

2 YEAR OPERATING BUDGET FISCAL YEARS | 2008-09 | 2009-10

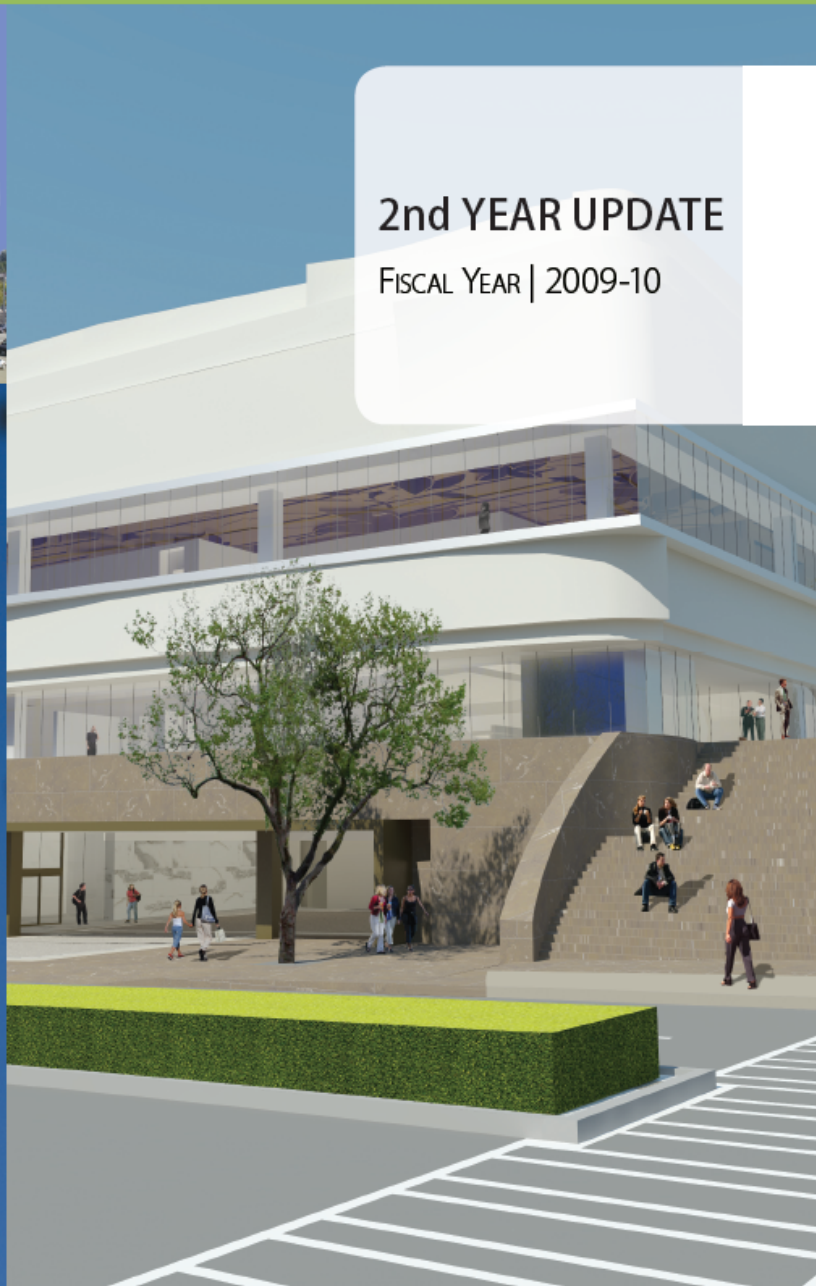
5 YEAR CAPITAL WORK PLAN FISCAL YEARS | 2008-2013

City of West Hollywood



2nd YEAR UPDATE

FISCAL YEAR | 2009-10





West Hollywood residents were asked “what do you like most about WEHO” during a recent community survey. See some of their responses on the back of the divider pages.

WEST HOLLYWOOD CITY COUNCIL



CITY MANAGEMENT TEAM

City Manager
Paul Arevalo

City Attorney
Mike Jenkins

Assistant City Manager
Joan English

Director of Economic Development/
Special Projects
Ray Reynolds

Director of Administrative Services
Vivian Love

Director of Finance and Technology Services
Anil Gandhi

Director of Human Services
Lloyd Long

Director of Housing and Rent Stabilization
Allyne Winderman

Director of Community Development
Susan Healy Keene

Director of Public Information and
Prosecution Services
Helen Goss

Director of Public Works
Oscar Delgado

Sheriff's Department Captain
Buddy Goldman

Citywide Organizational Chart

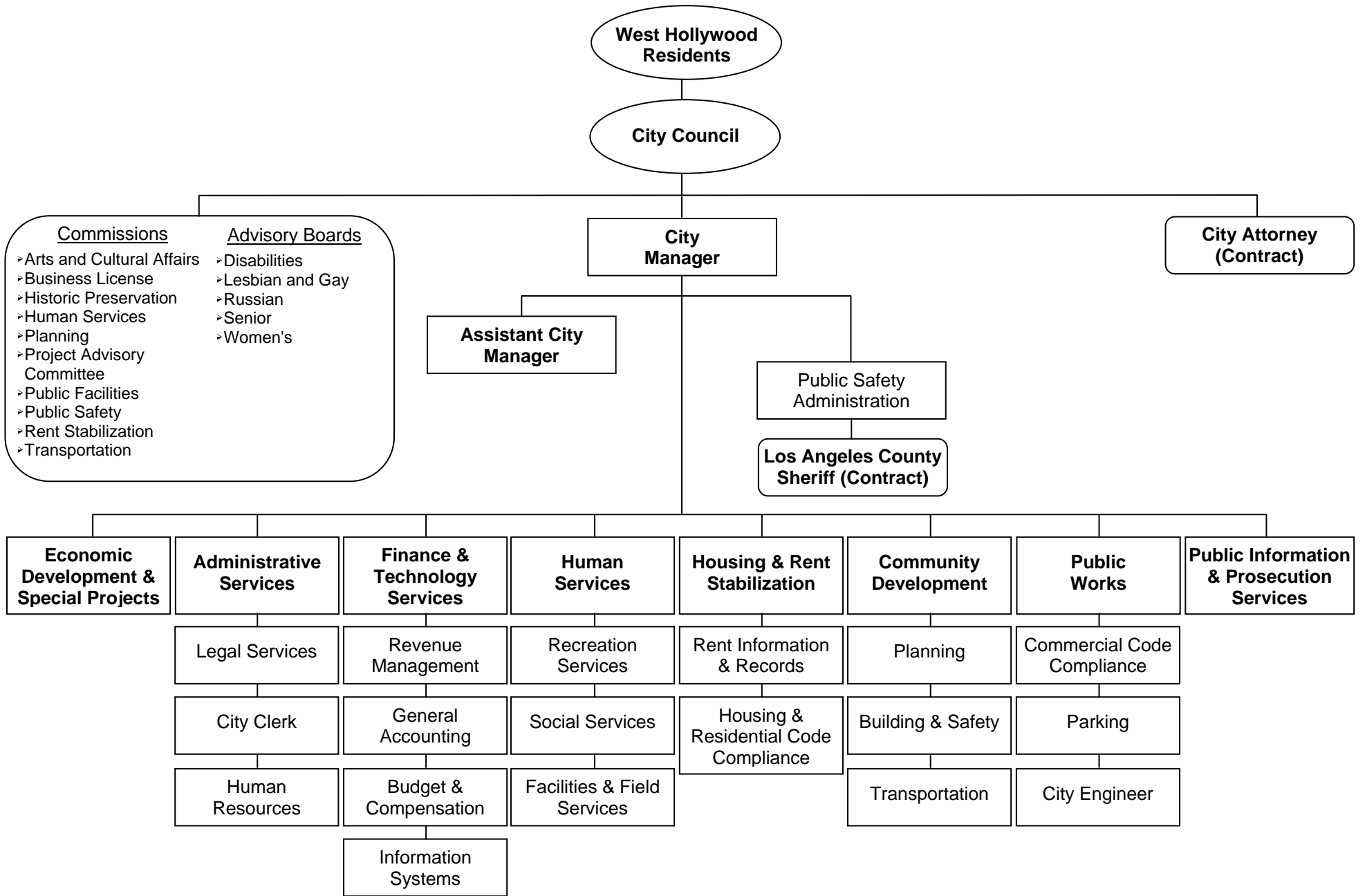


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A Word of Explanation

Welcome to the City of West Hollywood's 2009-10 Operating Budget and Capital Work Plan Update. This document provides an update to the 2008-10 Operating Budget and 2008-2013 Capital Work Plan approved by the City Council on June 16, 2008. Unless stated otherwise, each division is expected to continue to maintain all programs at current levels of service as established in that document.

This document establishes how the City will allocate funds during the 2009-10 fiscal year to meet the Primary Strategic Goals set forth in the Vision 2020 Strategic Plan. The budget also serves as a financial planning tool to ensure that the inflow of revenues is adequate to meet both the anticipated and unanticipated needs the City. It is intended to be a community resource and is therefore designed to be understandable by every resident, business person and interested observer.

A difficult challenge in presenting the budget is determining how much information is necessary to accurately portray the City's financial position and operational goals without overwhelming the reader with details. We use a format that emphasizes the specific activities of each division and condenses the financial detail. Each division has the opportunity to highlight the important programs and changes to the budget for the coming years. Financial operating data is summarized as follows:

- Wages and Fringes include costs for regular staff as well as interns, temporary employees, employee insurances, retirement, etc.
- Staff Development includes dues, subscriptions, training and conferences and other costs necessary to maintaining and enhancing staff skills.
- Supplies include special postage, printing and binding, and special materials based on each division's assessment of their needs.
- Allocated Overhead Costs are charges for operating supplies, telephones, copier leases and building costs. City Hall rent expense is used to pay debt service on the building. Allocations are apportioned based on the total number of City employees in City Hall. Changes in a division's allocations are affected by division and citywide staffing as well as by increased costs of goods and services.
- Maintenance and Utility Cost line items cover City-owned properties other than City Hall, such as the various parks, parking lots and garages.
- Insurance Costs are shown in the Finance Administration Division and include liability, property, and unemployment insurance costs.
- Equipment includes items such as office equipment, shuttle bus leases, radar guns for the Sheriff's Department and video and camera equipment for the Cable TV station.

A Word of Explanation

- Various Contract and Program line items (Urban Livability, Legal Services, etc.) contain many of the direct costs of the various activities performed by the City, from sewer maintenance and parking enforcement to funding various recreation and social services programs.
- Public Safety Programs include the contract with Los Angeles County Sheriff's Department for both routine staffing and special programs and events. Supplemental costs for expanded County Fire Department presence at special events are also included.

The City's budget presentations have received the Government Finance Officers Association's Distinguished Budget Presentation Award and the California Society of Municipal Finance Officers Certificate of Award for every annual or biannual budget published since 1991. These are the highest awards available for governmental budgeting. Still, in spite of our efforts, there may be areas which can be improved and we need your assistance in this respect. Please take the time to write, e-mail (budget@weho.org), or call us with your comments. This will enable us to improve the information provided in future budget documents.

If you have any immediate questions, please contact me at (323) 848-6330.

Sincerely,



Anil H. Gandhi, CPA
Director of Finance and Technology Services

California Society of Municipal Finance Officers

Certificate of Award
For

Excellence in Operating Budgeting

Fiscal Years 2008-2010

The California Society of Municipal Finance Officers (CSMFO) proudly presents this certificate to

City of West Hollywood

For meeting the criteria established to achieve the EXCELLENCE AWARD in the OPERATING BUDGET CATEGORY.

