



## AGENDA REPORT

**Meeting Date:** April 7, 2009

**Item Number:** F-8

**To:** Honorable Mayor & City Council

**From:** Steve Zoet, Assistant Director of Community Services/Recreation and Parks *S Zoet*

**Subject:** APPROVAL OF AN AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS AND ARROYO ASSOCIATES INC. FOR AN ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF THE COMMUNITY SERVICES DEPARTMENT; AND APPROVAL TO ISSUE A PURCHASE ORDER IN THE NOT-TO-EXCEED AMOUNT OF \$64,950 FOR THE SERVICES.

**Attachments:** 1. Agreement

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### RECOMMENDATION

In continuing with the efforts set forth by the City Manager's Office to assess the operational and organizational efficiencies of all City departments, the Community Services Department wishes to engage Arroyo Associates, Inc. to conduct a comprehensive management audit of the department. The firm is experienced and capable of delivering the stated and desired outcomes. Favorable recommendations have been provided from other clients for whom similar services and assessments were performed.

### INTRODUCTION

The Community Services Department is the fifth department to undergo the departmental audits that identify where organizational and operational efficiencies can occur. The department initiated a national Request for Proposal (RFP) process and received eight submissions. The review and selection team

consisted of Assistant City Manager Katie Lichtig, Assistant Director/Recreation and Parks Steve Zoet, Assistant Director/Library Nancy Hunt-Coffey, Human Services Administrator James Latta and Community Services Administrator Giselle Grable. Selection criteria included a review of the following; qualifications including comparable projects and deliverables completed for like agencies, a proposed scope of services, assessment of the skills and experience of the proposed key staff to be assigned the project, proposed timelines and date of completion, proposed fees and performance reviews from references.

Four firms were interviewed. The interview panel, upon completion of face-to-face interviews with all firms and their assembled teams, deemed Arroyo Associates, Inc. to be the most suited and capable firm to deliver the City's desired outcomes as identified within the RFP.

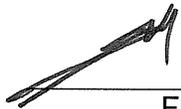
Recommendations from the final report that are appropriate for implementation could result in financial savings to the City. The report is also intended to serve as a department roadmap for future organizational change in the event all recommendations cannot be implemented at this time due to possible cost ramifications or other restrictive circumstances.

### **DISCUSSION**

Based on the findings and recommendations of previous departmental audits, staff believes that the savings realized through the implementation of appropriate recommendations have the potential to cover or exceed the incurred cost of this audit. Additionally, any opportunities to enhance our customer service capabilities would likewise be implemented where economically feasible for us to do so. Staff believes that a neutral party's perspective of our operations and an assessment of how we expend public funds as gained through this audit will better help and guide us to improved efficiencies and result in more cost effective service deliveries.

### **FISCAL IMPACT**

Funds are budgeted and identified within the City Manager's office to cover the costs associated with these department audits. The proposed agreement for services is for an amount not to exceed \$64,950. Sufficient funds exist to cover the expense.



Scott Miller  
Finance Approval

Steve Miller   
Approved By

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS  
AND ARROYO ASSOCIATES, INC. FOR AN  
ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF  
THE COMMUNITY SERVICES DEPARTMENT

NAME OF CONSULTANT: Arroyo Associates, Inc.

RESPONSIBLE PRINCIPAL  
OF CONSULTANT: Nicholas Conway, President

CONSULTANT'S ADDRESS: 3452 East Foothill Blvd., Suite 910  
Pasadena, CA 91107  
Attention: Nicholas Conway,  
President

CITY'S ADDRESS: City of Beverly Hills  
455 N. Rexford Drive, Suite 200  
Beverly Hills, CA 90210  
Attention: Steven Zoet, Assistant Director  
Community Services Department

COMMENCEMENT DATE: Upon receipt of a Notice to Proceed

TERMINATION DATE: July 31, 2009, unless extended as set forth in  
Section 2 of the Agreement

CONSIDERATION: Not to exceed \$64,950 (professional fees  
and expenses), based on the rates set forth in  
Exhibit B-1.

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS  
AND ARROYO ASSOCIATES, INC. FOR AN  
ORGANIZATIONAL AND MANAGEMENT ANALYSIS OF  
THE COMMUNITY SERVICES DEPARTMENT

THIS AGREEMENT is made by and between the City of Beverly Hills (hereinafter called "CITY"), and Arroyo Associates, Inc., (hereinafter called "CONSULTANT").

