

DISCUSSION PAPER ITEMS
Fiscal Year (FY) 2013-14

as of May 20, 2013

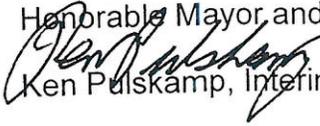
No.	Dept.	Subject	Fiscal Impact	Recurring/ Non-Recurring
1	CITY MANAGER	Opportunities for Ongoing Revenue Enhancements and Budget Efficiencies	200,000	Non-Recurring
2	CITY MANAGER	Elimination of Primary Election	(72,346)	Recurring
3	PRCS	Spring Egg-Stravaganza	6,000	Recurring
4	PRCS	Year Round Aquatics Program	34,569	Recurring
5	POLICE	Security Services for Starlight Bowl	(7,000)	Recurring
6	CITY MANAGER	City Clerk's Office: Unfunded Department Needs Requests	404,000	Recurring/ Non-Recurring
7	PRCS	Burbank on Parade Citywide Support	29,587	Recurring
8	PUBLIC WORKS	Post-Election Measure S Discussion - Sewer & Refuse Assistance Programs	165,240	Non-Recurring*

TOTALS	Recurring	Non-Recurring
General Fund Total	\$ 41,610	\$ 718,440

* Proposed funding includes a three year phase out of the Sewer & Refuse Assistance Programs with a FY 2014-15 impact of \$84,270 and a FY 2015-16 impact of \$42,980



CITY OF BURBANK CITY MANAGER'S OFFICE STAFF REPORT

Date: May 2, 2013
To: Honorable Mayor and Members of the City Council
From:  Ken Pulskamp, Interim City Manager
Subject: **Discussion Paper: Opportunities for Ongoing Revenue Enhancements and Budget Efficiencies**

RECOMMENDATION:

Approve an appropriation of \$200,000 to be used to fund efforts (e.g., studies) to identify and implement processes that achieve revenue enhancements and other budget efficiencies for the City on a recurring basis.

BACKGROUND:

In preparation for Council's consideration of the Fiscal Year (FY) 2013-14 budget, the City Manager is recommending cuts to departments' discretionary budgets by up to 2%. Therefore, as of May 2, 2013, the proposed FY 2013-14 budget before Council is balanced. Looking at the City's five year forecast, the budget maintains a very tentative, positive balance. The maintenance of the ongoing balanced budget requires a commitment from Council and staff to engage in and implement processes that realize greater efficiencies and revenues while being mindful of one-time and recurring costs to the City. Accordingly, staff is proposing an initial investment in evaluating operations throughout the City to highlight areas that can help maintain an ongoing, balanced budget.

DISCUSSION:

Staff has been able to identify some preliminary areas of City operations that would benefit from assessments or evaluations, which includes enlisting the expertise of third party firms and/or utilizing internal resources as appropriate, to highlight budget efficiencies.

The first example is the opportunity to evaluate the City's cost recovery or revenue setting and collecting practices. The City's current cost recovery practices, many of which are not tied to the national consumer price index standard that accounts for inflation, result in the subsidization of various programs, projects and processes which

negatively impact the City's General Fund every year. A third party study of the City's cost recovery practices would identify these areas within the City and facilitate Council's ability to provide policy level direction as to which services, programs and processes should and should not be subsidized by Burbank's taxpayers. Other cities who have performed similar studies and adjusted their practices, per the regulations set forth by Proposition 26 which states that fees set by agencies like local governments cannot exceed the full cost of providing the service, have reported netting up to an estimated \$2 million in recovered costs. In alignment with the City's commitment to community engagement, the requested appropriation could also fund a Citizen Survey that solicits feedback, both pros and cons, from the community about any proposed changes to fees and other cost recovery efforts that would further inform Council's ultimate policy direction.

Additional areas that would benefit from further evaluation are practices within the City's Management Services Department. This department is responsible for a significant amount of the City's internal operations which includes: recruitment, workers compensation, safety, labor relations, risk management and so on. Programmatic reviews and evaluations could result in ongoing process and budget efficiencies which could include a paperless workers compensation process to improved loss control evaluations that further protect the City from unnecessary liability throughout its operations.

Finally, in recognition that eighty percent of the City's budget is attributed to labor costs, it would be beneficial to invest in studies assessing the City's overall employment classification practices. For example, a study evaluating the potential benefits of civilianizing certain positions within the City's safety departments. This study would result in recommendations that would be brought back to the Council for approval. And, of course, staff would collaborate with the City's labor unions on any studies affecting labor such as the above-mentioned example to ensure any new or revised employment practices align with the holistic well-being of the organization, its employees and the community.

FISCAL IMPACT:

Council's approval of staff's recommendation would result in a \$200,000 appropriation of one-time funds from the City's General Fund to support evaluation processes throughout the City. Although the initial appropriation amount impacts the General Fund, the revenue enhancements and budget efficiencies realized would result in monies exceeding the \$200,000 appropriation amount for the General Fund on a recurring basis.

CONCLUSION:

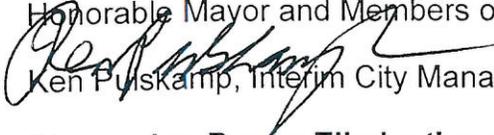
While the proposed budget, as of May 2, 2013, is balanced, ongoing efforts need to be undertaken to ensure the City's recurring budget remains balanced. The proposed budget makes pro-active strides to not only prevent a deficit, but lays out a plan to address the City's unfunded pension liability while only beginning to address the City's

significant infrastructure deficit. As it stands, staff has compiled a comprehensive list of all of the City's projected unfunded capital and infrastructure needs over the next ten years (included within the budget materials provided to Council). The resulting figures total over \$207 million in unfunded high priority needs and an additional \$55 million in low priority needs. While staff continues to seek out grants for applicable projects, the City's overall funding gap for capital continues to grow with each passing fiscal year

As such, it is essential that the City invest in processes that identify and implement practices that achieve recurring revenues which exceed recurring expenses on an ongoing basis. Staff is confident that the City's investment in strategic evaluation practices will realize long term revenue enhancements and budget efficiencies for the City. The City's initial investment is an excellent example of one-time expenses that result in long term rewards for the City and its taxpayers. Therefore, staff recommends Council's approval of the requested appropriation.



CITY OF BURBANK CITY MANAGER'S OFFICE STAFF REPORT

Date: May 2, 2013
To: Honorable Mayor and Members of the City Council
From:  Ken Puuskamp, Interim City Manager
Subject: Discussion Paper: Elimination of the Primary Election

RECOMMENDATION:

Direct staff to bring back the appropriate materials to add a ballot measure for a Charter Amendment to the City's 2015 election that would eliminate the requirement to hold a primary election.

BACKGROUND:

As the City continues to deal with budget challenges, having reduced its budget nine out of the past eleven years, Council and staff must make a commitment to engage in and implement processes that offset one-time and recurring costs to the City's General Fund. As of May 2, 2013, staff has proposed a tentatively balanced budget that is subject to change depending upon the policy direction of the City Council. That said, this discussion paper will present a plan to secure an annual cost savings to the General Fund.

Article 8, Section 800 of the City's Charter dictates that the City shall hold primary nominating elections on the last Tuesday in February in every odd-numbered year. The Charter also details other requirements that dictate the primary, general and special elections. Based on the arguments that will be presented in the discussion section, staff believes that the value of the primary election no longer outweighs the costs to the City and community as whole. Therefore, it is time for Council to consider the necessity of continuing the City's practice of holding primary elections.

DISCUSSION:

Currently, a small percentage of cities throughout the state of California still hold more than one election. In fact, 2010 data reports that only 15 out of 481 cities in California have more than one election. Staff has also provided a more focused, regional survey of comparable cities which highlights Burbank as the only City still holding both a primary and general election (see the exhibit to this report).

As such, a significant area of concern is the unnecessary costs to the City's General Fund. Referencing the City's past three primary elections (2007, 2009, and 2011), the total cost to the City's General fund was \$434,074. Using the average cost of the past three primary elections, the City's General Fund could save roughly \$144,700 each election season. On an annual basis, this figure translates into an estimated \$72,350 savings.

Another issue is the experience of the community's voters. Voter turnout throughout the community has steadily decreased over the years and the additional election does not necessarily promote increased voter turnout. First, data from past primaries and general elections indicate no significant difference between voter turnout. In fact, there has been reported confusion from voters who do not understand why they need to vote in two Burbank elections as opposed to one in such a short time period (the primary election is in late February and the general election immediately follows in in early April). Next, the overall number of elections on all levels (state, federal, county and two City elections) can contribute to voter burnout. This election season alone, starting in November 2012 through May 2013, Burbank voters have been asked to participate in five elections in six months.

The final concern, in addition to running two elections, is the limited timeframe between the City's primary and general election which results in increased burdens on staff time and resources. The City Clerk's Office takes on additional staff during this time resulting in overtime costs and the inability to work on other projects of value to the City and community. Additionally, the City's Public Information Office expends a great amount of resources via staff time and programming efforts that are not included in the primary elections costs provided above.