February 17, 2009



Richard Capeland

Richard Capeland
CSMFO President

Patricia Amode-King

Patricia Amode-King, Chair
Budgeting & Financial Reporting



The California Society of Municipal Finance Officers (CSMFO) presented a Certificate of Award for Excellence in Operating Budgeting and the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of West Hollywood for its two-year budget for the fiscal year beginning 2008.

In order to receive these awards, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The City has received these awards for every annual or biannual budget published since 1991, and will continue to conform to program requirements.

Budget Resolution

RESOLUTION NO. 09-3855

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WEST HOLLYWOOD ADOPTING THE BUDGET FOR FISCAL YEAR 2009-2010

THE CITY COUNCIL OF THE CITY OF WEST HOLLYWOOD HEREBY
RESOLVES AS FOLLOWS:

WHEREAS, the City of West Hollywood is required to appropriate and
expend funds to conduct its business activities on a daily basis; and

WHEREAS, Section 37208 of the California Government Code provides
that expenditures conforming to a budget approved by ordinance or resolution
need not be audited by City Council;

NOW, THEREFORE, the City Council of the City of West Hollywood does
resolve as follows:

SECTION 1. That the budget for the City of West Hollywood for fiscal
year 2009-10, is hereby adopted as set forth in the statement of Changes to
Fund Balance, which details available operating resources of \$80,115,031,
operating appropriations of \$80,073,941, and capital projects of \$17,163,849
(including a \$5.250 million transfer for the Sunset Boulevard Beautification
Project).

SECTION 2. That the budget includes \$80,300,000 in proceeds from debt
and \$60,000,000 in cash contributions for financing towards completion of the
25th Anniversary Capital Project, of which \$60,769,820 is budgeted for
expenditure in fiscal year 2009-10.

SECTION 3A. That the Fiscal Year 2008-09 Appropriation Limit
applicable to the City, pursuant to Article XIII B of the California State
Constitution, shall be amended to be \$60,326,034 where actual appropriations
subject to the limit equal \$44,593,118. The original Resolution adopted an
Appropriation Limit of \$60,087,450. The Appropriation Limit consists of the prior
year's limit adjusted by a population factor and an inflationary factor. For the
population factor, the City has the option of selecting either the City's or the
County's percentage change in population as provided by the State's Department
of Finance. For the inflationary factor the City has the option of selecting either
the change in per capita personal income provided by the State or the net
change in nonresidential new construction provided by the County. For fiscal
year 2008-2009 the City used the County's population percentage change of
.86% and the percentage change in per capita personal income of 4.29% as
provided by the State for the Gann Limit calculation.

SECTION 3B. That the 2009-10 Appropriation Limit applicable to the City, pursuant to Article XIII B of the California State Constitution, shall be \$62,469,822 where actual appropriations subject to the limit equal \$57,072,725. The Appropriation Limit consists of the prior year's limit adjusted by a population factor and an inflationary factor. For the population factor, the City has the option of selecting either the City's or the County's percentage change in population as provided by the State's Department of Finance. For the inflationary factor the City has the option of selecting either the change in per capita personal income provided by the State or the net change in nonresidential new construction provided by the County. For fiscal year 2009-2010 the City will use the County's population percentage change of .9% and the percentage change in per capita personal income of .62% as provided by the State for the Gann Limit calculation.

SECTION 4. That staff is directed to prepare and publish a final budget document incorporating those changes approved by Council.

SECTION 5. That the Director of Finance may make budget adjustments to accounts within the same fund, provided that the fund is within its approved budget by fund and provided that any transfer between departments within the same fund is authorized by the City Manager; and the Director of Finance may make budget adjustments to any fixed cost allocation accounts, including transfers between funds and departments. This establishes the fund as the legal level of control.

SECTION 6. That the Director of Finance may carry forward prior year unexpended capital improvement budgets for those projects that are funded but not completed, and may transfer projects from one department to another upon the authorization of the City Manager, and may carry forward prior year unexpended budgets in the Computer Master Plan Fund.

SECTION 7. That the Director of Finance may make any budget adjustments to grant funded programs and enterprise funds, provided those adjustments are approved in advance by the funding agency and are within the scope of the funded program. Any reductions to fund balances or programmatic changes will require Council approval.

SECTION 8. That the City Manager may authorize the Director of Finance to draw down on the Designated Reserves for Insurance and Designated Reserves for Litigation as needed for insurance or litigation expenditures which have previously been approved by Council.

SECTION 9. That any transfers to other funds approved in this resolution will be made only to the extent necessary to prevent the recipient fund from having a deficit fund balance, but not to exceed the amount authorized herein by Council.

Budget Resolution

Resolution No. 09-3855
Page 3 of 3

SECTION 10. That the Director of Finance may increase revenue and expenditure budgets in accounts where the increase in expenditure is directly related to the increase in revenue (i.e., parking fine processing costs and parking fine revenues, photo-safety costs and revenues); and for deposits which are booked as revenues and expenditures rather than liabilities.

SECTION 11. That the Director of Finance may carry over to the next fiscal year any unexpended funds from City contracts with social service agencies, to be reprogrammed into the next year's contracts by the Social Services Division. Such reprogrammed funds will not be limited to the agency returning unspent money, but may be awarded by Council to any agency contracting with the City.

SECTION 12. That the City Council, by affirmative action of a majority of the Council, may authorize all supplemental appropriations not described herein by minute action.

PASSED, APPROVED AND ADOPTED by the City Council of the City of West Hollywood at a regular meeting held this 15th day of June, 2009 by the following vote:

AYES:	Councilmember:	Duran, Horvath, Prang, Mayor Pro Tempore Heilman, and Mayor Land.
NOES:	Councilmember:	None.
ABSENT:	Councilmember:	None.
ABSTAIN:	Councilmember:	None.



ABBE LAND, MAYOR

ATTEST:


for _____
THOMAS R. WEST, CITY CLERK

MANAGEMENT ANALYSIS

- Transmittal Letter
- Changes to Fund Balance
- Sources and Uses of Funds
- Appropriations Limit



"I grew up here so it's home. I love the trees and architecture, sense of community, good neighbors, shopping is convenient and WEHO is well situated in relation to the rest of LA so it's easy to get anywhere without needing the freeway too much"





City of West Hollywood

Transmittal Letter

City Hall
8300 Santa Monica Blvd.
West Hollywood, CA
90069-4314
Tel. (323) 848-6460
FAX (323) 848 6562
Email: parevalo@weho.org

June 15, 2009

TO: Honorable Mayor, Members of the City Council
and Citizens of West Hollywood:

*OFFICE OF THE
CITY MANAGER*

PAUL AREVALO
CITY MANAGER

I am pleased to present the Budget Update for the City of West Hollywood for fiscal year 2009-10. Though the country faced its worst recession since the Great Depression over the past year and a half, West Hollywood has been in the fortunate position of being able to maintain our current level of service delivery while focusing on a few new programs that are building our community's assets. As the economic downturn continues and the City enters into the second year of its two-year budget, we expect to experience a 5% decrease in previously anticipated General Fund revenues and therefore must make expenditure adjustments to accommodate the declining revenue. The City, however, does not project any significant change to service delivery in the coming year. This document depicts updated revenue expectations and proposed expenditures for fiscal year 2009-10 based on the City's core values and the priorities set forth in the Vision 2020 Strategic Plan, and outlines accomplishments of fiscal year 2008-09.

As year-one of the two-year budget, fiscal year 2008-09, comes to a close, the City will meet its revenue and expenditure expectations for the fiscal year. The initial budget approved by the City Council on June 16, 2008 presented a spending plan that included \$80.4 million in revenues, \$77 million in operating expenditures and \$6.7 million in capital project expenditures (all funds). The initial General Fund revenue budget of \$61.6 million was increased by \$264,000 with supplemental revenues for a total of \$61.8 million. The General Fund expenditure budget was initially approved at \$66.2 million and increased by \$5.3 million with supplemental appropriations for a total of \$71.5 million. This results in a \$9.7 million reduction in the fund balance, mostly from funds that were designated for these specific purposes (the Sunset Boulevard Beautification Project, the purchase of Prop A and CDBG funds, and the purchase of a Facilities and Landscape Maintenance property).

The Updated Budget for Fiscal Year 2009-10 presents a spending plan that anticipates revenues of \$80.1 million, operating expenditures of \$80.1 million and capital improvement projects of \$11.9 million for all funds, excluding the 25th Anniversary Capital Project. The 25th Anniversary Capital Project Budget includes \$140.3 million in proceeds from debt and cash contributions and \$60.8 million in expenditures in fiscal year 2009-10. With General Fund revenue projections reduced by 5%, we will drawdown just under \$1 million from reserves to maintain the City's current operating level in addition to the planned drawdown of \$5.25 million that is reserved for the Sunset Boulevard Beautification Project.

Transmittal Letter

As we approach our Silver Anniversary of Cityhood, a major focus has been on building our civic infrastructure, both the physical and service infrastructure, in order to continue achieving the goals and strategic programs articulated in Vision 2020. The following pages will summarize the 2008-09 Budget, present proposed adjustments to the 2009-10 Budget and provide analysis of the sources and uses of funds in fiscal year 2009-10. In the tabbed sections that follow, a twenty-year forecast of the General Fund is presented and accomplishments toward the Primary Strategic Goals, New Initiatives and the 25th Anniversary Capital Project are displayed.

Fiscal Year 2008-09 Recap

At the end of each fiscal year, funds which have been encumbered but not expended and budgets for capital projects that have not yet been obligated are rolled over to the following year. Thus, after the budget is adopted it is normal for expenditures in total to exceed budgeted revenues. Revenues collected in prior years are reserved to cover these expenses. In fiscal year 2008-09, carry forward encumbrances and unobligated capital project budgets increased the expenditure budget by \$25 million for all funds; in the General Fund the increase was \$8.3 million. In evaluating the changes to the fund balances, it is important to remember that these carry forward expenditures will be covered by funds reserved from prior years, not by current year revenues.

Throughout the fiscal year, the City Council may approve additional appropriations that could not have been anticipated at the time the budget was adopted. Fiscal year 2008-09 supplemental appropriations decreased the General Fund balance by \$5.2 million, however, most of this was funds that were designated for this purpose.

General Fund Supplemental Appropriations 07/01/2008 - 5/31/2009

General Fund Revenues	Amount
11/03/08,2L Consolidate Weho/LA Election	\$ 46,000
Total General Fund Revenue Appropriations	\$ 46,000
General Fund Expenditures	
07/21/08,2II San Gabriel Prop A Funds	\$ 960,000
08/18/08,3A CDBG Exchange, Cerritos	206,509
09/15/08,2Z Prop A Funds, City of La Verne	266,000
10/20/08,4B Sunset Strip Museum	95,000
11/03/08,2L Consolidate Weho/LA Election	20,000
02/02/09,2Y Prop A, City of West Covina	750,000
02/02/09,2Z Prop A, City of Bradbury	75,920
02/02/09,2X Academy Award Events	46,000
02/17/09, 20 Architecture Hotel Tour	16,000
03/02/09, 2G Environmental Study	39,458
03/16/09, 4.B Romaine Property Purchase	2,760,000
04/20/09, 2J EDAW Environmental Study	24,013
Total General Fund Expenditure Appropriations	\$ 5,258,900
Net Decrease to General Fund Balance	\$ (5,212,900)

In addition to the fund balance change mentioned above, a drawdown of \$4.75 million from reserves designated for the Sunset Boulevard Beautification Project was approved in the 2008-09 Budget. The total change to fund balance is estimated to decrease by \$9.8 million.

