



Office of the City Manager

May 20, 2014

Honorable Mayor and Members of the City Council,

This FY 2015 City Wide Work Plan is offered as a way to inform the City Council and the community about the work to be undertaken throughout the year by City staff. It is coordinated with the presentation of the City's proposed Budget to help align resources with program and service priorities. Each department reporting to the City Manager submitted a plan describing its core or baseline services. Some Departments also highlight accomplishments from the previous fiscal year so that the Council and the community can evaluate the progress of City services and programs over time.

Baseline or core services are those that the City provides on an ongoing basis. Examples include: filling potholes, collecting refuse and recycling, answering phones in the 311 Call Center, caring for shelter animals, investigating crimes, putting out fires and responding to medical calls, maintaining parks, offering recreation programs, operating senior centers, investigating infectious diseases, providing mental health services, inspecting restaurants and processing land use or building permits.

This year, Departments were also asked to address three new areas of focus for FY 2015: eliminating cumbersome business practices; working with volunteers; and increasing sustainability practices. These focus areas were identified by Department Directors and Division Managers who are responsible for organizing the work of the City, delivering services and completing projects. Each of these three areas was identified as a way to eliminate obstacles to efficiency, leverage resources in times of resource constraints, address critical environmental goals and build stronger, more productive working relationships both within the City organization and with community partners. Each Department's work plan identifies its approach to the three new focus areas at the conclusion of its section.

What follows are a few examples of how these focus areas will be implemented across the City in each department.

Cumbersome Business Practices

The City is increasing the efficiency of our operations by reducing cumbersome business practices in every department. To make this happen, Departments are utilizing new technology, streamlining internal process, increasing coordination when

appropriate and simplifying the way the public can access City services. Various projects will have the effect of cutting costs, increasing the efficiency of staff time, and improving customer service.

Some projects will take significant coordination, but will have a substantial impact.

Finance, Information Technology, the Office of Energy and Sustainable Development and various city departments will transition to paperless billing for PG&E. The project will eliminate nearly 17,000 manual data entries a year – a minimum of four data points for each of the approximately 350 meters billed to the city every month. To make this happen, staff will reconcile all existing account balances, develop procedures to receive electronic bills, perform validity checks, issue electronic payment from various budget codes and maintain appropriate records. The project will also improve the accuracy of payments and trend analysis and eliminate large volumes of paper billing and associated storage.

Public Works is working with **IT, City Attorney** and **Finance** to implement a new web-based bidding system that will significantly reduce staff time to advertise and bid projects, and improve tracking and reporting. The current process involves time-intensive and repetitive manual data entry, coding, and document uploading. This project is expected to reduce staff time for the bid process, reduce paper consumption and also provide easier access for potential bidders. The system is at no cost to the city.

In several cases, the focus on improving customer service is an impetus for seeking to revamp current practices.

Berkeley Mental Health Adult Clinic will redesign and implement best practices for intake and assessment of new clients. The clinic currently has an involved multi-step process for conducting an intake and assessment of new consumers. This process is flexible and intended to ensure good service. However, it has been identified by staff as being difficult for potential consumers to navigate. It requires consumers to tell their experience multiple times, and it does not meet industry standards for quickly triaging consumers to the right level of care.

Police will evaluate its public records act process, which currently requires trips to the counter to request documents and then a customer return back to pick up the documents. The Department, which handles the bulk of public records act requests in the City, is studying best practices to simplify the process, increase efficiency for staff and improve customer service.

Health, Housing and Community Services proposes to change the once-a-year Request for Proposals process for how agency partners access community facility improvement funding. An agency that identifies a need may wait as long as a year and a half for funding to be available for these relatively small projects. The department will evaluate community interest for an over-the-counter community facility improvement application process. In addition, the department will explore program design possibilities

that will comply with funding source requirements and develop a small pilot program for implementation.

Volunteers

City Departments are also examining new ways to incorporate and encourage the use of volunteers in City operations. Volunteers provide resources to the City for a remarkably broad set of functions.

The **Fire Department** has trained CERT volunteers for many years. However, the department will expand that work by implementing a program to allow trained volunteers to respond and lead other volunteers with CERT training. In addition, the department is looking to increase the involvement of volunteers in various disaster preparation exercises.

Berkeley Animal Care Services' volunteers already provide 450 hours a week of service at shelter. They walk dogs, comfort cats, photograph animals for the web and help with community outreach programs. The shelter also has "Youth Works" students and community service workers working in the kennels.

The City Attorney will participate in Lawyers for America, a two-year fellowship program in which two third-year law student fellows will work in the office and receive training for 32 hours per week and then continue as fellows for their first post-graduate year, at a total cost to the City of \$40,000 per fellow.

Economic Development will engage UC Berkeley students from the Haas School of Business and the Department of City and Regional Planning on at least two projects.

Police will expand the newly-designed chaplaincy program, which will be staffed by specifically selected and trained multid denominational clergy. They will serve in an on-call capacity to respond to traumatic incidents and other needs, including as counsel to employees.

In **Public Works**, volunteers help with projects as varied as outreach for Measure M, the maintenance of City pathways and Coastal Clean-up Day.

As a way to coordinate the use of volunteers, the **Human Resources Department** will utilize its online job application system to recruit and process volunteers for operating departments as needed.

As a way to reward and encourage volunteers, **Parks, Recreation and Waterfront** is developing ways to honor those who have made significant volunteer contributions to City parks.

Sustainability

Each City department will implement practices to make City operations more sustainable, a goal consistent with the City's Climate Action Plan.

On a Citywide level, the **City Manager's Office** will work closely with the Sustainability Working Group, City departments and community stakeholders to advance implementation of strategies designed to assist the community to prepare for, withstand, and bounce back quickly from hazards and disasters. This work will include strategies designed to increase readiness for the impacts of climate change, such as sea-level rise and drought; better prepare the community for seismic events; and increase Berkeley's energy assurance – the ability to deliver critical services for several days without outside power.

Paper is increasingly being treated as a limited resource, a transition made possible by a shift to digital communications and records.

The **City Attorney** continues to migrate toward a digital law library, the **City Clerk** will implement a mandatory electronic filing ordinance for campaign statements, and the **Fire Department** will make use digital formats as the primary way to deliver bulletins and communications. The **Finance Department** will seek to implement online payments, online vendor registration and the viewing of bills online. These savings in paper are in addition to the paperless agenda program implemented by the **City Clerk** and which saves an estimated 120,000 pieces of paper a year.

When publications do need to be printed, paper is sometimes being reused for years. For example, **Human Resources** plans to maintain a library of test booklets so that it is not necessary to destroy and reprint as many test booklets – an annual past practice.

Water conservation is also a priority.

Berkeley Animal Care Services is using a new cleaning product, Accel, which has superior cleaning and disinfectant abilities, is environmentally sustainable and EcoLogo certified. This product also does not require rinsing, thereby conserving water.

Parks, Recreation and Waterfront is developing a gray water capture, storage and recycling system to use the water from the small boat hoists and launch ramp to irrigate the adjacent lawns, landscaping and medians on University Avenue.

Departments are also reducing energy use in City operations.

Some of those efforts focus on lighting. **Public Works** is converting 8,000 high-pressure sodium street lights to Light Emitting Diodes (LED). In addition, LED lighting is increasingly being implemented at the Marina, which is run by the Department of Parks, Recreation and Waterfront. The **Police Department**, with the help of Public Works, hopes to replace all lamps operating 24/7 with infra-red sensor lighting devices with on

and off switches. This project will take advantage of all applicable rebate programs, and should save over 200,000 kWh a year.

Conclusion

This Work Plan is intended to help the City Council and the community more accurately assess the City's services, projects and capacities. Despite the continuing challenge of fewer resources than in previous years, City staff continue to provide a wide breadth of quality services to the community. We look forward to continuing that work in FY 2015 and beyond and hope that our approaches to efficiency, leveraging resources and focusing on sustainability will yield even more benefits to the Berkeley community.

Respectfully submitted,

Christine Daniel
City Manager

2013 City of Berkeley City-wide 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.

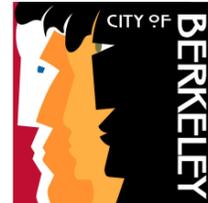
The Work Plan for each department follows each summary page. The Work Plans are working documents that describe the baseline services and special projects of each department. Each plan is broken down by division (and sometimes by work unit) and includes the baseline services and special projects for which the division is responsible during the 2013 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 (11.4 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.

Staff

The City Attorney's Office currently has approximately 11.4 FTE, as shown on the organization chart.

Primary Programs

The primary work of the office involves the following types of tasks:

- Litigation/Arbitration
- Claims
- Advice
- Transactions (Contracts/Leases)
- General Government*
- FCPC/OGC
- Administration

* This category includes review of all Council items, responding to Public Records Act requests, subpoenas, Council meetings, disaster response training and similar tasks.

Commissions

- Fair Campaign Practices Commission
- Open Government Commission

Major Accomplishments FY 2014

Major accomplishments for FY 2014 were varied, and included achieving goals, completing projects and minimizing harm (e.g., by aggressively defending or settling cases). A few highlights:

- Won a jury trial in *Foster v. City of Berkeley* (alleging excessive force by police)
- Won a jury trial in *Louden v. City of Berkeley* (alleging excessive force by police)
- Litigation victory in case challenging Downtown Area Plan

- Litigation victory in case challenging the Parker Place project
- Litigation victory in litigation challenging development of 740 Heinz (Garr Building); judgment has been appealed
- Successful enforcement against two illegal medical marijuana dispensaries (2840 Sacramento & 1515 Dwight)
- Obtained injunction against drug house at 1627 63rd Street
- Successfully defended several employment actions taken by the City.
- Assisted Fire negotiations.
- Helped craft the new smoke free housing ordinance
- Successfully resolved very large lost income claim in *Ahmad v. City of Berkeley*, a trip and fall injury case, resulting in the City getting voluntarily dismissed from the case without making any payment

Work Plan

The City Attorney's office supports other departments in the implementation of their work plans. The City Attorney's office also responds to claims and litigation (which are outside the work planning process) and projects adopted by the Council that require major participation by the City Attorney's office. The City Attorney's work plan does not expressly reserve capacity for special projects. Time devoted to new special projects will come from time allocated for other tasks.

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. Baseline activities include supporting other departments not only in their regular work, but also in their special projects.

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). Generally between 5% and 10% of our time is spent on non-baseline activities.

Our anticipated approximate allocation of resources for FY 2014-15 is shown below.

<u>Task</u>	<u>FTE Allocation</u>
Litigation/Arbitration	4.2 FTE
Claims	0.8 FTE
Advice	2.9
Transactions (Contracts/Lease)	1.8
General Government	1.1
FCPC/OGC	0.3
Administration	0.3
Total	11.4

These anticipated allocations are based on prior years, and do not include new major projects. We do, however, 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.

Eliminating Cumbersome Business Practices

The office recently stopped transferring information regarding incoming claims, which is maintained in a computer database, into a redundant index card file.

Working with Volunteers

The City has used volunteers, usually law students or recent law school graduates, for decades. In August 2014, we will begin participation in Lawyers for America, a two-year fellowship program in which two third-year law student fellows will work in the office and receive training for 32 hours per week and then continue as fellows for their first post-graduate year, at a total cost to the City of \$40,000 per fellow.

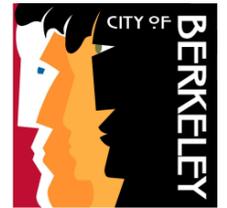
Sustainability Practices

In late 2013, the office continued the migration of its law library away from books to electronic publications. This not only reduced our carbon footprint, but also saved thousands of dollars annually.

We have also increasingly used double-sided printing, and will replace our existing desktop printers when they reach the ends of their life spans with printers capable of double-sided printing.

In addition, we are increasingly filing and serving court papers and conducting other corresponding electronically.

**CITY CLERK DEPARTMENT
(9 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 California Constitution and Codes, and the Berkeley City Charter and Municipal Code.

Agenda Unit (2 FTE)

Elections and Admin Unit (4 FTE)

Records Management Unit (3 FTE)

Introduction

The City Clerk is the local public official who administers democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The City Clerk department provides administrative support to all departments for the City Council agenda process, records management, and commission support.

By the end of the fiscal year, the Agenda Unit will have processed over 750 Council reports, 380 resolutions, and 40 ordinances. Staff must follow strict legal requirements for noticing, public disclosure, and legislative actions; all of which are essential to the legal and administrative functions of the City.

The Records Unit manages the Citywide records program including an inventory of 10,000 boxes in off-site storage. The ongoing imaging projects of the Records Unit are an essential component of the City's open government efforts with nearly unrivaled access to City documents available through the web site.

With over 275 commissioners on 34 commissions, the administrative support provided to councilmembers, secretaries and commissioners requires the full attention of a dedicated position. From technical support on commission functions to processing over 760 transactions and 380 Form 700s annually, commission support is a major component of the City Clerk Department duties.

In the Elections Unit, the City Clerk serves as the election official as designated in the Elections Code and City Charter for all duties related to candidate nomination, ballot measure arguments, as well as the initiative, referendum and recall processes. This unit also manages the City's Conflict of Interest Code which includes serving as the filing officer for over 600 Form 700 filers.

For more detailed information on the complete duties and accomplishments of the City Clerk Department, please review the work plan provided below.

Agenda Unit

The primary function of the Agenda Unit is to produce agendas and agenda packets for the City Council and Agenda Committee meetings while adhering to strict Brown Act and Open Government Ordinance regulations. The Agenda Unit is currently staffed by an Office Specialist III and the Deputy City Clerk.

Baseline Services	Description of Work/Service Deliverables
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 accompanying reports. • Agenda Unit staff review each report for formatting and content using 3 levels of review. • There were 523 Council reports submitted in the first 8 months of FY 2014, and a similar pace is expected for FY 2015.
Create Agendas (regular and special)	<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 the end of February 2014, 34 Council Agendas (incl. special meetings) were produced by the Agenda Unit, and a similar pace is expected for FY 2015.
City Council agenda packets	<ul style="list-style-type: none"> • An agenda packet is created for each Council meeting and is typically about 500 pages. • Each agenda item has a corresponding report, many including complex attachments. • Packets are subject to strict Brown Act/OGO requirements and are reviewed for content and accuracy. • Through February 2014, 17 agenda packets (including revised agenda packets) were produced and a similar pace is expected for FY 2015.
Agenda Committee agenda packets	<ul style="list-style-type: none"> • The Agenda Committee, a Brown Act/OGO body, meets 15 days before a Council meeting to review the upcoming agenda. • There were 15 Agenda Committee agenda packets created through February FY 2014, and a similar pace is expected for FY 2015.
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 later than 2 days following the meeting.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Minutes	<ul style="list-style-type: none"> • The City Clerk is required to preserve an official record from each City Council and Successor Agency to the Berkeley Redevelopment Agency meeting. • All minutes must be submitted to the City Council or Successor Agency to the Berkeley Redevelopment Agency for approval.
Resolutions	<ul style="list-style-type: none"> • Resolutions are official legislative actions taken by the Council. • There were 254 resolutions processed through February of FY 2014; a similar pace is expected for FY 2015.
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 27 ordinances processed through February FY 2014, and a similar pace is expected for FY 2015.
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 Berkeley Municipal Code updates are a cornerstone responsibility of the Clerk.</p>
Public Hearings	<ul style="list-style-type: none"> • Public hearings are required for some Council actions. • Clerk staff oversees the publication, mailing and filing of all notices. • There were 18 public hearings through February FY 2014, which represents a fifty percent increase over FY 2013.
Proclamations	<ul style="list-style-type: none"> • Proclamations are a ceremonial action taken by the Council to honor an event or person. • There were 31 proclamations through February FY 2014, and a similar pace is expected for FY 2015.
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 9 Appeals filed through February FY 2014, this is consistent with FY 2013 and double the number filed during the same time period in 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 and as Supplemental Communication Packets. • There were 15 Communication packets and 93 Supplemental Communication Packets created through February FY 2014, and a similar pace is expected for FY 2015.
Supplemental communications packet	See above.
Council meeting calendars	The City Council meeting schedule is established on an annual basis, but revisions are occasionally required.

Elections and Administration Unit

The Elections and Administration Unit covers a broad range of mission critical activities. The Unit administers municipal elections and oversight of the City commission process and the Conflict of Interest Code. Duties performed at regular intervals include attendance reports, conflict code updates, election deadlines, and campaign statements. Duties such as commission transactions are performed in response to filings from the public, commissioners, Councilmembers, and other City employees/departments.

The Unit also receives and responds 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 processing all invoices, payroll, and other general administrative tasks.

The Elections and Administration Unit is staffed by the City Clerk, the Assistant City Clerk, an Assistant Management Analyst, and an Office Specialist III.

Elections:

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Commission Transactions and Administration	<ul style="list-style-type: none"> • There are 34 advisory boards and commissions in Berkeley with over 275 active commissioners appointed by the City Council and the School Board. • Each appointment, leave of absence, temporary appointment, resignation, and termination generates a series of filings, updates and correspondence from the City Clerk Department. • Through February of FY 2014, there were over 761 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 Berkeley Municipal Code requires regular reports for attendance and Council Resolution requires an annual report on commission activity. • Compiling these reports requires significant technical support and regular communication with all 34 Commission Secretaries.
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,

Baseline Services	Description of Work/Service Deliverables
	<p>commissioners and consultants that are required to file Form 700 Statements of Economic Interests.</p> <ul style="list-style-type: none"> • 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 City Clerk Department notifies individuals, accepts and reviews submitted forms, tracks compliance, and refers to the State Fair Political Practices Commission for enforcement. • There are 649 elected officials, employees, commissioners, and consultants who file a Form 700 with the City Clerk. • The City Clerk Dept sent 740 notices through February 2014. • In addition to Form 700 administration, staff also spends a significant portion of time assisting filers.
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 34 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 including Ranked Choice Voting. • 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. • For the November 2012 election, there were over 70 appointments for 30+ candidates. It is anticipated that the number of candidates may be slightly lower in the 2014 election cycle since it not a Mayoral election year.
Ballot Measure and	<ul style="list-style-type: none"> • The City Clerk manages the process for citizen petitions and the

Baseline Services	Description of Work/Service Deliverables
<p>Petition Administration</p>	<p>filing of ballot measures and arguments.</p> <ul style="list-style-type: none"> • To date, three citizen initiatives are in process and one citizen referendum petition has been filed and processed. • The City Clerk manages a working group comprised of the City Manager, City Attorney, and Department Heads to bring measures to the Council for placement on the ballot. • In November 2012, there were 10 measures on the ballot, the most in over a decade. There were 34 arguments filed with the City Clerk in a two week period. It is unknown how many measures will be on the ballot for the 2014 election.
<p>Campaign Statements</p>	<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. • Staff sends reminder letters, receives filings, performs enforcement, and manages the filings of campaign committees. • Beginning in January 2014, all campaign statements are required to be filed electronically. During the 2014 filing periods, staff will spend a considerable amount of time training committee officers on the electronic filing process. • Electronically filed statements are automatically redacted and posted to the web – saving valuable staff time. These postings also provide a greater level of public disclosure since they are easier to read and are searchable. • For the most recent filing in January 2014, there were 25 committees required to file a campaign statement. • There were 154 campaign forms and statements filed in the 2013 filing year. • In the first 8 months of FY 2014, staff sent over 130 letters and received and processed over 100 campaign filings

Administration

Baseline Services	Description of Work/Service Deliverables
Front Counter	<ul style="list-style-type: none"> • Receive documents from City staff and public; respond to internal and external information and research queries and Public Records Act requests. • Requests are often time consuming and may 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 February of FY 2014, the department processed 46 Affidavits of Domestic Partnership and 15 terminations.
Records Unit Support	<ul style="list-style-type: none"> • The Admin Unit supports the Records Unit and responds to requests for information from the public and staff, as well as maintaining the records for the City. • The OSIII is the Department Liaison for the Lagan tracking system for Public Records Act requests. • Through February of FY 2014, the Records and Admin Units entered, tracked, and closed 70 cases in Lagan. • Additional Lagan cases were referred to the City Manager department for multi-departmental tracking.
Agenda Unit Support	<ul style="list-style-type: none"> • The Administrative Unit provides support for pre- and post-meeting functions.
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.

Baseline Services	Description of Work/Service Deliverables
Budget	The entire Clerk staff works to achieve the budget goals of the department throughout the fiscal year
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 47 officials in Berkeley required to complete the training.

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. These duties include pick-up and delivery of City records and storage materials to staff and corresponding with staff on which records are eligible for storage. 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.

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.
Citywide Records Retention Schedule	The current City of Berkeley Records Retention Schedule was adopted by Resolution No. 65,943-N.S. on November 27, 2012. This is the document which describes the records of the City, establishes the record series life cycle, prescribes the final disposition for the records, and serves as the legal authorization for the disposition of public records.
Records Management Database	Fixed RM, the Citywide Physical Records Retention Database, has 10,280 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.
Baseline Services	Description of Work/Service Deliverables
Records Coordinators	<ul style="list-style-type: none"> Each department and division has a staff member assigned as

	<p>a Records Coordinator.</p> <ul style="list-style-type: none"> • 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 Storage	<ul style="list-style-type: none"> • As of March 1, 2014, there are 10,280 boxes of City records at the off-site storage facility, Access Information Protected, in Livermore. • After a comprehensive RFP process, the City signed a new, five-year contract with Access Information Protected. The new contract began on October 1, 2012 and expires on September 30, 2017. • 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 Research	<p>Some documents kept by the Clerk Department 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.</p>
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 245 boxes have been properly destroyed between March 1, 2013 and February 28, 2014.
Baseline Services	Description of Work/Service Deliverables
Citywide Shredding Program	<ul style="list-style-type: none"> • The Records Unit performed an audit of all shredders and shred bins in the City. This included large industrial size shredders, personal shredders, and shred bins that were provided by a shred vendor. The audit accounted for the

	<p>whereabouts of the shredders and ensured that proper retention, privacy, and destruction procedures were in place.</p> <ul style="list-style-type: none"> • The Unit then consolidated the program under the new contract with Access Information Protected to obtain competitive pricing with discounts for multiple shred bins. • Access Information Protected shredding is HIPAA compliant and the City has a Business Associates Agreement with Access for secure compliant shredding. • The Records Unit is managing shred bins and consoles for various City Departments and Divisions. • As of March 1, 2014, the Records Unit manages 18 Access Information Protected commercials shred bins and consoles in 13 different City locations.
Resolutions/Ordinances	<ul style="list-style-type: none"> • Resolutions and Ordinances are a permanent City record in the Records Retention Schedule and are transferred to the Records Unit for imaging and storage.
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 coordinates with Commission Secretaries on a monthly basis.
Contracts	<ul style="list-style-type: none"> • All City contracts are a City Clerk Department record in the Records Retention Schedule. • Contracts are received by the Records Unit for processing, imaging and storage. • Between February 28, 2013 and February 28, 2014, 541 contracts were imaged, bringing the total number of contracts imaged for access in Records Online to 6,706.
Building Permits	<ul style="list-style-type: none"> • The Building Permit project is an interdepartmental effort with Planning and Information Technology. • Since inception, 10,216 building permits have been scanned and indexed into Stellent, averaging about 2,500 per year.

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Deeds	<ul style="list-style-type: none"> • City-owned property deeds are a permanent City record in the Records Retention Schedule and are referenced by multiple City Departments. The Deeds Project is an interdepartmental effort with Public Works and IT. • 601 deeds have been indexed into Stellent.
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.).

Special Projects

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

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Redistricting IN PROGRESS	<ul style="list-style-type: none"> • The Charter requires the City Council District Boundaries to be adjusted every 10 years after the Census. • The City Clerk, City Manager, City Attorney, and Information Technology staff have been managing the process since 2010. • A plan was adopted in 2013 and subsequently referended. • Staff will continue to support and monitor the process until new districts are in effect.
Training ONGOING	<ul style="list-style-type: none"> • 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.
Passports ONGOING	<ul style="list-style-type: none"> • The City Clerk Department was certified as a Passport Acceptance Facility in August 2013 by the Department of State. • As of March 1, 2014 we have served 407 customers. • Revenue from the program has exceeded expectations and is expected to reach \$15,000 annually.
New Enterprise Content Management and Agenda Workflow System IN PROGRESS	<ul style="list-style-type: none"> • RFP was issued in November 2013. • The City is in the process of vendor selection and negotiation. • Data migration and implementation of new system. • Internal training for Clerk staff. • External training for department users. • Completion planned for the first half of FY 2015.

<u>Special Projects</u>	<u>Description of Work/Service Deliverables</u>
Staff Reports Indexing Project IN PROGRESS	<ul style="list-style-type: none"> • The goal of the project is to have the complete meeting record (Staff Reports, Minutes, Resolutions, Ordinances) publicly available through Records Online. • As the department is currently in the process of changing the Electronic Document Management System, this project has been pushed out to late FY 2015 following implementation of the new system.
Commissioner Manual Update NEW INITIATIVE	<ul style="list-style-type: none"> • The City Clerk Department will undertake a comprehensive review and update of the Commissioners' Manual that is expected to be completed in the second half of FY 2015
Mandatory Electronic Filing NEW INITIATIVE	<ul style="list-style-type: none"> • The amendment to BERA was adopted in September 2013 and will be fully implemented for the filing season in FY 2014 – FY 2015. • The program will assist treasurers with completing their statements and make the filing process easier and less reliant on paper.
New Chambers ONGOING	<ul style="list-style-type: none"> • City staff will continue to evaluate new locations for meetings of legislative bodies in a convenient, seismically safe location.

Cumbersome Business Practices

The City Clerk has commenced a process to replace the Stellent system, which serves as our physical records management system, digital records repository, and agenda workflow system.

All of the potential solutions currently under consideration will significantly increase efficiency in the business practices of City employees that interact with these systems.

Working with Volunteers

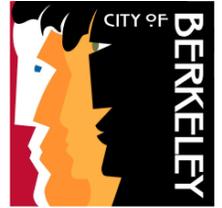
The City Clerk will evaluate potential opportunities for utilizing government oriented internship programs to assist Department staff in meeting work plan goals.

Sustainability Practices

The Paperless Agenda Packet Program was successfully launched in August of 2013. This program will save approximately 120,000 pieces of paper annually and eliminate the 24 delivery car trips made by the printing company to the Civic Center each year.

The new mandatory electronic filing ordinance for campaign statements will be fully implemented in FY 2015. This new requirement will significantly reduce the paper resources used by campaign committees to create and file their statements. Electronic filing will also reduce hundreds of car trips that are made to City Hall each year by committee treasurers that file the hard copy statements in person.

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



Mission

The mission of the City Manager's Office is to build and maintain, through sound management principles and community participation, an effective City Government organization; to ensure the effective delivery of services; to provide the management direction and support for the planning, implementation, and evaluation of all City programs; and to ensure coordination and consistency in implementing policies and programs approved by the City Council. The City Manager also directly oversees several divisions and major programs.

Administration (7.5 FTE)

Berkeley Animal Care Services (10 FTE)

Code Enforcement (4 FTE)

Neighborhood Services (2FTE)

Office of Budget and Fiscal Management (4 FTE)

Police Review Commission (3 FTE)

Commissions

Police Review Commission

Berkeley Animal Care Commission

Administration

As the Chief Executive Officer, the City Manager is responsible for ensuring the overall effectiveness of the City organization. The City Manager serves as the conduit between the legislative and executive branches, manages the City’s FY15 proposed \$322.3M budget (net dual appropriations), oversees 1300 employees and directs the efficient delivery of services to over 112,000 residents and numerous other business and community members. The City Manager’s Office also includes a Deputy City Manager, two Assistants to the City Manager, a Senior Management Analyst, an Administrative Hearing Officer and administrative support.

Baseline Services	Description of Work/Service Deliverables
City Manager’s Duties (Shared with Deputy CM)	<ul style="list-style-type: none"> • Acts as liaison between the Council and City staff to ensure Council policies and priorities are implemented; • Works with Councilmembers and their aides to achieve resolution and/or follow up to constituent requests • Keeps the City Council informed about important information or events. • Oversees services being provided by all City departments, supports and guides department heads on budget and personnel strategies and manages vacancies and budget challenges citywide, and reviews and approves all contracts related to City business. • Builds and maintains an effective senior leadership team consisting of department directors; identifies opportunities for collaborations across departments that lead to greater citywide service efficiencies.
Public Records Act Requests (Senior Management Analyst)	<ul style="list-style-type: none"> • Respond to Public Records Act requests made to City Manager’s Office and coordinate responses that involve records from multiple departments. • Approximately 4,860 PRA requests were made in FY 2013.
Public Information/Media and Program Promotion (Assistant to the City Manager)	<ul style="list-style-type: none"> • Coordinate city staff responses to media inquiries • Review, guide and manage departmental media communications. Initiate contact with media and issue city communications
Website oversight and policy	<ul style="list-style-type: none"> • Increase access to city information and services by coordinating with IT and City Departments to improve web content and functionality and initiate social media use and other e-government services.
Annual Report (Assistant to the City)	<ul style="list-style-type: none"> • Produce Annual Report and distribute to every City household (approximately 58,000)

Baseline Services	Description of Work/Service Deliverables
Manager)	<ul style="list-style-type: none"> • Post Interactive version of Annual Report online
Track legislation (Senior Management Analyst)	<ul style="list-style-type: none"> • Monitor state and federal legislation that may have an impact on City operations • Coordinate grant opportunities • Communicate City position on proposed legislation to lobbyists.
Internal Communications (Administrative Assistant)	<ul style="list-style-type: none"> • Provide content to HR for inclusion in bi-weekly internal newsletter • Compile and distribute weekly news items for inclusion in City Manager Everyone Email
Council Meeting Attendance	<p>The City Manager and Deputy City Manager attend all City Council meetings and the Assistant to the City Manager/PIO attends City Council meetings when necessary to:</p> <ul style="list-style-type: none"> • answer programmatic and budget questions from the Council during the meeting; • ensure follow up of Council referrals and questions; • respond to media requests before and after the meeting
Administrative Hearings (Hearing Officer)	<ul style="list-style-type: none"> • Hear appeals of parking tickets and other administrative citations and render findings.

Special Projects	Description of Work/Service Deliverables
Redistricting	Oversee multi-departmental team working on revising Council district boundaries as required by City Charter
Labor Contracts	Work with the Human Resources Department to coordinate and manage negotiations of new labor contracts with the City's labor unions
Utilization of space	Initiate study and lead process to optimize space utilization of City resources, resulting in organizational efficiencies and improved customer service.
Website review with departments	Work with a minimum of 6 Departments to review and improve web page content, visual display and standards.
Focus on outstanding	Resolve the remaining outstanding audits (72% were resolved (or

Special Projects	Description of Work/Service Deliverables
Audit Recommendations	closed) in FY 2014).

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.

Baseline Services	Description of Work/Service Deliverables
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): 247 Wildlife (critically injured, euthanized): 126
Impoundment of pets	cats/kittens : 616 dog/puppies: 1025 Total impounded: 1641
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 homeless domestic animals <u>Provision of Adoption services</u> • Advice on animal-related topics • Lost and found pet reports • Free or low-cost spay/neuter vouchers for low income Berkeley residents' dogs and cats.
Manage shelter	<ul style="list-style-type: none"> • Shelter intake from Jan. 2013-Dec 2013: 1974 animals • Adopted by public: 435 • Transferred to other organizations: 851 • Returned to owner: 391 <p>The following breeds are over represented in the shelter: Pitbull: 23% of all dog intake Chihuahua: 25% of all dog intake</p>

Office of Budget and Fiscal Management

The Budget Office is responsible for the preparation, development and management of the City's Budget as well as reviewing and analyzing all fiscal issues that may affect the City. The Budget Office develops a balanced biennial budget from the City Manager which is presented to City Council. A major challenge for the next year involves developing a budget that balances slowly recovering revenues, rising costs, the preservation of services and a reduction in unfunded liabilities, such as retirement costs and infrastructure needs.

Baseline Services	Description of Work/Service Deliverables
City-wide Budget Development and Management	<ul style="list-style-type: none"> • Develop the FY 2016 & FY 2017 Biennial Budget and Capital Improvement Program • Receive the "Distinguished Budget Presentation Award" from the Government Finance Officers Association for the FY 2016 & FY 2017 Adopted Biennial Budget and FY 2016 & FY 2017 Capital Improvement Budget Book. • Keep the City Council and the public informed of major fiscal fluctuations and the economy's impact on City services. • Provide regular budget information to the City Council and the community by way of City Council Work Sessions
Long-Term Planning	<ul style="list-style-type: none"> • Update the Projections of Future Liabilities Report • Continue managing the City's underfunded employee-benefit liabilities, and the City's deferred maintenance and capital needs.
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

Code Enforcement

The goal of the code enforcement unit is to support and maintain the quality of life, health and safety, and community standards in Berkeley. Code enforcement is responsible for the enforcement of administrative violations. This work is often done in conjunction with other City departments. The Code Enforcement Unit includes the Code Enforcement Supervisor, two Code Enforcement Officers and one Assistant Planner.

Baseline Services	Description of Work/Service Deliverables
Investigation and enforcement of BMC violations	<ul style="list-style-type: none"> • zoning violations • illegal construction • right of way obstructions • environmental hazards • stormwater violations • taxi enforcement • illegal businesses • blight • illegal units and accessory uses • signage • graffiti • Telegraph/Shattuck Sidewalk Vending • Newsracks
Special Projects	Description of Work/Service Deliverables
Taxi Ordinance, Permit Review and Vehicle Inspections	<ul style="list-style-type: none"> • Work with the Finance Department and Public Works to review and revise the taxi ordinance regarding accessible taxis • Work with Finance and Public Works to review and update administrative processes regarding accessible taxis
Illegal Dumping Ordinance review	<ul style="list-style-type: none"> • Work with Public Works and Police to review and revise the City's ordinances regarding illegal dumping on public and private property.
Cannabis Enforcement	<ul style="list-style-type: none"> • Conduct investigations of illegal dispensaries, prepare reports and schedule public hearings as necessary before the Zoning Adjustments Board and the City Council
Telegraph Merchants Sidewalk Display	<ul style="list-style-type: none"> • Work with Finance to review and revise Sidewalk vending ordinance. • Work with Finance to review and update administrative processes

Neighborhood Services

Neighborhood Services is dedicated to working on the community problems that require coordination across City departments. The Neighborhood Services team brings together people from different City departments to handle citizen complaints and other problems that affect the quality of life in Berkeley. While most of the work of the Neighborhood Services unit comes from referrals from the City Council, City departments, residents and businesses, the unit also identifies emerging problems before they become more serious.

Baseline Services	Description of Work/Service Deliverables
Priority Properties (Neighborhood Services)	Coordinate multi-departmental efforts to resolve ongoing problems with identified properties throughout the City.
Downtown/Telegraph Team (Neighborhood Services)	Composed of staff from various City departments and business associations – this team works on challenges unique to the City’s retail areas
Liaison with University of California, Berkeley (Neighborhood Services)	<ul style="list-style-type: none"> • Coordination of Citywide project days with volunteers from large student groups at U.C. Berkeley, who donate their time to work on projects in City parks, recreation centers, and other buildings (e.g., Berkeley Project Day) • Coordinate with the University of California and organize city staff to proactively address cycles of student life that may have negative impacts including events such as . Student Move Out (spring) and Move In (fall) • Student Neighbors Advisory Council (SNAC): focuses on alcohol-related problems, unruly parties and the associated safety concerns and quality of life issues

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.

Baseline Services	Description of Work/Service Deliverables
Complaint Investigation	In calendar year 2013, the PRC opened 22 new complaints and closed 21 complaints. The Commission conducted 9 Board of Inquiry hearings. Investigation of complaints will continue to be a priority in FY 15.
Policy Recommendations	The PRC forms policy subcommittees to review Police Department policies and procedures and recommends changes as needed.

Special Projects	Description of Work/Service Deliverables
Regulations	The PRC has begun a review of its Regulations for Handling Complaints Against Members of the Police Department to eliminate ambiguities, clarify certain procedures, and make the process more efficient.
Mental Health Response	The PRC is looking into how the Police Department responds to mental health crises and coordinates with the City's mental health services.

Cumbersome Business Practices

Animal Care Services: A dog license can be purchased at either at the Customer Service counter in Finance or at the Berkeley Animal Shelter. Customer Service uses FUND\$ software and the Animal Shelter uses Chameleon Software, which is specific to Animal Services. The result is all licenses must be double entered as the purchase of one license must be manually entered into both systems. . There is a technological solution to this cumbersome business practice and Finance and Animal Services will work with IT to purchase and implement an interface between the two software systems that will eliminating the need to manually enter dog licenses twice.

