 295,519.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 287,926.00	\$ 299,542.94	\$ 272,043.52	\$ 289,685.00	\$ 283,026.00	\$ 295,519.00
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## DEPARTMENT/DIVISION 7150 - CENTRE CONCESSIONAIRE SUPPORT

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Utilities	\$ 78,735	Special Supplies	\$ 13,460
Custodial/Contract Services	\$ 10,500	Building Maintenance Supplies	\$ 12,500
Equipment Maintenance	\$ 13,105		

**Changed Conditions:** - Reduction in Capital Outlay is due to the completion of software project in FY 2011-2012.

**Proposed Activities:**

- Coordinate marketing with concessionaire to identify and implement marketing opportunities.
- Work with concessionaire on maximizing use of event software to optimize communications regarding customer requests for services such as room setup.

### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Catered Events	469	357	380	400	450
Catered Attendance	57,926	35,490	38,240	40,000	45,000
Gross Rent for Concessionaire	\$ 263,146	\$ 178,764	\$ 199,460	\$ 215,000	\$ 244,000



**RECREATION AND CULTURAL SERVICES - 7150 CENTRE CONCESSIONAIRE SUPPORT**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	192,943.42	208,453.87	217,107.77	206,135.00	199,734.00	222,195.00
Contract Services	20,546.72	23,008.99	25,381.75	17,220.00	17,220.00	23,367.00
Facilities Expense	100,580.74	99,740.62	91,714.07	95,684.00	94,160.00	91,235.00
Office Expense	886.68	1,111.48	1,181.54	1,200.00	1,200.00	1,200.00
Meetings Expense	813.47	667.52	990.08	1,000.00	1,000.00	1,000.00
Special Department	20,637.99	30,434.58	28,161.60	32,158.00	30,934.00	29,553.00
Interdepartmental	3,321.70	2,627.44	2,540.42	2,325.00	6,786.00	3,711.00
Capital Outlay	0.00	0.00	0.00	28,547.00	28,547.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 339,730.72</b>	<b>\$ 366,044.50</b>	<b>\$ 367,077.23</b>	<b>\$ 384,269.00</b>	<b>\$ 379,581.00</b>	<b>\$ 372,261.00</b>

**FUNDING SOURCES**

1050 Community Facility	\$ 339,730.72	\$ 366,044.50	\$ 367,077.23	\$ 384,269.00	\$ 379,581.00	\$ 372,261.00
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## DEPARTMENT/DIVISION 7155 - CENTRE FACILITY OPERATIONS

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Utilities	\$ 82,433	Custodial/Contract Services	\$ 64,115

**Changed Conditions:** - Increase in contract services is due to budget reallocation.

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

**Productivity Initiative:** - Training and implementation of scheduling event software will provide for a more effective planning and of meeting and banquet operations.

### **Performance Measures:**

	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Projected</u></b>
	<b><u>2008-2009</u></b>	<b><u>2009-2010</u></b>	<b><u>2010-2011</u></b>	<b><u>2011-2012</u></b>	<b><u>2012-2013</u></b>
Non-catered Events	938	519	667	700	700
Non-catered Attendance	13,500	8,144	10,364	10,500	10,500

**RECREATION AND CULTURAL SERVICES - 7155 CENTRE FACILITY OPERATIONS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	136,489.53	139,728.72	154,210.88	146,600.00	166,572.00	152,384.00
Contract Services	59,802.95	72,233.72	73,048.11	59,215.00	59,215.00	77,115.00
Facilities Expense	60,300.10	51,418.73	47,209.75	49,327.00	49,381.00	47,235.00
Office Expense	320.16	220.86	208.90	200.00	200.00	200.00
Meetings Expense	3,380.86	4,979.32	5,204.62	5,000.00	5,000.00	5,000.00
Special Department	2,335.08	4,307.86	4,163.48	4,322.00	4,304.00	4,322.00
Other Operating	0.00	78.99	0.00	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 262,628.68</b>	<b>\$ 272,968.20</b>	<b>\$ 284,045.74</b>	<b>\$ 264,664.00</b>	<b>\$ 284,672.00</b>	<b>\$ 286,256.00</b>

**FUNDING SOURCES**

1050 Community Facility Fund	\$ 262,628.68	\$ 272,968.20	\$ 284,045.74	\$ 264,664.00	\$ 284,672.00	\$ 286,256.00
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## DEPARTMENT/DIVISION 7200/2160 - TRANSIT

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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

### BUDGET SUMMARY

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Equipment Maintenance	\$ 141,806	DASH/City Communication System	\$ 3,985
Bus Rental	\$ 50,000	Contractual Services	\$ 3,944

#### **Changed Conditions:**

- Change in interdepartmental due to reallocation of printing/reproduction costs and vehicle maintenance costs.
- Change in facilities expense due to change in communications 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.
- Provide quarterly safety training for DASH drivers.

#### **Performance Measures:**

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

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Number Clients Transported per Mile	9.2	9.47	9.5	9.5	9.5
Number Individual Rides	12,500	12,000	13,500	13,500	13,500
Number Active Participants	1,193	1,313	1,400	1,400	1,400
Number Round Trip Rides	19,449	19,359	21,000	21,000	21,000

**RECREATION AND CULTURAL SERVICES - 7200/2160 TRANSIT PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	441,529.57	474,986.46	489,991.04	440,629.00	481,037.00	507,317.00
Contract Services	45,336.32	50,537.80	44,573.10	55,944.00	58,944.00	53,944.00
Facilities Expense	14,748.97	15,104.79	11,448.52	13,686.00	10,151.00	7,710.00
Special Department	11,252.28	19,105.18	12,228.27	14,283.00	13,232.00	12,283.00
Other Operating	1,217.13	1,329.45	1,428.08	1,600.00	1,889.00	1,889.00
Interdepartmental	146,432.45	121,207.72	161,837.29	170,419.00	148,491.00	143,063.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 660,516.72</b>	<b>\$ 682,271.40</b>	<b>\$ 721,506.30</b>	<b>\$ 696,561.00</b>	<b>\$ 713,744.00</b>	<b>\$ 726,206.00</b>

**FUNDING SOURCES**

3060 Transit - Prop A Fund	\$ 538,232.03	\$ 583,774.52	\$ 635,050.41	\$ 591,832.00	\$ 611,069.00	\$ -
3070 Transit - Prop C Fund	\$ 71,767.47	\$ 46,833.80	\$ 42,359.10	\$ 47,000.00	\$ 50,000.00	\$ 673,457.00
3060 Transit - Prop A Fund-2160	\$ 50,517.22	\$ 51,663.08	\$ 44,096.79	\$ 57,729.00	\$ 52,675.00	\$ 52,749.00

## DEPARTMENT/DIVISION 7250 -EMERGENCY PREPAREDNESS

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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>2012-2013</u>		<u>2012-2013</u>
Communication Equipment	\$ 18,905	Special Supplies	\$ 11,990

#### Changed Conditions:

- Change in interdepartmental due to reallocation of printing/reproduction costs and vehicle maintenance costs.
- Change in special supplies due to AED support and maintenance and change in Red Cross certification costs.
- Change in facilities expense due to change in Communications.
- Change in contract services due to increase in Area E membership fee.