Supplemental revenue and expenditure appropriations for other funds include \$461,697 in revenue and \$461,697 in expenditures in the Miscellaneous Grants Fund, \$2,791,727 in revenue in the Proposition A Fund, \$10,550,000 in expenditures in the Housing Trust Fund, \$150,000 in expenditures in the Park Development Fund, and \$22,523 in expenditures in the Landscape & Lighting Fund.

Fiscal Year 2009-10 Proposed Adjustments

As could be expected, the national and state economic downturn has trickled down to local governments. Many cities and counties experienced immediate declines in revenues and had to make budget reductions in the 2008-09 fiscal year. The City of West Hollywood was fortunate to not feel the severity of the economic crises, but we are not immune from the economy around us. In analyzing the most recent economic indicators, the following adjustments to the 2009-10 Budget that was presented on June 16, 2008 are proposed:

- Property Tax revenue has been fairly flat over recent periods and the trend is expected to continue. Therefore, it is recommended that property tax budget be reduced by 5% to \$9.9 million, equal to the 2008-09 budget amount;
- Sales & Use Tax revenue is still relatively strong considering the current economic climate but has been decreasing over the past few quarters. The proposed sales & use tax budget is \$12.1 million, 3.5% less than originally projected;
- Hotel occupancy has suffered greatly during these turbulent economic times. It is expected that transient occupancy tax revenues will fall to \$12.5 million, 11% lower than last year's estimate for fiscal year 2009-10;
- Vehicle Code & Photo Safety Fines revenue is being recommended at \$1.3 million, \$500,000 less than previously budgeted, to meet actual receipts of recent years; and
- Parking fine revenue is being projected at \$100,000 more than previously budgeted due to a State directive in April, 2009 to increase all parking fines by \$2.00 to fund the State Court Facilities Construction Fund and \$.50 of each \$2.00 will be used locally as established by CVC Section 9559.

The total change in proposed General Fund revenue for fiscal year 2009-10 is a decrease by \$2.9 million. In order to address this decline in revenues, staff has recommended expenditure reductions that will not have a significant impact on the City's delivery of services. Proposed reductions were placed in three categories: (1) Vital Activity – elements of a program that cannot be modified without severe detriment to the program objective, (2) Value Added Effort – program elements that enhance the program

Transmittal Letter

or the service delivery satisfaction and (3) Discretionary Effort – program elements that do not impact the program. The follow are some of the most significant adjustments:

- \$531,000 from the Sheriff's budget - The City is applying for COPS Stimulus Funding, through the federal stimulus package, that would replace three deputy positions. The three positions are on the Community Impact Team, which focuses on quality of life issues. The positions must be cut July 1st to be eligible for the grant and the City will be notified of grant awards sometime in July;
- \$130,000 from the Social Services budget for the New Neighborhood Safety and Livability Initiative – This initiative was adopted in the 2008-10 budget to increase homeless, senior & disabled services, and provide grants to schools, among other things. The reduction will impact some program components but will not affect grants in the schools, the increase to the urgent fund, or the supportive housing services for our most vulnerable homeless people;
- \$75,000 from the Facilities and Landscape Maintenance budget for the New Neighborhood Safety and Livability Initiative – This initiative was adopted in the 2008-10 budget to increase dog waste stations, street tree trimming, litter clean-up, enhanced animal care and control services and enhanced graffiti abatement, among other things. The reduction will impact some program components and others will be shifted to different funding sources. Services will not decrease below the current service level;
- \$25,000 from the Public Information and Prosecution Services budget for the New Enhanced Customer Service & Widely Expanded E-Government Initiative – This initiative was adopted in the 2008-10 budget to implement new ways to deliver City services through the City's cable television channels, website and other new media interactive technologies, among other things. The reduction will result in narrowing the scope and quantity of website enhancements.
- \$125,000 from the Commercial Code Compliance budget by delaying the filling of a vacant Code Compliance Officer position for one year – With the declining economy, commercial activity has also slowed, reducing some of the enforcement needs. Additionally, the division will be acquiring new information technology that will afford the officers more field time and will reduce the amount of time in the office conducting administrative duties. Any impacts from freezing the position will be absorbed by the Code Compliance Manager for the 09-10 fiscal year;
- \$40,000 from the Human Resources budget by delaying filling a vacant Professional Support Services Specialist position for six months – Departments will need to occasionally cover vacations, sick leaves and other days off for frontline staff with their other support staff;
- \$100,000 from the Planning budget for contract planner services – The City has hired a consultant to evaluate staffing needs of the planning division. This along with the slowing economy is expected to reduce the need for contract planners;

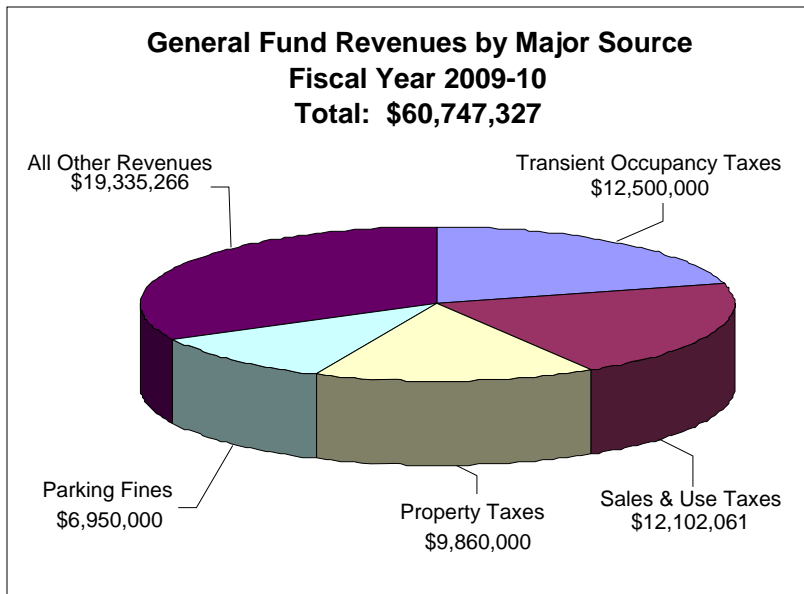
- \$84,000 from the Parking budget for parking services contracts – The parking citation processing and parking services enforcement contractors have agreed to waive the contracted annual CPI increases for the 2009-10 fiscal year;
- \$350,000 from the Engineering budget for street paving capital improvements – With all the public and private capital improvement projects in progress or planned over the next year, we will defer starting street pavement improvements where possible, which will reduce traffic impacts on the community; and
- \$50,000 from the Facilities and Landscape Maintenance budget for median & streetscape greening – funding for greening public areas will be reduced from \$150,000 to \$100,000 while there is a focus on the 25th Anniversary Capital Project improvements at West Hollywood Park and Plummer Park.

In addition to the \$1.5 million in reductions above, staff has proposed about one-half million dollars in other Value Added and Discretionary Effort adjustments bringing the total expenditure budget reduction to approximately \$2 million. This will leave just under a \$1 million operating budget deficit that will be drawdown from undesignated reserves. The City had also planned a drawdown of \$5.25 million from funds reserved for the Sunset Beautification Project during the 2009-10 fiscal year. Typically, the budgeted drawdown of undesignated reserves is not recommended; however, we are in the midst of extraordinary economic conditions that call for extraordinary actions. We will continue to monitor the swiftly changing economic environment closely and notify the City Council at mid-year, or sooner if necessary, of changing conditions that may require immediate budget adjustments.

Fiscal Year 2009-10 Sources & Uses of Fund

General Fund Revenues

The current statewide financial crises and general downturn in the country’s economy has had a direct effect on the City of West Hollywood’s revenue. Revenues are expected to decrease in the General Fund by \$1 million (2%) to \$60.7 million in 2009-10 from \$61.8 million in 2008-09. The four top revenue producers for the General Fund continue to be transient occupancy tax, sales & use tax, property tax and parking fines. The adjacent pie chart illustrates the revenue breakdown by source.



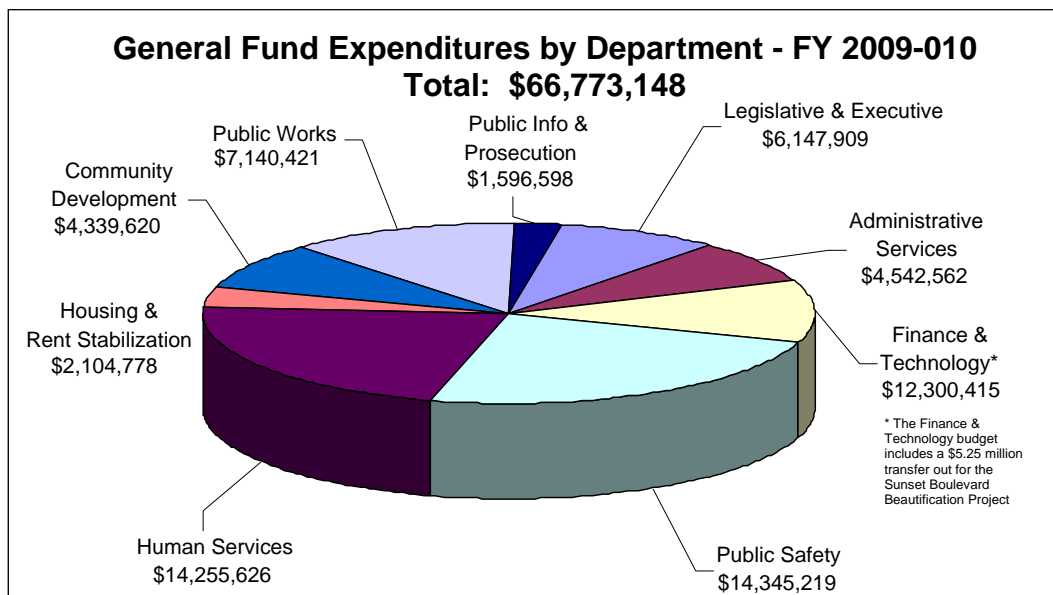
Transmittal Letter

The top revenue source in the City is a transient occupancy tax (TOT) that is added to hotel room rates. TOT revenue is expected to decline by approximately 4% in 2009-10 as a result of the slumping economy. Sales & use tax and property tax revenues are also falling victim to the economy with sales & use falling by 2% and property tax remaining flat. Parking fines are expected to increase by \$100,000 due to a state required fine increase.

