



## CITY OF BEVERLY HILLS STAFF REPORT

**Meeting Date:** October 18, 2010  
**To:** Honorable Mayor & City Council  
**From:** Nancy Hunt-Coffey, Interim Director of Community Services/City Librarian  
**Subject:** Status report on the recent Community Services Audit findings  
**Attachments:** List of Arroyo audit recommendations with updates

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### **INTRODUCTION**

In 2009 Community Services underwent an organizational and management audit. Arroyo Associates, Inc. was retained to perform this study. The final report of the department audit was produced in January 2010 and was presented to the City Council at the June 3, 2010 study session. Approximately 90 recommendations were made in this study. The attached spreadsheet provides details on and the current state of implementation for these recommendations.

### **DISCUSSION**

As has been done with most departments in the City, a management consultant was retained in 2009 to audit the services and organizational operations of the Community Services Department. Arroyo Associates, Inc. performed this study and in January 2010 produced a comprehensive study of the Department. Included in this study were a number of recommendations addressing the four major areas of the Community Services Department, Recreation and Parks, Library, Human Services and Administrative Support. Staff reviewed these recommendations and have implemented or begun implementing a number of them. Some of the recommendations require further study, additional resources which are not available at this time or will not be implemented due to a changing environment or other compelling circumstances.

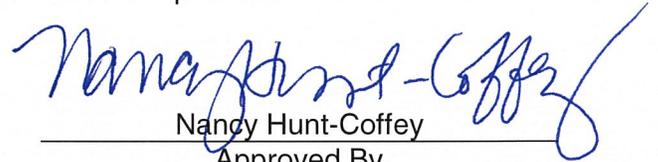
City Council requested periodic updates regarding the status of some of the recommendations. The attached spreadsheet lays out all of the nearly 90 recommendations that were made as part of this study, and it includes the status of each. As appropriate, Community Services staff will continue to implement the recommendations over time.

### **FISCAL IMPACT**

None at this time

**RECOMMENDATION**

It is recommended that the City Council accept this status report on the recent Community Services department audit.

  
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Nancy Hunt-Coffey  
Approved By

Chapter	#	Page	Recommendation	Category	Status	Date of completion or next follow up
<b>II: Community Services Department</b>						
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.	R	On hold until permanent leadership onboard. Library strategic plan underway.	on hold
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.	O	These will be reviewed as part of our upcoming budget process	ongoing
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.	O	This is already occurring in some areas of the operation and we are looking at other areas. Will also address as part of the Parks Maintenance RFP process	ongoing
II	4	18	Improve mechanisms to track and reduce the use of overtime hours.	O	Hours have been reduced significantly.	ongoing
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.	O	Some collaborations have been developed and as budget permits the process will continue	ongoing
II	6	21	Institute bi-annual or quarterly Department-wide staff meetings for full-time staff (particularly between the Directors, Managers and Supervisors).	O	Meetings have been occurring and will continue	ongoing
II	7	22	Encourage consistently scheduled meetings at the Division and Section levels that involve all levels of personnel.	O	Difficult with schedules and public desk commitments, although more departmental meetings are occurring.	ongoing
<b>III: Library Services Division</b>						
III	1	29	Strengthen the tools available to manage budgetary and human resources data, work schedules and personnel evaluations.	R	City is investigating new software.	12/31/2010
III	2	30	Engage staff early in planning for changes to library service, using cross-divisional ad-hoc committees.	O	Implemented a cross departmental customer service team and public services team	ongoing
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.	C	All are available on library's intranet web site.	Complete
III	4	31	Ensure that any major changes to Library services and operations are formally communicated to all staff.	O	Continuing use of Library blog and regular all staff meetings and unit meetings	ongoing
III	5	32	Restructure the Library organization to provide coordinators for Collection Development, Teen Services, Volunteers and Technology.	B		when economically feasible
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.	S		12/31/2010
III	7	34	Consolidate and update Library position descriptions.	S	Working with HR on revising all job descriptions	Will have job descriptions revised, to HR by 11/30/10
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.	O	Wrapping up extensive cross training program	ongoing
III	9	35	Track Library staff evaluations to ensure they are conducted on a regular basis.	S	Full timers are being tracked. Need to do more on tracking part timers	Will have tracking system for part timers by 12/31/10
III	10	35	Develop mechanisms for acknowledging staff for outstanding work and exceptional contributions.	O	Set up wall of honor in staff room, staff recognitions at all staff meetings, Friendly City recognitions	ongoing
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.	S/B		Study recently completed by HR

