



Financial Plan Status Update and Workshop

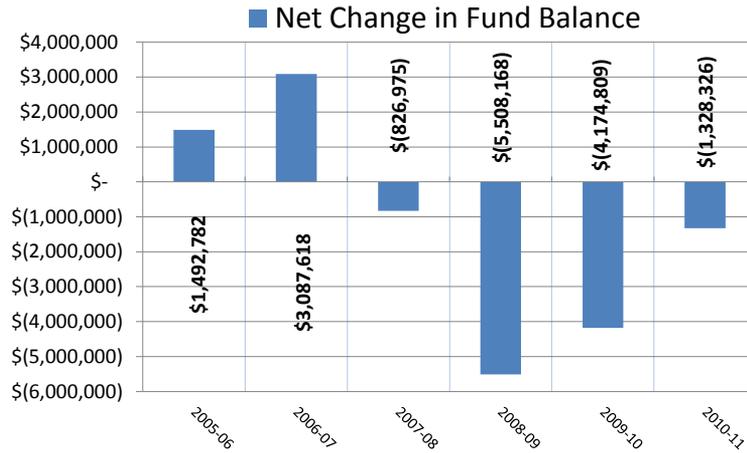
May 8, 2012

A Look Back

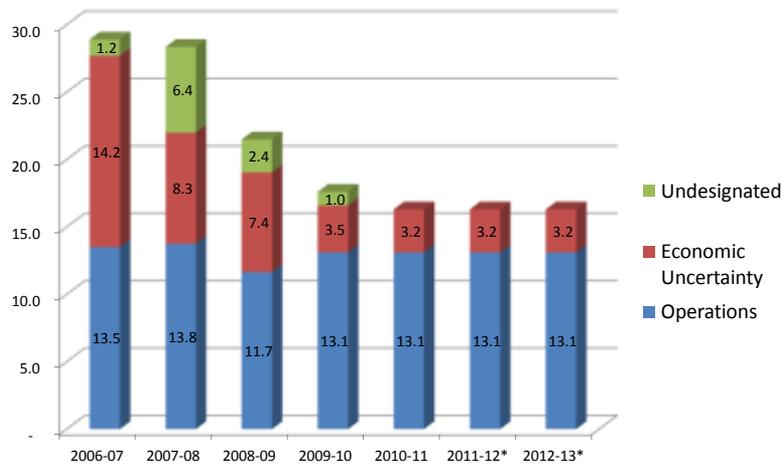
- Recession / economic downturn began in 2007.
- Economic recession began impacting Livermore in 2009.
- Declines in sales & property taxes, and permits & fees constrained resources, threatened services.
- Since 2009, City initiated aggressive measures to contain costs.
- City has not operated at a surplus since 2006-07.



General Fund Operating Results



Fund Balances in General Fund (in millions)



* Projected



Preliminary Projections

General Fund Fiscal Year 2011-12

As of 5/8/12

	Original Budget	Current Projection	Variance	%
Revenues	\$ 73,952,900	\$74,720,310	\$ 767,410	1.04%
Transfers In	1,510,900	1,532,200	21,300	1.41%
Total Sources	75,463,800	76,252,510	788,710	1.05%
Expenditures	71,678,654	71,995,640	316,986	0.44%
Transfers Out	3,898,000	3,982,900	84,900	2.18%
CIP	185,100	273,970	88,870	48.01%
Total Uses	75,761,754	76,252,510	490,756	0.65%
Net gain (loss)	\$ (297,954)	\$ -		



City Council Goals & Objectives

#1 – Encourage Business and Expand Revenue Base

Emphasis on Technology-driven Economic Development

Continue Downtown Economic Vitality

Provide Regulatory Certainty and Clarity

Promotion and Engagement

Workforce Development



City Council Goals & Objectives

#2 – Budget & Long Term Financial Stability

Balanced budgets

Contain Expenses - avoid future costs

Protect/Enhance Revenues



City Council Goals & Objectives



#3 –Regional and Local Transportation

BART to Livermore

State Route 84 coordination

I-580 Improvements

Regional Transportation Funding and Programming



City Council Goals & Objectives

#4 – Community Engagement

Utilizing technology to engage residents

Development of informational campaigns

Measure resident satisfaction

Strengthen connections with community



City Council Goals & Objectives

#5 – Quality of Life

Maintain and support open space preservation efforts

Build a sense of community spirit

Protect vital services



City Council Goals & Objectives

- 1) Encourage Business and Expand Revenue Base
- 2) Budget & Long Term Financial Stability
- 3) Regional and Local Transportation
- 4) Community Engagement
- 5) Quality of Life



Penny for Your Thoughts



- Community Engagement Workshop:
 - Occurred February 16, 2012 with 47 participants
 - Based on award winning workshop
 - Using a game board, cups and coins, participants ranked their service priorities and distributed funding based on service categories
 - 60% of attendees over age 55, and 66% lived here over 20 years
- Community Engagement Online Survey:
 - Online adaptation of workshop via City website link from Feb. 17 – 24th
 - 121 respondents
 - 59% of respondents age 35-54, and 40% lived here between 6-20 years



Penny for Your Thoughts

- Highest Scoring Services:
 - Public Safety, Libraries, Street Maintenance and Repair, Business Attraction, City Reserves, Graffiti Removal, Neighborhood Preservation
- Highest Funded Categories:
 - Public Safety, Sense of Community, Backbone, Business, and Looks
 - Less \$\$ - Public Safety, Backbone, Business, Sense and Looks
- Participant/Respondent Comments
 - Recurring themes: public safety, infrastructure, business incentives, libraries, homeless, regional theater, and thanks for asking
- Correlation with National Citizen Survey results



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Looking Forward

- Economy appears to have stabilized
- Economic decline was sharp, recovery will be gradual
- Focus on fiscal stability:
 - Continue to contain costs
 - Address structural deficit
 - Fund underfunded budget items
 - Protect core services

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Key Budget Assumptions

- Flat Property Tax Revenue for biennial period
- Growth in Sales Tax due to addition of outlet mall and recovering economy
- Overall revenue growth of 2% for biennial period
- No expected concessions from bargaining units programmed into expenditures
- Per employee costs expected to continue to rise due to CalPERS costs and medical benefits for active and retired employees
- Attempt to restore funding for CIP, Fleet, and OPEB