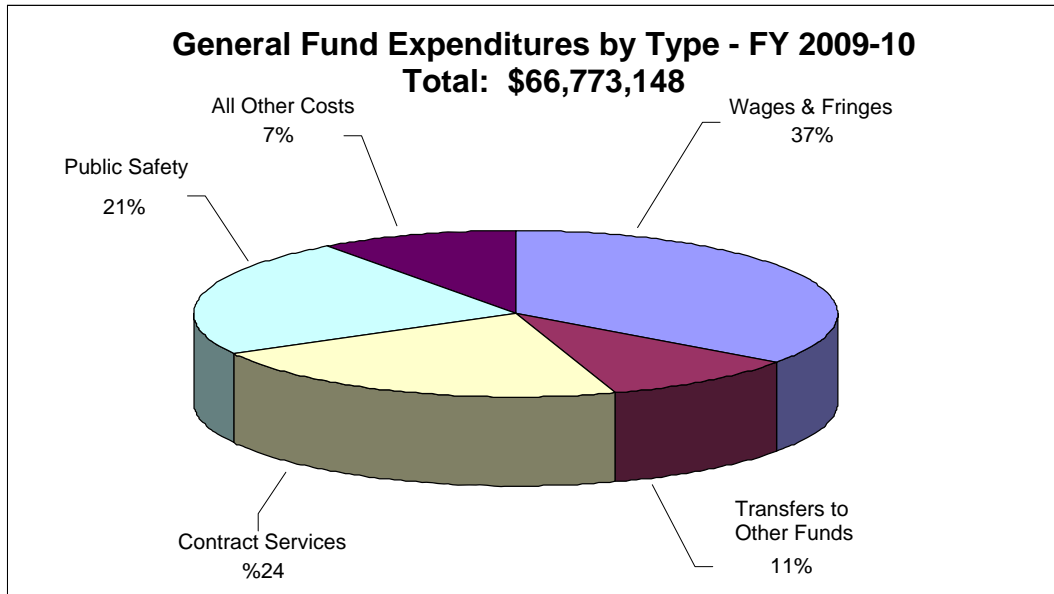
Revenue Source	Actual FY 05-06	Actual FY 06-07	Actual FY 07-08	Budgeted FY 08-09	Proposed FY 09-10
Transient Occupancy	\$12,791,327	\$13,598,347	\$13,133,591	\$13,000,000	\$12,500,000
Sales & Use Tax	11,856,503	12,186,463	12,591,731	12,316,409	12,102,061
Property Taxes	8,000,302	9,786,521	10,436,713	9,860,000	9,860,000
Parking Fines	5,964,485	6,848,906	7,079,836	6,850,000	6,950,000

General Fund Expenditures

General Fund expenditures are projected at \$66.8 million in the 2009-10 fiscal year, a \$2 million decrease from last year's 2009-10 budget estimate. The budget includes a \$5.25 million drawdown for the Sunset Boulevard Beautification Project. The expenditure budget is divided among the City's nine different departments.



Wages & fringes make up approximately 37% of the City's General Fund expenditures at \$24.5 million. The general fund increase in wages and fringes is about \$1.1 million (5%) from fiscal year 2008-09. Public safety services make up 21% of the General Fund budget at \$14.2 million, primarily the contract for police services from the Los Angeles County Sheriff's Department. As a contract city, many of the City's services are contracted through outside agencies. All contracts, excluding the Sheriff's contract, total \$16.2 million or 24%; approximately \$3.5 million will go toward social service contracts.



General Fund Reserves

Capital improvement projects funded directly in the General Fund budget total \$395,000, plus a \$5.25 million planned drawdown for the Sunset Boulevard Beautification Project, and \$10 million that has been designated for the 25th Anniversary Capital Project will be drawn down over the next couple of years. Over the years, the City has built up healthy reserves through prudent fiscal management while prioritizing service delivery to the community, infrastructure maintenance, capital improvement projects, and balancing capital investment between short and long-term projects. The City’s fiscal policies require a reserve balance equal to 25% of General Fund operating costs. For the coming years, the City is able to meet this requirement.

The necessity of maintaining adequate reserves is illustrated by the lessons learned from the terrorist attacks of 9/11. Because of the extreme and immediate drop in tourism, the City experienced a sizable reduction in General Fund revenues; however, there were no cuts to service delivery while the tourism industry recovered. The current financial crisis has been more severe and prolonged than the economic distress that followed 9/11 and will require the drawdown of undesignated reserves to fund ongoing operating expenses, but the drawdown is not expected to be significant at this time.

As the State government continues to balance its budget by shifting social service costs to local governments and borrowing local funds, the City of West Hollywood will have to absorb more costs. Currently, it is estimated that the State will borrow \$1.4 million from the City of West Hollywood in fiscal year 2009-10. State law requires that these funds be repaid with interest within three years. We are in the process of planning for future State takeaways and will continue to closely monitor the actions of the Governor and the Legislature and advocate against the balancing of the State budget on the back of local governments.

Transmittal Letter

Special Funds Adjustments

- Proposition A Fund – With the Prop A funds purchased from other municipalities last year, the Social Services Division will increase the number of taxi coupons for seniors and the disabled, increase the CityLine shuttle services and purchase additional buses. The total increase to Prop A expenditures is \$585,000.
- Gas Tax Fund – The Transportation Division is proposing the shifting of funds from traffic striping and marking to neighborhood traffic control for capital improvements. The total shift of funds is \$25,000.
- Park Development Funds – The Facilities and Landscape Maintenance Division is proposing \$33,500 for capital improvements to the West Hollywood Park offices.
- Community Development Block Grant Fund – With CDBG funds purchased from other municipalities and accumulated over the past few years, the Engineering Division proposes to inspect and repair or replace damaged sewers in the Eastside Redevelopment Area. The capital improvements total \$735,345.

In closing, I would like to acknowledge that preparation of this budget update could not have been accomplished without the combined efforts of City staff and the willingness of the Department Directors and Division Managers to take a critical examination of their individual budgets to find savings opportunities during these tough fiscal times. The following staff deserves special recognition for their contribution to this document: Anil H. Gandhi, Director of Finance & Technology Services, David Hatcher, Revenue Manager, and David Wilson, Budget and Compensation Manager.

I would also like to take this opportunity to thank the West Hollywood constituents and those that serve on the City's Commissions and Advisory Boards. These are the groups that guide and advise us as we work together to carry out the will of the community. And finally, I would like to thank the City Council for your continued support, insight and perspectives in creating policies and programs which serve our diverse constituencies. Without your leadership, the preparation of this document would not be possible

Sincerely,



Paul Arevalo
City Manager

FY 2008-2009 Changes to Fund Balance

FUND	PROJECTED OPENING FUND BALANCE	PROJECTED REVENUES FY 08-09	FUND TRANSFERS IN(OUT)	OPERATING EXPENDITURES FY 08-09	CAPITAL PROJECTS FY 08-09	CHANGE TO FUND BALANCE FY 08-09	ESTIMATED ENDING RESOURCES
SOURCES AND USES OF FUNDS							
100 General	\$82,271,731	\$61,846,371	(\$6,723,895)	(\$64,124,963)	(\$620,000)	(\$9,622,488)	\$72,649,244
202 Miscellaneous Grants	(108,318)	3,863,588	0	(\$1,542,684)	0	\$2,320,904	2,212,586
203 Proposition A	1,405,052	4,096,227	0	(2,293,142)	(312,000)	1,491,085	2,896,137
204 Proposition C	752,128	512,000	0	(301,881)	(300,000)	(89,881)	662,247
206 Gas Tax	620,965	698,574	0	(712,789)	0	(14,215)	606,750
207 Air Quality Improvement	195,679	46,500	0	(23,440)	(10,000)	13,060	208,739
208 Traffic	956,532	17,000	0	(149,561)	(20,000)	(152,561)	803,971
209 Public Beautification & Art	530,702	6,000	0	(202,000)	0	(196,000)	334,702
210 Park Development (Quimby Act)	1,781,713	4,000	0	0	(675,000)	(671,000)	1,110,713
211 Lighting District Fund	271,963	670,500	0	(620,701)	0	49,799	321,762
212 Public Access Corporation	174,820	81,000	0	(125,542)	0	(44,542)	130,278
213 Transit/Parking Capital Projects	5,704,489	2,276,000	(486,621)	(717,298)	0	1,072,081	6,776,570
214 Permit Parking	(119,001)	780,000	0	(757,063)	0	22,937	(96,064)
215 Community Development Block Grant	(9)	313,599	0	(313,599)	0	0	(9)
216 Housing Trust	10,676,368	172,000	0	(331,000)	(11,550,000)	(11,709,000)	(1,032,632)
217 Sunset BID	(202,230)	600,000	575,441	(1,166,941)	0	8,500	(193,730)
303 Santa Monica Blvd. Project	6,578,342	0	0	0	0	0	6,578,342
304 RDA - Capital	(8,809,579)	60,000	0	(1,434,021)	(3,000,000)	(4,374,021)	(13,183,600)
305 RDA - Low & Mod. Housing	1,960,392	1,000,000	0	(341,326)	(750,000)	(91,326)	1,869,066
308 Planned Equity Funded Projects	(156,875)	0	4,750,000	0	0	4,750,000	4,593,125
401 Debt Administration	8,774,863	876,025	1,785,075	(1,845,075)	0	816,025	9,590,888
404 RDA - Debt Service	11,230,162	4,010,000	0	(1,259,969)	0	2,750,031	13,980,193
601 Sewer Construction	314,016	7,500	0	0	0	7,500	321,516
602 Sewer Charge/Assessment	494,508	580,522	0	(535,084)	(127,283)	(81,845)	412,663
603 Solid Waste	431,979	1,247,711	0	(1,403,470)	0	(155,759)	276,220
604 Landscape District	149,049	169,681	0	(190,079)	0	(20,398)	128,651
605 Street Maintenance	36,012	283,500	100,000	(385,032)	0	(1,532)	34,480
702 Computer Master Plan	337,698	407,472	0	(407,472)	0	0	337,698
801 Avenues of Art & Design	(7,365)	85,000	0	(85,000)	0	0	(7,365)
802 Community Facility District	0	97,047	0	(97,047)	0	0	0
803 Hotel Marketing Benefit Zone	0	1,440,000	0	(1,360,000)	0	80,000	80,000
GRAND TOTAL, ALL FUNDS	126,235,961	86,247,816	0	(82,726,179)	(17,364,283)	(13,842,646)	112,393,315
Debt Funded Projects							
25th Anniversary Capital Project							
West Hollywood Park Master Plan, PH 1	(5,746,151)	0	0	0	(5,021,250)	(5,021,250)	(10,767,401)
Mid -City Parking	0	0	0	0	(1,800,000)	(1,800,000)	(1,800,000)
Plummer Park Master Plan, PH1	(454,545)	0	0	0	(2,018,180)	(2,018,180)	(2,472,725)
TOTAL	(6,200,696)	0	0	0	(8,839,430)	(8,839,430)	(15,040,126)
GRAND TOTAL, ALL FUNDS	\$120,035,265	\$86,247,816	\$0	(\$82,726,179)	(\$26,203,713)	(\$22,682,076)	\$97,353,189

