

BUDGET RESPONSE REPORTS

FY 2021-22



FY 2021-22
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CITY OF REDONDO BEACH

PROPOSED BUDGET RESPONSE REPORTS

FY 2021-22 PROPOSED BUDGET

The following is a list of questions raised regarding the FY 2021-22 Proposed Budget. The corresponding answer to each of these questions (the “Budget Response Report”) follows in the sequence reflected.

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CITY OF REDONDO BEACH

Budget Response Report #1

June 1, 2021

Question:

What corrections/adjustments need to be made to the FY 2021-22 Proposed Budget document for inclusion in the Adopted Budget?

Response:

Corrections/adjustments that need to be made to the FY 2021-22 Proposed Budget document are listed below.

- ⇒ In the City Manager's Message, the discussion regarding pension obligation bonds incorrectly states that the City's Unfunded Accrued Liability (UAL) payment is roughly \$115.0. The correct amount is \$15.0 million. Below is the corrected paragraph.

Pension Obligation Bonds – The City is in the process of preparing a bond issue to refinance its CalPERS pension obligation debt. The refinancing is expected to save millions of dollars in long-term costs and will significantly reduce the City's annual debt service payments. In FY 2021-22 the refinancing will also allow for the reimbursement of some, or all, of the City's roughly \$15.0 million Unfunded Accrued Liability (UAL) payment due to CalPERS in July. Staff is recommending that \$2.5 million (\$2.0 million General Fund and \$0.5 million other funds) of the 2021 UAL payment be reimbursed to the City as part of the bond issue. This anticipated reimbursement will be helpful in balancing the City's short-term budget deficit as described in Decision Package #57.

- ⇒ Decision Package #3 incorrectly requested an appropriation of \$75,000. The correct amount is \$70,000. Below is the corrected paragraph. Additionally, attached is the revised City Manager Recommended FY 2021-22 Decision Packages for City Council Approval Summary.

Decision Package #3. Banking Services Cost Increase. Banking services have seen both higher costs and increased usage. In this current low interest rate environment, the City's earnings credit rate has dropped thereby reducing the offset to our banking services costs. Additionally, credit card payments have increased dramatically during the pandemic-related closure of City Hall. It is anticipated that this trend will continue into the future as residents and other customers have become accustomed to the online services provided by the City. Recommended is an ongoing General Fund appropriation of \$70,000.

⇒ Decision Package #56 uses a rounded amount of Federal COVID Recover Funds to be accepted and incorrectly states the amount to be used in FY 2021-22 is \$4.8 million (instead of the correct amount of \$3.4 million). To reflect the exact amount of funding and the correct amount for FY 2021-22, below is the corrected paragraph. Additionally, attached is the revised City Manager Recommended FY 2021-22 Decision Packages for City Council Approval Summary.

Decision Package #56. Use of Federal COVID Recovery Funds. In early 2021 the Federal Government approved a Stimulus Bill that included Coronavirus State and Local Fiscal Recovery Funds that can be used to offset municipal government revenue losses as a result of the COVID pandemic and to pay for certain City services. The City of Redondo Beach is expected to receive approximately \$6.8 million in recovery funds (\$3.4 million in FY 2020-21 and \$3.4 million in FY 2021-22). Authorization is requested to apply \$2.4 million of the funds to FY 2020-21 expenses in the General Fund, \$1.0 million to FY 2020-21 expenses in the Harbor Uplands Fund, and \$3.4 million to FY 2021-22 expenses in the General Fund to offset lost City revenues. Recommended is a one-time acceptance of COVID Recovery Funds to the General Fund totaling \$5,801,080 and \$1,000,000 to the Harbor Uplands Fund.

**City Manager Recommended
FY 2021-22 Decision Packages for City Council Approval
Summary**

	General Fund		Other Funds
	One-Time	Ongoing	
1. City Clerk's Office Contract Services Cost Increase	-	11,000	-
2. City Insurance (Risk Pool) Premium Increases	-	-	710,000
3. Banking Services Cost Increase	-	70,000	-
4. Animal Licensing Services	-	-	-
5. Police Department Uniforms and Protective Equipment	-	30,000	-
6. Reinstatement of Police Department Maintenance and Operations Budget Reductions	-	59,000	-
7. Everbridge Multi-Jurisdictional Notification System	-	-	29,140
8. Emergency Medical Supplies	30,000	-	-
9. Fire Department Electronic Platforms Service Agreements	-	55,000	-
10. Increased Water Costs	-	100,000	-
11. Increased Southern California Edison Street Lighting Costs	-	100,000	-
12. Grid 3 Tree Trimming	262,818	-	-
13. SCBA/Medical Oxygen Program	-	20,000	-
14. Fire Equipment Testing and Certification	-	10,000	-
15. Refuse Rate Adjustment	-	-	-
16. Fleet Maintenance and Operations	-	-	55,000
17. Transit Center Facilities Services	-	-	217,000
18. Paramedic Specialized Training	-	15,000	-
19. Jail Services for the City of Palos Verdes Estates	-	(29,000)	-
20. Engineering Fee Increase	-	(23,000)	-
21. Police Department Harbor Enterprise Budget Reduction	-	-	(91,782)
22. Public Works Department Harbor Enterprise Budget Reduction	-	-	(246,714)
23. Waterfront and Economic Development Department Contract Services Reduction	-	-	(150,000)
24. Department of Boating and Waterways (DBAW) Loan Elimination	-	-	(415,833)
25. Enhanced Response to Homelessness	40,000	421,426	-
26. AutoPulse Resuscitation System	60,000	-	-
27. Emergency Medical Dispatcher (EMD) Training	12,000	-	-
28. Code Enforcement Personnel Transfer to the Police Department	-	-	-
29. Community Services Department Senior Management Analyst Position	-	79,000	79,000
30. Information Technology Staffing and Resources Study	-	-	65,000
31. Human Resources Analyst Position	-	78,000	78,000
32. Fire Department Administrative Support Staff	100,000	67,320	(30,120)
33. Irrigation Technician to Public Services Leadworker	-	6,000	-
34. Storm Drain Catch Basin Maintenance Contract	-	-	50,000
35. Cost Allocation Processing Services	-	8,000	-
36. Legal Services for Powerplant Property Matters	-	-	709,400
37. Human Resources Department Consulting Services	45,000	-	-
38. Election Preparation Services	50,000	-	-
39. Information Technology Equipment Replacement	-	-	392,695
40. Other Post-Employment Benefit (OPEB) Actuarial Valuation	30,000	-	-
41. Outsourced Supplemental Crossing Guard Services	57,823	-	-
42. Police Technology Service Contracts	142,670	-	-
43. Parking Meter Replacement/Installation	167,785	53,144	-
44. Fire Equipment	70,000	-	-
45. Fire Training Operations	59,000	-	-
46. AED/CPR Instructor Cadre	5,000	-	-
47. Fire Specialized Training	30,000	-	-
48. Library Materials	50,000	-	-
49. Transit Vehicle Purchase	-	-	537,000
50. Transit Infrastructure Study	-	-	100,000
51. Transit Zero Emission Bus Rollout Plan	-	-	100,000
52. Transit Planning Study - Operational Analysis	-	-	100,000
53. King Harbor Amenities Plan Preparation	-	-	300,000
54. Concept Plan for Seaside Lagoon	-	-	50,000
55. Vehicle Replacement Purchases	-	-	1,406,547
56. Use of Federal COVID Recovery Funds	(5,801,080)	-	(1,000,000)
57. Use of Bond Issue Proceeds for Reimbursement of 2021 CalPERS UAL Payment	(2,020,000)	-	(430,000)
Decision Package Totals	(6,608,984)	1,130,890	2,614,333
Deficit Ending Balance (After 8.33% "Minimum Contingency Reserve")	-	5,477,225	(32,419,829)
Revenues Under Expenditures if All Decision Packages Recommended/Adopted	(6,608,984)	6,608,115	(29,805,496)

CITY OF REDONDO BEACH

Budget Response Report #2

June 1, 2021

Question:

What is the status of:

- A) Installing lighting at the beach access walkways at Sapphire Street, Topaz Street and Knob Hill Avenue, and*
- B) Replacing the existing lighting along the upper beachfront pedestrian walkway between Veterans Park and Knob Hill Avenue?*

Response:

Funding in the amount of \$300,000 is proposed in the Capital Improvement Program for a combined project to address both of these areas.

Beach Access Walkways at Sapphire Street, Topaz Street and Knob Hill Avenue

The three walkways, which are located between apartment/condominium buildings, provide public access to the beach from Esplanade. The walkways, which range from 125 to 150 feet in length, currently do not have lighting and can be quite dark during the evening and early mornings.

A project to install lighting would include:

- Installation of six light fixtures and poles on each walkway
- Installation of concrete foundations for each light and pole
- Installation of underground electrical conduit to each pole from Esplanade
- Project design

A rough cost estimate is \$5,000 per light plus a 20% contingency for a total of roughly \$100,000.

Staff explored using solar-powered lighting with a local vendor, but concluded it was not feasible due to the lack of available sunlight between the adjacent tall buildings.

Beachfront Pedestrian Walkway between Veterans Park and Knob Hill Avenue

The beachfront pedestrian walkway located west of the Esplanade properties between Veterans Park and Knob Hill Avenue contains lighting that has reached the end of its useful life and needs to be replaced. A project to replace the 35 lights would include the following:

- New solar light fixtures
- New poles
- Replacement of the light pole foundations
- Project design, installation and inspection

The estimated cost to implement the replacement project is approximately \$200,000, including a 20% contingency.

CITY OF REDONDO BEACH

Budget Response Report #3

June 1, 2021

Question:

What City vehicles and equipment are scheduled for replacement by the Public Works Department in the 2021-22 Fiscal Year, what makes up the large fund balance of the Vehicle Replacement Fund, and what modifications to allocations are recommended as part of the FY 2021-22 budget?

Response:

The Vehicle Replacement Fund (VRF) was established by the City during the 1983-84 Fiscal year. It is a best management practice tool that allows the City to efficiently replace vehicles and equipment. The purpose of the Vehicle and Heavy Equipment Replacement Program is to evaluate, maintain, and replace vehicles and equipment on a schedule that optimizes their usefulness, avoids major repairs and periods of downtime, and captures ongoing technological improvements in vehicle safety, efficiency, and performance. Most Redondo Beach vehicles historically have been replaced every 4 to 12 years, depending on their type and function, at an aggregate cost of between \$600,000 and \$1,500,000 each year.

This year staff is recommending, via Decision Package #55, that sixteen vehicles/equipment be replaced at a total cost to the Vehicle Replacement Fund of \$1,406,547. The vehicles/equipment proposed for replacement are used for Police Patrol, Fire operations, Community Development, Harbor Division, and City generators for buildings and sewer pump stations. All sixteen vehicles/equipment were part of thirty vehicles initially scheduled for replacement in FY 2019-20. However, the replacement of these vehicles was deferred due to the approved extension of most vehicles/equipment via decision package #25 in the FY 2019-20 Budget. Furthermore, with the approval of Decision Package #21 in the FY 2020-21 Adopted Budget, these particular vehicles/equipment were deferred for purchase until FY 2021-22.

VRF Funding Structure

With regards to the funding structure of the VRF, the total cost to the Fund is comprised of multiple funding sources including the General Fund, Sewer Fund, Building Occupancy Fund, Harbor Fund, Vehicle Replacement Fund, among other sources. Each vehicle is assigned for a specific use and charged against the appropriate fund using the approved

replacement formulas. There are two main components of the VRF, which are the maintenance and operations component and the vehicle replacement component.

With regards to the maintenance and operations component of the fund, each department is charged based on the fuel consumption and labor costs associated with vehicles assigned to the respective departments. The funding mechanism used for the replacement of the vehicles/equipment is through a depreciation formula. First, the replacement value is calculated by taking the purchase price of the vehicle, multiplying it by a 3% compounding rate to account for inflation, and then aggregating that compounding amount over the life cycle of the vehicle/equipment. The replacement value is then evenly divided for the duration of the life span of the vehicle/ equipment to calculate the annual amount. Below is a simplified example of the calculation for the vehicle replacement component.

Vehicle	Purchase Price	Life Span	Replacement Value (3% compounding rate)	Annual Cost for 13 years
Administrative Sedan	\$ 50,000	13	\$ 73,866	\$ 5,682

Fund Balance

In the proposed FY 2021-22 Budget the expected beginning fund balance of the VRF is \$7.26 million prior to any decision packages being approved. It's important to note that the funding for the VRF is comprised of multiple parts including the vehicle replacement/acquisition, vehicle maintenance and operation, sale of fuel, and other miscellaneous revenue. The expenditures of the VRF also are comprised of multiple items including, personnel, maintenance and operations, internal service fund, and overhead. Therefore, depending on the amount of vehicles/equipment that are due for replacement in the given fiscal year, the fund balance can increase or decrease significantly. Historically, the ebbs and flows in the fund balance are dependent on the amount and type of vehicles being replaced. For example, the beginning fund balance for FY 2017-18 was \$6,036,593 which decreased to \$4,273,204 for FY 2018-19 due to the purchase of several Fire Department vehicles. Only eight vehicles were replaced in FY 2019-20, coupled with the adopted additional one-year extension for FY 2020-21, which has caused the fund balance to remain at a relatively higher total fund balance. Although the fund balance may increase due to the delayed replacement of vehicles/equipment, the need and funding to replace those vehicles/equipment remains.

Allocation Modifications

During the FY 2019-20 budget adoption the City Council approved Decision Package #25, which extended the life of vehicles/equipment by 10%, except for police patrol vehicles. The change allowed the City to realize on-going savings from reduced internal service fund (ISF) charges of approximately \$487,000 annually across all funds. The FY 2020-21 adopted budget included Decision Package #21, which reduced the annual cost per vehicle by 50% for FY 2020-21 and will continue in FY 2021-22. The regular annual cost will resume in FY 2022-23. This decision package in essence delayed the replacement of all vehicles/equipment by an additional year, while realizing one-time savings of approximately \$ 790,000 annually across all funds during FY 2020-21 and FY 2021-22. Those one-time savings will end in FY 2022-23 as normal annual costs resume for all vehicles. Below is a table that illustrates the recommended annual cost modifications for a hypothetical vehicle over three fiscal years.

Vehicle	Purchase Price	Life Span	Replacement Value (3% <i>compounding rate</i>)	Annual Cost	FY 20-21 (50% <i>cost</i>)	FY 21-22 (50% <i>cost</i>)	FY 22-23 (<i>normal cost</i>)
Administrative Sedan	\$50,000	13	\$73,862	\$5,682	\$2,841	\$2,841	\$5,862

Staff will continue to reassess the VRF structure on a year to year basis and evaluate individual vehicles/equipment to ensure the replacement cycle is in line with optimizing the full life of a vehicle/equipment without creating excessive maintenance and repair costs. However, given the adopted extension and modifications for all vehicles, maintenance and repair costs will increase as additional vehicle components reach their useful life while replacement of the vehicles/equipment is further delayed.

The vehicles/equipment recommended for purchase would be acquired through the City's regular purchasing procedures. The procedures contain a number of competitive purchasing options including the use of a "Piggyback" Bid which is a procedure of procuring goods or services by utilizing another public entity's recent Request for Proposal (RFP) or Request for Bid (RFB), or the National Joint Powers Alliance (NJPA) Contract Cooperative Purchasing Program. Cooperative purchasing programs provide valuable benefits to state and local governments. By attaching to national or regional cooperatives, an agency has immediate access to competitively solicited contracts and guaranteed pricing and delivery options without expending staff resources on the preparation of its own RFB. Pricing is often attractive because of the purchasing power of these cooperatives.

Zero/Low Emission Vehicles (ZEV/LEV)

Staff is recommending the replacement of 16 vehicles/equipment in the 2021-22 Fiscal Year for multiple city departments. While there continues to be the development of hybrid pursuit rated police vehicles there is still not sufficient data on their performance that would allow staff to recommend moving in that direction at this time. In accordance with Council direction, the Public Works Department is looking to replace all standard light/medium duty trucks with alternative fuel trucks when feasible. The Public Works Department will also continue to work with other Departments to recommend ZEV/LEV whenever possible and feasible.

All of the vehicles/equipment recommended for replacement are listed in the following table:

FY 2021-2022 Vehicle Replacement List

Unit #	Year	Type	Assignment	Replacement Revised Budget	ZEV/LEV
104	2008	CHEVROLET SUBURBAN-EQ	FIRE DEPARTMENT	\$191,492	N/A
651	2017	CHEVROLET TAHOE	PATROL-Sergeants	\$79,298	N/A
652	2017	CHEVROLET TAHOE	PATROL-Sergeants	\$79,298	N/A
660	2017	FORD UTILITY	PATROL	\$66,112	N/A
661	2017	FORD UTILITY	PATROL	\$66,112	N/A
672	2017	FORD UTILITY	PATROL	\$65,717	N/A
675	2017	DODGE RAM CHARGER SLICK TOP	PATROL	\$55,205	N/A
678	2017	DODGE RAM CHARGER	PATROL	\$55,748	N/A
51-06	2006	GMC CANYON P/U XTRA CAB	CODE ENFORCEMENT	\$29,074	LEV
59-07	2007	GMC CANYON P/U XTRA CAB	BUILDING	\$29,074	LEV
261-08	2008	FORD RANGER	UPLANDS MAINTENANCE	\$18,869	LEV
G-1	1999	CATEPILLAR 3306 GENERATOR	SEWER (Nelson Pump Stations)	\$150,969	N/A
G-11	1999	GENERAC 99A03799-S GENERATOR	BUILDING OCCUPANCY (Police Department)	\$246,145	N/A
G-12	1999	ONAN 175DGFB GENERATOR	BUILDING OCCUPANCY (EOC)	\$149,210	N/A

Unit #	Year	Type	Assignment	Replacement Revised Budget	ZEV/LEV
G-16	1999	GENERAC 98A06019-S GENERATOR	BUILDING OCCUPANCY (Electrical Warehouse)	\$96,804	N/A
G-2	1999	MQ POWER DCA-25SSIU	SEWER (Wylie Pump Station)	\$27,420	N/A
Total				\$1,406,547	

CITY OF REDONDO BEACH

Budget Response Report #4

June 1, 2021

Question:

What is the status of Transit Funding for FY 2021-22?

Response:

All transportation programming is projected to be fully funded for Fiscal Year (FY) 2021-22. Beach Cities Transit (BCT), as a recognized Municipal Transit Operator, receives its primary sources of funding from the Los Angeles County Metropolitan Transportation Authority (Metro) under the Countywide Formula Allocation Procedure (FAP) Transit Funds. Many elements of transit funding are voter-approved sales tax measures that are stable sources of funding for transit operations and programming. The use of Transit Funds and revenues are restricted to transit services and programs and are not eligible for non-transit related or associated uses. Due to the Novel Coronavirus (COVID-19) pandemic, the Federal Government recently approved the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) which provides the Los Angeles-Long Beach-Anaheim region \$954 million for public transit formula operating and capital grants to prevent, prepare for, and respond to COVID-19. The CRRSAA Act authorizes the City to use existing 5307 Federal Grant capital funds for these expenses, along with new funds that will be available to BCT for reimbursement of operating, COVID-29 related costs, and transit revenue losses. In addition, BCT may receive funding under the “American Rescue Plan”, and other future Federal COVID-19 related funding.

Metro will approve the Countywide FAP Transit Funds for the Municipal Transit Operators, and Proposition A/C, Measure R and Measure M Local Return Fund Allocations in June 2021. Metro projected an FAP funding increase by approximately 2.9% over FY 2020-21 Local Return revenue estimates based on economic forecasting data. However, State Transit Assistance (STA) and SB1-State of Good Repair program funds continue to be negatively impacted due to Statewide losses from gas tax revenues, and the FY 2021-22 funding allocations are below prior year fund estimates.

The City’s FAP allocation is based on Metro’s fare-unit formula that uses vehicle service miles and passenger revenues as factors to determine the proportionate share of revenue distributed to Municipal Transit Operators. Due to COVID-19, Municipal Transit Operators in the region suspended fare collection, so the Municipal Transit Operators determined to use an average of FY 2019-20 and FY 2020-21 statistics to determine the allocations for FY 2021-22. The CRRSAA Act transit allocations will support FAP and farebox funding shortfalls in FY 2021-22.

The total transit funds inclusive of FAP revenues, Proposition A Local Return Funds and CRRSAA funds, which will be used for services, is estimated at approximately \$5,044,273

(pending updated personnel, maintenance/operations, Internal Service Fund and overhead adjustments) for Fiscal Year 2021-22. Following is a summary of transit revenues for FY 2021-22:

Anticipated FY 2021-22 Transit Fund Revenues

Proposition A Fund Local Return Allocation Reserve Fund	\$ 1,874,381
Metro Transit FAP Funds Allocation FY 2021-22	\$ 2,339,344
Other Transit Revenues	\$ 2,500
CRRSAA Federal Transit Funds	\$ 828,048
Total Estimated Transit Fund Revenue	<u>\$ 5,044,273</u>

Transportation program expenditures include programming for BCT and WAVE service operations, transit center facilities maintenance and security, transit marketing, transit security, the bus pass sales and subsidy programs, senior and youth recreational trips, professional consultants, personnel costs, general transportation administration, and rideshare programming related to Rule 2202 compliance (SCAQMD regulation). In addition to the regular program costs, there will be increased costs related to the additional COVID-19 safety measures that have been implemented to ensure public and operator safety, for bus operations, transit operations facility and equipment cleaning.

Transit Fund expenditures will increase when the new transit center facility is operational as a result of new costs related to building, landscaping and parking lot maintenance, increased utility usage and security protocols.

Proposition A Fund Local Return funds are required to be spent within three years of allocation. The City receives and spends approximately \$1.5 million Proposition A Fund Local Return funds per year; unexpended Proposition A Fund Local Return funds are placed in the Proposition A Special Revenue Fund for future allocation. The FY 2019-20 CAFR lists a fund balance of \$2,492,321. The City also receives funds from the South Coast Air Quality Management District (SCAQMD), the Federal Transit Administration (FTA), and California Department of Transportation (CALTrans) for capital and special project purchases.

CITY OF REDONDO BEACH

Budget Response Report #5

June 1, 2021

Question:

What are the City's internal service fund and overhead allocations, and what policies and procedures govern them? What are the reasons for the changes in the FY 2021-22 allocations included in the proposed budget from those in the FY 2020-21 adopted budget? And what is the opinion of the outside audit firm regarding the internal service funds?

Response:

Internal service fund/overhead allocations are charges to user departments for services provided by other departments of the City. The City uses internal service fund allocations (including overhead) to determine the true cost of departmental operations. The development of internal service fund and overhead allocations is considered to be a best practice within both the private and public sectors. All twenty of the largest cities in California develop a cost allocation plan.

The City has been using its current structure of internal service fund and overhead allocations since FY2005-06 (based on recommendations from a firm retained to review the allocation process). However, the Vehicle Replacement Internal Service Fund has been in place since FY1983-84, and overhead has been charged to enterprise and other specific non-general funds for at least that long.

The City's Statements of Financial Principles were initially adopted in November 1998 and included policies regarding interfund transfers (overhead) as follows:

- Section 8(a) – Transfers to the General Fund from other funds for overhead costs shall be reviewed annually and shall conform to OMB (Office of Management & Budget) A-87 guidelines¹.
- Section 8(b) – All City funds, including eligible grant funds, shall share the administrative costs borne by the General Fund.

In 2009, the Mayor and City Council approved adding the following policies to the Statements of Financial Principles. The additional policies give further clarification to the methodologies used by Redondo Beach in calculating its allocations.

¹ In OMB A-87 (Cost Principles for State, Local, and Indian Tribal Governments), the federal government establishes the rules underlying the development of cost allocation plans. Plans prepared following the OMB A-87 guidelines can be used for federal grant administrative cost recovery.

- Section 8(c) – Internal service funds and central service departments shall retain the costs of using services provided by other City departments.
- Section 8(d) – Allocations among funds and departments shall be based on prior fiscal year-end actual expenses and distributed using fair and justifiable statistics.

In 2010, the City issued an Administrative Policy / Procedures (APP) regarding internal service fund and overhead allocations to address expenses included in the allocations, methodologies used to make these allocations, and a brief description of how these amounts were calculated. Attachment A is the most recently updated APP. This APP is currently being reviewed/updated by Moss Adams, the City's internal auditor, for possible revisions in regards to best practices.

Also attached are City-wide variance analyses comparing allocations in the FY 2021-22 proposed budget to the FY 2020-21 adopted budget. Attachment B-1 is an analysis of each internal service fund/overhead allocation, and Attachment B-2 is an analysis of the impact from these allocations to each fund's proposed expenditures and revenues. Explanations for increases/decreases are included. In total, internal service fund and overhead allocations have increased three percent (3%) primarily due to increased allocations for emergency communications operations as a result of a new methodology whereby pension and other post-employment benefit (OPEB) liabilities are averaged together with increased maintenance/implementation costs for computer aided dispatch (CAD) software.

Beginning with the audit of the FY 2011-12 financials, a report on the internal service funds was issued with the other audit reports. Attachment C is a copy of the FY 2019-20 report prepared by Lance, Soll & Lunghard. The report includes a clean opinion from the audit firm.

Attachments:

Attachment A – APP

Attachment B – Internal Service Fund Analysis

Attachment C – Internal Service Funds Financial Statements

CITY OF REDONDO BEACH		ADMINISTRATIVE POLICY/PROCEDURES (APP)
Number: 3.18		Subject: Internal Service Fund/Overhead Allocations
Original Issue: 2/17/10	Effective: 2/17/10	
Previous Issue: 5/28/13	Effective: 2/20/18	Category: Finance, Accounting and Payroll
Supersedes: Not Applicable		
<div><div>I. PURPOSE AND SCOPE</div><div>To establish policy and procedures for allocating internal service fund and overhead charges.</div><div>II. GENERAL</div><div><div>A. Internal service fund/overhead allocations are charges to user departments for services provided by other departments of the City.</div><div>B. The City of Redondo Beach uses internal service fund allocations (including overhead) to determine the true cost of departmental operations.</div><div>C. The City of Redondo Beach follows Section 8 of its Statements of Financial Principles in allocating internal service funds and overhead.<div><div>1. Transfers to the General Fund from other funds for overhead costs shall be reviewed annually and shall conform to OMB (Office of Management & Budget) A-87 guidelines.</div><div>2. All City funds, including eligible grant funds, shall share the administrative costs borne by the General Fund.</div><div>3. Internal service funds and central service departments shall retain the costs of using services provided by other City departments.</div><div>4. Allocations among funds and departments shall be based on prior fiscal year-end actual expenses and distributed using fair and justifiable statistics.</div></div></div><div>D. The City of Redondo Beach currently has the following internal service funds:<div><div>1. Self-Insurance Program Fund<div><div>a. Liability and Property Insurance</div><div>b. Workers' Compensation</div></div></div></div></div></div></div>		

2. Vehicle Replacement Fund
 - a. Vehicle Maintenance
 - b. Vehicle Replacement
 3. Building Occupancy Fund
 4. Information Technology Fund
 - a. Information Technology
 - b. Information Technology Replacement
 5. Emergency Communications Fund
 - a. Emergency Communications
 - b. Emergency Communications Equipment Replacement
 6. Major Facilities Repair Fund
 7. City Facility Sewer Fee
- E. Overhead is charged to departments receiving services from the following support departments/divisions.
1. Mayor and City Council
 2. City Clerk
 3. City Treasurer
 4. City Attorney
 5. City Manager
 6. Human Resources
 7. Financial Services
 8. Police Administration
 9. Fire Administration
 10. Community Services Administration
 11. Public Works Administration

III. PROCEDURES

A. Self-Insurance Program Fund

The Risk Management Division of the Human Resources Department shall be responsible for the Self-Insurance Program Fund, which accounts for the cost of providing liability and property, workers' compensation and unemployment insurances. While unemployment insurance is accounted for as a personnel cost, rather than an internal service fund allocation, allocations for liability and property insurance and workers' compensation insurance are in two separate categories. Each category is charged to departments at a rate that fully recuperates the annual cost of the insurance reflected in the Self-Insurance Program Fund. The specific categories of expense and the statistics used to allocate these expenses are detailed below. Allocated costs also include Risk Management's personnel costs, contracts and professional services, and internal service fund/overhead allocations, which directly support the insurance function.

1. Liability and Property Insurance

a. Expenses included in this category are:

- 1) Liability and property insurance annual premium expenses
- 2) Liability and property insurance claims based on a five-year average (avoids spikes in allocations)

b. Statistics used to determine the allocation amount to user departments/divisions are:

- 1) Current value of the structure occupied
- 2) Claims paid for the structure occupied or activity performed
- 3) Square footage of the structure occupied

2. Workers' Compensation

a. Expenses included in this category are:

- 1) Workers' compensation insurance annual premium expenses
- 2) Workers' compensation claims based on a five-year average (avoids spikes in allocations)

b. Statistics used to determine the allocation amount to user departments/divisions are:

- 1) Full-time and part-time salaries
- 2) Claims paid for each department's specific employees

B. Vehicle Replacement Fund

The Fleet Services Division of the Public Works Department shall be responsible for the Vehicle Replacement Fund, which accounts for the cost of maintaining and replacing vehicles. Allocations are in two separate categories, vehicle maintenance and vehicle replacement. Each category is charged to departments at a rate that fully recuperates the annual cost of operating and replacing City vehicles reflected in the Vehicle Replacement Fund. The specific categories of expense and the statistics used to allocate these expenses are detailed below.

1. Vehicle Maintenance
 - a. Fleet Services' expenses included in this category are:
 - 1) Personnel
 - 2) Maintenance and operations (including fuel and parts)
 - 3) Internal service fund/overhead allocations which directly support the vehicle maintenance function
 - b. Statistics used to determine the allocation amount to user departments/divisions are:
 - 1) Historical vehicle maintenance hours
 - 2) Actual fuel consumption
2. Vehicle Replacement
 - a. Each year, the Fleet Services Division sets aside specific amounts to fund the replacement of vehicles. The methodology used to determine the appropriate amount to be set aside is the original vehicle cost (with a future replacement inflation factor of 3% compounded annually) amortized over the vehicle's useful life.
 - b. The specific vehicle(s) utilized by each user department is/are used to determine the allocation amount.

C. Building Occupancy Fund

The Building Maintenance Division of the Public Works Department shall be responsible for the Building Occupancy Fund, which accounts for the cost of maintaining and improving City buildings. Allocations are charged to departments at a rate that fully recuperates the annual building maintenance and improvement costs. The specific categories of expense and the statistics used to allocate these expenses are detailed below.

1. Building Maintenance's expenses included in the fund are:
 - a. Personnel
 - 1) Custodial personnel (excluded from allocations to facilities which do not utilize custodial services provided by the Building Maintenance Division)
 - 2) Maintenance personnel
 - b. Maintenance and operations (including utilities)
 - c. Internal service fund/overhead allocations
 - d. Capital outlay
2. Statistics used to determine the allocation amount to user departments/divisions are:
 - a. Square footage occupied
 - b. Usage of utilities
 - c. Usage of contracts
 - d. Usage of materials and supplies

D. Information Technology Fund

The Information Technology Department shall be responsible for the Information Technology Fund, which accounts for the cost of maintaining and replacing City computer, telecommunications, and duplicating equipment and providing duplicating services. Allocations are in two separate categories. Each category is charged to departments at a rate that fully recuperates the annual maintenance and replacement costs reflected in the Information Technology Fund. The specific categories of expense and the statistics used to allocate these expenses are detailed below.

1. Information Technology
 - a. Information Technology expenses included in this category are:
 - 1) Personnel

- 2) Maintenance and operations (including PC and laptop leases and telephone utility costs)
 - 3) Internal service fund/overhead allocations which directly support the information technology function
 - b. Statistics used to determine the allocation amount to each user department/division are:
 - 1) Number of computers and computer-related equipment
 - 2) Number of telephones and telecom-related items
2. Information Technology Replacement
 - a. Each year, the Information Technology Department sets aside specific amounts to fund the replacement of equipment. The methodology used to determine the appropriate amount to be set aside is the original equipment cost (with a future replacement inflation factor of 3% compounded annually) amortized over the equipment's useful life.
 - b. Statistics used to determine the allocation amount to user departments/divisions are:
 - 1) Replacement cost for equipment that can be specifically identified to a department (e.g., plotters and large scanners)
 - 2) Number of computers, computer-related equipment, telephones, and telecom-related items is used to allocate equipment that cannot be identified directly to a department (e.g., servers and the telephone switch)

E. Emergency Communications Fund

The Support Services Bureau Captain of the Police Department shall be responsible for the Emergency Communications Fund, which accounts for the cost of providing emergency dispatch services for the Police and Fire Departments and replacement of communications equipment for the Police, Fire and Public Works Departments. Allocations are in two separate categories, emergency communications and emergency communications equipment replacement. Each category is charged at a rate that fully recuperates the annual cost of providing emergency dispatch services and replacing the communications equipment reflected in the Emergency Communications Fund. The specific categories of expense and the statistics used to allocate these expenses are detailed below.

1. Emergency Communications
 - a. Emergency Communications Unit expenses included in the fund are:

- 1) Personnel
 - 2) Maintenance and operations
 - 3) Internal service fund/overhead allocations which directly support the emergency communications function
- b. Statistics used to determine the allocation amounts to both Police and Fire Departments are:
 - 1) Number of Police and Fire emergency calls from the public
 - 2) Time length of Police and Fire emergency calls from the public
 - 3) Required dispatch staffing
2. Emergency Communications Equipment Replacement
 - a. Each year the Communications Unit sets aside specific amounts to fund the replacement of equipment. The methodology used to determine the appropriate amount to be set aside is the original equipment cost (with a future replacement inflation factor of 3% compounded annually) amortized over the equipment's useful life.
 - b. Equipment assigned to the Police, Fire and Public Works departments (with the dispatch equipment assigned to the Police Department) is used to determine the allocation amount

F. Major Facilities Repair Fund

The Building Maintenance Division of the Public Works Department shall be responsible for the Major Facilities Repair Fund, which accounts for the cost of making major repairs to City facilities. This fund is charged to departments at a rate that fully recuperates the annual cost of facility repairs charged to the Major Facilities Repair Fund. The calculated annual dollar amount of the fund and the statistics used to allocate these expenses are detailed below.

1. Each year, the Building Maintenance Division sets aside a specific amount to fund major repairs. The methodology used to determine the appropriate amount to be set aside is two percent of one year's depreciation (over a 45-year life) of the insured value of City facilities.
2. Square footage occupied by each user department

G. City Facility Sewer Fee

The Engineering Division of the Public Works Department shall be responsible for the City Facility Sewer Fee, which accounts for the cost of providing wastewater collection and conveyance services to City facility sewer connections. This fee is charged to departments for use of the City's sewer infrastructure. The calculated annual dollar amount of the fee and the statistics used to determine this expense are detailed below.

1. The institutional sewer rate is used to calculate the amount of sewer charges.
2. Statistics used to determine the allocation amount to departments/divisions residing in City facilities are:
 - a. Annual water usage for departments/divisions that are single occupants of a facility (e.g., Police Department and Fire Department)
 - b. Square footage occupied for departments/divisions sharing a facility
 - c. Number of budgeted full-time employees for departments/divisions sharing a facility

H. Overhead

1. Per the City's Statements of Financial Principles, all support departments' operating expenses which conform to OMB A-87 guidelines are included in the allocation.
2. Charts of the allocated services rendered by each support department and the allocation bases for these activities allocated follow.
 - a. City Clerk

Service	Allocation Methodology
Departmental assistance	Number of budgeted full-time employees
Records management	Number of budgeted full-time employees

- b. City Treasurer

Service	Allocation Methodology
Departmental auditing	Number of budgeted full-time employees
Tax administration	Percentage of total General Fund actual expenditures

c. City Manager

Service	Allocation Methodology
Budgeting	Number of budget account numbers
Economic development	Percentage of total non-housing Redevelopment Agency expenditures
City sponsored events	Number of budgeted full-time employees
Human resources	Hours of support to the Human Resources Department
General City support	1/2: Number of budgeted full-time employees 1/2: Percentage of total actual expenditures
Oversight Board	Percentage of total non-housing Redevelopment Agency expenditures

d. Human Resources

Service	Allocation Methodology
Employee support	Number of budgeted full-time employees

e. Financial Services

Service	Allocation Methodology
Accounts payable	Number of accounts payable transactions
Accounts receivable	Number of accounts receivable transactions
Purchasing	Number of purchase orders
Cashiering	Number of cash receipts
Budgeting	Number of budget account numbers
Fixed assets	Number of budgeted full-time employees
CAFR preparation	Number of budget account numbers
General ledger administration	Number of budget account numbers
Bank reconciliation	Number of bank accounts
Grants administration	Time spent on departmental grants
Payroll	Number of budgeted full-time employees
MUNIS support	Number of budgeted full-time employees

f. Police Administration

Service	Allocation Methodology
Division support	1/2: Number of budgeted full-time employees 1/2: Percentage of total actual expenditures

g. Fire Administration

Service	Allocation Methodology
Division support	1/2: Number of budgeted full-time employees 1/2: Percentage of total actual expenditures

h. Community Services Administration

Service	Allocation Methodology
Division support	Hours of support

i. Public Works Administration

Service	Allocation Methodology
Division support	1/2: Number of budgeted full-time employees 1/2: Percentage of total actual expenditures

3. Although not charged to departments (in accordance with OMB A-87 guidelines), when calculating user fees, the full cost of the items in Number 4 below is allocated to the fees.
4. A chart of the additional services rendered by each support department which are included only in the full cost allocation plan follows.