Budget Office. Currently, City departments at off-site locations print and hand deliver budget modifications to the Budget Office. In an effort to reduce cumbersome business practices and support sustainability, the **Budget Office** will establish a pilot project allowing City departments at off-site locations to submit budget modifications electronically. This will eliminate the need to print budget modifications and will save human and other resources from transporting pieces of paper. The pilot will include he Library Department, Police Department, Fire Department, and Planning Department. The pilot will be evaluated during FY 2015. If the pilot is successful the new practice will be expanded to include other City departments.

Code Enforcement Cumbersome practices regarding Taxi inspections can be improved to increase staff efficiency and productivity. Code Enforcement will work with Public Works to review, develop and update administrative processes that will streamline taxi inspections.

Police Review Commission PRC staff will work to streamline its investigative process to eliminate redundancies. Such changes will be effected by working with the Commission and the Berkeley Police Association to revise PRCregulations..

Working with Volunteers

Berkeley Animal Care Services' volunteers currently provide 450 hours a week of service at shelter. They walk dogs, comfort cats, socialize animals, photograph animals for the web and help with community outreach programs. The shelter also has "Youth Works" students and community service workers volunteering in the kennels.

The **Code Enforcement Unit** relies on citizens to voluntarily report violations that Code Enforcement can then follow up on. Code Enforcement takes the approach that community issues are best resolved through voluntary community cooperation and interaction.

Neighborhood Services coordinates UC Berkeley student volunteers and various civic minded volunteer groups to make environmental improvements and clean up parks, median strips, tree wells, and planter islands graffiti on public property. The primary volunteer efforts coordinated by Neighborhood Services are Berkeley Project Days held in October and March. These projects typically include U.C. Berkeley students, local residents, business owners, visitors, service groups, faith-based organizations, student groups not affiliated with UC Berkeley, special interest groups, non-profits and clubs.

Sustainability Practices

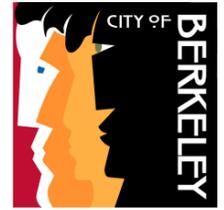
From the City Manager's Office, the Deputy City Manager leads the city-wide Sustainability Working Group (SWG) to advance implementation of environmentally sustainable practices in all municipal operations. In FY14, the SWG implemented a new, required Environmental Sustainability section for all council reports to ensure that sustainable practices are integrated into staff work. The SWG also developed an annual process for nominations of staff for an annual award ceremony to encourage the development and implementation of environmentally sustainable practices and environmental leadership at all levels of the organization. The SWG also implemented the inclusion of sustainability practices into this Work Plan.

The **Berkeley Animal Care Services Shelter now** follows best practices provided by the UC Davis Shelter Medicine Program. The shelter uses a cleaning product, Accel, that not only cleans and disinfects better than other products, but it is environmentally sustainable and EcoLogo certified. This product does not require rinsing, thus reducing water use at the shelter.

Code Enforcement will reduce its use of cars by walking or biking to inspections that occur within a quarter mile of 2180 Milvia and by consolidating field trips by vehicles. The unit is also decreasing the amount of paper it uses increasing the use of electronic files.

The **Police Review Commission** will seek to reduce the number of communications printed on paper and use electronic communications instead. These communications include agenda packets, notices required in various stages of the investigative process, etc.

**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 Board

Elmwood Business Improvement District Board

Telegraph Business Improvement District Board

North Shattuck Business Improvement District Board

Solano Avenue Business Improvement District Advisory Board

Tourism 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% and employment by 5%. • Attract 5 new regionally-serving businesses that can attract shoppers to Berkeley and increase local tax revenue • Help promote new and existing auto dealerships, particularly the sale of alternative fuel efficient vehicles.
“Buy Local Berkeley”	<ul style="list-style-type: none"> • Attend meetings of the Buy Local Berkeley (BLB) Board • Continue to help fund and implement annual Holiday Promotional Campaign • Provision of staff support to help BLB develop greater internal capacity to become independent and self sustaining -- less dependent on City funds
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"> • Promote the emerging incubation and co-working entities that are now operating in Berkeley. Attract at least one new incubation or co-working facility to the City. • Increase the number of startup businesses located in Berkeley to 350 • Actively coordinate with the Director of the Skydeck Incubator/Accelerator to promote the Skydeck and Downtown Berkeley and the Berkeley Start-up Cluster as a regional center of innovation and entrepreneurship • Regularly attend meet-up and industry functions at the Skydeck and other local incubators/co-working spaces and use these venues as opportunities to introduce emerging technology start-ups to Berkeley’s innovation ecosystem • 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 • Attract a <i>TechShop</i> or equivalent ‘maker-space’ to Berkeley

Baseline Services	Description of Work / Service Deliverables
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 10%
Coordinate regularly with the commercial brokerage community	<ul style="list-style-type: none"> Convene at least one meeting with commercial brokers to discuss current market conditions, new economic development initiatives, strategies for vacancy reduction and Locateinberkeley.com website
Continue promotion of Berkeley's local bioscience cluster through 'Berkeley/Emeryville Bio' – a marketing initiative in partnership with City of Emeryville	<ul style="list-style-type: none"> Continue to coordinate with key stakeholders including bioscience companies, research entities, property owners of laboratory spaces, and commercial real estate brokers to support regional 'brand' recognition Continue hosting cluster meet-up events on a quarterly basis in Berkeley and Emeryville in coordination with East Bay Biomedical Manufacturing Network, Bay Bio and other supporting partners Attend the <i>2014 BIO International Convention</i> in San Diego and come back with 10 qualified business attraction leads. Support the creation of an additional bioscience incubation space in West Berkeley Continue working with BayBio to bring more attention to Berkeley and East Bay bioscience industries

Baseline Services	Description of Work / Service Deliverables
Data collection and analysis	<ul style="list-style-type: none"> • Provide technical assistance (data, mapping, City process, etc.) to any potential and existing property and business owners who need such assistance • Produce two annual economic development reports and two economic development workshops for the City Council. These reports and updates may contain a range of analyses including: <ul style="list-style-type: none"> - retail sales tax trends; - assessment of labor market trends; - commercial district vacancy inventories; - cluster analyses for key industry sectors such as bioscience, food production/processing and green energy; - monitoring of business trends by neighborhood/district • Conduct specialized economic development reports and analyses as needed • Work with students from the Haas Business School to produce reports on the feasibility of proposed or potential Berkeley development projects
Creation of Economic Impact Reports, designed to evaluate economic impacts of proposed projects	<ul style="list-style-type: none"> • Generate a minimum of 2 Economic Impact Reports on high value retail or development projects
Targeted green business outreach and assistance	<ul style="list-style-type: none"> • Provide contract administration and support for contract with the County of Alameda to help certify 30 new “green business” certifications • Work with the East Bay Environmental Network (EBEN) to accelerate CO2 reduction projects of Berkeley companies who are large energy users and key employers • Participate in all Green Corridor Steering Committee and Principal’s meetings
Manage theVisitBerkeley.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

Oversee reauthorization and implementation of the Tourism Business Improvement District	<ul style="list-style-type: none"> • Produce and manage all relevant Council Reports and contract documents
Staff the Loan Administration Board and Implement the City's Revolving Loan Program (RLF) to assist local businesses in accessing financing	<ul style="list-style-type: none"> • Execute a minimum of 4 business loans • Oversee contract with underwriting contractor • File all regular necessary paperwork and reports with the U.S. Economic Development Administration
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 to support efforts to improved public spaces and infrastructure
Participation on East Bay EDA's Economic Development Director's Council	<ul style="list-style-type: none"> • The Manager of Economic Development will attend 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 and the City's place in the regional economy: its clusters of green and clean-tech businesses, bioscience, food, arts and advanced manufacturing. Also, its hospitality industry 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
Work interdepartmentally to support efforts to improve business	<ul style="list-style-type: none"> • Coordinate with the IT and Finance Departments on the implementation of new software that will assist in processing business licenses • Communicate with Berkeley business leaders and the

Special Projects	Description of Work / Service Deliverables
licensing and other permitting processes that affect local business development and growth	broader business community regarding improvements in City permitting procedures as they are implemented and available
Explore use of 'micro-documentaries' as a promotional tool on the internet and social media	<ul style="list-style-type: none"> • Find funding and help produce at least one micro documentary that can highlight the specific industry sectors and innovation assets that exist in Berkeley

Neighborhood Economic Development (2.50 FTE)

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

Baseline Services	Description of Work / Service Deliverables
Staff coordination with business and commercial district organizations	<ul style="list-style-type: none"> • Attend and participate in all meetings of Business Improvement District Boards • Attend and participate in all meetings of merchant associations that hold regular meetings such as the University Avenue Association, the Adeline Merchant Association and the Sacramento Merchant Association • Attend and participate in meetings of the Berkeley Chamber of Commerce Government Affairs Committee • Attend and Participate in meetings with the following business organizations as may be appropriate and helpful: <ul style="list-style-type: none"> ○ Buy Local Berkeley ○ Berkeley Business District Network ○ VisitBerkeley.org ○ West Berkeley Design Loop
District-based Festival Promotions	<ul style="list-style-type: none"> • Provide guidance as needed to assist district-based promotional events • Provide marketing support for the Juneteenth festival
Business Improvement Districts: Staff support, Council updates and contract administration for the following BIDs:	<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 • Provide special assistance to the new Elmwood BID during their first year start-up phase

Baseline Services	Description of Work / Service Deliverables
<ul style="list-style-type: none"> - Downtown - North Shattuck - Telegraph - Elmwood - Solano - Tourism 	<ul style="list-style-type: none"> • Work with and assist the Telegraph BID as they implement their new joint cleanup and ambassador services with the DBA and Block by Block • Begin discussion with the Telegraph BID and the University to develop new strategies for future expansion of their organizational capacity

Special Projects	Description of Work / Service Deliverables
Implement a retail attraction strategy for Telegraph Avenue in coordination with the Telegraph BID	<ul style="list-style-type: none"> • Maintain updated list of key vacancies and development sites • Work with developers, property owners, the University and other relevant parties to promote business and development opportunities in the area using information generated in OED's recent economic analysis of the Telegraph district
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 • Help implement new branding and PR strategies for the BSC in close coordination with our BSC partners (Skydeck, DBA, U.C. Berkeley and the Chamber of Commerce) • Capture 10 new and emerging spin-out in the BSC area (within 5 blocks of Campus)
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"> • Conduct a detailed economic analysis of the Lorin District and develop a set of recommendations that clarify market strengths and that support (or identify new) marketing/branding efforts • Working closely with the Planning Department, identify potential policy directions that support economic development of the district • Provide staff support to the Adeline and Sacramento Merchant Associations and continue to attend all regular meetings • Track and assist in implementing on the new <i>Sacramento Street Action Plan</i> that was developed with participation of area businesses, community members and key City staff in 2013/2014 • Work closely with the Neighborhood Services and the Public Works and Parks Departments to coordinate

Special Projects	Description of Work / Service Deliverables
	maintenance strategies for the Adeline Corridor <ul style="list-style-type: none"> • Continue implementation of new branding and marketing programs for both the Adeline and Sacramento commercial districts • If the Chancellor’s Grant application for installation of healthy foods in South Berkeley liquor stores, assist in implementing it in coordination with staff from HHCS, LifeLong Medical Care the Ecology Center and other community partners.
Engage and provide support to emerging leadership of new commercial district organizations	<ul style="list-style-type: none"> • These organizations include the West Berkeley Design loop, the South 4th District, and the Gilman Hub between San Pablo and 9th Street

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, partially funding by Hewlett Foundation.

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 contracts as appropriate

Special Projects	Description of Work / Service Deliverables
Downtown Public Art Project	<ul style="list-style-type: none"> • Work with the Public Art Committee of the Civic Arts Commission and the Downtown Berkeley Association to identify an opportunity to commission/purchase a significant public art piece in Downtown Berkeley in the BART Plaza area.
South Berkeley Public Art Plan	<ul style="list-style-type: none"> • Work with the Civic Arts Commission, the Planning Department and the Public Works Department to develop a Public Art Plan for the Adeline Corridor • Work with the Public Art Committee of the Civic Arts Commission and the Adeline/Lorin District Merchants to leverage Public Art funds to commission/purchase a significant public art piece on public property along the Adeline Corridor in South Berkeley
Telegraph Public Art Plan	<ul style="list-style-type: none"> • Work with the Civic Arts Commission, the Planning Department and the Public Works Department to develop a Public Art Plan for the blocks of Telegraph Avenue immediately south of campus
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"> • Continued coordination of the art selection process for <i>60 boxes</i>, a joint project of the Earth Island Institute and the City to install public art on Downtown Utility boxes
Art in the Window's Project – South Berkeley	<ul style="list-style-type: none"> • Work with property owners along the Adeline and Sacramento Corridors to implement an 'art in the windows' project in at least 3 vacant storefronts.

Maintenance of Ohlone Art Mural	<ul style="list-style-type: none"> • Devise and implement an anti- graffiti strategy to protect this mural now that the restoration by the artist has been completed
Grants	<ul style="list-style-type: none"> • Partner with the KALA Art Institute on application for an NEA <i>Our Town</i> Grant focused on the San Pablo Corridor and, if funded, assist in specific aspects of implementation. • Partner with the Earth Island Institute to securing additional funds to place art on additional utility boxes around the City
Other Partnerships	<ul style="list-style-type: none"> • Participate with the Berkeley Unified School District on the <i>Any Given Child</i> Initiative of the Kennedy Center • Participate in the Sustain Arts <i>National Mapping Study</i> of the Harvard Center for Non-profit Organizing

Cumbersome Business Practices

1. *Business Improvement District Administration:* OED will establish timelines for renewing the two types of business improvement districts (BIDs) that we administer, designate a departmental lead to coordinate the Council Report process, and ask the leadership of the various BIDs to prepare annual reports earlier in the year. This set of actions should reduce the workload in both OED and the City Clerk’s Office and allow earlier submission of Council Reports.
2. *Coordination between OED and Planning:* OED looks forward to renewing monthly meetings with the new Land Use Planning Manager in the Planning Department once they are hired. These meetings will provide an chance for staff to share information and become aware of new business and development projects as they are being planned and going through the entitlement process. These meetings will help anticipate and solve potential problems before they occur and improve the overall quality of customer service for the business.

Working with Volunteers

OED intends to work with volunteers in several capacities in FY2015. Staff will:

- engage U.C. Students from the Haas Business School and the Department of City and Regional Planning on at least two projects;
- work with a variety of neighborhood business and community volunteer leadership to assist in planning neighborhood revitalization and promotional efforts;
- continue using volunteers to assist to help market art events through flyering and email trees;
- continue using volunteers on selection panels for various public art projects;
- continue to actively coordinate with U.C. Students and Neighborhood Services and Public Works staff to implement Berkeley Project Day cleanup efforts along the Adeline and Sacramento Corridors. This effort could be further leveraged through looping in volunteers from other groups including the Community Energy Services Corporation and LifeLong Medical Care.

Sustainability Practices

Promotion of Green/Clean Business Clusters: OED will continue to engage with local and regional initiatives to promote our region’s clean and green business clusters. Staff will continue to support the Green Corridor partnership as appropriate.

Green Branding Initiatives: OED will seek ways to support and deepen green ‘branding’ initiatives that several Berkeley commercial districts have begun to explore. An emerging green business cluster is emerging at Sacramento and Ashby and the West Berkeley Design Loop is actively promoting many green, sustainable and locally produced products. Staff will continue to work with these groups, and others as appropriate, to assist in developing promotional strategies that use sustainability as a valuable marketing advantage.

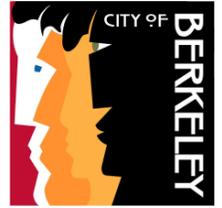
Green Business Certifications: OED will continue to contract with the County to facilitate green certifications of local businesses.

Promotion of Green Development Strategies: OED will promote green development strategies to developers in the early stages of planning their projects. Such strategies include LEED certification, transit-oriented siting, provision of green services to tenants such as car share and transit passes, etc.

Use of Sustainable Art Materials: The Civic Arts program staff will work with the Public Art Committee to promote the use of sustainable materials used in future public art projects, as well as their maintenance.

Participation in East Bay Environmental Network: OED will continue to work with and support the East Bay Environmental Network (EBEN), an organization that includes companies that are the City’s largest energy users and who are seeking to reduce their carbon footprint.

**FINANCE DEPARTMENT
(43 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 Collections Division (12 FTE)

General Services Division (6 FTE)

Accounting Division (7 FTE) and Accounts Payable Division (3 FTE)

Customer Service Counter (6 FTE) and Treasury Division (3 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 2014/2015:

1. Develop and implement revenue-generating ideas that will result in an increase in the General Fund's revenue base by at least \$400,000 in FY 2015 focusing on:
 - Unlicensed businesses.
 - License businesses under-paying the amount due.
 - Expanding the Use Tax Program to other organizations (Alta Bates, Bayer Corp., etc.).
 - Increasing revenue-generating resources and skills.
2. Become more effective in collecting delinquent amounts due the City.
3. Enhance lockbox services, and implement an improved web payment system to enable citizens to make any payment to the City via the web.
4. Complete the Comprehensive Annual Financial Report (CAFR) by November 30th.
5. Implement City Auditor's Business License Tax audit recommendations.
6. Perform Utility Users Tax audits of telecommunications service providers.
7. Implement City Auditor's PRW Cash Handling audit recommendations.

Office of the Director (6 FTE)

Baseline Services	Description of Work/Service Deliverables
Manage Investment Portfolios	<ul style="list-style-type: none"> • Manage the City’s approximately \$200 million investment portfolio. • Manage the \$27 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 & Bond Management	<ul style="list-style-type: none"> • Manage the issuance of the City’s long-term debt. • Manage Tax and Revenue Anticipation Note Issue, along with the CALPERS prepayment, if applicable. • Prepare the Council reports and ordinances for the City’s general obligation bonds and special taxes.
Audits & Performance Measures	<ul style="list-style-type: none"> • Assist in the development of departmental work plans and performance measures.
Financial Reporting	<ul style="list-style-type: none"> • Perform quality control reviews of the City’s Comprehensive Annual Financial Report (CAFR). • Review of CAFRs for GFOA.
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/track council reports. • All payroll 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. • Manage Public Records Act responses in CRM. • Attend County-wide AFOG meetings. • Obtain continuing professional education, in order to maintain the CPA and CPFO licenses. • Begin succession planning.

Baseline Services	Description of Work/Service Deliverables
<p>Revenue Collection Manager, Treasury Division— Baseline Functions</p>	<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. • Perform verification audits of UUT Telecommunications service providers.
<p>Revenue Development Supervisor/Specialist –Baseline Functions</p>	<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. • Provides or assists in providing cash handling training to other Departments’ staff. • Provides back up support for the oversight of the Customer Service counter. • Supervise collection of delinquent accounts receivable. • To evaluate and improve City-wide collection efforts. • Collect and pursue delinquent account collection.

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 testing for various major fixed assets of the City. • Conduct bi-annual training with department coordinators for disposal of assets.
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. • Assumes management responsibilities of A-Team Finance Section Chief in the EOC. • Assists the Director of Finance in managing the banking contract.

Special Projects	Description of Work/Service Deliverables
<p>Systems Accountant – Special Projects</p>	<ul style="list-style-type: none"> • Banking System Improvement Project – assess and provide more efficient feature(s) including more user-friendly reporting to City staff in these areas: credit card merchant services, general banking and City employee credit card purchase banking service. • Payment card industry compliance – coordinates between Information Technology and City Management for the mandated PCI compliance validation which is on-going in nature; coordinate payment card industry training as required. • Project lead for Online Payment – more bills can be paid by Berkeley customers via the internet. New online projects are: Planning-building permits, Rent Board registration and Finance-Business License renewal payment. • Franchise Tax Board business license project - Participate in the data exchange program. During agreement renewal period, assist the Director in coordinating the signing of the Franchise Tax Board agreement to obtain data for the business license secure data exchange program. • Develop Administrative Regulation (AR) for processing and handling of payment (credit and debit) cards. • FUNDS\$ security user access project – pilot on developing a glossary of functions for the Cash Receipts module; identify incompatible duties and test user access. • Succession Planning – work with identified staff for knowledge transfer, documentation and training.
<p>Revenue Collection Manager, Revenue Collection Division – Special Projects</p>	<ul style="list-style-type: none"> • Participate in new business license software selection and implementation to train staff and to generate reports for revenue audits. • Complete a process for tracking the collection of return checks, and to revisit the possibility of scheduling cash handling training. • Coordinate with Wells Fargo Bank to coordinate credit card acceptance training. • Implement a city wide procedure to handle credit card chargeback and use the chargeback software. • Re-evaluate existing training manual and update the procedures for current practice and improvements being implemented. • Enable the city to accept ACH payments for various accounts and invoices. • Work with Planning department on how we can integrate the BL construction contractor requirement in sync with the issuance of Certificate of Occupancy. • Audit professional business licenses declaration of gross receipts for possible additional BL assessments.

Revenue Collection (12 FTE)

Baseline Services	Description of Work/Service Deliverables
Billing & Collections	<ul style="list-style-type: none"> • Perform billing services for various city departments (bill fees, process account adjustments, apply penalties, process service changes): <ul style="list-style-type: none"> ○ Bill approximately 1,100 Zero Waste Commercial accounts quarterly; ○ Bill approximately 5,600 Zero Waste Residential accounts quarterly; ○ Bill approximately 3,000 Zero Waste multi-residential accounts quarterly; ○ Bill approximately 12,600 Zero Waste Residential accounts annually via the property tax bill; ○ Bill approximately 200 Zero Waste Transfer station credit accounts monthly; ○ Process all Zero Waste work orders (start service, stop service, service changes); ○ Bill approximately 400 Dog licenses monthly; (includes managing quarantine and rabies vaccine information); ○ Bill approximately 1,025 Health/Tobacco permits annually; ○ Bill approximately 450 Annual Hazardous Material Permit annually and penalize accounts according to resolution; Bill approximately 10 accounts for hourly fees (hourly, hazardous materials inspection fees monthly); ○ Bill approximately 315 customers per month for annual fire inspection fees and penalize accounts according to resolution; ○ Bill approximately 15 false alarm fees per month; ○ Bill approximately 5,800 property owners annually for Residential Housing Safety Program fees; Bill approximately 2,500 property owners 1st late penalties and approximately 1,500 property owners 2nd late penalties; ○ Bill approximately 100 property owners monthly for Rental Housing Safety inspections; ○ Bill approximately 15 Utility Companies (& sub contractors) monthly for utility permit inspection fees; ○ Bill COB Leased properties monthly: 11 General leases; 15 Marina/Aquatic Park leases, and 13 Telegraph/Channing Mall leases; ○ Bill approximately 830-850 customers monthly for Marina berth rent; Bill approximately 150 Closed Marina Berth customers per month; ○ Bill mitigation agreements: Housing & Childcare, UC mitigation; ○ Bill approximately 260 property owners for Sidewalk repairs annually; Bill approximately 5 property owners per month for damage to City property; Bill 34 customers monthly for fueling at the City's Transfer Station; Bill all of the Public Work Grants as required; ○ Bill approximately 200 customers for Administrative citations

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> per month; ○ Bill BUSD annually for Clean Storm and property tax billing fees; Monthly for LVN services; ○ Collect on delinquent accounts (send letters, make phone calls, perform skip tracing, arrange payment plans); ○ Evaluate and recommend accounts for write-off; ○ Represent the City in Small Claims Court; ○ Recommend and attend Marina Lien Sales quarterly.
Invoice Administrative Citations	<ul style="list-style-type: none"> ● Invoice administrative citation payments weekly.
Annual Renewals	<ul style="list-style-type: none"> ● Mail Business License renewals (13,000). ● Process mail-in Business License renewals. ● Mail business license & loading zone stickers after renewal is processed and paid. ● Bill large non-profit organization Business License fee annually (based on building square footage). ● Process approximately 8,500 mail-in RPP renewals. ● Fulfill and mail out annual renewed RPP permits & 1 day RPP Visitor permit requests. ● Process RPP mail in payment in Xerox.
Permitting	<ul style="list-style-type: none"> ● Process and Issue permits: <ul style="list-style-type: none"> ○ Issue approximately 55 Taxi established permits; 125 Taxi (vehicle) permits and 200+ drivers permits; ○ Review company, driver, and vehicle insurance policies, driver DOJ checks, driver drug test results, driver DMV checks, and meter calibration checks; review and approve sales and transfers; maintain taxi company "Wait List"; respond to DOJ notifications from BPD regarding pending arrests and actions; ○ Issue Driver photo ID's; ○ Manage Taxi Scrip reimbursement to taxi drivers; manage Taxi Scrip replenishment; ○ Massage Establishment and Berkeley Massage Therapist, review DOJ background checks on owners and non-CAMTC therapists; review schools and hours of training; ○ Perform as Massage Establishment Hearing Officer; ○ Issue Street Vendor permits and vendor photo ID's (food carts and goods).
Annual Property Tax & Property Related Functions	<ul style="list-style-type: none"> ● Bill Possessory Interest accounts annually (tenants that lease COB property) \$329k/special tax/assessment funds. ● Prepare possessory interest report and submit to County Assessor; provide County Assessor with all new and/or changed leases. ● Bill escaped/supplemental special tax & assessments accounts

Baseline Services	Description of Work/Service Deliverables
	<p>after review and update of building permits, property cards, county records, etc.</p> <ul style="list-style-type: none"> • Add, update, and inactivate addresses. • Update taxable square footage from building plans projects, and GIS/aerial measurements. • Update Lot square footage from City and/or County records and using GIS maps/aerial. • 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.) (FY14 submission to County Auditor totaled \$78,395,088. • 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 and Seismic work refunds. • Process Low Income refunds related to special taxes (including BUSD), sewer fees, and UUT. • Process property tax, refuse, general billing, and Business License refund requests. • Research returned checks for subsidiary ledger accounts; reverse returned checks for business licenses. • Review & accept/reject Ambulance Fee Waiver claims; forward results to citizens and to Fire Department for final disposition.
Customer Service	<ul style="list-style-type: none"> • Respond to and process Lagan (311 Call Center) cases and questions for all of the above. • Support Customer Service Counter operations. • Process all New Business License Applications (mail and walk-in). • Schedule Appeals (business license and administrative citations, other). • Produce Street Vendor Lottery.
Public Records Act Requests	<ul style="list-style-type: none"> • Answer various Public Record Act (PRA) requests.
FUND\$ Module Leader	<ul style="list-style-type: none"> • Perform as Module Leader: <ul style="list-style-type: none"> ○ Miscellaneous Accounts Receivable ○ Customer Information (Garbage/Recycling) ○ Land Management ○ Business License ○ Tax & Assessment System
Leverage Technology Investments for	<ul style="list-style-type: none"> • Replace the business license software; implement on-line license renewals and citizen access modules.

Baseline Services	Description of Work/Service Deliverables
Better Collection & Customer Service	<ul style="list-style-type: none"> • Replace Police False Alarm (FA) billing system. Complete the Integration of Scale House (transfer station) software with billing system and improve bill presentment. • Implement Environmental Health software & integrate with billing system. • Implement Toxic's software & integrate with billing system. • Review and select new Refuse Billing Software. • Continue to improve route efficiencies by integrating RouteSmart software with the refuse system.

General Services (6 FTE)

Baseline Services	Description of Work/Service Deliverables
Purchasing Services	<ul style="list-style-type: none"> • Update purchasing manual constantly as needed and at least once a year perform a review of the manual. • Provide staff and City Council members with training on entering requisitions, and answer all 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. • Cost Savings--obtain competitive bids and conduct market research for the purchase of goods to ensure savings 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 all Ordinances and Resolutions are enforced including the no Arizona contracting requirement. Monitor and provide outreach to city staff to ensure they use Fair Trade products whenever possible. • Manage copier fleet by tracking copiers, their terms and 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 division will continue to review contract scopes; payment terms and make sure all the City contracting policies are enforced. Work with departments to ensure timely and appropriate execution of contracts. • Ensure that vendors are providing appropriate service level.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Conducts training for yearend closing, RFP/IFB, and the contracting process. • Conducts market research for sourcing of products for City departments. • Manage all citywide contract agreements that have multi-departmental scopes and services.
Public Records Act Requests	<ul style="list-style-type: none"> • Answer various public record act questions that deal with contracting and purchasing.
Contract Monitoring	<ul style="list-style-type: none"> • Manage all city-wide contracts such as the printing contract by ensuring quality of work, correct invoice pricing and settling of disputes. • Streamline contracting process working with both the Budget Office and Auditor's Office to limit duplication of efforts.
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. • Continue to analyze and set up contracts for the logistics section of the EOC, the emergency preparedness program where practicable.

Special Projects	Description of Work/Service Deliverables
Improving Purchasing Standards Citywide	<ul style="list-style-type: none"> • Training of city staff to write purchasing procedures, SOW or RFPs, and contracts.
E-Solicitation	<ul style="list-style-type: none"> • Research the possibility of having City bids uploaded on-line utilizing a third party vendor. Determine whether that will affect city solicitations, whether there is any negative cost to implementing it, and also how it would impact vendors that do not have access to computers.
Online Vendor Registration	<ul style="list-style-type: none"> • Start on-line vendor registration which will allow vendors to submit their applications electronically.
Surplus Return	<ul style="list-style-type: none"> • Re-write A.R. 3.5 to ensure the highest return for surplus items.
Print Reproduction Services	<ul style="list-style-type: none"> • Complete A.R. 1.5 to reflect current printing procedures Citywide.
Inventory	<ul style="list-style-type: none"> • Continue to track fleet vehicles including the purchase of vehicles to the disposal of vehicles.

Accounting Division (7 FTE) and Accounts Payable Division (3 FTE)

Baseline Services	Description of Work/Service Deliverables
Account	<ul style="list-style-type: none"> • Prepares and submits monthly closing reports to all users'

Baseline Services	Description of Work/Service Deliverables
Management	<p>departments within 10 work days of the end of the month.</p> <ul style="list-style-type: none"> • Prepares reconciliations for all City’s bank accounts and fiscal agent accounts. • Maintains subsidiary accounting ledgers and records for the City’s 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 the City’s general ledger and performs reconciliation of subsidiary ledgers. • Reviews and reconciles MR, OL and CX. • Maintains accounting chart of accounts. • Determines the year-end compensated absence balances. • Maintains books and records for the Redevelopment Successor Agency. • Prepares grant billings for LIHEAP and DOE. • Writes and submits the Safety Members Pension Fund (SMPF) council report and other various reports as assigned by the Director of Finance.
Auditing & Technical Assistance	<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 questioned costs. • Report 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

Baseline Services	Description of Work/Service Deliverables
	<p>General Fund cash flow analysis schedule for TRAN issuance.</p> <ul style="list-style-type: none"> • Research and technical assistance services, updating/writing account procedures and performance measures, completion of staff evaluations. • PBX phone project with Accounts Payable and IT.
Debt Management	<ul style="list-style-type: none"> • Maintains the records for all the City's long term debt issues, reviews and approves debt service payments.
Financial Reporting	<ul style="list-style-type: none"> • Prepare Annual Indirect Cost Allocation Report. • 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. • Unclaimed checks/escheated check project with State of California.
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 Care Program. • 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

Baseline Services	Description of Work/Service Deliverables
	<p>program.</p> <ul style="list-style-type: none"> • 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. • GO green with paperless PG&E billing and implement other electronic bills.

Special Projects	Description of Work/Service Deliverables
GASB #68 and 69 Implementation	<ul style="list-style-type: none"> • Governmental Accounting Standards Board Statement #66, 67, 70 in FY 2014. Government Accounting Standards Board Statement #68 and 69 in FY 2015.
Housing	<ul style="list-style-type: none"> • Obtain details of notes receivable from Housing department for reconciliation of general ledgers and subsidiary ledgers 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 fixed 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.
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)

Baseline Services	Description of Work/Service Deliverables
Payment Processing for Customer Walk-in & Drop Box	<ul style="list-style-type: none"> • Assist and process all walk-in and drop-in payments. • Process Business License Tax payments for current, new, and delinquent accounts using the Accela cashiering system. • Process payments for parking permits including merchant parking

Baseline Services	Description of Work/Service Deliverables
	<p>permits, and residential preferential parking using Xerox cashiering system.</p> <ul style="list-style-type: none"> • Process parking citation payments using Xerox cashiering system. • Process Misc. Receivables which includes Marina rentals, Refuse payments, RHSP, False Alarm, Fire Inspections, Administrative Citations, Environmental Health billings, PW Engineering invoices, Animal Shelter-Dog License fees and Vital Statistics Certificate fees using the FUNDS\$ system. • Process currency payments for booted vehicles and record updates on boot payments using Paylock software.
Provide Customer Service	<ul style="list-style-type: none"> • Answers customer inquiries regarding the general functions of all various City departments. • Directing citizens where they should go to get the assistance they need. • Sells Refuse bags. • Respond to and process Lagan (311 Call Center) cases under Finance-Counter Manager Que. • Improve customer waiting time by installation and design of the queuing system for managing customer transactions at the counter. • Improve customer experience by providing more information about City services on the monitors that will be installed in the Customer Service lobby. • Improve Customer Service lobby facilities to provide suitable accommodation for customers and business owners.
Customer Take-In Process	<ul style="list-style-type: none"> • Review and process Sewer Lateral Request for Engineering. • Process Administrative Citations for Code Enforcement. • Review and Process Birth and Death Certificate Applications. • Review Business License Applications for completion. • Process Dog Licenses and issuance of dog tags.
Parking Citation Administration	<ul style="list-style-type: none"> • Provides support for updating customer's records in the parking system. • Maintains records of community service agreements for Project 22. • Coordinates with Paylock for processing booted vehicles. • Maintains accounts for parking database. • Reviews and submits Administrative Request from Customers to Parking Citation Consultant. • Explains to customers the CA Vehicle code regarding contestation of parking citation and adjudication process.
Parking Permit Administration & Issuance	<ul style="list-style-type: none"> • Prepares all necessary resources including prints, permit inventory, forms, and staff training for Residential Preferential Parking Permits, Merchant Parking Permits, Senior Center Parking, and In-Home Care Permits. • Coordinate permit issuance completion with Berkeley Police and 311 for ticketing information and website updates.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Participate in City discussions relating to various parking permit policies and issues. • Coordinate with PW Transportation regarding RPP address eligibility. • Implement the new RPP Online Renewal System.
Cash Reconciliation	<ul style="list-style-type: none"> • Balance all cashing activity daily based on sub-ledger revenue reports to actual cash intake. • Prepares deposit bags for submission to Treasury. • Record returned checks for parking citations.

Treasury (3 FTE)

Baseline Services	Description of Work/Service Deliverables
Citywide Cashiering Center	<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. • Process payments and adjustments for the following bills: <ul style="list-style-type: none"> ○ Refuse, Commercial: (Approximately 4,800 customers); ○ Refuse, Residential: (Approximately 20,000 customers); ○ Refuse, Transfer Station; ○ Dog Licenses; ○ Permits (e.g. special events, health, tobacco, body art, etc.; ○ Fees (hourly/annual) hazardous materials, fire inspections, false alarms, Residential Housing Safety Program (annual fees and re-inspection fees), Utility Permit Inspection; ○ Leases: General, Marina, Aquatic Park, Telegraph/Channing Mall; ○ Marina Berth rentals; ○ Mitigation Agreements: Housing & Childcare, UC Mitigation; ○ Sidewalk repairs, damage to City property, outside fueling; ○ Public Works Grants. • Verifies and records daily online payments using the City contractor payment gateway for refuse payments. • Administers the transmission of payment records from multiple lockbox into the City’s financial system. <ul style="list-style-type: none"> ○ Accela ○ Xerox ○ BankUp • Monitors ACH payments to record incoming payment for various City receivables such as Grants, Measure B payments, and Mental Health State disbursements. • Administers the transmission of payment records from multiple lockbox into the City’s financial system. • Provides support for all departments with lockbox transmission to record cash receipt entries into City’s financial system. • Provides a monthly summary of all returned checks. • Develop the documentation of the full cycle of returned check process to ensure proper accountability and safeguard City revenue.
Baseline Services	Description of Work/Service Deliverables
Safeguarding City Funds	<ul style="list-style-type: none"> • Prepares daily record of Citywide deposits. • Account and release all deposit bags from the various departments. • Verifies and records daily online payments using the City contractor payment gateway. • Provides the accounting of all Treasury deposits and posting of cash receipt records into the financial system. • Records and provides a monthly summary of all returned checks.

	<ul style="list-style-type: none"> • Upon availability of resource, plays a major part in providing Citywide cash handling class and provides oversight of cash handling sites throughout the City. • Assumes responsibility of Cash Receipt Module Leader role. • Provides support for Citywide cash handling sites. • Provide guidelines for cash handlers on how to handle credit card transactions. • Develop chargeback monitoring process for risk prevention for credit card remittances. • Develop a monthly reconciliation of refuse lockbox transmission; Refuse online payments and Residential Preferential Parking Permit online payments.
<p>Provide Customer Service to Internal City Staff and External Customers</p>	<ul style="list-style-type: none"> • Responds to customer inquiries regarding payments submitted to the City. • Administers the petty cash reimbursements for City Employees and processes requests for replenishments. • Facilitates the replenishment of the Taxi Scrip Funds and Customer Service Unit change funds. • Respond to and process Lagan (311 Call Center) cases.