Preliminary Budget Projections

General Fund

	as of 5/8/12	
	2012/13	2013/14
Revenues	\$ 75,241,420	\$ 76,121,160
Transfers In	1,672,000	1,756,000
Total Sources	76,913,420	77,877,160
Expenditures	75,041,648	76,018,230
Transfers Out	4,523,700	4,734,400
CIP	1,962,460	2,721,000
Total Uses	81,527,808	83,473,630
Net gain (loss)	\$(4,614,388)	\$ (5,596,470)

Preliminary Assumptions:

- Includes seven additional Police Officers
- Restores Fleet Replacement funding of approximately \$730,000
- Restores Capital Improvement Program funding to traditional levels
- Assumes \$1million Retiree Medical Trust contribution
- Assumes vacant positions will be filled



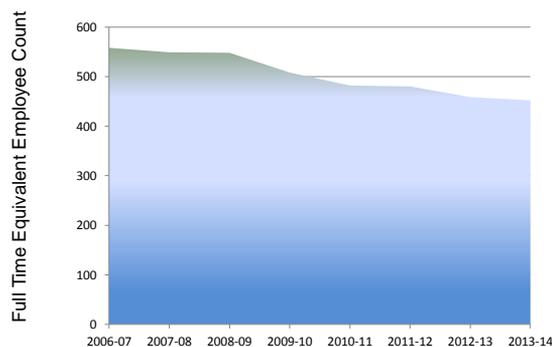
Balancing the Budget

- Proposal to eliminate 22 positions throughout the organization (20.725 FTEs)
- Most of these positions became vacant during current two year budget cycle and were held open
- Others are positions expected to become vacant during the coming biennial period
- Will result in change to the level of service customarily provided, or in the way that the service has traditionally been delivered
- Estimated annual savings of over \$2 million each year



Historical Staffing Levels

Citywide Staffing Levels



Additional Reductions Necessary

- General Fund Fleet Replacement contribution lowered to \$217,000 for fiscal years 2012-13 and 2013-14
- Capital Improvement Program modified eliminating \$1.25 million in 2012-13 and \$2.17 million in 2013-14
- Retiree Health Trust Fund contribution programmed for \$150,000 instead of \$1 million
- Total savings from underfunding of long-term liabilities: \$2.6 million for 2012-13 and \$3.5 million for 2013-14
- Any additional revenues in excess of expenditures will be used to reduce underfunding



Revised Preliminary Budgets

General Fund

As of 5/3/12

	2012/13	2013/14
Revenues	\$ 75,241,420	\$ 76,121,160
Transfers In	1,672,000	1,756,000
Total Sources	76,913,420	77,877,160
Expenditures	71,794,740	72,717,850
Transfers Out	4,399,680	4,610,310
CIP	719,000	549,000
Total Uses	76,913,420	77,877,160
Net gain (loss)	\$ -	\$ -





Administrative Services Department



Mission Statement

Provide for the overall fiscal, technological, and personnel resource management of the City, enabling the organization to focus on enhancing the quality of life for residents and the community.



Budget and Personnel

Function	FTE
Administration	1.50
Finance	13.50
Human Resources	5.75
Information Technology	5.00
Total	25.75



Expenditure Category	2012-13	2013-14
Personnel Services	\$2,034,310	\$ 2,034,310
Supplemental Personnel Services	893,000	906,320
Supplies and Services	1,323,500	1,329,265
Capital Outlay	235,000	230,000
Total	\$4,485,810	\$ 4,499,895



Finance Division

- Financial Reporting and Compliance
- Financial Operations
- Treasury and Debt Management
- Financial Planning and Budget Development
- Utility Billing, Animal Licensing and Business Tax Administration



Human Resources

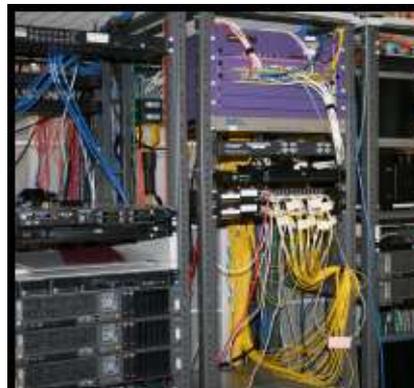
- Employment and Benefits Management and Administration
- Labor Negotiations and Employee Relations
- Recruitment
- State and Fed Mandate Compliance
- Claims/Grievance/Complaint Administration
- Volunteer Administration



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Information Technology

- Provides and manages the City's data network, servers, desktop PCs, software applications, and communication services for over 500 user and 200 server accounts at nine primary facilities.
- Help Desks provide City employees timely access to technology resources, assistance, and software applications.
- Provides and manages GIS (geographic information system) services to employee base.
- Develops technology and software solutions to facilitate City Council goals.

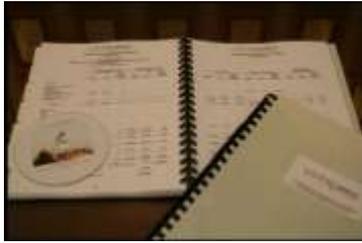


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Budget Adjustments

Reductions:

- Prepared CAFR in-house: \$10K
- Reduce Management Consulting Services: \$5K
- Information Technology Operating Efficiencies: \$15K
- Personnel Expenditure Reductions: \$157K



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Looking to the Future

- Redevelopment Agency Wind Down and compliance
- On-line timecard development and implementation
- Labor Negotiations\cost sharing with Employee Bargaining Units
- Implementation of Health Care Reform
- RFP for benefit Broker Services cost savings
- Centralize data for GIS software platforms
- Office 2010 rollout
- Permits Plus upgrade
- CAFR Prepared in-house
- Update Cost Allocation Plan
- Update Master Fee Schedule



