

Office of the City Manager

June 7, 2011

To: Honorable Mayor and Members of the City Council

From: Phil Kamlarz, City Manager

Subject: City Wide Work Plan for Fiscal Year 2012

Enclosed is the City Wide Work Plan for Fiscal Year (FY) 2012. The FY 2011 Work Plan was presented to you last fall, and this year's document builds upon that plan. The Work Plan is intended to inform both the City Council and the community about the work that is being done by City staff every day, and to assist the City Council in prioritizing the work in a way that aligns with both the community's values and the available resources. The Work Plan reflects the day to day activities of the City organization, which includes delivering both baseline services and special projects.

Baseline, or core, services are the services the City provides on an ongoing basis. Examples of this include: filling potholes, collecting refuse and recycling, investigating crimes, putting out fires and responding to medical calls, maintaining parks, operating the senior centers and the recreation programs, issuing residential parking permits, processing land use and building permit applications, preparing City Council and board and commission agendas and minutes, caring for animals at the shelter, and maintaining the City's IT infrastructure. Each City Department organizes its resources in order to continue to provide these basic services to the community, despite the continuing challenges of the economy.

In addition to providing baseline services, City staff undertakes numerous special projects, many of which take several years to complete and involve the efforts of several departments. For example, the Transportation Division of the Public Works Department successfully sought \$5.6 Million in grant funds for a variety of transportation improvement projects. Those projects will involve staff from the Engineering Division, the Planning Department, and the Police Department, and must be completed over the next two to three years. The Planning Department also undertakes special projects such as the Downtown Plan and the West Berkeley Project. Special projects of that scope

take several years to complete and require staff from multiple City departments, as well as the involvement of board and commission members. Other projects for FY 2012 that will involve significant amounts of staff time across departments include: the redistricting process based on the 2010 Census results, the development of possible ballot measures and the 2012 elections process, implementation of a new interoperable radio system, labor negotiations, and the completion of the new Animal Shelter.

The Work Plan is a functional document that includes an individual Work Plan prepared by each City department that reports to the City Manager. (Thus, the Work Plan does not include the City Auditor, the Library, the Rent Board or the Mayor and City Council offices.) The Work Plan helps us have a clear picture of the services the City is providing now, in order to make more informed decisions about allocating resources in the future. Additionally, the Work Plan can help us assess the outcomes of the baseline services and special projects by providing a method to track the progress of those services and projects over time.

The Work Plan is intended to help us see how we currently spend our time and resources so that we can, if necessary, adjust our efforts to meet the needs and priorities of the community. As indicated in the Budget Message, we will ask the City Council to accept the FY 2012 Work Plan when the Budget is adopted on June 28, 2011.

2012 City of Berkeley Citywide Work Plan

The workplan is organized in alphabetical order by Department. Each section starts with a summary page reflecting the divisions within each department as well as the functional Full Time Equivalent (FTE) positions currently working in the department.

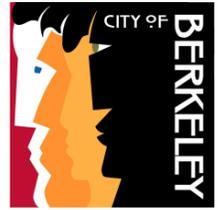
The summary also lists each of the commissions for which the department is responsible. A list of all commissions and their responsible departments is also included at the end of the packet.

The Work Plan for each department follows each summary page. The Work Plans are working documents that describe the baseline services and special projects of each department. Each plan is broken down by division (and sometimes by work unit) and includes the baseline services and special projects for which the division is responsible during the 2012 fiscal year.

A Note about Full Time Equivalents (“FTEs”): The Work Plans are functional, working documents that reflect a snapshot in time of the personnel resources in each department. The FTE counts do not necessarily reflect career positions that are in the budget but currently vacant, nor seasonal or hourly positions that are included in the budget.

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**CITY ATTORNEY'S OFFICE
(11.25 FTE)**



Mission

The mission of the City Attorney's Office is to provide the best possible legal advice to the City, in order to ensure conformance to legal constraints and minimize liability, and to represent the City when it is a party to a lawsuit.

Primary Programs

- Litigation/Arbitration (4.25 FTE)
- Claims (.5 FTE)
- Advice (2.65 FTE)
- Transactions (1.75 FTE)
- Council item review (.85 FTE)
- Special assignments (.6 FTE)
- Emergency response (.15 FTE)
- FCPC (.2 FTE)
- Administration (.3 FTE)

Commissions

- Fair Campaign Practices Commission

The Work

The majority of the work the City Attorney's office does is in support of other departments and their work plans. The significant exceptions are claims and litigation (because they are initiated by third parties outside the work planning process) and projects adopted by the Council that require major participation by the City Attorney's office (such as the Open Governance ordinance, or ballot measures).

We have allocated our work to “baseline” and “non-baseline” activities. In general, “baseline” activities for the City are defined as those that are:

1. defense of claims and lawsuits;
2. mandated by federal, state or local law;
3. required by a specific, funded Council directive;
4. essential to the continued operation of the City (e.g., payroll, hiring, collecting taxes, maintaining the e-mail system, etc.);
5. necessary to provide needed public services (e.g., fire protection, law enforcement, functional sewers and storm drains, refuse collection, etc.); or
6. generally understood to provide minimally acceptable levels of other services (e.g., landscape and parks maintenance, health services, recreational programs, etc.).

Within this work, our first priority is to prosecute and respond to litigation in a timely and effective matter. Thus, for instance, meeting litigation deadlines is a top priority. Our second priority is responding to Council directives, which includes reviewing Council items, advising with respect to new programs mandated by Council, responding to inquiries, etc. Advice to staff and other baseline work is third in order of priority, and encompasses the remainder of our work.

The City Attorney's office activities that support the City's baseline work and which stays within the role appropriate to attorneys (*i.e.*, not performing the role of subject matter experts or analysts) are considered “baseline” for this office, as illustrated on the following page. Baseline activities include supporting other departments not only in their regular work, but also in their special projects (including work that is outside of their baselines).

Non-baseline activities for this office are all other activities and generally fall into two categories: work on new projects assigned to this office (e.g., new regulatory programs, elective litigation, etc.) and acting outside the role of attorneys (e.g., as subject matter experts or *de facto* project managers).

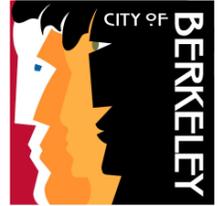
Our anticipated allocation of resources among “baseline” and “non-baseline” activities for FY 2012 is shown on the following page. Although these anticipated allocations are based on prior years, and do not explicitly include major projects we anticipate in FY 2012, we expect the special projects that are currently in the City's work plan can be accommodated within this allocation. However, with fewer staff in other departments, we expect that unless their work load is reduced, there will be more need for more in-depth legal review of both new and ongoing projects, and this could reduce our ability to provide timely service.

The allocation shown on the following page includes 0.5 paralegal. This position is divided more or less equally between transactional work (mainly leasing), and helping with litigation and public records requests. We expect this position to take on more public records work as time goes on.

City Attorney staff (11.25 FTE) perform 9 broad categories of activity. The number of FTEs allocated to performing baseline vs. non-baseline work in each category of activity is indicated below.

Function	FTE Baseline	FTE Non-Baseline	<u>Baseline/Non-Baseline Description</u>
Litigation/Arbitration	4.32	0.04	Baseline: Defense, enforcement, collections. Non-baseline: avoidable defense, elective prosecution, <i>amicus</i> .
Claims	0.4	0.0	Baseline: Claims administration & reporting. Non-baseline: Make recommendations to reduce claims, such as new sidewalk liability ordinance
Advice	2.15	0.52	Baseline: Legal opinions, legal advice not previously rendered. Non-baseline: Helping staff think through their projects and proposals and the non-legal implications of those projects/proposals, etc.
Transactions (contracts, leases)	1.45	0.28	Baseline: Reviewing and revising contracts, helping with complex contracts (e.g., software, construction). Non-baseline: Working with staff to identify other business implications of their contracts.
Council item review	0.63	0.21	Baseline: Reviewing Council items in the agenda review process; helping formulate and draft Council items with complicated legal issues. Non-baseline: Rewriting or significantly editing Council items that are already in the agenda process; providing non-legal help in developing staff reports.
Special assignments	0.58	0	Baseline: Working with staff to accomplish formally adopted Council and voter-adopted projects (e.g., animal shelter, ordinance amendments). Non-baseline: Developing and implementing new ordinances, Council initiatives, not mandated by law and not in existing work plans.
Emergency response	0.09	0.08	Baseline: Emergent situations that require legal advice (e.g., demonstrations, disasters). Non-baseline: Situations that are treated as if they are emergent and require legal advice, but are not.
FCPC/Open Government Ordinance Commission	0.16	0.03	Baseline: Staffing FCPC/OGO Commission Non-Baseline:
Administration	0.31	0	Baseline: Administration Non-Baseline: N/A
Total FTE	10.09	1.16	
Percentage of Total	(89.69%)	(10.31%)	

**CITY CLERK DEPARTMENT
(10 FTE)**



Mission

Provide Citywide oversight for legislative proceedings and professional support to the City Council, City Manager and staff. As the Elections Official and Filing Officer, administer municipal elections, campaign finance and conflict of interest regulations. As the Records Manager, administer the Citywide Records Management Program to maintain integrity of documented actions of the legislative bodies, and accessibility to the public. Perform all mandated functions under the United States Constitution, the Constitution of the State of California Codes, and the Charter of the City of Berkeley.

Agenda Unit (3 FTE)

Election Unit (2 FTE)

Administrative Support Unit (1 FTE)

Records Management Unit (3 FTE)

Special Projects (1 FTE)

Commissions

Provides support to all boards and commissions

Agenda Unit

The primary function of the Agenda Unit is to produce agendas and agenda packets for the City Council, Agenda Committee and Berkeley Redevelopment Agency (BRA) meetings while adhering to strict Brown Act regulations. The Agenda Unit is currently staffed by an Office Specialist III, an Assistant Management Analyst, and the Assistant City Clerk.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Monitor/review council reports in the Agenda Review Workflow System	<ul style="list-style-type: none"> • There are typically 2-3 council meetings per month and each meeting agenda has approximately 50 reports that accompany each agenda item. • Clerk staff in the agenda unit review each report and make formatting and content changes. There are 3 queues within the Clerk Review Process. • There were 514 Council reports submitted in the first 10 months of FY 2011, and a similar pace is expected for FY 2012
Create Agendas (regular, special and BRA meetings)	<ul style="list-style-type: none"> • All agendas must meet strict deadline and content requirements in order to comply with Brown Act and Open Government Ordinance (OGO) regulations. • Draft agendas are subject to many revisions, each iteration of which must be thoroughly reviewed for Brown Act/OGO compliance, content and accuracy. • By end of FY 2011, 53 Council Agendas (incl. special meetings) will have been produced by Agenda Unit. , and a similar pace is expected for FY 2012
City Council agenda packets	<ul style="list-style-type: none"> • An agenda packet is created for each Council meeting and is typically about 1,000 pages. • Each agenda item has a corresponding report, many including complex attachments. • Agenda packets are subject to strict Brown Act/OGO requirements and are reviewed for content and accuracy. • There were 24 agenda packets that were completed in FY 2011, and a similar pace is expected for FY 2012
Agenda Committee agenda packets	<ul style="list-style-type: none"> • The Agenda Committee meets 15 days before a Council meeting to review the upcoming agenda. • The Agenda Committee is a legislative body and is subject to Brown Act/OGO regulations. • There were 24 Agenda Committee agendas created in FY 2011, and a similar pace is expected for FY 2012

Baseline Services	Description of Work/Service Deliverables
Annotated Agendas	<ul style="list-style-type: none"> • Annotated agendas are created to report actions from a Council meeting to the public. • They are reviewed for accuracy and are available no more than 2 days after meeting.
Minutes	<ul style="list-style-type: none"> • The City Clerk is required to preserve an official record from each City Council and Redevelopment Agency (RDA) meeting. • All minutes must be submitted to the City Council or RDA for approval.
Resolutions	<ul style="list-style-type: none"> • Resolutions are official legislative actions taken by the Council. • There were 293 resolutions processed through April of FY 2011; a similar pace is expected for FY 2012
Ordinances	<ul style="list-style-type: none"> • Ordinances are an official action taken by the Council that will become a law and be included in the Municipal Code. • Ordinances may also be adopted to approve leases. • Each draft ordinance requires meticulous review for accuracy and consistency with existing law. • There were 20 ordinances processed through April FY 2011, and a similar pace is expected for FY 2012
Public Hearings	<ul style="list-style-type: none"> • Public hearings are required for some Council actions. • Clerk staff oversee the publication, mailing and filing of all notices. • There were 13 public hearings through April FY 2011, and a similar pace is expected for FY 2012
Proclamations	<ul style="list-style-type: none"> • Proclamations are a ceremonial action taken by the Council to honor an event or person. • There were 32 proclamations through April FY 2011, and a similar pace is expected for FY 2012
Land Use appeals	<ul style="list-style-type: none"> • The Planning department issues Notices of Decision on behalf of the Zoning Adjustments Board (ZAB), Landmarks Preservation Commission (LPC), Housing Advisory Commission (HAC), and the Planning Commission (PC) regarding various permit and variance applications. The Planning Department mails the notices to applicants and other interested parties.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<ul style="list-style-type: none"> • Decisions made by these boards and commissions may be appealed to Council within a specified period from the date notices are mailed. • The City Clerk department accepts appeals according to guidelines in the Berkeley Municipal Code (BMC). • There were 7 Appeals filed through April FY 2011, and a similar pace is expected for FY 2012
Follow-up correspondence from council agenda items	Council often directs the City Clerk to send correspondence to other elected officials or agencies regarding a specific Council action or City position.
Communications	<ul style="list-style-type: none"> • Communications are submitted to the Clerk in various formats. • They are distributed with Agenda Packets. • There were 20 Communication packets and 53 Supplemental Communication packets created through April FY 2011, and a similar pace is expected for FY 2012
Supplemental communications packet	See above.
Council meeting calendars	The City Council meeting schedule is established on an annual basis, but revisions are occasionally required.
AB1234 Ethics Training Compliance	<ul style="list-style-type: none"> • Ethics training is required under state law for certain elected or appointed officials. The City Clerk is responsible for the notification, filing, tracking, and follow up enforcement related to the biennial ethics training requirement. • There are 49 officials in Berkeley required to complete the training.

Elections Unit

The primary function of the Elections Unit is to administer municipal elections and oversight of the City commission process and the Conflict of Interest Code. Some duties are performed at regular intervals such as the attendance reports, conflict code updates, election deadlines, and campaign statements. Other duties, such as commission transactions are performed in response to filings from the public, commissioners, councilmembers, and other city employees/departments. The Elections Unit is staffed by the Deputy City Clerk and an Assistant Management Analyst.

Baseline Services	Description of Work/Service Deliverables
Commission Transactions and Administration	<ul style="list-style-type: none"> • There are 35 boards and commissions in Berkeley with over 270 active commissioners. • Each appointment, leave, temporary appointment, resignation, termination generates a series of filings, updates and correspondence. • Through April of FY 2011, there were over 790 distinct transactions related to commission membership. • In addition, support for Commission Secretaries regarding web posting, community calendar posting, Brown Act compliance, and proper meeting procedures is an additional significant consumer of City Clerk staff resources. • Other duties associated with Commission administration include processing commission applications, tracking commissioner term limits, and conducting annual training for Commission Secretaries.
Commission Reports	<ul style="list-style-type: none"> • The BMC requires regular reports for attendance and Council Resolution requires an annual report • Compiling these reports involves a great deal of communication and technical support for 30+ Commission Secretaries.
Municipal Code Publishing Updates/Printed Supplements	<p>One of the core functions of the City Clerk is the maintenance of the City's legislative history. The BMC updates are a cornerstone responsibility of the Clerk.</p>
Conflict of Interest Code	<ul style="list-style-type: none"> • The state requires the City to maintain and update a Conflict of Interest Code which designates the employees, elected officials, commissioners and consultants that are required to file Form 700 Statements of Economic Interests. • The update process takes several months and involves all City departments.
Form 700- Statement of Economic Interests	<ul style="list-style-type: none"> • Positions that are designated in the City's Conflict of Interest Code are required to file Form 700 • As the filing officer, the Clerk Department notifies individuals, accepts and reviews submitted forms, tracks compliance refers to the State Fair Political Practices Commission for enforcement. • Currently there are 696 elected officials, employees, commissioners, and consultants whole Form 700 with the City Clerk. • The Clerk Department sent 965 notices through April 2011 • In addition to Form 700 administration, staff also spends a significant portion of time assisting filers.

Baseline Services	Description of Work/Service Deliverables
Web Posting and Archiving	<ul style="list-style-type: none"> • Regular updates are required and the process of annually archiving the agendas and minutes posted by the 35 commissions is a significant staff project.
Election Administration	<ul style="list-style-type: none"> • The City Clerk has numerous official duties that are required by the State Elections code, the City Charter, and the Berkeley Municipal Code. • The City of Berkeley consistently ranks at the top of all cities in Alameda County for the number of candidates, ballot measures, and petitions in an election. • The Clerk also has election administration duties for the Rent Board and School Board elections.
Candidate Filing	<ul style="list-style-type: none"> • The signatures-in-lieu and candidate nomination period is ten weeks long and demands a great deal of preparation. • The average candidate will have three separate appointments during this time.
Ballot Measure and Petition Administration	<ul style="list-style-type: none"> • The City Clerk manages the petition and ballot measure process. • The Clerk also manages the Ballot Measure Working Group (BMWG) which coordinates the efforts of the City Manager, the City Attorney, and Department Heads (as needed) in order to facilitate the process of bringing measures to the council for adoption and placement on the ballot.
Campaign Statements	<ul style="list-style-type: none"> • The state Political Reform Act and the Berkeley Election Reform Act (BERA) designate the City Clerk as the filing official for all campaign statements for City committees. • The BERA has several unique requirements that go beyond state law and create additional duties for the City Clerk. • The most significant of these duties is the publication of all contributions for an election in the newspaper. • The creation of the ad requires an extensive amount of data entry, formatting and proofreading in a short time. The ad usually takes up 4-7 full pages in the newspaper.

Administrative Support Unit

The primary function of the Administrative Unit is to receive and respond to information requests from public and staff. This includes receiving campaign filings, service of process, domestic partnership registrations, communications to Council, and other documents. Other duties include acting as a liaison to 311 staff and maintaining the online Municipal Code. The Administrative Unit is primarily staffed by an Office Specialist III, with assistance from the OSIII positions in the Agenda and Records Units.

Baseline Services	Description of Work/Service Deliverables
Front Counter	<ul style="list-style-type: none"> • Receive documents from City staff and public; respond to information and research queries. • Requests are often time consuming and involve detailed research of years old (sometimes decades-old) documents from multiple sources.
Domestic Partnerships	<ul style="list-style-type: none"> • The City of Berkeley offers domestic partnership registration to same gender and opposite gender cohabitating couples. The City Clerk processes the formation and termination of these partnerships. • Through April of FY 2011, the City Clerk has processed 49 Affidavits of Domestic Partnership and 11 terminations.
Contracts	<ul style="list-style-type: none"> • The City Clerk Department is the Office of Record for all City contracts. • Contracts are received by the Administrative Unit, processed, and transferred to Records Unit for scanning and final storage.
Records Unit Support	<ul style="list-style-type: none"> • The Administrative Unit supports to the Records Unit. • These units respond to requests for information from the public and staff, as well as maintaining the records for the City.
Agenda Unit Support	<ul style="list-style-type: none"> • The Administrative Unit provides support for pre- and post-meeting functions. • The Administrative Unit edits and posts the video from a council meeting within 12-18 hours for public viewing.
Departmental Support	<ul style="list-style-type: none"> • Accounts Receivable and Accounts Payable functions are performed by the Administrative Unit.
Emergency Operations	<ul style="list-style-type: none"> • The EOC functions related to the Clerk (contact information for staff and elected officials, emergency preparation resolutions, chain of command and emergency standby officers) are also included in the emergency resources.

Performance Measures	<ul style="list-style-type: none"> • The City Clerk Department tracks its processes to determine workflow and assign staff resources. • The annual reviews performed by supervisors help employees create development plans and goals.
Budget	The entire Clerk staff works to achieve the budget goals of the department throughout the fiscal year

Records Management Unit

The primary duty of the Records Management Unit is to administer the Citywide Records Management Program. Some duties are performed at regular intervals such as the imaging and indexing of Contracts, Resolutions, Ordinances, Permits, Deeds, and the indexing of Commission Minutes. Other duties related to records storage and management are performed weekly. Certain duties such as records database management, City Council support, records destruction, records coordinator support, and records research are performed in response to requests and as needed. The Records Management Unit is staffed by the Records Manager, an Office Specialist III, and a Records Assistant.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Contracts	<ul style="list-style-type: none"> • All City Contracts are a City Clerk record in the Records Retention Schedule. After they are attested to by the Deputy City Clerk, contracts are transferred to the Records Unit for imaging and storage. • To date, 4,494 contracts have been imaged for access in Records Online.
Resolutions/Ordinances	Resolutions and Ordinances are a permanent City record in the Records Retention Schedule and are transferred to the Records Unit for imaging and storage.
Building Permits	<ul style="list-style-type: none"> • The Building Permit project is an interdepartmental effort with Planning and Information Technology. • Since inception, 4,952 building permits have been scanned and indexed into Stellent, averaging about 2,500 per year.
Deeds	<ul style="list-style-type: none"> • City-owned property deeds are a permanent City records in the Records Retention Schedule and are referenced by multiple City Departments. The Deeds Project is an interdepartmental effort with Public Works and IT. • 465 deeds have been indexed into Stellent.

Baseline Services	Description of Work/Service Deliverables
Rent Board Vacancy Registration Forms	<ul style="list-style-type: none"> • Rent Vacancy Registration Forms – The Rent Stabilization Boards Rent Vacancy Registration forms (VR forms) are permanent records. This project is an interdepartmental project between the Rent Board, Information Technology, and the City Clerk Department. • 61,275 Rent Vacancy Forms have been indexed.
Commission Minutes	<ul style="list-style-type: none"> • As an official legislative body, each City Commission creates meeting minutes similar to the City Council. • Commission secretaries submit approved minutes to the Clerk Department for the Citywide Records Repository. • The Records Manager follows up with Commission Secretaries on a monthly basis.
Records Management Database	<p>Fixed RM, the Citywide Physical Records Retention Database, has over 18,525 entries. Each entry has information on the type of physical record, its series code, and its retention period. Fixed RM is used to generate reports, search for records and assemble destruction batches.</p>
Records Storage	<ul style="list-style-type: none"> • As of April, 2011 there are 10,666 boxes of City records at the off-site storage facility, Access Information Management, in Livermore. • The Records Unit verifies the eligibility of records to be stored off site and coordinates with departments to ensure that records are identified, logged, packed and indexed properly and in accordance with the Retention Schedule. • The Records Unit manages the transfer of boxes to and from the facility.
Records Destruction	<ul style="list-style-type: none"> • Records destruction is the physical elimination of records; documents, files, and physical items that are no longer required to be stored based on the City Records Retention Schedule. • The first step in destruction is identifying eligible records by creating reports of records in the Records Management database. • The diligent identification of records to be destroyed saves money on storage costs and keeps the city in compliance with statutory guidelines for retention of records. • Over 3,200 boxes have been properly destroyed in the past fiscal year.

Baseline Services	Description of Work/Service Deliverables
Administration	The administration of a City Records Management program requires ongoing support and communication with many stakeholders including the Records Storage Facility, staff, and the public.
Records Coordinators	<ul style="list-style-type: none"> • Each department and division has a staff member assigned as a Records Coordinator. • They are trained by the Records Unit to be able to identify records, determine their retention period, and assist their colleagues with records needs.
Records Research	Some documents kept by the City Clerk can be found in Records Online (e.g., minutes, resolutions, ordinances and contracts). Training is also provided to City staff or members of the public who may need assistance in finding documents.
Annual Records Rodeo Roundup	<ul style="list-style-type: none"> • The Records Rodeo Roundup is an annual event that is used to promote off-site records storage, records destruction, and recycling of all forms of media. • City employees are encouraged to bring all paper records that have met their retention, as well as any removable electronic media for recycling (such as CDs, diskettes, back-up tapes, video and audio tapes, etc.).
Citywide Records Retention Schedule	The current City of Berkeley Records Retention Schedule was adopted by Resolution 64,546-N.S. on July 14, 2009. This is the document which describes the records of the City, establishes the record series life cycle, prescribes the final disposition for the record, and serves as the legal authorization for the disposition of public records.

Special Projects

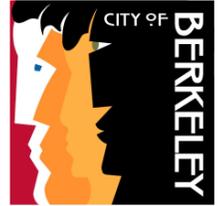
Periodic, major initiatives not scheduled as part of the annual work plan.

Special Projects	Description of Work/Service Deliverables
Paperless/Electronic Agenda Packets	<ul style="list-style-type: none"> • California cities are increasingly using all-electronic or paperless agenda packets to reduce costs and waste. • City staff is monitoring the issue and has begun communicating with other jurisdictions regarding the startup costs, technical feasibility, and user satisfaction. • If the City Council determines it wishes to pursue this course, staff will be ready to implement a paperless agenda packet program in FY 2013.

Special Projects	Description of Work/Service Deliverables
Redistricting	<ul style="list-style-type: none"> • The Charter requires the City Council District Boundaries to be adjusted every 10 years after the Census. • A team with City Clerk, City Manager, and Information Technology staff has been assembled and will manage the process. The program will involve extensive coordination among City departments, the City Council and the public, and must be completed by December 31, 2013.
The Commissioners' Manual Update	<ul style="list-style-type: none"> • The Commissioners' Manual is a comprehensive guide to serving on a Berkeley Commission. • Due to new Council policies and evolving needs, the Manual is updated periodically in conjunction with the City Clerk, the City Manager, and the City Attorney. Feedback from commissioners and secretaries is also included. • To date, the City Clerk has identified approximately 60 additions and revisions to be incorporated into the next update, scheduled for completion in FY12.
Records Retention Schedule Update	<ul style="list-style-type: none"> • The current City of Berkeley Records Retention Schedule was adopted by Resolution 64,546-N.S. on July 14, 2009. • Through the first two years of implementation several additions, modifications and revisions have been identified and a comprehensive update is planned for FY12.
Berkeley Open Government Ordinance	<ul style="list-style-type: none"> • The OGO was adopted on March 8, 2011. The implementation of the Ordinance is a Citywide initiative that will involve staff training, updates to the website, tracking of records requests, new requirements for agenda timelines and reports, expanded access to records, and expanded duties for the Fair Campaign Practices Commission. • The first annual report to the Commission is due in 2012.
Training	<p>The City Clerk Department interactions, communications, and processes are closely intertwined with the whole of the City administrative structure. Educating and training other employees is essential to efficiency and effectiveness.</p>
Ranked Choice Voting	<ul style="list-style-type: none"> • For the November 2010 General Election, voters in Berkeley used Ranked Choice Voting (RCV) for the first time. • The City Clerk worked closely with the Registrar of Voters, the League of Women Voters and other RCV stakeholders in 2007 on the implementation and outreach. • The education program will be renewed for the November 2012 election.

Special Projects	Description of Work/Service Deliverables
Berkeley's Historical Records	<ul style="list-style-type: none"> • Records identified as permanent or historically significant on the Records Retention Schedule require special handling. • The City Clerk Department evaluates the volume and types of records in this category and makes recommendations for practices and procedures to ensure access to these materials in perpetuity. • The procedures for preserving Berkeley's historical records are based on the "National Archives Preservation Guidelines for Vendors Handling Records and Historical Materials."

**OFFICE OF THE CITY MANAGER
(29.1 FTE)**



Mission

As City of Berkeley employees our mission is to provide quality services to our diverse community; promote an accessible safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful democratic participation; respond quickly and effectively to neighborhood and commercial concerns; and do so in a fiscally sound manner.

Administration and Neighborhood Services (9 FTE)

Berkeley Animal Care Services (7.8 FTE)

Code Enforcement (4 FTE)

Office of Budget and Fiscal Management (4 FTE)

Police Review Commission (3.5 FTE)

Commissions

Police Review Commission

Animal Care Commission

Administration and Neighborhood Services

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Public Records Act (PRA) requests	<ul style="list-style-type: none"> Respond to PRA requests made to City Manager and coordinate responses that involve records from multiple departments.
Media inquiries	<ul style="list-style-type: none"> Coordinate response to all media inquiries received by City staff in order to reduce burden on staff and increase responsiveness to multiple news outlets
Administrative Hearings	<ul style="list-style-type: none"> Handle appeals of parking tickets and other administrative citations
Website oversight and policy	<ul style="list-style-type: none"> Work with IT and other City departments to improve web content and functionality to enhance access to City information and services
Problem Properties and related standard-of-living issues	<ul style="list-style-type: none"> Lead multi-departmental efforts that lead to the sale and permanent resolution of long-standing problem properties; Respond to calls about neighborhood problems and problem properties and coordinate response efforts across departments
Liaison with University of California, Berkeley	<ul style="list-style-type: none"> Volunteer coordination for major student groups who are working on projects in City parks, recreation centers, and other buildings (e.g., Berkeley Project Day) Coordinate City staff and university efforts on big events such as Student Move Out
Annual Report	<ul style="list-style-type: none"> Produce and mail to every City resident
Track legislation	<ul style="list-style-type: none"> Monitor state and federal legislation that will have an impact on City business Coordinate earmark and grant opportunities Communicate with lobbyists on City positions on proposed legislation

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Redistricting	Participate in multi-departmental team working on revising Council district boundaries as required by City Charter

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Shelter construction oversight	Open the Dona Spring Animal Shelter in FY 2012
Open Government Ordinance	Coordinate implementation of Ordinance to ensure all appropriate records are made available to public and that other changes mandated in the ordinance are implemented correctly
Labor Contracts	Coordinate and oversee with the Human Resources Department the negotiations of new labor contracts with the City's labor unions
Council Chambers	Work with School District to develop new joint BUSD/Council Chambers
Utilization of space	Lead study to optimize space utilization of City resources, taking into account the space available, changing size and departmental missions, customer service needs, technology requirements and efficiency
Review Community Workforce Agreement (CWA)	Work with Housing and Public Works staff to assess implementation of the CWA and prepare report to the City Council.

Berkeley Animal Care Services

Animal Care Services provides field services for the cities of Berkeley and Albany, and shelters animals from Berkeley, Albany, Piedmont, and Emeryville.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Investigation	Investigates animal-related neglect, cruelty, nuisance and bite cases
Enforcement	Enforces City ordinances related to animals
Removal of killed or injured wildlife	Wildlife (dead on arrival): 288 Wildlife (critically injured, euthanized): 109
Impoundment of stray pets	Stray cats/kittens : 574 Stray dog/puppies: 818 Total strays: 1392

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Shelter and other animal services	<ul style="list-style-type: none"> • Shelter houses domestic animals from the cities of Berkeley, Albany, Emeryville, and Piedmont • Provides a safe haven for these homeless pets • Adoption services • Advice on animal-related topics • Lost and found pet reports • Free or low-cost spay/neuter vouchers for Berkeley residents' dogs and cats.
Manage shelter	<ul style="list-style-type: none"> • Shelter intake from Jan. 2010-Dec 2010: 1,551 animals • Adopted by public: 512 • Transferred to other organizations: 522 • Returned to owner: 423
Volunteer coordination	Coordinate hundreds of active volunteers.
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Opening of new shelter	<ul style="list-style-type: none"> • Move into shelter • Establish new space and routines for staff, volunteers and animals • Large event to welcome public into new building and new services

Code Enforcement

The Code Enforcement Unit includes the Code Enforcement Supervisor, two Code Enforcement Officers and one Assistant Planner.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Investigation and enforcement of BMC violations	<ul style="list-style-type: none"> • zoning violations • graffiti • illegal businesses • blight • illegal units and accessory uses • signage • illegal dumping
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Revision of the Taxi Ordinance	Revise ordinance to address stakeholder concerns as appropriate and update regulations to conform to current policies and practices.

Office of Budget and Fiscal Management

The Budget Office is responsible for the preparation, development and management of the City’s Budget and for reviewing and analyzing all fiscal issues that impact the City including developing the budget for the City’s Capital Improvement Program.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Citywide Budget Management	<ul style="list-style-type: none"> • Receive the “Distinguished Budget Presentation Award” from the Government Finance Officers Association for the FY 2012 & FY 2013 Adopted Biennial Budget and FY 2012 & FY 2013 Capital Improvement Budget Book • Keep the City Council and the public informed of all major changes to the changing fiscal picture and the economy’s impact on City services
Payroll	<p>The Budget Office processes payroll leave requests, and related records for multiple departments, including</p> <ul style="list-style-type: none"> • Mayor and Council • School Board • City Attorney’s Office • City Clerk’s Office • Information Technology • Human Resources • all units of the City Manager’s Office
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Citywide outcome measures	Assist departments in developing outcome measurements aligned with their Work Plans
Unfunded Liabilities	Develop a long-term strategy for reducing the City’s unfunded employee-benefit liabilities
Capital Improvement Program	Develop a long-term strategy for addressing the City’s deferred maintenance and capital needs.

