



Office of the City Manager

June 12, 2012

Honorable Mayor and Members of the City Council:

It is with pride that we present to you the City Wide Work Plan for Fiscal Year 2013. This is the third Citywide Work Plan that has been submitted to the Council.

Just as the next year's goals are built upon the previous year's accomplishments, this document builds upon the prior work plans. The Work Plan was originally developed to inform the City Council and the community about the work that is done by the City departments that report to the City Manager. As Council does the work of setting the City organization's policies and priorities, this Plan complements the City Budget by describing the day-to-day activities of the City organization. Those activities include both baseline services and one-time special projects.

Baseline, or core, services are the services the City provides on an ongoing basis. Examples include: answering the phones in the 311 Call Center; caring for shelter animals; maintaining parks; publishing meeting agendas; responding to crimes and fires; operating the senior centers and the recreation programs; preparing residents for disasters; and responding to infectious diseases. Each City Department organizes its staffing resources in order to provide these basic services to the community.

In addition to providing baseline services, City staff undertakes numerous special projects, many of which take several years to complete and involve the efforts of several departments. Large projects, such as the construction of the City's new Dona Spring Animal Shelter or the continued implementation of the 311 Customer Service Center, can involve inter-departmental coordination over multiple years. As the organization continues to downsize, working together interdepartmentally becomes even more critical in order to continue to provide the programs, projects and services the community desires.

The Work Plan also provides a tool for assessing the outcomes of the services and projects from prior years. What follows is a sample of accomplishments from Fiscal Year 2012. Some of these accomplishments were projects identified in the FY 2012

Work Plan that Council accepted in June 2011, while others are the result of needs that arose during the year.

**City Attorney:** The City Attorney's office provided significant support to major planning efforts (Southside Plan, Downtown Area Plan, West Berkeley Project) and major enforcement efforts (massage establishments, neighborhood nuisances). The department also assisted in the acquisition of 3135 Harper Street. With staff from the Department of Information Technology, we also conducted trainings for staff in all departments about the new Open Government Ordinance and how to properly respond to Public Record Act requests. The Office also assumed a new baseline service: staffing the new Open Government Commission.

**City Clerk:** Of the many highlights for the City Clerk Department in FY 2012, the three initiatives that stand out are the Open Government Ordinance, Redistricting, and the Commissioners' Manual update. The City Clerk successfully coordinated with other City departments to implement the OGO, and has incorporated its provisions into the baseline services of the Department. In January 2012, the Council adopted a revised Commissioners' Manual which was the result of a collaborative effort between the City Clerk, City Manager, City Attorney, commissioners, and commission secretaries. A comprehensive training to review the current and revised commission policies for all commission secretaries was held in April 2012. The successful initiation and engagement of the public process for redistricting in FY 2012 was very encouraging, and will continue through FY 2013 for final completion by December 31, 2013.

**City Manager and Budget:** The City Manager's Office underwent a major transition of leadership with the retirement of the former City Manager. In addition, the office worked with Public Works to manage the construction of the Dona Spring Animal Shelter; revised the taxi ordinance to improve passenger safety and comfort; updated the massage establishment ordinance; received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association for the FY 2012 & FY 2013 Adopted Biennial Budget; responded to a large increase in shelter animals (500 more stray dogs and cats than last year) by increasing adoption efforts and keeping euthanasia rates low; presented the first annual report on the Open Government Ordinance; undertook two community surveys for the consideration of ballot measures; and continued labor negotiations.

**Economic Development:** Key accomplishments of the Office of Economic Development in FY2012 encompass establishing new business improvement districts (BIDs), assisting targeted commercial districts, supporting emerging start-up companies, and working with new retail enterprises to open in Berkeley. OED staff was integral to the creation of the new Downtown property-based BID and the reauthorization of the Solano BID. In South Berkeley, staff completed implementation of

the Commercial Façade Grant Program and secured a commitment to relocate the Ecology Center Farmer's market to the core of the Adeline shopping district at 63<sup>rd</sup> Street. OED was an early partner and supporter of the new Skydeck Incubator/Accelerator (a 10,000 square foot facility that hosts University spin-out companies) which opened in Downtown Berkeley in October 2011. Staff also provided direct assistance to a significant number of retail businesses, including: The Apple Store, California Closets, Rejuvenation Lighting, Berkeley Fiat and Comal Restaurant. The Civic Arts Program assisted in the selection of public art for the four branch library projects.

**Finance:** Finance staff work has saved the City substantial money, increased revenue, and improved internal processes. In a tough economic climate, the Finance Department earned higher-than-expected return on investments; pre-payments to CalPERS will result in the receipt of more than \$1 million in CalPERS credits for the City in FY 2014; generated a \$100,000 more than expected in General Fund revenue; and completed the Comprehensive Annual Financial Report (CAFR). Revenue collection is being improved with the implementation of new software for Transfer Station billing and customer service is being improved by the addition of a computer kiosk in the Customer Service Center. Risk for fraud was also reduced in the Customer Service unit with the streamlining parking ticket processing and improved controls on parking permits and cash balancing. The department assisted in implementing a property based Downtown Business Improvement District, trained City staff in proper purchasing procedures and successfully migrated the City's office supply supplier from Office Depot to Independent Stationers (ALKO) which is a local vendor.

**Fire Department:** This year, the Fire Department expanded its Community Emergency Response Training (CERT) program for Berkeley residents and community and faith-based organizations. A CERT academy trained 20 community members, and a Citywide Preparedness exercise gave CERT groups and other neighborhood groups and individuals the opportunity to test their communications in the wake of an earthquake. A federal grant enabled the department to acquire a Type III ("wildland fire") engine, and the warehouse that houses the above-ground auxiliary firefighting water system was constructed. Fire prevention inspections were conducted on residential and commercial properties in hazardous hill areas, and the department planned for the future by completing a recruitment and outreach program for entry-level firefighter/paramedic positions and commencing a recruit Academy in May 2012 for 12 new entry-level firefighter/paramedics.

**Health, Housing and Community Services:** The Health, Housing & Community Services Department (HHCS) is a new department created through the merger of the former Health and Housing Departments. The consolidation began in mid-October and was formalized on April 1, 2012 by amendment of the Berkeley Municipal Code. Since

merging, HHCS has made remarkable progress to coordinate and standardize administrative practices in order to support the robust set of programs the department administers. Bringing the resources and experience of the departments together creates an opportunity for HHCS to provide comprehensive and integrated responses to community issues. In the last few months, HHCS has brought funding recommendations to Council that create permanent housing for homeless residents with mental disabilities, and has enhanced its Targeted Case Management services. In this year, HHCS also repurposed the West Berkeley Senior Center, implemented electronic health records, acquired an affordable housing opportunity site in South Berkeley, and provided safe drug collection for the Berkeley community.

**Human Resources:** In taking on the challenges of a shrinking workforce, staff worked to implement staffing reductions in a manner that utilized vacant positions in order to minimize the number of people released from employment. In addition, the department:

- Conducted 49 recruitments;
- Received 6,250 applications, and administered assessments that resulted in 78 career appointments;
- Conducted comprehensive recruitments and examinations for Fire Fighter/ Paramedic and Police Officer (approximately 1,000 applicants each);
- Performed executive-level recruitments for the Deputy Director of Public Works and Police Review Commission Officer, and
- Completed 13 classification projects to revise or establish new classifications;
- Developed and implemented a “Creating a Culture of Service” training program.

In cooperation with Keenan Associates, staff re-wrote the Employee Benefits Handbook that provides employees with detailed and comprehensive information about all available benefits. The revision is on-line through the Intranet and includes interactive links to forms and documents. The Illness and Injury Prevention Plan has also been revised, and HR staff successfully negotiated to add transgender health benefits to the benefit plan, at nominal cost.

**Information Technology:** In this digital age, most service improvements in any department have an Information Technology component. In addition to being instrumental in the achievements of individual departments, IT has made significant improvements that have benefited the City as a whole, including Upgraded Citywide Email, print server, and Web Content Management systems; improved network security; upgraded the FUNDS\$ system; implemented improved email retention system to support Public Record Act (PRA) compliance and trained staff on its use; completed data system design for the Citywide 2020 Vision project to report progress in closing Berkeley’s educational achievement gap; expanded the services provided to residents via the 311 Call Center and Community Relationship Management (CRM) system; used CRM system for tracing PRA requests and performance monitoring; completed

technical configuration, testing and implementation of new Online Payment system; selected, configured and began implementation of new Business License software, including online registration revenue collections analysis tools; assisted in the implementation of online Section 8 Waitlist system; completed software selection and started implementation for the new permitting system to streamline permitting, design review, land use and plan checks; implemented mobile License Plate Reader software for improved parking enforcement required by the Alta Bates Medical Center use permit; and completed analysis and configuration of new Tracking and Registration System for the Rent Stabilization Board.

**Parks, Recreation and Waterfront:** In order to develop quality baseline data for the 2020 Vision program, staff worked with BUSD's Office of Evaluation and Survey, the Office of Student Services, the Berkeley Police Department and the California Healthy Kids Survey. More than 600 new trees were planted in Berkeley this year, the Bay Trail Extension Project was initiated, and the San Pablo Park Basketball Court renovations were completed. Staff worked to increase youth access to quality recreation programs by expanding the Summer Camp for Middle School Age youth to the James Kenny Recreation Center, and a Multi-media and Technology Program was incorporated in the Middle School Age programs. The number and variety of fee-based class offerings increased this year, and so did revenues. At the marina, the Nature Center's Environmental Education Classroom got new science and multi-media equipment, and 120 floats and 50 pilings were replaced. In addition, four public bathrooms and the main Marina office building received roof replacements.

**Planning:** In the past fiscal year, the Department has completed the transition to a new Director and reduced the cost for the building that houses the department by re-negotiating the lease. Each division has also performed extensive baseline services and special projects. Both Building and Safety and the Permit Service Center (PSC) processed thousands of permits and conducted thousands of inspections in FY 2012: 15,895 inspections, 3,081 plan reviews, 6,252 permits issued and more than 11,000 customers served at the PSC. The Southside and Downtown Plans were revised, and West Berkeley is in progress with eased permit requirements for arts/craft studios, restaurants, research and development, non-store retailers, protected spaces. The department also modified five zoning chapters and drafted a Supplemental EIR for West Berkeley. Commercial districts benefitted from updated permit requirements related to restaurants, pedestrian-oriented business, quotas, sidewalk seating, ground floor offices, and evening business hours. The Office of Energy and Sustainability created or updated 28 metrics on climate action plan progress, processed Federal Stimulus incentives for 12 multifamily and non residential energy retrofit projects and 56 single family projects; awarded \$58,000 in new grants and rebates; completed three municipal energy retrofit projects and produced 2 green permitting guides. The Toxics Management Division performed 161 regulatory inspections, responded to almost 60

citizen complaints and implemented electronic reporting one year in advance of a new regulatory requirement.

**Police:** In 2011 the Police Department set a crime reduction goal of 10 percent. The department's divisions worked together, enhancing communication between units and working to create an atmosphere that encouraged rapid response to crimes in progress, thorough and complete investigations, and consistent follow-up. A twice a week crime meeting was established between the Operations and Investigations Division's key personnel, supported by the department's crime analysts. This meeting, called the Crime Analysis and Response Strategies meeting or "CARS," helped focus resources on defined problem areas, times and people. Ultimately, the department saw a reduction in Part 1 crimes of 14 percent for the calendar year 2011.

**Public Works:** In addition to constant maintenance of the City's streets, buildings and pathways, Public Works staff have made lasting investments in the City's infrastructure. Improvements to our sanitary sewer program have reduced sanitary sewer overflows by more than 70 percent from 2008 to 2011. Construction and demolition recycling has also improved: the rate of recovered materials has risen from 87 percent to 93 percent. Pedestrians and cyclists benefited from a number of completed projects, including: 9th Street Pathway (connected Berkeley 9<sup>th</sup> St. Bicycle Boulevard to Emeryville Doyle Street Greenway), the West Street Pathway, repaired sections of Milvia Street Bicycle Boulevard; and added 700 new sidewalk bicycle parking spaces. The Center Street Garage has a new electric vehicle charging unit and 2 plug-in electric City Car Share vehicles. In support of the City's commercial districts, a new garage operator was established and a new Parking and Revenue Control System (PARCS) was installed. Other changes are less visible but just as important: new money-saving landfill and C&D contracts have been put in place, and redesigned residential routes will allow for new single operator trucks to collect waste in a more efficient manner.

**Multi-Departmental Emergency Response:** Some projects require the work of staff from many departments, and cannot be anticipated. For example, when a fire destroyed the building at 2441 Haste St, staff from all over the City immediately responded and worked through the weekend. They worked to ensure that all the residents were accounted for, that they had housing, that the public was safe from the remnants of the damaged building, that the traffic moved effectively around the intersection, that the fire investigation was done quickly and effectively, and that the surrounding businesses were supported. Staff continued to coordinate their efforts in the weeks afterwards. The fire was devastating to the residents who lost their homes, but no lives were lost and tremendous efforts were made to ensure safety and support economic recovery. We will continue to provide cross-departmental teams with preparedness and training exercises, such as the Emergency Shelter Operations Training that was completed in February, so our organization remains able to respond to community emergencies.

## Conclusion

I would like to acknowledge the extensive amount of work that was done by City staff to produce this document. The department directors and their staff have devoted countless hours to cataloging their services, large and small. It has been an illuminating process, and we hope that the Council and the community are similarly impressed with the breadth of services that the City provides.

I would also like to recognize the contribution of Deanna Despain, our late City Clerk, to this Work Plan. Deanna was dedicated to ensuring that the City Clerk's Office provided high-quality services to the Berkeley community, and her dedication extended to this document. Her conscientious cataloging of services inspired other departments, and it raised the Work Plan's overall level of excellence. The Plan will continue to evolve, but it will always be part of her legacy of service and commitment to this community.

We hope that this document helps the Council and the public accurately assess our services, projects and capacities. Regardless of the opportunity and challenges the economy brings us, the Work Plan is an important tool for making good choices, now and in the future.

Respectfully submitted,

Christine Daniel  
City Manager





## 2013 City of Berkeley Citywide Work Plan

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

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

The Work Plan for each department follows each summary page. The Work Plans are working documents that describe the baseline services and special projects of each department. Each plan is broken down by division (and sometimes by work unit) and includes the baseline services and special projects for which the division is responsible during the 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  
(10.375 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 10.375 FTE.

**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

**The Work**

The majority of the work the City Attorney's office does is in support of other departments and their work plans. The significant exceptions are claims and litigation (because they are initiated by third parties outside the work planning process) and projects adopted by the Council that require major participation by the City Attorney's office. In prior years the work plan expressly reserved capacity for special projects. This year's work plan does not do so. 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 allocation of resources for FY 2013 is shown below.

Task	FTE Allocation
Litigation/Arbitration	4.2 FTE
Claims	0.5 FTE
Advice	2.5
Transactions (Contracts/Lease)	1.8
General Government	0.875
FCPC/OGC	0.2
Administration	0.3
Total	10.375

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.



**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 (3 FTE)**

**Elections Unit (1 FTE)**

**Commissions (1 FTE)**

**Administrative Support Unit (1 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 800 Council reports, 300 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 11,000 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 270 commissioners on 36 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 300 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 900 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, an Assistant Management Analyst, and the Acting 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"> <li>• There are typically 2-3 council meetings per month and each meeting agenda has approximately 50 accompanying reports.</li> <li>• Clerk staff in the agenda unit review each report for formatting and content. There are 3 queues within the Clerk Review Process.</li> <li>• There were 649 Council reports submitted in the first 10 months of FY 2012, a <b>26% increase over FY 2011</b>, and a similar number is expected for FY 2013.</li> </ul>
Create Agendas (regular and special)	<ul style="list-style-type: none"> <li>• All agendas must meet strict deadline and content requirements in order to comply with Brown Act and Open Government Ordinance (OGO) regulations.</li> <li>• Draft agendas are subject to many revisions, each iteration of which must be thoroughly reviewed for Brown Act/OGO compliance, content and accuracy.</li> <li>• By end of April 2012, 45 Council Agendas (incl. special meetings) will have been produced by the Agenda Unit, and a similar pace is expected for FY 2013</li> </ul>
City Council agenda packets	<ul style="list-style-type: none"> <li>• An agenda packet is created for each Council meeting and is typically about 500 pages.</li> <li>• Each agenda item has a corresponding report, many including complex attachments.</li> <li>• Agenda packets are subject to strict Brown Act/OGO requirements and are reviewed for content and accuracy.</li> <li>• By the end of April 2012, 17 agenda packets will have been produced and a similar pace is expected for FY 2013</li> </ul>
Agenda Committee agenda packets	<ul style="list-style-type: none"> <li>• The Agenda Committee meets 15 days before a Council meeting to review the upcoming agenda.</li> <li>• The Agenda Committee is a legislative body and is subject to Brown Act/OGO regulations.</li> <li>• 24 Agenda Committee agendas will have been</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	created by the close of FY 2012, and a similar pace is expected for FY 2013
Annotated Agendas	<ul style="list-style-type: none"> <li>• Annotated agendas are created to report actions from a Council meeting to the public.</li> <li>• They are reviewed for accuracy and are available no more than 2 days after meeting.</li> </ul>
Minutes	<ul style="list-style-type: none"> <li>• The City Clerk is required to preserve an official record from each City Council and Redevelopment Agency (RDA) meeting. Although the RDA no longer exists, these minutes will be retained permanently.</li> <li>• All minutes must be submitted to the City Council or for approval.</li> </ul>
Resolutions	<ul style="list-style-type: none"> <li>• Resolutions are official legislative actions taken by the Council.</li> <li>• There were 293 resolutions processed through April of FY 2012; a similar pace is expected for FY 2013.</li> </ul>
Ordinances	<ul style="list-style-type: none"> <li>• Ordinances are an official action taken by the Council that will become a law and be included in the Municipal Code.</li> <li>• Ordinances may also be adopted to approve leases.</li> <li>• Each draft ordinance requires meticulous review for accuracy and consistency with existing law.</li> <li>• There were 41 ordinances processed through April FY 2012, which was <b>double the amount of FY 2011</b>, and a similar number is expected for FY 2013</li> </ul>
Municipal Code Publishing Updates/Printed Supplements	One of the core functions of the City Clerk is the maintenance of the City's legislative history. The BMC updates are a cornerstone responsibility of the Clerk.
Public Hearings	<ul style="list-style-type: none"> <li>• Public hearings are required for some Council actions.</li> <li>• Clerk staff oversee the publication, mailing and filing</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>of all notices.</p> <ul style="list-style-type: none"> <li>• There were 18 public hearings through April FY 2012, and a similar pace is expected for FY 2013</li> </ul>
Proclamations	<ul style="list-style-type: none"> <li>• Proclamations are a ceremonial action taken by the Council to honor an event or person.</li> <li>• There were 40 proclamations through April FY 2012, and a similar pace is expected for FY 2013.</li> </ul>
Land Use appeals	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Decisions made by these boards and commissions may be appealed to Council within a specified period from the date notices are mailed.</li> <li>• The City Clerk department accepts appeals according to guidelines in the Berkeley Municipal Code (BMC).</li> <li>• There were 5 Appeals filed through April FY 2012, and a similar pace is expected for FY 2013.</li> </ul>
Follow-up correspondence from council agenda items	<p>Council often directs the City Clerk to send correspondence to other elected officials or agencies regarding a specific Council action or City position. 60 such communications were sent in the last year.</p>
Communications	<ul style="list-style-type: none"> <li>• Communications are submitted to the Clerk in various formats.</li> <li>• They are distributed with Agenda Packets.</li> <li>• There were 16 Communication packets and 55 Supplemental Communication packets created through April FY 2011, and <b>this number will likely increase for FY 2013 due to the addition of a new supplemental communications packet that is distributed 5 days prior to the meeting.</b></li> </ul>

Baseline Services	Description of Work/Service Deliverables
Supplemental communications packet	See above.
Council meeting calendars	The City Council meeting schedule is established on an annual basis, but revisions are occasionally required.
AB1234 Ethics Training Compliance	<ul style="list-style-type: none"> <li>• 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.</li> <li>• There are 64 officials in Berkeley required to complete the training.</li> </ul>

**Elections Unit**

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

Baseline Services	Description of Work/Service Deliverables
Commission Transactions and Administration	<ul style="list-style-type: none"> <li>• There are 36 boards and commissions in Berkeley with over 270 active commissioners.</li> <li>• Each appointment, leave, temporary appointment, resignation, termination generates a series of filings, updates and correspondence.</li> <li>• Through April of FY 2012, there were over 765 distinct transactions related to commission membership.</li> <li>• 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.</li> <li>• Other duties associated with Commission administration include processing commission applications, tracking commissioner term limits, and conducting annual training for</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	Commission Secretaries.
Commission Reports	<ul style="list-style-type: none"> <li>• The BMC requires regular reports for attendance and Council Resolution requires an annual report</li> <li>• Compiling these reports involves a great deal of communication and technical support for 30+ Commission Secretaries.</li> </ul>
Conflict of Interest Code	<ul style="list-style-type: none"> <li>• The state requires the City to maintain and update a Conflict of Interest Code which designates the employees, elected officials, commissioners and consultants that are required to file Form 700 Statements of Economic Interests.</li> <li>• The update process takes several months and involves all City departments.</li> </ul>
Form 700- Statement of Economic Interests	<ul style="list-style-type: none"> <li>• Positions that are designated in the City's Conflict of Interest Code are required to file Form 700</li> <li>• As the filing officer, the Clerk Department notifies individuals, accepts and reviews submitted forms, tracks compliance refers to the State Fair Political Practices Commission for enforcement.</li> <li>• Currently there are 658 elected officials, employees, commissioners, and consultants whole Form 700 with the City Clerk.</li> <li>• The Clerk Department sent 852 notices through April 2012</li> <li>• In addition to Form 700 administration, staff also spends a significant portion of time assisting filers.</li> </ul>
Web Posting and Archiving	<ul style="list-style-type: none"> <li>• Regular updates are required and the process of annually archiving the agendas and minutes posted by the 35 commissions is a significant staff project.</li> </ul>
Election Administration	<ul style="list-style-type: none"> <li>• The City Clerk has numerous official duties that are required by the State Elections code, the City Charter, and the Berkeley Municipal Code.</li> <li>• 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.</li> <li>• The Clerk also has election administration duties for the Rent Board and School Board elections.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Candidate Filing	<ul style="list-style-type: none"> <li>• The signatures-in-lieu and candidate nomination period is ten weeks long and demands a great deal of preparation.</li> <li>• The average candidate will have three separate appointments during this time.</li> </ul>
Ballot Measure and Petition Administration	<ul style="list-style-type: none"> <li>• The City Clerk manages the petition and ballot measure process.</li> <li>• The Clerk also manages the Ballot Measure Working Group (BMWG) which coordinates the efforts of the City Manager, the City Attorney, and Department Heads (as needed) in order to facilitate the process of bringing measures to the council for adoption and placement on the ballot.</li> </ul>
Campaign Statements	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Staff sends reminder letters, receives filings, performs enforcement, and manages the filings of 30-40 campaign committees.</li> <li>• For forms that are filed manually (those that do not use the City's electronic filing system) staff must scan the documents, manually redact the addresses, and post them to the City's website.</li> </ul>

**Administrative Support Unit**

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

Baseline Services	Description of Work/Service Deliverables
Front Counter	<ul style="list-style-type: none"> <li>• Receive documents from City staff and public; respond to internal and external information and research queries and Public Records Act Requests.</li> <li>• Requests are often time consuming and may involve detailed research of years old (sometimes decades-old)</li> </ul>

	documents from multiple sources.
Domestic Partnerships	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Through April of FY 2012, the City Clerk has processed 45 Affidavits of Domestic Partnership and 18 terminations.</li> </ul>
Contracts	<ul style="list-style-type: none"> <li>• The City Clerk Department is the Office of Record for all City contracts.</li> <li>• Contracts are received by the Administrative Unit, processed, and transferred to Records Unit for scanning and final storage.</li> </ul>
Records Unit Support	<ul style="list-style-type: none"> <li>• The Administrative Unit supports the Records Unit.</li> <li>• These units respond to requests for information from the public and staff, as well as maintaining the records for the City.</li> <li>• The OSIII is the Department Liaison for the Lagan tracking system for Public Records Act requests.</li> <li>• Entered, tracked and closed 57of cases in Lagan for FY 2012.</li> <li>• Entered and referred 17 additional Lagan cases</li> </ul>
Agenda Unit Support	<ul style="list-style-type: none"> <li>• The Administrative Unit provides support for pre- and post-meeting functions.</li> </ul>
Departmental Support	<ul style="list-style-type: none"> <li>• Accounts Receivable and Accounts Payable functions are performed by the Administrative Unit.</li> </ul>
Emergency Operations	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Performance Measures	<ul style="list-style-type: none"> <li>• The City Clerk Department tracks its processes to determine workflow and assign staff resources.</li> <li>• The annual reviews performed by supervisors help</li> </ul>

	employees create development plans and goals.
Budget	The entire Clerk staff works to achieve the budget goals of the department throughout the fiscal year

**Records Management Unit**

The primary duty of the Records Management Unit is to administer the Citywide Records Management Program. Some duties are performed at regular intervals such as the imaging and indexing of Contracts, Resolutions, Ordinances, Permits, Deeds, and the indexing of Commission Minutes. Other duties related to records storage and management are performed weekly. These duties include picking up and delivering City records & 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.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Contracts	<ul style="list-style-type: none"> <li>All City Contracts are a City Clerk record in the Records Retention Schedule. After they are attested to by the Deputy City Clerk, contracts are transferred to the Records Unit for imaging and storage.</li> <li>In FY 2012, 1,161 contracts were imaged, bringing the total number of contracts imaged for access in Records Online, to date, to 5,655.</li> </ul>
Resolutions/Ordinances	Resolutions and Ordinances are a permanent City record in the Records Retention Schedule and are transferred to the Records Unit for imaging and storage.
Building Permits	<ul style="list-style-type: none"> <li>The Building Permit project is an interdepartmental effort with Planning and Information Technology.</li> <li>Since inception, 6,500 building permits have been scanned and indexed into Stellent, averaging about 2,500 per year.</li> </ul>
Deeds	<ul style="list-style-type: none"> <li>City-owned property deeds are a permanent City records in the Records Retention Schedule and are referenced by multiple City Departments. The Deeds Project is an interdepartmental effort with Public Works and IT.</li> <li>500 deeds have been indexed into Stellent.</li> </ul>



Baseline Services	Description of Work/Service Deliverables
Commission Minutes	<ul style="list-style-type: none"> <li>• As an official legislative body, each City Commission creates meeting minutes similar to the City Council.</li> <li>• Commission secretaries submit approved minutes to the Clerk Department for the Citywide Records Repository.</li> <li>• The Records Manager follows up with Commission Secretaries on a monthly basis.</li> </ul>
Records Management Database	<p>Fixed RM, the Citywide Physical Records Retention Database, has over 19,324 entries. Each entry has information on the type of physical record, its series code, and its retention period. Fixed RM is used to generate reports, search for records and assemble destruction batches.</p>
Records Storage	<ul style="list-style-type: none"> <li>• As of April 2012, there are 10,977 boxes of City records at the off-site storage facility, Access Information Management, in Livermore.</li> <li>• 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.</li> <li>• The Records Unit manages the transfer of boxes to and from the facility.</li> </ul>
Records Destruction	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The first step in destruction is identifying eligible records by creating reports of records in the Records Management database.</li> <li>• 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.</li> <li>• Over 598 boxes have been properly destroyed in the past fiscal year.</li> </ul>

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Administration	The administration of a City Records Management program requires ongoing support and communication with many stakeholders including the Records Storage Facility, staff, and the public.
Records Coordinators	<ul style="list-style-type: none"> <li>• Each department and division has a staff member assigned as a Records Coordinator.</li> <li>• They are trained by the Records Unit to be able to identify records, determine their retention period, and assist their colleagues with records needs.</li> </ul>
Records Research	Some documents kept by the City Clerk can be found in Records Online (e.g., minutes, resolutions, ordinances and contracts). Training is also provided to City staff or members of the public who may need assistance in finding documents.
Annual Records Rodeo Roundup	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.).</li> </ul>
Citywide Records Retention Schedule	The current City of Berkeley Records Retention Schedule was adopted by Resolution 64,546-N.S. on July 14, 2009. This is the document which describes the records of the City, establishes the record series life cycle, prescribes the final disposition for the record, and serves as the legal authorization for the disposition of public records.

**Special Projects**

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

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Paperless/Electronic Agenda Packets IN PROGRESS	<ul style="list-style-type: none"> <li>• California cities are increasingly using all-electronic or paperless agenda packets to reduce costs and waste.</li> <li>• City staff is monitoring the issue and has begun communicating with other jurisdictions regarding the startup costs, technical feasibility, and user satisfaction.</li> <li>• If the City Council determines it wishes to pursue this course, staff will be ready to implement a paperless agenda packet program in FY 2013.</li> </ul>
Redistricting SUSPENDED WILL BE RENEWED FY2013-FY2014	<ul style="list-style-type: none"> <li>• The Charter requires the City Council District Boundaries to be adjusted every 10 years after the Census.</li> <li>• A team with City Clerk, City Manager, and Information Technology staff has been assembled and will manage the process. The program will involve extensive coordination among City departments, the City Council and the public, and must be completed by December 31, 2013.</li> </ul>
The Commissioners' Manual Update COMPLETED	<ul style="list-style-type: none"> <li>• The Commissioners' Manual is a comprehensive guide to serving on a Berkeley Commission.</li> <li>• Due to new Council policies and evolving needs, the Manual is updated periodically in conjunction with the City Clerk, the City Manager, and the City Attorney. Feedback from commissioners and secretaries is also included.</li> <li>• The City Clerk identified approximately 70 additions and revisions and the updated Manual was adopted by Council in January 2012. A comprehensive training for all commission secretaries was held in April 2012, with 100% attendance, to review the current and revised policies in the Manual.</li> </ul>
Records Retention Schedule Update IN PROGRESS	<ul style="list-style-type: none"> <li>• The current City of Berkeley Records Retention Schedule was adopted by Resolution 64,546-N.S. on July 14, 2009.</li> <li>• Through the first two years of implementation several additions, modifications and revisions have been identified and a comprehensive update is planned for FY12.</li> <li>• It is expected that the new schedule will be ready for adoption soon after the start of FY 2013.</li> </ul>
Berkeley Open Government	<ul style="list-style-type: none"> <li>• The OGO was adopted on March 8, 2011. The implementation of the Ordinance is a Citywide initiative that</li> </ul>

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Ordinance COMPLETED INCORPORATED INTO BASELINE	<p>will involve staff training, updates to the website, tracking of records requests, new requirements for agenda timelines and reports, expanded access to records, and expanded duties for the Fair Campaign Practices Commission.</p> <ul style="list-style-type: none"> <li>• The first annual report to the Commission was delivered in March 2012.</li> </ul>
Training ONGOING	<p>The City Clerk Department interactions, communications, and processes are closely intertwined with the whole of the City administrative structure. Educating and training other employees is essential to efficiency and effectiveness.</p>
Ranked Choice Voting COMPLETED INCORPORATED INTO BASELINE	<ul style="list-style-type: none"> <li>• For the November 2010 General Election, voters in Berkeley used Ranked Choice Voting (RCV) for the first time.</li> <li>• The City Clerk has worked closely with the Registrar of Voters, the League of Women Voters and other RCV stakeholders since 2007 on the implementation and outreach.</li> <li>• The education program will be renewed for the November 2012 election.</li> </ul>
Berkeley's Historical Records ONGOING INCORPORATED INTO BASELINE	<ul style="list-style-type: none"> <li>• Records identified as permanent or historically significant on the Records Retention Schedule require special handling.</li> <li>• The City Clerk Department evaluates the volume and types of records in this category and makes recommendations for practices and procedures to ensure access to these materials in perpetuity.</li> <li>• The procedures for preserving Berkeley's historical records are based on the "National Archives Preservation Guidelines for Vendors Handling Records and Historical Materials."</li> </ul>
New Chambers IN PROGRESS	<ul style="list-style-type: none"> <li>• Conducted lengthy analysis and planning process for new meeting location at West Campus.</li> <li>• Initiated new analysis of alternate locations based on direction from Council. Final direction expected June 2012.</li> <li>• Completion expected by end of FY2013.</li> </ul>
Passports NEW INITIATIVE	<ul style="list-style-type: none"> <li>• Research passport programs at other municipalities.</li> <li>• Coordinate with Department of State for required training and set up.</li> <li>• Procure required hardware.</li> <li>• Develop internal controls, procedures, and set schedule.</li> </ul>

Special Projects	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Outreach to the public and publicize to potential customers.</li> </ul>
<p>New Enterprise Content Management and Agenda Workflow System NEW INITIATIVE</p>	<ul style="list-style-type: none"> <li>• Develop project parameters, planning for implementation, and schedule the project on the IT workplan.</li> <li>• Develop and release RFP, select vendor and execute contract.</li> <li>• Data migration and implementation of new system.</li> <li>• Internal training for Clerk staff.</li> <li>• External training for department users.</li> <li>• Completion planned for late FY2013 or early FY 2014.</li> </ul>
<p>Vital Statistics Imaging Project IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• A large volume (500,000+) of birth and death records are old and in need of electronic preservation; assist the Vital Statistics Department with prepping birth and death certificates for scanning</li> <li>• Train staff to use new scanner hardware</li> <li>• IT to migrate records from BMI into Stellant (by April 30, 2012)</li> <li>• Upon hard copy scan into Stellent, records will be transferred to off-site storage facility</li> <li>• As of April 2012, 1,000 birth records have been prepped and ready for scanning</li> </ul>
<p>Rent Board Vacancy Registration Forms  ONGOING INCORPORATED INTO BASELINE</p>	<ul style="list-style-type: none"> <li>• Rent Vacancy Registration Forms – The Rent Stabilization Boards Rent Vacancy Registration forms (VR forms) are permanent records. This project is an interdepartmental project between the Rent Board, Information Technology, and the City Clerk Department.</li> <li>• 61,275 Rent Vacancy Forms have been indexed.</li> <li>• The backlog of the VR forms were completed in 2011</li> <li>• The Records Unit staff continues to advise the Rent Board on procedures as needed.</li> </ul>



**OFFICE OF THE CITY MANAGER  
(30.5 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 and Neighborhood Services (9.5 FTE)**

**Berkeley Animal Care Services (10 FTE)**

**Code Enforcement (4 FTE)**

**Office of Budget and Fiscal Management (4 FTE)**

**Police Review Commission (3 FTE)**

**Commissions**

Police Review Commission

Berkeley Animal Care Commission

**Administration and Neighborhood Services**

As the Chief Executive Officer of the City, the City Manager is responsible for ensuring the overall effectiveness of the entire City organization, for acting as a conduit between the legislative and executive branches, and presenting Council with a balanced budget.