Department	Service
Mayor and City Council	Departmental assistance
City Clerk	Agenda and minute preparation
City Clerk	Board and commission support
City Clerk	Fair Political Practices Commission coordination

Department	Service
City Clerk	Legal notice coordination
City Attorney	In-house legal support
City Attorney	Outside legal support
City Manager	Agenda preparation
City Treasurer	Investment administration

IV. EXCEPTIONS

There will be no exceptions to this policy unless provided and approved by the City Manager.

V. AUTHORITY

By authority of the City Manager.



Joe Hoefgen
City Manager

City-Wide Internal Service Fund Analysis

Internal Service Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	% Inc/Dec	Explanation for Increase/Decrease	Allocation Methodology Improvements
Vehicle Maintenance	2,468,487	2,063,737	-16%	Decreased allocated costs with allocation methodology improvement	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and other post-employment benefits (OPEB) liabilities have been averaged over a five-year term.
Vehicle Equipment Replacement	790,293	900,382	14%	Increased allocations for vehicles to be replaced in FY 2020-21 to ensure full funding at time of replacement	No change
Information Technology Maintenance	3,505,574	3,484,682	-1%	n/a - Expected increase / decrease	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and OPEB liabilities have been averaged over a five-year term.
Information Technology Equipment Replacement	-	-	0%	n/a - Expected increase / decrease	No change

City-Wide Internal Service Fund Analysis

Internal Service Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	% Inc/Dec	Explanation for Increase/Decrease	Allocation Methodology Improvements
Communications Equipment Replacement	486,756	487,684	0%	n/a - Expected increase / decrease	No change
Workers' Compensation Insurance	3,554,337	3,797,440	7%	Increased workers' compensation claims payable per the actuarial study of the City's workers' compensation self-insurance program	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and OPEB liabilities have been averaged over a five-year term.
Liability Insurance	4,250,701	4,272,072	1%	n/a - Expected increase / decrease	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and OPEB liabilities have been averaged over a five-year term.
Building Occupancy	3,277,446	3,507,846	7%	Increased allocated costs with allocation methodology improvement	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and OPEB liabilities have been averaged over a five-year term.

City-Wide Internal Service Fund Analysis

Internal Service Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	% Inc/Dec	Explanation for Increase/Decrease	Allocation Methodology Improvements
Major Facilities Repair	91,543	107,076	17%	Addition of the concrete municipal pier as an insured City facility	No change
City Facility Sewer Fee	47,765	43,014	-10%	Decreased water usage at all City facilities	No change
Emergency Communications Operations	2,965,521	3,720,063	25%	1) Increased allocated costs with allocation methodology improvement and 2) increased maintenance / implementation costs for computer aided dispatch (CAD) software	To reduce large fluctuations in allocated expenditures, the expenditures for changes in pension and OPEB liabilities have been averaged over a five-year term.
Overhead	9,417,289	9,379,851	0%	n/a - Expected increase / decrease	No change
Totals	30,855,712	31,763,847	3%		

City-Wide Internal Service Fund Analysis by Fund

	A	B	C = B - A	D	E = C - D	
Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	Expenditure Inc/(Dec)	Revenue Inc/(Dec)	Net Inc/(Dec) to Expenditures	Explanation for Increase/Decrease
General	24,034,464	24,641,407	606,943	(37,438)	644,381	Increased allocations for emergency communications operations as a result of 1) new methodology whereby pension and OPEB liabilities are averaged and 2) increased maintenance / implementation costs for computer aided dispatch (CAD) software
State Gas Tax	396,356	394,485	(1,871)	-	(1,871)	n/m
Street Landscaping and Lighting	266,785	267,243	458	-	458	n/m
Measure M	374	-	(374)	-	(374)	n/m
Proposition C	2,062	2,151	89	-	89	n/m

City-Wide Internal Service Fund Analysis by Fund

	A	B	C = B - A	D	E = C - D	
Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	Expenditure Inc/(Dec)	Revenue Inc/(Dec)	Net Inc/(Dec) to Expenditures	Explanation for Increase/Decrease
Measure W	47,889	54,072	6,183	-	6,183	n/m
Air Quality Improvement	5,250	5,078	(172)	-	(172)	n/m
Housing Authority	147,319	152,222	4,903	-	4,903	n/m
Harbor Tidelands	1,502,811	1,432,042	(70,769)	-	(70,769)	Decreased overhead allocations with fewer expenditures
Harbor Uplands	1,366,152	1,572,211	206,059	-	206,059	Increased allocations for liability insurance premiums with the addition of the concrete municipal pier as an insured City facility

City-Wide Internal Service Fund Analysis by Fund

	A	B	C = B - A	D	E = C - D	
Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	Expenditure Inc/(Dec)	Revenue Inc/(Dec)	Net Inc/(Dec) to Expenditures	Explanation for Increase/Decrease
Solid Waste	584,260	569,880	(14,380)	-	(14,380)	Decreased allocations for vehicle maintenance with fewer vehicle maintenance labor hours for street sweepers
Wastewater	401,522	452,772	51,250	(4,751)	56,001	Increased overhead allocations with greater percentage of full-time budgeted employees
Transit	208,105	230,205	22,100	-	22,100	Increased overhead allocations with greater percentage of full-time budgeted employees
Self-Insurance Program	71,990	79,897	7,907	264,474	(256,567)	Increased revenue from higher workers' compensation insurance allocations with increased claims payable per the actuarial study of the City's workers' compensation self-insurance program
Vehicle Replacement	243,039	289,904	46,865	(294,661)	341,526	Decreased revenue from vehicle maintenance allocations reflecting new methodology whereby pension and OPEB liabilities are averaged

City-Wide Internal Service Fund Analysis by Fund

	A	B	C = B - A	D	E = C - D	
Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	Expenditure Inc/(Dec)	Revenue Inc/(Dec)	Net Inc/(Dec) to Expenditures	Explanation for Increase/Decrease
Building Occupancy	446,463	468,819	22,356	230,400	(208,044)	Increased revenue from building occupancy allocations selecting new methodology whereby pension and OPEB liabilities are averaged
Information Technology	436,324	457,977	21,653	(20,892)	42,545	Decreased revenue from information technology maintenance allocations selecting new methodology whereby pension and OPEB liabilities are averaged / Increased overhead allocations with greater percentage of full-time budgeted employees
Emergency Communications	657,934	646,734	(11,200)	755,470	(766,670)	Increased revenue from emergency communications operations allocations as a result of 1) new methodology whereby pension and OPEB liabilities are averaged and 2) increased maintenance / implementation costs for computer aided dispatch (CAD) software
Major Facilities Repair	-	-	-	15,533	(15,533)	Increased revenue from liability insurance premiums with the addition of the concrete municipal pier as an insured City facility
Community Financing Authority	36,613	46,748	10,135	-	10,135	Increased allocations for liability insurance premiums with higher insured value of the Kincaid's restaurant building

City-Wide Internal Service Fund Analysis by Fund

	A	B	C = B - A	D	E = C - D	
Funds	20-21 Adopted Budget Amounts (Based on 18-19 Actuals)	21-22 Proposed Budget Amounts (Based on 19-20 Actuals)	Expenditure Inc/(Dec)	Revenue Inc/(Dec)	Net Inc/(Dec) to Expenditures	Explanation for Increase/Decrease
Totals	30,855,712	31,763,847	908,135	908,135	-	



CITY OF REDONDO BEACH, CALIFORNIA INTERNAL SERVICE FUNDS FOR THE YEAR ENDED JUNE 30, 2020

FINANCIAL STATEMENTS &
INDEPENDENT AUDITORS' REPORT

Focused
on YOU



CITY OF REDONDO BEACH, CALIFORNIA
INTERNAL SERVICE FUNDS
FINANCIAL STATEMENTS
AND INDEPENDENT AUDITORS' REPORT
FOR THE YEAR ENDED JUNE 30, 2020

CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS
FOR THE YEAR ENDED JUNE 30, 2020

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INDEPENDENT AUDITORS' REPORT

To the Honorable Mayor and Members of the City Council
City of Redondo Beach, California

Report on the Financial Statements

We have audited the accompanying financial statements of the Internal Service Funds of the City of Redondo Beach, California, (the City) as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.



To the Honorable Mayor and Members of the City Council
City of Redondo Beach, California

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Internal Service Funds of the City of Redondo Beach, California, as of June 30, 2020, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 8, 2020 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over financial reporting and compliance.

Emphasis of Matter

As discussed in Note 1, the financial statements present only the internal service funds activities of the City, and do not purport to, and do not, present fairly the financial position of the City as of June 30, 2020, the changes in its financial position, or when applicable, its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

A handwritten signature in cursive script that reads "Lance, Soll & Lughard, LLP".

Brea, California
December 8, 2020

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Redondo Beach (the "City"), we offer readers of the Internal Service Funds' financial statements this narrative overview and analysis of the financial activities of the Internal Service Funds for the fiscal year ended June 30, 2020. We encourage readers to consider the information presented here in conjunction with additional information contained within the financial statements.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as the introduction to the Internal Service Funds' basic financial statements. The Internal Service Funds' financial statements are comprised of two parts; (1) the Basic Financial Statements, and (2) the Notes to the Basic Financial Statements.

Basic Financial Statements: The Basic Financial Statements are designed to provide readers with a broad overview of the Internal Service Funds' finances, in a manner similar to a private-sector business.

The Statement of Net Positions presents information on all the Internal Service Funds' assets and deferred outflows of resources, and liabilities and deferred inflows of resources, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Internal Service Funds is improving or deteriorating.

The Statement of Revenues, Expenses and Change in Net Position provides a more detailed disclosure as to the nature of the Internal Service Funds' revenues and expenses during the fiscal year. This statement provides information on the financial activity that resulted in the change of net position.

The Statement of Cash Flows provides information regarding the cash flow activities of the Internal Service Funds during the fiscal year. As Internal Service Funds, transactions are recorded using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when the related liability is incurred, regardless of the timing of the related cash flows. This statement provides information on the sources and uses of cash during the fiscal year, which may differ from activities as reported on the Statement of Revenue, Expenses and Change in Net Position.

The above statements are provided in accordance with the Governmental Accounting Standards Board Statement No. 34.

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Financial Analysis: The Internal Service Funds' net position as reported on the Statement of Net Position as of June 30, 2020 is \$6.5 million. Total assets and deferred outflows of resources of \$42.9 million includes \$30.8 million in cash and investments and approximately \$0.6 million in other current assets (accounts receivable and prepaid costs) combined with capital assets of \$10.0 million, and deferred outflows related to pensions and other post-employment benefits (OPEB) of \$1.4 million. Total liabilities and deferred inflows of resources of \$36.3 million consist primarily of claims and judgments in the amount of \$24.7 million, net pension liability of \$8.8 million, net OPEB liability of \$1.0 million, and accounts payable of \$1.0 million. Following is a summary schedule showing the components that make up the Internal Service Funds' net position at June 30, 2020 and 2019.

Statement of Net Position

	Internal Service Funds	
	2020	2019
Current and Other Assets	\$31,432,088	\$28,507,932
Capital Assets, Net Depreciation	9,999,325	9,921,771
Total Assets	41,431,413	38,429,703
Deferred Outflows of Resources	1,443,506	1,270,269
Long-Term Liabilities Outstanding	33,498,449	30,499,157
Other Liabilities	2,443,724	4,917,867
Total Liabilities	35,942,173	35,417,024
Deferred Inflows of Resources	390,636	266,907
Net position		
Investment in capital assets	9,812,738	9,921,771
Unrestricted	(3,270,628)	(5,905,730)
Total net position	\$ 6,542,110	\$ 4,016,041

The Internal Service Funds' primary source of program revenues is charges to user City departments to recover costs of providing services to the departments. For the year ended June 30, 2020, total program revenues for the Internal Service Funds were \$23.1 million. Expenses for the Internal Service Funds totaled \$20.6 million resulting in a change in net position of \$2.5 million. The Internal Service Funds' largest expenses are for workers' compensation claims and personnel, which totaled \$3.2 million and \$7.2 million, respectively. Following is a summary schedule showing the components that make up the Internal Service Funds' changes in net position for the years ended June 30, 2020 and 2019.

Changes in Net Position

	Internal Service Funds	
	2020	2019
Operating Revenues	\$23,087,731	\$23,289,138
Operating Expenses	20,337,423	22,068,197
Operating Income (Loss)	2,750,308	1,220,941
Nonoperating Revenues (Expenses)	(224,239)	19,352
Transfers	-	(592,723)
Changes in Net Position	2,526,069	647,570
Net Position, Beginning of Year	4,016,041	3,368,471
Net Position, End of Year	6,542,110	4,016,041

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET

The City Council has adopted a balanced fiscal year 2020-2021 operating budget for the Internal Service Funds with total funding of \$21.6 million and total expenditures of \$20.0 million. The June 30, 2021 net position is estimated to be \$3.8 million.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the Internal Service Funds' finances. Questions concerning any of the information in this report, or requests for additional financial information should be directed to the City's Financial Services Department at 415 Diamond Street, Redondo Beach CA 90277, phone 310-318-0683 or email FinanceMail@redondo.org.

CITY OF REDONDO BEACH

COMBINING STATEMENT OF NET POSITION
INTERNAL SERVICE FUNDS
JUNE 30, 2020

	Vehicle Replacement	Building Occupancy	Information Technology
Assets:			
Current:			
Cash and investments	\$ 8,229,401	\$ 2,259,422	\$ 2,339,343
Receivables:			
Accounts	41,520	-	-
Prepaid costs	-	-	20,592
Due from other governments	-	-	-
Total Current Assets	8,270,921	2,259,422	2,359,935
Noncurrent:			
Capital assets - net of accumulated depreciation	6,895,411	170,337	838,432
Total Noncurrent Assets	6,895,411	170,337	838,432
Total Assets	15,166,332	2,429,759	3,198,367
Deferred Outflows of Resources:			
Deferred pension related items	145,114	341,189	298,865
Deferred OPEB related items	28,328	59,084	58,679
Total Deferred Outflows of Resources	173,442	400,273	357,544
Liabilities:			
Current:			
Accounts payable	108,305	135,098	68,035
Accrued compensated absences	4,432	11,119	21,401
Accrued claims and judgments	-	-	-
Bonds, notes, and capital leases	-	-	93,293
Total Current Liabilities	112,737	146,217	182,729
Noncurrent:			
Accrued compensated absences	22,592	56,680	109,092
Accrued claims and judgments	-	-	-
Net pension liability	1,057,631	2,486,692	2,178,217
Net OPEB Liability	116,921	243,865	242,194
Bonds, notes, and capital leases	-	-	93,294
Total Noncurrent Liabilities	1,197,144	2,787,237	2,622,797
Total Liabilities	1,309,881	2,933,454	2,805,526
Deferred Inflows of Resources:			
Deferred pension related items	19,863	46,704	40,910
Deferred OPEB related items	26,475	55,219	54,841
Total Deferred Inflows of Resources	46,338	101,923	95,751
Net Position:			
Net investment in capital assets	6,895,411	170,337	651,845
Unrestricted	7,088,144	(375,682)	2,789
Total Net Position	\$ 13,983,555	\$ (205,345)	\$ 654,634

CITY OF REDONDO BEACH

COMBINING STATEMENT OF NET POSITION
INTERNAL SERVICE FUNDS
JUNE 30, 2020

	Self- Insurance Program	Emergency Communications	Major Facilities Repair	Totals
Assets:				
Current:				
Cash and investments	\$ 14,201,733	\$ 2,760,112	\$ 993,978	\$ 30,783,989
Receivables:				
Accounts	-	-	-	41,520
Prepaid costs	584,373	-	-	604,965
Due from other governments	1,614	-	-	1,614
Total Current Assets	14,787,720	2,760,112	993,978	31,432,088
Noncurrent:				
Capital assets - net of accumulated depreciation	45,361	1,824,333	225,451	9,999,325
Total Noncurrent Assets	45,361	1,824,333	225,451	9,999,325
Total Assets	14,833,081	4,584,445	1,219,429	41,431,413
Deferred Outflows of Resources:				
Deferred pension related items	43,189	373,149	-	1,201,506
Deferred OPEB related items	10,926	84,983	-	242,000
Total Deferred Outflows of Resources	54,115	458,132	-	1,443,506
Liabilities:				
Current:				
Accounts payable	620,710	29,195	728	962,071
Accrued compensated absences	1,367	20,164	-	58,483
Accrued claims and judgments	1,329,877	-	-	1,329,877
Bonds, notes, and capital leases	-	-	-	93,293
Total Current Liabilities	1,951,954	49,359	728	2,443,724
Noncurrent:				
Accrued compensated absences	6,970	102,790	-	298,124
Accrued claims and judgments	23,351,255	-	-	23,351,255
Net pension liability	314,771	2,719,623	-	8,756,934
Net OPEB Liability	45,098	350,764	-	998,842
Bonds, notes, and capital leases	-	-	-	93,294
Total Noncurrent Liabilities	23,718,094	3,173,177	-	33,498,449
Total Liabilities	25,670,048	3,222,536	728	35,942,173
Deferred Inflows of Resources:				
Deferred pension related items	5,910	51,077	-	164,464
Deferred OPEB related items	10,212	79,425	-	226,172
Total Deferred Inflows of Resources	16,122	130,502	-	390,636
Net Position:				
Net investment in capital assets	45,361	1,824,333	225,451	9,812,738
Unrestricted	(10,844,335)	(134,794)	993,250	(3,270,628)
Total Net Position	\$ (10,798,974)	\$ 1,689,539	\$ 1,218,701	\$ 6,542,110

CITY OF REDONDO BEACH

COMBINING STATEMENT OF REVENUES, EXPENSES
AND CHANGES IN NET POSITION
INTERNAL SERVICE FUNDS
YEAR ENDED JUNE 30, 2020

	Vehicle Replacement	Building Occupancy	Information Technology
Operating Revenues:			
Sales and service charges	\$ 4,049,072	\$ 3,277,446	\$ 4,054,480
Miscellaneous	68,013	25,120	4,948
Total Operating Revenues	4,117,085	3,302,566	4,059,428
Operating Expenses:			
Administration and general	934,883	1,076,754	502,311
Personnel services	767,576	1,908,095	1,525,490
Contractual services	47,091	293,072	1,164,905
Internal service charges	259,915	522,576	457,690
Depreciation expense	1,303,616	11,750	142,536
Total Operating Expenses	3,313,081	3,812,247	3,792,932
Operating Income (Loss)	804,004	(509,681)	266,496
Nonoperating Revenues (Expenses):			
Gain (loss) on disposal of capital assets	(224,239)	-	-
Total Nonoperating Revenues (Expenses)	(224,239)	-	-
Changes in Net Position	579,765	(509,681)	266,496
Net Position:			
Beginning of Year	13,403,790	304,336	388,138
End of Fiscal Year	\$ 13,983,555	\$ (205,345)	\$ 654,634

CITY OF REDONDO BEACH

COMBINING STATEMENT OF REVENUES, EXPENSES
AND CHANGES IN NET POSITION
INTERNAL SERVICE FUNDS
YEAR ENDED JUNE 30, 2020

	Self- Insurance Program	Emergency Communications	Major Facilities Repair	Totals
Operating Revenues:				
Sales and service charges	\$ 8,064,832	\$ 3,452,277	\$ 91,543	\$ 22,989,650
Miscellaneous	-	-	-	98,081
Total Operating Revenues	8,064,832	3,452,277	91,543	23,087,731
Operating Expenses:				
Administration and general	4,937,002	49,163	-	7,500,113
Personnel services	277,581	2,725,669	-	7,204,411
Contractual services	227,942	204,845	-	1,937,855
Internal service charges	72,230	698,433	-	2,010,844
Depreciation expense	-	226,298	-	1,684,200
Total Operating Expenses	5,514,755	3,904,408	-	20,337,423
Operating Income (Loss)	2,550,077	(452,131)	91,543	2,750,308
Nonoperating Revenues (Expenses):				
Gain (loss) on disposal of capital assets	-	-	-	(224,239)
Total Nonoperating Revenues (Expenses)	-	-	-	(224,239)
Changes in Net Position	2,550,077	(452,131)	91,543	2,526,069
Net Position:				
Beginning of Year	(13,349,051)	2,141,670	1,127,158	4,016,041
End of Fiscal Year	\$ (10,798,974)	\$ 1,689,539	\$ 1,218,701	\$ 6,542,110

CITY OF REDONDO BEACH

COMBINING STATEMENT OF CASH FLOWS
INTERNAL SERVICE FUNDS
YEAR ENDED JUNE 30, 2020

	Vehicle Replacement	Building Occupancy	Information Technology
Cash Flows from Operating Activities:			
Cash received from customers and users	\$ 4,130,054	\$ 3,302,566	\$ 4,073,828
Cash paid to suppliers for goods and services	(1,184,547)	(1,869,452)	(2,243,398)
Cash paid to employees for services	(606,906)	(1,249,967)	(1,186,778)
Net Cash Provided (Used) by Operating Activities	2,338,601	183,147	643,652
Cash Flows from Capital and Related Financing Activities:			
Acquisition and construction of capital assets	(1,259,491)	-	(449,371)
Principal paid on capital debt	-	-	(93,293)
Interest paid on capital debt	-	-	-
Proceeds from capital debt issued	-	-	279,880
Proceeds from sale of capital assets	65,598	-	-
Net Cash Provided (Used) by Capital and Related Financing Activities	(1,193,893)	-	(262,784)
Net Increase (Decrease) in Cash and Cash Equivalents	1,144,708	183,147	380,868
Cash and Cash Equivalents at Beginning of Year	7,084,693	2,076,275	1,958,475
Cash and Cash Equivalents at End of Year	\$ 8,229,401	\$ 2,259,422	\$ 2,339,343
Reconciliation of Operating Income to Net Cash Provided (Used) by Operating Activities:			
Operating income (loss)	\$ 804,004	\$ (509,681)	\$ 266,496
Adjustments to reconcile operating income (loss) net cash provided (used) by operating activities:			
Depreciation	1,303,616	11,750	142,536
(Increase) decrease in accounts receivable	12,969	-	14,400
(Increase) decrease in due from other governments	-	-	-
(Increase) decrease in deferred outflow pension related items	(10,938)	(84,578)	(24,640)
(Increase) decrease in deferred outflow OPEB related items	1,193	4,362	(80)
(Increase) decrease in prepaid expense	6,228	-	(18,585)
Increase (decrease) in accounts payable	57,661	44,450	(97,007)
Increase (decrease) in claims and judgments	-	-	-
Increase (decrease) in net pension liability	149,136	749,196	321,481
Increase (decrease) in net OPEB liability	(6,547)	(21,500)	(2,900)
Increase (decrease) in deferred inflow pension related items	6,057	20,300	12,695
Increase (decrease) in deferred inflow OPEB related items	7,171	13,728	16,520
Increase (decrease) in compensated absences	8,051	(44,880)	12,736
Total Adjustments	1,534,597	692,828	377,156
Net Cash Provided (Used) by Operating Activities	\$ 2,338,601	\$ 183,147	\$ 643,652

CITY OF REDONDO BEACH

COMBINING STATEMENT OF CASH FLOWS
INTERNAL SERVICE FUNDS
YEAR ENDED JUNE 30, 2020

	Self- Insurance Program	Emergency Communications	Major Facilities Repair	Totals
Cash Flows from Operating Activities:				
Cash received from customers and users	\$ 8,063,230	\$ 3,452,277	\$ 91,543	\$ 23,113,498
Cash paid to suppliers for goods and services	(6,949,057)	(1,045,001)	-	(13,291,455)
Cash paid to employees for services	(461,423)	(2,165,098)	-	(5,670,172)
Net Cash Provided (Used) by Operating Activities	652,750	242,178	91,543	4,151,871
Cash Flows from Capital and Related Financing Activities:				
Acquisition and construction of capital assets	-	(118,000)	(224,001)	(2,050,863)
Principal paid on capital debt	-	-	-	(93,293)
Interest paid on capital debt	-	-	-	-
Proceeds from capital debt issued	-	-	-	279,880
Proceeds from sale of capital assets	-	-	-	65,598
Net Cash Provided (Used) by Capital and Related Financing Activities	-	(118,000)	(224,001)	(1,798,678)
Net Increase (Decrease) in Cash and Cash Equivalents	652,750	124,178	(132,458)	2,353,193
Cash and Cash Equivalents at Beginning of Year	13,548,983	2,635,934	1,126,436	28,430,796
Cash and Cash Equivalents at End of Year	\$ 14,201,733	\$ 2,760,112	\$ 993,978	\$ 30,783,989
Reconciliation of Operating Income to Net Cash Provided (Used) by Operating Activities:				
Operating income (loss)	\$ 2,550,077	\$ (452,131)	\$ 91,543	\$ 2,750,308
Adjustments to reconcile operating income (loss) net cash provided (used) by operating activities:				
Depreciation	-	226,298	-	1,684,200
(Increase) decrease in accounts receivable	12	-	-	27,381
(Increase) decrease in due from other governments	(1,614)	-	-	(1,614)
(Increase) decrease in deferred outflow pension related items	(2,937)	(55,321)	-	(178,414)
(Increase) decrease in deferred outflow OPEB related items	89	(387)	-	5,177
(Increase) decrease in prepaid expense	(584,373)	-	-	(596,730)
Increase (decrease) in accounts payable	(398,798)	(89,505)	-	(483,199)
Increase (decrease) in claims and judgments	(955,682)	-	-	(955,682)
Increase (decrease) in net pension liability	42,223	567,627	-	1,829,663
Increase (decrease) in net OPEB liability	(972)	(3,055)	-	(34,974)
Increase (decrease) in deferred inflow pension related items	1,769	18,375	-	59,196
Increase (decrease) in deferred inflow OPEB related items	3,009	24,105	-	64,533
Increase (decrease) in compensated absences	(53)	6,172	-	(17,974)
Total Adjustments	(1,897,327)	694,309	-	1,401,563
Net Cash Provided (Used) by Operating Activities	\$ 652,750	\$ 242,178	\$ 91,543	\$ 4,151,871

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS****NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

Note 1: Summary of Significant Accounting Policies

The accounting policies of the City of Redondo Beach Internal Service Funds (City) conform to the generally accepted accounting principles applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB). A summary of the Internal Service Fund's more significant accounting policies follows:

The accompanying financial statements are not intended to present the financial position or results of operations of the City, taken as a whole.

a. Financial Reporting Entity

These funds are used to account for interdepartmental operations where it is the stated intent that costs of providing services to the departments of the City on a continuing basis be financed or recovered primarily by charges to the user departments.

b. Basis of Accounting and Measurement Focus

Internal Service Funds financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Changes in Net Position, and a Statement of Cash Flows for each Internal Service Fund.

Internal Service Funds are accounted for using the "economic resources" measurement focus and the accrual basis of accounting. Accordingly, all assets, deferred outflows of resources, liabilities, and deferred inflows of resources, (whether current or noncurrent) are included on the Statement of Net Position. The Statement of Revenues, Expenses and Changes in Net Position presents increases (revenues) and decreases (expenses) in total net position. Under the accrual basis of accounting, revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred. In these funds, receivables have been recorded as revenue and provisions have been made for uncollectible amounts.

Operating revenues in the Internal Service Funds are those revenues that are generated from the primary operations of the fund. All other revenues are reported as non-operating revenues. Operating expenses are those expenses that are essential to the primary operations of the fund. All other expenses are reported as nonoperating expenses.

c. Cash, Cash Equivalents and Investments

The City follows the practice of pooling cash and investments of all funds, except for funds required to be held by fiscal agents under the provisions of bond indentures. Interest income earned on pooled cash and investments is allocated on an accounting period basis to the various funds based on the period-end cash and investments balances. Interest income from cash and investments with fiscal agents is credited directly to the related fund.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 1: Summary of Significant Accounting Policies (Continued)

For more information on the City's cash and investments as of June 30, 2020, please see the City of Redondo Beach's audited financial statements.

For purposes of the statement of cash flows of the proprietary fund types, cash and cash equivalents include all investments, as the City operates an internal cash management pool which maintains the general characteristics of a demand deposit account.

d. Prepaid Items

Certain interdepartmental payments reflect costs applicable to future accounting periods and are recorded as prepaid items.

e. Capital Assets

Capital assets, which include land, buildings, improvements, equipment, furniture, and infrastructure assets (e.g., roads, sidewalks, and similar items), are reported in the applicable internal service funds. Capital assets are recorded at historical cost or estimated historical cost if actual cost is not available. Donated assets are valued at their estimated fair value on the date donated.

City policy has set the capitalization threshold for reporting capital assets at the following:

General Capital Assets	\$ 5,000
Infrastructure Capital Assets	25,000
Buildings, Parking Structures and Parking Lots	100,000

Depreciation is recorded on a straight-line basis over the useful lives of the assets as follows:

<u>Assets</u>	<u>Years</u>
Buildings and Improvements	5-45
Equipment	5-20
Vehicles	4-20

Interest accrued during capital assets construction, if any, is capitalized for funds as part of the asset cost.

f. Compensated Absences Payable

Vacation pay is payable to employees at the time a vacation is taken or upon termination of employment. Employees may accrue from two to three times their annual accrual rate. Upon termination an employee will be paid for any unused accrued vacation pay. Sick leave is payable when an employee is unable to work because of illness. Unused sick leave is forfeited upon termination.

g. Claims and Judgments Payable

The short-term and long-term claims are reported as liabilities in the Self-Insurance Program Internal Service Fund. The liability the amount of settlement reached, but unpaid, related to claims and judgments entered.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS****NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 1: Summary of Significant Accounting Policies (Continued)**h. Net Position**

In the Internal Service Funds, net position is classified in the following categories:

Net Investment in Capital Assets - This amount consists of capital assets net of accumulated depreciation and reduced by outstanding debt attributed to the acquisition, construction, or improvement of the assets.

Restricted Net Position - This amount is restricted by external creditors, grantors, contributors, laws or regulations of other governments.

Unrestricted Net Position - This amount is all net position that does not meet the definition of "net investment in capital assets" or "restricted net position."

i. Use of Estimates

The preparation of the basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities. In addition, estimates affect the reports amount of expenses. Actual results could differ from these estimates and assumptions.

j. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The City only has two items that qualify for reporting in this category. Firstly, the City also has deferred outflows related to pensions, which arises only under a full accrual basis of accounting. Accordingly, this item (pension related items), is reported only in the government-wide statement of net position. This includes pension contributions subsequent to the measurement date of the net pension liability and other amounts, which are amortized by an actuarial determined period. Secondly, the City has deferred outflows related to Other Post-Employment Benefits (OPEB), which include contributions subsequent to the measurement date of the Total OPEB liability and other amounts.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The City has two types of items, which arises only under a modified accrual basis of accounting that qualifies for reporting in this category. Firstly, the City also has deferred inflows of resources related to pensions, which arises only under a full accrual basis of accounting. Accordingly, this item (pension related items), is reported only in the government-wide statement of net position. These amounts are amortized by an actuarial determined period. Secondly, the City also has deferred inflows of resources related to OPEB, which arise only under a full accrual basis of accounting.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 1: Summary of Significant Accounting Policies (Continued)

k. Pension Plans

For purposes of measuring the net pension liability, deferred outflows and inflows of resources related to pensions, and pension expense, information about the fiduciary net position and additions to/ deductions from the fiduciary net position have been determined on the same basis as they are reported by the CalPERS Financial Office. For this purpose, benefit payments (including refunds of employee contributions) are recognized when currently due and payable in accordance with the benefit terms. Investments are reported at fair value. CalPERS audited financial statements are publicly available reports that can be obtained at CalPERS' website, at www.calpers.ca.gov.

GASB 68 requires that the reported results must pertain to liability and asset information within certain defined timeframes. For this report, the following timeframes are used.

Valuation Date (VD)	June 30, 2018
Measurement Date (MD)	June 30, 2019
Measurement Period (MP)	July 1, 2018 to June 30, 2019

l. Other Post-Employment Benefits (OPEB)

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the City's plan (OPEB Plan), the assets of which are held by California Employers' Retiree Benefit Trust (CERBT), and additions to/deductions from the OPEB Plan's fiduciary net position have been determined by an independent actuary. For this purpose, benefit payments are recognized when currently due and payable in accordance with the benefit terms. Investments are reported at fair value.

Generally accepted accounting principles require that the reported results must pertain to liability and asset information within certain defined timeframes. For this report, the following timeframes are used:

Valuation Date (VD)	June 30, 2019
Measurement Date (MD)	June 30, 2019
Measurement Period (MP)	July 1, 2018 to June 30, 2019

m. Recognition of Deferred Outflows and Deferred Inflows of Resources

Gains and losses related to changes in total OPEB liability and fiduciary net position are recognized in OPEB expense systematically over time. Amounts are first recognized in OPEB expense for the year the gain or loss occurs. The remaining amounts are categorized as deferred outflows and deferred inflows of resources related to OPEB and are to be recognized in future OPEB expense.

The recognition period differs depending on the source of the gain or loss:

Net difference between projected and actual earnings on pension plan investments	5 years
All other amounts	Expected average remaining service lifetime (EARL) (8.1 years at July 1, 2018)

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 2: Cash and Investments

As of June 30, 2020, cash and investments are as follows:

	Vehicle Replacement	Building Occupancy	Information Technology	Self-Insurance Program	Emergency Communications	Major Facilities Repair	Total
Cash and Investments	\$ 8,229,401	\$2,259,422	\$2,339,343	\$ 14,201,733	\$ 2,760,112	\$ 993,978	\$30,783,989

The Internal Service Funds do not own specifically identifiable securities, and their cash is pooled with the other funds of the City.

The City follows the practice of pooling cash and investments of all funds, except for funds required to be held by fiscal agents under the provisions of bond indentures. Interest income earned on pooled cash and investments is allocated on an accounting period basis to the various funds based on the period-end cash and investments balances. Interest income from cash and investments with fiscal agents is credited directly to the related fund.

a. Investments

Under the provisions of the City's investment policy, and in accordance with the California Government Code, the following investments are authorized:

- United States Treasury Bills, Notes and Bonds
- Obligations issued by the Federal Government
- Bankers' Acceptances with a maturity of 180 days or less
- Time Certificates of Deposits
- Negotiable Certificates of Deposit
- Commercial Paper with a maturity of 270 days or less
- Local Agency Investment Fund (LAIF) limited to \$75,000,000 by LAIF
- Medium-Term Notes (5 year maximum) of Domestic Corporations or Depository Institutions
- Mutual Funds
- Guaranteed Investment Contracts not to exceed \$5 million annually
- Certificate of Deposit Placement Services
- Collateralized Bank Deposits
- Supranationals

The City's investment policy applies to all financial assets, investment activities and debt issues of the City (including funds which are invested by trustees appointed under debt trust indentures, with direction from the City Treasurer).

The City is a participant in LAIF, which is an external investment pool regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California. The City's investment with LAIF at June 30, 2020 includes a portion of the pool funds invested in structured notes and asset-backed securities (2.21 %). The City values its investments in LAIF at a fair market value provided by LAIF. At June 30, 2020, the factor used was 1.004912795.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS****NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 2: Cash and Investments (Continued)**b. Deposits and Investment Risks***Credit Risk*

The City's investment policy limits investments in medium-term notes (MTN's) to those rated "A" or higher by Standard and Poor's (S&P) or "A2" or higher by Moody's. As of June 30, 2020, all MTN's were rated "A2" or higher by Moody's. As of June 30, 2020, the City's Federal Agency investments were rated "AA+" by Moody's and "Aaa" by S&P. All securities were investment grade and were in accordance with State and City law. Investments in U.S. government securities are not considered to have credit risk; therefore, their credit quality is not disclosed. As of June 30, 2020, the City's investments in external investment pools are unrated.

Custodial Credit Risk

The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party.

The California Government Code requires California banks and savings and loan associations to secure the City's cash deposits by pledging securities as collateral. This Code states that collateral pledged in this manner shall have the effect of perfecting a security interest in such collateral superior to those of a general creditor. Thus, collateral for cash deposits is considered to be held in the City's name.

The fair value of pledged securities must equal at least 110% of the City's cash deposits. California law also allows institutions to secure City deposits by pledging first trust deed mortgage notes having a value of 150% of the City's total cash deposits. The City may waive collateral requirements for cash deposits which are fully insured up to \$250,000 by the Federal Deposit Insurance Corporation. The City, however, has not waived the collateralization requirements.