Police Review Commission

The Police Review Commission’s mission is to provide a forum for community input in reviewing and evaluating the Berkeley Police Department’s policies, practices and procedures. Additionally, the PRC is charged with conducting prompt, fair and impartial investigations of citizen complaints alleging police officer misconduct.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Complaint investigation	In FY 10 the PRC received 29 new complaints and closed 32 cases (including cases carried over from previous years). Investigation of complaints will continue to be a priority in FY 12.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Policy Recommendations	The PRC forms policy subcommittees to review Police Department policies and procedures and recommends changes as needed. In FY 12 it is anticipated that the PRC will consider changes to its own regulations, will review the City's Mutual Aid Agreements, will continue the Officer Involved Shooting subcommittee and may create other subcommittees as issues are identified
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Public Safety Commission	In response to a referral from the City Council, the PRC will work with the City Manager's Office to consider whether the PRC is the appropriate body to undertake the role of a Public Safety Commission and if so, how to implement that role.

**OFFICE OF ECONOMIC DEVELOPMENT
(5.85 FTE)**



Mission

The purpose of the Office of Economic Development (OED) is to serve Berkeley's commercial needs through business retention, business attraction, and the expansion of employment and business opportunities for Berkeley residents, entrepreneurs, and property owners; to generate a healthy business climate that maintains and enhances the environmental quality of the City, produces tax revenues to support civic goals and provides goods and services for the Berkeley populace; to support artistic and cultural activities for the community and generate new arts resources; and to ensure equal opportunities for minorities, women, and disabled persons in these endeavors.

Citywide Economic Development (2.35 FTE)

Neighborhood Economic Development (2.50 FTE)

Civic Arts (1.0 FTE)

Commissions and Business Improvement Districts

- Civic Arts Commission
- Loan Administration Board
- Downtown Berkeley Business Improvement District Advisory Board
- Elmwood Business Improvement District Advisory Board
- Telegraph Business Improvement District Board
- North Shattuck Business Improvement District Board

Citywide Economic Development (2.35 FTE)

- Business and Development Assistance
- Development and Analysis of Economic Trends Data
- Creation and Implementation of Business Marketing
 - Programs/Strategies
- Creation and Implementation of Programs to Assist Emerging Industries and
- New Entrepreneurship

Baseline Services	Description of Work / Service Deliverables
Provide business and development assistance to help retain and attract business in Berkeley	<ul style="list-style-type: none"> • Help create business conditions that grow Berkeley’s retail tax revenue by 10% • Attract 5 new regionally-serving businesses that can attract shoppers to Berkeley and increase local tax revenue • Retain Berkeley’s existing auto dealerships and attract one new dealership
Manage and Improve Berkeley Commercial Vacancy Listing Service	<ul style="list-style-type: none"> • Promote the tenanting of vacant retail and office space through the Locateinberkeley.com website and increase traffic to the site by 50%
Coordinate regularly with the commercial brokerage community	<ul style="list-style-type: none"> • Convene at least one meeting with commercial brokers to discuss strategies for vacancy reduction and ideas to improve Locateinberkeley.com website
Increase the number of green and technology-based start-ups and strengthen Berkeley’s identity as fertile environment for emerging economic sectors	<ul style="list-style-type: none"> • Create a Downtown business Incubator working with UCB, the Downtown Berkeley Association, the Berkeley Chamber of Commerce and other private partners • Work with the development community, QB3 East Bay, U.C. Berkeley, LBNL, and other stakeholders to facilitate the incubation and growth of 10 emerging Bioscience companies in West Berkeley
Work with the businesses and developers to generate new jobs for Berkeley residents.	<ul style="list-style-type: none"> • Promote Enterprise Zone hiring incentives to Berkeley businesses and encourage conditions so that a minimum of 100 qualified/vouchered employees are hired in West Berkeley

Baseline Services	Description of Work / Service Deliverables
Data collection and analysis	<ul style="list-style-type: none"> • Produce semi-annual commercial district vacancy reports and specialized economic development reports and analyses as needed • Provide technical assistance (data, mapping, City process, etc.) to any potential and existing property and business owners who need such assistance • Analysis planned for FY 2012 includes: <ul style="list-style-type: none"> • semi-annual commercial district vacancy inventories; • cluster analyses; • assessment of labor market trends; • monitoring of business trends on a citywide and neighborhood basis
Creation of Economic Impact Reports, designed to evaluate economic impacts of proposed projects	<ul style="list-style-type: none"> • Generate a minimum of 4 Economic Impact Reports on high value retail or development projects
Targeted green business outreach and assistance	<ul style="list-style-type: none"> • OED staff to participate in all Green Corridor Steering Committee meetings • OED Manager to continue serving as Chair of Green Corridor Business Development Committee • Reauthorize contract with the County of Alameda to help certify 30 new “green business” certifications. • Organize the 7th Annual Green Gathering In partnership with the Ecology Center
Manage VisitBerkeley.org contract	<ul style="list-style-type: none"> • Implement and monitor contract for VisitBerkeley.org (Convention and Visitor’s Bureau) • Meet with major hotel operators to encourage construction of more hotel rooms in Berkeley
Management of EDA Revolving Loan Fund (RLF) and staff City’s Loan Administration Board (LAB)	<ul style="list-style-type: none"> • Attend all meetings of the LAB • Promote the RLF based on the newly adopted RLF Management Plan • Make a minimum of 2 loans in FY 2012 • Investigate and possibly contract with an outside loan servicing firm.

Baseline Services	Description of Work / Service Deliverables
Negotiation of housing and childcare mitigations	<ul style="list-style-type: none"> • Negotiate mitigations as qualifying projects arise • Assist interdepartmental effort to update City mitigation policies
Approval authority for street banners on light standards in commercial districts	<ul style="list-style-type: none"> • Review and assess all requests for street banners consistent with the City's current policy
Coordination with other City departments on outreach to businesses	<ul style="list-style-type: none"> • Continue working with staff across the City as appropriate
Participation on East Bay EDA's Economic Development Director's Council	<ul style="list-style-type: none"> • The Manager of Economic Development or his designee shall attend all 6 annual meetings of the Director's Council
Economic development marketing plan implementation	<ul style="list-style-type: none"> • Sponsor campaigns that promote Berkeley's commercial districts, the City's place in the regional economy, its cluster of green and clean-tech businesses, and its high quality of life. • Coordinate with the BID's, Buy Local Berkeley and other business organizations to leverage OED's marketing budget by at least 50%

Special Projects	Description of Work / Service Deliverables
"Buy Local Berkeley" organizational development initiative.	<ul style="list-style-type: none"> • OED staff will attend meetings of the Buy Local Berkeley Board • Provision of staff support to develop internal capacity to become an independent and self sustaining organization • Creation and/or implementation of a loyalty card program to promote patronage of locally owned stores
Green hotel outreach in partnership with visitberkeley.org	<ul style="list-style-type: none"> • Facilitate an increase in the number of Green Certified hotels/motels in Berkeley from three (3) to ten (10)
Administration of 2009 Federal Earmarks for EB Green Corridor Partnership	<ul style="list-style-type: none"> • Get final approval of sub-contracts from the SBA and implement those contracts

Neighborhood Economic Development (2.50 FTE)

Support for Business Improvement Districts and Merchant Associations
 Support for District-Based Festivals, Marketing and Identity Development
 Creation and Implementation of District-Based Revitalization Strategies

Baseline Services	Description of Work / Service Deliverables
Staff coordination with business and commercial district organizations	<ul style="list-style-type: none"> • Participate in all meetings of active merchant associations as well as the Chamber Government Affairs Committee, Berkeley Business District Network and all business improvement district organizations, including: <ul style="list-style-type: none"> ○ Berkeley Chamber of Commerce ○ Berkeley Business District Network ○ VisitBerkeley.org ○ Adeline Merchants' Association ○ Sacramento Merchants Association ○ Buy Local Berkeley ○ University Avenue Association ○ Solano Avenue Association
District-based Festival Promotions	<ul style="list-style-type: none"> • Provide guidance and assistance as needed • Provide marketing support for the Juneteenth festival • Telegraph Ave. (Last Sunday Festival)
West Berkeley Enterprise Zone Program (Pending ongoing state funding)	<ul style="list-style-type: none"> • Provision of ongoing promotion of Enterprise Zone incentives to West Berkeley Businesses • Monitor participation of Berkeley businesses and generate hiring metrics
Business Improvement Districts: Staff support, Council updates and contract administration for the following BIDs: <ul style="list-style-type: none"> - Downtown - North Shattuck - Telegraph - Elmwood 	<ul style="list-style-type: none"> • Continue to staff BIDs, attend all BID Board meetings, write related Council staff reports pertaining to annual renewals and associated contracts • Assist the successful creation of a new property-based business improvement District in Downtown Berkeley. • Assess the feasibility of a new BID in the Elmwood in light of the pending expiration of the existing BID in 2013. • Work with the Telegraph BID to develop a focused retail strategy for Telegraph Avenue

Special Projects	Description of Work / Service Deliverables
Build Downtown Berkeley's identity as a hub of innovation and entrepreneurship and as good place for start-up companies	<ul style="list-style-type: none"> • Promote visibility of the Berkeley Start Up Cluster (BSC) as a marketing strategy for the near-to-campus area. • Capture 10 new and emerging spin-out in the BSC area (within 5 blocks of Campus)
West Berkeley Project: Provide economic development data and support for planning staff	<ul style="list-style-type: none"> • Support Planning Department in bringing this project to completion
Focused staff engagement with the Adeline and Sacramento Merchant Associations to address infrastructure and economic issues to assist the economic revitalization of South Berkeley	<ul style="list-style-type: none"> • Facilitate 5 'planter adoption' agreements with merchants/property owners of planters along the Adeline Corridor • Implement new banner and marketing program for both the Adeline and Sacramento commercial districts (scope will vary based on whether the project receives a Chancellor's Community Grant)
Berkeley/Emeryville Biotech cluster:	<ul style="list-style-type: none"> • establishment of cluster identity development and promotional effort in partnership with City of Emeryville • Create a marketing strategy, logo, and collateral materials to promote West Berkeley's Bioscience Cluster.

Civic Arts (1.0 FTE)

- Staffing Civic Arts Commission
- Administration of Public Art and Arts Grant Programs
- Fundraising for the Arts
- Arts Marketing and Promotion

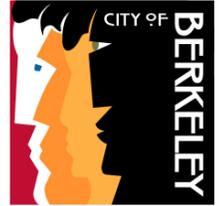
Baseline Services	Description of Work / Service Deliverables
Staff to Civic Arts Commission	<ul style="list-style-type: none"> • Attend and support 10 regularly scheduled Commission meetings a year • Attend and support all Commission Subcommittee meetings

Coordination with community arts organizations	<ul style="list-style-type: none"> Attend all monthly meetings of the Berkeley Cultural Trust.
Civic Arts Grant program administration	<ul style="list-style-type: none"> Assist Arts Commission in evaluating grant applications Manage all details of program implementation including the invoicing process.
Public Art administration	<ul style="list-style-type: none"> Administer the process of selecting and installing all public art projects through the Public Art Fund
Fundraising for the arts	<ul style="list-style-type: none"> Generate \$100,000 in new grant money for public art by leveraging the City's Public Art Fund
Marketing of the Arts and Berkeley as a regional center of Arts and Culture	<ul style="list-style-type: none"> Participate and support 510Arts – a regional arts marketing partnership, funding by Hewlett Foundation Generate funding to continue 510Arts.com through the end of the FY2012
Management of curatorial contracts for the Addison Street Windows Gallery and 1947 Center art	<ul style="list-style-type: none"> Manage the RFP and selection process for curator of these venues and manage contract
Berkeley Film Foundation and Berkeley Art Center contract management	<ul style="list-style-type: none"> Manage contract as appropriate

Special Projects	Description of Work / Service Deliverables
Administration of Marina public art grant given by Open Circle Foundation	<ul style="list-style-type: none"> Complete installation of the sculpture and close out grant
Flora and William Hewlett Foundation Bay Area Cultural Asset Map Project	<ul style="list-style-type: none"> Beta testing and implementation new cultural mapping program in Berkeley in partnership with the Flora and William Hewlett Foundation Bay Area Cultural Asset Map Project Map and do data analysis on all arts and culture organizations and Civic Arts Grants recipients in Berkeley. Post completed cultural maps and any related analysis on

	the Civic Arts Website and on the Visitberkeley.org Website
Manage Library Art Selection Process	<ul style="list-style-type: none"> • Manage and complete selection process • Management of public art selection process for neighborhood library branch renovations in South and West Berkeley
Northern California Arts Loan Fund Board Member	<ul style="list-style-type: none"> • Participation as an appointed Northern California Arts Loan Fund Board Member in making low interest bridge loans available to Berkeley and regional arts organizations • Continue participation in all meetings of the Northern California Arts Loan Fund Board
60 Boxes	<ul style="list-style-type: none"> • Coordination of the art selection process for “60 boxes”, a joint project of the Earth Island Institute and the City to install public art on Downtown Utility boxes • Help bring the Downtown utility box public art project to completion

**FINANCE DEPARTMENT
(46 FTE)**



Mission

To conduct all of our responsibilities with integrity, warrant and receive the trust of colleagues and constituents, and to positively support the delivery of quality services to fulfill the City's mission and citywide priorities. Within the framework of full disclosure and quality customer service, our principal obligations are to safeguard City assets, maximize revenues, manage the business of City programs, and provide accurate, timely, and complete financial information.

Office of the Director (6 FTE)

Revenue Collection (14 FTE)

General Services (6 FTE)

Accounting Division (8 FTE)

Accounts Payable Division (3 FTE)

Customer Service Counter/ Treasury (9 FTE)

Commissions

 none

DEPARTMENT OVERVIEW

The Finance Department provides direct services to the entire Berkeley community of residents and businesses, and support to all City departments.

Key Objectives for FY 2012:

1. Develop and implement revenue-generating ideas that will result in an increase in the General Fund's revenue base by at least \$600,000 over the next two years.
 - Unlicensed businesses.
 - License businesses under-paying the amount due.
 - Expand the Use Tax Program to other organizations (Alta Bates, Bayer Corp., etc.), and improve the City's program.
 - Increase revenue-generating resources and skills.
2. Generate \$5.5 million in General Fund interest income in a challenging interest rate environment.
3. Become more effective collecting delinquent amounts due the City.
4. Enhance lockbox services, and implement an improved web payment system to enable citizens to make any payment to the City via the web, including refuse and other City billed services and payments.
5. Implement new Business License Tax software, to improve license processing and enhance revenue collection.
6. Complete effective succession plans.
7. Grants Inventory & Reporting Project—Maintain a reliable, comprehensive and functional inventory of City grant awards, along with procedures for monitoring grant agreement amendments; and substantially review the grants reporting format.
8. Grants Accounting & Budgeting—Develop mechanisms to control and limit expenditure of grant funds in excess of their revenues.
9. Implement new refuse billing system in conjunction with Public Works Transfer Station software upgrade.
10. Complete the FY 2011 Comprehensive Annual Financial Report (CAFR) by September 30, 2011.
11. Retain consultants to study and develop process to improve Citywide collections
12. Improve response time to refuse account requests and improve efficiency of refuse billing.

Office of the Director (6 FTE)

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Manage investment portfolios	<ul style="list-style-type: none"> • Manage the City's approximately \$200 million investment portfolio. • Manage the \$20 million retiree medical investment portfolios (Miscellaneous/Police/Fire).
Revenue projections	<ul style="list-style-type: none"> • Prepare and monitor the General Fund revenue projections. • Project and monitor revenues of special tax funds and enterprise funds.
Debt , Tax and Bond Management	<ul style="list-style-type: none"> • Manage the City's long-term debt issues. • Manage Tax and Revenue Anticipation Note Issue, along with the CALPERS prepayment. • Prepare the Council reports and ordinances for the City's general obligation bonds and special taxes.
Audits and Performance Measures	<ul style="list-style-type: none"> • Act as liaison for the City's annual outside audit. • Assist in the development of departmental work plans and performance measures.
Financial Reporting	<ul style="list-style-type: none"> • Assist in the preparation of the City's Comprehensive Annual Financial Report (CAFR) and perform quality control reviews. • Review of CAFRs and budget books for GFOA and CSMFO.
Appropriations	<ul style="list-style-type: none"> • Calculate the City's annual GANN Appropriations limit and appropriations subject to the limit.
Administrative duties	<ul style="list-style-type: none"> • Manage council reports • Payroll clerk duties for department • Process Office of the Director contracts. • Track/update department work plans, performance measures and performance appraisal reports. • Assist outside SB-90 state mandate consultant in securing data from various city departments in order to collect refunds.

Baseline Services	Description of Work/Service Deliverables
Revenue Development Officer Baseline Functions	<ul style="list-style-type: none"> • Manage the Treasury Division, the Customer Service Counter unit, and the Revenue Generation unit. • Backs up the Director of Finance in the management of the City's investment portfolio and the three retiree medical plan portfolios. • Develops and/or manages projects that increase the City's revenue base, such as the following: • Use Tax Direct Pay programs at COB and UCB (project designed to capture more sales/use tax revenues related to out-of-state purchases and capital leases) • Sub-permits on construction projects throughout the City (project designed to generate more sales/use tax revenues on construction contracts/subcontracts exceeding \$5 million). • Performs audits of Transfer tax payments made by the County. • Performs Transient Occupancy Tax audits. • Performs Parking Lot tax audits. • Performs Marina concession audits. • Assists in identifying businesses operating in the City without valid business licenses. • Performs internal control reviews/risk assessments at the City's various cash handling sites. • Provides or assists in providing cash handling training to other Departments' staff.
Revenue Development Specialist Baseline Functions	<ul style="list-style-type: none"> • Performs revenue audit and sales/use tax compliance reviews, develops, and expands the City's use tax direct payment permit program. • Assists in monitoring various City tax payments and assists Director of Finance in the analysis of revenues, development of revenue projections, and investment activities. • Revenue auditors perform discovery audits to identify businesses operating in the City without valid business license, non-payment or underpayment of taxes to the City and payments due to Marina leases. • Performs internal control reviews, risk assessments, and surprise cash counts at City's cash handling sites.

Baseline Services	Description of Work/Service Deliverables
Accounting Technician Baseline Functions	<ul style="list-style-type: none"> • Prepares and reconciles subsidiary accounting ledger for capital asset account groups. • Maintains City's fixed assets records including acting as the module leader for City's fixed asset database. • Performs the accounting and reconciliation of encumbrances, and assists Accounts Payable in processing credit memos and vendor reversals. • Assists Director of Finance in the generation of the monthly revenue reports and performs periodic audit testing for various major fixed assets of the City.

Baseline Services	Description of Work/Service Deliverables
Systems Accountant Baseline Functions	<ul style="list-style-type: none"> • Resolves financial system issues giving priority to issues that may cripple or benefit departmental operations the most. These issues affect multiple financial modules and ultimately the accounting system. At the same time, assistance is provided in the areas of custom reports for analytics, management information and planning and for the external auditors. • Upon request, ad-hoc training is given to Finance staff and other department users for better understanding of existing system features and to facilitate change implementation. • Performs as the Finance staff lead in overall financial systems security/controls and liaison between Information Technology security team and the office of the Director of Finance. • Analyzes departmental fiscal operations to determine specific financial information required for efficient operation and suggests methods and procedures for effective application of system usage and modification needs. • Acts as liaison with senior level departmental fiscal personnel, provides guidance on new and revised procedures, coordinates/performs testing, reporting and training as needed for system upgrades. Scope includes bank contracts, user access administration, liaison between Bank and City staff for online banking services and support, bank account management, credit card operations management, corporate credit card management, training, continuous service improvements and cost monitoring. • Acts as support and finance compliance coordinator for citywide departmental reporting requirements to respective agencies. • Prepares and coordinates responses to audit reports that contain system related findings. • Writes and submits Safety Members Pension Fund (SMPF) council report and other various reports as assigned by Director of Finance. • Assumes management responsibilities of B-Team Finance Section Chief in the EOC

Special Projects	Description of Work/Service Deliverables
Office of the Director special projects	<ul style="list-style-type: none"> • Conduct consultant review of Finance department functions • Implement new BLT software • Prepare outside auditor RFP

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Systems Accountant Special Projects	<ul style="list-style-type: none"> • To provide information forum for bank services (Corp Credit Card, Credit card merchant services and on-line banking) to city staff. Perform payment card industry, PCI, compliance for locations dealing with credit card transactions and coordinate training as required. Explore alternative to lower credit card fees by accepting other credit cards. Institute payment mechanism to encourage higher volume of low-cost card payments and to minimize transaction cost (i.e. more debit card payments vs. credit card payments or prepaid cards. • Integrating FUND\$ electronic fund transfer feature to Wells Fargo Bank's electronic transmission program. • Review RFP responses and sign a contract for a business license vendor. • Launch 3rd party e-commerce web payment. • Coordinate the signing of the FTB agreement to obtain data from Franchise Tax Board. Secure data exchange from Franchise Tax Board for business license enhancement project. • Develop Administrative Regulation (AR) for processing and handling of credit cards.
Revenue Development Officer Special Projects	<ul style="list-style-type: none"> • To evaluate and improve City-wide collection efforts, which includes the following: • To process parking citations and daily reconciliation to improve controls on the process of collecting parking ticket receivables. • Participate in new business license software selection and implementation to train staff and to generate reports for revenue audits. • To complete a process for tracking the collection of return checks, and to revisit the possibility of scheduling cash handling training. • To coordinate with Wells Fargo Bank to coordinate credit card acceptance training. • To implement a city wide procedure to handle credit card chargeback and use the chargeback software. • To re-evaluate existing training manual and update the procedures for current practice and improvements being implemented. • To enable the city to accept ACH payments for various accounts and invoices. • To visit cash handling locations and have surprise cash counts. • To work on a project with IT and vendor for the parking

Special Projects	Description of Work/Service Deliverables
	<p>system to integrate the issuance of preferential parking permits with the payment of the permits.</p> <ul style="list-style-type: none"> • To work with Planning department on how we can integrate the BL construction contractor requirement in sync with the issuance of Certificate of Occupancy. • To audit professional business licenses declaration of gross receipts for possible additional BL assessments.

Revenue Collection (14 FTE)

Baseline Services	Description of Work/Service Deliverables
Billing & Collections	<ul style="list-style-type: none"> • Perform billing (bill fees, process account adjustments, apply penalties, process service changes) and delinquent account collection for the following services: • Refuse, Commercial: (Approx 4800 customers) • Refuse, Residential: (Approx 20,000 customers) • Refuse, Transfer station • Dog licenses (includes managing quarantine and rabies shot information) • Permits (e.g., special events, health, utility permits, etc.) • Fees (hazardous materials, etc.) fire inspections, false alarms, etc Residential Housing Safety Program • Leases (Marina, Aquatic Park, Sather Gate Mall) • Marina berth rentals • Mitigation agreements: Housing & Childcare, UC Mitigation • Sidewalk repairs
Invoice Administrative Citations	<ul style="list-style-type: none"> • Process administrative citation payments
Annual Renewals	<ul style="list-style-type: none"> • Collect and pursue delinquent account collection • Business licenses (13,000) • Mail business license & loading zone stickers • Bill large non-profit organization Business License fee annually • Process mail-in New Business License applications • Process Permits--(incl. insurance, DOJ, Drug/Alcohol test reviews, inspections) • Taxi (owners, drivers, & cars) • Massage permits (establishments & therapist) • Street Vendors (food & goods) • Send Residential Preferential Parking (RPP) Renewals

Baseline Services	Description of Work/Service Deliverables
	<p>(13,200 accts)</p> <ul style="list-style-type: none"> • Process RPP mail-in renewals • Mail out annual & 1-day RPP stickers
Annual Property Tax & Property related functions	<ul style="list-style-type: none"> • Bill Possessory Interest annually (10-15 accts; \$329k/special tax/assessment funds) • Report possessory interests to County Auditor • Bill escaped/ supplemental tax & assessments accounts • Add, update, inactivate addresses • Update taxable square footage for building projects • Process Assessor's secured tax roll; process parcel splits, combines, condo conversion, tax area, land use, ownership, valuation, & non-profit exemption % changes. • Prepare & submit to the County Auditor all Berkeley Special Taxes, Assessments, BIDS (26,600 each) for the secured roll and the utility tax roll (e.g., Library tax, Parks tax, street light assessment, Clean storm water fees, BUSD & BSEP taxes, etc.) • Update Point of Sale Data from Recorded Deeds monthly • Track Private Sewer Later compliance, deposits, & process refunds • Track Transfer Tax payments and Track & Process transfer tax/Seismic work refunds • Process Low Income refunds related to special taxes, sewer fees, &UUT • Process property tax, refuse, and general billing refund requests • Review & accept/reject Ambulance Fee Waiver claims
Customer Service	<ul style="list-style-type: none"> • Respond to and process Lagan (311 Call Center) cases for all of the above • Support Customer Service Counter operations • Schedule Appeals (bus license administrative citations, other) • Produce Street Vendor Lottery

Special Projects	Description of Work/Service Deliverables
Leverage technology investments for better collection and customer service	<ul style="list-style-type: none"> • Replace the business license/permit software. • Replace Police false alarm (FA) billing system & integrate with billing system • Integrate new Scale House (transfer station) software with billing system • Implement Environmental Health software & integrate with

Special Projects	Description of Work/Service Deliverables
	billing system. <ul style="list-style-type: none"> • Implement Toxic’s software & integrate with billing system. • Implement Point of Sale (POS) system to better automate RECO applications, PSL compliance, Transfer Tax collection & ownership changes. • Implement of on-line payment option for Refuse and miscellaneous bills • Complete project to scan all property cards

General Services (6 FTE)

Baseline Services	Description of Work/Service Deliverables
Purchasing services	<ul style="list-style-type: none"> • Update purchasing manual at least once a year as needed. • Provide staff and City Council members with training on entering requisitions, and answer procurement related questions. • Develop specifications and perform market research for purchases for the fleet purchasing. • Identify procurement areas out of compliance. • Process purchase requisitions to purchase orders. • Research savings the purchase of goods for the end user departments. • Review and monitor Invitation for Bids (IFB) and Request for Proposals (RFP) before they are released. Assist departments in finding vendors for their goods and service requirements. • Manage and update vendor database regularly. • Identify product categories for opportunities for “green” purchasing. Monitor all purchases to ensure no Arizona vendors are used. Monitor and provide outreach to city staff to ensure they use Fair Trade products whenever possible. • Manage copier fleet by tracking copiers and their terms expiration dates. Respond to internal audit response recommendations.
Manage Mailroom	<ul style="list-style-type: none"> • Provide mail pickup and delivery for city departments.
Contracts	<ul style="list-style-type: none"> • The Contract Administrator reviews contract scopes; payment terms and makes sure all the City contracting policies are enforced. Works with the departments to ensure timely and appropriate execution of contracts. • Ensure that vendors are providing appropriate service level. • Conducts training for yearend closing, RFP/IFB and the

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<p>contracting process.</p> <ul style="list-style-type: none"> • Conducts market research for sourcing of products for City departments. • Manage cell phones, blackberrys and pagers by auditing bills, ensuring appropriate minutes and managing equipment.
Public Records Act Requests	<ul style="list-style-type: none"> • Answer various public record act questions
Contract monitoring	<ul style="list-style-type: none"> • Manage the printing contract by ensuring quality of work, correct invoice pricing and settling of disputes.
Citywide Purchasing Standards	<ul style="list-style-type: none"> • Use of environmentally preferable purchasing, sweat free purchasing and fair trade purchasing by ensuring that items purchased are of acceptable origin. <p>Set up contracts for logistics section for the emergency preparedness program.</p>

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Improving purchasing standards Citywide	Training of city staff to write purchasing procedures, SOW or RFPs, and contracts.
Acquire the Award of Excellence in Procurement.	
E-Procurement	Work on setting up e-Procurement which is the ability to bid on-line.
Online vendor registration	Start on-line vendor registration which will allow vendors to submit their applications electronically.
Surplus return	Re-write A.R. 3.5 to ensure the highest return for surplus items.

Accounting Division (8 FTE)

Accounts Payable Division (3 FTE)

Baseline Services	Description of Work/Service Deliverables
Account Management	<ul style="list-style-type: none"> • Prepares and submits monthly closing reports to all users' department within 10 workdays. • Prepares reconciliations for all City's bank accounts and fiscal agent accounts. • Maintains subsidiary accounting ledgers and records for the City's 200 million investments portfolio and provides daily balances of cash available for investments. • Calculates pooled interest income allocation and prepares monthly adjusting entries accordingly. • Prepares the City's Comprehensive Annual Financial Report (CAFR), Single Audit, State Controller Reports, Payroll and Sales Tax returns quarterly. • Reviews all adjusting entries prior to update in FUND\$. This includes all cash receipts, cash disbursements such as A/P and Payroll and wire transfers. • Maintains general ledgers and reconciliation of subsidiary ledgers. • Reviews and reconciles MR, OL and CX. • Maintains of chart of accounts. • Determines the year-end compensated absence balances. • Maintains books and records for Berkeley Redevelopment Agency. • Prepares grant billings for LIHEAP and DOE.
Audit Reports and Internal Controls	<ul style="list-style-type: none"> • Prepares and works with outside auditor and corresponding departments for standalone audit reports: 1) Business Economic Development Administration Revolving Loan Fund; 2) Rent Stabilization Board; 3) Transportation Development Act Article III Program. • Internal Control Services-Review and approve all cash receipts, account payable, cash disbursements, account receivable, encumbrance, payroll and adjusting journal batches prepared in the City, before they are updated in Fund\$. • Assists in all technical areas involving Accounting and Budgeting issues such as PERS prepayment and Sick Leave Entitlement. • Prepare the Schedule of Expenditures of Federal Awards for the Single Audit and act as a liaison between departments and the outside auditors during the audit. Works with departments and outside auditor to reduce or minimize

Baseline Services	Description of Work/Service Deliverables
	<p>questioned costs.</p> <ul style="list-style-type: none"> • Reporting to Council- Respond to outstanding audits performed by the City Auditor. • Perform monthly available cash balance calculation for every fund. • Provide technical assistance to City departments. Prepare General Fund cash flow analysis schedule for TRAN issuance. • Research and technical assistance services, updating/writing account procedures and performance measures, completion of staff evaluations.
Portfolio management	<ul style="list-style-type: none"> • Maintains the City's long term debt portfolio, reviews and approves debt service payments.
Berkeley Housing Authority	<ul style="list-style-type: none"> • Prepare expenditures reports for advances to Berkeley Housing Authority monthly and collections of them.
Financial Reporting	<ul style="list-style-type: none"> • Prepares Indirect Cost Allocation Report (annually). • Financial Reporting Services--Accurately account and report in a timely manner on the City's financial position and operating results, in accordance with generally accepted accounting principles (GAAP). • Grant Coordination Activities-Prepare Quarterly report of City-wide grant activity to City Manager and provide assistance to departments on monitoring their grant billings and collections. • Update major revenue worksheet and Utility Users Tax as requested. • Prepare and submit the annual Cities Financial Transactions Report to the State Controller's Office.
Billing	<ul style="list-style-type: none"> • Grant Billing Services-Preparing monthly grant billings for LIHEAP, DOE and PVES, and closing reports for these grants.
Fringe benefits reclassification entries	<ul style="list-style-type: none"> • Prepare fringe benefits reclassification entries from payroll Deduction Trust fund to Fringe Benefit Fund.
GMBA Lead	<ul style="list-style-type: none"> • Assume responsibility of GMBA module leader role.
Accounts Payable Baseline Functions	<ul style="list-style-type: none"> • Process invoices, refunds, rebates, stipends and employee reimbursements for payment. Check processing- Pay vendors to maintain good credit standing. • Run the bi-weekly check run for the Housing Shelter Plus

Baseline Services	Description of Work/Service Deliverables
	<p>Care Program.</p> <ul style="list-style-type: none"> • Issue IRS Form 1099 Miscellaneous to all individuals, partnerships, medical providers, and non-corporate businesses that are paid over \$600 by the due date. Send the electronic file to IRS and correct any discrepancies IRS may find. • Issue stop payments and reissue checks that haven't been received by vendors, • Process outgoing wires or ordering money for Treasury. • Manage the use tax program. • Process voided checks and manage the stale-dated check program. • Provide departments a monthly PBX report of phone usage. Update administration regulations. • Distribute invoices to departments. • Assist with the Energy Audit and CO2 tracking. • Assume the role as AP module leader role.