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City Attorney's Office



Mission Statement

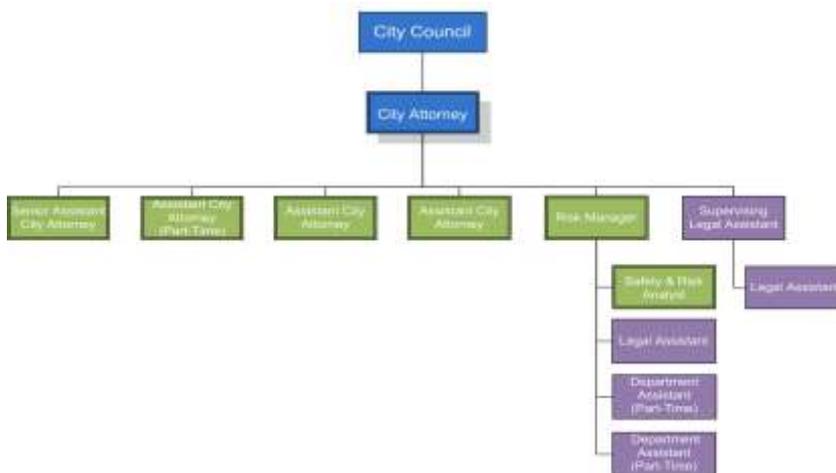
To provide clear and well-reasoned perspective and legal advice about both process and substance to the City's elected and appointed officials and City staff; to participate as a key member of the City's leadership team to support all City departments; to analyze and approve as to form all agreements related to the City's business; and to evaluate the City's actions and policy decisions to help the City comply with the law, to protect the City from liability, and to avoid unnecessary legal complications.



Organization Chart



Organization Chart



Projects

- Redevelopment
- Fillmore/Owens & Minor
- LVPAC
- Personnel Matters
- BART
- Airport
- Isabel Interchange
- Legal Updates
- AB 1234
- Brown Act
- Workplace Harassment

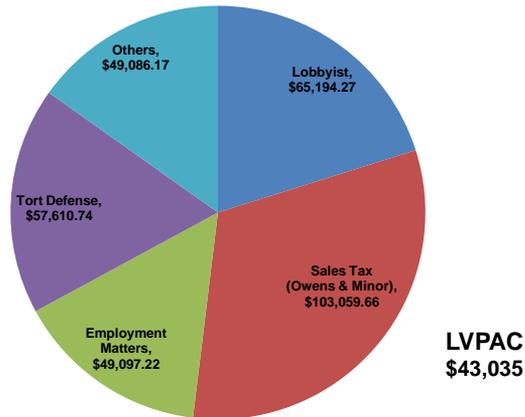


Department Highlights 2011

- Prepared for and attended 51 City Council and Planning Commission meetings.
- Reviewed, revised, and approved form of 213 City Council resolutions, 25 ordinances, and 38 Planning Commission resolutions.
- Developed training sessions on legal ethics (AB1234), the Brown Act, and contracts.
- Reviewed records responsive to 57 California Public Records Act requests.
- Assisted in numerous enforcement efforts in neighborhood preservation matters.
- Defended City in 3 Court of Appeals matters resulting in \$2M in sales tax recoveries.
- Defended City in 11 civil actions.
- Advised and assisted in 12 employment matters.
- Evaluated and processed 47 government claims.



Outside Legal Costs



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Budget & Expenditures

FY 2006/07

Budget

Liability: \$2,111,500
 Worker's Comp: \$1,419,380
 City Attorney: \$1,186,680

Expenditures

Liability: \$1,418,044
 Worker's Comp: \$1,052,653
 City Attorney: \$1,185,208

FY 2011/12

Budget

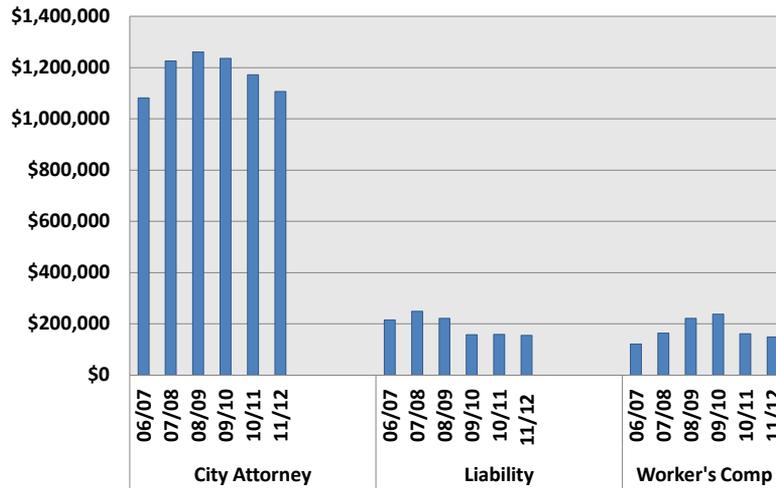
Liability: \$2,060,590
 Worker's Comp: \$1,440,310
 City Attorney: \$1,343,380

Expenditures (YTD)

Liability: \$657,547
 Worker's Comp: \$1,230,204
 City Attorney: \$998,947

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Personnel Expenditures



Proposed Cuts FY 2012/13 & 2013/14

Short Key/Object	Description	Current	Proposed	Difference
1201-43080	Travel Expense	\$9,000	\$4,000	\$5,000
1201-43140	Office Supplies	\$3,200	\$1,200	\$2,000
1201-43490	Law Library Books	\$19,000	\$4,000	\$15,000
1201-43620	Copier Chargeback-City Hall	\$4,690	\$1,700	\$2,990
Total:		\$35,890	\$10,900	\$24,990

Half-time Legal Assistant proposal:
 Personnel Costs + Supplemental Personnel Services \$59,000
 Services & Supplies \$24,990
 Total savings \$83,990





City Manager's Office

Administrative

➤ Core Services:

- Provide administrative support to the City Manager, Assistant City Manager and City Council
- Serve as community liaison for City Manager's Office and City Council
- Support, plan, and implement public information, social media and community outreach efforts
- Answer, refer and resolve questions, concerns and issues for residents, businesses and visitors



➤ Budget adjustments:

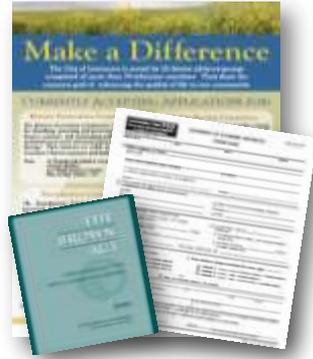
- Eliminated Federal Advocacy Contract for City of Livermore
- Eliminated Consultant Services
- Significantly reduced Travel, Events, Subscriptions and Supplies Budget
- Allocate staff resources to provide administrative support services to Economic Development Department



City Clerk's Office

➤ Core Services:

