



## CITY OF BEVERLY HILLS STAFF REPORT

**Meeting Date:** September 8, 2011  
**Item Number:**  
**To:** Honorable Mayor & City Council  
**From:** Jeffrey C. Kolin, City Manager  
**Subject:** **Request by Councilmember Mirisch for discussion of the staffing assistance to the City of Bell**

**Attachments:**

1. City of Bell volunteers request and sign up forms
2. "The Rebirth of Bell" Article

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### INTRODUCTION

This report transmits a request by Councilmember Mirisch for City Council discussion of the request for short term staffing and equipment assistance by the City of Bell. The request (attached) was transmitted through professional city managers organizations and I am now assessing scope and implementation of City staff assistance based on availability and response received from the Departments. Councilmember Mirisch is requesting the City Council discuss potential associated fiscal costs should Beverly Hills participate in that assistance program.

### DISCUSSION

As many of us know by now, Bell has experienced a disaster, not as a result of an earthquake, flood or fire but as a result of an erosion of trust and capacity of its local elected and appointed officials to deliver services to its community. Bell is a City in a financial crisis that has elected a new City Council and appointed a well-respected long term City Manager to help lead them out of the crisis. Bell's City Council and new Manager have appealed to their fellow Cities in the region for assistance on a temporary basis to help them craft a path for recovery. They only have one department head remaining and almost no policy or procedural infrastructure.

Several cities have already responded and loaned employees to the City of Bell for up to a month to assist in the effort. Each of these cities has treated this as a request for assistance from a fellow public agency and provided their loaned employee and continued to pay their compensation during the loan assignment. I had hoped to implement a similar effort here in Beverly Hills and loan a senior management analyst and an IT manager. The initial concept was for a one week assignment.

This kind of assistance request, although unique in terms of its circumstances is quite common practice between cities including Beverly Hills. There are numerous examples of assistance that the City has provided as well received to and from other jurisdictions all levels. The following is a list of such activities by department:

### **Community Development**

- The Department provided an employee to New Orleans during Hurricane Katrina's response
- On a regional level, the Department provides staffing to coordinate building code amendments and adoptions
- The Department collaborates and share forms, notices, corrections and information sheets, to help relieve the duplicative efforts. This is very significant for small cities with limited resources
- We collaborate on training and allow staff members from other departments to sit in our training sessions
- Next week our staff is meeting with the Cities of Long Beach and Palos Verdes to assist them in preparing for their department audit

### **Fire Department**

- The Department provided raters for examinations to other cities free of charge on a reciprocal basis
- BHFD on many occasions has received aid in fire investigations from other cities.
- The Fire Chief sits on Boards of Directors for the region representing the interests of all cities
- LAFD has staffed our city for funerals of our Department personnel
- The Department staffed "Every 15 Minutes" in the past
- The City of L.A. provided water assistance in zone 9 after we had a water break to cover any potential shortfall in case of a fire incident

### **Public Works and Transportation**

- Staff has met with the City Managers of San Marcos and Culver City (subsequently with their staff) to assist in the organization of a parking master plan and the potential creation of a parking specific department or division
- Staff served on panels for the City of LA for LA Express Park program and recently sat on a panel for the City of Seattle for their Congestion Pricing Management Program
- Staff regularly participates in recruitment processes with other cities
- The Department has loaned Santa Monica parts and fittings and they also provided us with pipe fittings when we needed them. They have also performed water meter accuracy tests for us
- Several years ago Solid Waste Division loaned Santa Monica a Front-loader collection vehicle for close to a week. The Department also loaned Culver City an automated collection truck

## **Administrative Service**

The Human Resources Division has provided assistance to other cities:

- As panelist for interviews in other cities
- Held consortiums with our sister cities where the HR personnel were invited to share best practices
- Hosted Libert Cassidy Whitmore consortiums where other City employees attended
- Currently host the Woodbury University Masters' degree program for City staff but is also available for other cities and currently we have a student who is from City of West Hollywood
- Invited our sister cities to part take in our training programs
- Advised and shared best practices to both City of Santa Monica and Culver City on our training programs
- Shared best practices with City of Malibu on our internship program
- Disaster assistance was given to the City of Santa Clarita during the earthquake of 1994

## **Police Department**

In law enforcement, cities regularly help each other with training, investigations and the obvious emergency event. Specifically, our Police Department has received free training from LAPD, LASD, FBI, Secret Service and other smaller agencies. In fact, we currently have a Secret Service Special Agent assigned here at the Police Department and he often works on our cases without charge. We also have officers from Culver City, Santa Monica and other agencies working at our BH High Tech Task Force. They routinely work investigations jointly and assist each other. Our Special Enforcement Section (narcotics) regularly assists other agencies with their investigations and receives the same help from those agencies when needed. Our K-9's often assist with bomb sweeps and area searches for different agencies, including Santa Monica, Culver City, and Inglewood. The Golden Globes is another example of assistance that we get for a unique event without requesting mutual aid. Los Angeles Sheriff Department sends numerous assets (bomb techs, bomb dogs, HAZMAT, etc.) as well as assets from the Secret Service and FBI.