2009-2010 Changes to Fund Balance

FY 2009-2010 Changes to Fund Balance

FUND	PROJECTED OPENING FUND BALANCE	PROJECTED REVENUES FY 09-10	FUND TRANSFERS IN(OUT)	OPERATING EXPENDITURES FY 09-10	CAPITAL PROJECTS FY 09-10	CHANGE TO FUND BALANCE FY 09-10	ESTIMATED ENDING RESOURCES
SOURCES AND USES OF FUNDS							
100 General	\$72,649,244	\$60,747,327	(\$7,216,354)	(\$59,161,794)	(\$395,000)	(\$6,025,821)	\$66,623,423
202 Miscellaneous Grants	2,212,586	1,083,113	0	(1,083,049)	0	64	2,212,650
203 Proposition A	2,896,137	1,010,000	0	(2,468,432)	(300,000)	(1,758,432)	1,137,705
204 Proposition C	662,247	522,000	0	(327,309)	(300,000)	(105,309)	556,938
206 Gas Tax	606,750	697,000	0	(698,568)	(25,000)	(26,568)	580,182
207 Air Quality Improvement	208,739	46,500	0	(24,160)	(5,000)	17,340	226,079
208 Traffic	803,971	17,000	0	(153,394)	(20,000)	(156,394)	647,577
209 Public Beautification & Art	334,702	6,000	0	(202,000)	0	(196,000)	138,702
210 Park Development (Quimby Act)	1,110,713	4,000	0	0	(33,500)	(29,500)	1,081,213
211 Lighting District Fund	321,762	685,500	0	(642,754)	0	42,746	364,508
212 Public Access Corporation	130,278	81,000	0	(128,851)	0	(47,851)	82,427
213 Transit/Parking Capital Projects	6,776,570	2,276,000	(489,354)	(732,758)	0	1,053,888	7,830,458
214 Permit Parking	(96,064)	780,000	0	(777,085)	0	2,915	(93,149)
215 Community Development Block Grant	(9)	913,133	0	(177,784)	(735,349)	0	(9)
216 Housing Trust	(1,032,632)	25,000	0	(366,224)	(1,000,000)	(1,341,224)	(2,373,856)
217 Sunset BID	(193,730)	600,000	575,441	(1,166,941)	0	8,500	(185,230)
303 Santa Monica Blvd. Project	6,578,342	0	0	0	0	0	6,578,342
304 RDA - Capital	(13,183,600)	60,000	0	(1,398,570)	(3,000,000)	(4,338,570)	(17,522,170)
305 RDA - Low & Mod. Housing	1,869,066	1,050,000	0	(340,885)	(750,000)	(40,885)	1,828,181
308 Planned Equity Funded Projects	4,593,125	0	5,250,000	0	(5,250,000)	0	4,593,125
401 Debt Administration	9,590,888	876,025	1,780,267	(1,855,267)	0	801,025	10,391,913
404 RDA - Debt Service	13,980,193	4,210,000	0	(\$1,258,960)	0	2,951,040	16,931,233
601 Sewer Construction	321,516	7,500	0	0	0	7,500	329,016
602 Sewer Charge/Assessment	412,663	590,522	0	(567,113)	(100,000)	(76,591)	336,072
603 Solid Waste	276,220	1,284,711	0	(1,430,556)	0	(145,845)	130,375
604 Landscape District	128,651	169,681	0	(167,556)	0	2,125	130,776
605 Street Maintenance	34,480	283,500	100,000	(398,704)	0	(15,204)	19,276
702 Computer Master Plan	337,698	407,472	0	(407,472)	0	0	337,698
801 Avenues of Art & Design	(7,365)	85,000	0	(85,000)	0	0	(7,365)
802 Community Facility District	0	97,047	0	(97,047)	0	0	0
803 Hotel Marketing Benefit Zone	80,000	1,500,000	0	(1,500,000)	0	0	80,000
GRAND TOTAL, ALL FUNDS	112,393,315	80,115,031	0	(77,618,233)	(11,913,849)	(9,417,051)	102,976,264
Debt Funded Projects							
25th Anniversary Capital Project							
West Hollywood Park Master Plan, PH 1	(10,767,401)	39,000,000	39,000,000	0	(26,423,166)	51,576,834	40,809,433
Mid-City Parking	(1,800,000)	8,300,000	12,000,000	0	(9,669,230)	10,630,770	8,830,770
Plummer Park Master Plan, PH1	(2,472,725)	33,000,000	9,000,000	0	(24,677,424)	17,322,576	14,849,851
TOTAL	(15,040,126)	80,300,000	60,000,000	0	(60,769,820)	79,530,180	64,490,054
GRAND TOTAL, ALL FUNDS	\$97,353,189	\$160,415,031	\$60,000,000	(\$77,618,233)	(\$72,683,669)	\$70,113,129	\$167,466,318

Revenue Summary

<i>Revenue by Fund</i>	<i>FY 2006 Actual</i>	<i>FY 2007 Actual</i>	<i>FY 2008 Actual</i>	<i>FY 2009 Budgeted</i>	<i>FY 2010 Proposed</i>
100 General Fund	\$57,901,987	\$66,721,879	\$69,140,279	\$61,846,371	\$60,747,327
202 Miscellaneous Grant Fund	1,626,496	1,511,156	2,297,962	3,863,588	1,083,113
203 Proposition "A" Fund	970,162	2,355,390	908,853	4,096,227	1,010,000
204 Proposition "C" Fund	574,214	555,623	539,264	512,000	522,000
206 Gas Tax Fund	733,274	709,036	1,288,318	698,574	697,000
207 Air Quality Improvement Fund	51,054	53,379	54,055	46,500	46,500
208 Traffic Mitigation Fund	89,344	53,924	876,806	17,000	17,000
209 Public Art & Beautification Fund	157,026	225,459	147,678	6,000	6,000
210 Park Development Fund	288,720	524,132	657,201	4,000	4,000
211 City Lighting Fund	639,889	682,756	724,611	670,500	685,500
212 Public Access Fund	91,414	98,884	95,251	81,000	81,000
213 Parking Improvement Fund	5,363,794	2,750,250	2,697,729	2,276,000	22,576,000
214 Permit Parking Fund	644,411	596,968	587,789	780,000	780,000
215 CDBG Fund	123,835	96,275	1,265,945	313,599	913,133
216 Housing Trust Fund	1,815,312	3,066,206	3,727,643	172,000	25,000
217 Sunset Strip BID Fund	1,490,936	1,129,064	1,152,003	1,175,441	1,175,441
301 Debt-Funded Capital Projects Fund	1,172	(375)	375	-	78,000,000
302 Community Facility Fund	1,160	1,595	1,077	-	-
303 Santa Monica Reconstruction Fund	4,955	6,299,425	273,962	-	-
304 Redevelopment Agency Fund	396,366	330,723	1,016,957	60,000	42,060,000
305 RDA Low & Moderate Housing Fund	1,229,595	1,158,059	2,433,936	1,000,000	1,050,000
308 Planned Equity Funded Projects	-	-	-	4,750,000	5,250,000
401 Capital Projects Debt Service Fund	2,803,394	2,920,652	3,010,410	2,661,100	2,656,292
404 Eastside RDA Debt Service Fund	4,735,822	4,425,313	5,317,025	4,010,000	4,210,000
501 Laurel House Trust Fund	2,780	3,867	3,845	-	-
601 Sewer District Fund	16,476	14,005	16,067	7,500	7,500
602 Sewer Assessment Fund	278,014	577,247	705,065	580,522	590,522
603 Solid Waste Fund	1,173,580	1,201,484	1,242,253	1,247,711	1,284,711
604 Landscape District Fund	170,317	167,598	177,931	169,681	169,681
605 Street Maintenance Fund	288,727	311,163	371,811	383,500	383,500
702 Computer Master Plan Fund	339,564	337,697	405,608	407,472	407,472
801 Avenues of Art & Design	155,419	119,482	197,750	85,000	85,000
802 Community District Debt Service Fund	82,599	108,253	48,024	97,047	97,047
803 Hotel Marketing Benefit Zone	1,527,275	1,607,499	1,588,575	1,440,000	1,500,000
Total Revenue, All Funds	\$85,769,082	\$100,714,068	\$102,972,058	\$93,458,333	\$228,120,739

<i>Revenue by Type</i>	<i>FY 2006 Actual</i>	<i>FY 2007 Actual</i>	<i>FY 2008 Actual</i>	<i>FY 2009 Budgeted</i>	<i>FY 2010 Proposed</i>
Taxes	\$44,830,876	\$48,431,067	\$50,470,724	\$47,497,409	\$47,186,061
Licenses & Permits	3,819,189	4,868,932	6,620,026	3,912,125	3,777,125
Intergovernmental	5,929,807	7,476,384	9,430,011	11,803,988	6,747,246
Charges For Services	5,833,785	5,716,478	5,848,812	5,939,435	5,986,435
Use of Money & Property	7,929,655	9,525,147	11,858,334	6,752,275	6,777,275
Fines & Forfeitures	9,047,512	9,546,110	9,613,641	9,827,250	9,427,250
Other Revenues	606,593	6,512,584	456,867	334,635	60,179,939
Developer Fees	2,206,432	3,733,863	4,080,311	180,700	33,700
Other Financing Sources	5,565,233	4,903,503	4,593,332	7,210,516	88,005,708
Total Revenue, All Funds	\$85,769,082	\$100,714,068	\$102,972,058	\$93,458,333	\$228,120,739