Cumbersome Business Practices:

Finance plans to partner with Information Technology, Finance and client departments to transition to paperless PG&E billing. The scope will include reconciling all existing account balances, developing procedures to receive electronic bills, perform validity checks, issue electronic payment from various budget codes and maintain records. The project will eliminate approximately 17,000 manual data entries annually (minimum of four data points for each of the approximately 350 meters each month). It will also improve the accuracy of payments and trend analysis and eliminate large volumes of paper billing and associated storage.

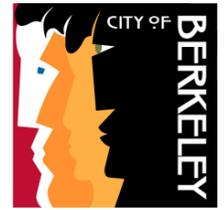
Working with Volunteers:

Finance will consider using volunteers to help filing business licenses; scanning renewals; maintaining various files such as: Taxi establishment files; taxi driver files; and related insurance forms; massage therapist files; Help Field Representatives with letters.

Sustainability Practices:

Several programs will each reduce consumption of paper products, including Online payments; E-Solicitation; implementing green purchasing; online vendor registration; and the ability to view bills online.

BERKELEY FIRE DEPARTMENT (140 FTE)



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 (10 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 (4 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 Suppression (75 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 the required training necessary to comply with local, county, state, and federal mandates.

Office of Emergency Services (4 FTE)

The Office of Emergency Services guides City policy and implements disaster preparedness and response programs, outreach and education, and regional collaboration planning.

Emergency Medical Services (44 FTE)

The Emergency Medical Services Division provides Advanced Life Support and staff paramedic transport ambulance units.

Commissions

Disaster and Fire Safety Commission

Mission Statement:

The Berkeley Fire Department protects life, property, and the environment through emergency response, prevention, and community preparedness.

Vision Statement:

The Berkeley Fire Department embraces public service and is recognized as a leader who responds effectively with well- trained and compassionate professionals

Value Statements:

Accountability: Knowing your job and taking ownership.

Dedication: Committing to the organization and the community.

Empowerment: Creating a culture that promotes safety, employee development, and community.

Service: Meeting the expectations of the community in a respectful way.

Teamwork: Working together while being open, clear, and honest with each other.

Trust: Maintaining an atmosphere that promotes honesty and integrity.

Goal 1: To ensure that the BFD is trained and organized to respond to any emergency.

- 1.1. To update the job classification and probationary task book requirements for all sworn classifications.
- 1.2. To conduct an assessment process for Fire Captain and Battalion Chief in FY2015.
- 1.3. To complete a hiring process for the January 2015 fire academy.

Goal 2: To effectively lead, manage, and develop the organization.

- 2.1. To implement a 360 evaluation program for all personnel.
- 2.2. To update and revise performance evaluation rating guidelines.
- 2.3. To maintain collaborative labor-management partnership and open communication

Goal 3: To develop a strong, sustainable and effective recruiting program.

- 3.1. To promote and attend recruitment seminars and job fairs.
- 3.2. To engage and partner the Berkeley Unified School District's fire science and EMS programs at the high school.
- 3.3. To engage and partner with local paramedic programs in preparation for the 2015 entry level recruitment process.

Goal 4: To protect life and property, and reduce dollar loss, through effective fire prevention, engineering, education, and enforcement practices.

- 4.1. To maintain and update the fire prevention records management system software and practices.
- 4.2. To train three shift fire inspectors in arson investigation and advanced fire inspection techniques.
- 4.3. To complete a fire response analysis to determine high fire incident areas of the City.

Goal 5: To enhance the delivery of Emergency Medical Services.

- 5.1. To implement pre-arrival instructions and Emergency Medical Dispatch program
- 5.2. To complete an EMS response analysis and develop EMS delivery plan to address increasing call volume.
- 5.3. To acquire replacement and additional ambulances to meet increasing demands for emergency medical calls and special events staffing.

Goal 6: To lead citywide disaster preparedness efforts.

- 6.1. To increase citizen preparedness by outreach events, expanding CERT training through academies and a mobile training vehicle, implementing a CERT volunteer program, and coordinating preparedness for vulnerable populations.
- 6.2. To increase City of Berkeley preparedness through modernization of the Emergency Operations Plan and Emergency Operations Center; and disaster response training to City staff.
- 6.3. To increase community participation in disaster preparedness incentive programs as the emergency cache program, roll-off dumpster program, and automatic gas shutoff program.

Goal 7: To manage the maintenance and replacement of infrastructure, and evaluate and implement new technology.

- 7.1. To acquire and implement new technology to improve operational effectiveness
- 7.2. To acquire new apparatus to replace Engines 3, Engine 4, and Engine 7.
- 7.3. To repair and/or remodel fire station 1 and 2 to address security and energy efficiency needs.

Goal 8: To increase community awareness and support of the Berkeley Fire Department.

- 8.1. To develop and implement a post-service survey program to measure customer satisfaction.
- 8.2. To increase fire department's capabilities for community outreach and public education through social media and City website.
- 8.3. To update the fire department webpage and information.

Goal 9: To develop and implement processes and systems to ensure efficient use of resources, financial accountability, and transparency.

- 9.1. To provide training on the City's accounting and budgeting procedures to all fire department employees
- 9.2. To apply for available federal and state grants to support the department's strategic goals.
- 9.3. To provide annual Measure GG reports to the Disaster and Fire Safety Commission.

The department will complete the following in the next fiscal year:

Eliminating Cumbersome Business Practices

The department will review and update fire inspection billing procedures to reduce the number of complaints and address updates with the 2014 Berkeley Fire Code.

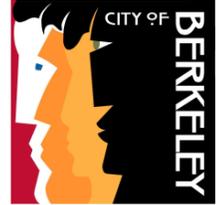
Working with Volunteers

The department will implement a volunteer CERT program. The program will allow use of volunteers to respond and lead other volunteers with CERT training and exercises.

Sustainability Practices

The department will reduce printing and associated delivery costs of departmental communications by changing its primary vehicle of department bulletins and communications to an electronic and digital format.

**DEPARTMENT OF HEALTH, HOUSING & COMMUNITY SERVICES
(166.82 FTE)**



Mission

The Department of Health, Housing & Community Services' mission is to enhance community life and support health and wellness for all. We are committed to social and environmental justice and to promote equity in health, housing and economic opportunity. We collaborate with community partners to build a vibrant and healthy Berkeley.

Our vision is a vibrant and healthy Berkeley for all.

The Department includes an administrative unit within the Director's Office and five operating divisions:

1. Office of the Director and Administrative Services (16.40 FTE)
2. Public Health Division (49.17 FTE)
3. Mental Health Division (50.20 FTE)
4. Environmental Health Division (13.96 FTE)
5. Housing and Community Services Division (15.25 FTE)
6. Aging Services Division (21.84 FTE)

Boards and Commissions

Community Health Commission
Mental Health Commission
Peace and Justice Commission
Commission on the Status of Women
Commission on Labor
Homeless Commission
Commission on Aging
Housing Advisory Commission
Human Welfare and Community Action Commission
Successor Agency Oversight Board
Joint Subcommittee on Sex Trafficking

OFFICE OF THE DIRECTOR AND ADMINISTRATIVE SERVICES (16.40 FTE)

The Office of the Director provides overall leadership and management to the Department of Health, Housing & Community Services. The critical work of the Director in FY15 will be to work with stakeholders to prioritize our work and fund those programs that most directly impact the health and wellbeing of the Berkeley community. The Department's fiscal and personnel activities are provided through the Office of the Director as is the strategic direction to the department.

Baseline Services	Description of Work/Service Deliverables
Budget and Administration	<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 Department 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, medical leave requests, 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. • Receive and report on realignment funds. • Monitor Mental Health Services Act (MHSA) funds. • Service over 200 existing loans from sources including CDBG, CalHFA, HOME, and General Fund. • 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 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
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; • Track all revenues due the Department through grant agreements. • 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. • Post all payments made to the Department.
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. • Plan and manage inter-departmental compliance related to the use, transmission, collection, or reporting of any patient-identifiable data or information in cooperation with the Departments of Police, Fire, Information Technology, Human Resources, City Attorney, and the City Manager.

Special Projects for Fiscal Year 2015

Project	Description of Work/Service Deliverables
Inclusion Project	Engage in a process of addressing culture, diversity and equity in order to identify and eliminate possible discriminatory behaviors and policies within our department.
Consolidation of Administrative functions throughout the Department	Continue to consolidate administrative and fiscal services into departmental unit to standardize and strengthen these functions. Examples include fleet management and the contract process.
Analysis of Targeted Case Management (TCM) and Medical Administrative Activities (MAA) across the Department	Comprehensive assessment of Targeted Case Management (TCM) and Medi-Cal Administrative Activities (MAA) across the Department to maximize revenue potential and leverage programs to best serve people newly eligible for Medi-Cal through expanded access under the Affordable Care Act.
Further Integrate Program and Financial staff participation in grants management	Expand partnership between program staff and financial staff in the monitoring and reporting of grant outcomes. Increase integration of program staff into the knowledge and responsibility of the financial aspects of programs and fiscal staff into the understanding of programmatic objectives and outcomes.

PUBLIC HEALTH DIVISION (49.17 FTE)

The Public Health Division is headed by the physician Health Officer, with the support of the Manager of Family Health and Nursing Services and two Health Services Supervisors. This senior management team oversees three public health sections, comprised of public health nurses, community outreach workers, health educators, program managers, health care providers, and other public health professionals. The mission of the Public Health Division is to protect and promote the health of the community and eliminate health inequities. The work of the Division includes providing programs, policies, and direct services for individuals, families, and their neighborhoods. Public Health works with City and community partners to create social, educational, and economic environments in which “the healthy choice is the easy choice” for all.

Administration and Special Services: Office of the Health Officer/Public Health Director

Baseline Services	Description of Work/Service Deliverables
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> • Provide management, supervision, and direction on programmatic and fiscal issues. • Represent the Public Health Division to partner agencies and the community. • Support development and implementation of Public Health Division priorities. • Maximize the leveraging of local funds to draw down federal matching dollars. • Optimize funding opportunities by collaborating with City partners, ensuring timely and accurate reporting, and identifying and pursuing appropriate new funding sources.
Commission Support	<ul style="list-style-type: none"> • Community Health Commission: Attend regular meetings of the Community Health Commission; Provide Public Health Division updates; • Provide physician health officer expertise/consultation as requested.
Health Officer Functions	<ul style="list-style-type: none"> • Take all necessary measures to control disease in the community, including measures such as isolation, quarantine, or declaration of public health emergencies. • Lead the response to local public health emergencies and disease outbreaks. • Direct 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. • Ensure registration of all vital events (births and deaths) in Berkeley.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Participate in the Bay Area Regional Health Inequities Initiative (BARHII), Association of Bay Area Health Officials (ABAHO), and the California Conference of Local Health Officers (CCLHO), representing the interests of the Berkeley Community. • Provide public health physician expertise on medical and health issues of interest to the City, including Council, City Manager, Community Health Commission, and members of the public.

Family Health and Nursing Services

Baseline Services	Description of Work/Service Deliverables
Field Services	<ul style="list-style-type: none"> • Home-based nursing assessment and case management for individuals and families with a focus on the underserved and underinsured; Nurse of the Day telephone service; and nursing surge capacity for the communicable disease and emergency preparedness programs.
Communicable Disease Control and Prevention	<ul style="list-style-type: none"> • Ensure Communicable Disease Control, Tuberculosis Control, and Sexually Transmitted Disease Control for the City. • Respond as appropriate to all communicable disease (CD) outbreaks and reports of CDs in Berkeley. • Control and prevent 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, providing community education and prevention information, and working closely with Berkeley’s health care providers and facilities. • Identify and manage tuberculosis (TB) infections and exposures. Prevent TB transmission by ensuring those with active TB complete treatment in accordance with state guidelines; perform contact investigations when TB exposure occurs; provide treatment for patients with latent TB infection who are without health insurance; and work closely with health care providers and neighboring public health jurisdictions to ensure appropriate TB care. • Monitor, report, and follow up on Sexually Transmitted Infections (STI’s) to ensure treatment of infected individuals and their partners, and to prevent the spread of disease. Collaborate and coordinate with State STD control branch and neighboring public health jurisdictions.

Childhood Health	<p>Support healthy childhood development through:</p> <ul style="list-style-type: none"> • Prenatal and postpartum services for pregnant women; • 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; • Childhood Health and Disability Prevention (CHDP) and Perinatal Services coordination via working with Berkeley health care providers to support comprehensive services; • Black Infant Health (BIH) program to improve perinatal health and birth outcomes and achieve health equity. <p>Support educational attainment through:</p> <ul style="list-style-type: none"> • Participation in 2020 Vision initiative with particular focus on newborn to 5 year-olds and pre-school age children; • Incorporation of educational attainment into baseline services; • School-Linked Health Services program and Healthy Schools collaborative.
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Clinical Services

Baseline Services	Description of Work/Service Deliverables
Youth Health Services	<p>Clinics at Berkeley High School (BHS) and Berkeley Technology Academy (B-Tech). Services include:</p> <ul style="list-style-type: none"> • First aid, reproductive and sexual health services, and medical care and insurance referrals; • Linkages to community based health and social services; • Health Education services providing comprehensive assessment and education regarding student health and wellness; • Peer education programs providing teen-to-teen information about healthy lifestyle choices, including the prevention of unplanned pregnancy and STI/HIV; healthy relationships; positive communication skills; and prevention of intimate partner violence; • Crisis and on-going Mental Health services provided on-site by HHCS Mental Health Division.
Ann Chandler Public Health Center Services	<p>Reproductive and Sexual Health Clinic providing:</p> <ul style="list-style-type: none"> • Confidential STI services in the context of comprehensive family planning services; • Birth control and reproductive life counseling; • Pap smears (cervical cancer prevention); • Hepatitis A, B and HPV vaccines; • Referrals to local and low-cost breast

	<p>screening/mammography services;</p> <ul style="list-style-type: none"> • HIV screening and prevention education; • Linkage/referrals to community and health services; • Referrals for assistance for victims of domestic violence; • Community outreach and presentations. <p>Immunization and TB testing services providing:</p> <ul style="list-style-type: none"> • Routine immunizations to adults and middle- and high-school age youth; • Tuberculosis screening and referrals for treatment; • Seasonal influenza vaccinations <p>WIC: Women, Infants and Children supplemental nutrition program, providing low-income families with:</p> <ul style="list-style-type: none"> • Nutrition education, food vouchers, and breastfeeding support.
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Operations, Epidemiology, Health Promotion and Preparedness

Baseline Services	Description of Work/Service Deliverables
Operations	<ul style="list-style-type: none"> • Provide fiscal, administrative, and clerical support to the Public Health Division. • Ensure effective coordination between the Public Health Division and HHCS Administrative/Fiscal unit. • Support the Division’s use of cost-effective approaches to public health work in order to ensure continued fiscal health and sustainability. • Support Public Health staff to deliver service directly to the community. • Provide a positive and welcoming initial contact with the public who call or come to the office.
Epidemiology and Evaluation	<ul style="list-style-type: none"> • Collect, analyze, and report public health data to assess health status and health inequities in our community. • Register all Vital Records (births and deaths) and maintain permanent record of these documents. • Perform communicable disease surveillance. • Prepare periodic reports, from single issue reports to the comprehensive 2013 Health Status Report. • Map, geo-code, and use non-traditional data sources (e.g. education, safety, grocery store locations) to contribute to a fuller understanding of community health status and provide the basis for program evaluation. • With program staff, complete program-specific evaluations in Tobacco control, Nutrition, and other programs.

Baseline Services	Description of Work/Service Deliverables
Health Promotion	<p>Work collaboratively with community residents and organizational partners to prevent and reduce chronic diseases and promote healthy communities. Program strategies include:</p> <ul style="list-style-type: none"> • Neighborhood outreach and health education. • Community norms change and individual behavior change. • Institutional and governmental policy change. • Building neighborhood capacity in areas and populations that are most vulnerable. • Empowering community members to develop, implement, and sustain practices that support health and community resilience. <p>Programs focus areas include:</p> <ul style="list-style-type: none"> • Tobacco prevention • Nutrition Education and Obesity Prevention • Lead Poisoning Prevention • Heart 2 Heart place-based hypertension and heart disease prevention program in South Berkeley, in collaboration with LifeLong Medical Care
Public Health Emergency Preparedness	<ul style="list-style-type: none"> • Plan for public health emergencies such as bioterrorism or pandemic influenza. • Plan for public health aspects of natural disasters such as earthquake, fire, or flood. • Ensure coordination with health care providers, clinics and hospitals on issues such as emergency surge capacity and distribution of medications or vaccines. • Build and maintain capacity of the HHCS Department Operations Center (DOC). • Through Measure GG funded initiative, collaborate with the Office of Emergency Services to improve disaster preparedness of vulnerable populations in Berkeley. • Through the Immunization Program, provide immunization resources to Berkeley health care providers and assess immunization rates among Berkeley preschool and school-age children.

Special Projects for Fiscal Year 2015

Project	Description of Work/Service Deliverables
Priority-Based Budgeting for FY16-17	<ul style="list-style-type: none"> Using 2013 Health Status Report as the foundation, and in consultation with Council and the Community, establish Public Health priorities for FY16-17. Use these priorities to develop the next biennial budget, giving funding priority to evidence-based interventions which address the identified health priorities.
Accreditation	<ul style="list-style-type: none"> Assess readiness and capacity for pursuing accreditation by the Public Health Accreditation Board. Develop feasibility plan for local health department accreditation.
Case Management	<ul style="list-style-type: none"> Re-evaluate and coordinate case management in PH and Aging Services, under direction of newly formed HHCS LGA; optimize use of TCM and MAA revenue streams.
Insurance and Service Hub	<ul style="list-style-type: none"> Develop central point of entry for assistance with health insurance enrollment and access to Division services.
Breathmobile	<ul style="list-style-type: none"> Work with BUSD to expand the presence of the “Breathmobile,” a non-profit mobile pediatric asthma clinic, in BUSD Elementary Schools and pre-schools.
Electronic Health Records: Meaningful Use	<ul style="list-style-type: none"> Continue to meet meaningful use criteria for electronic health record implementation, in order to qualify for federal financial incentives.
Affordable Care Act	<ul style="list-style-type: none"> On-going assessment of opportunities presented by the ACA and optimizing service delivery models at all PH clinics.
WIC collaborations	<ul style="list-style-type: none"> Build upon the success of WIC/Oral Health collaboration to identify opportunities for optimizing service to WIC families.
Heart 2 Heart (H2H) program evaluation	<ul style="list-style-type: none"> In collaboration with LifeLong Medical Care, perform formal qualitative and quantitative evaluation of program impact, to inform future program direction.
Smoke-free Multi-Unit Housing Ordinance Implementation	<ul style="list-style-type: none"> Work with property owners and residents of multi-unit housing to implement and enforce this new Berkeley ordinance. This includes outreach, education, and increased smoking cessation services. Enforcement in coordination with Code Enforcement unit of City Manager’s Office.
Electronic-cigarettes	<ul style="list-style-type: none"> Make recommendation to City Council for regulation of e-cigarettes in Berkeley

Tobacco sales near schools	<ul style="list-style-type: none"> Follow up on City Council request to restrict sale of flavored and menthol tobacco products near schools
HHCS Department Operations Center (DOC)	<ul style="list-style-type: none"> Train all members of the recently-formed HHCS DOC in Incident Command System (ICS) 100, 200, and 700.
Lead Poisoning Prevention	<ul style="list-style-type: none"> Assess resources, enforcement, and coordination with Environmental Health Division in order to optimize impact and effectiveness.

MENTAL HEALTH DIVISION (50.20 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.

Administration and System Development Services

Baseline Services	Description of Work/Service Deliverables
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> Provide management, supervision, and direction on programmatic and fiscal issues. Represent the Mental Health Division to partner agencies and the community. Support development and implementation of Mental Health Division priorities. Maximize appropriate revenue generation for services provided. Optimize funding opportunities by collaborating with City partners, ensuring timely and accurate reporting, and identifying and pursuing appropriate new funding sources.
Commission Support	<ul style="list-style-type: none"> 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.
Administration	<ul style="list-style-type: none"> Provide overall leadership and direction for division activities and services.
Mental Health Services Act (MHSA) Coordination	<ul style="list-style-type: none"> Lead the planning, implementation and reporting requirements for the various MHSA components and staffs the MHSA Advisory Committee.

Consumer Support	<ul style="list-style-type: none"> • Provide support and create opportunities for client wellness and recovery. • Develop and implement strategies to support overall Berkeley Mental Health (BMH) system of care in developing a wellness and recovery treatment orientation. • Advocate for Mental Health consumers.
Quality Assurance	<ul style="list-style-type: none"> • Investigate and analyze BMH practices to ensure compliance with State and Federal regulations and best-practices standards; • Investigate and follow up on complaints and incident reports.
Quality Improvement	<ul style="list-style-type: none"> • Develop, compile, and analyze outcome data for BMH to ensure programs are meeting performance benchmarks.
Compliance	<ul style="list-style-type: none"> • Assess 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, and adults consistent with program capacity and State of California regulations.
Family Advocacy	<ul style="list-style-type: none"> • Ensure that services are family-centered by providing information, support, education, and advocacy for family members of consumers as required under the MHSA.
Employment Services	<ul style="list-style-type: none"> • Provide educational, vocational, and employment activities designed to support client and families through resource coordination or linkage, skill-building, and employment planning.
Housing Services	<ul style="list-style-type: none"> • Work to support client's in obtaining and retaining housing and work to educate and support housing providers.
Diversity and Multicultural Services	<ul style="list-style-type: none"> • 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.

Crisis and Assessment Services

Baseline Services	Description of Work/Service Deliverables
Mobile Crisis Team (MCT)	<ul style="list-style-type: none"> • Provide field based crisis intervention services to persons in need throughout the communities of Berkeley and Albany. • Provide disaster and trauma related mental health services including incident debriefing services. • Provide consultation and assistance to public safety agencies, hospital emergency personnel, community agencies and citizens.

Baseline Services	Description of Work/Service Deliverables
Public Commons for Everyone Initiative (PCEI)/Homeless Outreach	<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. • 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. • Provide assistance with homeless persons to organizations who request it.
Crisis, Assessment & Triage (CAT)Team	<ul style="list-style-type: none"> • Provide system-wide triage, resource coordination, and access to the mental health services for residents of Albany and Berkeley. • Conduct primarily clinic based screening and assessment and provide information, referrals, and linkages to other services. Offer crisis intervention, prevention and early intervention activities, short-term treatment, and admission to more intensive service teams. To the extent possible, CAT conducts outreach, engagement, and community education activities designed to support the community's overall behavioral health.

Adult Outpatient Services

Baseline Services	Description of Work/Service Deliverables
Adult Services: Full Service Partnership	<ul style="list-style-type: none"> • Provide MHSA funded, highly intensive support services for up to 55 transitional aged youth and adults with severe mental illness who have been unserved or inappropriately served by the current system as evidenced by: frequent hospitalizations, crisis contacts, ER visits, contacts with criminal justice system and/or difficulty obtaining and maintain housing. The program maintains a low staff to client ratio which allows for frequent and intensive support services. The primary goals of the program are to engage clients in their treatment, reduce homelessness, hospitalizations and incarcerations and to increase stabilization, employment opportunities and self sufficiency.
Adult Intensive Services: Comprehensive Care Team	<ul style="list-style-type: none"> • Provide intensive mental health treatment for up to 150 adults suffering from severe and persistent mental illness which impairs their ability to function within the community and obtain and retain housing. Depending upon individualized need, supports for this level of service may include: rehabilitative mental health services,

Baseline Services	Description of Work/Service Deliverables
	medication support, crisis intervention, intensive case management, individual and group counseling/therapy and linkages to appropriate services such as medical/dental services, substance abuse recovery services and employment/education.
Adult Community Services: Medication Services	<ul style="list-style-type: none"> • Provide medication monitoring and, in some cases, less intensive behavioral health treatment for up to 150 adults in order to foster the greatest level of community integration and long-term functional improvement for individuals with serious mental illness who have stabilized and moved forward in their recovery.

Family, Youth and Children’s Services

Baseline Services	Description of Work/Service Deliverables
Outpatient Services	<ul style="list-style-type: none"> • Provide specialized Early and Periodic Screening, Diagnosis and Treatment (EPSDT) mental health services (0-21 years of age) including individual and family therapy, psychiatric medication management, psychological testing, care coordination for up to 60 children in Berkeley and Albany. • Clinical services are provided at the outpatient clinic (3282 Adeline Street), in school settings or in the community as needed or clinically indicated.
School-Based Services	<ul style="list-style-type: none"> • Coordinate and provide mental health services to Severely Emotional Disturbed (SED) students at 5 elementary and 3 middle school sites. • Coordinate and provide mental health services at Berkeley High School and Berkeley Technological Academy through its High School Health Center. • Provide individual, collateral and care coordination for referred ERMHS (Educationally Related Mental Health Services, formerly known as AB 3632). • Provide school-based consultation and training which may include case management, debriefing, and resource coordination.
Early Childhood Mental Health (0-5 Years)	<ul style="list-style-type: none"> • Provide consultation to teachers and parents at Berkeley Head Start programs. • Provide consultation to doctors and nurses at West Berkeley Medical Group.
Transition Age Youth	<ul style="list-style-type: none"> • The Transition to Independence Program serves up to 25 TAYs

Baseline Services	Description of Work/Service Deliverables
(TAY) Services (16-24 years)	<p>(16-24 years of age, uninsured and reside within Alameda County,) who are identified as Severely Emotionally disturbed (16-18 yrs.) or Severely Mentally Ill (18 years or older) and are homeless or at-risk of homelessness, experiencing difficulty re-entering the community from a residential/juvenile justice placement, aging out of the foster care or other social service system/placement. Services provided through a contract from Alameda County.</p> <ul style="list-style-type: none"> • Services, which are mostly community based, include intensive case management (with linkages to vocational training, housing, and or education), individual/family therapy, medication management, and peer counseling.

Special Projects for Fiscal Year 2015

Project	Description of Work/Service Deliverables
Mental Health Services Act (MHSA) Plan	<ul style="list-style-type: none"> • The division will lead a community-wide planning process to for a 3-year update to the MHSA program plan.
Analysis of Facilities	<ul style="list-style-type: none"> • The division will undertake an analysis of current facilities to optimize our service delivery.

ENVIRONMENTAL HEALTH DIVISION (13.96 FTE)

The Environmental Health Division is made up of health inspectors and support staff whose mission 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. The work is prioritized as follows 1) Response to imminent hazards that can lead to disease transmission (e.g. a report of food borne illness involving a restaurant or a sewer spill entering a creek, 2) Routine prevention inspections of permitted facilities 3) Complaints.

Administration and Special Services

Baseline Services	Description of Work/Service Deliverables
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> • Provide management, supervision, and direction on programmatic and fiscal issues. • Represent the Environmental Health Division to partner agencies and the community. • Maximize appropriate revenue generation for services provided.
Commission Support	<ul style="list-style-type: none"> • Peace and Justice Commission Support: 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. • Commission on the Status of Women: 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. • Joint Subcommittee on Sex Trafficking: Provide secretarial staff support to the Joint Subcommittee on Sex Trafficking including agenda and minute preparation, meeting coordination, processing of correspondence and preparation of City Council agenda items.
Special Services	<ul style="list-style-type: none"> • 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 of public special events. ○ Convene the City-wide Event Review Team to facilitate and streamline one-stop inter-departmental input, review and approval of various applicable permits. ○ Review evaluation and comparison (with other adjacent jurisdictions) of current Special Event fees.

Health Team

Baseline Services	Description of Work/Service Deliverables
Food Safety 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 food-borne disease outbreaks at restaurants, markets, bakeries and other retail food facilities. • Educate food facility owners, operators and kitchen staff about sound sanitary practices and enforce 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 a food facility. • Respond within 24 hours to reports of suspected foodborne illness associated with food facilities. • Respond 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 markets.
Food Handler Training	<ul style="list-style-type: none"> • Provide food safety training that prepares food handlers to take the mandated food safety certification exam. • Proctor a State-mandated food safety certification exam. 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 and bars. • Work with the Tobacco Prevention Program in the Public Health Division to educate tobacco retailers and other businesses about

Baseline Services	Description of Work/Service Deliverables
	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. • 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.
Body Art and Piercing Facility Program	<ul style="list-style-type: none"> • Permit and inspect Body Art and Piercing Facilities to prevent the spread of disease. • Register all body art practitioners. • Develop and collect notification forms from facilities that use a mechanical stud and clasp ear piercing device. • Conduct plan check for new facilities or remodeling of existing facilities. • Respond to complaints from the public.
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 overflows, food facility fires, power outages, product recalls, and food-borne illness complaints at food facilities to protect public health.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Coordinate with the Public Health Division 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.

Vector Team

Baseline Services	Description of Work/Service Deliverables
Property Inspection and Abatement Program	<ul style="list-style-type: none"> • Respond to complaints within 2 to 5 days 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. • Implement new procedures to abate recurring rodent control violations on vacant lots. • 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	<p>The rodent and insect control program is a prevention activity to reduce the potential of rodent borne disease. Services include:</p> <ul style="list-style-type: none"> • Provide inspection, enforcement and educational outreach to control rodents and nuisance insects. • Investigate infestation complaints and apply the least toxic approach first to abate the condition. • Track and map requests 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.
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.
Abandoned 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 within 2 to 5 days and require private

Baseline Services	Description of Work/Service Deliverables
	<p>property owners of abandoned or inoperable vehicles to comply with the BMC to prevent blight, rodent harborage, and potential drug activity.</p> <ul style="list-style-type: none"> The program includes an educational component but also uses court issued warrants to effect compliance.
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 within 2 to 5 days related to stormwater discharges associated with restaurants and ensure they are taking necessary precautions to minimize stormwater discharges.
Childhood Lead Poisoning Prevention	<ul style="list-style-type: none"> Assist Public Health with the investigation of elevated childhood lead cases.

Special Projects for Fiscal Year 2015

Project	Description of Work/Service Deliverables
Event Process Improvement	<ul style="list-style-type: none"> 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, best practices in event review and management, street-based mobile food trucks and streamlining public access to information on Special Event requirements, among other initiatives.
EnvisionConnect Field Development and Integration	<ul style="list-style-type: none"> Continue work with the IT Department on Phase II of EnvisionConnect implementation to a) use tablets to collect inspection data in the field, b) enhance integration between EnvisionConnect and the City's main financial system to improve efficiency and eliminate duplication.
Environmental Health Initiatives	<ul style="list-style-type: none"> Continue work on implementing the placarding of restaurants with a color placard, similar to Sacramento County's program, which provides the public with a summary of the most recent health inspection report through the use of a colored placard at the food facility entrance.

Project	Description of Work/Service Deliverables
FDA Retail Food Program Standards	<ul style="list-style-type: none"> Continue to work with Food and Drug Administration (FDA) Grant project to evaluate and improve the effectiveness of the retail food facility inspection program using the National Voluntary Retail Food Program Standards as a guide.
Food-borne Illness Reporting and Collaboration	<ul style="list-style-type: none"> Continue to work with the California Department of Public Health and the California Emerging Infections Program, FoodNet, on all food-borne illness complaints.

HOUSING AND COMMUNITY SERVICES DIVISION (15.25 FTE)

The Housing and Community Services Division works 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 Division’s work 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. The Division provides housing to disabled, homeless individuals and families, and assists Berkeley citizens in housing rehabilitation.

Administration and Special Services

Baseline Services	Description of Work/Service Deliverables
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> Provide management, supervision, and direction on programmatic and fiscal issues. Represent the Housing Services Division to partner agencies and the community. Support development and implementation of Housing Services Division priorities. Maximize appropriate revenue generation for services provided. Optimize funding opportunities by collaborating with City, state and federal partners, ensuring timely and accurate reporting, and identifying and pursuing appropriate new funding sources.
Commission Support	<ul style="list-style-type: none"> Commission on Labor: Prepare, post, and distribute 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 regarding labor and workforce issues. Homeless Commission: 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 3-6 times per year. Human Welfare and Community Action Commission (HWCAC): Ensure the Commission carries out its duties as the

Baseline Services	Description of Work/Service Deliverables
	<p>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.</p> <ul style="list-style-type: none"> • Housing Advisory Commission (HAC): Facilitate Housing Advisory Commission’s review of public services, housing services and community facility funding proposals. Provide recommendations to City Council on funding for projects applying to the City’s Housing Trust Fund (HTF). Provide recommendations to City Council on general housing policy. Act as the Appeals Body for Building Official Decisions. • Successor Agency Oversight Board: Work with the Redevelopment Successor Agency Oversight Board to guide the board during the initial four year transition period established by the Redevelopment Dissolution Act of 2011. Staff prepares agendas, minutes, reports to taxing agencies and the Department of Finance, prepares information on continuing obligations and financial needs of both the Successor Agency and Successor Housing Agency for Oversight Board review and approval. Obligations include bond repayments and housing monitoring for all affordable housing units assisted with redevelopment agency financing.
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. • Track all revenues due the Division through grant agreements. • Respond to audits completed by City Auditor and outside auditors.
Federal and State Regulatory Compliance	<ul style="list-style-type: none"> • Monitor Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Solutions Grant (ESG) funded projects both within city departments and at community agencies for compliance with: <ul style="list-style-type: none"> ○ National Environmental Policy Act (NEPA) and other environmental review requirements; ○ Davis-Bacon and Related Acts; ○ Section 3; ○ Section 504 and Americans with Disabilities Act; ○ Fair Housing and Equal Opportunity; ○ Affirmative Marketing; ○ Contracting and procurement practices; ○ OMB Circulars No. A-87 & A-133; ○ Uniform Relocation Act; ○ Lead-based Paint; ○ Long-term affordability of Housing;

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> ○ 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), biennial Community Action Plan, Mid-Year, Close-out, Information Survey, and Annual Reports. • Conduct new Analysis of Impediments to Fair Housing Choice and report progress to the Department of Housing and Urban Development (HUD) annually in the CAPER. • 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). • Prepare all necessary Environmental Reviews and carry out any tasks related to the City exercising its obligations as the Responsible Entity for National Environmental Policy Act (NEPA) compliance. • Manage communications with HUD.
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.

Community Programs

Baseline Services	Description of Work/Service Deliverables
Community Agency Programs	<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. In FY2015 major changes to the RFP process are expected related to the 2020 Vision and Homeless Centralized Intake/Assessment. • Amend and monitor 50+ community agency contracts. Act as Central Contracting Unit and manage contract preparation and payment for contracts for PRW. Process advances, quarterly payments, and program reports for contracts. • Process, execute and track contracts and sub-contracts. • Research and re-tool community agency contracts for FY16 to comply with new Office of Management & Budget (OMB) circular requirements. • Provide technical assistance to community agencies. • Manage online application and reporting system for community agency contracts. • Hold annual training for community agencies related to contract and other regulatory requirements.

Baseline Services	Description of Work/Service Deliverables
Homeless Programs	<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 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 Berkeley Police Department, Berkeley Mental Health, City Manager’s Office, and LifeLong Medical Care. • Winter Shelter Programs: Manage winter shelter programs with community agency partners including the 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. • Housing Retention Program: Administer rental subsidies for approximately 30 households at risk of eviction with up to \$1,500 in rental assistance. • Administer an ESG-funded Priority Home Partnership program to rapidly re-house approximately 76 individuals and families. Of these, approximately 66 will be literally homeless and 10 individuals or families will be at imminent risk of homelessness, seeking shelter, and do not have a current lease.
Community Facility Development	<ul style="list-style-type: none"> • Facilitate annual community facility funding process and manage community facility rehabilitation projects. This year’s projects include: <ul style="list-style-type: none"> ○ Bay Area Hispano Institute for Advancement (BAHIA) ○ Multi-Cultural Institute ○ James Kenney Recreation Center ○ Building Opportunities for Self-Sufficiency’s McKinley Transitional House for homeless families ○ Lifelong Medical Care’s Dental Clinic ○ Lifelong Medical Care’s Over 60 Health Clinic • Monitor marketing and leasing efforts by Ed Roberts Campus for empty space. • Complete permanent financing for Section 108 loan for Ed Roberts Campus.

Employment Programs

Baseline Services	Description of Work/Service Deliverables
	<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; ○ Prepare and process payroll documents for all youth enrollee interns, including youth workers in other city departments; ○ Job placement activities in other divisions and departments such as Public Health and the 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-around graffiti abatement jobs in partnership with Public Works for Transition Age Youth; ○ Year-around employment for youth through special projects such as the PG&E-YMCA Teen Center, East Bay Community Media and community mural projects; ○ Workplace skills training/workshops; ○ Resume workshops, and; ○ Worksite supervisor orientations. • Participate on regional and statewide workforce development planning committees. • Oversee local hiring policies by implementing the Community Workforce Agreement for publicly funded projects, and First Source ordinance and HUD Section 3 for public and privately funded projects. • Monitor workforce development community agency contracts.