#### 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.
- 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</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Number of Participants:					
Emergency Preparedness					
Training	170	174	176	175	175
CPR	207	211	215	75	215
Survive for 7	52	54	65	65	65
CERT	67	79	48	50	50

**RECREATION AND CULTURAL SERVICES - 7250 EMERGENCY PREPAREDNESS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	80,118.40	83,049.83	84,430.09	85,598.00	84,952.00	89,078.00
Contract Services	3,388.15	3,402.00	3,320.00	3,500.00	3,500.00	4,300.00
Facilities Expense	22,742.87	20,556.13	21,523.72	24,533.00	22,374.00	11,325.00
Office Expense	141.93	148.22	50.47	150.00	150.00	0.00
Meetings Expense	240.67	212.17	88.89	250.00	250.00	0.00
Special Department	5,291.99	5,633.00	5,542.08	7,325.00	7,614.00	12,900.00
Other Operating	2,550.00	2,684.41	2,582.85	2,745.00	2,745.00	2,745.00
Interdepartmental	3,226.20	3,501.54	5,587.86	4,205.00	1,410.00	4,484.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 117,700.21</b>	<b>\$ 119,187.30</b>	<b>\$ 123,125.96</b>	<b>\$ 128,306.00</b>	<b>\$ 122,995.00</b>	<b>\$ 124,832.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 117,700.21	\$ 119,187.30	\$ 123,125.96	\$ 128,306.00	\$ 122,995.00	\$ 124,832.00
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## DEPARTMENT/DIVISION 7300/7380/7385 - HUMAN SERVICES PROGRAMS

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>2012-2013</u>		<u>2012-2013</u>
Utilities	\$ 75,195	Pathways Volunteer Hospice	\$ 9,000
Trips - Youths and Adults	\$ 19,000	Community Family Guidance Center	\$ 9,000
Graphics & Copy Center	\$ 11,963	Human Services Association	\$ 4,500
Meals on Wheels	\$ 10,500		

#### Changed Conditions:

- Change in facilities expense due to change in utilities cost.
- Change in interdepartmental due to reallocation of printing/reproduction costs.

#### Proposed Activities:

- To conduct an Older Adult Interest Survey.
- To evaluate the impact that Adult Day Health Center closures will have on senior center and community center programming.

#### 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.
- Participate in the Great California ShakeOut annual exercise.

#### Performance Measures:

- Provide emergency assistance to 280 families.
- Provide in-kind services to Meals on Wheels and Human Service Association that service over 47,000 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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Burns Center Visitors/Clients	86,734	82,424	81,722	80,000	80,000
Weingart Senior Center	53,049	54,128	56,348	57,000	57,000
Volunteer Hours	48,521	43,545	49,302	46,000	46,000



**RECREATION AND CULTURAL SERVICES - 7300/7380/7385 HUMAN SERVICES PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	420,020.67	441,647.34	453,820.47	434,149.00	453,029.00	479,152.00
Contract Services	48,774.49	42,641.34	49,502.03	43,270.00	43,270.00	44,200.00
Facilities Expense	89,541.00	87,142.91	89,930.86	99,507.00	91,681.00	84,290.00
Office Expense	2,990.35	3,022.75	2,979.99	3,210.00	3,210.00	3,110.00
Meetings Expense	940.00	1,764.22	1,516.47	1,545.00	945.00	1,545.00
Special Department	44,531.33	47,261.40	36,903.72	37,000.00	36,866.00	35,950.00
Other Operating	665.00	728.91	678.00	700.00	680.00	700.00
Interdepartmental	5,819.35	7,031.26	21,728.93	50,347.00	9,733.00	12,063.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 613,282.19</b>	<b>\$ 631,240.13</b>	<b>\$ 657,060.47</b>	<b>\$ 669,728.00</b>	<b>\$ 639,414.00</b>	<b>\$ 661,010.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 571,015.19	\$ 594,759.13	\$ 613,560.47	\$ 633,493.00	\$ 607,344.00	\$ 628,010.00
1030 CDBG	\$ 42,267.00	\$ 36,481.00	\$ 43,500.00	\$ 36,235.00	\$ 32,070.00	\$ 33,000.00

## DEPARTMENT/DIVISION 7350 - PARKS PROGRAMS

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 field parks and community centers.
- To train recreation leaders in areas of safety, emergency services, supervision, leadership, and customer service.
- 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>2012-2013</u>		<u>2012-2013</u>
Special Supplies	\$ 52,718	Office Equipment	\$ 5,500
Graphics & Copy Center	\$ 33,989	RCS Staff Uniforms	\$ 4,250

#### Changed Conditions:

- Change in Capital Outlay due to purchase of tables for parks.
- Change in Interdepartmental due to reallocation of printing/reproduction costs.
- Change in Special Department due to purchase of park signs.
- 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
- Provide afterschool 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 to initiate and complete playground improvements at Bloomfield Park.
- Apply for the Playful City USA award offered by the KaBOOM! organization.

#### Performance Measures:

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
After-School Program Participation	30,168	31,000	34,190	34,000	34,000
Picnic Shelter Reservations	847	1,148	1,220	1,100	1,100
Number of Facility Rentals - Buildings	2,057	1,843	1,900	1,900	1,900
Number of Facility Rentals - Fields	4,212	4,386	3,563	4,000	4,000

**RECREATION AND CULTURAL SERVICES - 7350 PARKS PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	1,169,882.33	1,245,643.97	1,293,905.94	1,214,923.00	1,268,433.00	1,380,376.00
Facilities Expense	18,676.57	21,528.46	24,955.48	25,989.00	28,759.00	20,185.00
Special Department	66,635.95	66,293.49	70,340.53	71,478.00	67,324.00	75,774.00
Other Operating	1,481.20	991.75	1,449.65	1,730.00	1,700.00	2,000.00
Interdepartmental	66,622.27	17,546.15	18,165.87	20,401.00	20,441.00	34,275.00
Capital Outlay	422.16	0.00	0.00	7,500.00	7,500.00	10,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,323,720.48</b>	<b>\$ 1,352,003.82</b>	<b>\$ 1,408,817.47</b>	<b>\$ 1,342,021.00</b>	<b>\$ 1,394,157.00</b>	<b>\$ 1,522,610.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,172,804.31	\$ 1,197,569.10	\$ 1,246,766.35	\$ 1,179,962.00	\$ 1,230,862.00	\$ 1,404,379.00
1030 CDBG	\$ 49,463.17	\$ 50,694.08	\$ 53,633.00	\$ 45,551.00	\$ 46,694.00	\$ -
1710 Prop A-Recreation	\$ 101,452.97	\$ 103,740.64	\$ 108,418.12	\$ 116,508.00	\$ 116,601.00	\$ 118,231.00

## DEPARTMENT/DIVISION 7400 - SOCIAL AND CULTURAL PROGRAMS

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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Civic Center Block Party	\$ 68,500	Pan Am Fiesta	\$ 21,175
Summer Day Camp	\$ 51,500	Summer	\$ 13,000
Recreation Catalog	\$ 48,700	Family Programs	
Graphics & Copy Center	\$ 43,679	· Adult Activities	\$ 126,000
Special Supplies	\$ 24,875	· Youth Activities	\$ 85,000
		· Preschool	\$ 46,000

#### **Changed Conditions:**

- Change in Contract Services is due to decrease in contract class participation.
- Change in interdepartmental due to reallocation of printing/reproduction costs.

#### **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.

#### **Productivity Initiatives:**

- Reduce manual registration of recreation classes by promoting eCatalog and providing incentives for registering online.

#### **Performance Measures:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Contract Classes - Number of Classes Offered	1,848	1,942	2,049	1,800	1,900
Contract Classes - Number of Participants	10,678	10,880	10,404	10,200	10,100

**RECREATION AND CULTURAL SERVICES - 7400 SOCIAL AND CULTURAL PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	307,766.76	317,674.12	326,436.28	324,779.00	323,763.00	341,992.00
Contract Services	311,521.12	333,785.35	337,359.72	379,620.00	367,470.00	364,200.00
Office Expense	0.00	48.95	48.95	50.00	50.00	50.00
Meeting Expense	10,814.13	0.00	0.00	0.00	0.00	0.00
Special Department	132,482.04	148,250.66	151,919.72	149,575.00	151,995.00	154,665.00
Other Operating	1,842.88	5,843.48	15,166.09	7,425.00	7,425.00	7,425.00
Interdepartmental	31,402.14	59,187.29	33,118.25	33,578.00	40,699.00	44,046.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 795,829.07</b>	<b>\$ 864,789.85</b>	<b>\$ 864,049.01</b>	<b>\$ 895,027.00</b>	<b>\$ 891,402.00</b>	<b>\$ 912,378.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 795,829.07	\$ 864,789.85	\$ 864,049.01	\$ 895,027.00	\$ 891,402.00	\$ 912,378.00
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## DEPARTMENT/DIVISION 7450 - SPORTS PROGRAMS

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, 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 program.

