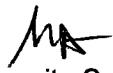




CITY OF BEVERLY HILLS STAFF REPORT

Meeting Date: June 3, 2010
To: Honorable Mayor & City Council
From: Mahdi Aluzri, Assistant City Manager 
Steve Miller, Interim Director of Community Services
Subject: Presentation of the Community Services Department's
Organizational and Management Analysis
Attachment: 1. Executive Summary of the Final Report

INTRODUCTION

Arroyo Associates, Inc. was engaged by the City Manager's office to conduct a comprehensive evaluation of the organizational and management systems, structure and business practices of the Community Services Department. The effort is similar to previous evaluations in recent years that were initiated by the City Manager's Office as independent audits of the City's various departments. The consultant was required to provide whatever recommendations they deemed appropriate based on their analysis and a high level summary of these recommendations are included in this report. The Community Services Department audit concluded during the final months of 2009 and, after the review of draft documents and input provided by City staff, a final report dated January 25, 2010 was produced. The issues presented in this report are not policy based and are only provided for informational purposes so the City Council and the community gain an understanding of the complexity of the department's existing processes and programs and a context for which to evaluate them.

DISCUSSION

An extensive RFP and interview process involving staff from Community Services and the City Manager's office commenced during the end of 2008. Upon completion of that process, the consulting firm of Arroyo Associates, Inc. was retained by the City to perform the audit. A Pasadena based firm, the company specializes in the analysis of public and private companies as well as government agencies. A team of four consultants was assembled with each having a specialty to contribute to the effort. The department's four operating divisions; Recreation and Parks, Library, Human Services and Administrative Support were all analyzed and a total of 89 recommendations have been provided for staff's consideration. Arroyo Associates conducted interviews with Department staff and the City Manager's Office as well as with representatives from department affiliated Commissions and other City departments that provide Community

Services with internal services. The following is a list of the different tasks that were performed by Arroyo:

- An assessment of the Department's organizational and management structure
- Staffing and workload analysis
- Operational efficiencies and effectiveness
- Internal and external communication processes
- Operational policies and procedures
- Outsourcing and In-sourcing opportunities
- Use and applications of information and automation technologies
- Customer service standards and practices

Recommendations resulting from the analysis have been summarized and are located within the Executive Summary of the final report which is attached for your review. Highlights of the major recommendations for each of the Department's four divisions are as follows:

Recreation and Parks:

- Consider whether Park Operations needs a computerized park maintenance management system and whether the Public Works Department currently has an automated system that can be adapted for Park Operations
- Re-evaluate the City's overall high-maintenance landscape design and plant materials, and focus more on low-maintenance and drought tolerant plant materials
- Conduct a comprehensive needs assessment for recreation services, focusing on teenagers, adults and seniors
- Form a cross-departmental ad-hoc committee to develop a stronger citywide volunteer program

Library:

- Develop and implement a strategic plan
- Expand and publicize e-branch
- Restore service hours when economically feasible
- Provide funding for facility renovations and technology that will reduce operating expenses

Human Services:

- Revise the Community Grant Funding application to include measurable program/service objectives and/or outcomes, and revise the quarterly report to require recipients to report on their progress in meeting the stated objectives and outcomes
- Explore other fundraising opportunities for the Community Assistance Grant funding program
- Create an internal committee to develop strategies to improve coordination and integration of services and program development between divisions
- Incorporate the principles of tolerance, acceptance, and civil discourse into established Community Services events, programs and services

Administrative Support:

- Finalize, adopt and automate formal guidelines and scheduling for the citywide banner program that all requesting departments and other entities must follow to maximize efficiency
- Change and simplify class refund policies to minimize late cancellations by charging a service processing fee for all approved refunds and require that the registrant make the refund request prior to the class or activity
- Consider offering commercial advertising in the Community Services brochure as a strategy to recoup production costs

Staff continues to evaluate the findings of the report with many recommendations already having been incorporated into next fiscal year's proposed Work Plans. As with any analysis, the process was intended to critique existing operations and serve as a road map, sometimes long term, to effect changes that prove fiscally responsible and in ways that allow for the delivery of better customer experiences and services. To that end, and in consideration of current economic conditions, implementation of certain recommendations, although viable, may not occur until such time that necessary resources become available. Also consistent with most analysis, not all recommendations are viable for implementation for any number of reasons. However, staff has been and continues to work where appropriate with the department's various Commissions to implement what is practical.