Housing Services

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Underwrite and provide technical assistance to HTF funded projects including University Avenue Cooperative, William Byron Rumford Plaza, Harper Crossings, Berkeley Scattered Site Housing, Strawberry Creek Lodge and Grayson Street. Assist in researching, and applying for additional funding for development of new units and rehabilitation of existing units. • 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, Tax Credit Allocation Committee (TCAC), California

	<p>Housing and Community Development Department (HCD) and HUD.</p> <ul style="list-style-type: none"> • Ensure coordination and compliance with City, HUD, HCD and California Housing Finance Agency (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, promissory notes, deeds of trust, regulatory agreements and escrow instructions for review by City Attorney. • Coordinate with Planning department regarding zoning, use permit, building permit and environmental review issues. • Work with development team identified through an RFQ process to develop the Berkeley Way lot.
<p>Housing Trust Fund Monitoring</p>	<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. • Monitor for compliance with HUD, HCD or City requirements regarding tenant eligibility, rent levels or resale requirements for affordable ownership properties. • Recommend corrective actions for instances of noncompliance. • Work with Housing Code Enforcement 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 strengthen asset management capacity at all Berkeley developments. • Identify projects eligible for HTF funding and refer to development staff for evaluation as future HTF pipeline projects.
<p>Inclusionary Program</p>	<ul style="list-style-type: none"> • Monitor 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 regulatory 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. • Monitor units for compliance with affordability regulations and city housing and building codes. • Assist owners in inclusionary units with refinance or sale of their units.
<p>Senior/Disabled Home Rehabilitation Program</p>	<ul style="list-style-type: none"> • Provide rehabilitation loans to ten senior and disabled homeowners annually. • Work with Problem Properties team to address neighborhood nuisances caused by deteriorating homes and hoarding issues.

	<ul style="list-style-type: none"> • Work with HHCS Aging Services 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.
Condominium Conversion Mitigation Fee and Affordable Housing Mitigation Fee Administration	<ul style="list-style-type: none"> • Conduct analysis and prepare annual report to Council on Condominium Conversion Program. • Calculate the Affordable Housing Mitigation Fee for new rental projects and Condominium Conversion projects. • Negotiate and prepare City Conversion documents to implement the Condominium Conversion ordinance.

Special Projects for Fiscal Year 2015

Project	Description of Work/Service Deliverables
Measure E funded Emergency Services for severely physically disabled residents	<ul style="list-style-type: none"> • Evaluate program effectiveness and develop approaches to service preservation and enhancement.
Homeless Coordinated Intake/Assessment	<ul style="list-style-type: none"> • Utilize information from a public participation process started in FY2014 to implement recommendations regarding a new homeless services delivery system that incorporates Coordinated Intake/Assessment. This will include a workshop for City Council in the fall.
Community Agency Funding Process	<ul style="list-style-type: none"> • Support Parks Recreation and Waterfront staff in leading a process to realign contracts for agencies serving children and youth with the 2020 Vision. This will result in major changes to the RFP for children and youth services.
Community Facility Improvement Over-the-Counter Process	<ul style="list-style-type: none"> • We plan to evaluate the community interest in an over-the-counter community facility improvement application process, explore program design possibilities that will comply with funding source requirements and develop a small pilot program for implementation.
Contract Management	<ul style="list-style-type: none"> • Explore options for improving and coordinating contracting processes of the various divisions within the Department, including bringing all contracts into an online tracking system. Continue to improve online monitoring compliance system.

Project	Description of Work/Service Deliverables
HUD Consolidated Planning	<ul style="list-style-type: none"> Implement new online Consolidated Planning tool as required by HUD.
Contracts	<ul style="list-style-type: none"> Develop new policy and enter into leases with community agencies under contracts administered by the Division that occupy City property.
Employment	<ul style="list-style-type: none"> Revitalize partnership with UC Berkeley, which will provide funding for the summer Youth Employment program. Review all local hire policies including the 2011 Community Workforce Agreement and the First source Ordinance and federal requirements for employment of low-income residents and businesses to ensure compatibility and streamline compliance.
Inclusionary Program	<ul style="list-style-type: none"> Collaborate with Planning, City Attorney, advisory commissions and stakeholders on changes to the Inclusionary Housing Ordinance (ownership section, due to Sterling lawsuit).
Updates to Affordable Housing Mitigation Fees	<ul style="list-style-type: none"> Collaborate with Planning, City Attorney, advisory commissions and stakeholders on updates to the nexus studies, affordable housing mitigation/replacement fees and the demolition ordinance.
East Bay HOME Consortium	<ul style="list-style-type: none"> Collaborate with cities of Oakland and Richmond, and the Counties of Alameda and Contra Costa to develop coordinated compliance system and documentation for nonprofit housing developers working in our areas.
Legislative Analysis	<ul style="list-style-type: none"> Monitor state and federal legislative efforts to provide funding for affordable housing. Support Housing California, East Bay Housing Organizations, and California Housing Partnership in advocating for new permanent funding sources for affordable housing development and rehabilitation.
Historic Preservation	<ul style="list-style-type: none"> Complete community review and adoption of an updated programmatic agreement between the City of Berkeley, the State Historic Preservation Officer and the Advisory Council on Historic Preservation regarding historic properties affected by use of revenue from HUD Part 58 programs.

AGING SERVICES (21.84 FTE)

The Aging Services Division’s mission is to promoting a dignified, healthful quality of life for older adults by advocating for vital services, providing opportunities to develop meaningful fellowship, offering lifelong learning activities, recognizing the continued and varied accomplishments of older adults, and being an accessible and trusted community resource. Aging Services staff accomplishes this mission through programs providing social activities, lifelong learning, information and referral services, transportation

support, nutrition services, case management services, and opportunities for civic engagement through our volunteer programs.

Administration and Special Services

Baseline Services	Description of Work/Service Deliverables
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> • Provide management, supervision, and direction on programmatic and fiscal issues. • Represent the Mental Health Division to partner agencies and the community. • Support development and implementation of Mental Health Division priorities. • Maximize appropriate revenue generation for services provided. • Optimize funding opportunities by collaborating with City partners, ensuring timely and accurate reporting, and identifying and pursuing appropriate new funding sources. •
Commission Support	<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.

Senior Centers

Baseline Services	Description of Work/Service Deliverables
Senior Centers	<ul style="list-style-type: none"> • Operate two centers five days per week. Provide social services, educational programs, nutritional and transportation services and opportunities for social interactions. <ul style="list-style-type: none"> ○ North Berkeley Senior Center (NBSC): Serve on average 210 clients/day ○ South Berkeley Senior Center (SBSC): Serve on average 120 clients/day • Provide 8 to 10 community-wide special cultural events annually, including Black History Month celebrations, Mexican Independence celebrations, Gay Pride events, and holiday celebrations. • Provide information and assistance to seniors, including information about Medi-Cal and medical services through Medi-Cal Administrative Activities (MAA) services. • Organize social activities which include bingo, casino trips, pool room, game room, bridge club, and film clubs. • Produce monthly newsletter. • Provide a variety of Support Groups for seniors. • Provide support for caregivers of seniors, including support groups, education, information and assistance, and training.

Transportation	<p>Paratransit Program</p> <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. • Increase our paratransit customer service by adding South Berkeley Senior Center as a site for registration, approval and distribution of benefits. • 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. <p>Senior Transportation</p> <ul style="list-style-type: none"> • Provide transportation five days a week at both senior centers with a dedicated mini-bus. Transportation is provided to and from two Senior Centers each day, for educational and cultural trips, shopping excursions and personal errands. 75-100 seniors are served each month at each center.
Educational Services	<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, ballet, 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, disaster training, bullying, hoarding and personal safety.
Volunteer Management	<ul style="list-style-type: none"> • Recruit, orient, train, supervise and support over 200 volunteers annually to support senior services meal programs, education programs, special events, and front office greeting.
Facility Rentals	<ul style="list-style-type: none"> • 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.

Nutrition Services

Home Delivered Meals	<ul style="list-style-type: none"> • Operate Meals on Wheels Program: Deliver hot meals to homebound seniors four days a 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.
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Senior Center Nutrition Services	<ul style="list-style-type: none"> • Serve a hot meal at lunch time at both centers five days a week. <ul style="list-style-type: none"> ○ NBSC: Serves on average 100 meals/day ○ SBSC: Serves on average 40 meals/day • Administer Mercy Brown Bag Program <ul style="list-style-type: none"> ○ Distribute a total of 230 bags of groceries the 1st and 3rd Friday of each month. NBSC—91bags distributed twice each month. ○ SBSC—78 bags distributed twice each month. ○ Mabel Howard and Margaret Breland Housing – 41 bags distributed twice each month. ○ Volunteers – 20 bags distributed twice each month.
Volunteer Management	<ul style="list-style-type: none"> • Recruit, orient, train, supervise and support over 100 volunteers annually to support senior services meal programs.

Social Services

Case Management Services	<p>Case management includes services in home office; support, assessment, and evaluation for social service needs; and provision of support to resolve identified needs of participants through referral, follow-up and continued assessment.</p> <ul style="list-style-type: none"> • Provide outreach to: <ul style="list-style-type: none"> ○ Homebound seniors, and evaluate for social services needs and support resolution of identified needs of participants. ○ Seniors in need of support at North and South Berkeley Senior Centers through daily outstation hours. • Provide case management services in the following targeted populations: those at risk for negative outcomes (homeless seniors); frail elderly; those at risk of institutionalization.
Caregiver Services	<ul style="list-style-type: none"> • Provide training, education and support for caregivers of seniors.
Collaboration with Other City Services	<ul style="list-style-type: none"> • Support seniors enrolled in the Senior and Disabled Home Rehabilitation program. • Continue to work with the Neighborhood Services Team of the City Manager’s Office to support seniors with problematic property issues. • Partner with Housing and Community Services Division to provide Shelter Plus Care housing certificates and services to homeless seniors. • Partner with Berkeley Fire Department Emergency Medical Services by providing Injury Prevention interventions to seniors who have received emergency medical services. • Provide continued support and training to NBSC and SBSC Staff in the provision of Information and Assistance including housing information • Train NBSC and SBSC staff in the provision of support groups in our senior centers, including Caregiver Support, Bereavement Support, and Life Review/Autobiography.

Quality Assurance	<ul style="list-style-type: none"> • Manage implementation of Medi-Cal Services delivered through the Targeted Case Management (TCM) program and MediCal Administrative Activities (MAA), and ensure compliance with TCM/MAA guidelines.
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Special Projects for Fiscal Year 2015

Special Projects	Description of Work/Service Deliverables
Program Development	<ul style="list-style-type: none"> • Refine data collected by senior center registration system to fully represent seniors served by programs. • Organize a City Wide Senior Event Planning Committee to develop and implement two collaborative events serving seniors at NBSC and SBSC. • Increase programming at NBSC and SBSC to include weekend and evening programming for seniors. • Partner with Neighborhood Services Team in City Manager's office to develop efforts to support seniors with hoarding issues. • Coordinate case management in Aging Services and Public Health, under direction of newly formed HHCS Local Government Agency (LGA); optimize use of TCM and MAA revenue streams. • Develop measurable outcomes for Case Management services and implement system to measure effectiveness. • Increase vegetarian meals for Senior Nutrition Program. • Reinstigate salad bar option two days per week at the centers offering a meal option for 55-59 year olds that do not qualify for Area Agency on Aging funded nutrition programs.
Professional Development	<ul style="list-style-type: none"> • Schedule work retreat to develop strategies for Aging Services team to meet existing and new needs of seniors.
Volunteer Program	<ul style="list-style-type: none"> • Continue development of volunteer program through implementing volunteer orientations at South Berkeley Senior Center.
Outreach	<ul style="list-style-type: none"> • Develop marketing and outreach materials for Aging Services programs. • Design website materials to better meet the needs of seniors and caregivers. • Develop and implement outreach plan to community providers, senior housing, local churches and other senior-serving community organizations.
Operations	<ul style="list-style-type: none"> • Create Senior Center operations manual for employees. • Update emergency response plans at each center.

Eliminating Cumbersome Business Practices

BMH Adult Clinic currently has an involved multi-step process for conducting an intake and assessment of new consumers. This process, while flexible and intended to ensure good service, has been identified by staff as being difficult for potential consumers to navigate, requiring consumers to tell their experience multiple times, and not meeting industry standards for quickly triaging consumers to the right level of care. BMH Adult Clinic will redesign and implement best practices in adult mental health intake and assessment.

Currently the only avenue for community agency partners to access community facility improvement funding is through a once-a-year Request for Proposals process. An agency that identifies a need may have to wait as long as a year and a half for funding to be available for these relatively small projects. We propose to evaluate the community interest in an over-the-counter community facility improvement application process, explore program design possibilities that will comply with funding source requirements and develop a small pilot program for implementation.

Working with Volunteers

Formalize relationship with UC Berkeley School of Public Health “CalSTAPH” volunteers to provide assistance in communicable disease outbreaks, investigations, and response. Finalize MOU, HIPAA training, CalREDIE training, and new-volunteer orientation.

Standardize PH Division intern/volunteer training and practices, using Aging Services volunteer handbook as a guide.

Sustainability Practices

Reduce use of paper in Public Health clinics by moving to paperless billing and record-keeping, now that electronic record systems are in place.

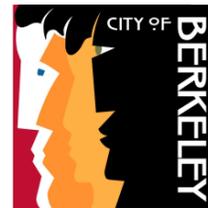
Reduce use of paper in Environmental Health division through deployment of field tablets during inspections.

Increase composting of food waste at North and South Berkeley Senior Center congregate meal program.

Repurpose used plastic delivery bags as dog waste bags for volunteers and seniors with pets.

Incorporate measures that promote energy efficiency into the community facilities RFP.

HUMAN RESOURCES (20 FTE)



Mission

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

Recruitment, Examination and Classification and Compensation

Employee and Retiree Benefits

Workers Compensation

Occupational Health and Safety

Equal Employment Opportunity and Diversity

Training and Organizational Development

Administrative Services

Employee Relations

Commissions

Personnel Board

Significant Accomplishments in Fiscal Year 2014

- ❑ Launched new “3 C’s” (Customer Service, One City Team, and Continuous Learning) Training Program designed to build upon the professional skills and knowledge of City staff. Nine new courses were established and two existing courses were updated.
- ❑ Conducted 12-module Management Skills Program for 17 managers and supervisors. Over 190 managers and supervisors have participating in this training since 2009.
- ❑ Created and delivered customized team-building workshops for various departments designed to strengthen group effectiveness.
- ❑ Evaluated and revised site-specific emergency evacuation procedures for each City office location, and conducted site-specific Area Safety Monitor training;
- ❑ Continued implementation of the Citywide Safety Initiative with the Safety Committee, which included administering and assessing the employee safety perception survey, safety suggestion boxes and the Committee’s evaluation of employee safety suggestions.
- ❑ Developed a Request for Proposal for new Occupational Health Services and selected a new clinic.
- ❑ Implemented revised Administrative Regulation 2.7 - Workers’ Compensation, including a fundamental change to reporting of a claim vs. and injury; and specific training for supervisors and managers.
- ❑ Conducted required Harassment Prevention Training for 325 supervisors and managers.
- ❑ Conducted Dependent Verification of all benefited employees who have a spouse/domestic partner and/or dependents enrolled in the City’s medical and/or dental plan in an effort to control medical and dental insurance costs.
- ❑ Implemented the provisions of the Affordable Care Act, including a positive benefits open enrollment that required all benefited employees to make their benefit elections for 2014 online.
- ❑ Assisted departments in achieving operational and organizational objectives by establishing or revising 15 job classifications, including Manager of Housing and Community Services, Assistant Building and Safety Manager, Building Plans Engineer, Revenue Development Supervisor, and Environmental Health Supervisor.
- ❑ Conducted full cycle recruitments and established 65 eligible lists in 2013, which is 6% more than in 2012. Developed and conducted 11 new exams for various

classifications in 2013 including performance exams for Parking Meter Maintenance Worker and Concrete Finisher, written exams for Assistant Management Analyst and Administrative Secretary, and an assessment center for Revenue Development Specialist II.

- ❑ Concluded negotiations for new three-year collective bargaining agreement with the Service Employees International Union Local 1021 (Community Services and Part-time Recreation Leaders).
- ❑ Prepared a Request for Proposal and selected firms to provide Chief Labor Negotiations services for upcoming collective bargaining with the City's labor organizations.

Core Activities:

The Human Resources Department provides 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:

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, the Unrepresented Employee Manual and the Personnel Rules and Regulations.
2. Advise 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, industry standards and best practices, conducts worksite inspections, and prepares 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

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. • Carry out comprehensive organizational and/or work unit studies 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.
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"> • Serve 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

Baseline Services	Description of Work/Service Deliverables
<p>Prepare and provide benefits information for employees including brochures, instructions and informational meetings.</p>	<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, Flexible Spending Account Plan and the Employee Assistance Program. • Coordinate long-term disability policy and claims, group and supplemental life insurance enrollment and claims, and CalPERS disability retirement requests. • 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

Baseline Services	Description of Work/Service Deliverables
<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

Baseline Services	Description of Work/Service Deliverables
Ensure compliance with Cal/OSHA mandated safety programs	<ul style="list-style-type: none"> • Revise all written safety programs, where necessary, to ensure current Cal/OSHA regulatory requirements are met. • Train all affected employees on any revisions to written safety programs.
Ensure hazardous conditions and hazardous work practices are identified and controlled/corrected	<ul style="list-style-type: none"> • Complete facility inspections that are focused on identifying and correcting hazardous conditions. • Complete Job Hazard Analyses (JHA's) to ensure hazardous work practices are identified, and then hazard mitigation measures are implemented.
Assist Departments with the introduction and implementation of new and revised safety programs, policies or procedures	<ul style="list-style-type: none"> • Chair the City-wide safety committee and participate in key department safety committees. • Ensure a robust safety training program introduces all new and revised safety programs to affected employees. • Ensure medical and health surveillance programs continue to meet minimum regulatory requirements. • Investigate reported deficiencies in safety program operations, follow up on proposed corrective actions and make recommendations for the elimination of deficiencies and/or violations. • Evaluate and modify loss control program components to ensure compliance with industry standards and regulatory requirements.
Ensure accident investigations provide actionable data to obtain desired outcomes	<ul style="list-style-type: none"> • Revise current incident investigations processes to obtain information that can be used for mitigation purposes. • Train supervisors to use the revised incident investigation form to uncover all causes impacting an incident. • Assist Departments in developing long-term safety hazard mitigation strategies based on incident investigations .

Equal Employment Opportunity and Diversity

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 break down 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; 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.

Baseline Services	Description of Work/Service Deliverables
<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; 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 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/EEOC/DFEH issues and workers' compensation attorneys regarding overlapping workers' compensation and disability issues. • Respond formally to employee's requests for reasonable accommodation as provided by Federal and State laws rules and regulations.

Training & Organizational Development

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 five 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	<ul style="list-style-type: none"> • Upon request, 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
Establish and maintain personnel payroll records for all City career, salaried and temporary employees using the SunGard Public Sector Payroll/Personnel system (FUND\$.)	<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. • Enter data 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 each career employee. • 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 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.
Track benefits	<ul style="list-style-type: none"> • Enter employees into BenefitBridge software for initiation 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.
Inform employees	<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

Baseline Services	Description of Work/Service Deliverables
<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 Authority (BCJPIA), which is a risk pool of 20 local public entities, for public liability coverage. Procure liability certificates of coverage from BCJPIA for City contracts and leases with external parties.

Projects in Fiscal Year 2015

Special Projects	Description of Work/Service Deliverables
Assist with Departments' reorganizational efforts	<ul style="list-style-type: none"> • Conduct job classification analyses in support of the reorganization in the Finance Department's Revenue Collection Division. • Study and prepare a new job classification in Health, Housing and Community Services that can be used as a promotional opportunity in Mental Health, Public Health and Aging Services.
Review and revise HR publications	<ul style="list-style-type: none"> • Develop a new Administrative Regulation establishing policies and procedures for the employment of Interns in City departments. • Prepare a Request for Proposal and select 3 vendors to provide temporary staffing assistance when necessary. • Prepare a new Administrative Regulation establishing a process and procedure for the HR Department to administer the use of temporary employment agency staff. • Revise Administrative Regulations 2.4 – Family Care Leave for compliance with 2014-15 changes. • Revise Administrative Regulation 2.13 – Drug and Alcohol Testing.
New training programs	<ul style="list-style-type: none"> • Continue rollout of new courses as part of the "3 C's" Citywide Training Program, and evaluate new programs to ensure meeting targeted learning objectives. • Continue to provide organizational development services to operating departments as requested.
Update the City's Equal Opportunity Plan.	<ul style="list-style-type: none"> • Update the City's Plan. • Assist with recruitment outreach efforts to maintain and increase a workforce that values and reflects diversity.
Contract Negotiations (6 Bargaining Units in FY 2015)	<ul style="list-style-type: none"> • Meet and confer with representatives of the Berkeley Police 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 IBEW Local 1245 on a successor Memorandum Agreement. • Meet and confer with representatives of the Berkeley Fire Fighters Association on a successor Memorandum Agreement. • Meet and confer with representatives of Local 1 on a successor Memorandum Agreement.
Employee Benefits	<ul style="list-style-type: none"> • Explore amending Miscellaneous Retiree Medical Plans to allow Medicare eligible retirees to enroll in non-group City plans. • Enhance voluntary benefits for the 2015 Open Enrollment. • Work with City Auditor's staff and department payroll staff to clarify workers' compensation procedures as they apply to payroll processing.

Special Projects	Description of Work/Service Deliverables
Employee Safety Improvements	<ul style="list-style-type: none"> • Continue implementation of the Citywide Safety Initiative to enhance and sustain a positive safety culture in the organization • Implement safety recommendations from the Bickmore Risk Services study for Police, Fire and Public Works Departments. • Implement field job activity observation as a means to avoid injury.
Implement Layoff Procedure (If necessary)	<ul style="list-style-type: none"> • Implement Layoff Procedure for Fiscal Year 2016 if necessary. 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.

Cumbersome Business Practices

1. Operating departments interview and select candidates for temporary and career positions, and the Human Resources Department arranges approvals and pre-employment checks prior to extending job offers. The approval and selection process involves the interaction of the Transactions and Personnel Services Divisions in the Human Resources Department, as well as a number of different forms. The objective in FY15 is to assess the forms and processes in order to avoid duplication and create a more efficient process within the Human Resources Department.
2. The Human Resources Department routinely responds to other agencies' salary and compensation surveys, which requires staff time to research MOU's for compensation and benefits practices and rates. In order to reduce staff time in responding to surveys and to provide detailed and useful information to other agencies and the public, we will prepare a comprehensive compensation matrix that will be posted on the Human Resources Department website.
3. The process for activating/inactivating employees' building access card keys will be transferred from the Public Works Department to the Human Resources Department. The objective in FY2015 will be to review the system and forms, and incorporate it into the HR Transactions Unit's new hire sign-up process.

Working with Volunteers

1. Upon the direction of the Emergency Operations Center, the Human Resources Department is responsible for the activation and staffing of an Emergency Volunteer Center in the event of a disaster. The Department has prepared an Emergency Volunteer Center Plan and staff have been trained to operate the Center if necessary. The Department will assist in the recruitment, screening, processing and deployment of volunteers in the event of a disaster.

2. The Human Resources Department will utilize its online job application system to recruit and process volunteers for operating departments as needed.

Sustainability Practices

The Human Resources Department receives 6,000 job applications each year and administers assembled written examinations for approximately 1,500 applicants seeking employment with the City.

1. Reduce Printing Job Applications. In 2008 the Department implemented a system that enabled applicants to apply for employment opportunities online using an electronic job application. This has reduced paper consumption in that applicants can submit applications, resumes, and other related materials electronically rather than printing and submitted paper hardcopies. It has also enabled the Department to correspond with job applicants by email rather than using paper-based mailers and letters. Both of these have significantly reduced paper consumption. At times, staff have printed applications for review, and our objective in the next year is to reduce printing of electronic applications and instead review the applications online to determine if job applicants are qualified for our positions, thus reducing the amount of paper used.
2. Reduce Printing Test Booklets. The Department administers written examinations as part of the Merit-Based Personnel System to determine the eligibility of job applicants' for employment opportunities. Typically after an examination has concluded, test booklets are destroyed. When the tests are administered in subsequent years the Department prints new test booklets. Our objective in FY 2015 is to retain test booklets that will be used again in the future and maintain a library of those tests so that it is not necessary to destroy and reprint as many test booklets in the future.

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



Mission

The Department of Information Technology (DoIT) provides cost-effective and environmentally sound technology solutions for all City departments, and connects Berkeley community members with City government via the 311 Customer Service Call Center and www.CityofBerkeley.info.

Office of the Director and Administrative Services (3 FTE)

Administration oversees budget and fiscal management, vendor negotiations, technology contracts for all departments, responses to Public Records Act requests, council items, audit reports, work plan prioritization, and overall staff management.

Customer Service & 311 Call Center (10 FTE)

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

Business Analysis & Portfolio Coordination (6 FTE)

Business Analysis & Portfolio Coordination helps each department maximize its return on technology investments by conducting workflow analysis, prioritizing needs, and implementing new systems to improve efficiency and performance measurement.

Programming (7.5 FTE)

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

Network Operations (11 FTE)

Network Operations provides security, engineering, support, and training for the City's overall technology infrastructure, including over 165 software systems, 1,500 desktop computers, laptops, and printers, and over 300 servers, routers, and switches that connect the City's 42 service locations. This unit provides 24x7 support for mission-critical systems, including public safety and the 911 dispatch center.

Commissions

None

Department of Information Technology

Baseline vs. Non-Baseline: *Baseline* services are included in the IT budget and reflect work to maintain the City's general technology infrastructure (including email, telephones, file servers, and Help Desk support). *Non-baseline* projects require new funding and aim to improve a specific business process; costs are funded by the sponsoring department. Once non-baseline projects are complete, associated maintenance usually becomes part of IT baseline services.

Performance Measure	FY 12	FY 13	FY 14 Projection
Calls Answered	80,158	83,134	86,459
Call Abandon Rate	9% (7,214)	9.98% (8,296)	6% (<i>Industry Benchmark</i>)
Online Service Requests	1,608	1,829	2,085
Community Emails*	9,861	8,777	8,000**
Total Interactions:	91,627	93,740	95,615
1 st Call Resolution**	48,562 (53%)	30,623 (35%)	50-75%
CRM Cases***	37,356	48,634	39,950

* 311 Call Center staff process emails sent to "customerservice@cityofberkeley.info"; as the online service center becomes more robust, a shift away from emails toward online service request submissions is projected.

** 1st Call Resolution refers to calls, online service requests, and emails resolved by 311 staff with a single customer contact, without routing a case to departmental specialists. In Fiscal year 2013, the 311 Call Center received several categories of calls for which the departmental electronic knowledgebase had not been finalized; as a result, 311 routed more cases to departmental specialists than projected or desired. 311 staff members have been working with these departments to help complete the electronic knowledgebase, so that 311 Staff can provide first-call resolution.

*** CRM Cases = Community Relationship Management cases, used to track interactions that require more than one customer contact.

Performance Measure	FY 12	FY 2013	FY 14 Projection
Calls Answered	13,101	14,476	15,923
1 st Call Resolution	78%	75%	75%
Call Abandon Rate	5.64%	5.13%	5%
Server Uptime	98.7%	99.999%	99.999% (<i>Industry Benchmark</i>)

Staff members in this unit are responsible for:

- Help Desk for 150+ Applications
- 3,000+ Workstations & Telephones
- 300+ Servers, Routers, & Switches
- 500+ Printers/Scanners/Copiers
- Network Security & Protection
- Field Services at 42 City locations
- 24 hour Police & Fire Support
- Department of Justice Network Testing & Documentation
- Backups & Records Retention

FY 2014 Non-Baseline Workplan: Major Accomplishments

□ City Clerk:

- Implemented paperless agenda tablets for City Council meetings.
- Assisted with Request for Proposals (RFP), evaluation, and selection of new agenda workflow system.

□ Finance:

- Implemented new occupational licensing system.
- In conjunction with the Police Department, implemented a new Parking Citation Management System.
- Assisted with the selection of a new Residential Parking Permit (RPP) system.
- In conjunction with Finance, attained PCI (Payment Card Industry) Compliance.

□ Fire:

- Upgraded network connectivity in all fire vehicles.
- Upgraded the Narcotics Vault System for Emergency Medical Services.
- Upgraded network connectivity at all seven fire stations, the Division of Training, and the fire warehouse.

□ Health, Housing, and Community Services:

- Assisted in implementation of time-tracking software for health practitioners and Aging Services management.
- Began analysis for new Targeted Case Management (TCM) software to support Public Health Nursing and Aging Services.
- Expanded functionality to Electronic Health Records (EHR) system to improve clinical follow-up at all Berkeley Health Clinics.

□ Parks, Recreation, and Waterfront:

- Selected and began implementation of new Marina Management System.
- Expanded online reservation system to include family and day camp programs.
- Expanded Tree Inventory software to include improved mapping and search capabilities.

□ Planning:

- Implemented customer queue management software at the Permit Service Center to provide performance metrics.
- Implemented a new software system to streamline zoning operations.
- Began analysis and implementation of new software to streamline permitting operations.

□ **Police:**

- Completed integration with the Alameda County Consolidated Records Information Management System (CRIMS) for improved data sharing across enforcement agencies.
- In conjunction with Finance, implemented new Parking Citation Management System.
- Upgraded network connectivity for Mobile Data Computers (MDCs) in all police vehicles.
- Tested, selected, and began pilot implementation testing of new data terminals for all Police vehicles.

□ **Public Works:**

- Implemented new work order and asset management software for sewer infrastructure.
- Launched mobile application for field crew to complete sewer inspections and work orders.
- Launched mobile software pilot (“SeeClickFix”) for community service requests through Community Relationship Management.
- Further integrated sewer, storm, and disability compliance calls into the City’s 311 Call Center and CRM system.

□ **Citywide / All Departments:**

- With Public Works, completed analysis and began construction to improve the energy efficiency, capacity, and emergency preparedness of data centers. Completed first phase of Voice over Internet Protocol (VoIP) implementation.
- Upgraded Citywide backup systems for core enterprise servers.
- Began network bandwidth upgrades at all 42 City locations, as well as operating system and core software upgrades on all City desktops.
- Continued expanding Community Relationship Management (CRM), Online Service Center, and 311 to support operations in all departments.

FY 2015 Non-Baseline Workplan: Major Projects

The following projects were prioritized in partnership with each City department, and are subject to staffing and budgetary constraints within each line-of-business workgroup.

- **City Clerk:**
 - Implement new agenda review software system.

- **City Manager's Office:**
 - Replace FUNDS\$ code enforcement system with new software.

- **Finance:**
 - Implement online renewals for occupational licensing via the City's website.
 - Expand online payments to include environmental health permits, building permits, and business license renewals, in accordance with Department of Finance analysis and prioritization.

- **Fire:**
 - Upgrade Mobile Data Computers (MDCs) in fire vehicles.
 - Launch online Community Emergency Response Training (CERT) program.
 - Implement Emergency Operations Center (EOC) software.

- **Health, Housing, and Community Services:**
 - Implement Targeted Case Management (TCM) software to support Public Health Nursing and Aging Services.
 - Build an interface between the Electronic Health Record (EHR) system and the California Immunization Registry (CAIR).

- **Parks, Recreation, and Waterfront:**
 - Implement asset management and work order system for City trees.
 - Complete implementation of sports leagues in recreation reservation system.
 - Expand online reservation system to additional picnic sites, bounce houses, and recreation programs.
 - Integrate routine Parks, Recreation, and Waterfront service requests into 311 Call Center and Community Relationship Management (CRM) system.

- **Planning:**
 - Implement a new software system to streamline the building permit process, including plan check, inspections, and online portal for applications.
 - Integrate routine Permit Service Center (PSC) services into Community Relationship Management (CRM) system.

- **Police:**
 - Upgrade 911 Computer Aided Dispatch (CAD) and Records Management System.
 - Upgrade Mobile Data Computers (MDCs) in police vehicles.
 - Implement new false alarm management system to reduce unnecessary calls for service.

- **Public Works:**
 - Expand work order and asset management system to include storm pipelines and City buildings/facilities.
 - Integrate engineering, streetlights, and facility maintenance into City's 311 Call Center and Community Relationship Management (CRM) system.
 - Expand mobile systems for asset management field inspections and reporting.

- **Citywide / All Departments:**
 - Implement online customer service metrics dashboard.
 - Complete implementation of Voice over Internet Protocol (VoIP) phone system, including call metrics dashboards and workflow analysis software for all departments.
 - Begin analysis for a new time-tracking/payroll system.
 - Complete energy efficiency, capacity, and emergency preparedness upgrades in data centers in cooperation with Public Works.
 - Continue expanding Community Relationship Management (CRM), Interactive Voice Response, Online Service Center, Online Payments, and 311 to support operations in all departments.
 - Complete network bandwidth upgrades at all 42 City locations.
 - Complete operating system and core software upgrades on all City desktops.

Eliminating Cumbersome Business Practices

In Fiscal Year 2014, the Department of Information Technology partnered with the Police Department and the Department of Finance to implement online Residential Parking Permit (RPP) renewals, eliminating the need for community members to visit City Hall or rely upon mail-in renewals. In Fiscal Year 2015, the Department of Information Technology will partner with the Department of Planning and Development, and the Department of Finance, to eliminate the need for community members to use mail services or walk-in services to renew occupational licensing or obtain routine permits; these services will be available online via the City's website.

Information Technology, Finance and various city departments will transition to paperless billing for PG&E. The project will eliminate nearly 17,000 manual data entries a year – a minimum of four data points for each of the approximately 350 meters billed

to the city every month. To make this happen, staff will reconcile all existing account balances, develop procedures to receive electronic bills, perform validity checks, issue electronic payment from various budget codes and maintain appropriate records. The project will also improve the accuracy of payments and trend analysis and eliminate large volumes of paper billing and associated storage.

Public Works, Information Technology, Finance and the City Attorney are working to implement a new web-based bidding system for Public Works that will significantly reduce staff time to advertise and bid projects, and improve tracking and reporting. The current process involves time-intensive and repetitive manual data entry, coding, and document uploading. This project is expected to reduce staff time for the bid process, reduce paper consumption and also provide easier access for potential bidders. The system is at no cost to the city.

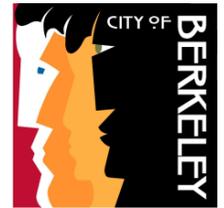
Working with Volunteers

Each year, the Department of Information Technology utilizes volunteer graduate student interns to help with a discrete technology project. In Fiscal2013-2014, student volunteers helped research and recommend best practices for quantifying unfunded liabilities related to technology infrastructure. In Fiscal2014-2015, volunteer graduate student interns will help develop data for and support the City's open data program.

Sustainability Practices

The Department of Information Technology's Sustainability Committee helps guide improvements each year. In addition to the Green Technology practices the department has been following for years (for example, proper e-wasting, computers preset with energy-saving settings, and shifting from physical to virtual servers), the committee helped achieve a 60% reduction in the use of paper within the 311 Call Center and spearheaded an effort to replace faucets throughout the office with low-flow valves (in cooperation with the Department of Public Works). In Fiscal Year 2015, the Department of Information Technology will complete a two-year project to shift all long-term back-ups from tape to the cloud, reducing the City's use of magnetic tapes (and their plastic casings) by approximately 80%.

PARKS RECREATION AND WATERFRONT (98.88 FTE)¹



Mission

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 - Administrative & Financial Services (8 FTE)

2020 Vision (1 FTE)

Capital Projects (2 FTE)

Recreation (28.88 FTE)

Marina (15 FTE)

Parks Operations (44 FTE)

Commissions

Children, Youth and Recreation Commission

Parks and Waterfront Commission

Youth Commission

¹ Does not include hourly positions (e.g., non-career) which are reflected in the FY 2014-15 Adopted Budget.

Office of the Director - Administrative & Financial Services (8 FTE)

This Unit provides overall direction, leadership and management of the department and its activities. Provides fiscal and administrative support to the Department's operating divisions in the areas of budget development and management, accounting and financial services, grants administration, personnel services and contract management.