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 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Special Supplies	\$ 50,000	Hall of Fame	\$ 16,000
Graphics & Copy Center	\$ 23,753		

#### **Changed Conditions:**

- Change in Interdepartmental due to reallocation of printing/reproduction costs.
- Change in special department due to decrease in special supplies spending.

#### **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.

#### **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:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Youth - Number of Teams	277	227	238	235	240
Youth - Number of Participants	3,110	2,514	2,516	2,500	2,600
Lakewood Resident %	59%	73%	73%	73%	75%
Adult - Number of Teams	133	145	123	125	120
Adult - Number of Participants	1,681	2,030	1,722	1,750	1,650

**RECREATION AND CULTURAL SERVICES - 7450 SPORTS PROGRAMS**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	204,162.98	204,339.75	163,926.12	159,141.00	160,324.00	180,921.00
Special Department	71,658.67	70,849.92	78,534.70	83,455.00	79,903.00	78,255.00
Other Operating	950.00	1,105.00	885.00	965.00	1,025.00	1,025.00
Interdepartmental	22,516.35	19,542.22	22,525.22	29,992.00	26,526.00	23,953.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 299,288.00</b>	<b>\$ 295,836.89</b>	<b>\$ 265,871.04</b>	<b>\$ 273,553.00</b>	<b>\$ 267,778.00</b>	<b>\$ 284,154.00</b>

**FUNDING SOURCES**

1010	General Fund	\$ 291,006.90	\$ 281,430.77	\$ 253,417.54	\$ 260,135.00	\$ 257,306.00	\$ 273,374.00
1015	Special Olympics	\$ 2,663.22	\$ 6,769.02	\$ 4,937.59	\$ 2,100.00	\$ 2,554.00	\$ 2,500.00
1710	Prop A Recreation	\$ 5,617.88	\$ 7,637.10	\$ 7,515.91	\$ 11,318.00	\$ 7,918.00	\$ 8,280.00

## DEPARTMENT/DIVISION 7500 - FACILITIES MAINTENANCE

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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, Wiengart 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>2012-2013</u>		<u>2012-2013</u>
Utilities	\$ 54,200	Building Maintenance Supplies	\$ 10,878
Custodial Contract	\$ 24,289	Window Cleaning	\$ 10,500
Special Supplies	\$ 15,150	Vehicle Maintenance	\$ 7,023

#### Changed Conditions:

- Change in interdepartmental due to reallocation of vehicle maintenance costs.
- Change in facilities expense due to change in utility costs.

#### Proposed Activities:

- Review Civic Center landscape for areas of improvement.
- 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>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Number of Plantings by Square Foot for Parks and Facilities	27,579	24,200	25,000	30,461	27,579



**RECREATION AND CULTURAL SERVICES - 7500 FACILITIES MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	462,226.81	498,875.91	506,651.39	503,536.00	475,113.00	462,977.00
Contract Services	33,240.98	33,310.44	33,310.44	34,789.00	34,789.00	34,789.00
Facilities Expense	56,551.13	55,577.99	53,896.44	52,122.00	62,435.00	65,078.00
Office Expense	464.12	474.56	441.06	475.00	475.00	475.00
Meetings Expense	70.00	110.00	100.00	135.00	135.00	135.00
Special Department	16,449.64	15,369.98	15,706.15	16,940.00	16,940.00	16,940.00
Other Operating	1,780.00	1,910.00	1,697.16	2,235.00	2,235.00	2,235.00
Interdepartmental	8,575.98	8,870.70	6,517.97	9,595.00	3,649.00	7,074.00
Capital Outlay	0.00	0.00	212.92	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 579,358.66</b>	<b>\$ 614,499.58</b>	<b>\$ 618,533.53</b>	<b>\$ 619,827.00</b>	<b>\$ 595,771.00</b>	<b>\$ 589,703.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 579,358.66	\$ 614,499.58	\$ 618,533.53	\$ 619,827.00	\$ 595,771.00	\$ 589,703.00
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## DEPARTMENT/DIVISION 7550 - PARKS AND FACILITIES TURF MAINTENANCE

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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:	<u>2012-2013</u>		<u>2012-2013</u>
Mowing Contract	\$ 40,717	Special Supplies	\$ 12,000

**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.
- Renovate turf at Del Valle after summer concert series & turf grass at City Hall.

**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 man-hours and greenwaste
- 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</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
(In Acres)					
Number of Parks & Other Facilities Maintained	187	190	190	190	190
Number of Turf Renovated	11.75	10	11	9	6

**RECREATION AND CULTURAL SERVICES - 7550 PARKS AND FACILITIES TURF MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	343,878.30	380,486.65	373,950.31	364,030.00	383,083.00	426,968.00
Contract Services	40,713.12	40,713.12	40,713.12	40,717.00	40,717.00	40,717.00
Office Expense	640.45	699.80	406.77	700.00	700.00	700.00
Meetings Expense	199.00	150.00	220.00	320.00	320.00	320.00
Special Department	12,474.28	14,740.59	13,656.23	13,730.00	13,730.00	13,730.00
Other Operating	444.60	460.10	380.00	530.00	850.00	530.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 398,349.83</b>	<b>\$ 437,250.26</b>	<b>\$ 429,326.43</b>	<b>\$ 420,027.00</b>	<b>\$ 439,400.00</b>	<b>\$ 482,965.00</b>

**FUNDING SOURCES**

1010 General Fund	\$ 398,349.83	\$ 437,250.26	\$ 429,326.43	\$ 420,027.00	\$ 439,400.00	\$ 482,965.00
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## DEPARTMENT/DIVISION 7600 - PARK MAINTENANCE

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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 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 and 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Vehicle Maintenance	\$ 78,916	Maintenance of Equipment	\$ 1,600

#### **Changed Conditions:**

- Change in facilities expense due to change in utility costs.
- Change in Interdepartmental due to reallocation of vehicle maintenance costs.
- Change in Capital Outlay due to purchase of high-speed buffer and low-speed buffer.

#### **Proposed Activities:**

- Add infield mix at Bloomfield Park Diamond #1 and Boyar #2.
- 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.
- Install manual irrigation system at Boyar #1.