RECITALS

A. CITY desires to have certain services provided (the "services") as set forth in Exhibit A, attached hereto and incorporated herein.

B. CONSULTANT represents that it is qualified and able to perform the services.

NOW, THEREFORE, the parties agree as follows:

Section 1. CONSULTANT's Services. CONSULTANT shall perform the services described in Exhibit A in a manner satisfactory to City and consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions.

Section 2. Time of Performance. CONSULTANT shall perform the services on or by the Termination Date set forth above. The Time of Performance may be extended in writing by the City Manager or his designee pursuant to the same terms and conditions of the Agreement.

Section 3. Compensation. CITY agrees to compensate CONSULTANT, and CONSULTANT agrees to accept in full satisfaction for the services required by this Agreement the Consideration set forth above and based on the rates set forth in Exhibit B-1, attached hereto and incorporated herein. Said Consideration shall constitute reimbursement of CONSULTANT's fee for the services as well as the actual cost of any equipment, materials, and supplies necessary to provide the services (including all labor, materials, delivery, tax, assembly, and installation, as applicable). CITY shall pay CONSULTANT said Consideration in accordance with the schedule of payment set forth in Exhibit B-2, attached hereto and incorporated herein.

Section 4. Independent Contractor. CONSULTANT is and shall at all times remain, as to CITY, a wholly independent contractor. Neither CITY nor any of its agents shall have control over the conduct of CONSULTANT or any of CONSULTANT's employees, except as herein set forth. CONSULTANT shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of CITY.

Section 5. Assignment. CONSULTANT shall not assign or attempt to assign any portion of this Agreement without the prior written approval of CITY.

Section 6. CONSULTANT: Responsible Principal(s).

(a) CONSULTANT's Responsible Principal set forth above shall be principally responsible for CONSULTANT's obligations under this Agreement and shall serve as principal liaison between CITY and CONSULTANT. Designation of another Responsible Principal by CONSULTANT shall not be made without the prior written consent of CITY.

(b) CITY's Responsible Principal shall be the City Manager or his designee set forth above who shall administer the terms of the Agreement on behalf of CITY.

Section 7. Personnel. CONSULTANT represents that it has, or shall secure at its own expense, all personnel required to perform CONSULTANT's services under this Agreement. All personnel engaged in the work shall be qualified to perform such services. In the event CITY desires that CONSULTANT change personnel performing services under this Agreement, CONSULTANT shall make such changes immediately.

Section 8. Interests of CONSULTANT. CONSULTANT affirms that it presently has no interest and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of the services contemplated by this Agreement. No person having any such interest shall be employed by or be associated with CONSULTANT.

Section 9. Insurance.

(a) CONSULTANT shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work by the CONSULTANT, his agents, representatives, employees or Sub-consultants. Insurance shall be of the type, in the amounts and subject to the provisions described below.

i. Commercial general liability coverage at least as broad as Insurance Services Office Commercial General Liability occurrence coverage ("occurrence" form CG0001, Ed. 11/88) with minimum limits of \$2,000,000 per occurrence. If the insurance includes a general aggregate limit, that limit shall apply separately to this contract or it shall be at least twice the required per occurrence limit.

ii. Vehicle liability insurance covering any vehicle utilized by CONSULTANT in the performance of this Agreement with minimum limits according to State law.

iii. Workers Compensation and employers liability insurance as required by the State of California.

(b) Evidence of Coverage:

i. Prior to commencement of work under this Agreement, or within 14 days of notification of approval of Agreement, whichever is shorter, CONSULTANT shall file certificates of insurance with original endorsements evidencing coverage in compliance with this Agreement on the City's standard proof of insurance form, attached hereto as Exhibit C.

ii. CONSULTANT shall make the insurance policy(ies) required by this Agreement, including all endorsements and riders, available to the City for inspection at CONSULTANT's office during regular business hours.

iii. During the term of this Agreement, CONSULTANT shall maintain current valid proof of insurance coverage, with City at all times. Proof of renewals shall be filed prior to expiration of any required coverage and shall be provided on the City's standard proof of insurance form, Exhibit C, attached hereto and incorporated herein.

iv. Failure to submit any required evidences of insurance within the required time period shall be cause for termination or default.

v. The policy or policies required by this Agreement shall contain a clause that the insurance coverage will not be canceled or materially changed without thirty (30) days prior written notice to the City.

vi. In the event CONSULTANT does not maintain current, valid evidence of insurance on file with City, City may, at its option, withhold payment of any moneys owed to CONSULTANT, or which it subsequently owes to CONSULTANT, until proper proof is filed.