Concentration of Credit Risk

The City's investment policy imposes restrictions on the maximum percentage it can invest in a single type of investment. Investments in Federal Agencies have the implied guarantee of the United States government. While all the City's investments are in compliance with the City's investment policy as of June 30, 2020, if a City has invested more than 5% of its total investments in any one issuer, they are exposed to concentration of credit risk. Investments guaranteed by the U.S. government and investments in mutual funds and external investment pools are excluded from this requirement.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 2: Cash and Investments (Continued)

The City has invested more than 5% of the total investment value with the following issuers:

	Up to one year	% of Total Investments
Federal Home Loan Bank	\$ 8,415,180	8%
Federal Farm Credit Bank	16,551,765	17%
Federal National Mortgage Association	6,065,020	9%
Federal Home Loan Mortgage Corporation	9,368,670	6%
	<u>\$ 40,400,635</u>	<u>40%</u>

Interest Rate Risk

The City's investment policy limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. The City's investment policy states that at least 50% of the City's portfolio shall mature in three years or less; and at least 25% in one year or less. The only exception to these maturity limits shall be the investment of the gross proceeds of tax exempt bonds. The City has elected to use the segmented time distribution method of disclosure for its interest rate risk.

Note 3: Receivables

The following is a summary of receivables net of allowances for uncollectible amounts at June 30, 2020:

	Vehicle Replacement	Total
Accounts Receivable	<u>\$ 41,520</u>	<u>\$ 41,520</u>

Note 4: Interfund Transactions

Transfers

The internal service funds did not have any transfers from the City Funds as of June 30, 2020.

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 5: Capital Assets

At June 30, 2020, the City's capital assets consisted of the following:

	Balance at June 30, 2019	Additions	Deletions	Transfers	Balance at June 30, 2020
Non-depreciable assets:					
Construction in progress					
Vehicle Replacement	\$ 454,180	\$ -	\$ -	\$ (4,180)	\$ 450,000
Major Facilities Repair	722	224,729	-	-	225,451
Self Insurance	45,361	-	-	-	45,361
Total non-depreciable assets	<u>500,263</u>	<u>224,729</u>	<u>-</u>	<u>(4,180)</u>	<u>720,812</u>
Depreciable assets:					
Buildings and improvements					
Building Occupancy	124,678	-	-	-	124,678
Vehicle Replacement	39,953	923,724	-	4,180	967,857
Information Technology	15,272	-	-	-	15,272
Emergency Communications	90,391	-	-	-	90,391
Furniture and equipment					
Building Occupancy	121,809	-	-	-	121,809
Vehicle Replacement	251,807	-	-	-	251,807
Information Technology	1,393,329	169,491	-	-	1,562,820
Emergency Communications	2,795,795	118,000	-	-	2,913,795
Automotive equipment					
Vehicle Replacement	14,451,251	335,767	(914,086)	-	13,872,932
Leased equipment					
Information Technology	1,261,139	279,880	-	-	1,541,019
Infrastructure					
Vehicle Replacement	109,199	-	-	-	109,199
Total depreciable assets	<u>20,654,623</u>	<u>1,826,862</u>	<u>(914,086)</u>	<u>4,180</u>	<u>21,571,579</u>
Less accumulated depreciation for:					
Buildings and improvements					
Building Occupancy	45,965	4,410	-	-	50,375
Vehicle Replacement	39,953	3,093	-	-	43,046
Information Technology	4,243	339	-	-	4,582
Emergency Communications	46,753	4,675	-	-	51,428
Furniture and equipment					
Building Occupancy	18,435	7,340	-	-	25,775
Vehicle Replacement	111,154	11,923	-	-	123,077
Information Technology	1,278,976	48,904	-	-	1,327,880
Emergency Communications	906,802	221,623	-	-	1,128,425
Automotive equipment					
Vehicle Replacement	7,920,222	1,285,870	(624,249)	-	8,581,843
Leased equipment					
Information Technology	854,924	93,293	-	-	948,217
Infrastructure					
Vehicle Replacement	5,688	2,730	-	-	8,418
Total accumulated depreciation	<u>11,233,115</u>	<u>1,684,200</u>	<u>(624,249)</u>	<u>-</u>	<u>12,293,066</u>
Total depreciable assets, net	<u>9,421,508</u>	<u>142,662</u>	<u>(289,837)</u>	<u>4,180</u>	<u>9,278,513</u>
Governmental activities capital assets, net	<u>\$ 9,921,771</u>	<u>\$ 367,391</u>	<u>\$ (289,837)</u>	<u>\$ -</u>	<u>\$ 9,999,325</u>

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 5: Capital Assets (Continued)

Depreciation expense was charged to internal service funds for the fiscal year ended June 30, 2020, as follows:

Internal Service Funds:	
Vehicle Replacement	\$ 1,303,616
Building Occupancy	11,750
Information Technology	142,536
Emergency Communications	226,298
Total depreciation expense	<u>\$ 1,684,200</u>

Note 6: Compensated Absences Payable

The following is a summary of compensated absences payable transactions for the year ended June 30, 2020:

	Balance July 1, 2019	Additions	Deletions	Balance June 30, 2020	Amounts Due Within One Year
Internal service funds:					
Compensated absences payable	<u>\$ 374,581</u>	<u>\$ 195,748</u>	<u>\$ (213,722)</u>	<u>\$ 356,607</u>	<u>\$ 58,483</u>

Note 7: Long-Term Debt

The following is a summary of long-term debt transactions for the year ended June 30, 2020:

	Balance July 1, 2019	Additions	Deletions	Balance June 30, 2020	Amounts Due Within One Year
Information Technology	<u>\$ -</u>	<u>\$279,880</u>	<u>\$ (93,293)</u>	<u>\$ 186,587</u>	<u>\$ 93,293</u>

Capital Leases

The City has entered into various lease purchase agreements for equipment. These leases have been classified as capital leases. The related assets have been capitalized in the internal service funds at the initial present value of the lease payments. The balance outstanding at June 30, 2020, was \$186,587.

The total leased assets by major asset class consisted of the following:

Equipment	
Information Technology	\$ 1,541,019
Equipment under capitalized lease, at cost	<u>1,541,019</u>
Accumulated depreciation	
Information Technology	(948,217)
Equipment under capitalized lease, net	<u>\$ 592,802</u>

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS**

**NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 8: Risk Management

The City is exposed to risks of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters; and currently reports all of its risk management activities in its Self-Insurance Program Internal Service Fund.

The City has adopted a self-insurance workers' compensation program, which is administered by a third-party agent, AdminSure. The self-insurance coverage for each claim is limited to \$750,000. Excess coverage of up to \$50,000,000 for each claim is provided by the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), an insurance pool, in which a consortium of counties and cities has agreed to share risks and losses. As of June 30, 2020, the estimated claims payable for workers' compensation was \$17,312,132, which included claims incurred but not reported (IBNR). The current year's portion of the claims was \$926,143.

For general liability claims, the City is also self-insured up to \$500,000 for each occurrence. The self-insurance program is administered by a third-party agent, AdminSure. Each claim in excess of the self-insured retention of up to \$30,000,000 is covered by the CSAC-EIA.

As of June 30, 2020, the estimated claims payable for general liability was \$7,369,000, which included IBNR. The current year's portion was \$17,312,132. Governmental activities claims and judgments are generally liquidated by the General Fund.

	Liability on June 30, 2020
General Liability	\$ 7,369,000
Workers' Compensation	17,312,132
Total	<u>\$ 24,681,132</u>

Settled claims have not exceeded any of the City's coverage amounts in any of the last three fiscal years and there were no reductions in the City's coverage during the year.

The estimated claims payable for workers' compensation and general liability is based on estimates provided by the third-party administrator, the City Attorney, the Risk Management staff, and the City's actuary.

Changes in the reported liability resulted from the following:

Balance June 30, 2019	Additions	Deletions	Balance June 30, 2019	Due Within One Year
<u>\$ 25,636,814</u>	<u>\$ 3,781,453</u>	<u>\$ (4,737,135)</u>	<u>\$ 24,681,132</u>	<u>\$ 1,329,877</u>

**CITY OF REDONDO BEACH
INTERNAL SERVICE FUNDS****NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED JUNE 30, 2020**

Note 9: Pension Plan***Plan Description***

The Plans are agent, multiple-employer defined benefit pension plans administered by the California Public Employees' Retirement System (CalPERS). A full description of the pension plans regarding number of employees covered, benefit provisions, assumptions (for funding, but not account purposes), and membership information are listed in the June 30, 2016 Annual Actuarial Valuation Report (funding valuation). Details of the benefits provided can be obtained in Appendix B of the actuarial valuation report. The actuarial valuation report and CalPERS' audited financial statements are publicly available reports that can be obtained at CalPERS' website, at www.calpers.ca.gov.

Benefits Provided

CalPERS provides service retirement and disability benefits, annual cost of living adjustments and death benefits to plan members, who must be public employees and beneficiaries. Benefits are based on years of credited service, equal to one year of full time employment. Members with five years of total service are eligible to retire at age 50 with statutorily reduced benefits. All members are eligible for non-duty disability benefits after 10 years of service. The death benefit is one of the following: the Basic Death Benefit, the 1957 Survivor Benefit, or the Optional Settlement 2W Death Benefit. The cost of living adjustments for each plan are applied as specified by the Public Employees' Retirement Law.

For detailed information on the pension plan refer to the City of Redondo Beach's Comprehensive Annual Financial Report.

Note 10: Other Post-Employment Benefits

Plan Description and Eligibility. In addition to the pension benefits described above, the City provides certain health insurance benefits, in accordance with memorandums of understanding, to retired employees through the California Employers' Retiree Benefit Trust (CERBT) Fund, which is an agent multiple-employer plan administered by CalPERS. The City provides medical insurance for employees in accordance with agreements reached with various bargaining groups. The City shall pay the single retiree medical premium rate, for qualified retirees, for a medical insurance plan in which the retiree is enrolled from among those medical plans provided by the City. These contributions of the City for such medical premiums shall cease on the date the retiree becomes eligible to enroll in the Federal Medicare program and/or any Medicare supplemental plans.

For detailed information on the OPEB plan refer to the City of Redondo Beach's Comprehensive Annual Financial Report.

Note 11: Commitments and Contingencies

- a) Lawsuits - The City is a defendant in various lawsuits. Although the outcome of these lawsuits is not presently determinable, it is the opinion of the City's legal counsel that resolution of these matters will not have a material adverse effect on the financial condition of the City.
- b) As of June 30, 2020, in the opinion of City management, there were no outstanding matters that would have a significant effect on the financial position of the funds of the City.

CITY OF REDONDO BEACH BUDGET RESPONSE REPORT #6

June 1, 2021

Question:

What changes to Fire Inspection program could be made to reduce the fee schedule?

Response:

From the inception of the Fire Prevention re-organization in 2017 there has been significant resistance to the fee schedule associated with the program. The City currently charges \$95.00 per inspection to recover the cost of civilian personnel hired to conduct fire inspections. The City has elected to use a third-party billing company that places an additional \$18.50 charge on the inspection, bring the total cost to the customer at \$113.50. The \$95.00 fee assigned to the fire inspections is the full cost recovery for the service provided by the city as outlined in Attachment A.

The current \$113.50 fee is competitive with other regional cities. Attachment B outlines the fee schedule for other cities completing similar types of inspections. Other regional cities charge the following rates for their base level fire inspections:

- Beverly Hills: \$278.00
- Manhattan Beach: \$232.00
- Culver City: \$131.00
- Santa Monica: \$122.00
- *Redondo Beach \$113.50*
- Torrance: \$92.00
- El Segundo: \$83.00

There has been significant feedback from the community regarding the fee schedule assigned to Fire Inspections. The two areas that have generated a majority of the negative feedback are associated with small businesses (less than 500 square feet) and three and four-unit multifamily properties. Most regional cities use a formula based on square footage and number of units. The current Redondo Beach fee schedule operates on a single flat rate (\$113.50) based on one hour of inspector time. Larger inspections are charged for each quarter hour over the initial hour to reflect their increased usage of services. A strategy to reduce the fee schedule would be to incorporate a hybrid fee schedule focused on lowering the inspection fee charged to small businesses and three- and four-unit multifamily dwellings

Adjusting the Fee Schedule based on Pilot Program Fire Inspectors

Due to the COVID-19 Pandemic restrictions and the training requirements associated with hiring new firefighters the Fire Department is currently behind schedule to complete annual fire inspections. There is little opportunity to recover from the deficit before the end of the calendar year using sworn personnel. This deficit provides the City with the

opportunity to hire four part-time non-sworn Fire Inspectors to help complete the annual inspections and lower portions of the fee schedule. The lower labor cost associated with these Inspectors would allow the City to reduce the fees assigned to small businesses and three- and four-unit multifamily dwellings. The revenue generated by completing the behind schedule inspections is projected to support the cost of hiring four part-time Inspectors for Fiscal Year (FY) 21-22. This would also allow the City to explore an alternative service model for fire inspections.

The benefits of hiring the four non-sworn Fire Inspectors include:

- The four Fire Inspectors would be trained to enhance the customer service experience during the inspections.
- This program would function as a “grow your own” opportunity for the department allowing the recruitment and development of local firefighter candidates.
- The shift from sworn personnel to dedicated civilian inspectors would allow the inspectors to spend more time with each customer. Sworn personnel are currently tasked with emergency calls, training, and other administrative duties.
- Sworn personnel were never intended to complete the number of fire inspections that they are currently assigned. During the Fire Prevention re-organization in 2018 only one of the two proposed Inspectors was hired placing 50% more inspections on sworn personnel than intended.

As part of this pilot program it is proposed that this fee schedule be applied to small (less than 500 square feet) businesses and three- and four-unit multifamily dwellings. Using the part-time non-sworn inspectors, the fee schedule to be reduced from \$95.00 to \$47.50 based on the lower cost of labor. Attachment C outlines the cost of service when using the part-time inspectors. This, when combined with third party billing fee, would change the customer cost from \$113.50 to \$66.00. This fee change is projected to apply to approximately 2000 inspections annually, or one half of all Fire Inspections.

Fiscal Impact

The fiscal impact to the Fire Inspection Program for FY 21-22 is challenging to project. The change in fee structure coupled with completing the additional behind schedule inspections is anticipated to have a slightly negative impact on projected program revenues. If the program is extended to FY 22-23 it is projected that the reduced fee schedule would reduce the program revenues by approximately \$100,000. There are some alternatives to overcome this long-term reduction in revenues with additional changes to the fee structure. For FY 21-22 there is a unique opportunity to explore this new model of service delivery with a slight reduction in program revenues and facilitate the delivery of an important service to the community. The mission of the Redondo Beach Fire Department (RBFD) is to “serve the community by protecting life, property, and the environment through prevention, education and emergency services”. Emergency response resources are commonly considered the key assets in meeting the goals of the RBFD’s mission statement, but an equally important asset in the Fire Department operational structure is the administrative staff.

This Budget Response Report is directly linked to hiring the non-sworn part-time personnel recommended in Decision Package 32. Hiring the additional personnel at a lower hourly rate allows the City to reduce certain Fire Inspection fees.

Attachment A: Inspection Rate

Attachment B: Regional Inspection Fees

Attachment C: P/T Inspection Rate

Actual Costs & Data		Calculated Costs	
Inspector Wage (per hour, based on 40 hours)	\$41.61		
Admin Wage (per hour)	\$0.00		
Burdened Fringe Benefit Rate	65.00%	Inspectors Required per Inspection	1
Apparatus Required for Inspections	1	Inspections per Year	4,559
Time Required per Inspection (minutes)	20		
Admin/IT Time Required per Inspection (minutes)	10	Total Inspector Labor Cost (per hour)	\$68.66
Total of ALL Runs per Year (inc. Inspections)	6,600	Total Admin / IT Labor Cost (per hour)	\$0.00
		Total Labor Cost per Inspection	\$68.66
		Total Vehicle Cost (per year)	\$69,625
		Total Vehicle Cost per Inspection	\$5.27
		Liability Insurance (per year)	\$79,062
		Liability Insurance per Inspection	\$3.95
		Technology Hardware (iPads, per Inspection)	\$17.00
		Software (FIREHOUSE RMS, per Inspection)	\$0.00
		Mgmt. Overhead and Supervision	\$0.00
		Billing, Administration & Reports (FRUSA)	
		Total Cost Per Inspection / Hr	\$94.88

FIRE PREVENTION BUSINESS/MULTI UNIT INSPECTION FEE SCHEDULE SURVEY									
	EL SEGUNDO	TORRANCE	MANHATTAN	CULVER	SANTA	BEVERLY			
FEE TYPE		Hourly rates (15 min - 4hr)	BEACH	CITY	MONICA	HILLS			
Annual Business Inspection									
0-500 sq. ft.		\$ 92.00			\$ 122.00				
501-2,000 sq. ft.					\$ 160.00				
0-1,499 sq. ft.	\$ 83.00	\$ 92.00	\$ 232.00	\$ 131.00		\$ -			
1-2,000 sq. ft.						\$ 278.00			
1,500-9,999 sq. ft.	\$ 114.00	\$ 133.00	\$ 335.00	\$ 333.00		\$ -			
2,000 - 5,000 sq.ft.					\$ 199.00				
2,001 - 5,000 sq. ft.						\$ 417.00			
5,001 to 10,000 sq. ft.					\$ 277.00	\$ 557.00			
10,000 sq. ft. and greater	\$ 201.00	\$ 336.00	\$ 451.00	\$ 575.00	\$ -	\$ 626.00			
25,000-99,999 sq. ft.	\$ 387.00	\$ 590.00		\$ 766.00	\$ -				
100,000-499,999 sq. ft.	\$ 1,636.00	\$ 1,051.00	\$ -	0	\$ -				
500,000 sq. ft. and greater	\$ 3,462.00	\$ 1,289.00	\$ -	0	\$ -				
Annual Business Inspection (Common Areas)									
Common Area base first story (includes single story bldgs)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
0-2000 sq. ft. per floor	\$ -	\$ -	\$ -	\$ -	\$ 82.00	\$ -			
2001-5000 sq. ft. per floor	\$ -	\$ -	\$ -	\$ -	\$ 95.00	\$ -			
5001-10000 sq. ft. per floor	\$ -	\$ -	\$ -	\$ -	\$ 80.52	\$ -			
>10000 sq. ft. per floor	\$ -	\$ -	\$ -	\$ -	\$ 89.47	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ 99.53	\$ -			
Annual Business Reinspection									
0-1,499 sq. ft.	\$ 45.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
1,500-9,999 sq. ft.	\$ 45.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
10,000-24,999 sq. ft.	\$ 65.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
25,000-99,999 sq. ft.	\$ 105.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
100,000-499,999 sq. ft.	\$ 200.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
500,000 sq. ft. and greater	\$ 400.00	\$ 217.00	\$ -	\$ -	\$ -	\$ 56.00			
Educational <5,000 sq. ft.	\$ -	\$ 58.00	\$ -	\$ -	\$ 947.00	\$ 123.00			
Educational >5,000 sq. ft.	\$ -	\$ 103.00	\$ -	\$ -	\$ 947.00	\$ 204.00			
Assembly <5,000 sq. ft.	\$ -	\$ 58.00	\$ -	\$ -	\$ 330.00	\$ 147.00			
Assembly >5,000 sq. ft.	\$ -	\$ 103.00	\$ -	\$ -	\$ 330.00	\$ 204.00			
A/E Reinspection 2nd	\$ -	\$ 217.00	\$ -	\$ -		\$ 56.00			
Apartments 3-10 units	\$ 83.00	\$ 92.00	\$ 232.00	\$ 163.00	\$ -	\$ 55.00			
Apartments 3-15 units					\$ 141.00				
Apartments 11-20 units			\$ 349.00						
Apartments 20 and over			\$ 465.00						
Apartments 11-40 units	\$ 114.00	\$ 92.00	\$ -	\$ 333.00		\$ 92.00			
Apartments 16-49 units					\$ 190.00				
Apartments 41-70 units	\$ 201.00	\$ 133.00	\$ -	\$ 575.00	\$ -	\$ 130.00			
Apartments 50-99 units					\$ 239.00				
Apartments 71 and over	\$ 387.00	\$ 336.00	\$ -	\$ 1,132.00	\$ -	\$ 169.00			
Apartments 100 and over	\$ 1,636.00	\$ 590.00			\$ 337.00				
Reinspection 2nd	\$ -	\$ -	\$ 232.00	\$ -	\$ 287.00	\$ 57.00			
Reinspection 3rd	\$ -	\$ 217.00	\$ 232.00	\$ -	\$ -	\$ 149.00			
Reinspection 4th	\$ -	\$ -	\$ 232.00	\$ -	\$ -	\$ 259.00			
Annual FD Permit	\$ 95.00		\$ 232.00		\$ 287.00				
Temporary FD Permit	\$ 505.00		\$ 232.00						
High Rise Inspection	\$ 1,646.00	\$ -	\$ 750.00	\$ 1,184.00	\$ 2,402.00	\$ 1,527.00			
False Alarm (after 3 in a year)		\$ 526.00			\$ 526.00				
RBFd Billed: FY15-\$19,236, FY16-\$15,573 (Collection rate FY15-43%, FY16-56%)									

RBF D Billed: FY15-\$19,236, FY16-\$15,573

(Collection rate FY15-43%, FY16-56%)

Notes:

Culver City: Businesses under 1999 Sq. ft. are inspected on alternate years based on last digit of address, even on even years and odd on odd years.

Culver City: High Rise inspections = \$148.00 per hr. 8 hr. minimum.

Santa Monica: High Rise >75' = 2,181.

** RB Fee schedule does not specify for initial inspection billing at this time; * Average of those cities that charge for inspection

Actual Costs & Data		Calculated Costs	
Inspector Wage (per hour, based on 20 hours)	\$25.00	Inspectors Required per Inspection	1
Admin Wage (per hour)	\$0.00	Inspections per Year	4,559
Burdened Fringe Benefit Rate	0.00%	Total Inspector Labor Cost (per hour)	\$25.00
Apparatus Required for Inspections	1	Total Admin / IT Labor Cost (per hour)	\$0.00
Time Required per Inspection (minutes)	20	Total Labor Cost per Inspection	\$25.00
Admin/IT Time Required per Inspection (minutes)	10	Total Vehicle Cost (per year)	\$69,625
Total of ALL Runs per Year (inc. Inspections)	6,600	Total Vehicle Cost per Inspection	\$5.27
		Liability Insurance (per year)	\$79,062
		Liability Insurance per Inspection	\$3.95
		Technology Hardware (iPads, per Inspection)	\$17.00
		Software (FIREHOUSE RMS, per Inspection)	\$0.00
		Mgmt. Overhead and Supervision	\$0.00
		Billing, Administration & Reports (FRUSA)	
		Total Cost Per Inspection / Hr	\$51.23

CITY OF REDONDO BEACH

Budget Response Report #7

June 1, 2021

Question:

What locations could support the installation of a new dog run facility, what are the costs and impacts of a dog run, and what improvements are included in the budget for the City's existing Dog Park?

Response:

On May 4, 2021, Councilmember Obagi requested information regarding the feasibility of installing dog runs at the following locations in District 4:

- Andrews Park, west of the oval pathway
- Perry Park, near the Senior Center
- SCE Right of Way at Rockefeller Lane
- Southwest corner of Artesia Boulevard and Ford Avenue – Wylie Sump

Councilmember Nehrenheim subsequently requested information about creating a dog run at Alta Vista Park.

The installation cost estimates below assume the following:

- 4-foot green vinyl coated chain link perimeter fencing
- Two entrance gates at each dog run
- 42" x 48" holding areas at each entrance
- Wood chip surfacing
- Dog waste bag dispensers
- General signage
- Irrigation upgrades
- A 15% project contingency

Andrews Park

Andrews Park has space available to accommodate a 20' x 100' dog run, without removing or relocating any existing park features. The run would be located in the strip between the concrete walkway and the California Water Service property, and would be accessible from the sidewalk for ADA access. Estimated costs to implement the dog run are as follows:

- Install fencing:	\$7,700
- Install gates and holding areas:	\$2,000
- Install dog waste bag dispensers:	\$75
- Install wood chips:	\$750
- Install signage:	\$500
- General site improvements:	\$2,500
- Irrigation system modifications:	\$2,000
- 15% contingency	<u>\$2,400</u>
Total:	\$17,925



Andrews Park

Perry Park

The attached aerial shows two locations that could be considered for a dog run at Perry Park. Alternative A is located along the northerly edge of the park, in the grass area beyond the outfield fence of the baseball diamond. This location contains a pitcher's warmup mound that would have to be relocated. Alternative B is located in the grass area between the baseball field and the Senior Center. Both locations could accommodate a 20' x 100' dog run, which would be ADA accessible. There would be issues to consider such as the close proximity to residences, playgrounds and the Senior Center. Estimated installation costs for either location are as follows:

- Install fencing:	\$7,700
- Install gates and holding areas:	\$2,000
- Install dog waste bag dispensers:	\$75
- Install wood chips:	\$750
- Install signage:	\$500
- General site improvements:	\$2,500
- Irrigation system modifications:	\$2,000
- 15% contingency	<u>\$2,400</u>
Total:	\$17,925

SCE Right of Way at Rockefeller Lane

SCE typically does not allow any fixed amenities to be installed in their right of way. There would also be potential issues related to construction in an area that contains underground petroleum pipelines. If an agreement could be reached with SCE, the site could accommodate a 25' x 120' dog run. SCE would require plans developed by a design consultant and an amendment to the existing license agreement. Estimated installation costs are as follows:

- Install fencing:	\$15,950
- Install gates and holding areas:	\$2,000
- Install dog waste bag dispensers:	\$75
- Install wood chips:	\$750
- Install signage:	\$500
- General site improvements:	\$2,500
- Irrigation system modifications:	\$2,000
- Design consultant plans	\$4,500
- 15% contingency	<u>\$4,300</u>
Total:	\$32,575

Southwest corner of Artesia Boulevard and Ford Avenue - Wiley Sump

The area described in Councilman Obagi's request is also known as the Wiley Sump. This property is owned and operated by Los Angeles County Flood Control District. It serves as a flood control collection point that collects water from Redondo Beach and Manhattan Beach during storm conditions and releases it via underground pipelines to the ocean. The City of Redondo Beach does not have access to the sump, except for storm water issues. The only space the City has access to is the small triangle-shaped parkette on the corner, which has limited space. Staff does not feel this area is a viable location for a dog run.

Alta Vista Park

Alta Vista Park contains a small grass area located adjacent to the northerly tennis courts and the racquetball building. This area could accommodate a triangular dog run with a perimeter of about 200 feet and one gate/holding area. ADA access could be provided from the tennis center parking lot. Estimated installation costs are as follows:

- Install fencing:	\$11,000
- Install gate and holding area:	\$1,000
- Install dog waste bag dispensers:	\$75
- Install wood chips:	\$750
- Install signage:	\$500
- General site improvements:	\$2,500
- Irrigation system modifications:	\$2,000
- 15% contingency	<u>\$2,400</u>
Total:	\$20,525



Alta Vista Park

On-Going/Maintenance Costs

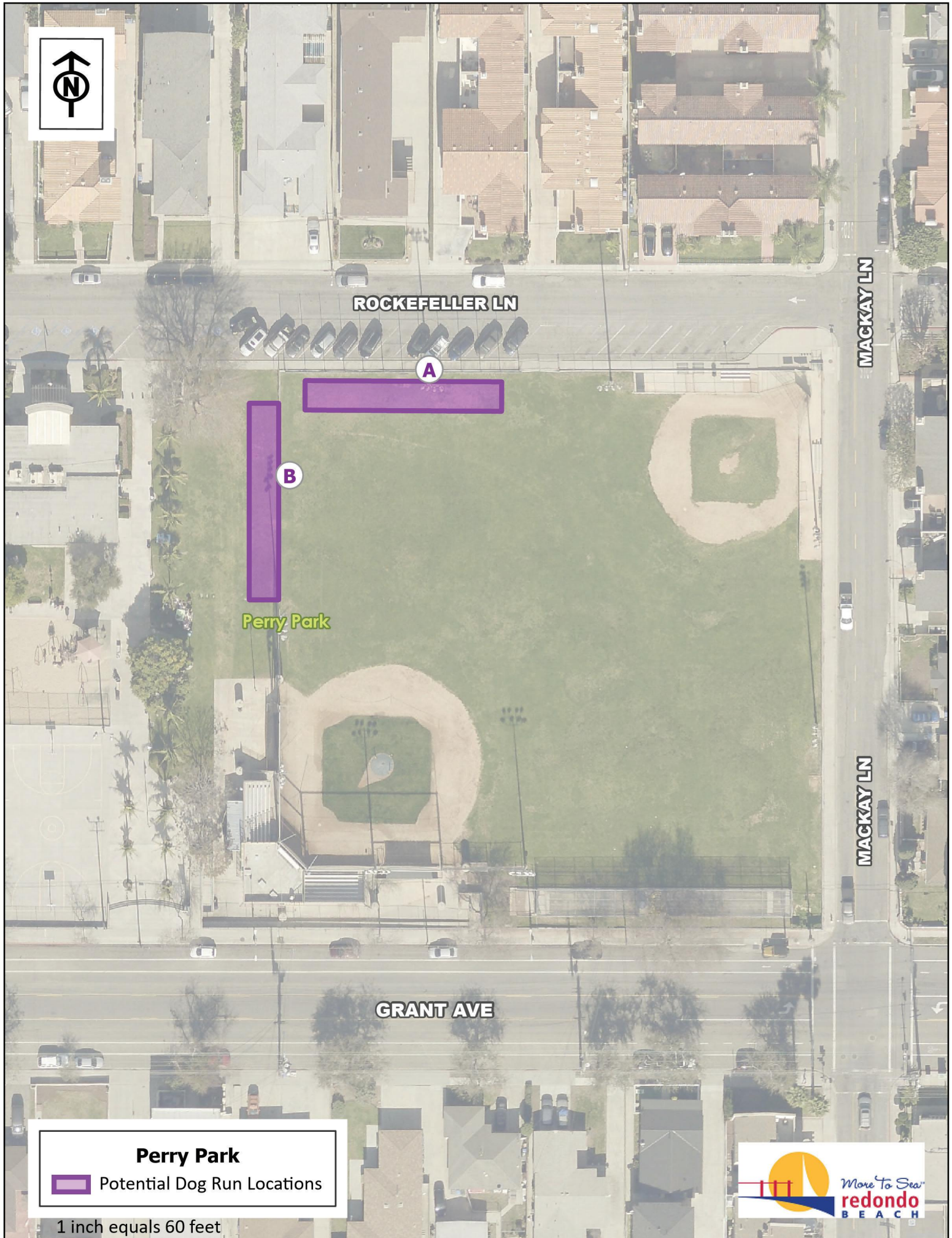
In addition to the cost to create dog runs, there would be on-going costs to operate and maintain them. The Public Works Department estimates an annual cost of roughly \$15,000 per dog run for trash and waste removal, restocking waste bags, replacing wood chips and other necessary maintenance.

Existing Dog Park

The 2021-2026 proposed Capital Improvement Program includes a project to improve the Dominguez Park Dog Park (see attached). The project includes repair and replacement of site amenities including fencing, landscaping and benches. Funding in the amount of \$120,000 is currently available for the project and an additional \$186,500 is proposed.

Attachment A: Perry Park aerial map

Attachment B: Dominguez Dog Park CIP



ROCKEFELLER LN

MACKAY LN

A

B

Perry Park

MACKAY LN

GRANT AVE

Perry Park

 Potential Dog Run Locations

1 inch equals 60 feet



CITY OF REDONDO BEACH CAPITAL IMPROVEMENT PROJECT INFORMATION

PROJECT TITLE:
Dominguez Park Dog Park Improvements

DEPARTMENT: Public Works

PROJECT MANAGER: TBD

ESTIMATED SCHEDULE: Construction in FY 21-22.

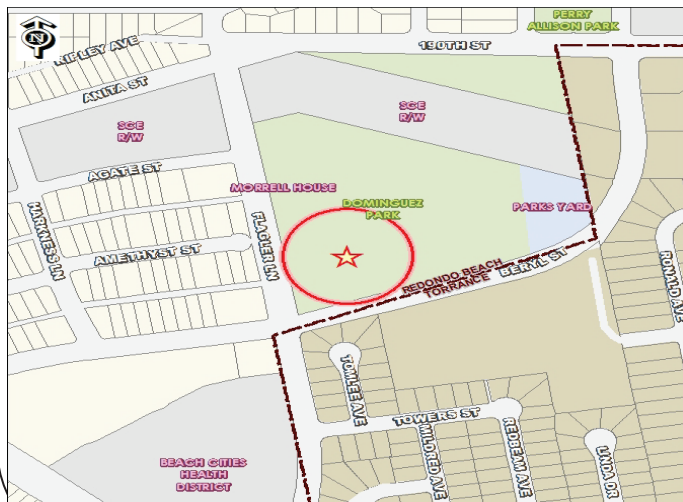
PROJECT DESCRIPTION:

The project will repair and replace site amenities including benches, fencing, and landscaping as needed at the Dominguez Park dog park.

JUSTIFICATION:

The dog park is heavily used and in need of upgrades. The project supports the City's Strategic Plan goal to maintain a high level of public safety with public engagement and assess, prioritize, and plan for park/open space acquisition and for reconstruction of major City facilities and infrastructure.

Project Location
Dominguez Park



PARKS

Funding Sources	Est. C/O	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Subdivision	\$ 60,000					
CFA Funds	\$ 60,000					
Open Space Ac		\$ 186,500				
TOTAL	\$ 120,000	\$ 186,500	\$ -	\$ -	\$ -	\$ -

Project Costs	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Construction	\$ 306,500				
TOTAL	\$ 306,500	\$ -	\$ -	\$ -	\$ -

NOTES:

FUND:	254-Sub. Pk Trust/300-CFA Fds/303-Open Sp
PROJECT NO.:	30780
PROJECT TYPE:	Rehabilitation
CATEGORY:	Parks
INITIAL YEAR OF FUNDING:	FY19-20

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DOMINGUEZ PARK DOG PARK IMPROVEMENTS

CITY OF REDONDO BEACH

Budget Response Report #8

June 1, 2021

Question:

What additional detail can be provided for key departmental maintenance and operations expenditure line items?

Response:

Attached is additional detail for the following key departmental maintenance and operations expenditure line items.