- Elections Official – Assists candidates in meeting their legal responsibilities before, during and after an election
- Legislative Administrator – Preparation of legislative agendas for Council and Oversight Board for RDA Successor Agency
- Records Manager – Maintains City's official records and legislative actions; Public Records Act requests
- Advisory Bodies - Recruitment and Oversight
- Filing Officer – Fair Political Practices Commission
- Reprographics and City Mail



➤ Budget Adjustments:

- Eliminated .50 F.T.E. in Reprographics
- Enhancing Agenda Packet Process to include paperless agendas



Legacy Livermore Program

➤ Core Services:

- Prepare staff to fill the City's present and future talent needs
- Provide adult learning via Livermore Culture, Community Connection, Performance Academy, and Experiential Learning activities
- Plan and implement the Legacy Leadership Institute
- Create and support city-wide team learning opportunities

➤ Budget Adjustments

- Reduce proposed budget for FY 2012-2014 to \$13,500.
- Previous allocations -- \$19,000 in FY 2011-12, from \$20,340 in FY 2010-11, from \$46,161 in FY 2009-10, and \$51,130 in FY 2008-09



Foster Pride
Grow Relationships
Cultivate Minds
Nurture Risk-Taking



Looking Forward

- Implement the 2012-2014 City Council Goals
- Work with the Redevelopment Successor Agency to wind down redevelopment activities
- Continue with bargaining units negotiations
- Increase efforts to effectively and efficiently use social media and other tools for community engagement
- Further enhance public information program to increase community outreach efforts



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Community Development Department

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COMMUNITY DEVELOPMENT



Mission

To promote quality of life and economic vitality through:

- Land use planning
- Public infrastructure design, construction, and maintenance
- Protection of public health and safety related to development and transportation
- Development of affordable housing
- Elimination of blight
- Delivery of targeted human services
- Promotion of the cultural arts



COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

Permit Center

Assisted 9,700 Visitors

- Homeowners
- New Businesses
- Business Expansion
- Special Events



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COMMUNITY DEVELOPMENT



Permit Activity

- 90 New Homes
- Over 645,000 square feet in new commercial development
- \$115 million in new development
- 87 Entitlement Permits
- 2,400 Building Permits
- 1,100 Plan Reviews
- 12,000 Inspections
- 1,200 Transportation Permits
- 400 Encroachment Permits

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COMMUNITY DEVELOPMENT

New Development

- El Charro Specific Plan
- Arbor Residential Project
- Ponderosa Residential Project
- Meritage Homes Project
- Portola Residential Project
- Grove Residential Project



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COMMUNITY DEVELOPMENT

Regional Planning/Transportation/Development Involvement

- Tri-Valley Transportation Commission
- Tri-Valley Regional Rail Policy Working Group
- Alameda County Transportation Commission
- Metropolitan Transportation Commission
- Livermore Area Recreation & Parks District
- East Bay Regional Parks District
- Zone 7 Water Agency
- California Building Standards Commission
- International Code Council
- Association of Bay Area Governments
- Alameda County Airport Land Use Commission

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COMMUNITY DEVELOPMENT

BART to Livermore

- Agency Partnership
- Station Area Planning
- Funding Efforts



Infrastructure Expansion/Rehabilitation

- Public Facilities
- Over 300 Street Miles
- Over 100 Traffic Signals
- Over 300 Sewer Miles
- Over 200 Storm Drain Miles



COMMUNITY DEVELOPMENT

2010-2012 Capital Improvement Program - \$187 million

- Isabel Interchange
- Wastewater Laboratory Building
- Wastewater Treatment Plant Expansion/Improvements
- Major Streets Overlay and Rehabilitation Project
- Downtown Energy Efficient Street Lights and Parking Garage Lighting Projects



COMMUNITY DEVELOPMENT



Open Space Preservation

- East Alameda County Conservation Strategy
- South Livermore Valley Specific Plan
- Doolan Canyon
- Transferrable Development Credits Program

Open Space and Conservation Easements Cumulative Totals					
	2008	2009	2010	2011	2012
Acres Added	101	107	98	707	60
Total Acres	4,595	4,702	4,800	5,507	5,567



COMMUNITY DEVELOPMENT



Sustainability

- Climate Action Plan
- Green Building Program
- Chevron Energy Solutions
- Photovoltaic Project Facilitation
- Infrastructure Lighting Efficiencies
- Sustainable Communities Strategy
- Historic Preservation



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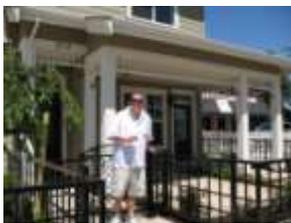
Neighborhood Preservation

- Reduce community blight
- Preserve property values
- Initialized over 3,000 cases, resolving 90 percent within 30 days
- Proactive and supportive



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COMMUNITY DEVELOPMENT



Affordable Housing & Human Services

- Tri-Valley Housing Needs Assessment
- Tri-Valley Housing Opportunity Center
- Inclusionary Housing Program
- Down Payment Assistance Program
- Alameda County HOME Consortium
- Alameda County Social & Behavioral Health Services
- Homeless Prevention & Rapid Re-Housing Program
- Housing & Human Services Grant Program
- Path to Picasso
- Neighborhood Stabilization Program



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COMMUNITY DEVELOPMENT

Economic Development Facilitation

- Advance Team Service
- “One Seat” Permit Center
- Permit Streamlining Efforts
- Fee Deferral Service
- Development Fee Reductions



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COMMUNITY DEVELOPMENT

Downtown Vitality

- Unwinding the Redevelopment Agency
- Catalyst Sites
- Parking
- Alternative Redevelopment Tools



COMMUNITY DEVELOPMENT

PERSONNEL				
FY 07-08	FY 11-12	FY 12-13	FY 13-14	Change FY13-14 vs FY07-08
93	69.5	63.5	62.5	-33%

	FY 07-08	FY 11-12	FY 12-13	FY 13-14
Revenue	\$ 6,907,129	\$ 8,031,100	\$ 7,637,500	\$ 6,669,500
Transfers In	\$ 1,939,916	\$ 1,110,700	\$ 1,184,320	\$ 1,159,500
Uses	\$ 13,838,246	\$ 11,496,150	\$ 11,091,594	\$ 10,458,638
Net (Uses of Funds)	\$ (4,991,201)	\$ (2,354,350)	\$ (2,269,774)	\$ (2,629,638)
Revenue Coverage	63.9%	79.5%	79.5%	74.9%



COMMUNITY DEVELOPMENT

Going Forward...

