

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 24 hours before the item is to be considered at this special meeting will be made available for public inspection at the Library, 251 South "A" Street and the City Clerk's Office, 305 West Third Street during customary business hours. Any materials to be presented at this meeting will be made available electronically 24 hours prior to the meeting, at the end of this agenda. The agenda reports are on the City of Oxnard web site at www.ci.oxnard.ca.us.



AGENDA

OXNARD CITY COUNCIL
Special Meeting
City Council Chambers, 305 West Third Street, Oxnard
September 30, 2014
6:00 p.m.

A. ROLL CALL/POSTING OF AGENDA

B. OPENING CEREMONIES – 6:00 P.M.

Pledge of allegiance to the flag of the United States.

C. CEREMONIAL CALENDAR

1. SUBJECT: Presentation of Proclamation Designating October 2014 as "Multicultural Month"
2. SUBJECT: Presentation by Oxnard Youth Commission of "Wrist Bands" Denoting Special Youth Commission Initiative

D. PUBLIC COMMENTS

At a special meeting, a person may address the legislative body only on matters on the agenda. The presiding officer shall limit public comments to three minutes. Public comments will be heard during City Council consideration of the item on the agenda.

E. PUBLIC COMMENTS ON REPORTS

At this time, a person may address the legislative body only on matters appearing on the reports. The presiding officer shall permit a person to address the legislative body after the staff presentation on the report and before the consideration of the report by the legislative body. The presiding officer shall limit public comments to three minutes.

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

City of Oxnard internet address: www.ci.oxnard.ca.us.

F. REPORTS

City Manager Department

1. SUBJECT: Organizational Assessment and Phase I Restructuring. (001)
RECOMMENDATION: 1) Receive a presentation on the Organizational Assessment, which includes the first phase of a transitional organizational structure, and provide input; and 2) Adopt a resolution authorizing the City Manager to approve agreements for the first phase of an organizational assessment by organizational consultants Management Partners and Renne Sloan Holtzman Sakai, LLP for a total amount not to exceed \$400,000, and establish the necessary budgets.

Legislative Body: CC

Contact: Greg Nyhoff

Phone: 385-7430

Finance Department

2. SUBJECT: Review of Operations for River Ridge Golf Club. (045)
RECOMMENDATION: Receive a report on the Review of Operations for River Ridge Golf Club.
3. SUBJECT: Monthly Budget Status Report - as of August 31, 2014. (047)
RECOMMENDATION: Receive the monthly City of Oxnard Budget Status Report as of August 31, 2014.

Legislative Body: CC

Contact: James Cameron

Phone: 385-7475

Legislative Body: CC

Contact: James Cameron

Phone: 385-7475

G. PUBLIC COMMENTS ON STUDY SESSION

At this time, a person may address the legislative body only on matters appearing on the study session agenda. The presiding officer shall permit a person to address the legislative body after the staff presentation on the item and before the consideration of the item by the legislative body. The presiding officer shall limit public comments to three minutes.

H. STUDY SESSION

Finance Department

1. SUBJECT: Financial Transparency Initiative. (067)
RECOMMENDATION: Receive a presentation of the City of Oxnard financial transparency initiative.

Legislative Body: CC

Contact: James Cameron

Phone: 385-7475

I. ADJOURNMENT

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the Library, 251 South "A" Street and the City Clerk's Office, 305 West Third Street during customary business hours. The agenda reports are on the City of Oxnard web site at www.ci.oxnard.ca.us.



ADDENDUM TO AGENDA

OXNARD CITY COUNCIL
Special Meeting
City Council Chambers, 305 West Third Street, Oxnard
September 30, 2014

F. REPORTS

City Manager Department

4. SUBJECT: Summary Abatement of Dangerous Building at 6200 Perkins Road (Former Halaco Site).

RECOMMENDATION: Receive the report regarding the summary abatement.

Legislative Body: CC

Contact: Martin Erickson

Phone: 385-7430

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

City of Oxnard internet address: www.ci.oxnard.ca.us.



Meeting Date: 9 / 30 / 14

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Martin R. Erickson, Deputy City Manager *MRE* Agenda Item No. F-1Reviewed By: City Manager _____ City Attorney *SMF* Finance *QC* Other _____

DATE: September 23, 2014

TO: City Council

FROM: Greg Nyhoff
City Manager *Greg Nyhoff*SUBJECT: **Organizational Assessment and Phase I Restructuring****RECOMMENDATION**

That City Council:

1. Receive a presentation on the Organizational Assessment, which includes the first phase of a transitional organizational structure, and provide input.
2. Adopt a resolution authorizing the City Manager to approve agreements for the first phase of an organizational assessment by organizational consultants Management Partners and Renne Sloan Holtzman Sakai, LLP for a total amount not to exceed \$400,000, and establish the necessary budgets.

DISCUSSION

One of the key goals of the organizational assessment in the City of Oxnard is transforming the City into a solution driven, customer service oriented organization that restores the public's trust. This requires an organizational structure that lends itself to better external and internal customer service, and also a manageable span of control across departments. The purpose of this report and presentation is to share with the City Council and public the first phase in an organizational assessment that involves authorizing the City Manager to establish the necessary budgets and enter into agreements with two outside professional firms to provide a comprehensive, independent assessment of the organization, and assist in creating a structure that will provide better service to the residents of Oxnard. The two firms assisting the City in this effort, Management Partners and Renne Sloan Holtzman Sakai, LLP (RSHS) are established leaders in the field of organizational development. The immediacy of the challenges facing the City necessitated quickly engaging independent organizational firms which possessed the requisite capabilities, capacities, and knowledge of the City. Both Management Partners and RSHS are currently providing assessment, investigation, and teambuilding services to the City.

Management Partners has extensive experience in designing and implementing transformational change in local governments. Recently, Management Partners assisted the City in taking some important steps in regaining the public's trust through two ethics workshops in the Fall of 2013. The result of Management Partner's assessment will be a strategic plan that sets the City on a strong path to accountability and

effective service delivery both internal and external, and rebuilds trust in the community and pride among City employees. The City Manager has identified “Oxnard 2020” as the framework for planning for the City’s future. RSHS was recently retained by the City Attorney’s office to handle several labor and employment related investigations; this proposal expands those duties, and provides assistance due to a key vacancy in the Human Resources Department. RSHS has extensive experience representing large public jurisdictions within California. The firm is currently providing labor relations services to the following cities: Newport Beach, Concord, Modesto, Napa, Stockton, Oakland, and San Diego.

Attachments 1 and 2, from Management Partners and RSHS respectively provide details of this engagement; Attachment 3 shows the restructured organization and Attachment 4 is the resolution authorizing the City Manager to establish the necessary budgets and approve the agreements for these services.

A key lesson from the great recession of 2009 is that overly bureaucratic public organizations based on outdated business models do not serve their customers (the residents) well, and are not sustainable over the long term. While Oxnard continues to grapple with hiring over 100 of the funded, vacant positions by January, 2015, working to break down “silos” within the City by re-structuring certain departments is a key component of creating a more customer service centered organization. This presentation details the first phase of an organizational restructuring aimed at improving external and internal customer service

The major changes in this initial restructuring phase involve the Public Works Department and creation of a new Economic Development Department. The current span of control in the Public Works Department is too broad, particularly with the innovative direction that Environmental Resources (ER) is taking, and the remarkable potential in the Groundwater, Recovery, Enhancement, and Treatment (GREAT) water programs -- especially the Desalter and Advanced Water Purification Facility (AWPF). In order to focus more effectively on these critical projects and programs, the Public Works Department will be divided into the utility functions (water and wastewater, and solid waste), and streets, engineering, and design functions. A new Utilities Department will focus on Water and Wastewater, with particular focus on getting the AWPF up and running at the earliest possible date. An enhanced Streets and General Services Department will contain streets, engineering and design, in addition to facilities maintenance and parks divisions. The ER Department is successfully transitioning into a City run recycling operation with a “zero waste” recycling focus. The ER Department will report directly to the City Manager’s office as its successful transformation continues.

Additionally, the creation of a new department focused on Economic Development responds to the Council’s concern over improving the economic climate of the City, and proactively replaces the City’s Redevelopment Agency. Working closely with EDCO and the City’s other business partners, this department will focus on the downtown, Ormond Beach, and other areas of economic opportunity by taking advantage of potential grants and utilizing other economic development tools. Other changes involve having the Office of Public Information now report to one of the Deputy City Managers.

While this represents a major change in the City organization, it is only the first phase of an organizational restructuring that will lead to a more transparent, effective, and efficient organization, imbued with a solution driven spirit of customer service.

The Organization Chart in Attachment 3 details the first phase of the restructured organization.

FINANCIAL IMPACT

While these recommended organizational assessments require an initial investment, it is anticipated the results of this effort will generate long-term savings. If approved by Council, City staff will establish budgets for the consulting work through the salary savings from funded but unfilled positions that exist citywide. The organizational changes will be effective October 1, 2014. It is anticipated that the overall budget will not be increased.

Attachment #1 - Organizational Assessment Proposal from Management Partners

Attachment #2 - Legal and Labor Relations Consulting Services from Renne Sloan Holtzman Sakai, LLP

Attachment #3 - City Organization Chart – Phase 1

Attachment #4 - Resolution Authorizing the City Manager to Approve Contracts for Organizational Consultants and Establish Budgets



September 15, 2014

Mr. Greg Nyhoff
City Manager
City of Oxnard
300 West Third Street
Oxnard, CA 93030

Dear Mr. Nyhoff:

Management Partners is pleased to provide you with this proposal to conduct a review of your organization and corporate systems and recommend ways to improve the City's processes, decision making and overall organizational performance. Management Partners has extensive experience in designing and implementing transformational change in local governments. Before describing our suggested approach, we would like to tell you about Management Partners.

About Management Partners

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. We are a national consulting firm with offices in Costa Mesa and San Jose, California, and Cincinnati, Ohio. We have a well-established track record of helping public sector organizations throughout the United States, including all of the services provided by cities, counties, towns and special districts at the local level.

During our 20 years of service, we have earned a national reputation by delivering quality, actionable work products to our clients. We bring extensive experience to this project, along with first-hand knowledge of local government operations. We are distinguished by the fact that each team we assign is led and staffed by associates who have actual experience in direct public service and experience working together as a team. The work we do is not an academic exercise; it is grounded in the real world of customer service and accomplishment in the public sector. As a result, we produce work for each client that will be actionable, and will be implemented.

The firm is staffed with about 80 professionals who are experienced public service managers as well as qualified management consultants. This group includes generalists as well as subject-matter experts. Our consultants have years of experience working in all aspects of local government management and have built a track record of extraordinary service for our clients.

ATTACHMENT 1
PAGE 1 OF 30

The firm has extensive experience helping improve both the efficiency and effectiveness of local government services. We have completed organizational staffing and improvement projects in virtually every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

Management Partners' services include everything required to support a local government leader, elected or appointed. Our full range of services includes the following:

- Organizational Analysis and Performance Reviews – Also called efficiency studies and organizational audits, identifies improvements to an operation's efficiency and effectiveness.
- Performance Management – Encompasses a wide range of management tools that can be and often are developed independently of one another, including: performance management and measurement, process management, performance budgeting, employee performance evaluation and strategic and process benchmarking.
- Process Improvement – Examines the processes by which customers are served, an important technique for developing a program for operations improvement, including process mapping.
- Strategic and Business Planning – Can be an important tool for focusing the efforts of an organization and fostering communication between leaders, staff and important stakeholder groups.
- Financial Planning, Budgeting and Analysis – Assists clients in analyzing their finances and planning for the effective and efficient use of taxpayer or customer dollars.
- Organizational Development and Training – Helps clients develop organizational capacity, a key to developing high performance organizations. Services include executive coaching, customer service training, employee and customer surveys and conflict management workshops.
- Sharing and Consolidation of Services – Offers a more efficient way to provide services, particularly on a regional basis. Options range from the complete integration of previously separate jurisdictions to sharing or consolidating the management of individually delivered services and operations.
- Interim Management – Assists government leaders by providing executive staff during transitional periods. Rather than just "treading water," our approach to interim management combines continuation services along with organizational effectiveness analysis to provide a solid foundation for a new permanent employee.

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. Each of our projects is individually tailored to the unique needs of the client. We have a deep understanding of the service environment of local government and we are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments.

Understanding of the Engagement

Oxnard is a community of approximately 202,000 located in Ventura County, with a five-member City Council and an elected Mayor. The City government has approximately 1,226 employees and a total budget of \$330 million.

The City has had leadership changes during the past several years and, most recently hired a new City Manager. In addition, the City has undergone a good deal of external stress including a two-year investigation by the Public Integrity Unit of the Ventura County District Attorney's Office. While the investigation ultimately did not lead to criminal charges, it found improper activities associated with a "very small group" of persons in leadership positions, and pointed to lack of accountability and other failures in corporate systems.

Given this backdrop, a review of the City's organizational and corporate systems is timely because it will give the new City Manager, executive team, and City Council members a fresh perspective about organization structure, cultural values, and business processes and systems designed to promote excellent service. It will also help ensure ethical business practices.

Whenever leadership changes, it is a good opportunity to have third-party assistance to determine whether there are ways to improve how the City's policy and program objectives are achieved. Over time, systems, policies and procedures can become dated, and reviewing those that are most essential to the effective functioning of the organization can be productive. Management Partners will review these systems, policies and procedures and where appropriate, recommend changes based on best practice in municipal government management.

Another reason for conducting an organization and corporate system review, is because recently and during the past few years, several issues have arisen that suggest a need for examining City practices. For example, U.S. Department of Housing and Urban Development (HUD) recently indicated there are significant problems regarding HUD grants administered by the Housing Authority.

Additionally, the City has about 140 vacancies. This is creating problems for City departments in delivering services. The impediments to filling those positions are unclear, as is whether there is appropriate budgetary authority for all of them to be filled.