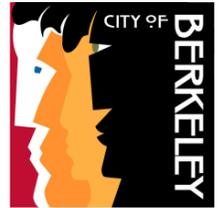
Special Projects	Description of Work/Service Deliverables
GASB #54 implementation.	<ul style="list-style-type: none"> • Governmental Accounting Standards Board Statement #54
Housing	<ul style="list-style-type: none"> • To obtain details of notes receivable from Housing department for reconciliation of general ledgers and subsidiary ledgers or and notes receivable.
Process Improvements	<ul style="list-style-type: none"> • Review and resolve all held voucher and proper use of AP reconciliation report. • Review current process and look for improvement in the CAFR improvement project. • Obtain reimbursement from fiscal cash accounts for pooled cash disbursements. • Calculate depreciation for BRA fix assets.
Grants	<ul style="list-style-type: none"> • Compare due to/from city wide and grant receivable reports to determine cash flow problems at fund levels.
Fund Analysis	<ul style="list-style-type: none"> • Identify and recommend funds for write-off, close-out and potential write-off to Budget Office.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Parking Citation Payment Reconciliation	<ul style="list-style-type: none"> Match the various payment sources with bank deposits; obtain the understanding of the reasons for the difference of payments reported in ICMS and actual bank deposits, and recommend steps to eliminate the discrepancy.

Customer Service Counter (6 FTE)/ Treasury (3 FTE)

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
The Customer Service Counter staff administers the processing of walk-in or drop-in payments for various citywide billings.	<ul style="list-style-type: none"> Processes business license tax payments and licenses for delinquent and new accounts. Processes and issues parking permits including merchant parking permits, and residential preferential parking. Provides customer assistance and parking citations processing Accepts completed applications for the HEAP Program. Prepares and submits all payments received from customers to Treasury for posting in City's financial system. Provides support for updating customer's records in the parking system, maintains records of community service agreements, processes tow releases and account maintenance for parking related payment plans.
Treasury operates as a cashiering center for accepting deposits from all City cash acceptance locations and departments.	<ul style="list-style-type: none"> Treasury acts as the main payment processing unit for mailed payments for citywide billing and other revenue sources such as Business License Tax, Hotel Tax, Parking Lot Tax, Franchise Tax, and other various State and Federal payments to the City. This division administers the petty cash reimbursements for city employees, and the replenishment of the Taxi Scrip Funds and Customer Service unit change funds. This operation is responsible for providing proper safeguard of City monetary assets to ensure timely deposit to the City's bank accounts. Treasury provides the accounting of all Treasury deposits and posting of cash receipt records into financial system. Treasury responds to customer inquiry regarding payments submitted to the City. Provides a monthly summary of all returned checks. Upon availability of resource, the Treasury plays a major part in providing Citywide cash handling class and providing oversight of cash handling sites throughout the City. Assume responsibility of GMBA module leader role.

BERKELEY FIRE DEPARTMENT (139.75 FTE)



Mission

The men and women of the Berkeley Fire Department are committed to providing comprehensive fire protection, emergency medical, disaster preparedness, rescue and other related services in an efficient, effective and caring manner to the diverse Berkeley community.

Administration (8.75 FTE)

The Administration Division directs the department in field operations, budget and fiscal policy, administrative systems and procedures, employee training and development, and labor and management issues.

Fire Prevention (6 FTE)

The Fire Prevention Division plans, organizes and implements all Fire Department prevention and inspection programs, including fire and arson investigations, vegetation management, hazard abatement, code enforcement, public fire safety education, plan checking, and evaluation and development of codes and ordinances.

Fire Station Staffing (118 FTE)

Fire Operations provide emergency services in fire suppression, emergency medical and rescue response, emergency service response, hazardous materials response, fire alarm response, and all other emergency calls.

Training and Safety (3 FTE)

The Training Division provides all the required department training to comply with local, county, state, and federal mandates.

Special Operations (4 FTE)

The Office of Emergency Services guides City policy and implements disaster preparedness and response programs, outreach and education, and regional collaboration planning. The Emergency Medical Services Division provides Advanced Life Support and staff paramedic transport ambulance units.

Commissions

Disaster and Fire Safety Commission

Division	Project/Activities
<p><u>Administration</u> FTE: 8.75</p>	<p>Annual Budget Public Safety Payroll and Accounting Vendor Contracts Closing Reports Fire Grant Management and Tracking EMS Billing Station Exhaust System Replacement – Measure G Facility Maintenance and Capital Improvements Mutual Response Area MOU Updates Fire Warehouse and Above Ground Water System Training – Measure Q General Order Updates Employee Relations Management (includes 48/96 Committee and Labor Management Initiative)</p>
<p><u>Fire Prevention</u> FTE: 6</p>	<p>5,100 Fire Inspection Billing 2010 Fire Code Adoption and Training Citizen Complaint/Code Enforcement Public Education Program Juvenile Fire Setter Program Smoke Detector Program Fire Investigation UC Football Parking Permits Plan Review and Permit Process Indoor Entertainment Clearance Permits Hills Emergency Forum ALCO Fire Prevention Officers Permit Service Center Relocation</p>
<p><u>Fire Station Staffing</u> FTE: 118</p> <p>Suppression: 76 Paramedics: 42</p>	<p>In addition to responding to emergency calls for service, every shift at every station is assigned other projects that are necessary for operational readiness. Projects are assigned to Fire Captains who serve as station commanders. The division of labor is based on the station the Fire Captain is assigned to. The chart below shows the regular duties and projects that are assigned to each Captain across the three shifts (A, B and C).</p>

A Shift Assignments	
A Shift	<p><u>Shift Assignments</u> Emergency Incident Response Annual Fire Inspections Station Maintenance Mutual Aid</p>

A Shift Assignments	
	Policy Update Volunteer Coordination Mutual Response Area Agreements Policy Update Committee Chair Exercise planning and execution Agency coordination planning Facilities Manager for Stations 1 and 4 Uniform Policy Update <u>Station 1</u> Warehouse Class A Foam Above-Ground Water System <u>Station 2</u> Department General Supplies Controlled Substance Supplies <u>Station 4</u> Hydrant Inspection Program Fire Report Compliance Fuel Log Management <u>Station 5</u> Respiratory Protection Program SCBA Fit Testing SCBA Flow Testing SCBA Hydrostatic Testing SCBA Maintenance Air Trailer Maintenance Shift Inspector

B Shift Assignments	
<i>B Shift</i>	<u>Shift Assignments</u> Emergency Incident Response Annual Fire Inspections Station Maintenance <u>Station 1</u> Apparatus maintenance & purchase Annual Fire Prevention Inspections "B" Shift Paramedic Supervisor Paramedic Scheduling

B Shift Assignments	
	<p>Gurney purchase and repair EMS Supplies</p> <p><u>Station 2</u> Hazardous Material Team Management Training Equipment purchase Annual Fire Prevention Inspections</p> <p><u>Station 3</u> Protective Equipment Purchase and Testing Fire Prevention Inspections</p> <p><u>Station 5</u> Air Trailer Maintenance and Testing</p> <p><u>Station 7</u> Department Equipment Inventory Hose testing repair & purchase Ladder testing Flashlight Repair and purchase Hazardous Hill Inspections Reserve Apparatus Maintenance</p>

C Shift Assignments	
<i>C Shift</i>	<p><u>Shift Assignments</u> Emergency Incident Response Annual Fire Inspections Station Maintenance Marina Response Water Rescue Rope Rescue Equipment USAR Liaison</p> <p><u>Station 2</u> Reserve Apparatus & Equipment EMS Supply Program Chain Saw Repair Exhaust System Maintenance Hazardous Materials Business Plan Shift Inspector</p> <p><u>Station 6</u> Mutual Aid/Reserve Apparatus & Equipment</p>

C Shift Assignments	
	Overtime Polices & Oversight Telestaff Support & Configuration Hazardous Materials Business Plan

Training / Safety

FTE: 3

Monthly Training
Lesson Plan Development
Training Manual Updates
Company Standards
Reorientation

Outside Training
Training Opportunities Alert
Training Record Documentation
Continuing Education
Personnel Training Files
Professional Tracking
Implement New Training Records Module (Red Alert/Alpine)

Cal OSHA Compliance
Haz-Mat First Responder, Operations Level (FRO)
PPE for Firefighters
Confined Space Operations
Trench Operations
Illness and Injury Prevention Program (IIPP)
Sexual Harassment Training
Electrical Safety (Lock-Out, Tag-Out)
Heat Illness
Respiratory Protection (including Self-Contained Breathing Apparatus, SCBA)
Wildland Fire Shelters

National Incident Management System (NIMS) City-wide tracking

ISO Training Compliance
Eight 3-hour drills per year
Four 3-hour multi-company drills per year (should be manipulative/wet)
Two 3-hour night drills per year
20 hours company drill per member per month
Two days per year officer training
Four half-day sessions/year driver/operator training
40-hour training for new drivers/operators
Radioactivity training: ½-day per member per year
Recruit training
Pre fire planning inspections: all commercial, industrial; institutional and similar occupancies twice/year

Exams
Lieutenant Promotional Exam
Battalion Chief Promotional Exam
Assistant Fire Chief Exam

Joint Apprenticeship Committee
Apprentice Tracking and Documentation

Safety
Incident Safety Officer

<p><u>Special Operations</u> FTE: 4</p>	<p>OES Division Community Outreach CERT Training Cache Delivery and Ordering Local Hazard Mitigation Plan Update Emergency Operations Plan Update Berkeley Emergency Notification System NIMS Training ALCO Emergency Managers Association Disaster Fire and Safety Commission Emergency Operation Center Training Emergency Operation Center Relocation Feasibility Study</p> <p>EMS Division FRALS Contract Transport Contract EMT recertification CPR Training Senior Injury Prevention Program EMS Billing EMS Supplies ALCO EMS Section Bloodborne Policy Update and Training Quality Assurance and Improvement</p>
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**DEPARTMENT OF HEALTH SERVICES
(130.25 FTE)**



Mission

The Department of Health Services' mission is to improve the quality of life for individuals and families in the City of Berkeley through innovative policies, effective services and strong community partnerships. We are committed to maintaining the highest quality of services to the community with a focus on those services which are most critical and serve those most in need. The department has been dedicated to improving the quality of life in Berkeley for over 100 years. We are doctors, nurses, clinicians, practitioners, health educators, program administrators, analysts, inspectors, support staff, volunteers, and other dedicated individuals with a common goal -- to deliver effective and innovative programs and services that ensure the health and well-being of our community. The Department of Health Services includes an administrative division and three operating divisions: Public Health, Mental Health, and Environmental Health.

Office of the Director and Administrative Services (8 FTE)

Public Health Division (54.95 FTE)

Mental Health Division (53.3 FTE)

Environmental Health Division (14 FTE)

Commissions

- Community Health Commission
- Mental Health Commission
- Peace and Justice Commission
- Commission on the Status of Women

Office of the Director and Administrative Services (8 FTE)

The Office of the Director provides overall leadership and management to the Department of Health Services. The critical work of the Director in FY 12 is to assess the fiscal health of each of the divisions of the department and align resources in a fiscally sustainable way while continuing to provide quality public, mental and environmental health services to the community. The Administrative Services Division manages the Department’s fiscal and personnel activities.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Accounting	<ul style="list-style-type: none"> • Maintain control of Department's municipal accounting functions, including personnel and payroll; • purchasing and payables which include preparing division's request for materials, goods and services; • process invoices for payments; process utility billings for various Department sites; and • input all financial transactions and adjusting journal entries into the City’s financial system.
Grants Administration	<ul style="list-style-type: none"> • Assist program staff in the development of budgets for external grant applications; • prepare grant billings for submission to grantors; • assure that all revenues due the Department through grant agreements are tracked; • receive and deposit all grant revenues; • complete accounting/financial reports required of the Department; • respond to audits completed by City Auditor and outside auditors; • prepare write-offs of uncollected revenues; • provide financial support and analysis to all divisions and programs of the Department as required/requested; and • post all payments made to the Departments.
Budget and Finance	<ul style="list-style-type: none"> • Develop, prepare and administer Department's annual operating budget; • coordinate with the City Manager's Office of Budget and Fiscal Management; • coordinate fiscal activities, provide technical assistance and make recommendations to the Director, Division Managers, and program staff; • prepare all expenditure and revenue budget modifications; • represent the Department in various working groups; • and prepare financial reports required by Director, City Manager and Council.

Baseline Services	Description of Work/Service Deliverables
Contract Administration	<ul style="list-style-type: none"> • Develop and coordinate the Department's policies and procedures for processing revenue and expenditure contracts and sub-contracts; • process, execute and track contracts and sub-contracts; • process payments to contractors and sub-contractors; • review and process service agreements; • conduct contractor briefings; and • provide technical assistance when needed.
Legislative Analysis	<ul style="list-style-type: none"> • Monitor new and proposed legislation for potential impact on department services and funding. • Participate in statewide associations on the development of regulatory provisions implementing new laws.
Personnel Administration	<ul style="list-style-type: none"> • Oversee and coordinate all personnel functions for the department including payroll, employee transactions, training, evaluations, disciplinary actions, enforcement of City personnel rules, and development of departmental policies and procedures.
Health Information Security	<ul style="list-style-type: none"> • Develop and implement procedures and processes to ensure the City's compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996, an unfunded federal mandate that applies to all public and private health care and insurance entities. • Plan and manage an inter-departmental and inter-agency compliance process to review and revise systems, processes, and procedures dealing with the use, transmission, collection, or reporting of any patient-identifiable data or information. • This is a cooperative effort involving DHS (as the lead department) and the Departments of Police, Fire, Information Technology, Human Resources, City Attorney, and the Office of the City Manager.
Commission on the Status of Women Support	<ul style="list-style-type: none"> • Provide Commission Secretarial support for the Commission on the Status of Women including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.

Public Health Division (54.95 FTE)

The Public Health Division is made up of public health nurses, community outreach workers, health educators, health care providers, and other public health professionals. The mission of the Public Health Division is to provide direct services to individuals and families and to work together to address the social, educational, economic, and environmental factors that contribute to health inequities.

1. Office of the Health Officer/Public Health Director (5 FTE)

This position oversees all aspects of Public Health Division services and represents the City at state and regional Public Health venues.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
The Health Officer is the Physician Director of the Public Health Division.	<ul style="list-style-type: none">• Statutorily charged with taking all necessary measures to control disease in our community, which may include measures such as isolation, quarantine, or declaration of public health emergencies.• Directs the day-to-day work of striving to achieve health equity in Berkeley by providing all members of the community with opportunities to make choices that will bring them optimal health and well-being.
Office Specialist III	<ul style="list-style-type: none">• Section Chief Team member;• Bay Area Regional Health Inequities Initiative (BARHII) participant;• administrative support;• web content manager for the division;• editor of the division newsletter;• workforce development;• documentation officer for the Public Health Emergency Department Operations Center (PHDOC);• dissemination of health alerts to Berkeley health care providers
Family Health, Program Support, and Health Promotion Section Leads	<ul style="list-style-type: none">• Provide management, supervision, and lead direction to their respective sections (work described below.)

2. Family Health (16.95 FTE)

Baseline Services	Description of Work/Service Deliverables
Field Services	<ul style="list-style-type: none"> • Public Health Nursing/Field Services offers home-based case management; Nurse of the Day telephone service; and surge capacity for the communicable disease and emergency preparedness programs. • Our services reach individuals, families, and agencies with support in accessing needed and appropriate health and social services - with a focus on the underserved and underinsured.
Communicable Disease Control and Prevention	<ul style="list-style-type: none"> • This unit controls and prevents communicable diseases (CDs) by conducting disease surveillance, verifying diagnoses, performing contact investigations, providing preventive treatment, supporting infection control measures in high risk settings, reporting local CD events and outbreaks to the state, and providing community education and prevention information. • The Tuberculosis (TB) control program identifies and manages TB infections and exposures. TB transmission is prevented by ensuring those with active TB complete treatment in accordance with state guidelines; performing contact investigations when TB exposure occurs; providing treatment for patients with latent TB infection who are without health insurance; and working closely with health care providers and neighboring public health jurisdictions to ensure appropriate TB care. • Sexually Transmitted Infections (STI's) are monitored, reported, and followed up on to ensure treatment of infected individuals and their partners, and to prevent the spread of disease.
Childhood Health	<ul style="list-style-type: none"> • The Childhood Health Unit supports healthy childhood development through a multi-faceted approach including <ul style="list-style-type: none"> • prenatal and postpartum services; • routine early childhood developmental screenings (birth-5); • health consultations and coordination of programs to improve health and education outcomes for grades K-5; • access to preventive health assessments, dental services, and health insurance; • building and supporting strong families and parenting skills from a strength-based perspective.

3. Program Support (8 FTE)

Baseline Services	Description of Work/Service Deliverables
Operations	<ul style="list-style-type: none"> • The Operations Section provides fiscal, administrative, and clerical support to the Public Health Division. • The Program Support Chief works closely with the Health Officer and with the DHS Deputy Director of Administration to ensure effective coordination between the Public Health Division and DHS, to ensure efficient and cost-effective approaches to the Division's public health work, and to ensure fiscal health and sustainability. • The clerical staff supports program staff and nurses to deliver service directly to the community. • The clerical staff provides a positive and welcoming initial contact with the public who call or come to the office.
Federal Financial Participation Unit	<ul style="list-style-type: none"> • The Federal Financial Participation (FFP) Unit provides oversight of the financial aspects of our federal “matching” programs which include Targeted Case Management (TCM), Medical Administrative Activities (MAA) and Maternal, Child and Adolescent Health (MCAH) programs. • The unit works to maximize the leveraging of local funds to draw down federal matching dollars. • The unit works to optimize funding opportunities by collaborating with COB partners, ensuring timely and accurate reporting, and training staff.
Data, Epidemiology and Research	<ul style="list-style-type: none"> • Collection and analysis of public health data to assess health status and health inequities in our community. • This Unit registers all Vital Records (births and deaths) and communicable disease surveillance, and maintains permanent record of these documents. • It prepares periodic reports, from single issue reports (e.g. TB, Chlamydia) to the comprehensive Health Status Report last issued in 2007. • It incorporates mapping, geo-coding, and use of non-traditional data sources (e.g. education, safety, grocery store locations) to contribute to a fuller understanding of community health status. • These analyses support activities such as Heart 2 Heart, 2020 Vision, and division-wide program evaluation.
Community Health Commission	<ul style="list-style-type: none"> • Provide Commission Secretarial support for the Community Health Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of Council agenda items.

4. Health Promotion (25 FTE)

Clinical Services Unit	<ul style="list-style-type: none"> • Through the provision of medical services, health education, outreach, nutrition-related services, and referrals, the Clinical Services Unit provides care to thousands of low-income, uninsured or underinsured community members annually. • Women, Infants and Children (WIC) nutrition voucher, education and breast-feeding support program for low-income women, infants and children.
Youth Health Unit	<ul style="list-style-type: none"> • Clinics at Berkeley High School (BHS) and Berkeley Technology Academy (B-Tech) provide first aid, reproductive health, medical referral, mental health, health education, and peer education services to high school age students living in Berkeley. • Provide care that meets the basic health care needs of young people, including linking them to community based health and social services • Provide services in the context of youth development and youth empowerment. • In addition to providing over 9,000 clinic visits per year, both Health Centers offer peer education programs that provide teen-to-teen information about ways to live a healthy lifestyle; opportunities for youth to learn important life skills; and opportunities for youth to participate as active partners in youth service planning and delivery.
Community and Neighborhood Health	<ul style="list-style-type: none"> • Community and Neighborhood Health programs work collaboratively with community residents and organizational partners to prevent and reduce chronic diseases, unintentional injuries, the impact of future disasters, and health conditions with causal factors in the environment. • Program strategies include community norms change, individual behavior change, environmental change, and institutional and governmental policy change. • We build neighborhood capacity especially in areas and populations in Berkeley that are most vulnerable. • A key framework for the unit is the empowerment of community members to develop, implement and sustain practices that support health and community resilience.

Mental Health Division (53.30 FTE)

The Mental Health Division provides mental health prevention, intervention, and treatment services with a focus on high risk older adult, adult, transition age youth, children and families.

1. Administration and Special Services (13 FTE)

Baseline Services	Description of Work/Service Deliverables
Administration/Fiscal	<ul style="list-style-type: none"> Handles budget, purchasing, payroll, personnel, and contracts, billing, and preparation of required financial reports for Division.
MHSA Coordination	<ul style="list-style-type: none"> Leads the planning, implementation and reporting requirements for the various Mental Health Services Act Components and staffs the MHSA Advisory Committee.
Alcohol and other Drug Coordination	<ul style="list-style-type: none"> Co-facilitates the Berkeley/BUSD Alcohol, tobacco, and Other Drug task Force Implements the Task Force Recommendations, including system-wide support for persons with co-occurring disorders through education and treatment.
Consumer Liaison	<ul style="list-style-type: none"> Provides support for client wellness and recovery including advocacy for Mental Health consumers.
Quality Improvement	<ul style="list-style-type: none"> Provides investigation and analysis of BMH practices to ensure compliance with State, Federal, and best-practices standards; investigate and provide follow through on complaints and incidents reports.
Compliance	<ul style="list-style-type: none"> Assesses program performance for compliance to State of California documentation standards
Utilization Management	<ul style="list-style-type: none"> Manage community mental health services for children, youth, & adults which are consistent with program capacity and State of California regulations.
Family Advocacy	<ul style="list-style-type: none"> Per MSHA requirements, ensures that services are family-centered by providing information, support, education, and advocacy for family members of consumers.
Employment Services	<ul style="list-style-type: none"> Coordinates programming supporting educational, vocational, and employment activities designed to support client and families through resource coordination or linkage, skill-building, and employment planning.

Baseline Services	Description of Work/Service Deliverables
Diversity & Multicultural Services	<ul style="list-style-type: none"> Works to ensure that policies and services provided by BMH are diverse and culturally appropriate and that outreach is conducted to assist under-represented populations in gaining access to services.
Mental Health Commission	Provide Commission Secretarial support for the Mental Health Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.

2. Crisis Services (7.9 FTE)

Baseline Services	Description of Work/Service Deliverables
<i>MOBILE CRISIS TEAM (MCT)</i> : Mobile Crisis Team	<ul style="list-style-type: none"> Provides emergency mental health services and crisis intervention services to persons who need crisis intervention services in the community. The Mobile Crisis Team provides disaster mental health services and Critical Incident Stress Management services. Provide consultation and assistance to law enforcement and fire protection services to help people in crisis.
<i>HOMELESS OUTREACH TEAM (HOT)</i> : Homeless Outreach Team	<ul style="list-style-type: none"> Provide information, referral, and assistance to people who are homeless or at-risk of homelessness. Provide consultation and education services to citizens who request assistance with issues that focus on problems that the homeless encounter in the community. Assistance provided to merchants and organizations such as the down town merchants and Telegraph avenue merchants who request assistance with homeless persons.
Public Commons for Everyone Initiative (PCEI)	<ul style="list-style-type: none"> Provide outreach and engagement to high need homeless persons selected by the Safe and Welcoming project. Locate and encourage individuals who have been homeless for a long period of time, had a high frequency of citations and arrests, and been selected for participation in this project, to accept housing assistance. A high proportion of the persons who participated in this program have been housed.
Disaster Care and Shelter	<ul style="list-style-type: none"> Plan for and provide facilities and resources that can be used for care and shelter following disaster in the City of Berkeley.

Baseline Services	Description of Work/Service Deliverables
Crisis, Assessment & Triage (CAT)Team	<ul style="list-style-type: none"> • A program being developed in FY 2012 will provide system-wide triage, resource coordination, and access to the community. • Screening and assessment conducted by this team will result in referrals, linkage, assessment or crisis intervention, prevention and early intervention activities, short-term treatment, or BMH admission to more intensive service teams, case management, or counseling for individuals experiencing severe mental illness or emotional disturbances. • To the extent possible, CAT will conduct outreach, engagement, and community education activities designed to support the community's overall behavioral health and bio-psycho-social wellbeing.

3. Adult Outpatient Services (18.7 FTE)

Berkeley Mental Health, Adult Services provides a full range of services available for the residents (18 years or older) of Berkeley or Albany who have serious mental disorder or in crisis, and have no other resources to access mental health services. Adult Services will be restructured to improve its ability to create a continuum of care for its clients, families, and the community at large.

Baseline Services	Description of Work/Service Deliverables
Adult Access Services Unit	<ul style="list-style-type: none"> • Coordinate with the system-wide CAT programming in order to provide improved care and transition planning for new and returning BMH clients. • Short-term services or case management may be provided to ensure continuity of care prior to the onset of formalized mental health treatment programming.
Adult Intensive Services (Level 1 Services Unit)	<ul style="list-style-type: none"> • Provide intensive mental health treatment to individuals suffering from chronic mental illness, homelessness, or those who require on-going high-intensity services due to serious mental disorders which result in serious impairment in their ability to function within the community Services may be provided through two types of programming; • Full Service Partnership (FSP) services for Adults and Older Adults, or through General Intensive Services. • Care determinations for adults and older adults requiring this level of intervention will be made through assessments for medical necessity and level of functioning. • Supports for this level of service may include, assessment,

Baseline Services	Description of Work/Service Deliverables
	<p>medication support, crisis intervention, case management, individual and group counseling/therapy, linkages to appropriate services such as medical/dental services, substance abuse recovery services, employment/education, and 24-hour crisis support, depending upon individualized need.</p>
<p>Adult Wellness Services (Level 2 Services Unit)</p>	<ul style="list-style-type: none"> • Available for individuals requiring mental health or case management support, but who may be supported through less intensive behavioral health interventions designed to promote long-term stabilization, increased utilization of community or other resources versus long-term public mental health services, and skill-based activities designed to further promote overall wellness and recovery. • Supports provided through this program may include use of intensive case management, medication management, counseling/therapy, but may also include increased involvement in skill-based or rehabilitative groups, family or community partnership activities, and resource coordination.
<p>Adult Community Services (Level 3 Services Unit)</p>	<ul style="list-style-type: none"> • Provide less intensive behavioral health treatment and/or medication monitoring in order to foster the greatest level of community integration and long-term functional improvement. • Services provided through this program will involve greater use of psycho-educational groups, workshops, community site visits and/or treatment, and counseling or case management to a lesser degree.

4. Family, Youth and Children’s Services (13.7 FTE)

FYC Access Services unit will coordinate with the system-wide CAT programming in order to provide improved care and transition planning for new and returning BMH clients. Short-term services or case management may be provided to ensure continuity of care prior to the onset of formalized mental health treatment programming.

Baseline Services	Description of Work/Service Deliverables
<p>FYC Outpatient Services</p>	<ul style="list-style-type: none"> • Specialized mental health services including; psychiatry and psychological services, triage coordination; as well as general outpatient services (as noted above). • Clinical services are generally rendered in FYC’s outpatient clinic (3282 Adeline Street, Berkeley, CA) or in the community as needed or clinically indicated.

Baseline Services	Description of Work/Service Deliverables
Intensive Support Services Program (ISSP)	<ul style="list-style-type: none"> • Contractual partnership which oversees community based intensive services. This program provides short-term, intensive community based supports to children and youth ages 0-18 years of age. • Services generally include, but are not limited to, assessment, psychiatric services, individual and family therapy, case management, resource coordination and linkage, and discharge planning. • ISSP's principal goal is to provide the above-described supports in an effort to effectively evaluate, provide treatment to, and stabilize children in order to ensure effective linkages to other programs within the child/youth's own community.
School-Based Services	<ul style="list-style-type: none"> • Coordination of mental health services at elementary and middle school sites; • at Berkeley High School through its High School Health Center and at Berkeley Technology Academy; • and in the City of Albany Services are provided to Severely Emotionally Disturbed (SED) children and youth; • school-based consultation and training, and may involve counseling, family therapy, case management, and resource coordination
Early Childhood Mental Health (0-5 Years)	<ul style="list-style-type: none"> • Services rendered to pregnant teen mothers/ parents at the Vera Casey Program in Berkeley; • through the City's "Be A Star" Program (Joint public health/ mental health program funded by BMH's MHSA Prevention & Early Intervention [PEI]); • Berkeley Head-Start and Infant Home Visiting Programs; and Berkeley Pre-Schools. • Assessment, Brief Treatment, Family Therapy, Parent Education, Consultation, Training, & Group Treatment to SED children and youth (3-5 years) are provided across settings and through FYC's outpatient clinic.
Transition Age Youth (TAY) Services (16-24 years)	<ul style="list-style-type: none"> • Support to TAY populations ages who are identified as SED or Severely Mentally Ill (SMI), are homeless/ at-risk of homelessness, and are involved with multiple systems (juvenile justice, social services, education, or other county-based services). • Services involve intensive outpatient therapy, community-based services, including individual and family therapy, case management and resource coordination, brokerage services to adjudicated or hospitalized youth, housing resources and

Baseline Services	Description of Work/Service Deliverables
	<p>other client supports, and vocational, educational, and housing care planning services.</p> <ul style="list-style-type: none"> • Services may be short-term in duration, but are generally rendered to chronically mentally ill TAY and their families on a long-term basis.

Environmental Health Division (14 FTE)

The Environmental Health Division is made up of health inspectors and support staff. The mission of the Environmental Health Division is to promote and protect the health and wellbeing of all persons in the City of Berkeley by administering state and local regulations. We believe in the importance of disease prevention through education and enforcement as a means of safeguarding public health.

1. Health Team (6.24 FTE)

Baseline Services	Description of Work/Service Deliverables
Food Facility Program	<ul style="list-style-type: none"> • Provide food safety inspection and educational services to prevent food-borne illness. • Conduct routine food safety inspections aimed at reducing risk factors associated with foodborne disease outbreaks at restaurants, markets, bakeries and other food retail food facilities. • Educate food facility owners, operators and kitchen staff about sound sanitary practice and state codes to prevent disease. • Issue annual health permits to food facilities that are in compliance with state requirements and amend, suspend or revoke permits as necessary to safeguard public health. • Respond to complaints from the public about the operation of the food facility. • Respond urgently to reports of foodborne illness associated with food facilities. • Follow-up urgently to reports of state or federal food recalls. • Provide plan review of all new and remodeled facilities; inspect after-hour special event food booths, mobile facilities, farmers markets, and flea market.
Food Handler Training	<ul style="list-style-type: none"> • Provide certified food safety education and food handler training in a classroom setting to Berkeley food facilities and community organizations that prepare the student to train food handler staff and take the state approved examination locally. • The State has mandated that all food facility operators that

Baseline Services	Description of Work/Service Deliverables
	<p>handle unpackaged food successfully pass a state approved examination and become certified every five years.</p> <ul style="list-style-type: none"> • The State approved exam is proctored by the Environmental Health Division. Restaurant operators, City agencies, community organizations, UC-Berkeley fraternities and student cooperatives utilize the training provided through this program.
Community Noise Program	<ul style="list-style-type: none"> • Respond to noise complaints and enforce the Community Noise Ordinance contained in Chapter 13.40 of the Berkeley Municipal Code (BMC). Work with businesses, private property owners, the Police Department and others to ensure noise issues are properly addressed within the City. • Review and issue amplified sound permits for various community events to ensure events do not cause a noise disturbance to the community. • Conduct surveillance of noise levels at special events with amplified sound permits.
Smoking Pollution Program	<ul style="list-style-type: none"> • Respond to smoking complaints and protect the public from second hand smoke at specific locations identified in the BMC, such as restaurants, bars, public places and places of employment. • Work with Tobacco Prevention Program in Public Health Division to educate businesses and the general public about smoking prohibitions.
Retail Tobacco Licensure Program	<ul style="list-style-type: none"> • Administer a tobacco licensing program that prohibits the display of tobacco products within reach of the public and prevents the sale of tobacco products to minors. • Issue tobacco licenses to qualified vendors, conduct compliance inspections and conduct enforcement action such as permit revocation or suspension for merchants who violate tobacco control laws.
Public Pool Program	<ul style="list-style-type: none"> • Provide education, inspection, monitoring, and enforcement to prevent waterborne illness and injury in public pools. • Review plans and approve new construction or remodeling of existing facilities to ensure compliance with state codes. • Respond to complaints involving unsanitary or unsafe public pools and take appropriate action to safeguard public health.
Water Quality Monitoring and Posting Program	<ul style="list-style-type: none"> • Monitor the water quality in City creeks, Aquatic Park and the Bay by collecting and analyzing routine bacteriological water samples.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Post signs when recreational water standards are not met and work with Public Works and other agencies to identify the source of contamination and take appropriate action to protect public health and the environment. • Post multi-lingual Fish Advisory and Mussel Quarantine signs to ensure fisherman and others using the Berkeley Marina are advised of statewide health alerts involving fish and mollusk.
Tattoo, Body Piercing, and Permanent Cosmetics Inspection	<ul style="list-style-type: none"> • Register tattoo, body piercing and permanent cosmetic businesses as a first step to regulating the industry to prevent the spread of disease. • Once the state has adopted health regulations, begin permitting and inspecting facilities on a routine basis.
Demolition Inspection	<ul style="list-style-type: none"> • Conduct inspections and provide educational outreach at demolition sites to ensure procedures are in place to prevent rodent harborage or “attractant hazards”.
Styrofoam	<ul style="list-style-type: none"> • Conduct inspections and provide educational outreach of local restaurants to ensure compliance with the City ban on Styrofoam “to go” containers. • Respond to complaints from the public.
Emergency Response	<ul style="list-style-type: none"> • Respond to emergencies such as sewage overflow, fires, power outages, product recalls, and food-borne illness complaints at food facilities to protect public health. • Coordinate with Public Health Services to assist with bioterrorism events, and disease outbreaks. • Work with other City agencies to plan and prepare for citywide disasters. • Provide technical assistance in food safety, domestic water supply, waste disposal, vector control and sanitary shelter operations

2. Vector Team (6.96 FTE)

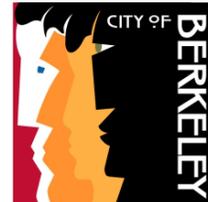
Core Services	Description of Work/Service Deliverables
Property Inspection and Abatement Program	<ul style="list-style-type: none"> • Respond to complaints at private properties and assess public health risk. • Ensure compliance with BMC to safeguard public health; primarily vector control involving insect and rodent harborage. • Take enforcement action including issuing citations and obtaining warrants to abate public nuisance conditions. • Coordinate inspection and abatement of problem properties with Neighborhood Services, Coordinated City Services Task Force, the Anti Blight Task Force, and various other departments and city groups.
Rodent and Insect Control	<ul style="list-style-type: none"> • Provide inspection, enforcement and educational outreach to control rodents and nuisance insects. • Investigate infestation complaints and apply least toxic approach first to abate condition. • Track and map request for service using geographical information system GIS and where indicated, bait City sewers to control the population of sewer rats. • Provide community education on vector control through a Division newsletter, educational brochures and the Internet. • The rodent and insect control program is a prevention activity to reduce the potential of rodent borne disease
Pest Management Policy	<ul style="list-style-type: none"> • Respond to complaints and enforce the Integrated Pest Management Policy for pest control on City property and buildings to reduce the public's exposure to toxic chemicals, minimize environmental harm and encourage the use of least toxic alternatives.
Abandon Vehicle Program	<ul style="list-style-type: none"> • Provide inspection, enforcement, and abatement services to ensure abandoned vehicles do not pose a public nuisance to the community. • Respond to complaints and require private property owners of abandoned or inoperable vehicles to comply with the BMC to prevent blight, rodent harborage, and potential drug activity. • The program includes an educational component but also uses court issued warrants to effect compliance.