The Police Department Traffic Bureau has a long established relationship with our counterparts in other Cities and State law enforcement agencies. It is a common practice for police departments to reach out to one another for support, information, equipment or personnel. Recent examples are:

- BHPD Motor Officers have participated in funeral services for fallen officers
- BHPD Motor Officers have provided traffic safety support for Torrance PD in an annual fundraising event for a Pediatric Foundation
- Culver City PD Commercial Enforcement Detail has loaned us scales and equipment and provided training to our personnel In addition, Culver City PD and the California Highway Patrol regularly (approximately every 1-2 months) assist us in conducting a Commercial Enforcement Operation somewhere in Beverly Hills
- BHPD Motor Officers were sent to Hollywood to assist in a CHP/PUC limousine enforcement operation

- LAPD loaned the City two Kawasaki “trainer” motorcycles to assist us in training our motor officer candidates
- LAPD motor school has been made available to Beverly Hills (and other agencies) at little or no cost to the City
- BHPD recently loaned Monrovia PD two Speed Radar Boxes to conduct covert speed surveys
- LAPD has allowed our police explorers to attend an extensive training program at the LAPD Explorer Academy free of charge and has twice provided our explorer program with the opportunity to fly along with their helicopter crews
- BHPD personnel will, on occasion, assist Culver City, Santa Monica or West Hollywood with staffing DUI checkpoints. They, in turn, will send officers to assist with our staffing

**Community Services**

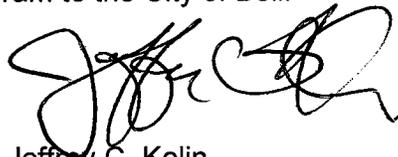
- Share library resources with the inter-library loan program
- Human Services staff collaborates a lot with adjoining cities due to the commonality and migrant behaviors of the area’s homeless population
- Staff of west-side cities meets with regularity to discuss and share resources on common topics and issues
- Urban Forest Manager on several occasions made presentations and addressed local and state officials on matters related to tree care and maintenance
- The Farmers’ Market Manager acting as the President of the State Association of Farmers’ Market Managers is responsible for coordinating the State Conference for this industry and provides technical expertise and experience to many professionals throughout the State

**BUDGET/FISCAL IMPACT**

The potential fiscal impact will be determined once the scope of assistance has been finalized. However, the cost is not expected to exceed \$10,000.

**RECOMMENDATION**

Unless directed otherwise by the City Council, staff recommends that we proceed with developing and implementing the assistance program to the City of Bell.



Jeffrey C. Kolin  
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 City Manager

# **Attachment 1**



# **City of Bell Volunteer Resource Directory**

August 2011

# Overview

A number of City Management professionals, professional organizations (IHN, the California Assistant Organizations, CCMF, ICMA, League of California Cities, and USC City Management Board), and several cities have offered their assistance, mostly on a pro bono basis, to the City of Bell, California. This Resource Directory provides further information on these offers of assistance, including contact information, availability, expertise, and areas of interest.

Initially, a number of areas have been identified in which assistance/support is needed. These include:

- Budget, Finance and Debt Financing
- Human Resources and Personnel Policies/Practices
- Law Enforcement
- Planning and Code Enforcement
- Project and Contract Management
- Organization Capacity and Development
- Citizen Communication and Involvement
- City Council role (Meeting Management, Teambuilding, Council/Manager relationship)
- General Assistance within the CAO's Office

In addition, a review of the organization, the responsibilities assigned to each department, and staffing in each of the departments is provided in the following pages.

The assistance, to be provided by these volunteers, will be determined by the Interim CAO. When Committees of Volunteers are used, there are several recommendations:

- Outline of what is expected of the Committee in terms of what the Committee will review, anticipated work product, timeline for completion, etc.
- A Facilitator/Chair should be assigned for the purposes of ensuring that the assigned work is completed and that information from City staff is provided.
- Due to the constraints of space at City Hall and the geographic diversity of the volunteers, much of the work of the Volunteers and Committees may be completed via conference call and email.