This unit also contains a Deputy City Manager, an Assistant to the City Manager, two Senior Management Analysts, 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"> <li>• Acts as a liaison between the Council and City staff to ensure all Council policies and priorities are implemented;</li> <li>• Works with Councilmembers and their aides to achieve resolution and/or follow up on constituent requests</li> <li>• Keeps the City Council informed about important information or events.</li> <li>• Oversee the services being provided in all City departments, support and guide department heads on budget and personnel strategies and manage vacancies and budget challenges citywide</li> <li>• Build and maintain an effective leadership team of department directors, identify opportunities for profitable collaboration across departments, and avoid redundancies.</li> <li>• The City Manager or her designee is responsible for reviewing and approving all City contracts.</li> </ul>
Problem Properties (Neighborhood Services)	<ul style="list-style-type: none"> <li>• Lead multi-departmental efforts to resolve long-standing problem properties</li> </ul>
Downtown/Telegraph Team (Neighborhood Services)	<ul style="list-style-type: none"> <li>• Composed of staff from various City departments and business associations, the team works on problems unique to the City’s retail areas</li> </ul>
Liaison with University of California, Berkeley (Neighborhood Services)	<ul style="list-style-type: none"> <li>• Volunteer coordination for major student groups who are working on projects in City parks, recreation centers, and other buildings (e.g., Berkeley Project Day)</li> <li>• Coordinate City staff and university efforts on big events such as Student Move Out (spring) and Move In (fall)</li> <li>• Student Advisory Council (SNAC): focuses on alcohol-related problems, unruly parties and the associated safety and quality of life issues</li> </ul>
Public Records Act	<ul style="list-style-type: none"> <li>• Respond to PRA requests made to City Manager and</li> </ul>



Baseline Services	Description of Work/Service Deliverables
Requests (Snr. Management Analyst)	<p>coordinate responses that involve records from multiple departments.</p> <ul style="list-style-type: none"> <li>• Approximately 2,335 PRA requests were made between July and December 2011, which includes 1,298 made directly to BPD.</li> <li>• The same pace is expected this year.</li> </ul>
Public Information/Media and Program Promotion (Snr. Management Analyst)	<ul style="list-style-type: none"> <li>• Coordinate response to all emdia inquiries received by City staff in order to reduce burden on staff and increase responsiveness to multiple news outlets</li> <li>• 664 requests were received in 2011 (not including those to BPD). The same number is expected this year.</li> <li>• 64 press releases were produced by all City departments in 2011; majority were reviewed and approved by the CMO</li> <li>• Support and advise City staff on event and program promotion activities</li> </ul>
Website oversight and policy	<ul style="list-style-type: none"> <li>• Work with IT and other City departments to improve web content and functionality to enhance access to City information and services.</li> </ul>
Annual Report (Snr. Management Analyst)	<ul style="list-style-type: none"> <li>• Write content and ensure the production and mailing to every City resident (approx. 58,000 mailed annually)</li> <li>• Post interactive version on-line</li> </ul>
Track legislation (Snr. Management Analyst)	<ul style="list-style-type: none"> <li>• Monitor state and federal legislation that will have an impact on City operations</li> <li>• Coordinate earmark and grant opportunities</li> <li>• Communicate with lobbyists on City positions on proposed legislation</li> </ul>
Internal Communications (Snr. Management Analyst)	<ul style="list-style-type: none"> <li>• Provide information and City Manager messages to HR for inclusion in bi-weekly internal newsletter (Berkeley Matters)</li> <li>• Compile weekly news items for Citywide email distribution</li> </ul>
Council Meeting Attendance	<p>The City Manager, Deputy City Manager and Public Information Officer attend all City Council meetings in order to:</p> <ul style="list-style-type: none"> <li>• answer programmatic and budget questions from the Council during the meeting;</li> <li>• ensure follow up of Council referrals and questions;</li> <li>• respond to media requests before and after the meeting</li> </ul>
Administrative	<ul style="list-style-type: none"> <li>• Handle appeals of parking tickets and other administrative</li> </ul>

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Hearings (Hearing Officer)	citations

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Redistricting	Participate in multi-departmental team working on revising Council district boundaries as required by City Charter
Open Government Ordinance/ Public Records Act Requests	Enhance PRA data collection and reporting
Labor Contracts	Coordinate and oversee with the Human Resources Department the negotiations of new labor contracts with the City's labor unions
Council Chambers	Assess alternative meeting location for the City Council
Utilization of space	Lead study to optimize space utilization of City resources, taking into account the space available, changing size and departmental missions, customer service needs, technology requirements and efficiency
Review Community Workforce Agreement (CWA)	Work with Housing and Public Works staff to assess implementation of the CWA and prepare report to the City Council.
Website review with departments	Work with departments to review their web content, ensure information is being properly maintained, evaluate relevancy and need of information, and recommend content expansion or reduction as appropriate.
Improve Citywide Publications	Work with City staff and contract graphic designer to easy-to-use templates for regular publications that inform the public about City services (e.g., "The Nugget," the program and meal guide for the North and South Berkeley Senior Centers.)

**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.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Investigation	Investigates animal-related neglect, cruelty, nuisance and bite

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
	cases
Enforcement	Enforces City ordinances related to animals
Removal of killed or injured wildlife	Wildlife (dead on arrival): 231 Wildlife (critically injured, euthanized): 100
Impoundment of stray pets	Stray cats/kittens : 732 Stray dog/puppies: 1152 Total strays: 1884
Shelter and other animal services	<ul style="list-style-type: none"> <li>• Shelter houses domestic animals from the cities of Berkeley, Albany, Emeryville, and Piedmont</li> <li>• Provides a safe haven for these homeless pets</li> <li>• Adoption services</li> <li>• Advice on animal-related topics</li> <li>• Lost and found pet reports</li> <li>• Free or low-cost spay/neuter vouchers for low income Berkeley residents' dogs and cats.</li> </ul>
Manage shelter	<ul style="list-style-type: none"> <li>• Shelter intake from Jan. 2011-Dec 2011: 2396 animals</li> <li>• Adopted by public: 564</li> <li>• Transferred to other organizations: 1096</li> <li>• Returned to owner: 435</li> </ul>
Volunteer coordination	Coordinate hundreds of active volunteers. Approximately 400 hours of volunteer time per week
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Opening of new shelter	<ul style="list-style-type: none"> <li>• Move into shelter</li> <li>• Establish new space for staff, volunteers and animals</li> <li>• Event to welcome public into new building and new services</li> </ul>

### **Code Enforcement**

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

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Investigation and enforcement of BMC violations	<ul style="list-style-type: none"> <li>• zoning violations</li> <li>• graffiti</li> <li>• illegal businesses</li> <li>• blight</li> <li>• illegal units and accessory uses</li> <li>• signage</li> <li>• illegal dumping</li> </ul>

Special Projects	Description of Work/Service Deliverables
Massage Establishment Ordinance and Permit Review	<ul style="list-style-type: none"> <li>• Work with City Attorney's Office to review and revise massage establishment ordinance</li> <li>• Work with Finance and Planning to review and update administrative processes</li> </ul>

**Office of Budget and Fiscal Management**

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

The major challenge for the OBFM in the coming year is to develop a budget that accounts for stagnant revenues and increasing costs while preserving services and reducing unfunded liabilities such as retirement costs and infrastructure needs.

Baseline Services	Description of Work/Service Deliverables
Citywide Budget Development and Management	<ul style="list-style-type: none"> <li>• Develop the FY 2014 &amp; FY 2015 Biennial Budget and Capital Improvement Program</li> <li>• Receive the "Distinguished Budget Presentation Award" from the Government Finance Officers Association for the FY 2014 &amp; FY 2015 Adopted Biennial Budget and FY 2014 &amp; FY 2015 Capital Improvement Budget Book</li> <li>• Keep the City Council and the public informed of all major changes to the changing fiscal picture and the economy's impact on City services.</li> <li>• 11 Council workshops related to the budget were held in FY 2012; same pace expected for FY 2013</li> </ul>
Long-Term Planning	<ul style="list-style-type: none"> <li>• Continue managing the City's unfunded employee-benefit liabilities and the City's deferred maintenance and capital needs.</li> </ul>
Payroll	<p>The Budget Office processes payroll leave requests, and related records for multiple departments, including</p> <ul style="list-style-type: none"> <li>• Mayor and Council</li> <li>• School Board</li> <li>• City Attorney's Office</li> <li>• City Clerk's Office</li> <li>• Information Technology</li> <li>• Human Resources</li> </ul>

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
	<ul style="list-style-type: none"> <li>• All units of the City Manager's Office</li> </ul>

**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.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Complaint investigation	In 2011, the PRC opened 15 new cases and closed 31 cases (including cases carried over from previous years). Investigation of complaints will continue to be a priority in FY 12.
Policy Recommendations	The PRC forms policy subcommittees to review Police Department policies and procedures and recommends changes as needed.
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Public Safety Commission	In response to a referral from the City Council, the PRC will work with the City Manager's Office to consider whether the PRC is the appropriate body to undertake the role of a Public Safety Commission and if so, how to implement that role.



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



**Mission**

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

**Citywide Economic Development (2.35 FTE)**

**Neighborhood Economic Development (2.50 FTE)**

**Civic Arts (1.0 FTE)**

**Commissions and Business Improvement Districts**

- Civic Arts Commission
- Loan Administration Board
- Downtown Berkeley Business Improvement District Board
- Elmwood Business Improvement District Board
- Telegraph Business Improvement District Board
- North Shattuck Business Improvement District Board
- Solano Avenue Business Improvement District Advisory 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"> <li>• Help create business conditions that grow Berkeley’s retail tax revenue by 10%</li> <li>• Attract 5 new regionally-serving businesses that can attract shoppers to Berkeley and increase local tax revenue</li> <li>• Retain Berkeley’s existing auto dealerships and attract one new dealership</li> </ul>
Manage and Improve Berkeley Commercial Vacancy Listing Service	<ul style="list-style-type: none"> <li>• Promote the tenanting of vacant retail and office space through the <a href="http://Locateinberkeley.com">Locateinberkeley.com</a> website and increase traffic to the site by 25%</li> </ul>
Coordinate regularly with the commercial brokerage community	<ul style="list-style-type: none"> <li>• Convene at least one meeting with commercial brokers to discuss current market conditions, new economic development initiatives, strategies for vacancy reduction and <a href="http://Locateinberkeley.com">Locateinberkeley.com</a> website</li> </ul>
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"> <li>• Actively coordinate with the new Director of the new Skydeck Incubator/Accelerator to promote the Skydeck and Downtown Berkeley as a regional center of innovation and entrepreneurship.</li> <li>• Regularly attend meet-up and industry functions that occur at the Skydeck and use access privileges to introduce emerging technology start-ups to Berkeley’s innovation ecosystem.</li> <li>• Participate in the two annual meetings of the Skydeck’s Advisory Board along with partners including U.C. Berkeley, LBNL, the DBA and the Chamber of Commerce.</li> <li>• Promote the Skydeck’s unique role as a key element of the Berkeley Start-up Cluster</li> <li>• Work with the development community, QB3 East Bay,</li> </ul>



Baseline Services	Description of Work / Service Deliverables
	U.C. Berkeley, LBNL, and other stakeholders to facilitate the incubation and growth of 10 emerging Bioscience companies in West Berkeley
Work with the businesses and developers to generate new jobs for Berkeley residents.	<ul style="list-style-type: none"> <li>• Promote Enterprise Zone hiring incentives to Berkeley businesses and encourage conditions so that a minimum of 50 qualified/vouchered employees are hired in West Berkeley</li> </ul>
Data collection and analysis	<ul style="list-style-type: none"> <li>• Produce annual commercial district vacancy reports and specialized economic development reports and analyses as needed</li> <li>• Provide technical assistance (data, mapping, City process, etc.) to any potential and existing property and business owners who need such assistance</li> <li>• Analyses planned for FY 2013 include: <ul style="list-style-type: none"> <li>• assessment of labor market trends;</li> <li>• annual commercial district vacancy inventories;</li> <li>• cluster analyses for bioscience, food production/processing and green energy;</li> <li>• monitoring of business trends on a citywide and neighborhood basis</li> </ul> </li> </ul>
Creation of Economic Impact Reports, designed to evaluate economic impacts of proposed projects	<ul style="list-style-type: none"> <li>• Generate a minimum of 4 Economic Impact Reports on high value retail or development projects</li> </ul>
Targeted green business outreach and assistance	<ul style="list-style-type: none"> <li>• OED staff to participate in all Green Corridor Steering Committee meetings</li> <li>• OED Manager to continue serving as Chair of Green Corridor Business Development Committee</li> <li>• Reauthorize contract with the County of Alameda to help certify 30 new “green business” certifications.</li> </ul>
Manage VisitBerkeley.org contract	<ul style="list-style-type: none"> <li>• Implement and monitor contract for VisitBerkeley.org (Convention and Visitor’s Bureau)</li> <li>• Meet with major hotel operators to encourage construction of more hotel rooms in Berkeley</li> </ul>
Management of EDA	<ul style="list-style-type: none"> <li>• Attend all meetings of the LAB</li> </ul>

<b>Baseline Services</b>	<b>Description of Work / Service Deliverables</b>
Revolving Loan Fund (RLF) and staff City's Loan Administration Board (LAB)	<ul style="list-style-type: none"> <li>• Implement new contracts for outside professional loan underwriting and servicing to increase efficiency and responsiveness to the needs of loan recipients.</li> <li>• Promote the RLF based on the RLF Management Plan</li> <li>• Make a minimum of 2 loans in FY 2013</li> </ul>
Negotiation of housing and childcare mitigations	<ul style="list-style-type: none"> <li>• Negotiate mitigations as qualifying projects arise</li> <li>• Assist interdepartmental effort to update City mitigation policies</li> </ul>
Approval authority for street banners on light standards in commercial districts	<ul style="list-style-type: none"> <li>• Review and assess all requests for street banners consistent with the City's current policy</li> </ul>
Coordination with other City departments on outreach to businesses	<ul style="list-style-type: none"> <li>• Continue working with staff across the City as appropriate</li> </ul>
Participation on East Bay EDA's Economic Development Director's Council	<ul style="list-style-type: none"> <li>• The Manager of Economic Development or his designee shall attend all 6 annual meetings of the Director's Council</li> </ul>
Economic development marketing plan implementation	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Coordinate with the BID's, Buy Local Berkeley and other business organizations to leverage OED's marketing budget by at least 50%</li> </ul>

<b>Special Projects</b>	<b>Description of Work / Service Deliverables</b>
"Buy Local Berkeley" organizational development initiative	<ul style="list-style-type: none"> <li>• OED staff will attend meetings of the Buy Local Berkeley Board</li> <li>• Provision of staff support to develop internal capacity to become an independent and self sustaining organization</li> </ul>
Green hotel outreach in partnership with visitberkeley.org	<ul style="list-style-type: none"> <li>• Facilitate an increase in the number of Green Certified hotels/motels in Berkeley from three (3) to ten (10)</li> </ul>

Special Projects	Description of Work / Service Deliverables
Administration of 2010 Federal Earmark for EB Green Corridor Partnership	<ul style="list-style-type: none"> <li>• Completion and implementation of all contracts related to this Earmark working closely with staff from Housing and Community Services</li> </ul>

**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"> <li>• Attend and participate in all meetings of Business Improvement District Boards</li> <li>• 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</li> <li>• Attend and participate in all meetings of the Berkeley Chamber of Commerce Government Affairs Committee</li> <li>• Attend and Participate in meetings with the following business organizations as may be appropriate and helpful:               <ul style="list-style-type: none"> <li>○ Buy Local Berkeley</li> <li>○ Berkeley Business District Network</li> <li>○ VisitBerkeley.org</li> </ul> </li> </ul>
District-based Festival Promotions	<ul style="list-style-type: none"> <li>• Provide guidance as needed to assist district-based promotional events</li> <li>• Provide marketing support for the Juneteenth festival</li> </ul>
West Berkeley Enterprise Zone Program	<ul style="list-style-type: none"> <li>• Provision of ongoing promotion of Enterprise Zone incentives to West Berkeley Businesses</li> <li>• Co-sponsor at least one Enterprise Zone informational workshop with the Berkeley Chamber of Commerce</li> <li>• Monitor participation of Berkeley businesses and generate hiring metrics</li> </ul>
Business Improvement Districts: Staff support, Council updates and contract administration for the following BIDs:	<ul style="list-style-type: none"> <li>• Continue to staff BIDs, attend all BID Board meetings, write related Council staff reports pertaining to annual renewals and associated contracts</li> <li>• Assist the successful creation of a new Hotel BID sponsored by VisitBerkeley.org to promote the hotel</li> </ul>

Baseline Services	Description of Work / Service Deliverables
<ul style="list-style-type: none"> <li>- Downtown</li> <li>- North Shattuck</li> <li>- Telegraph</li> <li>- Elmwood</li> <li>- Solano</li> </ul>	<p>sector and hospitality industry in Berkeley</p> <ul style="list-style-type: none"> <li>• Assess the feasibility of a new BID in the Elmwood in light of the pending expiration of the existing BID in 2013.</li> </ul>

Special Projects	Description of Work / Service Deliverables
<p>Work with the Telegraph BID to develop a focused retail strategy for Telegraph Avenue</p>	<ul style="list-style-type: none"> <li>• Do detailed economic analysis of the Telegraph District</li> <li>• Site analysis of key vacancies and development sites</li> <li>• Review and incorporate collateral research for the area including recent surveys performed by the GSU and the ASUC along with the results of the Berkeley Design Advocates Charette</li> <li>• Build on the opportunities provided by the Chancellor's Community Grant</li> <li>• Develop a set of recommendations that identifies market strengths, includes new marketing and branding concepts, and suggests potential policy directions that support economic revitalization</li> </ul>
<p>Build Downtown Berkeley's identity as a hub of innovation and entrepreneurship and as a good place for start-up companies</p>	<ul style="list-style-type: none"> <li>• Promote visibility of the Berkeley Start Up Cluster (BSC) as a marketing strategy for the near-to-campus area</li> <li>• Oversee new branding and PR strategies for the BSC through professional services contracts</li> <li>• Capture 10 new and emerging spin-out in the BSC area (within 5 blocks of Campus)</li> </ul>
<p>West Berkeley Project: Provide economic development data and support for planning staff</p>	<ul style="list-style-type: none"> <li>• Support Planning Department in bringing this project to completion and assist in implementation as may be needed</li> </ul>
<p>Focused staff engagement with the Adeline and Sacramento Merchant Associations to address infrastructure and economic issues to assist the economic revitalization of South</p>	<ul style="list-style-type: none"> <li>• Provide staff support to the Adeline and Sacramento Merchant Associations and continue to attend all regular meetings</li> <li>• Assist the Ecology Center's Farmer's Market in moving their existing Tuesday market to the corner of Adeline and 63<sup>rd</sup> Street</li> <li>• Implement a marketing contract with the Farmer's Market to assist them in creating visibility and traffic to their new location</li> </ul>

Special Projects	Description of Work / Service Deliverables
Berkeley	<ul style="list-style-type: none"> <li>Facilitate new 'planter adoption' agreements with merchants/property owners of planters along the Adeline Corridor and encourage ongoing maintenance of the 4 existing agreements and finalize an additional 4 new agreements</li> <li>Implement new branding and marketing programs for both the Adeline and Sacramento commercial districts</li> <li>Implement the lighting improvement mini-grants in conjunction with the "Smart Lights" Program. These mini-grants have been funded through the Chancellor's Community Grant Program</li> </ul>
Berkeley/Emeryville Bioscience Cluster:	<ul style="list-style-type: none"> <li>Complete Phase 1 of cluster identity development and promotion of this bioscience marketing initiative in partnership with City of Emeryville</li> <li>Develop a PR strategy to promote local bioscience industries working with private industry partners</li> <li>Work closely BayBio in bringing more attention to Berkeley and East Bay bioscience industries</li> </ul>
Housing Improvement Products of West Berkeley (HIPWEB) Marketing Project	<ul style="list-style-type: none"> <li>Assist HIPWEB businesses develop and implement a marketing and branding program targeted to both a local and regional customer audience</li> </ul>

**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"> <li>Attend and support 10 regularly scheduled Commission meetings a year</li> <li>Attend and support all Commission Subcommittee meetings</li> </ul>
Coordination with community arts organizations	<ul style="list-style-type: none"> <li>Attend all monthly meetings of the Berkeley Cultural Trust.</li> </ul>
Civic Arts Grant program administration	<ul style="list-style-type: none"> <li>Assist Arts Commission in evaluating grant applications</li> <li>Manage all details of program implementation including</li> </ul>

	the invoicing process.
Public Art administration	<ul style="list-style-type: none"> <li>Administer the process of selecting and installing all public art projects through the Public Art Fund</li> </ul>
Fundraising for the arts	<ul style="list-style-type: none"> <li>Generate \$100,000 in new grant money for public art by leveraging the City's Public Art Fund</li> </ul>
Marketing of the Arts and Berkeley as a regional center of Arts and Culture	<ul style="list-style-type: none"> <li>Participate and support 510Arts – a regional arts marketing partnership, funding by Hewlett Foundation</li> <li>Generate funding to continue 510Arts.com through the end of the FY2013</li> </ul>
Management of curatorial contracts for the Addison Street Windows Gallery and 1947 Center art	<ul style="list-style-type: none"> <li>Manage the RFP and selection process for curator of these venues and manage contract</li> </ul>
Berkeley Film Foundation and Berkeley Art Center contract management	<ul style="list-style-type: none"> <li>Manage contract as appropriate</li> </ul>

<b>Special Projects</b>	<b>Description of Work / Service Deliverables</b>
Administration of Marina public art grant given by Open Circle Foundation	<ul style="list-style-type: none"> <li>Complete installation of the sculpture and close out grant</li> </ul>
Flora and William Hewlett Foundation Bay Area Cultural Asset Map Project	<ul style="list-style-type: none"> <li>Beta testing and implementation new cultural mapping program in Berkeley in partnership with the Flora and William Hewlett Foundation Bay Area Cultural Asset Map Project</li> <li>Map and do data analysis on all arts and culture organizations and Civic Arts Grants recipients in Berkeley.</li> <li>Post completed cultural maps and any related analysis on the Civic Arts Website and on the Visitberkeley.org Website</li> </ul>
Manage Library Art Selection Process	<ul style="list-style-type: none"> <li>Manage and complete selection process</li> <li>Management of public art selection process for neighborhood library branch renovations in South and West Berkeley</li> </ul>
Northern California Arts Loan Fund Board Member	<ul style="list-style-type: none"> <li>Participation as an appointed Northern California Arts Loan Fund Board Member in making low interest bridge loans available to Berkeley and regional arts organizations</li> </ul>

	<ul style="list-style-type: none"><li>• Continue participation in all meetings of the Northern California Arts Loan Fund Board</li></ul>
60 Boxes	<ul style="list-style-type: none"><li>• Continued coordination of the art selection process for “60 boxes”, a joint project of the Earth Island Institute and the City to install public art on Downtown Utility boxes</li><li>• Help bring the Downtown utility box public art project to completion</li></ul>





**FINANCE DEPARTMENT  
(46 FTE)**



**Mission**

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

**Office of the Director (6 FTE)**

**Revenue Collections (14 FTE)**

**General Services (6 FTE)**

**Accounting Division (8 FTE)**

**Accounts Payable Division (3 FTE)**

**Customer Service Counter (6 FTE)**

**Treasury (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 2013:**

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 per person involved.
  - Unlicensed businesses.
  - License businesses under-paying the amount due.
  - Expand the Use Tax Program to other organizations (Alta Bates, Bayer Corp., etc.), and improve the City's program.
  - Increase revenue-generating resources and skills.
2. Become more effective in collecting delinquent amounts due the City, including retaining consultants to study and develop process to improve citywide collections.
3. Enhance lockbox services, and implement an improved web payment system to enable citizens to make any payment to the City via the web, including refuse and other City billed services and payments.
4. Implement new Business License Tax software, to improve license processing and enhance revenue collection.
5. Complete effective succession plans.
6. Grants Inventory & Reporting Project—Maintain a reliable, comprehensive and functional inventory of City grant awards, along with procedures for monitoring grant agreement amendments; and substantially review the grants reporting format.
7. Grants Accounting & Budgeting—Develop mechanisms to control and limit expenditure of grant funds in excess of their revenues.
8. Complete the FY 2012 Comprehensive Annual Financial Report (CAFR) by October 30, 2012.
9. Implement City Auditor's Business License Tax audit recommendations.

**Office of the Director (6 FTE)**

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

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

Baseline Services	Description of Work/Service Deliverables
Accounting Technician – Baseline Functions	<ul style="list-style-type: none"> <li>• Prepares and reconciles subsidiary accounting ledger for capital asset account groups.</li> <li>• Maintains City’s fixed assets records including acting as the module leader for City’s fixed asset database.</li> <li>• Performs the accounting and reconciliation of encumbrances, and assists Accounts Payable in processing credit memos and vendor reversals.</li> <li>• Assists Director of Finance in the generation of the monthly revenue reports and performs periodic audit testing for various major fixed assets of the City.</li> <li>• Conduct bi-annual training with department coordinators for disposal of assets.</li> </ul>
Systems Accountant— Baseline Functions	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Acts as support and finance compliance coordinator for</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>citywide departmental reporting requirements to respective agencies.</p> <ul style="list-style-type: none"> <li>• Prepares and coordinates responses to audit reports that contain system related findings.</li> <li>• Writes and submits Safety Members Pension Fund (SMPF) council report and other various reports as assigned by Director of Finance.</li> <li>• Assumes management responsibilities of B-Team Finance Section Chief in the EOC</li> </ul>

Special Projects	Description of Work/Service Deliverables
Office of the Director— Special Projects	<ul style="list-style-type: none"> <li>• Conduct consultant review of Finance department functions</li> <li>• Implement new BLT software</li> <li>• Prepare outside auditor RFP</li> </ul>
Systems Accountant – Special Projects	<ul style="list-style-type: none"> <li>• To provide information forum for bank services (Corp Credit Card, Credit card merchant services and on-line banking) to city staff. Perform payment card industry, PCI, compliance for locations dealing with credit card transactions and coordinate training as required. Explore alternative to lower credit card fees by accepting other credit cards. Institute payment mechanism to encourage higher volume of low-cost card payments and to minimize transaction cost (i.e. more debit card payments vs. credit card payments or prepaid cards.</li> <li>• Integrating FUND\$ electronic fund transfer feature to Wells Fargo Bank’s electronic transmission program.</li> <li>• Review RFP responses and sign a contract for a business license vendor.</li> <li>• Launch 3<sup>rd</sup> party e-commerce web payment.</li> <li>• Coordinate the signing of the FTB agreement to obtain data from Franchise Tax Board. Secure data exchange from Franchise Tax Board for business license enhancement project.</li> <li>• Develop Administrative Regulation (AR) for processing and handling of credit cards.</li> </ul>
Revenue Collection Manager –	<ul style="list-style-type: none"> <li>• To evaluate and improve City-wide collection efforts, which includes the following:</li> </ul>

Special Projects	Description of Work/Service Deliverables
Special Projects	<ul style="list-style-type: none"> <li>• Participate in new business license software selection and implementation to train staff and to generate reports for revenue audits.</li> <li>• To complete a process for tracking the collection of return checks, and to revisit the possibility of scheduling cash handling training.</li> <li>• To coordinate with Wells Fargo Bank to coordinate credit card acceptance training.</li> <li>• To implement a city wide procedure to handle credit card chargeback and use the chargeback software.</li> <li>• To re-evaluate existing training manual and update the procedures for current practice and improvements being implemented.</li> <li>• To enable the city to accept ACH payments for various accounts and invoices.</li> <li>• To work on a project with IT and vendor for the parking system to integrate the issuance of preferential parking permits with the payment of the permits.</li> <li>• To work with Planning department on how we can integrate the BL construction contractor requirement in sync with the issuance of Certificate of Occupancy.</li> <li>• To audit professional business licenses declaration of gross receipts for possible additional BL assessments.</li> </ul>

**Revenue Collection (14 FTE)**

Baseline Services	Description of Work/Service Deliverables
Billing & Collections	<ul style="list-style-type: none"> <li>• Perform billing (bill fees, process account adjustments, apply penalties, process service changes) and delinquent account collection for the following services:</li> <li>• Refuse, Commercial: (Approx 4800 customers)</li> <li>• Refuse, Residential: (Approx 20,000 customers)</li> <li>• Refuse, Transfer station</li> <li>• Dog licenses (includes managing quarantine and rabies shot information)</li> <li>• Permits (e.g., special events, health, tobacco, body art, etc.</li> <li>• Fees (hourly/annual) hazardous materials, fire inspections, false alarms, Residential Housing Safety Program (annual fees and re-inspection fees), utility permit inspection</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Leases: General, Marina, Aquatic Park, Telegraph/Channing Mall</li> <li>• Marina berth rentals</li> <li>• Mitigation agreements: Housing &amp; Childcare, UC Mitigation</li> <li>• Sidewalk repairs, damage to City property, outside fueling</li> <li>• Public Work Grants</li> <li>• Represent the City in Small Claims Court</li> </ul>
Invoice Administrative Citations	<ul style="list-style-type: none"> <li>• Process administrative citation payments</li> </ul>
Annual Renewals	<ul style="list-style-type: none"> <li>• Collect and pursue delinquent account collection</li> <li>• Mail Business License renewals (13,000)</li> <li>• Process Business License mail-in renewals</li> <li>• Mail business license &amp; loading zone stickers</li> <li>• Bill large non-profit organization Business License fee annually (based on building square footage)</li> <li>• Process mail-in New Business License applications</li> <li>• Process Permits--(incl. insurance, DOJ, Drug/Alcohol test reviews, inspections)</li> <li>• Taxi (owners, drivers, &amp; cars)</li> <li>• Massage permits (establishments &amp; therapist)</li> <li>• Street Vendors (food &amp; goods)</li> <li>• Send Residential Preferential Parking (RPP) Renewals (13,200 accts)</li> <li>• Process RPP mail-in renewals</li> <li>• Mail out annual &amp; 1-day RPP stickers</li> </ul>
Annual Property Tax & Property Related Functions	<ul style="list-style-type: none"> <li>• Bill Possessory Interest annually \$329k/special tax/assessment funds</li> <li>• Report possessory interests to County Auditor</li> <li>• Bill escaped/ supplemental tax &amp; assessments accounts</li> <li>• Add, update, inactivate addresses</li> <li>• Update taxable square footage for building projects</li> <li>• Update Lot square footage</li> <li>• Process Assessor's secured tax roll; process parcel splits, combines, condo conversion, tax area, land use, ownership, valuation, &amp; non-profit exemption % changes.</li> </ul>



Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Prepare &amp; 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 &amp; BSEP taxes, etc.)</li> <li>• Update Point of Sale Data from Recorded Deeds monthly</li> <li>• Track Private Sewer Later compliance, deposits, &amp; process refunds</li> <li>• Track Transfer Tax payments and Track &amp; Process transfer tax and Seismic work refunds</li> <li>• Process Low Income refunds related to special taxes (including BUSD), sewer fees, and UUT</li> <li>• Process property tax, refuse, and general billing refund requests</li> <li>• Review &amp; accept/reject Ambulance Fee Waiver claims</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>• Respond to and process Lagan (311 Call Center) cases for all of the above</li> <li>• Support Customer Service Counter operations</li> <li>• Schedule Appeals (bus license administrative citations, other)</li> <li>• Produce Street Vendor Lottery</li> </ul>

Special Projects	Description of Work/Service Deliverables
Leverage Technology Investments for Better Collection and Customer Service	<ul style="list-style-type: none"> <li>• Replace the business license/permit software.</li> <li>• Replace Police false alarm (FA) billing system &amp; integrate with billing system</li> <li>• Integrate new Scale House (transfer station) software with billing system and improve bill presentment</li> <li>• Implement Environmental Health software &amp; integrate with billing system.</li> <li>• Implement Toxic's software &amp; integrate with billing system.</li> <li>• Implement Point of Sale (POS) system to better automate RECO applications, PSL compliance, Transfer Tax collection &amp; ownership changes.</li> <li>• Implement on-line payment option for Refuse and miscellaneous bills</li> <li>• Review Refuse Billing Software</li> </ul>