<u>Core Services</u>	<u>Description of Work/Service Deliverables</u>
Waste Tire Enforcement	<ul style="list-style-type: none"> • Provide a waste tire inspection and compliance program to protect public health and the environment against improper management and disposal of used tires. • Conduct inspections of facilities generating waste tires to ensure compliance with state regulations. • Investigate complaints of illegal disposal of waste tires to ensure compliance and minimize public health risk associated with waste tires.
Stormwater	<ul style="list-style-type: none"> • Conduct inspections and educate local restaurants to ensure compliance with stormwater requirements. • Respond to complaints related to stormwater discharges associated with restaurants and ensure they are taking necessary precautions to minimize stormwater discharges

3. Special Services (.8 FTE)

<u>Core Services</u>	<u>Description of Work/Service Deliverables</u>
Peace and Justice Commission Support	<ul style="list-style-type: none"> • Provide Commission Secretarial support for the Peace & Justice Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.
Special Events Coordination	<ul style="list-style-type: none"> • Consult with and provide technical assistance and support to community-based event organizers to ensure adherence to all applicable permit requirements and to maximize community safety and enjoyment. • Convene the City-wide Event Review Team to facilitate and streamline one-stop inter-departmental input, review and approval of various applicable permits • Summarize upcoming events monthly.
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Event Process Improvement	Convene and consult with City-wide event producers to identify continuous service improvements to City business and permit processes, including ensuring ADA compliant and fully accessible events, street-based mobile food carts and streamlining public access to information on Special Event requirements, among other initiatives.

HOUSING AND COMMUNITY SERVICES (50.74 FTE¹)



Mission: The mission of the Housing and Community Services Department is to produce, preserve, and support affordable housing in order to help meet the housing needs of Berkeley residents, especially those who are low-income, homeless, seniors, disabled, or have special needs. The Department's mission also includes helping people overcome poverty and related barriers through the direct provision of services including workforce development and through the administration of contracts with a wide range of community organizations and programs. Specifically, the Department provides comprehensive services to Berkeley's senior population to support them through the aging process. The Department also provides housing code enforcement for the Berkeley community, paratransit services for seniors and disabled, housing to disabled homeless individuals and families, and assists Berkeley citizens in housing rehabilitation.

Community Services & Administration Division (16.5 FTE)

Aging Services (21.74 FTE)

Housing Services (12.5 FTE)

Commissions

- Commission on Labor

- Homeless Commission

- Commission on Aging

- Housing Advisory Commission

- Human Welfare and Community Action Commission

¹ Does not include the youth employment positions which are included in the budget.

Community Services and Administration Division (16.5 FTE)

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<u>Budget and Administration</u>	<ul style="list-style-type: none"> • Develop biennial budgets and mid-cycle updates including preparation of budget worksheets; develop recommendations regarding short-term/one-time or recurring funding shortfalls; fiscal priority setting to support key programs. • Reconcile Division FTE and position control. • Analyze ongoing financial operations and monitor spending patterns, move funds to meet program needs, develop financial projections for key funds, and revenue/expenditure reports, and analyze fees and program revenue requirements. • Process payroll transactions (including all youth workers), community agency payments, and vendor payments. • Process employee transactions including requisitions, step increases, change of address, completion of probation. • Comply with all federal and state regulations related to sources of departmental funding. <ul style="list-style-type: none"> • Draw down funds from Line of Credit Control System (LOCCS--HUD funds) • Report expenditures in Integrated Disbursement & Information System (IDIS) • Report expenditures Expenditure Activity Reporting System (EARS) for State of California funding. • Service over 200 existing loans from sources including CDBG, CalHFA, HOME, and General Fund. • Perform annual fiscal monitoring of community agencies and provide technical assistance relating to their accounting systems: <ul style="list-style-type: none"> • Review agencies' expenditure reports and compare to their general ledgers for accuracy. • Ensure agencies comply with federal and state laws. • Make recommendations for corrective actions on findings. • Administer Shelter Plus Care Program accounting functions, including issuing housing assistance checks, preparing reports, and adjusting changes and corrections in ELITE system and FUND\$ for both tenants and owners. • Work with auditors, including single audit, internal audit, and audits performed by different grantors, providing all required supporting documents, reports, and accounting procedures and policies pertaining to the department to ensure conforming to the City's internal control system.

Baseline Services	Description of Work/Service Deliverables
<u>Contracts</u>	<ul style="list-style-type: none"> • Facilitate biennial community agency allocation process; coordinate funding allocation process with Parks Department; coordinate funding proposal review process involving four commissions. • Execute, amend and monitor 58 community agency contracts. Act as Central Contracting Unit and manage contract preparation and payment for contracts for PRW, Police, and DHS. Process advances and quarterly payments for contracts. • Facilitate annual community facility funding process and manage community facility rehabilitation projects. This year's projects include: <ol style="list-style-type: none"> 1) Berkeley Food and Housing Project's North County Women's Center shelter; 2) the City's James Kenney Recreation Center; 3) the City's West Campus Swimming Pool; 4) the Multi-Cultural Institute; 5) Rebuilding Together's Community Facilities project; 6) Women's Daytime Drop-In Center improvements; 7) A Better Way; 8) McKinley House improvements; 9) San Pablo Park improvements; and Senior Center Kitchen improvements.
<u>Federal & State Regulatory Compliance</u>	<ul style="list-style-type: none"> • Monitor CDBG, HOME and ESG funded projects both within city departments and at community agencies for compliance with: <ol style="list-style-type: none"> 1) National Environmental Policy Act (NEPA) and other environmental review requirements; 2) Davis-Bacon and Related Acts; 3) Section 3; 4) Section 504 & Americans with Disabilities Act; 5) Fair Housing and Equal Opportunity; 6) Affirmative Marketing; 7) Contracting and procurement practices; 8) OMB Circulars No. A-87 & A-133; 9) Uniform Relocation Act; 10) Lead-based Paint; 11) Long-term affordability of Housing; 12) CDBG, HOME, ESG program regulations. • Prepare and submit Consolidated Plan, Annual Action Plan updates, Substantial Amendments to Consolidated Plan, Consolidated Annual Performance and Evaluation Report (CAPER), Community Action Plan, Mid-Year and Annual Reports. • Continue implementation of the Analysis of Impediments to

Baseline Services	Description of Work/Service Deliverables
	<p>Fair Housing Choice and report progress to HUD annually in the CAPER.</p> <ul style="list-style-type: none"> • Participate in annual single audit, HUD and State of California Community Services and Development (CSD) monitoring of various program elements and resolve any findings or concerns. Meet timeliness guidelines for commitment and expenditure of funds. Maintain project and activity performance, status and financial information in Integrated Disbursement and Information System (IDIS). • Sunset CSD Low Income Home Energy Assistance (LIHEAP) and Department of Energy Weatherization Assistance Program (DOE WAP) contracts and coordinate financial and programmatic close out activities. • Prepare all necessary Environmental Reviews.
<u>Employment Services</u>	<ul style="list-style-type: none"> • Operate year-round employment and training program, for Berkeley residents between the ages of 14-25 years providing a range of employment opportunities and skills building through: <ul style="list-style-type: none"> • After-school employment up to eight weeks in the winter • Summer employment for 200-300 youth • Job placement activities in other divisions and departments such as Public Health & Library • Service integration and delivery with key workforce development programs including outreach, screening and referrals (Richmond Build, Rising Sun Energy Center, North Cities One Stop Career Center, Biotech Partners, The Bread Project, Inter-City Services, etc.). • Year-round graffiti abatement jobs in partnership with Public Works for Transition Age Youth • Year-round employment for youth through special projects such as the Teen Center and community mural projects • Support to High school Green Academies with youth training/workshops, career fair planning • Workplace skills training/workshops • Participate on East Bay Green Corridor Partnership workforce development planning committees, regional and statewide. • Oversee local hiring policies: implement Community Workforce Agreement for publicly funded projects and first source ordinance for public and privately funded projects, including projects within city departments.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Monitor workforce development in community agency contracts.
<u>Paratransit Program</u>	<ul style="list-style-type: none"> • Provide Taxi Scrip, Wheelchair Van Ride Voucher and Medical Return Trip programs to approximately 800 senior and disabled Berkeley residents. • Participate in Alameda County Transportation Commission Paratransit Technical Assistance Committee and County-wide Mobility Management Planning workgroup. • Prepare annual program plan, facilitate community participation process and submit mid-year and year-end compliance reports.
<u>Homeless & Housing Programs</u>	<ul style="list-style-type: none"> • Shelter Plus Care—Manage 6 HUD grants serving 230 households of homeless and disabled individuals and families. Facilitate HUD-mandated Oversight Board, review and approve all applications, coordinate 10 community agency partner agencies, support case managers, make monthly rental assistance payments, enter data into HUD-mandated Homeless Management Information System, submit annual reports to HUD, prepare annual applications for renewal funding. • Square One—Act as lead in an interdepartmental, City-funded supportive housing program for 12 hardest to serve chronic homeless people in collaboration with BPD, BMH, CMO, and LifeLong Medical Care. • Winter Shelter Programs—Manage joint winter shelter with City of Oakland. Manage winter motel voucher program. • EveryOne Home committees—Currently hold seats on the leadership board, the data and evaluation committee, the HUD compliance committee, and the shelter/emergency services committee. • System change—Continue participation in the countywide Performance Management Initiative.
<u>Commission Staffing</u>	<ul style="list-style-type: none"> • Commission on Labor: Commission meets 6-10 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Commission Officers, set-up room for meeting, maintain roster and prepare reports for Clerk’s Office, prepare Council reports 3-6 times per year. Respond to citizen requests for information re: labor & workforce issues. • Homeless Commission: Commission meets 12-15 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for

Baseline Services	Description of Work/Service Deliverables
	<p>meeting, maintain roster and prepare reports for Clerk's Office, prepare Council reports 3-6 times per year.</p> <ul style="list-style-type: none"> • Human Welfare and Community Action Commission: Commission meets 11-15 times per year. Ensure the Commission carries out its duties as the advisory body to Berkeley's Community Action Agency. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk's Office, prepare Council reports 6-8 times per year. Prepare Community Action Agency Annual Action Plan for Commission and Council adoption. Facilitate election process for State mandated representatives of the poor. • Housing Advisory Commission: Commission meets 11 to 15 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk's Office, prepare Council reports 6 to 8 times per year. • Facilitate Commission's review of public and community facility and Housing Trust Fund funding proposals. Process runs from October through April. Commission conducts site visits, reviews staff prepared report cards, hears oral presentations, utilizes pre-developed evaluative criteria, and develops recommendations. Commission reviews applications for community facility improvement projects and typically awards funding to 4-5 projects.

Community Services and Administration Division Special Projects for 2011 (1.5 FTE)

Special Projects	Description of Work/Service Deliverables
ARRA Funded Projects	Homeless Prevention and Rapid Re-Housing Project (HPRP)—Third year of a three-year grant; will likely close out this year. In partnership with seven other Housing Resource Centers in Alameda County, all created with HPRP funds, HCS is responsible for the North Cities Housing Resource Center.
ARRA Funded Projects	HCS contracted with Berkeley Food and Housing Project to serve Berkeley, Albany, Emeryville, and Piedmont residents. HCS closely manages the contract, convenes and facilitates the Oversight Board for the north cities Housing Resource Center, compiles and submits monthly program and financial reports to HUD, and participates in the countywide Independent Learning Community.
Measure E funded	Evaluate continuing effectiveness of the program and develop

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Emergency Services for severely physically disabled residents	approaches to service preservation and enhancement
Relocation Ordinance Amendment	Bring draft amendment to the HAC in July and bring the draft Ordinance to Council in September.
Paratransit	Integrate Paratransit program operations into the Aging Services Division.
Community Agency Funding Process	Redesign the community agency funding allocation process.
Cash-handling process improvements	Move the Aging Services Division's cash handling and senior center room rental activities to Budget and Administration

Aging Services (21.74 FTE)

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<u>Senior Centers</u>	<ul style="list-style-type: none"> • Operate 2 centers 5 days per week with closure on one Friday of the month. Provide social services, educational programs, nutritional and transportation services and opportunities for social interactions. <ul style="list-style-type: none"> • NBSC—Serves on average 210 clients/day • SBSC—Serves on average 120 clients/day • Provide communitywide special cultural events. Each center plans and hosts 3-10 events annually, including Black History Month celebrations, Mexican Independence celebrations, Gay Pride events, and holiday celebrations. • Provide information and assistance services and resource guide development. Center staff are trained to provide the assistance and referrals to seniors on a continuous basis. • Coordinate on-site monitoring for the rental of the senior centers for approximately 30 City commission meetings and 20 community events per month. Both Senior Centers are available to City Departments and the public for rent for community and family events and meetings. • Organize social activities which include bingo, casino trips, pool room, game room, bridge club, and film clubs. • Administer the Paratransit support program which supplements transportation options for low-income age 70+ seniors. • Produce a monthly newsletter.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<u>Senior Transportation</u>	<ul style="list-style-type: none"> • Provide transportation 5 days/week at both senior centers with a dedicated mini-bus. Transportation is provided to and from Senior Center each day, for educational and cultural trips, shopping excursions and personal errands. 75-100 seniors are served each month at each center. • Reach out to former West Berkeley Senior Center users and offer transportation to and from NBSC and SBSC. Provide paratransit and public transportation assistance.
<u>Nutrition Services</u>	<ul style="list-style-type: none"> • Serve a hot meal at lunch time at both centers 5 days/week. <ul style="list-style-type: none"> • NBSC— Serves on average 80 meals/day • SBSC— Serves on average 40 meals/day • Operate Meals on Wheels Program—Deliver hot meals to homebound seniors 4 days/week, with pre-delivered frozen meals offered for the three non-delivery days. Up to 170 meals are delivered each day, with 185 active clients. • Administer Mercy Brown Bag Program—Distribute bags of groceries twice each month to qualified seniors at the senior centers. <ul style="list-style-type: none"> • NBSC—71 bags distributed twice each month. • SBSC—130 bags distributed twice each month.
<u>Educational Services</u>	<ul style="list-style-type: none"> • Offer a robust schedule of classes and activities at both centers through partnerships with the Berkeley Adult School and numerous volunteers. Over 500 seniors participate in classes each week. <ul style="list-style-type: none"> • Classes include fitness classes such as line dancing, yoga and tai chi, academic classes including French, Cantonese, computers and world events, cultural classes such as current film, poetry and ukulele and art classes including ceramics, jewelry making and drawing. • One-time lectures, seminars and workshops are offered at each center on topics including safe senior driving, identity theft prevention and more.
<u>Social Services</u>	<ul style="list-style-type: none"> • Administer the Senior and Disabled Home Rehabilitation program. • Provide dedicated services for homeless seniors, including housing, social service and nutritional support. Support for senior participants in Shelter Plus Care housing program. • Manage County/State contracts. Partner with Community Services and Administration staff to track and report on six (6) County and State grants.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<u>Commissions</u>	<ul style="list-style-type: none"> • Commission on Aging: Commission meets 10 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk's Office, prepare Council reports 1-2 times per year.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Reorganize Division	<ul style="list-style-type: none"> • Create new social services hub at WBSC by reorganizing and relocating staff. With the change, staff will focus solely on the provision of services and will increase the amount of services that are reimbursed by Medi-Cal. • Strengthen and expand programs at NBSC and SBSC. Through the new social services unit, provide comprehensive social services at all three senior centers and in clients' homes to more than 350 seniors annually. This includes wide-ranging, on-going case management support for highest need seniors. Meals on Wheels and paratransit program clients will be targeted for service. Quality Assurance programs ensure effective and timely services. • Provide outreach and support to WBSC patrons in the transition.
Professional Development	Train and support the professional development of Center Directors to meet the increased demand for professionalized services.
Volunteer Teachers	Expand efforts to engage volunteer teachers particularly in response to the reduction in services from Berkeley Adult School.

Housing Services Division (12.5 FTE)

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<u>Housing Development</u>	<ul style="list-style-type: none"> • Continue to work with both HTF funded projects and HTF pipeline project in line for funding including Strawberry Creek Lodge, Amistad House, Erna P. Harris, UA Homes, Savo Island, the Berkeley Housing Authority disposition units, Oregon Park, Hillegass Apartments, UA Co-Op, and William Byron Rumford Plaza. Assist them in sourcing and

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<p>applying for additional funding to address rehabilitation needs including deferred maintenance and energy upgrades.</p> <ul style="list-style-type: none"> • Review project proposals including proformas, cash flow projections, operating expenses, asset management plans, leveraged funding opportunities, program design and supportive housing services proposals. • Evaluate developer capacity and overall project feasibility and prepare recommendations and staff reports for the HAC and City Council, TCAC, HCD and HUD. • Ensure coordination and compliance with City, HUD, HCD and CalHFA programmatic and timing regulations. • Represent City position in negotiations with private lenders, financial intermediaries and other public agencies. • Draft City loan closing documents including development loan agreements, regulatory agreements and escrow instructions for review by City Attorney. • Coordinate with Planning department regarding zoning, building permit and environmental review issues. • Monitor lease-up, service delivery and financial close out activities at Harmon Gardens • Work with AHA to develop repayment/refinancing strategy for Hillegass Apartments. City balloon payment of \$600,000 due to CalHFA in July 2014.
<u>Community Facility Development</u>	<ul style="list-style-type: none"> • Complete Ed Roberts Campus project and the Brower Center. • Track and monitor marketing efforts at the Ed Roberts Campus for unleased space. • Track and make recommendations regarding possible conversion of Section 108 loan from interim to permanent financing at the Ed Roberts Campus, the Brower Center, and University Avenue Apartments.
<u>Housing Trust Fund Monitoring</u>	<ul style="list-style-type: none"> • Oversee compliance for approximately 1,400 affordable HOME, CDBG and City Inclusionary Housing units. • Review project financial records to identify potential problem areas involving operations or asset management. • Assure compliance with HUD, HCD or City requirements regarding tenant eligibility, rent levels or resale requirements for affordable ownership properties. • Work with RHSP staff to schedule regular inspections of units and recommend repairs as necessary. • Report to regulatory agencies as requested. • Work with affordable housing property management staff to

Baseline Services	Description of Work/Service Deliverables
	<p>strengthen asset management capacity at all Berkeley developments.</p> <ul style="list-style-type: none"> Identify projects eligible for HTF funding and refer to development staff for evaluation as future HTF pipeline projects.
<p><u>Housing Code Enforcement/</u>: Enforce Housing Code for approximately 25,000 rental units with the City.</p>	<ul style="list-style-type: none"> Respond to 1,200 tenant requests per year for inspection of rental units with possible housing code violations. Inspect individual units, document violations, re-inspect and follow up with case management until violations are corrected. Assess fines on property owners for failure to comply. Work with Finance Department to assess liens on properties for continued non-compliance. Complete 375 proactive inspections. Keep records on owner compliance with gas heater inspection and annual rental unit inspection. Respond to landlord and tenant inquires regarding rental unit regulations. Work with Rent Stabilization Office to resolve landlord/tenant disputes involving habitability/relocation issues. Assist Finance Department in annual RHSP billings for all 25,000 rental units. Research and update records as necessary. Inspect all units in Shelter Plus Care Program and Square One (250 units/year) for Housing Quality Standards at time of lease and annually, establish rent payment standard and annually re-certify, enter into rental agreements with property owners. Develop outreach strategy to inform all Berkeley rental owners of new requirements for housing inspection documentation and carbon monoxide requirements.
<p><u>Weatherization/Energy Services (4.5 FTE through 12/11, 0.25 FTE 1/12-6/12)</u> Manage utility bill payment assistance program for approximately 1,000 low income households per year and weatherization measure installation</p>	<ul style="list-style-type: none"> Train and monitor application intake at City's Customer Service Center. Market and take applications at senior housing projects, senior centers and community events throughout the year. Review applications, approve eligibility for bill payment assistance for low income households. Work with PG&E and CSD to stop utility shut-offs. Install energy efficiency measures in approximately 100 low income units each year. Perform assessments, test for air and gas leaks, install weather stripping, water heater blankets, gaskets, aerators and perform any necessary minor home repairs.

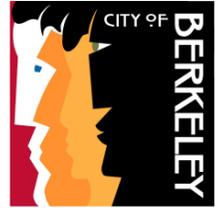
<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
for approximately 100 low income units per year in Berkeley, Emeryville and Albany.	<ul style="list-style-type: none"> • Work with CSD to ensure that Berkeley low income households continue to have access to bill payment assistance and weatherization services after December 31, 2011. • Work with Community Services and Administration staff to closeout program activities by December 31, 2011 and complete program and financial audits with CSD by June 30, 2012.
<u>Inclusionary Program (.5 FTE)</u>	<ul style="list-style-type: none"> • Manage approximately 315 affordable inclusionary units throughout the City. • Collaborate with the Planning Department and the City Attorney's office to negotiate inclusionary and density bonus requirements with developers for all proposed residential construction. Draft inclusionary agreements. Evaluate and approve all new tenants. Review annual reports submitted as required by the Inclusionary Housing Ordinance. Assist property managers in understanding City requirements. Provide annual utility allowance schedules to property owners.
<u>Condominium Conversion Mitigation Fee Administration (.25 FTE)</u>	<ul style="list-style-type: none"> • Prepare annual condo report to Council. • Respond to general inquiries about the Affordable Housing Mitigation Fee. • Negotiate with applicants regarding the City Conversion documents (Conversion Agreement, Deed of Trust, and Promissory Note). • Determine whether a project is exempt from the Affordable Housing Mitigation Fee. • Calculate the Affordable Housing Mitigation Fee (includes reviewing documents to establish owner-occupancy, reviewing appraisals for upfront payments). • Draft documents and routing through other City agencies for their signature/review. • Participate in monthly condo working group meetings and other meetings as needed with Planning Department staff. • Help the new condo planner understand the process (both Housing and Planning aspects). • Draft documents for properties that refinance or sell. • Deal with projects with special issues (bankruptcy, past staff errors, title company issues). • Amend process when new issues arise. • Amend boilerplate City Conversion documents when necessary.

Baseline Services	Description of Work/Service Deliverables
<u>Senior/Disabled Home Rehabilitation Program (1.75 FTE)</u>	<ul style="list-style-type: none"> • Provide rehabilitation loans to seven senior and disabled homeowners annually. • Work with Problem Properties team to address neighborhood nuisances caused by deteriorating homes and hoarding issues. • Work with HCS Aging Division staff to provide service support and referrals to homeowners needing additional help to remain in their homes. • Work with families of seniors to help them assist elderly or disabled homeowners. • Manage construction and work with contractors to ensure quality of rehab work provided. • Provide relocation assistance when needed.

Special Projects	Description of Work/Service Deliverables
Energy Audits	Contract with outside consultants for Department of Energy (DOE)-approved TREAT energy audits and arrange training for City staff to perform REM energy audits on multi-unit affordable housing properties.
Finalize CSD approval of 'whole building' approach	Allows for weatherization funding of major mechanical, plumbing, heating and electrical systems within projects.
ARRA DOE WAP funding	Close out ARRA DOE WAP funding for multi-unit developments owned by nonprofit agencies by March 2012.
Housing Impact Fee	Work with City Manager, Planning, Economic Development, and Parks (CECE staff) to examine existing and proposed development fees and develop recommendations for Council. Bring a draft ordinance to a City Council work session for discussion in Fall 2011. Complete revisions as needed for adoption of an ordinance.
NCLT	Monitor bankruptcy work out strategy approved by bankruptcy court. Monitor the maintenance and property management performance of the organization and assist with necessary improvements in order to prevent recurrence of problems.
RHSP	Continue to develop and implement strategies to improve program efficiency and effectiveness.
Prince Hall Arms	Resolve obstacles to site development including completion of foreclosure of City's loan if necessary

Special Projects	Description of Work/Service Deliverables
Inclusionary Housing	Monitor state legislative efforts to address legality of inclusionary rental housing. If SB 184 is successful, work with Planning Department and the City Attorney’s Office to revise the current ordinance. Develop administrative regulations and an asset management program.
Weatherization	Close out the CSD-funded weatherization program.

HUMAN RESOURCES (19.45 FTE)



Mission

The Human Resources Department strives to ensure that the City employs fair and equitable human resources policies and procedures; recruitment and hiring is made on the basis of individual qualifications for the position and represents diverse and skilled applicants; provides employees with pertinent and ongoing development opportunities; and represents the City Council and City Manager on all employee relations matters.

Recruitment, Examination and Classification and Compensation (4.2 FTE)

Employee and Retiree Benefits (2.3 FTE)

Workers Compensation (2.5 FTE)

Occupational Health and Safety (2.1 FTE)

Equal Employment Opportunity and Diversity (1.3 FTE)

Training and Organizational Development (2 FTE)

Administrative Services (2.2 FTE)

Employee Relations (2.85 FTE)

Commissions

Personnel Board

Human Resources is an internal service department providing services to other City Departments and to current and former employees. Staff performs a variety of administrative functions within the core activities described below. There is frequent overlap within the baseline services as work in one activity affects the work in another activity. Core responsibilities of the department include:

Core Activities:

1. Administer the City's personnel merit system to establish an equitable and uniform system of human resources management that complies with Federal and State laws, rules and regulations, the City Charter, Ordinances and Resolutions adopted by the City Council, provisions of the labor contracts and Unrepresented Employee Manual and the Personnel Rules and Regulations.
2. Advice to the City Manager, Deputy City Manager, department directors and management staff on problems related to human resources management.
3. Administer the position classification plan including conducting job analysis of work performed by City employees, writing classification specifications, revising classification specifications as necessary, establishing minimum qualifications for employment for each classification.
4. Conduct salary and total compensation studies as part of the collective bargaining process to establish a fair and equitable compensation plan.
5. Recruit and test a diverse pool of applicants for employment to establish employment eligibility lists to ensure that selection is based on merit principles.
6. Provide and administer health and welfare benefits to current employees and retirees.
7. Provide a comprehensive occupational health and safety program including safety training as required by CalOSHA and industry standards and best practices, conducting worksite inspections, and preparing statistical and narrative reports.
8. Administer, in conjunction with a third party administrator, the statutorily required workers' compensation program for injured workers.
9. Administer employee training programs including assessing training needs, designing curriculum, delivering training courses and evaluating training programs.

10. Provide organizational development services to departments upon request.
11. Administer the City's equal employment opportunity and diversity programs including investigation of complaints or charges of discrimination in violation of Federal, State and City laws, rules and regulations.
12. Represent the City Manager on employee relations matters with representatives of recognized employee organizations on subjects pertaining to wages, hours and other terms and conditions of employment.

Recruitment, Examination , Classification and Compensation

FTE staffing for: 1) Recruitment, Examination and Classification, and 2) Compensation is approximately 4.2 FTE although the professional staff assigned to this activity also perform work in other areas.

Baseline Services	Description of Work/Service Deliverables
Administer a recruitment and examination program to establish eligibility lists to fill vacant positions with well qualified candidates while maintaining a diverse City workforce.	<ul style="list-style-type: none"> • Conduct job analysis, develop examination plan, develop job announcement, conduct advertising campaign which ensures recruitment diversity, maintain Americans with Disabilities Act (ADA) and California Department of Fair Employment and Housing (DFEH) Act compliance with special accommodations. • Develop and validate tests to ensure compliance with the Federal Uniform Guidelines on Employee Selection Procedures (Section 60-3, U.G.E.S.P. (1978); 43 FR 38295 (August 25, 1978), screen applications; coordinate rater panel, schedule tests; administer tests (i.e., written, performance, oral or physical ability); and conduct statistical analyses of tests.
Maintain the Citywide classification plan.	<ul style="list-style-type: none"> • Conduct organizational and classification studies to provide for the proper classification of positions within the plan. • Perform desk and field audits of new or existing positions in accordance with department head or employee requests. • This may include carrying out comprehensive organizational studies or a work unit to organize the work within an existing or new classification structure. • Review requisitions for new positions to ensure the positions are properly classified. Write new classification specifications or modify existing classifications as necessary. • Meet and confer as necessary with union representatives in the content of classification specifications. • Present completed classification analyses with recommendations to the Personnel Board and City Council.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Conduct compensation studies and recommend appropriate compensation levels.	<ul style="list-style-type: none"> • Complete a variety of analyses and reports for City management and prepare materials for submission to the Personnel Board and to the City Council. • Conduct salary comparison studies of base salary and total compensation using internal and external data from comparable public agencies. • Represent the City's position in classification and compensation matters with the unions. • Apply the provisions of the Fair Labor Standards Act and the labor agreements in establishing the overtime category of new classifications.
Secretary to Personnel Board	<ul style="list-style-type: none"> • Serves as Secretary to the Personnel Board established under Section 119 of the Charter and provide staff support to the Board to facilitate their responsibilities to advise the City Manager on matters concerning personnel administration and make recommendations to the City Council on classification, compensation and other related matters. • The Personnel Board meets approximately 10 times a year, as needed.

Employee and Retiree Benefits

FTE staffing for Employee and Retiree Benefits is approximately 2.3 FTE, although the professional staff assigned to this activity also perform work in other areas.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Prepare and provide benefits information for employees including brochures, instructions and informational meetings.	<ul style="list-style-type: none"> • Work with the City's benefits broker (Keenan & Associates) on a variety of benefit issues, including maintenance of information with a benefit plan enrollment and modification software program. • Respond to numerous benefits inquires from current employees and retirees. Provide benefits counseling, problem resolution and liaison for retirees' concerns regarding health insurance, retirement and disability matters. • Manage administration of the Supplementary Retirement and Income Plans (SRIP), including the SRIP I disability plan and the SRIP II and SRIP III loan program. Manage administration of the CalPERS and PARS retirement plans, Deferred Compensation Plan, Dependent Care Assistance Plan, and the Employee Assistance Program. • Coordinate long-term disability policy and claims, group and supplemental life insurance enrollment and claims, and

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<p>CalPERS disability retirement requests.</p> <ul style="list-style-type: none"> • Manage and coordinate administration of the medical and dental insurance plans, including conducting the Annual Open Enrollment, dependent verification and administering the Domestic Partners benefit program. • Provide benefits support to labor-management committees; provide benefits data, reports and training as requested to City Manager and City departments. • Monitor and process benefits contracts and prepare related Council agenda items.