Baseline Services	Scope of Work
Budget Development and Management	<ul style="list-style-type: none"> • Develop, prepare and administer the Department's annual operating budget; • Prepare the Department's biennial budget and mid-cycle updates; • Prepare and maintain annual 5-Year Financial Plans for the key Department funds; • Coordinate with the CM's Budget Office and the Finance Department on fiscal matters and budgeting strategies; • Provide technical assistance and make recommendations to the Director, the Division Managers, and program staff on funding opportunities and constraints and options to leverage existing funding; • Prepare all revenue and expenditure budget adjustments; and • Prepare and disseminate various financial reports to support both operations and the capital improvement program.
Accounting and Financial Services	<ul style="list-style-type: none"> • Maintain control of the Department's municipal accounting functions, including purchasing and payroll; • Complete all payroll data entry including • Process purchasing and accounts payable transactions which include preparing the divisions' requests for materials goods and services; • Process invoices for payments, including utility payments for various sites; • Prepare and process all financial transactions and adjusting journal entries; and • Provide support for all internal and external program and project audits.
Grants Administration and Management	<ul style="list-style-type: none"> • Assist program / operating staff in the development of budgets for external grant applications; • Prepare grant invoicing for submission to grantors; • Track all grant funds due and receive and deposit revenues; • Complete financial reports required by external funders; • Participate in and provide support during program and project audits;

Baseline Services	Scope of Work
	<ul style="list-style-type: none"> • Prepare write-offs for uncollectible amounts; and • Coordinate with the Finance Department on tracking all grants management activities.
Personnel Administration	<ul style="list-style-type: none"> • Oversee and coordinate the functions for the department including position control management, preparation of employee transactions, and enforcement of City Personnel Rules and Regulations; and • Provide support for operating divisions in workers compensation and disciplinary matters.
Contract Administration	<ul style="list-style-type: none"> • Develop and coordinate the Department's policies and procedures for processing revenue and expenditure contracts and subcontracts; • Process contract agreements and track status through to execution; • Review and process all service agreements; • Process all contract payments and maintain all contract documents; and • Provide technical assistance when needed.
Leases and Licenses	<ul style="list-style-type: none"> • Manage 35 licenses and leases at the Berkeley and at other sites in the City; negotiate agreements; monitor compliance with terms and provisions
Community Agency Contracts	<ul style="list-style-type: none"> • Manage 27 Community Agency contracts; provide technical assistance to contractors; monitor performance and deliverables

Special Projects	Scope of Work
Financial Planning	<ul style="list-style-type: none"> • Develop fund reserve policies for each of the key Department funds. • Work with the operating divisions to develop short- and long-term capital planning components for each key fund and incorporate into the 5-Year Financial Plans.
Capital Project Close-out	<ul style="list-style-type: none"> • Complete financial close-out of completed capital projects and inactivate in the financial system to prevent charging errors.
Cash Handling Review	<ul style="list-style-type: none"> • Work with the Finance Department and the City Auditor's staff on updating the Department's cash handling procedures and processes; and • Conduct training at various Department sites.
Grants Management	<ul style="list-style-type: none"> • Assess barriers to more timely grant billing and develop and implement new billings procedures; and • Revise and re-issue procedures to ensure tracking and follow-up on application and payment processes.

Special Projects	Scope of Work
Contracts Management	<ul style="list-style-type: none"> • Develop and implement updated training for management and program staff on processes and procedures; and • Develop contract tracking system for all expenditure and revenue contracts and special fee class contracts.

Goals	Scope of Work
Increase Budget Participation	<ul style="list-style-type: none"> • Develop budgeting tools to facilitate participation by division supervisory and program staff in the preparation and management of the Department’s budget.
Enhance Contract Monitoring	<ul style="list-style-type: none"> • Update Departmental contract monitoring procedures, complete a review of all open contracts, and develop enhanced tracking reports.

2020 Vision (1FTE)

One of Council’s higher priorities is the 2020 Vision for Berkeley’s Children and Youth, which is a strategic, community-wide effort to end the racial predictability of academic achievement in our public schools. Program staff represents the City of Berkeley on 2020 Vision planning, implementation, and evaluation activities. Staff also provides recommendations related to reporting outcomes, best practices, and training needs for City of Berkeley and City funded youth programs.

<u>Baseline Services</u>	<u>Scope of Work</u>
Process and Facilitation for 2020 Vision Planning Groups	<ul style="list-style-type: none"> • Represent City of Berkeley on 2020 Vision Design Team • Convene 2020 Vision College and Career Readiness Work Group
2020 Vision Work Plan Development Oversight and Implementation	<ul style="list-style-type: none"> • Coordinate and oversee implementation of multi-agency work plans for selected 2020 Vision indicators. <ul style="list-style-type: none"> ○ Convene Berkeley Alive and Free Coalition to continue joint efforts among youth providers to prevent violence, improve attendance, and improve academic outcomes for youth ○ Coordinate post-secondary success efforts, such as concurrent enrollment and early registration between partners at Berkeley High, BTEch and Berkeley City College. ○ Convene City Department Early Childhood Providers to improve coordination and service deliver to children and families. ○ Represent City of Berkeley on National League of Cities: Cities Advancing Post-Secondary Success Group ○ Oversee implementation of 2020 Vision College & Career Work Plan

Research, Data Management and Evaluation	<ul style="list-style-type: none"> • In partnership with IT, design and maintain a data management system to be utilized to keep track of progress on 2020 Vision Indicators • Research best evidence based practices that can inform the planning and design of the 2020 Vision related projects
Contract Management	<ul style="list-style-type: none"> • Execute contracts, support monitoring activities and provide technical assistance for community agency contracts for youth serving agencies • Coordinate community agency performance evaluation with third-party evaluator
Trainings	<ul style="list-style-type: none"> • Coordinate training and technical assistance opportunities for youth providers in order to improve program quality and further 2020 Vision goals. Trainings include: <ul style="list-style-type: none"> ○ Alive and Free Violence Prevention Trainings ○ College 101 Trainings for Advocates of Post-secondary success ○ Community Agency Contractors Technical Assistance Trainings on Evaluation and RFP Restructuring
<u>Goals</u>	<u>Scope of Work</u>
Development of Quality Assurance Program for Community Agency Contracts for Youth Serving Organizations	<ul style="list-style-type: none"> • Submit recommendations for refining RFP process and evaluating program quality of community agencies receiving City funding

Capital Projects Unit (2 FTE)

This unit oversees the Department’s Capital Improvement Program for the City’s parks, recreational facilities, camps and the waterfront. The work of this unit includes strategic planning, obtaining and managing grants, environmental review, public process, obtaining permits, project design and management, implementation, and construction. Capital Projects staff also coordinates projects with adjunct and regulatory agencies.

Planned park improvements focus on safety and accessibility at City parks and recreational facilities, including replacing deteriorated play equipment and safety surfacing, improving pathways, lighting, playing fields and ball courts, grading and drainage improvements, and other basic recreation infrastructure needs. Improvements at the City’s Marina focus on replacing aging infrastructure and facilities such as roads, parking facilities, restrooms and Marina docs.

Baseline Services	Scope of Work
Facility Planning	<ul style="list-style-type: none"> • CIP Budget Planning and Management • CIP Programming and Planning • Preparation of Cost Estimates • Preparation of Plans, Specifications and Bid Documents • Project Management • Public Process • Emergency CIP Projects • Needs Assessment • Safety and Accessibility Assessment • Intra-Departmental Coordination • Inter-Departmental Coordination and Consultation
Permitting	<ul style="list-style-type: none"> • Submitting permit applications and coordinating permit requirements with relevant regulatory agencies • Inter-Agency Coordination
Environmental Review	<ul style="list-style-type: none"> • Environmental review and public process for capital improvement projects
Construction	<ul style="list-style-type: none"> • Preparing and issuing requests for Proposals and Invitations to Bid • Manage bidding process and award of contracts • Contract Preparation and Management • Construction Management • Coordination with Regulatory Agencies
Accessibility and Safety	<ul style="list-style-type: none"> • Needs Assessment • Safety and Accessibility Assessment • Collaborate with City's Disability Program Coordinator
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 Presentations to Community Groups and Public Agencies
Miscellaneous Duties	<ul style="list-style-type: none"> • Prepare Grant Applications and Manage Grants • Support Community Fund-Raising • License Agreements

Special Projects	Scope of Work
Park Facility Improvements Planning and Design	<ul style="list-style-type: none"> • Bay Trail Extension – Seek grant funding for Segment Three • Bay Trail Extension—South Sailing Cove to Adventure Playground • Grove Park Tennis Court Renovation • James Kenney Park Play Area Renovation • John Hinkel Park Renovation • Virginia-McGee Totland Renovation
Parks Facility	<ul style="list-style-type: none"> • Ohlone Dog Park Grading and Drainage Improvements

Special Projects	Scope of Work
Improvements-- Construction	<ul style="list-style-type: none"> • Terrace View Park—Lower Terrace Renovation • Virginia-McGee Totland Renovation • Willard Park Tennis Court Renovation
Water Quality Improvements and Habitat Enhancement	<ul style="list-style-type: none"> • Aquatic Park Improvement Program – Phase I (Hydrology & Habitat) Environmental Review Process
Recreation Center Improvements	<ul style="list-style-type: none"> • James Kenney Community Center new doors and windows • Martin Luther King, Jr. Community Center new Teen Room
Resident Camp Facility Improvements	<ul style="list-style-type: none"> • Echo Lake Camp Snow Damage Repairs • Tuolumne Camp post-fire site stabilization
Echo Lake Camp	<ul style="list-style-type: none"> • Assess and repair leach field
Echo Lake Camp	<ul style="list-style-type: none"> • Pool renovation
Bay Trail Extension Staging Area at South Sailing Cove	<ul style="list-style-type: none"> • Complete plans • Apply for grant funding
South Sailing Cove— Cosco Busan-Funded Projects	<ul style="list-style-type: none"> • Manage the design and construction of new restroom, pier improvements, and piling replacements
Tuolumne Camp Master Development Plan	<ul style="list-style-type: none"> • Revise and complete Plan, environmental review, and seek Forest Service approval
Goals	• Scope of Work
Bay Trail Extension Landscaping	<ul style="list-style-type: none"> • Develop planting plan at new Bay Trail Extension
Improve Adventure Playground Infrastructure	<ul style="list-style-type: none"> • Research grants for renovation design
Marina ADA Accessibility	<ul style="list-style-type: none"> • Work towards bringing all pathways, piers, docks, restrooms and other Marina facilities up to current ADA guidelines
Marina Reforestation	<ul style="list-style-type: none"> • Develop comprehensive Reforestation Plan to replace aging trees and increase windbreaks

Recreation Division (28.88 FTE)

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 facilities and operates the City’s recreation centers, swimming pools and resident camps. 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
- Therapeutic Recreation programs
- Camp programs for youth and teens
- Campsites
- Pre K/Tots Programs
- Marina Recreation & Education Programs
- Special Events

Recreation/Administration (7 FTE)

Baseline Services	Scope of Work
Customer Service Counter and phones	<ul style="list-style-type: none"> • Answer questions, process reservations, registrations, payments, refer customers to resources, assist with online registration administration
Contract Management	<ul style="list-style-type: none"> • Manage contracts for improvement of programs and facilities
Pricing equipment and services	<ul style="list-style-type: none"> • Requesting quotes
Facility Use Permits	<ul style="list-style-type: none"> • Collect fees and issue permits for parks, pools, facilities
Field Permits	<ul style="list-style-type: none"> • Process payments and issue permits for sports field permits
Program registration	<ul style="list-style-type: none"> • Collect fees and program registrations for camps, youth programs, sports, pools
Special Event Permits	<ul style="list-style-type: none"> • Process payments and paperwork for special events
Accounts Receivable	<ul style="list-style-type: none"> • Collect fees, Reconcile payments and make deposits daily
Promotion	<ul style="list-style-type: none"> • Develop brochures, fliers, advertisements, website
Reports	<ul style="list-style-type: none"> • Generate reports needed for programs
Processing Refunds/Invoices	<ul style="list-style-type: none"> • Approving FNO24s and invoices
Records Retention	<ul style="list-style-type: none"> • Tracking records and following records retention policy
Mail	<ul style="list-style-type: none"> • Sorting and responding to mail
Emails	<ul style="list-style-type: none"> • Sorting and responding to email
Ordering Supplies	<ul style="list-style-type: none"> • Order office and copier supplies
Web Site	<ul style="list-style-type: none"> • Maintain and enhance website •

Goals	Scope of Work
Online registration for sports fields	<ul style="list-style-type: none"> • Work with IT to implement
Create comprehensive and	<ul style="list-style-type: none"> • Streamline marketing material development (flyers, website promotion, brochure development) • Create annual marketing plan and materials (to include programs

consistent marketing plan for all programs	and staff recruitment)
Maintain safe, clean, functional facilities and buildings	<ul style="list-style-type: none"> • Leverage resources and all available funding source to fund major maintenance and minor capital maintenance needs
Collaborate with local agencies on special events	<ul style="list-style-type: none"> • Participate in local special events like Sunday Streets, Family Fun Fest, and Ready to Learn Fun Fair
Align Programming with 2020 Vision	<ul style="list-style-type: none"> • Plan new programs with 2020 Vision focus • Add 2020 Vision components to ongoing programs • Train staff to implement programs with 2020 focus

Camps (2.13 FTE)

Baseline Services	Scope of Work
Echo Lake Youth Camp	<ul style="list-style-type: none"> • Facilities, recreational activities and meals for 150 youth over a 3 week period
Berkeley Sierra Family Camp	<ul style="list-style-type: none"> • Facilities, recreational activities and meals for 1,000 people over a 5 week period
50+ Camp	<ul style="list-style-type: none"> • Facilities, recreational activities and meals for 120 people over a 2 week period
Echo Lake Teen Camp	<ul style="list-style-type: none"> • Facilities, recreational activities and meals for 65 youth for a 3 day camp
Echo Lake Pre-K Family Camp	<ul style="list-style-type: none"> • Facilities, recreational activities and meals for 65 participants
Berkeley Day Camp	<ul style="list-style-type: none"> • Recreation activities for 1,300 youth during a 9-week period
Counselor-In-Training Program	<ul style="list-style-type: none"> • Train youth to be counselors (a total of 100 for the summer at Echo Lake and Day Camp)
Rentals	<ul style="list-style-type: none"> • Coordinate facility rentals at Echo
Maintain drinking water system	<ul style="list-style-type: none"> • Maintain drinking water quality, meet county requirements, test water and submit reports
Maintain pool	<ul style="list-style-type: none"> • Clean pool and maintain chemical balance, water levels, and circulation
Maintain tent cabins	<ul style="list-style-type: none"> • General construction
Maintain structures	<ul style="list-style-type: none"> • General construction
Maintain equipment	<ul style="list-style-type: none"> • Maintain and repair appliances, pumps, etc...
Administration	<ul style="list-style-type: none"> • Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits, reports
Capital Improvements	<ul style="list-style-type: none"> • Project Oversight
Special Projects	Scope of Work

Baseline Services	Scope of Work
Tuolumne Master Plan	<ul style="list-style-type: none"> • With consultant, design and get approvals for long term plan
Assess Options for Family Camp 2015	<ul style="list-style-type: none"> • Research camps and choose best option
Tuolumne Camp site cleanup	<ul style="list-style-type: none"> • Work with contractors and agencies to cleanup the site due to damage from the Rim Fire
Echo Lake Pool	<ul style="list-style-type: none"> • Renovate – new plaster, lights, skimmers
Echo Lake Leach Fields	<ul style="list-style-type: none"> • Assess and repair Echo Lake Camp leach fields
Goals	Scope of Work
Maintain relationship BTC Campers	<ul style="list-style-type: none"> • Communicate via website updates, meetings, focus groups, attendance at FOBTC events
Develop Environmental Education Program	<ul style="list-style-type: none"> • Continue developing curriculum and interpretive displays • Train staff

Recreation Centers/Playgrounds (7.5 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> • Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits
Program Registration	<ul style="list-style-type: none"> • Handle in-person and online registration and payments for all programs being run out of the Recreation Center
Facility Rental	<ul style="list-style-type: none"> • Coordinate facility rentals
After School Program for Elementary Age	<ul style="list-style-type: none"> • 160 elementary school students daily attend recreational and educational programs
After School Program for Middle School Age	<ul style="list-style-type: none"> • 30 middle school students daily attend recreational and educational programs
Therapeutic Recreation Program	<ul style="list-style-type: none"> • 12 elementary school students daily attend recreational and educational programs in the summer and 9 attend in the school year
Summer Camp for Elementary Age	<ul style="list-style-type: none"> • 180 elementary school students daily attend recreational and educational programs
Summer Camp for Middle School Age	<ul style="list-style-type: none"> • 100 middle school students daily attend programs focusing on personal empowerment and life skills
Specialty Classes	<ul style="list-style-type: none"> • Offer classes like Karate Kids Club, Young Divas (girls group), Boys to Men (boys group), West African Drumming/Dancing
Drop-in Programs	<ul style="list-style-type: none"> • Offer drop-in programs including: Volleyball, Basketball, Table Tennis, Game Room, Family Gym, Weight Room, Computer Room

Baseline Services	Scope of Work
Recreation Center Special Events	<ul style="list-style-type: none"> Coordinate special events with attendance ranging from 25 - 250: Family Game Night, Karate Tournament, Tots Winter Carnival, Haunted House, Community Yard Sale, Dance Extravaganza
City-wide Special Events	<ul style="list-style-type: none"> Coordinate city-wide special events with attendance ranging from 100 - 1,500 including: Pumpkin Patch Dash, July 4th Picnic, Spring Egg Hunt
Summer Lunch Program	<ul style="list-style-type: none"> Eight sites host a free Summer Lunch Program which serves 800 lunches per day to youth under 18 years
Summer Playground Program	<ul style="list-style-type: none"> Recreational programs offered at four sites for 200 youth daily

Goals	Scope of Work
Create programs and classes for James Kenney Weight Room	<ul style="list-style-type: none"> Design and implement programs to utilize the new equipment in the Weight Room Recruit specially trained part-time fitness staff to assist in expanding programs.
Increase scope of special events	<ul style="list-style-type: none"> Develop variety and increase attendance at Recreation Center and Citywide Special events
Increase participation at afterschool programs	<ul style="list-style-type: none"> Respond to community demand for more spaces in afterschool programs by hiring more staff to increase program capacity
Increase use of ACTIVE Online Registration System	<ul style="list-style-type: none"> Expand staff training related to use of ACTIVE reports in daily programming
Formalize Volunteer Program	<ul style="list-style-type: none"> Develop systemized recruitment, tracking, and informational materials

Fee Classes (.75 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> Planning, reports, contracts with Fee Class Instructors
Promotion	<ul style="list-style-type: none"> Designing and distributing fliers and ads, outreach at fairs and events
Recruiting Fee Class Instructors	<ul style="list-style-type: none"> Researching and recruiting new classes and instructors
Youth Classes	<ul style="list-style-type: none"> Classes are offered by contracted instructors and include: Fencing, Karate, Music Together, Animation
Teen Classes	<ul style="list-style-type: none"> Classes are offered by contracted instructors and include: Karate, Babysitting, Digital Film Making
Adult Classes	<ul style="list-style-type: none"> Classes are offered by contracted instructors and include: Yoga, Painting, Hoop Dance, Karate, Zumba, Dog Training, Brazilian Dance
Special Projects	Scope of Work
Revenue/Expense Tracking	<ul style="list-style-type: none"> Developed a spreadsheet to track revenue/expenses

Create Fee Class Manual	<ul style="list-style-type: none"> Research local Fee Class Programs and create Fee Class Manual
Goals	Scope of Work
Continue to expand Fee Classes	<ul style="list-style-type: none"> Recruit new instructors and increase revenue
Offer more certification classes	<ul style="list-style-type: none"> Recruit instructors to offer training in certification classes: Certified Pool Instructor, First Aid, CPR, etc.

Aquatics (2.5 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits
Monitoring Pool Chemicals	<ul style="list-style-type: none"> Check levels daily and make adjustments as needed
Pool Maintenance	<ul style="list-style-type: none"> Keep filters, valves, heaters maintained
Custodial	<ul style="list-style-type: none"> Keep locker rooms and pool facility clean
Front Counter Support	<ul style="list-style-type: none"> Customer service including registering people for classes and collecting money
Training	<ul style="list-style-type: none"> Participate in Red Cross Training to keep required certificates current.
Drop-in Classes	<ul style="list-style-type: none"> Classes include: Guard Start, Diving, Arthritis
Swim Lessons	<ul style="list-style-type: none"> Instructors teach public and private lessons
Drop-in Programs	<ul style="list-style-type: none"> Programs include: lap swim, public swim, family swim, disable swim, and quiet swim
Coached Programs	<ul style="list-style-type: none"> Programs include: Masters, Barracudas, Stroke Techniques
Tiny Tots	<ul style="list-style-type: none"> Programs include: Pre-natal, Parent and Tots, Tot Time
Pool Rentals	<ul style="list-style-type: none"> Includes: Summer schools and Birthday Parties
Camps	<ul style="list-style-type: none"> Spring and Summer Aquatics Day Camps
Special Events	<ul style="list-style-type: none"> Includes: Triathlon, Derby Day, Dive-in Movies
School Based Programs	<ul style="list-style-type: none"> Includes: Every Kid 2 Swim

Sports (4 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits
After School Sports Program	<ul style="list-style-type: none"> Instructional After School Sports Program serves 180 youth daily at 11 BUSD elementary schools
Elementary Sports	<ul style="list-style-type: none"> Leagues are coordinated and refereed by City Staff - Flag

Baseline Services	Scope of Work
Leagues with BUSD	Football, Basketball, Soccer - 90 youth for fall season
Elementary Sports Leagues with public	<ul style="list-style-type: none"> Leagues are coordinated, refereed and some teams are coached by City Staff - Flag Football
Twilight Basketball League	<ul style="list-style-type: none"> League are coordinated, refereed and some teams are coached by City Staff - Basketball - 255 youth in summer and winter league
Youth Baseball Program	<ul style="list-style-type: none"> Summer baseball league coordinated and refereed by City Staff - 300 in the summer league
Youth and Adult Tennis	<ul style="list-style-type: none"> City Staff teach lessons - 315 participants per year
Youth Tennis Team	<ul style="list-style-type: none"> Youth Sports League - 35 youth participants per year
Adult Sports Special Events	<ul style="list-style-type: none"> Staff coordinate Tennis Tournaments with an average of 60 adults per event
Adult Sports	<ul style="list-style-type: none"> Adults sports include softball, volleyball, basketball
Skate Park Monitoring	<ul style="list-style-type: none"> Staff monitor the Skate Park for safety year round
Skate Park Camp	<ul style="list-style-type: none"> Skate Park Camp runs for 8 weeks in the summer and one week in the spring, with 12 youth per week
Skate Park Special Events	<ul style="list-style-type: none"> Host skateboarding demonstrations and events like the Ledge Fest and Safe Skateboarding Workshops
Goals	Scope of Work
Increase the number of girls participating in sports	<ul style="list-style-type: none"> Develop and implement strategies for increasing girls' participation in sports
Increase youth sports programs	<ul style="list-style-type: none"> Develop and implement strategies for increasing youth sports programs
Streamline youth sports registration	<ul style="list-style-type: none"> Develop use of ACTIVE as a tool to streamline youth sports registration, planning, and facilitation, including expanding online registration options for families

Teen Programs (1.5 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits
After Spot	<ul style="list-style-type: none"> Recreational and educational activities for 40 teens per night, two nights per week
Boxing Program	<ul style="list-style-type: none"> Boxing skills and conditioning offered for 30 participants per week, three nights per week
Youth Commission	<ul style="list-style-type: none"> 12-18 youth serve on the Youth Commission and meet once per month
Special Events	<ul style="list-style-type: none"> Dances are offered 3 times per year and serve 250 youth
Justice in Action	<ul style="list-style-type: none"> Middle School Youth Court meets 1-2 times per month. 9-12 youth make up the court, and 2-6 youth per month have cases at Youth Court.
Major Trips	<ul style="list-style-type: none"> An average of 55 youth per trip are taken to places like Santa

Baseline Services	Scope of Work
	Cruz, Great America, River Rafting, Snow Trips
National Night Out/Stop the Violence Block Party	<ul style="list-style-type: none"> • A special community event planned and implemented by teens.
Goals	Scope of Work
Increase Teen Participation in West Berkeley	<ul style="list-style-type: none"> • Develop strategies to implement suggestions by youth.
Teen College Tour	<ul style="list-style-type: none"> • Plan tour to U C Berkeley and Berkeley City College.
Develop Teen Skills Classes	<ul style="list-style-type: none"> • Work with community partners to develop classes like cosmetology.
Teen Job Fair	<ul style="list-style-type: none"> • Provide opportunity for local teens to meet potential employers.

Pre K Programs (1.5 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> • Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits, reports
Tots Around Town	<ul style="list-style-type: none"> • Recreational and educational activities for 120 tots per year in four 10 week sessions
Pre-K Power Play	<ul style="list-style-type: none"> • Kindergarten readiness programs for 98 preschoolers per year in three 10 week sessions
Together Wee Play Drop-in	<ul style="list-style-type: none"> • Drop-in play program for children and their caregivers for 4,800 participants per year in 32 weeks
Parent Education	<ul style="list-style-type: none"> • Parenting Workshops for 30 parents per year in three 5 week sessions
Summer Pre-K Programs	<ul style="list-style-type: none"> • Recreational and educational activities for 45 preschoolers per year in one seven week session
Specialty Pre-K Programs	<ul style="list-style-type: none"> • Spanish, Science and Nature, Sports and Games, Music Exploration for 145 tots/preschoolers per year in 2-3 10 week sessions
Special Projects	Scope of Work
Lawrence Hall of Science Collaboration	<ul style="list-style-type: none"> • Incorporate Lawrence Hall of Science (LHS) programming into Pre-K Power Play Program via LHS classroom visits, parent education, teacher training, and a fieldtrip. This collaboration is First 5 grant funded for 2 years.

Goals	Scope of Work
Tracking and assessing program participants when they enter school	<ul style="list-style-type: none"> • Develop method for tracking and assessing participants after they leave the Pre-K program for school
Program sustainability	<ul style="list-style-type: none"> • Continue developing strategies for making Pre-K programs sustainable

	<ul style="list-style-type: none"> • Work as an unfunded partner with First 5 Alameda County – receive consultation, training, and best practices information
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Marina Recreation Programs (2.0 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> • Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits
Nature Center	<ul style="list-style-type: none"> • Customer service and program administration for 9700 visitors, give tours of Nature Center
Adventure Playground	<ul style="list-style-type: none"> • Maintain facility and facilitate use of facility for 67,000 participants per year
Adventure Playground Volunteers	<ul style="list-style-type: none"> • Volunteer work groups - 60 participants per year • Volunteers in Playground - 25-30 participants per year
Environmental Education Classroom	<ul style="list-style-type: none"> • Teach environmental education classes for 3,000 grades K-12
Teacher Training	<ul style="list-style-type: none"> • Teacher In-services for 30 teachers per year
Bay Interpretive Program	<ul style="list-style-type: none"> • Train 25 program docents per year
Shoreline Cleanup	<ul style="list-style-type: none"> • Coordinate special event in September with 1,100
Adopt-a-Shoreline Cleanup	<ul style="list-style-type: none"> • Coordinate Volunteer group year round clean-ups – 1,200 participants per year
Summer Classes	<ul style="list-style-type: none"> • Teach Marine Biology and boating to 95 participants per year
Marina Adventures Programs	<ul style="list-style-type: none"> • 750 children per year participate in Fishing, Creative Building, Special Events, Crafts
“Green Building” Tours	<ul style="list-style-type: none"> • Schedule groups and lead tours for 60-70 participants per year from as far away as Russia and China
Berkeley Bay Festival	<ul style="list-style-type: none"> • Coordinate special environmental education event with over 45 exhibitors and entertainers for 2,000 attendees
Special Projects	Scope of Work
Wildlife Rescue Training	<ul style="list-style-type: none"> • Train volunteers and staff to do wildlife rescue
Burrowing Owl Volunteers	<ul style="list-style-type: none"> • Train volunteers to be interpretive docents during the Burrowing Owl season at Cesar Chavez Park
Goals	Scope of Work
Improve infrastructure in Adventure Playground	<ul style="list-style-type: none"> • Research grants for redesign
Maintain Native Plant Garden	<ul style="list-style-type: none"> • Use staff and volunteers to maintain Native Plant Garden
Establish Weekend Volunteer Program	<ul style="list-style-type: none"> • Recruit and train volunteers to facilitate nature programs for the public on weekends

Marina Division (15 FTE)

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

Marina Administration (2.0 FTE)

Baseline Services	Scope of Work
Customer Service Counter	<ul style="list-style-type: none"> • Interact with customers and public • Answer Phone inquiries from C and P • Receive and sort Mail for Houseboats
Berth Permits	<ul style="list-style-type: none"> • Create and Maintain Berth Permit files
Marina Program	<ul style="list-style-type: none"> • Update information in Marina Program
Account Reconciliation	<ul style="list-style-type: none"> • Insure proper billing and Communicate w/ Finance to resolve account problems
Waterfront Commission Support	<ul style="list-style-type: none"> • Provide administrative support for Waterfront Commission and maintain Files
Account Maintenance	<ul style="list-style-type: none"> • Open and Close files
Contracts	<ul style="list-style-type: none"> • Generate and manage contracts
Ordering Supplies	<ul style="list-style-type: none"> • Order office and copier supplies
Web Site	<ul style="list-style-type: none"> • Maintain and enhance website
Commission Secretary	<ul style="list-style-type: none"> • Manage Waterfront Commission
Capital Projects	<ul style="list-style-type: none"> • Prioritize Capital Projects spending
Pump Out Program	<ul style="list-style-type: none"> • Monitor Service and usage
Wi-Fi	<ul style="list-style-type: none"> • Monitor Wi-Fi performance
Resource Management	<ul style="list-style-type: none"> • Set Priorities and Projects
Financial Review	<ul style="list-style-type: none"> • Generate and monitor Marina Financials
Policy compliance and development	<ul style="list-style-type: none"> • General policing

Special Projects	Scope of Work
New Marina management software	<ul style="list-style-type: none"> • Qualify, contract and install a new version of the Marina management software to address concerns regarding system stability and features.
Pursue tenant for lower floor of Hana Japan restaurant	<ul style="list-style-type: none"> • Negotiate an agreement with Hana Japan to sublet the unused first floor space to a restaurant operator in conjunction with renovating the Marina Plaza.

South Sailing Cove Renovations	<ul style="list-style-type: none"> • Work with contractor to complete construction drawing for renovations to the South Sailing Basin.
Goals	Scope of Work
Lease and Licensing income	<ul style="list-style-type: none"> • Maximize lease and licensing revenue from the marina properties.
Vacancy rate	<ul style="list-style-type: none"> • Reduce the vacancy rate in the Marina from 13% to 8% using a combination of positive customer service, advertising and sales.
Marina Leases	<ul style="list-style-type: none"> • Manage Leases and Licenses for the Bait Shop, Berkeley Yacht Club and 125/127 University
Project Manage Cosco Busan funded Construction Projects	<ul style="list-style-type: none"> • Project Manage the design and construction of the new South Sailing Cove restroom, Pier improvement and Piling Replacement projects

Marina Operations (6 FTE)

Baseline Services	Scope of Work
Customer Service Counter	<ul style="list-style-type: none"> • Interact with customers and public
Phone Inquiries	<ul style="list-style-type: none"> • Answer Phone inquiries from C and P
Berth Permits	<ul style="list-style-type: none"> • Inspect for Berth Permit files
Marina Program	<ul style="list-style-type: none"> • Update information in Marina Program
Mail	<ul style="list-style-type: none"> • Receive and sort Mail
Account Reconciliation	<ul style="list-style-type: none"> • Insure proper billing
Account Resolution	<ul style="list-style-type: none"> • Communicate w/ Finance to resolve problems
Maintenance Requests	<ul style="list-style-type: none"> • Process requests for Maintenance
Account Maintenance	<ul style="list-style-type: none"> • Open and Close files
Towing Requests	<ul style="list-style-type: none"> • Move Boats within the Marina
Ordering Supplies	<ul style="list-style-type: none"> • Order supplies and equipment
Ordinance enforcement	<ul style="list-style-type: none"> • Cite, Notice and send letters / phone
Dock and Fairway Maintenance	<ul style="list-style-type: none"> • Dock Walks
Legal	<ul style="list-style-type: none"> • Interact w/ legal to resolve or support
Payroll Preparation	<ul style="list-style-type: none"> • Submit Payroll
Boat Operation	<ul style="list-style-type: none"> • Maintain Department vessels
Customer inventory	<ul style="list-style-type: none"> • Patrol and check berthers
Chainings and Unchaining	<ul style="list-style-type: none"> • For non-payment
Lien vessels	<ul style="list-style-type: none"> • Process lien paperwork
Lien Sales	<ul style="list-style-type: none"> • Notice organize and conduct sales
Environmental cleanup	<ul style="list-style-type: none"> • Collect and dispose of material

Baseline Services	Scope of Work
Card Key System	<ul style="list-style-type: none"> • Update and maintain card key system
Project Coordination	<ul style="list-style-type: none"> • Capital Projects oversight
Special Projects	Scope of Work
CERT preparedness	<ul style="list-style-type: none"> • Develop a program to involve the live aboard residents of the marina in CERT training and participation
Recycling services	<ul style="list-style-type: none"> • Expand and improve the Marinas gated entry and recycling facilities, including more cans with increased live aboard participation
Launch Ramp and Access Improvement V	<ul style="list-style-type: none"> • Source and install a expanded vending system to accept Credit Cards at the Marina launch ramp
Goals	Scope of Work
Used Oil collection	<ul style="list-style-type: none"> • The marina will expand and improve its system of collection, storage and recycling of used oil
D&E Docks	<ul style="list-style-type: none"> • Secure funding from Department of Boating and Waterways to begin design of the new D&E docks
Dredging	<ul style="list-style-type: none"> • Secure grant funding to dredge the marina entrance and fairway

Marina Maintenance (3 FTE)

Baseline Services	Scope of Work
Dock Repair	<ul style="list-style-type: none"> • Maintain Docks in useable condition
Ordering Supplies	<ul style="list-style-type: none"> • Order supplies and equipment
Maintenance Requests	<ul style="list-style-type: none"> • Respond to requests for Maintenance
Receive Supplies	<ul style="list-style-type: none"> • Order supplies and equipment
Payroll Preparation	<ul style="list-style-type: none"> • Submit Payroll
Resource Management	<ul style="list-style-type: none"> • Set Priorities and Projects
Special Projects	<ul style="list-style-type: none"> • Construction Projects
Maintenance Requests	<ul style="list-style-type: none"> • Process requests for Maintenance
Painting	<ul style="list-style-type: none"> • Repainting or new painting
Restroom Maintenance	<ul style="list-style-type: none"> • Restroom inspection Walks
Safety inspection	<ul style="list-style-type: none"> • Docks walks
Card Key System	<ul style="list-style-type: none"> • Update and maintain card key system
Workers' Compensation management	<ul style="list-style-type: none"> • Administration of CW
Locksmith	<ul style="list-style-type: none"> • Repairing replacing Locks
Signs	<ul style="list-style-type: none"> • Maintaining repairing Signs
Irrigation Repairs	<ul style="list-style-type: none"> • Repairing breaks
General carpentry	<ul style="list-style-type: none"> • General repairs
General Plumbing	<ul style="list-style-type: none"> • General repairs
Routine City on-call	<ul style="list-style-type: none"> • Responds to afterhours service calls
Special Projects	Scope of Work
Marina Corp Yard	<ul style="list-style-type: none"> • Re-grade and pave the Marina Corp Yard

Baseline Services	Scope of Work
Fishing Pier water system	<ul style="list-style-type: none"> • Replace the water system servicing the Fishing Pier
Goals	Scope of Work
ADA accessibility	<ul style="list-style-type: none"> • Ensure that all pathways piers and docks throughout the marina meet current ADA specifications
Shipping containers	<ul style="list-style-type: none"> • Eliminate all shipping containers currently used as storage for Marina tool, supplies and equipment.

Marina Landscape (4 FTE)

Baseline Services	Scope of Work
Ordering Supplies	<ul style="list-style-type: none"> • Order supplies and equipment
Receive Supplies	<ul style="list-style-type: none"> • Receive & inventory supplies and equipment
Payroll Preparation	<ul style="list-style-type: none"> • Submit Payroll
Resource Management	<ul style="list-style-type: none"> • Set Priorities and Projects
Maintenance Requests	<ul style="list-style-type: none"> • Process requests for Maintenance
Transport	<ul style="list-style-type: none"> • Green Waste to transfer Station
Workers' Compensation management	<ul style="list-style-type: none"> • Administration of CW
Mowing	<ul style="list-style-type: none"> • Mowing Parks
Weeding	<ul style="list-style-type: none"> • Weeding medians, islands
Edging	<ul style="list-style-type: none"> • General repairs
Sweeping	<ul style="list-style-type: none"> • Sweep Streets and pathways
Compost Day	<ul style="list-style-type: none"> • Manage event
Meetings	<ul style="list-style-type: none"> • Meetings
Special Projects	Scope of Work
Entrance upgrade	<ul style="list-style-type: none"> • Create an planter area at the entrance to the marina using native plants
Ferry Terminal	<ul style="list-style-type: none"> • Work with the operators of the proposed ferry terminal to develop appropriate, low maintenance landscaping

Goals	Scope of Work
Bay Trail planting plan	<ul style="list-style-type: none"> • Develop and install planting along the new Bay Trail Extension
Reforestation	<ul style="list-style-type: none"> • Develop a comprehensive reforestation plan for the marina to replace aging tree and add addition trees as windbreaks.