Ultimately, the elimination of the primary election would require an amendment to the City's charter. Such an amendment requires support from the voters of Burbank which is why staff is requesting Council's direction to bring back the appropriate materials to add a measure to the 2015 election. That said, the recent review of the charter by the Charter Citizens' Committee - a committee formed every five years, comprised of five members appointed by Council, charged with recommending whether or not the charter should be reviewed - did not result in a recommendation to amend the charter and eliminate the primary election. But, given the points raised above including the ongoing savings to the City's General Fund, staff is supportive of taking this recommendation to the voters.

FISCAL IMPACT:

Using the average cost of the past three primary elections (2007, 2009 and 2011), the City's General Fund could save roughly \$144,700 each election season. On an annual basis, this figure translates into an estimated \$72,350 savings which would assist the City as it continues to address ongoing budget challenges. It is also important to note that costs of any election vary based on the amount of candidates and measures on the ballot (the more items placed on the ballot card results in increased printing and associated costs). As such, an exact financial impact cannot be provided but the

aforementioned figures are an appropriate estimation of the recurring savings to the General Fund with the elimination of the City's primary election.

CONCLUSION:

Staff is dedicated to proposing an ongoing, balanced budget for Council adoption. This continues to be a challenge as the City has reduced its budget nine out of the past eleven years. Staff's proposal within this discussion paper presents an opportunity, aligned with other practices throughout the state of California, to achieve recurring savings for the City's General Fund. Accordingly, staff recommends Council provide direction to bring back the appropriate materials to add a ballot measure to the City's 2015 election that would allow for the voters to decide whether or not a primary election is needed.

EXHIBIT:

Comparison City Election Survey - Table

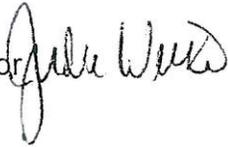
Comparison Survey of Local Cities' Elections

	City	Primary Election	General Election
1	City of Arcadia		✓
2	City of Beverly Hills		✓
3	City of Burbank*	✓	✓
4	City of Glendale		✓
5	City of La Canada Flintridge		✓
6	City of Monrovia		✓
7	City of Pasadena		✓
8	City of Santa Clarita		✓
9	City of Santa Monica		✓
10	City of South Pasadena		✓
11	City of Thousand Oaks		✓

*The City of Burbank is the only City that holds both a Primary and General Election in this survey sample.



CITY OF BURBANK
Park, Recreation and Community Services Department
STAFF REPORT

DATE: March 21, 2013
TO: Ken Pulskamp, Interim City Manager
FROM: Judie Wilke, Park, Recreation and Community Services Director 
SUBJECT: DISCUSSION PAPER – SPRING EGG-STRAVAGANZA

RECOMMENDATION

Staff recommends that Council consider the information presented and direct staff as appropriate. Should Council desire the implementation of the Spring Egg-Stravaganza for 2014 and future years, staff requests \$6,000 in recurring funding to address anticipated event costs.

BACKGROUND

At the March 5, 2013 City Council meeting, Mayor Golonski requested staff to return with a report on the Park, Recreation, and Community Services' (PRCS) Spring Egg-Stravaganza event. While the PRCS Department decided to stop coordinating this event in 2012, Mayor Golonski requested reconsideration. Due to the time sensitivity of the request, staff presented a more comprehensive report encompassing both step one and step two criteria at the March 12, 2013 City Council meeting.

At this meeting, staff presented a report detailing the Spring Egg-Stravaganza's background in relation to staff preparation and coordination, budget, event components, and community expectations (Exhibit A). That evening, staff also presented concerns related to the coordination of an event in 2013 including the limited time available for planning, extensive coordination required with even a scaled back approach, inability to engage the scope of volunteers and partners with the time presented, increased material costs due to the last minute nature of the preparation, a small window of time to promote the event, limited ability to garner valuable volunteer support, inability of the PRCS Department's existing budget to absorb estimated costs, and a conflict with the annual daycamp registration for the 2013 summer season. Notwithstanding, City Council discussed the possibility of planning an event that still met the Department and community's expectations with the timeframe available and directed staff to coordinate the Spring Egg-Stravaganza on Saturday, March 30, 2013.

DISCUSSION

As presented at the March 12, 2013 Council meeting, should Council direct staff to coordinate the Spring Egg-Stravaganza in future years; staff will reevaluate the program to minimize total costs and enhance partnerships to present a quality event to the community. Moreover, staff will have the time necessary to address the goals the Department prioritizes with all its special events and programs. As such, staff anticipates that any future Spring Egg-Stravaganza event would result in an approximate total cost of \$6,000 including staffing and materials; less than half of the costs for the 2011 event (\$13,908). Staff may also look into operational efficiencies such as pre-event registration to better plan for attendees and for enhanced community partnerships with service clubs, organizations, and businesses.

FISCAL IMPACT

Should it be the desire of the Council to re-implement the Spring Egg-Stravaganza event on an annual basis, staff anticipates an estimated cost of \$6,000. If directed to coordinate an event in 2014, staff will focus on continued management of staffing costs and operations, enhanced community partnerships, engagement of potential sponsors, and solicitation of a wider scope of volunteers. As such, if it is the City Council's desire to fund the special event for FY 2013-2014; the budget will be impacted as directed.

LIST OF EXHIBITS

Exhibit A: Spring Egg-Stravaganza Report to Council – March 5, 2013



CITY OF BURBANK
Park, Recreation and Community Services Department
STAFF REPORT

DATE: March 12, 2013
TO: Ken Pulskamp, Interim City Manager
FROM: Judie Wilke, Park, Recreation and Community Services Director
SUBJECT: SPRING EGG-STRAVAGANZA SPECIAL EVENT

RECOMMENDATION

Staff recommends that the City Council consider the information presented and not proceed with a Spring Egg-Stravaganza event for Fiscal Year (FY) 2012-2013. Staff also recommends that the Council directs staff to bring back a discussion paper during the FY 2013-2014 Budget process to discuss the facilitation of such an event in future years.

BACKGROUND

At the March 5, 2013 City Council meeting, Mayor Golonski requested staff to return with a report as part of the first-step in the two-step agenda process regarding the Park, Recreation, and Community Services (PRCS) Spring Egg-Stravaganza event. While the PRCS Department decided to stop coordinating this event in 2012, Mayor Golonski is requesting reconsideration. The Easter Egg-Stravaganza is traditionally held the Saturday before the observed Easter holiday. As such, due to the time sensitivity of this request, staff is presenting a more comprehensive report encompassing both step one and step two criteria.

For many years, the PRCS Department organized the Spring Egg-Stravaganza at parks including Johnny Carson and McCambridge. Traditionally, it has been a two hour event primarily consisting of three organized egg-hunts for different age groups, 12 games, thousands of giveaways for participating youth, face painting, an inflatable slide, and pictures with the Easter Bunny. An event of this magnitude requires extensive preparation. Some of the key event preparation duties included designing the various games, drawing and painting signs, coordinating additional activities, purchasing supplies, event meetings, coordinating with vendors, scheduling staff, marketing the event, and engaging volunteers.

In addition to the planning required to present a quality program to the community, the Spring Egg-Stravaganza was a costly special event to coordinate due to its type and magnitude. In 2011, the total staffing cost was \$8,783. This included planning and

preparation support and day-of support from set-up to clean-up. PRCS staff also supplemented staffing with approximately 32 volunteers from the Youth Board, Disney VolunTEARS and Seniors With Available Time (S.W.A.T). Other expenditures totaling approximately \$5,125 included rentals (inflatables), sound, photography, prizes for the egg hunts, chairs, tables, tents, candy, materials for the 12 games, and supplies for activities such as face painting. The total cost for the event was \$13,908 (Exhibit A). Notably, in 2011, the event was held at McCambridge Park with an estimated attendance of 1,600.

Cancelling the Spring Egg-Stravaganza event last year was a difficult decision for the PRCS Department. However, considering staff resources, the event losing its Burbank focus, and other priority community events; staff weighed the benefits of this event with the Department's many other annual community building programs such as: Halloween; Breakfast with Santa; Civitan and Ponytail Jamborees; Fourth of July Annual Celebration; Mayor's Tree Lighting Ceremony; National Night Out; Veterans Day; and Memorial Day.

DISCUSSION

The PRCS Department prides itself in planning and implementing well organized, quality special events on an annual basis. In addition to scheduled annual efforts, the Department's Special Events staff is asked to coordinate important one-time events such as facility dedications and partnerships with community organizations. Should Council direct staff to coordinate a 2013 Spring Egg-Stravaganza, staff believes that this direction would jeopardize the overall quality of the event and service levels to the community. Furthermore, staff believes that this effort would not accurately reflect the reputation of the Department in the area of special event coordination.