#### **Productivity Initiatives:**

- 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Number of Work Orders Generated on Parks and Facilities	1,200	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	236,250	236,250	28,336	29,922	26,136
	130				

**RECREATION AND CULTURAL SERVICES - 7600 PARK MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	1,265,895.49	1,165,289.22	1,311,249.26	1,347,459.00	1,235,308.00	1,323,560.00
Contract Services	91,956.82	92,550.56	92,480.56	98,677.00	98,677.00	98,677.00
Facilities Expense	664,255.14	698,246.64	689,399.27	726,918.00	682,638.00	713,035.00
Office Expense	422.52	0.00	0.00	0.00	0.00	0.00
Meetings Expense	422.52	0.00	500.00	500.00	500.00	500.00
Special Department	36,117.48	42,507.44	43,122.75	49,508.00	50,133.00	49,128.00
Other Operating	250.00	175.00	444.97	485.00	485.00	485.00
Interdepartmental	66,896.90	80,737.34	103,645.82	117,159.00	71,268.00	79,495.00
Capital Outlay	15,685.54	56,572.86	0.00	0.00	0.00	2,400.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 2,141,902.41</u></b>	<b><u>\$ 2,136,079.06</u></b>	<b><u>\$ 2,240,842.63</u></b>	<b><u>\$ 2,340,706.00</u></b>	<b><u>\$ 2,139,009.00</u></b>	<b><u>\$ 2,267,280.00</u></b>

**FUNDING SOURCES**

1010 General Fund	\$ 2,081,964.25	\$ 2,075,368.72	\$ 2,179,347.24	\$ 2,276,614.00	\$ 2,075,876.00	\$ 2,201,796.00
1710 Prop A-Recreation	\$ 59,515.64	\$ 60,710.34	\$ 61,495.39	\$ 64,092.00	\$ 63,133.00	\$ 65,484.00

## DEPARTMENT/DIVISION 7650/7720/7740 - PARKWAYS AND MEDIANS MAINTENANCE

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>2012-2013</u>		<u>2012-2013</u>
Vehicle Maintenance	\$ 292,488	Contract Median Maintenance	\$ 45,499
Utilities	\$ 263,610	Cerritos Maintenance Agreement	\$ 10,692
Special Supplies	\$ 46,900	Uniforms	\$ 2,500

#### Changed Conditions:

- Change in interdepartmental due to reallocation of vehicle maintenance costs.
- Change in Facilities Expense due to change in utilities costs.
- Capital Outlay includes purchase of walk behind aerator.

#### Proposed Activities:

- Evaluate the water usage on parkways and medians to achieve water conservation.
- Implement a soil 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 Del Amo Avenue, San Anselme and Harvey Way.
- 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 parkways.

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Number of Acres of Turf Renovated	4	2	2	4	4
Number of Irrigation Maintenance Requests	58	114	88	226	271
Number of Bee Removal Requests	222	118	148	175	175

**RECREATION AND CULTURAL SERVICES - 7650/7720/7740 PARKWAYS AND MEDIAN MAINTENANCE**

DESCRIPTION	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	765,060.49	1,003,086.16	448,591.31	918,185.00	965,483.00	1,075,849.00
Contract Services	55,472.24	55,222.24	55,222.24	56,191.00	56,191.00	56,191.00
Office Expense	699.77	699.39	686.72	700.00	700.00	700.00
Meetings Expense	70.00	129.00	70.00	260.00	260.00	260.00
Facilities Expense	176,585.98	210,387.70	222,345.54	236,526.00	278,710.00	263,610.00
Special Department	48,180.90	50,716.54	50,501.56	51,330.00	51,330.00	51,330.00
Other Operating	1,302.00	830.70	1,856.82	1,990.00	1,990.00	1,990.00
Interdepartmental	287,866.41	289,455.75	318,684.16	304,253.00	302,401.00	294,326.00
Capital Outlay	10,283.75	0.00	0.00	10,700.00	10,700.00	8,300.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,345,521.54</u></b>	<b><u>\$ 1,610,527.48</u></b>	<b><u>\$ 1,097,958.35</u></b>	<b><u>\$ 1,580,135.00</u></b>	<b><u>\$ 1,667,765.00</u></b>	<b><u>\$ 1,752,556.00</u></b>

**FUNDING SOURCES**

1010 General Fund	\$ 1,345,521.54	\$ 1,610,527.48	\$ 1,097,958.35	\$ 1,580,135.00	\$ 1,667,765.00	\$ 1,752,556.00
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**WATER UTILITY**

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## DEPARTMENT/DIVISION 8000 - WATER UTILITY ADMINISTRATION

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, and 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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Depreciation/Amortization	\$ 1,317,168	Acquisition of Water Rights	\$ 250,000
Debt Service on Water Revenue Bonds	\$ 815,619	Legal Service	\$ 150,000

- Changed Conditions:**
- The change in Facilities Expense will provide for adjustments in depreciation of the water system.
  - The change in Contract Services delays training sessions for operation of hydraulic model until FY 2014, so model can be updated and calibrated to reflect the water system operations.

- 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Water Revenue Bond Debt Service	\$ 636,482	\$ 813,225	\$ 818,263	\$ 817,538	\$ 815,619
Water Conservation Rebates:					
Water Conservation Devices	N/A	N/A	26	83	125
Turf Removal Projects	N/A	N/A	0	3	10

**WATER RESOURCES DEPARTMENT - 8000 ADMINISTRATION**

DESCRIPTION	FY 2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	195,756.73	198,343.83	251,133.86	256,537.00	261,722.00	287,842.00
Contract Services	120,115.83	335,396.01	209,955.14	352,872.00	257,136.00	307,864.00
Facilities Expense	1,111,077.64	1,183,321.57	1,323,230.62	1,113,457.00	1,112,796.00	1,327,627.00
Office Expense	4,410.20	4,965.10	1,894.31	2,000.00	2,000.00	2,000.00
Meetings Expense	5,255.51	2,231.16	3,645.85	6,840.00	1,187.00	6,260.00
Special Department	418,310.68	598,571.15	634,290.97	677,552.00	657,249.00	692,839.00
Other Operating	319,346.96	297,295.63	266,659.16	229,258.00	228,566.00	206,744.00
Interdepartmental	34,316.50	27,771.16	30,164.34	30,317.00	47,095.00	55,432.00
Capital Outlay	1,065.20	4,378.33	1,909.71	222,225.00	0.00	251,461.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,209,655.25</b>	<b>\$ 2,652,273.94</b>	<b>\$ 2,722,883.96</b>	<b>\$ 2,891,058.00</b>	<b>\$ 2,567,751.00</b>	<b>\$ 3,138,069.00</b>

**FUNDING SOURCES**

7000 Water Rev Bond Debt Svc.	\$ 636,482.53	\$ 813,225.02	\$ 813,856.27	\$ 817,538.00	\$ 818,313.00	\$ 815,619.00
7500 Water Utility Fund	\$ 1,480,861.76	\$ 1,760,031.80	\$ 1,909,027.69	\$ 2,073,520.00	\$ 1,749,438.00	\$ 2,322,450.00
8060 SEWC	\$ 92,310.96	\$ 79,017.12	\$ -	\$ -	\$ -	\$ -

## DEPARTMENT/DIVISION 8100/8200/8300/8400/8500 - WATER UTILITY PRODUCTION

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 operations and maintenance of the City's 11 water wells, 3 pump stations and 1 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.  
To manage and comply with all non-storm water discharge requirements.

### BUDGET SUMMARY

#### Significant Detail:

	<u>2012-2013</u>		<u>2012-2013</u>
Water Replenishment District	\$ 2,037,312	Hazardous Materials Disposal	\$ 110,000
Pumping Electric Power	\$ 500,000	Water Analysis	\$ 53,500
Equipment Operation/Maintenance	\$ 263,645	Vehicle Maintenance	\$ 37,002
Recycled Water Purchase	\$ 235,350	Central Basin Watermaster Svcs.	\$ 30,500
Special Supplies	\$ 216,100	CBMWD Availability Charge	\$ 27,360

#### Changed Conditions:

- The change in Recycled Water Purchase reflects the increase in cost over the next three years for water purchased through agreement with City of Cerritos.

#### 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.
- Conduct tri-annual At-the-Tap monitoring for lead and copper
- Initiate measures to comply with Stage 2 Disinfection By-Products Regulation.