(c) All insurance coverage shall be provided by insurers admitted in the state of California and with a rating of B+;VII or better in the most recent edition of Best's Key Rating Guide, Property-Casualty Edition.

(d) Each insurance policy shall be endorsed to state that coverage shall not be suspended, voided or canceled and shall not be reduced in coverage or limits except after 30 days prior written notice provided to the City. Upon prior request of the carrier, the notice period may be reduced to 10 days in the event of non-payment of premium.

(e) CONSULTANT's insurance and any insurance provided in compliance with Agreement, shall be primary with respect to any insurance or self-insurance programs covering the City, its City Council and any officer, agent or employee of City.

(f) Where available, the insurer shall agree to waive all rights of subrogation against the City, its City Council and every officer, agent and employee of City.

(g) Any deductibles or self-insured retentions shall be declared to and are subject to approval by City. At the option of the City, either the insurer shall reduce or eliminate the deductibles or self-insured retentions as respects the City, or the CONSULTANT shall procure a bond guaranteeing payment of losses and expenses.

(h) In the event that CONSULTANT does not provide continuous insurance coverage, the City shall have the right, but not the obligation, to obtain the required insurance coverage at CONSULTANT's expense, and the City may deduct all such costs from moneys the City owes to the CONSULTANT or from moneys which it subsequently owes to the CONSULTANT.

(i) CONSULTANT's Sub-consultants shall be required to comply with the insurance requirements set forth in this Section.

(j) All insurance coverage required to be maintained pursuant to the Agreement by the CONSULTANT or his Sub-consultants shall name the City, its City Council and every officer, agent and employee of City as additional insureds with respect to work under this Agreement.

Section 10. Indemnification. CONSULTANT agrees to indemnify, hold harmless and defend CITY, City Council and each member thereof, and every officer, employee and agent of CITY, from any claim, liability or financial loss (including, without limitation, attorneys fees and costs) arising from any intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of CONSULTANT or any person employed by CONSULTANT in the performance of this Agreement.

Section 11. Termination.

(a) CITY may cancel this Agreement at any time upon five (5) days written notice to CONSULTANT. CONSULTANT agrees to cease all work under this Agreement on or before the effective date of such notice.

(b) In the event of termination or cancellation of this Agreement by CITY, due to no fault or failure of performance by CONSULTANT, CONSULTANT shall be paid full compensation for all services performed by CONSULTANT, in an amount to be determined as follows: For work done in accordance with all of the terms and provisions of this Agreement, CONSULTANT shall be paid an amount equal to the amount of services performed prior to the effective date of termination or cancellation; provided, in no event shall the amount of money paid under the foregoing provisions of this paragraph exceed the amount which would be paid CONSULTANT for the full performance of the services required by this Agreement.

Section 12. CITY's Responsibility. CITY shall provide CONSULTANT with all pertinent data, documents, and other requested information as is available for the proper performance of CONSULTANT's services.

Section 13. Information and Documents. All data, information, documents and drawings prepared for CITY and required to be furnished to CITY in connection with this Agreement shall become the property of CITY, and CITY may use all or any portion of the work submitted by CONSULTANT and compensated by CITY pursuant to this Agreement as CITY deems appropriate.

Section 14. Changes in the Scope of Work. The CITY shall have the right to order, in writing, changes in the scope of work or the services to be performed. Any changes in the scope of work requested by CONSULTANT must be made in writing and approved by both parties.

Section 15. Notice. Any notice required to be given to CONSULTANT shall be deemed duly and properly given upon delivery, if sent to CONSULTANT postage prepaid to the

CONSULTANT's address set forth above or personally delivered to CONSULTANT at such address or other address specified to CITY in writing by CONSULTANT.

Any notice required to be given to CITY shall be deemed duly and properly given upon delivery, if sent to CITY postage prepaid to CITY's address set forth above or personally delivered to CITY at such address or other address specified to CONSULTANT in writing by CITY.