Lastly, the City is investigating the management of accrued leave, which is the source of a growing financial liability for the City. The City Manager is concerned that there may be a variety of business practices in need of improvement, and he wishes to have an independent review to determine changes that should be made based on current local government best practices. Management Partners will do this.

Government Performance is Viewed Differently

Based on our understanding of the Oxnard environment we are reminded that what separates government agencies from private sector corporations is the fact that success in local government is measured both by outcomes and *how* business is conducted. Community members expect accountability and transparency from their local government, and gain or lose confidence based on their perceptions of whether they can trust their government to carry out business in a way that clearly reflects the best interests of the community.

It is crucial that Oxnard align systems and procedures to reflect this imperative. Doing so will regain trust in the community and allow Oxnard to leverage its ability to recruit and retain high quality staff. In so doing, the City will be able to deliver excellent municipal services. It is also important to note that the City has already initiated this process in a number of ways. As discussed previously, new leadership is in place. In addition, the City has taken some important steps in regaining the public's trust, including creating a code of ethics through two public workshops in the fall of 2013.

Summary of This Proposal

The result of Management Partners' assessment will be a strategic plan that sets the City on a strong path to accountability, effective service delivery both internal and external, rebuilds trust in the community, and pride among City employees. The City Manager has identified "Oxnard 2020" as the framework for planning for the City's future.

Management Partners' work will be carried out in three phases. This proposal is for the first phase only because the Phase 1 assessment needs to be in place to facilitate detailed scoping for work during Phase 2 and 3. Clearly, we understand the need for all phases even if they cannot be precisely defined at this time. These three phases were designed around the three building blocks of high performing local governments described below.

Phase 1

This first phase will include the three elements below:

- A comprehensive assessment of the City's corporate systems (those systems that serve and regulate the entire organization and allow service departments to operate) and practices to ascertain changes that would improve service delivery to the Oxnard community and ensure accountability and high ethical standards are met;
- A review of the organization structure of the corporate-level departments, as noted below, including benchmarking with other similar cities; and
- A review of relevant policies and procedures supporting corporate service delivery to ensure that they are modern and represent current best practices approaches in the industry.

Phase 2

A comprehensive evaluation of how the City service departments not included in Phase 1 are delivering services to the community and improvements to help departments be most efficient and effective in carrying out their missions. We will use subject matter experts for each

department, examining departmental structure, operating and staff deployment practices, use of best management practices, etc.

The operating departments in this phase include Police, Fire, Housing, Development Services, Library, Public Works, City Treasurer, City Attorney, City Clerk, Recreation and Community Services and General Services.

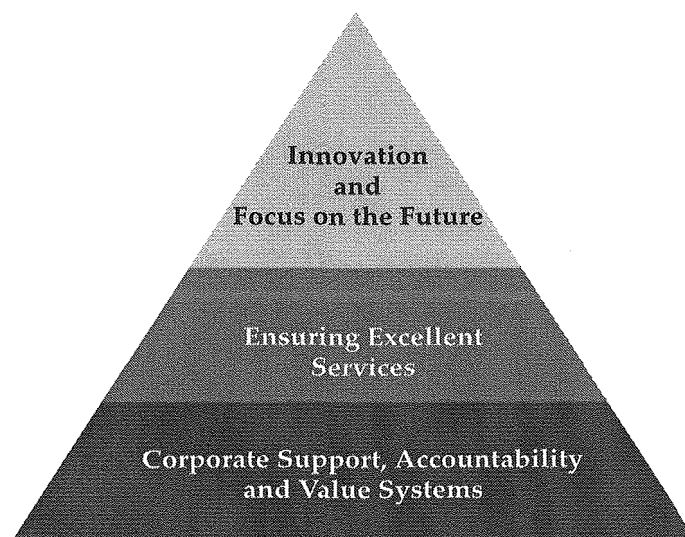
Phase 3

This phase includes the balance of a typical strategic plan. The first two phases cover the organizational self-assessment (i.e., strengths and weaknesses) and this phase identifies the opportunities, threats, and emerging issues that will affect Oxnard in the future. Rather than react to forces as they affect the City, by completing this scan, the City can anticipate the future and equip itself to determine its future. Some examples of emerging issues might be: water supply planning, crime reduction, economic development initiatives, land use planning, etc.

During this phase, we will work closely with the City Council, senior management, boards and commission and community leaders to identify and frame these issues, and define goals. We will provide actionable strategies and recommendations for each goal identified in this phase.

After completion of all three phases, the City will have a five-year strategic plan “**Oxnard 2020—Determining Our Future Now**” or a common set of priorities and strategies for City staff, the City Manager’s Office and the City Council to follow and manage over the next five years thereby creating the high performing city that Oxnard residents deserve.

Building Blocks of Good Government: in Phase 1 we focus first on corporate systems and support because these functions are truly the foundational basis for a well-functioning municipal service organization. The following graphic shows the building blocks needed to have a high performing organization.



- *Corporate Support, Accountability and Value Systems:* At the base is strong corporate-level support to helping departments with the elements they need to accomplish their missions. It involves having policies and procedures in place that support accountability, compliance with City Council policy, teamwork and high standards of values and ethics. If there are breakdowns here, it can create barriers to providing good service. Problems in this area can create inefficiencies, errors, or other inappropriate activity that affects the legitimacy of the City in the eyes of the public. Examples of policies or processes are those for internal control, technology, City Council agenda management, purchasing, contracting, asset management, human resources, budgeting, accounting and treasury. An ethical code of conduct underlies all of these corporate support policies, along with expectations about dealing with ethical concerns as they arise. Ironically, mastering this level does not seem as exciting as what takes place at the top of the pyramid (innovation and focusing on the future), but it is hard to accomplish work well or efficiently if these systems are not in place.
- *Ensuring Excellent Services:* This is the mainstay of municipal operation; the service delivery operations in police, public works, fire, parks and more. These departments need corporate systems that support them in ensuring that high-level services are delivered to the public. These departments need to have a corporate support infrastructure that allows them to implement best management practices (BMPs).

For example, information technology is essential to all operations and every organization needs to be continually planning for future changes and improvements in its technology infrastructure. Additionally, for departments to be able to continually improve how they deliver systems, they need to have current management information to measure performance and make changes. This is why performance based budgeting is so important to good service delivery.

Service delivery also involves having the right people in the right places. Therefore, organization structure and staffing are fundamental to ensuring excellent services. This level is built on the corporate level; departments cannot improve what they do if they are constantly battling poor corporate support that does not allow them to focus on department priorities.

- *Innovation and Focus on the Future:* The top building block is what moves a community or an organization forward. It is where innovation takes place, where staff and community members identify needs and problems to be solved and take steps to do them. This includes managed risk taking; trying new things with the recognition that needs change and approaches need to change. This is not a "risk-free" process. Organizations cannot be afraid to change the way of doing business but must manage the unavoidable risk of change prudently. Innovation and focusing

on the future is hindered if the organization has not excelled in the first two building blocks of the organizational pyramid.

Plan of Work – Phase 1 Assessing the Corporate System

In this first phase, we will be focusing on the foundational level of the pyramid above. Every organization has a corporate system. In local government, it is usually implicit, resulting from years of evolution and influenced over time by the preferences of various leaders. America's best-run companies have well-defined management systems and local governments can do likewise. Many companies, such as those cited by Jim Collins in his *Good to Great* books, have thought through what it takes to be effective, and have refined those techniques in an integrated way over the years. Importantly, they put energy and resources into teaching new managers these systems.

The corporate systems of well-run organizations are fully integrated. Each business process or technique fits in a planned way into the whole, making it seamlessly serve the interest of the overall organization. Executives cannot teach their corporate system if they cannot describe it. And if executives are not teaching their corporate system to new managers, it leaves much to interpretation, variation, frustration and efforts that are not systematically aligned with overall priorities and policy objectives.

Therefore, we will provide a comprehensive assessment of the City's corporate systems and practices to ascertain changes that will improve service delivery to the Oxnard community and ensure that accountability and high ethical standards are met. We will review the organization structure of the corporate-level departments, as noted below and identify needs that exist along with emerging needs that the City should be planning for now in order to manage its future.

Our work plan consists of six discrete activities consistent with the needs of the City. We will begin with a review of the City organization to develop an understanding about current operations of the overall government and of the major functional activities within the government in relation to each other. We will identify key processes, policies and factors that are impeding effective delivery of services, as well as note the best practices that are in place, so that those can be acknowledged and reinforced. We propose to engage all Council members, executives, many mid-managers and line staff in this study. We will communicate frequently with the project team throughout our work. We will review our preliminary observations and recommendations with the project team prior to preparing our draft report. Our work will be collaborative and practical.

Activity 1 – Start Project and Convene Kick-Off Meetings

The starting point on this project will be to develop a detailed work plan and schedule. We will meet with City management to discuss the details of the project approach and execution. In addition to this initial meeting, we will meet with the Executive Board to introduce the project and our team of consultants.

The project start-up activity will form the basis of the partnership between the Management Partners' project team and City staff. It will be the occasion for us to fine-tune the project plan and schedule so that it can be comfortably integrated with the other work that City staff must attend to while this project is in progress.

Activity 2 – Gather Information and Engage Stakeholders

Next, we will gather information from seven sources, as described below.

1. ***Review background documents.*** These will include key administrative and Council policies, budgets, staffing information, citywide business plans, department priorities, organization charts, performance management objectives and reports, human resources policies, financial management policies, audit reports and management letters and other materials that will provide a good perspective on the work of the organization.
2. ***Conduct Interviews.*** We will conduct approximately 50 interviews, including City Council members, all department heads, and several managers within each department. Governing body members, executives and managers will have ideas about how work could be carried out more efficiently, as well as what is working well now that should be supported and fostered. Some of the questions we may ask include:
 - What helps and hinders achieving your department's goals?
 - What changes do you recommend to the City's corporate systems?
 - What performance management processes are in place, what works well with those processes, and what is missing?
 - What are your observations about the City's current organization structure?
 - What are the key challenges facing the City and those that can be expected in the future?
 - What other comments and suggestions for change and improvement should we consider related to the organization and its management systems?
3. ***Gather Data About Corporate Systems.*** Management Partners is not an auditing firm. While we will critically examine existing corporate systems, we will do so with an eye to improving how they function via a professional dialogue with managers and staff. Having a great deal of industry knowledge we know what works and what does not in the municipal setting and can quickly determine where policy and procedure breakdowns are occurring or have a high potential to occur.

We will gather information about policies and practices pertaining to the following corporate systems:

- Purchasing (to review conformance with Council policies and industry standards);
- Contract management (to review procedures, policies and training);
- Budget and finance (to review the budget process, expenditures control, reporting and long-term forecasting);

- Accounting and treasury (to review written procedures and policies related to revenue collection, billing, cash handling, reconciliations, investments and reporting);
- Internal controls (to review policies and procedures in place);
- City Manager's Office functions (to evaluate the sufficiency of support and oversight);
- Technology (to review plans and needs that have been identified);
- Asset management (to review plans, systems and implementation);
- Capital improvement program (to review processes and policies pertaining to identifying and planning for capital needs);
- Risk management (to review policies and processes);
- Grant management (to review processes for ensuring compliance);
- Managing for results processes (to review performance measurement practices and plans); and
- Ethics (to review processes in place for identifying and correcting problems).

If we do encounter an area where we think a specialized technical expertise would be necessary, from, for example an information technology firm or an audit firm, we can bring in a qualified vendor and supervise the analysis. We would do so in consultation with City management. In order not to slow down the assessment effort we have included a budget in the amount of \$20,000 which would be used only at the discretion of the City.

It should be noted that corporate systems relating to human resources will be evaluated by another independent consultant under a separate contract with the City.

4. ***Design and Conduct Online Employee Survey.*** Surveying employees as part of an organization assessment is a good way to give all employees an opportunity to offer their opinions and suggestions. We will prepare a draft survey based on our expertise designing employee surveys and review it with the City's project team. The survey will be finalized based on that input. We will work with the City to determine how best to send the link to City employees. We advise our clients to make work stations available to employees who work in the field, and to provide them time on the job to complete the survey. The survey responses will be sent directly to Management Partners and will be confidential.
5. ***Conduct Employee Focus Groups.*** We will conduct five focus groups with randomly selected line employees. City employees are the bedrock of quality service delivery organizations. They know and have opinions about the good things that the City does, as well as about those things that could be done better. Our experience is that tapping into that knowledge base through professionally conducted focus groups is a useful source of learning. It is also an empowering experience for employees because it allows them to make suggestions for improvement. Focus groups often reveal issues and

problems in operational areas that are not highlighted by management. Each focus group will last about 90 minutes.

6. ***Conduct Benchmarking With Peer Cities.*** We will conduct benchmarking with several peer cities to determine whether the City of Oxnard is at the polar ends of a scale or somewhere in the middle as compared with others on a range of factors. Using objective criteria such as population, socioeconomic data, service delivery profile, budget, number of employees and other factors that make peers comparable to Oxnard, we will identify agencies to include in the benchmarking analysis. In conjunction with the City, we will choose peers with whom to benchmark. We will collect data from publically available sources and work with the City to contact the peer agencies to seek cooperation in providing other requested information to Management Partners. Once data is gathered, we will array the information in charts and graphs to show how Oxnard compares with the benchmark cities.

Some of the data we typically collect and analyze include:

- Organization charts to show how functions are organized,
- Functions by department,
- Staffing levels by department,
- Expenditures by department and citywide,
- Revenues by department and citywide, and
- Specific policies of interest.

We will summarize the results of the interviews, online surveys, benchmarking and document review.