## **Current City of Bell Organization Chart And Listed Responsibilities**

**Chief Administrative Officer** Arne Croce

**Assistant Administrative Officer** Vacant

**Administrative Services Director** Lourdes Garcia

Support Services: Personnel, Parking Citations, Employee Benefits, Risk Management, and Purchasing.

Services: Payroll, Accounts Payable, Accounts Receivable, General Ledger, Financial Reporting, Business Licenses, and Grants.

**Director of General Services** Vacant

Prosecution: Penal Code Misdemeanors, Municipal code Violations, and Civil Compromises.

Property Management: Low-Moderate Income Housing (Acquire, Rehabilitate, Rental).

Community Development: Planning, Building & Safety, Redevelopment, and GSA-Area 5.

**Deputy City Engineer** Vacant

Fleet Maintenance: Vehicle Replacement and Maintenance.

Public Property Maintenance: Street Sweeping, Graffiti Removal, Maintenance of Roadways, Sewers, Storm Drains, Sidewalks, Street Lights, Landscape, and Bus Shelters.

Engineering: Public Assistance, Capital Improvement Projects Management.

Facility Maintenance: Building Improvements/Maintenance, Janitorial Services.

**Police Department** Vacant

**Community and Social Services** Vacant

Public Interest Programs: Graffiti Removal, Litter Reduction, Recycling, Senior Nutrition, Transportation Services, Family Guide Newsletter.

Parks: Maintenance, Improvements.

Grants: CDBG, Proposition A, Home, AQMD.

Recreation: League Sports, Special Events, Excursions, Arts and Culture, Education Enrichment.

Housing: Rehabilitation Projects, Improvement Projects, Mobile Home Park Management, Senior Nutrition.

# Profile of Individual Volunteer

**Name:**

**Contact Information:**

**Phone:**

**Cell Phone:**

**Email Address:**

**Job Experience/Background:**

**Areas of Expertise:**

**Areas of Interest:**

# Profile of Volunteer Organization

**Name of Organization:**

**Primary Contact:**

**Name**

**Phone**

**Cell**

**E mail address:**

**Areas of Potential Assistance:**

# **Attachment 2**

## The Rebirth of Bell

It's seven o'clock on the evening of July 27, 2011, and Ken Hampian is sitting in the front row of the city council meeting in Bell, California. After a thirty-minute conversation with the city council, he now waits in the packed auditorium as the four newly elected members of the council and the Mayor privately discuss whether he will step in as the city's interim Chief Administrative Officer (CAO). Five days prior, Hampian had been enjoying life as the retired City Manager of San Luis Obispo, with hardly a passing thought about Bell, but a single word, emailed to Hampian on the night of July 22<sup>nd</sup> changed everything.

The city of Bell, with a population of 35,000, sits just southeast of downtown Los Angeles. The two and a half square miles that make up the city are bisected by the 710 freeway. It's a modest city, and probably never expected to make national headlines until scandal shook the local government in July of 2010.

The CAO of Bell at the time was Robert Rizzo, a name now synonymous with fraud. He and seven other city officials are currently awaiting trial for several felony charges including misappropriation of public funds and falsifying official records. Special elections were held after their arrests, and a new city council and mayor stepped in without any official training or preparation.

The interim CAO, Pedro Carrillo, was tasked with finding his replacement. However, the first recruitment effort, which ended on July 8, didn't produce a single applicant for the position. The City Council extended the application deadline to July 22 – Carrillo's last day.

Bell's inability to attract even one CAO applicant in their first RFQ was a big red flag. It quickly caught the attention of Robert O'Neill and Kevin Duggan at the International City/County Management Association (ICMA). "Up until that point there was an assumption that Bell was doing fine," said Duggan, "that they were getting things resolved themselves." But the situation was worse than it appeared. The damage caused by poor and dishonest management, along with the ensuing controversy, all but dismantled Bell's local government. When the dust settled, only one department head remained. With little or no general policies in place – not even an employee handbook - the organization was reeling. Trying to make sense of the mess left after Rizzo's arrest, while managing the day to operations of the city, required not just a CAO, but a great one. Someone with enough experience to help get them back on track.

With ICMA's help, word of the CAO opening in Bell was more widely promoted. When Carrillo's term ended on July 22, 2011, the extended recruitment had produced 40 applications, but due to significant understaffing, the application envelopes had not even been opened. With no near term options available, Mayor Ali Saleh reluctantly stepped in to serve as city manager – an unsustainable arrangement, to say the least.