Workers' Compensation

FTE staffing for Workers' Compensation is approximately 2.5 FTE although the professional staff assigned to this activity also perform work in other areas.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<p>Develop, coordinate and administer the statutorily required workers' compensation program for just and equitable administration workers' compensation benefits for workers who report industrial injuries.</p>	<ul style="list-style-type: none"> • Work with the City's third party administrator and outside legal counsel to control costs. • Train departmental managers and supervisors on workers' compensation rules, regulations, policies and procedures. Administer the City's modified duty and return to work programs. • Analyze the facts of individual workers compensation cases to coordinate the application of workers' compensation statutory regulations, provisions of the Americans with Disabilities Act, California Fair Employment and Housing Act, Family and Medical Leave Act and CalPERS disability retirement law, rules and regulations. • Oversee the City's third party administrator regarding case management, billing, contract compliance, and customer relations to improve provider service and operational efficiency. • Liaise and advise the Auditor's Office, medical facilities and vocational rehabilitation counselors regarding City workers' compensation policies and procedures. Work in conjunction with the City Attorney's Office regarding overlapping labor relations issues.

Occupational Health and Safety

FTE staffing for Occupational Health and Safety is approximately 2.1 FTE although the professional staff assigned to this activity also perform work in other areas.

Baseline Services	Description of Work/Service Deliverables
Ensure City facilities are safe and healthy for workers	<ul style="list-style-type: none"> • Survey facilities, programs and operations to evaluate and reduce potential for bodily injury and vehicle or property damage; • oversee blood borne pathogen post exposure management plan, including training, drug and alcohol testing program, fitness for duty exams, wellness programs and special health screenings.
Work with employees and departments on health and safety issues.	<ul style="list-style-type: none"> • Chair the City-wide safety committee and participate in key department safety committees. • develop and implement City-wide injury and illness prevention and occupational health control measures and medical surveillance programs; • Investigate complaints related to safety program operations, follow up on proposed corrective actions and make recommendations for the elimination of deficiencies and/or violations. • Assist and advise operating departments on the development and implementation of effective and efficient loss control strategies; • evaluate and modify loss control program components to ensure compliance with industry standards and legislative mandates.

Equal Employment Opportunity and Diversity

FTE staffing for Equal Employment Opportunity and Diversity is approximately 1.3 FTE as there is overlap into other baseline activities including, but not limited to, Workers' Compensation and Employee Relations in the department. This does not include considerable support provided by the City Attorney's Office.

Baseline Services	Description of Work/Service Deliverables
Administer, implement, and coordinate the City's Equal Employment Opportunity (EEO) program.	<ul style="list-style-type: none"> • Assist and advise departmental personnel relative to EEO matters. • Develop and recommend employment policies and EEO procedures which impede artificial barriers that limit employment access to any qualified protected group members; • develop and implement EEO strategies which enhance work force diversity. • Review, monitor, evaluate and prepare work force surveys and reports, which analyze recruitment, hiring, promotion, and separation statistics; research EEO issues and problems;

Baseline Services	Description of Work/Service Deliverables
	<p>update and disseminate information on the EEO program; and interpret EEO requirements promulgated by federal and state agencies with responsibility for ensuring the City's employment policies comply with statutory requirements.</p>
<p>Administer the City's Harassment Prevention Policy and EEO internal investigation and complaint resolution procedures.</p>	<ul style="list-style-type: none"> • Process all internal complaints filed by applicants for employment or City employees, in accordance with the City's EEO program. • Conduct investigations of complaints alleging discrimination and related unfair employment practices; analyze evidence collected based on precedent EEO case law pursuant to reaching a sound decision; prepare an analytical summary advising management and the aggrieved employees of the findings and whatever remedial action is warranted. • Interpret EEO requirements of federal and state agencies which would have a bearing on the decision making process; and act as a the primary liaison with the Equal Employment Opportunity Commission (EEOC) and Department of Fair Employment Housing (DFEH) pursuant to investigations and resolution efforts associated with external complaints of discrimination filed with either agency by City employees or applicants for employment. • Harassment prevention training is provided to managers and supervisors (every 2 yrs.) in compliance with AB 1825 state requirements; and to all new hires to ensure they are cognizant of the City's internal policy which prohibits unlawful harassment in the work place.
<p>Administer Title I, (employment), for Reasonable Accommodation requests and issues under the Americans with Disabilities Act, (ADA) and the California Fair Employment and Housing Act (FEHA), as legally mandated by Federal law</p>	<ul style="list-style-type: none"> • Analyze eligibility, engage in the interactive process with employees, supervisors, and department heads; perform essential job function analyses and assess accommodations for Qualified Individuals With a Disability. • Coordinate with Human Resources (HR) Employment Management and Administrative Services Section (Classification) for potential alternate positions, the City Attorney's Office and Employee Relations regarding labor issues affecting ADA/DFEH guidelines, outside counsel and the City Attorney's Office regarding legal matters pertaining to ADA, the Equal Employment Opportunity and Diversity Officer regarding ADA/EEOC issues and workers' compensation attorneys regarding overlapping workers' compensation issues. • Respond formally to employee's requests for reasonable accommodation as provided by Federal and State laws rules and regulations.

Training & Organizational Development

FTE staffing for Training and Organizational Development is approximately 2 FTE.

Baseline Services	Description of Work/Service Deliverables
Design, develop, implement, and evaluate training and development programs	<ul style="list-style-type: none"> • Design, develop, implement, and evaluate training and development programs to enhance the knowledge and skills employees need to perform their jobs effectively. • Maintain ongoing training programs and develop new programs as needed. • Ongoing programs include core communication skills, new employee orientation, supervisory training and other key skills such as writing, project management, and customer service. • Assess training courses and programs to ensure they are meeting learning objectives; modify and update as needed. Conduct comprehensive needs assessments of employees' (line and supervisory) training needs every three years.
Provide all administrative and logistical services in support of training programs	<ul style="list-style-type: none"> • Provide all administrative and logistical services in support of training programs, including calendaring classes, workshop announcements, room set up and reproduction of workshop materials. • Register and track employee attendance in training programs via a learning management software system to ensure accurate records and provide regular and on-demand reports to the City Manager's Office and other City departments.
Administer Tuition Reimbursement program	<ul style="list-style-type: none"> • Administer Tuition Reimbursement program designed to assist regular career benefited employees in their professional growth in skills critical to the City of Berkeley (e.g., cost accounting, business communication, and statistics).
Provide organizational development services to City departments	Including offsite meeting facilitation, team building, 360 assessments, and strategic planning.

Administrative Services

Baseline Services	Description of Work/Service Deliverables
<p>Establish and maintain personnel payroll records for all City career, salaried and temporary employees using the Sungard Public Sector Payroll/Personnel system (FUND\$.)</p>	<ul style="list-style-type: none"> • Utilize the FUND\$ Position Control file to reconcile personnel requisitions generated and approved through NEOGOV Insight Applicant Tracking system. • Determine budgeted vacant positions in FUND\$. • Complete the hiring and promotion process by entering employee data to fill vacant positions. • The data is entered into both FUND\$ and NEOGOV. Audit and process all employee transactions to effect changes in employee status and pay in FUND\$ Payroll. • Establish and maintain a personnel file for employees. • Maintain and update City Departments' Position Control file and work with department budget personnel to reconcile authorized staffing discrepancies. • Ensure the creation and maintenance of appropriate FUND\$ employment codes, including employee status/reason codes, representation units (group plans), and pay grade tables. • Plan, coordinate, process and implement cost of living adjustments as approved by the City Council by updating the FUND\$ Payroll Grade/Step Table and affected employee's personnel record. Maintain and distribute salary schedules. Maintain job classification code files.
<p>Track benefits</p>	<ul style="list-style-type: none"> • Enter employees into BenefitBridge software for assignation and maintenance of health, dental, life insurance and other benefits. • Establish and maintain seniority service date information used during layoff processes. • The Human Resources Department is the module leader for the Personnel side of the Payroll/Personnel module in FUND\$. • Human Resources staff is responsible for testing upgrades to the personnel module prior to live installation.
<p>Inform employees</p>	<ul style="list-style-type: none"> • Explain policies, rules, regulations and procedures. • Provide guidance in completion of personnel forms, including application of labor contract provisions to administrative and departmental payroll staff. • Generate personnel reports downloaded from FUND\$. • Supply documents or reports for a variety of purposes, such as unemployment insurance claims, subpoenas, union notification, management requests and • Responds to public records act requests.

Employee Relations

FTE staffing for Employee Relations is approximately 2.85 FTE as there is overlap with other baseline activities including, but not limited to, Workers' Compensation, Occupational Health and Safety, Classification and Compensation, Equal Employment Opportunity and Diversity, Employee and Retiree Benefits and Administrative Services

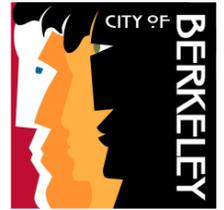
<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<p>Represent the City Manager on employee relations matters with representatives of six (6) recognized employee organizations.</p>	<ul style="list-style-type: none"> • Plan, research, coordinate and negotiate with represented employee organizations on all subjects pertaining to wages, hours and other terms and conditions of employment. • Respond to the City Manager, department heads and employees on employee relations issues. • Provide a consistent interpretation and application of terms and conditions of memoranda of understanding, administrative regulations, the Unrepresented Employee Manual and the Personnel Rules and Regulations that affect employee relations. • Conduct technical training for managers and supervisors to ensure compliance with the terms and conditions of collective bargaining agreements and general law. Conduct training for employees on a variety of employee relations subjects. • In conjunction with the City Attorney's office, consult and advise departmental managers and supervisors on proposed disciplinary actions and employee grievances through the Labor Relations Coordinating Committee. • Advise management staff on the interpretation and application of various laws which affect personnel management decisions, such as the Fair Labor Standards Act, the Americans with Disabilities Act, California Fair Employment and Housing Act, Title VII of the Civil Rights Act, the State Health and Safety Code, and Public Employment Retirement Law, etc.
<p>Administer the City's Layoff Procedure</p>	<ul style="list-style-type: none"> • Administer the City's Layoff Procedure to provide placement for affected employees consistent with the provisions of the various labor agreements and City Council policy. • Consult with the City Manager and Deputy City Manager, department directors and managers, the Budget Manager and union officials on the impacts of staffing reductions.
<p>Procure property insurance through the Public Entity Property Insurance Program (PEPIP)</p>	<ul style="list-style-type: none"> • Procure property insurance through the Public Entity Property Insurance Program (PEPIP) which is administered through Bay City's Joint Powers Insurance Authority and Alliant Insurance Services. • Represent the City on the Bay Cities Joint Powers Insurance

Baseline Services	Description of Work/Service Deliverables
	Authority (BCJPIA), which is a risk pool of 21 local public entities, for public liability coverage. Procure liability certificates of coverage from BCJPIA for City contracts and leases with external parties.

Special Projects	Description of Work/Service Deliverables
Improve efficiency of hiring process	<ul style="list-style-type: none"> • Implement Online Onboarding for New Hires where new employees can review and complete paperwork electronically, thus improving the onboarding process.
Review and revise HR publications	<ul style="list-style-type: none"> • Re-write the Employee Benefits Handbook that will provide employees detailed and comprehensive information about all available benefits. • Revise the Emergency Volunteer Coordination Plan that will be used in the event the City activates a Convergent Volunteer Center in an emergency. • Establish a Compensation Manual that will be used as an internal tool for HR staff administering and interpreting salary/benefit provisions for City employees.
New training programs	<ul style="list-style-type: none"> • Develop, pilot, and implement new training program on writing and presenting Council Reports. • Develop and deliver a series of workshops for Management Skills Program (MSP) graduates designed to continue their development and encourage the application of skills/concepts learned in MSP.
Verify dependent status	<ul style="list-style-type: none"> • In conjunction with the health care open enrollment period, verify dependent status of employees. Federal changes as part of health care reform result in employee dependents being eligible to remain enrolled until age 26.
Implement Layoff Procedure	<ul style="list-style-type: none"> • Implement Layoff Procedure for Fiscal Year 2013 reductions. This will include notification of affected union and discussions of alternative actions. • Map potential position reductions, and educating City staff on the specific steps of the procedure. • The Layoff Procedure requires sending first and second layoff notices and scheduling meetings with employees and their union representatives to discuss options for retreat and flexible placement.
Update the City's	<ul style="list-style-type: none"> • The existing plan dates from approximately 1989/1990. The

Special Projects	Description of Work/Service Deliverables
Affirmative Action Plan.	<p>plan document needs to be revised and brought up to date with changes in legal requirements, changing demographics and changes in policies and procedures.</p> <ul style="list-style-type: none"> • The new Plan should be based on 2010 Civilian Labor Force data from decennial census.
Contract negotiations	<ul style="list-style-type: none"> • Meet and confer with representatives of the Berkeley Fire Fighters Association on a successor Memorandum of Understanding. • Meet and confer with representatives of SEIU Local 1021 Maintenance and Clerical Chapters on a successor Memorandum Agreement. • Meet and Confer with representatives of SEIU Local 1021 Community Services and PTRLA Chapters on a successor Memorandum Agreement. • Meet and Confer with representatives of Public Employees Union Local 1 on a successor Memorandum of Understanding. • Meet and Confer with representatives of IBEW Local 1245 on a successor Memorandum Agreement.
Employee and resident safety improvements	<ul style="list-style-type: none"> • Write Injury and Illness Prevention Plan (Security) for Mental Health Clinic, Family Youth and Children’s Clinic and Finance Customer Service Center. • Write safety procedures for Mental Health Clinic. • Facilitate the continuing development of safety and accident investigation committees for Parks, Police and Fire. • Implement the Automatic External Defibrillator (AED) Program for City Swimming Pools. • Implement new Aerosol Transmissible Disease (ATD) Standard for Fire, Police and Public Health.

**DEPARTMENT OF INFORMATION TECHNOLOGY
(40 FTE)**



Mission

The Department of Information Technology (DoIT) provides leadership in delivering cost-effective technology solutions for all City departments, and empowers Berkeley community members by providing a portal to government via the 311 Call Center and www.CityofBerkeley.info.

Office of the Director & Administrative Services (3 FTE)

Customer Service & 311 Call Center (11 FTE)

Business Analysis & Portfolio Coordination (7 FTE)

Programming (8 FTE)

Network Operations (11 FTE)

Commissions

None

Overview

Department of Information Technology (DoIT) services are divided into two categories: “Baseline” and “Non-Baseline.” Baseline services are activities that must get done to maintain basic City operations (911 dispatch, email, telephones, file servers, FUNDS\$, et cetera) and are:

- Deemed “critical to basic operations” by the Technology Governance Group (TGG).
- Fully funded in DoIT’s adopted baseline budget.
- Fully implemented.

Non-Baseline services are usually large technology projects aimed at significantly improving a specific business process, such as the Public Works Department’s new refuse route system and the Finance Department’s new business licensing software. Once completed, non-baseline projects are candidates for inclusion as part of the City’s baseline technology infrastructure. Most often, City departments propose non-baseline projects during the Citywide budget planning process, fund all start-up costs, and allocate funds for ongoing maintenance directly to the DoIT baseline budget. Hence, (FY 2012)work in one fiscal year can become baseline work in subsequent years.

The services listed below represent ongoing work in each division that is necessary to support basic City operations. Where applicable, key performance metrics are provided for FY 2011 (actual data from July 1, 2010 through April 30, 2011 combined with projections for May 1, 2011-June 30, 2011); performance goals are indicated for FY 2012.

Office of the Director & Administrative Services (3 FTE)

This unit oversees budget and fiscal management, vendor negotiations, contracts administration, council items, audit reports, work plan prioritization, overall staff management, and coordination of the Citywide Technology Governance Group (TGG).

Customer Service and 311 Call Center (11 FTE)

This unit provides City information and services via the 311 Call Center, collects payments for all City departments, oversees Parking Citation contract administration, processes all mail addressed to ‘*City of Berkeley, Customer Service*’, and maintains the City’s online service center at www.CityofBerkeley.info/OnlineService.

Staff members in this unit provide front-line service to community members by answering telephone calls, providing routine information and services, collecting payments for each City department, processing all mail addressed to ‘*City of Berkeley, Customer Service*’, and overseeing the City’s Parking Citations processing.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Phone calls, emails and online service requests	<ul style="list-style-type: none"> • Answering approximately 80,000 phone calls, as well as over 11,000 Customer Service emails and online service requests. • FY 2012 goals: <ul style="list-style-type: none"> ○ Improve first-call resolution rate from 53% (FY 2011) to 65% (FY 2012) ○ Double online service request usage to 3,200 annual ○ Decrease CRM case creation from 47% (FY 2011) to 35% (FY 2012) ○ Reduce call abandon rate from 9% (FY 2011) to 6% (FY 2012)
Follow Up	Tracking service requests that were not solvable via first-call resolution.
Bill Payments	Processing Citywide bill payments (Refuse, Marina, RHSP, etc).
Parking citation management	Managing the City's parking citation contract, and providing revenue reporting.
Solid Waste reports	Entering solid waste truck reports each weekday.

Business Analysis & Portfolio Coordination (7 FTE)

This unit is responsible for understanding workflow and performance objectives in each City department, and helping to prioritize, implement, and evaluate technology systems to improve the efficiency of each department's operations.

Staff members in this unit are responsible for managing the overall technical health of client departments, which includes leading new technology projects, ensuring that existing technologies are performing as optimally as possible, providing workflow analysis, writing contracts for technology tools and services, vendor management, and leading monthly meetings to measure performance and ensure that each department's technology needs are appropriately prioritized and addressed. Although this unit focuses on non-baseline projects to streamline workflow in each client department, some baseline services are also provided, including:

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Departmental Service Request Reporting & Analysis	<ul style="list-style-type: none"> • Provide departments with information about their service requests to analyze for use, technology and training needs
Contract Oversight/Monitoring	Monitor performance of all contracted firms
Existing Technology Evaluation & Workflow Documentation	<ul style="list-style-type: none"> • Improve efficiency for departmental duties by evaluating departmental work plan and process and evaluating existing technology for effectiveness in meeting department goals
Regular client satisfaction assessments/check-ins	<ul style="list-style-type: none"> • Regular meetings with client departments allow for better customer service and ensure that technology continues to meet needs of residents and

Programming (8 FTE)

This unit develops and maintains software applications across a variety of technology platforms, including the City’s financial system (FUND\$), website, and geographic information systems. In addition, this unit is responsible for the City’s centralized database administration and data security activities.

Staff members in this unit are responsible for “behind the scenes” maintenance of over one hundred software systems. The City depends upon this unit to keep existing **baseline** software operational and to implement new, **non-baseline** systems in support of efficiency improvements in each department. Baseline services provided by this unit include:

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
FUND\$	<ul style="list-style-type: none"> • FUND\$ account management, patching, security, and reporting. • Advanced support for all 19 FUND\$ modules.
Baseline software maintenance	<ul style="list-style-type: none"> • Tuning and maintenance for all baseline software (website, CRM, FUND\$, etc.) • Database administration, tuning, and maintenance.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Geographic Information Systems	Maintenance of the City's Geographic Information Systems (GIS), including streets, center lines, sewer lines, census data, and infrastructure updates to the City's geographic data repository, base map, and map library.
Information Retrieval	Collecting data in response to Audits and Public Records Act (PRA) requests.

Network Operations (11 FTE)

This unit provides support and training for the City's overall technology infrastructure, including over 165 software systems, 1,500 desktop computers, laptops, and printers, and 160 servers, routers, and switches that connect the City's 42 separate service locations. In addition, this unit provides 24x7 support for mission-critical systems, including public safety vehicles (mobile data terminals) and the 911 dispatch center.

Staff members in this unit provide support and training for the City's overall technology infrastructure, including over 165 software systems, 1,500 desktop computers, laptops, and printers, and 160 servers, routers, and switches that connect the City's 42 separate service locations. The baseline services offered by Network Operations is expected to be about 9.85 FTE, or 90% of capacity.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Technical Support	<ul style="list-style-type: none"> • Help Desk Technical Support • 24x7 Emergency Support (911 Dispatch, Jail, Fire Stations) • Fax/Scanner/Copier Support • Service Request Updates • FY 2012 Goal: improve first-call resolution rate from 73% (FY 2011) to 80% (FY 2012) • Reduce call abandon rate from 6% (FY 2011) to 5% (FY 2012)
Maintenance and System Administration	<ul style="list-style-type: none"> • Citywide Workstation Maintenance • Server Maintenance/Administration • Router & Switch Maintenance • Website Support & Maintenance • Printer Support Maintenance • Network Account Administration

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<ul style="list-style-type: none"> • Telephone System Maintenance • E911 Directory Maintenance • Phone Directory Maintenance • Email Administration • File Server Administration • CRM configuration • Disaster Recovery Testing • FY 2012 goal: increase data server uptime from 98.4% (FY 2011) to industry goal of 99.999% • Increase voice (phone) server uptime from 83.7% (FY 2011) to industry goal 99.999%
Field Support	<ul style="list-style-type: none"> • Police & Fire Vehicles (mobile data terminals) • Field support at 42 City locations
Security	<ul style="list-style-type: none"> • Spam and Virus Protection • Data Backups and Retention • Department of Justice Network Testing, Tuning, & Documentation • Network Security Tests & Tuning
Training	<ul style="list-style-type: none"> • Citywide IT Training Program
Monthly Metrics reporting	<ul style="list-style-type: none"> • Collect, analyze and report on performance data

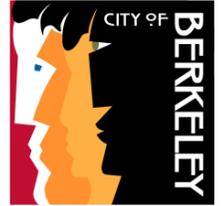
FY 2012 “Non- Baseline” Workplan Projects

The following non-baseline projects were prioritized for FY 2012 in partnership with each City department, and are subject to the fiscal constraints, staffing resources, and prioritization shifts faced by each department.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
<u>Police</u>	<ul style="list-style-type: none"> • Complete Request for Proposals (RFP), selection, and implementation of an improved Parking Citation Services contract. • Implement vehicle immobilization (“booting”) system to improve parking citation collections.
<u>Fire</u>	<ul style="list-style-type: none"> • Implement new Emergency Medical Response (EMR) software system for paramedic operations and ambulance billing. • Implement Emergency Operations Center (EOC) improvements, including hardware, software, and communication tools for use in an emergency.
<u>Public Works</u>	<ul style="list-style-type: none"> • Integrate routine Transportation, Engineering, and Streetlight services into 311 Call Center and Community Relationship Management (CRM) system. • Implement new Transfer Station software to support weighing refuse vehicles, routing refuse, and billing for refuse services. • Complete business analysis and selection for asset management system to track and report on maintenance for sewers, sidewalks, and streets throughout Berkeley.
<u>Parks, Recreation & Waterfront</u>	<ul style="list-style-type: none"> • Complete data system design for the Citywide 2020 Vision project to report progress in closing Berkeley’s educational achievement gap.
<u>Planning</u>	<ul style="list-style-type: none"> • Complete implementation of a new software system to streamline land use, permitting, design review, and plan check processes.
<u>Health Services</u>	<ul style="list-style-type: none"> • Complete implementation of Electronic Health Records System. • Implement pharmacy assistance registration system for low-

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
	<p>income patients.</p> <ul style="list-style-type: none"> • Integrate routine Environmental Health services into 311 Call Center and Community Relationship Management (CRM) system.
<u>Finance</u>	<ul style="list-style-type: none"> • Complete implementation of new software to manage business licenses, facilitate online registration, and provide advanced tools to optimize revenue collections. • Implement Online Payment system after Finance has completed revenue analysis and prioritization by payment type. • Implement online parking permit system, allowing routine renewals via the City's website.
<u>Rent Board</u>	<ul style="list-style-type: none"> • Complete implementation of Rent Tracking System (RTS) to replace 20 year old, outdated software.
<u>Citywide / All Departments</u>	<ul style="list-style-type: none"> • Replace the City's aged telephone system with an updated and more cost-effective Voice over Internet Protocol (VoIP) system. • In cooperation with Public Works, complete energy efficiency, capacity, and emergency preparedness upgrades in the City's two server rooms. • Continue expanding Community Relationship Management (CRM), Interactive Voice Response, Online Service Center, Online Payments, and 311 Call Center to help support operations in all departments.

**PARKS RECREATION AND WATERFRONT
(102.48 FTE)²**



The mission of the Parks Recreation and Waterfront Department is to provide quality park, recreation and waterfront facilities, and related programs and services by planning, constructing, maintaining and improving parks, waterfront and recreation facilities in ways that make them safe and functional, while enhancing the urban environment. We commit to being an effective and efficient organization with a well-trained workforce that values quality. We take pride in our work, public service and a positive work climate with respect for each other, ourselves and the community. We strive to engage the community in the implementation of this mission.

Office of the Director (3 FTE)

Administrative and Financial Services (5 FTE)

Capital Projects (3 FTE)

Recreation (28.48 FTE)

Marina (16 FTE)

Parks Operations (46 FTE)

Commissions

- Parks and Recreation
- Waterfront Commission
- Youth Commission
- Early Childhood Education Commission

² Does not include hourly positions (e.g., recreation and camp staff) which are reflected in the budget.

Office of the Director (3 FTEs)

Provides the overall direction, leadership and management of the department and its activities. Includes Youth Services Coordinator.

Baseline Services	Description of Work/Service Deliverables
2020 Vision	<ul style="list-style-type: none">• Ensure implementation of 2020 Vision work by participating city programs and partners including, BUSD, U.C., community organizations, 2020 Design Team, West Ed and 2020 Planning Team. Provide guidance, facilitation and direction as needed.• Develop and implement 2020 Vision Work plan• Develop and implement evaluation measures to determine effectiveness of 2020 related interventions and programs• Develop and implement a City –Wide evaluation plan for all City youth serving programs to highlight strengths, areas that need improvement or require additional training, and to communicate program impacts of city youth programs to City Manager, Council and the public and recommend program improvements.• In partnership with IT, design and maintain a data management system to be utilized by all City youth serving programs to report and track program related data that will be used in the overall City-wide evaluation• Design survey methodology and survey instruments for collecting relevant data from program participants, community members, parents and other stakeholders to measure program effectiveness and/or solicit input into program design• Conduct statistical analysis resulting from surveys, program evaluations or indicators measured by BUSD, various community agencies or other City departments• Construct and oversee implementation of multi-agency work plans• Research best evidence based practices that can inform the planning and design of the 2020 Vision related projects• In consultation with City Attorney’s Office, establish legal basis for data sharing and develop data sharing protocols across institutions in service of 2020 Vision Goals• In collaboration with the Housing Department, establish 2020 Vision requirements, objectives and outcomes, reporting measures and evaluation criteria for youth serving

Baseline Services	Description of Work/Service Deliverables
	<p>community-based organizations receiving funds from the City of Berkeley.</p> <ul style="list-style-type: none"> • Strategize on fund development for 2020 Vision related projects, including identifying potential funding sources and grant writing. • Work with Berkeley Alliance and West Ed on 2020 Vision Communications Strategy and Fundraising Plan • Support 3 multi-agency Indicator Work Plan leaders in continuing to move forward with development and beginning stages of implementation of Work Plans • Prepare and present Work Plans to City Council and School Board • Work with City and BPEF on development of City-wide Early Literacy (Level Book Library) Fundraiser • Work with ECE Collaborative on Kindergarten Observation Form implementation • Continue to support City-District - partner communications around 2020 Vision initiative work • Work with West Ed on refinement of data points, data collection systems and plan process oversight via Plan Tracker tool. • Continue to facilitate collaboration between BEA and COB on data sharing.

Administrative and Financial Services (5 FTEs)

This division provides management and support of all departmental functions.

Baseline Services	Description of Work/Service Deliverables
<p>Financial Administration provides overall management and support of departmental functions.</p>	<ul style="list-style-type: none"> • Payroll • Purchasing • Contracts • Budget • Council processes • Grant administration • Departmental policies and procedures • Departmental communications

Capital Projects (3 FTEs)

This division plans and manages capital improvement projects at City-owned and operated parks, playgrounds, picnic areas, trails, recreation centers and related facilities. This work includes strategic planning, obtaining and managing grants, environmental review, project design and implementation, and construction management. Capital Projects staff also coordinates projects with adjunct and regulatory agencies.

Baseline Services	Description of Work/Service Deliverables
Facility planning	<ul style="list-style-type: none"> • CIP Budget Planning and Management • CIP Programming and Planning • Preparation of Cost Estimates • Project Management • Public Process • Request for Proposals, Bidding and Award of Contracts • Emergency CIP Projects • Needs Assessment/Safety Assessment
Permitting	<ul style="list-style-type: none"> • • Inter-Agency Coordination • Inter-Departmental Coordination and Consultation • Intra-Departmental Coordination • Managing Project Review and Approval by Regulatory Agencies •
Environmental Review	<ul style="list-style-type: none"> • Conducting and Managing Federal and State Environmental Review Processes
Design	<ul style="list-style-type: none"> • Development of Conceptual, Schematic and Preliminary Design and Cost Estimates • Preparation of Final Design, Bid Documents, Specifications and Cost Estimates • Preparation of RFPs/RFQs and Management of the Consultant Selection Process • Contract Preparation and Management
Construction Management	<ul style="list-style-type: none"> • Conduct the Bidding and Contract Award Process • Contract Preparation and Management •
Council and Public Information and Outreach	<ul style="list-style-type: none"> • Council Reports and Presentations • Commission Reports and Presentations • Customer Service--Response to Public Inquiries • Commission Reports and Presentations

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<ul style="list-style-type: none">• Presentations to Community Groups, UC
<u>Miscellaneous Duties</u>	<ul style="list-style-type: none">• Grant Application and Management• Community Request for Support for Fund-Raising• License Agreements

Capital Improvement Projects, FY 2012

Projects Underway	Projected Status as of July 1, 2012
Aquatic Park Habitat Enhancements	Completed
Aquatic Park Improvement Program--Hydrology & Habitat	CEQA completed
Bay Trail Extension—Segment One and Water Access	Construction underway
Cazadero Camp ADA Project	Completed
Cedar Rose Play Area ADA & Safety Surface Renovation	Completed
Charlie Dorr Trellis Renovation	Completed
Citywide Accessibility Master Plan	In progress
Codornices Slide Safety Modifications	In progress
East Touchdown Plaza	Completed
Echo Lake Camp ADA Nurses Hut and Pool Ramps	Completed
Echo Lake Camp Dining Hall Support	In Progress
Grove Park Recreation Center Exterior Painting	Completed
James Kenney Recreation Center Roof, Siding, Doors and Windows	Completed
John Hinkel Park Phase One Renovation	Landmarks Commission action
King Pool Permanent Sewer Line	Completed
Live Oak Park Play ADA Improvements	Completed
Lower Codornices Creek--Phase 3	Completed
Martin Luther King, Jr Rec Center Painting & New Doors	Completed
Ohlone Dog Park Grading and Drainage Improvements	In progress
Ohlone Dog Park Minor Upgrades	Completed
Rose Garden Driveway Repair	Plans completed
Rose Garden Pergola Repair	Plans completed
San Pablo Park Basketball Courts Renovation	Completed
South Sailing Basin Docks Replacement	Plans in progress
Skate Park Concrete Joint Repair	Completed
Terrace View Park Basketball Court Renovation	Plans underway
Tuolumne Camp Master Plan and NEPA/CEQA	Completed
Tuolumne Camp Cabin (7) Construction and ADA Improvements	Completed
Gilman Street Regional Sports Complex--Phase 2A	Completed
Virginia-McGee Totland Drainage & Play Area Improvements	Completed
Warm Water Pool Closure	Completed

Projects Underway	Projected Status as of July 1, 2012
West Campus Pool Additional Filter	Completed

Recreation (29.48 FTEs)

This division provides a wide variety of unique and traditional recreational opportunities for all Berkeley citizens, with a concentration on youth. The division administers its programs in City parks and programs and operates the City's recreation centers, swimming pools and campsites. The division's FTE count does not include the hiring and management of more than 400 part-time and seasonal personnel.