Activity 3 – Review Corporate Organization Structure and Staffing

During Activity 3, we will conduct a review the City's overall organization structure. We will also conduct a high-level review of the organization structure and staffing of the corporate support functions including the City Manager's Office, Finance and Information Technology, and others as appropriate, as these are critical to the effectiveness of all City departments. (A review of the Human Resources Department will be conducted by another independent consultant under a separate contract with the City.) The organization structure review will be an opportunity to assess where functions are placed within the organization and identify opportunities for improvement to optimize effectiveness.

Through this review, we will ascertain whether the current management structure is effective or whether there are opportunities to increase effectiveness of service delivery to other departments through restructuring..

Additionally, we will review the composition of the Executive Board to determine the role it is playing, as currently constituted, and identify ways to strengthen the effectiveness of the executive team.

Activity 4 – Conduct Analysis

Next, we will analyze all of the information we will have gathered in the previous activities.

Our analysis will include the following:

- Policies and practices that are impeding effective delivery of services and should be changed and improved. We will also note the best practices in place so that those can be acknowledged and reinforced.
- Organization structure changes that are needed for greater effectiveness.
- Modifications to the Executive Board.
- Other changes that would move Oxnard forward in becoming a high performing organization. For example, We will identify best practices that are in place, so that those can be acknowledged, reinforced, and adopted elsewhere in the organization.

Activity 5 – Report Results

After we have concluded the analysis phase of the study we develop preliminary observations and recommendations. We will brief City management to seek feedback about our analysis and initial conclusions. Our ultimate recommendations will be those that can be achieved within the context of Oxnard's fiscal constraints and factors specific to the City of Oxnard.

This feedback session will be followed by preparation of a draft report. The draft report will contain analysis and facts relevant to effecting improvement, including specific recommendations for action. The draft report will be reviewed with the City to ensure factual accuracy prior to preparation of a final project report.

The next step will be to prepare the final project report, based on the draft and reflecting careful consideration of comments and suggestions developed during its review.

Management Partners will present the final recommendations to the City at a public meeting, if desired.

Activity 6 – Provide Implementation Assistance

A project such as this has value once its results are implemented. The first step toward successful implementation is to provide assistance to the City as it works to implement the recommendations contained in the report.

Once the project report is finalized, we will prepare a draft Implementation Action Plan. It is intended as an executable work plan with timelines, assignments and prioritization of the recommendations. It will include priorities for changes to management system components, as well as priorities to changes in organization structure, staffing and other elements identified for improvement during the study.

We will be available and look forward to the opportunity to support the management team with further refinements to its management system and processes. Because Management Partners' has team members who are skilled in all aspects of City government, we believe that

we can help staff implement good work planning and execution techniques and provide analytical support and best practice information for the range of services that City of Oxnard provides to its residents and businesses.

After completing Phase 1, we will have a better understanding of the organizational capacity, thus we will be ready to scope Phases 1 and 2.

Project Team

Management Partners has a strong project team that is well-qualified to complete this work for Oxnard. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Andrew Belknap will serve as project director and will oversee the substantive work of the project. Bob Deis will be the principal consultant. He will be assisted by Karen Davis, who will be responsible for project management functions. They will be assisted by Ray Durant, Teri Cable, Ginny Camarillo and Suzanne Martin. In addition our project team will benefit from Jan Perkins' insights into the organization based on her substantial work to date with the City on management systems, leadership and ethics.

Our consultants all have local government experience in addition to their expertise in management consulting. To leverage the work of our consultants we also rely on subject area specialists who have both extensive consulting experience and are nationally recognized experts in their field. This includes police, fire, public works, finance and other local government service areas as appropriate. The combination of proven techniques and professional experience results in an objective analysis of individual department's organization and operations with recommendations for specific improvements to increase effectiveness and achieve cost savings.

The qualifications of each team member are briefly summarized below. Detailed resumes are included as an attachment.

Andrew Belknap, Regional Vice President

Andrew Belknap is responsible for Management Partners' western operations, based in San Jose and Costa Mesa, California. He has more than 20 years of local government experience, including service as a city manager, public works director, and consultant to California municipalities, counties and special districts. His areas of expertise include fiscal and budget analysis, municipal restructuring, governance models and developing service delivery partnerships and functional consolidations to take advantage of economies of scale in public sector service delivery. With Management Partners, Belknap has served well over 100 California local governments, many on multiple occasions, including 17 of the largest 20 cities. A trained economist, Andy brings a special expertise to fiscal analysis and public finance issues. His blend of quantitative skills, coupled with a practitioner's understanding of public services and management systems, adds value to all types of organizational and policy analysis.

Bob Deis, Special Advisor

Bob Deis has a distinguished 34-year public service career managing the finances of cities and counties in California, Oregon and Washington. He has been a city manager and county administrator, all within council/manager forms of government. He has managed organizations ranging from 200 to 5,000 employees. Bob led the complete transformation of two cities and two counties by tackling intransigent issues and creating new organizational cultures around good governance. He created results through disciplined implementation of strategic plans that involved community opinion leaders, city council members, senior management and line staff.

Bob recently retired as the city manager of Stockton. He inherited an insolvent city of 300,000 that was chaotic and in distress from operational, budget and governance perspectives. In 3.5 years, he installed a new management team, created a new organizational culture, put the city on a path to solvency by taking the severe but necessary step of seeking bankruptcy protection, restructuring long term obligation and passing a revenue measure. He also designed and implemented a Marshall Plan on Crime to address public safety concerns.

Karen Davis, Senior Management Advisor

Karen Davis has more than 30 years of local government management experience. Since joining Management Partners she has assisted numerous clients including the cities of Brentwood, Tracy, San Jose, Oakland and University Place, WA; the counties of Humboldt, Alameda and Washoe County, NV; and several special districts. Her projects have included financial analysis, human resources and economic development. Before joining Management Partners in 2007, she worked for the Cities of Dallas and San Antonio, Texas and Sunnyvale, California. Karen also has expertise in project management, facilitation, strategic planning and training. Her responsibilities in local government included budget analysis and development of performance measures, intergovernmental relations at the state and national levels, international relations, military base reuse planning, negotiation of city-county contracts, and policy development. As Economic Development Manager for the City of Sunnyvale, she has experience in development permitting, strategic planning, marketing and redevelopment. She has also taught local government finance at the University of San Francisco.

Ray Durant, Senior Management Advisor

Ray Durant has spent over 39 years in accounting and finance, including 19 years with the City of Fremont where he became assistant finance director. Ray provides financial expertise and advice on the full range of municipal finance operations, assisting local governments with their accounting functions and budgets with an emphasis on analysis. He serves as an expert advisor to executive managers, helping them bring about prudent financial management decisions. He has authored comprehensive regulations detailing various entitlement and reimbursement processes. Ray also provides leadership assistance through helping to foster teamwork and evaluating performance against the organization's goals.

Teri Cable, Senior Management Advisor

Teri Cable has more than 30 years of analytical, budget, grants management and outsourcing experience. Prior to joining Management Partners, Teri was the administrative and enterprise services manager for the City of Santa Ana Public Works Agency where she developed special expertise negotiating and managing complex contracts for services such as refuse hauling, landscape maintenance and street lighting. She established a track record for developing effective, long-term private sector partnerships to provide quality public services in an efficient manner. She also directed the development and implementation of the Agency's \$117 million annual budget, and managed operation of the Santa Ana Regional Transportation Center and various real property leases. Teri's experience also includes management positions for the City of Orange and the Orange County Health Care Agency, and policy making experience as an elected director of the East Orange County Water District from 1994 to 1999. Since joining Management Partners, Teri has assisted the cities of Long Beach, Seal Beach and Newport Beach.

Ginny Camarillo, Senior Management Advisor

Ginny Camarillo has more than 25 years of experience in public and private sector organizations, including county governments and a major corporation. She joined Management Partners in 2005. Ginny's areas of expertise include budget development and oversight, policy development and implementation, human resources operations, productivity improvement, classification, employee relations and management training. She is a practiced trainer and process improvement facilitator. Ginny has worked in the Ventura County Executive Office in California, as a director of the Ventura Council of Governments, for an international oil service manufacturing corporation, and as an instructor and program developer at several colleges.

Suzanne Martin, Management Advisor

Suzanne Martin joined Management Partners in May 2010. Since that time, Suzanne has performed benchmarking analyses, organizational assessments and analytical research for a wide variety of projects, including user fee assessments, service consolidation studies, and budget stabilization projects. Having received her master's degree in public administration from San Francisco State University in December 2009, Suzanne brings expertise in conducting qualitative and quantitative research. Before joining Management Partners, Suzanne spent two years as a graduate student intern at the California Public Utilities Commission, where she conducted business services-related program evaluation and policy analysis. Suzanne is also a member of Pi Alpha Alpha.

References

Management Partners specializes in providing quality professional consulting assistance to local government clients. Our website, www.managementpartners.com contains information

about our clients, and you are welcome to contact any of them about the quality of our work. We believe our track record of completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, make Management Partners well qualified to execute this work for the City of Oxnard.

Sacramento, California

Management Partners has conducted a variety of studies for Sacramento. The most recent is a management system review. This involves all City executives and focuses on creating an explicit management system, identifying processes that are working effectively, and those processes that could work better.

Management Partners has also conducted citywide organization reviews of the entire city government as well as specific departments, conducted fee studies and provided analytical and project management assistance to develop significant cost savings in four focus areas identified by the City: Public Works and Utilities Departments, Parks and Recreation, Mayor/City Council, and Purchasing and Contracts. High-level recommendations and potential savings assessments were provided to the City in a short timeframe to meet budget needs. Proposed savings were based on best practices and Management Partners' experience in helping local governments reduce costs. Estimated savings ranged from \$770,000 to \$1,577,000 for the General Fund and from \$1,898,000 to \$2,426,000 to non-General Fund operations.

Client Contact: Mr. John Shirey, City Manager
300 Richards Boulevard, 3rd Floor
Sacramento, CA 95811
(916) 808-7495

Long Beach, California

Management Partners has completed several major policy and organizational improvement analyses of key municipal functions spanning numerous City agencies. In FY 2003-04 Management Partners reviewed the City's code enforcement processes, then consisting of 22 programs across eight City departments. Our recommendations consolidated code enforcement into one department, assigned inspectors to geographic regions and identified new funding sources with a projected net positive impact to the City of over \$1.5 million per year. In 2004 Management Partners helped implement the report recommendations. Management Partners staffed an in-house working committee to make the recommended report changes, assist in preparing authorizing ordinances, prepare new internal forms and processes, and keep implementation focused and on track. The City's efforts significantly reduced case backlog and response time to new complaints.

In 2007-08, Management Partners reviewed Long Beach's recruitment, hiring, retention, and succession planning processes, including detailed work with both the Human Resources and Civil Service Departments. We solicited input from all operating departments using both online surveys and employee focus groups. The report recommended specific ways for the City to

reduce turnaround times for recruiting, be more attractive to prospective employees, and prepare for management turnover as baby boomers retire. Also of significance, the report recommended ways to reconcile the City's human resources and civil service personnel management systems.

In 2012, Management Partners conducted an organizational scan to identify opportunities for restructuring or improving services to achieve long-term financial stability. The project included conducting interviews, benchmarking selected services and reviewing documents ranging from budget and organization charts to the City Charter and labor association agreements. We also researched best practices from large municipalities and analyzed their applicability to the City. Management Partners identified at least \$28 million in potential savings that could be achieved through changes in compensation, alternative service delivery and consolidation of similar functions within the government.

We continue to provide project management and analysis to help the City implement the recommended changes. These have included feasibility studies for the outsourcing of street sweeping, refuse hauling and employee assistance services, a comprehensive fleet utilization study and activity-based cost analysis, a process improvement analysis of business licensing, and an organizational structure review of the Development Services Department.

Several other studies and types of assistance are currently underway in Long Beach, including a review of project management systems and processes for the City's Capital Improvement Plan, and an organizational structure review of the Public Works Department.

Client Contact: Mr. Patrick West, City Manager
333 West Ocean Boulevard
Long Beach, CA 90802
(562) 570-6570

San Jose, California

The City of San Jose has engaged Management Partners to assist with numerous projects over the past several years. Several of the projects are described below.

- *Identified opportunities to streamline the City's recruitment process.* Our work included conducting extensive focus groups with process users and human resources staff, developing process maps, conducting individual interviews and applying best practice techniques from other jurisdictions. The result of the project was a series of changes to practices that increased both timeliness and efficiency of the City's recruitment process.
- *Created a multi-year strategic financial plan for the City, working collaboratively with staff and the City Council.* The project involved facilitating staff workshops and board and commission workshops, designing and managing stakeholder engagement to eliminate the structural budget deficit, identifying opportunities for changes to eliminate the deficit, preparing a multi-year strategic financial plan and conducting various

organizational and program reviews. We have also assisted the Human Resources Department with business process realignment and have conducted several program evaluations. We have conducted teambuilding workshops for the Finance Department, Housing Department, and management team.

- *Completed an assessment of information technology services in the City of San Jose.* This review included an evaluation of the degree to which IT services are housed in departmental locations relative to the central IT function, funding levels, budgeting and IT governance. The work included detailed benchmarking with other large cities in the United States, as well as careful evaluation of how priorities are set both for the enterprise and in direct service departments. Recommendations included moving to a stronger enterprise-wide governance and priority setting process and a major retooling of how the City budgets for IT expenditures to migrate towards a multi-year internal service fund orientation.
- *Reviewed reservation fees for San José's seven artificial turf fields to confirm the level of cost recovery for operations, maintenance and capital replacement.* Recommendations to improve cost recovery included modifying the existing fee structure to encourage rentals during low use periods, renting fields on holidays, and establishing a field replacement reserve. In addition, we developed a detailed fee calculation tool to help quantify costs and revenues associated with turf field rentals, and provided training to staff on its use so they could continue to monitor utilization and identify when rate adjustments may be needed based on actual costs and revenues.
- Conducted an independent evaluation of the Adult School Crossing Guard Program, which is managed by the Police Department in cooperation with the City's Department of Transportation. After conducting interviews with staff, gathering data from 88 jurisdictions through an online survey, and analyzing budget and program data, Management Partners recommended several alternatives to help the City reduce costs and/or share costs with school districts.