**General Services (6 FTE)**

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

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Public Records Act Requests	<ul style="list-style-type: none"> <li>• Answer various public record act questions</li> </ul>
Contract monitoring	<ul style="list-style-type: none"> <li>• Manage the printing contract by ensuring quality of work, correct invoice pricing and settling of disputes.</li> </ul>
Citywide Purchasing Standards	<ul style="list-style-type: none"> <li>• Use of environmentally preferable purchasing, sweat free purchasing and fair trade purchasing by ensuring that items purchased are of acceptable origin. Set up contracts for logistics section for the emergency preparedness program.</li> </ul>

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

### **Accounting Division (8 FTE)**

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Account Management	<ul style="list-style-type: none"> <li>• Prepares and submits monthly closing reports to all users' department within 10 workdays.</li> <li>• Prepares reconciliations for all City's bank accounts and fiscal agent accounts.</li> <li>• Maintains subsidiary accounting ledgers and records for the City's 200 million investments portfolio and provides daily balances of cash available for investments.</li> <li>• Calculates pooled interest income allocation and prepares</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>monthly adjusting entries accordingly.</p> <ul style="list-style-type: none"> <li>• Prepares the City’s Comprehensive Annual Financial Report (CAFR), Single Audit, State Controller Reports, Payroll and Sales Tax returns quarterly.</li> <li>• 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.</li> <li>• Maintains general ledgers and reconciliation of subsidiary ledgers.</li> <li>• Reviews and reconciles MR, OL and CX.</li> <li>• Maintains of chart of accounts.</li> <li>• Determines the year-end compensated absence balances.</li> <li>• Maintains books and records for Berkeley Redevelopment Agency.</li> <li>• Prepares grant billings for LIHEAP and DOE.</li> </ul>
<p>Audit Reports and Internal Controls</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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\$.</li> <li>• Assists in all technical areas involving Accounting and Budgeting issues such as PERS prepayment and Sick Leave Entitlement.</li> <li>• 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.</li> <li>• Reporting to Council- Respond to outstanding audits performed by the City Auditor.</li> <li>• Perform monthly available cash balance calculation for every fund.</li> <li>• Provide technical assistance to City departments. Prepare General Fund cash flow analysis schedule for TRAN issuance.</li> <li>• Research and technical assistance services, updating/writing account procedures and performance measures, completion of staff evaluations.</li> <li>• PBX phone project with Accounts Payable and IT</li> </ul>
<p>Portfolio Management</p>	<ul style="list-style-type: none"> <li>• Maintains the City’s long term debt portfolio, reviews and</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	approves debt service payments.
Berkeley Housing Authority	<ul style="list-style-type: none"> <li>• Prepare expenditures reports for advances to Berkeley Housing Authority monthly and collections of them.</li> </ul>
Financial Reporting	<ul style="list-style-type: none"> <li>• Prepares Indirect Cost Allocation Report (annually).</li> <li>• 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).</li> <li>• 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.</li> <li>• Update major revenue worksheet and Utility Users Tax as requested.</li> <li>• Prepare and submit the annual Cities Financial Transactions Report to the State Controller's Office.</li> <li>• Unclaimed checks/escheated check project with State of California.</li> </ul>
Billing	<ul style="list-style-type: none"> <li>• Grant Billing Services-Preparing monthly grant billings for LIHEAP, DOE and PVES, and closing reports for these grants.</li> </ul>
Fringe Benefits Reclassification Entries	<ul style="list-style-type: none"> <li>• Prepare fringe benefits reclassification entries from payroll Deduction Trust fund to Fringe Benefit Fund.</li> </ul>
GMBA Lead	<ul style="list-style-type: none"> <li>• Assume responsibility of GMBA module leader role.</li> </ul>
Accounts Payable – Baseline Functions	<ul style="list-style-type: none"> <li>• Process invoices, refunds, rebates, stipends and employee reimbursements for payment. Check processing- Pay vendors to maintain good credit standing.</li> <li>• Run the bi-weekly check run for the Housing Shelter Plus Care Program.</li> <li>• 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.</li> <li>• Issue stop payments and reissue checks that haven't been received by vendors,</li> <li>• Process outgoing wires or ordering money for Treasury.</li> <li>• Manage the use tax program.</li> <li>• Process voided checks and manage the stale-dated check</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>program.</p> <ul style="list-style-type: none"> <li>• Provide departments a monthly PBX report of phone usage. Update administration regulations.</li> <li>• Distribute invoices to departments.</li> <li>• Assist with the Energy Audit and CO2 tracking.</li> <li>• Assume the role as AP module leader role.</li> </ul>

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

**Customer Service Counter (6 FTE)**

**Treasury (3 FTE)**

Baseline Services	Description of Work/Service Deliverables
The Customer Service Counter staff	<ul style="list-style-type: none"> <li>• Processes business license tax payments and licenses for delinquent and new accounts.</li> </ul>

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





**BERKELEY FIRE DEPARTMENT  
(139.75 FTE)**



**Mission**

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

**Administration (8.75 FTE)**

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

**Fire Prevention (6 FTE)**

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

**Fire Station Staffing (118 FTE)**

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

**Training and Safety (3 FTE)**

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

**Special Operations (4 FTE)**

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

**Commissions**

Disaster and Fire Safety Commission

Division	Project/Activities
<b>Administration</b> <b>FTE: 8.75</b>	Annual Budget Public Safety Payroll and Accounting Vendor Contracts Closing Reports Fire Grant Management and Tracking EMS Billing Conclude Station Exhaust System Replacement – Measure G Facility Maintenance and Capital Improvements Mutual Response Area MOU Updates & Revisions Fire Warehouse and Above Ground Water System (Procedures Training & Maintenance – Measure Q) General Order Update Project Employee Relations Management (includes Negotiations;48/96 Committee and Labor Management Initiative)
<b>Fire Prevention</b> <b>FTE: 6</b>	5,100 Fire Inspection Billing 2013 Fire Code Adoption and Training Citizen Complaint/Code Enforcement Public Education Program Juvenile Fire Setter Program Smoke Detector & Carbon Monoxide Detector Program Fire Investigation UC Football Parking Permits Plan Review and Permit Process Indoor Entertainment Clearance Permits Hills Emergency Forum ALCO Fire Prevention Officers Permit Service Center Staffing
<b>Fire Station Staffing</b> <b>FTE: 118</b>  Suppression: 76 Paramedics: 42	In addition to responding to emergency calls for service, every shift at every station is assigned other projects that are necessary for operational readiness. Projects are assigned to Fire Captains who serve as station commanders. The division of labor is based on the station the Fire Captain is assigned to. The chart below shows the regular duties and projects that are assigned to each Captain across the three shifts (A, B and C).

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

<b>B Shift Assignments</b>	
<b>B Shift</b>	<p>Shift Assignments  Emergency Incident Response  Annual Fire Inspections  Station Maintenance</p> <p>Station 1  Apparatus maintenance &amp; purchase  Annual Fire Prevention Inspections  “B” Shift Paramedic Supervisor  Paramedic Scheduling  Gurney purchase and repair  EMS Supplies</p> <p>Station 2  Hazardous Material Team Management  Training  Equipment purchase  Annual Fire Prevention Inspections</p> <p>Station 3  Protective Equipment Purchase and Testing  Fire Prevention Inspections</p> <p>Station 5  Air Trailer Maintenance and Testing</p> <p>Station 7  Department Equipment Inventory  Hose testing repair &amp; purchase  Ladder testing  Flashlight Repair and purchase  Hazardous Hill Inspections  Reserve Apparatus Maintenance</p>

<b>C Shift Assignments</b>	
<b>C Shift</b>	<p>Shift Assignments  Emergency Incident Response  Annual Fire Inspections  Station Maintenance  Marina Response  Water Rescue  Rope Rescue Equipment</p>

**C Shift Assignments**

USAR Liaison

Station 2

Reserve Apparatus & Equipment

EMS Supply Program

Chain Saw Repair

Exhaust System Maintenance

Hazardous Materials Business Plan

Shift Inspector

Station 6

Mutual Aid/Reserve Apparatus & Equipment

Overtime Polices & Oversight

Telestaff Support & Configuration

Hazardous Materials Business Plan

**Training / Safety**  
**FTE: 3**

Monthly Training  
Lesson Plan Development  
Training Manual Updates  
Company Standards  
Reorientation

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

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

National Incident Management System (NIMS) City-wide tracking

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

Exams  
Captain Promotional Exam  
Apparatus Operator Promotional Exam  
Paramedic Supervisor Promotional Exam

70  
Joint Apprenticeship Committee  
Apprentice Tracking and Documentation

<p><b>Special Operations</b> FTE: 4</p>	<p>OES Division  Community Outreach  CERT Training / CERT Academy  Cache Delivery and Ordering  Complete Local Hazard Mitigation Plan Update  Emergency Operations Plan Revise &amp; Update  Update Berkeley Emergency Notification System Policies &amp; Procedures  NIMS Training  Provide Disaster Service Worker training  ALCO Emergency Managers Association  Disaster Fire and Safety Commission  Emergency Operation Center Training &amp; Exercise  Complete Emergency Operation Center Relocation Feasibility Study  Update Care &amp; Shelter Annex  Update Multi Hazard Function Plan</p> <p>EMS Division  FRALS Contract Management, Support, &amp; Compliance  Transport Contract Management, Support, &amp; Compliance  EMT recertification  CPR Training  Senior Injury Prevention Program  EMS Billing  EMS Supplies  ALCO EMS Section  Bloodborne Policy Update and Training  Quality Assurance and Improvement  Disaster &amp; Fire Presentation Coordination</p>
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**HEALTH, HOUSING & COMMUNITY SERVICES DEPARTMENT  
(173.74 FTE)**



**Mission**

The Department of Health, Housing & Community Services' mission is to improve the quality of life for individuals and families in the City of Berkeley through the provision of health, mental health and environmental health services and the production, preservation, and support of affordable housing. We are committed to maintaining the highest quality of services to the community to meet the needs of Berkeley residents, especially those who are low-income, homeless, elderly, disabled, or have special needs. The Department's mission also includes helping people overcome poverty and related barriers through the direct provision of services including workforce development and through the administration of contracts with a wide range of community organizations and programs. The Department includes an administrative division and six operating divisions: Public Health, Mental Health, Environmental Health, Housing Services, Community Services, and Aging Services.

**Office of the Director and Administrative Services (16 FTE)**

**Public Health Division (49.75 FTE)**

**Mental Health Division (50.0 FTE)**

**Environmental Health Division (14 FTE)**

**Community Services & Administration Division (12 FTE)**

**Aging Services (21.74 FTE)**

**Housing Services (10.25 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

**Office of the Director and Administrative Services (16 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 FY13 is to assess the fiscal health of each of the divisions of the department and align programs with resources in a manner that allows the department to provide quality services to the community. This division manages the Department’s fiscal and personnel activities and provides strategic direction to the department.

Baseline Services	Description of Work/Service Deliverables
Budget and Administration	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Reconcile Division FTE and position control.</li> <li>• 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.</li> <li>• Process payroll transactions (including all youth workers), community agency payments, and vendor payments.</li> <li>• Process employee transactions including requisitions, step increases, change of address, medical leave requests, completion of probation.</li> <li>• Comply with all federal and state regulations related to sources of departmental funding.               <ul style="list-style-type: none"> <li>• Draw down funds from Line of Credit Control System (LOCCS--HUD funds)</li> <li>• Report expenditures in Integrated Disbursement &amp; Information System (IDIS)</li> <li>• Report expenditures Expenditure Activity Reporting System (EARS) for State of California funding.</li> </ul> </li> <li>• Service over 200 existing loans from sources including CDBG, CalHFA, HOME, and General Fund.</li> <li>• Report expenditures in Expenditure Activity Reporting System (EARS) for State of California funding.</li> <li>• Perform annual fiscal monitoring of community agencies and provide technical assistance relating to their accounting systems:               <ul style="list-style-type: none"> <li>• Review agencies’ expenditure reports and compare to their general ledgers for accuracy.</li> <li>• Ensure agencies comply with federal and state laws.</li> <li>• Make recommendations for corrective actions on findings.</li> </ul> </li> <li>• Administer Shelter Plus Care Program accounting functions, including issuing housing assistance checks, preparing reports,</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>and adjusting changes and corrections in ELITE system and FUND\$ for both tenants and owners.</p> <ul style="list-style-type: none"> <li>• Work with auditors, including single audit, internal audit, and audits performed by different grantors, providing all required supporting documents, reports, and accounting procedures and policies pertaining to the department to ensure conforming to the City's internal control system.</li> </ul>
Grants Administration	<ul style="list-style-type: none"> <li>• Assist program staff in the development of budgets for external grant applications.</li> <li>• Prepare grant billings for submission to grantors;</li> <li>• Track all revenues due the Department through grant agreements.</li> <li>• Receive and deposit all grant revenues.</li> <li>• Complete accounting/financial reports required of the Department.</li> <li>• Respond to audits completed by City Auditor and outside auditors.</li> <li>• Prepare write-offs of uncollected revenues.</li> <li>• Provide financial support and analysis to all divisions and programs of the Department as required/requested.</li> <li>• Post all payments made to the Departments.</li> </ul>
Legislative Analysis	<ul style="list-style-type: none"> <li>• Monitor new and proposed legislation for potential impact on department services and funding.</li> <li>• Participate in statewide associations on the development of regulatory provisions implementing new laws.</li> </ul>
Personnel Administration	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Health Information Security	<ul style="list-style-type: none"> <li>• Develop and implement procedures and processes to ensure the City's compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996.</li> <li>• 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.</li> </ul>

Special Projects	Description of Work/Service Deliverables
Department Consolidation	<ul style="list-style-type: none"> <li>• Integrate the divisions into a single department.</li> <li>• Create webpage.</li> <li>• Integrate fiscal and administrative functions to create department wide support.</li> <li>• Creating portal for customers to access services provided by the combined department.</li> </ul>
Data Management and Billing Technology Upgrades	<ul style="list-style-type: none"> <li>• Review and upgrade data management and billing tools departmentally.</li> </ul>

**Public Health Division (49.75 FTE)**

The Public Health Division includes the physician Health Officer, Director of Nursing, and Director of Health Education, as well as 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 through programs, policies, and direct services for individuals, families, and their neighborhoods. We work with City and community partners to create social, educational, and economic environments in which “the healthy choice is the easy choice” for all.

1. Office of the Health Officer/Public Health Director (4 FTE)

Under the direction of the Health Officer, the Public Health Division provides mandated services and implements City priorities aimed at achieving health equity.

Baseline Services	Description of Work/Service Deliverables
Public Health Services	<ul style="list-style-type: none"> <li>• Take all necessary measures to control disease in our community, including measures such as isolation, quarantine, or declaration of public health emergencies.</li> <li>• Lead the response to local public health emergencies and disease outbreaks.</li> <li>• 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.</li> <li>• Register all vital events (births and deaths) in Berkeley.</li> <li>• 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),</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>representing the interests of the Berkeley Community.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
Management, Administrative, and Fiscal Operations	<ul style="list-style-type: none"> <li>• Provide management, supervision, and direction on programmatic and fiscal issues.</li> <li>• Represent the Public Health Division to partner agencies and the community.</li> <li>• Support development and implementation of Public Health Division priorities.</li> </ul>

Special Projects	Description of Work/Service Deliverables
2012 Health Status Report	<ul style="list-style-type: none"> <li>• Complete the 2012 Health Status Report.</li> <li>• Disseminate results to Council, Partners, and the Community.</li> </ul>
Accreditation	<ul style="list-style-type: none"> <li>• Assess readiness and capacity for pursuing accreditation by the Public Health Accreditation Board.</li> <li>• Develop feasibility plan for local health department accreditation.</li> </ul>

2. Family Health (14.45 FTE)

Baseline Services	Description of Work/Service Deliverables
Field Services	<ul style="list-style-type: none"> <li>• Public Health Nursing/Field Services offers home-based case management in individuals and families with a focus on the underserved and underinsured; Nurse of the Day telephone service; and surge capacity for the communicable disease and emergency preparedness programs.</li> </ul>
Communicable Disease Control and Prevention	<ul style="list-style-type: none"> <li>• Respond as appropriate to all communicable disease (CD) outbreaks and reports of CDs in Berkeley.</li> <li>• 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.</li> <li>• 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</li> </ul>

	<p>health insurance; and work closely with health care providers and neighboring public health jurisdictions to ensure appropriate TB care.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
Childhood Health	<ul style="list-style-type: none"> <li>• Support healthy childhood development through: <ul style="list-style-type: none"> <li>• prenatal and postpartum services;</li> <li>• routine early childhood developmental screenings (birth-5);</li> <li>• health consultations and coordination of programs to improve health and education outcomes for grades K-5;</li> <li>• access to preventive health assessments, dental services, and health insurance;</li> <li>• building and supporting strong families and parenting skills from a strength-based perspective.</li> </ul> </li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Case Management Model Change	Re-evaluate and coordinate models used in both PH and Aging Services
Insurance and Service Hub	Evaluate possibility of central point of entry for assistance with health insurance enrollment and access to Division services
Breathmobile	Work with BUSD to bring the "Breathmobile," a non-profit mobile pediatric asthma clinic, to a BUSD Elementary School on a regular basis.

### 3. Administrative and Fiscal Operations (7 FTE)

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Operations	<ul style="list-style-type: none"> <li>• Provide fiscal, administrative, and clerical support to the Public Health Division.</li> <li>• Ensure effective coordination between the Public Health Division and Office of the Director.</li> <li>• Develop cost-effective approaches to the Division's public health work to ensure fiscal health and sustainability.</li> <li>• Support Public Health staff to deliver service directly to the community.</li> <li>• Provide a positive and welcoming initial contact with the public who call or come to the office.</li> </ul>
Federal Financial Oversight	<ul style="list-style-type: none"> <li>• Provide oversight of the financial aspects of federal "matching" programs which include Targeted Case Management (TCM),</li> </ul>

	<p>Medical Administrative Activities (MAA) and Maternal, Child and Adolescent Health (MCAH) programs.</p> <ul style="list-style-type: none"> <li>• Maximize the leveraging of local funds to draw down federal matching dollars.</li> <li>• Optimize funding opportunities by collaborating with COB partners, ensuring timely and accurate reporting, and training staff.</li> </ul>
Data, Epidemiology and Research	<ul style="list-style-type: none"> <li>• Collect, analyze, and report public health data to assess health status and health inequities in our community.</li> <li>• Register all Vital Records (births and deaths) and maintain permanent record of these documents.</li> <li>• Perform communicable disease surveillance.</li> <li>• Prepare periodic reports, from single issue reports (e.g. TB, Chlamydia) to the comprehensive Health Status Report being updated for 2012.</li> <li>• 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.</li> </ul>
Community Health Commission	<ul style="list-style-type: none"> <li>• Provide Commission Secretarial support for the Community Health Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of Council agenda items.</li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
FY13 Mid-Year Budget Proposal	<ul style="list-style-type: none"> <li>• Lead the development of an FY13 mid-year proposal to fully align PH expenditures with resources.</li> <li>• Optimize service delivery, use of space, and staffing.</li> </ul>
Epidemiological component of the Health Status Report	<ul style="list-style-type: none"> <li>• Provide Health Officer with current information and assess trends and changes related to issues addressed in the Health Status report.</li> </ul>

#### 4. Health Promotion (24.3 FTE)

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Youth Health Services	<ul style="list-style-type: none"> <li>• Conduct clinics at Berkeley High School (BHS) and Berkeley Technology Academy (B-Tech). Services include: <ul style="list-style-type: none"> <li>○ first aid, reproductive health, medical referral, mental health, health education, and peer education services;</li> <li>○ linkages to community based health and social services;</li> <li>○ peer education programs that provide teen-to-teen information about ways to live a healthy lifestyle, opportunities for youth to learn important life skills, and opportunities for youth to participate as active partners in youth service planning and delivery.</li> </ul> </li> </ul>

Community and Neighborhood Health	<ul style="list-style-type: none"> <li>• Work collaboratively with community residents and organizational partners to prevent and reduce chronic diseases, the impact of future disasters, and health conditions with causal factors in the environment. Program strategies include: <ul style="list-style-type: none"> <li>○ neighborhood outreach and health education</li> <li>○ community norms change</li> <li>○ individual behavior change</li> <li>○ environmental change</li> <li>○ institutional and governmental policy change</li> <li>○ building neighborhood capacity especially in areas and populations in Berkeley that are most vulnerable</li> <li>○ empowerment of community members to develop, implement and sustain practices that support health and community resilience.</li> </ul> </li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
NextGen Electronic Health Records (EHR) implementation	<ul style="list-style-type: none"> <li>• Work with the IT Department to develop implementation timeline, train staff and fully integrate the use of EHR into clinical practice at the Public Health Clinic, the High School Health Center and the B-Tech Health Center.</li> </ul>

**Mental Health Division (50.00 FTE)**

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

1. Administration and Special Services (7.5 FTE)

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Administration	<ul style="list-style-type: none"> <li>• Provide overall leadership and direction for division activities and services.</li> </ul>
MHSA Coordination	<ul style="list-style-type: none"> <li>• Lead the planning, implementation and reporting requirements for the various Mental Health Services Act Components and staffs the MHSA Advisory Committee.</li> </ul>
Consumer Support	<ul style="list-style-type: none"> <li>• Provide support and create opportunities for client wellness and recovery.</li> <li>• Advocate for Mental Health consumers.</li> </ul>
Quality Improvement	<ul style="list-style-type: none"> <li>• Investigate and analyze BMH practices to ensure compliance with State and Federal regulations and best-practices standards;</li> <li>• Investigate and follow up on complaints and incidents reports.</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>• Assess program performance for compliance to State of California</li> </ul>



<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
	documentation standards.
Utilization Management	<ul style="list-style-type: none"> <li>• Manage community mental health services for children, youth, and adults consistent with program capacity and State of California regulations.</li> </ul>
Family Advocacy	<ul style="list-style-type: none"> <li>• Ensure that services are family-centered by providing information, support, education, and advocacy for family members of consumers as required under the MHSA.</li> </ul>
Employment Services	<ul style="list-style-type: none"> <li>• Provide educational, vocational, and employment activities designed to support client and families through resource coordination or linkage, skill-building, and employment planning.</li> </ul>
Diversity and Multicultural Services	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Mental Health Commission	Provide Commission Secretarial support for the Mental Health Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.

## 2. Crisis Services (9.5 FTE)

Crisis Services provides field and clinic based Crisis intervention Services, Homeless Outreach services in the community and acts as the access point to clients new or returning to Mental Health Services in Berkeley and Albany.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Mobile Crisis Team (MCT)	<ul style="list-style-type: none"> <li>• Provide field based crisis intervention services to persons in need throughout the communities of Berkeley and Albany.</li> <li>• Provide disaster and trauma related mental health services including Critical Incident Stress debriefing services.</li> <li>• Provide consultation and assistance to public safety agencies, hospital emergency personnel, community agencies and citizens.</li> </ul>
Public Commons for Everyone Initiative (PCEI)/Homeless Outreach Team	<ul style="list-style-type: none"> <li>• Provide outreach and engagement to high need homeless persons selected by the Safe and Welcoming project.</li> <li>• 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.</li> <li>• 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.</li> <li>• Assistant merchants and organizations who request assistance</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	with homeless persons.
Crisis, Assessment & Triage (CAT)Team  ACCESS	<ul style="list-style-type: none"> <li>• Provide system-wide triage, resource coordination, and access to the mental health services for residents of Albany and Berkeley.</li> <li>• 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.</li> </ul>

### 3. Adult Outpatient Services (20 FTE)

Berkeley Mental Health, Adult Services provides a full range of services available for the residents (18 years or older) of Berkeley or Albany who have serious mental disorder or are in crisis.

Baseline Services	Description of Work/Service Deliverables
Adult Services Full Service Partnership	<ul style="list-style-type: none"> <li>• Provide Mental Health Services Act funded highly intensive support services to a maximum of 50 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.</li> </ul>
Adult Intensive Services--Tier 1 Services	<ul style="list-style-type: none"> <li>• Provide intensive mental health treatment to individuals suffering from severe and persistent mental illness which impairs their ability to function within the community and obtain and retain housing. Supports for this level of service may include: 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, depending upon individualized need. Approximately 85 individuals are currently served in this tier.</li> </ul>
Adult Wellness Services--Tier 2 Services	<ul style="list-style-type: none"> <li>• Provide mental health services and case management support to individuals with severe and persistent mental illness who have achieved a level of stability in their lives. Services at this level are less intensive and are designed to promote long-term stability,</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>increase self sufficiency and connection to community supports.</p> <ul style="list-style-type: none"> <li>• Supports provided through this program may include use of case management, medication management, individual and/or group counseling/therapy. Approximately 57 individuals are currently served in this tier.</li> </ul>
Adult Community Services—Tier 3 Services	<ul style="list-style-type: none"> <li>• Provide less intensive behavioral health treatment and/or medication monitoring in order to foster the greatest level of community integration and long-term functional improvement.</li> <li>• Services provided through this program will involve greater use of psycho-educational groups, workshops, community site visits. Counseling and case management are utilized as needed. Clients are encouraged to transition out of the public mental health system as they achieve more sustained recovery and ability to manage their symptoms. Approximately 238 individuals are served in this tier, which includes a significant population whose primary service is medication management with case management services added when needed.</li> </ul>

4. Family, Youth and Children’s Services (13 FTE)

Berkeley Mental Health, Family, Youth and Children’s Services provides a full range of services to residents (0-24 years) of Berkeley or Albany who have severe emotional disturbance or severe mental illness disorder. Services are provided in the schools, in a clinic setting and in the community as appropriate.

Baseline Services	Description of Work/Service Deliverables
FYC Outpatient Services	<ul style="list-style-type: none"> <li>• Provide specialized mental health services including psychiatry and psychological services, triage coordination, and general outpatient services.</li> <li>• Provide clinical services at the outpatient clinic (3282 Adeline Street) or in the community as needed or clinically indicated.</li> <li>• Provide assessment, brief treatment, family therapy, parent education, consultation, training, and Group Treatment to SED children and youth (3-5 years).</li> <li>• Provide intensive outpatient therapy, community-based services, individual and family therapy, case management and resource coordination, brokerage services to adjudicated or hospitalized youth, housing resources and other client supports, and vocational, educational, and housing care planning services.</li> </ul>
School-Based Services	<ul style="list-style-type: none"> <li>• Coordinate mental health services at elementary and middle school sites.</li> <li>• Coordinate mental health services at Berkeley High School through its High School Health Center and at Berkeley Technology Academy.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Provide services to Severely Emotionally Disturbed (SED) children and youth in Albany school.</li> <li>• Provide school-based consultation and training which may include counseling, family therapy, case management, and resource coordination.</li> </ul>
Early Childhood Mental Health (0-5 Years)	<ul style="list-style-type: none"> <li>• Provide services to pregnant teen mothers/ parents at the Vera Casey Program.</li> <li>• Provide services to young children through the City’s “Be A Star” Program</li> <li>• Provide services through Berkeley Head-Start and Infant Home Visiting Programs and at Berkeley Pre-Schools.</li> </ul>
Transition Age Youth (TAY) Services (16-24 years)	<ul style="list-style-type: none"> <li>• Provide support to TAY populations who are identified as SED or Severely Mentally Ill, are homeless/ at-risk of homelessness, and are involved with multiple systems (juvenile justice, social services, education, or other county-based services).</li> <li>• Services may be short-term in duration, but are generally rendered to chronically mentally ill TAY and their families on a long-term basis.</li> </ul>

**Environmental Health Division (14 FTE)**

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

1. Health Team (6.24 FTE)

Baseline Services	Description of Work/Service Deliverables
Food Facility Program	<ul style="list-style-type: none"> <li>• Provide food safety inspection and educational services to prevent food-borne illness.</li> <li>• Conduct routine food safety inspections aimed at reducing risk factors associated with foodborne disease outbreaks at restaurants, markets, bakeries and other food retail food facilities.</li> <li>• Educate food facility owners, operators and kitchen staff about sound sanitary practice and enforce state codes to prevent disease.</li> <li>• 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.</li> <li>• Respond to complaints from the public about the operation of the</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>food facility.</p> <ul style="list-style-type: none"> <li>• Respond urgently to reports of suspected foodborne illness associated with food facilities.</li> <li>• Follow-up urgently to reports of state or federal food recalls.</li> <li>• Provide plan review of all new and remodeled facilities; inspect after-hour special event food booths, mobile facilities, farmers markets, and flea markets.</li> </ul>
Food Handler Training	<ul style="list-style-type: none"> <li>• Provide certified food safety education and food handler training in a classroom setting to Berkeley food facilities and community organizations that prepare the student to train food handler staff and take the state approved examination locally.</li> <li>• Proctor a State mandated exam that all food facility operators that handle unpackaged food successfully pass and become certified every five years. Restaurant operators, City agencies, community organizations, UC-Berkeley fraternities and student cooperatives utilize the training provided through this program.</li> </ul>
Community Noise Program	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Review and issue amplified sound permits for various community events to ensure events do not cause a noise disturbance to the community.</li> <li>• Conduct surveillance of noise levels at special events with amplified sound permits.</li> </ul>
Smoking Pollution Program	<ul style="list-style-type: none"> <li>• Respond to smoking complaints and protect the public from second hand smoke at specific locations identified in the BMC, such as restaurants and bars.</li> <li>• Work with Tobacco Prevention Program in Public Health Division to educate tobacco retailers and other businesses about smoking prohibitions.</li> </ul>
Retail Tobacco Licensure Program	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Public Pool Program	<ul style="list-style-type: none"> <li>• Provide education, inspection, monitoring, and enforcement to prevent waterborne illness and injury in public pools.</li> <li>• Review plans and approve new construction or remodeling of</li> </ul>

	<p>existing facilities to ensure compliance with state codes.</p> <ul style="list-style-type: none"> <li>• Respond to complaints involving unsanitary or unsafe public pools and take appropriate action to safeguard public health.</li> </ul>
Water Quality Monitoring and Posting Program	<ul style="list-style-type: none"> <li>• Monitor the water quality in City creeks, Aquatic Park and the Bay by collecting and analyzing routine bacteriological water samples.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Body Art and Piercing Facility Program	<ul style="list-style-type: none"> <li>• Develop and implement a new permit and inspection program for Body Art and Piercing Facilities to prevent the spread of disease.</li> <li>• Register all body art practitioners.</li> <li>• Develop and collect notification forms from facilities that use a mechanical stud and clasp ear piercing device.</li> <li>• Conduct plan check for new facilities or remodeling of existing facilities.</li> <li>• Respond to complaints from the public.</li> </ul>
Demolition Inspection	<ul style="list-style-type: none"> <li>• Conduct inspections and provide educational outreach at demolition sites to ensure procedures are in place to prevent rodent harborage or “attractant hazards”.</li> </ul>
Styrofoam	<ul style="list-style-type: none"> <li>• Conduct inspections and provide educational outreach of local restaurants to ensure compliance with the City ban on Styrofoam “to go” containers.</li> <li>• Respond to complaints from the public.</li> </ul>
Emergency Response	<ul style="list-style-type: none"> <li>• Respond to emergencies such as sewage overflows, food facility fires, power outages, product recalls, and foodborne illness complaints at food facilities to protect public health.</li> <li>• Coordinate with Public Health Services to assist with bioterrorism events, and disease outbreaks.</li> <li>• Work with other City agencies to plan and prepare for citywide disasters.</li> <li>• Provide technical assistance in food safety, domestic water supply, waste disposal, vector control and sanitary shelter operations.</li> </ul>

## 2. Vector Team (6.96 FTE)

Baseline Services	Description of Work/Service Deliverables
Property Inspection	<ul style="list-style-type: none"> <li>• Respond to complaints at private properties and assess public</li> </ul>

Baseline Services	Description of Work/Service Deliverables
and Abatement Program	<p>health risk.</p> <ul style="list-style-type: none"> <li>• Ensure compliance with BMC to safeguard public health; primarily vector control involving insect and rodent harborage.</li> <li>• Take enforcement action including issuing citations and obtaining warrants to abate public nuisance conditions.</li> <li>• Implement new procedures to abate recurring rodent control violations on vacant lots.</li> <li>• 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.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Rodent and Insect Control	<ul style="list-style-type: none"> <li>• Provide inspection, enforcement and educational outreach to control rodents and nuisance insects.</li> <li>• Investigate infestation complaints and apply least toxic approach first to abate condition.</li> <li>• Track and map request for service using geographical information system GIS and where indicated, bait City sewers to control the population of sewer rats.</li> <li>• Provide community education on vector control through a Division newsletter, educational brochures and the Internet.</li> <li>• The rodent and insect control program is a prevention activity to reduce the potential of rodent borne disease.</li> </ul>
Pest Management Policy	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Distribute informational material on the use of second generation rodenticides to encourage businesses and the general public to use less toxic alternatives.</li> </ul>
Abandoned Vehicle Program	<ul style="list-style-type: none"> <li>• Provide inspection, enforcement, and abatement services to ensure abandoned vehicles do not pose a public nuisance to the community.</li> <li>• Respond to complaints and require private property owners of abandoned or inoperable vehicles to comply with the BMC to prevent blight, rodent harborage, and potential drug activity.</li> <li>• The program includes an educational component but also uses court issued warrants to effect compliance.</li> </ul>
Waste Tire Enforcement	<ul style="list-style-type: none"> <li>• Provide a waste tire inspection and compliance program to protect public health and the environment against improper management and disposal of used tires.</li> <li>• Conduct inspections of facilities generating waste tires to ensure compliance with state regulations.</li> <li>• Investigate complaints of illegal disposal of waste tires to ensure compliance and minimize public health risk associated with waste tires.</li> </ul>
Stormwater	<ul style="list-style-type: none"> <li>• Conduct inspections and educate local restaurants to ensure compliance with stormwater requirements.</li> <li>• Respond to complaints related to stormwater discharges associated with restaurants and ensure they are taking necessary precautions to minimize stormwater discharges.</li> </ul>



<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Childhood Lead	<ul style="list-style-type: none"> <li>Assist Public Health with the investigation of elevated childhood lead cases.</li> </ul>

### 3. Special Services (.8 FTE)

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Peace and Justice Commission Support	<ul style="list-style-type: none"> <li>Provide Commission Secretarial support for the Peace &amp; Justice Commission including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.</li> </ul>
Commission on the Status of Women Support	<ul style="list-style-type: none"> <li>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.</li> </ul>
Joint Subcommittee on Sex Trafficking	<ul style="list-style-type: none"> <li>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.</li> </ul>
Special Events Coordination	<ul style="list-style-type: none"> <li>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.</li> <li>Convene the City-wide Event Review Team to facilitate and streamline one-stop inter-departmental input, review and approval of various applicable permits.</li> <li>Review evaluation and comparison (with other adjacent jurisdictions) of current Special Event fees.</li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Event Process Improvement	<ul style="list-style-type: none"> <li>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.</li> </ul>
EnvisionConnect Field Development and Integration	<ul style="list-style-type: none"> <li>Work with the IT Department on Phase II of EnvisionConnect implementation to a) deploy 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.</li> </ul>
Monitor and Respond to County Environmental Health	<ul style="list-style-type: none"> <li>Monitor potential new County Environmental Health programs in FY 2013: <ol style="list-style-type: none"> <li>The placarding of restaurants with a color placard, similar to</li> </ol> </li> </ul>

Initiatives	<p>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 facility entrance.</p> <p>2. The Safe Drug Disposal Ordinance which, if adopted, will require pharmaceutical companies to administer safe drug disposal programs to dispose of pharmaceutical waste.</p>
FDA Retail Food Program Standards	Continue to work with Food and Drug Administration (FDA) to evaluate and improve the effectiveness of the retail food facility inspection program using the National Voluntary Retail Food Program Standards as a guide.
Foodborne Illness Reporting and Collaboration	Continue to work with the California Department of Public Health and the California Emerging Infections Program, FoodNet, on all foodborne illness complaints.