Staff presentations were made to the Recreation and Parks and the Human Services Commissions resulting in the support of these bodies to implement suggestions that support the primary goals and objectives of the department and as resources allow. Since the report did not include recommendations regarding the City's Public Art program or Cultural Plan, staff did not present the report to the Fine Arts Commission. However, they have been advised that the report is available for their review. Representatives from the Commission were included in the interview process conducted by the consultant.

Representatives from the consulting team who conducted the analysis and wrote the report will be in attendance to give City Council a brief overview of their findings and address any questions that you may have.

FISCAL IMPACT

The cost to conduct the analysis was \$66,000. Staff feels comfortable that, with the implementation of many of their recommendations, the City has the ability to capture equal or greater value in savings that can occur as a result. As previously stated, recommendations continue to be analyzed for implementation and, wherever practical and appropriate, recommendations that result in a fiscal savings to the City will be implemented.

RECOMMENDATION

No recommendation is being rendered as this is an informational item only. City Council is encouraged to ask questions of the consultants or staff as desired.

Jeffrey C. Kolin

 Approved By

Attachment

I. EXECUTIVE SUMMARY

This report presents the results of Arroyo Associates, Inc.'s Organizational and Management Analysis of the City of Beverly Hills' Community Services Department ("CSD" or "Department"). Arroyo Associates conducted its review between May 2009 and October 2009. The project was conducted to evaluate the general efficiency and effectiveness of the Community Services Department in an effort to recommend ways in which the CSD and City can better serve the community. The scope of the work included the Department's functional divisions of Administration, Library Services, Recreation and Parks, Human Services and Administrative Support. Budgeted staff in these divisions totaled 94 full-time and 241 part-time positions. As requested by the City, our review included an assessment of the following areas:

- Organizational and Management Structure
- Staffing and Workload
- Operational Efficiency and Effectiveness
- Communications
- Policies and Procedures
- Outsourcing and in-Sourcing Opportunities
- Computer and Automation Technologies
- Park Maintenance Operations
- Customer Service

Our consultant team interviewed members of the Beverly Hills City Council, as well as key management employees, including the City Manager, Assistant City Manager, Department Director, and other selected Department heads. We also interviewed members of the Recreation and Parks Commission, Human Relations Commission, Friends of the Library, and Active Adults Club. We also interviewed the Superintendent of the Beverly Hills Unified School District, along with several of his key administrators, and the management staff of TruGreen Land Care, LLC, the City's turf and landscape maintenance contractor. Throughout the project, we interviewed nearly 60 different staff members representing various levels within the CSD organization in one-on-one interviews. The consultant team conducted over 20 focus group meetings and follow-up interviews and meetings with the Urban Forest & Parks, Recreation, Administrative Support, and Library staffs, and over 15 follow-up staff interviews. As additional means of developing our report and action plan, Arroyo's consultants engaged in the following key activities:

- Performed a review and assessment of quantitative data as available on all divisions and analyzed this data to evaluate performance.

- Conducted on-site observations of operations and operational results.
- Reviewed and analyzed official records, including budget documents, job descriptions, audits and reports, policies and procedures.
- Administered and evaluated a staff opinion survey to understand staff perspectives on the organization, management, workload, staffing, policies and procedures, customer service, and communication as one of the means to validate our other information sources.
- Compared select CSD functions with those of comparable cities in California and industry standards. Comparative measures included service levels, costs, organizational structure, services provided, staffing levels, policies and practices.

Based on the study's data collection, observations and interviews, it is clear that the Beverly Hills Community Services Department has developed over the years a wide range and high level of library, recreational, parks and human services. These services and programs are inextricably linked to the health and well-being of the residents of the Beverly Hills community as well as to those in the surrounding areas. This study also noted the presence of a relatively large Community Services workforce, but one that is highly professional and motivated at all levels within the organization. The Community Services employees are strongly focused on service delivery, and have generally demonstrated an ability to meet the expectations set upon them by the City Council and the community to be the "best of the best." Given the Department's success and the expectations placed upon it, the most significant challenge for this Department is to protect and maintain this high level of service during a period of significant change and limited resources, particularly when these services and programs are mostly discretionary.