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.	S	Draft of survey complete.	Final survey will be complete by 11/30/10
III	13	39	Complete and implement the collection development / retention policy.	S		12/31/2010
III	14	41	Restore the Collection Development Manager (Librarian III) position when economically feasible.	B		when economically feasible
III	15	41	Improve the materials procurement contracts and procedures to improve efficiencies; reduce materials mending.	O		ongoing
III	16	42	Provide opportunities for display of materials.	O	Have display in lobby, new book area, end of stacks, second floor, and in new desks	ongoing
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.	S	Council allocated funding for RFID, developing project scope	Should have project plan complete by 12/31/10
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.	S	Council allocated funding for RFID, developing project scope	7/1/2011
III	19	44	Create a Librarian III Technology position.	B		when economically feasible
III	20	45	Explore linking the City's financial system with the library's automation system.	R	Researching possibilities with IT	requires further study
III	21	45	Expand and publicize E-Branch (website).	O	Built out 90210 to go, also renovating online catalog system	ongoing
III	22	45	Extend the BHPL library card renewal period to three years.	R		requires further study
III	23	46	Restore some service hours when economically feasible.	B	Would like to restore Thursday Eve. Hours	Council recently restored holiday hours
III	24	46	Coordinate with Recreation & Parks and Human Services in planning programs for constituents of all ages. (Recommended in II-5)	O		ongoing
III	25	47	Evaluate the library's literacy service with the goals of focusing upon making resources more accessible and supporting English Language Learners.	S	Developing plan of service for literacy	Plan should be complete by 12/31/10
III	26	49	Plan implementation of the building program, with the reconfiguration of the first floor lobby as a top priority.	S	Council allocated funding for lobby renovation. Concept was approved by Council on 8-3-10. Drawings are being developed.	Concept approved by Council. Drawings being developed. Should be complete by 9/30/11
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.	R		requires further study
III	28	52	Work with the Friends of the Beverly Hills Public Library to raise funds for library renovations.	R		ongoing
III	29	52	Provide funding for facility renovations and technology that will reduce operating expenses. Maintain the current budget until changes are implemented.	S	RFID and centralized desk in lobby will aid with this.	ongoing
III	30	53	Explore push technology as a marketing tool.	O	Doing e-blasts, twitter and using NextReads	2/28/2010
IV. Recreation and Parks Division						

Community Services Department - 2009 Audit Recommendations

Arroyo Audit Update

CBH - City Council Study Session 10/18/2010

IV	1	61	Conduct an accurate and comprehensive asset inventory of the City's parks, facilities and equipment.	S	Measurement of resources is ongoing. Amenity inventory was completed several years ago. Recent footage updates through expanded landscape maintenance RFP.	6/30/2012
IV	2	62	Develop a dynamic and comprehensive Park Maintenance Program.	R	Implementation of this recommendation, which relates to modernizing department landscape operations manual and implementing time on task tracking, will be affected by outcome of bidding of expanded landscape maintenance RFP.	6/30/2011
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.	R	Relates to time on task tracking, this recommendation will be affected by both the functionality of the Public Works System and the outcome of the bidding of expanded landscape maintenance RFP.	6/30/2011
IV	4	68	Revise and expand the Landscape Standards Checklist to include all park assets (such as athletic fields, playgrounds, etc.).	R	The landscape standards checklist will be revised during fiscal 10/11 to reflect changes related to the bidding of expanded landscape maintenance RFP. In the event that positions held currently by field staff are outsourced, this document will be edited to become a tool in contract management by using it to rate contractor field performance.	1/2/2011
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.	R	This recommendation ties to recommendation 2 in that time on task tracking is needed to rate both outcomes and outputs.	6/30/2011
IV	6	68	Conduct management-led park condition assessments and site visits on a regularly scheduled basis.	S	Management visits to the field have improved since this recommendation was made. As could be expected, field staff attitude towards management is strained as outsourcing of staff positions is investigated.	field visits ongoing
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.	S	The City was steering this way prior to the release of this recommendation, with the new Coldwater Canyon Reservoir Park (designed several years ago) using California native and drought tolerant materials. Since this recommendation was made, designs for the Gateways, Bridle Path and Reservoir irrigation designs have implemented the use of drought tolerant plant material and drip irrigation system technologies which are complaint to water conservation measures (AB 1881).	recommendation will be incorporated into future projects as they occur.
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.	N	After receiving the consultant report, City Council has not overturned its ban on the use of gas powered blowers in the City. Code Enforcement continues to investigate and fine violators. Staff continues to use electric powered equipment and looks forward to advancements in battery operated equipment technology. All gas powered blowers have been removed from field operations equipment inventories.	n/a
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.	C	Field staff have taken the MWD "Protector de Agua" class offered by the City prior to the consultant review. In addition, staff is able to enroll in career related classes though the City's tuition re-imbursement program. Since the consultant's recommendation was received, field staff have been more engaged in making minor irrigation repairs (e.g. irrigation head/nozzle replacement) and irrigation controller programming.	ongoing
IV	10	70	Prioritize the replacement of old sprinkler heads in the Civic Center and Park sites.	S	The replacement of an inefficient sprinkler system at the City Hall Crescent lawn is part of the Crescent parking structure project. The lawn area will be reduced and the new irrigation system will be AB1881 compliant. In addition, Prop A maintenance funds will be used to upgrade irrigation components in Beverly Gardens Park over the next six fiscal years.	6/30/2015
IV	11	71	Develop a cost estimate and long-term plan to replace and maintain the City's decaying galvanized irrigation infrastructure.	C	The majority of the City's irrigation system has been converted from galvanized pipe to PVC. Areas that have not been upgraded to PVC, namely the reservoir sites and the eastern section of Coldwater Canyon Park (along Woodland alley) are in the design phase through landscape architect Community Design Works at this time.	n/a
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.	C	Duplicate to recommendation #9.	n/a
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.	S	The update of the RFP for the current scope of contracted work, dating to the mid-1990's, was completed and approved by the City Attorney in March 2010. Subsequently, the scope was expanded to include the potential outsourcing of jobs currently held by City employees. The final draft of the expanded RFP is under final consideration by the City Attorney at this time.	12/31/2010
IV	14	74	Ensure that the resulting turf and landscape maintenance contract agreement clearly defines the scope of work.	S	Similar to recommendation 13.	n/a