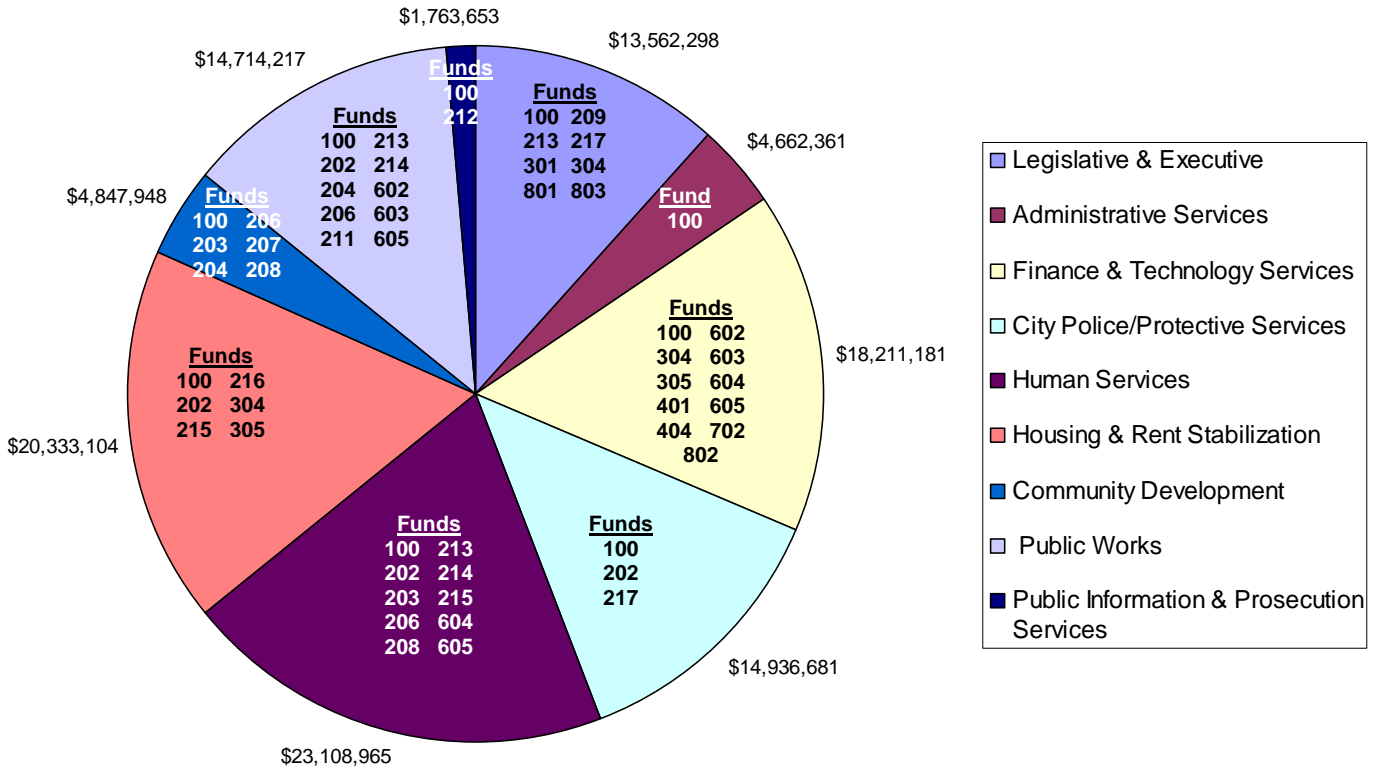
Expenditure Summary

<i>Expenditures by Fund</i>	<i>FY 2006 Actual</i>	<i>FY 2007 Actual</i>	<i>FY 2008 Actual</i>	<i>FY 2009 Budgeted</i>	<i>FY 2010 Proposed</i>
100 General Fund	\$51,131,757	\$51,153,432	\$55,961,049	\$71,468,858	\$66,773,148
202 Miscellaneous Grant Fund	1,842,026	1,394,559	2,105,050	1,542,684	1,083,049
203 Proposition "A" Fund	1,812,322	1,885,138	1,980,457	2,605,142	2,768,432
204 Proposition "C" Fund	307,291	923,090	615,942	601,881	627,309
206 Gas Tax Fund	774,014	988,466	959,350	712,789	723,568
207 Air Quality Improvement Fund	9,795	37,735	49,340	33,440	29,160
208 Traffic Mitigation Fund	117,745	124,653	195,324	169,561	173,394
209 Public Art & Beautification Fund	94,903	100,650	202,852	202,000	202,000
210 Park Development Fund	22,215	80,653	556,226	675,000	33,500
211 City Lighting Fund	637,374	587,338	614,735	620,701	642,754
212 Public Access Fund	129,173	151,793	380,173	125,542	128,851
213 Parking Improvement Fund	1,237,621	1,002,281	1,202,563	3,003,919	10,891,342
214 Permit Parking Fund	669,406	714,242	576,118	757,063	777,085
215 CDBG Fund	123,836	96,276	1,265,946	313,599	913,133
216 Housing Trust Fund	454,913	683,073	1,218,925	11,881,000	1,366,224
217 Sunset Strip BID Fund	1,148,443	1,195,277	1,172,923	1,166,941	1,166,941
301 Debt-Funded Capital Projects	622,092	2,660	1,027,609	5,021,250	26,423,166
302 Community Facility Fund	1,160	1,595	1,077	-	-
304 Redevelopment Agency Fund	991,177	1,641,232	2,493,469	6,452,201	29,075,994
305 RDA Low & Moderate Housing Fund	251,482	6,053,835	1,778,055	1,091,326	1,090,885
301 Planned Equity Funded Projects Fund	-	4,259	152,616	-	5,250,000
401 Capital Projects Debt Service Fund	1,792,438	1,803,997	1,814,633	1,845,075	1,855,267
404 Eastside RDA Debt Service Fund	2,254,514	1,885,580	2,767,108	1,259,969	1,258,960
501 Laurel House Trust Fund	4,593	284	4,092	-	-
601 Sewer District Fund	1,015,039	323,144	343,178	-	-
602 Sewer Assessment Fund	295,054	362,777	613,597	662,367	667,113
603 Solid Waste Fund	1,137,803	1,259,646	1,138,177	1,403,470	1,430,556
604 Landscape District Fund	198,172	160,242	156,616	190,079	167,556
605 Street Maintenance Fund	333,165	348,310	369,499	385,032	398,704
702 Computer Master Plan Fund	405,930	222,404	241,527	407,472	407,472
801 Avenues of Art & Design Fund	85,000	85,000	85,000	85,000	85,000
802 Community District Debt Service Fund	96,139	96,483	328,904	97,047	97,047
803 Hotel Marketing Benefit Zone Fund	1,527,275	1,607,499	1,588,575	1,360,000	1,500,000
905 GASB 34 Fund	2,387,098	2,430,881	2,515,341	-	-
Total Expenditures, All Funds	\$ 73,910,965	\$ 79,408,484	\$ 86,476,046	\$ 116,140,408	\$ 158,007,610

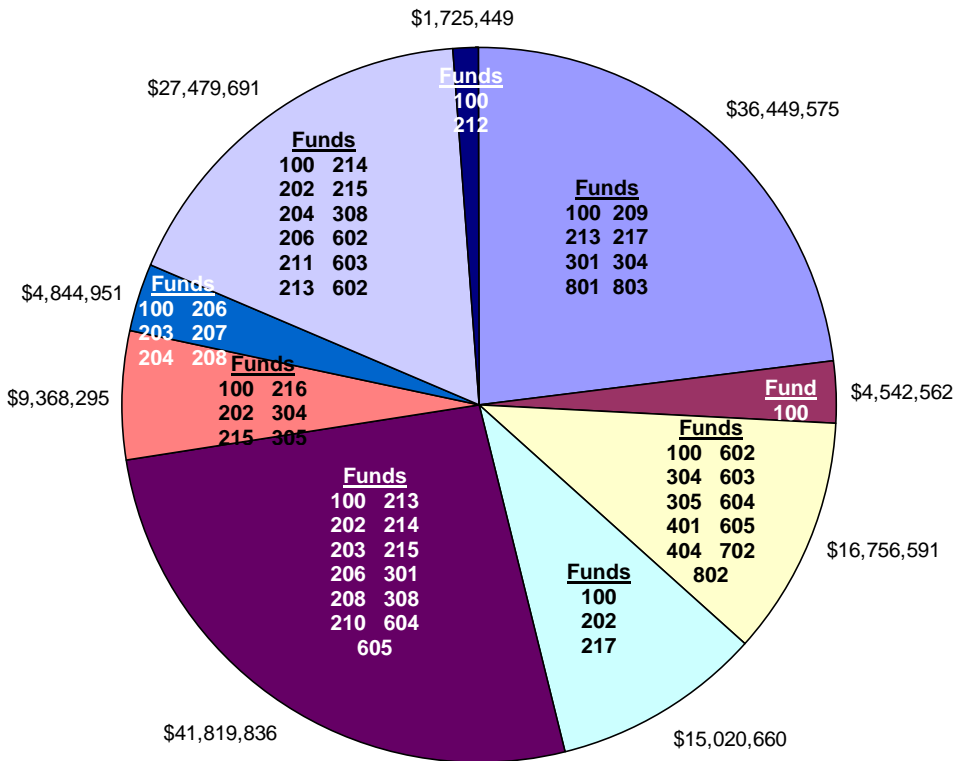
<i>Expenditures by Type</i>	<i>FY 2006 Actual</i>	<i>FY 2007 Actual</i>	<i>FY 2008 Actual</i>	<i>FY 2009 Budgeted</i>	<i>FY 2010 Proposed</i>
Salary & Wages	\$13,996,414	\$15,366,357	\$17,238,032	\$18,201,045	\$18,878,186
Fringe Benefits	5,352,071	5,705,461	6,811,125	7,713,122	8,286,576
Staff Development Costs	338,742	379,500	500,443	502,008	425,133
Supplies	1,034,626	1,203,528	1,219,178	1,428,088	1,290,647
Allocated Overhead Costs	1,648,855	1,687,314	1,819,230	1,878,258	1,909,036
Maintenance & Utility Costs	865,372	973,873	1,159,706	1,450,250	1,557,233
Insurance Costs	1,311,096	1,128,186	1,310,429	1,333,500	1,306,500
Equipment Maintenance	218,645	341,112	477,494	330,697	116,535
Administrative Contracts	8,242,576	9,263,680	8,579,849	13,148,641	9,968,335
Legal Service Contracts	1,199,546	827,582	799,520	1,348,001	1,274,000
Urban Livability Programs	2,204,316	2,278,167	2,850,432	2,420,176	2,178,274
Public Safety Programs	11,120,089	11,184,246	12,535,243	14,728,734	14,856,193
Parks & Rec Programs	741,466	784,495	863,370	896,556	906,816
Social Service Programs	3,637,785	3,923,911	4,068,922	4,328,800	4,466,381
Housing & Redevelopment	2,866,331	2,235,451	3,740,535	2,338,658	5,174,473
Streets & Transportation	3,973,533	4,180,639	4,270,821	4,806,228	4,901,756
Capital Projects	9,451,090	12,207,856	11,474,775	28,963,713	69,683,669
Debt Service Costs	3,022,646	3,051,295	3,314,668	3,113,417	3,122,159
Transfers Out	2,685,766	2,685,831	3,442,274	7,210,516	7,705,708
Total Expenditures, All Funds	\$73,910,965	\$79,408,484	\$86,476,046	\$116,140,408	\$158,007,610

Expenditures by Department & Fund

Fiscal Year 2008-09 - \$116,140,408 (All Funds)



Fiscal Year 2009-10 - \$158,007,610 (All Funds)



Fund #	Fund Name
100	General Fund
202	Miscellaneous Grant Fund
203	Proposition "A" Fund
204	Proposition "C" Fund
206	Gas Tax Fund
207	Air Quality Improvement Fund
208	Traffic Mitigation Fund
209	Public Art & Beautification Fund
211	City Lighting Fund
212	Public Access Fund
213	Parking Improvement Fund
214	Permit Parking Fund
215	CDBG Fund
216	Housing Trust Fund
217	Sunset Strip BID Fund
301	Debt Funded Capital Projects Fund
304	Redevelopment Agency Fund
305	RDA Low & Moderate Housing Fund
308	Planned Equity Funded Projects
401	Capital Projects Debt Service Fund
404	Eastside RDA Debt Service Fund
602	Sewer Assessment Fund
603	Solid Waste Fund
604	Landscape District Fund
605	Street Maintenance Fund
702	Computer Master Plan Fund
801	Avenues of Art & Design Fund
802	Community District Debt Service Fund
803	Hotel Marketing Benefit Zone

Expenditures by Division

Operating Expenditures	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Budgeted	FY 2010 Proposed
City Council	\$904,564	\$918,330	\$1,083,017	\$1,005,817	\$1,089,694
City Manager	528,353	526,401	685,267	869,260	1,059,552
Assistant City Manager	-	-	-	951,054	3,002,016
Economic Development	3,499,834	3,274,622	4,933,694	8,376,518	28,937,824
Public Safety Administration	979,411	1,087,830	1,158,149	1,121,648	1,207,489
City Attorney	1,249,150	843,680	766,632	1,238,001	1,153,000
Total Legislative & Executive	7,161,312	6,650,863	8,626,759	13,562,298	36,449,575
Administrative Services	828,781	957,144	928,395	976,085	975,752
Legal Services	892,097	988,519	1,098,823	1,146,144	1,186,007
City Clerk	822,031	984,255	975,600	1,219,617	1,065,954
Human Resources	953,734	1,070,492	1,325,667	1,320,515	1,314,849
Total Administrative Services	3,496,643	4,000,410	4,328,485	4,662,361	4,542,562
Finance Administration	1,924,627	1,758,039	2,002,487	1,832,084	1,812,385
Revenue Management	590,235	599,512	676,091	2,792,051	795,247
General Accounting & Org Services	7,187,643	6,784,036	8,182,407	11,292,876	11,852,928
Budget & Compensation	423,684	415,636	574,047	480,166	507,584
Information Technology	1,604,072	1,494,231	1,927,521	1,814,004	1,788,447
Total Finance & Technology Services	11,730,261	11,051,454	13,362,553	18,211,181	16,756,591
Total City Police/Protective Services	11,222,947	11,399,359	12,751,502	14,936,681	15,020,660
Human Services Administration	2,590,139	2,533,200	2,762,884	475,387	490,622
Recreation Services	2,826,740	3,087,743	3,219,527	3,516,397	3,677,857
Social Services	4,024,441	4,464,511	4,662,089	7,723,960	7,795,634
Facilities & Field Services	7,550,595	5,385,519	6,418,495	11,393,221	29,855,723
Total Human Services	16,991,915	15,470,973	17,062,995	23,108,965	41,819,836
Housing & Rent Stabilization Administration	1,865,462	1,547,650	1,637,756	2,496,248	5,283,282
Rent Information & Records	943,757	1,061,971	1,073,566	1,200,664	1,259,107
Housing & Residential Code Compliance	1,085,224	7,920,814	6,232,092	16,636,192	2,825,906
Total Housing & Rent Stabilization	3,894,443	10,530,435	8,943,414	20,333,104	9,368,295
Community Development Administration	378,783	456,729	475,375	480,803	506,253
Planning	2,121,090	2,029,283	2,425,963	2,349,207	2,287,186
Building & Safety	787,632	836,053	1,073,386	1,165,966	1,217,480
Transportation	3,592,728	4,629,295	3,636,366	851,972	834,032
Total Community Development	6,880,233	7,951,360	7,611,090	4,847,948	4,844,951
Public Works Administration	597,948	654,599	928,463	2,267,198	9,763,656
Commercial Code Compliance	975,366	1,089,340	1,215,153	1,240,325	1,084,545
Parking	4,655,872	4,907,869	4,923,555	5,551,565	5,600,659
City Engineering	4,973,027	4,319,597	4,958,721	5,655,129	11,030,831
Total Public Works	11,202,213	10,971,405	12,025,892	14,714,217	27,479,691
Total Public Information & Prosecution Services	1,330,998	1,382,225	1,763,356	1,763,653	1,725,449
Total Sources, All Funds	\$ 73,910,965	\$ 79,408,484	\$ 86,476,046	\$ 116,140,408	\$ 158,007,610