Like many jurisdictions throughout California, the current economic crisis has forced the City of Beverly Hills to make difficult programmatic and service decisions. For FY 2009-10, the City has been forced to meet a budget deficit of \$18.3 million (representing a 7.2% decrease in the General Fund from the previous adopted budget) by implementing cost saving strategies to allow the City to maintain a balanced budget despite a significant decrease in revenues. For the Community Services Department, budget reductions meant reductions in open library hours, Community Service Grants to service organizations, landscaping and tree pruning in City parks and green spaces, concerts and other special events, and programs and classes. In all, the Department's FY 2009-10 adopted budget of \$41,274,478 represents a decrease of nearly \$1.15 million or 2.7% from the adopted FY 2008-09 budget, but the budget for strictly direct costs (Salaries and Benefits, Materials and Supplies and Contractual Services) had been slashed by nearly 7.0% from the previous fiscal year. This amounted to a 6.8%

reduction in Salaries and Benefits, 23.8% cuts in Materials and Supplies, and a 5.5% reduction in Contractual Services.

The development of the FY 2009-10 budget was a stressful process for the Community Services Department's workforce; the budget reductions may have long-term implications on the priorities established for the Department. As a tax-supported provider of mostly discretionary services operating in a period of limited and diminishing resources, the community service function of local government is at risk unless new, more effective and cost efficient methods can be developed to meet needed and desired service levels. Therefore, this study focused on formulating recommendations based on the aim to best sustain the City's and the Department's commitment to service excellence, while recognizing the need to make tough decisions to ensure that the Department's operations, personnel and work processes can address the challenge of fiscal change and transition. The study's major findings and recommendations include the following:

- The Department should enhance its understanding of the community and the clientele it serves to ensure that the services and programs offered are appropriately designed, are targeted to the identified markets, and undergo continuous assessment and improvement to meet customer needs and desires. To do so involves detailed community needs assessment, improved performance measures to evaluate program effectiveness and customer satisfaction, and strategic plans for each CSD division and the department as a whole to guide programmatic priorities and decisions. Based on the demographics of the community and the existing program registration patterns, there could be more emphasis on program development for seniors and youths.
- The Department is comprised of various seemingly disparate services and organizational units - including the library, sports and recreation programs, childcare, parks maintenance, film permitting, special events and human services - that are in reality interrelated and can be better interconnected. The Department needs to improve inter-departmental communication across all levels, and to develop tools and mechanisms for coordinating programs among all CSD service divisions, to identify gaps in service to various constituencies and conflicts in schedules, and to exchange of staff expertise and promote cooperative ventures. For example, the issues and concerns that the Human Services Division and the Human Relations Commission can be better incorporated into established Community Services events, programs and services.
- The Department's workforce is comprised of long-tenured employees who tend to have more extensive vacation and other leave benefits. Moreover, most employees tend to work regular 8 am to 6 pm workdays from Monday through Friday, while customer usage and participation in social and recreational programs and facilities

are now occurring more often during after-school and after-work hours, and on weekends. For these reasons, the capacity of the workforce is constrained, supervision is limited during certain times, and overtime in some functions is high. However, the Department can better maximize staff utilization through better work scheduling and planning methods. For example, there appears to be a high concentration of senior-level park rangers during the regular hours at the Greystone Park and Mansion, when most Greystone events occur in the evening and when other parks receive less ranger patrol activities. The City would be better served if it can alter some of the senior-level ranger work schedules to include evening hours, and to re-shift them away from Greystone so that these senior rangers can patrol and provide more supervision of the other rangers at the other parks and the Civic Center.