Parks Division (44 FTE)

The Parks division is comprised of the Urban Forestry, Landscape Maintenance and Building Maintenance units. It operates, maintains and manages the City’s parks, street medians, triangles, park buildings, pools and 45,000 street trees. The scope includes vegetation, park, and building maintenance, facility and park infrastructure, and parks leases. The park inventory includes 52 parks, 124 street medians, 263 potable water and irrigation systems, 51 play areas, 19 public restrooms, 15 sports fields, 4 recreation centers and 2 pools.

Baseline Services	Scope of Work
Administration (2FTE)	<ul style="list-style-type: none"> • Ensure financial efficiencies and policy compliance with payroll procedures, workers compensation claims, budget management, revenue tracking, purchasing, and contract implementation. • Manage buildings and leaseholders of Park buildings and facilities. • Maintain the 24 hour, seven day, emergency on-call response system for both forestry tree related emergencies and building and facility emergencies.
Memorial Bench program	<ul style="list-style-type: none"> • Administer the memorial bench program.
Resource reduction management	<ul style="list-style-type: none"> • Implement reorganization with the Marina Division Building and Facilities maintenance unit. • Hire and train new Senior Building Maintenance Supervisor,
Parks Make Life Better! initiative	<ul style="list-style-type: none"> • Celebrate July as “Parks Make Life Better!” month. • Inform the public who we are and what we do using the “Parks Make Life Better!” message.
Support City plans and initiatives	<ul style="list-style-type: none"> • Support and report progress on the Climate Action Plan, the Local Hazards Mitigation Plan and other City initiatives.
Administer volunteer program	<ul style="list-style-type: none"> • Administer volunteer program to support community participation, promote parks partnerships.
Forestry Services (10FTE)	<ul style="list-style-type: none"> • Maintain health and safety standards for 32,000 street, median, park and pathway trees. • Monitor <u>and perform young tree care on 1,200 trees.</u> • <u>Oversee the removal of large street trees when they reach the end of their safe life span.</u> • Plant 100 trees. • Support the <u>goals and reporting of the Climate Action Plan an</u> • Remove approximately 250 trees annually. • Work with Planning Dept. to ensure trees are protected and planted in new developments. • Perform 2,000 annual tree service requests and inspections. • <u>Utilize a State tree inventory grant award to inventory all City street trees and the surrounding sidewalk area.</u> • <u>Meet</u> or exceed professional standards established by the International Society of Arboriculture. • Participate in the national hazardous tree database system. • Complete the annual fire fuel chipper and debris bin program. • Support staff certification as Bay Friendly Landscaping certified in Landscape Design and Maintenance

Baseline Services	Scope of Work
<p>Landscaping Services (Parks, Pathways, Street Medians and Triangles) (24 FTE)</p>	<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, and remove and recycle approximately 170 tons of fire fuels from the special fire fuels management area. • 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 certified as Bay Friendly Landscape Design and Maintenance professionals. • Apply Bay Friendly and Pollinator Friendly practices at 260 sites throughout the City. • Improve efficiency in water use in 135 irrigated sites in the parks and medians. • Maintain the increased inventory under the north BART transition. • Assist in coordinating special events. • Assist in rodent and pest control. • Perform limited weekend and holiday service of restrooms and reserveable picnic areas. • Advise Public Works on vegetation maintenance in the new West Street Path/SFROW development. Prepare to take over weed abatement and vegetation maintenance in 2015.
<p>Aquatic Park</p>	<ul style="list-style-type: none"> • Protect, restore and enhance wildlife habitat in Aquatic Park. • Continue 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. Improve four structures and fill two with qualified tenants. • Monitor lagoon water levels three times a week and operate tide tube flaps to promote water circulation and quality and maintain water level for wildlife and recreation. • Harvest aquatic weeds and support special events.
<p>All City parks</p>	<ul style="list-style-type: none"> • Monitor and abate rodents and insect pests. • Work with the Health and Police Department 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 three 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 service and perform daily, weekly and periodic

Baseline Services	Scope of Work
	inspections of 33 school age play areas and 28 tot structures. <ul style="list-style-type: none"> • Support approximately 30 park special events annually. • Maintain good neighbor relations near all parks, medians, pathways and trees. • Replace and upgrade all park rules/welcome signs (approximately 200) with updated rules, language, and graphics. • Implement pilot program to add bar codes to park signs to link public to park web sites. • Continue new picnic area expanded service program.
Public celebration of City accomplishments	<ul style="list-style-type: none"> • Terrace View Park improvement, Willard Park and Grove Park tennis court refurbishment, other.
Sports Fields	<ul style="list-style-type: none"> • Maintain 15 sports fields. • Mow 10 natural turf sports fields weekly. •
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. • Protect park resources. Close fields during wet weather.
Parks Building and Systems (8 FTE)	<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. • Maintain 263 irrigation and potable water systems. • Maintain facility utilities and heating systems. • Work with Parks Capital Planning unit to ensure smooth tie-in with new capital developments. • Run maintenance and small capital improvement contracts to maintain buildings and facilities. • Maintain waste water systems and storm water drainage systems throughout the 52 parks and 124 street medians.

Special Projects	Scope of Work
All Play Areas	<ul style="list-style-type: none"> • Maintain, repair play areas. Perform daily, weekly and periodic inspection of 33 school age play areas and 28 tot structures. • Further develop the major maintenance and capital improvement program for the school age and tot play areas.
Support community volunteer programs and 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. • Monitor “Adopt-a-” agreements with volunteer groups to support volunteer stewardship and maintenance of planters, parks, street medians and triangles

Special Projects	Scope of Work
Picnic area enhancement and improved availability	<ul style="list-style-type: none"> • Complete upgrade and expansion of 37 picnic areas in 15 parks 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. • Access new tree inventory data to improve resource allocation to perform safety pruning and best forest management practices. • Provide the City tree data records to the public via the city website.
Arbor Week	<ul style="list-style-type: none"> • Celebrate the fourth 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 remainder Environmental Enhancement and Mitigation grant that ends April 30, 2015 to plant approximately 100 trees throughout the City. • Contract to cut concrete in at least 40 locations citywide to create new places to plant new trees.
Wildlife Habitat protection, restoration and enhancement	<ul style="list-style-type: none"> • Protect, restore and enhance wildlife habitat in Aquatic Park using Measure WW and park funds to remove stop damage from illegal activities, remove weeds, and plant California native plants
Inventory all park buildings	<ul style="list-style-type: none"> • Use Public Works data base of newly inventoried major park buildings to manage facilities and develop efficiencies.
Support City downtown business improvement goals	<ul style="list-style-type: none"> • Continue to support the smooth integration of next phase of the Downtown Improvement District's street and landscape improvement project with existing parks services: irrigation tie in, trees, and planter bed improvements.
Improve park site furnishings	<ul style="list-style-type: none"> • Replace some park furnishings: 40 refuse cans, 20 benches, 5 ash receptacles, 5 barbeques, 4 picnic tables and 3 drinking fountains.
Goals	Scope of Work
Maintain and manage 52 parks, 15 Sports Fields, 124 street medians and 49 children's play areas	<ul style="list-style-type: none"> • Provide all (previously stated) baseline services. Plan for an anticipated reduction in fiscal resource and an increase in inventory and service expectations.
Maintain a safe, thriving municipal urban forest	<ul style="list-style-type: none"> • Plant trees, remove trees, and maintain the municipal urban forest

Special Projects	Scope of Work
Maintain safe, clean, functional facilities and buildings	<ul style="list-style-type: none"> <li data-bbox="505 237 1409 300">Leverage resources and all available funding source to fund major maintenance and minor capital maintenance needs.

Eliminating Cumbersome Business Practices

1. Accessing Marina Berth Records

Current records are in paper files and are time consuming to find and review. Digitizing berth records (permit to berth, certificate of insurance, application forms, etc), so they can be attached as a PDF to the new Marina Management Software, will improve efficiency.

2. Scheduling High Season Part-time Employees

The Recreation Division hires 350 part time employees for summer programs. Numerous employees work in multiple programs and determining how and when they can be scheduled is time consuming. Currently 12 different Recreation Coordinators, Assistant Recreation Coordinators, Aquatics Facility Supervisors and Camp Managers are responsible for assigning and scheduling these PT employees. Purchasing software or developing an internal data-base that is accessible by all assigners will save time and maximize current staff.

3. Accessing Park and Facility Information

Many documents and files are spread between current and past PRW and PW employees who have worked on Capital projects. This makes accessing information for current maintenance and renovations difficult. Staff will work with Public Works Engineering to develop electronic library for all plans associated with parks and their buildings.

Working with Volunteers

1. Develop a Volunteer Recognition Program

Develop options and identify opportunities to honor volunteers who have made significant volunteer contributions to the Parks, Recreation and Waterfront Department.

2. Develop a Relationship with Coast Guard Auxiliary

The Coast Guard Auxiliary offers many free classes for boaters around the bay area. By arranging for a location for them to hold these classes, we can make them more available to Berkeley residents.

3. Develop Marketing Plan to help Recruit Committed Volunteers

Use the “Parks Make Life Better!” information initiative to inform residents of volunteer opportunities at Parks and PRW facilities.

Sustainability Practices

1. Install irrigation lines in Marina and Aquatic Park for Future Trees

The Marina and Aquatic Park are home to many of the City of Berkley’s oldest trees. Staff estimates that over 100 trees may fail in the next five years and the tree loss will have a significant impact on the park appearance, the environment and the local wildlife. By installing irrigation lines and planting new tree’s in the next two years, staff will do the needed work in preparation for these losses.

2. Use of Gray Water

Develop gray water capture, storage and recycling system that use the wash down water from the small boat hoists and launch ramp to irrigate the adjacent lawns, landscaping and medians on University Avenue.

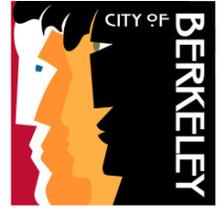
3. Replace Flow Sensor Valves on Adeline Corridor

The replacement of these valves would reduce expensive “digs,” reduce water loss and reduce labor costs.

4. Continue to add LED lighting in the Marina

78 street lights were upgraded in the last two years. Other lights that can be retrofitted are: 31 lights at the pier, 20 on pathways and 30 in the parking lots.

PLANNING AND DEVELOPMENT DEPARTMENT (65 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.

DIVISION	# OF FTE
Administration	6.00
Permit Service Center	8.00
Toxics Management	6.50
Office of Energy and Sustainability	4.75
Land Use Planning	16.75
Building and Safety	23.00
TOTAL FTE	65.00

Commissions:

- Community Environmental Advisory Commission
- Energy Commission
- Design Review Committee
- Landmarks Preservation Commission
- Medical Cannabis Commission
- Planning Commission
- Zoning Adjustments Board
- Housing Advisory Commission (staff support)
- Disaster and Fire Safety Commission (staff support)

OFFICE OF THE DIRECTOR (6.00 FTE)

The Office of the Director provides department-wide management, oversight, leadership and direction to all divisions, including strategic planning, policy direction, and implementation.

Baseline Services	Description of Work/Service Deliverables
Budget & Fund Management	Forecast, oversee and monitor 3 enterprise funds and other special funds totaling \$13 million across 6 divisions. This includes: <ul style="list-style-type: none"> • Review and analyze trends and prepare revenue and expenditure projections in 5-year forecasts. • Review and approve adjustments to revenue and expenditures. • Review and approve budget modifications. • Work with Division Managers for fee increases to achieve cost recovery. • Track revenues and expenditures versus adopted budgets.
Biennial Budget Development	Develop, plan and submit proposed Biennial Budget including: <ul style="list-style-type: none"> • Review previous year's expenditures, revenues for changes to baseline budgets. • Review and correct position control and payroll library reports. • Organize proposed budget details and required documentations into a comprehensive proposed budget package for submittal to the Budget Office.
Payroll, Purchasing, Accounting and Contract Administration	<ul style="list-style-type: none"> • Process all aspects of payroll for the department. • Establish and maintain departmental employee files. • Review labor distribution of employees for accuracy. • Provide information to employees; explain policies, rules, regulations and procedures. • Review and approve all payments for completeness and accuracy of budget codes. • Review and approve daily register receipts for submittal to Treasury. • Coordinate fiscal year-end closing process. • Maintain central file of contracts for the department. • Review and approve Contract Purchase order requisitions. • Assist contract monitors with RFP process, contract blue-backing and contract management; track contracts for term extensions.
Project Management and Coordination	<ul style="list-style-type: none"> • Manage and coordinate Accela configuration and implementation process for all divisions. • Manage and coordinate Accela online payments implementation process for all divisions. • Coordinate work space planning efforts. • Coordinate inter-department and inter-division projects, such

Baseline Services	Description of Work/Service Deliverables
	as the Housing Nexus Study.

PERMIT SERVICE CENTER (8.0FTE)

This division issues building permits, coordinates departmental review of plans, provides a one-stop service for building applications. The Permit Service Center (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 and handles high volumes of in-person customer interaction, as well as telephone queries.

Baseline Services	Description of Work/Service Deliverables
Customer Service	<ul style="list-style-type: none"> • Schedule appointments to reduce the wait time for customers in the Permit Center. • Assist customers with on-line services & tools available to provide good customer service and to reduce the number of customers in the PSC. • Assist with microfiche, the web, HTE and Accela to provide property information.
Permit Processing & Issuance	<ul style="list-style-type: none"> • Provide initial review and processing of all applications and plans for building permits, including electrical, mechanical and plumbing. • Implement Accela.
Coordinate Interdepartmental Review	<ul style="list-style-type: none"> • Review plan check agencies comments and process correction and approval letters via snail mail or email. • Provide training for Accela for plan check agencies. • Establish pre-submittal meeting for applicants as needed.
Cash Handling	<ul style="list-style-type: none"> • Collect and process payments for eight (8) agencies for construction permits. • Reconcile and prepare daily deposits for monies received. • Collect revenues for returned checks monthly and process refunds as needed. • Process payments through Accela
Computer Software	<ul style="list-style-type: none"> • Implement the Accela Building Permit and Code Enforcement Modules.

TOXICS MANAGEMENT DIVISION (6.50 FTE)

The Toxics Management Division (TMD) is a regulatory agency implementing environmental and emergency response codes for California Environmental Protection Agency (CalEPA) and California Office of Emergency Services (CalOES). TMD also responds to community complaints, assists the City with toxicological concerns, inspects industrial sites for stormwater pollution prevention and staffs the Community Environmental Advisory Commission.

Baseline Services	Description of Work/Service Deliverables
State Programs for Hazardous Materials and Waste	Implement five CalEPA and CalOES programs dealing with hazardous materials and hazardous wastes within the City of Berkeley. Manage electronic reporting system.
State Codes Enforcement	Conduct 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.
HazMat Emergency Preplanning	Generates hazardous materials emergency preplanning for the City and CalOES.
Community Environmental Advisory Commission (CEAC) Staffing	Provide Commission support for the CEAC, including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.
Cleanup Program	Issue permit for wells and tank removals as well as emergency cleanups.
Customer Service	Respond to concerns/issues related to toxics in the community.

OFFICE OF ENERGY AND SUSTAINABLE DEVELOPMENT (4.75 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.

Baseline Services	Description of Work/Service Deliverables
Energy Commission Staffing	<ul style="list-style-type: none"> • Provide staff support for the Energy Commission.

<p>Public Building Energy Efficiency</p>	<ul style="list-style-type: none"> • Assist Public Works to complete Citywide LED street lighting conversion. • Assist Public Works to finance and contract for large scale municipal facility energy retrofits. • Produce annual energy trend report for City facilities.
<p>Municipal Facility Water Efficiency</p>	<ul style="list-style-type: none"> • Conduct a baseline assessment of City facility water consumption. • Develop an assessment of water efficiency opportunities in public buildings. • Develop a financing and procurement plan for water efficiency opportunities, in coordination with Public Works and Parks Recreation and Waterfront.
<p>Existing Residential and Commercial Building Energy Efficiency</p>	<ul style="list-style-type: none"> • Provide customer service for the Commercial Energy Conservation Ordinance (CECO) and Residential Energy Conservation Ordinance (RECO) clients, in coordination with the Permit Service Center and Building and Safety. • Introduce amendments for RECO and CECO to the City Council.
<p>Regional Initiatives Leveraging</p>	<ul style="list-style-type: none"> • Participate in planning and implementation of regional programs that result in incentives and technical assistance for the Berkeley community, including the East Bay Energy Watch, the Energy Upgrade California program, the East Bay Green Corridor, and the Bay Area Climate Collaborative (including the Bay Area Electric Vehicle [EV] Strategic Council).
<p>Public Interest and Use of “Green” Practices</p>	<ul style="list-style-type: none"> • Provide advice and written guidance to permit applicants to encourage green building. • Participate in Interdepartmental Review of new development projects. • Assist in implementation of Green Building Code and assist in development of model codes. • Conduct training and develop guidelines to assist Land Use Planning staff, Zoning Adjustments Board (ZAB) and Planning Commission to integrate sustainability considerations into land use decision-making process. • Identify opportunities to improve permitting, including the use of Accela.
<p>Climate Action Plan (CAP) Implementation</p>	<ul style="list-style-type: none"> • Update the greenhouse gas (GHG) emissions inventory • Update the forecast of impact of GHG emissions reduction strategies. • Assist project planners with GHG analysis for California Environmental Quality Act (CEQA) reviews. • Provide a Climate Action Plan update to the City Council.

	<ul style="list-style-type: none"> • Update CAP performance metrics. • Identify and apply for grants in support of CAP implementation. • Manage grant contracts and deliverables. • Support electric vehicle adoption.
Sustainability Working Group Staffing	<ul style="list-style-type: none"> • Review all Council reports with respect to the Environmental Sustainability Section. • Support the Environmental Achievement Awards program. • Support the integration of environmentally sustainable practices into the City-wide work plan. • Support new initiatives, as needed.
Resilient Cities Project Support	<ul style="list-style-type: none"> • Contribute to analyses and improvements related to energy assurance, climate change impacts and seismic readiness.
Climate Action Plan Support	<ul style="list-style-type: none"> • Support the Berkeley Climate Action Coalition. • Encourage positive press stories on local environmental efforts.

LAND USE PLANNING DIVISION (16.75 FTE)

This division is responsible for policy development, including preparing the General Plan, Downtown Area Plan and other long-range plans, Zoning Ordinance amendments, and Zoning Map amendments. Land Use Planning also regulates development pursuant to the Zoning Ordinance and conducts environmental review of proposed development projects pursuant to the California Environmental Quality Act (CEQA).

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
Division Support Staff and LUP Manager	<ul style="list-style-type: none"> • Coordinate all Land Use Planning projects and provide administrative support, including but not limited to: forward customer telephone & e-mail inquiries to technical staff for response, maintain database and logs, update webpage, assist customers with records research and process fee refunds.
Project (Current) Planning Group	<ul style="list-style-type: none"> • Process development applications (Use Permits, Administrative Use Permits, Variances, Zoning Certificates). Occasionally includes project-specific Master Use Permits and General Plan/Zoning Map amendments. • Review all building plans and new business licenses for conformance with Zoning Ordinance (and applicable prior approvals). • Conduct or manage environmental review of proposed development projects in conformance with CEQA. • Respond to customer inquiries at the Public Counter (staffed with at least one Planner, 8:30 a.m. – 4:00 p.m. except 8:30 a.m. – 2:30 p.m. Tuesdays).

<u>Baseline Services</u>	<u>Description of Work/Service Deliverables</u>
	<ul style="list-style-type: none"> • Provide staff support to the Zoning Adjustments Board, Landmarks Preservation Commission and Design Review Committee. • Assist Code Enforcement. • Implement Accela software system.
Policy Planning Group	<ul style="list-style-type: none"> • Priority Development Areas (PDAs) implementation through zoning amendments. • Revise Housing Element, due 12/2014. • Provide staff to the Planning Commission and Medical Cannabis Commission. • Revise West Berkeley Zoning and Use regulations. • Respond to other Zoning Ordinance Referrals throughout FY 2015-16. • Monitor and respond to SB 375 and related regional initiatives (throughout FY 2015-16).

BUILDING AND SAFETY DIVISION (23 FTE)

This division reviews proposed construction plans for conformance to the building and other applicable codes and ordinances; approves building, plumbing, mechanical and electrical permits; inspects construction projects; investigates work done without permits; recommends and implements local code amendments and ordinances; and administers proactive and complaint generated housing inspection requests and the Rental Housing Safety Program.

Baseline Services	Description of Work/Service Deliverables
Administration	<ul style="list-style-type: none"> • Maintain Building, Electrical, Mechanical, Plumbing, Energy, Green, Municipal and related codes. • Recommend and implement local ordinances and code amendments. • Prepare Commission Staff Reports. • Provide administrative support, including but not limited to: attend to customer inquiries (by phone, email, over-the-counter), maintain Inspection database and logs, update webpage and assist customers with records research. • Maintain and monitor Address Assignments. • Process Requests for Service and assist inspectors with NOV's, Stop work orders, mailings, Proof of Service, Citations, etc. • Process Subpoenas/Public Record Act requests and other record retrieval requests. • Process fee refunds and seismic retrofit verification applications. • Conduct plan check routing and coordination. • Administer permit expiration and renewal process. • Assist in the implementation of the Accela Building Permit and Code Enforcement Modules.
Plan Check Group	<ul style="list-style-type: none"> • Review all building plan submittals for conformance with the Building and related Codes and Ordinances. • Supervise outside plan checkers (used for certain types of projects and when work load warrants). • Implement newly adopted 2013 Codes and Standards. • Provide information at the Permit Service Center on the Building Code application for individual projects. • Respond to code inquiries by phone and email. • Conduct pre-submittal meetings and consultations. • Update numerous customer handouts addressing plan submittal and inspection requirement and code interpretations to reflect new 2013 Codes. • Expand the scope of over-the-counter residential plan reviews by implementing additional pre-printed Conditions of Building Permit Approval. • Implement over-the-counter plan review service for small commercial tenant improvement projects. • Completely revise and resume over-the-counter plan review for residential solar photovoltaic projects implementing new 2013

Baseline Services	Description of Work/Service Deliverables
	<p>Code PV requirements.</p> <ul style="list-style-type: none"> • Implement Accela plan review platform.
Building Inspection Group	<ul style="list-style-type: none"> • Inspect all construction projects for conformance with approved plans, Building/Electrical/Mechanical/Plumbing Codes, Energy and Green Standards Codes and local Ordinances. • Perform Request for Service Investigations. • Perform Code Enforcement including Stop-Work Orders, Notices of Violation, Notices and Orders, Citations, etc. • Provide code enforcement support for the City Manager’s Office (including the Code Enforcement Unit), Health, Housing and Community Services and the Fire Department. • Prepare Fire Reports including damage assessments and permit requirements for fire repairs. • Make appearances in hearings and court cases involving subpoenas, depositions, declarations, citations and notice and orders. • Provide consultations via phone, email, and in person regarding code interpretations, problem resolution, etc. • Provide Green Building pre-submittal consultations, customer guides and outreach. • Provide Address Assignment inspections. • Issue Temporary and Permanent Certificates of Occupancy for new buildings and/or new uses. • Implement Accela Wireless for scheduling, remotely accessing and resulting inspections, and Accela Code Enforcement for building code compliance investigations.
Housing Code Enforcement Group	<ul style="list-style-type: none"> • Conduct investigative/reactive inspections based on tenant complaints of habitability deficiencies in residential rental units and follow-up code enforcement re-inspections until code compliance is achieved. • Issue Notices of Intent to Inspect, Notices of Investigation, Notices of Violation, Administrative Citations and Notices of Closure/Compliance. • Review and make determination to approve/deny billing adjustment requests from property owners related to re-inspection fees and issue Notices of Billing Adjustment. • Provide consultations via phone, email, and in person regarding code enforcement case status, minimum code requirements, code interpretations, etc. • Administer the Rental Housing Safety Program (RHSP) which consists of proactive inspections of randomly selected residential rental units and/or in response to owners’ requests or tenant contestations. • Mitigate tenant/landlord disputes related to Housing Code compliance.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Provide code enforcement support for the City Manager’s Office (including the Code Enforcement Unit), Health, Housing and Community Services and the Fire Department. • Provide Soft-Story signage enforcement inspections. • Administer yearly lien program to ensure delinquent re-inspection fees (RI), RHSP per unit/rooms fees (RH) and administrative citations fines (AC) are placed on property title as a special assessment lien. • Make appearances in administrative hearings and court cases involving subpoenas, depositions, declarations, citations and tenant/landlord disputes. • Implement Accela Code Enforcement Module for Housing Code Enforcement.

Special Projects	Description of Work/Service Deliverables
<p>Soft Story Program</p> <p>Unreinforced Masonry (URM) Program</p> <p>Automatic Gas Shut-Off Valve Program</p> <p>Business License Inspections</p> <p>Residential Energy Conservation Program (RECO)</p> <p>Commercial Energy Conservation Program (CECO)</p> <p>Construction and Demolition Recycling Program (C&D)</p>	<ul style="list-style-type: none"> • Continue to implement Phase 2 of the Soft, Weak or Open Front (SWOF) Ordinance, which mandates seismic upgrading of soft-story buildings within 5-year time period. Develop Engineering Framework Guidelines for applying the engineering criteria established in the Ordinance to seismic retrofits of soft-story buildings. • Continue to monitor and enforce the Unreinforced Masonry Ordinance for the remaining URM properties • Administer Automatic Gas Shut-Off Valve reduced fee permitting process. • Resume reviewing business license applications using Accela. • Continue to monitor and enforce RECO requirements including plan review, field inspections and maintaining and replying to RECO email box on a daily basis. • Continue to enforce CECO requirements including CECO plan review and field inspections, in coordination with the Office of Energy and Sustainable Development (OESD). • Monitor and enforce waste diversion requirements as part of plan review and during the inspection process, in coordination with OESD. • Continue implementing abatement requirements for the testing,

Special Projects	Description of Work/Service Deliverables
Private Sewer Lateral Program (PSL)	repair and replacement of private sewer laterals in building alteration projects.
Illegal Storm Water Connections to Sanitary Sewer	<ul style="list-style-type: none"> Administer permitting and inspection program for abatement of illegal connections to sanitary sewer lines, in coordination with the Public Works Department.
Property Line Adjustments	<ul style="list-style-type: none"> Continue reviewing applications for property line adjustments, in coordination with Public Works.
Condominium Conversions Program	<ul style="list-style-type: none"> Review condo conversion field surveys, address code violations and determine permit requirements, in coordination with Land Use Planning.
Building Permits and Plans Imaging Project (BPPI) Electric Vehicle Charging Stations (EVCS)	<ul style="list-style-type: none"> Prepare permits and supporting documents on a weekly/monthly basis for imaging and storage, in coordination with the City Clerk's office Update permitting guidelines and administer streamlined permitting process for electric vehicle charging stations, in cooperation with OESD. Update uniform permit submittal standards to reflect 2013 Code PV requirements, in cooperation with East Bay Green Corridor Solar Permitting Working Group.
East Bay Solar Task Force	<ul style="list-style-type: none"> Participate in PPT (Problem Properties Team) meetings and inspections. Provide technical support services for the Health, Housing and Community Services (HH&CS) Senior & Disabled Home Loan Program, in coordination with HH&CS. Assist in the development of a comprehensive enforcement response program to address complaints related to mold and mildew. Perform Building and Safety staff walkthroughs and prepare checklists of Key Inspection Points for post-earthquake assessment of City of Berkeley Owned/Operated Critical Facilities for continuity of government services, in coordination with Public Works and the Berkeley Fire Department Office of Emergency Services.

Eliminating Cumbersome Business Practices

The Office of Energy and Sustainable Development (OESD) plans to partner with Information Technology, Finance and client departments to transition to paperless PG&E billing. The scope will include reconciling all existing account balances,

developing procedures to receive electronic bills, perform validity checks, issue electronic payment from various budget codes and maintain records. The project will eliminate approximately 17,000 manual data entries annually (minimum of four data points for each of the approximately 350 meters each month). It will also improve the accuracy of payments and trend analysis and eliminate large volumes of paper billing and associated storage.

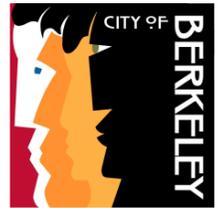
Working with Volunteers

The work of the Planning Department is primarily regulatory in nature and it would be difficult to integrate volunteers into such work.

Sustainability Practices

OESD will work with Land Use Planning, the Zoning Adjustment Board (ZAB), and Planning Commission to ensure that any new land use development, zoning ordinance amendment or local land use plan or plan update is consistent with the community's sustainability goals, as identified in the Berkeley Climate Action Plan (CAP). This will be achieved by integrating a "sustainable development checklist" into all land use planning staff reports to the ZAB and Planning Commission. The checklist will be designed to make the linkages between a given land use project, zoning ordinance amendment or plan and adopted plans and priorities, more transparent to these key decision-makers and to the public. It will include criteria, such as proximity to transit, density and existence of transportation demand management measures that will be assessed in the early stages of a land use project or plan. The checklist will be populated by City land use planners in consultation with applicants for zoning permits and other stakeholders. Integration of the checklist into the City's land use decision-making process will be supported through development of written guidance for land use planning staff and ongoing training for both staff and members of the ZAB and Planning Commission.

**BERKELEY POLICE DEPARTMENT
(271 FTE²)**



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 (156 FTE)

Investigations Division (72)

Professional Standards Division (23)

Support Services Division (14)

Commissions

None

² Does not include hourly employees included in the budget

Office of the Chief Division (6 FTE)

To reduce crime while providing respectful and accountable public service. The goal for the department is to reduce Part I Crime throughout the City of Berkeley. The Division includes the following units:

Internal Affairs
Media

- 1 Chief
- 2 Sergeants
- 1 Police Officer
- 1 Administrative Assistant
- 1 Office Specialist III

Baseline Services	Description of Work/Service Deliverables
Internal Affairs	<ul style="list-style-type: none">• Continue to ensure accountability.• Ensure all employees provide high level of integrity in internal and external contacts.• Timely processing and investigation of complaints made against department employees.• Work collaboratively with the Police Review Commission
Media	<ul style="list-style-type: none">• Provide timely accurate information to community through all available media formats.• Maintain department website.• Social Media implementation.

Operations Division (156 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 I Crime throughout the City of Berkeley. The Division includes the following units:

Patrol
 Bike Detail
 Area Coordinators
 Communications

Patrol

- 1 Captain
- 4 Lieutenants
- 16 Sergeants
- 100 Police Officers
- 1 Office Specialist II

Baseline Services	Description of Work/Service Deliverables
Respond to calls for service	<ul style="list-style-type: none"> • Immediate response to all priority 1 calls. • Provide quick and effective response to civil unrest. • Provide quick and effective response to any critical incidents. • All responses, especially delayed responses, receive quality service. • Accurate timely crime information 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. • Forum for real-time information sharing and up-to-date crime mapping.
Crime investigation	<ul style="list-style-type: none"> • Fully and accurately document all criminal cases. • Interview 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"> • Continue to foster relationships with neighboring agencies • Information coordination.

Baseline Services	Description of Work/Service Deliverables
Community Outreach	<ul style="list-style-type: none"> • Ensure accountability of actions to the public. • Continue Bike Detail partnership with resident and business communities in their assigned areas in their assigned duties. • Identification and response to problematic street crime behavior.
Intradepartmental Responsibilities	<ul style="list-style-type: none"> • Fleet management. • Recurring roll-call briefing training. • Continue to improve communications within and outside of the division. • Continue to develop Crisis Intervention Team (CIT) in Operations Division to more effectively and safely address those in crisis, especially mental health crisis.
Proactive law enforcement operations in high crime areas	<ul style="list-style-type: none"> • Two officers cover the joint UCPD/BPD Telegraph Patrol, seven days per week from 1100 to 2100. • Two officers cover Downtown Wednesday through Saturday 1100 to 2100 seven days per week from 1100 to 2100. • Bike Detail is now imbedded into patrol teams which improves consistency on the hot spots, however, reduces flexibility for use with special events and other special needs. • Downtown Bike Detail officers assist with BHS lunch Monday through Friday.
CIT	<ul style="list-style-type: none"> • Continue to support the growth and development of CIT. Increase number of CIT trained sworn personnel to 20% by the end of FY15.

Special Projects	Description of Work/Service Deliverables
Technology improvements	<ul style="list-style-type: none"> • Utilize technology to create and improve information sharing and other system improvements. • Incorporate social media in public messaging.
Structural reorganization to reflect current staffing and crime	<ul style="list-style-type: none"> • Beat structure will be examined in detail in conjunction with a comprehensive work load study currently commissioned.

Area Coordinators

- 1 Sergeant
- 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

Baseline Services	Description of Work/Service Deliverables
	<p>rapidly with effective tactics to crime trends.</p> <ul style="list-style-type: none"> • 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. • Assist with social media implementation.
Reserve Unit	<ul style="list-style-type: none"> • Continue to coordinate the Reserve Detail (approximately 20 officers) and special events planning.

Communications:

- 1 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 while ensuring minimum staffing. • Coordination and integration with Patrol and Investigations to assist with crime reduction. • Provide exceptional customer service at all times.

Special Projects	Description of Work/Service Deliverables
Alternate PSAP site	<ul style="list-style-type: none"> • Complete emergency protocols for evacuation and relocation of Communications Center to include alternative answering point.
New medical dispatch protocol	<ul style="list-style-type: none"> • Implement Emergency Medical Dispatch protocol upon conclusion of contractual negotiation between COB and Alameda County Fire by January 2015.
Procedure Manual	<ul style="list-style-type: none"> • Create standard operation procedural (SOP) Manual by June

Special Projects	Description of Work/Service Deliverables
	2015. <ul style="list-style-type: none"><li data-bbox="526 268 1073 302">• Incorporate SOP into training program.

Investigations Division (72 FTE)

To support the department-wide efforts to investigate to completion violent crimes, property crimes, narcotics and vice offenses, and enforcement of traffic and parking laws and ordinances, 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:

- Investigations
- Crimes against Persons
- Crimes against Property
- Special Victims Unit
- Special Enforcement Unit
- Traffic Unit (Motors, Traffic Analyst)
- Parking Enforcement
- Crime Analysis Unit
- Crime Scene Unit

Investigations

- 1 Captain
- 1 Lieutenant
- 4 Sergeants
- 14 Police Officers

Crimes against Persons/Property/Special Victims Unit

Through conducting criminal investigations, provide follow-on expert investigations to completion of a wide variety of criminal offenses, including but not limited to homicides, aggravated assaults, robberies, burglaries as well as many other crimes.

Baseline Services	Description of Work/Service Deliverables
Investigation and Follow-up Investigation of crimes	<ul style="list-style-type: none"> • Primary Investigation responsibilities for certain crimes, such as homicides, residential stranger rapes and bank robberies. • Conduct timely and thorough follow-up investigations of Part One crimes where investigative leads are present and resources allow. • Document and prepare investigative reports in a manner suitable for charging and prosecution by the District Attorney. • Work closely with Operations Division personnel through effective communication to identify arrestable persons and update the status and developments in criminal investigations as appropriate. • Seek out and provide training to Division members in areas where specialized knowledge is required. (e.g. Computer forensics, investigation through social media sources, etc.)

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Provide forensic computer, smartphone, and personal electronic device examination services to support criminal investigations.
Communicate with outside agencies (community and law enforcement)	<ul style="list-style-type: none"> • Develop and maintain a close working relationship with the Berkeley Unified School District and schools and their personnel throughout 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. <p>Develop and maintain a close working relationship with other City departments.</p>
Victim Support	<ul style="list-style-type: none"> • Provide support for domestic violence victims and families through on-site, full-time Family Violence Law Center advocate. • 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.
School Resource Officer	<ul style="list-style-type: none"> • Provide Berkeley High School with a School Resource Officer who provides support to BUSD staff and students in school-safety matters, and who investigates crimes and incidents occurring on the Berkeley High School Campus.