The Friday that Mayor Saleh stepped in as CAO, the members of ICMA took it upon themselves to help spread word of Bell's immediate need for an interim CAO, starting with their associates at the League of California Cities (LCC) and the California City Management Foundation (CCMF). "Within 2 hours we were all brainstorming," said Duggan. "There was such a quick recognition of the opportunity here. It just clicked."

Before the night was through, Wade McKinney of CCMF, who had been lobbying Hampian previously about Bell with messages like "It could be fun!" forwarded ICMA's

urgent call for short-term help with only a one word: “Interested?” By Sunday, Hampian had committed to the very short-term assignment. “The past leadership of (Bell) obviously did great harm to the community and the city government,” Hampian said, “but harm was also done to the City Management profession and to public servants in general. This was an opportunity to show Bell what honest, ethical, professional service can do for a community.”

Hampian agreed to take on the job for one month, but insisted it be pro bono. In exchange for a \$59 a night motel room, a modest per diem for food, mileage reimbursement and a cell phone, Hampian jumped in to tackle three main challenges; to find a longer term interim (and perhaps permanent) CAO, to assemble a team of pro bono assistants like himself to help Bell get back on its feet, and to confront the facts of what challenges Bell’s city council will have to deal with in the coming years.

The council and mayor considered his offer. When they came back out into the open session on that fateful night of July 27<sup>th</sup>, they informed Hampian that he had been confirmed by a 5-0 vote, and welcomed him to sit in the CAO’s seat straight away. Hampian had every intention of just observing that first meeting, but it wasn’t long before the council was turning to him for advice. “This is a really bright, smart city council, but none of them have served in elected office before,” said Hampian. By the end of the night there was no question he was fully engaged as the city’s CAO. “If you had told me five days earlier where I would be that night, I would have said you were out of your mind.”

That council meeting went until two in the morning. Six hours later Hampian was back at City Hall to begin his first full day as CAO. Dave Mora was waiting for him and

they were soon joined by Kevin Duggan and Kevin O'Rourke of ICMA. The three set to work sorting through the 40 unopened applications for CAO. There were a handful of promising applications, but the recommendation to Hampian was to extend the deadline once again, to allow CCMF, ICMA and LCC to launch an all-out direct, personal outreach effort on Bell's behalf.

"ICMA has people in Iraq, Afghanistan and all over the world trying to help communities restore or establish good effective local government," said Duggan. "If a city council in east LA was in need, it just didn't seem reasonable that our profession wouldn't step in to help." Five days later, the additional recruitment push resulted in another 20 applications – including some very strong ones.

"Once CCMF, ICMA and the League put their blessings on this effort," said O'Rourke, "good managers began to step up." What's more, offers for pro bono assistance came flooding in from all over the state. Finance directors, independent consultants, police deputies, city managers and assistant city managers both active and retired have contacted Hampian to add their names to the list of people willing to come help in any way they can, all pro bono. The Institute of Local Government sent a proposal for training workshops they were prepared to offer for free on topics such as *Effective city council meetings* and *Involving the public in the budget process*. When asked why they have offered to help they all give a variation on the same answer: it's just the right thing to do.

"Something about this crisis struck a nerve with those of us in City Management," said Hampian. "Most of us got into local government because we're passionate about service."

By the end of Hampian's second week the applicant pool for the CAO position had been pared down to three excellent contenders, and on August 12<sup>th</sup> Arne Croce was named the next interim CAO of Bell. Croce served as City Manager of San Mateo, California for eighteen years before retiring in 2008. In addition to his time working in the bay area, Croce has worked with USAID on a local government project in Iraq, assisted with the modernization of the financial system in Lebanon, and consulted on projects in Singapore and Mexico.

Due to restrictions set forth by the California Public Employees' Retirement System (CalPERS), Croce will not be able to come on as a long-term replacement, but his term as CAO will represent a crucial phase in Bell's recovery and development. Croce will work pro bono during his first week, overlapping with Hampian's final days, to assure the smoothest possible transition. "It couldn't have turned out any better," says Duggan.

Croce's appointment is just one of the many ways in which Bell is getting back on its feet. With the support of the city management profession as a whole, Bell is taking its first steps toward a complete overhaul of its local government. City council meetings have already begun to transform from cacophonous, eight-hour ordeals to calm and respectful assemblies. The financial challenges ahead are being addressed methodically and (with the help of pro bono consultants) expertly. Trust is beginning to build again, and if there is a plus side to the ordeal that Bell has been through, it is a highly engaged populace. Lead by a City Council that is unwavering in its commitment to reform – and with continuing guidance from professional managers – Bell has the potential not just to survive, but to thrive.