Section 16. Attorney's Fees. In the event of litigation between the parties arising out of or connected with this Agreement, the prevailing party in such litigation shall be entitled to recover, in addition to any other amounts, reasonable attorney's fees and costs of such litigation.

Section 17. Entire Agreement. This Agreement represents the entire integrated agreement between CITY and CONSULTANT, and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both CITY and CONSULTANT.

Section 18. Governing Law. The interpretation and implementation of this Agreement shall be governed by the domestic law of the State of California.

Section 19. Severability. Invalidation of any provision contained herein or the application thereof to any person or entity by judgment or court order shall in no way affect any of the other covenants, conditions, restrictions, or provisions hereof, or the application thereof to any other person or entity, and the same shall remain in full force and effect.

EXECUTED the \_\_\_\_\_ day of \_\_\_\_\_, 200\_\_\_\_, at Beverly Hills, California.

CITY OF BEVERLY HILLS  
A Municipal Corporation

\_\_\_\_\_  
NANCY KRASNE  
Mayor of the City of Beverly Hills,  
California

ATTEST:

\_\_\_\_\_  
(SEAL)  
BYRON POPE  
City Clerk

CONSULTANT: ARROYO ASSOCIATES,  
INC.  
  
\_\_\_\_\_  
NICHOLAS CONWAY  
President & Chief Financial Officer

[Signatures continue]

APPROVED AS TO FORM



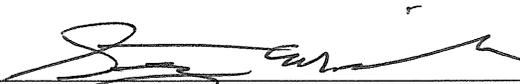
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LAURENCE S. WIENER  
City Attorney

APPROVED AS TO CONTENT:

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RODERICK J. WOOD, CCM  
City Manager



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STEPHEN M. MILLER  
Director of Community Services