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.	S	Weekly meetings with the contractor representative are ongoing. Summary notes for these meetings are current with work plan goals. Compensatory penalties for non-compliance and/or substandard work have been included in new landscape maintenance RFP, which is under final review by the City Attorney at this time.	12/31/2010
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.	R	During the evaluation process, the consultant was advised that, during a previous consultant review, the exact opposite recommendation was made (i.e. supervisors at different sites managed the contractor differently, leading to inconsistent service levels) and that contract management should be centralized. Nonetheless, in the event that the Park Services Workers positions are outsourced, the Park Services Supervisors are slated to have a more active role with the contract staff that provides labor to their parks.	12/31/2010
IV	17	76	Provide training resources and opportunities in landscape maintenance best practices to the Park Operations and Urban Forest management, supervisors and staff.	R	This recommendation has ties to recommendations 2, 3, 4 and 5. In the event that current staffing levels are not outsourced and are retained, completion of the landscape manual and implementation of time on task measurement will naturally improve best practices.	12/31/2010
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.	C	The first part of this recommendation is duplicate to recommendation 16. In terms of purchasing, during the evaluation process, the consultant was advised that Supervisors, or their representatives, have the ability to make purchases of routine supplies and/or services (e.g. irrigation supplies, landscape equipment repair, fertilizers, sportsfield supplies) from vendors. In addition, the status of the budget is a standing agenda item at each monthly Supervisor meeting.	n/a
IV	19	78	Minimize work absences due to compensatory time off.	N	Negotiated leaves and benefit have not been changed. With the loss of overtime budget, compensatory time off levels is increasing.	n/a
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.	R	Outsourcing opportunities are being investigated.	12/31/2010
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.	R	Relates to recommendation 20. Outsourcing opportunities are being investigated.	12/31/2010
IV	22	87	Begin the bidding process for a new tree trimming contract with a three- to five-year term.	S	This process will be completed prior to December 31, 2010.	12/31/2010
IV	23	90	Consider converting palm trees from a one-year trim cycle to a two- or three-year trim cycle.	N	The Risk Manager agrees with staff that implementing this recommendation would result in a marked increase in claims against the City, which was a problem in the past when similar practices were implemented.	n/a
IV	24	90	Develop a trim plan and cycles for park trees.	N	During the evaluation process, the consultant was advised that the department had requested a 400K budget enhancement several years ago to improve the frequencies at which park, reservoir and other City facility trees are trimmed. That enhancement fell below the line. The consultant was advised that since that enhancement was proposed, the tree budget has been reduced by approximately 20%. Improving the trim frequency of park trees reduces the trim frequencies of street trees, which has a null effect. Will be revisited when budgets allow.	n/a
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.	N	During the evaluation process, the consultant was advised that the City, in responding to the cost of non-cycle trimming requests, had initiated a "flat rate" arrangement with the contractor by which an equipped crew would be available for a flat day rate. The rate for this crew is approximately 200k per year. In addition to responding to day time emergencies, this crew prunes young trees, clears traffic signs, addresses increased demands in the business triangle area and responds to out of cycle trim requests, which are plentiful in the City. With a recent budget reduction, dependence on this crew has increased as trim cycle frequencies are extended. It seems that the consultant did not fully understand the role of the flat rate crew or the expectations of the residents of our City.	n/a
IV	26	93	Revise the tree trim work plan to schedule trimming based on geographical areas, rather than on tree species.	N	This recommendation has ties to recommendation 23. The Risk Manager agrees with staff that implementing this recommendation would result in a marked increase in claims against the City. In addition to not considering the needs of individual tree species or circumstances, this method of scheduling tree trimming basically sends a message that "we have this much money, we'll trim trees one after another until we run out each year and when we get to you we get to you".	n/a