Management Partners is currently conducting a management systems review for the City, working collaboratively with the City Manager and executive team.

Client Contact: Mr. Ed Shikata, City Manager
200 East Santa Clara Street
San José, CA 95113
(408) 535-8100

Anaheim, California

Management Partners has conducted several projects for the City of Anaheim, including a police workload and staffing analysis, and an independent review of City actions taken to reduce costs and increase revenues compared with actions taken by comparable cities. In

addition to benchmarking budget information, surveys were used to create an inventory of budget balancing strategies being used by peer agencies. Through analysis of these emerging strategies along with Anaheim's budget balancing efforts, Management Partners identified several opportunities for Anaheim to improve its financial condition.

Client Contact: Ms. Debbie Moreno, Finance Director
200 S. Anaheim Boulevard, Suite 643
Anaheim, CA 92805
(714) 765-4651

Fee Proposal and Schedule

The table below shows the hours and fees that Management Partners anticipates to execute the plan of work described above. We also suggest a contingency for additional work that the City may choose to authorize during the course of the project, which helps keep the project moving and limits delays.

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal. The total for the six activities described in this proposal is \$101,900, which includes our expenses, at a not to exceed amount of \$5,800. We suggest a contingency of \$10,000 above the work described in this proposal included in the contract. In addition as was discussed under Activity 2 our budget includes a recommended amount for specialized external expertise should it be deemed necessary in the course of the study. This would probably be for specialized IT or audit assistance. This funding in the amount of \$20,000 would be utilized only with further authorization from the City Manager.

Activity	Hours	Cost (\$)
1: Start Project and Conduct Kick off Meetings	43	7,025
2: Gather Information and Engage Stakeholders	245	38,890
3: Review Corporate Organization Structure and Staffing	100	15,715
4: Conduct Analysis	111	16,740
5: Report Results	114	18,400
6: Support Implementation	34	5,130
Total		101,900
Recommended Contingency		10,000
Recommended Allowance for Specialized Expertise		20,000
Total With Contingency		131,900

A detailed schedule for the work will be developed prior to the project kickoff meeting, but we are confident that assuming the project can get underway in early October 2015, we will be in a position to report to management and the City Council in mid February 2015.

Conclusion

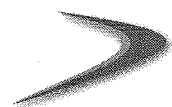
Management Partners has extensive experience with this type of organization and corporate system review. We will provide implementable recommendations that will be practical for the

City. Oxnard is at the perfect juncture for this type of review, given a new City Manager committed to creating a high performing organization and a City Council desirous of regaining trust of the community. The ultimate test of a quality project is that the client is pleased with the results and we are committed to achieving that goal. We look forward to this opportunity to be of assistance to you and your management team.

Sincerely,



Gerald E. Newfarmer
President and CEO



Attachment – Project Team Resumes

ANDREW S. BELKNAP

Andrew Belknap, Regional Vice President, has more than 20 years of diverse local government management experience. He has served in California local government as a city manager, public works director and independent consultant. As a consultant he has directed many diverse projects and provided interim management assistance for cities, counties and special districts. Andy has been with Management Partners since 2001 and leads the operations of the western region, which is based in San Jose, California. He directs the work of approximately 20 full-time staff members.

Andy began his public service career in 1980 with the City of Oxnard, California, in facilities management. He created the city's first automated database for tracking infrastructure maintenance and gained statewide recognition for the city's energy management program. Eventually, Andy was named chief of staff to the public works director and was responsible for budgeting, utility rate setting, capital program management and organizational analysis.

In 1989, Andy was named city manager of Ojai, a nationally known resort community (he had been public works director there for the previous three years). Andy brought leadership and fiscal stability to a community that had been through a difficult period of political controversy, staff turnover and financial troubles. When he left this position in 2001, the city had achieved a reputation for credibility, professionalism, teamwork and innovation. While with the City of Ojai, Andy completed several major redevelopment projects including a difficult upgrade of unreinforced masonry in an historic downtown area, and several innovative affordable housing projects. He also negotiated an agreement (the first of its kind) with the Ventura County Sheriff for joint financing and construction of a new police station. At the regional level, as chair of his region's California City Manager's Association, in 1998 Andy helped devise a successful plan to create a joint powers library authority to serve seven cities and a over 600,000 residents. He has served on several League of California Cities working groups and was selected to represent the Santa Barbara area on the California City/County Youth Services Task Force.

Since joining Management Partners in 2001, Andy has participated in over 190 individual consulting projects for cities, counties and special districts in California, Arizona, Nevada, Washington, Idaho and Montana. He has served as the key professional or project manager for most of these assignments. Clients range from very small to very large and include the cities of San Jose, Santa Ana, Fremont, Stockton, Long Beach and Sacramento; the counties of Orange, Marin, Monterey, San Mateo and Ventura; and large special districts such as the Sacramento Port District and the Los Angeles Community College District. As a corporate officer with Management Partners, Andy has helped develop the firm's consulting methodology, standards of practice and market presence, which has enabled the firm to successfully complete over 600 separate engagements for hundreds of local government throughout the United States.

As an economist, Andy brings a special expertise to public finance issues, including the analysis of local revenue measures. He has completed a broad range of organizational and management studies, cost-of-service and fiscal analyses, inter-jurisdictional service delivery studies, service consolidation and coordination efforts and other complex projects.

Andy earned a bachelor's degree in math/economics from the University of California, Santa Barbara, and a master's degree in economics, with a specialty in public finance.



BOB DEIS

Bob Deis, Special Advisor, has spent 34 years in public service managing the finances of cities and counties in California, Oregon and Washington. During his career, he managed a city with only 200 employees and a county with 5,000 employees. Whether an accountant or city manager, Bob has managed the finances of local governments, and has the technical skills to understand financial statements and the strategic skills to transform the organization's financial position.

Bob began his career in 1979 as an intern within the Finance Department of the City of Sacramento. He then moved on to the City of Eugene, Oregon where he focused on long-term financial planning and generating additional resources.

In 1985, Bob began working in Washington County, Oregon, sometimes called the "Silicon Forest," during a period of massive growth. However, the County was ill-equipped to address the impacts of that growth. Bob was part of a team that implemented a strategic plan that transformed the organization and community. His focus was gaining special legislation, soliciting voter approval on multiple occasions, and then implementing approaches to address the unique needs of a county responsible for both urban and rural services. These efforts led to multiple bond upgrades. He also spearheaded a one-of-a-kind performance evaluation and compensation system that supported new organizational values.

In 1996, Bob became the fourth city manager in Shoreline, Washington, as it celebrated its first anniversary. He inherited a chaotic situation and a budget that was not balanced. He left four years later having installed a new management team, a budget with substantial reserves, a well-funded capital improvement program, a new general plan, and new operating policies, among other accomplishments.

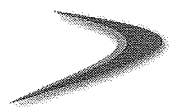
In 2000, Bob began serving Sonoma County where he developed the county's first strategic plan that guided multiple successful initiatives such as 1) addressing an unsustainable unfunded other post-employment benefits liability (OPEB), 2) creating their first criminal justice master plan that led to millions of dollars in savings, and 3) initiating a new approach to allocate county funds with a focus on investing in "upstream" programs rather than the more expensive "downstream" criminal justice and human services costs.

Bob recently retired as city manager of Stockton, California. He inherited an insolvent city of 300,000 that was chaotic and in distress from operational, budget and governance perspectives. In just under four years, he installed a new management team and created a high-performing organizational culture, put the city on a path to solvency by taking the severe but necessary step of seeking bankruptcy protection, restructured and eliminated massive short- and long-term obligations and spearheaded the passing of a revenue measure. He also oversaw the creation and implementation of a unique approach to a problem that has plagued Stockton for years, the

Marshall Plan on Crime. In the words of their City Council, "Bob Deis was the architect of Stockton's recovery."

Bob has made presentations at various conferences, including ICMA and the League of California Cities, the USC Price School of Public Policy, and Lafayette College, covering topics such as, transforming cities during financial crises, paradigm shifts in compensation practices, strategies for city managers during stressful times and how cities can recover after bankruptcy. He has been published in the *Wall Street Journal*, *Sacramento Bee*, *Public Administration Review* and *Bond Buyer*.

Bob received his MPA from Lewis and Clark College and his BS from California State University in Sacramento.



KAREN L. DAVIS

Karen Davis, Senior Management Advisor, has more than 30 years of local government experience in Texas and California. Karen served as administrative assistant and assistant to the city manager in Dallas, Texas and assistant to the city manager in San Antonio, Texas before joining the City of Sunnyvale, California. In Sunnyvale, Karen held the positions of assistant to the city manager and economic development manager. Karen joined Management Partners in 2007.

In Texas, Karen was responsible for budget analysis, special event planning, intergovernmental relations at the state and national levels and international relations, including sister city technical and cultural exchange programs with Japan, Korea, Mexico and Spain. In San Antonio, she worked directly with elected officials to negotiate city-county contracts for emergency medical services, libraries, health district and jail services.

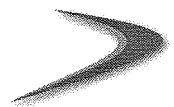
Karen served almost 17 years with the City of Sunnyvale, California. She was responsible for intergovernmental relations policies at the state and national levels, in-house training for the City's planning and management system, budget preparation and development of performance measures, and policy development. She had the lead role for the City's policies and involvement in the Base Realignment and Closure (BRAC) processes in 1991, 1993 and 1995.

In 1998, Karen was promoted to economic development manager for the City of Sunnyvale. In this capacity, she was responsible for business attraction, retention and development assistance. Her activities included guiding businesses through the permitting process, problem solving, development of business-friendly policies and processes, strategic planning, marketing and redevelopment. Karen conducted economic development strategy planning through focus group sessions with businesses, city departments and Council to determine priorities and develop performance measures based on priorities.

She served on local and regional committees with business associations, including the Bay Area Economic Forum and Joint Venture Silicon Valley Network. While economic development manager for Sunnyvale, Karen was invited by Public Technology, Inc. to consult with Great Falls, Montana to develop an economic development strategy for the community. As co-chair for the Silicon Valley Economic Development Alliance, she worked with economic development managers in Silicon Valley to restructure the former Economic Development Roundtable into a more proactive business assistance and marketing organization.

Karen earned her bachelors degree in political science and history and a masters degree in public administration from the University of Kansas. She is a member of the International City/County Management Association (ICMA), International Economic Development Council (IEDC) and California Association for Local Economic Development (CALED). She currently serves on the board of directors for CALED and has served as vice-president of ICMA, vice-president of the Texas City Management Association, co-chair of the Silicon Valley Economic

Development Alliance and board member of the University of Kansas City Management Alumni.



RAYMOND M. DURANT

Ray Durant, Senior Management Advisor, provides financial expertise and advice on the full range of municipal finance operations, assisting local governments with their accounting functions and budgets with an emphasis on analysis. He serves as an advisor to executive managers, helping them bring about prudent financial management decisions. Ray also provides leadership assistance through helping to foster teamwork and evaluating performance against the organization's goals. He has authored comprehensive regulations detailing various entitlement and reimbursement processes.

Ray spent over 39 years in accounting and finance, including 19 years with the City of Fremont where he became assistant finance director. Prior to his years in local government, Ray spent his career with the United States Air Force. During this time, Ray consistently attempted to create a customer-oriented accounting and finance environment. His areas of expertise include payroll, accounts payable and receivable, audit and quality assurance, revenue and budget functions. His supervisory skills combine with his interpersonal skills to allow staff members to reach their potential, creating well-functioning departments that are notable assets to their organizations.

During his career with the United States Air Force, Ray established an innovative Accounting and Finance Department for a major national space operation center with more than 2,000 employees. He took the initiative to plan and implement several accounting system improvements, enhancing the department's efficiency and financial management objectives. He was responsible for installing computerized accounting systems that provided consolidated accounting reports and timely information to management.

Ray is adept at preparing briefings and delivering formal budget-related presentations to executive managers and elected officials, as well as various department staff members. He is well versed in methods for handling department inquiries, particularly where discretion and diplomacy is required. He has managed annual audits and Comprehensive Annual Financial Report preparation.

Ray has received leadership recognition and awards during his career, including the Government Finance Officers Association's "Certificate of Achievement for Excellence in Financial Reporting" for years 1992 through 2008, the "Air Force Meritorious Service Medal" in 1990, and "Air Force Commendation Medal" in 1980. Ray joined Management Partners in 2009.

TERI CABLE

Teri Cable, Senior Management Advisor, has more than 30 years of local government experience. She began her career with the County of Orange Health Care Agency where she gained experience developing complex budgets, developing grant proposals, implementing the emergency medical system and managing the County's multifaceted contract for indigent medical care.

She then worked for the City of Orange where she assisted in consolidating offices and improved operations by conducting management audits, service consolidation studies, and outsourcing. She also developed and presented the City's annual budget, negotiated labor contracts and managed the employee benefit programs.

Most of Teri's public management career was with the City of Santa Ana, where she served as the administrative and enterprise services manager in the Public Works Agency. In that role, she managed a division of 22 professional, support and field personnel. She spearheaded Santa Ana's highly successful refuse/recycling programs, which have since been emulated by other local jurisdictions. She coordinated the energy conservation efforts, developing and implementing a strategic energy plan that resulted in millions of energy and dollar savings to Santa Ana. Teri received Southern California Edison's Environmental Hero Award in 2009 for her work coordinating the City's successful energy partnership.

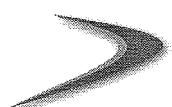
Teri was also responsible for developing the Public Works Agency's \$117 million budget. With a long-term goal to become less dependent on general city revenues, she was successful in developing budget enterprises and programs that resulted in the Agency becoming nearly 100% self-sustaining.