- Aquatic programs for youth, adults and elderly
- Recreation programs for all ages, focusing on youth and teens
- Sports for youth and adults
- Teen programs
- Camp programs for youth and teens
- Campsites

Item	Description	Participants	Frequency	Duration
Unit: Manager				
Recreation and Youth Services			Daily	All Year
Community Agency Contract Monitoring	Monitor 14 Community Agency Contracts		Monthly	All Year
Marketing	Brochure, Newsletter, Flyer Production and Website		M/W/F	All year
Unit: Administration				
Administration	Policies and Procedures, Supervising 2 OSII's, Evaluations, Distribution of work			
Front Counter Coverage		35 Daily	M-F	All year
Phones/Voice Mail	Camps, Aquatics and Recreation lines	50 Daily	M-F	All year

Item	Description	Participants	Frequency	Duration
E-Mail		30 Daily	M-F	All Year
Camps Registrations	Tuolumne, Echo and Day Camp	4325 per year	M-F	Oct-August
Process Registrations	Afterschool, Fun Camps, Fee, Sports, Aquatics, Playground Program, etc.	5075 per year	M-F	All year
Park Permits/Special Events	Includes checking availability	150 per year	M-F	All year
Refunds	For all programs	125 per year	M-F	All year
Deposits	Cash register close out at 1947 Center	Daily	M-F	All year
Cash Counting/Fund\$	For pools, rec centers & 1947 Center	3 times a week		All year
Website Updates		Bi-weekly	M-F	All year
Creating forms/brochures		Weekly	M-F	All year
PRW Commission	Support to Sr Analyst	Monthly		
New Contracts/MOU's		Monthly		
Community Centers				
Administration	Planning, Training, Supervising, Phones, Deposits, On- Site Registration, Reports			
Elementary After School	FA, JK, Willard: Enrichment Activities for K-5 Grade	100 Daily	M-F	School year
Middle School After School	MLK: Enrichment Activities for 6-8 Grade	25 daily	Tu- F	School year
High School After School Community Builders	MLK: Enrichment Activities for 9-12grade	35 Daily	Tu/Th	School Year
Special Needs After School	JK: Enrichment Activities for K-12	15 Daily	M-F	School Year

Item	Description	Participants	Frequency	Duration
Summer Camp Elementary	FA, JK, LO: Summer Camp for ages 5-12	150 daily	M-F	Summer
Summer Camp for Middle School-Achievers	MLK Summer MS program	80 Daily	M-F	Summer
Summer Camp for Special needs	JK: Enrichment Activities for K-12	24 daily	M-F	Summer
High School Summer Community Builders	MLK Summer HS program	15 daily	Tu/Th	Summer
CENTER SPECIAL EVENTS		20	Annual	Summer
Harvest Festival at JK	Neighborhood Event	75	Annual	October
Halloween Parade @ FA	Neighborhood Event	50	Annual	October
Haunted House @ MLK	Neighborhood Event	650	Annual	October
Day of Dead Celebration @ JK	Neighborhood Event	75	Annual	November
Giving Thanks Dinner JK	Neighborhood Event	50	Annual	November
Holiday Food Drive JK	Neighborhood Event	50	Annual	December
Karate Tournament FA	Neighborhood Event	250	Annual	December
Visit With Santa FA /MLK	Neighborhood Event	75	Annual	December
Caroling with seniors JK	Neighborhood Event	50	Annual	December
Tot Winter Festival LO	Neighborhood Event	50	Annual	December
Make a Difference Day MLK	Neighborhood Event	125	Annual	January
Winter Crafts Fair JK	Neighborhood Event	50	Annual	December
MLK Peace Walk JK	Neighborhood Event	25	Annual	January

Item	Description	Participants	Frequency	Duration
African American History Celebration JK/FA/YAP	Neighborhood Event	225	Annual	February
Cesar Chavez Service Day- MLK	Neighborhood Event	75	Annual	March
Green Thumb Event- JK	Neighborhood Event	10	Annual	March
Community Cleanup and BBQ	Neighborhood Event	25	Annual	April
Our Art Show JK	Neighborhood Event	75	Annual	May
Jazz Blast-	Neighborhood Event	65	Annual	May
COMMUNITY CENTER DROP-INS				
Weight Room	James Kenney	15	M/W/F	All Year
Volleyball	James Kenney	35	Tu	All Year
Basketball	MLK / James Kenney	60	Th(2)	All Year
Table Tennis	James Kenney	75	F	All Year
Game Room	MLK / Frances Albrier	50	M-F(2)	All Year
Family Resource Network	Special Needs - Frances Albrier			
Saturday Special	Special Needs- James Kenney			
Game Nights	James Kenney			
COMMUNITY CENTER CLASSES				
Karate Kids Club	Frances Albrier			
Youth Garden Culinary	Frances Albrier			
Science for Kids	Frances Albrier			
COMMUNITY CENTER RENTALS	MLK/ FA/ LO/ JK			
Nature Center				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site			

Item	Description	Participants	Frequency	Duration
	Registration, Reports			
Nature Center	Drop-in program	9700		All Year
Adventure Playground	Drop-in program	25,000		All Year
Environmental Education	Classes	3000		School Year
After School Environmental Education		210		Fall and Spring
Bay Interpretive Program	Volunteer Classes	25		School Year
Shoreline Clean up	Drop-in program	750		School Year
Shoreline Clean Up Day	Special Event	1000		Annual
Marine Biology	Classes	45		Summer
Boating	Classes	15		Summer
Water Skiing	Classes	20		Summer
Canoeing	Classes	15		Summer
Tots 0-5				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site Registration, Reports			
Tots Around Town	Tot Classes	21	M,T,Th,F	All Year
Kinder Preparation	First 5 /3-4 year old classes	30	3 days a week	All year
Drop -in	First 5 /2-5 year old drop-in	75	M-F	All Year
Parent Education	First 5 classes	15	Th	All Year
Teens				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site Registration			
After Spot- Thurs.- West -	Drop- in	25	Th	All Year

Item	Description	Participants	Frequency	Duration
After Spot- Fri-South	Drop-in	50	F	All year
Teen Nights at YAP	Drop-in	20	3rd Fri Monthly	All year
Boxing Program	Drop-in program	30	W/Th/ F	All Year
Youth Commission	City Commission	20	M	Monthly
Special Events	Open Mic, Dances, Art Fair	250	Annual	
Justice in Action	Middle School Youth Court		F	Monthly
Minor Trips	Special Events	30	12 times	Monthly
Major Trips	Snow Rafting, Santa Cruz, Echo Lake, Raging Waters, Great America, etc	55	8 times	
City Wide				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site Registration, Reports			
Parks & Playgrounds	Washington, Rosa Parks, Malcolm X, Willard	200	Daily 8 weeks	Summer
Summer Lunch	9 sites	950	Daily 9 weeks	Summer
Sports and Fitness		35	M/W/F	Summer
Youth Special Events	Pumpkin Patch Dash, Egg Hunt, 3 on 3 BB, Sports Play Day, July 4th Picnic, Olympic Day	2200	Annual	All Year
Adult Special Events	Comedy Nights at Live Oak	45	Quarterly	All year
Brochure Art Contest		225	Annual	Spring
Sports				
Administration	Planning, Training, Supervising, Phones,			

Item	Description	Participants	Frequency	Duration
	Deposits, On- site Registration, Reports			
After School Sports Program- Instructional	After School Programming at BUSD Sites	750	Daily	School Year
Elementary Sports Leagues w BUSD	Flag Football, Basketball and Soccer	90		Fall
Elementary Sports Leagues with Public	Flag Football and Basketball	120		Winter
Twilight Basketball League	Summer and Winter Youth Sports League	255		Winter and Summer
Youth Baseball Program	Summer Youth Sports League	300		Summer
Youth and Adult Tennis Lessons	Lessons	315		All Year
Youth Tennis Team	Youth Sports League	35		School Year
Youth Special Events	4 Tennis Tournaments; Punt, Pass and Kick; Pitch, Hit and Run	75		Fall
Adult Special events	Tennis Tournament	60		Spring
Adult Sports	Softball, Volleyball and Basketball			
Skate Park Monitoring				All year
Skate Park Team		8		Weekly
Skate park Camp		15	weekly	Summer
Fee Classes				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site Registration, Reports			

Item	Description	Participants	Frequency	Duration
Youth Classes	Fencing, Golf, Karate, Cheering, Soccer, Wrestling, Music Together, Spanish, Painting, Cooking, Ceramics, Science for Kids, Animation for Kids	75	varies	All year
Teens classes	Karate, Cheering, Drivers Education, Baby sitting, Digital film making, Game design, Stop Motion Animation	50	varies	All Year
Adult Classes	Aquatic Boot Exercise Boot, Jazzercise, Yoga, Karate, Zumba, Painting, Senior Yoga, Ball room Dancing, Golf, Pilates, Belly Dance, Dog training	150	varies	All Year
Aquatics³				
Administration	Planning, Training, Supervising, Phones, Deposits, On- site Registration, Reports			
Chemical Monitoring	Daily Pool Levels			
Pool Maintenance	Filters/Values/heaters			
Custodial	Locker rooms/ Pool facility			
Front Counter Support	Cash/ Phone/Pool Office			
Training	Mandated RC Trainings			
Drop -in Classes	Guard Start, Diving, Arthritis, Wexercise			

³ Metrics to be provided at a later date.

Item	Description	Participants	Frequency	Duration
Lessons	Public and Private			
Drop-in Programs	Lap, Public, Family, Disabled, Quiet			
Coached Programs	Masters, Barracudas, Stroke Technique			
Tiny Tots	Pre natal, Parent and Tots, Tot Time			
Pool Rentals	Summer Schools, Birthday Parties			
Camps	Summer Day Camps			
Special Events	Triathlon, Underwater Egg Hunts, Derby Day, Haunted Pool, Carnival, Safety Day, Dive-in Movies			
School Based Programs	After-school at the Pool, BEARS, Every Kid 2 Swim			
Camps				
Administration	Planning, Training, Supervising, Phones, Deposits, On-site Registration, Reports			
Berkeley Day Camp	Day Camp	1737	9 weeks	Summer
Day Camp CIT's	Day Camp	90	9 weeks	Summer
Teen Camp	Day Camp	135	9 weeks	Summer
Echo Lake Youth Camp	Residential- Weekly	300	6 weeks	Summer
Echo Lake CIT's	Residential- Weekly	60	6 weeks	Summer
Echo Lake Family Camp	Residential- Weekly and weekends	428	20 Days	Summer
Echo Lake Teen Camp	Residential- weekend	85	3 day/4 nights	
Echo Lake Senior Camp	Residential- weekend	160	2- 3 day weekends	Summer
Echo Maintenance			Daily	May-October

Item	Description	Participants	Frequency	Duration
Berkeley Tuolumne Camp (BTC) Family Camp	Residential	254 per day	Daily 10 weeks	Summer
BTC Fish Camp	Residential	40	Daily 2-3 wks/yr	Summer
BTC CIT's	Residential	12	Weekly 9 weeks	Summer
BTC Youth Retreat	Residential	25	F- M	Spring
BTC Very Special Camp	Residential	75	M-F	Spring
BTC 50 Plus Camp		105 (2)	M-F	Spring and Fall
BTC Rentals	Friends of Berkeley Tuolumne Camp and BLUES	340	Annual	Fall
BTC Maintenance			Daily	April-October

Marina (16 FTEs)

This division operates, maintains and manages the Berkeley Marina and its related facilities. The scope of this division includes the negotiation and management of the agreements/leases with Marina businesses, the maintenance of docks and other infrastructure, the management of over 1000 boats and berth rentals, as well as the operation and maintenance of Cesar Chavez Park, the Shorebird Nature Center, and the Adventure Playground.

- Berth rentals
- Dock maintenance
- Recreation programs for youth and teens
- Adventure Playground for all ages

Marina Administration

Item	Description
Customer Service Counter	Interact with customers and public
Phone Inquiries	Answer Phone inquiries from C and P
Berth Permits	Create and Maintain Berth Permit files
Marina Program	Update information in Marina Program
Mail	Receive and sort Mail for Houseboats
Account Reconciliation	Insure proper billing

Item	Description
Account Resolution	Communicate w/ Finance to resolve problems
Reports	Generate reports as needed
Waterfront Commission Files	Maintain Commission Files
Account Maintenance	Open and Close files
Contracts	Generate and manage contracts
Ordering Supplies	Order office and copier supplies
Web Site	Maintain and enhance website
Commission Secretary	Manage Waterfront Commission
Capital Projects	Prioritize Capital Projects spending
Legal	Interact w/ legal to resolve or support
Pump Out Program	Monitor Service and Usage
Wi-Fi	Monitor Wi-Fi Performance
Resource Management	Set Priorities and Projects
Payroll Preparation	Collect collate review and approve Payroll
Financial Review	Generate and monitor Marina Financials
Policy compliance and development	General policing

Marina Operations

Item	Description
Customer Service Counter	Interact with customers and public
Phone Inquiries	Answer Phone inquiries from C and P
Berth Permits	Inspect for Berth Permit files
Marina Program	Update information in Marina Program
Mail	Receive and sort Mail
Account Reconciliation	Insure proper billing
Account Resolution	Communicate w/ Finance to resolve problems
Maintenance Requests	Process requests for Maintenance
Account Maintenance	Open and Close files
Towing Requests	Move Boats within the Marina
Ordering Supplies	Order supplies and equipment
Ordinance enforcement	Cite, Notice and send letters / phone
Dock and Fairway Maintenance	Dock Walks
Legal	Interact w/ legal to resolve or support
Payroll Preparation	Submit Payroll
Boat Operation	Maintain Department vessels
Customer inventory	Patrol and check berthers
Chainings and Unchaining	For non-payment

Item	Description
Lien vessels	Process lien paperwork
Lien Sales	Notice organize and conduct sales
Environmental cleanup	Collect and dispose of material
Card Key System	Update and maintain card key system
Workers' Compensation management	
Project Coordination	Capital Projects oversight

Marina Maintenance

Item	Description
Dock Repair	Maintain Docks in useable condition
Ordering Supplies	Order supplies and equipment
Maintenance Requests	Respond to requests for Maintenance
Receive Supplies	Order supplies and equipment
Payroll Preparation	Submit Payroll
Resource Management	Set Priorities and Projects
Special Projects	Construction Projects
Maintenance Requests	Process requests for Maintenance
Painting	Repainting or new painting
Restroom Maintenance	Restroom inspection Walks
Safety inspection	Docks walks
Card Key System	Update and maintain card key system
Workers' Compensation management	Administration of CW
Locksmith	Repairing replacing Locks
Signs	Maintaining repairing Signs
Irrigation Repairs	Repairing breaks
General carpentry	General repairs
General Plumbing	General repairs
Routine City on-call	Responds to after-hours service calls

Marina Landscape

Item	Description
Ordering Supplies	Order supplies and equipment
Mulch	
Receive Supplies	Receive & inventory supplies and equipment
Payroll Preparation	Submit Payroll
Resource Management	Set Priorities and Projects
Maintenance Requests	Process requests for Maintenance

Item	Description
Transport	Green Waste to transfer Station
Workers' Compensation management	Administration of CW
Mowing	Mowing Parks
Weeding	Weeding medians, islands
Edging	General repairs
Sweeping	Sweep Streets and pathways
Compost Day	Manage event
Meetings	Meetings
Equipment Maintenance	

Parks Operations (46 FTE)

Parks Operations maintains and enhances the City's 52 parks, including playgrounds, sports fields, and buildings. The Division also maintains over 45,000 public trees, as well as medians and pathways citywide for the benefit of the Berkeley community.

- Landscape
- Tree pruning
- Building maintenance
- Sprinklers
- Tree planting

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Administration	<ul style="list-style-type: none"> • Maintain the 24 hour, seven day, emergency on-call response system for both forestry tree related emergencies and building and facility emergencies. • Plan and implement a strategy to reduce service, close park areas or increase funding to balance the budget to offset a Parks Tax budget deficit.
Forestry Services	<ul style="list-style-type: none"> • Maintain health and safe standards for 45,000 street trees, as well as medians and pathways • Monitor and perform young tree care on 1,200 trees. • Oversee the removal of large street trees when they reach the end of their safe life span. • Work with Planning Dept. to ensure trees are protected and planted in new developments • Perform 2,000 annual tree service requests and inspections. • Utilize a State tree inventory grant award to inventory all City street trees and the surrounding sidewalk area.

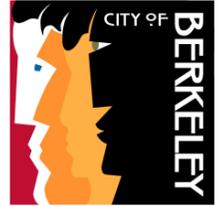
<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<ul style="list-style-type: none"> • Utilize a State grant to plant 500 trees and meet the City's Climate Action Plan urban forestry goal. • Meet and exceed professional standards established by the International Society of Arboriculture. • Participate in the national hazardous tree database system. • Remove and recycle approximately 167 tons of fire fuels from the special fire fuels management area. • Meet annual City of Berkeley Climate Action Plan goals in urban forestry and landscape maintenance.
Landscaping Services (Parks, Medians, Pathways)	<ul style="list-style-type: none"> • Ensure safe, pesticide-free management of pests and diseases in all city parks, medians and trees • Implement the City's pollinator friendly policy • Complete the annual abatement of fire fuels at 95 sites throughout the City's parks, pathways and medians. • Mow, trim, and irrigate 58 traffic dividers/medians • Abate weeds along 136 paths and 124 medians and triangles • Inspect vegetation violations in the City Right of Way and issue abatement notices • Support staff in becoming Bay Friendly Landscaping certified in Landscape Design and Maintenance • Apply Bay Friendly and sustainable practices at 260 park and medians • Improve efficiency in water use in 135 irrigated sites in the parks and medians
Parks Building and Systems	<ul style="list-style-type: none"> • Perform 1,300 building and facility maintenance repairs and projects in 4 recreation buildings, 2 pools, 52 parks, 79 medians, and 80+ park structures. • Perform 172 quarterly park maintenance and safety inspections • Negotiate leases for building tenants in eight buildings
Capital Projects	<ul style="list-style-type: none"> • Assist Parks Planning staff with capital improvement planning
Equipment Maintenance	<ul style="list-style-type: none"> • Replace equipment and vehicles in order to reduce maintenance costs and maintain a safe work environment
Sports Fields	<ul style="list-style-type: none"> • Operate 15 sports fields • Mow 10 natural turf sports fields weekly. Rehabilitate two sports fields • Oversee and monitor the Gilman Sports Complex operation. Select an operator for the next contract operation period

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Aquatic Park	<ul style="list-style-type: none"> • Protect, restore and enhance wildlife habitat in Aquatic Park. • Continued planting of native California trees and shrubs. • Support the development of the Aquatic Park Improvement Plan to improve water quality through improved circulation between the Bay and the lagoons. • Manage buildings and leaseholders of Park facilities
All City parks	<ul style="list-style-type: none"> • Monitor and abate rodents and insect pests • Work with other City staff to address illegal encampments and curfew violations • Abate graffiti and blight throughout the parks and medians. Remove offensive graffiti immediately. Remove all graffiti within two weeks of discovery. • Continue to partner with School District and City staff to keep Civic Center safe for youth • Ensure refuse removal at park locations. • Provide restroom service at 9 temporary and 19 permanent park restrooms. • Maintain, repair and perform daily, weekly and periodic inspections of 33 school age play areas and 28 tot structures.
Storm Response	<ul style="list-style-type: none"> • Clear creek trash racks and obstruction before, during, and after every storm. • Respond to storm emergencies. Assist Public Works staff with flood response.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Plan for tree and vegetation maintenance and storm water management of new developments	<ul style="list-style-type: none"> • Ashby Bart station • Addison Street Improvements • Touchdown Plaza • 9th Street Bike extension • West Street Bikeway
Utilize volunteers	<ul style="list-style-type: none"> • Continue to implement the parks volunteer program for an anticipated 45 annual volunteer events with approximately 32 volunteer groups city-wide. • Develop “Adopt-a-” agreements with volunteer groups to support volunteer maintenance of planters and parks.
Capital plan to replace irrigation systems	<ul style="list-style-type: none"> • Develop a capital improvement plan for the decaying irrigation systems in the City’s 79 street medians and triangles and 52 parks.
Bounce House policy	<ul style="list-style-type: none"> • Implement the bounce house permit policy.

Special Projects	Description of Work/Service Deliverables
Picnic area enhancement	<ul style="list-style-type: none"> • Upgrade and expand 12 picnic areas and enhance the picnic reservation system.
Implement tree management system	<ul style="list-style-type: none"> • Integrate wildlife habitat protection and enhance wildlife habitat throughout the urban forest using the newly developed tree management system, with pilot programs that focus on bird nest enhancement and protection.
Arbor Week	<ul style="list-style-type: none"> • Celebrate the third annual City arbor week with a community tree planting project and lead a community tree planting event on Arbor Day.
Tree planting	<ul style="list-style-type: none"> • Utilize the Environmental Enhancement and Mitigation grant award to plant 500 trees throughout the City.

**PLANNING AND DEVELOPMENT DEPARTMENT
(52 FTE)**



Mission

To make Berkeley a better place to live and work by partnering with the community to plan for and manage its physical, cultural, economic and environmental future.

Administration and Redevelopment (4.5)

Land Use Planning (15.5 FTE)

Building and Safety (13.8 FTE)

Permit Service Center (7 FTE)

Toxics Management (6.7 FTE)

Office of Energy and Sustainability (4.5 FTE)

Commissions

- Community Environmental Advisory Commission
- Energy Commission
- Design Review Committee
- Landmarks Preservation Commission
- Medical Cannabis Commission
- Planning Commission
- Zoning Adjustments Board

Administration and Redevelopment (4.5 FTE)

Special Project: Relocate Planning Department and Permit Service Center to another location to achieve savings in rental costs.

Land Use Planning Division (15.5 FTE)

This division is responsible for policy development, including preparing the Downtown Plan and other long-range plans, Zoning Ordinance amendments, and the General Plan. Current Planning also regulates development and conducts environmental review of proposed development projects.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Division Staff (5 FTE)	Coordination of all Land Use Planning projects and administrative support
Project (Current) Planning Group <u>Staff:</u> 1 Principal Planner (Mgr), Secretary to ZAB 2.5 Senior Planners (incl .5 for LPC) 2 Associate Planners (incl 1.0 for DRC) 2 Ass. Planner	<ul style="list-style-type: none"> • Process development applications (Use Permits, Variances, Zoning Certificates) • Review all building plans for conformance with Zoning Ordinance (and Use Permits) • Environmental review of proposed development projects in conformance with the California Environmental Quality Act (CEQA) • Respond to customer inquiries at the Public Counter (Counter staffed with at least one Planner, 8:30 – 4) • Staff support to Zoning Adjustments Board, Landmarks Preservation Commission, Design Review Committee, and Medical Cannabis Commission • Assist Code Enforcement
Policy Planning Group <u>Staff</u> Principal Planner (Mgr) 1 Senior Planner 1 Associate Planner	<ul style="list-style-type: none"> • Conclude West Berkeley Plan (Council action, July 2011) • Southside Plan (Council Action, September 2011) • Downtown Area Plan, Zoning and SOSIP (to Council, September, 2011; some measures to follow throughout FY 2012) • Staff to Planning Commission • Zoning Ordinance Amendments to Encourage Economic Development (in phases throughout FY 2012) • Other Zoning Ordinance Referrals (Large Family Day Care, Telegraph Avenue hours, etc.): throughout FY 2012 • Monitor and respond to SB 375 (throughout FY 2012)

Building and Safety Division (13.8 FTE)

This division reviews proposed construction plans for conformance to the building and other applicable codes; approves building, plumbing, mechanical and electrical permits; inspects construction projects; investigates work done without permits; and recommends and implements ordinances to retrofit vulnerable buildings.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
<p><u>Division Staff</u> Chief Building Official (Manager, Building and Safety Division) .2 Administrative Analyst 2 Office Specialists</p>	<ul style="list-style-type: none"> • Monitor and enforce URM ordinance Update and maintain Building and related codes
<p><u>Plan Check Group Staff</u> 2 Senior Building Plans Engineers 1 Senior Plans Examiner 1 Building Inspector II</p>	<ul style="list-style-type: none"> • Review all building construction plan submittals for conformance with the Building and related Codes • Supervise outside plan checkers (used for certain types of projects and when work load warrants) • Implement new and revised codes and standards • Provide information at the Counter on the Building Code
<p><u>Building Inspection Group Staff:</u> 1 Supervising Building Inspector 1 Senior Building Inspector .6 Building Inspector II 3 Building Inspectors I 1 Engineering Inspector</p>	<ul style="list-style-type: none"> • Inspect all construction projects for conformance with approved plans and the Building Code • Enforcement of the Building Code (including stop-work orders, citations, etc.)

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
<p>Soft Story Program</p>	<ul style="list-style-type: none"> • Continue to implement Phase 1 of Soft-Story program, which identifying the soft-story buildings in need of retrofit and requiring the posting and distribution of notices to residents

Permit Service Center (7 FTE)

This division issues building permits, coordinates departmental review of plans, provides a one-stop service for building applications. The PSC also manages permits for the Fire Department, Public Works, Engineering and Traffic Divisions.

The PSC is the first point of contact for the Planning Department. Customer and telephone contact is extremely heavy.

Baseline Services	Description of Work/Service Deliverables
Process building permits	<ul style="list-style-type: none"> • Initial review and process all applications for building permits (including plumbing, mechanical and electrical, etc); • collect and process all fees • enter initial project information into permit tracking system
Issue fire and engineering permits	<ul style="list-style-type: none"> • Issue fire and engineering permits • collect fees for eight agencies
Coordinate Interdepartmental Review	<ul style="list-style-type: none"> • Distribute plans to all reviewing divisions and departments (as many as 6 different divisions and departments – including B&S, Land Use Planning, Fire, Engineering, Traffic and Environmental Health).
Respond to customer inquiries regarding process and permits	Number of requests varies based on economy and building season
Maintain public information regarding permitting and processing	<ul style="list-style-type: none"> • Describe or quantify, e.g., number or scope of web pages, documents in Records Online, etc.
Administrative use permits	<ul style="list-style-type: none"> • Receive requests and issue Administrative Use Permits

Special Projects	Description of Work/Service Deliverables
Permit process brochure	<ul style="list-style-type: none"> • First “beta” version has been created and is being distributed to customers for their use and feedback. • Revisions will be made based on customer feedback

Toxics Management Division (6.7 FTE)

TMD is a Certified Unified Program Agency (CUPA), responsible for programs related to the management of facilities that handle hazardous materials or generate hazardous wastes within the City. It also responds to community complaints, assists the City with toxicological concerns, and staffs the Community Environmental Advisory Commission.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Implements state programs for hazardous materials	<ul style="list-style-type: none"> Implements California Environmental Protection Agency (Cal EPA) and Emergency Management Agency (Cal EMA) programs dealing with hazardous materials and hazardous wastes within the City of Berkeley.
Enforcement of state codes	<ul style="list-style-type: none"> Conducts inspections, data gathering and enforcement of businesses for implementation of state codes Areas of concern include chemical storage and accidental release, hazardous waste generation (including universal wastes), hazardous waste treatment, pollution prevention, aboveground and underground storage tank management and household hazardous waste.
Groundwater issues	Reviews soils and groundwater remediation, and storm water pollution-prevention
Staff for Community Environmental Advisory Commission	Provide Commission Secretarial support for the CEAC, including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.
Customer Service	Respond to community concerns/issues related to toxics in the community

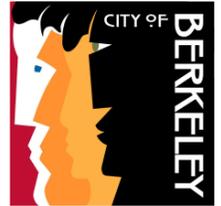
Office of Energy and Sustainable Development (4.5 FTE)

The Office of Energy and Sustainable Development (OESD) develops policies and programs to promote sustainable resource practices and reduce energy and water use and greenhouse gas emissions in City operations and the Berkeley community.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Commission Staff	Staff Energy Commission
Increase energy efficiency in public buildings	Work with Public Works to enhance facility energy efficiency and seek grants for public projects
Increase energy efficiency in existing residential buildings:	<ul style="list-style-type: none"> ME 2 program (Block Grant funded); RECO update; Multi-family Energy Efficiency (grant-funded)

Baseline Services	Description of Work/Service Deliverables
Enhanced energy efficiency in commercial properties	<ul style="list-style-type: none"> • ME 2 program (Block Grant)
Support public interest and use of “green” practices	<ul style="list-style-type: none"> • Encourage renewable energy use (Solar America grant) • Encourage green building (advice to development projects; • assist in implementation of Green Building Code; assist in development of model codes; • education and outreach
Climate Action Plan implementation	<ul style="list-style-type: none"> • update GHG indicators; • public outreach and education; • grant applications • contract management for grants

**BERKELEY POLICE DEPARTMENT
(280.2 FTE⁴)**



Mission

In partnership with a culturally diverse community, the Berkeley Police Department is committed to the effective suppression of crime and drug-related activity, and to providing a safe and secure environment through vigorous law enforcement. The department will strive to identify and solve problems that threaten the quality of life in our community.

Office of the Chief (6 FTE)

Operations Division (122 FTE)

Investigations Division (77.5)

Professional Standards Division (9)

Support Services Division (65.7)

Commissions

None

⁴ Does not include hourly employees included in the budget

Operations Division (122 FTE)

To reduce crime while treating people with respect and being accountable to the public. The goal for the entire operations division is to reduce Part 1 crime by 10 percent. The Division includes the following units:

- Patrol
- Bike Detail
- Area Coordinators
- Community Service Bureau

Patrol

- 1 Captain
- 4 Lieutenant
- 15 Sergeant
- 89 Police Officers
- 1 Office Specialist II
- 1 Police Aide

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Respond to calls for service	<ul style="list-style-type: none">• Immediate response to all priority 1 calls• All priority two calls either dispatched or 'flat broadcasted'• Provide quick and effective response to civil unrest.• Provide quick and effective response to any critical incidents• All responses, especially delayed responses, receive top quality service• Accurate timely intelligence for patrol officers• Rapid deployment to identified problems• Efficient tactics, maximizing limited resources• Relentless follow-up and evaluation of techniques• Book all prisoners as appropriate• Provide respectful service
Crime Prevention	<ul style="list-style-type: none">• Proactively prevent criminal activity• Interact with the community, attend community meetings whenever possible/appropriate
Crime investigation	<ul style="list-style-type: none">• Fully and accurately document all criminal cases• Interrogate all in-custody prisoners responsible for Part 1 crimes or other major crimes• Follow all investigative case leads to their conclusion
Regional Outreach	<ul style="list-style-type: none">• Establish relationships with neighboring agencies• Intelligence coordination
Community Outreach	<ul style="list-style-type: none">• Ensure accountability of actions to the public

Baseline Services	Description of Work/Service Deliverables
Intradepartmental Responsibilities	<ul style="list-style-type: none"> • Fleet management • Grant writing • Recurring roll-call briefing training • Improve communications within and outside of the division

Special Projects	Description of Work/Service Deliverables
Technology improvements	Utilize technology to create and improve information sharing and other system improvements
Structural reorganization to reflect current staffing and crime	Beat structure will be examined in detail in conjunction with a comprehensive work load study currently being commissioned

Bike Detail

- 1 Sergeant
- 6 Police Officers

Baseline Services	Description of Work/Service Deliverables
Proactive law enforcement operations in high crime areas	<ul style="list-style-type: none"> • Continue to coordinate the Reserve Detail (approximately 20 officers) and special events planning • Partnership with resident and business communities in their assigned areas • Identification and response to problematic street crime behavior • Primary responders to civil unrest • Cover high school lunch and any special problems associated with the high school.
Reduce Part 1 crimes 10%	<ul style="list-style-type: none"> • Continue to maximize efforts to place bikes in the most problematic crime areas as reinforced by the data • Improve communication with the business districts • Involve bikes in more focused overtime details

Area Coordinators

- 4 Police Officers

Baseline Services	Description of Work/Service Deliverables
Work with Area Commanders	<ul style="list-style-type: none">• Work in partnership with Area Commanders to ensure they have the highest level of situational awareness to respond rapidly with effective tactics to crime trends• Work in partnership with Area Commanders to ensure the community is involved in response solutions whenever possible• Be the experts on crime trends, problem people, and problem properties within their assigned areas• Ensure an active community communications network exists• Assist the Area Commander as necessary communicating externally. Internal Patrol communication for direction on responses to crime trends should come from the Area Commanders with input from the Area Coordinators
Community Outreach	<ul style="list-style-type: none">• Communicate trends and responses to the community and respond to community crime concerns• Assist in coordinating meetings and community activities where the presence of departmental personnel is requested

Investigations Division (76.5 FTE)

MISSION: To support the department wide effort to lower Part One Crimes in our city while maintaining our longstanding tradition of treating people with respect and holding ourselves accountable for the results of our actions. The division’s goal is to maintain a closure rate for Part One Crimes that meet or exceed the national average for agencies our size. The Division includes the following units:

- Detectives
- Special Enforcement
- Traffic Motorcycles
- Traffic Analyst
- Parking Enforcement
- Crime Analysis
- Crime Scene Investigations

Detectives

- 1 Captain
- Lieutenant
- 4 Sergeants
- 13 Police Officers
- .5 Youth Counselor

Baseline Services	Description of Work/Service Deliverables
Investigate Part 1 crimes	<ul style="list-style-type: none"> • Conduct timely and thorough investigations of all Part One crimes where investigative leads are present. • Document and prepare investigative reports in a manner suitable for charging and prosecution by the District Attorney. • Develop and maintain a close working relationship with the public to facilitate trust and the flow of information. • Work closely with the Operations Division personnel to facilitate communication regarding the status and developments in criminal investigations as appropriate. • Seek out and provide training to Detectives in areas where specialized knowledge is required. (Computer forensics, internet based video surveillance, etc.)
Communicate with outside agencies (community and law enforcement)	<ul style="list-style-type: none"> • Develop and maintain a close working relationship with the Berkeley High School and other schools in the district • Develop and maintain a close working relationship with bordering police agencies. • Develop and maintain a close working relationship with County, State and Federal agencies including the Sheriff's Department, Department of Justice, FBI, Probation and Parole. • Develop and maintain a close working relationship with other City departments.
Victim Support	Provide support and referral to services for families and victims of violent crime when appropriate.
Juvenile Offenders	<ul style="list-style-type: none"> • Provide support, counseling and referral for juvenile offenders when appropriate to keep them out of the criminal justice system.