**Community Services and Administration Division (12 FTE)**

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Contracts	<ul style="list-style-type: none"> <li>• Facilitate biennial community agency allocation process; coordinate funding allocation process with Parks Department; coordinate funding proposal review process involving four commissions.</li> <li>• Execute, amend and monitor 50+ community agency contracts. Act as Central Contracting Unit and manage contract preparation and payment for contracts for PRW, Police, and DHS. Process advances and quarterly payments for contracts.</li> <li>• Develop and coordinate the Department's policies and procedures for processing revenue and expenditure contracts and sub-contracts.</li> <li>• Process, execute and track contracts and sub-contracts.</li> <li>• Process payments to contractors and sub-contractors.</li> <li>• Review and process service agreements.</li> <li>• Process expenditure contracts.</li> <li>• Provide technical assistance when needed.</li> <li>• Administer funding for three single family rehabilitation programs.</li> <li>• Manage online application and reporting system for community agency contracts.</li> <li>• Develop annual training for community agencies related to contract and other regulatory requirements.</li> <li>• Facilitate annual community facility funding process and manage community facility rehabilitation projects. This year’s projects include: <ul style="list-style-type: none"> <li>1) Berkeley Food and Housing Project’s North County Women’s Center shelter;</li> <li>2) the City’s James Kenney Recreation Center;</li> </ul> </li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>3) the Multi-Cultural Institute;</li> <li>4) Rebuilding Together's Community Facilities project;</li> <li>5) Women's Daytime Drop-In Center improvements;</li> <li>6) McKinley House improvements;</li> <li>7) Alzheimer's Services of the East Bay interior and exterior improvements;</li> <li>8) Fred Finch Youth Center Transitional House bathroom improvements;</li> <li>9) BAHIA exterior improvements; and</li> <li>10) Lifelong Medical Care Dental Clinic flooring.</li> </ul>
Federal & State Regulatory Compliance	<ul style="list-style-type: none"> <li>• Monitor CDBG, HOME and ESG funded projects both within city departments and at community agencies for compliance with: <ul style="list-style-type: none"> <li>1) National Environmental Policy Act (NEPA) and other environmental review requirements;</li> <li>2) Davis-Bacon and Related Acts;</li> <li>3) Section 3;</li> <li>4) Section 504 and Americans with Disabilities Act;</li> <li>5) Fair Housing and Equal Opportunity;</li> <li>6) Affirmative Marketing;</li> <li>7) Contracting and procurement practices;</li> <li>8) OMB Circulars No. A-87 &amp; A-133;</li> <li>9) Uniform Relocation Act;</li> <li>10) Lead-based Paint;</li> <li>11) Long-term affordability of Housing;</li> <li>12) CDBG, HOME, ESG program regulations.</li> </ul> </li> <li>• 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.</li> <li>• Continue implementation of the Analysis of Impediments to Fair Housing Choice and report progress to HUD annually in the CAPER.</li> <li>• 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).</li> <li>• Prepare all necessary Environmental Reviews and carryout any tasks related to the City exercising its obligations as the</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>Responsible Entity for National Environmental Policy Act (NEPA) compliance.</p> <ul style="list-style-type: none"> <li>• Manage communications with HUD.</li> </ul>
Employment Services	<ul style="list-style-type: none"> <li>• 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"> <li>• After-school employment up to eight weeks in the winter</li> <li>• Summer employment for 200-300 youth</li> <li>• Job placement activities in other divisions and departments such as Public Health &amp; Library</li> <li>• 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.).</li> <li>• Year-round graffiti abatement jobs in partnership with Public Works for Transition Age Youth</li> <li>• Year-round employment for youth through special projects such as the Teen Center and community mural projects</li> <li>• Support to High school Green Academies with youth training/workshops, career fair planning</li> <li>• Workplace skills training/workshops</li> </ul> </li> <li>• Participate on East Bay Green Corridor Partnership workforce development planning committees, regional and statewide.</li> <li>• Oversee local hiring policies: implement Community Workforce Agreement for publicly funded projects and first source ordinance for public and privately funded projects, including projects within city departments.</li> <li>• Monitor workforce development in community agency contracts.</li> </ul>
Homeless & Housing Programs	<ul style="list-style-type: none"> <li>• Shelter Plus Care—Manage 6 HUD grants serving 230 households of homeless and disabled individuals and families. Facilitate HUD-mandated Oversight Board, review and approve all applications, coordinate 10 community agency partner agencies, support case managers, make monthly rental assistance payments, enter data into HUD-mandated Homeless Management Information System, submit annual reports to HUD, prepare annual applications for renewal funding.</li> <li>• Square One—Act as lead in an interdepartmental, City-funded supportive housing program for 12 hardest to serve chronic homeless people in collaboration with BPD, BMH, CMO, and LifeLong Medical Care.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Winter Shelter Programs—Manage joint winter shelter with City of Oakland. Manage winter motel voucher program.</li> <li>• 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.</li> <li>• System change—Continue participation in the countywide Performance Management Initiative.</li> <li>• Housing Retention Program – administer funding for approximately 75 Berkeley households at-risk of losing their housing.</li> <li>• Administer an ESG-funded program to rapidly re-house approximately 132 homeless households. Coordinate this program with County-wide planning for new centralized intake and coordinated rapid re-housing programs.</li> </ul>
Disaster Care and Shelter	<ul style="list-style-type: none"> <li>• Plan for and provide facilities and resources that can be used for care and shelter following disaster in the City of Berkeley.</li> </ul>
Commission Staffing	<ul style="list-style-type: none"> <li>• <b>Commission on Labor:</b> Commission meets 6-10 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Commission Officers, set-up room for meeting, maintain roster and prepare reports for Clerk’s Office, prepare Council reports 3-6 times per year. Respond to citizen requests for information regarding labor and workforce issues.</li> <li>• <b>Homeless Commission:</b> Commission meets 12-15 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk’s Office, prepare Council reports 3-6 times per year.</li> <li>• <b>Human Welfare and Community Action Commission:</b> Commission meets 11-15 times per year. Ensure the Commission carries out its duties as the advisory body to Berkeley’s Community Action Agency. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk’s Office, prepare Council reports 6-8 times per year. Prepare Community Action Agency Annual Action Plan for Commission and Council adoption. Facilitate election process for State mandated representatives of the poor.</li> <li>• <b>Housing Advisory Commission:</b> Facilitate Housing Advisory Commission’s review of public services, housing services and community facility funding proposals. The process runs from October through April. Commission conducts site visits, reviews</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>staff prepared report cards, hears oral presentations, utilizes pre-developed evaluative criteria, and develops recommendations. Commission reviews applications for community facility improvement projects and typically awards funding to 4-5 projects. Provide information and guidance on projects applying to the City's Housing Trust Fund and on general housing policy.</p>

Community Services Division Special Projects for 2013 (1.5 FTE)

Special Projects	Description of Work/Service Deliverables
Transition ARRA Funded HPRP to ESG Funded Program	<p>Manage close-out of the Homeless Prevention and Rapid Re-Housing Project (HPRP). Develop new policies and procedures for transitioning to an ESG-funded program administered by City staff to rapidly re-house approximately 132 homeless households. Coordinate this program with County-wide planning for new centralized intake and coordinated rapid re-housing programs.</p>
Measure E funded Emergency Services for severely physically disabled residents	<p>Evaluate continuing effectiveness of the program and develop approaches to service preservation and enhancement. Conduct a Request for Proposals for FY14 service delivery.</p>
Community Agency Funding Process	<p>Provide City Council workshop on funding priorities in the fall. Based on results, redesign the community agency funding allocation process.</p>
Contract Management	<p>Explore options for improving and coordinating contracting processes of the various divisions within the Department, including bringing all contracts into an online tracking system.</p>
HUD Consolidated Planning	<p>Implement new Consolidated Planning tool as required by HUD.</p>
Contracts	<p>Develop new policies and procedures for bedbug mitigation and monitoring</p>
Contracts	<p>Develop new policy and enter into leases with community agencies under contracts administered by the Division that occupy City property.</p>
Homeless & Housing Programs	<p>Encourage use of County-wide revised property management standards to "screen in" homeless individuals and families into affordable and other housing developments in Berkeley.</p>

**Aging Services (21.74 FTE)**

1. **Senior Centers (11.16 FTE)**

Baseline Services	Description of Work/Service Deliverables
Senior Centers	<ul style="list-style-type: none"> <li>• 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"> <li>• NBSC—Serve on average 210 clients/day</li> <li>• SBSC—Serve on average 120 clients/day</li> </ul> </li> <li>• Provide communitywide special cultural events. Each center plans and hosts 3-10 events annually, including Black History Month celebrations, Mexican Independence celebrations, Gay Pride events, and holiday celebrations.</li> <li>• Provide information and assistance.</li> <li>• 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.</li> <li>• Organize social activities which include bingo, casino trips, pool room, game room, bridge club, and film clubs.</li> <li>• Produce a monthly newsletter.</li> <li>• Manage three county contracts that support services provided at Senior Centers.</li> </ul>
Paratransit Program	<ul style="list-style-type: none"> <li>• Provide Taxi Scrip, Wheelchair Van Ride Voucher and Medical Return Trip programs to approximately 800 senior and disabled Berkeley residents.</li> <li>• Participate in Alameda County Transportation Commission Paratransit Technical Assistance Committee and County-wide Mobility Management Planning workgroup.</li> <li>• Prepare annual program plan, facilitate community participation process and submit mid-year and year-end compliance reports.</li> </ul>
Senior Transportation	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Provide public transportation assistance.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Educational Services	<ul style="list-style-type: none"> <li>• 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"> <li>• Classes include fitness classes such as line dancing, yoga and tai chi, academic classes including French, Cantonese, computers and world events, cultural classes such as current film, poetry and ukulele and art classes including ceramics, jewelry making and drawing.</li> <li>• One-time lectures, seminars and workshops are offered at each center on topics including safe senior driving, identity theft prevention.</li> </ul> </li> </ul>
Commission Staffing	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## 2. Nutrition Services (4.35 FTE)

Home Delivered Meals	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Senior Center Nutrition Services	<ul style="list-style-type: none"> <li>• Serve a hot meal at lunch time at both centers five days a week. <ul style="list-style-type: none"> <li>• NBSC— Serves on average 80 meals/day</li> <li>• SBSC— Serves on average 40 meals/day</li> </ul> </li> <li>• Administer Mercy Brown Bag Program—Distribute bags of groceries twice each month to qualified seniors at the senior centers. <ul style="list-style-type: none"> <li>• NBSC—90 bags distributed twice each month.</li> <li>• SBSC—130 bags distributed twice each month.</li> </ul> </li> </ul>

## 3. Social Services (5.33 FTE)

Case Management Services	<ul style="list-style-type: none"> <li>• Support seniors enrolled in the Senior and Disabled Home Rehabilitation program.</li> <li>• Provide dedicated services for homeless seniors, including</li> </ul>
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	<p>housing, social service, nutritional and group support. Support for senior participants in Shelter Plus Care housing program.</p> <ul style="list-style-type: none"> <li>• Manage implementation of Medi-Cal Services delivered through the Targeted Case Management (TCM) program, and ensure compliance with TCM guidelines Provide outreach to homebound seniors, evaluate for social services needs and support resolution of identified needs of participants.</li> <li>• Provide training and education for caregivers of seniors.</li> </ul>
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#### 4. Special Projects for Fiscal Year 2013 (.90 FTE)

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Program Development	<ul style="list-style-type: none"> <li>• Implement a data management/participant registration system to accurately report on activities provided in the Division and numbers served by programs.</li> <li>• Implement a continuous time study methodology to meet MediCal requirements.</li> </ul>
Professional Development	<ul style="list-style-type: none"> <li>• Continue to train and support the professional development of Division staff to ensure the provision of professionalized services.</li> </ul>
Volunteer Program	<ul style="list-style-type: none"> <li>• Develop and implement infrastructure to support a stronger volunteer program.</li> <li>• Expand efforts to engage volunteer teachers particularly in response to the reduction in services from Berkeley Adult School.</li> </ul>

#### **Housing Services Division (10.25 FTE)**

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Housing Development	<ul style="list-style-type: none"> <li>• Underwrite and provide technical assistance to HTF funded and pipeline projects including Strawberry Creek Lodge, UA Homes, Savo Island, the Berkeley Housing Authority disposition units, Oregon Park, Hillegass Apartments, UA Co-Op, William Byron Rumford Plaza, Harper Street and Grayson Street. Assist them in researching, and applying for additional funding for development of new units and rehabilitation of existing units.</li> <li>• Review project proposals including proformas, cash flow projections, operating expenses, asset management plans, leveraged funding opportunities, program design and supportive housing services proposals.</li> <li>• Evaluate developer capacity and overall project feasibility and</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>prepare recommendations and staff reports for the HAC and City Council, TCAC, HCD and HUD.</p> <ul style="list-style-type: none"> <li>• Ensure coordination and compliance with City, HUD, HCD and CalHFA programmatic and timing regulations.</li> <li>• Represent City position in negotiations with private lenders, financial intermediaries and other public agencies.</li> <li>• Draft City loan closing documents including development loan agreements, promissory notes, deeds of trust, regulatory agreements and escrow instructions for review by City Attorney.</li> <li>• Coordinate with Planning department regarding zoning, use permit, building permit and environmental review issues.</li> <li>• Work with AHA to develop repayment/refinancing strategy for Hillegass Apartments. City balloon payment of \$600,000 due to CalHFA in July 2014.</li> </ul>
Community Facility Development	<ul style="list-style-type: none"> <li>• Complete refinancing and takeout of \$6 million Wells Fargo loan by Northern California Community Loan Fund.</li> <li>• Monitor marketing and leasing efforts by Ed Roberts Campus for empty space.</li> <li>• Request HUD approval of 24 month extension of interim financing period for Section 108 loan for Ed Roberts Campus.</li> </ul>
Housing Trust Fund Monitoring	<ul style="list-style-type: none"> <li>• Oversee compliance for approximately 1,400 affordable HOME, CDBG and City Inclusionary Housing units.</li> <li>• Review project financial records to identify potential problem areas involving operations or asset management.</li> <li>• Monitor for compliance with HUD, HCD or City requirements regarding tenant eligibility, rent levels or resale requirements for affordable ownership properties.</li> <li>• Recommend corrective actions for instances of noncompliance.</li> <li>• Work with Housing Code Enforcement staff to schedule regular inspections of units and recommend repairs as necessary.</li> <li>• Report to regulatory agencies as requested.</li> <li>• Work with affordable housing property management staff to strengthen asset management capacity at all Berkeley developments.</li> <li>• Identify projects eligible for HTF funding and refer to development staff for evaluation as future HTF pipeline projects.</li> </ul>
Housing Code Enforcement	<ul style="list-style-type: none"> <li>• Enforce Housing Code for approximately 25,000 rental units with the City.</li> <li>• Respond to 1,200 tenant requests per year for inspection of rental units with possible housing code violations. Inspect</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>individual units, document violations, re-inspect and follow up with case management until violations are corrected. Assess fines on property owners for failure to comply. Work with Finance Department to assess liens on properties for continued non-compliance.</p> <ul style="list-style-type: none"> <li>• Complete 375 proactive inspections.</li> <li>• Maintain records on owner compliance with gas heater inspection and annual rental unit inspection.</li> <li>• Respond to landlord and tenant inquires regarding rental unit regulations.</li> <li>• Work with Rent Stabilization program to resolve landlord/tenant disputes involving habitability/relocation issues.</li> <li>• Assist Finance Department in annual RHSP billings for all 25,000 rental units.</li> <li>• Research and update records as necessary.</li> <li>• Inspect all units in Shelter Plus Care Program and Square One (250 units/year) for Housing Quality Standards at time of lease and annually, establish rent payment standard and annually re-certify, enter into rental agreements with property owners.</li> <li>• Develop outreach strategy to inform all Berkeley rental owners of new requirements for housing inspection documentation and carbon monoxide requirements.</li> </ul>
Inclusionary Program	<ul style="list-style-type: none"> <li>• Manage approximately 315 affordable inclusionary units throughout the City.</li> <li>• Collaborate with the Planning Department and the City Attorney's office to negotiate inclusionary and density bonus requirements with developers for all proposed residential construction. Draft inclusionary agreements. Evaluate and approve all new tenants. Review annual reports submitted as required by the Inclusionary Housing Ordinance. Assist property managers in understanding City requirements. Provide annual utility allowance schedules to property owners.</li> <li>• Monitor units for compliance with affordability regulations and city housing and building codes.</li> </ul>
Condominium Conversion Mitigation Fee Administration	<ul style="list-style-type: none"> <li>• Prepare annual condo report to Council.</li> <li>• Respond to general inquiries about the Affordable Housing Mitigation Fee.</li> <li>• Negotiate with applicants regarding the City Conversion documents (Conversion Agreement, Deed of Trust, and Promissory Note).</li> <li>• Determine whether a project is exempt from the Affordable</li> </ul>

	<p>Housing Mitigation Fee.</p> <ul style="list-style-type: none"> <li>• Calculate the Affordable Housing Mitigation Fee (includes reviewing documents to establish owner-occupancy, reviewing appraisals for upfront payments).</li> <li>• Draft documents and routing through other City agencies for their signature/review.</li> <li>• Participate in monthly condo working group meetings and other meetings as needed with Planning Department staff.</li> <li>• Help the new condo planner understand the process (both Housing and Planning aspects).</li> <li>• Draft documents for properties that refinance or sell.</li> <li>• Deal with projects with special issues (bankruptcy, past staff errors, title company issues).</li> <li>• Amend process when new issues arise.</li> <li>• Amend boilerplate City Conversion documents when necessary.</li> </ul>
Senior/Disabled Home Rehabilitation Program	<ul style="list-style-type: none"> <li>• Provide rehabilitation loans to seven senior and disabled homeowners annually.</li> <li>• Work with Problem Properties team to address neighborhood nuisances caused by deteriorating homes and hoarding issues.</li> <li>• Work with HHCS Aging Division staff to provide service support and referrals to homeowners needing additional help to remain in their homes.</li> <li>• Work with families of seniors to help them assist elderly or disabled homeowners.</li> <li>• Manage construction and work with contractors to ensure quality of rehab work provided.</li> <li>• Provide relocation assistance when needed.</li> </ul>
Commissions	<ul style="list-style-type: none"> <li>• Housing Advisory Commission: Commission meets 11-15 times per year. Prepare agendas and meeting minutes, prepare in advance of meetings with Chairperson, set-up room for meeting, maintain roster and prepare reports for Clerk's Office, prepare Council reports 6-8 times per year. Provide information to HAC members on legislative issues, changes in housing policies, and funding opportunities.</li> </ul>

Special Projects	Description of Work/Service Deliverables
East Bay HOME Consortium	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

Special Projects	Description of Work/Service Deliverables
	in our areas.
Housing Trust Fund (HTF) Guidelines	Revise HTF Guidelines to: 1) create an eligibility category for Berkeley Student Cooperative to apply to the City for non-federal HTF funds for the construction or rehabilitation of cooperative student housing, and 2) comply with revised HOME regulations once formally adopted by HUD.
Housing Impact Fee	Work with City Manager, Planning, Economic Development, and Parks (CECE staff) to examine existing and proposed development fees and develop recommendations for Council. Bring Resolution to Council for adoption of fee.
NCLT	Monitor and assist NCLT on the implementation of its bankruptcy work out strategy as approved by bankruptcy court. Monitor the maintenance and property management performance of the organization and assist with necessary improvements in order to prevent recurrence of problems.
Legislative Analysis	Monitor state & 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.
Redevelopment Successor Agency Oversight Board	Two members of the Housing Services staff will 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. One employee serves as the former redevelopment agency employee member of the Board and the other as the Secretary to the Board. Staff will prepare agendas, minutes, reports to taxing agencies and the Department of Finance, prepare 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 obligations for all affordable housing units assisted with redevelopment agency financing.



## **HUMAN RESOURCES (19.45 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 (4.2 FTE)**

**Employee and Retiree Benefits (2.3 FTE)**

**Workers Compensation (2.5 FTE)**

**Occupational Health and Safety (2.1 FTE)**

**Equal Employment Opportunity and Diversity (1.3 FTE)**

**Training and Organizational Development (2 FTE)**

**Administrative Services (2.2 FTE)**

**Employee Relations (2.85 FTE)**

### **Commissions**

Personnel Board

## **Key Objectives:**

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**

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

Baseline Services	Description of Work/Service Deliverables
<p>Administer a recruitment and examination program to establish eligibility lists to fill vacant positions with well qualified candidates while maintaining a diverse City workforce.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<p>Maintain the Citywide classification plan.</p>	<ul style="list-style-type: none"> <li>• Conduct organizational and classification studies to provide for the proper classification of positions within the plan.</li> <li>• Perform desk and field audits of new or existing positions in accordance with department head or employee requests.</li> <li>• Carry out comprehensive organizational and/or work unit studies to organize the work within an existing or new classification structure.</li> <li>• Review requisitions for new positions to ensure the positions are properly classified. Write new classification specifications or modify existing classifications as necessary.</li> <li>• Meet and confer as necessary with union representatives in the content of classification specifications.</li> <li>• Present completed classification analyses with recommendations to the Personnel Board and City Council.</li> </ul>
<p>Conduct compensation studies and recommend appropriate compensation levels.</p>	<ul style="list-style-type: none"> <li>• Complete a variety of analyses and reports for City management and prepare materials for submission to the Personnel Board and to the City Council.</li> <li>• Conduct salary comparison studies of base salary and total compensation using internal and external data from comparable public agencies.</li> <li>• Represent the City's position in classification and compensation matters with the unions.</li> <li>• Apply the provisions of the Fair Labor Standards Act and the labor agreements in establishing the overtime category of new classifications.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Secretary to Personnel Board	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The Personnel Board meets approximately 10 times a year, as needed.</li> </ul>

**Employee and Retiree Benefits**

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

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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Coordinate long-term disability policy and claims, group and supplemental life insurance enrollment and claims, and CalPERS disability retirement requests.</li> <li>• 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.</li> <li>• Provide benefits support to labor-management committees; provide benefits data, reports and training as requested to City Manager and City departments.</li> <li>• Monitor and process benefits contracts and prepare related Council agenda items.</li> </ul>

**Workers' Compensation**

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

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"> <li>• Work with the City’s third party administrator and outside legal counsel to control costs.</li> <li>• Train departmental managers and supervisors on workers' compensation rules, regulations, policies and procedures. Administer the City’s modified duty and return to work programs.</li> <li>• 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</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>Leave Act and CalPERS disability retirement law, rules and regulations.</p> <ul style="list-style-type: none"> <li>• Oversee the City's third party administrator regarding case management, billing, contract compliance, and customer relations to improve provider service and operational efficiency.</li> <li>• 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.</li> </ul>

**Occupational Health and Safety**

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

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

Baseline Services	Description of Work/Service Deliverables
actionable data to obtain desired outcomes	<ul style="list-style-type: none"> <li>• Train supervisors to use the revised incident investigation form to uncover all causes impacting an incident.</li> <li>• Assist Departments in developing long-term safety hazard mitigation strategies based on incident investigations .</li> </ul>

**Equal Employment Opportunity and Diversity**

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

Baseline Services	Description of Work/Service Deliverables
Administer, implement, and coordinate the City's Equal Employment Opportunity (EEO) program.	<ul style="list-style-type: none"> <li>• Assist and advise departmental personnel relative to EEO matters.</li> <li>• Develop and recommend employment policies and EEO procedures which break down artificial barriers that limit employment access to any qualified protected group members.</li> <li>• Develop and implement EEO strategies which enhance work force diversity.</li> <li>• 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.</li> </ul>
Administer the City's Harassment Prevention Policy and EEO internal investigation and complaint resolution procedures.	<ul style="list-style-type: none"> <li>• Process all internal complaints filed by applicants for employment or City employees, in accordance with the City's EEO program.</li> <li>• 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.</li> <li>• 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.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<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"> <li>• 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.</li> <li>• 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.</li> <li>• Respond formally to employee's requests for reasonable accommodation as provided by Federal and State laws rules and regulations.</li> </ul>

**Training & Organizational Development**

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

Baseline Services	Description of Work/Service Deliverables
<p>Design, develop, implement, and evaluate training and development programs</p>	<ul style="list-style-type: none"> <li>• Design, develop, implement, and evaluate training and development programs to enhance the knowledge and skills employees need to perform their jobs effectively.</li> <li>• Maintain ongoing training programs and develop new programs as needed.</li> <li>• Ongoing programs include core communication skills, new employee orientation, supervisory training and other key skills such as writing, project management, and customer service.</li> <li>• 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.</li> </ul>
<p>Provide all administrative and logistical services in</p>	<ul style="list-style-type: none"> <li>• Provide all administrative and logistical services in support of training programs, including calendaring classes, workshop announcements, room set up and reproduction of workshop</li> </ul>

Baseline Services	Description of Work/Service Deliverables
support of training programs	materials. <ul style="list-style-type: none"> <li>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.</li> </ul>
Administer Tuition Reimbursement program	<ul style="list-style-type: none"> <li>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).</li> </ul>
Provide organizational development services to City departments	<ul style="list-style-type: none"> <li>Upon request, provide organizational development services to City departments including offsite meeting facilitation, team building, 360° assessments, and strategic planning.</li> </ul>

**Administrative Services**

FTE staffing for Administrative Services is approximately 2.2 FTE, although the staff assigned to this activity also perform work in other areas.

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"> <li>Utilize the FUND\$ Position Control file to reconcile personnel requisitions generated and approved through NEOGOV Insight Applicant Tracking system.</li> <li>Determine budgeted vacant positions in FUND\$.</li> <li>Complete the hiring and promotion process by entering employee data to fill vacant positions.</li> <li>Enter data into both FUND\$ and NEOGOV. Audit and process all employee transactions to effect changes in employee status and pay in FUND\$ Payroll.</li> <li>Establish and maintain a personnel file for each career employee.</li> <li>Maintain and update City Departments' Position Control file and work with department budget personnel to reconcile authorized staffing discrepancies.</li> <li>Ensure the creation and maintenance of appropriate FUND\$ employment codes, including employee status codes, representation units (group plans), and pay grade tables.</li> <li>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</li> </ul>



Baseline Services	Description of Work/Service Deliverables
	code files.
Track benefits	<ul style="list-style-type: none"> <li>• Enter employees into BenefitBridge software for initiation and maintenance of health, dental, life insurance and other benefits.</li> <li>• Establish and maintain seniority service date information used during layoff processes.</li> <li>• The Human Resources Department is the module leader for the Personnel side of the Payroll/Personnel module in FUND\$.</li> <li>• Human Resources staff is responsible for testing upgrades to the personnel module prior to live installation.</li> </ul>
Inform employees	<ul style="list-style-type: none"> <li>• Explain policies, rules, regulations and procedures.</li> <li>• Provide guidance in completion of personnel forms, including application of labor contract provisions to administrative and departmental payroll staff.</li> <li>• Generate personnel reports downloaded from FUND\$.</li> <li>• Supply documents or reports for a variety of purposes, such as unemployment insurance claims, subpoenas, union notification, management requests and</li> <li>• Responds to public records act requests.</li> </ul>

**Employee Relations**

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

Baseline Services	Description of Work/Service Deliverables
Represent the City Manager on employee relations matters with representatives of six (6) recognized employee organizations.	<ul style="list-style-type: none"> <li>• Plan, research, coordinate and negotiate with represented employee organizations on all subjects pertaining to wages, hours and other terms and conditions of employment.</li> <li>• Respond to the City Manager, department heads and employees on employee relations issues.</li> <li>• 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.</li> <li>• 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.</li> <li>• In conjunction with the City Attorney's office, consult and advise</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<p>departmental managers and supervisors on proposed disciplinary actions and employee grievances through the Labor Relations Coordinating Committee.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>
Administer the City's Layoff Procedure	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
Procure property insurance through the Public Entity Property Insurance Program (PEPIP)	<ul style="list-style-type: none"> <li>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.</li> </ul> <p>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.</p>
Special Projects	Description of Work/Service Deliverables
Improve efficiency of hiring process	<ul style="list-style-type: none"> <li>Implement Online Onboarding for New Hires where new employees can review and complete paperwork electronically, thus improving the onboarding process.</li> </ul>
Review and revise HR publications	<ul style="list-style-type: none"> <li>Revise the Emergency Volunteer Coordination Plan that will be used in the event the City activates a Convergent Volunteer Center in an emergency.</li> <li>Establish a Compensation Manual that will be used as an internal tool for HR staff administering and interpreting salary/benefit provisions for City employees.</li> </ul>
New training programs	<ul style="list-style-type: none"> <li>Develop, pilot, and implement new training program on writing and presenting Council Reports.</li> <li>Develop and deliver a series of workshops for Management Skills Program (MSP) graduates designed to continue their development and encourage the application of skills/concepts</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	learned in MSP.
Implement Layoff Procedure	<ul style="list-style-type: none"> <li>• Implement Layoff Procedure for Fiscal Year 2013 reductions. This will include notification of affected union and discussions of alternative actions.</li> <li>• Map potential position reductions, and educating City staff on the specific steps of the procedure.</li> <li>• 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.</li> </ul>
Update the City's Affirmative Action Plan.	<ul style="list-style-type: none"> <li>• The existing plan dates from approximately 1989/1990. The plan document needs to be revised and brought up to date with changes in legal requirements, changing demographics and changes in policies and procedures.</li> <li>• The new Plan should be based on 2010 Civilian Labor Force data from decennial census.</li> </ul>
Contract negotiations	<ul style="list-style-type: none"> <li>• Meet and confer with representatives of the Berkeley Fire Fighters Association on a successor Memorandum of Understanding.</li> <li>• Meet and Confer with representatives of SEIU Local 1021 Community Services and PTRLA Chapters on a successor Memorandum Agreement.</li> <li>• Meet and Confer with representatives of Public Employees Union Local 1 on a successor Memorandum of Understanding.</li> <li>• Meet and Confer with representatives of IBEW Local 1245 on a successor Memorandum Agreement</li> </ul>
Employee Safety Improvements	<ul style="list-style-type: none"> <li>• Complete a review of each Cal/OSHA-required safety program and revise as necessary.</li> <li>• Complete a Job Hazard Analysis (JHA) for high-priority job classifications; e.g., those with high incident rates, high severity rates, and/or a significant economic impact.</li> <li>• Complete a facility evacuation for every facility that has permanently assigned city employees.</li> <li>• Train all assigned Area Safety Monitors in their responsibilities during a facility evacuation.</li> </ul>



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



**Mission**

The Department of Information Technology (DoIT) provides cost-effective 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](http://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 (11 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](http://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 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 Services: Customer Service & 311 Call Center**

Data for FY 2012 (7/1/11-5/3/12) and projections for FY 2013 are provided.