- Training/Meetings/Conferences
- Publications/Subscriptions
- Memberships/Dues
- Maintenance Agreements
- Contracts/Professional Services
- Rent/Lease – Equipment
- Rent/Lease – Building

Attachment A: Key Departmental M&O Expenditure Detail

MAYOR AND CITY COUNCIL

*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

ICA - San Diego Summer Seminar	9,000
LCC - Sacramento New Council Academy	1,000
LCC - Annual Conference	7,200
ICA - Santa Barbara Winter Seminar	7,200
LCC - Sacramento Policy Comm Meetings (2/4)	1,200
LCC - LA Policy Comm Meetings (2/4)	100
LCC - LA Monthly Division Meetings	1,000
Mayor's State of the City	2,000
Lifeguard Medal of Valor	200
SCAG - General Assembly	1,000
RB Chamber Installation	300
Reserve Corps Banquest	1,000
Federal Advocacy Meetings	1,658
Leadership Redondo Chamber Meeting	200
State Advocacy Meeting	2,300
Chamber State of the City Address	450
SB Medal of Valor Luncheon	300
Roundtable Meeting (Quarterly)	300
State of the County Address	1,000
Total Training/Meetings/Conferences	37,408

520040 Contracts/Professional Services

Strategic Planning Meeting Facilitation	10,000
Various - Strategic Planning Expenses	173
Total Contracts/Professional Services	10,173

CITY CLERK
ADMINISTRATION*Operating Expenses*FY 21-22
Proposed

510210	Publications/Subscriptions	
	Various - Miscellaneous Publications	220
	LOCC - Brown Act / Meetings	180
	CA Cities - Municipal Law Handbook	90
	Total Publications/Subscriptions	490
510220	Memberships/Dues	
	National Association of Parliament - Dues	80
	IIMC - Dues	550
	CCAC - Dues	500
	GFOA - Dues	150
	CSMFO - Dues	110
	National Notary Association - Dues	90
	Total Memberships/Dues	1,480
520000	Maintenance Agreements	
	Complete Paper Solutions - Laserfiche Support Services	14,000
	Granicus - Electronic Agenda Support Services	32,976
	Netfile - Form 700 Conflict of Interest	4,000
	Total Publications/Subscriptions	50,976
520040	Contracts/Professional Services	
	Imagery Video - Video Services	20,440
	Diane Cleary - Minutes Secretary	13,160
	Newspaper - Legal Notices	11,455
	Quality Code Publishing - Municipal Code Updates	4,532
	Underground Storage - Off-Site Storage	1,000
	Cintas - Confidential Records Destruction	3,236
	Moss Adams - Internal Audit Services	33,500
	Total Contracts/Professional Services	87,323

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

CITY CLERK ELECTIONS

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	CACEO - Annual Conference	430
	League of California Cities - New Law and Election Seminar	1,577
	Total Training/Meetings/Conferences	2,007
510210	Publications/Subscriptions	
	DFM Associates - Election Codes	200
	The Election Center - Newsletter	250
	Total Publications/Subscriptions	450
510220	Memberships/Dues	
	CACEO - Dues	125
	Total Memberships/Dues	125
520040	Contracts/Professional Services	
	Netfile/Campaign Statements	4,800
	Total Contracts/Professional Services	4,800

CITY TREASURER

*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

IIA - Internal Auditors Institute	4,000
GIOA - Gov Investment Officers Assoc	1,250
CMTA - CA Municipal Treasurers Assoc	1,400
GFOA - Government Finance Officers Assoc	925
League of California Cities	840
Total Training/Meetings/Conferences	8,415

510210 Publications/Subscriptions

Wall Street Journal	500
Total Publications/Subscriptions	500

520040 Contracts/Professional Services

FHN - Investment Management	18,000
MuniServices	37,500
Various - UUT/VUT	18,951
Moss Adams - Internal Audit Services	33,000
Union Bank - Investment Custodial Services	12,500
OpenGov - Transparency Portal	7,500
Total Contracts/Professional Services	127,451

CITY ATTORNEY
GENERAL LEGAL ADMINISTRATION*Operating Expenses*FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	League of CA Cities - Legal Training / Conferences	4,000
	Unknown - Legal Training / Conferences	1,670
	CALPELRA - Annual Conference	2,500
	California District Attorney Association - Misc Training	1,500
	Total Training/Meetings/Conferences	9,670
510210	Publications/Subscriptions	
	Lexis Nexis - Online Research	4,700
	Thomson Reuters - Misc Legal Publications	6,200
	Regents of University - Misc Legal Publications	1,510
	Lexis Nexis - Legal Publication	500
	Total Publications/Subscriptions	12,910
510220	Memberships/Dues	
	State Bar of California - Bar Dues / Membership	2,600
	CDAA - Membership	2,300
	CALPELRA - Membership	300
	Total Memberships/Dues	5,200
520040	Contracts/Professional Services	
	So Bay Center Dispute Reso - Mediation Services	3,000
	Signal Atty Service - Attorney Process Service	700
	Unknown - Expert Witnesses	500
	Total Contracts/Professional Services	4,200

CITY ATTORNEY
PROSECUTION

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	CDAA - Legal Training / Conferences	3,000
	LOCC - Legal Training / Conferences	1,000
	Misc - Legal Training / Conferences	817
	Total Training/Meetings/Conferences	4,817
510210	Publications/Subscriptions	
	Lexis Nexis - Online Research	4,000
	Thomson Reuters - Misc Legal Publications	5,380
	Total Publications/Subscriptions	9,380
510220	Memberships/Dues	
	State Bar of California - Bar Dues / Membership	2,500
	CDAA - Membership	720
	American Inns of Court - Membership	425
	LA County Bar Assoc - Membership	110
	Unknown - Miscellaneous Memberships	525
	Total Memberships/Dues	4,280
520040	Contracts/Professional Services	
	Signal Atty Service - Attorney Process Service	2,000
	Unknown - Expert Witnesses	1,550
	Unknown - Court Reporter Fees	1,550
	Total Contracts/Professional Services	5,100

CITY MANAGER

*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Misc Meetings / Leadership Workshop / Dept Heads / Managers	100
CCMA - Annual Conference	1,500
SCAG - General Assembly	1,000
Independent Cities Association - Annual Meeting	1,000
League of CA Cities - Annual Conference	2,000
CALPELRA Conference	1,000
RB Chamber - Installation / Leadership	50
Reserve Corps - Recognition Banquet	50
State and Federal Advocacy Meetings	1,500
State of the City Address	100
SB Medal of Valor - Luncheon	50
Roundtable - Quarterly Luncheons	100
LCC - Division Meetings	200
South Bay COG - City Managers Meetings	448
ICMA - Annual Conference	1,500
Total Training/Meetings/Conferences	10,598

510210 Publications/Subscriptions

Frontier FIOS - City Channel Monitoring	450
Spectrum - City Channel Monitoring	1,600
Total Publications/Subscriptions	2,050

CITY MANAGER

*Operating Expenses*FY 21-22
Proposed**510220 Memberships/Dues**

Independent Cities Association - Annual Membership	4,500
So Bay Cities Council of Governments - Annual Membership	24,000
California Coastal Coalition - Annual Membership	1,500
LA County LAFCO - Annual Membership	4,800
ICMA - Annual Membership	2,000
CCMF - Annual Membership	400
Int'l Council of Shopping Centers - Annual Membership	100
So California Assoc of Governments - Annual Membership	7,000
League of CA Cities - Annual Membership	20,000
West Basin Water Association - Annual Membership	500
Miscellaneous Memberships	1,591
League of CA Cities LA County Division	1,500
Total Memberships/Dues	67,891

520040 Contracts/Professional Services

Telecom Law Firm - Telecom Consulting	25,000
Mike Arnold & Associates - State Advocate	42,000
Turch & Associates - Federal Advocate	25,000
Miscellaneous Professional Services	15,219
Total Contracts/Professional Services	107,219

INFORMATION TECHNOLOGY

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Munis / MISAC Conferences	5,064
	Total Training/Meetings/Conferences	5,064
510220	Memberships/Dues	
	MISAC - Municipal Info Systems Assoc of Calif	600
	Total Memberships/Dues	600
520000	Maintenance Agreements	
	Cradlepoint - Cellular Modems (Public Safety)	10,000
	Firemaster - Data Center Halon System	500
	Dell - Server Warranty Extensions	3,000
	M. C. Dean - UPS Maintenance (EOC and Data Center)	5,000
	Firewall Licensing and Maintenance	5,000
	Barracuda - Email Archiver	14,700
	GoSecure - iPrism Internet Content Filter	8,000
	infoblox - DHCP Appliance	6,300
	ESET - Anti-Virus	4,000
	Trusted Site - Penetration Testing	5,000
	HP - Data Protector Backup (PD CAD / RMS)	500
	Veeam - Backup Solution	16,000
	Miscellaneous Maintenance Costs	5,000
	Zoho - ManageEngine Desktop Management	18,500
	Vmware Maintenance and Support (Virtual Servers)	11,000
	Canon - Copier Maintenance	11,400
	Cloud Mapper - M365 Drive Mapping	6,500
	HiTech Red Hat Linux Maintenance (PD RMS / CAD)	5,000
	Valimail Email Security DMARC	11,500
	Adobe Pro DC for Enterprise Licensing	24,000
	Quadient - Mail Processing Equipment	16,750
	Western NRG - Firewall Maintenance and Support	2,500
	HiTech - Red Hat Linux High Availability License	800
	HiTech - HP Hardware and Software Maintenance (CAD / RMS)	6,300
	Total Maintenance Agreements	197,250

INFORMATION TECHNOLOGY

*Operating Expenses*FY 21-22
Proposed

520040	Contracts/Professional Services	
	Verizon Business - Private IP for Verizon Wireless (Public Safety)	25,000
	Spectrum - Business Class Internet Service Provider	39,000
	Spectrum - Los Angeles Sheriff Department Point-to-Point (Police Department)	6,000
	Various - Project Work	7,460
	Integrated Media Systems - Council Chambers Audio Visual / Broadcast Maint	23,138
	Granicus - Civica - Website Maintenance and Support	7,149
	Comcate - Customer Service System	20,189
	Siteimprove - Website Quality Assurance	10,000
	Catapult Systems - Microsoft Support	10,000
	iland - Cloud Backup for Veeam and M365	18,000
	Race Communications - Internet Service Provider South Bay Fiber Network	35,800
	Team One Networking - Council Chamber Conference Bridge	10,500
	Knowbe4 - Staff Cyber Security Training	8,500
	ArchiveSocial - Social Media Archive	4,800
	Munis - Licensing / Maintenance / Support	148,500
	Microsoft - Licensing Enterprise Agreement	157,000
	Microsoft - Azure Cloud Subscription	48,000
	Spectrum - Dark Fiber Network	75,000
	Verizon Business - Verizon Wireless MPLS Circuit for Public Safety Cellular	9,400
	Total Contracts/Professional Services	663,436
520050	Rent/Lease - Equipment	
	Canon - Copy Center Equipment	15,000
	Dell - Leased Property Computers	187,400
	Dell - Leased Property Printers	90,000
	Total Rent/Lease - Equipment	292,400

HUMAN RESOURCES EMPLOYEE RELATIONS

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Various - Training / Development for Entire Agency	6,886
	LCW and CALPELRA - Labor Relations Conferences	2,000
	SCPLRC - Annual Labor Relations Conference	300
	Total Training/Meetings/Conferences	9,186
510220	Memberships/Dues	
	TBD - Miscellaneous Memberships	1,000
	CALPELRA Membership - CA Public Employee Relations Assoc	700
	SCPLRC - Public Labor Relations Council	300
	LCW - So Bay Employee Relations Consortium	3,450
	Total Memberships/Dues	5,450
520040	Contracts/Professional Services	
	Various - HR Benefits Administration (ACA / FSA / Unemployment / ICMA)	20,000
	LCW - Negotiations	15,000
	Various - Investigations and Hearings	36,750
	Various - Pre-Employment and Fit-for-Duty Psychological Exams	6,205
	Providence / US Healthworks - First Aid / DOT Physicals	10,000
	Occu-Med - Pre-Employment and RTW Physicals	25,000
	Various - Recruitment Contracts / Services (Ex: Ads / Testing / Backgrounds)	33,150
	Total Contracts/Professional Services	146,105

CITY OF
REDONDO BEACH

BUDGET
FY 2021-22

HUMAN RESOURCES RISK MANAGEMENT

Operating Expenses

FY 21-22
Proposed

520040	Contracts/Professional Services	
	AdminSure - Third Party Administrator Services	158,000
	Total Contracts/Professional Services	158,000

FINANCIAL SERVICES

*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Munis - Annual Users Conference	3,000
CalPERS - Educational Forum	500
Government Tax Seminars - Annual Seminar	790
CSMFO - Luncheons	50
GFOA - Various Training Opportunities	610
CSMFO - Annual Conference	500
Total Training/Meetings/Conferences	5,450

510220 Memberships/Dues

GFOA - City Membership	595
CSMFO - Membership	330
CAPPO - Purchasing Membership	130
NIGP - Purchasing Membership	190
Total Memberships/Dues	1,245

520000 Maintenance Agreements

CAFR Online - Software Maintenance	4,000
Presstek - Folder / Sealer Maintenance	1,600
Total Maintenance Agreements	5,600

FINANCIAL SERVICES

*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

Thales Consulting - State Contractor'S City and Street Reports	3,700
US Postal Service - Po Box 270 / Caller Service	1,835
Moss Adams - Internal Audit Services	33,500
LSL - Audit Services	68,350
MGT Of America - SB90 Claim Preparation	4,200
GFOA - Cafr Awards Review	610
GFOA - Budget Awards Review	575
CSMFO - Budget Awards Review	150
HdL - Cafr Statistical Section Data	745
Bank of America - Bank Account Analysis	25,000
HdL - Property Tax Services	9,550
Various - Credit Card Processing Fees	95,000
US Postmaster - Postal Permits	1,415
CalPERS - Gasb 68 Valuation	4,500
Pet Data - Animal Licensing Services	11,000
Total Contracts/Professional Services	260,130

**POLICE
ADMINISTRATION***Operating Expenses*FY 21-22
Proposed**510210 Publications/Subscriptions**

Criminal Justice Agencies - Directory	80
Various - Resource Directory	70
Client Alert - Case Updates	90
Daily Breeze - Newspaper Subscription	500
Total Publications/Subscriptions	740

510220 Memberships/Dues

CA Police Chief Assoc - Cal Chiefs	1,000
Int'l Assoc Chief - Chief of Police / Command Staff	700
Police Chiefs' Assoc - CPOA (CA)	260
LA County Chief Assoc	250
FBI National Academy - FBI Assoc	250
Peace Officers Assoc - LA	700
IA Inv Assoc - So CA Internal Affairs	70
National IA Inv Assoc	50
Police Exec Research (PERF)	400
Officers Association - Reserve Officers	370
Total Memberships/Dues	4,050

520000 Maintenance Agreements

HiTech - Maintenance Contract	74,000
Telestaff - Personnel Scheduling Software	10,393
Moosepoint - Geosmart Maintenance	5,000
Mark 43 - RMS	28,420
Total Maintenance Agreements	117,813

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

POLICE ADMINISTRATION

Operating Expenses

FY 21-22
Proposed

520040	Contracts/Professional Services	
	Lexipol - GOM and Legislative Updates	2,150
	Cleary Transcript - Transcription Services	2,000
	Cleary Transcript - Delivery / Shipping	300
	Imaging - Photo Services	500
	Lexipol - Training Bulletin Services	11,000
	PUMA - Management Software Maint	3,000
	Kronos - Telestaff Fees	19,150
	Webiplex - Annual Subscription	3,000
	Flying Lion - Drone Agreement	75,000
	Total Contracts/Professional Services	116,100

POLICE
PATROL*Operating Expenses*FY 21-22
Proposed**510210 Publications/Subscriptions**

Various - American Police Beat / Police Magazines	100
Various - Penal and Criminal Code Books	1,490
Copware - Vehicle / Penal Code and Legal Sourcebook Licensing	1,500
State of California Office of State Publishing - Legal Sourcebook Revision Service	170
Aele Jail & Prisoner Law Bulletin - Law Changes / Legal Issues / Techniques	300
United States Identification Manual - Identifications Updates	100
La Opinion Newspaper - Spanish Newspaper Per Title 15	300
Los Angeles Times - Newspaper Per Title 15	260
Directory & Fee Schedule - Court Names / Addresses / Phone Numbers	100
Detention Reporter - Corrections	150
Total Publications/Subscriptions	4,470

510220 Memberships/Dues

CAPTO - Training Sergeants	100
International Conference of Police Chaplains	400
National Reserve Officers Association - Reserve Officers	100
National Tactical Officers Association - SWAT Training	150
California Association of Tactical Officers - SWAT Training	100
California Association of Hostage Negotiations - Training	380
American Correctional Assoc - Jail Information	40
California Probation Parole & Correctional Assoc - Corrections Updates	100
American Jail Association - Corrections Information	40
Total Memberships/Dues	1,410

520000 Maintenance Agreements

El Segundo PD - Platoon Command Vehicle Maint	1,500
Various - Vehicle Lights / Special Equipment	6,327
Kronos - Cloud Hosting Fee	16,440
Canon - Photocopier Maintenance	145
Canon - Photocopier Maintenance	145
Total Maintenance Agreements	24,557

POLICE
PATROL*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

PATH / Harbor Interfaith - Homeless Services Agreements	19,000
UPS - Shipping	280
Various - Patrol Vehicle Detailing	2,050
DirectTV - Service For Trailer	450
Har-Bro - Window Repair and Board Up Services	2,300
Various - Volunteer Candidate Fingerprinting	900
Various - Police Psychologist	5,000
Securitas - Private Security Agreement	47,500
Hermosa Beach - UAV Operations	30,000
Super Trap - Range Bullet Trap Lead Removal	600
ADT - Security System Monitoring	130
Kennel Spa - Canine Bathing Site and Supplies	1,800
Hermosa Animal Hospital - Canine Service	3,220
Medico - Inmate Linen Service	2,630
LA County Sheriff - Inmate Transportation To County Jail	9,480
Torrance Medical Hospital / Little Company Of Mary Hospital - Inmate Medical Treatment	32,270
LA County Sherriif - Inmate Food	19,000
Language Line - Inmate Transportation Service	1,000
Bob Barker - Inmate Clothing	8,400
Master K-9 - Canine Maintenance Training	1,280
Total Contracts/Professional Services	187,290

520060 Rent/Lease - Building

The Chuka Family Trust - 1922 Artesia Blvd	8,475
Angeles Shooting Range - Rifle Range Fees	300
Lopez Canyon Gun Club - Rifle Training	1,800
Total Rent/Lease - Building	10,575

POLICE
INVESTIGATIONS*Operating Expenses*FY 21-22
Proposed

510210	Publications/Subscriptions	
	Unknown - Law Enforcement / Investigative Publications	160
	Total Publications/Subscriptions	160
510220	Memberships/Dues	
	Int'l Ass'n of Financial Crimes Investigators - Membership Dues	270
	Analyst Association - International Association of Crime Analysts	90
	Total Memberships/Dues	360
520000	Maintenance Agreements	
	Canon - Copier Maintenance	2,000
	Time Warner Cable - Dark Fiber / Cable Service	2,500
	T-Mobile - Phone Tracking Service	1,060
	ESRI - Annual Maintenance	6,590
	Omega Group - Annual Maintenance	14,500
	I2 Inc - Annual Maintenance	800
	Total Maintenance Agreements	27,450
520040	Contracts/Professional Services	
	Unknown - Unfunded Witness Relocation	500
	Various - Coroners Documents and Services	1,000
	Various - Transcription Services	2,000
	Unknown - Extradition Expenses	2,000
	Indent-A-Drug Reference - Software Maintenance	100
	Verizon - Wireless Data Access	1,530
	Computer Forensics Crime Lab Services	9,000
	Unknown - Informants / Purchase of Narcotics, Stolen Property and Other Contraband	5,000
	Total Contracts/Professional Services	21,130
520050	Rent/Lease - Equipment	
	Unknown - Off-Site Storage / Technical Equipment Rental	300
	Total Rent/Lease - Equipment	300

POLICE SPECIAL OPERATIONS

<i>Operating Expenses</i>		FY 21-22 Proposed
510210	Publications/Subscriptions	
	Police Magazine - Yearly Subscription	40
	Lawtech Publishing Co - Unabridged Penal Code	135
	Lawtech Publishing Co - CA Vehicle Code	65
	Lawtech Publishing Co - Quick Code	130
	Mathew Bender - CVC Books	210
	State Humane - Animal Law Handbook	90
	Total Publications/Subscriptions	670
510220	Memberships/Dues	
	CCPOA - CBO Officers	60
	CA Reserve Police Officer Association - Membership and Insurance Dues	800
	CCPA - Membership	200
	Total Memberships/Dues	1,060
520000	Maintenance Agreements	
	Canon - Photocopier Usage	700
	Cummins-Allison - Coin Machine Maintenance	2,640
	Total Maintenance Agreements	3,340
520040	Contracts/Professional Services	
	Various - Public Safety Commission Minutes	1,868
	Graffiti Removal Service	58,000
	AAA - Semi-Annual Speedometer Calibration	1,200
	IPS / Bank Of America - Credit Card Fees / Connectivity and Transaction Fees	140,330
	Anne Dumke - Hearing Officer	8,000
	Data Ticket - Autocites	4,470
	LA County Shelter - Housing and Field Services	26,000
	LA County Shelter - Emergency Veterinary Services	2,000
	Total Contracts/Professional Services	241,868

CITY OF
REDONDO BEACH

BUDGET
FY 2021-22

POLICE SPECIAL OPERATIONS

Operating Expenses

FY 21-22
Proposed

520050	Rent/Lease - Equipment	
	Anza Rentals / A-1 Coast - Public Safety Fair Table / Toilet Rental	600
	Anza Rentals / A-1 Coast - Public Safety Fair Bouncer Rental	850
	Total Rent/Lease - Equipment	1,450

POLICE MANAGEMENT SERVICES

Operating Expenses

FY 21-22
Proposed

510210	Publications/Subscriptions	
	Department of Motor Vehicles - Vehicle Code Books	460
	California Criminal Justice - Warrant Agency Directory	30
	CA Court Association - Court Directory	150
	Kelly Blue Book	170
	Law Tech - Qwik Code Books (Penal / Vehicle)	700
	Thompson West Group - Penal Code Books	1,490
	Total Publications/Subscriptions	3,000
510220	Memberships/Dues	
	CA Criminal Justice Warrant Association	75
	Law Enforcement Association of Records - Supervisors	140
	California CLETS Users Group - Supervisors	140
	Total Memberships/Dues	355
520000	Maintenance Agreements	
	Complete Paperless Solutions - Laser Fiche Maintenance	28,987
	Canon - Records Photocopier Maintenance	1,400
	Total Maintenance Agreements	30,387
520040	Contracts/Professional Services	
	Signal Attorney Service - Subpoena Service	4,680
	Fedex / UPS - Shipping / Delivery	350
	Total Contracts/Professional Services	5,030
520050	Rent/Lease - Equipment	
	Canon - Photocopier Lease	2,610
	Total Rent/Lease - Equipment	2,610

POLICE ADMINISTRATIVE SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Various - Police Department Training / Conferences	34,968
	Various - Department Training	51,677
	California NENA - National Emergency Number Assoc	937
	NENA, Sponsored - National Emergency Number Assoc	750
	Total Training/Meetings/Conferences	88,332
510210	Publications/Subscriptions	
	911 Magazine	100
	PC Magazine	30
	Wireless Week - Magazine	30
	Total Publications/Subscriptions	160
510220	Memberships/Dues	
	International Association of Property and Evidence - CSO II & III Membership	200
	SBPTC - Sworn Officer Dues	1,030
	National Notary Association - Annual Dues	100
	MMASC - Training Manager Membership	70
	APCO - Association of Emergency Communications	220
	CFCA - Cal Fire Chief Assoc	100
	NENA - National Emergency Number Assoc	280
	INSB Membership Fee	53,000
	Total Memberships/Dues	55,000

POLICE ADMINISTRATIVE SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
520000	Maintenance Agreements	
	Advanced Electronics - Radio Service	37,200
	Radio System Maintenance	2,370
	Vision / West Coast - Police Vehicle Electrical Problem Repairs / Troubleshooting	3,000
	Courttrak - Court Overtime Software	690
	MDE - Training Software	2,200
	HiTech - Maintenance Contract	72,719
	Goserco - Voice Logging Recorder	3,535
	SafetyNet Informer - Maintenance Contract	1,470
	Commline	10,800
	Mark 43 - CAD Maintenance	28,420
	Total Maintenance Agreements	162,404
520040	Contracts/Professional Services	
	ADT Security - Evidence Warehouse Silent Alarm	1,660
	Access Polygraphs - New Hire Polygraph Exams	10,000
	CA Dept of Justice - Livescan Fingerprints	5,500
	Gina Gallivan - Fitness for Duty Exams	3,000
	Power D.M.S. - Annual Maintenance / Updates	3,500
	Return to Work Physicals	2,460
	Equifax - New Hire Credit Checks	500
	Accurint / Lexis Nexis - New Hire Background Information	600
	Total Contracts/Professional Services	27,220

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

FIRE ADMINISTRATION

Operating Expenses

FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	Int'l Assoc Fire Chief (LAFC) Conference	1,384
	LA Area Fire Chiefs Assoc (LAAFCA) - Annual Conference	424
	Total Training/Meetings/Conferences	1,808
510210	Publications/Subscriptions	
	Miscellaneous Publications	30
	Total Publications/Subscriptions	30
510220	Memberships/Dues	
	LA Area Fire Chiefs	460
	So Bay Fire Chiefs	200
	Total Memberships/Dues	660

**FIRE
OPERATIONS***Operating Expenses*FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	Paramedic Lic Renewals-LA/State/County	7,000
	EMT Recert Licenses- County Djs	959
	Various - Suppression Train The Trainer	2,876
	Calif Boat Safety - Lic Renewals	1,850
	US Coast Guard - Annual Renewal Training	1,850
	Harbor/Boat Training	917
	Total Training/Meetings/Conferences	15,452
510210	Publications/Subscriptions	
	Various - Promotional Publications	1,000
	US Coast Guard - Codes	400
	Total Publications/Subscriptions	1,400
510220	Memberships/Dues	
	California Assn Harbor Masters Port Capt	290
	Total Memberships/Dues	290
520000	Maintenance Agreements	
	Amerigas - Tank Rental	4,000
	Arson Software Annual Maint	3,300
	BearCom - Radio Maint/Repairs	26,000
	Boat 801/808 Maint/Repairs	15,000
	Culligan - Water Cooler	500
	Equip Maint/Repairs	6,770
	Equip/Facilities Maint/Repair	12,000
	Firehouse - RMS Annual Maintenance	3,000
	HiTech - FMS Annual Maintenance	9,000
	Kronos - Telestaff Annual Maintenance	21,000
	Prudential - Mats / Shop Towels Service	884
	Prudential - Shop Rags / Deck Mats	500
	Total Maintenance Agreements	101,954

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

FIRE OPERATIONS

Operating Expenses

FY 21-22
Proposed

520040	Contracts/Professional Services	
	Station Overhead Radio Maint / Repairs	3,050
	Equip/Appar/Facilities Maint/Repairs	20,000
	Defib Monitors Maint/Repairs	20,000
	Paramedic Training Tuition/ Fees	20,000
	PM Equip/Squads Maint/Repairs	4,000
	UC Regents - Continuing Education	23,000
	Total Contracts/Professional Services	90,050

FIRE
PREVENTION*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Fire Invest (NAFI/CCAI) Conference	1,936
Int'l Assoc Fire Chiefs (LAFC) Annual Conf	1,900
Firehouse Software - Annual Conference	1,750
CA Conf of Arson Inv - Annual Conference (Fire Marshal / 2 Arson Investigators)	3,200
Fire Prevention Training Courses	1,028
Fire Prev Off Assoc - Fire Prevention Officers Meetings	300
Hazmat Training	632
Total Training/Meetings/Conferences	10,746

510210 Publications/Subscriptions

NFPA Annual Code Updates	871
Thomson West - T19 Publications	220
NFPA - Alarm Codes	180
State Agencies - Hazardous Materials	300
Various - Publications / Handouts	70
Total Publications/Subscriptions	1,641

510220 Memberships/Dues

Calif Conf Arson Invest - Arson Investigators	450
NFPA - Annual Membership	50
Total Memberships/Dues	500

520040 Contracts/Professional Services

Ocean Blue & Medasend - Hazardous Waste Cleanup	3,200
Lifecom - Oxygen Sensor Calibrations	1,500
Total Contracts/Professional Services	4,700

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

FIRE SPECIAL SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Emerg Mgmt Programs	974
	Various - Suppression Training - Train The Trainer	3,834
	Red Cross - NEMS Disaster Prep	3,000
	State Agencies - Haz Mitigation Planning	374
	Total Training/Meetings/Conferences	8,182
510210	Publications/Subscriptions	
	State of California - Emerg Prep Manuals / Publications	600
	Firefighters Bookstore - Training / Reference Materials	1,200
	Various - Continuing Education Reference Materials	300
	Total Publications/Subscriptions	2,100
520000	Maintenance Agreements	
	Target Solutions - Online Training Platform	4,992
	Total Maintenance Agreements	4,992
520040	Contracts/Professional Services	
	Area G - City Annual Participation	13,760
	Total Contracts/Professional Services	13,760

PUBLIC LIBRARY

*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Chamber of Commerce / Roundtable / City Sponsored	80
So Cal Library Cooperative - Workshops	200
InfoPeople - Online Courses	300
OCLC / SC Tech - Workshops	150
California Library Assn - Annual Conference	944
TBD - Live Staff Training Event	1,439
Sirsidynix - Online Staff Training	1,000
Total Training/Meetings/Conferences	4,113

510210 Publications/Subscriptions

EBSCO - Professional Titles	1,100
Baker & Taylor - TS3 Grid Gold	3,300
Califa - RDA Toolkit	325
Total Publications/Subscriptions	4,725

510220 Memberships/Dues

SCLC - Southern California Library Cooperative System	3,376
Califa - Network Of Libraries	360
Customers of Sirsidynix - Library Automation Users' Group	100
American Library Assoc - National Professional Organization	320
California Library Assoc - State Professional Organization	165
Total Memberships/Dues	4,321

520000 Maintenance Agreements

Sirsidynix - Library Automation System	85,066
3M - Security Gates / Self Check Machines / Resensitizers	15,500
Toddco - Parking Structure Cleaning	5,200
Envisionware / Cenic - Print / Reservation Management System / Public Internet Connect	13,100
Total Maintenance Agreements	118,866

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

PUBLIC LIBRARY

Operating Expenses

**FY 21-22
Proposed**

520040	Contracts/Professional Services	
	Independent Contractor - Library Commission Minutes	750
	OCLC - Bibliographic Services / Interlibrary Loan Software	18,513
	Bank of America - Merchant Services	750
	DearReader.Com - Online Book Clubs Service	380
	Total Contracts/Professional Services	20,393

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

COMMUNITY SERVICES ADMINISTRATION

Operating Expenses

FY 21-22
Proposed

510210	Training/Meetings/Conferences	
	Various - Training / Seminars / Conferences	741
	Total Training/Meetings/Conferences	741
510220	Memberships/Dues	
	California Parks & Recreation Society - Director / Commissioners	360
	National Recreation & Parks Association - Director	200
	Total Memberships/Dues	560

COMMUNITY SERVICES TRANSIT

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Unknown - Grants Training	2,250
	Unknown - Professional Development	2,552
	APTA / CALACT / CTA - Transit Conferences	6,000
	Unknown - Zero Emission Bus Regs	3,000
	AQMD / Various - EPA / CARB / AQMD Update Training (Rideshare)	405
	Total Training/Meetings/Conferences	14,207
510210	Publications/Subscriptions	
	Federal Assistance Monitor	400
	Bus & Rail Magazine	50
	Transit Coop Research Program	70
	Miscellaneous Publications / Subscriptions	50
	Total Publications/Subscriptions	570
510220	Memberships/Dues	
	APTA - Membership	8,350
	CTA - Membership	1,000
	CALACT - Membership	375
	Unknown - Regional Memberships / Dues	275
	ZEBRA - Zero Emission Bus Resource Alliance	5,000
	Total Memberships/Dues	15,000
520000	Maintenance Agreements	
	South Bay Galleria Common Area Maintenance	22,000
	Contract Services for New Transit Center	28,240
	Total Maintenance Agreements	50,240

COMMUNITY SERVICES
TRANSIT*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

Franklin Hill Consultants - Technical Assistance (NTD)	6,300
TBD - Technical Assistance (DBE)	10,000
Roy Glauthier Consultant - Technical Assistance (Transit Services)	25,000
Leslie Scott Consultant - Project Management Assistance	100,000
CHK America - Transit Info / Maps Graphic Design	27,160
Metro / Tap - Mobile Validator Services	2,500
TBD - Google Transit Set Up / Services	4,500
Syncromatics - Real Time Information (Transit System)	25,000
Transportation Concepts - Wave Contract Expense	496,000
Transportation Concepts - Line 102 Contract Expenses	995,000
Transportation Concepts - Line 109 Contract Expenses	1,470,000
Security - Transit Center Security	150,240
Real Time Monitor System at Transit Center	49,000
Metro Ticket Vending Machine Operation Fees - Transit Center	11,000
Transportation Concepts - Recreational Trips	44,000
Kim Fuentes - AQMD Annual Reporting Consultant	7,000
Total Contracts/Professional Services	3,422,700

COMMUNITY SERVICES RECREATION SERVICES

Operating Expenses

FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	Various - Training / Seminars / Conferences	237
	CPRS - Seminars	246
	CALSAC - Training	600
	CPRS State - Training	500
	CPRS District IX - Trainings	1,200
	Total Training/Meetings/Conferences	2,783
510220	Memberships/Dues	
	Misc - Dues	160
	CPRS - Annual Dues	200
	ASA - Membership	2,000
	Total Memberships/Dues	2,360
520000	Maintenance Agreements	
	Sectran Security - Alarm Maintenance	1,900
	ADT Security - Alarm System	600
	Various - HVAC / Alarm System / Elevator Maintenance	5,000
	Bill'S Sound & Alarm - Facility Alarm Service	3,000
	Various - Boat Maintenance	8,000
	Total Maintenance Agreements	18,500

COMMUNITY SERVICES RECREATION SERVICES

Operating Expenses

FY 21-22
Proposed

520040 Contracts/Professional Services

Nancy Jones - Contracted Market Manager	21,000
California Department of Food & Agriculture / LA County - Permits and Insurance	1,000
Various - Supplies	4,200
Vermont Systems - Registration System	30,322
Various - Class Instructors	272,419
TBD - Charter Bus Transportation	14,000
NISCOA - Sports Official / Umpire Certifications	3,500
TBD - DJ Dance Music Services	860
TBD - Nature / Outdoors Workshops	700
AT Systems - Armored Truck Services	2,500
Michelson Labs - Water Quality Testing Fee	18,500
Total Contracts/Professional Services	369,001

520050 Rent/Lease - Equipment

Culligan Water - Drinking Water Unit	1,200
Total Rent/Lease - Equipment	1,200

520060 Rent/Lease - Building

John Chuka - Artesia Facility Rent	206,894
RBUSD - Sports Field Rental / Night Lighting Fees	10,000
King Harbor Marina - Boat Slip Rental	5,000
Total Rent/Lease - Building	221,894

COMMUNITY SERVICES SENIOR AND FAMILY SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	BCHD / Red Cross - CPR / AED Training	300
	CPRS - Staff Training	217
	Total Training/Meetings/Conferences	517
510210	Publications/Subscriptions	
	Various - Wellness Letter / CAASC / Etc	130
	Total Publications/Subscriptions	130
510220	Memberships/Dues	
	CPRS - Membership	150
	NCOA - Membership	350
	Total Memberships/Dues	500
520040	Contracts/Professional Services	
	Various - Special Events Vendors	4,000
	Various - Contractors / Instructors	23,980
	Torrance SB YMCA - Senior Lunch Progra	17,000
	NADA - Senior Excursion Charter Bus	1,000
	Total Contracts/Professional Services	45,980

COMMUNITY SERVICES CULTURAL AND PERFORMING ARTS

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	WAA - Western US Performing Arts Centers	360
	Total Training/Meetings/Conferences	360
520000	Maintenance Agreements	
	Artesia - Water Feature Repair / Maintenance	600
	Chief Sign Co - Electronic Marquee Maintenance	-
	Bay Alarm - Security Alarm Monitoring Service	100
	Emlight Design - Theatrical Lighting Dimmer Rack Maintenance	600
	Culligan - Water Feature Supply / Maintenance	200
	LA County - Health Department Permits	300
	California Air Conditioning - Ice Makers Supply / Maintenance	100
	Total Maintenance Agreements	1,900
520040	Contracts/Professional Services	
	Staff Pro - Security / Usher Services	10,150
	Bank of America - Credit Card Fees	2,000
	Mark Hulibarger - Piano Tuning	1,500
	As Needed - Specialty Theatrical Technicians	6,750
	Signvertise - Street Banner Installations	10,000
	Total Contracts/Professional Services	30,400
520050	Rent/Lease - Equipment	
	Various - Stage Lifts	500
	Various - Specialty Lighting / Effect Rentals	650
	Total Rent/Lease - Equipment	1,150

COMMUNITY SERVICES HOUSING AUTHORITY

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Various - Section 8 Trainings / Workshops / Industry Meetings	2,685
	Total Training/Meetings/Conferences	2,685
510210	Publications/Subscriptions	
	Nan McKay & Assoc-PIH Alert / Newsletter / Section 8 Master Book Revision Service	1,250
	Total Publications/Subscriptions	1,250
510220	Memberships/Dues	
	NAHRO / Other - Regional Housing Group	350
	CAHA - So Calif Industry Group	290
	NLHA - Regional Housing	500
	Total Memberships/Dues	1,140
520000	Maintenance Agreements	
	HAPPY Software - Annual Maintenance	12,712
	Total Maintenance Agreements	12,712
520040	Contracts/Professional Services	
	Uralab Accounting - Section 8 Fee Accounting	3,000
	City Auditor - Section 8 Single Audit	2,826
	Dispute Res So Bay - Section 8 Mediation Services / Hearings	1,000
	HAPPY Software - Training / Custom Forms	1,048
	Total Contracts/Professional Services	7,874
520060	Rent/Lease - Building	
	John Chuka - 1922 Artesia Office Rent	31,052
	Total Rent/Lease - Building	31,052

CITY OF
REDONDO BEACH

BUDGET
FY 2021-22

COMMUNITY SERVICES COMMUNITY DEVELOPMENT BLOCK GRANT

Operating Expenses

FY 21-22
Proposed

520040	Contracts/Professional Services	
	Various - Public Service Agency Funding	43,572
	Michael Baker Int'l - Administration	58,096
	Total Contracts/Professional Services	101,668

COMMUNITY DEVELOPMENT PLANNING SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Various - Staff / Commissioner Conferences / Meetings	3,497
	Total Training/Meetings/Conferences	3,497
510210	Publications/Subscriptions	
	Various - Planning Publications / Books	850
	Total Publications/Subscriptions	850
510220	Memberships/Dues	
	American Planning Assoc - Planning Staff Membership	2,000
	National Trust for Historic Preservation - Planner Membership	150
	California Preservation Foundation - Planner Membership	150
	Total Memberships/Dues	2,300
520040	Contracts/Professional Services	
	Planning Commission Minutes Secretary	4,000
	TBD - Major Project Consultants as Needed	5,284
	Total Contracts/Professional Services	9,284