Special Projects	Description of Work/Service Deliverables
Staff Training	<ul style="list-style-type: none"> • Cross train detectives from Crimes Against Persons with detectives from Property Crimes and Special Victims, to develop a pool of investigators capable of responding to any crime scene.
Repeat offenders	<ul style="list-style-type: none"> • Develop a system to identify and track those individuals who are career criminals or repeat offenders in our city.
Youth Academy	<ul style="list-style-type: none"> • Develop and implement a youth academy targeting at risk teens, to provide a platform for positive instruction and interaction with police officers.

Special Projects	Description of Work/Service Deliverables
BUSD training	<ul style="list-style-type: none"> Develop and hold critical incident response training sessions with Berkeley High School staff.

Special Enforcement

Goals include:

- Prevent the recurrence of entrenched open air narcotics sales on city streets.
- Use the personnel, equipment, and experience of SEU members to support detectives in the effort to decrease overall crime, especially property crimes.
- Re-establish the intelligence position in SIB, maintaining links with Oakland and other neighboring agencies
- Enhance and improve our knowledge of and response to gang-related incidents.

Unit includes:

- Lieutenant
- Sergeants
- 10 Police Officers

Baseline Services	Description of Work/Service Deliverables
Provide visible proactive crime suppression in the city.	<ul style="list-style-type: none"> • Coordinate operations with Patrol and Detectives to supplement staffing for sting operations, surveillances, and all types of warrant services. • Seek out and provide officers with continually updated training in entry and team movement, to prevent injury and reduce liability during search warrant services. • Cross train DTF and SIB Personnel to maximize their ability to conduct surveillance, buy programs, and sting operations. • Develop and maintain close working relationship with border agencies to facilitate the sharing of information and resources.
Investigate crimes involving narcotics in the city.	
Investigate and process asset forfeiture cases related to narcotics investigations.	
one-day liquor license permit requests	<ul style="list-style-type: none"> • Process one-day liquor license permit requests from private parties and businesses •

Special Projects	Description of Work/Service Deliverables
Special Enforcement Unit Tactical Training	Develop curriculum and put on annual tactical training for all members of SEU.

Traffic Motor Officers

Goals

- Reduce Injury collisions by 10%.
- Conduct regular motorcycle training.
- Conduct Driving Under-the-Influence checkpoints.
- Conduct basic fleet maintenance for Traffic Bureau Fleet.
- Continue to conduct child passenger restraint instillations for the public.

Unit includes:

- Lieutenant
- Sergeant
- 4 Police Officers
- Office Specialist II

Baseline Services	Description of Work/Service Deliverables
	Provide Traffic enforcement in high collision areas and respond promptly to neighborhood complaints to traffic-related problems.
Investigations	<ul style="list-style-type: none"> • Investigate injury accidents where hospital transport is required. • Investigate fatal collisions. • Investigate injury collisions involving buses, ambulances, or vehicles from other agencies. •
Equipment maintenance	Maintain departmental radar and lidar equipment.
Tow hearings	Conduct hearings for the public when tows are contested
VIP Escorts	Facilitate and plan escorts for VIP events within the City of Berkeley limits
Demonstration assistance	Escort and provide traffic control for demonstrations
Safety improvement efforts	Develop and maintain working relationships with Public Works and Traffic Engineering to evaluate non enforcement safety options for City intersections.

<u>Special</u>	<u>Description of Work/Service Deliverables</u>
Parking fine collections	<ul style="list-style-type: none"> Working with Finance and IT to identify and implement solutions to parking fine collections
Capital Improvements	<ul style="list-style-type: none"> Contract for company to maintain landscape and grounds of substation.

Traffic Analyst

Support the Unit goal of 10% reduction in injury accidents.

- 1 Police Officer

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Collision reports	<ul style="list-style-type: none"> Review, forward, and track all departmental traffic collision reports. Maintain traffic collision data to cover the 9-month gap in SWITRS reporting.
DMV	Review and forward all departmental DMV paperwork.
Policy Review	Conduct policy review of all departmental traffic-related policies and procedures.
Internal communications	<ul style="list-style-type: none"> Provide traffic-related informational bulletins for all departmental personnel. Provide traffic related training for all departmental personnel.

Parking Enforcement

- 3 Supervising Parking Enforcement Officers
- 26 Parking Enforcement Officers

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Provide parking enforcement	<ul style="list-style-type: none"> Vigorous enforcement of state and city parking regulations Ensuring all markings, signage, parking meters, pay-and-display stations are correct and functional Provide traffic control on streets as necessary.
Education	<ul style="list-style-type: none"> Conduct parking enforcement educational campaign at the beginning of each school year.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Traffic Control	<ul style="list-style-type: none"> • Work closely with Operations Division personnel to assist with traffic control during crime scene investigation, demonstrations, and other emergency road closures.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Technology improvements	<ul style="list-style-type: none"> • Utilize technology, such as Automated License Plate Reader to enhance efficiency. Implement Paylock contract to enhance enforcement of “scofflaw” vehicles

Crime Analysis

- 1 Crime Analyst
- 1 Police Officer

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Crime reporting and analysis	<ul style="list-style-type: none"> • Analyze crime statistics for clusters, trends and series in order to assist in the deployment of resources. • Provide department staff and with information on crime statistics for Comp Stat, neighborhood meetings, and council presentations. • Explore and evaluate both internal and external software and systems available to refine our data collection, crime tracking, and analysis capabilities.
PRA requests	Gather and sort data for public information act requests.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Training	<ul style="list-style-type: none"> • Train the new Crime Analysis Officer to provide redundancy in the position currently occupied by the analyst, so we are able to produce required information when one person is gone. • Seek and obtain training in current software or methods to get the most out of our current systems.
Internal Service	Improve unit’s effectiveness as a service to Operations Area commanders and department staff

Crime Scene Investigations: To maintain professional expertise in areas of fingerprint identification and courtroom testimony.

- 1 Crime Scene Supervisor
- 4 Community Service Officers

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Collect and process evidence at crime scenes	Identify and tie criminals to crimes which have been committed by collection and/or examination of forensic evidence.
Court testimony	
	Provide fingerprinting service for citizen job applicants as requested.
Readiness	<ul style="list-style-type: none"> • Seek and obtain the level of training necessary for unit members to maintain expertise in evidence collection and examination. • Continually examine staffing levels and shift deployment to maximize availability to Operations.

Professional Standards Division (9 FTE)

Goal is to provide the department with highly qualified sworn and non-sworn employees who reflect the cultural diversity of the City. The division includes the following units:

- Policy and Planning Unit
- Audit, Inspection and Accreditation Unit
- Personnel and Training Unit

Policy and Planning Unit

- Captain
- Lieutenant
- 1 Sergeant

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Training and record keeping	<ul style="list-style-type: none"> • Implement standards as required by the Commission on Accreditation for Law Enforcement Agencies (CALEA) • Provide training to employees and maintain personnel records. • Maintain departmental orders, regulations, and manuals.
Claims	Investigate and prepare reports of claims for damage to uniforms

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Policy research and outreach	<ul style="list-style-type: none"> • Plan and conduct research; prepare surveys, studies and projects; originate and respond to correspondence; draft replies to questionnaires and other outside inquires.
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Policy and Procedure Review	<ul style="list-style-type: none"> • Conduct a thorough review of policies and procedures • Determine which policies and procedures need immediate updates • Determine which polices and procedures are obsolete • Conduct thorough research into how to implement CALEA standards efficiently and effectively • Take an accurate account of property being stored • Inform Police Review Commission of changes/revisions in policies and to seek input when appropriate.

Audit, Inspection, and Accreditation Unit

To conduct thorough and systematic audits and inspections focused on those areas of highest risk within Police Department.

- 1 Sergeant

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Audits	<ul style="list-style-type: none"> • To conduct thorough and systematic audits and inspections of various units within the Police Department, including but not limited to the Property Room and Jail as dictated by current policy. • To implement standards as required by the Commission on Accreditation for law Enforcement Agencies (CALEA). • Conduct thorough research into how to implement CALEA standards efficiently and effectively
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Departmental Inspection	<ul style="list-style-type: none"> • Conduct a departmental inspection of employees including their workspaces

Personnel and Training Unit:

- 1 Lieutenant
- 1 Sergeant
- 1 Associate Management Analyst
- 1 Office Specialist III
- 5 Police Aides (hourly)

Baseline Services	Description of Work/Service Deliverables
Recruit and retain employees	<ul style="list-style-type: none"> • Maintain a diverse workforce • Maintain an acceptable level of staffing in the sworn and non-sworn ranks • Assess upcoming retirements (ongoing)
Training	<ul style="list-style-type: none"> • Provide training as required by the Peace Officers Standards and Training Commission • Reduce employee injuries through training
Response to outside agencies	<ul style="list-style-type: none"> • To prepare surveys; originate and respond to correspondence; draft replies to questionnaires and other outside inquiries.

Special Projects	Description of Work/Service Deliverables
Explore implementation of a Crisis Intervention Team	Explore implementation of a Crisis Intervention Team based on a national model to better serve those in our community who are faced with insurmountable challenges
Implement new shift recommendations	Oversee the management of a new shift/deployment recommendation as contracted should it be accepted.
Training	<ul style="list-style-type: none"> • Review the current training plan • Devise a training plan for the upcoming year and beyond, if feasible

Support Services Division (65.7 FTE)

MISSION: To provide the Berkeley Police Department and all support personnel with the resources required to perform their assigned duties in the shared commitment to effective suppression of crime. To hold a respect for oneself and others is essential to the attainment of the Department's organizational goals. Each employee is accountable to all other employees for individual organizational actions and performances. Support the departmental goal of 10% reduction of Part One Crimes. The Division includes the following units:

- Fiscal Administration
- Records
- Communications
- Jail
- Public Safety Information System

Fiscal Administration

- 1 Public Safety Business Manager
- 1 Associate Management Analyst

Baseline Services	Description of Work/Service Deliverables
Support Service Division Administration	<ul style="list-style-type: none"> • Support and maintain the effectiveness and efficiency of the Police Department by responding to requests for materials and deficiencies in the department facility, providing dispatch services, developing and monitoring the department budget and providing for the exchange of meaningful information to individuals inside and outside the department and providing jail services. • Develop non-sworn employee training and career development plans.
Develop and administer Department Budget	<ul style="list-style-type: none"> • Direct the monitoring and approval of expenditures • Manage personnel and non-personnel expenditures to not exceed budgeted amounts per fund. • Maintain accurate timely financial statements of departmental expenditures • Forecast fiscal trends based on economic reports from Federal State and Local sources. • Identify grants and other alternate funding to support department plans and initiatives.
Fleet and facility management	<ul style="list-style-type: none"> • Fleet maintenance above fleet management expenditures
Special Projects	Description of Work/Service Deliverables
Data Dashboard	<ul style="list-style-type: none"> • In conjunction with Information Technology Department, develop Data Dashboard fiscal reports for Command Staff management purposes
Process Improvement	<ul style="list-style-type: none"> • Transfer False Alarm notification process to Records
Contract Management process improvement	<ul style="list-style-type: none"> • Create in-house contract management process to facilitate processing of new and amended contracts

Records

- 2 Office Specialist Supervisors
- 2 Office Specialist III
- 6 Office Specialist II
- .7 Reserve Officer

Baseline Services	Description of Work/Service Deliverables
Records Management	<ul style="list-style-type: none"> • Maintain accurate processing and timely response to requests of all Berkeley Police Department reports, citations and supplemental information • Validate Uniform Crime Report data to ensure accuracy of all criminal activity reports
Quality Assurance	<ul style="list-style-type: none"> • Analyze the effect of the new Records Management system, the reduction in work hours and downsized staffing on unit productivity by March 30, 2012
Public Records Act Requests	<ul style="list-style-type: none"> • Respond in timely and complete manner
Special Projects	Description of Work/Service Deliverables
New World Records Management System (LRMS) implementation	<ul style="list-style-type: none"> • Fully implement New World Systems alarm module
Complete transfer of False Alarm notification process to Records	<ul style="list-style-type: none"> • Fully train staff on False Alarm notification process to Records staff by July 31 2011. • Cross train both units to allow flexibility in staffing

Communications:

- Communications Center Manager
- 4 Public Safety Dispatch Supervisors
- 28 Public Safety Dispatchers

Baseline Services	Description of Work/Service Deliverables
Provide emergency Police and Fire radio and telephone communications	<ul style="list-style-type: none"> • Provide professional accurate and precise emergency communications to the public and to the public safety personnel • Manage personnel overtime expenditures to not exceed budgeted amounts
Special Projects	Description of Work/Service Deliverables
Radio Systems	<ul style="list-style-type: none"> • Identify and implement regional radio system to promote intra-operability at countywide level. • Coordinate with Public Works for installation and implementation of regional radio system by Fall 2011
New medical dispatch protocol	Implement Emergency Medical Dispatch protocol by December 2011

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Improve quality assurance	Develop quality assurance procedures and streamline department processes
Training	<ul style="list-style-type: none"> • Implement recommendations of Department work load study as pertains to Communications Center schedule and staffing by September 2011 • Revise hiring and training program to improve retention of trainees and skill development of permanent staff.
Develop strategic plan	Strategic plan development for Center including standards and expectation, policies and procedures and redefining job roles and responsibilities leading toward general order revision and operations manual for Communications Center by June 2012.

Jail and Property and Evidence:

- Sergeant
- Police Officer
- 4 Community Service Officer Supervisors
- 13 Community Service Officers

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Secure housing and transportation of arrestees	<ul style="list-style-type: none"> • Provide safe, secure housing and transportation of all Berkeley Police Department and contractual agency arrestees
Court service	Maintain current court liaison services
Evidence storage	Provide secure and accurate storage of property held for evidence, safekeeping and lost items.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Orders revision	Revision of General Orders regarding jail management
Implement audit findings	Integration of Property and Evidence audit findings in security management of property and evidence
Training	<ul style="list-style-type: none"> • Establishing an on-going supervisory training component • Implement supervisor and in-service training modules to improve skills and increase knowledge of job tasks, Department and City of Berkeley administrative procedures by December 2011
Manage personnel	Implement staffing schedule to increase supervision and

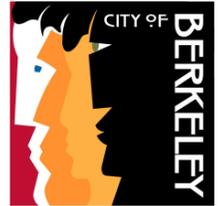
<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
overtime expenditures to not exceed budgeted amounts	reduce overtime by September 2011.

Public Safety Information System (Special Project): Implement New World Systems public safety computer system

- Police Officer

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Public Safety Information System	<ul style="list-style-type: none"> • Identify funding for additional equipment, physical plant changes and other infra-structure needs for implementation of the New World System. • Adjustments to training timeline, testing and implementation of all modules • Provide efficient computer assisted dispatch and records management system for Fire and Police Departments • Complete installation and implementation of the Public Safety computer System by January 2012 • Transfer management of PSTS project from Build Team to Communications systems Manager by January 2012

**PUBLIC WORKS DEPARTMENT
(296.5 FTE)**



Mission

Public Works strives to provide quality services to the Berkeley Community with pride, courtesy, and commitment.

Office of the Director (6 FTE)

Operations, Deputy Director (139 FTE)

Engineering (30.5 FTE)

Solid Waste Management (97 FTE)

Transportation (12.55 FTE)

Fiscal & Administrative Services (11 FTE)

Commissions

- Commission on Disability
- Community Environmental Advisory Commission
- Public Works Commission
- Zero Waste Commission
- Transportation Commission

Department Overview

Public Works is responsible for maintaining the City's physical assets and infrastructure in a safe and serviceable condition. Public Works provides services ranging from property management to equipment maintenance and solid waste collection and disposal.

Some significant objectives expected to be accomplished by the department during FY 2012 include: start and complete Sacramento Street Rehabilitation from Dwight Way to Ashby Avenue with partial funding of \$955,000 in Federal grant funds; finish the Watershed Management Plan; replace 1,569 obsolete single-space parking meters with credit card-enabled single-space and multi-space meters; implement the Sewer Cleaning and Inspection Work Plan, as submitted to and approved by the Environmental Protection Agency and the State Water Board; complete planning and design phase for BART Plaza improvements, seek additional funding and start construction; complete construction of the 9th Street bicycle boulevard extension; issue RFPs and enter into new landfill and construction & demolition debris disposal contracts; restructure Solid Waste operations to include 1-person collection vehicles on residential and commercial routes.

Office of the Director

The Director provides department-wide management, oversight, leadership and direction to all divisions, including: strategic planning, policy direction and implementation, administrative systems, accreditation programs, disability programs coordination, and employee training and development.

DIVISION TOTAL FTE: 6.00

1. Commissions: Commission on Disability

Coordinate and arrange Commission meetings and activities, including development and dissemination of minutes and agendas, and coordination of speakers and presenters. Provide subject matter staffing as well as clerical assistance. Develop all communication to the City Council, other departments, commissions and the public. Maintain Commission mailing list and conduct all internal reporting to/from the Clerk's Office or other Departments.

2. Personnel Matters

Support divisions and work with Human Resources and City Attorney on disciplinary actions; facilitate workers' compensation process with all PW Divisions and provide coordination with Human Resources and workers' compensation administrator.

3. Council Reports

Review and edit Council reports prior to Director signoff; work with authors and Division Managers on substantive report issues; liaise with all level agenda reviewers; serve as PW coordinator for City Clerk's agenda review system.

4. Disability Support Services

Ensure people with disabilities have access to City programs and services; oversee City programmatic and physical compliance with applicable Federal, State and local laws; train and advise City staff on how to integrate people with disabilities into City activities. Receive and resolve complaints and issues from members of the disability community; Secretary to Commission on Disability.

5. Administrative & Management Analytical Support

Manage Director's schedule; maintain tracking system for Council, City Manager and citizen complaints; process public record act requests. Provide technical assistance to operations units on Lagan implementation, internal audit functions, work planning, and department-wide strategic planning, safety, and customer service programs.

Operations, Deputy Director

Provide operations management and maintenance for City’s infrastructure and equipment. In addition, provide property management and janitorial services, environmental compliance, graffiti abatement, and respond to illegal dumping.

Storm system maintenance and repair has absorbed a 60% reduction in staffing levels. This reduction is partly offset by 1-time funding that allows for on-going cleaning of the storm system, and for emergency storm response, but does not allow for repair and regular maintenance of damaged inlets and culverts.

Building Maintenance has an increased amount of square footage that needs to be maintained, along with an increase in the recommended frequency of basic preventative maintenance required. At the same time there has been a reduction in staff, there are aging assets with high levels of deferred maintenance, and new buildings (Oxford Garage and Fire warehouse). This results in increased emergency repairs and down time of critical building infrastructure.

The Telegraph, Downtown, and South Berkeley districts are now swept 3 nights a week, instead of the previous 5, and the West Berkeley industrial route is now swept only 2 nights, instead of 5. This resource allocation may need to be reconsidered depending upon additional requirements from the EPA which are likely to be issued during FY 12.

DIVISION TOTAL FTE: 139.00

1. Commissions: Community Environmental Advisory Commission.

Provide support and information for Commission objectives, and attend meetings.

2. Operations Support

Provide administrative, data management, and customer services support for the entire Operations Division.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Customer Service	<ul style="list-style-type: none">• Intake & Dispatch: answer phones, radio, and manage customer service window; dispatch crews in response to urgent and emergency calls from citizens, 311, other departments, Police and Fire.• 311: assist Customer Service/311 with information, supplies, materials, and training assigned staff; update Lagan cases; and draft/update, as needed, response times, procedures and scripts.
Organizational Planning and Assistance	<ul style="list-style-type: none">• Provide support to supervisors and management, review and streamline records, processes, supply and inventories.• Assist managers and supervisors with writing and publishing various brochures, flyers, SOPs, organization charts and other work flow graphics.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Data Entry	Work order generation and completion for Electrical and Radio, Equipment Maintenance, Traffic Maintenance, Meter Maintenance, Sewer Maintenance, Construction Maintenance, Street and Sidewalk Maintenance, CNG fuel usage.
Contract Management / RFPs / Purchasing	Assist supervisors and management with RFP process, contract creation and management. Purchase supplies and materials.
Data Analysis & Graphic Reporting	Provide reports, data analysis, flow charts and organization charts as required for Council, City Manager, PW Management, Auditors, and outside agencies.
Emergency Support & Preparation	Coordinate with Fire and Police for necessary emergency response to wet weather events, drills, and City events. Attend EOC coordination meetings and keep DOC up to date, equipped and operational; write and publish emergency plans for DOC and Corp Yard, including PW and PRW personnel. Conduct emergency drills.
Records Management and Retention	Includes training records, APWA documentation, work orders, DOT Physicals, personnel information.
Claims Support	Provide information to City Attorney on claims, including work order details, history, photographs or other necessary support documentation.
Records Retention	File all work orders for Streets, Traffic, Storm, Meters, Clean Cities, as needed, as well as personnel materials for work-related records.
Safety Team	Facilitate Corporation Yard Safety Team meetings, including agendas and safety team minutes, and conduct follow-up for required inspections.
Open Government/ Public Records	Coordinate Public Records requests for PW Operations Divisions. Record and track in CRM software, and follow-up with assigned staff responding to requests

<u>Special Projects</u>	
Computerized Maintenance Mgt System (CMMS)	Link the existing HTE (FUND\$) work order system to GIS. Research various CMMS applications, and issue an RFP for new CMMS.

3. Environmental Compliance

Manage and oversee Citywide compliance with environmental regulations including but not limited to storm water, hazardous waste, universal waste, treated wood, air quality, and spill prevention. Prepare and/or review 15 hazardous materials business plans, provide internal consulting and training, and coordinate and supervise outside consultants and contractors.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Spill Response	Assist Fire and Toxics with cleanup of hazardous material spills in public right of way.
Alternative Fuel & Technology	Research alternative fuels and technologies that will meet Equipment Maintenance's fleet requirement and support the Climate Action Plan.
Underground Storage Tank Compliance	<ul style="list-style-type: none"> • Complete monthly Designated Operator inspections on all City owned Underground Storage Tanks (UST). • Complete UST Monitoring Plans. • Ensure tanks are insured to meet financial assurance requirements.
Contract / RFPs	Manage and procure contracts for: biohazard clean up, environmental consulting, hazardous waste management, and UST maintenance.
Training	Provide required training to employees on: Universal Waste, Hazardous Materials Business Plans, Treated Wood, Designated Operator, Spill Prevention Control Countermeasures, Stormwater Protection, and ICS.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Public Works Support	<ul style="list-style-type: none"> • Assist Engineering with interpretation of analytical results of soil/water. • Assist with environmental compliance during construction and demolition of City projects, including procurement of temporary EPA Identification numbers. • Assist with updating Solid Waste Transfer Station Operation Procedures. • Safety Team and Emergency Preparedness.
Stormwater Compliance	Compliance with NPDES (stormwater discharge) Permits , Stormwater Pollution Prevention Plan, Spill Prevention Control Countermeasures.
Stormwater Filter Maintenance	Service catch basin filters at Transfer Station, CCC, Corporation Yard and Public Safety Building.
Battery Recycling	Disposal of batteries generated throughout the City
Hazardous Material Disposal	Disposal of Illegally dumped hazardous material at the Transfer Station, Marina, on public rights-of-way, and City-generated hazardous materials.
<u>Special Projects</u>	
Spill Response Policy	Coordinate with different divisions to develop a comprehensive spill response policy
APWA	Presentation on Fleet Fuel Alternatives at APWA National Conference.
Generator Permitting	Assist Engineering in permitting emergency generators with the BAAQMD.
Asbestos Management	Assist Engineering Division in modifying database of asbestos containing materials in City Buildings.
Stormwater Medallion Installation	Installation of 900 “No Dumping Drains to Bay” Stormwater medallions in highly visible areas of the City.

4. Facilities Management

Maintain 900,000 SF of public service facilities including fire stations, senior centers, public garages, and multi-story office buildings, plus the recently acquired Oxford Garage with another 33,000 SF of parking, 2 elevators, 6 air handlers and exhaust fans. Soon to be added is the Fire warehouse, with an additional 15,000 SF, HVAC systems, alarms, and gates.

Building Maintenance processes 3,000 work orders each year, with average completion time of 9 days, and 63% of work orders closed within 2 days. Overall: 50% are scheduled preventive maintenance; 40% unscheduled emergencies/make safes; 10% special requests.

Electrical Maintenance staff install and maintain traffic signals and pedestrian control devices at 134 intersections, and 8,000 streetlights along public streets, parking lots, pathways, and recreation facilities.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Building Maintenance	<ul style="list-style-type: none"> • Preventive maintenance of City assets, including HVAC equipment, plumbing, electrical, elevator, and fire systems. • Emergency repair of systems and fixtures, including air-conditioning, clogged toilets, and office/file cabinet lock outs. • Install electrical outlets and new doors, build walls, and re-key offices.
Electrical Maintenance	<ul style="list-style-type: none"> • Preventive maintenance of streetlights and traffic signals: replace aging contactors, re-lamp fixtures prior to failure, replace photo cells, paint poles; approximately 1,500 street lamps are replaced annually. • Emergency repair: respond to light pole knock downs, traffic signal failure, induction loop failure, conduit breaks. • Repair to ball field lighting systems, and Marina electrical repair.
Radio & Telephone Communications	<ul style="list-style-type: none"> • Install and maintain the City's 860 radios in PW, Parks, Police and Fire vehicles, sirens, and lighting, along with radio system equipment and infrastructure. • Sound systems for the Council Chambers and special events, and radio alarm systems at sewage lift stations. • Respond to service requests for phone repairs and changes.
Janitorial Services	<ul style="list-style-type: none"> • Day crew cleans facilities, stocks paper goods, and responds to emergency cleaning situations. • The evening crew is responsible for the bulk of work, including clean, vacuum, and mop. • The day porter responds to emergency calls within 1 hour.

<u>Special Project</u>	
1947 Center Street Cooling Tower	Short term solution is to replace motor and fans; slow the leaks when mechanical is replaced, parts can be placed into new superstructure in a few years, allowing time to budget for additional funding requirement. Continued from FY 2011.
HVAC Software Upgrade to PSB	Incorporate the new Metasys software into this building as a long term, scalable upgrade to the Cities BMS (Building Management System). Continued from FY 2011; complete in FY 2012.
King Pool Heater	Repairs were completed to comply with old regulations; heater is very old and soon will be out of compliance with <u>new</u> environmental regulations. Continued from FY 2011.
Public Safety Radio Communications	Execute agreement with system provider, begin procurement process and implementation of new communications system.
Elevators	N Berkeley Senior Center: replace pump in elevator room. Continued from FY 2011.
Roofing Projects	Incorporate foam roofing material into the City's overall energy/CIP roofing projects. This is part of FY 2012 CIP.

6. Property Management Services

Responsible for tenant management, lease negotiations, real property transactions, and space planning. Manage over 50 leases and license agreements where City is either the tenant (see Expenditure Leases, below) or the landlord in buildings, parking garages, shopping mall, and waterfront properties. Includes: update and process insurance information, possessory interest tax, common area maintenance charges, and annual adjustments. This unit also has oversight of PWWorks, the Public Works work order submission system.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Expenditure Leases	Market search for viable properties, draft and track leases. Coordination with project managers.
Revenue Leases	Advertise vacant spaces, screen applicants, process agreement, manage and service leases, manage tenant and related issues.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Telegraph Channing Shops	Manage 14 shops, lease terms, and tenant issues. Market any currently vacant shops: advertise, and screen applicants.
Center Street Garage	Manage retail shop lease.
Oxford Street Garage	Manage public lobby area.
1931 Center Street	Veteran's Building: license agreement of various nonprofit groups.
PWWorks	Monitor inbox which receives about 200 emails per month, respond to public, staff and council requests and generate work order/s in FUND\$ to address issues, as needed; coordinate responses and provide follow up to close work orders; periodically organize, reconcile and purge requests. Working on incorporating LAGAN.
Property Insurance	Work with insurance broker to add/delete and edit property information; and establish value of properties and improvements.
Property Maintenance	Coordinate non-routine maintenance, building issues and unscheduled repairs with building maintenance.
Building Security	Monitor and program building security system; issue pass cards, track alarms, coordinate with alarm company, and run reports. Manage Universal Security Services (building personnel) contract.
County Assessor	Notify Assessor of changes to property ownership, tax and lease information, and respond to notification of assessed value. Coordinate with staff in Finance Department and Assessor's Office to generate possessory interest tax information.
Property Inspections	Routine property inspections for all properties managed.
Lease/Property Inventory	Continue to update quarterly.

<u>Special Project</u>	
Property Dispositions	<ul style="list-style-type: none"> • Old Hills Fire Station: market, review and respond to offers received. Received approval for brochure, preparing mailing and other advertising. • 1654 5th Street: obtaining appraisals, reports and survey. • 2nd Street Animal Shelter: obtaining appraisals.
Deed Scanning	Continue researching and scanning deeds that don't have identified parcel numbers. Work with City Clerk's office to ensure that new deeds are properly labeled.
Lease Manual	Complete the update of Property Management Manual, following resolution of Property-related ARs.
Building Protocols	Update began January 2011 and will continue in FY 2012.

7. Equipment Maintenance

With facilities at both the Corporation Yard and Transfer Station, staff manage and maintain the City's 662 fleet vehicles, heavy duty trucks and large equipment, including alternative fuel vehicles and equipment, acquisition and disposal of inventory, and monitor underground fuel tanks. Equipment replacement services will purchase 42 vehicles in FY 2012.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Preventive Maintenance	Perform almost 1,000 preventive maintenance services annually. Customers include Police, Fire Administration, ambulances, all PW Divisions, (except Refuse), Parks, Recreation & Waterfront, Housing, and Health Services.
Fleet Maintenance	General repairs, safety inspections, State of California Smog inspections, and re-fueling services for 583 fleet vehicles and equipment. Respond to emergency road service requests within 30 minutes.
Taxi Inspections	Provide annual safety inspections for 150 taxi cabs.
Transfer Station Services	Perform 251 preventive maintenance services annually. Principal customers are PW Solid Waste (Refuse) Division and Fire Department. Refuse trucks have a 95% availability rate.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Transfer Station Services	Heavy duty repairs, welding, fabrication, safety inspections, tire repairs, and re-fueling services for 79 heavy duty trucks and equipment.
Equipment Replacement	Work with user departments to develop vehicle and equipment specifications that incorporate vehicle and operator safety, ergonomics and efficiencies to select and acquire new vehicles and equipment to meet user needs.
Equipment Replacement	Ensure vehicles are properly titled and licensed before placed in service.
Equipment Replacement	Dispose of retired vehicles and update City inventory.

<u>Special Projects</u>	
Equipment Maintenance	Establish new Fund rates and billing program to take effect FY 2013.
Equipment Replacement	Special purchases: 1 wildland fire engine, 2 street sweepers, 18 refuse trucks and 7 patrol cars.
Parts Inventory Management	Complete analysis and selection process for vendor to provide management of equipment/fleet maintenance parts inventory.

8. Streets & Utilities

Maintain and repair City's 653 miles of streets, 500 miles of sanitary sewers, 78 miles of storm water system, and 300 miles of sidewalks and pathways. Other services include: street sweeping, hand sweeping, illegal dumping, graffiti abatement, and traffic maintenance.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Storm Drain Maintenance, Repair & Emergency Response	<ul style="list-style-type: none"> • Preventive cleaning of storm drain system; clean 60-80% of system at least once annually. • Service more than 5,000 inlets and junction boxes, removing more than 200 tons of litter and debris. • Respond to flooding, mudslides and other related storm events. • Coordinate sandbag preparation and delivery to satellite

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
	distribution locations. <ul style="list-style-type: none"> • Sandbag flooded areas. • All Storm Day: coordinate with volunteers to prepare for winter rains. • Respond to claims.
Sanitary Sewer Maintenance & Repair	<ul style="list-style-type: none"> • Preventive inspection &/or cleaning of over 387 miles of Sanitary Sewer mains and laterals over a 5-year cycle. • Provide 24-hour coverage for response to service calls. • Repair blockages and structural defects. • CCTV (camera) inspection of 5 miles of Sanitary Sewer System. • Emergency response to spills or other operational emergencies. • Respond to claims.
Street Cleaning & Clean City Program	<ul style="list-style-type: none"> • Mechanical street sweeping of 8,000 curb miles in commercial, industrial, and residential areas. • Commercial pressure washing of sidewalks. • Removal of over 4 tons of Illegal dumping. • Graffiti abatement on more than 1,200 utility poles and boxes. • Commercial hand sweeping and mechanized sidewalk sweeping. • Remove and store unattended items. • Provide assistance to Police and Fire during street demonstrations and episodes of civil unrest.
Sidewalk Repair & Maintenance	<ul style="list-style-type: none"> • Make safe repairs of trip and fall hazards on sidewalks. • Replace damaged sidewalks at over 30 locations annually. • Install parking meter poles. • Respond to claims.
Street Maintenance	<ul style="list-style-type: none"> • Pothole maintenance, over 1,500 repairs annually. • Complete crack sealing on street surfaces. • Minor grinding and overlay asphalt repairs.
Traffic Maintenance	<ul style="list-style-type: none"> • Maintenance and repair of street and traffic signs, 470 repairs annually. • Paint street curbs (18-month cycle) and other traffic lines. • Coordination and traffic control for special events. • Barricade distribution for block parties. • Parking Meter Pole core drilling.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Parking Meter Maintenance & Collection	<ul style="list-style-type: none"> • Maintenance and repair of nearly 2,300 parking meters. • Collection of parking meters. • Reporting and delivery of parking meter collections. • Parking meter head and Pay-&-Display station installations.