FINANCIAL FORECAST

- Executive Summary
- 2010-2030 Twenty-Year Financial Outlook
- Charts & Graphs



“Central location, I feel safe in my neighborhood, West Hollywood has much to offer – nightlife, restaurants, shopping, entertainment”



BACKGROUND

West Hollywood has a long history of responsible governance. Since its incorporation in 1984, the City has evolved into a vibrant cultural and economic center with a thriving tourism industry. Within the City's 1.9 square mile radius are many world-famous icons like the Sunset Strip, Melrose Avenue and the Pacific Design Center. The City's recorded population is about 36,000 residents but tens of thousands more visit West Hollywood's famous nightclubs, restaurants, and fashion and design shops on a daily basis.

The dedicated efforts of West Hollywood's Council-Manager municipality have been integral to sustaining the City as a premier travel destination and ensuring fiscal sustainability. The City of West Hollywood adopted the first Twenty-Year Financial Outlook in 2003 along with the City's Twenty-Year Strategic Plan, Vision 2020. Vision 2020 incorporates the City's mission statement, core values, and goals and objectives. The Twenty-Year Financial Outlook is revised annually and provides a framework for budgetary decisions by articulating the City's fiscal priorities.

Over the past year, the declining economy and prolonged credit and banking crisis, along with the economic data, indicates that the country is in recession. As a result, the City has reduced revenue forecasts in this revised Outlook for the 2008-10 two-year budget. Fiscal year 2009, the first year of the two-year budget, had no significant decreases in revenue projections but fiscal year 2010 saw a 5% reduction in expected revenue. The economic recession that is anticipated to continue over the two-year budget cycle will present significant financial challenges to the City.

The City of West Hollywood 2010-2030 Twenty-Year Financial Outlook continues the tradition of long-range fiscal planning and provides the framework for budgetary and policy decision-making for the coming years. The 2010-2030 Outlook incorporates a variety of economic assumptions.

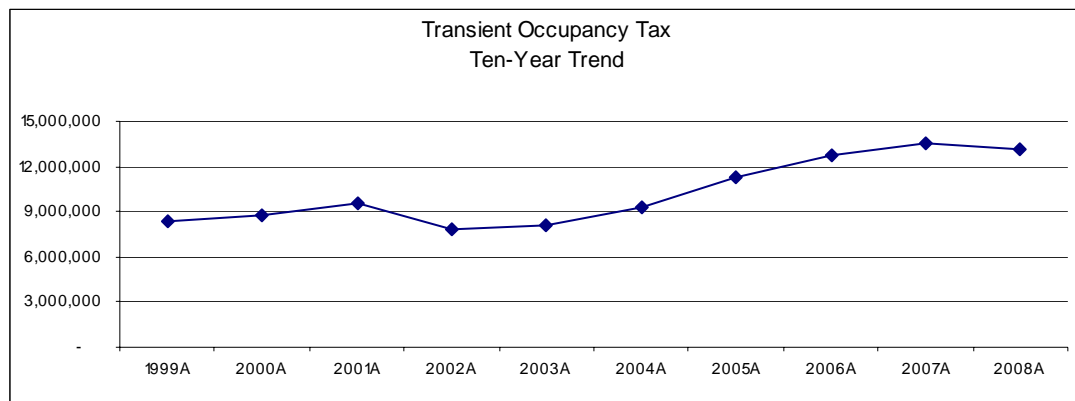
SCOPE

The City's General Fund is the sole focus of the 2010-2030 Outlook. Approximately 65 percent of the City's major revenues consist of four revenue sources: Property Tax, Sales Tax, Transient Occupancy Tax and Parking Fines. Other General Fund revenues include Business License Tax, Franchise Fees, Building and Planning Permits, Motor Vehicle In-Lieu Fees, Fines Forfeitures & Penalties, Rent Stabilization Fees, Use of Money & Property and Other Revenues. The 2010-2030 Outlook forecasts General Fund revenues and expenditures for the next twenty years, beginning in fiscal year 2011.

GENERAL FUND REVENUES

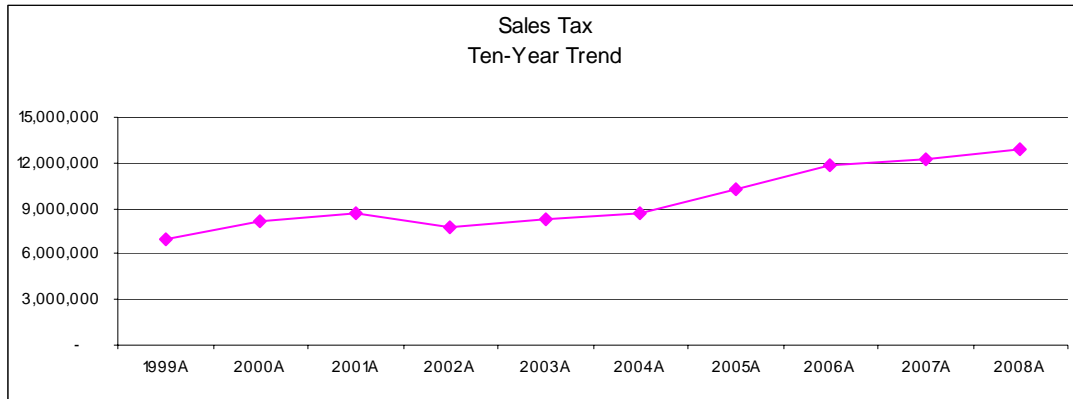
The financial outlook includes assumptions about the past, current and future economic trends and incorporates analysis of national, state and local economies. West Hollywood's strong and diverse economy has not been immune from the current economic crisis. Regional economic indicators point to a slowdown in the local economy. For the past ten years, overall annual growth for all the revenues was 7.1 percent.

- (a) **TRANSIENT OCCUPANCY TAX (TOT)** - TOT is the City's largest revenue source, representing 20.6 percent of the total General Fund revenue in the Fiscal Year 2010 Budget. The City's TOT is levied at 12.5 percent which goes to the General Fund and an additional 1.5 percent that goes to the West Hollywood Marketing Bureau. The annual growth for past ten years has been 6.2 percent and for the past five years has been 10.6 percent. West Hollywood and the Sunset Strip have always been associated with tourism and an exciting night life from its beginnings as a decadent night club scene to the present where the most hip come to play. The City hosts approximately 1.2 million visitors each year, helping to rank it 12th in the State in per capita TOT, just behind other major tourist destinations like San Francisco, Los Angeles, Anaheim, Santa Monica, Beverly Hills and Palm Springs. In the last couple of years, major renovations have taken place at some of the high-end hotels in the City and West Hollywood hotels are expected to add nearly 600 new rooms in the next few years. With the addition of new rooms and the renovations, the current inventory will increase from 2,000 rooms to 2,600 rooms.



- (b) **SALES TAX** - Sales Tax is the second largest revenue source for the City, representing 19.9 percent of the total General Fund revenue in the Fiscal Year 2010 Budget. The annual growth for past 10 years has been 6.7 percent and for the five past years has been 9.6 percent. Factors that contribute to the City's strong sales tax base are the entertainment industry, visitors from other states and countries, nightclubs, restaurants, and furniture and design retailers. The City's diversified retail businesses from

high-end art galleries to Best Buy and Target have been integral to the stability of its sale tax revenue.



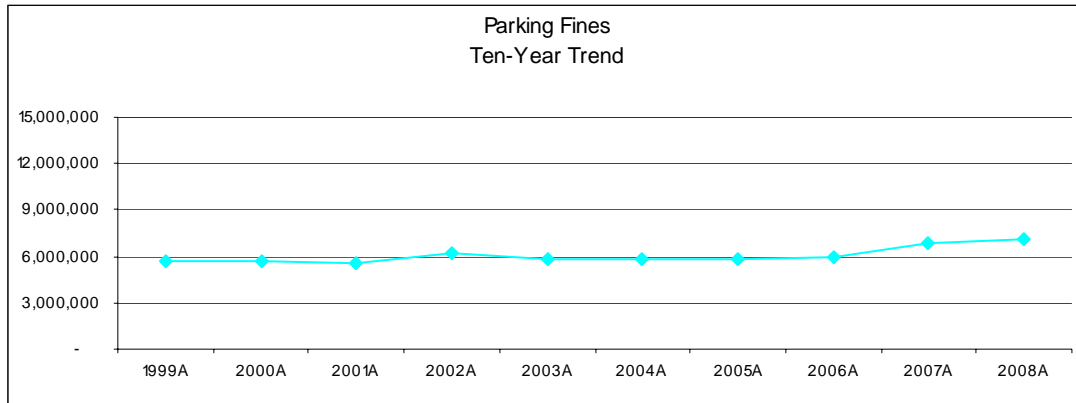
- (c) **PROPERTY TAX** - Property tax is the third largest revenue source for the City, representing 16.2 percent of the total General Fund revenue in the Fiscal Year 2010 Budget. The annual growth for the past 10 years has been 8.2 percent and for the past five years has been 9.0 percent. The City of West Hollywood receives property tax based upon a 1.0 percent levy on the assessed value of all real property. The City experienced a net taxable value increase of 10.2 percent for the 2007-08 tax roll, which was higher than the increase experienced county-wide at 9.1 percent. The assessed value increase between 2006-07 and 2007-08 was \$610 million. The growth attributed to the Assessor-granted 2 percent CPI adjustment was \$116 million, which accounted for 19 percent of all growth experienced in the City.



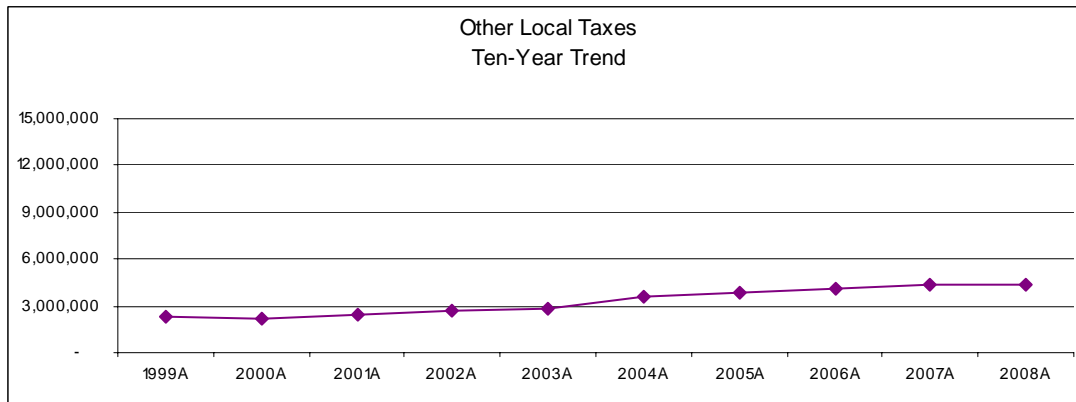
- (d) **PARKING FINES** - Parking Fines is the fourth largest revenue source for the City, representing 11.4 percent of the total General Fund revenue in the Fiscal Year 2010 Budget. The annual growth for past 10 years has been 2.7 percent and for the past five years has been 4.0 percent. The City issues parking citations for violations of State and Local laws. The majority

Executive Summary

of the citations are for expired parking meters or for parking in one of the eleven preferential parking districts without proper permits.