Teri has successfully negotiated and managed contracts for a variety of municipal field operations including refuse collection, street lighting, median maintenance, and bus shelter programs. She also was responsible for the Agency's internal support functions, including financial, clerical, document management, dispatch and information technology support. Under her leadership, the Agency also developed and managed a citywide GIS system providing property-related information for improved decision making. Teri ultimately assumed responsibility for managing the Santa Ana's property leases and the Santa Ana Regional Transportation Center facility.

Teri has strong analytical, program/project management, negotiation and budgeting skills. She has experience developing a number of citywide and agency strategic plans and has been responsible for effective design and implementation of those plans. She has negotiated complex contracts for public services and is known for developing effective public sector partnerships with consultants and contractors.

In addition to her municipal and county experience, Teri has held elected office as a director to the East Orange County Water District in 1994 and 1998 where she served in a policy-making role and represented the District on the Water Advisory Committee of Orange County.

Teri holds a bachelor of arts degree from University of California Los Angeles and a master's degree in public administration from California State University at Long Beach. She is also a California licensed real estate broker.



VIRGINIA A. CAMARILLO

Ginny Camarillo, Senior Management Advisor, joined Management Partners in 2005 after more than 30 years of experience in various public and private sector organizations, including state and county government and a major corporation. She has worked in California for the County of Ventura Executive Office in various management positions including budget management, human resource operations and government affairs; as a director of the Ventura Council of Governments. In this capacity she has considerable expertise with a wide range of grant resources and understands how to resolve issues with funding agencies. She also has experience with the Florida Department of Corrections in program development/oversight; for an international oil service manufacturing corporation in human resources and performance improvement; and as an instructor and program developer at the high school and universities levels.

During her varied career, Ginny acquired a wide range of analytical, administrative and management knowledge and skills. Her areas of expertise include budget development and oversight, government affairs, policy development and implementation, project management, human resources operations and classification, employee relations, management training, process review and productivity improvement, grant oversight as well as public information and community outreach. She is a practiced trainer and process improvement facilitator.

Ginny earned a bachelor's degree in psychology from the University of Dayton, Ohio, and a master's degree in psychology, with an emphasis in organizational development, from Fairleigh Dickinson University, New Jersey. She is a member of the American Society for Training and Development, and a board member of a community based non-profit organization that provides in-home support to the frail elderly.

SUZANNE H. MARTIN

Suzanne Martin, Management Advisor, joined Management Partners in May 2010. Since that time Suzanne has performed benchmarking analyses, organizational assessments and analytical research for a wide variety of projects. Suzanne contributed to service consolidation studies for the cities of Las Vegas and North Las Vegas; and the cities of Burbank, Glendale, and Pasadena. She also provided benchmarking and cost-driver analyses for budget stabilization projects that Management Partners conducted for the cities of Fremont and Santa Ana. Some of Suzanne's other recent projects include user fee assessments for the City of Brentwood and County of Orange, and a countywide fire service review for the Local Area Formation Council of Santa Clara County.

Suzanne came to Management Partners following a two-year internship at the California Public Utilities Commission. She performed program evaluation for many of the business services-related programs in place at the CPUC, including the Transit Pass, Reprographics, Environmental Sustainability, and Temporary Staffing programs.

Prior to embarking on her career in public service, Suzanne worked at a private nuclear security services firm headquartered near Chicago, Illinois. Suzanne was responsible for such duties as training nuclear security personnel on the operations of security systems, factory-acceptance testing security systems, documentation control, and technical writing.

Suzanne received her bachelor's degree in psychology from the University of Wisconsin-Madison. She earned her master's of public administration from San Francisco State University, and is a member of Pi Alpha Alpha, the national honors society for public affairs and administration.

City of Oxnard

Legal and Labor Relations Consulting Services

Submitted by

**RENNE SLOAN HOLTZMAN SAKAI LLP
PUBLIC LAW GROUP™
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San Francisco, CA 94104
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I. INTRODUCTION

Renne Sloan Holtzman Sakai, LLP (RSHS) was recently retained by the City Attorney's office to handle several labor and employment related investigations. At the request of the City Manager, following is an expanded scope of work, statement of qualification and proposed rate structure for both the legal and non-legal Public Management Group™ (PMG) for the City's consideration to provide additional technical services to the City of Oxnard.

II. SCOPE OF LEGAL AND LABOR RELATIONS CONSULTING WORK

RSHS and PMG will provide legal and consulting services at the request of the City, including but not limited to the following services:

- Provide Human Resources consulting on any and all aspects related to Human Resource functions
- Review and update all City policies and procedures related to Human Resources to ensure services are consistent with best practices
- Conduct Investigation Services as needed
- Provide Legal Services related to all aspects of Labor and Employment and General Government
- Serve as the City's Chief Labor Negotiator

III. PROFESSIONAL SERVICES QUALIFICATIONS

A. Summary of Firm's Qualifications

The Labor and Employment section of RSHS provides human resources and labor relations services through a unique combination of attorneys and non-attorney consultants, pairing the highest quality of legal and consulting services in a cost-effective approach. We have extensive experience negotiating with the primary labor representatives in California, including SEIU, IBEW, AFSCME, IAFF, PORAC and numerous other public safety unions.

Our labor relations practice focuses on achieving labor agreements that best serve the interests of our clients including concession bargaining and establishing efficiencies and long-term cost-savings, while maintaining the agency's ability to recruit and retain qualified employees for all services. Using both internal and external resources, we are capable of providing an end-to-end solution, including fiscal and operational analyses; legal and best practices recommendations; table negotiations; interface with decision makers, including the City Council; and impasse resolution,

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



including mediation, fact-finding and, where necessary, unilateral implementation. Our focus in labor relations, and in concession bargaining in particular, is on return on investment, seeking to match policy expectations and operational needs to the highest level of return for the expense of the process.

We have extensive experience representing large public jurisdictions within California. The Firm is currently providing labor relations services to the following cities: Newport Beach, Concord, Cupertino, Modesto, Napa, Stockton, Oakland, Palo Alto, Sacramento, San Diego, San Francisco, San Jose, and Vallejo, to name a few. The Firm is currently providing services labor relations services to the following California counties: Contra Costa, El Dorado, Humboldt, Monterey, Napa, Sacramento, San Benito, San Francisco, San Joaquin, San Luis Obispo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Tehama, Tulare, and Yolo.

In addition to our deep labor and employment bench, the Firm has decades of high-level experience counseling and representing public agencies and districts.

Our General Government and Special District Team brings together:

- Extensive experience in the practice of public agency law, including ethics law and campaign finance law;
- Significant experience in administrative law;
- Expertise in litigation and appellate advocacy in state and federal courts;
- Extensive experience advising elected and appointed administrative bodies, including the San Francisco Ethics Commission;
- First rate reputations within the legal community at local, state and federal levels;
- Extensive experience in law relating to the services of all municipal departments, including City Clerk, City Manager/Chief Administrative Officer, Community Development, Community Resources, Finance, Fire Administration, Housing, Personnel, Police Administration, Recreation and Parks, and Public Works;
- Proven ability to develop and maintain critical relationships with political bodies, including city councils, boards of supervisors, other boards and commissions; and
- Proven ability to proactively solve challenging legal issues for city departments and elected officials prior to reaching the litigation stage, and to communicate changes in the law effectively to city departments and officials.

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



B. Proposed Legal and Consulting Team

The legal team available to the City of Oxnard includes Partners Charles Sakai, Jon Holtzman, Randy Riddle and Dania Torres Wong, and Associate Counsel Burke Dunphy. This team offers the City resources in both general government, labor and employment. The non-attorney consultant team with extensive Human Resources/Labor Relations experience includes Ann Goodrich and Georgia Cochran. Finally, the team includes investigators J.P. Badel, Lynn Malaspino-Badel and Nikki Hall, the managing attorney of the investigation unit. This team will perform the work plan identified below, including legal analysis and representation, negotiations planning, establishing negotiations tracking methodologies, working with City administration and the City Council to identify bargaining priorities, and investigations as needed.

1. Legal Team

PROJECT LEAD: Dania Torres Wong, a Partner in the Labor and Employment section, joined the Firm after 12 years of service to the County of Santa Cruz, where she served as Director of Personnel and Chief Negotiator. She handled numerous negotiations with SEIU IHSS, Deputy Sheriffs, AFSCME Doctors, SEIU, Probation Officers, Operating Engineers and SEIU General Unit. In this capacity, Ms. Torres Wong handled all closed session negotiation matters; directed all risk management matters related to tort claims, contract compliance, employee benefits, and employee leaves; directed the County's Department of Transportation drug testing program; monitored workplace violence prevention programs; managed recruitment and selection processes in a civil service environment; and directed investigations of and responses to all Equal Employment Opportunity, sexual harassment and Americans With Disability Act complaints at the state, local and federal level. She earned her J.D. from the University of California Hastings College of the Law.

Burke Dunphy, Associate, is experienced in labor/management relations, financial restructuring, and bankruptcy. Prior to joining Renne Sloan Holtzman Sakai, Ms. Dunphy was an associate in the business reorganization and financial restructuring practices of two New York law firms, where she represented both private and public sector clients in in-court and out-of-court restructurings.

Charles Sakai is a founding partner of the Firm. He practices in the areas of employment and labor law, focusing on traditional labor relations, including unit determinations and modifications, representation and decertification elections, collective bargaining, interest arbitrations, contract grievances and rights arbitration, and unfair labor practice charges. He primarily handles complex negotiations and collective bargaining issues, including multi-party negotiations, interest arbitrations, and collective-bargaining-related litigation. Mr. Sakai has extensive experience in addressing difficult fiscal situations, including negotiations under Chapter 9 Bankruptcy protection. Recent negotiations have achieved structural changes in compensation and benefit cost structures, as well as furloughs and other temporary solutions.

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



Jon Holtzman is a founding partner of the firm. Mr. Holtzman's current practice focuses heavily on assisting government agencies maintain public services through strategic consulting, negotiations, arbitration and litigation. He specializes in addressing long-term structural issues relating to pensions, health benefits, retirement health benefits, civil service reform, and other means of attaining greater managerial discretion and effectiveness through collective bargaining and reorganization. His labor expertise encompasses negotiations, fact-finding, mediation, grievance and interest arbitration and litigation related to bargaining obligations. In addition, he practices government law, including drafting ballot and other legislative measures and initiatives, litigating issues of constitutional and statutory interpretation, and electoral matters. His litigation practice includes the Fair Labor Standards Act, Title VII, sexual harassment, whistleblower complaints, charter and statutory wage and benefit provisions, retirement issues, health benefits, vesting, contracting-out questions, privacy matters, federal preemption issues, and drug testing. He specializes in consent decrees, class actions, writs and appeals.

Randy Riddle, Partner, has extensive litigation experience in state and federal courts. He is an experienced and effective appellate advocate for governmental entities. Before joining Renne Sloan Holtzman Sakai, Mr. Riddle served as Chief Counsel to the office of the California Secretary of State, where he was the state's top election attorney. From October 2008 to April 2012, he served as Richmond City Attorney. In that capacity, Mr. Riddle provided city officials and departments with a wide range of legal counseling services, including responding to open meeting law questions and public records requests; advising officials on state and local conflict of interest laws; interpreting charter and ordinance provisions; drafting legislation and advising about potential legal issues with proposed legislation; advising the City Council, boards and commissions, and advising departments about compliance with First Amendment and other constitutional guarantees, and federal, state and local anti-discrimination and equal opportunity laws. He served as a Deputy City Attorney in the San Francisco City Attorney's Office for 15 years. During his last five years with that office, he served as chief of the government litigation team, representing San Francisco in constitutional challenges to its laws and policies. Mr. Riddle was also legal counsel to the National Senate of the Republic of Palau.

2. Public Management Group™ - Non Attorney Consultants

Ann Goodrich is a Consultant for PMG. Ms. Goodrich is a human resources consultant with more than 38 years of experience in public sector human resources and employee relations. Her background as the human resources director for multiple public agencies (including the Counties of Sonoma and Santa Barbara) enables her to provide our clients with expert advice in matters of human resources practices in a collective bargaining environment, classification and compensation, benefits and other employee relations' matters. Her experience is extensive and wide ranging and includes everything from development of personnel rules in multiple agencies to project management of major labor relations initiatives. She is a past recipient of CalPELRA's

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



“Moving Forward” award for her leadership in the development of human resources management technology. Ms. Goodrich has also worked extensively with the City of Stockton over the past two years, acting as the Project Manager in charge of labor concession bargaining, as well as heading the labor retiree concessions for the City’s bankruptcy proceedings. In the City of Benicia, she served as Interim Human Resources Director and provided high-level advice on compensation issues and the city’s first layoffs.

Georgia Cochran, Consultant, has previously held numerous human resources positions in her career, including serving as both the Director and Assistant Director of Human Resources for Solano County and as a Human Resources Manager and IT Manager for the County of Sacramento. She served as the Human Resources Administrator for the Sacramento Transportation Authority and as a Management Assistant for the City of Vacaville. Her human resource and labor relations experience is extensive. She oversaw all aspects of labor and employee relations including collective bargaining, mediation, arbitration, PERB hearings, EEOC claims, labor contract interpretations, settlement agreements, and employee disciplinary matters. She provided advice to operating departments related to the Civil Rights Act, EEOC/DFEH claims, ADA and FEHA, workers compensation, recruiting standards, staffing, and employee issues. Ms. Cochran spent many years conducting and overseeing internal investigations of workplace misconduct and EEO complaints. She has also served as a project manager implementing HRIS, payroll, and applicant tracking systems. Ms. Cochran has a Bachelor’s Degree from California State University, Sacramento.