- Consolidation/Staffing Efficiencies
- Partnerships
- Streamlining Efforts
- Neighborhood Preservation Outreach/Coordination
- Leverage Grant Opportunities and Other Funding Sources





Economic Development Department

Mission

The Economic Development Department works to create a Healthy Economy and High Quality of life for all Livermore residents and businesses through the allocation of limited resources – land, labor, capitol and entrepreneurship in a way that has a positive effect on the level of business activity, employment, income distribution patterns, and fiscal solvency. Activities centered on Economic Development are about building healthy economies in order to have healthy communities.



Budget

FY 2011/2012	FY 2012/2013	FY 2013/2014
\$1,321,257	\$1,147,147	\$1,212,325
1 Director 1 Manager 2 Specialists 1 Admin	1 Director 1 Manager 2 Specialists	1 Director 1 Manager 2 Specialists



Staffing Changes for FY 2012/13 and FY 2013/14

- Currently five Employees – Director, Manager, 2 Specialists and Administrative
- Proposed Staffing Levels
 - Director and 1 Specialist will be dedicated to i-GATE through June 2013
 - Manager and 1 Specialist will be dedicated to all other ED functions through June 2013.
 - Reallocation of Admin position to the CMO/ASD due to recommended changes in departmental work program and resultant budget reduction – admin support will be provided to EDD by City Manager’s Department



Business Attraction and Retention

- Creation of a Business incentive programs
- Creation of the fee rollback program
- Attracted new businesses in the high tech industry



- Implement policies to encourage existing business to remain and grow in Livermore
- Attract a range of new businesses to locate in Livermore

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Workforce Development



- Provided Rapid Response support to prevent layoffs or closings from taking place in the City.
- Inform laid off workers about job search assistance and training resources available to them.
- Assist Businesses that are seeking to hire new employees with recruitment events.
- Host workshops and forums for job seekers that are currently unemployed or looking for a change in employment
- Initiate strategies to attract additional higher wage jobs.
- Facilitate educational and economic opportunities for young adults.

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Tourism and Marketing

- Creation of innovative television and radio ads with KTVU Fox and KNBR
- Hosted the 2011 Stage 4 Start of the Amgen Tour of California Bicycle Race
- Created a video for the ICMA National conference



- Build a Stronger Partnership with the TVCVB
- Amgen Tour of California –
 - ✓ Hosting the Stage 3 Finish on May 15, 2012
 - ✓ Work with the TVCVB to apply as a regional host – Budget savings of \$150,000
- Develop new Marketing materials for attracting visitors and businesses



Arts and Culture

- Enhanced Livermore's art and cultural activities with the installation of two major mural projects and the painting of the utility boxes
- Support artistic achievement and talent, especially among the youth through scholarship awards and programs with the schools



- Transition the Commission for the Arts to the Community Development Department
 - ✓ Allows for Economic Development Staff to focus on expanding ED Functions
 - ✓ Provides adequate staffing to the Commission



Science and Technology Center



- Focused on industrial and warehouse districts of Livermore for conversion to advanced manufacturing and research space to support Labs' Livermore Valley Open Campus.
- Work with development community to identify specific needs for conversion of warehouse district to high tech operations.
- Support the Labs in siting companies that are supporting the LVOC.



i-GATE Innovation Hub



- Received *the Thomas H. Muehlenbeck Award* for Excellence in Local Government from the Alliance in Innovation (April 2012)
- Create sustainable funding mechanism for NEST business services.
- Engage other municipalities and more private business interests in operations and advocacy.
- Increase number of tenants and affiliate companies to create full facility sustainability.
- Increase workshops and events to create broad awareness of i-GATE and the Labs.





Library Services

Library Facts



- General Fund 2011-12 budget \$4,400,000
- 6% of General Fund expenditures
- \$276,790 materials budget
- Annual gifts & donations \$125,000
- Annual fines and fees \$115,000

- Annual borrowing over 1 million items
- 525,000 Annual visits
- Borrowing rate 12.85 items per person
- Active Borrowers—65% of population served



Livermore Public Library



Civic Center Library
1188 So. Livermore Ave.



Springtown Branch Library
998 Bluebell Dr.



Rincon Branch Library
725 Rincon Ave.



Livermore Public Library



<http://www.livermorelibrary.net>



Livermore Public Library



Livermore Public Library



Livermore Public Library



Livermore Public Library



Livermore Public Library



Livermore Public Library

Summer Reading Program



Special Programs



Homework Hangout – Rincon Branch Library



Livermore Public Library



Livermore Public Library



Livermore Public Library

**FREE2succeed
Job Center**



Passport Intake Program



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Livermore Public Library



Library Greeters



Free Tax Help



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Livermore Public Library



Libraries Are A “Third Place”
As defined by Ray Oldenberg in “A Great Good Place”

Essential Ingredients of a “Third Place”

- Must be free or relatively inexpensive
- Must be highly accessible
- A number of people can be expected to be there on a daily basis
- All people should feel welcome



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Livermore Public Library

Personnel

	2009/ 10	2011/ 12	2012/ 13	2013/ 14	Loss
Regular/ Permanent	39.63 FTE	32.13 FTE	30.50 FTE	29.50 FTE	10.13 FTE
	54 people	42 people	39 people	37 people	17 people
Hourly Temp Budget	\$448,000	\$348,000	\$320,000	\$320,000	29% decline

Operating Expenditures (including personnel)

2009/10	2011/12	2012/13	2013/14	Dollar Loss	Percent Loss
\$5,024,420	\$5,039,880	\$4,412,305	\$4,226,384	\$798,036	16%

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Livermore Public Library

Service Reductions—Open Hours

Year	Rincon Branch	Springtown Branch	Civic Center Library
Prior to 2009	6 days /wk 2 eve.	6 days /wk 2 eve.	7 days/wk incl Sun. 4 eve
2009	3 days/wk M-T-F 1 eve.	3 days/wk T-Th-S 1 eve.	7 days/wk incl Sun. 4 eve
Nov 2010	3 days/wk M-T-F 1 eve.	1 day/wk Tues 1 eve	7 days/wk incl Sun. 4 eve

Service Reductions—Materials

2009/10	2011/12	2012/13	2013/14	% Loss
\$400,000	\$276, 790	\$256,790	\$256,790	36%



Livermore Public Library

Going Forward.....