#### 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</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Groundwater Production	8,679 AF	8,207 AF	7,752 AF	7,882 AF	8,200 AF
Long Beach Storage Agreement	0 AF	900 AF	0 AF	0 AF	900 AF
Recycled Water	400 AF	444 AF	439 AF	450 AF	440 AF
Total Production	9,079 AF	9,551 AF	8,191 AF	8,332 AF	9,540 AF
Cross Connection Inspection	39	19	23	10	12
Water Quality Inquiries	139	198	115	142	150
Well 27 Treatment Plant	N/A	N/A	706 AF	539 AF	758 AF

**WATER RESOURCES DEPARTMENT - 8100/8200/8300/8400/8500 PUMPING OPERATIONS**

DESCRIPTION	FY 2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	584,287.40	693,514.77	729,752.20	705,097.00	713,366.00	734,160.00
Contract Services	85,295.16	93,084.74	79,731.87	100,000.00	91,637.00	107,500.00
Facilities Expense	23,096.45	17,424.63	21,086.48	46,930.00	46,020.00	50,140.00
Special Department	218,403.55	275,343.66	397,767.47	588,685.00	586,565.00	592,455.00
Other Operating	1,873,734.78	2,244,293.61	2,256,807.85	2,764,912.00	2,633,689.00	2,772,662.00
Interdepartment	37,166.81	36,196.99	37,642.52	33,542.00	33,306.00	34,641.00
Capital Outlay	10,414.70	9,723.96	1,997.85	17,900.00	17,900.00	25,752.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 2,832,398.85</u></b>	<b><u>\$ 3,369,582.36</u></b>	<b><u>\$ 3,524,786.24</u></b>	<b><u>\$ 4,257,066.00</u></b>	<b><u>\$ 4,122,483.00</u></b>	<b><u>\$ 4,317,310.00</u></b>

**FUNDING SOURCES**

7500 Water Utility Fund	\$ 2,832,398.85	\$ 3,369,582.36	\$ 3,524,786.24	\$ 4,257,066.00	\$ 4,122,483.00	\$ 4,317,310.00
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## **DEPARTMENT/DIVISION 8600/8700/8800 - WATER UTILITY DISTRIBUTION**

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:**

	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Special Supplies	\$ 67,488	Street Repair	\$ 50,000
Capital Equipment	\$ 59,345		

#### **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 traffic safety equipment, various maintenance equipment, a new 3" trash pump, 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 11,000 linear feet of water mains as the ongoing Water Main Replacement Program continues and replace 3 large valves on large transmission water mains.
- Conduct pilot project to study accuracy and availability of no-lead water meters by replacing 200 water meters in a neighborhood.

#### **Productivity Initiatives:**

- 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.

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
New Water Meter Installations	35	62	58	19	30
Fire Hydrants Replaced	9	9	6	9	9
Water Main Leaks Repaired	31	17	15	8	18
Valve Maintenance	3	3	2	17	10

**WATER RESOURCES DEPARTMENT - 8600/8700/8800 WATER UTILITY DISTRIBUTION**

<b>DESCRIPTION</b>	<b>FY 2008-2009 Actual Expenditures</b>	<b>2009-2010 Actual Expenditures</b>	<b>2010-2011 Actual Expenditures</b>	<b>2011-2012 Revised Budget</b>	<b>2011-2012 Projected Actual</b>	<b>2012-2013 Adopted Budget</b>
Employee Services	523,334.12	554,296.76	546,047.50	536,633.00	577,419.00	559,644.00
Contract Services	21,046.00	16,494.33	13,283.02	84,371.00	51,077.00	66,800.00
Special Department	38,642.80	37,745.29	31,413.38	58,267.00	61,922.00	73,205.00
Interdepartmental	93,881.98	89,687.04	91,579.01	84,364.00	76,547.00	87,561.00
Capital Outlay	16,774.37	26,483.45	12,517.54	55,300.00	39,728.00	59,345.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 693,679.27</u></b>	<b><u>\$ 724,706.87</u></b>	<b><u>\$ 694,840.45</u></b>	<b><u>\$ 818,935.00</u></b>	<b><u>\$ 806,693.00</u></b>	<b><u>\$ 846,555.00</u></b>

**FUNDING SOURCES**

7500 Water Utility Fund	\$ 693,679.27	\$ 724,706.87	\$ 694,840.45	\$ 818,935.00	\$ 806,693.00	\$ 846,555.00
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## DEPARTMENT/DIVISION 8900 - WATER UTILITY CUSTOMER SERVICES

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Special Supplies	\$ 33,150	Vehicle/Equipment Maintenance	\$ 5,933

**Changed Conditions:** - Capital 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:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Service Repairs & Replacements	115	73	42	30	55
Preventative Maintenance Service	14	11	1	11	25
New Service Installation	5	7	5	8	5

**WATER RESOURCES DEPARTMENT - 8900 WATER UTILITY CUSTOMER SERVICES**

<b>DESCRIPTION</b>	<b>FY 2008-2009 Actual Expenditures</b>	<b>2009-2010 Actual Expenditures</b>	<b>2010-2011 Actual Expenditures</b>	<b>2011-2012 Revised Budget</b>	<b>2011-2012 Projected Actual</b>	<b>2012-2013 Adopted Budget</b>
Employee Services	615,090.25	615,090.25	615,090.25	617,169.00	647,566.00	639,147.00
Special Department	40,885.61	40,885.61	40,885.61	36,825.00	34,352.00	38,255.00
Interdepartmental	4,349.77	4,349.77	4,349.77	5,987.00	0.00	3,148.00
Capital Outlay	219.75	219.75	219.75	750.00	577.00	750.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 660,545.38</b>	<b>\$ 660,545.38</b>	<b>\$ 660,545.38</b>	<b>\$ 660,731.00</b>	<b>\$ 682,495.00</b>	<b>\$ 681,300.00</b>

**FUNDING SOURCES**

7500 Water Utility Fund	\$ 660,545.38	\$ 660,545.38	\$ 660,545.38	\$ 660,731.00	\$ 682,495.00	\$ 681,300.00
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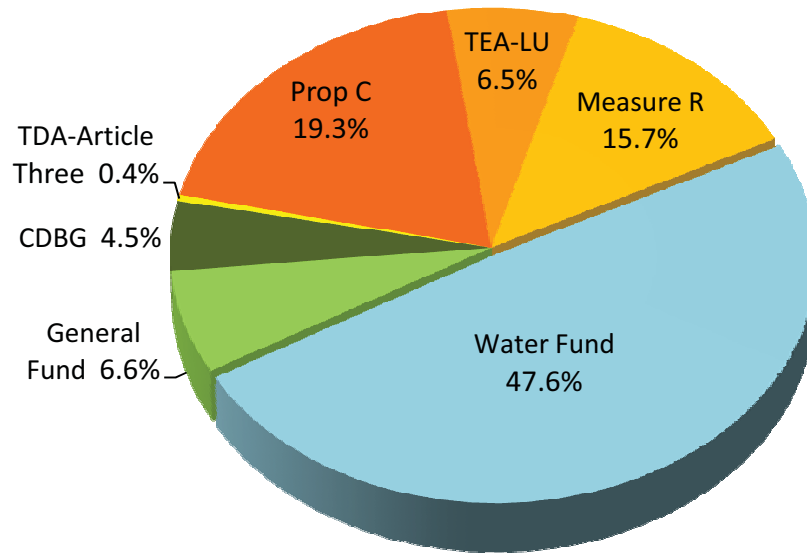