3. Investigation Services

Nikki Hall, Partner, leads our investigations practice. Ms. Hall has more than 16 years of experience in employment law and focuses her practice on acting as an outside investigator into allegations of workplace misconduct. She has conducted more than 60 investigations, many involving high-ranking employees, elected officials, and law enforcement personnel. She regularly leads investigations training statewide and nationally and is co-author of *Conducting Effective Personnel Investigations: A Manual for Public Sector Managers*. Her practice also includes advising public employers of their obligations under the Fair Employment and Housing Act, Title VII, Family Medical Leave Act, California Family Rights Act, Americans with Disabilities Act, and Age Discrimination in Employment Act. Ms. Hall spent the first several years of her legal career representing employees in employment litigation matters. She brings the knowledge she gained as a plaintiff’s lawyer to the advice and representation she provides to her public sector clients. Recently, she conducted several high profile investigations including: (1) an investigation into alleged police misconduct arising out of the *Occupy Oakland* protests, (2) an investigation into alleged misconduct by a County Board of Supervisors member, and (3) allegations of harassment and retaliation made by a City Manager against City Council members.

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



J.P. Badel has 28 years of experience in law enforcement, including 16 years in management. He is a licensed private investigator and joins the Firm's thriving investigations practice. Prior to joining the Firm, Mr. Badel worked at the Lodi Police Department, retiring as a Police Captain and the second in command of the Department. During his tenure with the Lodi Police Department he worked, supervised or managed every assignment in the organization. He gained extensive experience conducting, reviewing, and managing both internal affairs and criminal investigations.

Lynn Malaspino-Badel has 32 years of experience in law enforcement and conducts investigations regarding allegations of workplace misconduct for the firm's clients. She has extensive experience conducting and managing criminal and administrative investigations. Ms. Malaspino-Badel is a licensed private investigator in the State of California. Prior to joining the Firm, Ms. Malaspino-Badel worked at the Sacramento County Sheriff's Department and found her passion as a Detective in the Identity Theft/Hi-Tech Crimes unit. She has an extensive background in the area of Fraud Crimes and Identity Theft. Ms. Malaspino-Badel has been deemed an expert in these fields by the California Superior Courts, U.S. Federal Courts, and various Courts throughout the United States. She has testified on hundreds of occasions in these courts and has been qualified as an expert witness. Ms. Malaspino-Badel has taught courses on fraud related crimes and identity theft at the Federal Bureau of Investigations (FBI), Quantico, conferences, workshops within the public and private sectors, and for a wide range of law enforcement agencies throughout the United States.

IV. RECENT PUBLIC SECTOR CONTRACTS NEGOTIATED BY TEAM MEMBERS

The following table is a partial list of recent public sector labor agreements that have been negotiated by proposed team members as chief spokesperson:

Client	Unit	Description
County of San Luis Obispo	- General unit (SLOCEA) - Trades (SLOCEA) - District Attorney Investigators - Sheriff Management - IHSS	Chief negotiator
City of Stockton	- Fire - Fire Management - Water Supervisors Unit - Operations and Maintenance Trade Unit - Service and Maintenance Trade Unit	Chief negotiator for concession bargaining. Negotiated successor MOU's with major structural changes in pay/add pay, compensation survey universe, pension (new tier and cost sharing).

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



Client	Unit	Description
City of Watsonville	• Fire • Police • SEIU • Trades	Chief negotiator for concession bargaining. Negotiated successor MOU's with 10% reductions through pay reduction, furloughs, medical plan restructuring and pension cost sharing.
City of Tracy	• Fire • Police • Sheriff	Chief negotiator
County of Stanislaus	• AFSCME • SEIU • IHSS	Advice and counsel on negotiations strategies and proposals.
County of Santa Cruz	• IHSS • Deputy Sheriffs • Doctors Unit • DA Inspectors • SEIU General Unit • Middle Management	Chief negotiator
City of Modesto	• Modesto City Employees Association • Modesto Mid Management Unit • Modesto Police Officers Unit • Modesto Non-Sworn Unit in Police Dept. • Modesto Confidential and Management Association	Chief negotiator for successor MOU's, including heal benefit reform and pension reform
City of Stockton	• OE3 • Police • Police Management • Fire & Fire Management • SCEA • Mid Management	Chief negotiator for concession bargaining with major benefit reform to avoid bankruptcy.
County of Tehama	• Local 39 Jt. Council	Chief negotiator for successor MOU, pension reform, and employee contribution toward pension.
City of Palo Alto	• SEIU • Police • Police Management • Fire	Chief negotiator
San Benito County	• Mid-Management Unit • SEIU-General Unit • Institutional Association	Chief negotiator for successor contract negotiations.

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services



V. PROPOSED RATES

Based on the review of scope of services request, we propose services be provided based on the following hourly ranges:

Attorneys Range from \$225 – \$350 per hour

Non Attorney Consultants/Investigators Range from \$125 – \$205 per hour

Scope of Work	Estimate
Human Resources consulting services	\$65,000
Review and begin update all Human Resources policies and procedures	\$25,000
Conduct Investigation Services as needed	\$95,000
Provide Legal Services related to any and all aspects of Labor and Employment upon request of City Attorney	Hourly rate
Provide Legal Services related to General Government upon request of City Attorney	Hourly rate
Serve as the City's Chief Labor Negotiator for all employee negotiations	\$150,000

VI. PROFESSIONAL SERVICES IDENTIFICATION

The Firm's principal place of business is 350 Sansome Street, Suite 300 San Francisco, CA 94104. Phone Number: (415) 678-3800. The Firm also has offices located in Berkeley and Sacramento.

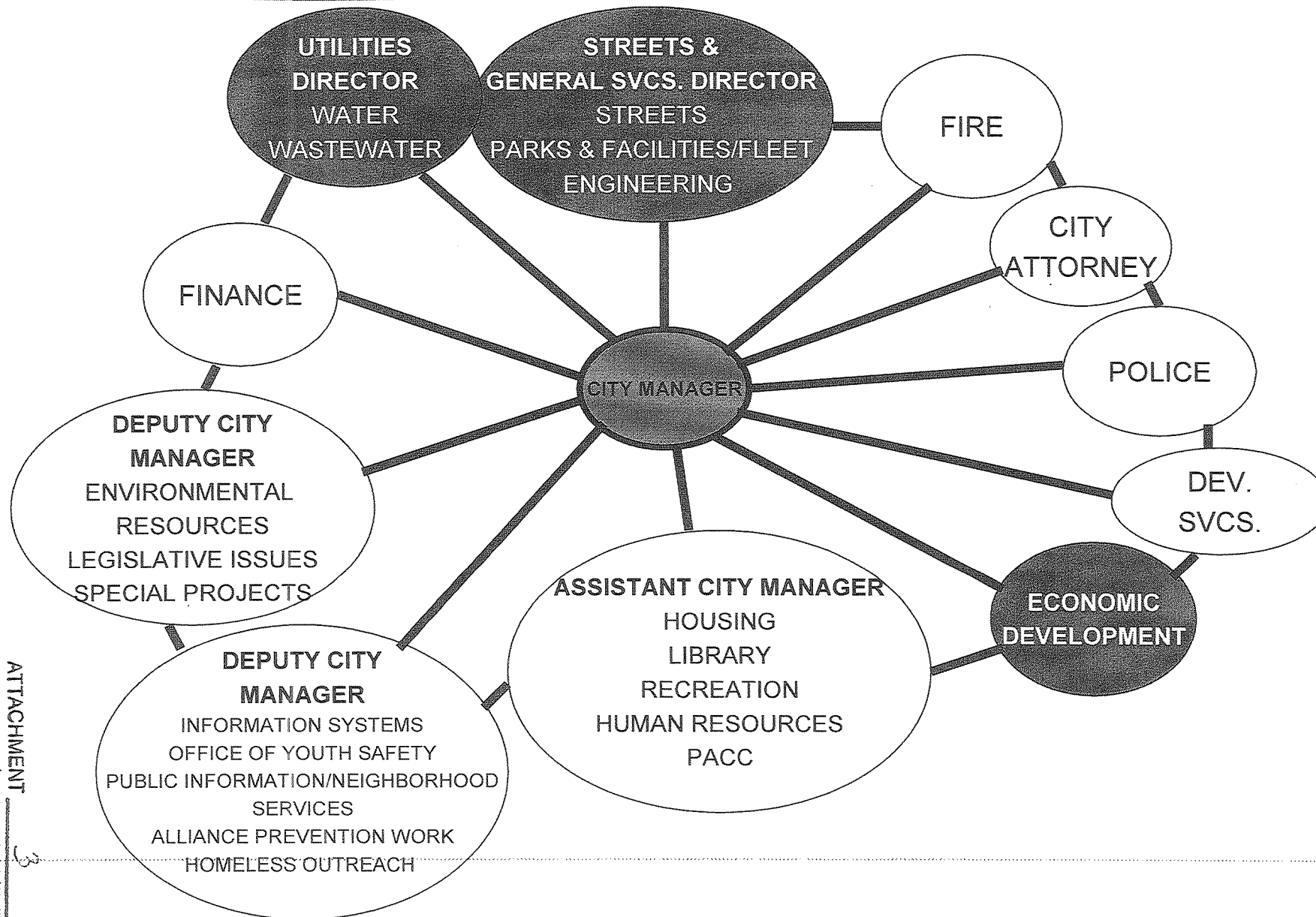
Charles Sakai is the Firm's Managing Partner. Ernestine Tayabas-Kim is the Firm's Administrative Manager. Dania Torres Wong, Partner, will be the contact person for this contract for professional legal and labor relation consulting services. Ms. Torres Wong's contact information is as follows:

1220 Seventh Street
Berkeley, California 94704
Phone Number: (510) 995-5800
Email Address: Dwong@publiclawgroup.com

The Firm's Federal tax identification number is 73-1700480.

Scope of Work for City of Oxnard
Legal and Labor Relations Consulting Services

Proposed Re-organization Phase I – Connected Departments



CITY COUNCIL OF THE CITY OF OXNARD

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OXNARD AUTHORIZING THE CITY MANAGER TO APPROVE AGREEMENTS FOR THE FIRST PHASE OF AN ORGANIZATIONAL ASSESSMENT WITH MANAGEMENT PARTNERS AND RENNE SLOAN HOLTZMAN SAKAI, LLP FOR A TOTAL AMOUNT NOT TO EXCEED \$400,000, AND ESTABLISH THE NECESSARY BUDGETS.

WHEREAS, the City of Oxnard desires to engage independent organizational consultants to conduct a comprehensive organizational analysis to better serve the residents of Oxnard and re-establish the trust of the residents of Oxnard; and

WHEREAS, the City of Oxnard has experienced significant challenges in recent years (including a two-year investigation by the Public Integrity Unit of the Ventura County District Attorney's Office which detailed improper activities); and

WHEREAS, Section 4-32 of the City Code provides that professional services may be purchased for the City in accordance with procedures adopted by resolution of the City Council; and.

WHEREAS, the organizational consultants engaged in this process have the requisite experience to assist the City Manager and City leadership team in creating a solution driven, customer service oriented organization that will provide excellent services to Oxnard residents with the highest ethical standards.

NOW, THEREFORE LET IT BE RESOLVED, that the City Manager of the City of Oxnard is authorized to execute agreements with Management Partners and Renne Sloan Holtzman Sakai, LLP for a total amount not to exceed \$400,000, and establish the necessary budgets.

PASSED AND ADOPTED THIS 30th day of September, 2014 by the following vote:

AYES:

NOES:

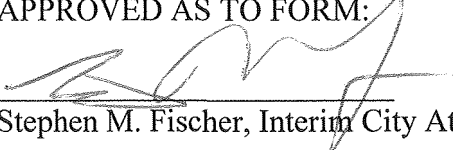
ABSENT:

Tim Flynn, Mayor

ATTEST:

Daniel Martinez, City Clerk

APPROVED AS TO FORM:



Stephen M. Fischer, Interim City Attorney

ATTACHMENT 4
PAGE 1 OF 1



ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Study Session

Prepared By: James Cameron

Agenda Item No. F-2

Reviewed By: City Manager

City Attorney

Finance

Other (Specify)

DATE: September 17, 2014**TO:** City Council
FROM: James Cameron
 Chief Financial Officer
SUBJECT: Review of Operations for River Ridge Golf Club**RECOMMENDATION**

That City Council receive a report on the Review of Operations for River Ridge Golf Club.

DISCUSSION

Over the past two years, the City Council has received and discussed various reports on the Golf enterprise fund. On January 28 the Council directed staff to return with options for absorbing the Golf Fund into the General Fund, which was presented to Council on March 4. Council directed staff to perform a review of golf operations. The National Golf Foundation (NGF) was hired to perform this review.

The full Report was posted on the City's web page Tuesday, September 16, 2014.

FINANCIAL IMPACT

This report includes a number of suggestions and options that will have financial impacts on the Golf fund if implemented.



Meeting Date: 9/30/2014

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other

Prepared By: James Cameron

Agenda Item No.

F-3

Reviewed By: City Manager

City Attorney

Finance

Other (Specify)

DATE: September 18, 2014

TO: City Council

FROM: James Cameron, Chief Financial Officer
Finance Department

James Cameron

SUBJECT: Monthly Budget Status Report – as of August 31, 2014

RECOMMENDATION

That City Council receive the monthly City of Oxnard Budget Status Report as of August 31, 2014.

DISCUSSION

The monthly budget status report includes both governmental and Enterprise Funds. Revenues and expenditures are reported on an accrual basis. As a result, certain revenues will appear to be low because the first several months have been accrued to the prior fiscal year. While the attached tables include all funds grouped by type, the focus of this report is on the General Fund and Utility Funds as they make up over 60% of the total budget.

The FY 2014-15 Budget is based on continued moderate economic growth during the fiscal year. The following charts compare actual revenues and expenditures against the budget estimate allowing for accruals and against prior year amounts through August. Because this report only includes two months, timing differences of revenues and expenditures can have a significant impact.