- A stronger emphasis on understanding and adopting best management practices in certain key functions would be greatly beneficial for the City. Best management practices could include the adoption of new technologies that can reduce costs in the long-run and provide better customer service, such as Radio Frequency Identification (RFID) in the library and software packages to enhance staff scheduling and tennis court reservations. These investments should be considered in the future when more resources become available. Other best management practices involve improved work planning and documentation. For example, the Park Operations section should develop a systematic park maintenance plan that defines the City's park assets, the maintenance standards at these parks that need to be met, the types of maintenance activities required to meet these standards, and the resources - both personnel and equipment - needed to perform these activities. Lastly, current staff training should be expanded to include more emphasis on teaching best practices of the actual functions performed, rather than on primarily topics such as time management and computer skills.
- The City should explore the option of outsourcing some functions and services, such as the landscape maintenance of certain park assets. Existing Park Operations staff can then be more effectively and efficiently utilized if reassigned to and concentrated at other parks and landscaped areas, particularly those with high usage levels and more common park uses. Another possible outsourcing possibility is the Farmers' Market, which faces stiff competition from many other similar markets within the local area. There are several nonprofit organizations that the City can turn to that can operate and provide a similar market in Beverly Hills without the significant costs of operating the City's own market each week.

The report on the management and operations assessment of the Community Services Department is organized into six chapters and a section with all included appendices. This chapter introduces the study effort, by presenting an overview of the study objectives and then summarizing our observations, findings and recommendations.

The subsequent chapter discusses the issues that impact most major components or the entirety of the Community Services Department as a whole. Each following chapter addresses each major Division, along with each of the division's functional areas and programs, within the Department. These chapters define the mission and objectives of the Division and its units, our observations and analysis, and recommendations for improvement. A summary listing of the study's recommendations and their location within the report follows this page as Exhibit I-1.

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
II. Community Services Department			
II	1	12	Engage stakeholders - such as Department staff, policymakers, customer and patrons, and the community at large - to develop strategic plans for each Division that are then developed into a comprehensive Community Services Strategic Plan.
II	2	15	Develop new performance measures at the program level to measure efficiency, service quality and expected outcomes; and define the method, frequency and reliability of work data collection methods and systems.
II	3	18	Consider implementing a rotating work scheduling system where full-time in certain programs and sections can work during peak usage hours and days.
II	4	18	Improve mechanisms to track and reduce the use of overtime hours.
II	5	21	Develop a mechanism for coordinating programs among all CSD public service divisions, to identify gaps in service to various constituencies and conflicts in schedules, and to exchange of staff expertise and promote cooperative ventures.
II	6	21	Institute bi-annual or quarterly Department-wide staff meetings for full-time staff (particularly between the Directors, Managers and Supervisors).
II	7	22	Encourage consistently scheduled meetings at the Division and Section levels that involve all levels of personnel.
III. Library Services Division			
III	1	29	Strengthen the tools available to manage budgetary and human resources data, work schedules and personnel evaluations.
III	2	30	Engage staff early in planning for changes to library service, using cross-divisional ad-hoc committees.

EXHIBIT I-1.

Page 1 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
III	3	30	Ensure that changing Library policies and procedures are electronically available on an internal network to all staff, including part-time and hourly employees.
III	4	31	Ensure that any major changes to Library services and operations are formally communicated to all staff.
III	5	32	Restructure the Library organization to provide coordinators for Collection Development, Teen Services, Volunteers and Technology.
III	6	34	Provide on an internal network a regularly updated electronic list of responsibilities for each unit and, where appropriate, for individual staff members.
III	7	34	Consolidate and update Library position descriptions.
III	8	35	Continue the strong staff training program, expanding to include more cross-training of full-time staff and more training opportunities for part-time and hourly staff.
III	9	35	Track Library staff evaluations to ensure they are conducted on a regular basis.
III	10	35	Develop mechanisms for acknowledging staff for outstanding work and exceptional contributions.
III	11	37	Have Human Resources assess competitive compensation consistent with pay practices; and review and adjust the Library's salary and promotional structure accordingly.
III	12	39	Determine the library collection needs of Beverly Hills residents by conducting a well-publicized survey, before extensive weeding of the collection is completed.

EXHIBIT I-1.

Page 2 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
III	13	39	Complete and implement the collection development / retention policy.
III	14	41	Restore the Collection Development Manager (Librarian III) position when economically feasible.
III	15	41	Improve the materials procurement contracts and procedures to improve efficiencies; reduce materials mending.
III	16	42	Provide opportunities for display of materials.
III	17	42	Review the current materials security system and response to alarms, and consider security in the planned reconfiguration of the first floor service desks and future conversion to a Radio Frequency Identification (RFID) system for check out.
III	18	43	Implement best practices in technology to facilitate independent use of the library. Consider installing Radio Frequency Identification (RFID) technology when economically feasible.
III	19	44	Create a Librarian III Technology position when economically feasible.
III	20	45	Explore linking the City's financial system with the library's automation system.
III	21	45	Expand and publicize E-Branch (website).
III	22	45	Extend the BHPL library card renewal period to three years.