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KARL KIRKMAN  
Risk Manager

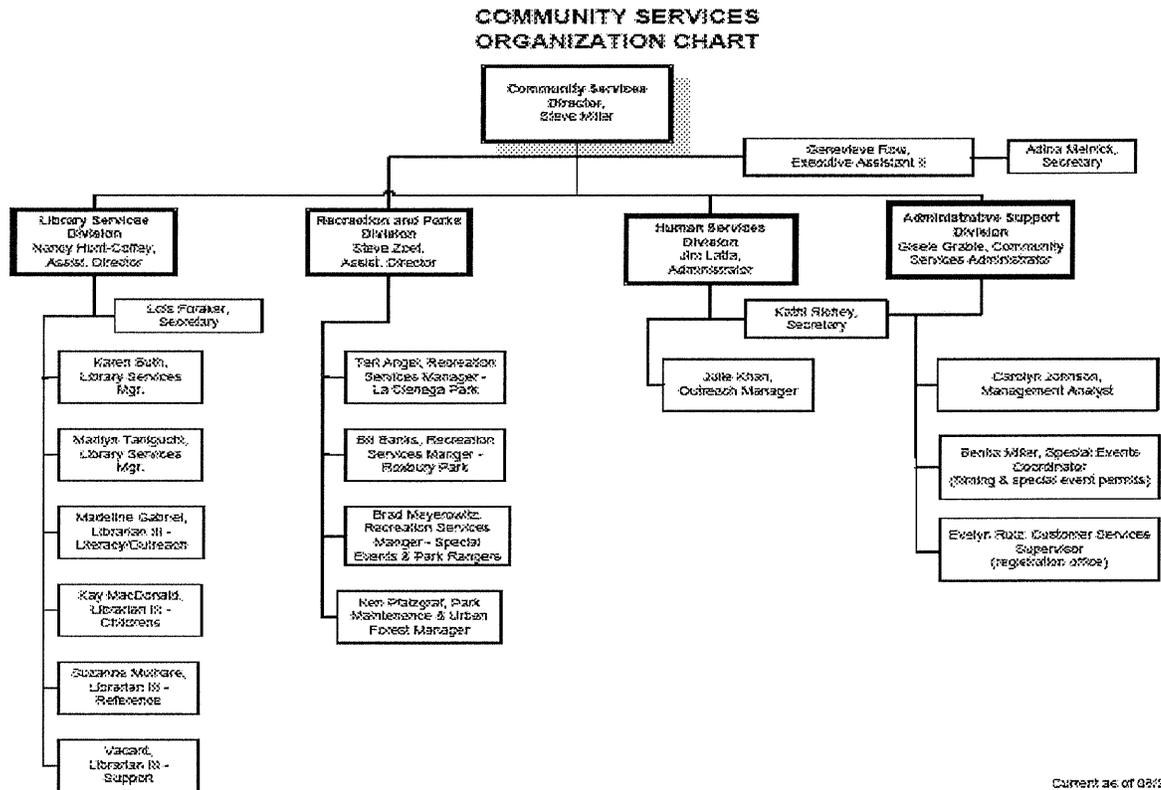
## EXHIBIT A

### SCOPE OF SERVICES

The following is a summary of the general approach, a specific work plan for completing the scope of services, the management plan to be employed for the project, and the timeline for completion of the project.

#### 1. BACKGROUND AND INTRODUCTION

Beverly Hills, California lies in the western portion of Los Angeles County and is approximately 5.7 square miles with a 2008 population of approximately 35,983.



The Community Services Department consists of four primary divisions; Recreation and Parks, Library, Administrative Support and Human Services. The Department’s mission is to provide a premier level of services and resources for the community’s educational and recreational pursuits, cultural endeavors and personal development, in addition to preserving the aesthetic beauty of the urban landscape / parklands to ensure a high quality of life for residents, employees and visitors. The Community Services Department strives to:

- Provide diverse and innovative Recreation and Parks, Library and Human Services programs and services.
- Provide quality maintenance to parks, streetscapes and the City's urban forest.
- Enhance the community's image while protecting the community's environmental resources.
- Foster life-long learning by providing Library programs, services and resources for all ages.
- Serve as a destination for educational, recreational and cultural endeavors.
- Provide a social services safety net for the community's at-risk populations.
- Provide support to the Fine Art, Human Relations and Recreation and Parks Commissions.
- Develop employees' talents to encourage future leadership.
- Provide exemplary internal and external customer service.

## **DIVISION REPOSIBILITIES**

### **Library Services Division**

The mission of the Beverly Hills Public Library is to provide the community with the information, services and programs it needs for its educational, intellectual, recreational and professional pursuits. The Library offers these services at the main library in the Civic Center complex and at the Roxbury Senior Library, which is staffed entirely by volunteers.

#### **Administrative Services**

Administrative Services is responsible for management, budget development, and strategic planning for the Library. The Division serves as liaison to the Friends of the Beverly Hills Public Library.

#### **Circulation Services**

Circulation Services is responsible for the registration of borrowers, checking out and retrieval of materials, and reshelving of those materials.

#### **Reference and Fine Arts Services**

Reference and Fine Arts Services is responsible for both on-site and telephone reference as well as readers' advisory services. There are staff available that specialize in fine arts reference. Reference and Fine Arts is also responsible for the maintenance of the Library's extensive

reference and circulating collections. Included is an extensive fine arts collection that focuses on 19<sup>th</sup> and 20<sup>th</sup> century art.

### **Children's Services**

Children's Services is responsible for providing assistance and programming for young readers as well as their parents or guardians. By using an extensive reference and circulating children's collection, the children's librarians can help children and adults find resources to satisfy their educational and recreational information needs. The numerous programs that are offered by Children's Services foster a love of learning and help develop reading skills. Homework support is also offered in Children's Services.

### **Outreach Services**

Outreach Services oversees the various activities of the library in the community. The Outreach Services section oversees shut-in delivery service, the Senior Library at Roxbury Park and the Literacy program. The STAR Literacy Program helps adult learners and families to improve their reading, writing and comprehension skills.

### **Collection Services**

Collection Services is responsible for selecting, ordering, tracking and receiving materials for the Library's collection.

### **Support Services**

Support Services oversees cataloging and processing library materials. It also administers the library's online catalog of materials and patron records. Additionally, Support Services provides the public with materials from other libraries via interlibrary loan.

### **Recreation and Parks Division**

The mission of the Recreation and Parks Division is to provide safe, aesthetically pleasing environments and to offer a diversity of recreation and leisure time activities in an effort to meet the community's needs and interests of today and tomorrow.

### **Park Services**

Park Services is responsible for providing general grounds maintenance functions for approximately 100 acres of park space, medians and the Civic Center complex. Staff is also tasked with the responsibility of managing the health and vitality of the City's urban forest which has an inventory in excess of 27,000 street and park trees. Maintenance of this resource is performed by an outside contractor as are lawn mowing services.