- Continue reduced hours at branches
- Greater self service
- Longer lines for service
- Reduced information assistance
- Fewer copies of popular materials and longer waits
- Limited up date of library materials collection
- Elimination of special projects i.e. Job Center, computer classes
- Further development of “extra access” self service facility at Springtown Branch





Livermore Pleasanton Fire Department

Mission / Purpose

The Livermore-Pleasanton Fire Department makes the Community safe for all citizens to live, work and play through:

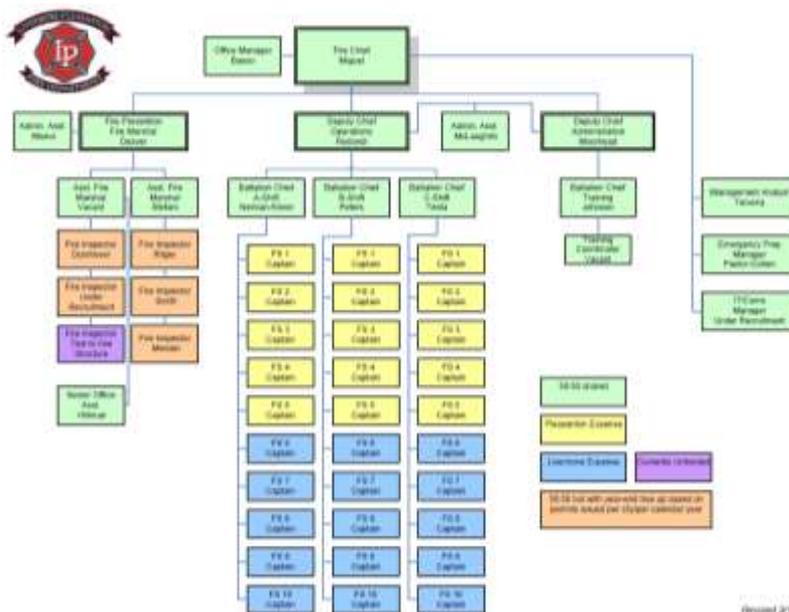
- Skilled, Prompt Emergency Response
- Fire Prevention and Code Enforcement
- Hazardous Materials Regulation
- Comprehensive Training
- Community-Wide Emergency Preparedness
- Community Education
- The Valued Partnership Between the Cities of Livermore and Pleasanton



Core Services



- All Risk Emergency Response:
 - Fire
 - Emergency Medical Services (FRALS)
 - Auto Accidents
 - Hazardous Materials
 - County and Statewide Mutual Aid
- Training- Mandated and Readiness Fire Prevention
 - Plan Check
 - Inspections
- Certified Unified Program Agency (CUPA)
- Community Education
- Disaster Preparedness
- Special Events



Staffing Levels - Livermore



Suppression Daily Staffing 16 FTE's

- Stations Six - 4 Person Staffing (Truck Co.)
- Stations Seven - 3 Person Staffing
- Station Eight - 3 Person Staffing
- Station Nine - 3 Person Staffing
- Station Ten - 3 person Staffing

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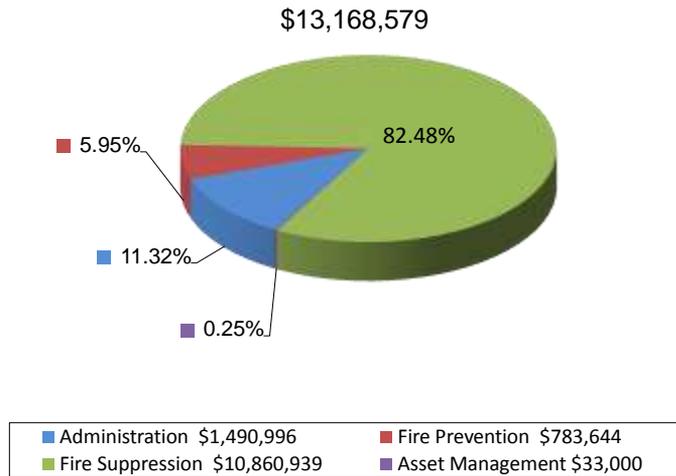
LPFD Consolidated Budget

Cost Share



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LPFD Budget - Livermore



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Administration

Key Responsibilities

- Relationship between partner agencies.
- Laws, regulations, contracts.
- Long range financial and operational planning.
- Organizational Health



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Emergency Operations

Key Performance Measures

- First fire unit shall arrive on-scene of an emergency within seven (7) minutes time.
- Have an effective firefighting force on-scene in less than fifteen (15) minutes from dispatch of alarm, for 90% of all fire incidents.
- Maintain/Improve City's existing Insurance Services Organization (ISO) Class-3 rating.



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Support Services Division

Key Responsibilities

- Comprehensive Training Program
- Emergency Medical Services
- Quality Improvement Program
- Workplace Safety



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Fire Prevention Bureau



Key Responsibilities:

- Development Services
- Automatic Fire Protection Systems, such as fire sprinklers
- Hazardous Materials (CUPA)
- Fire and Life Safety Inspections

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Emergency Preparedness Program

Key Responsibilities

- Compliance with Regulatory Agencies
- Coordination with Partner agencies
- Community Preparedness
 - Education
 - Volunteer Coordination



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Fiscal Year 2012-13 Budget Reductions

Proposed Reduction **\$368,500**

- Savings Resulting from 2011-12 Pleasanton Reductions
- Reclassify Management Positions
- Community Development Partnership
- Restructure Programs, Overtime Reduction