# **CAPITAL IMPROVEMENTS**

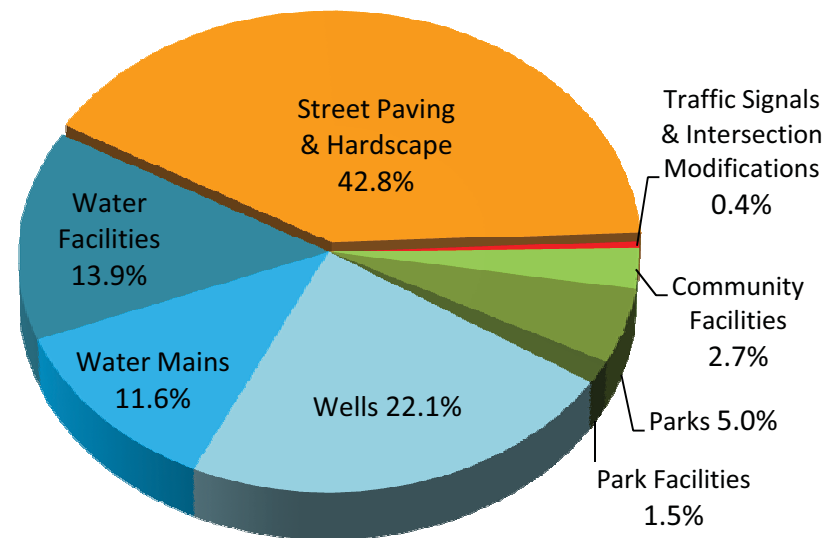
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**\$10,382,898**

**SOURCES OF FUND**



**USES OF FUNDS**



# APPROPRIATION SUMMARY

# CAPITAL IMPROVEMENTS

STREETS & TRANSIT PROJECTS	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget
40021 ADA Public Right of Way (TDA-3)	40,292	40,292	-	-	43,117	43,117
60001 Traffic Signal Modification (HSIP & Prop C)	59,542	59,542	-	-	-	-
60003 Centralia Street Pavement (Prop C)	45,291	42,671	2,620	-	-	-
60004 Traffic Signal Modifications II (TCSP & Prop C)	332,611	301,224	31,387	-	-	-
60009 Pavement - 7 street segments (STPL, Mea. R & Prop C)	3,544,004	2,158,184	1,385,820	1,385,820	-	1,385,820
60010 Traffic Mgmt Center (Measure R)	35,000	35,000	-	-	-	-
60015 Slotted Cross Gutter (Measure R)	50,000	-	50,000	50,000	50,000	100,000
60016 Hardscape (Streets)	200,000	200,000	-	-	200,000	200,000
60017 Traffic Signal Improvement (Measure R)	20,000	20,000	-	-	-	-
60020 Parking Lot Slurry Seal	50,000	50,000	-	-	-	-
60021 Local Street/Alley Resurfacing (Measure R)	769,958	-	769,958	769,958.00	400,979.00	1,170,937.00
60026 Woodruff Ave. Resurfacing ( Prop C)	-	-	-	-	1,200,000	1,200,000
60027 Candlewood Ave. Pavement Maint. (Prop C)	-	-	-	-	200,000	200,000
<b>TOTAL STREET &amp; TRANSIT PROJECTS</b>	<b>\$ 5,146,698</b>	<b>\$ 2,906,913</b>	<b>\$ 2,239,785</b>	<b>\$ 2,205,778</b>	<b>\$ 2,094,096</b>	<b>\$ 4,299,874</b>

# APPROPRIATION SUMMARY

# CAPITAL IMPROVEMENTS

STREETS & TRANSIT PPROJECTS	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget
FUNDING SOURCE						
General Fund	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 200,000	\$ 200,000
<b><u>Grants</u></b>						
TDA-Article 3	40,292	40,292	-	-	43,117	43,117
Prop C	1,678,362	1,078,362	600,000	600,000	1,400,000	2,000,000
Measure R	1,424,962	513,184	911,778	911,778	450,979	1,362,757
STPL/TEA-LU	1,694,000	1,000,000	694,000	694,000	-	694,000
<b><u>Stimulus Funds</u></b>						
Transportation, Community & System Preservation (TCSP)	51,611	17,604	34,007	-	-	-
Highway Safety Improvement Program (HSIP)	7,471	7,471	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 5,146,698</b>	<b>\$ 2,906,913</b>	<b>\$ 2,239,785</b>	<b>\$ 2,205,778</b>	<b>\$ 2,094,096</b>	<b>\$ 4,299,874</b>

**APPROPRIATION SUMMARY****CAPITAL IMPROVEMENTS**

PARKS & FACILITIES PROJECTS	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget
40041 West San Gabriel River Phs III	\$ 117,279	\$ 117,279	\$ -	\$ -	\$ -	\$ -
60018 Hardscape Del Valle then Bolivar	50,238	50,238	-	-	50,000	50,000
70001 Centre: Refurbishments	442,876	155,396	287,480	287,480	-	287,480
70005 Fence Replacement - Parks	20,177	14,000	6,177	6,177	-	6,177
70006 Fire/Security Systems	28,172	28,172	-	-	25,000	25,000
70019 Sports Lighting	30,000	12,530	17,470	-	-	-
70025 Mayfair Pool Renovation	100,000	17,952	82,048	82,048	-	82,048
70027 MonteVerde Lodge Plaster Walls	20,000	-	20,000	20,000.00	-	20,000.00
70040 Bloomfield-Outdoor Revitalization	537,727	60,136	477,591	477,591	-	477,591
70042 Youth Center Roofing	67,300	67,300	-	-	-	-
70043 Nye Library Roofing	97,200	65,000	32,200	-	-	-
70046 Mayfair Park HVAC, Roof and Ducting	30,000	3,150	26,850	26,850	-	26,850

## CAPITAL IMPROVEMENTS

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# APPROPRIATION SUMMARY

# CAPITAL IMPROVEMENTS

PARKS & FACILITIES PROJECTS	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget

## FUNDING SOURCES

General Fund	\$ 647,208	\$ 336,464	\$ 310,744	\$ 145,075	\$ 75,000	\$ 220,075
General Fund - Centre	442,876	155,396	287,480	287,480	-	287,480
<b><u>Grants</u></b>						
CDBG	537,727	60,136	477,591	477,591	-	477,591
Boundless Playground Grant	50,000	50,000	-	-	-	-
Los Angeles County-Knabe	150,000	150,000	-	-	-	-
River Park Grant	93,713	93,713	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,921,524</b>	<b>\$ 845,709</b>	<b>\$ 1,075,815</b>	<b>\$ 910,146</b>	<b>\$ 75,000</b>	<b>\$ 985,146</b>

# APPROPRIATION SUMMARY

# CAPITAL IMPROVEMENTS

WATER RESOURCES PROJECTS	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget
50004 Well #22 Treatment Facility	\$ 2,724,419	\$ 360,000	\$ 2,364,419	\$ 2,364,419	\$ -	\$ 2,364,419
50012 Water Main Replacement - Design	108,869	74,051	34,818	34,818	-	34,818
50021 Plant #13 Rehabilitation Project	1,070,266	-	1,070,266	1,070,266	-	1,070,266
50023 Water Conservation Demonstration Garden	226,454	-	226,454	226,454	-	226,454
50024 Arbor Yard - Building Painting	10,000	1,659	8,341	-	-	-
50025 SCADA System Replacement	60,000	22,463	37,537	37,537	30,000	67,537
50026 Water Main Replacement FY2011-2012	750,719	702,560	48,159	-	-	-
50028 Arbor Yard Solar Array	677,462	677,462	-	-	-	-
50029 Water Main Replacement FY 2012-2013	-	-	-	-	1,206,384	1,206,384
50030 CNG Arbor Yard Compressor	-	-	-	-	90,000	90,000
50031 Hydraulic Model Design Update	-	-	-	-	38,000	38,000
<b>TOTAL WATER RESOURCES PROJECTS</b>	<b>\$ 5,628,189</b>	<b>\$ 1,838,195</b>	<b>\$ 3,789,994</b>	<b>\$ 3,733,494</b>	<b>\$ 1,364,384</b>	<b>\$ 5,097,878</b>
<b>WATER RESOURCES PROJECT FUNDING</b>						
Water Operations Fund	5,628,189	1,838,195	3,789,994	3,733,494	1,364,384	5,097,878
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 5,628,189</b>	<b>\$ 1,838,195</b>	<b>\$ 3,789,994</b>	<b>\$ 3,733,494</b>	<b>\$ 1,364,384</b>	<b>\$ 5,097,878</b>