As such, should the Council direct staff to plan a scaled-back version for this year, staff believes that this event would not meet the Department's expectation or that of the community's. With potentially two weeks to fully coordinate an event, staff is faced with several challenges. First, the potential event date and time of Saturday, March 30th from 9 A.M. to 11 A.M. is on the same day in which the Department is scheduled to facilitate its annual daycamp registration activities for the 2013 summer season. The Department offers approximately 3,000 summer daycamp spots a year. Historically during this registration period many of these daycamp spots sell out. The Spring Egg-Stravaganza event would conflict with summer daycamp registration activities and could potentially impact some parents' abilities to either secure a spot for their children in the City's daycamp program or participate in the event. Furthermore, due to the volume of registrations that are received the majority of the Department's recreation staff both full and part-time are needed to facilitate registration activities limiting the availability of staffing resources for the Spring Egg-Stravaganza event.

In addition, the Special Events team is currently down a Supervisor and Recreation Leader. Staff may also face increased material costs due to the last minute nature of the preparation, a small window of time to promote the event, and a limited ability to garner valuable volunteer support to the level that is necessary. Staff will also not be able to

engage sponsor support to potentially donate time, materials, or skills to the event like in years past. Staff believes that facilitating such an event this year will cost the City *more* money than it should because of the need to simply focus on execution rather than quality and cost-savings. All and all, staff believes that the event will probably only garner limited community participation due to the limited promotion timeframe, families already having plans, summer daycamp registration and scaled-back activities.

FISCAL IMPACT

Given that the Department currently does not have the funding resources to coordinate such an event there is a fiscal impact associated with this request. Staff anticipates that it would cost the City approximately \$8,000 (staffing and event materials) to facilitate this event. The primary reason for this high cost is predicated by the tasks associated with developing a successful event within two weeks. Event components may include the egg-hunts for all age groups, a smaller number of games, and limited activities. If staff had the time to plan a quality event, engage community partners, solicit valuable volunteers, and carefully analyze operations; expenses could be managed in a more strategic way. Staff could also look into operational efficiencies such as pre-event registration to better plan for attendees and for enhanced community partnerships with service clubs, organizations, and businesses.

Should it be the desire of the Council to re-implement the Spring Egg-Stravaganza event, funding resources from another special event or program would have to be redirected to fund this event. In essence, the Council would have to consider the value of funding the City's annual Memorial Day event, Verdugo Aquatics Center's grand opening or the Teens in Action program which all have equivalent staffing and programmatic costs. Over the last two years, staff has been working to better manage staffing costs; however, requests to fund additional special events has a negative impact to the PRCS Department's budget.

CONCLUSION

Due to costs and timing constraints staff recommends that the Council not move forward with the Spring Egg-Stravaganza event for this year. Staff recommends that the Council direct staff to reevaluate the program to minimize costs and plan on implementing such an event in future years. This approach will provide staff with the ability to further analyze ways to minimize total costs and enhance partnerships to present a quality event to the community. If that is the direction, staff can return to Council with a revised, recurring funding request during the FY 2013-2014 Budget Process.

LIST OF EXHIBITS

Exhibit A: 2011 Easter Egg-Stravaganza Costs



CITY OF BURBANK
Park, Recreation and Community Services Department
STAFF REPORT

DATE: March 21, 2013
TO: Ken Pulskamp, Interim City Manager
FROM: Judie Wilke, Park, Recreation and Community Services Director *Judie Wilke*
SUBJECT: DISCUSSION PAPER – YEAR ROUND AQUATICS PROGRAMING

RECOMMENDATION

Staff recommends that Council consider the information presented and direct staff as appropriate. Should Council desire the implementation of a year round aquatics program, staff requests \$34,569 in recurring funding to address anticipated programmatic costs (Exhibit A).

BACKGROUND

The Park, Recreation and Community Services (PRCS) Department operates a summer aquatic program that traditionally begins Memorial Day weekend and ends Labor Day weekend. Programming elements include: learn-to-swim classes, lap swim, recreation swim, fitness classes, swim teams and lifeguard training. In anticipation of completing the new Verdugo Aquatic Facility and at Council's request, staff explored the possibility of offering year round aquatics programming while decreasing the need for the General Fund to support future and existing programs.

DISCUSSION

Staff has developed a plan for year round programming at the Verdugo Aquatics facility. The proposed eight month extension will enable the PRCS Department to offer a total of 11 months of aquatics programming; the facility will be closed one month a year during the winter holiday season to allow for annual maintenance.

Staff focused on cost effective measures to deliver the program including: when feasible, staff will schedule two programs concurrently in the pool to maximize use of lifeguards; expanding public-private partnerships; using contract instructors or renting the facility to offer new special interest programs to the community, such as senior aqua fitness classes, scuba diving classes, and fitness boot camps. Staff has also reached out to anyone interested in partnering to utilize the facility for triathlon training, master swim program(s), as well as working with local and private high schools who are interested in developing youth swim and water polo teams. To supplement expanding

traditional aquatics programming, staff has identified several unique unmet needs that not only would benefit the community but could generate revenue. Additionally, rental of the facility for private parties, including corporate events, will be a new revenue generating feature to assist with off-setting programmatic costs (Exhibit B).

Furthermore, the existing fees for all aquatic activities were evaluated and new fees for activities and rentals that were nonexistent were established (Exhibit C). The additional revenue collected will enhance cost recovery, thus reducing the City's General Fund contribution for aquatics. The fees proposed are also in alignment with what other municipal aquatics facilities charge.

This item was discussed at the February 14, 2013 PRCS Board meeting. The Board was in agreement of implementing a year round aquatics program as proposed by staff, as well as supported the programming and fees.

FISCAL IMPACT

Utilizing partnerships, assuming consistent healthy attendance and implementing the proposed modest fee adjustments, the fiscal impact associated with the proposed year round programming of the Verdugo Aquatic facility is \$34,569. The proposed expanded programming will require at least an additional \$160,154 of seasonal part-time staffing and \$20,000 in materials and supplies (total cost \$180,154); however staff believes that the programs and rentals can generate approximately \$145,585 in revenue, thus leaving only a \$34,569 deficit.

Although fully recovering the operating costs would be ideal and may be possible, it is very difficult to make that assertion at this time having never operated the proposed program for a year. It would be prudent to evaluate the operation after one full year in operation and see how much activity the pool receives, and the success of the programming, rentals and partnerships. In addition, there are some extremely valuable programs that should not be expected to recover their costs, such as recreational swim. The PRCS Department would categorize this as a core program, which should remain affordable and be partially subsidized by the General Fund. Trying to recover the cost for this and other core programs would significantly limit individuals' ability to participate and would be counterproductive to the department's goal of providing affordable recreation opportunities to the community. However, as previously stated, with some experience, staff may find that the year round programming is extremely popular and exceeds our revenue projections, thus ultimately recovering all operating costs.

CONCLUSION

In summary, staff has developed a comprehensive and cost efficient plan to offer a year round aquatics program at the new Verdugo Aquatic facility. Via a multi-prong approach of utilizing partnerships, expanding programming, increasing attendance, maximizing the use of the pool, and implementing modest fee adjustments, the projected fiscal impact to the General Fund is \$34,569. Staff is not only committed to re-evaluating the

General Fund subsidy following the first year of operation, but will continuously make adjustments to the program to meet the community's needs.

LIST OF EXHIBITS

- Exhibit A: New Program or Service
- Exhibit B: Aquatics Program Budget Summary
- Exhibit C: Proposed Fee Enhancements and New Fees

**CITY OF BURBANK
New Program or Service
FY 2013-14**

PREPARED BY: _____

DATE: _____

DEPARTMENT	DIVISION	ACCOUNT NUMBER	FY 13-14 BUDGET REQUEST AMOUNT
PRCS	Recreation	PR32C	\$ 34,569.00

	DESCRIPTION	TOTAL
SALARIES & BENEFITS (position title, CTC number & salary rate)	Various Seasonal Part-time Lifeguard positions	\$ 160,154.00
MATERIALS, SUPPLIES AND SERVICES	Special Recreation Contract Classes & Special Department Supplies	\$ 20,000.00
CAPITAL OUTLAY AND/OR IMPROVEMENTS		\$ -
MISCELLANEOUS		\$ -
TOTAL COST		\$ 180,154.00
ESTIMATED REVENUES		\$ 145,585.00
NET PROGRAM COST (total cost minus estimated revenues)		\$ 34,569.00

JUSTIFICATION

At the direction of Council, staff is proposing to extend the aquatics program at Verdugo Aquatic Facility for an additional 8 months. Staff's proposal is based on research of current aquatics programming trends, surveying other agencies on their respective aquatic programs, and soliciting input from the community on their aquatic programming needs through a community survey.