Increase Revenue **\$ 30,000**

- Certified Unified Program Agency – LLNL, Sandia



Going Forward



Projects, Programs Under Evaluation

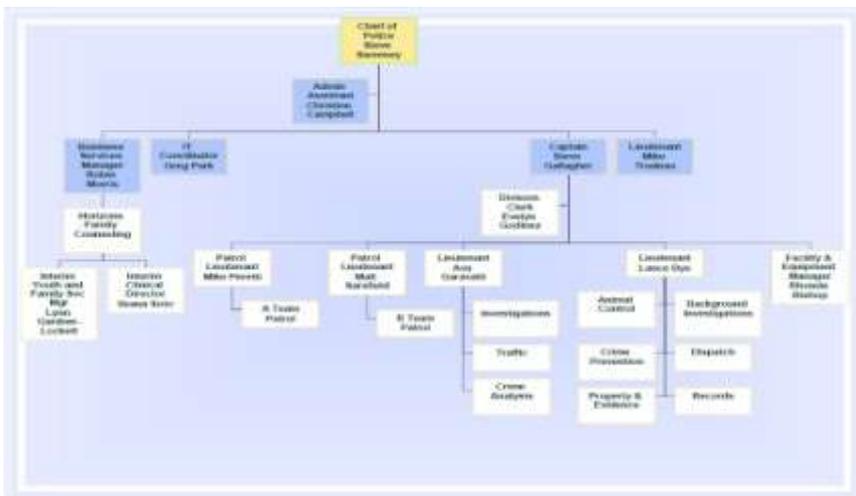
- Contract with the Alameda County Regional Emergency Communication Center for Emergency Dispatch Services
- Shift LPFD Fiscal Responsibilities to Livermore
- North Livermore Emergency Response Evaluation
- Blend Livermore and Pleasanton Disaster Councils
- Establish Regional Emergency Operations Center





Livermore Police Department

Livermore Police Department
Organizational Chart



Livermore Police Department Personnel and Budget

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Personnel	148.5	148.5	142.5	130	130
Budget	24,695,290	25,980,900	25,354,464	23,814,690	24,615,940



Patrol Tasks & Areas of Responsibility

- 24/7 Patrol Services
 - Cut 12 Sworn positions
 - Drug and Gang Unit eliminated
- K-9
- SWAT/CNT (Crisis Negotiations Team)
 - Combined with Pleasanton Police Department
- Cadets/Explorers



	Part 1 Crimes	Part 2 Crimes	Part 3 Crimes
2011	2,397	5,874	32,201



Traffic Tasks & Areas of Responsibility

- Traffic Enforcement
 - Temporary Reduction to Establish Drug/Gang Unit
- Traffic Education
- Traffic Engineering



	Traffic Collisions	Injury Collisions	Injured Person(s)	Fatalities
2011	830	255	323	4

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Criminal Investigations Tasks & Areas of Responsibility

- Crimes Against Person(s)
- Property Crimes
- Sexual Assault/Child Abuse Crimes
- Computer Related Crimes



	Cases Referred to CIB
2011	768

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Police Administration Tasks & Areas of Responsibility

- Communications/Dispatch Team
- Records Division
- Animal Control Unit
- Training and Background Investigations
- Property & Evidence Unit
- Professional Standards Unit



	Police Calls	Fire Calls	911 Calls
2011	61,549	10,811	8,626

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Horizons Family Counseling Tasks & Areas of Responsibility

- Incurrigible/Runaway Juveniles
- First Time Offender Diversion Program
- Parent Project
- Crossroads to Change Program
- Path to Picasso Program
- Volunteer Intern Program for Middle Schools



	Clients Referred	Parent and Youth Training Workshops	School Internship Program	Internship Volunteer Hours
2011	506	2790 Hours	887 Sessions	3299 Hours

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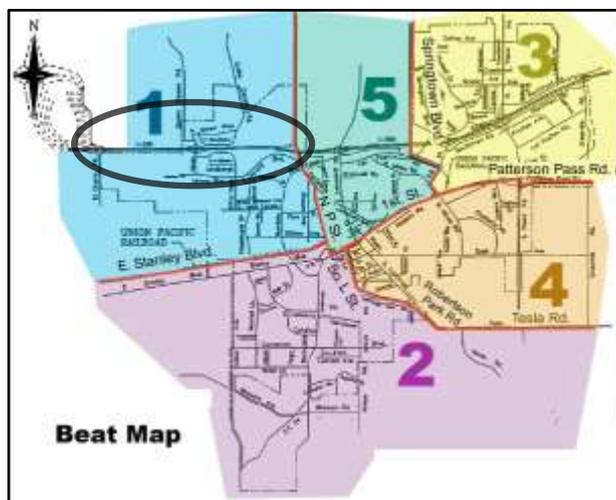
Current Challenges

- Increased Gang Activity
- Increased Drug Activity
 - Illicit and Prescription
- Downtown Policing
 - Accomplished through Overtime
- Growth in North/West Area of City
 - Casino 580
 - Paragon Outlet Mall
 - Charter School
 - Las Positas College



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Beat Structure



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FY 2012/2014 Budget Requests

- 4 Police Officer positions (Effective July 1, 2012)
 - Police Services for Paragon Outlet Mall
 - Police Services for the Northwest portion of the City
- 3 Police Officer positions (Effective July 1, 2013)
 - Re-establish Drug/Gang Unit
 - ✓ Temporary Reduction of Traffic Unit to establish Drug/Gang Unit prior to July 1, 2013



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Opportunities

- Paragon Outlet Mall
 - Revenue
- Address Community Concerns
- Maintain/Increase Quality of Life
- Ability to Better Address Drug and Gang Related Issues



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Public Works Department

Public Works Department

	FY 11/12	FY 12/13	FY 13/14
General Fund Expenses	\$5,300,000	\$5,400,000	\$5,500,000
Enterprise and Inter-Service Fund Expenses & Transfers	\$45,000,000	\$51,000,000	\$48,800,000
Full-Time Equivalents	115.4	110.8	109.8

Maintenance

- Maintenance Division Services includes
 - Fleet
 - Buildings
 - Traffic Signals and Street Lights
 - Streets
 - Landscaping
- Critical Issues:
 - FY 09/10 Staff: 59 F.T.E
 - FY 13/14 Staff: 38.5 F.T.E.
 - 35% Reduction in Staff since FY 09-10
 - Division-wide cut services and supplies by \$106,000 in FY 12/13



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Fleet

- Purchases and maintains City Fleet
- Total Budget \$2.6 million per year
- Maintains 280 City vehicles and 68 pieces of equipment
- Maintains 105 vehicles and pieces of equipment for outside agencies generating \$225,000
- Prepared a long-term replacement plan for City fleet



Critical Issues:

- Fleet Replacement Program only partially funded - \$510,000 short per year
- Extended service life and deferred replacements for past three years

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Building Facilities



- Maintains 15 City buildings/facilities
- Total Budget \$1.7 million per year
- Reduced the Facilities Preventive Maintenance Program
- Expanded work order response time from 2 days to 2 weeks
- Saved \$22,000 annually with energy efficiency lighting project at the downtown parking structure

Critical Issues:

- Facilities Capital Budget not fully funded at \$500,000 level since FY 04/05
- Reduced staffing from 4.5 to 3.5 F.T.E.'s in FY 12/13