### **Recreation Services**

Recreation Services is responsible for providing leisure time activities, including both passive and active opportunities, for the community at large. Services and programs that are offered are

varied and geared for all ages and interests. Hundreds of organized formal, informal and drop-in activities are made available to participants on an annual basis with recorded and estimated patron visits exceeding hundreds of thousands per year.

The Division also provides staff support to the Recreation and Parks Commission. This Council appointed body provides advice to the City Council, City Manager, and staff concerning city parks and leisure services. Working as a five-member body, the Commission is invited to provide input on any subject that encompasses the City's open space or leisure-time activities.

Also under the purview of the Recreation and Parks Division is the Fine Arts Commission. The Fine Arts Commission is comprised of seven Council appointed members and is responsible for enhancing the beauty of the City through the acquisition and instillation of public art in and around public grounds and buildings. The Commission has access to their own funding source and provides recommendations to City Council on the acquisition and placement of specific pieces of art as well as a sustaining maintenance program.

### **Human Services Division**

The Human Services Division is charged with responding to perceived or actual discrimination or bias in any aspect of community life in Beverly Hills, and providing prevention and resource information. The Division provides resource and referral information on issues such as homelessness, sexual assault, domestic violence, gay and lesbian resources, prevention of discrimination, and others.

The Division interacts and works closely with City departments and community organizations to provide a social service safety net. From time to time, the Division also collaborates with different agencies in sponsoring events or programs which will promote positive inter-group relations. Another major responsibility of the Human Services Division is administering the Community Assistance Grant Funds. In order to provide services more effectively to those in need, the City has established partnerships with twelve local and regional agencies and organizations. Through community assistance grant funding, these twelve organizations provide services the City cannot provide directly.

The Human Services Division also supports the Human Relations Commission. The Commission is a seven-member advisory body which works closely with the Human Services Administrator. The Commission meets each month, with additional meetings (including subcommittee meetings) as desired. All recommendations of the Commission are transmitted to the City Council through meeting minutes and/or written reports. The Commission's mission is to advise, recommend, assist and encourage activities and programs to be undertaken to promote positive human relations in all aspects of community life in Beverly Hills. The Commission actively promotes a just and equitable multicultural society; and endeavors to reduce conflict and tension, as well as discrimination, prejudice and stereotyping based on race, religion, gender, sexual orientation, national origin, age, disability, or any other arbitrary factor.

## **Administrative Support Division**

### **Budget & Accounting Office**

The Budget and Accounting Office is responsible for the coordination and facilitation of the Department's budget process, accounting functions, financial reporting, and purchasing services. The Office is also charged with monitoring the Community Services Department budget and providing financial reports throughout the year; collecting data to compare and determining how the Department's services compare to similar services provided by other cities, as well as providing recommendations as appropriate. Staff also assist with special projects as may be assigned by the Community Services Director.

### **Community Filming & Event Permits**

The Film and Event Permits Office is responsible for the coordination of filming, still photography, and event permits for the City-at-large and City parks (except Greystone Estate). The Office provides a one-stop location by facilitating and coordinating with appropriate departments and affected parties, the logistical details including but not limited to assigned City personnel, permits, parking requirements including notification efforts of affected parties, i.e. merchants, residents, etc.

### **Registration Office**

The Registration Offices is charged with the coordination and monitoring of registration/reservations for classes, camps, special events, tennis courts, etc. and also general oversight of Community Services Department facilities. The Office is also responsible for overseeing employees (including off-site locations) in performing tasks related to registrations, responding to customer service needs (internal & external), and training employees in revenue collection, daily deposits, and working in the CLASS registration system.

### **Team Beverly Hills**

The Administrative Support Division is charged with the coordination and facilitation of the City's "resident-educational" program that develops and educates participants on their local government representatives, departments and programs and current community issues. Administrative Support also maintains communication with graduates to enlist their participation, and encourage alumni members to serve on City commissions, as well as encourage involvement on focus groups, committees including General Plan Committees, as well as volunteering for City events/programs, etc.

### **Scope of Service**

The Beverly Hills Community Services Department, in fitting with the City's efforts, strives to be the very best and is seeking a comprehensive review of the Department's policies and procedures and to implement organizational and procedural changes where warranted. A similar study has not been conducted in more than ten years. The results of the study should identify any shortcomings or gaps in the Department's operations or Department resources.