Staff focused on cost effective measures to deliver the program including: when feasible, staff will schedule two programs concurrently in the pool to maximize use of lifeguards; expanding public-private partnership; use contract instructors or rent the facility to offer new special interest programs to the community, such as senior aqua fitness classes, scuba diving classes, and fitness boot camps. Staff has also reached out to anyone interested in partnering to utilize the Facility for triathlon training, master swim program(s), as well as working with local private high schools who are interested in developing youth swim and water polo teams. To supplement expanding traditional aquatics programming, staff has identified several unique unmet needs that not only would benefit the community but will generate revenue. Furthermore, rental of the facility for private parties, including corporate events, will be a new feature that will also generate new revenue and assist with off-setting programmatic costs.

The existing fees for all aquatic activities were evaluated and new fees for activities and rentals that were nonexistent were established, thus fee adjustments and new fees are being proposed. The additional revenue collected will enhance cost recovery, thus reducing the City's General Fund contribution for aquatics. The fees proposed are also in alignment with what other municipal aquatics facilities charge.

EXHIBIT B

**PROPOSED AQUATICS PROGRAMMING
BUDGET SUMMARY**

Expenses	
Staffing*	\$ 160,154.00
Materials, Supplies, & Services	\$ 20,000.00
Utilities	TBD
Total Expenses	\$ 180,154.00

Revenue (per Program)	
Boy Scout Badge	\$ 100.00
Masters Swim Team	\$ 9,600.00
Tri Team	\$ 3,200.00
City Youth Club Swim Team	\$ 32,000.00
Aqua Fitness Class	\$ 24,000.00
Boot Camp	\$ 2,400.00
Lap Swim	\$ 18,865.00
Life Guard Certification Class	\$ 800.00
Foster Parent Course	\$ 600.00
Home School Class	\$ 400.00
Senior Aqua Fitness Class	\$ 4,800.00
Recreation Swim	\$ 30,000.00
Private Lessons	\$ 7,680.00
Drop-in Lessons	\$ 5,760.00
Scuba	\$ 900.00
Corporate Events	\$ 2,400.00
Masters Swim Meets	\$ 1,680.00
Pool Party Rentals	\$ 400.00
Total Revenues	\$ 145,585.00

Revenue over/(under) Expenses	\$ (34,569.00)
--------------------------------------	-----------------------

*Staffing includes maintenance of locker area, bathrooms, pool deck, and cleaning of pool.
Also includes setting up and removing lane lines.

PROPOSED AQUATICS FEES

Recreation Swim Admission Fees - Burbank Resident

Age	Current	Proposed				
	Per Entry	Per Entry	12 Visits	Monthly	Summer	Annual
3-17 years	\$1 / \$1.50*	\$2	\$20	\$35	\$95	\$170
18 - 54 years	\$4	\$4	\$40	\$65	\$175	\$310
55+ years	\$2	\$3	\$30	\$50	\$135	\$240
55+ years with Burbank Activity Card	\$2	\$2	\$30	\$50	\$135	\$240

*12 and under - \$1; 13 to 18 year - \$1.50

Recreation Swim Admission Fees - Burbank Non-Resident

Age	Current	Proposed
	Per Entry	Per Entry
3-17 years	\$4	\$5
18 - 54 years	\$10	\$10
55+ years	\$4	\$9
55+ years with Burbank Activity Card	\$4	\$8

Lap Swim Fees: Individual Swimmer Rates

Age	Per Entry	10 Visits	30 Visits	Monthly unlimited	Annual unlimited
Resident	\$5	\$45	\$113	\$60	\$400
Resident Senior (55+ years)	\$3	\$27	\$68	\$36	\$240
Resident 55+ with Burbank Senior Activity Card	\$2	\$18	\$45	\$24	\$160
Non-Resident	\$7	\$63	\$158	\$84	\$560
Non-Resident Senior (55+ years)	\$5	\$45	\$113	\$60	\$400
Non-Resident 55+ with Burbank Senior Activity Card	\$4	\$36	\$90	\$48	\$320

Group Hourly Lap Swim Rates

Group Type	Per Lane	
	Short Course	Long Course
Resident - Private	\$9	\$20
Resident - Non Profit	\$7	\$15
Resident - Comercial	\$11	\$25
Non-Resident - Private	\$18	\$40
Non-Resident - Non Profit	\$14	\$30
Non-Resident - Comercial	\$22	\$50

PROPOSED AQUATICS FEES

Entire Pool Group Rental Rates

Group Type	Hourly Rate
Resident - Private Party	\$150
Resident - Non Profit	\$112
Resident - Commercial	\$200
Non-Resident - Private Party	\$300
Non-Resident - Non Profit	\$225
Non-Resident - Commercial	\$400

Corporate Party Pack	Rate
Resident	\$600
Non-Resident	\$1,000

Rate is for 2 hours for 100-150 participants. This does not account for any party planning aspects.

Gazebo Rental Rates at Verdugo Pool

Individual	Rate
Resident	\$40
Non-Resident	\$60

Rates are for 2 hours. Maximum of 4 hours per rental

Party Pack	Rate
Resident	\$200
Non-Resident	\$250

Party Package includes: 15 admissions, 1/4 sheet cake, personalized banner (24"x36"), 15 themed paper goods (plates, napkins, cups, utensils), 2 hour gazebo rental

**CITY OF BURBANK
POLICE DEPARTMENT
MEMORANDUM**



DATE: April 16, 2013

TO: Ken Pulskamp, Interim City Manager

FROM: Scott LaChasse, Chief of Police *Scott LaChasse*

**SUBJECT: DISCUSSION PAPER – CONTRACTING SECURITY SERVICES FOR
STARLIGHT BOWL SUMMER CONCERT SERIES**

RECOMMENDATION

Contract out security services for the Starlight Bowl Summer Concert Series for a potential recurring savings of \$7,000.

BACKGROUND

During the summer of 1992, the Burbank Starlight Bowl reopened its doors and continues to offer a variety of live musical entertainment for all ages during the summer season. Located at Stough Park and nestled in the Verdugo Mountains, the Starlight Bowl is Burbank's premiere family outdoor entertainment venue. The Bowl's convenient location, great sight lines, and grassy picnic areas are complimented by the high-quality family entertainment presented.

DISCUSSION

From a historical perspective, the Burbank Police Department (BPD) has always staffed the policing/security at the Starlight Bowl due to the high profile nature of the events. There is also an underlying community expectation that the Starlight Bowl will be staffed with Police Officers to ensure individual behavior is well-mannered. Resultant from this deployment priority, the Starlight Bowl series have not experienced any extraordinary crime and/or problematic behavior. The Starlight Bowl offers six summer concert performances annually. The 2013 concert dates are July 4, 14, 21, and 28; and, August 3 and 10, 2013. The anticipated crowd exceeds 17,500 annually (up to 3,000 seats, a capacity of 1,200 on the lawn, not including staffing to support the event – entertainers, vendors, staff, and cleaning up detail).

BPD met with Park, Recreation and Community Services (PRCS) staff to discuss public safety matters, including the potential of contracting out security services to a private entity. From a risk management perspective, it was the Police Department's preference to maintain uniform presence during the summer concert series. Visible presence of uniformed officers at a high profile event in itself, is an effective deterrence to crime. The sale of alcoholic beverages at Starlight Bowl events can be problematic as it relates to disruptive behavior in a public setting. Uniformed presence provides the ability to

immediately respond, intervene, and manage a police request or need. The deployment of BPD Officers further provides an immediate direct-connect to other resources that include additional Police Officers, Fire Department personnel and Public Works if needed.

The underlying factor is the cost of utilizing uniformed personnel on an overtime basis for these services. The reality of the continuing financial challenges facing the City has necessitated the BPD to re-examine areas where financial efficiencies can be gained. Three of the six events are on a Sunday, when the Department's deployment is at its lowest/minimum staffing. For July 4th, the BPD experiences the highest call volume when compared to all other holidays and daily deployment. As such, there is always a citywide effort to enhance staffing levels and any extra available officers are deployed at the Starlight Bowl. The BPD optimizes on the use of the Reserve Officer pool to assist with such extraordinary deployment; however, Reserve Officers cannot be mandated to provide service on a Sunday.

The BPD's initial consideration was utilizing private security for all six summer concert events. Based on the recent catastrophic events that occurred in the City of Boston, the number of attendees, and the nature of the fireworks show, it is the recommendation of the BPD to maintain uniformed personnel presence for the July 4th event. Andrews International, a private security firm, has provided an estimate of \$24,000 for the provision of security services at subsequent events. Andrews International provides full-service security and risk management solutions specialized to customer needs in a variety of industries. Clients include major corporate entities, mid-sized companies, non-profit organizations, notable individuals, government at all levels, and others. The firm currently provides security services for City Council meetings. The recurring savings will be \$7,000.

Staffing oversight will be required by the PRCS to ensure a smooth operation during the entire season. It is important to note that should Council approve this option, PRCS staff will have to assume the additional responsibilities of overseeing this contract and its related staffing. PRCS is already planning on staffing reductions and contracting out of other services at the Starlight Bowl for this upcoming summer. The additional oversight will require staffing resources not anticipated in planning efforts and may impact overall concert day operations. A pilot run would be implemented in 2013 and if necessary, the security services matter will be revisited next year.