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.		This should include all of the Community Services divisions. With input from all divisions, staff will meet to determine the most effective way to create the Needs Assessment Survey.	12/31/2011
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.		Although already included, emphasis will be placed on the "facility website" in future brochures. 360 degree views of rental spaces are now on the City's webpage. The Winter, 2011, Quarterly Brochure will reflect revisions to current information.	12/31/2011
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.		Staff has the capability of providing registration data and analysis as requested and is able to work with CLASS vendor to obtain/provide other specialized reports not already within system.	Complete
IV	30	109	Reassess the adult class offerings and consider seeking new classes and/or instructors to replace classes that are declining in enrollment.	O	Adult classes offerings are continually reviewed. The Fall Session reflects one deleted class, and two new offerings. All class offerings are being re-evaluated in regards to public interest, revenue potential, room rental space, promotion expense, staff time, and the effort to prepare agreement and payments.	ongoing
IV	31	110	Explore the possibility of expanding the adult excursions programs to include those targeted to families and/or younger adults.		Due to budget cuts, no excursions for any age group are being offered this fiscal year. Staff will explore potential funding sources to offer family or young-adult excursions.	3/30/2011
IV	32	115	Explore developing capability for online tennis facility reservations.	O	On-line tennis reservations went into effect July 1, 2010. That debut date was promoted in the Spring/Summer 2010 brochure, as well as the current Fall 2010 brochure. The Tennis reservation cards are being revised and information regarding on-line reservations will be added.	Complete
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.	O	Staff will revise tennis information on City website	10/30/2010
IV	34	117	Enforce the late cancellation and no-show policy for tennis court reservations.		Tennis policies are being enforced	7/1/2010
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.		Initial adjustments to Staff responsibilities were made to strengthen the City Volunteer Program. A new Volunteer Manual is being developed; Staff are researching software to better track volunteer recruitment, hours and cross-referencing; as well as introducing further utilization of volunteers in various City departments.	12/31/2011
IV	36	124	Consider re-shifting and assigning some Park Ranger labor hours away from Greystone Park and Mansion to patrol and provide supervision at the Civic Center or recreational parks.	O	Some schedules and assignments have been revised to ensure more consistent patrols of Coldwater Park and other facilities. A more thorough revision will take place after the summer season has concluded.	Next step: 9/27/10
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.	O	Some temporary revisions have been made to full time ranger schedules (both Sr. and Lead Park Rangers) to allow for coverage of evening non-film related private events at Greystone. Lead Rangers are facilitating Theatre Forty events that normally were being handled by the Sr. Park Rangers. Film projects do require more extensive Ranger coverage/ supervision and the overtime costs are covered by the permit's Ranger use fees.	Next step: 9/27/10
IV	38	128	Consider increasing produce farmer stall fees to 8% or more.	NR	Staff conducted research that showed the current fees charged by the BH Market are in line with what other markets in the area are charging. Given the current economic climate, raising fees is not being considered.	n/a
IV	39	128	Consider discontinuing City operation of the Beverly Hills Farmers' Market, and allow a non-profit organization to operate the market.	NR	The Recreation and Parks Commission unanimously recommended that the Market continue to be operated by City Staff. It was felt that the community feel of the Market would be lost if a non-profit organization took over the operations.	n/a
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.	C	Banner Program has been updated and placed online, and CS staff will be sending an email notification to all employees informing them of the updates. New documents/materials include: a Banner Application, Banner Process Guidelines, mapping location suggestions (with map currently being finalized by Graphics), and the formally established Banner Policy and Schedule.	8/25/2010
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.	C	Completed in FY 2009-10. Please note that on a case-by-case basis staff will take refunds after class begins depending on the situation/explanation and then will provide a pro-rated refund as required (including Refund/Processing Fee). In addition, staff has also initiated a Transfer Fee (to help facilitate/reduce numerous changes by some customers), for those participants who want to make changes to their class/program registrations and transfer to another City program (to help compensate for the amount of staff time it takes to process these type of requests, but still accommodate customers' needs).	7/1/2010