COMMUNITY DEVELOPMENT BUILDING SERVICES

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	CALBO - Annual Conference	1,000
	CALBO - Monthly Meetings	547
	ICBO - Montly Meetings	500
	CACEO - Code Enforcement Officer Training	600
	Total Training/Meetings/Conferences	2,647
510210	Publications/Subscriptions	
	Various - Code Enforcement Publications	921
	ICBO - Code Books / Updates	2,754
	Various - Magazines / Publications	275
	Total Publications/Subscriptions	3,950
510220	Memberships/Dues	
	ICBO / IAEL / IAMPO / CALBO - Membership Dues	275
	LAICBO - Chief Building Official Membership	289
	LAICBO - Inspectors / Plan Check Engineer Membership	600
	CACEO - Code Enforcement Officers Membership	76
	Total Memberships/Dues	1,240
520040	Contracts/Professional Services	
	TBD - Microfiche to Laserfiche Document Conversion Services	5,000
	TBD - Laserfiche Digitized Document Retention Service	5,000
	TBD - Plan Check and Other Third Party Services	9,653
	Total Contracts/Professional Services	19,653

WATERFONT AND ECONOMIC DEVELOPMENT WATERFRONT

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	TBD - Meetings / Conferences	17,960
	Total Training/Meetings/Conferences	17,960
510210	Publications/Subscriptions	
	TBD - Real Estate / Marine Publications	1,050
	Total Publications/Subscriptions	1,050
510220	Memberships/Dues	
	CMANC - CA Marine Affairs & Navigation Dues	2,500
	Harbor & Pier Assoc - Joe'S Crab Shack Monthly Dues	3,900
	Harbor & Pier Assoc - Monthly Dues	13,850
	King Harbor Assoc - Quarterly Dues	13,000
	Pier Assoc - Monthly Dues	13,850
	Redondo Pier Assoc - Quarterly Dues	13,000
	TBD - Tourism Association	1,900
	Total Memberships/Dues	62,000
520000	Maintenance Agreements	
	T2 Systems - Pay Station Annual Warranty	26,000
	T2 Systems - Revenue Reporting Annual Fee	26,000
	Total Maintenance Agreements	52,000
520040	Contracts/Professional Services	
	Integra Services - Appraisal Services	25,000
	Kosmont - Real Estate Consultant	59,925
	Lance, Soll & Lunghard - Tenant Sales Audits	40,000
	LAZ - Parking Consultant	60,000
	Noble Consultants - Marine Consultant	75,000
	On The Wing Falconry - Falcon Program	110,000
	TBD - On Call Pier Repair Contract	75,000
	Visual Lease Property Management Software	11,276
	Total Contracts/Professional Services	456,201

WATERFRONT AND ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	ICSC - Commercial Real Estate	1,000
	CALED - CA Economic Development Annual Meeting	600
	CALED - Training	1,000
	Urban Land Institute - ULI Fall Meeting	900
	CA Main St Alliance - Commercial Districts	268
	Total Training/Meetings/Conferences	3,768
510210	Publications/Subscriptions	
	Unknown - Real Estate Advisement	130
	Total Publications/Subscriptions	130
510220	Memberships/Dues	
	ICSC - S Proud / M Witzansky / L Koike / E Hause	600
	CALED - S Proud / E Hause	500
	ULI - S Proud / E Hause	345
	Lambda Alpha Int'L - S Proud	300
	MMASC - L Koike	75
	Total Memberships/Dues	1,820
520040	Contracts/Professional Services	
	HdL - Sales Tax Audit Services	30,000
	HdL Coren & Cone - Property Tax Audit Services	10,000
	BLX Group - Interim Arbitrage Rebate Report	3,000
	Real Estate / Financial Consultant	2,500
	Total Contracts/Professional Services	45,500

PUBLIC WORKS
ADMINISTRATION*Operating Expenses*FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	League of CA Cities - Regional Meetings	1,120
	American PW Assoc - Regional Meetings	1,119
	Total Training/Meetings/Conferences	2,239
510210	Publications/Subscriptions	
	Business 21 - Safety Bulletins	200
	Waste News - Current Event Issues	49
	Progressive Bus - Safety Bulletins	471
	Total Publications/Subscriptions	720
510220	Memberships/Dues	
	APWA - Annual Membership	225
	CA League of Cities - Annual Membership	225
	Total Memberships/Dues	450
520000	Maintenance Agreements	
	Canon - Copier Maintenance	1,010
	Total Maintenance Agreements	1,010
520040	Contracts/Professional Services	
	OPRA - Work Order Program	1,420
	Act 1 Personnel Svc - Temporary	1,080
	Total Contracts/Professional Services	2,500

PUBLIC WORKS
BUILDING OCCUPANCY

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Various - Mandated Training	2,103
	Various - Fork Lift / Defensive Driving / First Aid / CPR / Play Equipment	690
	Total Training/Meetings/Conferences	2,793
510210	Publications/Subscriptions	
	Various Publications / Subscriptions	300
	Total Publications/Subscriptions	300
510220	Memberships/Dues	
	National Facilities Manager Assoc - Membership Dues	370
	Total Memberships/Dues	370
520000	Maintenance Agreements	
	Curtis Chemdry - Carpet Cleaning	5,000
	Rusher Air - HVAC Coil / Filters	22,000
	Avalon Roofing - Roof Repairs	2,500
	Fred's Carpet - Flooring	5,000
	Vortex - Fire Station / Library Doors	7,000
	Doug & Sons - Pest Control	4,000
	Cintas Fire - Alarm Monitoring	5,000
	Bear Contractor - Alarm Monitoring	5,000
	Letner - Roof Repairs	2,500
	American City Pest - Pest Control	2,000
	Total Maintenance Agreements	60,000

PUBLIC WORKS
BUILDING OCCUPANCY*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

Rusher Air Conditioning - HVAC Service	47,306
ADT - City Building Security	1,205
Bill's Sound - City Building Security	7,000
Toddco Sweeping Co - Library Parking Lot Cleaning	6,620
Sparklets / Rayne - Citywide Service	5,897
Backflow Testing - Backflow Service	3,000
Eco Lab - City Building Pest Control	5,000
OPRA - Work Order System	1,420
Commercial Building Management - Custodial Service	43,150
Excelsior - Elevator Maintenance	22,102
Various - Misc Contracted Services	23,600
South Bay Fire	5,000
Total Contracts/Professional Services	171,300

PUBLIC WORKS
FLEET SERVICES*Operating Expenses*FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	ASE - ASE Testing	500
	Various - Outside Training	324
	AC Delco - Automotive Classes	755
	Total Training/Meetings/Conferences	1,579
510220	Memberships/Dues	
	MEMA - John Membership Dues	240
	Total Memberships/Dues	240
520000	Maintenance Agreements	
	OPRA - Work Order System	355
	CNG Station Maintenance	6,900
	PSI - Service Steam Cleaners	12,645
	Safety Kleen - Service Parts Cleaners	9,000
	Advanced Radio - Radio Repair / Service	11,100
	EJ Ward - Fuel Mgmt Sys Support	11,000
	Maintstar - Fleet Mgmt Sys Support	8,960
	Total Maintenance Agreements	59,960
520050	Rent/Lease - Equipment	
	Hertz Rental - Rental Equipment as Needed	2,000
	Truck Hydraulics - Rental Equipment as Needed	2,000
	Haaker Equip - Rental Equipment as Needed	6,000
	A-1 Coast Rental - Rental Equipment as Needed	5,000
	Total Rent/Lease - Equipment	15,000

PUBLIC WORKS HARBOR / PIER MAINTENANCE

Operating Expenses

FY 21-22
Proposed

510040	Training/Meetings/Conferences	
	Gloabl Enviro - Aerial Lift Operator	405
	Global Enviro - Confined Space / Haz Mat	765
	Global Enviro - Confined Space / Respirator Training	900
	Leslie Pools - Certified Pool Operators	720
	Training Network - Safety Training	631
	Training Network - Training Materials	977
	Total Training/Meetings/Conferences	4,398
520000	Maintenance Agreements	
	A-1 Coast Rental - Porta-Poti Service	1,828
	Rusher Air - HVAC Service	3,230
	American City Pest - Fumigation / Rodent Abatement	1,828
	Bear Contractor - Fire Alarm Monitoring	975
	Epax Co - Compactor Agreement	7,922
	Exelsior - Elevator Service	4,296
	LIFECOM - 02 Sensor Recalibration	518
	Light Control / Design - Energy Lighting	1,645
	Llanos Grease - Grease Disposal	305
	So Bay Fire - Fire Extinguishers / Hose Cab	975
	So Bay Fire Extinguisher - Fire Extinguisher Service	1,219
	Sparkletts - Drinking Water	244
	Tennant - Equipment Maintenance	6,215
	Total Maintenance Agreements	31,200

PUBLIC WORKS
HARBOR / PIER MAINTENANCE*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

American City Pest - Rodent / Bug Abatement	661
B&L Fabrications - S. S. Metal Fabrication	6,848
Backflow Maint Co - Backflow Repair	6,184
Bear Contractors - Monthly Monitoring	992
Coating Company - Paver Coating System	20,598
Concrete Contractor - Deck Repairs / Recoat Epoxy	11,574
Concrete Repair Co - Concrete Patch	9,602
Deck Coating Co - Repair Coating Arts / Crafts	8,363
Exelsior - Elevator Service / Repair	3,704
Fire Safe Systems - Fire Line Testing / Hydro	8,598
Fire Suppression Co - Fire Line Replace / Repair	9,697
Gina Pira - Backflow Repair / Test	6,845
Lucky's Glass - Wood Repairs / Window Install	2,315
Mattucci Plumbing - Plumbing Repairs	3,968
Meeks Construction - Dock Repairs / Inspection	8,135
Operating Fee	264
OPRA - Work Order System	1,792
Safety-Kleen - Used Oil Filters	1,653
Smith Crane - Struct / Boat Launch / Equip Lift	25,558
South Bay Landscape - Plant / Pot Maintenance	4,212
Sparklets - Drinking Water	628
Tennant - Equip Maint / Repair	12,896
Various - Masonry Repair	4,299
West Coast Arborist - Tree Trimming	6,614
Total Contracts/Professional Services	166,000

**CITY OF
REDONDO BEACH**

**BUDGET
FY 2021-22**

PUBLIC WORKS HARBOR / PIER MAINTENANCE

Operating Expenses

FY 21-22
Proposed

520050	Rent/Lease - Equipment	
	A-1 Coast Rentals - Equip / Lighting	950
	A-1 Coast Rentals - Equip / Compressor Rental	6,300
	A-1 Coast Rentals - Equipment / Lifts	1,800
	Aherns - Equipment / Compressor	1,500
	Aherns - Equipment Rental	950
	National Const - Portable Toilet Rentals	6,200
	United Rentals - Portable Toilets	400
	Total Rent/Lease - Equipment	18,100

PUBLIC WORKS

SEWER / STORM DRAIN MAINTENANCE

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Global Enviro - Confined Space Training	825
	Industrial Hearing - Annual Hearing Test	220
	Unknown - Training / Seminars	471
	Total Training/Meetings/Conferences	1,516
510220	Memberships/Dues	
	AWWA - American Water Works	80
	Cole Publications - Membership	26
	CWEA - Membership	50
	Frank Contreras - Certifications	53
	Unknown - Various Memberships	91
	WEF - Membership	100
	Total Memberships/Dues	400
520000	Maintenance Agreements	
	Empire Pipe - AES Plant Root Cleaning	2,313
	LIFECOM - Gas Detector	687
	Porter's Welding - Weld Manhole Covers	1,200
	Unknown - Storm Water Diversion Facilities	30,000
	Total Maintenance Agreements	34,200
520040	Contracts/Professional Services	
	AKM - Emergency Pump Repair	1,835
	Baker Tanks - Sewer Pumps	3,400
	Flo N Control - Pump Repair	4,963
	Golden Bell Prod - Insect / Roach Control	6,000
	Morrow Meadows - Pump Station SCADA	41,537
	OPRA - Work Order System	1,065
	South Coast Air Quality - Generator Emissions	1,200
	Various Contracts	600,000
	Total Contracts/Professional Services	660,000

PUBLIC WORKS

SOLID WASTE / RECYCLING

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	CRRA - Annual Conference	1,118
	SWANA - Workshops / Conference	1,166
	Total Training/Meetings/Conferences	2,284
510210	Publications/Subscriptions	
	Waste News - Monthly Publication	45
	CA Against Waste - Annual Subscription	105
	Total Publications/Subscriptions	150
510220	Memberships/Dues	
	CRRA - Membership	200
	SBBEC - Membership	150
	SoCal Waste Forum - Membership	50
	SWANA - Membership	100
	Total Memberships/Dues	500
520000	Maintenance Agreements	
	Athens Services - Solid Waste Service Provider	3,646,084
	Total Maintenance Agreements	3,646,084
520040	Contracts/Professional Services	
	LARA - Reg Agency Annual Dues	6,700
	OPRA - Work Order Program	710
	Unknown - Projects	5,323
	LA County - Property Tax Admin Charges	48,000
	LA County - Solid Waste Notification Tier LEA Annual Service Fee	1,100
	Total Contracts/Professional Services	61,833

PUBLIC WORKS
STREET MAINTENANCE

<i>Operating Expenses</i>		FY 21-22 Proposed
510040	Training/Meetings/Conferences	
	Global Enviro - Confined Space Training	300
	Industrial Hearing - Annual Hearing Test	150
	Liebert Cassidy - Training / Seminars	870
	Total Training/Meetings/Conferences	1,320
510220	Memberships/Dues	
	Design - Ace Guide	62
	MSA - Maint Membership	55
	NIPA - Membership	83
	Total Memberships/Dues	200
520000	Maintenance Agreements	
	Bee Removal Service - Bee Removal	2,652
	Dept Transport - Traffic Signal Maint	64,000
	Siemens - Traffic Signal Maint	86,000
	Total Maintenance Agreements	152,652
520040	Contracts/Professional Services	
	Aegis - Signal Maintenance	21,000
	Melroy - Sandblasting Equip / Repair	5,020
	OPRA - Work Order System	1,420
	Siemens - Traffic Loops	7,330
	TBD - Paving	21,000
	Various - Welding	6,650
	Yamada - Equipment Repair	3,580
	Total Contracts/Professional Services	66,000
520050	Rent/Lease - Equipment	
	A-1 Coast Rentals - Bob Cat Rental	4,000
	Haaker / Clean Street - Sweeper Rental as Needed	6,000
	Hertz Equipment - Asphalt Roller	1,000
	Total Rent/Lease - Equipment	11,000

PUBLIC WORKS
PARKS MAINTENANCE*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Calif Parks & Rec - Playground Courses	640
ISA - Continuing Education	607
LA County - Pesticide Training	306
P.A.P.A. - Pesticide Continuing Education	1,431
St Tree Seminar - Seminar / Continuing Education	153
Western Chapter ISA - Continuing Education	179
Total Training/Meetings/Conferences	3,316

520040 Contracts/Professional Services

BAVCO - Backflow Testing	11,133
Bee Removal Service - Bee Removal	2,620
Bennett Landscape - Brush Clearance	3,040
Finley's - Landscape Services	22,875
LA County - Vertabrae Pest Control	15,410
Marie Solymosi - Bee Removal	2,500
OPRA - Work Order System	1,420
WCA - Tree Trimming	190,000
Yamada - Small Equipment Service	12,160
Total Contracts/Professional Services	261,158

520050 Rent/Lease - Equipment

Nation Const - Portable Restroom Rental	1,050
Total Rent/Lease - Equipment	1,050

PUBLIC WORKS
ENGINEERING SERVICES*Operating Expenses*FY 21-22
Proposed**510040 Training/Meetings/Conferences**

Various - Engineering / Clerical Seminars	1,151
RB Chamber of Commerce - State of The City	100
RB Chamber of Commerce - Installation Employee of The Year	100
SB Public Works Dir - Monthly Meetings	300
City / County Engineers - Monthly Meetings	300
Institute of Trans Eng - Monthly Meetings	200
SBCOG / IWG - Monthly Meetings	600
APWA - Monthly Meetings	200
CA League of Cities - Meetings / Conferences	700
APWA - Meetings / Training	200
CA Water Environment Assoc (CWEA) - Meetings / Training / Conferences	770
CA Stormwater Quality Association (CASQA) - Meetings / Training / Conferences	1,503
Total Training/Meetings/Conferences	6,124

510210 Publications/Subscriptions

Blue360 Media - California Vehicle Code Handbook	50
Various - Publications	2,610
Total Publications/Subscriptions	2,660

510220 Memberships/Dues

APWA / ASCE / SEASOC - City Engineer Memberships	1,090
National Safety Council - Transportation Engineer Membership	380
Total Memberships/Dues	1,470

520000 Maintenance Agreements

ESRI - GIS Software Maintenance	4,000
Bentley - Micro Station Annual Licensing	5,240
Total Maintenance Agreements	9,240

PUBLIC WORKS
ENGINEERING SERVICES*Operating Expenses*FY 21-22
Proposed**520040 Contracts/Professional Services**

Action Blueprints - Blueprint Services	4,500
LA County - Assessor Maps	1,800
Diane Cleary / Various - PW Commission Minutes Secretary	1,800
Underground Service - Construction Dig Alerts	2,000
Richard Dickert - Weather Service Data Updates	1,200
Denn Engineers / Various - Subdivision Services	15,000
Various - Real Estate Appraisal Services	2,500
Comm Econ Solutions - Annual GASB 34 Update Report	5,000
Unknown - Program Implementation / Compliance	100,274
Various - Public Outreach	10,000
SWRCB - NPDES Municipal Permit	22,500
Unknown - CIMP Monitoring	193,300
City Traffic Counter / Etc - Traffic Speed Surveys / Counts	20,000
LA Co Tax - County Processing Charges	30,000
Michelson Labs - Seaside Lagoon Testing / Compliance	25,000
US Bank - Bond Trustee	2,750
SWRCB - Permit	15,550
LA Co Tax - County Processing Charges	52,000
Total Contracts/Professional Services	505,174

CITY OF REDONDO BEACH

Budget Response Report #9

June 8, 2021

Question:

What does implementation of the bicycle plan grant entail?

Response:

The City has secured grant funding for four bicycle facility improvement projects in the CIP. The oldest of these is the Metro Call for Projects funded effort entitled Bicycle Transportation Plan Implementation Project, Job No. 40940-40945, CFP No. F3502. The value of the grant is \$1,558,860. The original scope for which grant funding was provided includes implementation of both Class II bike lanes and Class III bike routes for corridors throughout the City. The status of this project was discussed in detail at a City Council meeting on October 20, 2020 and an attachment from that administrative report is included here to provide a listing of the streets included in that project. The City Council approved the project plans and specifications on January 19, 2021. The funding source for this project requires Caltrans to confirm funding eligibility and authorize bidding and construction activities (known as the E-76 process). Caltrans has indicated they will not begin this process for this project until the new Federal fiscal year, which begins in October. Because of this delay, staff anticipates construction of the project to begin in Spring 2022.

Since the estimated cost of this project is well below available grant funding and due to the delayed E-76 process, staff has added two additional corridors to take advantage of available funding in the grant. Bicycle facility improvements along Knob Hill Avenue between PCH and Julia Avenue (improving from Class III to Class II by road widening) and along S. Catalina Avenue between Avenue H and Knob Hill Avenue (restriping to add a two-stripe bike lane in each direction) are now in design for inclusion in the project.

More recently, the City secured Measure M funding to construct a portion of Class I bikeway along undeveloped parcels within the SCE right of way in North Redondo Beach. The design for these parcels, which will complete the North Redondo Beach Bikeway (NRB Bikeway) between Felton Avenue and Inglewood Avenue, is complete and currently under review by SCE. Once SCE approves the plan set, staff will bring the design to City Council for approval and authorization to advertise for bidding, with construction to follow. The Measure M grant for construction of the bikeway in these two parcels is \$1,000,000.

A Measure M grant worth \$200,000 has also been secured to design the next connecting portion of the City's bike network between the terminus of the NRB Bikeway at Inglewood Avenue, heading south to Ripley Avenue. This will close the gap between the end of the NRB Bikeway and existing bicycle facilities at Grant Avenue and Ripley Avenue by installation of family friendly facilities along this busy corridor.

Finally, the City, in partnership with the City of Lawndale and LA County Department of Public Works, has acquired a Metro Active Transportation (MAT) grant in the amount of \$6.6M to address pedestrian and bicycle facilities along the Redondo Beach Boulevard corridor, which runs from just west of Crenshaw Boulevard (El Camino College) to Flagler Lane in Redondo Beach. Streets along this corridor include Ripley Avenue southwest of Inglewood Avenue and Grant Avenue northeast of Inglewood Avenue, as well as Redondo Beach Boulevard, between Artesia Boulevard and Hawthorne Boulevard. This grant allows for pedestrian path of travel modifications, bike facilities, and other mobility improvements along this corridor and portions of intersecting streets or corridors. The grant includes a planning and outreach phase that is being led by Metro and the exact nature of the improvements will be developed during this initial phase. In addition to improvements on the corridor, City staff anticipates analyzing improvements along Lilienthal Lane to better connect the bike network between Ripley Avenue and Lilienthal Park, as well as tie in facilities to the future Metro C Line (Green Line) station, the location of which is yet to be finalized.

Attachment A: List of corridors included in the Bicycle Transportation Plan Implementation Project, CFP 3501 (October 2020)

BICYCLE TRANSPORTATION PLAN IMPLEMENTATION PROJECT, JOB NO. 40940-40945, CFP NO. F3502

#	Street	Limits	CLASS	Detect	Status	Project Name	Comments
1	Torrance Blvd Bike Lanes Job No. 40944	*S. Catalina Ave. to Francisca	3		Striping Contractor list	M&O	Also plan to extend to Torrance Circle Torr Blvd Resurfacing Project to upgrade to dual stripe CL 2
		Francisca to eastern City limits	2		Completed	M&O	
		Francisca to eastern City limits		X	In Design	CFP Grant Project	
2	Beryl Street Bike Lanes/Routes Job No. 40940	*N. Harbor Drive to N. Catalina Avenue	3		Striping Contractor list	M&O	This section has some CL 2 and needs sharrows in w/b direction
		N. Catalina Ave. to N. Prospect Avenue	2		In Design	CFP Grant Project	
		N. Prospect Ave. to Flagler Lane	2		In Design	Beryl Street Drainage & Roadway Impr. Project	
3	Lilienthal Lane Bike Lanes Job No. 40943	Fisk Lane to Ripley Avenue	2		In Design	CFP Grant Project	Portion from Ripley to Ives will require easement from RBUSD and S&P pole relocation
4	N. Catalina Avenue Bike Lanes Job No. 40941	Beryl Street to Gertruda Avenue	2	X	In Design	CFP Grant Project	
5	S. Catalina Avenue Bike Route/ Avenue I Bike Lanes Job No. 40942	Palos Verdes Blvd to Avenue I	3		In Design	CFP Grant Project	
		S. Catalina Avenue to Esplanade	2		In Design	CFP Grant Project	
6	Citywide Bicycle Facilities Job No. 40945	*182nd Street	2	X	On-Hold	none currently	This project not feasible at this time due to ROW conflicts
		*Kingsdale Avenue (182nd to Grant)	2		In Design	Kingsdale Transit Center	
		*Kingsdale Avenue (Grant to Artesia)	3		In Design	Kingsdale Transit Center	Off street Class 1 also expected with SBG redevelopment
		Knob Hill Avenue (Esplanade to PCH)	2		In Design	CFP Grant Project	
		Knob Hill Avenue (PCH to Camino Real)	3		In Design	CFP Grant Project	
		*Del Amo Street	2		Completed	O&M	
		Palos Verdes Blvd (PCH to Irena Ave)	3		In Design	CFP Grant Project	
		Palos Verdes Blvd (Irena Ave to w/o Susana)	2		In Design	CFP Grant Project	
		S. Helberta Avenue(Prospect Ave to Avenue D)	3		In Design	CFP Grant Project	
		Avenue D (S. Helberta Ave to S. Juanita Ave)	3		In Design	CFP Grant Project	

Attachment A

#	Street	Limits	CLASS	Detect	Status	Project Name	Comments
		S. Juanita Avenue (Avenue D to Avenue C)	3		In Design	CFP Grant Project	
		Avenue C (Juanita Ave to Esplanade)	3		In Design	CFP Grant Project	
		Camino Real (Torrance Blvd to Juanita)	3		In Design	CFP Grant Project	
		Camino Real (Juanita to Prospect)	2		In Design	CFP Grant Project	
		*Emerald Street	2		Striping Contractor list	Emerald Street Traffic Calming Project	
		N. Juanita Ave. (Diamond to PCH)	3		In Design	CFP Grant Project	
		Prospect Avenue (PCH to Ripley)	3		In Design	CFP Grant Project	
		Ripley Avenue (Inglewood Avenue to Lilienthal)	2		Planning	Potential MAT Grant Project	
		Ripley Avenue (Lilienthal to Flagler)	2		Planning	Potential MAT Grant Project	
		Ormond Lane (Aviation Blvd to Ford Ave)	3		In Design	CFP Grant Project	
		Ford Avenue (Herrin St to Artesia Blvd)	3		In Design	CFP Grant Project	
		*Flagler Lane (Ripley to 190th St)	3		Striping Contractor list	Flagler Lane Resurfacing Project	
		*Flagler Lane (190th St to Beryl)	3		Completed	Flagler Lane Resurfacing Project	
		Rindge Lane (Grant to Manhattan Beach Blvd)	3		In Design	CFP Grant Project	
		*Warfield Avenue	3		Striping Contractor list	M&O	

CITY OF REDONDO BEACH

Budget Response Report #10

June 8, 2021

Question:

What is the process for considering special events and what special events are projected to be held in the City during the 2021-22 Fiscal Year?

Response:

All special events are required to submit a special event application to the Community Services Department. The application is circulated to each City department wherein the event is reviewed by staff for impact factors including safety, accessibility and appropriateness. Events are also assessed a projected set of fees and permit requirements. Application review includes advance meetings between the event organizers and staff, and multiple follow-up communications with the organizers in order to confirm event logistics ahead of the event.

The City provides permits to special events as a means to broaden the profile of Redondo Beach and attract people to the City. There is currently no analysis of the quantifiable indirect revenue/expense impacts a special event has on the City. Many event organizers receive attendee income to offset their expenses as well as to benefit an organization or charity.

Although special event organizers are billed by the City for direct expenses including Police and Fire support, lost parking meter revenue, and various permits, the Public Works and Community Services staff time and equipment allocated to facilitate and manage special events is not currently billed to the event organizers.

In order to reduce the impact special events have on City resources, the City does not accept applications for new events that require unfunded Public Works, Community Services, Fire or Police Department support. Any new special event proposal is typically vetted by the City Manager's office before an application is accepted for review.

In prior years, the City Council has had the discretion to review special events and consider fee waivers for City services incurred by the City in support of an event. In FY 2019 – 20, the special event fee waiver amount was budgeted at \$52,000. During the FY 2020-21 budget process, City Council approved a one-time Decision Package to eliminate special event fee waivers due to the near fiscal emergency faced by the City as well as staffing reductions and operational reorganizations as a result of the COVID-19 pandemic.

The proposed FY 2021-22 budget includes \$52,000 in special event fee waivers for the City's billable direct personnel and equipment costs. It should be noted that all special

events in Redondo Beach were either cancelled or modified for FY 2020-21. With the re-opening of the State and County in the coming months, it is anticipated that Community Services will receive special event applications for many of the City's special events for FY 2021-22. The table below reflects the FY 2020-21 schedule of special events as well as recent budgeted special event fee waivers totaling \$52,000 (\$31,000 for General Fund; \$4,200 Tidelands Fund; \$16,800 for Uplands Fund).

Special Event List: FY2020 - 21	General Fund	Tidelands Fund	Uplands Fund
Farmer's Market – Riviera Village			
Super Bowl 10k/5k Run/Walk	\$2,250		
Temple Menorah Purim Carnival			
Kite Festival - Pier			
St. Patrick's Day 5k			
Springfest Carnival	\$4,000		
Easter Sunrise Service			
Easter Egg Hunt			
BeachLife Festival*			
National Day of Prayer			
Fire Service Day			
Walk for Life			
Memorial Day Tribute			
July 4th 5k Run/Walk			
July 4th Fireworks		\$4,200	\$16,800
Pier Summer Concerts			
South Bay Greek Festival			
LA Kings 5k Run/Walk	\$12,250		
Coastal Clean-Up Day			
Rods, Rides & Relics - Pier			
Open Water Swim – Swim Across America			
Open Water Swim – Swim the Avenues			
Community Open House – Police Department			
Veteran's Day Tribute			
Senior Health Fair – RB Comm Svcs.			
Holiday Tree Lighting			
Holiday Boat Parade			
Menorah Lighting			
Riviera Village Festivals:	\$4,500		
Riviera Village Summer Festival			
Holiday Stroll - RVA			
Halloween Trick or Treat - RVA	\$2,500		
Lobster Festival (previous years)	\$5,500		
TOTAL	\$31,000	\$4,200	\$16,800

*The BeachLife Festival and the City executed a License Agreement in 2017 which includes reimbursement to the City for its expenses related to the BeachLife events.

There are also additional sponsorship costs related to the following FY 2021-22 special events:

City-sponsored 4th of July fireworks display:

Pyro Spectaculars, Inc.	Fireworks Display	\$ 30,000
Public Works	Set-up and breakdown of traffic control barricades, message boards	\$ 36,000
Fire Department	Illegal Fireworks Enforcement Team	\$ 2,800
Police Department	Extra staffing for the beach and harbor area; traffic control	\$ 25,000
Estimated Total		\$ 93,800

Holiday Boat Parade: In past years, the Waterfront and Economic Development Department has paid for the rental of bleachers to be placed on Mole B for the holiday boat parade. The approximate bleacher expense is \$2,000 and is included as a proposed line item in the department's operational Tidelands budget.

CITY OF REDONDO BEACH

Budget Response Report #11

June 8, 2021

Question:

What are the costs and the timeframe associated with retaining an executive search firm?

Response:

At the request of Mayor Brand, City Manager Hoefgen sought proposals from three executive search firms in order to assist the City Council in deciding whether to retain an executive search firm for the City Manager position in advance of Joe Hoefgen's retirement in November 2021. Copies of the three proposals are attached to this Budget Response Report. The costs/timeframe as outlined in each the three proposals are as follows:

<u>Name of Firm</u>	<u>Cost</u>	<u>Timeframe</u>
Bob Murray and Associates	\$25,000	13-16 week process
Peckham & McKenney	\$27,000	14 week process
Ralph Andersen and Associates	\$28,750	13 week process

The decision on whether to retain an executive search firm is a policy decision of the Mayor and City Council. Should the City Council wish to retain a firm, funding will need to be allocated as part of the budget adoption as outlined in the three proposals.

Attachment A: Bob Murray and Associates -- Proposal

Attachment B: Peckham & McKenney – Proposal

Attachment C: Ralph Andersen and Associates – Proposal



A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of the City of



1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

May 24, 2021

MR. JOE HOEFGEN, CITY MANAGER
MR. BILL BRAND, MAYOR AND
MEMBERS OF THE CITY COUNCIL
CITY OF REDONDO BEACH
415 DIAMOND STREET
REDONDO BEACH, CA 90277

MR.

Submitted Via Email To: joe.hoefgen@redondo.org

Dear Mr. Hoefgen, Mr. Brand, and Members of The City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Redondo Beach. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the City of Redondo Beach will match the criteria you have established, be a good fit for your organization, and be outstanding in their field.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council's City Manager search. From the outset of the search, we work to establish a strong partnership with the Council to help ensure the placement of a City Manager who is ideally suited to its needs. In order to develop an effective search, we hope that City Council members make themselves available, as we seek the opportunity to meet with them individually to discuss their expectations for City of Redondo Beach's new City Manager. We hope they will speak candidly with us regarding the traits they are looking for in the new City Manager. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With respect to the City Manager recruitment and the City of Redondo Beach, Bob Murray & Associates has placed over 200 City Managers since our firm's inception in 2000. We are currently conducting City Manager recruitments on behalf of the California cities of Cudahy, San Clemente, and Sonoma. We are also currently recruiting the Assistant City Manager on behalf of the City of Cathedral City, CA, and the Deputy City Manager on behalf of the City of Marion, IA. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Redondo Beach's next City Manager.

Recent City Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

2021

Gridley, CA (City Administrator)
Orinda, CA
Laguna Beach, CA
Santa Barbara, CA (Assistant City
Administrator)
South Pasadena, CA
Willits, CA

2020

Fairfield, CA (Assistant City Manager)
Healdsburg, CA
Imperial, CA
Jurupa Valley, CA (Assistant City Manager)

2019

Del Mar, CA
El Segundo, CA
Fairfield, CA
Huntington Beach, CA
Jurupa Valley, CA (City Manager)
National City, CA
Pico Rivera, CA
Solvang, CA
Tracy, CA
Yuba City, CA

2018

Arvin, CA
Elk Grove, CA
Lincoln, CA
Lompoc, CA
Madera, CA
Roseville, CA

2017

Adelanto, CA
Alhambra, CA
Atwater, CA
Boulder City, NV
Compton, CA
Covina, CA
El Centro, CA
Grass Valley, CA
Marysville, CA
Menifee, CA
San Fernando, CA
San Gabriel, CA
Santa Fe Springs, CA
St. Helena, CA
Tracy, CA
Willits, CA
Windsor, CA (Town Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Gary Phillips, who conducts the majority of our City Manager and Assistant City Manager recruitments. Mr. Phillips is highly experienced in guiding elected bodies through the decision-making process and would not only direct and supervise the project team from beginning to end but also serve as your Recruiter.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 15 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding the perfect fit, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the City Manager will lead to superlative results for the City of Redondo Beach. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Redondo Beach's needs will be key to a successful search. Gary Phillips will meet with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Redondo Beach.

Mr. Phillips will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Council and Mr. Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the City of Redondo Beach so desires, we will work with the City Council to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Mr. Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Redondo Beach to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Redondo Beach that you feel best represent your organization and your community.

Upon your approval, Mr. Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly

and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Mr. Phillips will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, the “Jobs Available” newsletter, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Redondo Beach’s search include:

- ICMA Newsletter
- California City Management Foundation
- League of Women in Government
- California City News

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women’s Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Mr. Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Redondo Beach, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Mr. Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Mr. Phillips will discuss with the City Council how the City of Redondo Beach wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Mr. Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Mr. Phillips will explore each candidate's background and experience as it relates to the City Manager position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Mr. Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Mr. Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Mr. Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Mr. Phillips will recommend a limited number of candidates for your further consideration. He will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience, education, and salary information for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Redondo Beach to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the City Council and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Mr. Phillips helps the City of Redondo Beach to design.