<b>Performance Measure</b>	<b>FY 2012</b>	<b>FY 2013 (Projection/Goal)</b>
<b>Phone Calls Answered</b>	80,158	82,777
<b>First Call Resolution</b>	42,802 (53%)	53,805 (65%)
<b>Online Service Center Requests</b>	1,608	3,216
<b>Customer Service Email Responses</b>	9,861	11,311
<b>CRM Cases Created &amp; Tracked</b>	37,356 (47%)	n/a
<b>Call Abandon Rate</b>	9%	6% (Industry Standard 5-7%)

- Answering over 80,000 phone calls and 11,000 Customer Service emails and online service requests.
- Tracking service requests that were not solvable via first-call resolution.
- Processing Citywide bill payments (Refuse, Marina, RHSP, etc).
- Managing the City's parking citation contract, and providing revenue reporting.
- Entering solid waste truck reports each weekday.

### **Baseline Services: Network Operations**

Data for FY 2012 (7/1/11-5/3/12) and projections for FY 2013 are provided.

<b>Performance Measure</b>	<b>FY 2012</b>	<b>FY 2013 (Projection/Goal)</b>
<b>Phone Calls Answered</b>	13,101	n/a
<b>First Call Resolution</b>	10,232 (78%)	80%
<b>Call Abandon Rate</b>	5.64%	4.50%
<b>Data Server Uptime</b>	98.7%	99.999% (Industry Goal)
<b>Voice (Phones) Server Uptime</b>	76.3%	99.999%

**Baseline Services, continued.**

- Help Desk
- 24x7 Support (911 Dispatch, Jail, Fire Stations)
- Workstation Maintenance
- Server Administration
- Router & Switch Maintenance
- Police & Fire Mobile Data Terminals.
- Website Support & Maintenance
- Printer Maintenance
- Fax/Scanner/Copier Support
- Network Account Administration
- Telephone System Maintenance
- E911 Directory Maintenance
- Field support at 42 City locations
- Phone Directory Maintenance
- Spam and Virus Protection
- Email Administration
- File Server Administration
- Data Backups and Retention
- Citywide IT Training Program
- Monthly Metrics reporting
- Department of Justice Network Testing & Documentation
- Disaster Recovery Testing
- Network Security Tests & Tuning

## **Baseline Services: Programming**

Staff members in this unit are responsible for “behind the scenes” maintenance of over one hundred software systems, as well as:

- FUNDS\$ account management, patching, security, and reporting.
- Advanced support for all 19 FUNDS\$ modules.
- Tuning and maintenance for all baseline software (website, CRM, FUNDS\$, etc.)
- Database administration, tuning, and maintenance.
- Disaster Recovery Testing.
- Maintenance of the City’s Geographic Information Systems (GIS), including streets, center lines, sewer lines, census data, and infrastructure updates to the City’s geographic data repository, base map, and map library.
- Collecting data in response to Audits and Public Records Act (PRA) requests.

## **Non- Baseline (FY 2013) Special Projects**

The following non-baseline projects were prioritized for Fiscal Year 2013 in partnership with each City department, and are subject to the fiscal constraints, staffing resources, and prioritization shifts faced by each department.

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
<b>Police</b>	<ul style="list-style-type: none"><li>• Update existing citywide Police Beat maps in the Computer-Aided Dispatch (CAD) system to support plans for optimized coverage based on location-based call for service data.</li><li>• Develop interfaces between the existing Public Safety system and external agencies to improve efficiencies and reduce data entry.</li></ul>
<b>Fire</b>	<ul style="list-style-type: none"><li>• Implement new Emergency Medical Response system to improve paramedic operations and ambulance billing.</li><li>• Support Emergency Operations Center (EOC) improvements, including hardware, software, and communication tools for use in an emergency.</li></ul>
<b>Public Works</b>	<ul style="list-style-type: none"><li>• Complete implementation of computerized maintenance management system (asset and work order management).</li></ul>



	<ul style="list-style-type: none"> <li>• Implement new Solid Waste Information system to improve efficiencies in customer management and billing.</li> </ul>
<b>Parks, Recreation &amp; Waterfront</b>	<ul style="list-style-type: none"> <li>• Implement new Marina software to streamline slip inventory, reservations, billing and customer management.</li> <li>• Implement new Tree Inventory software to support ongoing inventory services for all City-managed trees.</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Complete implementation of a new permitting software system to streamline land use, permitting, and design review.</li> </ul>
<b>Health, Housing &amp; Community Services</b>	<ul style="list-style-type: none"> <li>• Complete implementation of Electronic Health Records.</li> <li>• Complete business analysis for new Targeted Case Management software to streamline case management activities, including time study tracking and billing.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Complete implementation of new software to manage business licenses, facilitate online registration, and provide advanced tools to optimize revenue collections.</li> <li>• Implement Online Payment system for business license renewals and refuse collections.</li> </ul>
<b>Clerk</b>	<ul style="list-style-type: none"> <li>• Complete migration of aging Vital Statistics software into City Clerk's document management software.</li> </ul>
<b>Rent Board</b>	<ul style="list-style-type: none"> <li>• Complete Phase II of Rent Tracking System (RTS).</li> </ul>
<b>Citywide (All Departments)</b>	<ul style="list-style-type: none"> <li>• Replace aged telephone system with an updated and more cost-effective Voice over Internet Protocol (VoIP) system.</li> <li>• Implement online customer service metrics dashboard.</li> <li>• Upgrade Citywide Internet access, backup system, and desktop operating system.</li> <li>• Implement electronic council packets.</li> <li>• Upgrade the Emergency Operations Center (EOC)</li> </ul>

	<p>network.</p> <ul style="list-style-type: none"><li>• Complete energy efficiency, capacity, and emergency preparedness upgrades in data centers in cooperation with Public Works.</li><li>• Continue expanding Community Relationship Management (CRM), Interactive Voice Response, Online Service Center, Online Payments, and 311 to support operations in all departments.</li></ul>
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**PARKS RECREATION AND WATERFRONT  
(101.73 FTE)<sup>1</sup>**



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 (7 FTE)**

**2020 Vision (1 FTE)**

**Capital Projects (2 FTE)**

**Recreation (29.73 FTE)**

**Marina (16 FTE)**

**Parks Operations (46 FTE)**

**Commissions**

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

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<sup>1</sup> Does not include hourly positions (e.g., non-career) which are reflected in the budget.

**Office of the Director - Administrative & Financial Services (7 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"> <li>• Develop, prepare and administer the Department’s annual operating budget;</li> <li>• Prepare the Department’s biennial budget and mid-cycle updates;</li> <li>• Prepare and maintain annual 5-Year Financial Plans for the key Department funds;</li> <li>• Coordinate with the CM’s Budget Office and the Finance Department on fiscal matters and budgeting strategies;</li> <li>• 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;</li> <li>• Prepare all revenue and expenditure budget adjustments; and</li> <li>• Prepare and disseminate various financial reports to support both operations and the capital improvement program.</li> </ul>
Accounting and Financial Services	<ul style="list-style-type: none"> <li>• Maintain control of the Department’s municipal accounting functions, including purchasing and payroll;</li> <li>• Complete all payroll data entry including</li> <li>• Process purchasing and accounts payable transactions which include preparing the divisions’ requests for materials goods and services;</li> <li>• Process invoices for payments, including utility payments for various sites;</li> <li>• Prepare and process all financial transactions and adjusting journal entries; and</li> <li>• Provide support for all internal and external program and project audits.</li> </ul>
Grants Administration and Management	<ul style="list-style-type: none"> <li>• Assist program / operating staff in the development of budgets for external grant applications;</li> <li>• Prepare grant invoicing for submission to grantors;</li> <li>• Track all grant funds due and receive and deposit revenues;</li> <li>• Complete financial reports required by external funders;</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
	<ul style="list-style-type: none"> <li>• Participate in and provide support during program and project audits;</li> <li>• Prepare write-offs for uncollectible amounts; and</li> <li>• Coordinate with the Finance Department on tracking all grants management activities.</li> </ul>
Personnel Administration	<ul style="list-style-type: none"> <li>• 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</li> <li>• Provide support for operating divisions in workers compensation and disciplinary matters.</li> </ul>
Contract Administration	<ul style="list-style-type: none"> <li>• Develop and coordinate the Department's policies and procedures for processing revenue and expenditure contracts and subcontracts;</li> <li>• Process contract agreements and track status through to execution;</li> <li>• Review and process all service agreements;</li> <li>• Process all contract payments and maintain all contract documents; and</li> <li>• Provide technical assistance when needed.</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Financial Planning	<ul style="list-style-type: none"> <li>• Develop fund reserve policies for each of the key Department funds; and</li> <li>• 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.</li> </ul>
Capital Project Close-out	<ul style="list-style-type: none"> <li>• Complete financial close-out of completed capital projects and inactivate in the financial system to prevent charging errors.</li> </ul>
Cash Handling Review	<ul style="list-style-type: none"> <li>• Work with the Finance Department and the City Auditor's staff on updating the Department's cash handling procedures and processes; and</li> <li>• Conduct training at various Department sites.</li> </ul>
Grants Management	<ul style="list-style-type: none"> <li>• Assess barriers to more timely grant billing and develop and implement new billings procedures; and</li> <li>• Revise and re-issue procedures to ensure tracking and follow-up on application and payment processes.</li> </ul>

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

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

**2020 Vision (1FTE)**

The 2020 Vision for Berkeley’s Children and Youth, which is a strategic, community-wide effort grounded in the knowledge that creativity and intellect are evenly distributed at birth regardless of race or gender. 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.

<b>Baseline Services</b>	<b>Scope of Work</b>
Process and Facilitation for 2020 Vision Planning Groups	<ul style="list-style-type: none"> <li>• Ensure implementation of 2020 Vision work by participating city programs and partners including, BUSD, U.C., community organizations, 2020 Design Team, and 2020 work groups. Provide guidance, facilitation and direction as needed.</li> </ul>
2020 Vision Workplan Development and Oversight	<ul style="list-style-type: none"> <li>• Develop and implement 2020 Vision Work plan</li> <li>• Develop and implement evaluation measures to determine effectiveness of 2020 related interventions and programs</li> <li>• Coordinate and oversee implementation of multi-agency work plans</li> <li>• Research best evidence based practices that can inform the planning and design of the 2020 Vision related projects</li> </ul>
Data Management	<ul style="list-style-type: none"> <li>• Develop and implement a City –Wide evaluation plan for all City youth serving programs to highlight strengths, areas</li> </ul>

Baseline Services	Scope of Work
and Evaluation	<p>that need improvement or require additional training, and to communicate program impacts of city youth programs to City Manager, Council and the public and recommend program improvements.</p> <ul style="list-style-type: none"> <li>• In partnership with IT, design and maintain a data management system to be utilized by all City youth serving programs to report and track program related data that will be used in the overall City-wide evaluation</li> <li>• Design survey methodology and survey instruments for collecting relevant data from program participants, community members, parents and other stakeholders to measure program effectiveness and/or solicit input into program design</li> <li>• Conduct statistical analysis resulting from surveys, program evaluations or indicators measured by BUSD, various community agencies or other City departments</li> <li>• In consultation with City Attorney's Office, establish legal basis for data sharing and develop data sharing protocols across institutions in service of 2020 Vision Goals</li> </ul>
Secretary for Early Childhood Education Commission	<ul style="list-style-type: none"> <li>• Provide staff support to the Early Childhood Education Commission</li> </ul>
Special Projects	Scope of Work
Special events	<ul style="list-style-type: none"> <li>• Coordinate events, panels, forums and trainings to on special issues or topics related to youth and/or education</li> </ul>
Summer math program for middle school aged girls	<ul style="list-style-type: none"> <li>• Program to assist students in shoring up their pre-algebra and algebra skills</li> </ul>
Goals	Scope of Work
Community Agency Contract Alignment to 2020 Vision	<ul style="list-style-type: none"> <li>• Submit recommendations to Housing and Community Services Department on goals, outcomes and activities for community agencies with City contracts that align with 2020 Vision goals</li> </ul>
Launch workgroups and develop work plans for an additional two 2020 Vision indicators	<ul style="list-style-type: none"> <li>• Convene subject matter experts to provide input into development of 2020 Vision work plans</li> <li>• Develop and implement 2020 Vision Work plan</li> <li>• Research best evidence based practices that can inform the planning and design of the 2020 Vision related projects</li> </ul>

**Capital Projects Unit (2 FTE)**

This unit oversees the Department’s capital improvement program for the City’s parks and waterfront area. The work of this unit includes strategic planning, obtaining, and managing grants, environmental review, project design and implementation, and construction management. Capital Projects staff also coordinates projects with adjunct and regulatory agencies.

Planned park improvements focus on safety and accessibility and include projects that replace deteriorated play equipment, repair or replace site furnishings, and provide improvements to existing playing fields and other basic recreation infrastructure needs. Funding at the City’s Marina focuses on replacing aging infrastructure and facilities such as roads, parking facilities, restrooms, and Marina docs.

<b>Baseline Services</b>	<b>Scope of Work</b>
Facility Planning	<ul style="list-style-type: none"> <li>• CIP Budget Planning and Management</li> <li>• CIP Programming and Planning</li> <li>• Design and Drafting</li> <li>• Preparation of Cost Estimates</li> <li>• Preparation of Specification and Bid Documents</li> <li>• Project Management</li> <li>• Public Process</li> <li>• Request for Proposals, Bidding and Award of Contracts</li> <li>• Emergency CIP Projects</li> <li>• Needs Assessment/Safety Assessment</li> </ul>
Permitting	<ul style="list-style-type: none"> <li>• Inter-Agency Coordination</li> <li>• Inter-Departmental Coordination and Consultation</li> <li>• Intra-Departmental Coordination</li> </ul>
Environmental Review	<ul style="list-style-type: none"> <li>• Conduct or oversee the preparation of environmental assessments for park and waterfront projects</li> </ul>
Construction Management	<ul style="list-style-type: none"> <li>• Budget and Schedule Management</li> <li>• Quality Control</li> <li>• Contract Preparation and Management</li> </ul>
Council and Public Information and Outreach	<ul style="list-style-type: none"> <li>• Council Reports and Presentations</li> <li>• Commission Reports and Presentations</li> <li>• Customer Service--Response to Public Inquiries</li> <li>• Commission Reports and Presentations</li> </ul>



<b>Baseline Services</b>	<b>Scope of Work</b>
	<ul style="list-style-type: none"> <li>• Presentations to Community Groups, UC</li> </ul>
Miscellaneous Duties	<ul style="list-style-type: none"> <li>• Grant Application and Management</li> <li>• Community Request for Support for Fund-Raising</li> <li>• License Agreements</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Accessibility and Safety	<ul style="list-style-type: none"> <li>• Citywide Accessibility Master Plan;</li> <li>• Codornices Slide Safety Modifications</li> </ul>
Habitat Enhancement	<ul style="list-style-type: none"> <li>• Aquatic Park Improvement Program – Hydrology &amp; Habitat</li> </ul>
Park Facility Improvements	<ul style="list-style-type: none"> <li>• Bay Trail Extension – Segment One</li> <li>• James Kenney Park Play Area Renovation</li> <li>• John Hinkel Park Phase One Renovation</li> <li>• Ohlone Dog Park Grading and Drainage Improvements</li> <li>• Terrace View Park Basketball Court Renovation</li> <li>• Virginia-McGee Totland Play Area Renovation</li> </ul>
Recreation Center Improvements	<ul style="list-style-type: none"> <li>• James Kenney Recreation Center Improvements</li> <li>• King Pool Improvements</li> <li>• Live Oak Center Improvements</li> <li>• Martin Luther King, Jr. Recreation Center Improvements</li> <li>• West Campus Pool Improvements</li> </ul>
Resident Camp Facility Improvements	<ul style="list-style-type: none"> <li>• Echo Lake Camp Snow Damage Repairs</li> <li>• Tuolumne Camp Cabin and Access Improvements</li> <li>• Tuolumne Camp Master Plan</li> </ul>

**Recreation Division (29.73 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
- Camp programs for youth and teens
- Campsites
- Pre K/Tots Programs
- Marina Recreation & Education Programs

**Recreation/Administration (7 FTE)**

Baseline Services	Scope of Work
Customer Service Counter and phones	<ul style="list-style-type: none"> <li>• Answer questions, process reservations, registrations, payments, refer customers to resources</li> </ul>
Contract Processing	<ul style="list-style-type: none"> <li>• Facilitate getting contract paperwork organized and signed</li> </ul>
Pricing equipment and services	<ul style="list-style-type: none"> <li>• Requesting quotes</li> </ul>
Facility Use Permits	<ul style="list-style-type: none"> <li>• Collect Fees and issue permits for parks, pools, facilities</li> </ul>
Field Permits	<ul style="list-style-type: none"> <li>• Process payments for sports field permits</li> </ul>
Program registration	<ul style="list-style-type: none"> <li>• Collect Fees and program registrations for Camps, sports, pools</li> </ul>
Special Event Permits	<ul style="list-style-type: none"> <li>• Process payments and paperwork for special events</li> </ul>
Accounts Receivable	<ul style="list-style-type: none"> <li>• Collect fees, Reconcile payments and make deposits daily</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• Develop brochures, fliers, advertisements, website</li> </ul>

Reports	<ul style="list-style-type: none"> <li>• Generate reports needed for programs</li> </ul>
Processing Refunds/Invoices	<ul style="list-style-type: none"> <li>• Approving FNO 24s and invoices</li> </ul>
Records Retention	<ul style="list-style-type: none"> <li>• Tracking records and following records retention policy</li> </ul>
Mail	<ul style="list-style-type: none"> <li>• Sorting and responding to mail</li> </ul>
Emails	<ul style="list-style-type: none"> <li>• Sorting and responding to email</li> </ul>
Ordering Supplies	<ul style="list-style-type: none"> <li>• Order office and copier supplies</li> </ul>
Web Site	<ul style="list-style-type: none"> <li>• Maintain and enhance website</li> </ul>
Community Agency Contracts	<ul style="list-style-type: none"> <li>• Monitor 14 Community Agency Contracts</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Program Research	<ul style="list-style-type: none"> <li>• Make phone calls and use internet to research topics such as cost of programs in other cities</li> </ul>
EBMUD and PGE Invoices	<ul style="list-style-type: none"> <li>• Training staff to process these invoices - approving and signing off on work</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Online registration for sports fields	<ul style="list-style-type: none"> <li>• Get the necessary training from consultant to implement</li> </ul>
Maintain safe, clean, functional facilities and buildings	<ul style="list-style-type: none"> <li>• Leverage resources and all available funding source to fund major maintenance and minor capital maintenance needs</li> </ul>

**Camps (1.88 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
Tuolumne Family Camp	<ul style="list-style-type: none"> <li>• Facilities, recreational activities and meals for 17,000 people in 10 weeks</li> </ul>
Tuolumne Fish Camp	<ul style="list-style-type: none"> <li>• Facilities and meals for 80 people in 2 weeks</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
Very Special Family Camp	<ul style="list-style-type: none"> <li>Facilities and meals for 75 people in 3 days</li> </ul>
50+ Camp	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 105 people</li> </ul>
Youth Retreat	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 25 youth in 3 days</li> </ul>
Echo Lake Youth Camp	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 200 youth in 4 weeks</li> </ul>
Echo Lake Family Camp	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 428 people in 6 weeks</li> </ul>
50+ Camp	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 160 people in 2 weeks</li> </ul>
Echo Lake Teen Camp	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 85 youth in 3 days</li> </ul>
Echo Lake Specialty Youth Camps	<ul style="list-style-type: none"> <li>Facilities, recreational activities and meals for 100 youth in 2 weeks</li> </ul>
Berkeley Day Camp	<ul style="list-style-type: none"> <li>Recreation activities for 1,800 youth in 9 weeks</li> </ul>
Counselor-In-Training Program	<ul style="list-style-type: none"> <li>Train youth to be counselors (a total of 258 for the summer at all three camps)</li> </ul>
Rentals	<ul style="list-style-type: none"> <li>Coordinate facility rentals at Echo and Tuolumne</li> </ul>
Maintain drinking water system	<ul style="list-style-type: none"> <li>Maintain drinking water quality, meet county requirements, test water and submit reports</li> </ul>
Maintain pool	<ul style="list-style-type: none"> <li>Clean pool and maintain chemical balance, water levels, and circulation</li> </ul>
Maintain tent cabins	<ul style="list-style-type: none"> <li>General construction</li> </ul>
Maintain structures	<ul style="list-style-type: none"> <li>General construction</li> </ul>
Maintain equipment	<ul style="list-style-type: none"> <li>Maintain and repair appliances, pumps, etc...</li> </ul>
Administration	<ul style="list-style-type: none"> <li>Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits, reports</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
Capital Improvements	<ul style="list-style-type: none"> <li>• Project Oversight</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Tuolumne Master Plan	<ul style="list-style-type: none"> <li>• With consultant, design and get approvals for long term plan</li> </ul>
Tuolumne Cabin Replacement	<ul style="list-style-type: none"> <li>• Rebuild tent cabins, 6 at a time</li> </ul>
Tuolumne Leach Field Project	<ul style="list-style-type: none"> <li>• Work with consultant to design leach field plan</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Increase variety of programs at Echo Lake	<ul style="list-style-type: none"> <li>• Partner with groups to improve programs such as Chamber Music Camp and Nature Week</li> </ul>
Develop Environmental Education Program	<ul style="list-style-type: none"> <li>• Develop curriculum and interpretive displays</li> </ul>

### **Recreation Centers/Playgrounds (8.5 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
Administration	<ul style="list-style-type: none"> <li>• Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits</li> </ul>
Program Registration	<ul style="list-style-type: none"> <li>• Handle registration and payments for all programs being run out of the Recreation Center</li> </ul>
Facility Rental	<ul style="list-style-type: none"> <li>• Coordinate facility rentals</li> </ul>
After School Program for Elementary Age	<ul style="list-style-type: none"> <li>• 110 elementary school students daily attend recreational and educational programs</li> </ul>
After School Program for Middle School Age	<ul style="list-style-type: none"> <li>• 15 middle school students daily attend recreational and educational programs</li> </ul>
Therapeutic Recreation Program	<ul style="list-style-type: none"> <li>• 12 elementary school students daily attend recreational and educational programs in the summer and 9 attend in</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
	the school year
Summer Camp for Elementary Age	<ul style="list-style-type: none"> <li>• 165 elementary school students daily attend recreational and educational programs</li> </ul>
Summer Camp for Middle School Age	<ul style="list-style-type: none"> <li>• 80 middle school students daily attend a program focusing on personal empowerment and life skills</li> </ul>
Community Builders for High School Age	<ul style="list-style-type: none"> <li>• 15 high school students daily attend workshops and internships focusing on career and life skills.</li> </ul>
Specialty Classes	<ul style="list-style-type: none"> <li>• Offer classes like Karate Kids Club</li> </ul>
Drop-in Programs	<ul style="list-style-type: none"> <li>• Offer drop-in programs including: Volleyball, Basketball, Table Tennis, Game Room, Family Gym, Weight Room, Family Resource Network for youth with special needs, Computer Room</li> </ul>
Recreation Center Special Events	<ul style="list-style-type: none"> <li>• Coordinate special events with attendance ranging from 25 - 650: Family Game Night, Karate Tournament, Tots Winter Festival, Haunted House</li> </ul>
City-wide Special Events	<ul style="list-style-type: none"> <li>• Coordinate city-wide special events with attendance ranging from 100 - 1,100 including: Pumpkin Patch Dash, July 4th Picnic, Spring Egg Hunt</li> </ul>
Summer Lunch Program	<ul style="list-style-type: none"> <li>• Eight sites host a free Summer Lunch Program which serves 800 lunches per day to youth under 18 years</li> </ul>
Summer Playground Program	<ul style="list-style-type: none"> <li>• Recreational programs offered at four sites for 200 youth daily</li> </ul>
Create programs and classes for James Kenney Weight Room	<ul style="list-style-type: none"> <li>• Design and implement programs to utilize the new equipment in the Weight Room</li> </ul>
Increase scope of special events	<ul style="list-style-type: none"> <li>• <u>Develop variety and increase attendance at Recreation Center Special events</u></li> </ul>

**Fee Classes (.6 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
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Administration	<ul style="list-style-type: none"> <li>• Planning, reports, contracts with Fee Class Instructors</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• Designing and distributing fliers an ads, outreach at fairs and events</li> </ul>
Recruiting Fee Class Instructors	<ul style="list-style-type: none"> <li>• Researching and recruiting new classes and instructors</li> </ul>
Youth Classes	<ul style="list-style-type: none"> <li>• Classes are offered by contracted instructors and include: Fencing, Karate, Cheering, Music Together, Animation</li> </ul>
Teen Classes	<ul style="list-style-type: none"> <li>• Classes are offered by contracted instructors and include: Karate, Cheering, Babysitting, Digital Film Making</li> </ul>
Adult Classes	<ul style="list-style-type: none"> <li>• Classes are offered by contracted instructors and include: Yoga, Painting, Hoop Dance, Karate, Zumba, Dog Training, Brazilian Dance</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Revenue/Expense Tracking	<ul style="list-style-type: none"> <li>• Develop a spreadsheet to track revenue/expenses more closely</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Continue to expand fee classes	<ul style="list-style-type: none"> <li>• Recruit new instructors and increase revenue</li> </ul>
Offer more certification classes	<ul style="list-style-type: none"> <li>• Recruit instructors to offer training in certification classes: Certified Pool Instructor, First Aid, CPR, etc.</li> </ul>

### Aquatics (2.5 FTE)

<b>Baseline Services</b>	<b>Scope of Work</b>
Administration	<ul style="list-style-type: none"> <li>• Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits</li> </ul>
Monitoring Pool Chemicals	<ul style="list-style-type: none"> <li>• Check levels daily and make adjustments as needed</li> </ul>
Pool Maintenance	<ul style="list-style-type: none"> <li>• Keep filters, valves, heaters maintained</li> </ul>

Custodial	<ul style="list-style-type: none"> <li>• Keep locker rooms and pool facility clean</li> </ul>
Front Counter Support	<ul style="list-style-type: none"> <li>• Customer service including registering people for classes and collecting money</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Participate in Red Cross Training to keep required certificates current.</li> </ul>
Drop-in Classes	<ul style="list-style-type: none"> <li>• Classes include: Guard Start, Diving, Arthritis</li> </ul>
Swim Lessons	<ul style="list-style-type: none"> <li>• Instructors teach public and private lessons</li> </ul>
Drop-in Programs	<ul style="list-style-type: none"> <li>• Programs include: lap swim, public swim, family swim, disable swim, and quiet swim</li> </ul>
Coached Programs	<ul style="list-style-type: none"> <li>• Programs include: Masters, Barracudas, Stroke Techniques</li> </ul>
Tiny Tots	<ul style="list-style-type: none"> <li>• Programs include: Pre-natal, Parent and Tots, Tot Time</li> </ul>
Pool Rentals	<ul style="list-style-type: none"> <li>• Includes: Summer schools and Birthday Parties</li> </ul>
Camps	<ul style="list-style-type: none"> <li>• Summer Aquatics Day Camps</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>• Includes: Triathlon, Derby Day, Dive-in Movies</li> </ul>
School Based Programs	<ul style="list-style-type: none"> <li>• Includes: Every Kid 2 Swim, which is focused on giving basic water-safety skills to non-swimmers.</li> <li>• Program has expanded to include giving basic water skills to accompanying parents who are non-swimmers</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Expand “Every Kid 2 Swim”	Pursue East Bay Regional Park grant to expand number of children enrolled in program
Expand senior/disabled programs	Increase enrollment in programs like Quiet Swim, Senior and Disabled Swim, and Aqua Meditation
AEDs deployed at King Pool and West Campus	All aquatics staff trained in use of AED in conjunction with COB Fire Dept. and Safety Officer
<b>Goals</b>	<b>Scope of Work</b>



Improve pool Infrastructure	<ul style="list-style-type: none"> <li>• Replace piping and pumps King and West Campus</li> </ul>
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### Sports (3.5 FTE)

<u>Baseline Services</u>	<u>Scope of Work</u>
Administration	<ul style="list-style-type: none"> <li>• Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits</li> </ul>
After School Sports Program	<ul style="list-style-type: none"> <li>• Instructional After School Sports Program serves 180 youth daily at 11 BUSD elementary schools</li> </ul>
Elementary Sports Leagues with BUSD	<ul style="list-style-type: none"> <li>• Leagues are coordinated and refereed by City Staff - Flag Football, Basketball, Soccer - 90 youth for fall season</li> </ul>
Elementary Sports Leagues with public	<ul style="list-style-type: none"> <li>• Leagues are coordinated, refereed and some teams are coached by City Staff - Flag Football and Basketball - 120 youth for winter season</li> </ul>
Twilight Basketball League	<ul style="list-style-type: none"> <li>• League are coordinated, refereed and some teams are coached by City Staff - Basketball - 255 youth in summer and winter league</li> </ul>
Youth Baseball Program	<ul style="list-style-type: none"> <li>• Summer baseball league coordinated and refereed by City Staff - 300 in the summer league</li> </ul>
Youth and Adult Tennis	<ul style="list-style-type: none"> <li>• City Staff teach lessons - 315 participants per year</li> </ul>
Youth Tennis Team	<ul style="list-style-type: none"> <li>• Youth Sports League - 35 youth participants per year</li> </ul>
Youth Sports Special Events	<ul style="list-style-type: none"> <li>• Staff coordinate special events like Tennis Tournaments, Punt, Pass, and Kick, with an average of 75 youth per event</li> </ul>
Adult Sports Special Events	<ul style="list-style-type: none"> <li>• Staff coordinate Tennis Tournaments with an average of 60 adults per event</li> </ul>
Adult Sports	<ul style="list-style-type: none"> <li>• Adults sports include softball, volleyball, basketball</li> </ul>
Skate Park Monitoring	<ul style="list-style-type: none"> <li>• Staff monitor the Skate Park for safety year round</li> </ul>

Skate Park Camp	<ul style="list-style-type: none"> <li>• Skate Park Camp runs for 8 weeks in the summer and one week in the spring, with 12 youth per week</li> </ul>
Skate Park Special Events	<ul style="list-style-type: none"> <li>• <u>Host skateboarding demonstrations and events like the Ledge Fest</u></li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Increase the number of girls participating in sports	Develop and implement strategies for increasing girls' participation in sports
Increase youth sports programs	<ul style="list-style-type: none"> <li>• Develop and implement strategies for increasing youth sports programs</li> </ul>
Ball Field improvements	<ul style="list-style-type: none"> <li>• Research possible improvements to ball field drainage</li> </ul>

## Teen Programs (2.5 FTE)

Baseline Services	Scope of Work
Administration	<ul style="list-style-type: none"> <li>Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits</li> </ul>
After Spot	<ul style="list-style-type: none"> <li>Recreational and educational activities for 40 teens per night, two nights per week</li> </ul>
Teen Nights at YAP	<ul style="list-style-type: none"> <li>Recreational and educational activities for 20 teens per night, one night per month</li> </ul>
Boxing Program	<ul style="list-style-type: none"> <li>Boxing skills and conditioning offered for 30 participants per week, three nights per week</li> </ul>
Youth Commission	<ul style="list-style-type: none"> <li>12-18 youth serve on the Youth Commission and meet once per month</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>Open Mic nights and Dances are offered 6 times per year and serve 600 youth</li> </ul>
Justice in Action	<ul style="list-style-type: none"> <li>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.</li> </ul>
Major Trips	<ul style="list-style-type: none"> <li>An average of 55 youth per trip are taken to places like Santa Cruz, Great America, River Rafting, Snow Trips</li> </ul>
National Night Out/Stop the Violence Block Party	<ul style="list-style-type: none"> <li>A special community event planned and implemented by teens.</li> </ul>
Special Projects	Scope of Work
Expand Teen Involvement In Program Planning	<ul style="list-style-type: none"> <li>Increase number of teens who are involved in evaluating current programs and planning future programs</li> </ul>
Holiday Toy Drive expansion	<ul style="list-style-type: none"> <li>Youth Commission collected toys during the winter holiday to give to children in need.</li> <li>Double number of collection locations and recipients (over 2011 drive)</li> </ul>

<b>Goals</b>	<b>Scope of Work</b>
Teen Conference	<ul style="list-style-type: none"> <li>• Coordinate conference focusing on education, social issues, social media.</li> </ul>
Increase Teen Participation at James Kenney	<ul style="list-style-type: none"> <li>• Develop strategies to implement suggestions by West Berkeley youth to increase program appeal.</li> </ul>
Teen College Tour	<ul style="list-style-type: none"> <li>• Plan tour to U C Berkeley and Berkeley City College.</li> </ul>
Develop Teen Skills Classes	<ul style="list-style-type: none"> <li>• Work with community partners to develop classes like cosmetology.</li> </ul>
Teen Job Fair	<ul style="list-style-type: none"> <li>• Provide opportunity for local teens to meet potential employers.</li> </ul>
Teen Talent Show	<ul style="list-style-type: none"> <li>• Showcase local teen talent.</li> </ul>

### **Pre K Programs (1.5 FTE)**

<b><u>Baseline Services</u></b>	<b><u>Scope of Work</u></b>
Administration	<ul style="list-style-type: none"> <li>• Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits, reports</li> </ul>
Tots Around Town	<ul style="list-style-type: none"> <li>• Recreational and educational activities for 120 tots per year in four 10 week sessions</li> </ul>
Pre-K Power Play	<ul style="list-style-type: none"> <li>• Kindergarten readiness programs for 120 preschoolers per year in three 10 week sessions</li> </ul>
Together Wee Play Drop-in	<ul style="list-style-type: none"> <li>• Drop-in play program for children and their caregivers for 4,800 participants per year in 32 weeks</li> </ul>
Parent Education	<ul style="list-style-type: none"> <li>• Parenting Workshops for 30 parents per year in three 5 week sessions</li> </ul>
Summer Pre-K Programs	<ul style="list-style-type: none"> <li>• Recreational and educational activities for 45 preschoolers per year in one seven week sessions</li> </ul>