Traffic Signals & Street Lights

- Operate and maintain:
 - 94 Traffic signals
 - 7,124 Street Lights
- Total Budget \$1 million per year and 3.5 F.T.E.'s
- Approximately 338 lights deactivated in industrial areas

Critical Issue:

- Reduced Traffic Signal and Street Light Preventative Maintenance Program to address 2 staff reductions in earlier budget years



Streets



- Operate and maintain:
 - Pavement Rehabilitation Program
 - Street Sweeping Program
 - Graffiti Abatement Program
 - Sign Preventative Maintenance Program
 - Flood and Storm Preventative Maintenance
 - City Special Event support
 - Homeless Camp Removal
 - Fence Repair Program
- Total Budget \$2 million per year and 10 F.T.E.'s

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Streets



- Budget adjustments:
 - Eliminated 1 F.T.E. in FY 12/13
 - Eliminated Weed Abatement Program on private property
 - Delayed traffic control and road closure support
 - Minimize homeless camp removal support
 - Delayed graffiti removal response times
 - Significantly reduced sign materials and other materials in supply

Critical Issues:

- Pavement Rehabilitation Resources reduced 30% over last five years
- Greater use of volunteers for graffiti abatement

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Landscaping



- Operate and maintain:
 - 101 Landscape Maintenance Districts
 - 275 acres of landscaping
- Total Budget \$1.6 million per year for General Fund and 3.5 F.T.E.'s (after reductions)
- Landscape Maintenance Districts Total Budget \$1.0 and 7.5 F.T.E.'s
- Provide leaf and litter removal along roadways
- Process Tree Action Application

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Landscaping

- Budget adjustments:
 - Eliminated 2 F.T.E.'s in FY 12/13
 - Eliminated 1 F.T.E. in FY 13/14
- Add \$15,000 to contractor services in FY 12/13
- Add \$50,000 to contractor services in FY 13/14
- Reduced weed control and routine maintenance from 3 to 4 times a year to 1 to 2 a year on less travelled thoroughfares
- Reduced regular scheduled litter and leaf removal from 12 times a year to once annually



Critical Issues:

- El Charro Landscaping adds an additional \$320,000 of resources on annualized basis
- Reduced labor resources from 75% to 60% from 2008 levels

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Water

- Total Budget \$11.1 million per year and 11 F.T.E.'s
- Provide Potable Water Service to 9,600 customers
- Supply 2.1 billion gallons of potable water and 400 million gallons of recycled water each year



- Operate and maintain over 19,000 water system assets, including 146 miles of water lines and 6 storage reservoirs
- Total asset value of water assets over \$200 million with over \$70 million of depreciation

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Water



- Budget reductions of \$191,000
- Proposing rate increases of 9% in FY 2012/13 and 4.5% in FY 2013/14, as well as a "pass-through" of wholesale water costs
- Proposing to increase FY 2012-14 Renewal & Replacement funding back up to levels recommended by depreciation analysis
- Working to complete an Asset Management Plan for the Water System to better predict necessary Renewal/Replacement Funding

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Sewer

- Total Budget \$18.1 million per year and 43 F.T.E.'s
- Provide wastewater collection, treatment and disposal
- Treat and dispose of 2.5 billion gallons of wastewater and produce approximately 400 million gallons of recycled water per year



- Operate and maintain 17,000 assets, including 294 miles of sewer lines and over 6100 manholes
- Nearly \$400 million of assets
- Over \$150 million of Capital Depreciation

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Sewer

- No Sewer Rate Increase
- Collection System Preliminary Asset Management Plan identified:
 - \$300 million in underground assets
 - \$10 million in assets that have reached the projected end of their useful lives



- Major CIP Projects:
 - Replace a mile of 30-inch industrial sewer trunk-line
 - Replace \$5 million in electrical system improvements at Plant

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Stormwater

- Total Budget \$937,000 per year and 3.5 F.T.E.'s
- Operate and maintain 180 miles of storm drain lines, 4100 drain inlets, and 4 storm-water pump stations
- Perform inspections and activities Municipal Regional Stormwater Permit
- Operate and maintain City-owned flood control channels



Critical Issue:

- Projected expenditures are stable over 2-year budget; however no current funding mechanism exists for flood control channel maintenance



Airport

- Total Budget \$6.4 million per year and 8 F.T.E.s
- Capital Reserves increasing from \$1 Million to \$1.5 Million
- Annual aircraft operations increased 10.2% from 124,213 to 136,851



Planned Capital Projects:

- Main Runway Overlay (\$2.2 M). 95% FAA funded
- Administration Building (\$5 M). Construction in FY 12/13.
- Private 6-unit Corporate Hangar Facility by Livermore Aviation Services, LLC.



Airport

- Congress phased out noisy Stage II jet aircraft by January 1, 2015
- Economic activity anticipated to increase



- Overall, the Airport is fiscally in good shape and its infrastructure is well maintained. Development of aviation support facilities will continue, which will enhance City's tax revenue and boost employment in the region

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Las Positas Golf Course

- Total budget base of \$2.1 million
- \$6 million reconfiguration and remodel completed
- Green Fee revenues estimated to increase 10% in FY 12/13 from baseline levels

Critical Issues:

- Historic operating deficit with \$2 million lost over last 10 years
- Potential consolidation and integration of business functions with anticipated increasing revenues and expenditures



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Environmental Services

- General Fund Budget is \$457,000 and 4 F.T.E.'s
- Estimated Diversion rate is 73% in 2010. Goal is 75% in 2015
- Budget adjustments:
 - Eliminated 0.6 F.T.E.
 - Reduced financial/administrative support to Public Works Department



Critical Issues:

- Mandatory Recycling of Organics (Phase II)
- Construction and Demolition Debris Ordinance

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NEXT STEPS

Next Steps

- Tonight
 - Provide feedback on City Council Goals Work Program
 - Provide initial direction on Financial Plan
- May 21, 2012 - City Council Review of:
 - Draft Financial Plan
 - Draft Capital Improvement Program
 - Draft City Investment Policy
 - Draft Reserve Policy
- June 11, 2012 - Final Consideration and Adoption of:
 - FY 2012-2014 Two Year Financial Plan
 - FY 2012-2014 Improvement Program
 - City Investment Policy
 - City Reserve Policy
 - City Council Goals