**APPROPRIATION SUMMARY**
**CAPITAL IMPROVEMENTS**

ALL PROJECTS BY FUNDING SOURCE	FISCAL YEAR 2011-2012			FISCAL YEAR 2012-2013		
	Revised Budget	Projection	Balance	Re-allocated	New Allocation	Adopted Budget
General Fund	\$ 1,340,084	\$ 741,860	\$ 598,224	\$ 432,555	\$ 275,000	\$ 707,555
CDBG	537,727	60,136	477,591	477,591	-	477,591
TDA-Article 3	40,292	40,292	-	-	43,117	43,117
Prop C	1,678,362	1,078,362	600,000	600,000	1,400,000	2,000,000
TEA-LU	1,694,000	1,000,000	694,000	694,000	-	694,000
Boundless Playground Grant	50,000	50,000	-	-	-	-
Los Angeles County-Knabe	150,000	150,000	-	-	-	-
Measure R	1,424,962	513,184	911,778	911,778	450,979	1,362,757
River Park Grant	93,713	93,713	-	-	-	-
Water Operations Fund	5,628,189	1,838,195	3,789,994	3,733,494	1,364,384	5,097,878
<b><u>Stimulus Funds</u></b>						
Transportation, Community & System Preservation (TCSP)	51,611	17,604	34,007	-	-	-
Highway Safety Improvement Program (HSIP)	7,471	7,471	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 12,696,411</b>	<b>5,590,817</b>	<b>7,105,594</b>	<b>\$ 6,849,418</b>	<b>3,533,480</b>	<b>10,382,898</b>

# **INTERNAL SERVICE FUNDS**

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## DEPARTMENT/DIVISION 2450 - GRAPHICS AND COPY CENTER

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 requests.
- 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>2012-2013</u>		<u>2012-2013</u>
Printing Supplies	\$ 49,000	Equipment Rental	\$ 70,000

- Changed Conditions:**
- New paper folder installed.
  - Provides for rental of 17 copiers at City Hall and Print Shop.
  - The Graphics and Copy Center has expanded design services for City departments.
  - Upgrade print shop computer.

- Proposed Activities:**
- The Graphics and Copy Center 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.
  - New black and white printer replaced the 8150 printer in the computer room.
  - Reduction in paper supplies.
  - Anticipate replacement of Legacy equipment

- Productivity Initiatives:**
- The Graphics and Copy Center will continue to improve the use of new digital applications in the fiscal year to increase productivity and reduce output over time.

### **Performance Measures:**

	<u>Actual</u> <u>2008-2009</u>	<u>Actual</u> <u>2009-2010</u>	<u>Actual</u> <u>2010-2011</u>	<u>Estimated</u> <u>2011-2012</u>	<u>Projected</u> <u>2012-2013</u>
Printing Requests	1,123	1,200	1,200	1,300	1,300
Printing Impressions	1,926,389	2,000,000	2,000,000	2,100,000	2,100,000

**ADMINISTRATION - 2450 GRAPHICS AND COPY CENTER**

<b>DESCRIPTION</b>	<b>FY 2008-2009 Actual Expenditures</b>	<b>2009-2010 Actual Expenditures</b>	<b>2010-2011 Actual Expenditures</b>	<b>2011-2012 Revised Budget</b>	<b>2011-2012 Projected Actual</b>	<b>2012-2013 Adopted Budget</b>
Employee Services	244,008.00	253,056.51	258,732.32	254,528.00	265,273.00	267,733.00
Contract Services	71,101.19	70,002.37	75,636.43	80,000.00	85,000.00	78,000.00
Facilities Expense	272.80	298.08	273.31	260.00	195.00	195.00
Office Expense	9.12	0.00	0.00	0.00	0.00	0.00
Special Department	41,074.16	49,408.42	49,123.75	54,300.00	54,064.00	46,750.00
Other Operating	0.00	190.00	0.00	500.00	0.00	0.00
Capital Outlay	<u>3,056.38</u>	<u>0.00</u>	<u>0.00</u>	<u>7,450.00</u>	<u>7,450.00</u>	<u>10,000.00</u>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 359,521.65</u></b>	<b><u>\$ 372,955.38</u></b>	<b><u>\$ 383,765.81</u></b>	<b><u>\$ 397,038.00</u></b>	<b><u>\$ 411,982.00</u></b>	<b><u>\$ 402,678.00</u></b>

**SUMMARY OF GRAPHICS AND COPY CENTER BY SOURCE OF FUNDS**

5010 Graphics & Copy Center Fund	\$ 359,521.65	\$ 372,955.38	\$ 383,765.81	\$ 397,038.00	\$ 411,982.00	\$ 402,678.00
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## DEPARTMENT/DIVISION 4200 - GEOGRAPHIC INFORMATION SYSTEM

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Software Maintenance	\$ 15,375	Contract Services	\$ 10,000
Equipment Maintenance	\$ 2,600	Special Supplies	\$ 3,000

- 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 data, maps, and graphics.
  - 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:**

	<b><u>Actual</u></b> <b><u>2008-2009</u></b>	<b><u>Actual</u></b> <b><u>2009-2010</u></b>	<b><u>Actual</u></b> <b><u>2010-2011</u></b>	<b><u>Estimated</u></b> <b><u>2011-2012</u></b>	<b><u>Projected</u></b> <b><u>2012-2013</u></b>
Number of Goods & Services Provided	6,445	7,796	6,472	5,500	6,000

**COMMUNITY DEVELOPMENT - 4200 GEOGRAPHIC INFORMATION SYSTEM**

<b>DESCRIPTION</b>	<b>FY 2008-2009 Actual Expenditures</b>	<b>2009-2010 Actual Expenditures</b>	<b>2010-2011 Actual Expenditures</b>	<b>2011-2012 Revised Budget</b>	<b>2011-2012 Projected Actual</b>	<b>2012-2013 Adopted Budget</b>
Employee Services	47,052.75	52,610.82	47,785.64	59,212.00	56,208.00	59,933.00
Contract Services	26,006.06	26,903.69	14,093.45	25,375.00	24,500.00	25,375.00
Office Expense	2,387.99	1,881.50	2,193.84	2,600.00	2,100.00	2,600.00
Meetings Expense	1,828.70	1,808.25	1,977.85	2,300.00	2,300.00	2,300.00
Special Department	2,928.09	4,372.66	7,521.35	5,100.00	5,100.00	5,100.00
Other Operating	345.00	100.00	194.00	150.00	150.00	150.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 80,548.59</u></b>	<b><u>\$ 87,676.92</u></b>	<b><u>\$ 73,766.13</u></b>	<b><u>\$ 94,737.00</u></b>	<b><u>\$ 90,358.00</u></b>	<b><u>\$ 95,458.00</u></b>

**SUMMARY OF GEOGRAPHIC INFORMATION SYSTEM BY SOURCE OF FUNDS**

6020 Geographic Info. Systems	\$	80,548.59	\$	87,676.92	\$	73,766.13	\$	94,737.00	\$	90,358.00	\$	95,458.00
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## DEPARTMENT/DIVISION 6900 - FLEET MAINTENANCE

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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

<b>Significant Detail:</b>	<b><u>2012-2013</u></b>		<b><u>2012-2013</u></b>
Gasoline/Natural Gas	\$ 255,000	Contract Services	\$ 31,500
Shop Supplies	\$ 100,000	Equipment Maintenance	\$ 15,961
Vehicle and Equipment Maintenance	\$ 31,000	Equipment Parts/Materials	\$ 15,000

**Changed Conditions:** - No large equipment replacement planned for FY 2013.

**Proposed Activities:**

- Administer vehicle and equipment replacement program.
- Conduct annual vehicle inspections to comply with state mandated emission standards.
- Conduct routine preventive maintenance inspection on all equipment.