Specialty Pre-K Programs	<ul style="list-style-type: none"> <li>Spanish, Science and Nature, Sports and Games, Music Exploration for 145 tots/preschoolers per year in 2-3 10 week sessions</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
First 5 Grant	<ul style="list-style-type: none"> <li>Writing grant to continue funding for programs</li> </ul>
Open House for Pre-K Programs	<ul style="list-style-type: none"> <li>Plan and host Open House to inform stakeholders about Pre-K Programs</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Tracking and assessing program participants when they enter school	<ul style="list-style-type: none"> <li>Develop method for tracking and assessing participants after they leave the Pre-K program for school</li> </ul>
Program sustainability	<ul style="list-style-type: none"> <li>Develop strategies for making Pre-K programs sustainable after the grant funding runs out</li> </ul>

### Marina Recreation Programs (2.0 FTE)

<b>Baseline Services</b>	<b>Scope of Work</b>
Administration	<ul style="list-style-type: none"> <li>Hire, train, supervise staff, purchase supplies, payroll, registration, program planning, deposits</li> </ul>
Nature Center	<ul style="list-style-type: none"> <li>Customer service and program administration for 9700 visitors, give tours of Nature Center</li> </ul>
Adventure Playground	<ul style="list-style-type: none"> <li>Maintain facility and facilitate use of facility for 67,000 participants per year</li> </ul>
Adventure Playground Volunteers	<ul style="list-style-type: none"> <li>Volunteer work groups - 60 participants per year</li> <li>Volunteers in Playground - 25-30 participants per year</li> </ul>
Environmental Education Classroom	<ul style="list-style-type: none"> <li>Teach environmental education classes for 3,000 grades K-12</li> </ul>
Teacher Training	<ul style="list-style-type: none"> <li>Teacher In-services for 30 teachers per year</li> </ul>
Bay Interpretive Program	<ul style="list-style-type: none"> <li>Train 25 program docents per year</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
Shoreline Cleanup	<ul style="list-style-type: none"> <li>• Coordinate special event en September with 1,100</li> </ul>
Adopt-a-Shoreline Cleanup	<ul style="list-style-type: none"> <li>• Coordinate Volunteer group year round clean-ups – 1,200 participants per year</li> </ul>
Summer Classes	<ul style="list-style-type: none"> <li>• Teach Marine Biology and boating to 95 participants per year</li> </ul>
Marina Adventures Programs	<ul style="list-style-type: none"> <li>• 750 children per year participate in Fishing, Creative Building, Special Events, Crafts</li> </ul>
“Green Building” Tours	<ul style="list-style-type: none"> <li>• Schedule groups and lead tours for 60-70 participants per year from as far away as Russia and China</li> </ul>
Berkeley Bay Festival	<ul style="list-style-type: none"> <li>• Coordinate special environmental education event with over 45 exhibitors and entertainers for 2,000 attendees</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
Wildlife Rescue Training	<ul style="list-style-type: none"> <li>• Training volunteers and staff to do wildlife rescue</li> </ul>
Haz Wopper Classes	<ul style="list-style-type: none"> <li>• Host Oiled Wildlife Rescue Training</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Improve infrastructure in Adventure Playground	<ul style="list-style-type: none"> <li>• Install new cargo nets, research grants for redesign</li> </ul>

### **Marina Division** (16 FTEs)

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

- Berth rentals
- Dock maintenance

### **Marina Administration (2.0 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
Customer Service Counter	<ul style="list-style-type: none"> <li>• Interact with customers and public</li> <li>• Answer Phone inquiries from C and P</li> <li>• Receive and sort Mail for Houseboats</li> </ul>
Berth Permits	<ul style="list-style-type: none"> <li>• Create and Maintain Berth Permit files</li> </ul>
Marina Program	<ul style="list-style-type: none"> <li>• Update information in Marina Program</li> </ul>
Account Reconciliation	<ul style="list-style-type: none"> <li>• Insure proper billing and Communicate w/ Finance to resolve account problems</li> </ul>
Waterfront Commission Support	<ul style="list-style-type: none"> <li>• Provide administrative support for Waterfront Commission and maintain Files</li> </ul>
Account Maintenance	<ul style="list-style-type: none"> <li>• Open and Close files</li> </ul>
Contracts	<ul style="list-style-type: none"> <li>• Generate and manage contracts</li> </ul>
Ordering Supplies	<ul style="list-style-type: none"> <li>• Order office and copier supplies</li> </ul>
Web Site	<ul style="list-style-type: none"> <li>• Maintain and enhance website</li> </ul>
Commission Secretary	<ul style="list-style-type: none"> <li>• Manage Waterfront Commission</li> </ul>
Capital Projects	<ul style="list-style-type: none"> <li>• Prioritize Capital Projects spending</li> </ul>
Pump Out Program	<ul style="list-style-type: none"> <li>• Monitor Service and usage</li> </ul>
Wi-Fi	<ul style="list-style-type: none"> <li>• Monitor Wi-Fi performance</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>• Set Priorities and Projects</li> </ul>
Financial Review	<ul style="list-style-type: none"> <li>• Generate and monitor Marina Financials</li> </ul>
Policy compliance and development	<ul style="list-style-type: none"> <li>• General policing</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
New Marina management software	<ul style="list-style-type: none"> <li>• Qualify, contract and install a new version of the Marina management software to address concerns regarding system stability and features.</li> </ul>
Pursue tenant for lower floor of Hana Japan	<ul style="list-style-type: none"> <li>• Negotiate an agreement with Hana Japan to sublet the unused first floor space to a restaurant operator in conjunction with renovating the Marina Plaza.</li> </ul>

<b>Baseline Services</b>	<b>Scope of Work</b>
restaurant	
South Sailing Cove Renovations	<ul style="list-style-type: none"> <li>• Work with contractor to complete construction drawing for renovations to the South Sailing Basin.</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Lease and Licensing income	<ul style="list-style-type: none"> <li>• Maximize lease and licensing revenue from the marina properties.</li> </ul>
Vacancy rate	<ul style="list-style-type: none"> <li>• Reduce the vacancy rate in the Marina from 13% to 8% using a combination of positive customer service, advertising and sales.</li> </ul>
Commission consolidation	<ul style="list-style-type: none"> <li>• Ensure that the potential commission consolidation is a smooth process and that commissioners understand the operations of the Marina.</li> </ul>

### **Marina Operations (6 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
Customer Service Counter	<ul style="list-style-type: none"> <li>• Interact with customers and public</li> </ul>
Phone Inquiries	<ul style="list-style-type: none"> <li>• Answer phone inquiries</li> </ul>
Berth Permits	<ul style="list-style-type: none"> <li>• Inspect for Berth Permit files</li> </ul>
Marina Program	<ul style="list-style-type: none"> <li>• Update information in Marina Program</li> </ul>
Mail	<ul style="list-style-type: none"> <li>• Receive and sort Mail</li> </ul>
Account Reconciliation	<ul style="list-style-type: none"> <li>• Insure proper billing</li> </ul>
Account Resolution	<ul style="list-style-type: none"> <li>• Communicate w/ Finance to resolve problems</li> </ul>
Maintenance Requests	<ul style="list-style-type: none"> <li>• Process requests for Maintenance</li> </ul>
Account Maintenance	<ul style="list-style-type: none"> <li>• Open and Close files</li> </ul>
Towing Requests	<ul style="list-style-type: none"> <li>• Move Boats within the Marina</li> </ul>
Ordering Supplies	<ul style="list-style-type: none"> <li>• Order supplies and equipment</li> </ul>



<b>Baseline Services</b>	<b>Scope of Work</b>
Ordinance enforcement	<ul style="list-style-type: none"> <li>• Cite, Notice and send letters / phone</li> </ul>
Dock and Fairway Maintenance	<ul style="list-style-type: none"> <li>• Dock Walks</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Interact w/ legal to resolve or support</li> </ul>
Payroll Preparation	<ul style="list-style-type: none"> <li>• Submit Payroll</li> </ul>
Boat Operation	<ul style="list-style-type: none"> <li>• Maintain Department vessels</li> </ul>
Customer inventory	<ul style="list-style-type: none"> <li>• Patrol and check berthers</li> </ul>
Chainings and Unchaining	<ul style="list-style-type: none"> <li>• For non-payment</li> </ul>
Lien vessels	<ul style="list-style-type: none"> <li>• Process lien paperwork</li> </ul>
Lien Sales	<ul style="list-style-type: none"> <li>• Notice organize and conduct sales</li> </ul>
Environmental cleanup	<ul style="list-style-type: none"> <li>• Collect and dispose of material</li> </ul>
Card Key System	<ul style="list-style-type: none"> <li>• Update and maintain card key system</li> </ul>
Project Coordination	<ul style="list-style-type: none"> <li>• Capital Projects oversight</li> </ul>
<b>Special Projects</b>	<b>Scope of Work</b>
CERT preparedness	<ul style="list-style-type: none"> <li>• Develop a program to involve the live aboard residents of the marina in CERT training and participation</li> </ul>
Recycling services	<ul style="list-style-type: none"> <li>• Expand and improve the Marinas recycling facilities, including more cans with increased live aboard participation</li> </ul>
Community Garden	<ul style="list-style-type: none"> <li>• Expand the Community garden to offer greater participation and awareness of this unique facility</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
Used Oil collection	<ul style="list-style-type: none"> <li>• The marina will expand and improve its system of collection, storage and recycling of used oil</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
D&E Docks	<ul style="list-style-type: none"> <li>• Secure funding from Department of Boating and Waterways to begin design of the new D&amp;E docks</li> </ul>
Dredging	<ul style="list-style-type: none"> <li>• Secure grant funding to dredge the marina entrance and fairway</li> </ul>

## Marina Maintenance (4 FTE)

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

<b>Baseline Services</b>	<b>Scope of Work</b>
Storage improvements	<ul style="list-style-type: none"> <li>Eliminate a 40 foot shipping container and replace with a garage structure adjacent to Adventure Playground</li> </ul>
LED Streetlights	<ul style="list-style-type: none"> <li>Using a PG&amp;E replacement program replace all of the low pressure sodium streetlights in the marina with high efficiency LED lighting.</li> </ul>
<b>Goals</b>	<b>Scope of Work</b>
ADA accessibility	<ul style="list-style-type: none"> <li>Ensure that all pathways piers and docks throughout the marina meet current ADA specifications</li> </ul>
Shipping containers	<ul style="list-style-type: none"> <li>Eliminate all shipping containers currently used as storage for Marina tool, supplies and equipment.</li> </ul>

### **Marina Landscape (4 FTE)**

<b>Baseline Services</b>	<b>Scope of Work</b>
Ordering Supplies	<ul style="list-style-type: none"> <li>Order supplies and equipment</li> </ul>
Mulch	<ul style="list-style-type: none"> <li>Maintain healthy mulch cover over planted areas</li> </ul>
Receive Supplies	<ul style="list-style-type: none"> <li>Receive &amp; inventory supplies and equipment</li> </ul>
Payroll Preparation	<ul style="list-style-type: none"> <li>Submit Payroll</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>Set Priorities and Projects</li> </ul>
Maintenance Requests	<ul style="list-style-type: none"> <li>Process requests for Maintenance</li> </ul>
Transport	<ul style="list-style-type: none"> <li>Green Waste to transfer Station</li> </ul>
Workers' Compensation management	<ul style="list-style-type: none"> <li>Administration of CW</li> </ul>
Mowing	<ul style="list-style-type: none"> <li>Mowing Parks</li> </ul>
Weeding	<ul style="list-style-type: none"> <li>Weeding medians, islands</li> </ul>
Edging	<ul style="list-style-type: none"> <li>General repairs</li> </ul>
Sweeping	<ul style="list-style-type: none"> <li>Sweep Streets and pathways</li> </ul>
Compost Day	<ul style="list-style-type: none"> <li>Manage event</li> </ul>

Baseline Services	Scope of Work
Meetings	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>
Special Projects	Scope of Work
Entrance upgrade	<ul style="list-style-type: none"> <li>• Create a planter area at the entrance to the marina using native plants</li> </ul>
Ferry Terminal	<ul style="list-style-type: none"> <li>• Work with the operators of the proposed ferry terminal to develop appropriate, low maintenance landscaping</li> </ul>
Goals	Scope of Work
Compost Giveaway	<ul style="list-style-type: none"> <li>• Expand the Compost giveaway by 50% by increasing the quantity of compost ordered and distributed.</li> </ul>
Reforestation	<ul style="list-style-type: none"> <li>• Develop a comprehensive reforestation plan for the marina to replace aging tree and add addition trees as windbreaks.</li> </ul>

**Parks Division** (46 FTEs)

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"> <li>• Maintain the 24 hour, seven day, emergency on-call response system for both forestry tree related emergencies and building and facility emergencies.</li> <li>• Ensure financial efficiencies and policy compliance with payroll procedures, workers compensation claims, budget management, revenue tracking, purchasing, and contract implementation</li> <li>• Manage buildings and leaseholders of Park buildings and facilities</li> </ul>
Forestry Services (10FTE)	<ul style="list-style-type: none"> <li>• Maintain health and safe standards for 45,000 street trees, as well as medians and pathways</li> <li>• Monitor and perform young tree care on 1,200 trees.</li> <li>• Oversee the removal of large street trees when they reach the end of their safe life span.</li> <li>• Work with Planning Dept. to ensure trees are protected and planted in new developments</li> </ul>

Baseline Services	Scope of Work
	<ul style="list-style-type: none"> <li>• Perform 2,000 annual tree service requests and inspections.</li> <li>• Utilize a State tree inventory grant award to inventory all City street trees and the surrounding sidewalk area.</li> <li>• Meet and exceed professional standards established by the International Society of Arboriculture.</li> <li>• Participate in the national hazardous tree database system.</li> <li>• Complete the annual abatement of fire fuels at 95 sites throughout the City's parks, pathways and medians, and remove and recycle approximately 167 tons of fire fuels from the special fire fuels management area.</li> <li>• Meet annual City of Berkeley Climate Action Plan goals in urban forestry and landscape maintenance.</li> </ul>
<p>Landscaping Services (Parks, Pathways, Street Medians and Triangles)  (27 FTE)</p>	<ul style="list-style-type: none"> <li>• Ensure safe, pesticide-free management of pests and diseases in all city parks, medians and trees</li> <li>• Implement the City's pollinator friendly policy</li> <li>• Mow, trim, and irrigate 58 traffic dividers/medians</li> <li>• Abate weeds along 136 paths and 124 medians and triangles</li> <li>• Inspect vegetation violations in the City Right of Way and issue abatement notices</li> <li>• Support staff in becoming Bay Friendly Landscaping certified in Landscape Design and Maintenance</li> <li>• Apply Bay Friendly, sustainable and Pollinator Friendly practices at 260 sites throughout the City.</li> <li>• Improve efficiency in water use in 135 irrigated sites in the parks and medians</li> </ul>
<p>Aquatic Park</p>	<ul style="list-style-type: none"> <li>• Protect, restore and enhance wildlife habitat in Aquatic Park.</li> <li>• Continue planting of native California trees and shrubs.</li> <li>• Support the development of the Aquatic Park Improvement Plan to improve water quality through improved circulation between the Bay and the lagoons.</li> <li>• Manage buildings and leaseholders of Park facilities</li> <li>• Monitor lagoon water levels three times a week and open and close tide tube flaps to promote water circulation and quality and maintain water level for wildlife and recreation</li> </ul>
<p>All City parks</p>	<ul style="list-style-type: none"> <li>• Monitor and abate rodents and insect pests</li> <li>• Work with the Health and Police Department staff to address illegal encampments and curfew violations</li> <li>• Abate graffiti and blight throughout the parks and medians. Remove offensive graffiti immediately. Remove all graffiti within</li> </ul>

Baseline Services	Scope of Work
	<p>two weeks of discovery.</p> <ul style="list-style-type: none"> <li>• Continue to partner with School District and City staff to keep Civic Center safe for youth</li> <li>• Ensure refuse removal at park locations.</li> <li>• Provide restroom service at 9 temporary and 19 permanent park restrooms.</li> <li>• Maintain, repair and perform daily, weekly and periodic inspections of 33 school age play areas and 28 tot structures.</li> </ul>
Sports Fields	<ul style="list-style-type: none"> <li>• Operate 15 sports fields</li> <li>• Mow 10 natural turf sports fields weekly. Rehabilitate two sports fields</li> <li>• Oversee and monitor the Gilman Sports Complex operation of 5 sports fields, created and used by a consortium of five cities (Joint Powers Agreement)</li> </ul>
Storm Response	<ul style="list-style-type: none"> <li>• Clear creek trash racks and obstruction before, during, and after every storm.</li> <li>• Respond to storm emergencies. Assist Public Works staff with flood response.</li> </ul>
Parks Building and Systems  (7 FTE)	<ul style="list-style-type: none"> <li>• Perform 1,300 building and facility maintenance repairs and projects in 4 recreation buildings, 2 pools, 52 parks, 79 medians, and 80+ park structures.</li> <li>• Perform 172 quarterly park maintenance and safety inspections</li> <li>• Negotiate leases for building tenants in eight buildings</li> <li>• Maintain 263 irrigation and potable water systems</li> <li>• Maintain facility utilities and heating systems</li> <li>• Work with Parks Capital Planning unit to ensure smooth tie-in with new capital developments</li> <li>• Run maintenance and small capital improvement contracts to maintain buildings and facilities</li> <li>• Maintain waste water systems and storm water drainage systems throughout the 52 parks and 124 street medians</li> </ul>

Special Projects	Scope of Work
Support community volunteer programs and utilize volunteers	<ul style="list-style-type: none"> <li>• Continue to implement the parks volunteer program for an anticipated 45 annual volunteer events with approximately 32 volunteer groups city-wide.</li> <li>• Monitor “Adopt-a-” agreements with volunteer groups to support</li> </ul>

Special Projects	Scope of Work
	volunteer stewardship and maintenance of planters, parks, street medians and triangles
Inventory all City Park and Street trees	<ul style="list-style-type: none"> <li>• Inventory all City Park and Street trees using a State grant</li> </ul>
Picnic area enhancement and improved availability	<ul style="list-style-type: none"> <li>• Upgrade and expand 12 picnic areas and enhance the picnic reservation system.</li> </ul>
Implement tree management system	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Utilize the management system to improve efficiency and effectiveness in resource allocation to perform safety pruning and best forest management practices</li> </ul>
Arbor Week	<ul style="list-style-type: none"> <li>• Celebrate the third annual City arbor week with a community tree planting project and lead a community tree planting event on Arbor Day.</li> </ul>
Tree planting	<ul style="list-style-type: none"> <li>• Utilize the Environmental Enhancement and Mitigation grant award to plant 500 trees throughout the City.</li> </ul>
Wildlife Habitat protection, restoration and enhancement	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Support City downtown business improvement goals	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Improve park site furnishings	<ul style="list-style-type: none"> <li>• Replace some park furnishings: 25 refuse cans, 5 benches, and 3 drinking fountains</li> </ul>





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



**Mission**

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

**Administration and Redevelopment (4.32)**

**Land Use Planning (15.45)**

**Building and Safety (13.93)**

**Permit Service Center (7.00)**

**Toxics Management (6.85)**

**Office of Energy and Sustainability (5.90)**

**Commissions:**

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

**OFFICE OF THE DIRECTOR (4.32 FTE)**

The Office of the Director provides over-all management, oversight, and direction to all divisions, including policy direction and implementation.

Baseline Services	Description of Work/Service Deliverables
Budget & Fund Management	<p>Forecast, oversee and monitor 2 enterprise funds and other governmental funds totaling \$11 million across 7 divisions. This includes:</p> <ul style="list-style-type: none"> <li>• Review and analyze trends and prepare revenue and expenditure projections in 5-year forecasts.</li> <li>• Review and approve adjustments to revenue and expenditures.</li> <li>• Review and approve budget modifications.</li> <li>• Work with Division Managers for fee increases to achieve cost recovery.</li> <li>• Track revenues and expenditures versus adopted budgets.</li> </ul>
Biennial Budget Development	<p>Develop, plan and submit proposed Biennial Budget including:</p> <ul style="list-style-type: none"> <li>• Review previous year's expenditures, revenues for changes to baseline budgets.</li> <li>• Review and correct position control and payroll library reports.</li> <li>• Organize proposed budget details and required documentations into a comprehensive proposed budget package for submittal to the Budget Office.</li> </ul>
Payroll, Purchasing, Accounting and Contract Administration	<ul style="list-style-type: none"> <li>• Process all aspects of payroll for the department.</li> <li>• Establish and maintain departmental employee files.</li> <li>• Review labor distribution of employees for accuracy.</li> <li>• Provide information to employees; explain policies, rules, regulations and procedures.</li> <li>• Review and approve all payments for completeness and accuracy of budget codes.</li> <li>• Review and approve daily register receipts for submittal to Treasury.</li> <li>• Coordinate fiscal year-end closing process.</li> <li>• Maintain central file of contracts for the department.</li> <li>• Review and approve Contract Purchase order requisitions.</li> <li>• Assist contract monitors with blue-backing process and contract procedures; track contracts for term extensions.</li> </ul>

**LAND USE PLANNING DIVISION (15.45 FTE)**

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

The Division also staffed 5 Boards & Commissions, conducting 77 public meetings.

During the first 10 months of FY2012, the Projects Group has processed the following items, and the number of permits per FTE has increased from 30 to 38 since FY2011.

The same pace is expected for FY 2013.

- 50 Use Permits with Public Hearing,
- 120 Administrative Use Permits;
- 7 appeals;
- 6 EIRs;
- 50 Design Review permits;
- 9 Structural Alteration Permits;
- 607 Business Licenses signoffs
- 666 Building Permit signoffs
- 24 address assignments;
- 25 Zoning Research letters; and
- 13 Condo Conversion permits.
- 7.2 hours/week Zoning Counter Service, per zoning planner.

Baseline Services	Description of Work/Service Deliverables
Division Support Staff and LUP Manager (4.95 FTE)	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, process fee refunds.
<b>Project (Current) Planning Group</b>  Staff (8.0 FTE):	<ul style="list-style-type: none"> <li>• Process development applications (Use Permits, Variances, Zoning Certificates)</li> <li>• Review all building plans for conformance with Zoning Ordinance (and Use Permits)</li> <li>• Conduct or manage environmental review of proposed development projects in conformance with CEQA</li> <li>• Respond to customer inquiries at the Public Counter (staffed with at least one Planner, 8:30 – 4:00)</li> <li>• Provide staff support to the Zoning Adjustments Board, Landmarks Preservation Commission, and Design Review</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	Committee <ul style="list-style-type: none"> <li>• Assist Code Enforcement</li> <li>• Analyze Accela software for implementation in January 2013</li> </ul>
<b>Policy Planning Group</b>  Staff (2.5 FTE)	<ul style="list-style-type: none"> <li>• Development Impact Fee analysis (Council direction &amp; action needed re: West Berkeley Transportation Services Fee, Downtown SOSIF, and Affordable Housing Impact Fee)</li> <li>• Follow-up on West Berkeley Project</li> <li>• Follow-up on Southside Plan</li> <li>• Complete Downtown SOSIP for implementation</li> <li>• Provide staff to the Planning Commission and Medical Cannabis Commission</li> <li>• Zoning Ordinance Amendments to Encourage Economic Development (in phases throughout FY 2013)</li> <li>• Other Zoning Ordinance Referrals throughout FY 2013</li> <li>• Monitor and respond to SB 375 and related regional initiatives (throughout FY 2013)</li> </ul>

**BUILDING AND SAFETY DIVISION (13.93 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; and recommends and implements local code amendments and ordinances.

In FY 2012, the Building and Safety Division accomplished the following:

<b>FY 2012 Baseline Service Statistics</b>	
Inspections performed (building, electrical, mechanical, and plumbing)	15,895 (averaging 14 inspections per area inspector per work day)
Inspections performed within public right-of way	941
Plan Reviews performed	3,081 (averaging 4 reviews per plan checker per work day)
Recorded Code Enforcement Actions (Stop-Work Orders, Notices of Violation, Notices and Orders, Citations)	158

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
<p><b>Administration</b></p> <p>Staff 3.33 FTE:                      Chief Building Official                      (Building and Safety                      Manager)</p> <p>2 Office Specialists</p> <p>0.33 Associate Mgnt.                      Analyst</p>	<ul style="list-style-type: none"> <li>• Maintain Building, Electrical, Mechanical, Plumbing, Energy, Green, Municipal, and related codes</li> <li>• Recommend and implement local ordinances and code amendments</li> <li>• Prepare Commission Staff Reports</li> <li>• Administrative support, including but not limited to: attend to customer inquiries (by phone, email, over-the-counter), maintain Inspection database and logs, update webpage, assist customers with records research)</li> <li>• Maintain and monitor Address Assignments</li> <li>• Process Requests for Service and assist inspectors with NOV's, Stop work orders, mailings, Proof of Service, Citations, etc.</li> <li>• Process Subpoenas/PRA's, other record retrieval requests</li> <li>• Process fee refunds and seismic retrofit verification applications</li> <li>• Plan check routing and coordination</li> <li>• Implement automated permit expiration and renewal process</li> <li>• Analyze new Accela software for B&amp;S use</li> </ul>
<b>Plan Check Group</b>	<ul style="list-style-type: none"> <li>• Review all building plan submittals for conformance with the Building and related Codes and Ordinances</li> </ul>

Baseline Services	Description of Work/Service Deliverables
<p>Staff 3.6 FTE:</p> <p>2 Senior Building Plans Engineers</p> <p>1 Senior Building Plans Examiner</p> <p>0.6 Bldg. Inspector II</p>	<ul style="list-style-type: none"> <li>• 3,081 plan reviews were performed in FY 2011, with the same pace expected this year. That's four reviews per plan checker per work day.</li> <li>• Supervise outside plan checkers (used for certain types of projects and when work load warrants)</li> <li>• Implement new and amended Codes and Standards</li> <li>• Provide information at the Permit Counter on the Building Code application for individual projects</li> <li>• Respond to code inquiries by phone and email</li> <li>• Conduct pre-submittal meetings and consultations</li> <li>• Prepare and update numerous customer handouts addressing plan submittal and inspection requirement and code interpretations</li> <li>• Improve and expand the scope of over-the-counter residential pan reviews by implementing pre-printed Conditions of Building Permit Approval</li> <li>• Implement over-the-counter plan review service for small commercial tenant improvement projects</li> <li>• Implement over-the-counter residential solar photovoltaic plan review and permitting</li> </ul>
<p><b>Building Inspection Group</b></p> <p>Staff 7 FTE:</p> <p>1 Supervising Bldg. Inspector</p> <p>1 Senior Building Inspector</p> <p>3 Building Inspector II</p> <p>1 Building Inspector I</p> <p>1 Engineering Inspector</p>	<ul style="list-style-type: none"> <li>• Inspect all construction projects for conformance with approved plans, Building/Electrical/Mechanical/Plumbing Codes, Energy and Green Standards Codes, and local Ordinances</li> <li>• In FY 2012, 15,895 inspections were performed, for an average of 14 inspections a day (building, electrical, mechanical, and plumbing). The same pace is expected this year.</li> <li>• Perform Request for Service Investigations</li> <li>• Code Enforcement including Stop-Work Orders, Notices of Violation, Notices and Orders, Citations, etc.</li> <li>• 158 code enforcement actions were taken in FY 2012, and the same pace is expected this year.</li> <li>• Participate in PPT (Problem Properties Team)</li> <li>• Provide code enforcement support for CMO, Housing, and Fire Departments</li> <li>• Prepare Fire Reports including damage assessments and permit requirements for fire repairs</li> <li>• Make appearances in hearings and court cases involving subpoenas, depositions, declarations, citations, N&amp;O's</li> <li>• Provide consultations via phone, email, and in person regarding code interpretations, problem resolution, etc.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Provide Green Building pre-submittal consultations, customer guides and outreach</li> <li>• Provide Address Assignment inspections</li> <li>• Issue Temporary and Permanent Certificates of Occupancy for new buildings and/or new uses</li> <li>• Review and inspect public right-of-way improvements triggered by building permits, evaluate for C.3 compliance</li> <li>• 941 inspections were performed within the public right-of-way in FY 2012; the same pace is expected this year</li> </ul>
Special Projects	Description of Work/Service Deliverables
<p>Soft Story Program</p> <p>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&amp;D)</p> <p>Private Sewer Lateral Program (PSL)</p> <p>Illegal Storm Water</p>	<ul style="list-style-type: none"> <li>• Continue to implement Phase 1 Soft-Story Ordinance identifying the soft-story buildings in need of retrofit, reviewing soft-story reports and requiring posting and distribution of notices to residents</li> <li>• Draft Phase 2 Soft-Story Ordinance mandating seismic upgrading of soft-story buildings and establishing structural and other relevant standards and requirements</li> <li>• Continue to monitor and enforce URM Ordinance</li> <li>• Implement Automatic Gas Shut-Off Valve reduced fee permitting process</li> <li>• In coordination with Finance, continue conducting business license inspections for new business (when necessary)</li> <li>• Continue to monitor and enforce RECO requirements including plan review, field inspections and maintaining and replying to RECO email box on a daily basis</li> <li>• In coordination with OESD continue to enforce CECO requirements including CECO plan review and field inspections</li> <li>• In coordination with OESD monitor and enforce waste diversion requirements as part of plan review and during the inspection process</li> <li>• Continue implementing abatement requirements for the testing, repair and replacement of private sewer laterals</li> <li>• In coordination with the Public Works Department establish permitting and inspection program for abatement of illegal</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Connections to Sanitary Sewer  Property Line Adjustments  Condominium Conversions Program  Building Permits and Plans Imaging Project (BPPI)  Electric Vehicle Charging Stations (EVCS)  East Bay Solar Task Force	connections to sanitary sewer lines  <ul style="list-style-type: none"> <li>• In coordination with Public Works continue reviewing applications for property line adjustments</li> <li>• In coordination with Land Use Planning review condo conversion field surveys, address code violations and determine permit requirements</li> <li>• In coordination with City Clerk's office prepare permits and supporting documents on a weekly/monthly basis for imaging and storage.</li> <li>• In cooperation with OESD develop submittal guidelines and streamline permitting process for electric vehicle charging stations</li> <li>• In cooperation with East Bay Green Corridor Solar Permitting Working Group develop uniform submittal standards and streamline solar permitting process</li> </ul>

**PERMIT SERVICE CENTER (7.0 FTE)**

This division issues building permits, coordinates departmental review of plans, provides a one-stop service for building applications. The PSC also manages permits for the Fire Department, Public Works, Engineering and Traffic Divisions. The PSC is the first point of contact for the Planning Department. Customer and telephone contact is extremely heavy.