Special Projects	Description of Work/Service Deliverables
Ballistics Analysis and NIBIN entry	<ul style="list-style-type: none"> • Develop agreements and protocol with the Department of Alcohol, Tobacco and Firearms for increased submission of casings and firearms for analysis and entry into the National Integrated Ballistics Information Network (NIBIN).
SART Kit Testing and DNA entry into CODIS	<ul style="list-style-type: none"> • Develop protocol for Sexual Assault Response Team (SART) evidence kit DNA analyses, to result in increased contributions of suspect DNA profiles into the Combined DNA Index System (CODIS).
Repeat Offenders	<ul style="list-style-type: none"> • Crime Analysts identify and track those individuals who are career criminals or repeat offenders in our city.
Forensic Examination of Cellular Phones	<ul style="list-style-type: none"> • Acquire a system to allow for forensic digital file copying and reproduction, and to streamline copying and “burning” of digital files to and from Digital Video Discs, Compact Disks, and other forms of computer storage devices. Benefits include improved forensic evidence management, and reduction in staff time needed for creation of multiple copies of DVDs and CDs needed for prosecution purposes.

Special Enforcement Unit

Through conducting narcotics trafficking investigations and focused enforcement, prevent the recurrence of entrenched open-air drug markets on city streets; use the

personnel, equipment and experience of SEU members to support other Investigations Division units in warrant service; collaborate with detectives and other police personnel to decrease overall crime, especially property crimes; maintain open communication with other law enforcement agencies; enhance and improve knowledge of and response to gang related incidents, especially those involving violence and weapons.

Special Enforcement Unit:

- 1 Lieutenant
- 2 Sergeants
- 9 Police Officers

Baseline Services	Description of Work/Service Deliverables
Investigate narcotics, vice and weapon offenses.	<ul style="list-style-type: none"> • Conduct to completion, narcotics, vice and weapons-related investigations, with a focus on offenders whose illegal activities involve violent crimes and/or affect the quality of life for Berkeley residents.
Provide visible proactive crime suppression in the city.	<ul style="list-style-type: none"> • Coordinate operations with Patrol and Detectives to supplement staffing for surveillances, warrant services and sting operations. • 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 as needed to maximize their ability to conduct surveillance, buy programs, and sting operations. <p>Develop and maintain close working relationship with border agencies to facilitate the sharing of information and resources.</p>
Investigate and process asset forfeiture cases related to narcotics investigations.	<ul style="list-style-type: none"> • Conduct investigations to support the seizure of money and property obtained through illegal narcotics sales and vice activities. Investigations shall be prepared to meet or exceed the standards required by the Alameda County District Attorney's Office or other prosecutor authority.
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	<ul style="list-style-type: none"> • Develop curriculum and put on annual tactical training for all members of SEU.

Traffic Unit

Through Traffic enforcement, collision investigations, and other activities, increase and enhance community safety on Berkeley's roadways. Traffic officers support the department's 5% collision reduction goals through enforcement and education. Traffic

officers also conduct DUI checkpoint operations, child passenger restraint installations for the public and similar efforts focused on traffic, bike and pedestrian safety.

The Traffic Unit:

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

Baseline Services	Description of Work/Service Deliverables
Enforcement	<ul style="list-style-type: none"> • 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 fatal and serious injury collisions. • Investigate injury accidents where hospital transport is required. • Investigate injury collisions involving occupied school buses, ambulances, or other vehicles from other agencies.
Collision and Crime Scene Diagram	<ul style="list-style-type: none"> • Support major collision and serious violent felony investigations through the use of specialized measuring equipment and the generation of collision and crime scene evidence diagrams.
Equipment Maintenance	<ul style="list-style-type: none"> • Maintain departmental radar and lidar equipment.
Tow Hearings	<ul style="list-style-type: none"> • Conduct hearings for the public when tows are contested.
VIP Escorts	<ul style="list-style-type: none"> • Facilitate and plan escorts for VIP events within the City of Berkeley limits.
Demonstration Assistance	<ul style="list-style-type: none"> • Escort and provide traffic control for demonstrations and other planned or non-planned events.
Safety Improvement Efforts	<ul style="list-style-type: none"> • Develop and maintain working relationships with Public Works and Traffic Engineering to evaluate non enforcement safety options for City intersections.
Crossing Guards	<ul style="list-style-type: none"> • Provide for pedestrian safety at BUSD elementary schools through Crossing Guard program.

Special Projects	Description of Work/Service Deliverables
DUI Enforcement and Education	<ul style="list-style-type: none"> • Develop and conduct refresher training on DUI enforcement for Operations Patrol Teams.

Traffic Analyst

Support the Unit goal of 5% reduction in injury accidents through analysis of all collision investigations and related duties.

- 1 Police Officer

Baseline Services	Description of Work/Service Deliverables
Collision Reports	<ul style="list-style-type: none"> • Review, forward, and track all departmental traffic collision reports. • Maintain traffic collision data in appropriate systems.

Baseline Services	Description of Work/Service Deliverables
DMV	<ul style="list-style-type: none"> Review and forward all departmental DMV paperwork.
Policy Review	<ul style="list-style-type: none"> 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

Through enforcement of parking ordinances and regulations, the Parking Enforcement operation will support the City’s efforts to insure parking spaces are utilized according to the laws and ordinances which govern their use, Parking Enforcement personnel will provide assistance through answering questions and requests for information. Parking Enforcement will support the Police Department’s handling of large scale planned and unplanned events through providing traffic control and monitoring, and in other ways as appropriate.

- 1 Parking Enforcement Manager
- 2 Supervising Parking Enforcement Officers
- 23 Parking Enforcement Officers

Baseline Services	Description of Work/Service Deliverables
Parking Enforcement	<ul style="list-style-type: none"> Vigorous and fair 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 needed during planned or non-planned events.
Education	<ul style="list-style-type: none"> Conduct parking enforcement educational campaign at the beginning of each school year.
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.
Citation Management	<ul style="list-style-type: none"> Utilize Citation Management System to produce citations and manage related data; use System data and photographs for citation review to respond to inquiries and investigate complaints related to individual citations.
Scofflaw Enforcement	<ul style="list-style-type: none"> Utilize PayLock booting equipment and procedures to locate and immobilize vehicles with five or more unpaid Berkeley parking citations.
Placard Enforcement	<ul style="list-style-type: none"> Conduct enforcement operations focused on illegal possession and use of disabled placards.

Special Projects	Description of Work/Service Deliverables
Electronic Parking Enforcement Vehicle	<ul style="list-style-type: none"> Evaluate electric vehicle for suitability as fleet replacement of Parking Enforcement GO-4 vehicles.
Parking Enforcement	<ul style="list-style-type: none"> Evaluate existing Parking Enforcement beat areas and assess the

	need to restructure beat areas to align more closely with available personnel and parking violations data.
Parking Enforcement	<ul style="list-style-type: none"> Evaluate existing Parking Enforcement shift schedules and assess the need to make changes to align more closely with available personnel, supervisors and parking violations data.
Technology Utilization	<ul style="list-style-type: none"> Evaluate potential increased efficiencies for Residential Parking Permit enforcement through use of Automated License Plate Reader technology.
Parking Fine Collections	<ul style="list-style-type: none"> Work with Finance and IT to identify appropriate strategies to capture overdue parking fine collections.
GoBerkeley	<ul style="list-style-type: none"> Support GoBerkeley goals through focused enforcement in program areas.

Crime Analysis Unit

To support the Department's efforts through crime analysis and the production of materials to inform decision-making; identify effective tactics and strategies for impacting crime; and to produce reports, maps and other informational products as needed by department staff for a variety of purposes.

- 1 Crime Analyst
- 1 Police Officer

Baseline Services	Description of Work/Service Deliverables
Crime Analysis and Reporting	<ul style="list-style-type: none"> Analyze crime information to identify series, trends, and clusters order to support resource deployment decisions. Support department staff through providing crime and crime analysis information, including crime statistics for CARS meetings, 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	<ul style="list-style-type: none"> Gather data as needed to comply with public information act requests.

Special Projects	Description of Work/Service Deliverables
Data Analytics	<ul style="list-style-type: none"> Explore Data Analytics software options and identify desirable software solutions to enhance crime analysis capabilities. Work with IT to implement selected option(s).
Training	<ul style="list-style-type: none"> Seek and obtain training in current software or methods to leverage the greatest benefit from of our current systems.
Internal Service	<ul style="list-style-type: none"> Increase focus on analysis to specifically inform operational decision-making, to ensure the best possible service to Operations Area commanders and to department staff.
External Agencies	<ul style="list-style-type: none"> Explore crime analysis with adjacent agencies. Support inter-agency efforts focused on specific crimes; provide data for tactical planning.

Crime Scene Investigations:

Support the Department’s efforts to conduct criminal investigations to conclusion through recovering and preserving forensic evidence in the field, and by examining forensic evidence and reporting findings to investigators and prosecutors.

- 1 Crime Scene Supervisor
- 3 Community Service Officers/Identification Technicians

Baseline Services	Description of Work/Service Deliverables
Crime Scene Evidence Collection	<ul style="list-style-type: none">• Search for and collect forensic evidence; properly examine, process and preserve evidence for use as evidence in criminal investigations and prosecutions.
Court Testimony	<ul style="list-style-type: none">• Testify effectively in criminal proceedings, through the introduction and explanation of forensic evidence and actions taken during a criminal investigation.
Fingerprint Expertise Development	<ul style="list-style-type: none">• Identify training needed to increase CSU members’ expertise in the field of fingerprint comparison and identification. Raising level of expertise will provide more timely examination and identification of prints, and allow for the acquisition of a computerized latent print workstation to submit prints to a fingerprint identification system.
Continual Professional Training and Readiness	<ul style="list-style-type: none">• Seek and obtain the level of training necessary for unit members to maintain expertise in all manner of evidence collection and examination.• Continually examine staffing levels and shift deployment to maximize availability to Operations

Professional Standards Division (24 FTE)

Goal is to provide the department with highly qualified sworn and non-sworn employees who reflect the cultural diversity of the City. The Professional Standards Division strives to bring the department in line with national standards and best practices in all areas of policing. The focus of this Division is improving systems to reduce obstacles in accomplishing our mission. The division includes the following units:

Policy and Planning Unit
 Audit, Inspection and Accreditation Unit
 Personnel and Training Bureau
 Berkeley Jail

Policy and Planning Unit

- 1 Captain
- 1 Lieutenant
- 1 Sergeant

Baseline Services	Description of Work/Service Deliverables
Policy generation and maintenance	<ul style="list-style-type: none"> • Maintain departmental orders, regulations, manuals and mutual aid agreements. • Liaison with Lexipol, the PRC and the City Attorney's Office in the generation of new department policy.
Uniform Committee	<ul style="list-style-type: none"> • Investigate and prepare reports of claims for damage to uniforms. • Investigate viability of emerging trends in all aspects of department uniform wear.
Safety Committee	<ul style="list-style-type: none"> • Responsible for department Safety Program. • Liaison with City Safety Committee. • Investigates employee injuries and seeks avenues to reduce injuries. • Makes proposals for department safety enhancements. • Maintain an employee wellness program to promote a healthy and productive workforce.
Liaison with the DMV	<ul style="list-style-type: none"> • Works with the DMV to ensure driver status compliance of department employees. • Coordinates Confidentiality Program for department employees.
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.
Chaplaincy Program	<ul style="list-style-type: none"> • To implement and develop a policy on a chaplaincy program designed to serve the employees of the Berkeley Police Department and the community at large.
Wellness Program	<ul style="list-style-type: none"> • To identify and implement techniques that addresses the wellness of employees both physically and mentally.

Special Projects	Description of Work/Service Deliverables
Special Reports and Analysis	<ul style="list-style-type: none"> As assigned from the Division Captain or Chief of Police, projects often generated from City Council or Executive Staff inquiry.
Administrative Purge	<ul style="list-style-type: none"> Coordinate with DA on rules to conduct an accelerated administrative purge of unneeded evidence. Oversee the Administrative Property Room Purge process

Audit, Inspection, and Accreditation Unit

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

- 1 Sergeant

Baseline Services	Description of Work/Service Deliverables
Audits, Inspections and Accreditation	<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 Special Enforcement Unit, Property Room and Jail as dictated by policy. To implement standards as required by the Commission on Accreditation for Law Enforcement Agencies (CALEA) upon implementation of Lexipol. Conduct thorough research into how to implement CALEA standards efficiently and effectively.

Personnel and Training Unit:

- 1 Lieutenant
- 1 Sergeant
- 1 Police Officer
- 1 Associate Management Analyst
- 1 Office Specialist III
- 2 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. Maintain promotional lists to fill vacancies as needed. Assess upcoming retirements and separations (ongoing).
Training	<ul style="list-style-type: none"> Training Officer position added to the Unit to integrate training needs with Patrol Schedule availability. Provide training as required by the Peace Officers Standards and Training Commission.

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> • Reduce employee injuries through training. • Coordinate departmental wide training to reflect readiness, best practices and to stay in compliance with POST standards and legislative mandates.
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
Crisis Intervention Team	<ul style="list-style-type: none"> • Continue training officers to serve as Crisis Intervention Team members based on a national model to better serve those in our community who are faced with Mental Health challenges or personal crises. • Policy on use to be developed.
Training	<ul style="list-style-type: none"> • Continuously review and assess the current training plan. • Devise a training plan for the upcoming year and beyond, if feasible.
Honor Guard	<ul style="list-style-type: none"> • Represent BPD at formal functions such as promotional ceremonies, memorials and funeral services.

Berkeley Jail:

- 1 Sergeant
- 3 Community Service Officer Supervisors
- 10 Community Service Officers

Baseline Services	Description of Work/Service Deliverables
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. • Staff the Department Front Counter during non-business hours. • Provide LiveScan services for other City Departments.

Special Projects	Description of Work/Service Deliverables
Orders revision	<ul style="list-style-type: none"> • Revising General Orders regarding jail management.
Training	<ul style="list-style-type: none"> • Jail Training Program JTO- development of formal training program.

Support Services Division (14 FTE)

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 reducing Part One Crimes. The Division includes the following units:

- Fiscal Administration
- Records
- Public Safety Technology 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, developing and monitoring the department budget and providing for the exchange of meaningful information to individuals inside and outside the department. • 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 so as not exceed department budget. • 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. • Oversee department-held contract, grants and purchase agreements.
Fleet, technology and facility management	<ul style="list-style-type: none"> • Coordinate fleet purchase and facility maintenance expenditures in conjunction with Public Works and Information Technology Departments. • Manage department technology services, PC replacement, cellular and desk telephone service and maintenance, copiers, and other shared equipment resources.

Special Projects	Description of Work/Service Deliverables
Cash Handling	<ul style="list-style-type: none"> • Identify and eliminate deficiencies or implement mitigations in Police Department cash handling procedures. • Identify situations where staffing levels do not permit full compliance with the City's cash handling regulations. • Work with supervisors and Finance Department to eliminate the deficiency or implement an approved mitigation procedure until the appropriate staffing level is achieved. • Document both the deficiency and implement an approved mitigation once implemented and retain for audit purposes.
Division Structure	<ul style="list-style-type: none"> • Review job descriptions and task assignment throughout the Division for efficiency and work load distribution.
Contract Management process improvement	<ul style="list-style-type: none"> • To more effectively follow City of Berkeley purchasing regulations, finalize and implement departmental contract management procedures to facilitate internal processing of new and amended contracts by June 2015.
Technology	<ul style="list-style-type: none"> • Design strategic technology plan for department. To include budgeting, research, testing and implementation. • Develop a means to derive value from all data collected within the agency. Work with IT to identify tools for data ingestion, storage and integration for output in visualization and analytics.

Records

- 1 Office Specialist Supervisor
- 2 Office Specialist III
- 4 Office Specialist II
- 1 Police Officer
- .5 Warrant Officer (hourly)
- .7 Reserve Officer(s) (hourly)

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"> • Implement measures to ensure timely and accurate report entry.
Public Records Act Requests	<ul style="list-style-type: none"> • Respond in timely and complete manner.

Court Liaison	<ul style="list-style-type: none"> • Ensure efficient flow of documents to District Attorney in preparation successful prosecution of criminal cases. • The liaison officer assists and coordinates the scheduling of cases, and maintains an effective working relationship between the court system and the division of police.
Warrant Service	<ul style="list-style-type: none"> • Maintain and serve outstanding criminal warrants, transport fugitives, and locate wanted criminals.

Special Projects	Description of Work/Service Deliverables
Review operational practices to increase efficiency	<ul style="list-style-type: none"> • Study job tasks to identify cumbersome business practices in record review and release, document merging, citation management. • Identify automated services to relieve manual tasks and eliminate work around practices.

Property and Evidence:

- 1 Community Service Officer Supervisor
- 2 Community Service Officers

Baseline Services	Description of Work/Service Deliverables
Property storage and release	<ul style="list-style-type: none"> • Provide secure and accurate storage of property held for evidence, safekeeping and lost items.
Central Supplies	<ul style="list-style-type: none"> • Maintain adequate on-site consumable office supplies for un-interrupted operations of department.

Special Projects	Description of Work/Service Deliverables
Manual and General Orders revision	<ul style="list-style-type: none"> • Continue revision of PD Property and Evidence Manual and General Orders regarding property and evidence management.
Implement destruction schedule	<ul style="list-style-type: none"> • Implement procedures as appropriate and necessary to ensure destruction of property on a routine schedule.
Administrative Property and Evidence Purging	<ul style="list-style-type: none"> • In conjunction with Professional Standards, complete administrative purge by December 2014.
Safekeeping and Found Property Release	<ul style="list-style-type: none"> • Identify cumbersome business practices to improve safekeeping and found property release • Revision of general orders on notification procedures by June 2015.

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

- 1 Police Officer

Baseline Services	Description of Work/Service Deliverables
Public Safety Information System	<ul style="list-style-type: none"> • Provide efficient computer assisted dispatch and records management system for Fire and Police Departments. • Analyze, in conjunction with Information Technology software and hardware requirements of New World Aegis/MSP Version 10.2. If feasible, implement by February 2015. • Complete installation and implementation of the Public Safety computer System by June 2015.

Special Projects	Description of Work/Service Deliverables
State Identification Interface	<ul style="list-style-type: none"> • In conjunction with Information Technology Department identify law enforcement agencies to share costs of State Identification access on mobile data terminals.
Electronic ticketing for sworn officers	<ul style="list-style-type: none"> • In conjunction with Information Technology Department, explore implementation of an electronic (e-ticketing) citation solution for officers by Spring 2016.
Career Criminal Module	<ul style="list-style-type: none"> • In conjunction with Information Technology, explore cost benefit of career criminal module in New World by December 2014.
False Alarm Interface	<ul style="list-style-type: none"> • In conjunction with Patrol, Information Technology and Finance, implement on-line false alarm management system interfacing with New World Systems and FUNDS\$ by Fall 2015.
Smart Justice Application	<ul style="list-style-type: none"> • In conjunction with Information Technology, research Justice Mobile application functionality, funding and possible implementation with other Alameda and Contra Costa County law enforcement agencies by Fall 2015.

Police Department

Cumbersome Business Practices

1. Release of records:
 - a. Current Practice:
 - i. Require written request submitted at public counter on prescribed form.
 - ii. Requires return to public counter to retrieve records when notified by mail.
 - b. Means of Addressing Practice
 - i. Study job tasks to identify cumbersome business practices in record review and release, document merging, citation management.
 - ii. Once identified, determine best practices, develop alternatives, analyze cost benefits and affect on organization.

2. Public Records Act Response:
 - a. Current Practice:
 - i. Require written request submitted at public counter on prescribed form.
 - ii. Requires return to public counter to retrieve records when notified by mail.
 - iii. Multiple requests on same topic are not always provided the same information if the wording on the request is not identical.
 - b. Means of Addressing Practice:
 - i. Study internal public records act request processing to determine if automated distribution of requests would be more effective.
 - ii. Study external resources to determine means to electronically respond to requests when appropriate.
 - iii. Implement cost effective and best customer service solution.
 - iv. Examine filing practices to best respond to duplicate or requests for the same information from different requestors.
 - v. Revise General Order to reflect revised practice.

3. Current False Alarm responses:
 - a. Current Practice:
 - i. False Alarms are approximately 98.5% of total alarm call to the Berkeley Police Department.
 - ii. This is an inefficient use of police resources, requiring approximately the time equivalent of one full-time officer.
 - b. Means of Addressing Practice:
 - i. A robust and well-run false alarm program, coupled with a new City Ordinance containing current best practices could help reduce this inefficient process.

Volunteers

The department is expanding the use of volunteers in the newly-designed chaplaincy program. The program will be staffed with multid denominational clergy who have undergone a selection and training process. They will serve in an on-call capacity to respond to traumatic incidents and any matters deemed appropriate for their services. Chaplains will also be available to any employee seeking their counsel and/or spiritual guidance in personal and/or professional issues.

The possibility for further expanding the volunteer program is available to the department through VIPS (Volunteers in Police Service).

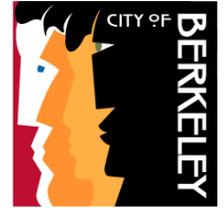
Sustainability

In 2013 Ford discontinued the Crown Victoria, the standard police vehicle used by Berkeley PD. The Department took this opportunity to completely reexamine the fleet; including examining ways the fleet could be “greener” in line with the direction of the City to be part of the “Green Cities California” initiative. Beginning Fiscal Year 2014 the Berkeley Police Department set the goal of reducing its carbon footprint by 25% over the next two years. The Department is well on its way to meeting that goal.

The Department’s Parking Enforcement Vehicles are due to be replaced. A small number of electric vehicle vendors are offering electric replacements for the traditional “GO-4” vehicle now used by parking enforcement professionals. Staff reviewed available vehicles and identified one as a potential replacement. A test vehicle has been ordered, and is expected to go into service in FY15, after being fully equipped with standard equipment including radio and safety lights. Staff will evaluate the vehicle, including range between charges, safety and comfort for parking enforcement staff to determine if the vehicle could be utilized on a fleet-wide basis. Staff will also examine existing electrical service infrastructure to determine what resources are needed to support charging electric vehicles should they be utilized on a fleet-wide basis.

The department is replacing older fluorescent and halogen lighting in the Public Safety Building with high efficiency lamps to lower our energy consumption, while maintaining sufficient illumination. Through Public Works Electrical and Facility Maintenance, we hope to replace all lamps operating 24/7 with infra-red sensor lighting devices with on and off switches. This project will take advantage of all applicable rebate programs, and should save over 200,000 kWh a year.

**PUBLIC WORKS DEPARTMENT
(291.75 FTE)**



Mission

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

Department Vision

To develop a more flexible, responsive, and resilient Department that provides an atmosphere where customer service thrives.

To be successful and remain relevant, we must adapt and develop a Department that is able to anticipate and respond to the new challenges quickly and turn them into opportunities. To achieve this vision, we have identified four Strategic Priorities to focus and guide our development energies and efforts.

Strategic Priorities

1. People First

Training, development, recognition, and inclusion.

2. Communication and Information Management

Open, honest, and respectful communication.

We can only manage what we measure.

3. Service Delivery

Well trained staff focused on customer service, using information wisely, and communicating effectively will allow us to improve service delivery.

4. Fiscal Responsibility

Operate within your budget.

Office of the Director (6 FTE)

Operations, Deputy Director (137 FTE)

Engineering (33.75 FTE)

Zero Waste (87 FTE)

Transportation (18 FTE)

Administrative & Fiscal Services (10 FTE)

Commissions

Commission on Disability

Public Works Commission

Transportation Commission

Zero Waste 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 refuse and recycling collection and processing, to transportation planning, facilities maintenance, infrastructure improvements, and watershed management.

Public Works FY 2015 Workplan Priority Projects

- Continue to *Strengthen Our Culture of Service*.
- Develop a Department program for Volunteer Coordination.
- Create Downtown Project Delivery Team.
- Complete Downtown Berkeley Plaza design, and environmental clearance.
- Develop Center Street Garage replacement design and financial plan.
- Complete goBerkeley Value Priced and Demand Management Pilot Project.
- Complete I-80 Gilman Project Study Report/Project Development Support.
- Complete design for Hearst Corridor Complete Streets Project.
- Complete 65% of design for Shattuck Avenue reconfiguration.
- Complete 50% of Bicycle Plan Update.
- Complete at least 50% of Ashby Avenue (SR 13) 4th Bore Settlement improvements.
- Implement the City's Sewer System Asset Management Implementation Plan (AMIP) and rehabilitate 4.2 miles of sanitary sewers.
- Implement Consent Decree requirements.
- Complete Proposition 218-compliant process for sewer service fee rate increase.
- Finalize installation and implementation of new computerized maintenance management system (CMMS) for the sewer program.
- Develop Streets and Watershed Program Plan.
- Update the accelerated 5-Year Paving Plan; construct green infrastructure elements and pave approximately 15 miles.
- Construct Allston Way Permeable Paver Demonstration Project.
- Select and execute contract with outside vendor for fleet parts management and inventory control.
- Continue to reduce equipment replacement backlog.
- Update facility rates structure and incorporate in FY 2016 – FY 2017 budget cycle.
- Develop service level agreements for all buildings maintained by Public Works.
- Complete building assessment matrix for all City buildings maintained by Public Works and PRW, identify unfunded liabilities, and develop a long-term CIP program.
- Covert 8,000 streetlights to Light Emitting Diodes (LED).
- Construct seismic upgrades at James Kenny Recreation Center.
- Develop and implement a sidewalk grinding program as part of the Streets and Watershed Program Plan.
- Increase residential food waste diversion: improve public outreach to encourage food scrap composting; provide information and pails to new residents.

- Develop and deliver outreach materials to improve commercial sector waste diversion, especially working with South Berkeley businesses.
- Improve Transfer Station recycling systems to offer more opportunities for material diversion, and to monitor recycling loads.
- Complete a Commercial Franchise Study and consider new commercial rate structure.
- Develop a Compostable Food Serviceware Ordinance for Council review.

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 of agendas, circulation of information and coordination of speakers. Provide clerical support and subject expertise for Commission meetings. Maintain communications with the City Council, other departments and commissions, and the public.

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 and Internal Audits

Review and edit Council reports; work with authors and Managers on substantive report issues; serve as Department coordinator for the agenda review process; serve as PW coordinator for City Clerk's agenda review system. Manage Department process with and responses to internal audits, monitor status reports for open recommendations.

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; process public record act requests. Provide technical assistance and training on safety and customer service programs; coordinate work plan updates and department-wide strategic planning.

Operations & Analytical Support, and Special Projects

<u>Baseline Services</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.
Council Reports and Internal Audits Process	Review and edit Council reports, and manage PW audits for City Auditor and Department status reports.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Personnel Matters	Coordinate procedures and documentation for workers comp, required testing, and grievance/disciplinary issues.
Web Content	Maintain and update public and internal web content for general PW information, Operations, Zero Waste & Recycling, and back-up for other divisions.
Workplans & Planning	Facilitate development of workplans and strategic planning process.
Strengthening Our Culture of Service	Lead our effort to develop a more flexible, responsive, and resilient Department that provides an atmosphere where customer service thrives.
Volunteer Coordination	Oversee and assist Department-wide efforts to improve our coordination with volunteers.
American Public Works Assoc. Accreditation	Manage APWA reaccreditation process, update and maintain data and materials, and coordinate with APWA personnel.

Operations, Deputy Director

Provide management oversight to the City’s Public Works Operations and Maintenance Divisions including Operations Support, Environmental Compliance, Equipment Maintenance, Facility Maintenance, Streets, and Utilities. Operations is primarily responsible for maintaining the City’s existing infrastructure and providing support to other City Departments and Public Works Divisions including Engineering, Zero Waste, Transportation, and Property Management, as-needed. Operations will continue to review and modify the existing work plan and responsibilities, taking into account current staffing levels and revenues in an effort to meet community priorities.

DIVISION TOTAL FTE: 137.00

1. 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/311with information, supplies, materials, and training assigned staff; update Lagan cases; and draft/update, as needed, response times, procedures and scripts.
Data Entry & Program Support	<ul style="list-style-type: none"> • Generate work orders for: Electrical, Equipment Maintenance, Traffic Maintenance, Meter Maintenance, Sewer Maintenance, Storm Maintenance, Construction Maintenance, Clean Cities, Street and Sidewalk Maintenance, Lower Lateral Inspections. • Manage data entry for: Sewer Maintenance, Storm Maintenance, Construction Maintenance, Street and Sidewalk Maintenance • Coordinate weekly update of PW projects that impact the public.
PWWorks email	Monitor inbox which receives about 150 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. Generate cases in LAGAN as appropriate.
Claims Support	Provide information to City Attorney and outside City Claims adjuster on claims, including work order details, history, photographs or other necessary support documentation. Coordinate claims and reimbursement for damage to City Property and Vehicles.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
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
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.
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.
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.
Records Management and Retention	Includes training records, APWA documentation, work orders, DOT Physicals, personnel information. 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.
Medical Appointments	Schedule Employee Physical exams
Billing Support	Caltrans, UC Berkeley Football, and Utilities
Other	Caltrans maintenance agreement billing for City (PW and PRW) work conducted on State roadways (Ashby Avenue, Ashby Connection to I-80, and San Pablo Avenue).

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Water Usage Analysis	Support the Office of Energy and Sustainability to assist in gathering information to help to reduce the City's water usage
Sidewalk Program Support	Support Streets and Engineering to create a successful program to track make-safes and permanent sidewalk repairs.
Car Share	Provide analysis on Car Share VS City Fleet

2. 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 Services</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.
Hazardous Material Disposal	<ul style="list-style-type: none"> • Disposal of Illegally dumped hazardous material at the Transfer Station, Marina, on public rights-of-way, and City-generated hazardous materials. • Quarterly pick up of hazardous waste from Corporation Yard and Transfer Station.
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.
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.
Stormwater Compliance	<ul style="list-style-type: none"> • Compliance with NPDES (storm water discharge) Permits, Stormwater Pollution Prevention Plan (SWPPP), Spill Prevention Control Countermeasures. • Service catch basin filters at Transfer Station, CCC, Corporation Yard and Public Safety Building.
Contract / RFPs	Manage and procure contracts for: biohazard clean up, environmental consulting, hazardous waste management, and UST maintenance.
Internal Environmental Consulting	<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. • Research alternative fuels and technologies that will meet Equipment Maintenance's fleet requirement and support the Climate Action Plan. • Work with Facilities and Parks on any lead/asbestos issues.
Battery Recycling	Disposal of batteries generated throughout the City
Used Oil Grant	Apply for new grant and work to improve City facilities for used oil recycling.

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Paint Care Program	Determine the feasibility of adding the Transfer Station to the nonprofit PaintCare program, which was established to manage the reuse, recycling, and proper disposal of unused paint. More information can be found at http://www.paintcare.org/ .

1.

3. Facilities Management

Strategic planning ensures that facilities are appropriately maintained to meet the needs and changing requirements of building users over time. This planning is vital to ensure facilities operations support an organization's long- and short-range objectives

Maintain 900,000 SF of public service facilities including 7 fire stations, 3 senior centers, public safety, and multi-story office buildings, 2 parking garages with another 33,000 SF of parking, elevators, air handlers, exhaust fans, HVAC systems, alarms, and gates add to the total.

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 installs and maintains traffic signals and pedestrian control devices at 136 intersections, and 8,000 streetlights along public streets, parking lots, pathways, recreation facilities, installs and maintains the City's 860 radios in PW, Parks, Police and Fire vehicles, all Police and Fire lights, sirens, computer docks, the City's communications system and provide sound systems for special events and Council.

<u>Baseline Services</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, toilets, and office/file cabinet lock outs. • Install electrical outlets and new doors, build walls, and re-key offices.
Old City Hall	Maintain building as "healthy" and Council Chambers in working order.
Janitorial Services	CCB, Corporation Yard, 830 University, AIRCO Building , and Transfer Station: <ul style="list-style-type: none"> • Day crew cleans facilities, stocks paper goods, and responds to emergency cleaning situations. • Evening crew is responsible for the bulk of work, including clean, vacuum, and mop. • Day porter responds to emergency calls within 1 hour.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
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 2,000 street lamps are replaced annually. • Emergency repair: respond to light pole knock downs, traffic signal failure, induction loop failure, conduit breaks. • Repair ball field lighting systems, and Marina electrical repair. • Maintenance and repair of all electrical structures (includes lights, plugs, motors, fire alarms) for City buildings (all PW, Parks, Marina, PSB)
Radio & Telephone Communications	<ul style="list-style-type: none"> • Install and maintain the City's 860 radios in PW, Parks, Police and Fire vehicles • Install and maintain Police and Fire lights, sirens, computer docks and all related cabling associated with each vehicle • Provide 24-hour response for communication system equipment (backbone) SCADA and fire ring down systems • Install, test and maintain microwave equipment for current City of Berkeley communications systems • Install electrical outlets and conduits for the IT Department's VoIP phone system. • Provide setup and maintenance for the City Council Chambers sound system during council meetings. • Provide equipment and setup audio systems for special events and ceremonies
<u>Special Project</u>	<u>Scope of Work / Deliverables</u>
Electrical	Upgrade Street light in ground contacts to Tesco above ground utility boxes

4. Property Management Services

Responsible for tenant management, lease negotiations, real property transactions, and space planning. Manage leases and license agreements where City is either the tenant or the landlord in buildings, parking garages, and shopping mall; update and process insurance information, possessory interest tax, common area maintenance charges, and annual adjustments.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Revenue Leases	Lease for new tenant (sodoi coffee inc) at Telegraph Channing Mall will be finalized and tenant will proceed with move-in. Facilities Superintendant in collaboration with City Manager's Office will coordinate new tenant's (Options Recovery Services) move into the Old City Hall Annex

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Telegraph Channing Mall	Liaison for new management company (MRE Commercial Real Estate) at Telegraph Channing Mall which will advertise 2 remaining vacant spaces, screen applicants, make selection, process agreements and resolve tenant issues.
1931 Center Street	Veterans Building: Service license agreement of various nonprofit groups.
1947 Center Street	Support City Manager's Office efforts to assess use of vacant space
Facility Rates	Work with Administrative & Fiscal Services Manager to update Facility Rates structure for building maintenance.
Property Maintenance	Coordinate non-routine maintenance, building issues and unscheduled repairs with building maintenance.
Building Security	<ul style="list-style-type: none"> • Research the feasibility of updating the security system at 1947 Center and adding it to the City' • Monitor and program building security system, track alarms, and coordinate with alarm company. • Manage Security Services (building personnel) contract.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Deed Scanning	Continue researching and scanning deeds that don't have identified parcel numbers.

5. Equipment Maintenance

With facilities at both the Corporation Yard and Transfer Station, Equipment Maintenance staff manages and maintains the City's 671 fleet vehicles, heavy duty trucks and large equipment, including alternative fuel vehicles and equipment, acquisition and disposal of inventory, and monitor underground fuel tanks.

<u>Baseline Services</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 Zero Waste), Parks, Recreation & Waterfront, Housing, and Health Services.
Transfer Station Services	Perform 251 preventive maintenance services annually. Principal customers are PW Zero Waste Division and Fire Department. Refuse trucks have a 95% availability rate.
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, licensed, and photographed before placement in service.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
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 up to 125 permitted taxi cabs.
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	Dispose of retired vehicles and update City inventory.
Customer Service Surveys	Feedback on fleet services provided to internal customers
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Smog Machine	Upgrade to meet new State of California regulations.
Parts Inventory Management	Select and execute contract with outside vendor for fleet parts management and inventory control.
Refuse Truck Emissions Retro Fit Off Road Diesel Emissions	Install emissions devices on 10 refuse trucks (6 front loaders and 4 rear loaders) to bring refuse fleet into compliance with CARB Solid Waste Rule Comply with new off road Diesel Emission Compliance in State of California

6. Streets & Utilities

Maintain and repair City's 653 miles of streets, 387 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, traffic maintenance, paint street curbs and traffic signs, install, maintain, and collect revenues for approximately 2,300 parking meters, provide coordination and traffic control for special events, and barricades for block parties.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Street Maintenance	<ul style="list-style-type: none"> • Preventative maintenance and emergency repair program for roadways and streets. Hazard mitigation and pre-surface treatment preparation of streets and roadways. • Claims investigation and response.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Storm Drain Maintenance, Repair & Emergency Response	<ul style="list-style-type: none"> • Cleaning of storm drain system at least once annually and areas with full trash captures devices or in flood prone areas twice annually. • Service and or repair inlets / outlets, junction boxes and catch basins removing. • Respond to flooding, mudslides and other related storm events. • Coordinate sandbag preparation and delivery to satellite distribution locations. • Sandbag flooded areas. • All Storm Day: coordinate with volunteers to prepare for winter rains. • Claims investigation and response.
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 the Sanitary Sewer System. • Emergency response to spills or other operational emergencies. • Claims investigation and response.
Street Cleaning & Clean City Program	<ul style="list-style-type: none"> • Scheduled mechanical street sweeping of 460 curb miles in commercial, industrial, and scheduled residential sweeping areas. • Special sweeping areas and public outreach notifications. • Commercial pressure washing of sidewalks. • Removal of around 4 tons of Illegal dumping. • Graffiti abatement on more than 1,200 utility poles, controller boxes, trash receptacles and street public furnishings per year. • Commercial hand sweeping and or mechanized sidewalk sweeping. • Remove and storage of unattended items. • Assistance to Police and Fire during street demonstrations and episodes of civil unrest.
Sidewalk Repair & Maintenance	<ul style="list-style-type: none"> • Repair or replacement of damaged sidewalks. • Hazard mitigation, claims investigation and response.
Sidewalk Grinding	Develop and implement a sidewalk grinding program to eliminate the need to remove, dispose of, and replace approximately concrete at 500 sites per year.
Traffic Maintenance	<ul style="list-style-type: none"> • Maintenance and repair of street and traffic signs, • Paint street curbs (12-month cycle) and other traffic lines. • Coordination and traffic control for special events. • Barricade distribution for block parties.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Parking Meter Maintenance & Collection	<ul style="list-style-type: none"> • Maintenance and repair of parking meters. • Collection of parking meters. • Coin Sorting, Reporting and delivery of parking meter collections. • Parking meter head and Pay-&-Display station installations.
Street Maintenance	<ul style="list-style-type: none"> • Preventative maintenance and emergency repair program for roadways and streets. Hazard mitigation and pre-surface treatment preparation of streets and roadways. • Claims investigation and response.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Sanitary Sewer Maintenance & Repair	Use Accela CMMS segment condition data in FY 2015 2 nd qtr to make adjustments to sewer maintenance schedule.
Sidewalk Repair & Maintenance	Preliminary integration of sidewalk program into Accela CMMS.
Storm Maintenance & Repair	Preliminary integration of sidewalk program into Accela CMMS.