General Fund Revenues

August Compared to:	Budget	Prior Year
Property Tax	→ 0%	→ 0%
Sales Tax	↑ 23%	↑ 32%
Other	↓ -5%	↓ -4%
Total	↑ 2%	↑ 4%

Compared to the prior year, General Fund revenues are up 4%. Although much of the increase in FY 2013-14 revenues was built into the FY 2014-15 Budget, revenues are only 2% higher than budget. Sales taxes are higher than budget primarily due to a one-time reallocation to another City by the Board of Equalization in FY 2013-14. The decrease in other revenues, while significant on a percentage basis, do not have as large of an impact to overall revenues and are the result of one-time reimbursements in FY 2013-14.

General Fund Expenditures

August Compared to:	Budget	Prior Year
Public Safety	 -8%	 -7%
Culture & Recreation	 2%	 7%
Other	 -9%	 10%
Total	 -6%	 -1%

General Fund expenditures are lower than the prior year primarily due to reduced spending in Public Safety as well as timing of certain charges. Other areas are higher consistent with budget.

Utility revenues are particularly difficult to compare due to timing differences and in the case of Environmental Resources, during this same period last year, the recycling center was not under City operation.

Utility Fund Operating Revenues*

August Compared to:	Budget	Prior Year
Water	 16%	 25%
Wastewater	 -7%	 1%
Environmental Resources	 -2%	 3%
Total	 5%	 11%

* Excludes one-time connection fees and interest earnings. Prior Year adjusted for accruals.

Utility Fund Operating Expenditures**

August Compared to:	Budget	Prior Year
Water	↓ -7%	↑ 5%
Wastewater	↓ -2%	↑ 11%
Environmental Resources	↓ -14%	↑ 46%
Total	↓ -9%	↑ 19%

** Excludes capital expenditures and interest expense.

At this time, the budget comparison better reflects the status of revenues and expenditures to date. Water revenues are up due to high water use as the mandated consumption reductions are not fully reflected in the revenues through August. Wastewater and ER are below budget. At the same time, all enterprise expenditures are under budget, but higher than last year.

At the end of August City accounts had cash balances totaling \$150 million as shown below. The Community Development Commission Successor Agency had an additional \$1 million.

Cash balance of Major Funds as of August 31, 2014

General Fund	\$ 17.1
Measure O	17.8
Grants	(4.3)
Other Governmental	45.3
Water	
Operating	28.4
Other	15.1
Wastewater	
Operating	7.4
Other	3.3
Environmental Resources	7.1

PACC	(1.7)
Golf	(4.3)
Housing SA	4.6
Other (ISF)	14.5
Total	<u>\$ 150.3</u>

Because most Grants are on a reimbursement basis, they typically carry a negative balance until payment is made. The PACC and Golf funds also carry negative cash balances.

FINANCIAL IMPACT

The recommended action to receive the Monthly Budget Status Report as of August 31, 2014 has no direct financial impact.

Attachment #1 - City of Oxnard Monthly Budget Status Report as of August 31, 2014

**City of Oxnard
Monthly Budget Status Report
as of August 31, 2014**

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City of Oxnard
Budget Status Report
For the Month Ended August 31, 2014
General Fund
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Taxes:			
Property Taxes	\$ 28,011,000	\$ 28,011,000	\$ - a
Property Tax in-lieu of Vehicle License Fee	15,323,000	15,323,000	-
Sales Tax	27,619,000	27,619,000	2,067,547 b
Other Taxes and Fees	13,481,000	13,481,000	1,467,417 c
Licenses and Permits	2,439,000	2,439,000	418,978
Intergovernmental	13,388,697	13,388,697	1,746,740 c
Charges for Services	8,775,462	8,775,462	1,238,286
Fines and Forfeitures	474,000	474,000	16,445 c
Investment Earnings	90,000	90,000	10,757
Miscellaneous	3,467,000	3,467,000	198,955
Total Operating Revenues	\$ 113,068,159	\$ 113,068,159	\$ 7,165,125
Operating Expenditures			
General Government	11,565,645	11,565,645	1,308,091
Public Safety	65,857,192	65,857,192	8,111,987
Transportation	2,508,521	2,508,521	301,761
Community Development	10,712,936	10,742,842	1,440,576
Culture and Recreation	16,380,628	16,380,628	2,514,976
Total Operating Expenditures	\$ 107,024,922	\$ 107,054,828	\$ 13,677,391
NET REVENUES FROM OPERATIONS	\$ 6,043,237	\$ 6,013,331	\$ (6,512,266)

Notes:

- a Current year receipts reduced for year-end accrual of \$672,717.
- b Current year receipts reduced for year-end accrual of \$4,631,889 to prior year.
- c Actual amounts reflect accrual reversals for receipts recognized in the prior year in the amount of \$1,564,849.

City of Oxnard
Budget Status Report
For the Month Ended August 31, 2014
General Fund
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers in	\$ 37,000	\$ 37,000	\$ -
Sub-total Non-operating Sources	<u>37,000</u>	<u>37,000</u>	<u>-</u>
Non-operating Uses			
Capital outlay	75,000	75,000	12,836
Transfers out	<u>6,005,237</u>	<u>5,946,284</u>	<u>150,860</u> d
Sub-total Non-operating Uses	<u>6,080,237</u>	<u>6,021,284</u>	<u>163,696</u>
NET NON-OPERATING SOURCES AND USES	\$ (6,043,237)	\$ (5,984,284)	\$ (163,696)
USE OF FUND BALANCE			
Use of Reserve for Encumbrances	-	-	-
From Available Fund Balance	<u>-</u>	<u>(29,047)</u>	<u>6,675,962</u> e
TOTAL USE OF FUND BALANCE	\$ -	\$ (29,047)	\$ 6,675,962
FISCAL YEAR BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Notes:

- d Transfers out are internal payments to other funds made at the time obligations are due in the target fund.
e Temporary use of fund balance, including Measure O, due to lag in property taxes and accruals.

City of Oxnard
Budget Status Report
For the Month Ended August 31, 2014
Measure O 1/2 Cent Sales Tax
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Taxes	\$ 12,000,000	\$ 12,000,000	\$ 1,287,128 a
Investment Earnings	90,000	90,000	9,369
Other	-	-	-
Total Operating Revenues	\$ 12,090,000	\$ 12,090,000	\$ 1,296,497
Operating Expenditures			
General Government	50,000	124,752	5,695
Public Safety	3,665,923	4,268,609	267,495
Transportation	900,000	1,412,965	10,374
Community Development	420,000	539,270	14,856
Culture and Recreation	1,344,000	1,411,000	145,687
Total Operating Expenditures	\$ 6,379,923	\$ 7,756,596	\$ 444,107
NET REVENUES FROM OPERATIONS	\$ 5,710,077	\$ 4,333,404	\$ 852,390
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Bond Proceeds	-	-	-
Sub-total Non-operating Sources	-	-	-
Non-operating Uses			
Interest Expense	-	-	-
Payment of Principal	-	-	-
Capital Outlay	700,000	13,533,111	80,900
Sub-total Non-operating Uses	700,000	13,533,111	80,900
NET NON-OPERATING SOURCES AND USES	\$ (700,000)	\$ (13,533,111)	\$ (80,900)
DEBT FINANCING & USE OF FUND BALANCE			
Designated for Authorized Projects & Encumbrances	-	14,209,784	131,865 b
From/(to) Fund Balance	(5,010,077)	(5,010,077)	(903,355)
TOTAL USE OF FUND BALANCE	\$ (5,010,077)	\$ 9,199,707	\$ (771,490)
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

- a Current year receipts reduced for year-end accrual of \$2,037,300 to prior year.
- b Carryover of prior year project balances.

City of Oxnard
Budget Status Report
as of August 31, 2014
Grant Funds
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Intergovernmental	\$ 3,268,385	\$ 5,863,804	\$ 2,070,774
Fines and forfeitures	-	-	14,522
Investment Earnings	-	-	1,626
Miscellaneous	-	99,231	27,402
Total Operating Revenues	\$ 3,268,385	\$ 5,963,035	\$ 2,114,324
Operating Expenditures			
General Government	-	-	-
Public Safety	560,083	3,795,846	473,762
Transportation	-	497,104	715
Community Development	2,096,548	4,184,491	893,286
Culture and Recreation	17,020	326,268	24,869
Total Operating Expenditures	\$ 2,673,651	\$ 8,803,709	\$ 1,392,632
NET REVENUES FROM OPERATIONS	\$ 594,734	\$ (2,840,674)	\$ 721,692
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers in	-	-	-
Sub-total Non-operating Sources	-	-	-
Non-operating Uses			
Capital Outlay	708,499	1,299,132	42,210
Transfers out	-	-	-
Sub-total Non-operating Uses	708,499	1,299,132	42,210
NET NON-OPERATING SOURCES AND USES	\$ (708,499)	\$ (1,299,132)	\$ (42,210)
DEBT FINANCING & USE OF FUND BALANCE			
Designated for Authorized Projects & Encumbrances	-	4,024,307	-
From/(to) Available Fund Balance	113,765	115,499	(679,482) a
TOTAL USE OF FUND BALANCE	\$ 113,765	\$ 4,139,806	\$ (679,482)
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

a Grants are typically on a reimbursement basis resulting in a revenue lag.

City of Oxnard
Budget Status Report
as of August 31, 2014
Other Governmental Funds
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Taxes	\$ 12,000,000	\$ 12,000,000	\$ 168,459
Licenses and Permits	891,148	891,148	677,661
Intergovernmental	5,684,816	5,684,816	1,247,409
Growth and Development Fees	1,178,648	1,178,648	663,368
Charges for services	130,000	130,000	3,995
Fines and forfeitures	320,000	320,000	(12,904)
Investment Earnings	308,401	308,401	25,968
Special Assessments	9,163,351	9,163,351	124,665
Miscellaneous	1,393,300	1,393,500	78,903
Total Operating Revenues	\$ 31,069,664	\$ 31,069,864	\$ 2,977,524
Operating Expenditures			
General Government	253,177	253,177	19,906
Public Safety	20,573,398	20,573,398	2,249,129
Transportation	6,815,164	6,878,189	779,139
Community Development	207,736	207,736	33,043
Culture and Recreation	5,193,882	5,159,882	901,004
Total Operating Expenditures	\$ 33,043,357	\$ 33,072,382	\$ 3,982,221
NET REVENUES FROM OPERATIONS	\$ (1,973,693)	\$ (2,002,518)	\$ (1,004,697)
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers in	\$ 8,612,491	\$ 8,612,491	\$ - a
Bond Proceeds	-	-	-
Sub-total Non-operating Sources	8,612,491	8,612,491	-
Non-operating Uses			
Interest Expense	3,748,154	3,748,154	230,306
Payment of Principal	4,233,287	4,233,287	412,277
Capital Outlay	1,549,030	1,661,080	537,402
Transfers out	1,826,369	1,826,369	- a
Sub-total Non-operating Uses	11,356,840	11,468,890	1,179,985
NET NON-OPERATING SOURCES AND USES	\$ (2,744,349)	\$ (2,856,399)	\$ (1,179,985)

**City of Oxnard
Budget Status Report
as of August 31, 2014
Other Governmental Funds
(Unaudited)**

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
DEBT FINANCING & USE OF FUND BALANCE			
Designated for Authorized Projects & Encumbrances	-	-	-
Appropriated Fund Balance	-	20,300	-
From Available Fund Balance	4,718,042	4,838,617	2,184,682
TOTAL USE OF FUND BALANCE	<u>\$ 4,718,042</u>	<u>\$ 4,858,917</u>	<u>\$ 2,184,682</u>
FISCAL YEAR BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Notes:

- a Transfers in/out are internal payments from/to other funds made at the time obligations are due in the target fund.

City of Oxnard
Budget Status Report
as of August 31, 2014
Water Funds
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Charges for Services	\$ 52,220,000	\$ 52,220,000	\$ 10,232,566
Security/Contamination Prevention Fees	870,000	870,000	50,951
Miscellaneous and Reimbursements	5,000	5,000	34,100
Total Operating Revenues	\$ 53,095,000	\$ 53,095,000	\$ 10,317,617
Operating Expenditures			
Salaries and Wages	5,414,520	5,414,520	663,474
Contracts and Services	1,746,575	1,806,575	363,100
Operating Supplies	2,076,100	2,141,227	139,200
Water Acquisition	22,770,000	22,770,000	1,820,486
General and Administrative	5,210,528	5,210,528	764,569
Total Operating Expenditures	\$ 37,217,723	\$ 37,342,850	\$ 3,750,829
NET REVENUES FROM OPERATIONS	\$ 15,877,277	\$ 15,752,150	\$ 6,566,788
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers In	2,067,900	2,067,900	- a
Investment Earnings	2,449,000	2,449,000	21,736
Connection Fees	1,335,000	1,335,000	134,796
Sub-total Non-operating Sources	5,851,900	5,851,900	156,532
Non-operating Uses			
Capital Outlay (non-debt financed)	2,950,000	3,286,000	39,336
Interest Expense	11,235,552	11,235,552	1,856,065
Transfers Out	-	-	-
Sub-total Non-operating Uses	14,185,552	14,521,552	1,895,401
NET NON-OPERATING SOURCES AND USES	\$ (8,333,652)	\$ (8,669,652)	\$ (1,738,869)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of Principal	(3,999,827)	(3,999,827)	(777,880)
Designated for Authorized Projects & Encumbrances	-	96,000	4,022
Use of Bond Principal	-	-	-
From/(To) Capital Reserve	(3,543,798)	(3,178,671)	(4,054,061)
NET USE OF BONDS AND OTHER DEBT FINANCING	\$ (7,543,625)	\$ (7,082,498)	\$ (4,827,919)
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

a Transfers in are internal payments from other funds made at the time obligations are due in the target fund.