EXHIBIT I-1.

Page 3 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
III	23	46	Restore some service hours when economically feasible.
III	24	46	Coordinate with Recreation & Parks and Human Services in planning programs for constituents of all ages. (Recommended in II-5)
III	25	47	Evaluate the library's literacy service with the goals of focusing upon making resources more accessible and supporting English Language Learners.
III	26	49	Plan implementation of the building program, with the reconfiguration of the first floor lobby as a top priority.
III	27	51	Evaluate use of the library by non-residents by adding a newer user code to the library applications for non-residents who work or own businesses in the City.
III	28	52	Work with the Friends of the Beverly Hills Public Library to raise funds for library renovations.
III	29	52	Provide funding for facility renovations and technology that will reduce operating expenses. Maintain the current budget until changes are implemented.
III	30	53	Explore push technology as a marketing tool.
IV. Recreation and Parks Division			
IV	1	61	Conduct an accurate and comprehensive asset inventory of the City's parks, facilities and equipment.
IV	2	62	Develop a dynamic and comprehensive Park Maintenance Program.

EXHIBIT I-1.

Page 4 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
IV	3	64	Consider whether the Park Operations needs a computerized park maintenance management system (CPMMS) and whether the Public Works Department currently has an automated system that can be adapted for Park Operations.
IV	4	68	Revise and expand the Landscape Standards Checklist to include all park assets (such as athletic fields, playgrounds, etc.).
IV	5	68	Use the Landscape Standards Checklist as a management tool by tracking results, but only use it as a component of a comprehensive maintenance program, rather than a stand-alone evaluation instrument.
IV	6	68	Conduct management-led park condition assessments and site visits on a regularly scheduled basis.
IV	7	69	Re-evaluate the City's overall high-maintenance landscape design and plant materials, and focus more on low-maintenance and drought tolerant plant materials.
IV	8	70	Allow Park Operations staff to use leaf blowers and other equipment that can improve work efficiency and effectiveness, as long as the choices in equipment do not compromise the City's restrictions on noise and pollution.
IV	9	70	Consider developing a train-the-trainer program regarding irrigation system installation and repair, or expand existing training opportunities to include this function.
IV	10	70	Prioritize the replacement of old sprinkler heads in the Civic Center and Park sites.
IV	11	71	Develop a cost estimate and long-term plan to replace and maintain the City's decaying galvanized irrigation infrastructure.
IV	12	72	Consider developing a train-the-trainer program regarding irrigation system installation and repair, or expand existing training opportunities to include this function.

EXHIBIT I-1.

Page 5 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
IV	13	73	Update, revise and reissue the turf maintenance Request for Proposal to ensure that the scope of work is reflective of City's assets and desired services and service levels.
IV	14	74	Ensure that the resulting turf and landscape maintenance contract agreement clearly defines the scope of work.
IV	15	74	Enhance oversight and management of parks maintenance service contracts, including the implementation of regular walkthroughs with the contractor and better documentation of non-compliance and enforcement of penalties.
IV	16	75	Assign to the Park Services Supervisors in the field with more responsibility and authority to evaluate and manage the work of the turf maintenance contractor.
IV	17	76	Provide training resources and opportunities in landscape maintenance best practices to the Park Operations and Urban Forest management, supervisors and staff.
IV	18	76	Clarify and formalize the roles and responsibilities of the Park Services Supervisors, including involving them more in contract management and allowing them purchasing power for supplies and materials.
IV	19	78	Minimize work absences due to compensatory time off.
IV	20	81	Reassign Park Operations staff to work only on weekdays and utilize part-time staff or an outside contractor to cover weekend hours.
IV	21	84	Consider outsourcing full landscape maintenance to certain park assets, and re-shifting and concentrating the Park Operations to provide full-service maintenance at other park assets.
IV	22	87	Begin the bidding process for a new tree trimming contract with a three- to five-year term.

EXHIBIT I-1.