As indicated and included in the RFP Scope of Services, Arroyo Associates, Inc. will conduct a comprehensive review of the Department that includes, as a minimum, the following:

#### Outsourcing and In Sourcing Opportunities

- Identify key opportunities for the Department to outsource functions, as well as opportunities for the Department to undertake functions that have typically been outsourced.
- Compare the Department's outsourcing practices with those of other local government agencies.
- Make specific and comprehensive recommendations regarding the outsourcing of Department functions.

#### Operations

- Identify and recommend ways for the Department to improve operating efficiencies.
- Identify and recommend additional physical and human resources needed to perform assigned tasks, as well as any redundancies in resources.
- Identify and recommend new equipment/technology that could increase productivity, replace current equipment/technology or free staff to be utilized elsewhere in the organization
- Assess operating expenses to operating revenues.

#### Computer and Automation Technologies

- Identify where technology can be leveraged to improve operating efficiencies and/or customer service.
- Evaluate existing systems (Class Software, innovative online catalog, automated irrigation controllers, etc.) to examine their effectiveness and render findings.
- Recommend new products or applications that match the Department's needs, especially for use in maintenance management, inventory, communications and revenue generation, equipment replacement schedules, and use of new or evolving technologies including GIS applications.

#### Best Management Practices (BMP's) and Performance Measures

- Explain how to incorporate and achieve recognized standards.
- Identify performance measurement tools for each major operation.

- Identify the sources used to comprise recommended practices.
- Benchmark the Department's performance against peer organizations in other cities.

#### Integration of the Operating Divisions

- Cite where improvements can occur to better integrate each division's functions
- Identify synergies to exploit
- Develop strategies to overcome the obstacles associated with decentralized vs. centralized operations.

#### Park Maintenance Operations

- Review staffing ratios to work productivity goals.
- Review the supervisory and organizational structure.

#### Customer Service

- Evaluate the quality of customer service provided to internal and external customers.
- Review and recommend appropriate hours of operation
- Evaluate cash management practices.
- Evaluate marketing strategies and community awareness of the Department and the services it provides.
- Evaluate policies and procedures and rules and regulations.
- Identify cost recovery and new revenue opportunities.
- Evaluate current fee structures.
- Identify opportunities for change in service delivery
- Identify opportunities for reducing operating costs without reducing or adversely impacting services
- Identify opportunities for increased service levels within existing budgets
- Evaluate customer satisfaction.

- Identify reasonable response times for services requested by the public and evaluate whether these response times are being met.

#### Trend Analysis

- Speculate on future trends in the demand for the kinds of municipal services offered by the Department.
- Identify how these changes will likely affect the Department.

#### Recommendations for Change

- Present prioritized recommendations for change.
- Present the cost impacts associated with these recommendations.
- Create a timeline and implementation plan for these recommendations.

**EXHIBIT B-1**

SCHEDULE OF RATES

<b>Tasks</b>	<b>N Convey</b>	<b>L Monthly</b>	<b>S Mineral</b>	<b>J Farm</b>	<b>M Crate P</b>	<b>R Crate</b>	<b>Total Hours</b>	<b>Costs</b>
<b>Hourly Rate</b>	\$155	\$155	\$155	\$125	\$110	\$110		
1.0 Initiate and Manage Project	20	0	0	10	0	10	40	\$5,450.00
2.0 Gather Contextual Information	10	25	30	20	10	5	100	\$14,225.00
3.0 Profile Operations & Service Levels	10	10	15	10	10	5	60	\$8,325.00
4.0 Evaluate Service Delivery System	10	13	17	10	10	5	65	\$9,100.00
5.0 Conduct Human Resources Analysis	10	10	10	10	10	5	55	\$7,550.00
6.0 Evaluate Organizational Structure	10	5	5	10	10	5	45	\$6,000.00
7.0 Draft and Final Reports	5	5	5	26	15	5	61	\$7,800.00
<i>Total Hours</i>	75	68	82	9460	65	40	426	
<i>Total Cost of Consultant Time</i>								\$58,425.00
<b>Business &amp; Administrative Expenses</b>								<b>\$6,525.00</b>
<b>Total Cost of Project Not to Exceed</b>								<b>\$64,950.00</b>

**EXHIBIT B-2**

**SCHEDULE OF PAYMENTS**

City shall pay CONSULTANT for the satisfactory performance of services in accordance with the Payment schedule set forth below. CONSULTANT shall submit an itemized statement to CITY for its services performed, which shall include documentation setting forth in detail a description of the services rendered. CITY shall pay CONSULTANT the amount of such billing within thirty (30) days of receipt of same.