Mr. Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Redondo Beach's. He will be available to advise you regarding

current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Redondo Beach, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Mr. Phillips on behalf of the City of Redondo Beach.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Mr. Phillips will be available to the City of Redondo Beach by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the City Manager recruitment on behalf of the City of Redondo Beach is \$18,500. Services provided for in this fee consist of all steps outlined in this proposal, including two (2) meetings on site. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Redondo Beach. Therefore, Mr. Phillips will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

The City of Redondo Beach will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$6,500. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the City of Redondo Beach.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City of Redondo Beach.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$18,500
Reimbursable Expenses <i>Example costs and approximate amounts include:</i> Brochure Design and Printing (\$1,275) Advertising (\$3,000) Background Checks – 3 candidates (\$550) Consultant Travel (\$1,100) Other expenses – supplies, shipping, clerical (\$575)	\$6,500
Not-to-Exceed Total	\$25,000

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey with analysis of results: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

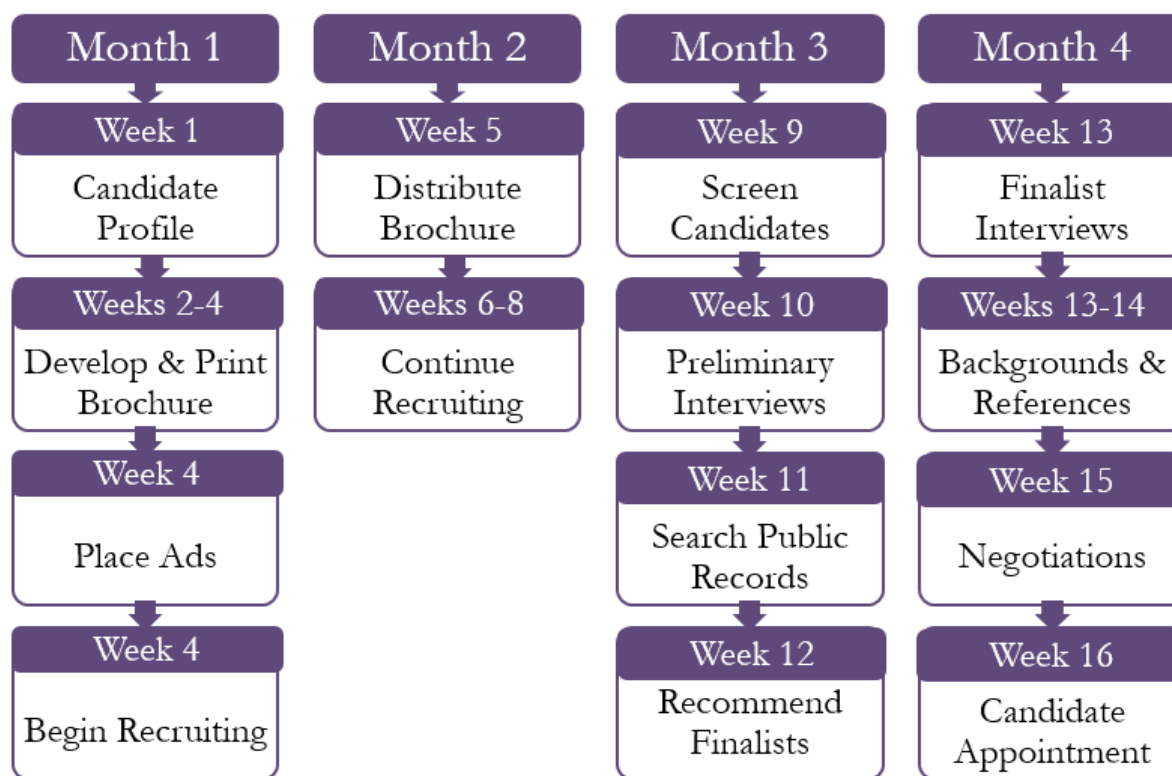
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the City of Redondo Beach with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City of Redondo Beach's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Redondo Beach. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of ten (10):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Regan Williams, *Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Carmen Valdez, *Senior Executive Recruiter*
- Amber Smith, *Principal Recruitment Coordinator*
- Sky Baclig, *Senior Recruitment Coordinator*
- Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a good "fit" for organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT AND RECRUITER

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 17 years of experience in executive recruitments with our firm. In his time with Bob Murray & Associates, Regan has conducted over 275 executive searches ranging from managers and department heads to City Managers, Executive Directors, and General Managers. If Regan were to have a recruiting specialty, it would be public safety positions: he has personally conducted over 60 Police Chief and 20 Fire Chief recruitments.

Prior to joining Bob Murray & Associates, Regan served as Director of Public Safety with the City of Sunnyvale, CA. He was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. Regan's clients find his prompt and personal attention, insight, and expertise in recruitment and selection an asset. He is often called upon to recruit for difficult-to-fill law enforcement positions, such as the position of Police Chief or City Manager in challenging political environments.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013. Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 100 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER

Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Adventist Medical Center's Civic Advisory Board and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was

the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

CARMEN VALDEZ, SENIOR EXECUTIVE RECRUITER

Carmen Valdez provides executive recruitment and human resource services to municipal government agencies and non-profits. She has more than 25 years' experience in executive search, general human resources, classification and compensation, testing, policy development, performance management, team building, organizational development, discipline, and other employee relations activities.

Carmen has most recently been consulting with Municipal Resource Group, prior to which she spent over 30 years with the City of Milpitas, a Silicon Valley city of 70,000 residents. In this capacity, she was responsible for collective bargaining, PEPRA and Affordable Care Act implementation, modernizing Human Resource services to improve efficiencies and reduce costs, revamping the Workers Compensation service delivery and completing a City-wide strategic plan. Carmen also spent almost 2 years as the Director of Recreation Services.

In addition to her significant experience in the public sector, Carmen earned a Bachelor of Arts degree in Business from University of Phoenix. She is also a member of Local Government Hispanic Network and League of Women in Government. She is an avid runner and enjoys giving back to her community.

AMBER SMITH, PRINCIPAL RECRUITMENT COORDINATOR

As Principal Recruitment Coordinator with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. Under the direction of each client's assigned Recruiter, Amber is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team. She also provides leadership for our in-house staff and is an invaluable resource.

Amber brings over a decade of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. Since joining our team in 2013, she has shown a commitment to working as a partner with clients and candidates to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

SKY BACLIG, SENIOR RECRUITMENT COORDINATOR

A Ms. Baclig is a Senior Recruitment Coordinator with Bob Murray & Associates and is an essential part of our hiring experience. She partners closely with the executive recruiters to support hiring initiatives and is responsible for facilitating the movement of candidates through the recruitment process.

Her responsibilities entail everything from creating marketing materials, posting available positions to job boards, candidate research, interview scheduling, conducting background checks, and ensuring the overall hiring process runs smoothly.

Sky graduated from California State University Sacramento with her bachelor's degree in Liberal Studies. She has over a decade of client service experience and 5 years in Human Resources. She possesses thorough knowledge of Human Resources best practices and relies on her service-oriented attitude to support management/clients and team.

She has a passion for helping people and connecting both personally and professionally. Outside of the workplace, Sky likes to spend time with her family, her dog, Oliver, and travel the world.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 280
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Redondo Beach:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and
- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT: City of El Segundo, CA
POSITION: City Manager
REFERENCE: Mr. Scott Mitnick, City Manager
(805) 402-9374
Don Brann, Council Member
(310) 963-0117

CLIENT: City of Del Mar, CA
POSITION: City Manager
REFERENCE: Ms. Ashley Jones, Administrative Services Director
(858) 704-3640
Mr. Dave Druker, Mayor
(858) 342-1203 (cell)

CLIENT: City of Jurupa Valley, CA
POSITION: City Manager
REFERENCE: Mr. Rod Butler, City Manager or
Ms. Pat Grob, Sr. Human Resources Analyst
(915) 332-6464

We appreciate the City of Redondo Beach's consideration of our proposal and look forward to working with you.



CITY OF EL SEGUNDO, CA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

Attachment A-1

Just a few minutes away from the nation's third largest airport and not far from two major interstate highways, El Segundo is highly accessible and an ideal community in which to work and live.

THE COMMUNITY

- Birthplace of GPS
- Central location along the Los Angeles coastline
- Most Fortune 500 companies outside of San Francisco
- Aerospace capital of the world
- Home to the LA Lakers, the LA Kings, and the LA Times

The City of El Segundo is located on the Santa Monica Bay and encompasses over five square miles, spanning from the Los Angeles International Airport on the north, the City of Manhattan Beach on the south, the Pacific Ocean on the west and the unincorporated area of Del Aire along Aviation Boulevard on the east. Five men representing the Standard Oil Company were the impetus behind the founding of the City. El Segundo, Spanish for "the second," was the name given to the community when then Standard Oil built its second California oil refinery here in 1911. Since its incorporation on January 18, 1917, the City of El Segundo has evolved from a refinery town to the Southern California's economic engine; renowned for its quaint small-town atmosphere surrounded by a thriving business environment that caters to some of the region's most prestigious corporations.

The City's population is approximately 16,500, which has enabled the community to preserve its small-town intimacy and charm. As a regional center for commerce, El Segundo's daytime population exceeds 70,000. The City is home to a high concentration of Fortune 500 companies, including AT&T, Gilead (Kite Pharma), Mattel, Northrop Grumman and Raytheon.

This best-of-both-worlds community consists of three main areas: the residential community and adjoining downtown and Smoky Hollow business districts, the Chevron Refinery, and the commercial/industrial area. El Segundo is prized for its strategic location within the LA Basin. Just a few minutes away from the nation's third largest airport and not far from two major interstate highways, El Segundo is highly accessible and an ideal community in which to work and live. The City is stocked with quality hotels, restaurants, office complexes and industrial parks.

In addition to the important role the Chevron refinery played in the City's development, the continued expansion of nearby Los Angeles International Airport, which opened in 1930 as Mines Field, had a major role in turning El Segundo into an aerospace center. The likes of Douglas Aircraft, Hughes Aircraft, Northrop and North American Aviation (Rockwell) all located in El Segundo during the 1940s and 1950s. While mergers and acquisitions may have changed their names, many of these

aircraft-related companies remain the core of the community's current aerospace and defense industry. In 1960, the creation of The Aerospace Corporation and Los Angeles Air Force Base allowed, once and for all, El Segundo to lay claim to the title of "The Aerospace Capital of the World." Today, the City has retained that focus, but the business environment is much more diverse. El Segundo is now home to many new and different types of businesses ranging from entertainment, (L.A. Lakers and L.A. Kings) and media (L.A. Times), to software engineering.

Business needs change over time and the City of El Segundo is proud to say that it has adapted to meet those changes. The City is known throughout the region for its pro-business attitude and was recently recognized by the Los Angeles County Economic Development Corporation as the "Most Business-Friendly City in Los Angeles County."

THE ORGANIZATION

The City of El Segundo is a general law city and operates under a Council-Manager form of government. The City is governed by a five-member City Council elected at large, on a non-partisan basis, to four-year overlapping terms. The position of Mayor is selected by Council Members and serves a two (2) year term. The City delivers a comprehensive range of municipal services through nine (9) major departments with approximately 275 full-time employees and a total budget of approximately \$115 million.

THE POSITION

The City Manager's Office provides leadership and direction regarding the implementation of policies and programs established by the City Council. It ensures operations are conducted within revenue limits. This office makes available to the



City's employees the tools necessary to accomplish the goal of providing superior municipal services for the residents and business community of El Segundo; and promotes economic growth and diversity that can ensure job opportunities for residents, and sufficient business vitality to maintain and expand support services.

Responsibilities of the City Manager include, but are not limited to: enforcing and administering the provisions, laws, and ordinances governing the City; establishing general administrative goals and objectives for the City and directing the preparation of related plans and procedures; meeting with and advising the City Council in the determination of policies and reports on financial status and general conditions of the City; recommending legislation and policies required in the public interest; preparing and proposing the annual budget, providing for a balancing of revenues and expenditures; representing the City in a variety of meetings and public functions; appointing and removing department heads and subordinate officers and employees; coordinating the general activities of the City government with other governmental and private agencies; and investigating complaints regarding the management of city departments; conducting or directing investigation into complaints, problems, and service levels; resolving public complaints.

THE IDEAL CANDIDATE

The City of El Segundo is seeking a City Manager who will thrive in a dynamic community that prides itself on a long history of civic involvement, self-reliance, and a solution-oriented government. Candidates are sought that will provide progressive and innovative ideas to meet the changing needs of the community and advance the vision of the City Council. An experienced administrator and proven manager who will provide effective leadership while coordinating the activities of a municipal organization is desired. The ideal candidate will be a responsive and service-minded individual with excellent diplomacy, strong interpersonal and communication skills, and a proven track record of consensus building.

The new City Manager will have business and political acumen and will be able to remain objective and apolitical. Preferably, the selected candidate will have strong budget, finance, and economic development experience. Additionally, the desired candidate will possess the following attributes:

- Transparent; open communication style
- Progressive, outside-the-box thinker
- Positive change agent



- Serves as example to staff, setting a high standard of performance, ethics, and integrity
- Able to motivate, develop, and evaluate across the organization and work with all levels of city staff
- Demonstrates and encourages good customer service
- Strong communicator
- Personable and approachable

The City Council is seeking an honest and trustworthy individual who is comfortable working closely with and under the direction of the City Council. This individual should communicate directly and openly and be transparent, fair, and equitable in their dealings with the Council. The incoming City Manager will be expected to take an active interest in the community and maintain effective working relationships with all elected officials, city staff, outside organizations, and the general public. As a representative of El Segundo, the City

Manager should be a skilled public speaker and capable of exercising discretion, confidentiality, and tact when dealing with sensitive matters or communicating with internal and external stakeholders.

It is expected that the incoming City Manager will possess extensive knowledge of management theory and practice; full-service municipal organization and finance; and supervisory practices and techniques. Considerable knowledge of the operations typical of subordinate municipal services; management of a positive employee relations program; techniques for promoting economic development; and techniques of maintaining effective Council/staff and public/staff relations is desirable. The ideal candidate will have the ability to plan, direct, and coordinate

The ideal candidate will be a responsive and service-minded individual with excellent diplomacy, strong interpersonal and communication skills, and a proven track record of consensus building.

city-wide programs and manage a city; establish and maintain effective relationships with the community at large, the City Council, and other public officials; analyze unusual situations and resolve them through application of management principles and practices; develop comprehensive plans to meet future city needs/services; deal constructively with conflict and develop effective resolutions; plan and enforce a balanced budget; develop new policies impacting city-wide operations/procedures; and supervise the work of subordinate managers engaged in a variety of city services and occupational fields.

Any combination of education and/or experience that has provided the knowledge, skills, and abilities necessary for satisfactory job performance is qualifying. This includes a bachelor's degree in public or business administration or a related field and five (5) years of progressively responsible experience in the planning, organization, coordination, and administration of varied municipal activities.

THE COMPENSATION

The annual salary for the City Manager position is established by the City Council and will be dependent on the qualifications and experience of the selected candidate. In addition, the City of El Segundo offers an outstanding benefits package, including:

Retirement – CalPERS 2% @ 60 for Tier II employees; 2% @ 62 for Tier III employees.

Health Insurance – \$782/month is provided for employee medical insurance under the Public Employees Retirement System Health Care system. Funds cannot be used as deferred compensation or additional salary.

Optical/Dental – Fully paid for employee and dependents.

Flex Plan – Allows for payment of employee paid insurance premiums, medical expenses, and dependent daycare expenses with pre-tax dollars.

Life Insurance – \$50,000 term life policy provided by City; employee may purchase additional self and dependent coverage at group rates.

Holidays – 12 fixed paid holidays and 8 hours of prorated floating holiday leave.

Sick Leave – Sick leave is accrued at 8 hours/month; partial payment for accruals over 1,056 hours. There is a sick leave payoff upon separation at 100% with 5 years of service.

Vacation – Vacation annual accrual rates range from 96-200 hours/calendar year depending upon years of service. 100% of annual accrual can be cashed out.

Executive Leave – 80 hours/calendar year. Leave may be used for personal business, attendance at educational courses, or vacation.

TO APPLY

If you are interested in this outstanding opportunity, please visit our website at www.bobmurrayassoc.com to apply online.

Filing Deadline:
March 8, 2019

Following the closing date, resumes will be screened according to the qualifications outlined. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. Candidates will be advised of the status of the recruitment following finalists' selection. Finalist interviews will be held with the City of El Segundo. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval.

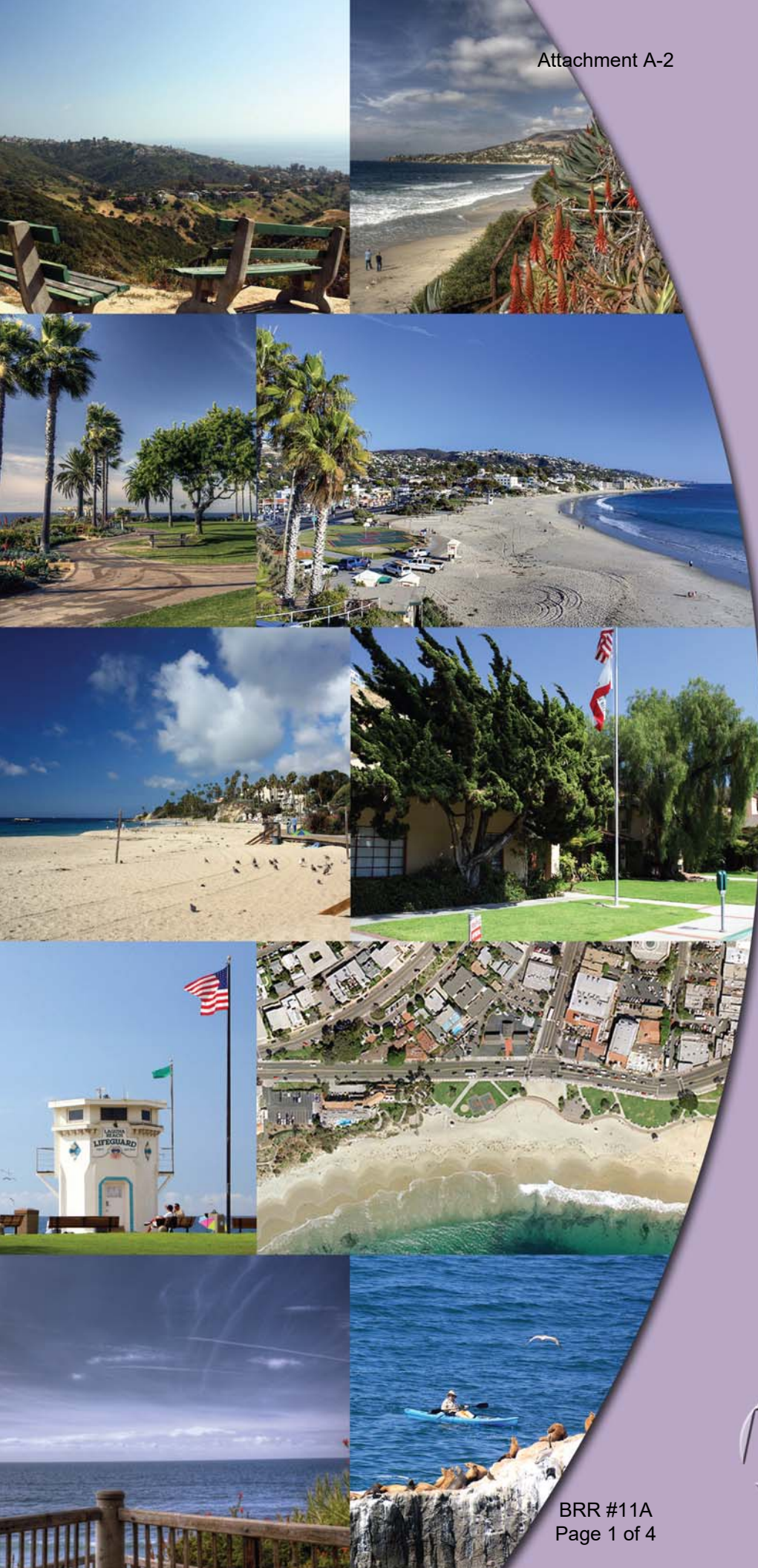
If you have any questions, please do not hesitate to contact Mr. Gary Phillips at:
(916) 784-9080.



CITY OF LAGUNA BEACH, CALIFORNIA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

Attachment A-2

Laguna Beach is well-known as a unique beach community and artists' colony with seven miles of beautiful Pacific coastline.

THE COMMUNITY

The City of Laguna Beach, incorporated in 1927, is located on the coast of southern Orange County and is well-known as a unique beach community and artists' colony with seven miles of beautiful Pacific coastline. The City's 25,354 residents enjoy the ambience provided by its sandy beaches, canyons, and coastal hills. Visitors are drawn to the resort environment for its famous beaches, art festivals, and the annual "Pageant of the Masters" show. Since the late 1800's, Laguna Beach has been known as a travel destination and an artistic center, and the City strives to stay true to that heritage.

Laguna's downtown village shopping district, bluff-top walkways, and summer tram system create a pedestrian environment and scale that is unique in southern California and reflect the City's interest in creating a more environmentally sustainable community. Galleries, boutiques, museums, and wide-ranging dining options can be found downtown, and public art installations delight the wanderer. Traditional architecture both downtown and in residential neighborhoods blends with the natural beauty of the area, and the City retains a small-town feel while welcoming 3 million visitors annually. Year-round beachgoers engage in surfing some of the best waves in southern California, skim-boarding, and general enjoyment of the sunny weather. More adventurous types can dive in and explore Laguna Beach's underwater world. If a resident or visitor ever tires of the beach, the 20,000 acres of open space that surround the city and almost 10,000 acres of State, City, and regional parks provide abundant alternatives for outdoor recreation.

Laguna Beach enjoys a mild climate with a range of temperatures from the 50's in December to the high 70's in August. When other California cities are baking in the summer heat, Laguna Beach's delights remain accessible to all. Laguna's universal allure is best expressed on a famous gate built in 1935 that today stands at the corner of Forest and Park Avenues. It reads, "This gate hangs well and hinders none; refresh and rest, then travel on."



BRR #11A
Page 2 of 4

THE ORGANIZATION

The City provides a full range of services, including police, fire, paramedic, and marine safety protection; maintenance of streets; parks, the sewer system, and parking facilities; solid waste; animal services; transit operations; community development; recreational activities and cultural events; and administrative services. The City employs more than 250 full-time employees and an additional 100 part-time employees during the peak summer months with an adopted 2010/2011 budget of \$65,000,000.

The City operates under the council-manager form of government; policy-making and legislative authority are vested in a City Council consisting of the mayor and four other council members. The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring both the City Manager and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the City Council; for overseeing the day-to-day operations of the City; and for appointing the heads of the various departments except for the City Clerk and the City Treasurer, who are directly elected. The Council is elected on a non-partisan basis. Council members serve four-year staggered terms, with new council members elected every two years. The mayor is elected by the council members on an annual basis.

ISSUES, CHALLENGES, AND OPPORTUNITIES

Although it is generally thought of as a wealthy community, Laguna Beach has been affected by the recent economic downturn in the same way as many other California cities. The City has a need to balance economic pressures for infrastructure improvements in areas like technology and traffic control with the City's overall plan for community development. In 2001, Laguna Beach adopted Vision Laguna 2030, a community visioning and strategic plan. The City is looking for someone who will sensitively and respectfully incorporate the Vision Laguna 2030 plan into development opportunities.

One of the main goals of the City is to preserve the traditional, artistic character of the downtown village and residential neighborhoods while encouraging tourism; the new City Manager will need to be able to temper development pressures and the associated potential revenues with this goal. The California Coastal Commission is heavily involved in development activities along the coastline in California, and a cooperative relationship with the Commission is necessary to implement the policies and goals of the city in a timely manner. Another need for cooperative relationship-building can be found in the community, where at times there has been an absence of consensus on important projects.

THE IDEAL CANDIDATE

The City of Laguna Beach is seeking an open, approachable leader for the City. Someone who embraces and encourages public input and can improve access to City Hall resources for citizens would be well-suited for this position. The ideal candidate will be politically astute and work apolitically with the City Council; a City Manager is needed who will provide balanced recommendations to Council members and respect the Council's decisions.



A strong background in financial management is essential, and the Council is looking for someone with the ability to manage available funding with forward-looking effectiveness and the ability to find new resources to meet the City's goals despite external constraints. An ideal candidate will have thorough knowledge of municipal budgeting and accounting principles and experience in a city where tourism is a major part of the economy. An ability to hire and listen to feedback from the best staff available will suit the candidate well. A strong candidate will have a record of improving departmental responsiveness to the concerns and needs the community.

An ideal candidate will have thorough knowledge of municipal budgeting and accounting principles and experience in a city where tourism is a major part of the economy.

Experience in planning, community development, or public works departments is desirable, as is knowledge of the principles of disaster management. Knowledge of and agreement with environmental and land-use law will serve the candidate well, and familiarity with the Coastal

Commission's aims, principles, and jurisdiction is highly desired. General municipal skills and knowledge are essential and should be reflected in a minimum of ten years of progressive experience in city management, with five of those years as an Assistant City Manager or its equivalent. A bachelor's degree in business administration,

management, or public administration is required; a master's degree is desirable. It is expected that the candidate will be familiar with current technologies and their uses in municipal government. It is important to note that this position is open as a result of the retirement of the incumbent manager after 30 years of service to the City.

THE COMPENSATION

The salary for the City Manager is open and dependent on qualifications. The City offers an attractive benefits package including:

Retirement – PERS 2.5% @ 55 (single highest year); City pays the employee and employer contribution rates

Medical Benefits – 100% medical and dental coverage for employee and 87.5% coverage for dependents paid by the City

Vacation Leave – Variable based on years of service, ranging from 17 to 22 days annually; vacation time may be accumulated without limit year to year and may be paid at straight time hourly in lieu of time off

Sick Leave – 9 days per year; may be accumulated without limit and full payout is available at any time

Administrative Leave – 10 days annually

Holiday – The City provides 10 paid holidays per year

Other Benefits – \$500 monthly allowance for car and other business expenses; life and long-term disability insurance; conference and training expense reimbursement; employee assistance program; retirement health savings plan; bereavement leave

TO APPLY

If you are interested in this outstanding opportunity, please visit our website at www.bobmurrayassoc.com to apply online.

Filing Deadline:

August 24, 2010

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Laguna Beach. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Mr. Bob Murray at:

(916) 784-9080





May 28, 2021

Honorable Mayor Brand
and Members of the City Council
c/o Joe Hoefgen, City Manager
City of Redondo Beach
415 Diamond Street
Redondo Beach, CA 90277

Via email/PDF to: joe.hoefgen@redondo.org

Dear Honorable Mayor and Members of the City Council,

Thank you for the opportunity to submit a proposal for conducting the City Manager recruitment for the City of Redondo Beach. We understand the importance of this recruitment, the significance of conducting a thorough and complete process, and the magnitude of the position for finding candidates for the City. Recognizing our direct and personal familiarity with the City of Redondo Beach, extensive experience, and exceptional network, Peckham & McKenney is prepared and well-positioned to conduct this recruitment and implement the process leading to the successful placement of a candidate.

Peckham & McKenney provides a very unique combination of expertise and knowledge that will be essential to finding the next City Manager for the City of Redondo Beach. With the importance of this search, I will serve as your Recruiter. I recently served for six years as City Manager for Palos Verdes Estates and have been a 26-year resident of the South Bay. Up to my departure from Palos Verdes Estates, I served on the League of California Cities Executive Board representing the City Managers Department, actively engaged with the South Bay COG and Los Angeles Division of the League of CA Cities, and interacted with Mr. Hoefgen on a variety of local matters. I maintain a strong and active network with City Managers throughout the state and as a resident of Rancho Palos Verdes, I am familiar with matters related to the City of Redondo Beach.

The attached proposal includes detailed information regarding Peckham & McKenney Executive Search, the search process and timeline, cost of services, our guarantee, client

Peckham & McKenney, 300 Harding Boulevard, Suite 203D, Roseville, CA 95678

references, and Peckham & McKenney staff backgrounds. We are prepared to begin the recruitment process immediately.

We would be honored to have the opportunity to work with you on this important search process. Please feel free to call or email me at if you have any questions. We look forward to hearing back from you.

Sincerely,

A handwritten signature in blue ink that reads "Tony".

Anton "Tony" Dahlerbruch
Executive Recruiter
Peckham & McKenney
www.peckhamandmckenney.com
Tony@PeckhamandMckenney.com
310.567.1554 (direct)
866.912.1919

Enclosure:

City of Redondo Beach City Manager Recruitment Proposal

Attachment:

Example Candidate Profile



**City of Redondo Beach
Recruitment Proposal
for
City Manager**

May 28, 2021

Peckham & McKenney, 300 Harding Boulevard, Suite 203D, Roseville, CA 95678

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THE FIRM

Peckham & McKenney - Peckham & McKenney provides executive search services to local government agencies throughout the western United States and is headquartered in Roseville, California. The firm was established in June 2004 by Bobbi Peckham and Phil McKenney. The team of Peckham & McKenney Executive Recruiters is based in northern and southern California and in Washington, and provides decades of experience in local government and executive search. We are supported by administrative and research specialists, marketing and design professionals, a web technician, and distribution staff.

Since 2004, Peckham & McKenney has conducted more than 500 executive level recruitments in the states of Arizona, California, Colorado, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. On behalf of elected Councils, City Managers and Department Heads throughout the West, we have successfully placed hundreds of local government professionals including City and County Managers and their Assistants, Police and Fire Chiefs, Department Heads, and mid-level Managers. In addition, Peckham & McKenney has placed hundreds of executives and organizational leaders in the areas of public safety (police and fire), community development and planning, economic development, public works and engineering, finance, human resources, city clerk, information technology, library services, parks and recreation, and community services.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a “people” related industry and that attention to others’ needs are the key to providing effective customer service.

Our Reputation -Peckham & McKenney is one of the most trusted and respected executive recruitment firms in the country. Time and again, we receive unsolicited compliments from clients and candidates relating to our integrity, high ethics, and customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us, which you can find on our website at www.peckhamandmckenney.com.

“All about fit” -We recognize that every agency and community we serve is unique, and the candidate you ultimately select must “fit.” We take the time to become familiar with your community, organizational culture, and issues and challenges in order to identify and recruit the best candidates for your consideration. Nearly 89% of our placements stay in those positions for over five years, which is a testament to their “fit.”

CITY MANAGER RECRUITMENT EXPERIENCE

Our Experience

Peckham & McKenney Recruiters have placed nearly 300 City Managers. Since 2017, Peckham & McKenney has conducted 47 City Manager recruitments. Some more recent recruitments are as follows:

City of American Canyon, CA (2018)	City of Hood River, OR (2018)
City of Aspen, CO (2019)	City of Menlo Park, CA (2019)
City of Auburn, CA (2020)	City of Mill Creek, WA (2019)
City of Azusa, CA (2018)	Town of Moraga, CA (2018)
City of Barstow, CA (2019)	City of Oceanside, CA (2019)
City of Belmont, CA (2019)	City of Port Townsend, WA (2019)
City of Big Bear Lake, CA (2019)	City of Rancho Palos Verdes, CA (2020)
City of Brentwood, CA (2014 and 2020)	City of Rio Rancho, NM (2019)
City of Camarillo, CA (2020)	City of Rocklin, CA (2020)
City of Canby, OR (2019)	City of San Dimas, CA (2020)
City of Chino Valley, AZ (2020)	The Sea Ranch Association, CA (2020)
City of Corcoran, CA (2021)	City of Sunnyvale, CA (2018)
City of Duarte, CA (2020)	City of Telluride, CO (2018)
City of Flagstaff, AZ (2019)	City of Turlock, CA (2018)
City of Fort Bragg, CA (2018)	City of Ventura, CA (2018)
City of Galt, CA (2019)	Town of Windsor, CO (2018)
City of Glendora, CA (2018)	City of Winters, CA (2020)

YOUR RECRUITMENT TEAM

Our Approach

Peckham & McKenney limits the number of active searches of each Recruiter in order to totally focus on your search. When you retain Peckham & McKenney, your Recruiter is fully responsible for the success of the recruitment process. Each recruitment is additionally supported by experienced administrative, research, and marketing specialists.

Recognizing the importance of this search Anton “Tony” Dahlerbruch, will serve as your Recruiter.

Anton (Tony) Dahlerbruch, Executive Recruiter

Prior to joining Peckham & McKenney in 2019, Tony Dahlerbruch worked in local government for over 30 years. As a problem solver, Mr. Dahlerbruch worked in most every city department in Beverly Hills, California (ultimately as Deputy City Manager); Scottsdale and Phoenix, Arizona; and Rockville, Maryland, before subsequently serving a combined 12 years as City Manager in Rolling Hills and Palos Verdes Estates, California. With direct and personal experience in the diverse aspects of city services, Tony has knowledge in the many disciplines of city management including finance/budget, human resources, planning, public works, and public safety. During his city management career, he was recognized for his integrity, hard work, responsiveness, focus on service, and ethics.

Mr. Dahlerbruch has additionally served in numerous leadership positions in state and national/international professional organizations. Noting his commitment to professional local government management, Tony represented the City Managers Department of the League of California Cities as a two term Director on the League’s Executive Board, President of City Managers Department of the League of California Cities and served on numerous League Policy Committees. He has also served as a Regional Vice President on the Executive Board of the International City/County Management Association (ICMA) and other various ICMA committees.

Mr. Dahlerbruch holds a Bachelor of Arts in Political Science from the University of California at Santa Barbara and a Master of Public Administration from The American University in Washington, D.C.

Joyce Johnson, Operations Manager

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms.

Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Kevin Johnson, Research Assistant

Kevin Johnson has been a member of the Peckham & McKenney team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Linda Pucilowski, Graphic Designer

With nearly 30 years of experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

Rachel Moran, Website & Social Media Assistant

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.

THE SEARCH PROCESS

A standard search process takes 12- to 14-weeks to conduct, and the candidates would most likely begin employment with the agency four weeks later (16- to 18-weeks in total or approximately four- to five-months). While we will customize the search and project schedule to fit the specific interests and needs of the City of Redondo Beach, the search process typically includes the following steps:

Project Organization – Prior to beginning the recruitment, necessary documentation (contract, insurance, business license, retainer invoice, etc.) will be processed. We ask that the City identify a single point of contact that will serve as our liaison throughout the recruitment, providing necessary information to us, responding to our questions, and receiving and distributing all correspondence. A single point of contact will ensure timely and clear communication throughout the process.

We will request a conference call with the designated City liaison to discuss the process, listen to specific desires and expectations, and respond to any questions. We will discuss the parameters of the search, search timeline, and schedule future meeting dates. During this phase of the process, we will also discuss the involvement of other individuals. Furthermore, we will discuss the finalist interview process and the various components to be considered. This information will thereafter be discussed with the City Council in the Development of the Candidate Profile (see below).

During this phase, we will additionally request information relating to compensation and benefits, organization charts, and budget data. In addition, the City will be asked to provide high-resolution photos to be used in an attractive brochure to market the opportunity. Please note that decisions on the extent of involvement of others as well as additional components to the finalist interview process will impact the search, search timeline, and potentially the cost of the recruitment process.

Development of Candidate Profile (meeting #1) – This step provides for the development of the Candidate Profile that will serve as a guide in the identification of potential candidates, outreach and recruitment efforts, screening and selection of your next City Manager. The Candidate Profile includes information relating to the City of Redondo Beach; current and future issues and opportunities; expectations, goals, and objectives leading to the success of the new City Manager; and the background and experience, leadership style, skills and abilities, and personality traits of the ideal candidate.

Mr. Dahlerbruch will develop this profile following a meeting with the City Council where we will additionally review the details of the process, schedule, and others to be involved in the process (see Project Organization above). Again, this process may include other individuals or community stakeholders as requested by the City Council. *Based on our experience, we recommend a group meeting with the executive staff team.* Mr. Dahlerbruch will provide recommendations on best practices. While our proposal includes up to 2 days of outreach to develop the Candidate Profile, we are currently conducting these meetings via Zoom.

A draft of the Candidate Profile will be provided to our point of contact for the City Council's review. We ask that all revisions and corrections be provided to us in a timely manner in order to maintain the agreed-upon search timeline. Our marketing and design professional will then prepare an attractive marketing brochure incorporating the Candidate Profile. Upon completing the Candidate Profile, the brochure will be distributed to up to 500 identified industry professionals, posted on the Peckham & McKenney website, and provided to the City for posting. Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Social media, including LinkedIn and other platforms, will be used as appropriate.

Recruitment –The main focus of our outreach will be direct phone contact with quality potential candidates. With decades of executive search experience, we have developed an extensive candidate database that is continuously updated and utilized. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly update the City of the recruitment status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will “team” with the City to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating “surprises” once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged within 48 hours, and we will personally respond to all inquiries. Once the resume filing deadline has passed, we will update the City on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear to meet the Candidate Profile. In the supplemental questionnaire, applicants will be asked to address a few questions pertaining to the position that are based on information learned during development of the Candidate Profile. The supplemental questionnaire will ascertain the applicant's familiarity with the City and writing ability and serve to identify the applicants that are most in alignment with the position.

Following a thorough review of the supplemental questionnaires, we will conduct preliminary interviews with the individuals that most closely align with the Candidate Profile. Internet research will also be conducted so that we may probe the candidate regarding any areas of concern.

Candidates will be advised of the search schedule and updated regularly as to their status.

Recommendation of Candidates/Selection of Finalists (meeting #2) – A bound report will be provided to the City Council prior to our meeting to discuss our recommendation of leading candidates. This report will include a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration. We may include a first and second tier of candidates within our recommendation.

Mr. Dahlerbruch will meet with City Council in a one- to two-hour meeting and will provide an overview of each recommended candidate, as well as share any concerns or negative information. The purpose of the meeting is for the City to select finalists to participate in the interview process. We are currently conducting this meeting via Zoom. Once a group of finalists has been selected, we will revisit early decisions relating to the finalist interview process. A one-day finalist interview process is standard for initial finalist interviews (with the leading four to eight candidates), however, the City may want to consider multiple interview panels, tours, meet-and-greet sessions, one-on-one interviews, presentations, or other selection options. Mr. Dahlerbruch will again provide recommendations on the finalist interview process.

Peckham & McKenney will notify all candidates of their status. Those candidates selected as finalists will be notified and provided with all necessary information to attend finalist interviews with the City. We will prepare an interview schedule and confirm with our point of contact all necessary details.

If necessary, finalists will make their own travel plans and reservations. It is customary that the City reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews with the City. We will confirm this with the City representatives at our meeting to recommend candidates.