Page 6 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
IV	23	90	Consider converting palm trees from a one-year trim cycle to a two- or three-year trim cycle.
IV	24	90	Develop a trim plan and cycles for park trees.
IV	25	92	Re-prioritize the tree trim program and resources to focus on scheduled or programmed trimming, rather than on non-cycle trimming requests.
IV	26	93	Revise the tree trim work plan to schedule trimming based on geographical areas, rather than on tree species.
IV	27	99	Conduct a comprehensive Needs Assessment for recreation services, focusing on teenagers, adults and seniors. The needs assessment should also address human services and library services.
IV	28	102	Provide more information in the Community Services quarterly brochures on available rental facilities at the Library and City Hall, and steer interested readers to the City's webpage dedicated to facility reservations, rather than directing them to call field staff.
IV	29	107	Develop a mechanism to record the information of all team members onto the Class registration system for purposes of analyzing overall registration.
IV	30	109	Reassess the adult class offerings and consider seeking new classes and/or instructors to replace classes that are declining in enrollment.
IV	31	110	Explore the possibility of expanding the adult excursions programs to include those targeted to families and/or younger adults.
IV	32	115	Explore developing capability for online tennis facility reservations.

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
IV	33	116	Ensure that all information regarding the tennis facilities are consolidated and easy to locate on the City's website. This would also apply to other programs.
IV	34	117	Enforce the late cancellation and no-show policy for tennis court reservations.
IV	35	118	Form an internal cross-departmental ad-hoc committee to develop a stronger Citywide Volunteer Program with the appropriate written policies and procedures, and the effective management tools.
IV	36	124	Consider rescheduling and assigning some Park Ranger labor hours away Greystone Park and Mansion to patrol and provide supervision at the Civic Center or recreational parks.
IV	37	124	Alter full-time Park Ranger work schedules to include more evening hours so that there is more flexibility to cover evening special events without triggering overtime costs.
IV	38	128	Consider increasing produce farmer stall fees to 8% or more.
IV	39	128	Consider discontinuing City operation of the Beverly Hills Farmers' Market, and allow a non-profit organization to operate the market.
V. Administrative Support Division			
V	1	132	Finalize, adopt and automate formal guidelines and scheduling for the Citywide Banner Program that all requesting departments and other entities must follow to maximize efficiency.
V	2	133	Change and simplify class refund policy to minimize late cancellations by charging a service processing fee for all approved refunds and requiring that the registrant must make the refund request a period of time prior to the class.
V	3	135	Reorganize the brochure development team/ committee to include only supervisory-level personnel who are deeply involved in class programming, and possess the authority to promptly make decisions.

EXHIBIT I-1.

Page 8 of 9

**City of Beverly Hills Community Services Department
Organizational and Management Analysis**

EXHIBIT I-1.

Summary Listing of Recommendations

Chapter	#	Page	Recommendation
V	4	135	Develop policies to ensure that the proper due diligence on instructors is performed by Recreation staff during the brochure development phase and necessary paperwork is delivered to Administrative Support when the draft brochure is ready for review.
V	5	136	Consider offering commercial advertising in the quarterly Community Services brochures as a strategy to recoup production costs.
V	6	140	Consider transferring the film and photography permitting processing functions at Greystone Mansion to the Film and Event Permits Office.
VI. Human Services Division			
VI	1	144	Revise the Community Grant Funding application to include measure program/service objectives and/or outcomes, and revise the quarterly report to require recipients to report on their progress in meeting the stated objectives and outcomes.
VI	2	146	Explore other fundraising opportunities for the Community Assistant Grant Funding Program.
VI	3	147	Relocate the Human Services Division's webpage from the "Government" heading to the "City Services" heading.
VI	4	147	Expand and enhance the Human Services Division webpage to include: a) consolidated and expanded service referral and resource information, and b) more background information for the Community Assistance Grant Funding.
VI	5	149	Create an internal committee involving at least manager-level Department personnel to develop strategies to improve coordination and integration of services and program development between the divisions, particularly with services for seniors/active adults.
VI	6	149	Encourage Human Services Division staff to hold some office hours at the Roxbury Community Center.
VI	7	152	Incorporate the principles of tolerance, acceptance, and civil discourse into established Community Services events, programs and services.

EXHIBIT I-1.

Page 9 of 9