Tasks	Week																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
1.0 Initiate & Manage Project	Task 1																
2.0 Gather Contextual Information & Data	Task 2																
3.0 Document Operations & Service Levels	Task 3																
4.0 Evaluate Effectiveness & Efficiency	Task 4																
5.0 Conduct Human Resources Analysis	Task 5																
6.0 Evaluate Organizational Structure	Task 6																
7.0 Draft Report, Final Report, & Presentations	Task 7																
<b>Deliverables</b>																	
Progress Reports		◆		◆		◆		◆		◆		◆		◆			
Summary of Staff & Management Interviews				◆													
Summary of Stakeholder & Customer Interviews					◆												
Summary of Employee Survey								◆									
Summary of Comparative & Benchmark Analyses								◆									
Profile of Department Operations & Services								◆									
Summary of Productivity, Utilization, & Work Process Issues										◆							
Summary of Human Resource Issues												◆					
Summary of Organizational Structure Issues														◆			
Draft Report																◆	
Final Report																	◆
Meetings/Presentations																	TBD
<b>Invoices</b>																	
Invoice #1		◆															Amount
Invoice #2			◆														\$1,733
Invoice #3				◆													\$3,466
Invoice #4					◆												\$8,664
Invoice #5						◆											\$13,653
Invoice #6							◆										\$11,118
Invoice #7								◆									\$9,257
Invoice #8													◆				\$7,397
Invoice #8																◆	\$9,662
<b>Total</b>																	<b>\$64,950</b>



## EXHIBIT C CERTIFICATE OF INSURANCE

This is to certify that the following endorsement is part of the policy(ies) described below:

**NAMED INSURED**

**COMPANIES AFFORDING COVERAGE**

- A.
- B.
- C.

**ADDRESS**

COMPANY (A. B. C.)	COVERAGE	POLICY NUMBER	EXPIRATION DATE	LIMITS		AGGREGATE
				B.I.	P.D.	
	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> GENERAL LIABILITY <input type="checkbox"/> PRODUCTS/COMPLETED OPERATIONS <input type="checkbox"/> BLANKET CONTRACTUAL <input type="checkbox"/> CONTRACTOR'S PROTECTIVE <input type="checkbox"/> PERSONAL INJURY <input type="checkbox"/> EXCESS LIABILITY <input type="checkbox"/> WORKERS' COMPENSATION <input type="checkbox"/>					

It is hereby understood and agreed that the **City of Beverly Hills**, its City Council and each member thereof and every officer and employee of the City shall be named as joint and several assureds with respect to claims arising out of the following project or agreement:

It is further agreed that the following indemnity agreement between the **City of Beverly Hills** and the named insured is covered under the policy: Contractor agrees to indemnify, hold harmless and defend City, its City Council and each member thereof and every officer and employee of City from any and all liability or financial loss resulting from any suits, claims, losses or actions brought against and from all costs and expenses of litigation brought against City, its City Council and each member thereof and any officer or employee of City which results directly or indirectly from the wrongful or negligent actions of contractor's officers, employees, agents or others employed by Contractor while engaged by Contractor in the (performance of this agreement) construction of this project.

It is further agreed that the inclusion of more than one assured shall not operate to increase the limit of the company's liability and that insurer waives any right of contribution with insurance which may be available to the **City of Beverly Hills**.

In the event of cancellation or material change in the above coverage, the company will give **30 days** written notice of cancellation or material change to the certificate holder.

Except to certify that the policy(ies) described above have the above endorsement attached, this certificate or verification of insurance is not an insurance policy and does not amend, extend or alter the coverage afforded by the policies listed herein. Notwithstanding any requirement, term, or condition of any contract or other document with respect to which this certificate or verification of insurance may be issued or may pertain, the insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies.

DATE: \_\_\_\_\_

BY: \_\_\_\_\_  
Authorized Insurance Representative

AGENCY: \_\_\_\_\_  
\_\_\_\_\_

TITLE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_