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.	N	CS staff does not feel this recommendation is feasible or practical, and difficult with the limitations of supervisory staff's time, and is not enough of an issue to pursue. Even if it was mandated that supervisory staff attend the meetings, it is anticipated that "duty" would quickly be delegated to the staff who compile the brochure information/etc.	n/a
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.	C	This process is already occurring/in place and the Accounting/Budget Offices also follow up with staff if paperwork has not already been initiated by the time that brochure is being finalized.	7/1/2010
V	5	136	Consider offering commercial advertising in the quarterly Community Services brochures as a strategy to recoup production costs.	S	CS staff is currently awaiting response from City Attorney's Office to finalize "Advertising Policy." Staff has already sent out letter of interests, and has received responses from local businesses interested in advertising in the brochure. Staff is anticipating inclusion of advertisement in the Winter Community Services Brochure.	1/1/2011
V	6	140	Consider transferring the film and photography permitting processing functions at Greystone Mansion to the Film and Event Permits Office.	R	Staff will begin meeting in August 2010 to review the process and whether or not such a transition is feasible and/or practical. Also, as the use of Greystone transitions to more active use of the Mansion with the recent and upcoming upgrades/renovations, then filming opportunities may not be as frequent or even possible in the future.	10/1/2010
<b>VI. Human Services Division</b>						
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.	O	We have been working with each vendor to provide measurable service objectives and outcomes.	1/3/2011
VI	2	146	Explore other fundraising opportunities for the Community Assistant Grant Funding Program.	S	Moving forward with City of Beverly Hills 501.3c status to provide an avenue to sponsor social service services for low means residents. In addition, Human Services is working with regional social service providers and interested residents to bring services either to Beverly Hills or close to Beverly hills.	1/3/2011
VI	3	147	Relocate the Human Services Division's webpage from the "Government" heading to the "City Services" heading.	S	We developed a direct link to our webpage (www.beverlyhills.org/humansvcs), but still plan to do more work in this area. Communications is exploring options to provide better access to the division webpage. Presently, the webpage is buried on the City website and very difficult to locate.	9/30/2010
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.	O	Human Services has significantly expanded their webpage to include referral and resource information, available services and information about the Community Assistance Grant Fund Program.	1/3/2010
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.	C	Community Services is now holding a monthly meeting at different department sites for managers from all divisions of community services.	n/a
VI	6	149	Encourage Human Services Division staff to hold some office hours at the Roxbury Community Center.	C	In addition to the CAGF JFS gerontologist who holds office hours at Roxbury every Monday from 9:00 am - 12:00 pm, Human Services attends the monthly Beverly Hills Active Adult Club meetings and participates in other Roxbury activities whenever possible.	n/a
VI	7	152	Incorporate the principles of tolerance, acceptance, and civil discourse into established Community Services events, programs and services.	O	Staff raised the profile or reach of the Human Services Division by incorporating the issues and concerns related to human services into the everyday work of the Community Services Department and other City departments. This success has been evidenced by increased referrals from Code Enforcement, Police/Fire department, Library and residents. The Human Relations Commission can also raise the profile of their work by embedding their charge (tolerance, acceptance and civil discourse) within existing Community Services or City programming. One example of this strategy is the City's acceptance of the Commission's Election Civility Statement. There will always be elections which will offer the Commission the opportunity to disseminate their message of embracing civility. With the above recommendation as a foundation, the Human Relations Commission moved in their September 2010 meeting to "embed the message of the Commission's primary objective into all activities and create continuity in program planning focused on the important principals of tolerance, acceptance and civil discourse. Implementation of this recommendation is the primary focus of the Commission's FY 2010-11 work plan.	Jan-11

R = Researching  
O = Ongoing

S = Started  
C = Completed  
N = Not recommended  
B = Budget dependent