Finalist Interview Process (meeting #3)

(First Round) – A one-day finalist interview process is standard for initial finalist interviews of the leading 4 to 8 candidates. For this process, the City Council may want to consider multiple interview panels, tours, meet-and-greet sessions, one-on-one interviews, presentations, or other selection options. Mr. Dahlerbruch will again provide recommendations on the finalist interview process.

Mindful of COVID-19, the first interviews have been typically conducted by Zoom. Mr. Dahlerbruch will provide facilitation during the finalist interview process. An orientation session will be held at the beginning of the process, and we will facilitate a review and discussion of the finalists at the end of the day. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided. Again, a standard finalist interview process of the leading 4 to 8 candidates is typically conducted within one day. Should the first round of interviews desired by the City Council require more than 1-day, an additional fee will be charged.

(Second Round – held on consecutive day as First Round) – A second-day finalist interview process is standard for finalist interviews of the final 2 to 3 candidates. The City Council may want to conduct these interviews in-person with appropriate physical distancing due to COVID-19.

Often, the City Council’s second round interviews will be preceded by individual meet-and-greet sessions between the executive staff team and each candidate. Mr. Dahlerbruch will provide on-site facilitation of each session for the candidates to learn about the organization and community and to receive the executive staff team’s observations of each candidate; the executive staff team’s observations will subsequently be shared with the City Council.

Mr. Dahlerbruch will provide on-site facilitation during this second round of interviews with the leading 2 to 3 finalists. Typically, these interviews are more in-depth, informal conversations that will ultimately lead to the selection of a finalist candidate. With ultimately selecting a finalist candidate, the City Council will discuss the contract and compensation for making a conditional offer of employment. Should the second round of interviews require more than 1-day, an additional fee will be charged.

Qualification – Once the finalist candidate has been selected and a conditional offer has been made by the City of Redondo Beach, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions (www.sterlingtalentsolutions.ca), the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan (California clients) in order to ensure that all known criminal history records (beyond seven years) are investigated.

Mr. Dahlerbruch will also personally contact professional references, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the City of Redondo Beach.

Peckham & McKenney’s qualification process of internet-based research, background checking through Sterling Talent Solutions, and reference checking has proven successful for our clients through the years. In addition to relying on our services, clients are encouraged to utilize the background checking protocols they normally would use in hiring a position of this type. Enhanced reference checking and background investigation, if any, beyond the scope of this proposal is the client’s responsibility.

Our ultimate goal is to exceed your expectations and successfully place a candidate who “fits” your organization and community’s needs now and into the future.

SEARCH SCHEDULE

This sample schedule anticipates a 14-week process. It can/will be tailored to achieve the interests of the City of Redondo Beach relative to receiving input in preparation of the Candidate Profile and the interview process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible. We ask that our clients work with us to identify future meeting dates that will be published within the Candidate Profile. This will ensure that the momentum of the search process is consistent and that all parties are available thereby leading to a successful result.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization <ul style="list-style-type: none"> • Conference call discussion of recruitment process • Formalize project schedule 	Pre-Recruitment
II. Development of Candidate Profile <ul style="list-style-type: none"> • <u>Meeting #1</u> with the City Council to discuss Candidate Profile • Develop Candidate Profile/Marketing Brochure and obtain approval • Develop advertising and recruiting plan 	Two Weeks
III. Recruitment <ul style="list-style-type: none"> • Advertise, network, and electronically post in appropriate platforms • Distribute candidate profile to up to 500 identified industry professionals • Post opportunity on firm's website • Focused outreach to individuals within the parameters of the Candidate Profile • Respond to all inquiries and acknowledge all resumes received within 48 hours 	Six Weeks
IV. Preliminary Interviews <ul style="list-style-type: none"> • Screen resumes and conduct Internet research • Identify leading candidates and request supplemental questionnaires • Review supplemental questionnaires • Conduct preliminary interviews with leading candidates 	Two Weeks
V. Recommendation of Candidates/Selection of Finalists <ul style="list-style-type: none"> • Provide written recommendation of candidates to the City Council • <u>Meeting #2</u> to provide overview of recommended candidates • City Council selects finalist candidates for finalist interview process • Peckham & McKenney notifies all candidates of status in recruitment process 	One Week
VI. Finalist Interview Process <ul style="list-style-type: none"> • <u>Meeting #3</u> to facilitate finalist interviews with the City • Assist City throughout process and provide recommendations • City Council selects candidate or leading 2-3 candidates for further consideration • City Council conducts second interview process 	Two Weeks
VII. Qualification <ul style="list-style-type: none"> • Conduct thorough background and reference checks on leading candidate • Provide negotiation assistance • Exceed expectations and successfully place candidate who "fits." 	One Week

COST OF SERVICES

Cost of Services

Peckham & McKenney is unique among recruiting firms for several reasons including having a fixed all-inclusive fee. Over years of experience, we have found that an all-inclusive fee is simpler, cost-effective, and efficient. Our fee to conduct the search process for your next City Manager is \$27,000. As our aim is for our fee to be competitive, please don't hesitate to call to discuss this further. Our all-inclusive fee includes professional fees and expenses (out-of-pocket costs associated with advertising, consultant travel, administrative support / printing / copying / postage / materials, telephone / technology, partial background checks on recommended candidates, and full background check on selected finalist only).

The fee quoted above is for a full recruitment process as described in The Search Process, including 4 to 5 days of meetings. The first meeting (1 to 2 days) is to develop the Candidate Profile; the second meeting (1 day) is to provide a recommendation of candidates; and the third meeting (1 to 2 days) is to facilitate finalist interviews.

Additional Service Costs

The following "menu" details fees for additional requested services. Some fees may be negotiated.

Facilitation of Community Forum	\$1,500
Additional meeting day (up to four days as detailed herein are included)	\$500 - \$1,000/mtg + travel exp
Each additional full background check	\$300/each
Additional placement within organization*	\$5,000 (if selected within one year)

*If the City of Redondo Beach hires an additional candidate from among those recommended for another position within one year of the close of the recruitment, a fee of \$5,000 will be charged to the City.

Process of Payment

One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the City's behalf for consultant travel and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received. The second third of the full payment will be invoiced one month from contract execution, and it is due within 30 days following the invoice date. The final third of the full payment will be invoiced two months from contract execution, and it is due within 30 days following the invoice date.

If the City of Redondo Beach requires a different payment schedule, this must be agreed upon within the contract. Peckham & McKenney expects payment of all invoices in a timely manner.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is B&B Premier Insurance Solutions, Agoura Hills, CA.

Necessary insurance documentation will be provided to the City of Redondo Beach in a timely manner.

GUARANTEE AND ETHICS

Placement Guarantee Our placement record is particularly strong in that 89% of the candidates we have placed remain in those positions for over five years. In the unlikely event, however, that a candidate recommended by our firm (external candidates only) leaves your employment **for any reason within the first year** (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Reopening the Recruitment Throughout the recruitment process, all of our efforts are made to ensure a successful placement of a candidate who fits the Candidate Profile. It is extremely rare that our recruitment process fails to produce a preferred candidate in the first instance. If the search process, however, does not produce a successful placement, and there is an understanding that the City of Redondo Beach and Peckham & McKenney each take responsibility for whatever errors may have been made, we will conduct a second recruitment process for the cost of expenses only (approximately \$7,500).

As Albert Einstein said, the definition of insanity is “doing the same thing over and over again and expecting different results.” Prior to reopening the recruitment again, we will thoroughly review with the City what adjustments in approach, compensation, or other variables may be necessary to ensure a successful outcome.

Ethics Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational “issues.”
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted.
- As recruitment professionals, we do not recruit our placements -- ever. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- During an active engagement, we do not recruit staff from our client agencies for another recruitment. Nor do we “parallel process” a candidate, thereby pitting one client against another for the same candidate.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we always represent and speak of our clients in a positive manner; during the recruitment engagement as well as years after.

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their recruitment experience with Anton “Tony” Dahlerbruch. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in this proposal.

City of Camarillo, CA – City Manager

(search conducted with Bobbi Peckham)

Mayor Tony Trembley and/or Members of the City Council

(805) 701-9768; atrembley1956@gmail.com

City of Corcoran, CA – City Manager

Mayor Patricia Nolen, Members of the City Council and/or Reuben Shortnancy, Interim City Manager

(559) 992-5151; reuben.shortnancy@corcoranpd.com

City of Indio, CA – Human Resources Director

Scott Trujillo, Deputy City Manager, and/or Mark Scott, City Manager

(760) 391-4014; strujillo@indio.org or 760-391-4015; mscott@indio.org

City of Moorpark, CA – Assistant City Manager

Troy Brown, City Manager

(805) 517-6212; tbrown@moorparkca.gov

City of Manhattan Beach, CA - Community Development Director

Bruce Moe, City Manager, and/or Lisa Jenkins, Human Resources Director

(424) 237-4268; bmoe@citymb.info or (310) 802-5252; ljenkins@citymb.info

City of San Dimas, CA – City Manager

Mayor Emmett Badar, Members of the City Council and or City Attorney Jeffrey Malawy

(909) 394-6200; ebadar@sandimasca.gov or (310) 801-9529; jmalawy@awattorneys.com

City of San Marino, CA - Finance Director and Community Services Director

Dr. Marcella Marlowe, City Manager

(626) 300-0700; mmarlowe@cityofsanmarino.org

City of Santa Barbara, CA – Economic Development Manager, Finance Director and Community Development Director

Paul Casey, City Administrator, and/or Wendy Levy, Human Resources Manager

(805) 564-5301; pcasey@santabarbaraca.gov or (805) 564-5313; wlevy@santabarbara.gov

City of West Hollywood, CA – Property Development Manager

Clarice Kokubun, Human Resources Analyst, or Susan Schumacher, Human Resources Manager

(323) 848-6418; ckokubun@weho.org or (323) 848-6325; sschumacher@weho.org

DIVERSITY STATEMENT

Peckham & McKenney, is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

Our average for female and minority placements since 2015 is approximately 53%. Of that average, 37% of our placements are female.

Also, for over 30 years, Peckham & McKenney has been known as a champion of women seeking executive leadership positions within local government, succeeding in the field as few other women have. The Peckham & McKenney team goes to great lengths to support the management profession, women, minorities, and all involved in the recruitment and hiring processes.

In addition to all other outreach methods, our firm utilizes the National Diversity Network, which ensures placement of your opportunity with the following online platforms.

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women's Job Network



Peckham & McKenney
"All about fit"

THE COMMUNITY

The City of Camarillo (approximately 69,850) is one of California's safest and most desirable communities to live and work. Located in the heart of Ventura County at the base of the Conejo foothills surrounded by scenic mountains as well as highly productive agricultural land, residents and visitors enjoy cool ocean breezes from the Pacific Ocean just 9-miles away, more than 300 days of sunshine a year and average temperatures in the low 70s. Camarillo is a preferred location for high-tech, retail and specialty businesses with a highly educated workforce, modern industrial buildings, and strong relationships with local business leaders and other government agencies. The City is home to California State University – Channel Islands and Camarillo Premium Outlets, and with numerous recreational and cultural venues, connectivity to transportation, and year-round special events, Camarillo is a burgeoning hub of Ventura County.

Incorporated in 1964 to control and manage the rapid expansion of development, the City of Camarillo possesses all the benefits of a suburban-rural community with a small-town quality. The City places emphasis on its residential character, open space, community aesthetics, quality and cost-effective service delivery, customer service and responsiveness, recreational facilities, infrastructure, community engagement, and conservative fiscal management.

With a retail market population of nearly a half-million shoppers, the City's General Plan prioritizes a variety of community values from sustainable design and affordable housing to almost 4 acres/1,000 population of parks (operated by the Pleasant Valley Recreation and Park District), City-owned library, and bikeway master plan. A few of the City's major features include the Camarillo Ranch House, Studio Channel Islands Art Center, 55-acre sports park, and community events such as the Concerts in the Park, Fiesta and Street Fair, Holiday Tree Lighting and Winter Walk.

The downtown district known as "Old Town" features a mixture of stores, restaurants, and locally-owned businesses that help the City maintain its charm. Many recreational facilities, shopping, quality housing, and a safe, small-town atmosphere all combine to make Camarillo a great place to "live, work, and play."

For more information about the City of Camarillo, please visit <https://www.cityofcamarillo.org>.

THE ORGANIZATION

One of the many strengths and attributes of the City of Camarillo is its well-established reputation for actions and decisions in a thoughtful, deliberative and transparent manner. The City is recognized for its organizational stability, fiscal responsibility and service delivery. As a "contract" City, public safety is provided by the Ventura County Fire Protection District and through a contract with the

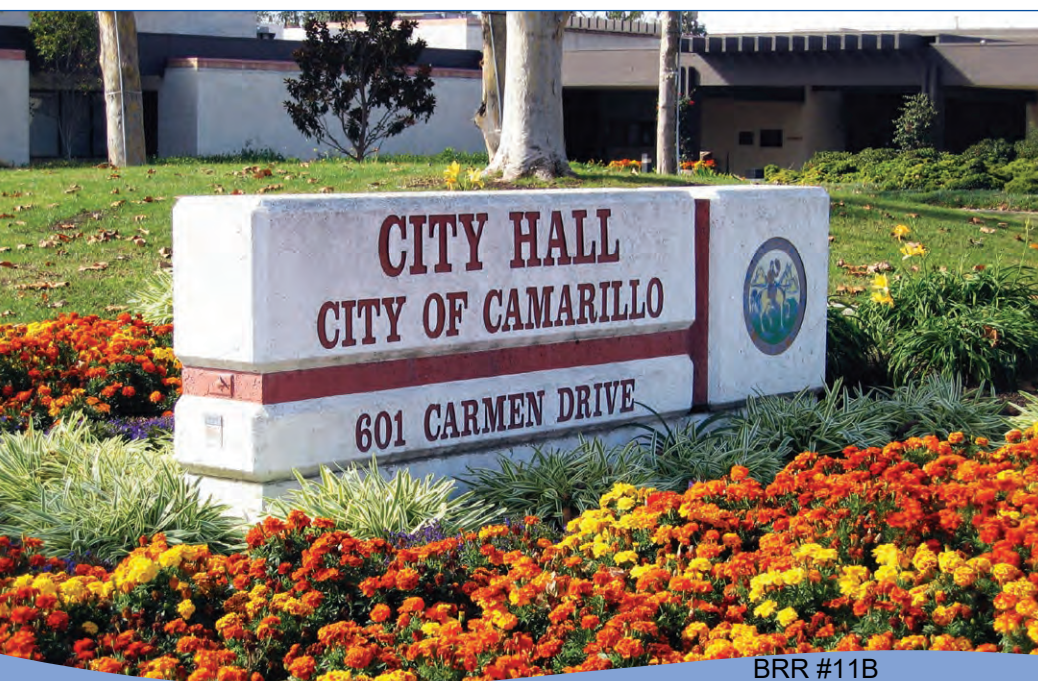
Ventura County Sheriff Department, and contract services provide for Planning and Building services, Library management, refuse and recycling collection, street sweeping, landscaping, asphalt paving, public transit services, and traffic signal maintenance. Funding for the contract services are provided by Special Districts that are funded through property owner benefit assessment and the General Fund. Contracts are routinely reviewed by the City for performance, cost, and efficiency; and they are integral to the City for serving the community with a relatively small workforce and a minimum of facilities and equipment.

The City is administered under the Council-Manager form of government. The 5-member City Council is highly professional, experienced, and dedicated to serving Camarillo. This, in turn, contributes to stability in the organization, thoughtful and deliberative decisions, and a focus on services in the interest of the community. Council members will begin serving by district for 4-year terms effective 11/2020, and be subject to a 3-term limit. The City Council selects one of its members to serve as Mayor.

The City adopts a two-year budget. Within the 2018-2020 biannual budget, the 2019/20 total budget is \$179.7 million with a focus on Capital Improvement Projects; the general fund budget is \$43 million. The City maintains a workforce of approximately 145 full-time employees organized within six departments. The responsibility for the operation of each department is assigned to a department head appointed by the City Manager with the exception of the City Attorney, who is appointed by the City Council. The City Council, City Manager, and departmental staff have excellent working relationships, respecting and honoring one another's roles and responsibilities. With a successful succession plan and quality work place, employee turnover is extremely low with most employees having worked in the organization for many years and a long history of City Managers ultimately retiring from the City.

THE POSITION

The City of Camarillo is a general law city. Under the City's Mission Statement "Dedicated to providing effective municipal services that promote a high quality of life, economic vitality, and a safe environment,"



Peckham & McKenney

"All about fit"

the City Manager reports to and receives direction from the City Council who relies on the City Manager to administer its policies, goals and objectives and budget for operation of the City government.

Annually, the City Council adopts goals and objectives. With a focus on the ten goals of: Fiscal Management, Community Enrichment, California State University Channel Islands, Land Use and Transportation, Environment/Resource Management, Community Redevelopment, Economic Development,



Community Relations, Governmental Relations, and Employee Relations, the 2020/21 work plan focuses on reducing the City's long-term pension liability, reuse of the previous Library site, enhancing community safety, working to address Senior Center and community recreation facility needs, assessing growth projections and possible City impact(s) of Cal State Channel Islands, local traffic and 101 Freeway improvements, developing alternate methods to move forward with housing and non-housing projects, aggressively implementing the Economic Development Strategic Plan, fully implementing and promoting Open City Hall and Open Gov for community engagement, and increasing City communications.

Through the City's biannual budget and regular financial progress reports, the City Manager is responsible for maintaining the City's conservative financial practices, safeguarding the City's ability to maintain service levels, and ensuring core

community programs during economically challenging times. A variety of City Council's adopted policies assist in guiding strategic decisions and support critical determinations for sustaining the City's current and future vitality.

The City Council recognizes that the City requires an effective, organized, responsive, customer service oriented, honest, ethical, and hardworking leader who is skilled, experienced and knowledgeable as a City Manager; embraces organizational development and supports staff; has a background in economic development for managing the evolution of the City's business environment and matters of affordable housing; prioritizes conservative fiscal management; and has had demonstrated success in addressing state and regional factors that affect the sustainability of city services. The City places a high priority on a skilled practitioner with a strong record of working collaboratively with the City Council, residential and business communities, city staff and regional agencies providing public service. In addition, the successful candidate should have experience working in a contract city; implementing best practices; applying technology and government transparency to operational practices and procedures; conducting organizational/management analysis for assessing, maintaining and improving service delivery; transitioning to elections by district; and addressing the housing/jobs/workforce balance for sustaining the City's vitality.

Along with the City Council and Department Heads, the community was asked to identify the desirable attributes for the Camarillo City Manager recruitment. Responses included the qualities of being community oriented, open minded, knowledgeable in all aspects of municipal government, a good communicator, active listener, decisive, and innovative.

Camarillo is a small community with an engaged citizenry that desires their next

City Manager to be visible in and become a part of the community, accessible and responsive, a proponent of good government, and a team player. The new City Manager will possess an honest and ethical approach to working with the City Council, staff, and community and will provide counsel and recommendations based upon proven experience, analysis, and best practices. The City Manager will be expected to conduct organizational efficiency and data-driven analysis to enhance productivity and services; maintain and embody an existing organizational culture that embraces teamwork, respect, and equality; sustain and build strong intergovernmental relations; and be open and honest with the City Council. The City Manager will be an advocate for and empower staff, promote accountability and performance measures throughout the organization, and not micro-manage. The selected candidate will be personable, approachable and responsive.

Proven experience in municipal finance/ budgeting, economic development, and land use as well as excellent communication, interpersonal, management, team work, and analysis skills are required, as is a Bachelor's degree from an accredited four-year college or university with major course work in



Attachment B
SEARCH SCHEDULE

Filing Deadline: March 31, 2020

Preliminary Interviews: April 1 – 15, 2020

Recommendation of Candidates: April 20, 2020

Finalist Interview Process: May 6 and May 7, 2020

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

public or business administration, public policy, finance, or a field related to the work. Over 5 to 10 years of management or administrative experience in a municipality commensurate with serving as a City Manager or Assistant City Manager is desired.

Possession of an appropriate Master's degree and experience working with an elected council or board is highly desirable.

COMPENSATION AND BENEFITS

The salary for this position is currently \$255,528. The appointment and salary will be made based upon the qualifications of the selected candidate and commensurate with salaries in the region. In addition, the City offers the following comprehensive benefits:

CALPERS RETIREMENT ("Classic" members: 2% at 55, full City paid employee contribution; "PEPRA" members: 2% at 62, employee contributes 6.75% of salary).

DEFINED CONTRIBUTION 401A PLAN – City contributes 7% of salary.

DEFERRED COMPENSATION 457 PLAN – City contributes 3% of salary.

HEALTH INSURANCE – City contributes \$139 per month towards a selection of plans; coverage is effective the first of the month after date of hire.

FLEX BENEFIT/CAFETERIA PLAN – \$1,584 per month that may be applied toward health insurance premiums; unused money may be taken as cash, payable twice a month.

DENTAL/VISION INSURANCE – City pays premium for employee and dependents; coverage is effective the first of the month after date of hire.

SHORT/LONG TERM DISABILITY – City pays premium for employee.

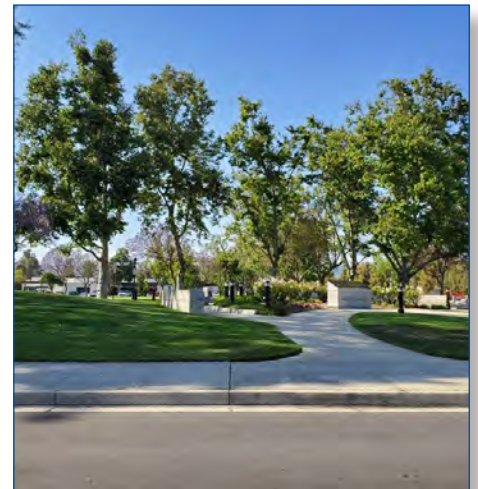
AUTO ALLOWANCE – \$500 per month.

LIFE INSURANCE – City pays premium for standard policy (1x salary, plus \$5,000, rounded up to next increment of \$5,000, maximum policy amount of \$200,000)

VACATION, MANAGEMENT, SICK, AND HOLIDAY LEAVE.

RETIREMENT HEALTH SAVINGS (RHS) PLAN – Directors that are age 50 or older contribute 2% of earnings each pay period; with 60% of eligible sick leave contributed at separation of employment.

The City does not participate in Social Security.



THE RECRUITMENT PROCESS

To apply for this exciting career opportunity, please visit our website at:

Peckham & McKenney
www.peckhamandmckenney.com

Resumes are acknowledged within two business days. Contact Anton "Tony" Dahlerbruch at 310.567.1554, or Bobbi Peckham at 916.730.2014 if you have any questions regarding this position or the recruitment process.



**PECKHAM
&
MCKENNEY**
EXECUTIVE SEARCH

www.peckhamandmckenney.com

June 1, 2021

Mayor Bill Brand
and Members of the City Council
City of Redondo Beach
415 Diamond Street
Redondo Beach, California 90277

Via Email: joe.hoefgen@redondo.org

Dear Mayor Brand and Members of the City Council:

We are pleased to submit this Letter Proposal to recruit for the position of City Manager for the City of Redondo Beach. We will *facilitate the recruitment process* and professionally *add value* to the entire recruitment and selection process.

We anticipate that much of this interaction with the City Council in terms of kick-off activities and initial candidate interviews will be done via video. We would anticipate final interviews may be done in person with social distancing in place.

If selected to conduct this search, the City will have the Search Team of Mr. Fred Wilson and Heather Renschler as Project Co-Directors for this engagement. As a former City Manager with over 35 years of experience including 20 years serving as a City Manager in different communities, Mr. Wilson is highly qualified to be actively involved in this search effort. Important to note, Mr. Wilson has experience working in a beach community. His last city management role (ending in early 2019) was for the City of Huntington Beach, a position he held for 10 years.

As appropriate, and since Mr. Wilson is based on Orange County, he is available to meet in person with the City Council, if desired.

Recent City Manager Related Search Engagements

We believe we have an expansive network in which to draw highly qualified candidates on behalf of the City of Redondo Beach. Ralph Andersen & Associates has conducted the following City Manager related recruitments since 2015.

- Allen, TX – City Manager (2019)
- Apple Valley, CA – Town Manager (2018)
- Auburn, CA – City Manager (2017)
- Austin, TX
 - Assistant City Manager for Economic Opportunity & Affordability (2018)
 - Assistant City Manager for Health & Environment / Culture & Lifelong Learning (2018 & Current Search)
 - Assistant City Manager for Mobility (2019)
 - Assistant City Manager for Safety (2019)
 - Deputy City Manager (2019)

S e r v i n g P u b l i c S e c t o r C l i e n t s S i n c e 1 9 7 2

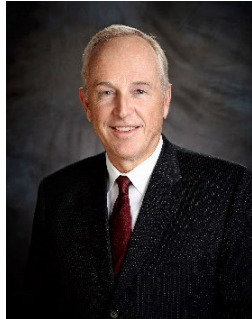
- Barstow, CA – City Administrator (Current Search)
- Belvedere, CA – City Manager (2017)
- Beverly Hills, CA
 - City Manager (2015)
 - Deputy City Manager (2019)
- Bishop, CA – City Administrator (2018 & 2020)
- Brownsville, TX – City Manager (2018)
- Buellton, CA – City Manager (2019)
- Calabasas, CA – City Manager (2018 & 2021)
- Carmel-by-the-Sea, CA
 - Assistant City Administrator (2017)
 - City Administrator (Backgrounds) (2016)
- Charlotte, NC
 - Assistant City Manager (2019)
 - City Manager (2016)
- Colma, CA – City Manager (2017)
- Corona, CA – City Manager (2019)
- Coronado, CA – City Manager (Current Search)
- Costa Mesa, CA – City Manager (2019)
- Cupertino, CA – City Manager (2019)
- Delray Beach, FL – City Manager (2019)
- Denton, TX – Assistant City Manager (2019)
- Encinitas, CA – City Manager (2020)
- Fountain Valley, CA – City Manager (2017)
- Goleta, CA – Deputy City Manager (2017 & 2019)
- Green Valley Recreation, Inc. – Chief Executive Officer (2020)
- Henderson, NV – City Manager (2015)
- Indio, CA – City Manager (2021)
- Irvine, CA
 - Assistant City Manager (2016)
 - City Manager (2018)
- La Palma, CA – City Manager (2020)
- La Quinta, CA – City Manager (2019)
- Laguna Niguel, CA – City Manager (2017)

- Lake Forest, CA – City Manager (2017)
- Lawrence, KS – City Manager (2016 & 2019)
- Loomis, CA – Town Manager (2017)
- Los Altos, CA – City Manager (Current Search – Finalist Interviews Underway)
- Los Banos, CA – City Manager (2016)
- McKinney, TX
 - Assistant City Manager (2017)
 - City Manager (2016)
- Miami Beach, FL – City Manager (2021)
- Mill Valley, CA – City Manager (2020)
- Modesto, CA
 - Deputy City Manager for Operations (2018)
 - Deputy City Manager for Support (2018)
- Monterey, CA – City Manager (2018)
- Moorpark, CA – City Manager (2018)
- Morro Bay, CA – City Manager (2017)
- Nevada City, CA – City Manager (Recently Awarded)
- Norfolk, VA – City Manager (2017)
- Ocean Reef Community Association, FL – President (2019)
- Oakland, CA – City Administrator (2020)
- Pacific Grove, CA – City Manager (2016)
- Palm Desert, CA
 - Assistant City Manager (2019)
 - City Manager (2016 & 2021)
- Paso Robles, CA – Assistant City Manager (2019)
- Pomona, CA – City Manager (2019)
- Powell, OH – City Manager (2020)
- Redlands, CA – City Manager (2019)
- Reno, NV – City Manager (2017)
- Rialto, CA – City Administrator (2019)
- Riverside, CA – City Manager (2015)

- Sacramento, CA
 - Assistant City Manager (Backgrounds) (2016)
 - Assistant City Manager – Public Safety (2018)
 - Assistant City Manager – Municipal Services (2019)
 - City Manager (2017)
- San Bruno, CA – City Manager (2018)
- San Juan Capistrano, CA – City Manager (2015)
- Sanger, CA – City Manager (2015)
- Santa Barbara, CA
 - City Administrator (2015)
 - Assistant City Administrator (2015)
- Santa Monica, CA – City Manager (Current Search)
- Santa Rosa, CA – Deputy City Manager (2015)
- Solana Beach, CA – City Manager (2015)
- South Jordan, UT – Assistant City Manager (2016)
- South Padre Island, TX – City Manager (2017 & 2019)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Sugar Land, TX – City Manager (2019)
- Suisun City, CA – City Manager (2019)
- Sun City West, AZ – General Manager (2019)
- The Woodlands Township, TX – President and General Manager (2020)
- Tiburon, CA – Town Manager (2015)
- Upland, CA – City Manager (Recently Awarded)
- Upper Arlington, OH – City Manager (2019)
- Vancouver, WA
 - Deputy City Manager for Community Services (Current Search)
 - Deputy City Manager for Enterprise Services (Current Search)
- Watsonville, CA – City Manager (2015)
- Waxhaw, NC – Town Manager (2015 & 2017)
- Westlake Village, CA – City Manager (2019)

Project Staffing

Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. The Project Director on this engagement will be Mr. Fred Wilson with assistance offered by Ms. Renschler. If a potential conflict comes up with a competing engagement, Ms. Renschler is prepared to take the lead on this recruitment effort.



Fred Wilson, Project Director

Mr. Wilson, Senior Consultant with Ralph Andersen & Associates, brings more than 35 years of experience as a local government executive, including 21 years serving as City Manager in two California cities. Working in full-service cities, he brings a strong background in identifying and recruiting top quality executive staff. His skills in identifying, recruiting, and retaining high quality employees and talent management, coupled with succession planning, have contributed significantly to the successes of those organizations. This experience gives Mr. Wilson a unique perspective to identifying high quality candidates that “fit” the organization.

Mr. Wilson has served as Project Director for five City Manager recruitments and two Deputy City Manager recruitments in the past 18 months.

Since joining Ralph Andersen & Associates, Mr. Wilson has completed many successful recruitments and brings a vast network of contacts throughout the region. He has successfully completed searches for executives and professionals for local government organizations including City Managers, Community Development Directors, Public Works Directors, Finance Directors, and other General Managers.

Mr. Wilson's clients have found his knowledge of city management, experience working with City Council members, and expertise in recruitment and selection an asset.

As a long-tenured local government executive, Mr. Wilson has extensive experience in all aspects of governance including organizational development, succession planning, municipal finance, community development, and general management. His experience includes serving in multiple leadership roles in various organizations including the League of California Cities and has been active on various advisory boards throughout his career.

Mr. Wilson holds a Bachelor of Science degree in Urban Planning from Cal Poly Pomona, and a Master's degree in Public Administration from California State University, Northridge.

Mr. Wilson may be reached at (916) 630-4900 or directly on his cell at (714) 421-3258 or via email at fred@ralphandersen.com.



Ms. Heather Renschler, Project Co-Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 36 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 24 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, District councils, staff members, and selection committees in the recruitment and selection process.

Ms. Renschler's client base is strong in Southern California with ongoing client relationships with many cities including the City of Beverly Hills and the City of Palm Springs. She has also worked previously with the City of Redondo Beach. Her most recent city manager search was the recently completed recruitment for the City of Calabasas, another ongoing and long-standing client.

Ms. Renschler has extensive finance related experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting.

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Ms. Renschler may be reached at (916) 630-4900 or directly on her cell at (916) 804-2885 or via email at heather@ralphandersen.com.

Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the Search Team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Haussmann, Ms. Hannah Jones, Ms. Teresa Heple, Ms. Karen AllGood, and Ms. Tina Keller.



Approach to Executive Search

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 49 years.

We feel that the key elements of the **full search** process, which can be tailored to fit the specific needs of the City, should include:

- Developing a comprehensive position profile based upon information obtained in various meetings with the City Council, and other designated City staff.
- Reviewing current compensation and recommending changes based upon market and competitive conditions.
- Extensive personal outreach to highly qualified candidates throughout California.

- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout California.
- A screening process that narrows the field of candidates to those that most closely match the needs of the City and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Candidates would be screened via video technology to determine their overall "match."
- Delivering a product in the form of a search report that recommends a top group of candidates and provides the City Council with detailed information about their backgrounds and experience.
- Conduct final background and verifications, including references, on the top candidate.
- Assist in negotiations of offer of employment.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Project Timing

We anticipate a timeframe of approximately 90 days (or less) from the execution of the agreement between the City and Ralph Andersen & Associates to when the finalists are presented for an interview. Negotiation with the top candidate will take an additional week after finalist interviews.

We understand that the current City Manager is retiring effective November 2021. A more definitive timeline will be established based on kick-off dates anticipated for early to mid-summer.

Project Cost

The recruitment efforts for a new City Manager will be a comprehensive search process with a focus in California. The review of resumes and qualifications will be conducted on all candidates that submit giving the City the ability to select from a broad field of qualified candidates. **The professional services fee (inclusive of expenses*) to perform the City Manager search will be the fixed fee of \$28,750.**

***Note** – Expenses included in this fixed fee include such items as advertisements, consultant interaction (kick-off and on-site meetings/interviews by Mr. Wilson or video meetings, if needed; cost for participation by Ms. Renschler will be supplemental due to travel from Northern California if participation is needed or desired), clerical, research, graphic design, printing (documentation submitted using file-sharing software), postage and delivery, verifications and Internet and Lexis/Nexis searches on the top candidates. References will be conducted on the top candidate during the final stage of the process.

Invoicing – Ralph Andersen & Associates will bill the City in four installment payments as follows:

- Following kick-off and finalization of recruitment brochure - \$8,625
- After the closing date - \$8,625
- After finalist interviews - \$8,625
- Upon placement - \$2,875

Progress payments will be due upon receipt.

Brochure – A full color digital brochure will be developed for this position. All pictures will be the responsibility of the City. Samples of a wide variety of brochures are available on the firm's website (www.ralphandersen.com).

Exclusions – The City of Redondo Beach will be responsible for all candidate expenses related to on-site interviews.

Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If, within a one-year period after appointment, the City Manager of the City of Redondo Beach resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The City would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The City would be expected to pay for all incurred expenses.



Should you need any additional information, please feel free to call Mr. Wilson at (916) 630-4900 (office) or directly on his cell phone (714) 421-3258.

Respectfully Submitted,

Ralph Andersen & Associates
Ralph Andersen & Associates

CITY OF REDONDO BEACH

Budget Response Report #12

June 8, 2021

Question:

What options exist to enhance safety for the Artesia/Felton and Artesia/Rindge intersections?

Response:

In response to the Council's request for an assessment of safety enhancements at the Artesia/Felton and Artesia/Rindge intersections, staff provides the following information for consideration. The requested safety assessment would require a thorough review of collisions, with additional analysis to identify traffic impacts based on the potential changes to the existing roadway geometry from the identified alternatives. Although the analysis request is for the Artesia/Felton and Artesia/Rindge intersections, the overall analysis should be conducted to include the corridor of Artesia Boulevard from Aviation Boulevard to Inglewood Avenue, especially considering that the corridor is currently a part of the Los Angeles County Traffic Signal Synchronization Program (TSSP). The TSSP is a county instituted program that helps improve mobility on congested local highways and streets and any modifications to intersections along the TSSP corridor should be assessed as changes at one intersection could potentially affect mobility and travel times through the corridor.

The primary traffic analysis alternatives to assess would include two alternatives, with the first alternative requiring no traffic impact assessment at the subject intersections, or the corridor, and the second alternative requiring the contrary. The first alternative (Alternative 1) would be to maintain the existing traffic signal phase operations for west/eastbound Artesia Boulevard, while narrowing the raised median widths and shifting the left turn lanes to address potential sight visibility issues. The second alternative (Alternative 2) would be to adjust the existing traffic signal operations from a protective-permissive left-turn phase to protected left-turn phase on west/eastbound Artesia Boulevard and converting the north/southbound intersections along Artesia Boulevard from permissive phase to split phase. Although both alternatives may help to address the potential sight visibility concerns at the respective intersections, they are exclusive of each other and are primarily differentiated by cost and potential impacts to traffic flow. As mentioned previously, to maintain the operational efficiency and traffic flow of the corridor, the alternatives should not only be assessed at Artesia/Felton and Artesia/Rindge, but also at each intersection between Aviation Boulevard and Inglewood Avenue, assessing the corridor as a whole.

The California Manual on Uniform Traffic Control Devices (CA MUTCD) describes the aforementioned left-turn traffic signal phases. A protected left-turn phase is indicated by a left turn arrow that provides left turning vehicles a separate phase with no pedestrian or

vehicular movements conflicting with the left-turn movement, while the protected-permissive left-turn phase is a combination signal head in which a green arrow indicates a protected left-turn condition followed by a permissive phase where left-turning vehicles must yield to opposing traffic during the green ball indication. Lastly, split phasing represents a right-of-way assignment where the movements of a particular approach of one direction proceed, followed by the movements of the opposing approach following. Based on the descriptions and proposed alternatives, it is anticipated that the overall corridor may experience increased delays and decreased mobility.