FISCAL IMPACT

The Police Department assigns 8 to 10 personnel for the July 4th event as follows: 1 Sergeant; 7 Officers; and, 2 Parking Control Officers for approximately 6 to 7 hours. The cost for the 2012 July 4th event was \$11,000. Andrews International proposes to staff the events with 18 personnel for \$4,000 per event for a total cost of \$24,000 (Includes 1 supervisor, 2 roving security personnel – one armed, and 15 personnel assigned to specific areas, to include parking). Based on the 2012 cost of \$42,000, the anticipated savings is \$7,000.



CITY OF BURBANK CITY MANAGER'S OFFICE STAFF REPORT

Date: May 23, 2013

To: Honorable Mayor and Members of the City Council

From: Ken Pulskamp, Interim City Manager

Subject: **Discussion Paper: City Clerk's Office - Unfunded Department Needs Requests**

RECOMMENDATION:

Bring back high priority capital and non-capital requests for Council direction during future budget considerations after due research, collaboration and analysis of all the City Clerk's Office needs identified within this paper.

BACKGROUND:

During the May 7, 2013, budget presentations, the City Clerk's Office provided a listing of future departmental needs. There was Council direction for the City Manager to bring back a discussion paper on these items. The discussion section below will provide a general overview of the requests and a breakdown of their estimated one-time and recurring costs to the City's General Fund (some of which have been updated since the May 7th presentation so the revised amounts/ranges are reflected throughout this paper). The one-time and recurring costs are all estimates at this time, and some are unknown, as, in alignment with staff's recommendation, additional research needs to be done to confirm the holistic fiscal impact of each request. At this time, it is important to note that Council, as part of its Fiscal Year (FY) 2013-14 budget discussions, has been presented with a list of citywide unfunded, high priority capital and infrastructure needs that exceed \$200 million. Council has also been provided with a list of unfunded, lower priority needs that total roughly \$55 million. The list of unfunded needs already include all of the City Clerk's unfunded needs presented on May 7th except for the return postage reimbursement and the Office's travel and training requests. As such, it is important that the requests below are considered within the context of the City's, in its entirety, unfunded needs.

DISCUSSION:

The City Clerk's Office identified nine areas of unfunded needs and prioritized the items via the numbered order below:

1. Digitizing Permanent Records (Phase 3): \$100,000 one-time; no recurring cost

The City Clerk's Office has been working on the digitizing of permanent records. Council previously allocated \$49,000 for this project. There remains almost 500 boxes of records that need to be digitized for the preservation of these records.

The importance of completing this project is to preserve history; for disaster recovery purposes; and to increase accessibility, efficiency and transparency. The savings associated with digitizing records is reduced staff time on research projects, reduced response time; and, the potential of reduced storage fees which overall will decrease future budget needs. The costs provided above do not include those associating with increasing storage on the City's server to handle increased electronic records.

2. Agenda Management Software: \$3,000 to \$22,300 one-time; \$2,800 to \$11,800 recurring

In an increased effort to produce more timely and accurate agenda packets, an area that has been identified to help improve the process is the conversion to a paperless agenda process. The agenda packet would be compiled electronically, which allows for consistent page numbering, and only those copies required to be printed for distribution (primarily to fulfill posting requirements per the Brown Act) would be done. This would improve efficiency city-wide, in the creation of the agenda packet and reduce printing costs. The costs identified above depend upon multiple factors including potential cost allocation throughout the City to the vendors the City would utilize, which could include the expanded use of the City's current vendor, Granicus. As such, this request requires additional discussions throughout departments, especially the City's Information Technology (IT) Department who would be responsible for the software's implementation and maintenance.

3. Citywide Electronic Records System: \$21,455 to \$200,000 one-time; at least \$4,450 recurring

With emerging technology the types of records a City has are no longer just paper, and the management of electronic records has become increasingly important and time consuming.

Having a citywide system will allow for staff to find the records they need immediately without having to wait; allow for the public to have access to certain records; increase the ability to retain records in the event of an emergency; decrease the amount of response time to Public Records Requests; and reduce staff time in the management of records, allowing for increased focus on other projects that benefit the community. Since this system would be valuable for the entire City, processes are already in place to work toward implementing this type of system.

As it stands, this process has been under discussion by the City's Executive Team since August of 2012. The initial recommendation is to utilize monies (\$54,000) that have been set-aside for this project to perform a citywide needs assessment that would more appropriately address the electronic records needs of all the City's departments. As such, a core committee of citywide liaisons has already been assembled and asked to identify departmental needs in preparation for a citywide assessment. The assessment would further identify the lead vendors who could holistically meet the City's needs with this

comprehensive system. It is important to note that preliminary discussions with the IT Department's strategic planning vendor indicate the fiscal impact to be between \$500,000 to \$1.2 million for a citywide system implementation which would include hardware, software, consultant services, training, workflow development, etc. Accordingly, the estimated cost range listed above may not be capturing the full costs of citywide implementation.

Additionally, the City's approach to this system could eliminate the need for the first request (digitizing records) as that function could be assumed into a future citywide electronic records system. As such, this process is already underway and staff recommends going forward with the needs assessment utilizing the already designated funds. Upon receipt of the data from the needs assessment, staff would return to Council as needed to request funds for the appropriate implementation and maintenance of a citywide electronic records system.

4. Campaign Disclosure Software: \$10,000 recurring; no one-time cost

Recently, legislation has passed allowing for the submittal of Fair Political Practices forms electronically. Having this software could increase the accuracy of the documents submitted, as they have fail-safes that do not allow the submittal of incomplete information, and could save the filers time in having to submit amendments. Realistically, the number of individuals that are required to file such forms does not necessarily outweigh the costs associated with implementing this software at this time.

5. Public Records Tracking Software: \$3,500 one-time; recurring costs are unknown

The City of Burbank is responsible for a significant amount of Public Records Requests that are submitted on a daily basis either in person, via telephone, via email or through written request. These requests range from simple (how do I get my marriage license) to the more extensive (I would like a listing of all deeds and easements within the City). While all departments are responsible for responding to their requests, the City Clerk's and the City Attorney's Offices generally have the responsibility of ensuring that each request is answered within the legal time frame. This software would allow for the tracking of these requests by all departments to ensure the needs of the public are being met.

Another alternative would be to utilize more cost effective systems the City has in place like SharePoint. This system is currently utilized in various tracking and interdepartmental communication capacities throughout the City. For example, SharePoint is used by the City's Community Assistance Coordinator to tracks citizen's inquiries and requests; by Public Works to monitors building requests; and the City Attorney's Office for case management tracking. Therefore, this item needs to be further discussed with other departments prior to the implementation of a new system.

6. Vote Remote System: \$11,000 one-time; \$1,300 recurring plus \$.30 per signature; potential revenue offset \$1,500 per rental

This system could increase efficiency, reduce staff overtime in the verification of ballots, and allow for more timely results. The complete cost is \$22,000. If the City shared the cost with another purchaser it is \$11,000 with the possibility of renting the machine out to other

cities (the City's share of rental revenue could be \$1,500). If the City continues to rent the machine during elections, it would cost \$4,300, plus \$.30 per signature verified (this is per election, so it would be doubled for the City's current primary and general election cycle).

7. Ballot Counter: \$8,000 one-time; \$3,050 recurring

Currently, the City rents a ballot counter from its election vendor at a cost \$3,500 per election (\$7,000 for the primary and general election cycle). The full cost of the machine is \$16,000, but if the City found a partner and shared the cost it would be \$8,000.

The primary concern associated with both capital requests (numbers 6 and 7) would be the liability to the City regarding any equipment that the City rents to other agencies. Additional questions include the responsibility to maintain and support both machines (and those associated costs).

8. Training & Travel Needs: \$10,420 (combination of one-time and recurring costs; additional travel expenses are unknown)

In alignment with the travel and training challenges felt by each department, the funding for the City Clerk's training and travel needs does not fully fund the desired trainings for the department. Specifically, the City Clerk eventually needs to obtain a certification for her position and the Deputy City Clerk and Records Manager need to maintain their certification requirements. The office currently has \$2,355 for travel and \$7,600 for training. Below is a list of some of the trainings that the Office would like to participate in on an annual basis. That said, in addition to adding this request to the unfunded citywide list, it is recommended that the Clerk's Office return during a future budget process with a prioritized list of travel and training needs highlighting additional funding required to address the personnel's professional requirements.

Trainings:

New Laws & Elections	\$450/person
Technical Training for Clerks	\$1,500/session (3)
IIMC Conference	\$800/person
ARMA (Records Management)	\$900/person
CCAC Conference	\$375/person
SCCCA Meetings	\$40/meeting (6)
League Conference	\$100/person

9. Return Postage: \$10,500 recurring

In FY 2012-13 the Council allocated \$10,500 to pay for the return postage on ballots. This was a one-time allocation. If Council chooses to continue paying for return postage in future elections, funds would have to be allocated again. As such, in addition to adding this request to the unfunded needs list, staff recommends the City Clerk return to Council during a future budget process to request the appropriate funds.