Work Plan Accomplishments		
Permits Issued		
Building, Electrical, Mechanical & Plumbing	4,582	
Fire	162	
Engineering	1,507	
	<b>TOTAL</b>	<b>6,252</b>
Large Projects with a Valuation Over \$1 million		12
<b>Total Plans Reviewed &amp; Routed through the PSC</b>		
Building plans routed for review	2,726	
Fire plans routed for review	204	
Engineering plans routed for review	23	2,953
Total number of customers seen in the PSC		11,264
Total number of Appointments (all services)		2,732



Baseline Services	Description of Work/Service Deliverables
Customer Service	<ul style="list-style-type: none"> <li>• In FY 2012, 11,264 customers were seen in the PSC. The same pace is expected this year.</li> <li>• Schedule appointments to reduce the wait time for customers in the Permit Center. In FY 2012, 2,732 appointments (all services) were set. The same pace is expected this year.</li> <li>• Assist customers with on-line services &amp; tools available to provide good customer service and to reduce the number of customers in the PSC.</li> <li>• Assist with microfiche, the web, and HTE to provide property information.</li> <li>• Review &amp; update on-line forms by coordinating with the various agencies.</li> </ul>
Permit Processing & Issuance	Provide initial review and processing of all applications and plans for building permits. FY 2012 permit issuance (above) is an indication of the coming year.
Coordinate Interdepartmental Review	<ul style="list-style-type: none"> <li>• Review plan check agencies comments and process correction and approval letters via snail mail or email.</li> <li>• Provide plan check review status for the public and prepare estimates for construction projects.</li> </ul>
Cash Handling	<ul style="list-style-type: none"> <li>• Collect and process payments for eight (8) agencies for construction permits.</li> <li>• Reconcile and prepare daily deposits for monies received.</li> <li>• Collect revenues for returned checks monthly and process refunds as needed.</li> </ul>
Computer Software	<ul style="list-style-type: none"> <li>• Prepare procedures for BP &amp; PZ in the HTE modules with screen shots.</li> <li>• Participation in analysis and implementation of the new Accela software</li> </ul>

**TOXICS MANAGEMENT DIVISION (6.75 FTE)**

TMD is a regulatory agency implementing environmental and emergency response codes for California Environmental Protection Agency and Cal. Emergency Management Agency. TMD also responds to community complaints, assists the City

with toxicological concerns, oversees the cleanup of contaminated sites and staffs the Community Environmental Advisory Commission.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Implements state programs for hazardous materials	Implement California Environmental Protection Agency (Cal EPA) and Emergency Management Agency (Cal EMA) programs dealing with hazardous materials and hazardous wastes within the City of Berkeley. Manage electronic reporting system.
Enforcement of state codes	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.
Cleanup Program	Oversee soils and groundwater remediation, and storm water pollution-prevention.
Staff for Community Environmental Advisory Commission	Provide Commission support for the CEAC, including agenda and minute preparation, coordination of events, processing of correspondence, and preparation of City Council agenda items.
Customer Service	Respond to community concerns/issues related to toxics in the community

### **OFFICE OF ENERGY AND SUSTAINABLE DEVELOPMENT (5.90 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.

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Commission Staff	<ul style="list-style-type: none"> <li>• Staff Energy Commission</li> </ul>
Increase energy efficiency in public buildings	<ul style="list-style-type: none"> <li>• Develop a plan to procure financing, engineering, design and construction services for energy efficiency improvements on City facilities necessary to achieve a 30% reduction in energy use.</li> <li>• Develop a plan for LED streetlights</li> </ul>
Increase energy efficiency in existing residential buildings	<ul style="list-style-type: none"> <li>• Provide customer service for CECO and RECO clients, in coordination with the Permit Service Center and Building and Safety.</li> <li>• Disburse balance of ARRA funds on rebates and complete ME2 program evaluation; prepare plans for residential energy rating/disclosure program and an update to RECO ordinance; complete Multi-family Energy Efficiency (grant-funded)</li> </ul>
Leverage regional initiatives	<ul style="list-style-type: none"> <li>• Participate in planning and implementation of regional programs including the East Bay Energy Watch, the Energy Upgrade California program; the East Bay Green Corridor solar permitting</li> </ul>

	initiative and the Bay Area Climate Collaborative
Support public interest and use of “green” practices	<ul style="list-style-type: none"> <li>• Submit CAP-related zoning amendments to Council</li> <li>• Provide advice and guidance to applicants to encourage green building</li> <li>• Assist in implementation of Green Building Code; assist in development of model codes</li> <li>• Education and outreach</li> </ul>
Climate Action Plan implementation	<ul style="list-style-type: none"> <li>• Update the CAP inventory</li> <li>• Quantify GHG potential reduction strategies</li> <li>• Submit the Climate Action Plan as a qualified CAP under CEQA</li> <li>• Update GHG indicators</li> <li>• Public outreach and education</li> <li>• Grant applications</li> <li>• Contract management for grants</li> </ul>



**BERKELEY POLICE DEPARTMENT  
(276.2 FTE<sup>2</sup>)**



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

**Office of the Chief (6 FTE)**

**Operations Division (122 FTE)**

**Investigations Division (77.5)**

**Professional Standards Division (9)**

**Support Services Division (61.7)**

**Commissions**

None

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<sup>2</sup> 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 1 crime by 5 percent. The Division includes Internal Affairs and Media Response.

- 1 Chief
- 3 Sergeant
- 1 Administrative Assistant
- 1 Office Specialist III

<b><u>Baseline Services</u></b>	<b><u>Description of Work/Service Deliverables</u></b>
Internal Affairs	<ul style="list-style-type: none"><li>• Continue to monitor accountability</li><li>• Ensure all employees provide high level of integrity in internal and external contacts</li><li>• Timely processing and investigation of complaints made against department employees</li></ul>
Media Response	<ul style="list-style-type: none"><li>• Provide information to community through all available media formats</li><li>• Maintain department website</li></ul>

### **Operations Division (122 FTE)**

To reduce crime while treating people with respect and being accountable to the public. The goal for the entire operations division is to reduce Part 1 crime by 5 percent. The Division includes the following units:

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

#### **Patrol**

- 1 Captain
- 4 Lieutenants
- 15 Sergeants
- 89 Police Officers
- 1 Office Specialist II

Baseline Services	Description of Work/Service Deliverables
Respond to calls for service	<ul style="list-style-type: none"> <li>• Immediate response to all priority 1 calls</li> <li>• Provide quick and effective response to civil unrest.</li> <li>• Provide quick and effective response to any critical incidents</li> <li>• All responses receive top quality service</li> <li>• Accurate timely intelligence for patrol officers</li> <li>• Rapid deployment to identified problems</li> <li>• Efficient tactics, maximizing limited resources</li> <li>• Persistent follow-up and evaluation of techniques</li> <li>• Book all prisoners as appropriate</li> <li>• Provide respectful service</li> </ul>
Crime Prevention	<ul style="list-style-type: none"> <li>• Proactively prevent criminal activity</li> <li>• Interact with the community, attend community meetings whenever possible/appropriate</li> <li>• Forum for real-time information sharing and up-to-date crime mapping</li> </ul>
Crime investigation	<ul style="list-style-type: none"> <li>• Fully and accurately document all criminal cases</li> <li>• Interrogate all in-custody prisoners responsible for Part 1 crimes or other major crimes</li> <li>• Follow all investigative case leads to their conclusion</li> </ul>
Regional Outreach	<ul style="list-style-type: none"> <li>• Establish relationships with neighboring agencies</li> <li>• Intelligence coordination</li> </ul>
Community Outreach	<ul style="list-style-type: none"> <li>• Ensure accountability of actions to the public</li> </ul>
Intradepartmental Responsibilities	<ul style="list-style-type: none"> <li>• Fleet management</li> <li>• Grant writing</li> <li>• Recurring roll-call briefing training</li> <li>• Improve communications within and outside of the division</li> </ul>

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

Bike Detail

- 1 Sergeant
- 6 Police Officers

Baseline Services	Description of Work/Service Deliverables
Proactive law enforcement operations in high crime areas	<ul style="list-style-type: none"> <li>• Two officers will now cover the joint UCPD/BPD Telegraph Patrol, seven days per week from 1100 to 2100</li> <li>• Two officers will cover Downtown Wednesday through Saturday 1100 to 2100, once restructure occurs, this number will be increased to four officers covering seven days per week.</li> <li>• 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.</li> <li>• Continue to coordinate the Reserve Detail (approximately 20 officers) and special events planning</li> <li>• Partnership with resident and business communities in their assigned areas in their assigned areas.</li> <li>• Identification and response to problematic street crime behavior</li> <li>• Two officers will cover high school lunch and any special problems associated with the high school. Wednesday through Friday. Once restructure takes place, this duty will shift to Patrol.</li> </ul>
Reduce Part 1 crimes 5%	<ul style="list-style-type: none"> <li>• Imbedding bike officers in Patrol teams will maximize efforts to place bikes in the most problematic crime areas as reinforced by the data</li> <li>• Improve communication with the business districts</li> </ul>



### Area Coordinators

- 1 Sergeant
- 4 Police Officers

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

### Investigations Division (77.5 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 Investigations

Investigations

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

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
Investigate Part 1 crimes	<ul style="list-style-type: none"> <li>• Conduct timely and thorough investigations of all Part One crimes where investigative leads are present and resources allow.</li> <li>• Document and prepare investigative reports in a manner suitable for charging and prosecution by the District Attorney.</li> <li>• Work closely with Operations Division personnel through effective communication to identify arrestable persons and update the status and developments in criminal investigations as appropriate.</li> <li>• 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.)</li> </ul>
Communicate with outside agencies (community and law enforcement)	<ul style="list-style-type: none"> <li>• Develop and maintain a close working relationship with the Berkeley Unified School District and schools and their personnel throughout the district.</li> <li>• Develop and maintain a close working relationship with bordering police agencies.</li> <li>• Develop and maintain a close working relationship with County, State and Federal agencies including the Sheriff’s Department, Department of Justice, FBI, Alameda County Probation and California Department of Corrections Parole.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	<ul style="list-style-type: none"> <li>• Develop and maintain a close working relationship with other City departments.</li> </ul>
Victim Support	<ul style="list-style-type: none"> <li>• Provide support and referral to services for families and victims of violent crime when appropriate.</li> </ul>
Juvenile Offenders	<ul style="list-style-type: none"> <li>• Provide support, counseling and referral for juvenile offenders when appropriate to keep them out of the criminal justice system.</li> </ul>
School Resource Officer	<ul style="list-style-type: none"> <li>• Provide Berkeley High School with a School Resource Officer who investigates crimes and incidents occurring on the Berkeley High School Campus</li> </ul>

Special Projects	Description of Work/Service Deliverables
Repeat Offenders	<ul style="list-style-type: none"> <li>• Develop a system to identify and track those individuals who are career criminals or repeat offenders in our city. Activity may include contact with parents, guardians or other caregivers with a focus on changing behaviors to reduce crime.</li> </ul>
Youth Academy	<ul style="list-style-type: none"> <li>• Support and conduct the PLAY academy targeting at risk teens, to provide a platform for positive instruction and interaction with police officers.</li> </ul>
BUSD Training	<ul style="list-style-type: none"> <li>• Work with BUSD staff to develop and conduct critical incident response training sessions with Berkeley High School staff.</li> </ul>

**Special Enforcement Unit**

Through focused enforcement and investigation, prevent the recurrence of entrenched open-air drug markets on city streets; use the personnel, equipment and experience of SEU members to 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
- 10 Police Officers

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

Special Projects	Description of Work/Service Deliverables
Special Enforcement Unit Tactical Training	<ul style="list-style-type: none"> <li>• Develop curriculum and put on annual tactical training for all members of SEU.</li> </ul>
Training for new officers	<ul style="list-style-type: none"> <li>• Support Operations Division Training of new officers through providing narcotics investigation training.</li> </ul>

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 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

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

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

### Traffic Analyst

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

- 1 Police Officer

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Collision Reports	<ul style="list-style-type: none"><li>• Review, forward, and track all departmental traffic collision reports.</li><li>• Maintain traffic collision data in appropriate systems.</li></ul>
DMV	<ul style="list-style-type: none"><li>• Review and forward all departmental DMV paperwork.</li></ul>
Policy Review	<ul style="list-style-type: none"><li>• Conduct policy review of all departmental traffic-related policies and procedures.</li></ul>
Internal Communications	<ul style="list-style-type: none"><li>• Provide traffic-related informational bulletins for all departmental personnel.</li><li>• Provide traffic related training for all departmental personnel.</li></ul>

### 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 larger scale planned and unplanned events through providing traffic control and monitoring, and in other ways as needed.

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

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Parking Enforcement	<ul style="list-style-type: none"> <li>• Vigorous and fair enforcement of state and city parking regulations.</li> <li>• Ensuring all markings, signage, parking meters, pay-and-display stations are correct and functional</li> <li>• Provide traffic control on streets as needed during planned or non-planned events.</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Conduct parking enforcement educational campaign at the beginning of each school year.</li> </ul>
Traffic Control	<ul style="list-style-type: none"> <li>• Work closely with Operations Division personnel to assist with traffic control during crime scene investigation, demonstrations, and other emergency road closures.</li> </ul>

<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Technology improvements	<ul style="list-style-type: none"> <li>• Utilize technology, such as Automated License Plate Reader to enhance efficiency. Continue implementation of PayLock booting procedure to support enforcement of “scofflaw” vehicles.</li> </ul>

### **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

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Crime Analysis and Reporting	<ul style="list-style-type: none"> <li>• Analyze crime statistics for clusters, trends and series in order to assist in the deployment of resources.</li> <li>• Support department staff through providing crime and crime analysis information, including crime statistics for CARS meetings, neighborhood meetings, and council presentations.</li> <li>• Explore and evaluate both internal and external software and systems available to refine our data collection, crime tracking, and</li> </ul>

Baseline Services	Description of Work/Service Deliverables
	analysis capabilities.
PRA Requests	<ul style="list-style-type: none"> <li>Gather and sort data for public information act requests.</li> </ul>

Special Projects	Description of Work/Service Deliverables
Training	<ul style="list-style-type: none"> <li>Seek and obtain training in current software or methods to leverage the greatest benefit from of our current systems.</li> </ul>
Internal Service	<ul style="list-style-type: none"> <li>Increase focus on analysis to specifically inform operational decision-making, to ensure the best possible service to Operations Area commanders and to department staff.</li> </ul>

**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
- 4 Community Service Officers/Identification Technicians

Baseline Services	Description of Work/Service Deliverables
Crime Scene Evidence Collection	<ul style="list-style-type: none"> <li>Search for and collect forensic evidence; properly examine, process and preserve evidence for use as evidence in criminal investigations and prosecutions.</li> </ul>
Court Testimony	<ul style="list-style-type: none"> <li>Testify effectively in criminal proceedings, through the introduction and explanation of forensic evidence and actions taken during a criminal investigation.</li> </ul>
Readiness	<ul style="list-style-type: none"> <li>Seek and obtain the level of training necessary for unit members to maintain expertise in evidence collection and examination.</li> <li>Continually examine staffing levels and shift deployment to maximize availability to Operations.</li> </ul>

**Professional Standards Division (9 FTE)**



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

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

Policy and Planning Unit

- 1 Captain
- 1 Lieutenant
- 1 Sergeant

Baseline Services	Description of Work/Service Deliverables
Training and record keeping	<ul style="list-style-type: none"> <li>• Implement standards as required by the Commission on Accreditation for Law Enforcement Agencies (CALEA)</li> <li>• Provide training to employees and maintain personnel records.</li> <li>• Maintain departmental orders, regulations, manuals and mutual aid agreements.</li> </ul>
Claims	<ul style="list-style-type: none"> <li>• Investigate and prepare reports of claims for damage to uniforms</li> </ul>
Policy research and outreach	<ul style="list-style-type: none"> <li>• Plan and conduct research; prepare surveys, studies and projects; originate and respond to correspondence; draft replies to questionnaires and other outside inquires.</li> </ul>
Special Projects	Description of Work/Service Deliverables
Policy and Procedure Review	<ul style="list-style-type: none"> <li>• Implement Lexipol for standardization of department policies and procedures.</li> <li>• Determine which policies and procedures need immediate updates and which policies and procedures are obsolete.</li> <li>• Conduct thorough research into how to implement CALEA standards efficiently and effectively</li> <li>• Inform Police Review Commission of changes/revisions in policies and to seek input when appropriate.</li> <li>• Captain serving as liaison to multiple PRC subcommittees.</li> </ul>

Audit, Inspection, and Accreditation Unit

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

- 1 Sergeant

Baseline Services	Description of Work/Service Deliverables
Audits	<ul style="list-style-type: none"> <li>• To conduct thorough and systematic audits and inspections of various units within the Police Department, including but not limited to the Property Room and Jail as dictated by current policy.</li> <li>• 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</li> </ul>

Personnel and Training Unit:

- 1 Lieutenant
- 1 Sergeant
- 1 Police Officer
- 1 Associate Management Analyst
- 1 Office Specialist III
- 5 Police Aides (hourly) (Not filled)

Baseline Services	Description of Work/Service Deliverables
Recruit and retain employees	<ul style="list-style-type: none"> <li>• Maintain a diverse workforce</li> <li>• Maintain an acceptable level of staffing in the sworn and non-sworn ranks</li> <li>• Assess upcoming retirements (ongoing)</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Training Officer position added to the Unit to integrate training needs with Patrol Schedule availability.</li> <li>• Provide training as required by the Peace Officers Standards and Training Commission</li> <li>• Reduce employee injuries through training</li> <li>• Coordinate departmental wide training to reflect readiness, best practices and to stay in compliance with POST standards.</li> </ul>

Baseline Services	Description of Work/Service Deliverables
Response to outside agencies	<ul style="list-style-type: none"> <li>To prepare surveys; originate and respond to correspondence; draft replies to questionnaires and other outside inquiries.</li> </ul>

Special Projects	Description of Work/Service Deliverables
Crisis Intervention Team	<ul style="list-style-type: none"> <li>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 insurmountable challenges.</li> <li>Policy on use to be developed.</li> </ul>
Implement new shift recommendations	<ul style="list-style-type: none"> <li>Oversee the management of a new shift/deployment recommendation as contracted should it be accepted.</li> </ul>
Training	<ul style="list-style-type: none"> <li>Review the current training plan</li> <li>Devise a training plan for the upcoming year and beyond, if feasible</li> </ul>

**Support Services Division (61.7 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 10% reduction of Part One Crimes. The Division includes the following units:

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

**Fiscal Administration**

- 1 Public Safety Business Manager
- 1 Associate Management Analyst

Baseline Services	Description of Work/Service Deliverables
Support Service Division Administration	<ul style="list-style-type: none"> <li>Support and maintain the effectiveness and efficiency of the Police Department by responding to requests for materials and deficiencies in the department facility, providing dispatch services, developing and monitoring the department budget and providing for the exchange of meaningful information to individuals inside</li> </ul>

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
	<p>and outside the department and providing jail services.</p> <ul style="list-style-type: none"> <li>• Develop non-sworn employee training and career development plans.</li> </ul>
Develop and administer Department Budget	<ul style="list-style-type: none"> <li>• Direct the monitoring and approval of expenditures</li> <li>• Manage personnel and non-personnel expenditures to not exceed department budget</li> <li>• Maintain accurate timely financial statements of departmental expenditures</li> <li>• Forecast fiscal trends based on economic reports from Federal State and Local sources.</li> <li>• Identify grants and other alternate funding to support department plans and initiatives.</li> </ul>
Fleet and facility management	<ul style="list-style-type: none"> <li>• Coordinate fleet purchase and facility maintenance expenditures in conjunction with Public Works and Information Technology Departments.</li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Division Structure	<ul style="list-style-type: none"> <li>• Review job descriptions and task assignment throughout the Division for efficiency and work load distribution</li> </ul>
Contract Management process improvement	<ul style="list-style-type: none"> <li>• 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 2013</li> </ul>

### Records

- 1 Office Specialist Supervisor
- 2 Office Specialist III
- 4 Office Specialist II
- .7 Reserve Officer

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Records management	<ul style="list-style-type: none"> <li>• Maintain accurate processing and timely response to requests of all Berkeley Police Department reports, citations and supplemental information</li> <li>• Validate Uniform Crime Report data to ensure accuracy of all criminal activity reports</li> </ul>
Quality Assurance	<ul style="list-style-type: none"> <li>• Implement measures to ensure timely and accurate report entry in conjunction with FY13 budgeted staff reductions</li> </ul>
Public Records Act Requests	<ul style="list-style-type: none"> <li>• Respond in timely and complete manner</li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Implement New World	<ul style="list-style-type: none"> <li>• Due to New World project delay in full acceptance of Field</li> </ul>

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Systems False Alarm Module	<p>Reporting, False Alarms module installation is now scheduled in November 2012.</p> <ul style="list-style-type: none"> <li>• Training of multiple employees to operate False Alarm program.</li> </ul>

Communications:

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

<b>Baseline Services</b>	<b>Description of Work/Service Deliverables</b>
Provide emergency Police and Fire radio and telephone communications	<ul style="list-style-type: none"> <li>• Provide professional accurate and precise emergency communications to the public and to the public safety personnel</li> <li>• Manage personnel overtime expenditures while ensuring minimum staffing</li> <li>• Institute quality assurance procedures and streamline department processes</li> </ul>
<b>Special Projects</b>	<b>Description of Work/Service Deliverables</b>
Radio Systems	<ul style="list-style-type: none"> <li>• Coordinate with Public Works for installation and implementation of regional radio system by Fall 2012</li> <li>• Conduct radio use training for both Fire and Police staff by Fall 2012</li> </ul>
New medical dispatch protocol	<ul style="list-style-type: none"> <li>• Implement Emergency Medical Dispatch protocol upon conclusion of <u>contractual negotiation between COB and Alameda County Fire</u></li> </ul>
Training	<ul style="list-style-type: none"> <li>• Revise hiring and training program to improve retention of trainees and skill development of permanent staff.</li> </ul>
Develop strategic plan	<ul style="list-style-type: none"> <li>• Strategic plan development for Center including standards and expectation, policies and procedures and redefining job roles and responsibilities leading toward general order revision and operations manual for Communications Center. Standards and Expectations expected to be complete by December 2012 and Policies and Procedures to be completed by June 2013.</li> </ul>

Jail and Property and Evidence:

- 1 Sergeant
- 1 Police Officer
- 4 Community Service Officer Supervisors
- 12 Community Service Officers

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

Special Projects	Description of Work/Service Deliverables
Orders revision	<ul style="list-style-type: none"> <li>• While waiting for Lexipol implementation, revising General Orders regarding jail management.</li> </ul>
Implement audit findings	<ul style="list-style-type: none"> <li>• Integration of Property and Evidence audit findings in security management of property and evidence.</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Jail Training Program JTO- development of formal training program</li> </ul>
Manage personnel overtime expenditures to not exceed budgeted amounts	<ul style="list-style-type: none"> <li>• Refine staffing schedule to increase supervision and reduce overtime by January 2013.</li> </ul>

**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"> <li>• Provide efficient computer assisted dispatch and records management system for Fire and Police Departments</li> <li>• Complete installation and implementation of the Public Safety computer System by June 2013</li> <li>• Transfer management of PSTS project from Build Team to Communications systems Manager by June 2013</li> </ul>

Special Projects	Description of Work/Service Deliverables
Electronic ticketing for	<ul style="list-style-type: none"> <li>• In conjunction with Information Technology Department, explore</li> </ul>

sworn officers	implementation of an electronic (e-ticketing) citation solution for officers by Spring 2013.
NWS Aegis/Mobile 10 upgrade and refresher training for officers	<ul style="list-style-type: none"> <li>• NWS will deliver a significant upgrade to BPD requiring a 5 hour training class for officers to learn the changes to Aegis and Mobile, implement new report writing forms, and provide an RMS refresher training t by December 2012</li> </ul>





**PUBLIC WORKS DEPARTMENT  
(288.75 FTE)**



**Mission**

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

**Office of the Director (6 FTE)**

**Operations (137 FTE)**

**Engineering (33.75 FTE)**

**Solid Waste Management (89 FTE)**

**Transportation (13 FTE)**

**Fiscal & Administrative Services (10 FTE)**

**Commissions**

- Commission on Disability
- Public Works Commission
- Zero Waste Commission
- Transportation Commission

## **Department Overview**

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

Some significant objectives expected to be accomplished by the department during FY 2013 include: complete installation of a new Interoperable Public Safety Radio System, implement a new computerized work order management system for the sanitary sewer program, restructure Solid Waste operations to include 1-person collection vehicles on residential and commercial routes, complete reaccreditation with the American Public Works Association, establish new parts and inventory control system in equipment services, rehabilitate over 4 miles of sanitary sewer mains and laterals to reduce infiltration and eliminate sanitary sewer overflows, pave 5 miles of city streets, design a pilot project for permeable pavers, complete West Street pathway from Delaware Street to Ohlone Greenway, complete construction of paramedic quarters at Fire Station #5, implement I-80 integrated corridor mobility project, and complete design and implement construction of Data Center upgrades.

### **Office of the Director**

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

DIVISION TOTAL FTE: 6.00

#### **1. Commissions: Commission on Disability**

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

#### **2. Personnel Matters**

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

#### **3. Council Reports**

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

#### 4. Disability Support Services

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

#### 5. Administrative & Management Analytical Support

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

#### Operations & Analytical Support, and Special Projects

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
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	Manage internal PW review process and Citywide (Stellent) agenda review process for PW reports submitted to Council.
Audits	Manage PW audits for City Auditor and Department reports.
Web Content	Maintain and update public and internal web content for general PW information, Operations, Solid Waste Management & Recycling, and back-up for other divisions.
Work Plans & Planning	Facilitation and oversight for PW work plans and strategic planning.
American Public Works Association Accreditation	Manage APWA accreditation process, update and maintain data and materials, and liaison with APWA personnel.
Other	CalTrans billing for City (PW and PRW) work conducted on State roadways (Ashby Avenue, Ashby Connection to I-80, and San Pablo Avenue).

#### **Operations**

Provide management oversight to the City’s Public Works Operation and Maintenance Divisions including Operation Support, Environmental Compliance, Equipment Maintenance, Facility Maintenance, Streets and Sanitation. Operations is primarily responsible for maintaining the city’s existing infrastructure and providing support to other City Departments and Public Works Divisions including Engineering, Solid Waste,

Transportation and Property Management on an as -needed basis. Public Works will continue to review and modify our 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. Commissions: Community Environmental Advisory Commission (staff support)

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

2. Operations Support

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

<b><u>Baseline Services</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Customer Service	<ul style="list-style-type: none"> <li>• Intake &amp; 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.</li> <li>• 311: assist Customer Service/311 with information, supplies, materials, and training assigned staff; update Lagan cases; and draft/update, as needed, response times, procedures and scripts.</li> </ul>
Organizational Planning and Assistance	<ul style="list-style-type: none"> <li>• Provide support to supervisors and management, review and streamline records, processes, supply and inventories.</li> <li>• Assist managers and supervisors with writing and publishing various brochures, flyers, SOPs, organization charts and other work flow graphics.</li> </ul>
Data Entry	Work order generation and completion for Electrical and Radio, Equipment Maintenance, Traffic Maintenance, Meter Maintenance, Sewer Maintenance, Storm Maintenance, Construction Maintenance, Clean Cities, Street and Sidewalk Maintenance, CNG fuel usage.
Contract Management/RFPs/ Purchasing	Assist supervisors and management with RFP process, contract creation and management. Purchase supplies and materials.
Data Analysis & Graphic Reporting	Provide reports, data analysis, flow charts and organization charts as required for Council, City Manager, PW Management, Auditors, and outside agencies.

<b><u>Baseline Services</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Emergency Support & Preparation	Coordinate with Fire and Police for necessary emergency response to wet weather events, drills, and City events. Attend EOC coordination meetings and keep DOC up to date, equipped and operational; write and publish emergency plans for DOC and Corp Yard, including PW and PRW personnel. Conduct emergency drills.
Records Management and Retention	Includes training records, APWA documentation, work orders, DOT Physicals, personnel information. File all work orders for Streets, Traffic, Storm, Meters, Clean Cities, as needed, as well as personnel materials for work-related records.
Claims Support	Provide information to City Attorney on claims, including work order details, history, photographs or other necessary support documentation.
Safety Team	Facilitate Corporation Yard Safety Team meetings, including agendas and safety team minutes, and conduct follow-up for required inspections.
Open Government/ Public Records	Coordinate Public Records requests for PW Operations Divisions. Record and track in CRM software, and follow-up with assigned staff responding to requests
Medical Appointments	Schedule employee physical exams
PWWorks	Monitor inbox which receives about 200 emails per month, respond to public, staff and council requests and generate work order/s in FUND\$ to address issues, as needed; coordinate responses and provide follow up to close work orders; periodically organize, reconcile and purge requests. Generate cases in LAGAN as appropriate.

<b><u>Special Projects</u></b>	
Computerized Maintenance Mgt System (CMMS)	<ul style="list-style-type: none"> <li>• Link the existing HTE (FUND\$) work order system to GIS.</li> <li>• Select appropriate vendor for CMMS Software.</li> <li>• Prepare for implementation by analyzing business processes in the Sewer Division.</li> <li>• Implement CMMS for Sewers by 12/31/12</li> </ul>
APWA Re-Accreditation	Work with PW staff on Emergency and Safety chapters, and others as assigned by 9/30/12.

### 3. Environmental Compliance

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

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Spill Response	Assist Fire and Toxics with cleanup of hazardous material spills in public right of way.
Underground Storage Tank Compliance	<ul style="list-style-type: none"> <li>• Complete monthly Designated Operator inspections on all City-owned Underground Storage Tanks (UST).</li> <li>• Complete UST Monitoring Plans.</li> <li>• Insure tanks to meet financial assurance requirements.</li> </ul>
Contracts/RFPs	Manage and procure contracts for: biohazard clean up, environmental consulting, hazardous waste management, and UST maintenance.
Training	Provide required training to employees on: Universal Waste, Hazardous Materials Business Plans, Treated Wood, Designated Operator, Spill Prevention Control Countermeasures, Stormwater Protection, and ICS.
Internal Environmental Consulting	<ul style="list-style-type: none"> <li>• Assist Engineering with interpretation of analytical results of soil/water.</li> <li>• Assist with environmental compliance during construction and demolition of City projects, including procurement of temporary EPA Identification numbers.</li> </ul>
Stormwater Compliance	Compliance with NPDES (stormwater discharge) Permits, Stormwater Pollution Prevention Plan, Spill Prevention Control Countermeasures.
Stormwater Filter Maintenance	Service catch basin filters at Transfer Station, CCC, Corporation Yard and Public Safety Building.
Battery Recycling	Disposal of batteries generated throughout the City
Hazardous Material Disposal	Disposal of Illegally dumped hazardous material at the Transfer Station, Marina, on public rights-of-way, and City-generated hazardous materials.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
<b><u>Special Projects</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Spill Response Policy	Coordinate with different divisions to develop a comprehensive spill response policy.
APWA	Presentation to Northern California APWA Chapter on Sewer Program at the Annual Meeting November 7 & 8, 2012.
Generator Permitting	Assist Engineering in permitting emergency generators with the BAAQMD.
Stormwater Medallion Installation	Installation of “No Dumping Drains to Bay” stormwater medallions in highly visible areas of the City with volunteers.
Alternative Fuel & Technology	Research alternative fuels and technologies that will meet Equipment Maintenance’s fleet requirement and support the Climate Action Plan.

#### 4. Facilities Management

Maintain 900,000 square feet of public service facilities including fire stations, senior centers, public garages, and multi-story office buildings and warehouses.

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 134 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.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Building Maintenance	<ul style="list-style-type: none"> <li>• Preventive maintenance of City assets, including HVAC equipment, plumbing, electrical, elevator, and fire systems.</li> <li>• Emergency repair of systems and fixtures, including air-conditioning, clogged toilets, and office/file cabinet lock outs.</li> <li>• Install electrical outlets and new doors, build walls, and re-key offices.</li> </ul>

<u>Baseline</u>	<u>Scope of Work, Program/Service Deliverables</u>
Public Safety Building (PSB)	<ul style="list-style-type: none"> <li>• South wall water intrusion</li> <li>• South gate reinstallation</li> <li>• Replace Trap Primers</li> <li>• HVAC Software Upgrade <ul style="list-style-type: none"> <li>○ Incorporate new Metasys software as long term, scalable upgrade to City’s BMS (Building Management System).</li> <li>○ Existing computer that holds the Tracer/Summit software is showing signs of failure. IT does not have the software and to purchase the “outdated” upgrade will cost \$5,000 plus a replacement computer. Exploring options to migrate to a non-proprietary system</li> </ul> </li> </ul>
Civic Center Building (CCB)	<ul style="list-style-type: none"> <li>• Seal Windows</li> <li>• Replace Trap Primers</li> <li>• Install New &amp; Rebuild Countertops</li> <li>• Exhaust Fans on Roof top: Discovered exhaust fans are blowing into building, not exhausting building air as designed. <ul style="list-style-type: none"> <li>○ Grates to be installed for access and safety concerns.</li> </ul> </li> </ul>
Telegraph Channing Garage (TCG)	Clean, remodel & prepare for leasing
Swimming Pools	<ul style="list-style-type: none"> <li>• King Pool – Heater <ul style="list-style-type: none"> <li>○ Repairs were completed, investigating replacement equipment as old heater very old &amp; soon to be out of compliance</li> </ul> </li> <li>• Willard Pool Facility <ul style="list-style-type: none"> <li>○ Hot water boiler replacement for showers and bathrooms</li> </ul> </li> </ul>
Fire Stations	<ul style="list-style-type: none"> <li>• FS#4: Install Gas Line</li> <li>• FS#7: Paint (Fascia, mold, weathering)</li> </ul>
Health Services	<ul style="list-style-type: none"> <li>• 830 University <ul style="list-style-type: none"> <li>○ Bring HVAC into compliance</li> <li>○ Install sump pump in elevator pit</li> </ul> </li> <li>• Mental Health (MHLK) 2640 MLK <ul style="list-style-type: none"> <li>○ Repair Back Door</li> </ul> </li> </ul>
Senior Centers	<ul style="list-style-type: none"> <li>• North Berkeley Senior Center (NBSC) <ul style="list-style-type: none"> <li>○ Replace Roof</li> <li>○ Roof Repairs</li> </ul> </li> </ul>



<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
1947 Center Street Building	<ul style="list-style-type: none"> <li>• Working on RFP to replace Boiler. <ul style="list-style-type: none"> <li>○ Plan to remove existing abandoned steam boiler and use that space for the new hot water boiler</li> </ul> </li> <li>• Add Boiler Chemical</li> <li>• Install Sump Pump (in Elevator)</li> <li>• Cooling Tower: <ul style="list-style-type: none"> <li>○ Short term solution: replace motor and fans; slow the leaks when mechanical are replaced allowing time to budget for additional funding requirement. Continued from FY 2011.</li> <li>○ Plan: crane off the roof the old unit, crane up additional steel for altered support structure and pipe racks, crane up new unit, assemble new unit and required piping, install new variable frequency drive, cut over from old to new unit on weekend to have the least amount of impact.</li> </ul> </li> </ul>
Transfer Station	<ul style="list-style-type: none"> <li>• Remove/replace portion of Main entrance asphalt driveway <ul style="list-style-type: none"> <li>○ Replace induction loops.</li> </ul> </li> </ul>
Old City Hall	Shut down building for daily use, keep building “healthy” and maintain Council Chambers in working order.
Janitorial Services	<p>CCB, Corporation Yard, 830 University, AIRCO Building , and Transfer Station</p> <ul style="list-style-type: none"> <li>○ Day crew cleans facilities, stocks paper goods, and responds to emergency cleaning situations.</li> <li>○ Evening crew is responsible for the bulk of work, including clean, vacuum, and mop.</li> <li>○ Day porter responds to emergency calls within 1 hour.</li> </ul>
Electrical Maintenance	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Emergency repair: respond to light pole knock downs, traffic signal failure, induction loop failure, conduit breaks.</li> <li>• Repair ball field lighting systems, and Marina electrical repair.</li> <li>• Maintenance and repair of all electrical structures (includes lights, plugs, motors, fire alarms) for City buildings (all PW, Parks, Marina, PSB)</li> </ul>

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Radio & Telephone Communications	<ul style="list-style-type: none"> <li>• Install and maintain the City's 860 radios in PW, Parks, Police and Fire vehicles</li> <li>• Install and maintain Police and Fire lights, sirens, computer docks and all related cabling associated with each vehicle</li> <li>• Provide 24-hour response for communication system equipment (backbone) SCADA and fire ring down systems</li> <li>• Install, test and maintain microwave equipment for current City of Berkeley communications systems</li> <li>• Respond to telephone service requests for moves, new installs and repair of existing equipment.</li> <li>• Provide setup and maintenance for the City Council Chambers sound system during council meetings.</li> <li>• Provide equipment and setup audio systems for special events and ceremonies</li> </ul>

<b><u>Special Project</u></b>	
Public Safety Radio Communications	<ul style="list-style-type: none"> <li>• Assist in execution of an agreement between the City of Berkeley and the East Bay Regional Communications System Authority (EBRCSA) to provide system support and long term maintenance on their equipment</li> <li>• Work with outside agencies to test, calibrate and program new EBRCSA portable and mobile radios.</li> <li>• Test, calibrate and install new radios for EBRCSA system: Fire; Police; Public Works</li> </ul>
Customer Service Survey for Facilities Division	Provide feedback on services provided internally and externally
Electrical	Upgrade Street light in ground contacts to Tesco above ground utility boxes

#### 5. Property Management Services

Responsible for tenant management, lease negotiations, real property transactions, and space planning. Manage over 50 leases and license agreements where City is either the tenant (see Expenditure Leases, below) or the landlord in buildings, parking garages, shopping mall, and waterfront properties; updating and processing insurance

information, possessory interest tax, common area maintenance charges, and annual adjustments.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Expenditure Leases	Market search for viable properties, draft and track leases. Coordination with project managers.
Revenue Leases	Continue to advertise vacant spaces, screen applicants, process agreement, manage and service leases, manage tenant and related issues.
Telegraph Channing Shops	Manage 14 shops, lease terms, and tenant issues. Market any currently vacant shops: advertise, and screen applicants.
Center Street Garage	Manage retail shop lease.
Oxford Street Garage	Manage public lobby area.
1931 Center Street	Veteran's Building: license agreement of various nonprofit groups. Inspection of tenant spaces.
Property Maintenance	Coordinate non-routine maintenance, building issues and unscheduled repairs with building maintenance.
Building Security	<ul style="list-style-type: none"> <li>• Monitor and program building security system; issue pass cards, track alarms, coordinate with alarm company, and run reports.</li> <li>• Manage Universal Security Services (building personnel) contract.</li> </ul>
County Assessor	Notify Assessor of changes to property ownership, tax and lease information, and respond to notification of assessed value. Coordinate with staff in Finance Department and Assessor's Office to generate possessory interest tax information.
Property Inspections	Routine property inspections for all properties managed.
Lease/Property Inventory	Continue to update quarterly.