7. Building & Facilities CIP Projects

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Center Street Garage	Complete planning (financial and operational), design, and prepare bid package for construction in fall of FY 2016
2640 MLK Grant Project	Complete design, permits and bidding of project and construction
Fire Station No.1	Complete Interior renovation planning, design bidding construction
Flare Station Replacement	Construction of Flare Station Replacement at closed landfill at Cesar Chavez Park
FEMA Grant for James Kenney Rec Center	\$737,500 Grant from FEMA for Hazardous Mitigation of qualified Berkeley project
Facility Condition Assessment, Records, Long-term M&R	Phase II - Records and long-term M&R
Citywide Roofing Planning	Hire an independent roofing consultant for testing and planning for roofing needs Citywide on all facilities.

Engineering

Implement the City’s infrastructure capital improvement programs for City streets, sidewalks, sewers, storm drains, Marina, and undergrounding projects, and manage and coordinate major building projects. Provide mapping and a Geographic Information System (GIS) for City utilities; 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: 33.75

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, ASCE

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 Services</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 correspondence, general office duties, Lagan assistance and tracking, PRA requests, office equipments leases and supplies management, cash handling when necessary, PW Commission mailings and posting, and other duties as assigned.
<u>Projects</u>	<u>Scope of Work / Deliverables</u>
Private Sewer Lateral Clerical Support	Mailings for PSL certificates, PSL telephone & front reception support.
Public Outreach and Education	Work with all PW Divisions and Public Works Commission to improve education and outreach programs, including regularly reporting on Measure M implementation.

3. Sewer I/I Rehab & Construction

As part of USEPA Stipulated Order (SO), the City is required to reduce peak wet weather flows into EBMUD facility. To comply with the SO, the City is required to perform several scopes including but not limited to rehabilitation of approximately 4.2 miles of sewer mains throughout the City by methods such as Cured in Place Pipe (CIPP) method, open-cut replacement, or replacement by pipe bursting (pipe

breaking) method. The primary objective is to reduce peak wet weather flows by reducing inflow and infiltration (I/I) of stormwater runoff and ground water into the sanitary sewer system. Consequently, the rehabilitation work will reduce or eliminate overflows and elicit discharges.

<u>Sewer Baseline Rehab Work</u>	
Sewer Baseline Rehab Work carried over from FY 2013	
Bonita Avenue – 1500 block	100% complete in FY 2015
Sewer Baseline Rehab Work carried over from FY 2014	
<u>Baseline Services</u>	<u>Scope of Work / Deliverables</u>
Santa Barbara, Northampton, Southampton, San Luis, Indian Rock, Oxford	100% complete in FY 2015
Panoramic Way Phase 2	100% complete in FY 2015
Woolsey (Sacramento to MLK/Adeline)	100% complete in FY 2015
Menlo Place, The Alameda	100% complete in FY 2015
Shasta Road Backline	80% complete in FY 2015
Manhole Rehab – Various locations	Ongoing
Sewer Baseline Rehab Work for FY 2015	
<u>Baseline Services</u>	<u>Scope of Work / Deliverables</u>
Dwight, Piedmont, Warring, Derby area	100% complete in FY 2015
Panoramic Way Phase 3	90% complete in FY 2015
Parker Street (Bayer)	50% complete in FY 2015
Hearst Avenue (Bonita to Shattuck)	50% complete in FY 2015
Shattuck Avenue, Shattuck Square Area	30% complete in FY 2015
Carleton at Mabel	30% complete in FY 2015
5 th Street (University to Cedar)	30% complete in FY 2015
Cedar Street (5 th to San Pablo)	30% complete in FY 2015
West Frontage Road (Interstate I-80)	30% complete in FY 2015
Manhole Rehab – Various locations	Ongoing
Condition Assessment Projects (TBD) (Condition Assessment Project(s) to be identified based on results of ongoing Condition Assessment program. Projects will address Grade 5 acute defects)	Ongoing

<u>Project</u>	<u>Scope of Work / Deliverables</u>
Private Sewer Lateral Program	Inspect, notify property owners of deficiencies, enforcement, and issue compliance Certificates as required by the Stipulated Order.

4. Street Paving

Pave approximately 15 miles of City streets, according to the street repair policy and 5-Year Paving Plan approved by the Public Works Commission and City Council. Most arterials and some collectors qualify for federal funding; the remainder are covered by the local streets program.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service</u>
Streets and Watershed Program Planning	Improve coordination of the streets, watershed, and sidewalk programs to ensure a more holistic approach to identifying, scoping, implementing, and reporting on capital improvement and maintenance activities. Develop a comprehensive streets and watershed program plan.
Street Rehab FY 2014 – various streets	Pave approximately 5 miles of City streets and implement in 2 phases: Phase 1 resurfacing; and Phase 2 primarily reconstruction. Both phases have been designed and bid and will be constructed from spring through fall 2014.
Street Rehab FY 2015 – various streets Using Measure M GO Bond funds	Pave approximately 15 miles of City streets and the 1 st accelerated paving project using Measure M funding. Project will consist of at least 3 bid packages: 1 in-house design/PM; 1 consultant design; and 1 slurry seal project likely designed by a consultant. All packages will be designed from spring 2014 through winter 2015 and constructed from spring through fall 2015.
Allston Way Permeable Paver Demonstration Project	This project completed design and bidding in February 2014. If the project goes to construction, construction will occur from June-October 2014.
Berkeley Way Parking Lot Paving	Staff is currently evaluating the cost, scope and timing of the work, which would likely occur in summer 2014.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service</u>
West Street Paving Project	Pave previously unpaved West Street from Addison Street south to the cul de sac. Construction is expected in April-July 2014.
Potter/Bay/Bolivar Paving Project	Pave Potter Street from Bay Street bridge to Hwy 80 on-ramp, and S. Bolivar in the park from Potter to the cul-de-sac in 2015 to facilitate parking and circulation. Design will commence in spring/summer 2014 and construction will occur in spring/summer 2015.

5. Sidewalk Program

Complete sidewalk, curb, gutter, pathway, and other concrete repairs and improvements under the Proactive and Responsive Sidewalk, Pathways, and ADA Curb Ramp Projects. The Proactive Sidewalk component inspects and schedules repairs to high-use pedestrian areas in a 5-year cycle, and inspects lower-use pedestrian areas on a 30-year cycle. The Responsive Sidewalk component replaces or repairs damage reported to Public Works. The Pathways project repairs and/or enhances the City's existing path network, and the Curb Ramp project installs and upgrades curb ramps to current ADA standards.

<u>Baseline Services</u>	<u>Scope of Work / Program/Service</u>
Proactive Sidewalk Project FY 2015	Design will commence in FY 2015 and the project will be bid by December 2014. Construction is anticipated to occur in spring/summer 2015.
Responsive Sidewalk Project FY 2015	Design will commence in FY 2015 and the project will be bid by December 2014. Construction is anticipated to occur in spring/summer 2015.
Pathways Improvement Project FY 2015	Design will commence in FY 2015 and construction is anticipated to occur in summer 2015.
ADA Curb Ramps Project FY 2015	Fewer curb ramps will be addressed than in past years, and funding previously earmarked for curb ramps will be spent on sidewalk replacement. Design will commence in FY 2015 and construction is anticipated to occur in summer 2015.
Proactive Sidewalk Project FY 2014	Design and bidding were completed in February 2014 and construction is anticipated to occur in spring/summer 2014.
Pathways Improvement Project FY 2014	Project is currently in design, final list of

<u>Baseline Services</u>	<u>Scope of Work / Program/Service</u>
	improvements is being established. Project is anticipated to be bid in April 2014 and be constructed from June 2014 through September 2014.
ADA Curb Ramps Project FY 2014	Bids were opened in March 2014. Construction is anticipated to occur from May 2014 through August 2014.
Coordination with Berkeley Path Wanderers (volunteers)	Coordinate and develop a volunteer effort to complete a Pathways condition assessment

6. Transportation Projects

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

<u>Projects</u>	<u>Scope of Work / Deliverables</u>
Route 13 Improvements	Provide advertising, bidding, construction management and construction inspection for related project improvements. Construction scheduled fall 2014 through summer 2015.
Berkeley/Oxford Way Pedestrian Safety Project	Design is complete. Construction is tentative for FY 2015.
Traffic Calming Improvements	Design, Project Management, Construction Management, and Construction Inspection for 2 traffic circles and 4 bulb-outs. Traffic circles constructed calendar year 2014, bulb-outs bid by end CY 2014; constructed by end FY 2015. Engineering will be informed of new traffic calming improvements in January 2015.
Bicycle Rack Installation	Prepare bid package by September 2014. Construct pending racks Dec/Jan 2014, anticipated racks in Feb/Mar 2015, and bike corrals in Mar/Apr 2015.

7. 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.
- Retaining walls – Citywide condition assessment (unmet need)
- Redevelopment projects (unmet need)

- Bridge inspections and repairs (unmet need).

<u>Baseline Services</u>	<u>Scope of Work, Program/Service</u>
Utility Inspections	Utility Inspections, USA Markings, etc
<u>Projects</u>	<u>Scope of Work / Deliverables</u>
Hydrographic Survey	On-going Project
West Berkeley CIP Projects	On-going: construction will proceed when is funding available.

8. 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.

Creek and Watershed Program: Seek grants to implement projects defined in the Watershed Management Plan and continue community outreach and education for creek and watershed to improve water quality and reduce runoff pollutants.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Stormwater Municipal Regional Permit (MRP) Administration	Administration of the MRP; Support other City staff for Provisions C2-Municipal Operations; C3-New Development and Redevelopment; C4 – Industrial and Commercial Site Controls; C5- Illicit Discharge Detection and Elimination; C6 – Construction Site Control; C7- Public Information and Outreach; C10 – Trash Load Reduction
Stormwater, groundwater, Creek-related investigation & follow up	Respond to stormwater, groundwater, and creek related calls investigating complaints and follow up.
Check streets & sanitary sewer drawings	Check streets, curb ramps, and sanitary sewer drawings for stormwater and creek related issues.
Watershed Management Plan	Seeking grant opportunities for implementation. Staff is awaiting word on the status of two Prop 84 applications submitted for Codornices Park Storage and 5 LID sites. Second Street Berm was discussed with IRWMP.
1100 Sutter Creek Culvert Repair	Project has been bid, regulatory permits are in process. Construction anticipated April 2014 through July 2015.
1836 Sonoma Storm Drain Repair Project	Project is bid, regulatory permits in process. Construction anticipated from April 2014 through July 2015.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Miscellaneous Storm Water Improvement Projects	<p>Projects being designed in FY 2015:</p> <ul style="list-style-type: none"> • 6th and Hearst – cross drain replacement • Curtis/Francisco – cross drain removal/valley gutter replacement • 10th/Jones – cross drain removal/valley gutter replacement • Stuart/California – cross drain removal/valley gutter replacement • Bancroft/Bolivar – regrading street, replacing DI and upsizing pipes, overflow floodway, misc ADA improvements for PRW • Cragmont/Regal – regrading street, storm drain improvements • Hazel Road – sink hole repair, creek culvert rehabilitation • Fresno/Sonoma – replace cross drains • Bonita/Berkeley Way – cross drain removal/valley gutter replacement • Russell/Ellsworth – cross drain removal/valley gutter replacement • Fulton/Oregon - cross drain removal/valley gutter replacement

9. Sanitary Sewer & Clean Water Regulatory Enforcement

<u>Projects</u>	<u>Scope of Work / Deliverables</u>
Consent Decree Implementation	<p>Program, Planning, Monitoring, and Reporting:</p> <ol style="list-style-type: none"> 1. Asset Management Plan (AMIP): written plan on how the City manages its sanitary sewer collection system in compliance with the SO 2. Private sewer lateral (PSL): Program application processing, inspection review, compliance certificate issuance, tracking and enforcement (ongoing); lower lateral investigations triggered by PSL inspections 3. Sub Basin Flow Monitoring and I&I Assessment 4. Inflow identification & reduction: Identification if I/I and disconnection of sources, tracking, and enforcement 5. Sewer Cleaning and Inspection Program: Tracking of sewer pipe cleaning, root control, and inspection activities and condition assessment 6. Sewer rehabilitation and replacement 7. Annual Sewer Overflow Reporting 8. Participation in (chair) Technical Advisory Board (TAB) and other coordination meetings with EBMUD and satellite sewer agencies.

<u>Projects</u>	<u>Scope of Work / Deliverables</u>
NPDES Permits & Renewals	Program, Planning, Monitoring, Reporting Manage 2014 NPDES permit renewal process (application due to Water Board in May 2014).
On-call Sewer System Regulatory Compliance Contract	Program, Planning, Managing Continue to manage consultant contract.
Hydraulic Modeling (on-going)	Program, Planning, Monitoring, Reporting: • Capacity Assessment Report. Hydraulic model viewer software training for staff.
Sanitary Sewer Mgt. Plan	Program, Planning, Monitoring, Reporting: • Initial Plan completed and certified. Conduct SSMP annual audits • SSMP update continues. Bring to Council in April/May 2014 as required by the Waste Discharge Order
On-call Sewer and Storm System Inspection (CCTV)	Program, Planning, Monitoring, Reporting Continue to implement the program.
PSL – Private Sewer Lateral Program	On going. Private sewer lateral (PSL) program application processing, inspection review, compliance certificate issuance, tracking and enforcement (ongoing Work continues on PSL Ordinance amendment to make it “no less stringent” to EBMUD Regional PSL as required by SO/CD. Submit for Council approval by early FY 2015.
Sewer Service Fee Rate Increase	Complete Proposition 218-compliant rate increase process.

Zero Waste

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’s Recycling Programs, Transfer Station operations, and develop programs and policies that move the City towards our Zero Waste Goal.

DIVISION TOTAL FTE: 87.00

1. Commissions: Zero Waste Commission

Coordinate and arrange Commission meetings and activities, including development of agendas, circulation of information and coordination of speakers. Provide clerical support and subject expertise for Commission meetings. Maintain communications with the City Council, other departments and commissions, and the public.

2. Collection Services

Provide weekly residential collection to 25,200 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).

4. Recycling Program

Manage Curbside Recycling Program, Commercial Food Waste Program, Construction & Demolition (C&D) recycling, and compostables. Assist businesses and multi-family properties with improved systems and information for increased material diversion.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Mandatory Recycling	Improve multi-family and commercial programs to offer on-site technical assistance for new Mandatory Recycling and Composting compliance, including: web and printed outreach material, account review and training.
Outreach Program	Design Zero Waste Division Newsletter and New Customer Welcome Packet providing service and program information. Restructure ZWD website to provide comprehensive, sector specific program information.
Residential Compost Collection	Increase residential food waste participation: improve public outreach to encourage food scrap composting; provide information and pails to new residents.
C&D Recycling Program	Enhance public education and staff training to build this program and increase diversion of C&D materials.
Transfer Station: Materials Diversion	Improve recycling systems & training of tip floor staff to better direct loads and divert more material from tip floor.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Zero Waste Contracts	Oversee 7 ZWD contracts for landfill, C&D, recycling collection, processing and additional diversion services.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Stormwater Compliance	Work with CCC on facility upgrades and improved operations to bring the entire operation into compliance with stormwater regulations.
Event Policy and Support	Establish policies, procedures and rates to support 50-80 events that request waste/diversion services each year.
Create monthly Route Reports system	Design report format to be automatically produced each month for route management and cost controls.
Increase Recycling on tons from TS that would otherwise be landfilled	Analyze the costs & benefits of diverting select dry loads to a high-diversion mixed waste sorting facility.
Bag Ordinance	Review effectiveness of current ordinance and consider implementing a supplemental all-retail City bag ordinance.
New Front Load Trucks	Re-route recycling and organics collection for best use of new fleet vehicles.
Franchise Study	Complete study with recommendations to Council
Compostable Food Utensils Ordinance	By 2 nd quarter FY 2015, have new ordinance in place to use fully compostable take-out food utensils such as wood manufactured utensils.
Residential and Commercial Food Waste	Improve public outreach to encourage recycling including a regular quarterly news letter to all customers.
Plastics Recycling	Complete a report to Council on the outcomes of the new programs.

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 signals, and parking; manage downtown parking garages; and prepare plans and policies for traffic signs, pavement markings, and parking meters. Prepare and submit applications for grants from regional, state, and federal agencies to fund planning, design, and construction of transportation-related projects. Use available resources to improve safety for the various activities in the public rights-of-way.

Staff continues to deliver multi-year grant funded projects, including over \$16 million of capital projects for downtown (BART Plaza, Shattuck Reconfiguration, and Hearst Complete Streets) funded by OBAG and other grants, completion of the \$3.7 million goBerkeley value priced parking pilot project and TDM program, while completing the remaining 11 projects for the \$2 million Caldecott 4th Bore mitigations. In FY 2015 play a supporting role in developing designs, financial plans, construction bid documents for replacement of the Center Street Garage. Transportation will work with the Public Works Director to form and oversee the Downtown Project Delivery Team consisting of temporary and permanent staff funded by and committed to efficient delivery of the grant funded capital projects in Downtown Berkeley in conjunction while supporting other downtown capital projects and programs as well as coordinating with private development projects. Simultaneously general fund reductions maintain a reduction in capacity for timely response to traffic related requests from the public, Council, and other City staff. Efforts to reduce general fund expenses include using capital funds for the staff and consultant time associated with delivering traffic calming and similar projects.

DIVISION TOTAL (career) FTE: 18

1. Commissions & Outside Agencies

- a. City Commissions: Transportation Commission and subcommittees on Bikes, Pedestrians, Transit, Parking, Streets and Open Space Improvement Plan (SOSIP). Also providing administrative support for the Commission on Disability
- 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 Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Citizen/Council Requests	Respond to public or Council requests for information or action.
Parking Citation Investigations	Provide information relating to contested parking citations.
Legal Inquiries &	Respond to Public Records Act and Legal requests.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Public Records 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.
Transportation Web 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, and administrative activities.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Downtown Project Delivery Team	Establish and oversee a Downtown Project Delivery Team in Coordination with the Public Works Director to focus on delivery of the BART Plaza, Center Street Garage, Hearst Complete Streets, Shattuck Reconfiguration, private development projects, and public works sidewalk, street, and other programs in the downtown area.
Center Street Garage Replacement	Support the project team to complete design, financial plan, and construction bid documents in FY 2015
Hearst Corridor Complete Streets Improvements	Complete design, environmental clearance and PS&E for project by the end of FY 2015
Shattuck Avenue Reconfiguration	Conduct public outreach and complete design for Shattuck reconfiguration by the end of FY 2015
Parklet Pilot	Assist Planning Department with pilot projects to evaluate and permit applications for parklets.
Quiet Zone	Explore funding and liability issues for railroad 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 Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Commuter Checks	Administer the Employee Commute Benefits program.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
City Car Share Fleet Management Program	Manage contract and provide information to employees using City CarShare fleet vehicles
Easy Pass Management	Replace Translink cards with Clipper 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 applications to fund projects or programs called for by City policies.
On-Call Transportation Contracts	Manage On-Call consultants
Unanticipated requests, projects, emergencies	Handling urgent but unanticipated projects.
Bike Parking	<ul style="list-style-type: none"> • Review requests for public bike racks and program for installation with 4 year contract funded by TFCA. • Administer contract with BART to manage Downtown BikeStation.
Bike Map update, purchase and distribution	Work with vendor to update and print maps, then purchase and distribute free street maps showing all area bike facilities, significant roadway slopes, and street barricades.
Bike Fleet	Administer test for users and manage maintenance contract.
Transit Planning	Work with AC Transit, shuttle operators, and BART on stops and layovers, bus shelter issues, ADA compliance, service changes, etc.
Ped Master Plan Implementation	Incorporate Pedestrian Master Plan elements into other projects and Complete Streets efforts.

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Land Use Planning and Zoning Code	Work with Planning and Development Dept. on General and Area Plan Development and Zoning Code amendments, SOSIP implementation.
AC Transit special project monitoring	Coordinate with AC Transit permitting and construction for Line 51 Corridor Delay Reduction project expected to be constructed in FY 2015.
Complete Streets Policy and Plan	Develop Complete streets Implementation Plan.
Bike Plan Update	Complete draft Bike Plan update to maintain funding eligibility.

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
BART Plaza PS&E	Work with BART to complete design, environmental clearance, and PS&E for BART Plaza using TLC and OBAG Grant funds.
Oxford & Berkeley Way curb extension	Construct sidewalk extension at northwest corner.
Hearst Avenue Corridor Improvements	Complete Environmental Clearance, design, and PS&E for Hearst Corridor Complete Streets Project.
UC LRDP TDM Mitigations	Continue work on LRDP TDM Mitigation projects based on updated expenditure plan.
Bike Boulevard Implementation Phase II	Identify projects with opportunity to Improve bike boulevard crossings of arterials.
Value Pricing Grant Project (goBerkeley)	Implement and evaluate adjustments to parking meter and garage pricing and policies in the study area, leading to a final report to the Federal Highway Administration including plans for ongoing parking programs following completion of the grant funded project.
Climate Initiative Grant Project (goBerkeley)	Complete enhancement of RPP enforcement efforts, and evaluate effectiveness of TDM measures such as Car Share, transit passes, outreach, and modifications to parking pricing in some commercial districts.
Berkeley Oakland Bikeshare pilot	Pursue potential MTC grant for establishment of a bike share program in the East Bay piloted by Berkeley and Oakland.

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 Services</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 City work in public right of way requiring lane closures or traffic controls. Review of utility company traffic control plans suspended for FY 2013

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
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.
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/improve 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 Citywide traffic and transportation data. 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 Program	Perform requests driven traffic calming evaluations to identify capital improvements to be added to the CIP list, and construct highest ranked projects remaining on the CIP list from prior years.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
4th Bore Traffic Mitigation	Complete at least 50% of Ashby Avenue (SR 13) 4th Bore Settlement improvements by December 2014 and have all Caltrans permits in FY 2015
I-80 ICM (Integrated Corridor Mobility) Project	Develop local incident response and flush plans for 18 traffic signals within the project area.
New Traffic signal at Shattuck/Carleton	Review design of new traffic signal as part of the Parker Place Development project
Safe Routes to School Cycle 10	Complete the design of Safe Routes to Schools projects at Emerson Elementary and King Middle Schools
I-80/Gilman Project PSR	Receive Caltrans approval of I-80 Gilman Project Study Report/Project Development Support and identify funding for Environmental phase.
AC Transit Line 51 Improvements	Provide permitting for approved elements of AC Transit project to improve traffic flow and reduce transit delay on the Line 51 Corridor in Berkeley
Traffic Calming Devices Replacement	Manage the program for replacement of electronic traffic control devices
Maintenance of Electronic Traffic Calming Devices	Manage the program for maintenance of electronic traffic control devices

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Residential Curbside Electric Vehicle Charging Pilot	Establish a pilot program for residents to be permitted to install electric vehicles at the curbside in front of their home.
Citywide RPP or other revisions to RPP program	Expand RPP program to Citywide. Update fee structure to graduated levels for additional vehicles and adjust fees to cover existing program shortfall, cost of on-line permitting, and cost of expanding the program.
On Hold – Sign Clarity Working Group	Establish a group to work with the Transportation Commission on the issue of parking sign clarity and provide recommendations to Council.
On Hold – MLK, Jr. Way tow-away modification	Council request to evaluate removal of tow-away zone on MLK between University and Hearst and elimination of left turns from northbound MLK to Hearst.

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 Services</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	Manage garages and off street lots. Maintain equipment. 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	Upgrade single space parking meters to accept credit cards and support new and existing parking meter programs.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</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.

Administrative & Fiscal 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.

2.

DIVISION TOTAL FTE: 10.00

1. Budget & Fiscal Management

Plan, develop and manage Public Works annual operating and capital budget averaging between \$93 million and \$120 million. Ensure fiscal compliance of approximately 55 funds, including state, federal, and local sources, as well as with the City's budget and fiscal policies and procedures.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Budget & Fund Management	Forecast, oversee and monitor 16 assessment, enterprise, internal service, bond, and governmental agency funds, and up to 40 special project funds averaging between \$93 million and \$120 million across 8 divisions, including: <ul style="list-style-type: none"> • Reviewing and analyzing trends and prepare quarterly revenue and expenditure projections in 5-year forecasts for 16 funds. • Monitoring PW managed project expenses in up to 40 grant, bond, and other funds. • Working with PW Divisions to develop project budgets, and monitor and report expenditures to grantors and governmental agencies for PW \$18-\$25 million Capital Improvement Program for fiscal compliance. • Reporting on Capital Improvement Program expenditures. • Preparing ad hoc financial reports for City commissions and the City Manager's Office. • Approving all expenditure and revenue changes. • Coordinating the fiscal year-end closing process.
Compliance Reporting	Prepare, assist, review and approve compliance reports, including; Measures B, D & F & MTC Local Street and Road Revenue.
FY 2015 Mid-Year Budget Update	<ul style="list-style-type: none"> • Provide updated mid-year fund projections for FY 2015.
Annual Appropriations Ordinance adjustments (AAO 1 & 2) 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 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.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Policy & Procedural Implementation	Communicate budget policies, procedures and outcomes to Division Managers, Supervisors, Project Managers and other staff.
<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
FY 2016 – FY 2017 Budget	Review, revise and submit the FY 2016 and FY 2017 PW Department Budget.
Internal Services Fees – Fleet	Work with Equipment Maintenance Division to update internal service rates for equipment replacement and maintenance.
Internal Services Fees- Facilities	Work with Facilities Division to update internal service rates for facilities maintenance.
Evaluation of New Refuse Billing System	Coordinate with Finance and Information technology to evaluate the needs and possible replacement of the City's current Zero Waste services billing system.
Budget Training	Provide internal budget training specific to Public Works staff in conjunction with the Citywide training initiative that includes the basic, intermediate, and Advanced Budget levels.
CIP Tracking and Reporting	Evaluate the need for and design and implement specific CIP training and reporting tools for Engineering and Transportation to improve service delivery.
Information Technology Projects Coordination	Coordinate with PW Divisions and staff on Department's priority projects for Information Technology.

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 Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Contracts Negotiation	Assist Project Managers in negotiating and developing contracts and/or Request for Proposals to retain outside services.
City Council Reports	Review Fiscal Impacts section and confirm funding for Department Council reports.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
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.
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 Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
General Grants Oversight	Facilitate reimbursable grants.
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 the Departmental payroll and personnel transactions for 8 Divisions, 55 different funds and approximately 287 FTE office, field and laborer positions.

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Process Payroll and Personnel	Process PW payroll and personnel transactions, including:

<u>Baseline Services</u>	<u>Scope of Work, Program/Service Deliverables</u>
Transactions	<ul style="list-style-type: none"> • Reviewing, verifying, entering, and adjusting bi-weekly time card data in different formats and with different deadlines for each division. • Print and copy colored time sheets for each division for employee signature. • Ensuring the appropriate budget code is charged for a project. • Maintaining payroll register data to ensure accuracy of accruals, pay rates, and transaction data. • Reviewing and maintaining accurate labor distributions. • Bi-weekly distribution of pay checks and direct deposit stubs. • Preparing transaction forms for step increases, long-term leave, address changes, terminations, reclassifications, and tax status changes. • Preparing payroll adjustments to correct leave balances, incorrect time card entries, and retroactive changes in employee compensation rates. • Working with managers and supervisors to research retroactive wage and accrual adjustments and prepare required reports for approval, submit to Payroll Audit. • Preparing personnel requisitions for all new hires and promotions. • Creating and maintaining departmental employee files. • Orienting newly hired hourly employees and employees moving from temporary to career status. • Work closely with Payroll Audit, HR and division supervisors ensuring payroll processing deadlines are met.
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.

<u>Special Projects</u>	<u>Scope of Work / Deliverables</u>
Cash Handling Coordination and Training	Work to consolidate and improve the cash handling process and procedure for PW Department.

Eliminating Cumbersome Business Practices**1. Bidding through City-administered Website****Objectives:**

- Reduce staff time required to administer bidding process.
- Reduce paper consumption.
- Provide easier access for potential bidders.

The current inefficient process involves time-intensive and repetitive manual data entry, coding, and document uploading. The alternative to be implemented is a new web-based bidding system that will significantly reduce staff time to advertise and bid projects, and improve tracking and reporting. Other jurisdictions, including Oakland, San Jose, Fremont, Mountain View, Richmond, and the State of California use third-party web-based bidding systems. The systems are at no cost to the City. Public Works will take the lead and coordinate with IT, City Attorney, and Finance.

2. Project Outreach via Form Letters and Envelopes**Objectives:**

- Reduce staff time required to prepare notifications about upcoming projects.
- Provide more timely information to residents impacted by construction projects.
- Reduce paper consumption.

Staff spends considerable time mailing notification letters to residents about upcoming construction projects in their neighborhood. In FY 2015 Public Works will use an outside vendor to generate postcards sent via bulk mailing to eliminate the need to print, fold and stuff envelopes. Also, staff will make better use of Geographic Information Systems (GIS) to generate mailing lists of affected properties. Additional improvements under investigation are web-based outreach, including rolling project announcements on the City's website, and possible use of social media. Public Works will take the lead and coordinate with IT, City Manager, and City Attorney to evaluate the use of social media.

3. Develop a Guide for Contract Negotiation and Execution**Objectives:**

- Reduce project delays and increase staff efficiency.
- Improve clarity and provide standardization.

Staff that are involved in occasional or unusual contracts have limited expertise in negotiating contracts with consultants or contractors. This results in a lot of time-consuming email or phone exchanges indirectly conveying requests between contractor and City legal staff. Public Works will take the lead and coordinate with the City Attorney and Finance Department to develop best practices guidelines.

4. Paperless PG&E Billing

Objectives:

- Eliminate about 17,000 manual data entries.
- Improve the accuracy of payments and trend analysis.
- Eliminate large volumes of paper billing and associated storage.

Develop a process to reconcile all existing account balances, develop procedures to receive electronic bills, perform validity checks, issue electronic payment, and maintain records. Public Works to assist; Planning (Energy and Sustainability) staff to take the lead and coordinate with Public Works, IT, and Finance, as needed.

Working with Volunteers

1. Community Service Volunteer Opportunities

Objectives:

- Professional growth and potential to develop a network of peers.
- First-hand opportunity to learn about and appreciate the amount of effort and the value provided by volunteers.
- Personal growth and satisfaction.

Public Works will support and encourage staff to volunteer for professional and community-based organizations.

2. Public Works Commission (PWC) Assistance with Measure M Outreach

Objectives:

- Improve public outreach materials.
- Educate the public about green infrastructure.
- Accurate and timely reporting on Measure M implementation.

The PWC has formed a subcommittee on Measure M to look at ways to assist with outreach to residents about Measure M, including reporting on accomplishments, current status, and schedule, and the use of volunteers. Volunteers could assist with interpretive signage, educational outreach to local schools, and other efforts.

3. Berkeley Path Wanderers Association

Objectives:

- Create an up-to-date status on the condition of all City pathways.
- Strengthen the cooperative relationship with the Path Wanderers.
- Incorporate the volunteer efforts with City staff and contractor resources.

Public Works will coordinate with the Berkeley Path Wanderers volunteer organization to obtain current data on conditions, and be more effective to improve and maintain the City's pathways.

4. Other Volunteers

Objectives:

- Improve our ability to deliver services on clean-up days.
- Develop stronger relationships with community organizations and volunteers.

Public Works will enhance coordination with volunteers to help execute various projects and activities, such as the Coastal Clean-up Day, Installation of “No Dumping Drains to Bay” medallions, Berkeley Project Day, Adopt-a-Drain Program, and the Cal “Move In” and “Move Out” Days.

Sustainability Practices

1. Install and Maintain Green Infrastructure Improvements for Stormwater Treatment

Objectives:

- Reduce the volume and improve the quality of polluted urban runoff entering the storm drain system and the Bay.
- Reduce our carbon foot print.
- Evaluate methods for creating more sustainable infrastructure.

Staff will design, construct and maintain stormwater treatment measures including bioswales, permeable pavers, and tree wells at sites throughout the City.

2. Electric Vehicle (EV) Charging Stations

Objectives:

- Establish clear procedures and policy goals.
- Encourage the use of electric vehicles.
- Reduce internal combustion automobile engine emissions with harmful health and environmental effects.

Staff will establish a pilot program to evaluate installation of EV charging stations at residential curbside locations. Under this program a limited number of residents would be allowed to apply for permits to install private EV charging stations according to guidelines outlined by the Public Works, Transportation, and Energy Commissions.

3. Convert 8,000 High Pressure Sodium Street Lights to Light Emitting Diodes (LED)

Objectives:

- Significantly reduce electrical usage.
- Improve public safety.
- Reduce maintenance costs.

Support the City’s Climate Action Plan goal of reducing greenhouse gas emissions by 33% between 2000 and 2020. Energy from street lights accounts for over 1,000 metric tons of carbon dioxide emissions annually, or approximately 13% of municipal emissions from all sources: utility energy, transportation fuels

and land filled waste. LED conversion could reduce emissions from street light energy by 50%, accounting for an estimated 6.5% reduction in overall municipal emissions.

4. Sidewalk Grinding Program

Objectives:

- Improve public safety.
- Reduce carbon foot print (reduce concrete usage by 300 cubic yards annually).
- Reduce costs.
- Reduce liability exposure.

Develop and implement a sidewalk grinding program as part of the Streets and Watershed Program Plan. The grinding program may save the City an estimated \$130,000 annually, in comparison to the cost for a conventional sidewalk remove and replace process.

5. Many Public Works programs and projects already focus on sustainability

Objective:

- Document success and keep the focus on importance of incorporating sustainability principles into our daily operations.

Examples include zero waste initiatives, facilitating the use of walking, biking, and transit as alternatives to automobiles, reducing energy consumption in buildings and street lights, and improving water quality through the storm water management programs and projects. Public Works will conduct a qualitative quarterly review of these sustainability practices.

CITY OF BERKELEY BOARDS AND COMMISSIONS

Boards and Commissions	Department
Aging, Commission on	Health, Housing and Community Services
Animal Care Commission	City Manager's Office
Civic Arts Commission	Office of Economic Development
Community Environmental Advisory Com.	Planning
Community Health Commission	Health, Housing and Community 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
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	Health, Housing and Community Services
Housing Advisory Commission	Health, Housing and Community Services
Human Welfare & Community Action Com.	Health, Housing and Community Services
Labor, Commission on	Health, 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	Health, Housing and Community Services
Parks & Recreation Commission	Parks Recreation and Waterfront
Peace & Justice Commission	Health, Housing and Community Services
Personnel Board	Human Resources
Planning Commission	Planning
Police Review Commission	City Manager's Office
Public Works Commission	Public Works
Solano Avenue BID Board	Currently Inactive
Successor Agency Oversight Board	Health, Housing and Community Services
Commission on the Status of Women	Health, Housing and Community Services
Transportation Commission	Public Works
Waterfront Commission	Parks Recreation and Waterfront
Youth Commission	Parks Recreation and Waterfront
Zero Waste Commission	Public Works
Zoning Adjustments Board	Planning