<u>Special Project</u>	<u>Description</u>
Sewer Cleaning & Inspection Plan	The EPA Stipulated Order requires development and implementation of a Sewer Cleaning and Inspection Plan. The City's Plan was accepted by EPA in April 2011, and will be fully implemented during FY 2012.
Calera Concrete (Green Cement Pilot Project)	Experimental use of new environmentally friendly cement products for sidewalk repair/replacement.
Parking Meter Maintenance & Collection	Refitting of single-space Duncan meters with new IPS mechanisms.

Engineering

Implement the City's infrastructure capital improvement programs, and manage and coordinate major building projects. Provide mapping and a Geographic Information System (GIS) for City streets, sidewalks, traffic devices, sewers, storm drains, utilities, and Marina; oversee compliance programs for creeks, clean storm water and sanitary sewers; provide utility service coordination; and issue and inspect permits for utility excavations. Review and regulate private development infrastructure plans and conditions of approval for impacts on public improvements.

DIVISION TOTAL FTE: 30.50

1. Commissions & Outside Agencies

- a. City Commissions: Public Works Commission, has jurisdiction over most of the department's activities and operations: Secretary and staff support.
- b. Agencies: Technical Committees and bodies, EPA, Regional Water Quality Control Board, Alameda Congestion Management Authority, MTA, Caltrans, other State agencies, and EBMUD, PG&E, AT&T, California Integrated Waste Management Board, APWA

2. Engineering, Projects & Administration

Plan, coordinate and direct overall administration and managerial oversight for general engineering, survey, engineering design, capital infrastructure management, facilities and building rehabilitation projects, approvals and review of all engineering contracts, purchases and payments, office administration, staff evaluations.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Office Management, Projects & Program Support	Purchase requisitions, mailings for abatements & construction notices, enforcement letters, utility billings, public and private correspondences, general office duties, office equipments leases and supplies management, selling of bid plans and specs, and other duties assigned.

<u>Project</u>	<u>Scope of Work, Program/Service Deliverables</u>
Private Sewer Lateral Clerical Support	Mailings for PSL certificates, PSL telephone & front reception support, PW Commission mailings & posting.

3. Sewer I/I Rehab & Construction

Rehabilitation of 4 miles of sewer mains and lower laterals throughout all subbasins in the City. This may be by repair or replacement, but is mostly done by the pipe bursting (pipe breaking) method. Main objectives are to reduce infiltration of storm runoff or

ground water into sanitary sewer system to reduce wet weather peak flows so as to eliminate overflows and elicit discharges. Also: Private Sewer Lateral Program.

<u>Sewer Baseline Rehab Work</u>	
Sewer Baseline Rehab Work carried over from 2010: 100% complete in FY 2012	
University Avenue, 6th & Grant Street	Alcatraz, Colby, Cordonices, Dana, Prince Marin
Wildcat Canyon Road	Adeline, Alcatraz, California, Harmon, Hearst, Shattuck
Heinz, Addison, Neilson, Grant, Arch	Woolsey, Regent
Sewer Baseline Rehab Work carried over from 2011: 100% complete in FY 2012	
University from Grant to Shattuck Ave	Sacramento St. Sanitary Sewer Phase 1
Cedar, Glendale, La Loma	Sacramento St. Sanitary Sewer Phase 2
Downtown Civic Center Phase 1	Hopkins St., Marin Ave, Roble Rd
Downtown Civic Center Phase 2 including Allston Way, Shattuck, others	
Sewer Baseline Rehab Construction for 2012	
Claremont Avenue	100% complete in FY 2012
Buena Vista, Virginia	100% complete in FY 2012
Addison Street (MLK to Curtis)	100% complete in FY 2012
Hillcrest	70% complete in FY 2012.
Woolsey, Regent	50% complete in FY 2012
Forest Lane	50% complete in FY 2012
Sacramento, Woolsey	50% complete in FY 2012
Parker Street	25% complete in FY 2012
Cedar Street	50% complete in FY 2012

<u>Sewer Baseline Rehab Work</u>	
12SR02-Panoramic Way Backline	50% complete in FY 2012

<u>Project</u>	<u>Scope of Work, Program/Service</u>
Private Sewer Lateral Program	Inspect, notify deficiencies, enforcement, and issue compliance Certificates

4. Sanitary Sewer & Clean Water Regulatory Enforcement

New mandates of US EPA 2009 and 2010 Stipulated Orders; and new California NPDES Permit, including Sanitary Sewer Management Plan (SSMP), Private Sewer Lateral (PSL) Program, hydraulic modeling and flow monitoring, inflow identification (smoke testing), and upgraded sewer cleaning activities.

<u>Project</u>	<u>Scope of Work, Program/Service</u>
Hydraulic Modeling (on-going)	Program, Planning, Monitoring, Reporting
AO Compliance (on-going)	Program, Planning, Monitoring, Reporting
NPDES Permits & Renewals (on-going)	Program, Planning, Monitoring, Reporting
Sanitary Sewer Mgt. Plan (on-going)	Program, Planning, Monitoring, Reporting
EBMUD Stipulated Order (SO) Compliance (on-going)	Program, Planning, Monitoring, Reporting

5. Street Paving

Pave 5 miles of City streets, by either overlay or reconstruction, according to the street repair policy and 5-Year Program approved by the Public Works Commission and City Council. Most arterials and some collectors qualify for federal funding; the remainder is covered by the local streets program.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Street Rehab FY 2011 continued, various streets	Street Rehab 100% complete in FY 2012
Street Rehab FY 2011 Phase 2 continued	Street Rehab 100% complete in FY 2012

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
various streets	
Street Rehab FY 2012 – various streets	Street Rehab 30% complete in FY 2012

<u>Federal-Funded Projects</u>	<u>Scope of Work / Deliverables</u>
Sacramento Street, Dwight to Ashby	Street Rehab 100% complete in FY 2012
Sacramento Street Overlay, University to Dwight	Street Rehab 100% complete in FY 2012

6. Sidewalk Program

Conduct sidewalk repair based on either the Spiral Program, that progresses in a geometric pattern rotating out from Civic Center on a year-by-year basis until the entire city is covered, or the Emergency Program, consisting of “hot spots” throughout the City, which have a higher priority than to wait for the spiral program to get there. During FY 2012 there is scheduled to be 62,000 SF of sidewalk replaced, along with construction of 80 ADA compliant wheel chair ramps, 1,800 lineal feet of curbs and gutters, and additional pathway improvements.

<u>Baseline</u>	<u>Scope of Work / Program/Service</u>
Spiral Sidewalk FY 2011 continued	100% complete in FY 2012
Emergency Sidewalk FY 2011 cont.	100% complete in FY 2012
Pathways Improvement FY 2011 cont.	100% complete in FY 2012
ADA Curb Ramps FY 2011 continued	100% complete in FY 2012
Spiral Sidewalk FY 2012	75% complete in FY 2012
Emergency Sidewalk FY 2012	75% complete in FY 2012
Pathways Improvement FY 2012	100% complete in FY 2012
ADA Curb Ramps FY 2012	100% complete in FY 2012

7. Transportation Projects

Projects performed in collaboration with the Transportation Division, these include bikeways, bicycle racks, bulb-outs, traffic circles, and traffic signals.

<u>Special Project</u>	<u>Scope of Work, Program/Service</u>
9 th Street Bicycle Blvd	100% complete in FY 2012
Russell Acton Bulb Out	75% complete in FY 2012
Bicycle Rack Installation	On-going Project
West Street Pathway – Phase 2	75% complete in FY 2012

8. Special Projects

- Marina Projects: dock, float, and pile replacements, Aquatic Park maintenance and streetscape improvements, hydrographic surveys, and maintenance dredging.
- Utility Undergrounding Districts (Rule 20A and 20B).
- Maintaining and replacing the survey documentation system.

<u>Baseline</u>	<u>Scope of Work, Program/Service</u>
Utility Inspections	USA Markings, Utility Inspections, etc

<u>Special Project</u>	<u>Scope of Work / Deliverables</u>
Marina Annual Float Replacement	75% complete in FY 2012
Marina Pile Replacement	100% complete in FY 2012
Hydrographic Survey	On-going Project
West Berkeley CIP Projects	15% complete in FY 2012
Aquatic Park Streetscape Projects: Maintenance & Improvements	75% complete in FY 2012

9. Storm Water Program & Creeks/Watershed Management

Capital construction to perform urgent storm drainage repairs to solve flooding and sinkhole problems, and activities under the Alameda County Clean Water Program, many of which involve public participation and inter-agency efforts.

Creeks and Watershed Program: develop a city-wide Watershed Management Plan for protection and preservation of creeks and watersheds, community outreach & education to reduce creek and watershed pollution; and explore and implement engineering solutions and natural creek restorations to improve water quality and runoff.

<u>Storm Water Baseline Program: All 100% Complete in FY 2012</u>	
Forest College Valley Gutter	
1100 Sutter	Repair damaged culvert
Catalina/Colusa	Replacing cross drains
2832 Fulton	Design only
Watershed Management Plan	
6 th /Hearst	Replace
Russell/Ellsworth	Design only
1066 Cragmont	Design only
Baker/Alcatraz	Design only

10. Building & Facilities Projects

Construct new City buildings and facilities: Animal Shelter and Facility Maintenance Building, and renovate existing facilities: various fire stations, senior centers, and those at the City's Transfer Station and Corporation Yard.

<u>Special Projects: Building & Facilities Projects in FY 2012</u>	
Animal Shelter Construction	100 % complete in 2012
Ratcliff Building Renovation	100 % complete in 2012
CCB & PSB Data Centers Upgrades	100 % complete in 2012
Fire Station No. 5 – Paramedic Quarters	
PC Scale Project	
Landfill Monitoring/RipRap	100 % complete in 2012
Transfer Station Green Waste Drainage	100 % complete in 2012

<u>Special Projects: Building & Facilities Projects in FY 2012</u>	
SBSC Fire Alarm Systems Upgrade & ADA	100 % complete in 2012
WBSC Fire Alarm System Upgrade	
Flare Station Replacement	

Solid Waste Management

Collect approximately 60,000 tons of refuse from collection routes and self-haul to the Transfer Station, plus 40,000 tons of recyclables, including food waste and other compostables. Manage and oversee the City Recycling Program, Transfer Station operations, and ensure compliance with the City's Zero Waste policies and goals.

DIVISION TOTAL FTE: 97.00

1. Commissions & Outside Agencies

City Commissions: Zero Waste Commission

Coordinate and arrange Commission meetings and activities, including development of agendas, circulation of information and coordination of speakers and presenters. Staff Commission meetings, record minutes and actions, and publish documents online. Develop communications to the City Council, other departments, commissions and the public.

2. Collection Services

Provide weekly residential collection to 20,000 residential customers; and weekly collection and transfer services to 3,000 commercial customers, including container and cart maintenance, and litter collection.

3. Transfer Station

Provide transfer and disposal services for more than 400 customers every day who deliver refuse, C&D debris, recyclable and compostable materials, and other special handling items (tires, refrigerators, electronics).

Respond to customer requests for roll-off containers and recycling services.

4. Recycling Program

Manage Curbside Recycling Program, Commercial Food Waste Program, Construction & Demolition (C&D) recycling, and compostables. Supervise businesses in the area that work in cooperation with City services to meet needs and make the best use of materials.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Recycling: Residential Multi-Family Program	Prepare Multi-Family Recycling Program, including: outreach using web and printed material, and Rent Board to contact large residential property owners to offer recycling and composting assistance.
Recycling: Collection of Residential Compostables	Increase residential food waste diversion: improve public outreach to encourage food scrap composting; provide information and pails to new residents.
Collection of Commercial Recycling/Compostables	Develop and deliver outreach to continue to encourage and provide assistance for improved waste diversion from the commercial sector, especially working with South Berkeley businesses.
Recycling: C&D Program	Enhance public education and staff training to build this program and increase diversion of C&D materials.
Recycling: Plastics	Expand types of plastics that are accepted, increase diversion from the residential and commercial sectors.
Transfer Station: Materials Diversion	Improve recycling systems and staffing to offer more opportunities for material diversion; and increase staff to monitor recycling loads.
Solid Waste Management Contracts	Oversee 5 SWM contracts for landfill, C&D, recycling collection and processing, as well as ongoing meetings.

<u>Special Project</u>	
Solid Waste Management and Operations	Review and propose new refuse rates, and restructure solid waste operations to include 1-person collection vehicles, all to be implemented in FY 2013.
Bag Ordinance	Pending completion of EIR by StopWaste.org; create and issue RFP for Bag Ordinance EIR Consultant.
Recycling: Landfill and C&D Program Contracts	Issue an RFP and execute new contracts by fall 2011.
Event Policy and Support	Establish policies and procedures, along with rates and required staffing, to support 50-80 events requesting waste/diversion services each year (<i>cont. from FY 2011</i>).

<u>Special Project</u>	
Scale House Software Upgrade	Complete installation, training, and implementation of new computer software (PC Scale) (<i>continued from FY 2011</i>).
New Trucks	Spec-out new truck fleet and place order for procurement.

Transportation

Develop and implement City transportation plans and policies, including bike and pedestrian planning, transit, and transportation demand management; provide traffic engineering design and operation services, including development review, traffic calming, and parking; manage downtown parking garages; and prepare plans and policies for traffic signs, pavement markings, and parking meters. Also, prepare and submit applications for grants from regional, state, and federal agencies to fund planning, design, and construction of transportation related projects.

In addition to other grants, staff was successful with the MTC Climate Initiatives Grant and the Federal Value Pricing Grant, which are complimentary projects focused on parking and alternative transportation opportunities. Both grants were fully funded, providing approximately \$4 million for Berkeley and our partners. The level of funding and execution of these and other grant-funded projects will also require increases in staffing or outside support of 3.25 FTE in each of the years FY 2012 and FY 2013, which exceeds current FTE available in the Division. (*See 2 new projects related to these grants added to Transportation Planning table.*)

DIVISION TOTAL (career) FTE: 12.55

1. Commissions & Outside Agencies

- a. City Commissions: Transportation Commission and subcommittees on Bikes, Pedestrians, Transit, Parking, Streets and Open Space Improvement Plan (SOSIP)
- b. Agencies: staff serve on technical committees of, or provide information to Alameda County Transportation Commission, and the Metropolitan Transportation Commission.

2. Administration

Oversee information requests, City Attorney inquiries, division budgeting and management, general support to other Departments and agencies, website maintenance, and general administrative tasks.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Citizen/Council Requests &	Respond to public or Council requests for information or action.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Complaints	
Parking Citation Investigations	Provide information relating to contested parking citations.
Legal Inquiries & Public Records Requests	Respond to Public Records Act and Legal requests.
Admin/Budget/Work Plan/Personnel	Administrative operation of the division. Staff meetings, performance reviews, and general coordination. Work plan and budgeting.
City Staff/Project Support/Reviews	Support other departments or divisions by reviewing or providing input for specific projects.
Trans Website Updates	Update website with current programs and information
Traffic Data requests/ Agency Requests	Respond to information requests from transportation agencies, public, or other organizations.
Meetings	Transportation Commission, Regional Agencies, staff meetings, training.

<u>Special Project</u>	
WETA Ferry Terminal	Monitor conditions of approval for project as WETA submits information. Work in progress; assisting with Caltrans review of mitigations.
Quiet Zone	Explore funding and liability issues for quiet zone. No funding currently identified, staff continuing to monitor opportunities.

3. Transportation Planning

Establish policies and develop plans for bicycle, pedestrian, travel demand management and transit projects. Seek grant funds to support implementation of Transportation policies and projects. Oversee Commuter Checks, CarShare fleet, bike fleet, Easy Pass program, and other Transportation Demand Management (TDM) programs.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Commuter Checks	Administer the commuter check program.
City Car Share Fleet Management Program	Manage contract and provide information to employees using CarShare fleet vehicles
Easy Pass Management	Distribute Translink cards and provide support to employees enrolled in Easy Pass program.
TRACC Implementation	Answer questions and provide information for participating businesses.
Grant Applications	Monitor grant funding opportunities and prepare grant applications to fund projects or programs called for by City policies.
On-Call Transportation Contract Management	Manage On-Call consultants
Unanticipated requests, projects, emergencies	Handling urgent but unanticipated projects.
Bike Parking	Review requests for public bike racks and program to install, as needed.
Bike Map Update and Purchase	Update, print, and distribute street map of City and surroundings showing all bike facilities, significant roadway slopes, and street barricades
Bike Fleet	Administer test for users and manage maintenance contract.
Ped Master Plan Implementation	Incorporate Pedestrian Master Plan elements into other projects.
<u>Special Project</u>	
9 th Street Pathway	Construction continues in FY 2012.
SOSIP review	Assist final adoption and incorporation of SOSIP proposals.

<u>Special Project</u>	
AC Transit special project monitoring	Follow up and tracking of AC transit special projects
West Berkeley Circulation Master Plan & TSF	Support Planning Department analysis of a possible transportation services fee for West Berkeley.
Complete Streets Policy	Develop Complete streets policy per SB375 and Ped Plan.
Bike Plan Update	Begin process to update Bike Plan to maintain eligibility for funding; developing alternative funding plan after grant funding not obtained in FY 2011.
Ohlone Greenway (BART seismic work)	Improve path and landscaping after seismic retrofit work; Berkeley section of BART system-wide work scheduled potentially to start early FY 2012.
BART Plaza PS&E	Work with BART on PS&E phase of BART Plaza using TLC Grant funds; seek additional grant funds and initiate construction.
Safe Routes to School Projects A	Continue design of SR2S 2009 Grant projects; complete construction in FY 2012.
Safe Routes to Transit	Design and construct SR2T 2009 grant for Solano Avenue and Shattuck Avenue projects.
Oxford & Berkeley Way curb extension	Coordinate conversion of bus layover to end of line stop. Seek sidewalk widening from Helios project with possible implementation in 2012.
West Street Pathway	Coordinate conversion of bus layover to end of line stop. Sidewalk widening from Helios project with possible implementation in FY 2012 or payment of in lieu fee.
Center Street Garage Replacement	Continues in FY 2012: Review demand projections and financing options for replacement of garage. Further basis for future demand to be established by Value Pricing and Climate Initiative Grants in FY 2011 and FY 2012.
UC LRDP TDM Mitigations	Report on FY11 projects and agreement for next five years LRDP TDM Mitigation projects.

<u>Special Project</u>	
Bike Boulevard Implementation Phase II	This is long-term, potentially into FY 2015: Identify projects with opportunity to Improve bike boulevard crossings of arterials.
Value Pricing Grant Project	Funding for joint 2-year project with UC began in FY 2011 and continues into FY 2013: upgrade of some parking meters and sensors,
Climate Initiative Grant Project	Funding for 2-year project began in FY 2011 and continues into FY 2013: upgrade of some parking meters, enhancement of RPP enforcement efforts, addition of new Car Share locations and modifications to parking pricing in some commercial districts.

4. Traffic Engineering

Provide development review and plan checking support to Planning Department. Prepare traffic management plans for special events and construction activities. Oversee RPP program, traffic calming program, oversize load permits, traffic data collection, and crash history data. Plan minor and major capital projects related to signing, striping, and traffic signals.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Development Review and Plan Checks	Review development applications and permit plans. Review traffic impact studies. Ensure mitigation of impacts.
Residential Preferential Parking (RPP) Permit	Process petitions for eligible blocks to opt in or out of RPP program. Manage institutional requests for permits. Plan policy updates.
Oversize Load Applications	Review applications for use of City streets by oversize loads.
Traffic Management Plans (Construction)	Develop or approve traffic control plans for work in public right of way requiring lane closures or traffic controls.
Special Events & Block Parties	Work with public health to plan road closures and traffic control plans for special events. Review and approve block party road closure applications.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Walk-In Reviews	Meet with contractors, developers, and property owners to review proposed projects for conformance with applicable transportation related regulations, standards, and policies.
Traffic Signals	Establish plans for the operation of traffic signals including signal timing, phasing, and coordination.
Blue Zone & Institutional Parking Permits	Review requests for on-street blue curb
Traffic plans, Mapping, GIS	Maintain records of traffic and transportation data citywide. Update traffic count data maps. Record traffic plans for recurring events.
Streets Signs & Striping Plans	Prepare striping plans for annual pavement marking maintenance and striping projects. Oversee striping contractor and drafting consultant.
Traffic Calming Requests	Process annual traffic calming requests
W Berkeley Traffic Model	Use & maintain traffic model for development projects

<u>Special Project</u>	
Speed Table Trial	Complete final report on Pilot program to test speed tables.
4 th Bore Traffic Mitigation	Continue design and implementation of “year 1” prioritized project list with Caltrans.
I-80 ICM (Integrated Corridor Mobility) Project	Work on agreements and information for ACTC project on I-80/San Pablo corridor.
700 University Mitigation Implementation	Plan data collection for optimization of 6 th /University signal. Prepare task order to On-Call consultant for initial design of 4 th /Hearst signal.
The Alameda Road Diet	Develop consensus for road diet or other restriping of The Alameda. Final design and implementation in FY 2012.

I-80/Gilman Project PSR	FY 2013: Work with ACTC to prepare interchange PSR. Concept Approval Report (CAR) and PSR; start delayed by Governor Executive Order suspending statewide non SHOPP PID program in Caltrans. ACTC negotiation funding of Caltrans efforts.
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5. Parking Services (on & off-street management)

Oversee operation of on-street and off-street parking facilities, including manage garage operator contract, and plan parking meter locations, pricing, and hardware. Establish parking policies. Process work orders for Traffic Maintenance activities.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
On-Street Parking	Establish policies and ordinances governing operation of on-street parking meters. Plan for deployment, purchase, programming, and maintenance of single space and multi-space meters. Develop pricing and time limit policies.
Off -Street Parking	Implement contract with new garage operator. Manage garages and off street lots. Plan equipment purchase and maintenance. Develop policies for pricing, validations, special events, and promotions.
Garage Operator Contract Monitoring	Direction and oversight of contracted operator. Meet regularly with operator to resolve issues and Review financial data.
Process Traffic Mtce Work Orders	Process work orders issued to Traffic Maintenance staff.
Meter Upgrade and Maintenance	Identify meter maintenance and upgrade needs to support new and existing parking meter programs.

<u>Special Project</u>	
Telegraph Parking Meter Ordinance	Evaluation to update meter ordinance to recommend new areas to Council.
Motorcycle Parking & Metering	Plan more motorcycle parking and evaluate meter options, and recommend to Council in FY 2012.
Garage Operator Contract	Execute new operator contract and oversee installation of new parking and revenue control system equipment.

Fiscal & Administrative Services

Responsible for department-wide fiscal and administrative oversight, provide analytical support to operating divisions, including: budget and fiscal management, contract administration and grant compliance, purchasing, payroll and accounting services, as well analytical support for special projects.

DIVISION TOTAL FTE: 11.00

1. Budget & Fiscal Management

Plan, develop and manage Public Works annual operating and capital budget totaling approximately \$109 million. Ensure fiscal compliance across 53 funds, including state, federal, and local sources, as well as with the City’s budget and fiscal policies and procedures.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Budget & Fund Management	Forecast, oversee and monitor 17 assessment, enterprise, internal service, and governmental agency funds, and 36 special project funds totaling \$109 million across 8 divisions, including: <ul style="list-style-type: none">• Review and analyze trends and prepare quarterly revenue and expenditure projections in 5-year forecasts for 17 funds, totaling \$98M.• Monitor PW managed project expenses in 36 grant, bond, and other funds.• Work with divisions to develop project budget, and monitor and report expenditures to grantors and governmental agencies for PW \$27M Capital Improvement Program for fiscal compliance.• Report on Capital Improvement Program expenditures.• Prepare ad hoc financial reports for City commissions and the City Manager’s Office.• Approve all expenditure and revenue changes.• Coordinate the fiscal year-end closing process.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
PW Proposed FY 2012 & FY 2013 Biennial Budget Development: biannual process every 2 years, and updated mid-cycle	Develop, plan and submit the PW Proposed Biennial Budget including: <ul style="list-style-type: none"> • Review funds, contracts, revenue codes, element objects, and accounts for any needed changes to baseline budgets. • Review and correct position control and payroll library reports for approximately 300FTE. • Identify General Fund reductions to meet Budget Office's directive. • Request and review proposed budget increases and reductions from 8 divisions. • Organize proposed budget details and back-up documentation into a comprehensive proposed budget package and submit to Budget Office for review.
Annual Appropriations Ordinance (AAO): annual process updated each year	<ul style="list-style-type: none"> • Review and analyze previous fiscal year's unencumbered project and fund balances for AAO 1 for 25 continuing capital projects to determine if funding can be carried over to or appropriated in the current fiscal year. • Analyze fund balances and submit new appropriation requests for new and continuing capital projects for 2nd adjustment to the AAO.
Policy & Procedural Implementation	Communicate budget policies, procedures and outcomes to Division Managers, Supervisors, Project Managers and other staff.

<u>Special Projects</u>	
Equipment Maintenance New Rates & Structure as of FY 2013	Phase 2: Work with Equipment Maintenance staff to set new rates and determine structure for FY 2013; propose new rates and structure to CMO; inform departments of FY 2013 rates and structure.
Refuse Fees: Develop New Rate Structure (Phase of Project)	Retain consultant and develop new rate structure for Refuse & Recycling Services.

2. Contracts Administration

Develop, disseminate and ensure compliance with policies and procedures for contract administration within PW, including negotiate and develop contracts for various Divisions. Facilitate and manage contracts within internal City process to execute contracts from all phases of review through final execution and recording. Coordinate with Procurement, Contract Administrator, and Auditor’s Office to troubleshoot unique or City-wide contracts where other Departments are heavy users or participants in the services being procured.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Contracts Negotiation	Negotiate and develop contracts on behalf of certain PW Divisions. Develop contracts and/or Request for Proposals to retain outside services.
City Council Reports	Research and write City Council reports seeking Council authorization for new contracts, contract extensions, and Requests for Proposals.
Contracts Legal Review	Coordinate with City Attorney’s Office on contracts that do not use the boilerplate formats, or that present other legal issues.
Contracts Administrative Management	Coordinate process of review, execution and cataloging of approximately 150 open Public Works Contracts valued at approximately \$100 million.
Contracts Purchasing Authority	Review and approve Contract Purchase Order requisitions that meet funding and project budgeting criteria.
Contracts Resource & Assistance	Internal resource for all PW Project Managers on executing and managing RFP and contract “blue-backing” process. Develop and provide written instructions/reference document on this subject.
Contracts Compliance	Troubleshoot contract compliance issues wherein contractors might not be performing according to Terms and Conditions of a City contract. Monitor and analyze usage patterns of certain contracts and recommend actions to ensure continued provision of necessary outside services.
Contracts Management	Contracts are baseline activity.

3. Grants Compliance

Disseminate and carry out policies and procedures for PW grants management. Act as Assistant Project Manager for certain grants to assist Divisions with preparation of grant billings, routine grant reports, and facilitate execution of grant agreements.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
General Grants Oversight	Facilitate approximately 22 reimbursable grants totaling \$15.4 million.
Grants Agreement Legal Review	Coordinate with City Attorney's Office on grant agreement language.
City Internal Controls Grants Oversight	Coordinate with Finance Department on reconciling accounts receivables, billings, and other issues (CAFR reporting) on a recurring basis.
Grants Execution Resource & Assistance	Internal resource for PW Project Managers on managing grants "green-backing" process and billing procedures, ensuring grants are properly recorded as accounts receivable for City-wide fiscal tracking.

4. Purchasing, Payroll & Accounting Services

Disseminate and carry out the City's policies and procedures for payroll and purchasing within PW. Manage Departmental purchasing process for 8 divisions. Process Departmental payroll and personnel transactions for 8 divisions, 53 different funds and 300 FTE office, field and laborer positions.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Process Payroll and Personnel Transactions	Process PW payroll and personnel transactions, including: <ul style="list-style-type: none"> • Review, verify, enter, and adjust bi-weekly time card data in different formats and with different deadlines for each division. • Ensure the appropriate budget code is charged for a project. • Maintain payroll register data to ensure accuracy of accruals, pay rates, and transaction data. • Review and maintain accurate labor distributions. • Bi-weekly distribute pay checks and direct deposit stubs. • Prepare transaction forms for step increases, long-term leave, address changes, terminations, reclassifications, and tax status changes.

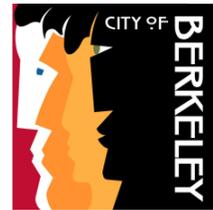
<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
	<ul style="list-style-type: none"> • Prepare payroll adjustments to correct leave balances, incorrect time card entries, and retroactive changes in employee compensation rates. • Work with managers and supervisors to research retroactive wage and accrual adjustments and prepare required reports for approval, submit to Payroll Audit. • Prepare personnel requisitions for all new hires and promotions. • Create and maintain departmental employee files. • Orient newly hired hourly employees and employees moving from temporary to career status.
Manage Departmental Purchasing Process	<ul style="list-style-type: none"> • Determine correct expenditure account, create and monitor blanket and 1-time purchase orders. • Order office supplies. • Reconcile statements and receive goods/services online. • Process budget modifications needed to complete requisitions for divisions' 1-time purchase orders. • Work closely with Finance General Services, Accounts Payable and Accounting divisions, and meet deadlines for the purchasing process.
Monitor Billing and Revenue	Coordinate and monitor PW monthly billing and aging reports, including work for private parties, damage to City property, grants billings and reimbursements, and fee-based services (refuse, leases); deposit funds.

5. Operations & Analytical Support, and Special Projects

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Support	Support all divisions and operations areas for various projects, including: analytical support and resource; write, compile and edit internal and external materials, manuals, procedures, reports and responses.
Audits	Manage PW audits for City Auditor and Department reports.
Web Content	Maintain and update public and internal web content for general PW information, Operations, Solid Waste Management & Recycling, and back-up for other divisions.

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Work Plans & Planning	Facilitation and oversight for PW work plans and strategic planning.
American Public Works Assoc. Accreditation	Manage APWA accreditation process, update and maintain data and materials, and liaison with APWA personnel.
Other	CalTrans billing for City (PW and PRW) work conducted on State roadways (Ashby Avenue, Ashby Connection to I-80, and San Pablo Avenue).

CITY OF BERKELEY BOARDS AND COMMISSIONS



Boards and Commissions	Department
Aging, Commission on	Housing and Community Services
Citizens Humane Commission	City Manager's Office
Civic Arts Commission	Office of Economic Development
Community Environmental Advisory Commission	Planning
Community Health Commission	Department of Health Services
Disability, Commission on	Public Works
Design Review Committee	Planning
Disaster and Fire Safety Commission	Fire
Downtown Berkeley Business Improvement District (BID) Advisory Board	Office of Economic Development
Downtown Street & Open Space Improvement Plan Joint Subcommittee	Planning
Early Childhood Education, Commission on	Parks Recreation and Waterfront
Elmwood Advisory Board	Office of Economic Development
Energy Commission	Planning
Fair Campaign Practices Commission/Open Government Ordinance Commission	City Attorney
Homeless Commission	Housing and Community Services
Housing Advisory Commission	Housing and Community Services
Human Welfare & Community Action Commission	Housing and Community Services
Labor, Commission on	Housing and Community Services
Landmarks Preservation Commission	Planning
Library Trustees, Board of	Library
Loan Administration Board	Office of Economic Development
Medical Cannabis Commission	Planning
Mental Health Commission	Department of Health Services
Parks & Recreation Commission	Parks Recreation and Waterfront
Peace & Justice Commission	Department of Health Services

Boards and Commissions	Department
Personnel Board	Human Resources
Planning Commission	Planning
Police Review Commission	City Manager's Office
Public Works Commission	Public Works
Solano Avenue Business Improvement District Advisory Board	Currently Inactive
Commission on the Status of Women	Department of Health Services
Transportation Commission	Public Works
Waterfront Commission	Parks Recreation and Waterfront
West Berkeley Project Area Committee	Planning
Youth Commission	Parks Recreation and Waterfront
Zero Waste Commission	Public Works
Zoning Adjustments Board	Planning