A request can be made to the County through the Los Angeles County Public Works City Service Request platform and they would assess and make determinations based on the City's request. The general cost to conduct a safety assessment and impact analysis for the corridor is currently anticipated to be approximately \$50,000. The design and construction cost for Alternative 1, left turn lane median reconstruction, is anticipated to be approximately \$25,000 for each intersection (west/eastbound left turn lane only on Artesia Boulevard) and the design and construction cost for Alternative 2, left-turn phasing modification, to be approximately \$20,000 per intersection. There is also an opportunity to design and construct either alternative as part of the Artesia Boulevard Rehabilitation Project (Project No. 41190) that is scheduled for design in the upcoming fiscal year. If included as part of this project, costs for either alternative may be reduced.

Currently, the City is expecting a response from the County to determine the final cost of analysis, design and construction of alternatives.

In the interim, staff has scheduled the installation of ladder-type crosswalks at the intersections on Artesia Boulevard between Aviation Way to Felton Lane to enhance visibility of pedestrians utilizing the intersection. Eventually, as part of the City's Artesia Boulevard Rehabilitation project, the stamped crosswalks are expected to be removed in lieu of standard continental or ladder type crosswalks.

CITY OF REDONDO BEACH

Budget Response Report #13

June 8, 2021

Question:

What would be the cost to install bulb-outs at every Grant Avenue intersection not already included in the Capital Improvement Program?

Response:

Currently, there is an ongoing Capital Improvements Project that involves traffic signal equipment upgrades along the Grant Avenue corridor between Inglewood Avenue and Aviation Boulevard. The Grant Avenue Signal Improvement Project, Call for Projects No. F5301, consists of signal improvements at the six (6) signalized intersections along Grant Avenue between Inglewood Avenue and Aviation Boulevard. The Project includes design, and installation of traffic signal improvements including, including signal pole and signal equipment replacement, signal synchronization, vehicle and bicycle detection and construction of curb bulb-outs, which may include repairs or upgrades to access ramps, as well as curbs and gutters, as necessary.

For the potential installation along the four (4) unsignalized intersections along the Grant Avenue corridor, the cost for design and construction is estimated to be about \$375,000, with the caveat that the general cost to install a curb bulb-out at a single intersection can vary depending largely on the size of the bulb-outs and potential modifications to the existing infrastructure. This estimate is for the concrete work only as there are no signals needing relocation at these intersections. The following is a summary of the benefits, disadvantages and expected installation timeframe for curb bulb-outs at the four intersections without signalization:

Benefits – Curb bulb-outs are used to narrow street widths at intersections to create a shorter pedestrian crossing (thereby reducing pedestrian exposure to the roadway when crossing) and to enhance pedestrian visibility at corners. They effectively reduce speeds in their immediate vicinity, especially for vehicles making right-handed turns to enter and exit a roadway. Curb bulb-outs can also effectively influence driver behavior by changing the appearance of a roadway along the corridor, which may influence drivers to travel at slower speeds.

Disadvantages – General disadvantages associated with the construction of curb bulb-outs include cost of design and construction, especially if large modifications to existing infrastructure, such as reconstruction of storm drains and catch basins, are required. Additionally, the construction of curb bulb-outs typically requires removal of on-street parking spaces to accommodate the design (approximately 2 to 4 spaces per corner depending on design).

Typical installation timeframe – 12 months depending on contracting method, construction market and overall project schedule.

CITY OF REDONDO BEACH

Budget Response Report #14

June 8, 2021

Question:

What would be the cost to rehabilitate the Anderson Park Senior Center to include HVAC and PA systems?

Response:

There is a project in the Capital Improvement Plan that includes installing air conditioning systems at several parks, including the Anderson Park Senior Center, to create emergency cooling centers. The estimated cost to install a wall-mounted split HVAC system at the Senior Center would be \$15,000.

A general public address system that would cover the offices, activity rooms and the exterior patio could be installed for roughly \$1,500. Installation would be provided in-house by Public Works crews.

Also of note regarding the Senior Center, the vinyl tile flooring will need to be replaced in the near future. The estimated cost for replacement is \$10,000.

CITY OF REDONDO BEACH

Budget Response Report #15

June 8, 2021

Question:

What repairs are needed to the Anderson Park Scout House facilities and what is the cost of repairs vs. the cost of full reconstruction?

Response:

Anderson Park contains separate Boys Scout and Girls Scout facilities, which are located in the northeast corner of the park, near the intersection of Vail Avenue and Farrell Avenue. Both structures are converted residences that were constructed around 1950. The Boys Scout House is approximately 950 square feet and contains three activity rooms, a kitchen, a restroom and a detached garage. The Girls Scout House is approximately 900 square feet and contains three activity rooms, a kitchen, two restrooms and a storage room.

Boys Scout House

The Boys Scout is in decent overall condition and does not need to be replaced at this time. The primary area in need of repairs is the garage. The following could be implemented to improve the exterior appearance:

- Replace siding and repaint: \$20,000
- Replace garage door: \$ 2,500

Girls Scout House

With the age and poor condition of the Girl Scout house exterior, remedies to apparent termite damage could lead to more extensive repairs being necessary. The following scope of work is suggested:

- Removal and replacement of termite damaged wood siding and trim. Extent of damage would not be known until existing siding is removed. Based on visual inspection of existing condition, repairs are estimated at \$10,000.
- The front door installed by a volunteer project appears to be the wrong size. Removal and replacement estimated at \$1,800.
- The existing front porch is aged and has been damaged by vandalism. Replacement with a code-compliant structure, including a wooden awning, is estimated at \$9,000

The overall condition of the Girls Scout House is fairly poor. In the near future the following major repairs will be needed, which are estimated to cost approximately \$200,000:

- Replace the roof
- Replace all exterior windows, doors and siding. Adding stucco is an option to make the exterior more durable.
- Substantial framing upgrades.

Demolishing the Scout Houses and replacing them with new structures designed and constructed to current standards would be the best long-term solution, should funding become available. The CIP contains an unfunded project, Anderson Park Community Center (Phase 8) that estimates the cost to replace both structures at \$7.64 million in 2008 dollars. The Anderson Park Community Center, as described in the 2008 Anderson Park Master Plan, was envisioned to provide shared meeting space with separate storage space for the Boy and Girl Scouts. The plan envisioned spaces that are less specialized and would be sharable by all park users.

CITY OF REDONDO BEACH

Budget Response Report #16

June 8, 2021

Question:

What has been the history of Quimby fee collection, what revenue is expected in FY 21-22, and what are the planned uses?

Response:

The City's Quimby Ordinance No. 2939-04 was adopted on September 7, 2004. The Ordinance established a developer exaction for park and recreation facilities in Redondo Beach. The exaction is imposed on developers of new additional housing units in the City (excluding one-for-one replacement of housing units). The exaction is either a land dedication or an in-lieu (Quimby) fee. The fees are collected when the housing developer pulls building permits, typically just before the initiation of vertical construction. In August 2017, the City Council updated the Quimby Fee to \$25,000 per additional housing unit. The previous fee rate was \$7,500 per additional unit.

The Quimby Fee revenues are allocated to the Subdivision Park Trust Fund, established and adopted by the City on November 9, 2004. Additional conditions of the Quimby Ordinance (RBMC Title 10 Chapter 1 Article 14) include:

- The money collected can be used only to acquire land and develop new parks and recreation facilities or to rehabilitate existing parks or recreation facilities that serve the respective development.
- Quimby fees must be appropriated within 5 years of collection.
- The fees can be reduced or waived for qualifying below-market housing units.

Below are the City's Quimby Fee collections for the past 5 years.

Fiscal Year	Revenue
FY 2015-16	360,000
FY 2016-17	592,500
FY 2017-18	405,000
FY 2018-19	475,000
FY 2019-20	675,000
FY 2020-21 Estimated	575,000
FY 2021-22 Projected	600,000

Quimby Funds have been appropriated for the following capital improvement projects: Dominguez Dog Park Improvements; Dominguez Park Play Equipment, Landscape, and Walkway Improvements; Regional Park Restroom Improvements; Wilderness Park

Improvements; Play Surface Replacement at Anderson and Perry Parks; and North Redondo Bike Path Improvements.

The FY 2020-21 Budget projected \$500,000 in Quimby fees. To date the City has collected \$575,000. The updated estimate, plus the beginning fund balance, minus all project appropriations including current and carryover, brings the total estimated FY 20-21 year-end fund balance to \$72,135.

The FY 2021-22 projection for Quimby revenue is \$600,000, and is solely based on the current trend of annual net new residential units from regular infill development of two and three unit housing lots. The projected amount does not include the 115-unit Legado Project or any other significant housing entitlements. Should vertical construction of the Legado Project occur in FY 2021-22 it would generate an additional \$862,500 of Quimby Funds. Given the timing of entitlement, the Quimby fee applied to the Legado project is \$7,500 per unit.

The proposed budget includes \$672,135 of available Quimby Funds and \$450,000 of new Capital Improvement Program appropriations. The projects included for Quimby Funding in FY 21-22 include: Aviation Gymnasium Improvements (\$150,000); City Park and Facility Parking Lot Improvements (\$100,000); Perry Park Senior Center HVAC Improvements (\$50,000); Play Surface Replacements – Anderson, Aviation, Perry & Turtle Parks (\$100,000); Skatepark Improvements (\$50,000). If these projects are approved, the FY 21-22 year-end Quimby Fund balance is expected to be \$222,135. If fees are collected for the Legado Project, the estimated year end fund balance would be \$1,084,635.

CITY OF REDONDO BEACH

Budget Response Report #17

June 8, 2021

Question:

What is the status of sworn officer staffing in the Police Department?

Response:

Current Status

The staffing status for the Police Department's 95 budgeted sworn personnel, as of June 2021, is shown on the following table. The 95 sworn personnel figure includes three frozen Police Officer positions implemented as part of the FY 2020-21 adopted budget reductions.

Position	Authorized	Frozen	Vacant	Filled
Chief of Police	1	0	0	1
Police Captain	3	0	0	3
Police Lieutenant	6	0	0	6
Police Sergeant	14	0	0	14
Police Officer	70	3	1	67
Total	95	3	1	91

The Police Department currently has ninety-one filled positions which includes six trainees in the field training program, two police officer recruits currently in the academy, and one vacant position, which is in the recruitment process. In addition, there are two officers on extended leave due to industrial or personal injury with no estimate on their return dates.

The Department acknowledged City budget restraints during COVID, and recommended freezing three positions in FY 2020-21. Now in a post COVID environment, and with an increase in crime affecting the region, the Police Department needs to fill these frozen positions to meet operational objectives and is prepared to do so in July, if the proposed budget, which includes the restoration of these positions, is approved by City Council.

Throughout the Covid-19 Emergency, the Police Department has continued its enhanced recruitment efforts (billboard, professional flyers, academy visits, social media, etc.) and has been successful in increasing the number of qualified pre-service and recruit officer applicants. It is important to note that beyond traditional recruiting, the Department's true success has come from a focus on attracting candidates through operating standards of excellence and a positive reputation. The use of a variety of video vignettes, special

programs, special unit details, and community engagement has provided a solid social media platform that now attracts candidates from across the country.

CITY OF REDONDO BEACH

Budget Response Report #18

June 8, 2021

Question:

What are the new ongoing technology needs of the Police Department?

Response:

The Police Department over the last three years has been introducing and testing various technologies to increase efficiencies and promote best practices within the Department. The piloted technologies included body-worn camera programs, Automatic License Plate Readers, community surveying software and drone programs using grant and non-general, law enforcement funding. The technologies identified in this report have been highly successful and the Police Department is recommending they be built into the core ongoing budget of the Department when funding permits. Decision Package #42 Police Technology Service Contracts recommends approving the funding needed to provide these services for another year. This Budget Response Report describes the programs in more detail.

Automatic License Plate Readers (ALPR)

The Police Department currently has ALPR cameras mounted to three marked police vehicles, two mobile trailers, and four intersections within the city. These cameras and associated software have proven valuable in identifying stolen vehicles, parking scofflaws, outstanding arrest warrants, and assisting follow-up investigations to many crimes and community concerns. Since the program's inception, the ALPR system has recorded over thirty-seven million scans with approximately fifteen thousand alerts, many of which led to arrests and the recovery of stolen or embezzled vehicles.

Since 2009, the City's ALPR vendor, Vigilant Solutions, has been an effective partner for the Police Department in establishing a reliable ALPR platform. As the program was initiated and slowly expanded, various funding sources were utilized to purchase the needed systems. These sources have included Homeland Security and Buffer Zone Protection grant funding, Supplemental Law Enforcement Services Funds, and Asset Forfeiture. The investigative resources provided through this existing technology allows for more efficient and effective investigation of crimes and community of life concerns for the City of Redondo Beach. The ALPR platform requires ongoing maintenance and licensing costs that would benefit from being identified as a General Fund expenditure in order to prevent an inability to continue this successful program due to lack of grant or other one-time funding for related on-going costs.

Community Surveying Software

Two suites of products are being utilized that will help the Redondo Beach Police and Fire Departments maximize their responsiveness to the residents of Redondo Beach. Zencity, Blockwise and Pulse enable the City to be proactive by continuously surveying a representative portion of the public. Surveys enable the Departments to better understand public safety priorities, level of satisfaction with public safety, and how safe respondents feel on an ongoing basis. The City uses this data to continually evaluate and adjust our performance and evaluate changes in policy and practice. The Zencity Core product if continued will allow us to analyze and understand organic discourse from sources including social media and local news media to alert us to trends in public sentiment in real-time. The combination of the two product suites will give us a 360-degree understanding of what the residents of Redondo Beach want from their public safety agencies so the Departments can be better responders and more proactive and inclusive, as we adjust the organization's performance to enhance service. The initial funding source for this product (formerly known as ELUCD) was Supplemental Law Enforcement Services Funds which is limited. The use of this software allows for maximum response to community concerns for the City of Redondo Beach.

Unmanned Aerial Vehicles (UAV) Program

The Redondo Beach Police Department was approved to use Unmanned Aerial Vehicles (UAV) for law enforcement purposes in April 2017. As the program reached new levels of success and technology continually evolved, a more robust program was designed, tested and later approved by City Council in 2019 and again in 2021. The latest improvement of the UAV program includes inter agency cooperation with the Hermosa Beach Police Department, Redondo Beach Police Foundation, Beach Cities Health District and the City's vendor, Flying Lion Inc.

On April 14, 2020 the Police Department began a 4-week pilot program to determine if UAVs could be used as First Responders. Drones as First Responders (DFR) is a program in which unmanned aerial vehicles are used to respond to calls for service. The test program was successful and showed a dramatic benefit in officer safety, community safety and decreased the response times to calls for service. The Hermosa Beach Police Department requested to join our endeavor as a joint task force for DFR between the two cities. The City of Hermosa Beach agreed to partially fund the operations, equipment and training of the drone program, in the amount of \$30,000. Also, the Redondo Beach Police Foundation donated \$15,400. for operation and equipment costs. The DFR program did not require any additional appropriation to the Police Department budget and discussions have already began with Police Department personnel from the Manhattan Beach, El Segundo and Palos Verdes Estates for their future participation in the drone task force. The evolution of the DFR program allows for 160 hours per month of drone service compared to the previous drone agreement of 15 hours per month.

The evolution of technology has greatly enhanced the culture of Law Enforcement by significantly improving efficiency and safety. The trend has steadily increased for the use

of various technologies, especially UAVs, in Law Enforcement, on an ongoing basis and therefore the Police Department is requesting that the program's expenditures be built into the core budget when funding becomes available.

CITY OF REDONDO BEACH

Budget Response Report #19

June 8, 2021

Question:

What is the current status of paid parking programs in the City and what is the breakdown of the additional smart meters to be installed per Decision Package #43?

RESPONSE:

The City of Redondo Beach has approximately 1,300 metered parking spots in the City (excluding Waterfront parking structures and lots). Approximately 1,100 are smart-meter spaces. The City has gradually transitioned from coin-only meters to smart meters. The smart meters have been installed in phases (IPS meters in 2015 and 2018 and MacKay meters in 2020). There are approximately 200 coin-only meters remaining in the City, the majority near Veteran's Park and along Herondo St.

The revenue generated in FY 2020-21 by metered spots is projected to come in at or above the pre-COVID adjusted levels of \$2.3M. This shows the overall benefit of smart meters, as parking revenue was expected to decrease by 10% this FY due to the closure of high-volume parking spaces in Riviera Village and other Covid related concerns.

The purpose of this BRR is to provide a status report on the ongoing needs and resource demands of the City's existing parking programs, provide more detail regarding Decision Package #43 Parking Meter Replacement/Installation, which requests funding to complete the replacement of coin-only meters and provide new smart meter parking spaces along upper Herondo Street and Francisca Ave, and foreshadow some of the City's future parking needs.

Parking Programs Update Status

Parking Meter Hardware Maintenance

Meter maintenance is an ongoing issue with the remaining coin-only meters that are well beyond their useable life and with the older generation of smart meters. The City Parking Technician monitors all meters in the City and has been able to reuse parts from the coin-only meters that were removed in August 2020 in the remaining coin-only meters. At this time, all of the City's remaining coin-only meters are operational. The IPS meters installed in 2015 have also experienced maintenance issues particularly with screen damage as the meters are constantly exposed to the elements. Increased maintenance and associated shipping costs have been experienced during FY 2020-21 and will continue to be closely monitored by the Police Department in FY 2021-22.

Vendor Transaction Fees and Credit/Debit Card Parking Fees

Transaction fees associated with the IPS parking meters (\$0.06c per transaction) have remained relatively flat this FY despite increased use of the operational IPS meters. This is due to the 77 meters out of service in the Riviera Village not incurring revenues/expenses as a result of the expanded outdoor dining areas. Both IPS and Mackay have a flat monthly per meter connectivity fee but there are no per transaction fees associated with the Mackay meters.

The credit card fees associated with the parking payments remain at a negotiated relatively low rate. However, the fees assessed to the City have risen given the increased usage and increased parking revenue attributable to credit/debit card payments. It is projected that the fees associated with the credit/debit cards will be approximately \$20,000 over budget in FY 2020-21. Part of the proposed Decision Package is requesting the funding to cover these on-going costs associated with the increased use and revenue of credit/debit card parking payments.

Outdoor Dining Parkettes in Riviera Village

In response to Covid-19, metered parking in various areas of the Riviera Village was suspended to convert parking spaces into outdoor dining parkettes. A total of 77 metered spots are currently out of service as a result of this conversion. City staff worked with the vendor IPS to turn off the meters and therefore, the monthly connectivity fee is not being charged. Despite the reduced meter inventory, the revenue is not as impacted as was projected. It is possible that parking patrons were driven to previously less utilized parking areas in the RV Triangle Lot or other areas.

Farmer's Market Parking

Special event activities can also have an impact on parking revenues. As an example, on-street parking is closed on City Farmer's Market days along George Freeth Way and in portions of the Veteran's Park parking lot to accommodate Market set up and operation. Additionally, it should be noted the parking space area impacted by the Sunday Farmers' Market in Riviera Village this Fiscal Year was expanded and may further reduce overall parking meter availability.

Mobile Pay Feature

In May 2021 City Council approved an agreement with ParkMobile to offer a mobile parking payment feature to parking patrons throughout the City. Staff across various City departments, (Police, WED, Finance) are currently working on implementation of this new feature. Additionally, Council directed staff to work with a second vendor, PayByPhone, and bring back an agreement for consideration in four months. This work is underway.

Annual Parking Permits

City staff made arrangements during the pandemic to continue the sale of the City's various parking permits to the community. The consultant has not yet audited the programs and no changes were made during the Fiscal year. Revenues from programs remained stable throughout the year.

Consultant Study

Walker Parking Consultants were engaged in FY 2019-20 to assist the City with parking issues including but not limited to, an assessment of existing metered parking supply and demand and the City's various parking permit programs. Input in these key areas is still vital as the City continues to respond to parking needs throughout the City. As field-work was required by the consultant, the project was put on hold due to Covid-19. Any assessment during the Covid-19 period would have skewed the data. Staff have reached out to the consultant and they are preparing to initiate field work this summer.

Future Parking Needs

Aggregator Mobile Parking Payment Service

One option that the City may wish to explore going forward are aggregator services of a vendor like Passport Inc. for mobile parking payment solutions. Passport Inc. responded to the City's Mobile Parking Payment Systems RfP but was not recommended by staff as it was determined that the best option for City and parking patrons at this time was to have a single vendor for ease of implementation, use, and public education. Given City Council direction to look at a multi-vendor system in the City, it may be optimal to engage the services of an aggregator company like Passport, Inc. They offer the various vendors services through one platform and can also assist with issues such as banking and merchant account interfaces and signage that can arise in a multi-vendor arena. Police Department will monitor the implementation, currently the national average adoption rate of the mobile parking payment reported by hardware vendors is in the region of 1-5% and thus a small percentage of the overall parking program in the City.

Smart-Meter Battery Life

With the addition of mobile payment solutions and the City's decision to push the signal to the smart-meter when a payment is made via a mobile app (turning the light from red to green), battery life is a concern. The Parking Technician will continue to monitor any impact on the battery life of the existing meters. Police Department staff will continue to monitor the penetration rate of the new service and associated impacts and will report back to City Council if there is any ongoing concern.

3G to 5G Transition

IPS smart-meters installed in the initial phase of the smart-meter transition in 2015 are supported by 3G technology. Vendors have informed IPS that 3G will no longer be supported in this area sometime around the end of 2022 (no date has been confirmed at this point). The Police Department requested that the vendor send proposed alternatives to address the issues with the 350 IPS smart meters that will be affected by the switch to 5G. IPS has also informed the City that they have 21,000 meters impacted along the West Coast alone and it will be necessary to plan to transition to 5G compatible technology. The Police Department will continue to work with its vendors and bring proposals to City Council in the FY 2022-23 proposed budget as needed.

Decision Package #43 – Parking Meter Replacement/Installation Breakdown

The primary purpose of DP #43 is to transition the remaining 200 coin-only meters in the City to smart meters and add 96 additional metered spaces along upper Herondo St. and Francisca Ave. In the FY 2020-21 Approved Budget the City Council funded a contract with Mackay Meters following an RFP process. If the DP is approved, staff are recommending an amendment to the existing contract with Mackay Meters to cover the costs of replacing the remaining coin-only meters in the City. These one-time costs are included in Decision Package #43 and total \$167,785. This also includes adding an additional 96 metered spots in the City along Herondo and Francesca, west of PCH (see Figures 1 and Appendices 1-2). The proposed hardware includes single and double-parking meters, as well as pay-stations where appropriate, to deliver the most complete but cost-efficient parking payment solutions. The pay-station solution is being proposed at the Veteran's Park parking lot where ingress and egress conditions make it suitable for such a system. Current curbs, with meters behind the curbs at Veteran's Park would make installation of ADA compliant single/double space meters more challenging and expensive.

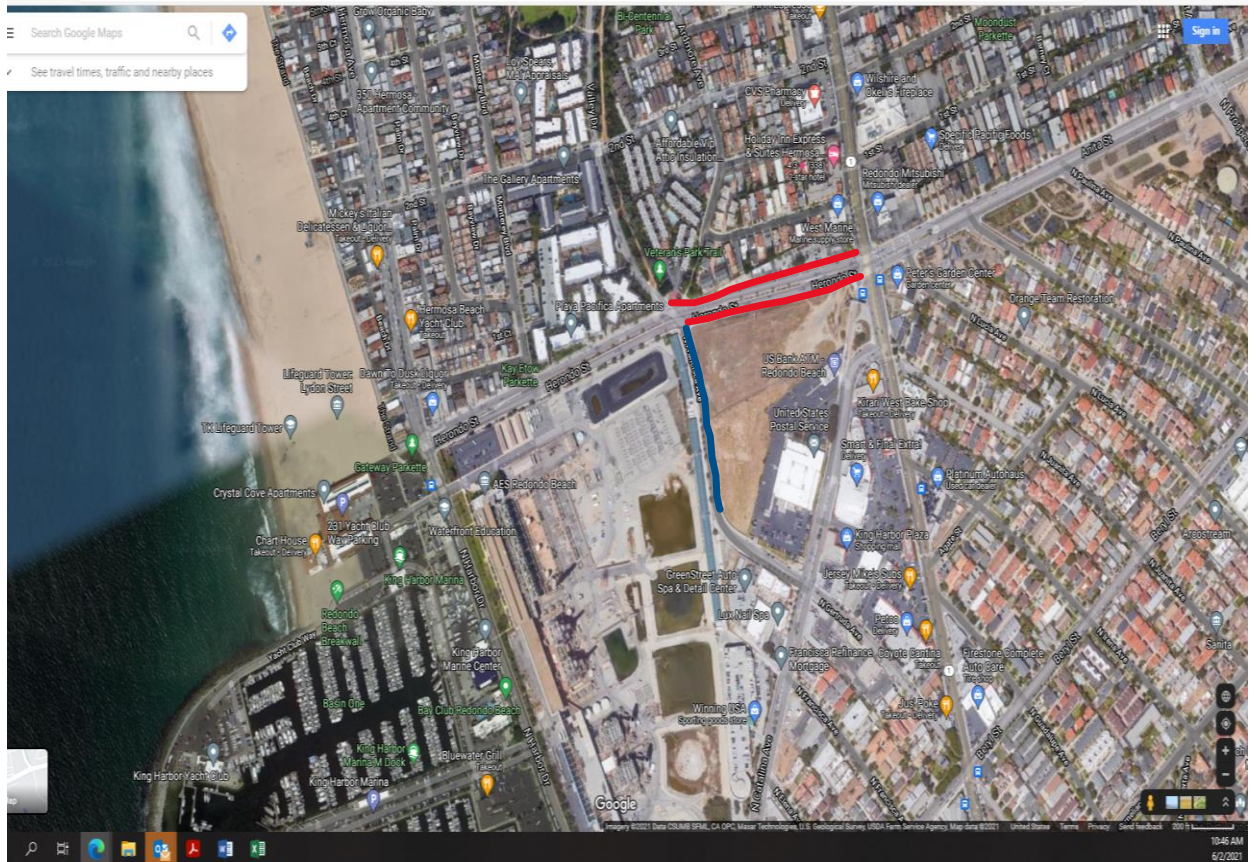
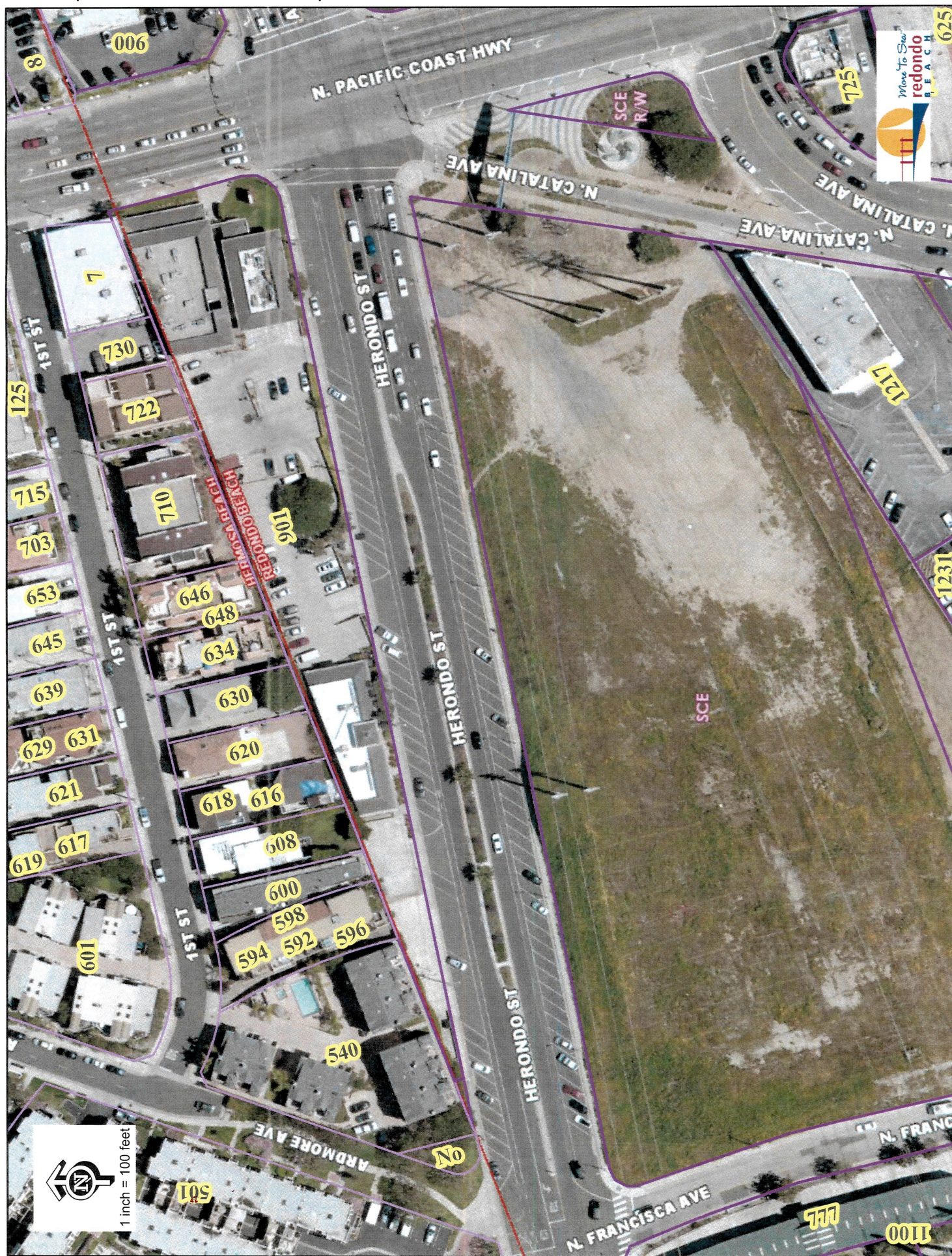
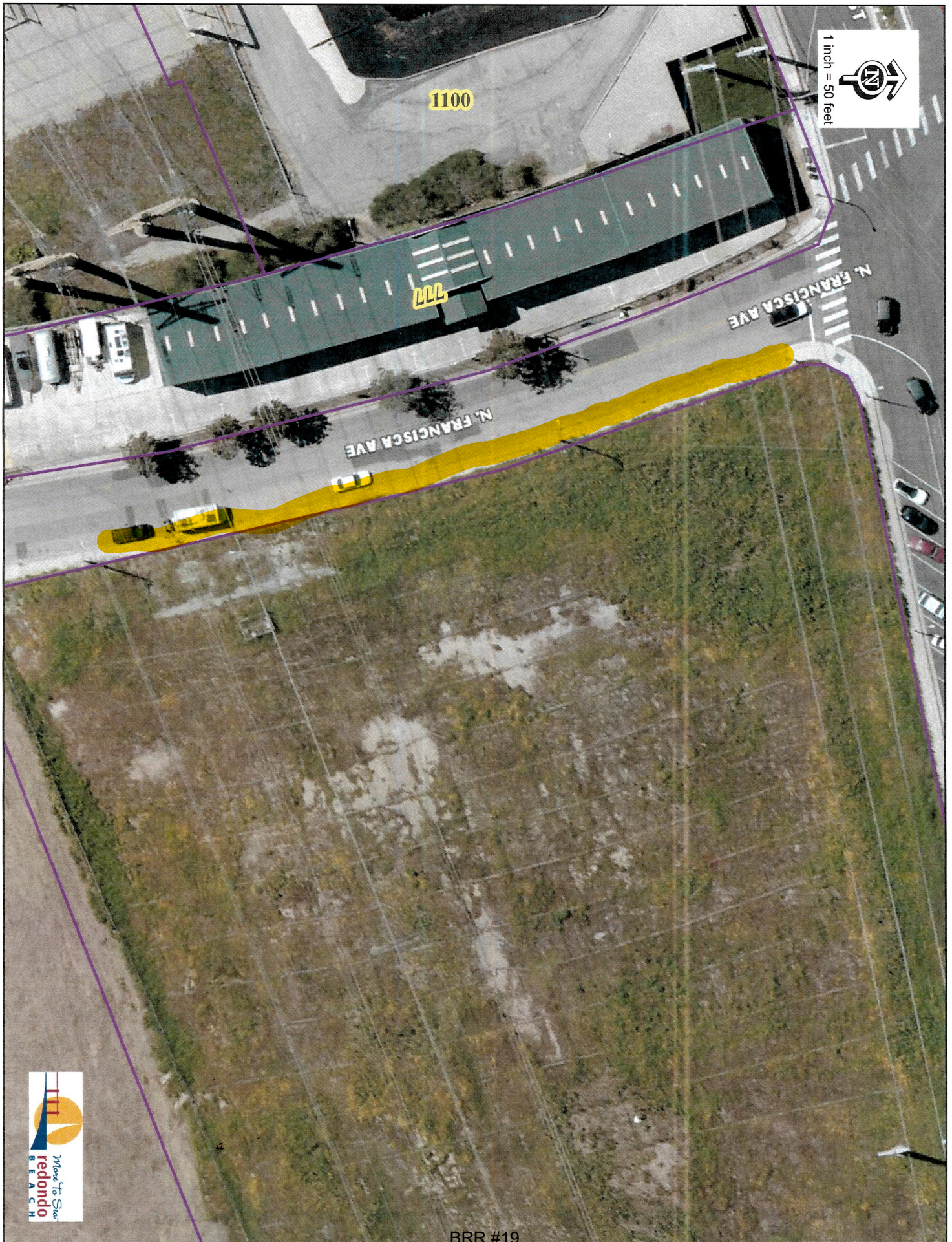


Figure 1: Proposed new metered parking

- **Herondo Proposed New Metered Parking: existing 82 marked spaces. South side of street (near SCE field) (46) and on the north side (near Hermosa side) (36).**
- **Francisca Proposed New Metered Parking (14) Estimate until Public Works measure/create new parking spot**



Approximate 13 to 14 spaces available



CITY OF REDONDO BEACH

Budget Response Report #20

June 8, 2021

Question:

What level of crossing guard services does the City currently provide and what are the anticipated benefits of outsourcing supplemental crossing guard services per Decision Package #41?

Response:

Currently, the Police Department staffs 22 Crossing Guard locations throughout the City. At this time, there are 15 eligible Crossing Guards who can serve these locations daily during the school year. With the recent reopening of in-person instruction at school campuses, the Police Department has experienced a steep rise in the need to fill these posts with other police personnel. This supplemental staffing has come from Patrol Officers, Motor Officers, Sergeants, Lieutenants, MSO's, Police Cadets, and VIPs.

The need to use other personnel to supplement crossing guard staffing is the result of several different issues. First, due to the split schedule (am and pm shifts) and limited shift hours there has always been a consistent turnover within the crossing guard program. Many of the guards who are interested in these work hours are seniors who do a fantastic job but do not tend to commit to the position long term. Additionally, there has been a shortage of qualified applicants for several years, limiting our ability to fill vacant positions in a timely manner. Currently, two guards have resigned due to COVID-19 related concerns, two are injured with no time frame for their return, two more do not want to work due to and the pandemic, and one more is out with a personal illness with no time frame for return. In the most recent hiring period, the City received applications from four people. The Department determined that only one person from this group was eligible for employment. The Department has four additional Crossing Guards who work on a standby basis, but their availability has been inconsistent.

In addition to the above listed issues, the Police Department routinely receives phone calls and emails from both parents and the Redondo Unified School District, asking for Crossing Guard services at other locations throughout the City. Due to the retention challenges, the lack of suitable applicants interested in the part time staff positions and frequent requests for program expansion, Decision Package #41 proposes entering into an agreement with an outside vendor, All City Management Services, for supplemental crossing guard services. All City Management Services would provide three crossing guards, for four hours a day, at a rate of \$26.77 per hour. This rate is less expensive than paying a Police Officer, Motor Officer, or MSO to fill these positions while also taking them

away from their primary responsibilities. With the new split schedule implemented by the Redondo Unified School District, the MSO's are routinely spending three hours out of their work day away from parking enforcement duties providing crossing guard services during a 9-hour shift. In addition, Police Officers are routinely called on to work guard positions which is an extremely inefficient use of Department resources.

All City Management Services has been providing Crossing Guard services to cities in the South Bay for 15 years. They currently contract with the City of Torrance, the City of Manhattan Beach, and the City of El Segundo to provide these supplemental services. The rate of \$26.77 was established by the current crossing guard wage (\$15.00 an hour) plus the cost of overhead (payroll tax, workers comp leave, scheduling, liability insurance, etc.). If agreed upon, the current Crossing Guard Supervisor would assess the number of vacancies we have the day before. The Crossing Guard Supervisor would call All City Management Services, who would then notify the three crossing guards assigned to Redondo Beach to report. The total cost year one would be approximately \$57,823 and is outlined in Decision Package #41, titled Outsourced Supplemental Crossing Guard Services.