FISCAL IMPACT:

If Council were to approve all of the City Clerk's requested items, there will be a fiscal impact to the City's General Fund within an estimated range of \$155,400 to \$353,200 (not including the \$500,000 to \$1.2 million quote IT received from its strategic plan vendor for the citywide electronic records system process) in one-time costs and an estimated \$50,800 in recurring costs to the City's General Fund. There is also an opportunity for some nominal revenue associated with the capital requests. To reiterate, without additional research and analysis, the true impacts to the General Fund are unclear at this point so the amounts provided above are only an estimate.

CONCLUSION:

While all of the requested items would assist in the overall operations within the City Clerk's Office, as well as potentially benefitting other departments, the requested items require additional research and citywide prioritization, discussion and collaboration to identify their true fiscal impact and need, especially within the context of the City's overall budget and operations. Significant to operations, it is also important to note that the requests for new software will require support from the City's IT department. As such, it's crucial that further discussions take place to ensure new software is both successfully implemented and maintained in a manner that is mindful of the parameters of the IT department's resources and capabilities.

Therefore, staff recommends that all of the City Clerk's requests be maintained on the list of citywide unfunded non-capital and capital needs (that currently totals over \$200 million in high priority projects and an estimated \$55 million in lower priority projects) with the understanding that after further research, collaboration and analysis, higher priority items will be presented for Council direction during a future budget process.



CITY OF BURBANK
Park, Recreation and Community Services Department
STAFF REPORT

DATE: May 16, 2013

TO: Ken Pulskamp, Interim City Manager

FROM: Judie Wilke, Park, Recreation and Community Services Director *Judie Wilke*

SUBJECT: DISCUSSION PAPER – BURBANK ON PARADE CITYWIDE SUPPORT

RECOMMENDATION

Elimination of the Park, Recreation, and Community Services (PRCS) Department's \$10,935 Burbank On Parade cash contribution line item. Staff also recommends that City Council consider the information presented regarding the City's overall support of the parade and direct staff as appropriate.

BACKGROUND

The Burbank On Parade (BOP) started as a parade down Olive Avenue to celebrate the end of World War II. In 1945, the Burbank Junior Chamber of Commerce organized a parade that was held in conjunction with an annual spring festival. The festival took place for twelve years and included parties, a pageant, contests, dancing, and other means of celebrating community in Burbank.

In 1981, a group of Burbank residents who had previously enjoyed attending the festival decided to revive the tradition through a community parade with special themes annually selected by BOP organizers. The parade now consists of decorated floats, high school and independent marching bands, antique and vintage cars, Burbank VIP's, Burbank organizations, and a parade Grand Marshal. Since then, the only year the parade was not held was in 2005 when it was cancelled due to an unmet need for Committee and volunteer support. While Burbank businesses and residents have continuously supported BOP, significant financial funding has been contributed by multiple City Departments including PRCS.

PRCS has supported the event since 1985 with varying cash contributions. Moreover, PRCS and other City Departments support BOP with significant staff and in-kind support. For many years, PRCS' fiscal impact relating to the annual parade included a cash contribution of \$13,500. Unfortunately, for the past few years, the Department could not meet its required reductions without proposing impacts to community partners such as BOP. During the Fiscal Year (FY) 2010–2011 Budget process, City Council approved a 10% reduction of BOP's annual cash contribution to \$12,150. The Council

approved an additional 10% reduction during the FY 2011-2012 Budget process to the current \$10,935 cash contribution.

DISCUSSION

During the PRCS Department's FY 2013-2014 Budget presentation, staff outlined a proposed elimination of the cash contribution to the parade. Moreover, as part of its presentation, the PRCS Department deemed it important that the Council have a comprehensive discussion regarding overall City support of the parade. The Department recognizes that reductions of past years and the current proposal(s) may affect the organization's ability to coordinate the annual community event. However, the Department also acknowledges that BOP has been successful in fundraising efforts to support additional costs presented. Notably, while other Departments have recently started charging for specific costs, PRCS continues to provide extensive in-kind support (staff facilitation during planning meetings, parade day support, and waiver of facility fees). This level of support has been longstanding. Since the cash contribution line item is currently in the PRCS Department's budget; upon staff's consideration of possible reductions, it annually considers placing BOP's cash contribution as a potential proposal in addition to its programs, services, and staffing.

Since 2011, due to a new City policy on hard closures, the parade had to incur additional expenses once absorbed by the City (street closure and barricade costs). Since it was the City's Centennial year and BOP organizers were not notified with much anticipation of the changes in policy requirements; the City provided one-time additional cash support in the amount of \$7,320 to address those costs. In 2011, the total cost associated with the street closure was \$12,420 with BOP addressing \$5,100. In 2012, BOP addressed *all* street closure costs and most recently this year, Police personnel costs. In 2013, the cost for Police personnel once absorbed by the City was \$11,814.97 and total costs for street closures (now contracted out to JCL) decreased to \$8,660 due to staff's work with BOP to adjust the traffic plan and staffing needs as viable.

At one point, the PRCS Department also supported BOP by incurring a cost of \$850 to install American Flags along Olive Avenue and providing shuttle services (last provided in 2011 at approximately \$450 for two buses for two hours). While neither the City nor BOP no longer addresses the former; the City waives all facility rental fees (Olive Recreation Center, Olive Park, and associated parking lots for the event total \$3,010.06), a street use permit fee (\$50), and No Parking signage costs (\$1,000). The Management Services Department also supports the parade by addressing the cost associated with Additional Special Event Insurance. Included in Management Services' FY 2013-2014 Budget, staff is proposing the elimination of BOP insurance coverage that is presently a line item for \$5,000. This year, the insurance coverage premium was \$245. This is a considerable reduction from previous years (estimated premium of \$2,000) as staff took a closer look at event attendance numbers and risk mitigation measures (waivers).

In the past two years, staff has worked closely with parade organizers to adjust the traffic plan to reduce costs. In fact, the plan was trimmed down significantly in 2013 from previous years. Police and Public Works agree that the current configuration ensures safety while not compromising the operational aspects of the parade. However, discussion regarding initiating the parade at different points has taken place in the past. Although a shorter or different parade route will still require barricades, Police personnel, and may present traffic control issues; it is essential that the City and BOP consider other potential options. Staff is currently reviewing an alternative of holding the parade on Clark, between Keystone and Lomita. This route may be secured with fewer officers and far fewer traffic control devices. While this may not be the first choice for the BOP Committee, it is an option that should be reviewed. Staging could be set up at John Burroughs High School (JBHS), allowing the parade to access Keystone from a gate near the baseball field. The parade could begin on Keystone and continue westbound on Clark, with judging in front of JBHS. Bleachers for spectators could potentially be erected in the JBHS parking lots. By using Clark, the total time of the overall staff detail may be reduced. This combined with reduced staffing numbers could yield a substantial savings, yet still provide for a safe and secure route. Certainly, using this route may impact residents living along Clark, potentially causing disruptions. However it is important to note that similarly, the closure on Olive Avenue or any other street impacts immediate areas including businesses and residences.

The Department recognizes that the proposals to be discussed may affect BOP's ability to coordinate a 2014 parade; however a comprehensive overview of City support is important to review so as to have a big picture discussion of the City's value of this long-time special event. In 2013, City in-kind costs and staff support totaled \$18,652.31 addressing: insurance coverage; facility, parking, and permit fees; key event planning and coordination; and day of set-up and cleanup needs. This does not include the costs that BOP has recently addressed and that the City once absorbed including street closures and Police personnel costs totaling \$20,474.97 in 2013. In 2013 the City provided a total of \$29,587.31 in overall monetary and in-kind support (Exhibit A),

Notwithstanding the options described in Exhibit B, as a new policy, the PRCS Department intends to charge for day-of staff services (and potentially in-kind services depending on request) incurred during special event partnerships with non-profit organizations. In addition, should Council decide to move forward with keeping the General Fund contribution to BOP, the PRCS Department requests that the funds be placed in a non-departmental account so this will no longer be included in the Department's total budget; thereby no longer affecting the total amount to be cut during times of budget reductions. Council should consider additional options particularly noting that the cash contribution does not cover the costs currently incurred by all City Departments.

FISCAL IMPACT

The total cost of support presented to BOP during FY 2012-2013 including the cash contribution, staff support, facility fee waivers, and special event insurance is \$29,587.31. This year BOP addressed street closure and Police personnel costs at

\$20,474.97. As part of PRCS Department's FY 2013-2013 budget reductions, staff has proposed the elimination of the \$10,935 cash contribution. The FY 2013-2014 Budget will be affected as directed pending Council's final decision.