<b><u>Special Project</u></b>	
Property Dispositions	<ul style="list-style-type: none"> <li>• 1654 5<sup>th</sup> Street: obtaining appraisals, reports and survey.</li> <li>• 2<sup>nd</sup> Street Animal Shelter: complete sale of property.</li> </ul>

<b><u>Special Project</u></b>	
Deed Scanning	Continue researching and scanning deeds that don't have identified parcel numbers. Work with City Clerk's office to ensure that new deeds are properly labeled.
Building Protocols	Update began in 2011 and will be complete in FY 2013.
Asbestos Management	Will work with Health and Safety Coordinator to develop a comprehensive approach and determine funding sources for future surveys.

## 6. Equipment Maintenance

With facilities at both the Corporation Yard and Transfer Station, Equipment Maintenance staff manages and maintains the City's 662 fleet vehicles, heavy duty trucks and large equipment, including alternative fuel vehicles and equipment, acquisition and disposal of inventory, and monitor underground fuel tanks.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Preventive Maintenance	Perform almost 1,000 preventive maintenance services annually. Customers include Police, Fire Administration, ambulances, all PW Divisions, (except Refuse), Parks, Recreation & Waterfront, Housing, and Health Services.
Fleet Maintenance	General repairs, safety inspections, State of California Smog inspections, and re-fueling services for 583 fleet vehicles and equipment. Respond to emergency road service requests within 30 minutes.
Taxi Inspections	Provide annual safety inspections for 129 taxi cabs.
Transfer Station Services	Perform 251 preventive maintenance services annually. Principal customers are PW Solid Waste (Refuse), and Fire Department. Refuse trucks have a 95% availability rate.
Transfer Station Services	Heavy duty repairs, welding, fabrication, safety inspections, tire repairs, and re-fueling services for 79 heavy duty trucks and equipment.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Equipment Replacement	Work with user departments to develop vehicle and equipment specifications that incorporate vehicle and operator safety, ergonomics and efficiencies to select and acquire new vehicles and equipment to meet user needs.
Equipment Replacement	Ensure vehicles are properly titled and licensed before placed in service.
Equipment Replacement	Dispose of retired vehicles and update City inventory.

<b><u>Special Projects</u></b>	
Equipment Maintenance	Implement new Fund rates and billing program in FY 2013.
Equipment Replacement	8 refuse trucks.
Parts Inventory Management	Complete analysis and selection process for vendor to provide management of equipment/fleet maintenance parts inventory.
Customer Service Survey	Feedback on services provided internally and externally

## 7. Streets & Utilities

Maintain and repair City's 653 miles of streets, 500 miles of sanitary sewers, 78 miles of storm water system, and 300 miles of sidewalks and pathways. Other services include: street sweeping, hand sweeping, illegal dumping, graffiti abatement, traffic maintenance, paint street curbs and traffic signs, install, maintain, and collect revenues for approximately 2300 parking meters, provide coordination and traffic control for special events, and barricades for block parties.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Storm Drain Maintenance, Repair & Emergency Response	<ul style="list-style-type: none"> <li>• Cleaning of storm drain system; clean 100% of system at least once annually and areas in flood prone areas twice annually.</li> <li>• Service 6,000 inlets / outlets, junction boxes and catch basins removing.</li> <li>• Respond to flooding, mudslides and other related storm events.</li> <li>• Coordinate sandbag preparation and delivery to satellite</li> </ul>

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
	<p>distribution locations.</p> <ul style="list-style-type: none"> <li>• Sandbag flooded areas.</li> <li>• All Storm Day: coordinate with volunteers to prepare for winter rains.</li> <li>• Respond to claims.</li> </ul>
Sanitary Sewer Maintenance & Repair	<ul style="list-style-type: none"> <li>• Preventive inspection &amp;/or cleaning of over 387 miles of Sanitary Sewer mains and laterals over a 5-year cycle.</li> <li>• Provide 24-hour coverage for response to service calls.</li> <li>• Repair blockages and structural defects.</li> <li>• CCTV (camera) inspection of 5 miles of Sanitary Sewer System.</li> <li>• Emergency response to spills or other operational emergencies.</li> <li>• Respond to claims.</li> </ul>
Street Cleaning & Clean City Program	<ul style="list-style-type: none"> <li>• Scheduled mechanical street sweeping of 460 curb miles in commercial, industrial, and scheduled residential sweeping areas.</li> <li>• Commercial pressure washing of sidewalks.</li> <li>• Removal of around 4 tons of Illegal dumping.</li> <li>• Graffiti abatement on more than 1,200 utility poles, controller boxes, trash receptacles and street public furnishings per year.</li> <li>• Commercial hand sweeping and or mechanized sidewalk sweeping.</li> <li>• Remove and storage of unattended items.</li> <li>• Assistance to Police and Fire during street demonstrations and episodes of civil unrest.</li> </ul>
Sidewalk Repair & Maintenance	<ul style="list-style-type: none"> <li>• Make safe repairs of trip and fall hazards on sidewalks.</li> <li>• Replace damaged sidewalks at over 30 locations annually.</li> <li>• Install parking meter poles.</li> <li>• Respond to claims.</li> </ul>
Street Maintenance	<ul style="list-style-type: none"> <li>• Emergency pothole repair of 1,100 locations annually. <ul style="list-style-type: none"> <li>○ Shift in resources to Cut and plug asphalt repairs.</li> </ul> </li> <li>• Minor grinding and overlay asphalt repairs.</li> </ul>
Traffic Maintenance	<ul style="list-style-type: none"> <li>• Maintenance and repair of street and traffic signs, 470 repairs annually.</li> <li>• Paint street curbs (18-month cycle) and other traffic lines.</li> <li>• Coordination and traffic control for special events.</li> <li>• Barricade distribution for block parties.</li> <li>• Parking Meter Pole core drilling.</li> </ul>

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

<u>Special Project</u>	<u>Description</u>
Parking Meter Revenue Coin Counting	Purchase equipment and prepare procedures for counting of parking meter coins
Parking Meter Maintenance & Collection	Refit single-space Duncan meters with new IPS mechanisms. Installation of Magnometer units that detect used or vacant parking spaces at selected areas.
APWA	Prepare back-up documentation and update APWA practices as part of re-accreditation process.
Sidewalk Repair & Maintenance	Sidewalk grinding or shaving to remove trip hazards.
Streets, Utilities and Traffic Ops	Gather documentation and archive infrastructure inventory for better tracking of assets.
Street Maintenance	Complete crack sealing on street surfaces.

### **Engineering**

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

DIVISION TOTAL FTE: 33.75

#### 1. Commissions & Outside Agencies

- a. City Commissions: Public Works Commission.
- b. Agencies: Technical Committees and bodies, EPA, Regional Water Quality Control Board, Alameda Congestion Management Authority, MTA, Caltrans, other State agencies, and EBMUD, PG&E, AT&T, California Integrated Waste Management Board, APWA

## 2. Engineering, Projects & Administration

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

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

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

## 3. Sewer I/I Rehab & Construction

Rehabilitation of 4 miles of sewer mains and lower laterals throughout all subbasins in the City. This may be by repair or replacement, but is mostly done by the pipe bursting (pipe breaking) method. Main objectives are to reduce infiltration of storm runoff or ground water into sanitary sewer system to reduce wet weather peak flows so as to eliminate overflows and elicit discharges. Also: Private Sewer Lateral Program.

<b><u>Sewer Baseline Rehab Work</u></b>	
<b>Sewer Baseline Rehab Work carried over from 2011: 100% complete in FY 2013</b>	
Downtown Civic Center Phase 2 including Allston Way, Shattuck, others	Hopkins St., Marin Ave, Roble Rd
<b>Sewer Baseline Rehab Construction carried over from 2012: 100% complete in FY 2013</b>	
Buena Vista, Virginia	Addison Street (MLK to Curtis)
Woolsey, Regent	Cedar Street



<b><u>Sewer Baseline Rehab Work</u></b>	
Panoramic Way 1	Adeline Street, Alcatraz, Fairview Street
Ashby Avenue from 5 <sup>th</sup> to Adeline Street	Ashby Avenue (Interstate 80 to Sacramento)
Marina Pump Stations #5	Roble Road at City limit
5th Street – Address: 1406-1410	5th Street – Address: 1406-1410
9th Street – Address 2337-2339	9th Street – Address 2337-2339
<b>Sewer Baseline Rehab Construction carried over from 2012</b>	
<b><u>Baseline</u></b>	<b><u>Scope of Work, Deliverables</u></b>
Hillcrest	40% complete in FY 2013.
Sacramento, Woolsey	40% complete in FY 2013.
Forest Lane	30% complete in FY 2013.
Panoramic Way Phase 2	40% complete in FY 2013.
Panoramic Way Phase 3	30% complete in FY 2013.
Parker Street	30% complete in FY 2013.
Marina Pump Stations #2, #3, #4	30% complete in FY 2013.
Milvia Street – Address: 1236-1240	30% complete in FY 2013.
Bonita Avenue – 1500 block	30% complete in FY 2013.
<b>Sewer Baseline Rehab Construction for 2013</b>	
<b><u>Baseline</u></b>	<b><u>Scope of Work, Deliverables</u></b>
Potter Street – I80 to 9 <sup>th</sup> Street	70% complete in FY 2013.
Contra Costa, Capistrano area	30% complete in FY 2013.
Santa Barbara, Northhampton, Southhampton, San Luis, Indian Rock, Oxford	30% complete in FY 2013.
Union Pacific Railroad/3 <sup>rd</sup> Street	25% complete in FY 2013.

<b><u>Sewer Baseline Rehab Work</u></b>	
Walnut Street area	10% complete in FY 2013.
Dwight, Piedmont, Warring, Derby area	10% complete in FY 2013.
Manhole Rehab – Various locations	Ongoing

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

#### 4. Street Paving

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

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Street Rehab FY 2012 – various streets	Street Rehab 100% complete in FY 2013
Street Rehab FY 2013 – various streets	Street Rehab 40% complete in FY 2013

<b><u>Project</u></b>	<b><u>Scope of Work, Program/Service</u></b>
Permeable Paver Pilot Project	Design / Build pilot project for full width permeable paver project 100% complete in FY 2013

#### 5. Sidewalk Program

Conduct sidewalk repair based on either the Spiral Program, that progresses in a geometric pattern rotating out from Civic Center on a year-by-year basis until the entire city is covered, or the Emergency Program, consisting of “hot spots” throughout the City, which have a higher priority based on safety. During FY 2012 there is scheduled to be 62,000 SF of sidewalk replaced, along with construction of 80 ADA

compliant wheel chair ramps, 1,800 lineal feet of curbs and gutters, and additional pathway improvements.

<b><u>Baseline</u></b>	<b><u>Scope of Work / Program/Service</u></b>
Spiral Sidewalk FY 2012	100% complete in FY 2013
Pathways Improvement FY 2012	100% complete in FY 2013
ADA Curb Ramps FY 2012	100% complete in FY 2013
Responsive Sidewalk FY 2013	75% complete in FY 2013
Proactive Sidewalk FY 2013	75% complete in FY 2013
Pathways Improvement FY 2013	100% complete in FY 2013
ADA Curb Ramps FY 2013	75% complete in FY 2013

## 6. Transportation Projects

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

<b><u>Special Project</u></b>	<b><u>Scope of Work, Program/Service</u></b>
Russell Acton Bulb Out	100% complete in FY 2013
Bicycle Rack Installation	On-going Project
West Street Pathway – Delaware St to Virginia Street	100% complete in FY 2013
West Street Pathway – Virginia St to Ohlone Greenway	100% complete in FY 2013
West Street Pathway – University Avenue to Addison Street	100% complete in FY 2013

## 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.

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

<u>Special Project</u>	<u>Scope of Work / Deliverables</u>
Hydrographic Survey	On-going Project
West Berkeley CIP Projects	15% complete in FY 2012
Aquatic Park Streetscape Projects: Maintenance & Improvements	100% complete in FY 2013

#### 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.

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

<u>Storm Water Baseline Program: FY 2013</u>	
<u>Special Project</u>	<u>Scope of Work / 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

<b><u>Storm Water Baseline Program: FY 2013</u></b>	
<b><u>Special Project</u></b>	<b><u>Scope of Work / Deliverables</u></b>
Stormwater, groundwater, & Creek Related investigation and follow up and Check Streets and Sanitary Sewer Drawings	Respond to stormwater, groundwater, and Creek related calls investigating complaints and follow up and check streets, curb ramps, and sanitary sewer drawings for stormwater and Creek related issues
Watershed Management Plan	Version 1.0 100% complete.
1100 Sutter	Creek Culvert Repair- obtain outside agencies permits; bid, and complete construction of project.
2832 Fulton	Design only
6 <sup>th</sup> /Hearst	Cross Drain Replace Design & Construction
Russell/Ellsworth	Valley Gutter - Design only
1066 Cragmont	Street Regrade - Design only
Baker/Alcatraz, and Idaho/Alcatraz	Construction of Bulb-Outs & Valley Gutters Construction
Second Street Berm & Codornices Creek	Coordination, Planning and Design of the Second Street Berm

#### 9. Building & Facilities Projects

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

<b><u>Special Projects: Building &amp; Facilities Projects in FY 2013</u></b>	
Animal Shelter Construction	Complete Construction & Project closeout.

<b><u>Special Projects: Building &amp; Facilities Projects in FY 2013</u></b>	
CCB & PSB Data Centers Upgrades	Complete Design and Construction of Data Center upgrades for the CCB and PSB
SBSC Fire Alarm Systems Upgrade & ADA	100 % complete
EPA Stipulated Order (SO) Reporting	Assist Sewer Group with the inflow and infiltration requirements and reporting per the EPA's SO
2640 MLK Grant Project	Planning, Hiring Outside Consultant, design, permits and bidding of project.
Drill Tower Repair	Structural Design of Fire Escape Seismic Retrofit
Ratcliff Building Renovation	100 % complete
2640 MLK Roofing Project	
Quonset Hut Foam Roof	Planning, Design, and Construction of Foam Roof over the Quonset Hut at the Corp. Yard
Streets Storage Building Foam Roof	Planning, Design, and Construction as pilot for Foam Roofs at other facilities
Fire Station No.1	Complete Construction
Fire Station No. 5 – Paramedic Quarters	Construction Complete in 2013
PC Scale Project	Complete Construction
Transfer Station Green Waste Drainage	Complete Construction
Flare Station Replacement	Complete Design and prepare Project Manual with Bidding and award in the fourth quarter for construction in FY 2014.
FEMA Grant for James Kenney Rec Center	\$737,500 Grant from FEMA for Hazardous Mitigation of qualified Berkeley project

<b><u>Special Projects: Building &amp; Facilities Projects in FY 2013</u></b>	
WBSC Fire Alarm System Upgrade	Complete Construction of Fire Alarm System Upgrades
Council Chambers	Scope to be determined

10. Sanitary Sewer & Clean Water Regulatory Enforcement

<b><u>Special Projects: Scope of Work &amp; Deliverables</u></b>	
SO/AO Compliance	<p>Program, Planning, Implementing, Monitoring, Reporting</p> <ol style="list-style-type: none"> <li>1. Asset Management Plan (AMIP) A written plan on how the City manages its sanitary sewer collection system in compliance with the SO</li> <li>2. Private sewer lateral (PSL): Program application processing, inspection review, compliance certificate issuance, tracking and enforcement (ongoing) Lower lateral inspections triggered by PSL inspections</li> <li>3. Sub Basin Flow Monitoring/I&amp;I Assessment Subbasin I/I assessment</li> <li>4. Inflow identification &amp; reduction : Identification if I/I and disconnection of sources, tracking, and enforcement (program to be initiated Dec. 2011)</li> <li>5. Sewer Cleaning and Inspection Program Tracking of sewer pipe cleaning, root control, and inspection activities and condition assessment</li> <li>6. Sewer rehabilitation and replacement</li> <li>7. Annual Sewer Overflow Reporting</li> </ol>
EBMUD Stipulated Order (SO) Compliance	<p>Program, Planning, Monitoring, Reporting</p> <ul style="list-style-type: none"> <li>• Participate in the Joint Consent Decree Negotiations</li> <li>• Participation in TAB and other coordination meetings with EBMUD Participation in EBCSAC and other coordination meetings.</li> </ul>
NPDES Permits & Renewals (on-going)	<p>Program, Planning, Monitoring, Reporting</p>
Hydraulic Modeling (on-going)	<p>Program, Planning, Monitoring, Reporting:</p> <ul style="list-style-type: none"> <li>• Capacity Assessment Report: draft report</li> <li>• Hydraulic model viewer software training for staff (to be initiated First Qtr.. 2012)</li> </ul>
Sanitary Sewer Mgt. Plan (on-going)	<p>Program, Planning, Monitoring, Reporting</p> <ul style="list-style-type: none"> <li>• Initial Plan completed and certified</li> <li>• SSMP annual audits</li> </ul>

<b><u>Special Projects: Scope of Work &amp; Deliverables</u></b>	
	<ul style="list-style-type: none"> <li>• SSMP update (ongoing, in conjunction with SO compliance activities and potential revisions to State SSS WDR in 2012)</li> </ul>
On-call Sewer and Storm System Inspection (CCTV) Program,	Program, Planning, Monitoring, Reporting: Specification No 06-10113 - C, PROJECT CODE: 830-5213-432 3038 \$450,000
PSL – Private Sewer Lateral Program	Private sewer lateral (PSL) program application processing, inspection review, compliance certificate issuance, tracking and enforcement (ongoing

### **Solid Waste Management**

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

DIVISION TOTAL FTE: 89.00

#### 1. Commissions & Outside Agencies

City Commissions: Zero Waste Commission

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

#### 2. Collection Services

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

#### 3. Transfer Station

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

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

#### 4. Recycling Program



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

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

<b><u>Special Projects</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Solid Waste Management and Operations	Review and propose new refuse rates, and restructure solid waste operations to include 1-person collection vehicles, all to be implemented in FY 2013.
Signage at Solid Waste	Design and purchase signs for recyclables at the Transfer Station including Treated Wood Waste, Metal, Carpet Padding, Cardboard.

<b><u>Special Projects</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Event Policy and Support	Establish policies and procedures, along with rates and required staffing, to support 50-80 events requesting waste/diversion services each year.
Scale House Software Upgrade	Complete installation, training, and implementation of new computer software (PC Scale) ( <i>continued from FY 2011</i> ).
APWA	Complete APWA re-accreditation updates by 09/30/12.
Create Monthly Route Reports System	Design report format to be automatically produced each month for route management and cost controls.
Increase Landfill Diversion to Sorting Facility for Recycling	Send select loads of refuse from the Transfer Station to a secondary sorting facility for maximum diversion. Review additional costs with vendor.
Research Option to Offer Special Pricing for High-Volume Customers at Transfer Station.	The Transfer Station has 100 tons per day capacity for additional disposal available. Offer large-volume customers reduced pricing to benefit City by increased volume and revenue.
Create monthly customer "Miss" report	Report would identify, by route, the # of customers that reported a miss in their collection
New Trucks	Spec-out additional new truck fleet and place order for procurement.

### **Transportation**

Develop and implement City transportation plans and policies, including bike and pedestrian planning, transit, and transportation demand management; provide traffic engineering design and operation services, including development review, traffic calming, 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. Also, respond to public and Council requests to address traffic and transportation related concerns throughout the City.

Staff continues to deliver multi-year grant funded projects, including over \$6 million of projects under the umbrella of the Berkeley Transportation Action Plan, which focuses on improving access to the downtown and other commercial areas of Berkeley by various modes of transportation. Specific objectives include improving transit station

infrastructure and access; reducing both emissions and vehicle miles traveled; improving parking availability, convenience and driver satisfaction; and enhancing parking enforcement. General fund reductions have necessitated capping the number of traffic calming applications to be processed this year, required staff to charge for review of utility traffic control plans and other internal services, and reduction capacity for timely response to traffic related requests from the public.

DIVISION TOTAL (career) FTE: 13.00

1. Commissions & Outside Agencies

- a. City Commissions: Transportation Commission and subcommittees on Bikes, Pedestrians, Transit, Parking 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.

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

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Meetings	Transportation Commission, Regional Agencies, staff meetings, training.

<b><u>Special Project</u></b>	
WETA Ferry Terminal	Monitor conditions of approval for project as WETA submits information. Work in progress; reviewing plans for parking, bay trail connection, and traffic mitigation.
Quiet Zone	Explore funding and liability issues for quiet zone. No funding currently identified, staff continuing to monitor opportunities.
Lagan Implementation	Continue transition to Lagan for tracking of work requests by public, Council, and other agencies.

### 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.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Commuter Checks	Administer the commuter check program.
City Car Share Fleet Management Program	Manage contract and provide information to employees using CarShare fleet vehicles
Easy Pass Management	Distribute 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 grant applications to fund projects or programs called for by City policies.
On-Call Transportation Contract Management	Manage On-Call consultants

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Bike Parking	Review requests for public bike racks and program to install, as needed. Administer contract with BART to manage Downtown Bike Station.
Bike Map Update and Purchase	Update, print, and distribute street map of City and surroundings showing all bike facilities, significant roadway slopes, and street barricades
Bike Fleet	Administer test for users and manage maintenance contract.
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.

<b><u>Special Project</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
AC Transit special project monitoring	Follow up and tracking of AC transit special projects. Trunk Line Improvement project in FY 2013 and FY 2014.
Land Use Planning and Zoning Code	Work with Planning and Development Dept. on General and Area Plan Development and Zoning Code amendments.
West Berkeley Plan & possible TSF	Support Planning Department analysis of a possible transportation services fee for West Berkeley.
Complete Streets Policy	Develop Complete streets policy per SB375 and Ped Plan.
Bike Plan Update	Begin process to update Bike Plan to maintain eligibility for funding; pending results of application for grant funding submitted in FY 2012.
Ohlone Greenway (BART seismic work)	Improve path and landscaping after seismic retrofit work; Berkeley section of BART system-wide work scheduled potentially to end in FY 2013.
BART Plaza PS&E	Work with BART on PS&E phase of BART Plaza using TLC Grant funds; seek One Bay Area grant or other funds to complete design and construction.
Safe Routes to School Projects	Complete design of remaining SR2S 2009 Grant projects; complete construction in summer 2013.
Safe Routes to Transit	Design and construct SR2T grant for Solano Avenue and Shattuck Avenue projects in FY 2013.
Oxford & Berkeley Way curb extension	Shorten pedestrian crossing of Oxford with curb extension with participation from Helios project and UC LRDP mitigation funds.

<b><u>Special Project</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Hearst Avenue Corridor Improvements Design	Develop conceptual design to implement Bicycle and Pedestrian Plan, enhancing pedestrian and bicycle safety and mobility on Hearst Avenue east of Oxford. Funded by UC LRDP.
West Street Pathway	Complete Construction of West Street bike and pedestrian Path from Addison to University and Virginia to Ohlone Greenway.
Center Street Garage Replacement	Continues in FY 2013: Review demand projections and financing options for replacement of garage. Potential shifts in demand between garages and streets to be established during implementation phase of Value Pricing and Climate Initiative Grants.
UC LRDP TDM Mitigations	Continue delivery of first batch of projects and develop plans for next five years Long Range Development Plan TDM Mitigation projects.
Bike Boulevard Implementation Phase II	This is long-term, potentially into FY 2015: Identify projects with opportunity to Improve bike boulevard crossings of arterials.
Value Pricing Grant Project	Joint 3-year project with UC began in FY 2012 with negotiation of detailed project scope and obligation of funds; continues into FY 2014: upgrade of some parking meters and sensors, dynamic signs on garages, real-time parking information to 511, parking pricing.
Climate Initiative Grant Project	Multi-year project planning began in FY 2011 and continues into FY 2013: upgrade of some parking meters, enhancement of RPP enforcement efforts, addition of new CarShare locations and modifications to parking pricing in some commercial districts.
Countywide Bike & Ped Plans	Participate in development of Alameda County Bicycle and Pedestrian Plan Updates.

#### 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.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
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 utility company traffic control plans .
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 plans for the operation of traffic signals including signal timing, phasing, and coordination.
Blue Zone & Institutional Parking Permits	Review requests for on-street blue curb.
Traffic plans, Mapping, GIS	Maintain records of traffic and transportation data citywide. Update traffic count data maps. Record traffic plans for recurring events.
Streets Signs & Striping Plans	Prepare striping plans for annual pavement marking maintenance and striping projects. Oversee striping contractor and drafting consultant.
W Berkeley Traffic Model	Use & maintain traffic model for development projects

<b><u>Special Projects</u></b>	
4 <sup>th</sup> Bore Traffic Mitigation	Continue design and implementation of prioritized project list with Caltrans and neighborhoods.
I-80 ICM (Integrated Corridor Mobility) Project	Work on with ACTC and other Cities on operation plans and physical implementation of project on I-80/San Pablo corridor.
700 University Mitigation Implementation	Plan data collection for optimization of 6 <sup>th</sup> /University signal. Prepare task order to On-Call consultant for initial design of 4 <sup>th</sup> /Hearst signal.

The Alameda Road Diet	Develop consensus for road diet or other restriping of The Alameda. Final design and implementation in FY 2013.
I-80/Gilman Project PSR	FY 2013: Work with ACTC to prepare interchange PSR. Concept Approval Report (CAR) and PSR; start delayed by Governor Executive Order suspending statewide non SHOPP PID program in Caltrans. Project kickoff with Caltrans occurred April 3, 2012
Derby Farmers Market relocation to Adeline	Implement traffic control plans for relocation of Farmers Market from Derby to Adeline.
West Campus Traffic Study	Council request to review traffic issues associated with BUSD West Campus.
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 by December 2012.
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.
7 <sup>th</sup> and Anthony Pedestrian Beacons	Seek Council authorization to accept and use donation of private funds for installation of a pedestrian beacon for crossing of 7 <sup>th</sup> Street at Anthony.

#### 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.

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
On-Street Parking	Establish policies and ordinances governing operation of on-street parking meters. Plan for deployment, purchase, programming, and maintenance of single space and multi-space meters. Develop pricing and time limit policies.
Off -Street Parking	Implement contract with new garage operator. Manage garages and off street lots. Plan equipment purchase and maintenance. Develop policies for pricing, validations, special events, and promotions.
Garage Operator Contract Monitoring	Direction and oversight of contracted operator. Meet regularly with operator to resolve issues and Review financial data.



<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Process Traffic Mtce Work Orders	Process work orders issued to Traffic Maintenance staff.
Meter Upgrade and Maintenance	Identify meter maintenance and upgrade needs to support new and existing parking meter programs.

<b><u>Special Project</u></b>	
Telegraph Parking Meter Ordinance	Evaluation to update meter ordinance to recommend new areas to Council.
Motorcycle Parking & Metering	Plan more motorcycle parking and evaluate meter options, and recommend to Council in FY 2013.

**Fiscal & Administrative Services**

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

DIVISION TOTAL FTE: 10.00

**6. Budget & Fiscal Management**

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

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Budget & Fund Management	<p>Forecast, oversee and monitor 17 assessment, enterprise, internal service, and governmental agency funds, and 36 special project funds totaling \$109 million across 8 divisions, including:</p> <ul style="list-style-type: none"> <li>• Review and analyze trends and prepare quarterly revenue and expenditure projections in 5-year forecasts for 17 funds, totaling \$98M.</li> <li>• Monitor PW managed project expenses in 36 grant, bond, and other funds.</li> <li>• Work with divisions to develop project budget, and monitor and report expenditures to grantors and governmental agencies for PW \$27M Capital Improvement Program for fiscal compliance.</li> <li>• Report on Capital Improvement Program expenditures.</li> <li>• Prepare ad hoc financial reports for City commissions and the City Manager's Office.</li> <li>• Approve all expenditure and revenue changes.</li> <li>• Coordinate the fiscal year-end closing process.</li> </ul>
Annual Appropriations Ordinance 1 (AAO1): annual process updated each year	<ul style="list-style-type: none"> <li>• Review and analyze previous fiscal year's unencumbered project and fund balances for AAO 1 for 25 continuing capital projects to determine if funding can be carried over to or appropriated in the current fiscal year.</li> <li>• Analyze fund balances and submit new appropriation requests for new and continuing capital projects for 2<sup>nd</sup> adjustment to the AAO.</li> </ul>
Policy & Procedural Implementation	Communicate budget policies, procedures and outcomes to Division Managers, Supervisors, Project Managers and other staff.

<b><u>Special Projects</u></b>	
FY 2014 & FY 2015 Biennial Budget Development	Plan, develop & submit the FY 2014 & 2015 PW Department Budget.
Internal Services Fees: Fleet	Work with Equipment Maintenance Division to revise and or update internal service rates equipment replacement and maintenance.

Internal Services Fees: Facilities	Work with Facilities Division to revise and or update internal service rates for facilities maintenance.
APWA Reaccreditation	Review, update and add procedures as required for APWA re-accreditation.
Document All Payroll & Purchasing Procedures	Develop written procedures for department's division payrolls and purchasing procedures.

## 7. 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.

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

<b><u>Baseline</u></b>	<b><u>Scope of Work, Program/Service Deliverables</u></b>
Contracts Management	Contracts are baseline activity.

#### 8. 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.

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

#### 9. Purchasing, Payroll & Accounting Services

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

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

Baseline	Scope of Work, Program/Service Deliverables
	<p>compensation rates.</p> <ul style="list-style-type: none"> <li>• Work with managers and supervisors to research retroactive wage and accrual adjustments and prepare required reports for approval, submit to Payroll Audit.</li> <li>• Prepare personnel requisitions for all new hires and promotions.</li> <li>• Create and maintain departmental employee files.</li> <li>• Orient newly hired hourly employees and employees moving from temporary to career status.</li> </ul>
Manage Departmental Purchasing Process	<ul style="list-style-type: none"> <li>• Determine correct expenditure account, create and monitor blanket and 1-time purchase orders.</li> <li>• Order office supplies.</li> <li>• Reconcile statements and receive goods/services online.</li> <li>• Process budget modifications needed to complete requisitions for divisions' 1-time purchase orders.</li> <li>• Work closely with Finance General Services, Accounts Payable and Accounting divisions, and meet deadlines for the purchasing process.</li> </ul>
Monitor Billing and Revenue	<p>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.</p>



## CITY OF BERKELEY BOARDS AND COMMISSIONS

<b>Boards and Commissions</b>	<b>Department</b>
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