City of Oxnard
Budget Status Report
as of August 31, 2014
Wastewater Funds
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Charges for Services	\$ 29,300,000	\$ 29,300,000	\$ 5,257,722
Security/Contamination Prevention Fees	350,000	350,000	-
Miscellaneous and Reimbursements	730,000	730,000	(569,021) a
Total Operating Revenues	\$ 30,380,000	\$ 30,380,000	\$ 4,688,701
Operating Expenditures			
Salaries and Wages	7,323,342	7,323,342	875,922
Contracts and Services	7,962,050	7,510,919	746,441
Operating Supplies	1,791,700	1,791,700	191,037
General and Administrative	3,124,905	3,124,905	410,036
Total Operating Expenditures	\$ 20,201,997	\$ 19,750,866	\$ 2,223,436
NET REVENUES FROM OPERATIONS	\$ 10,178,003	\$ 10,629,134	\$ 2,465,265
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Investment Earnings	100,000	100,000	6,097
Connection Fees	700,000	700,000	49,013
Sub-total Non-operating Sources	800,000	800,000	55,110
Non-operating Uses			
Capital Outlay (non-debt financed)	2,325,000	2,835,281	53,250
Interest Expense	6,168,998	6,168,998	6,594
Sub-total Non-operating Uses	8,493,998	9,004,279	59,844
NET NON-OPERATING SOURCES AND USES	\$ (7,693,998)	\$ (8,204,279)	\$ (4,734)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of Principal	(5,016,588)	(5,016,588)	(39,336)
Designated for Authorized Projects & Encumbrances	-	-	9,584
Appropriated Fund Balance	-	59,150	-
From/(To) Capital Reserve	2,532,583	2,532,583	(2,430,779)
NET USE OF BONDS AND OTHER DEBT FINANCING	\$ (2,484,005)	\$ (2,424,855)	\$ (2,460,531)
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

a Prior period adjustment.

**City of Oxnard
Budget Status Report
as of August 31, 2014
Environmental Resources
(Unaudited)**

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Charges for Services	\$ 43,240,000	\$ 43,240,000	\$ 7,049,326 a
Security/Contamination Prevention Fees	100,000	100,000	37
Miscellaneous and Reimbursements	260,000	312,545	97,845
Total Operating Revenues	\$ 43,600,000	\$ 43,652,545	\$ 7,147,208
Operating Expenditures			
Salaries and Wages	10,019,940	10,019,940	1,034,052
Operating Supplies	6,289,890	6,289,890	578,623
Contracts and Services	14,651,686	14,651,686	1,598,343
General and Administrative	4,714,928	4,714,928	601,280
Total Operating Expenditures	\$ 35,676,444	\$ 35,676,444	\$ 3,812,298
NET REVENUES FROM OPERATIONS	\$ 7,923,556	\$ 7,976,101	\$ 3,334,910
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Investment Earnings	60,000	60,000	3,858
Connection Fees	60,000	60,000	5,544
Sub-total Non-operating Sources	120,000	120,000	9,402
Non-operating Uses			
Capital Outlay (non-debt financed)	3,714,449	3,766,994	336,046
Interest Expense	453,778	453,778	2,654
Transfers out	62,097	62,097	- b
Sub-total Non-operating Uses	4,230,324	4,282,869	338,700
NET NON-OPERATING SOURCES AND USES	\$ (4,110,324)	\$ (4,162,869)	\$ (329,298)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of Principal	(3,813,232)	(3,813,232)	(25,270)
Designated for Authorized Projects & Encumbrances	-	-	-
Appropriated Fund Balance	-	-	-
From/(To) Capital Reserve	-	-	(2,980,342)
NET USE OF BONDS AND OTHER DEBT FINANCING	\$ (3,813,232)	\$ (3,813,232)	\$ (3,005,612)
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

a Current year revenues reduced by FY 2014 accruals.

b Transfers out are internal payments to other funds made at the time obligations are due in the target fund.

City of Oxnard
Budget Status Report
as of August 31, 2014
Golf
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Charges for Services	\$ 4,470,000	\$ 4,470,000	\$ 1,104,818
Miscellaneous and Reimbursements	-	-	-
Total Operating Revenues	<u>\$ 4,470,000</u>	<u>\$ 4,470,000</u>	<u>\$ 1,104,818</u>
Operating Expenditures			
Salaries and Wages	60,752	60,752	7,678
Operating Supplies	-	-	-
Contracts and Services	3,585,324	3,585,324	888,365
General and Administrative	171,821	171,821	25,464
Total Operating Expenditures	<u>\$ 3,817,897</u>	<u>\$ 3,817,897</u>	<u>\$ 921,507</u>
NET REVENUES FROM OPERATIONS	\$ 652,103	\$ 652,103	\$ 183,311
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers In	-	-	- a
Investment Earnings	-	-	(2,424)
Sub-total Non-operating Sources	<u>-</u>	<u>-</u>	<u>(2,424)</u>
Non-operating Uses			
Capital Outlay (non-debt financed)	80,500	80,500	-
Interest Expense	80,227	80,227	-
Transfers out	-	-	-
Sub-total Non-operating Uses	<u>160,727</u>	<u>160,727</u>	<u>-</u>
NET NON-OPERATING SOURCES AND USES	\$ (160,727)	\$ (160,727)	\$ (2,424)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of Principal	(1,007,469)	(1,007,469)	-
Designated for Authorized Projects & Encumbrances	-	-	-
From/(To) Capital Reserve	516,093	516,093	(180,887)
NET USE OF BONDS AND OTHER DEBT FINANCING	<u>\$ (491,376)</u>	<u>\$ (491,376)</u>	<u>\$ (180,887)</u>
FISCAL YEAR BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

a Transfer from General Fund for 2011 Bonds.

City of Oxnard
Budget Status Report
as of August 31, 2014
Performing Arts & Convention Center
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Charges for Services	\$ 463,492	\$ 463,492	\$ 63,820
Miscellaneous	20,000	20,000	3,235
Total Operating Revenues	<u>\$ 483,492</u>	<u>\$ 483,492</u>	<u>\$ 67,055</u>
Operating Expenditures			
Salaries and Wages	962,630	962,630	166,105
Operating Supplies	300	300	-
Contracts and Services	252,355	317,566	59,046
General and Administrative	173,367	173,367	29,189
Total Operating Expenditures	<u>\$ 1,388,652</u>	<u>\$ 1,453,863</u>	<u>\$ 254,340</u>
NET REVENUES FROM OPERATIONS	<u>\$ (905,160)</u>	<u>\$ (970,371)</u>	<u>\$ (187,285)</u>
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers In	905,160	905,160	150,860 a
Investment Earnings	-	-	(869)
Sub-total Non-operating Sources	<u>905,160</u>	<u>905,160</u>	<u>149,991</u>
Non-operating Uses			
Capital Outlay	-	-	-
Sub-total Non-operating Uses	<u>-</u>	<u>-</u>	<u>-</u>
NET NON-OPERATING SOURCES AND USES	<u>\$ 905,160</u>	<u>\$ 905,160</u>	<u>\$ 149,991</u>
DEBT FINANCING & USE OF FUND BALANCE			
Designated for Authorized Projects & Encumbrances	-	-	-
From/(To) Capital Reserve	-	65,211	37,294
NET USE OF BONDS AND OTHER DEBT FINANCING	<u>\$ -</u>	<u>\$ 65,211</u>	<u>\$ 37,294</u>
FISCAL YEAR BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Notes:

a Transfers in are internal payments from other funds made at the time obligations are due.

City of Oxnard
Budget Status Report
as of August 31, 2014
Housing Set-aside Successor Agency Fund
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Taxes	\$ -	\$ -	\$ 2,506
Rental Income	-	-	-
Miscellaneous and Reimbursements	-	-	1,336
Total Operating Revenues	\$ -	\$ -	\$ 3,842
Operating Expenditures			
Salaries and Wages	-	-	19,582
Contracts and Services	-	-	-
General and Administrative	-	-	-
Total Operating Expenditures	\$ -	\$ -	\$ 19,582
NET REVENUES FROM OPERATIONS	\$ -	\$ -	\$ (15,740)
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers In	-	-	-
Investment Earnings	-	-	-
Sub-total Non-operating Sources	-	-	-
Non-operating Uses			
Capital Outlay	-	-	136,800
Transfers out	-	-	-
Sub-total Non-operating Uses	-	-	136,800
NET NON-OPERATING SOURCES AND USES	\$ -	\$ -	\$ (136,800)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of principal	-	-	-
Designated for Authorized Projects & Encumbrances	-	-	-
From/(To) Operating and Capital Reserves	-	-	152,540
TOTAL USE OF FUND BALANCE	\$ -	\$ -	\$ 152,540
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

City of Oxnard
Budget Status Report
as of August 31, 2014
Successor Agency to the Community Development Commission
(Unaudited)

	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Actual Amounts</u>
OPERATING REVENUES AND EXPENDITURES			
Operating Revenues			
Taxes	\$ -	\$ -	\$ - a
Rental Income	-	-	7,832
Miscellaneous and Reimbursements	-	-	8,181
Total Operating Revenues	\$ -	\$ -	\$ 16,013
Operating Expenditures			
Salaries and Wages	-	-	43,959
Contracts and Services	-	-	113,059
General and Administrative	-	250,000	16,072 b
Total Operating Expenditures	\$ -	\$ 250,000	\$ 173,090
NET REVENUES FROM OPERATIONS	\$ -	\$ (250,000)	\$ (157,077)
NON-OPERATING SOURCES AND USES			
Non-operating Sources			
Transfers In	-	-	-
Investment Earnings	-	-	19,149
Sub-total Non-operating Sources	-	-	19,149
Non-operating Uses			
Capital Outlay	-	-	-
Interest Expense	-	-	-
Project Costs	-	4,423,588	51,300 b
Transfers out	-	-	-
Sub-total Non-operating Uses	-	4,423,588	51,300
NET NON-OPERATING SOURCES AND USES	\$ -	\$ (4,423,588)	\$ (32,151)
DEBT FINANCING & USE OF FUND BALANCE			
Payment of principal	-	-	-
Designated for Authorized Projects & Encumbrances	-	-	-
From/(To) Operating and Capital Reserves	-	4,673,588	189,228 c
TOTAL USE OF FUND BALANCE	\$ -	\$ 4,673,588	\$ 189,228
FISCAL YEAR BALANCE	\$ -	\$ -	\$ -

Notes:

City of Oxnard
Budget Status Report
as of August 31, 2014
Successor Agency to the Community Development Commission
(Unaudited)

- a Revenues from the County for expenditures approved in the Recognized Obligation Payment Schedule for January 2015 to June 2015 (not yet approved by California Department of Finance).
- b Amounts approved by the California Department of Finance for the period of July 2014 to December 2014
- c Revenues were received from the County in June 2014 for expenditures approved in the Recognized Obligation Payment Schedule for July 2014 to December 2014.

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☒ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☐ Other _____

Prepared By: Martin R. Erickson Agenda Item No. F-4

Reviewed By: City Manager EM City Attorney JBR Finance JC Other (Specify) _____

DATE: September 29, 2014

TO: City Council

FROM: Martin R. Erickson
Deputy City Manager

SUBJECT: Summary Abatement of Dangerous Building at 6200 Perkins Road (former Halaco site)

RECOMMENDATION

That City Council receive the report regarding the summary abatement.

DISCUSSION

The City of Oxnard recently responded to an emergency health and safety situation after a fire occurred in a structure located on the former Halaco site (an EPA Superfund site) the morning of September 24, 2014.

This was the second fire to occur in the building in the past month. As reported post inspection by the City's Building and Engineering Division, damage from the second major fire rendered the building an imminent threat to life and safety. Significant portions of the roof structure had collapsed, masonry walls are cracked and leaning out of plumb and are in a state of partial collapse. Sections of the roof and floor structure, major framing members, and masonry bearing walls are also in immediate danger of collapse. Despite an order that the building remain vacant, it has been reported that members of the public are still attempting to illegally enter the unsafe property.

A direction from the Deputy City Manager Martin Erickson of the City Manager's Office was given to summarily abate the dangerous condition by demolishing the building as quickly as possible due to the immediate danger to public safety.

The summary abatement is necessary to take down the structure. This is an emergency situation because the building is in danger of imminent collapse and the public are still attempting to gain access. This summary abatement does not leave time for the normal competitive solicitation process due to the imminent threat to the public from the dangerous building. The time required for a solicitation process would result in delays to the abatement process. A building collapse during the interim solicitation period could result in serious injury or death of members of the public in or near the building.

FINANCIAL IMPACT

There is adequate funding in the public liability fund (an internal service fund) to cover the costs of this demolition.



Meeting Date: 9 /30 / 14

ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☐ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☒ Study Session

Prepared By: James Cameron

Agenda Item No. H-1

Reviewed By: City Manager

City Attorney

Finance

Other (Specify)

DATE: September 17, 2014**TO:** City Council**FROM:** James Cameron
Chief Financial Officer**SUBJECT:** Financial Transparency Initiative**RECOMMENDATION**

That City Council receive a presentation of the City of Oxnard financial transparency initiative.

DISCUSSION

Over the past several months, a team of City staff have been developing a cloud-based financial transparency initiative through the Socrata open data platform. This initiative will be live and available to the public on October 1, 2014. Socrata is used by many state and local agencies nationwide, as well as California. Recent examples of agencies utilizing the Socrata platform include the City of Los Angeles and the California State Controller's Office. Socrata was chosen after a review of similar solutions due to the flexibility in presenting data and the ability to expand into non-financial areas, such as performance indicators for City services.

At this time only financial data is available. This initial focus has been on accounts payable data, the City Check Book, monthly revenue and expenditure reports, and Measure O programs and projects. Users will be able to review this data on the site, filter the data to focus on their areas of interest, create graphs, and download the data for additional analysis on their computers.

FINANCIAL IMPACT

This system will reduce staff time required to respond to financial inquiries both from the public as well as internally. The cost to implement Socrata was \$18,000.