CONCLUSION

BOP is a longstanding Burbank tradition that the City has supported for many years, financially contributing to it for the last 28 years. Unfortunately, there are no available funds in the PRCS Department's FY 2013-2014 Budget to support a cash contribution to BOP without impacting the Department's own programming. As a focal Burbank event, BOP has the ability to continue successful community fundraising for future parades as has been exemplified in recent years. The 2014 parade has already been tentatively scheduled for Saturday, April 24th.

LIST OF EXHIBITS

- Exhibit A: Fiscal Year 2012 – 2013 City Support of Burbank On Parade (BOP)
- Exhibit B: Alternative Options to Consider

EXHIBIT A

2013 Burbank On Parade Citywide Support

Public Information Office (Day Of/Editorial)	\$ 1,340.00
Public Works (Day Of/Traffic Plan Review/Street Use & No Parking Sign Fees Waived)	\$3,566.75
Management Services (Special Event Insurance) *	\$245.00
PRCS Facility Fees (Olive Rec Center, Park, & Parking)	\$3,010.06
Parade Planning Meetings (PRCS/FIRE/PD/PW Staff Support for 8, 2 Hour Meetings)	\$7,319.84
PRCS Day Of Support (Parks Division)	\$3,170.66
PRCS Cash Contribution Line-Item	\$10,935.00
Total:	\$29,587.31

- **Total City Support without Cash Contribution - \$18,652.31**
- In 2013, Burbank On Parade addressed costs for:
 - Police Personnel - \$11,814.97
 - Street Closure/Barricades (JCL) - \$8,660.00
 - **Total - \$20,474.97**
- * BOP Insurance Coverage \$5,000.00 Line –Item proposed to be eliminated as part of Management Services' FY 2013-2104 Budget

EXHIBIT B

ALTERNATIVE OPTIONS TO CONSIDER

OPTION A	Similar to what is proposed for the Burbank Tournament of Roses Association (BTORA); redirect the BOP cash contribution to Burbank Water and Power's budget.
OPTION B	Approve the PRCS Department's proposal to eliminate the cash contribution and suggest BOP organizers review route alternatives with staff for 2014 (to potentially reduce costs further), and engage additional sponsors and volunteers to support total funding needs to coordinate future parades. PRCS intends to charge for day-of staffing and services (\$3,170.66 in 2013) similar to Police in all options.
OPTION C	Approve the PRCS Department's proposal to eliminate the cash contribution and consider that instead of an annual cash contribution, the City address up to a certain amount for example \$20,000 of overall costs for the parade that may include Police personnel costs, facility use and street use waivers, insurance coverage, citywide planning support (staff), PRCS day-of costs, and street closure costs etc.
OPTION D	Approve the PRCS Department's proposal to eliminate the annual cash contribution <i>and</i> require that BOP address all City support costs from planning stages to event day. BOP will also have to continue addressing the street closure costs from a contracted vendor (2013 cost was \$8,660) for a total cost of \$39,127.28 in 2013.
OPTION E	Approve the PRCS Department's proposal to eliminate the annual cash contribution and direct City Departments to absorb <i>all</i> costs including those recently incurred by BOP (street closure and Police personnel costs). In this option, the City would absorb a total of approximately \$39,127 in staffing (pre-event and day-of event), street closure, facility use and street use, and insurance premium costs, as well as address payment for an outside contractor to establish a street closure and required barricades.
OPTION F	Not approve the cash contribution elimination and in addition direct the City to address up to a certain amount for example \$15,000 of overall costs for the parade that may include Police personnel costs, facility use and street use waivers, insurance coverage, citywide planning support (staff), PRCS day-of costs, and street closure costs etc.
OPTION G	Not approve the cash contribution elimination and continue requiring BOP to solely address street closure and Police personnel costs. In 2013, the total costs addressed by BOP for services were \$20,474.97. In this option, there would be no impact to BOP's existing costs other than a potential reduction in incurred expenses if the traffic plan is adjusted and/or route is shortened or changed for future parades.
OPTION H	Not approve the cash contribution elimination and direct City Departments to absorb <i>all</i> costs including those recently incurred by BOP (street closure and Police personnel costs). In this option, the City would absorb a total of approximately \$39,127 in staffing (pre-event and day-of), street closure, facility use and street use, insurance premium costs, and continue addressing the monetary contribution for a total of \$50,152.28.



**CITY OF BURBANK
PUBLIC WORKS DEPARTMENT
STAFF REPORT**

DATE: May 23, 2013
TO: Ken Pulskamp, Interim City Manager
FROM: Bonnie Teaford, Public Works Director *BTeaford*
SUBJECT: POST-ELECTION MEASURE S DISCUSSION – SEWER AND REFUSE ASSISTANCE PROGRAMS

RECOMMENDATION

With support from the Burbank Temporary Aid Center (BTAC), staff recommends that City Council approve programmatic changes to the Sewer Fund Assistance and Refuse Fund Assistance (Sewer and Refuse Assistance) programs, use one-time General Fund money to gradually reduce the amount of the subsidies, and increase awareness of Project Share.

BACKGROUND

The Sewer and Refuse Assistance programs were approved by City Council in the 1980s to mitigate the effects of rate increases on those with limited resources. These programs provide reduced sewer and refuse rates for qualifying low-income customers who are either senior citizens over the age of 62, persons with permanent disabilities, or persons who require the use of life support in the home. The approximate number of current participants is provided in Exhibit A along with the estimated cost of the subsidies to the Sewer and Refuse funds. Sewer Assistance customers currently have about a 48% reduction in their rates, and Refuse Assistance customers have about a 49% reduction. A summary of the financial impact to various types of assistance program customers is provided in Exhibit B.

Last year, while preparing the Fiscal Year (FY) 2012-13 budget for the Sewer and Refuse enterprise funds, staff realized that these reduced rates for certain individuals are problematic given the passage of certain statewide propositions and the results of court challenges to local fees and charges based upon these voter-initiated laws. In 1996, California voters passed Proposition 218, which added Articles 13C and 13D to the state Constitution. Article 13C imposed voter approval requirements on local agencies and special districts for the levy of local taxes. Article 13D imposed limitations

on taxes, assessments, fees, and charges on owners or occupants of real property including a limitation that fees and charges for a “property-related service” may not exceed the cost of providing the service. The courts have interpreted the term “property related service” to include water, refuse and sewer services¹.

Staff brought the concern to Council’s attention on April 17, 2012. Council’s direction at that time was to keep the assistance programs in place for fiscal year 2012-13, and to bring forth an ordinance for voter consideration that would levy a special tax to support these programs in the future. The ordinance language was approved by Council on September 25, 2012, and it appeared on the April 9, 2013, general election ballot as Measure S. About 44% of the voters supported the measure, but that was less than the two-thirds majority it needed to pass.

At the April 16, 2013, Council meeting, Vice-Mayor Gabel-Luddy requested that the Sewer and Refuse Assistance programs be brought back to Council for further discussion. One resident also spoke during public comments that evening and requested that the item be placed on the ballot again and that voters be provided more information about the programs.

DISCUSSION

Staff considered a number of options for addressing Sewer and Refuse Assistance program customers who would be affected by the failure of Measure S to pass. These options, along with a brief summary of the pros and cons of each, are summarized in the lower portion of Exhibit C. After discussions that included local nonprofits, staff together with BTAC developed an approach (summarized in the top portion of Exhibit C) that

- “ramps down” the financial assistance over a three-year period;
- requires that assistance customers use the smallest refuse containers, which will reduce costs;
- works to enhance regular customers’ voluntary contributions to Project Share (described in Exhibit D) to provide additional financial assistance to those in need; and
- works with the Burbank Temporary Aid Center (BTAC), who administers Project Share disbursements, to provide case management services for assistance customers who are most affected by changes in their sewer and refuse rates.

For the three-year ramp-down period, staff is proposing to use one-time General Fund money to reduce the current subsidies (which are roughly 50% for both sewer and refuse services) to 25% in FY 13-14, 12.5% in FY 14-15, and 6.25% in FY 15-16. This approach would allow individuals to make gradual adjustments in their personal budgets as the assistance programs are phased out. At the same time, staff is proposing that refuse assistance be eliminated for the 64-gallon and 96-gallon containers; this approach would reduce costs for assistance customers and the General Fund.

¹ Electric and gas service is excluded from the definition of “property related service” under Proposition 218.

With the ramped-down programs, there will likely be customers who need additional assistance with their sewer and refuse bills. Staff suggests that Burbank Water and Power's Project Share program, which is administered by BTAC, could provide some help. While the current donations are around \$50,000 per year – far less than what is needed to fund the assistance program at its current level – staff believes that by working with the Public Information Office, we could raise awareness of the program's purpose and needs, and increase voluntary donations. Concurrently, BTAC has expressed an interest in providing case management services to those who struggle to pay their utility bills. The Executive Director of BTAC indicated that if an individual is having trouble covering sewer and refuse bills, he or she is likely to have larger issues that would be better handled in a more comprehensive manner than by simply providing financial support.