### **Performance Measures:**

	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Projected</u></b>
	<b><u>2008-2009</u></b>	<b><u>2009-2010</u></b>	<b><u>2010-2011</u></b>	<b><u>2011-2012</u></b>	<b><u>2012-2013</u></b>
Preventative Maintenance	778	963	806	800	800
Unscheduled Repairs	826	770	985	800	800
Scheduled Repairs	1,226	1,286	1,135	1,150	1,200
Road Calls	43	51	38	35	35
Vehicle Emission Reports to the State	44	23	37	40	40

**PUBLIC WORKS - 6900 FLEET MAINTENANCE**

DESCRIPTION	FY 2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Revised Budget	2011-2012 Projected Actual	2012-2013 Adopted Budget
Employee Services	399,992.94	421,427.54	423,172.18	421,148.00	360,419.00	357,806.00
Contract Services	22,567.47	29,254.55	28,894.63	31,500.00	31,500.00	31,500.00
Facilities Expense	71,973.90	71,267.95	3,774.92	28,154.00	4,869.00	5,635.00
Office Expense	2,930.12	2,904.66	2,027.75	3,250.00	3,250.00	3,250.00
Special Department	398,131.90	348,538.22	424,253.00	431,951.00	419,157.00	431,951.00
Other Operating	4,994.25	4,723.25	4,198.23	5,750.00	4,250.00	5,750.00
Interdepartmental	14,408.75	20,397.97	18,437.35	28,122.00	12,328.00	15,961.00
Capital Outlay	10,113.81	8,453.95	9,407.27	68,000.00	115,819.00	10,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 925,113.14</b>	<b>\$ 906,968.09</b>	<b>\$ 914,165.33</b>	<b>\$ 1,017,875.00</b>	<b>\$ 951,592.00</b>	<b>\$ 861,853.00</b>

**SUMMARY OF FLEET MAINTENANCE BY SOURCE OF FUNDS**

5030 Fleet Maintenance	\$ 925,113.14	\$ 906,968.09	\$ 914,165.33	\$ 1,017,875.00	\$ 845,773.00	\$ 861,853.00
3000 AQMD Fund	\$ -	\$ -	\$ -	\$ -	\$ 105,819.00	\$ -
3060 Transit - Prop A Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**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.

## CITY OF LAKEWOOD

### 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 SUCCESSOR HOUSING 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



# CITY OF LAKEWOOD SUCCESSOR HOUSING AGENCY Investment Policy

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 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**.

1. *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.

2. *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.

3. *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.

4. *Negotiable Certificates of Deposit.* Negotiable certificates of deposit or deposit notes issued by a nationally or state-

## CITY OF LAKEWOOD SUCCESSOR HOUSING AGENCY Investment Policy

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.

*5. 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 (a) or paragraph (b) 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.

*6. 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. See. 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.

*7. 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.

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(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.

*8. State of California's Local Agency Investment Fund.* Investment in LAIF may not exceed the current LAIF limit and should be reviewed periodically.

*9. Los Angeles County Pool.* Investment in the Los Angeles County Pool may not exceed the current pool limits and should be reviewed periodically.

*10. Commercial paper.* Commercial paper of "prime" quality of the highest ranking or of the highest letter and number rating as provided for by a nationally recognized statistical-rating organization. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (a) or paragraph (b):

(a) The entity meets the following criteria:

- (i) Is organized and operating in the United States as a general corporation.
- (ii) Has total assets in excess of five hundred million dollars (\$500,000,000).

(iii) Has debt other than commercial paper, if any, that is rated "A" or higher by a NRSRO.

(b) The entity meets the following criteria: (i) Is organized within the United States as a special purpose corporation, trust, or limited liability company. (ii) Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond. (iii) Has commercial paper that is rated "A-1" or higher, or the equivalent, by a NRSRO.

Purchases of eligible commercial paper may not exceed 25% of the City's portfolio, 270 days maturity nor represent more than 10% of the outstanding paper of an issuing corporation. Additionally, no more than 10% of the City's funds may be invested with a single issuer.

*11. Corporate Notes.* Medium-term notes, defined as all corporate and depository institution debt securities with a maximum remaining maturity of five years or less, issued by corporations organized and operating within the United States or by depository institutions licensed by the United States, or any state and operating within the United States. Medium-term corporate notes shall be rated in a rating category of "A" or its equivalent or better by a NRSRO. Purchase of medium-term notes may not exceed 30% of the City's investment Portfolio. No more than 10% of the City's total investment portfolio may be invested in the debt of any one corporation.

**V. Ineligible Investments**

# **CITY OF LAKEWOOD SUCCESSOR HOUSING AGENCY Investment Policy**

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.

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

## CITY OF LAKEWOOD SUCCESSOR HOUSING AGENCY Investment Policy

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 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%.

# **CITY OF LAKEWOOD SUCCESSOR HOUSING AGENCY Investment Policy**

- 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**

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.

### **PURPOSE**

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**

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 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



## **CITY OF LAKEWOOD**

### **Governmental Fund Balance Policy**

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)
  - Grantors (typically state, federal and other governmental agencies)
  - Contributors
  - Other governments.

## **CITY OF LAKEWOOD**

### **Governmental Fund Balance Policy**

(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
- Capital Projects

##### **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. The CJPIA has historically covered all costs for the city, so the use of these funds is rare and would only be used for very large unpredictable claims. Periodic review of this amount is required to ensure adequate funds are available.

##### **Pension Obligations**

Pension obligations include: CalPERS, California Public Employees' Retirement System; OPEB, other post-employment benefits (retiree health benefit); and PARS, Public Agency Retirement Services.

Every year CalPERS provides an Annual Valuation Report. This report specifies the employer contribution rate for both 'normal cost' and amortized costs, and unfunded liability. Using a weighted amortized cost rate, the unfunded liability attributed to amortized cost is computed. This computed amount is then held as a Committed fund balance in the General Fund.

The funds necessary to cover OPEB obligations is determined by a biennial actuarial as of June 30 every odd

## **CITY OF LAKEWOOD**

### **Governmental Fund Balance Policy**

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 PARS 'normal rate' and the unfunded actuarial liability rate. Using a weighted unfunded actuarial liability rate, the unfunded liability cost is computed, 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. Rate increase of ten percent or greater is unusual, and rate increases mid-year even more so; the use of these funds to offset rate increases would be rarely used and would only provide a bridge to the new higher rate.

#### 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. The city has yet to experience a ten percent drop in revenues; the use of these funds is rare.

#### Capital Projects

The amount for discrete contracts and purchases is limited to the required continuing appropriations or encumbrances for contracts or purchases that required Council approval. These contracts and purchases are discrete in that they are one-time in nature.

#### **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
- Contract Services in Case of Emergency

#### 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. The Assigned amount is the value of the assets before depreciation divided by thirty, which corresponds to the CAFR thirty-year depreciation schedule.

# **CITY OF LAKEWOOD**

## **Governmental Fund Balance Policy**

### Equipment Replacement

These Assigned funds are set aside to for emergency or unexpected replacement of the City's vehicles or equipment. The Assigned amount is the value of the assets before depreciation divided by seven, which corresponds to the CAFR seven-year depreciation schedule.

### Contract Services in Case of Emergency

These Assigned funds are set aside to for contract services necessary to deal with an emergency or unexpected event. The Assigned amount is equivalent to the current one-month costs of the top eight contract services, and one-month lease from the Lakewood Stables.

### **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.