FISCAL IMPACT

Depending upon the number of qualifying customers, the Sewer Assistance program currently costs about \$209,000 per year and the Refuse Assistance program costs about \$181,000 per year for a total of about \$390,000 per year. If all qualifying current Refuse Assistance customers used 32-gallon containers, the Refuse Assistance program would currently cost \$115,000 per year. Combined with the current Sewer Assistance program costs, total current costs would be about \$324,000 per year, a \$66,000 per year savings.

If Council were to concur with staff's recommendation to ramp the program down over three years, move refuse assistance customers to the smallest containers, and adopt annual 2% cost-of-living increases for both sewer and refuse rates over that period, the estimated one-time General Fund cost would be as follows:

Fiscal Year	Estimated Cost
2013-14	\$ 165,240
2014-15	84,270
2015-16	42,980
Total	\$ 292,490

CONCLUSION

As a result of the failure of Measure S, the Sewer and Refuse Assistance programs can no longer be supported by those enterprise funds. Recognizing the financial impact to Burbank's lowest-income residents, staff recommends that Council use one-time General Fund money to gradually reduce the percentage of assistance over a three-year period, require participants to use the smallest available refuse container, work to increase voluntary donations to Project Share, and work with BTAC to provide case management services to those customers with the greatest needs.

Exhibits:

- A. Sewer and Refuse Assistance Program Participation and Costs
- B. Rate Impacts to Sewer and Refuse Assistance Customers
- C. Summary of Post-Election Options for Sewer and Refuse Assistance Programs
- D. Project Share

Exhibit A
Sewer and Refuse Assistance Program Participation and Cost
(as of April 2013)

Assistance Category	SEWER FUND ASSISTANCE		REFUSE FUND ASSISTANCE	
	Number of Participants	2012-13 Estimated Annual Subsidy	Number of Participants	2012-13 Estimated Annual Subsidy
Seniors over the age of 62	1,668	\$183,768	1,684	\$158,157
Permanently disabled	220	\$24,012	224	\$22,159
Require life support in home	15	\$1,632	11	\$726
TOTAL	1,903	\$209,412	1,923	\$181,042

Exhibit B

2012-13 Rate Impacts to Sewer and Refuse Assistance Customers

Sewer Customers

Type of Service	Number of Assistance Accounts	Current Monthly Assistance Rate	Current Annual Assistance Rate	Current Monthly Rate without Assistance	Current Annual Rate without Assistance	Monthly Difference	Annual Difference
Single-Family Residential	420	\$11.66	\$139.92	\$22.34	\$268.08	\$10.68	\$128.16
Multi-Family Residential	1,483	\$9.97	\$119.64	\$19.06	\$228.72	\$9.09	\$109.08

Refuse Customers

Type of Service	Number of Assistance Accounts	Current Monthly Assistance Rate	Current Annual Assistance Rate	Current Monthly Rate without Assistance	Current Annual Rate without Assistance	Monthly Difference	Annual Difference
96 Gallon Container	7	\$24.52	\$294.24	\$48.17	\$578.04	\$23.65	\$283.80
64 Gallon Container	418	\$15.51	\$186.12	\$30.48	\$365.76	\$14.97	\$179.64
32 Gallon Container	254	\$14.15	\$169.80	\$16.68	\$200.16	\$2.53	\$30.36
Miscellaneous User Fee	955	\$4.99	\$59.88	\$9.82	\$117.84	\$4.83	\$57.96
Residential Dwelling with City Bin Service	285	\$12.42	\$149.04	\$24.38	\$292.56	\$11.96	\$143.52

Exhibit C

Recommended Approach	PROS	CONS
<ul style="list-style-type: none"> • Ramp down the financial assistance over a three-year period using one-time General Fund money • Require assistance customers to use the smallest size refuse containers • Work to enhance voluntary contributions to Project Share • Refer assistance customers to BTAC for case management 	<ul style="list-style-type: none"> • Allows assistance programs to continue, albeit at reduced levels • General Fund could absorb one-time costs • Eases in cost increases to assistance customers over time 	<ul style="list-style-type: none"> • Diverts one-time General Fund money to assistance programs • Does not fully fund program • Existing donations are insufficient to cover assistance program needs • Program promotion may have minimal impact on donations
<p>Options Considered</p>	<p>PROS</p>	<p>CONS</p>
<p>Effective July 1, 2013, eliminate Sewer and Refuse Assistance Programs</p>	<ul style="list-style-type: none"> • Would be consistent with the majority vote on Measure S • No financial impact to the City's General Fund 	<ul style="list-style-type: none"> • Affected assistance customers would see rates nearly double in 2013/14
<p>Use General Fund to continue subsidy at current level indefinitely (currently about \$390,000 per year)</p>	<ul style="list-style-type: none"> • Would allow assistance programs to continue as is • No financial impact to the regular sewer and refuse customers 	<ul style="list-style-type: none"> • City's General Fund does not have the money to sustain these programs
<p>Ramp-down subsidy over three years using General Fund (estimated one-time cost of \$292,490 with reduced refuse container sizes)</p>	<ul style="list-style-type: none"> • Allows assistance programs to continue, albeit at reduced levels • General Fund could absorb one-time costs • Eases in cost increases to assistance customers over time 	<ul style="list-style-type: none"> • Diverts one-time General Fund money to assistance programs • Does not fully fund program
<p>Shift General Fund money from other programs to support subsidy</p>	<ul style="list-style-type: none"> • Allows assistance programs to continue 	<ul style="list-style-type: none"> • Very difficult to eliminate other important programs in favor of assistance programs

Exhibit C

	PROS	CONS
<p>Options Considered continued</p> <p>Place the item on the ballot again and provide educational materials to the voting public</p>	<ul style="list-style-type: none"> ● Outcome of vote may be different 	<ul style="list-style-type: none"> ● Preliminary cost estimate: \$60,000 for the election; \$50,000 for educational materials ● Timing: Next general election is not until 2015; a special election would likely cost more ● Outcome of the vote may have the same result ● May be viewed negatively by those who voted in the April 9, 2013, election
<p>Work to enhance contributions to Project Share</p>	<ul style="list-style-type: none"> ● Existing program that generates donations of about \$49,000 per year to provide assistance with utility bills ● Additional promotion of program might increase donations 	<ul style="list-style-type: none"> ● Existing donations are insufficient to cover assistance program needs ● Program promotion may have minimal impact on donations

Exhibit D

Project Share

HELPING HANDS... HELPING OTHERS

Not everyone in Burbank can take conveniences like water and electricity for granted. That is why BWP administers a program called Project Share to help our residents in need of temporary financial assistance. Please partner with us in assisting neighbors who need temporary financial aid.

How Can I Help?

There are three ways to help your Burbank neighbors in need. If you'd like to make a single donation of any amount, simply write your check to 'Project Share' and mail it to:

Burbank Water and Power
PO Box 631
Burbank, CA 91503-0631
Attn: Project Share

You can also become a Project Share Angel by signing up for monthly donations or our new Bill Roundup program. Bill Roundup is where you authorize us to round up your current utility services bill to the nearest dollar amount. For example, your total bill is \$85.73, you will be billed for \$86.00, and the extra 27 cents will be donated to our Project Share fund. Just fill out and submit the form below and BWP will set you up. Your donation will show up automatically each month as a separate line item. Every dollar you donate will go toward helping Burbank families in need.

Project Share donations may be tax deductible under section 170(c)(1) of the Internal Revenue Code. Please consult with your tax advisor to ensure you qualify for the deduction.

On behalf of the entire Burbank community, thank you for your generosity!

I WANT TO BE A PROJECT SHARE ANGEL!

Log on to your BWP online account to sign up for a monthly or bill roundup donation, or print and mail this form.



PROJECT SHARE
HELPING HANDS...HELPING OTHERS



Not everyone in Burbank can take conveniences like water and electricity for granted. That is why BWP administers a program called PROJECT SHARE to help our residents in need of temporary financial assistance. As part of the Burbank Community, we invite you to partner with us in helping these neighbors by contributing to PROJECT SHARE.

CONTRIBUTE MONTHLY: Check the monthly box, circle the amount, and return the form with your next payment. Your recurring donation will appear as a separate line item on each bill.

ONE-TIME SINGLE DONATION: Check the single box, circle or write in the amount, and add to your utility payment. A separate check is welcome too!

BILL ROUND-UP DONATION: Check the Bill Round-up Box. Each bill amount will be rounded up to the nearest dollar and your recurring donation will appear as a separate line item each month.

Please check one: Monthly Donation [] Single Donation [] Circle or write in your preferred \$1 \$2 \$5 \$10 \$20
Bill Round-up Donation [] donation amount: Other: \$ _____

Thanks for joining us in caring with PROJECT SHARE!

My Account # _____ My Name: _____ My Phone # _____