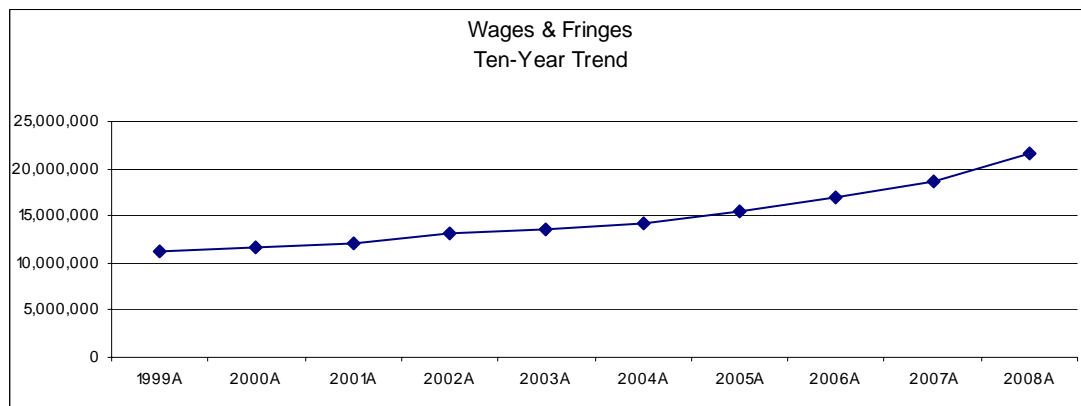
- (e) Other Local Taxes - Major categories for Other Local Taxes are Business License Tax and Franchise Taxes. Other Local taxes represents 6.8 percent of the total General Fund revenue in the Fiscal Year 2010 Budget. For Business License Tax, the City charges an annual tax based on gross receipts earned during the prior calendar year. For fiscal year 2007-08 the City received payment from 3,800 businesses with an average amount paid of \$480 each. The City receives Franchise Taxes for Cable Television, Electricity, Natural Gas, Solid Waste and Taxicabs. The breakdown between Business License Tax and the Franchise Tax is 52 percent for Business License and the remaining 48 percent for Franchise Tax.



GENERAL FUND EXPENDITURES

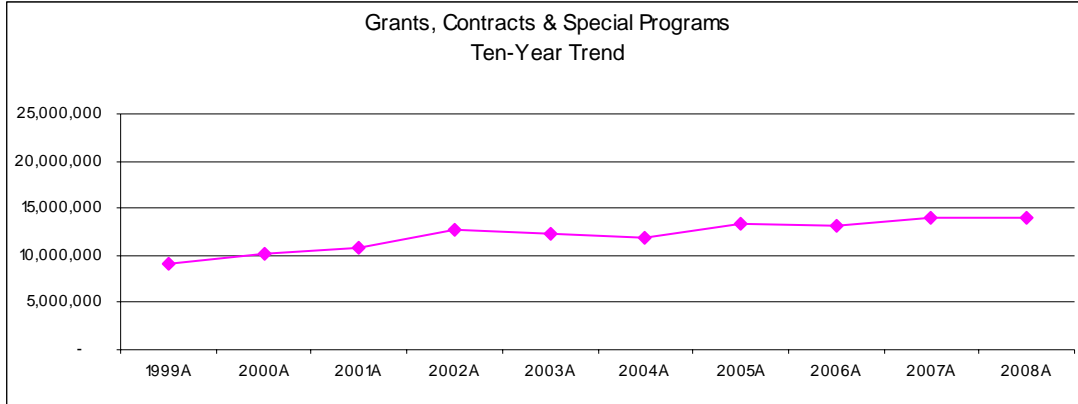
The City of West Hollywood strives to balance its current year expenditures with current year revenues while providing essential services and programs designed to carry out elements of the strategic plan. Over the next few years, the City will be drawing down from its fund reserve for a number of capital projects. This is possible due to the City's historic ability to keep its annual expenditures below revenues. For the past ten years, overall annual growth for all expenditures was only 5.9 percent.

- (a) **WAGES & FRINGES** – Wages & Fringes are the City's largest expenditure making up approximately 36.7% of General Fund expenditures in the Fiscal Year 2010 Budget. Wages and fringes have increased due to several factors, the most significant being the completion and implementation of a city-wide classification and compensation study in June of 2006 and moving to an enhanced retirement system in December of 2007. These increases have resulted in significant growth in wages and fringes spending over the last few years, but the City does not anticipate any additional significant change in wages and fringes anytime soon. The annual growth for wages and fringes combined over the past 10 years has been 7.9 percent and 9.9 percent for the past five years.

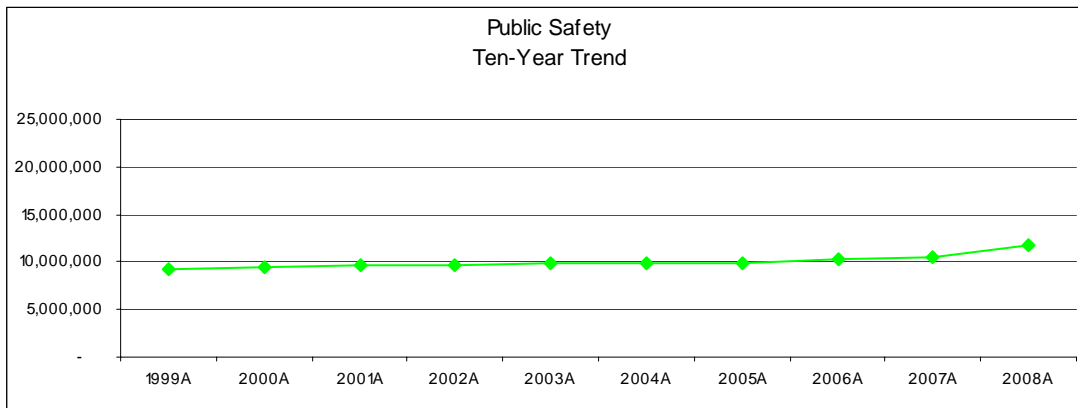


- (b) **GRANTS, CONTRACTS & SPECIAL PROGRAMS** – The City of West Hollywood is a Contract City and therefore contracts out many of its services. Most of the City's contracts fall under the category of Grants, Contracts & Special Programs, which make-up 20.5 percent of the General Fund expenditures in the Fiscal Year 2009 Budget. With West Hollywood's extensive history of progressive governance and providing more social services to its residents than most cities across the nation, a large portion of the contracts are aimed at providing social services. Rather than being a drain on the City's budget, West Hollywood's commitment to social services has made it one of the most desirable locations in Los Angeles, which is important for the City's economic development and fiscal well being. The annual growth for the past 10 years has been 21.7 percent and 3.0 percent for the past five years.

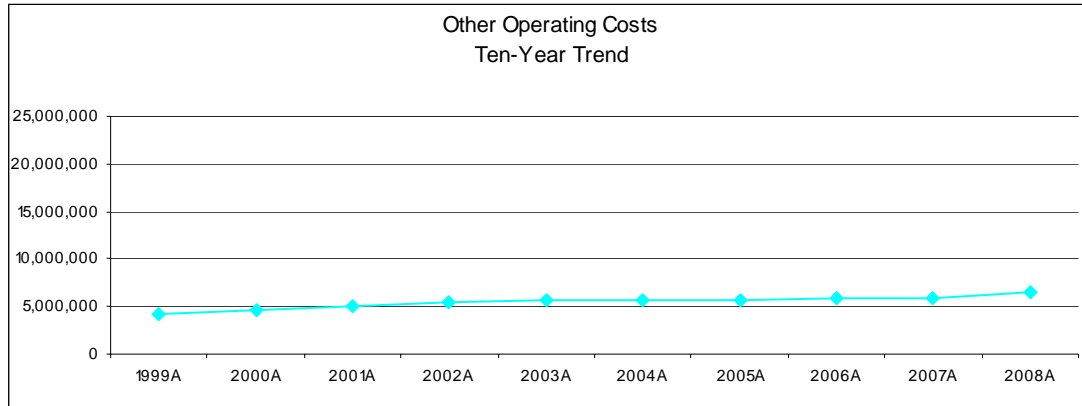
Executive Summary



- (c) **PUBLIC SAFETY** – As a Contract City, West Hollywood also contracts out police and protective services. The Los Angeles County Sherriff's Department provides police services and the City is a part of the Los Angeles County Fire District. Public Safety accounts for 21.2 percent of the General Fund expenditures in the Fiscal Year 2010 Budget. Although Public Safety can be a major expense for any municipality, the City has found that it is more economical to contract these services rather than staffing its own police and fire departments, particularly with the rising cost of pension plans for public safety officers. The annual growth for the past 10 years has been held to 3.3 percent and 3.7 percent for the past five years.



- (d) OTHER OPERATING COSTS – All Other Operating Costs for the City total approximately \$4 million in General Fund expenditures in the Fiscal Year 2010 Budget, or 5.8 percent. This includes all allocated costs related to City Facilities, Legal Services, Staff Development Costs, Supplies and Equipment costs. The annual growth for the past 10 years has been held to 3.3 percent, and 3.7 percent for the past five years.



Twenty-Year Financial Outlook

	2008A	2009B	2010B	2011F	2012F	2013F
REVENUE & SOURCES						
PROPERTY TAXES	\$ 10,436,714	\$ 9,860,000	\$ 9,860,000	\$ 10,057,200	\$ 10,358,916	\$ 10,773,273
PERCENTAGE OF TOTAL	15.1%	15.9%	16.2%	16.2%	15.2%	15.2%
ANNUAL CHANGE PERCENT	6.6%	-5.5%	0.0%	2.0%	3.0%	4.0%
SALES TAXES	12,951,731	12,316,409	12,102,061	12,344,102	12,714,425	13,223,002
PERCENTAGE OF TOTAL	18.7%	19.9%	19.9%	19.8%	18.7%	18.7%
ANNUAL CHANGE PERCENT	6.3%	-4.9%	-1.7%	2.0%	3.0%	4.0%
TRANSIENT OCCUPANCY TAXES	13,133,591	13,000,000	12,500,000	13,021,481	13,888,223	14,957,587
PERCENTAGE OF TOTAL	19.0%	21.0%	20.6%	20.9%	20.4%	21.1%
ANNUAL CHANGE PERCENT	-3.4%	-1.0%	-3.8%	4.2%	6.7%	7.7%
PARKING FINES	7,079,893	6,850,000	6,950,000	7,089,000	7,230,780	7,375,396
PERCENTAGE OF TOTAL	10.2%	11.1%	11.4%	11.4%	10.6%	10.4%
ANNUAL CHANGE PERCENT	3.4%	-3.2%	1.5%	2.0%	2.0%	2.0%
OTHER LOCAL TAXES	4,377,668	4,065,000	4,115,000	4,197,300	4,281,246	4,452,496
PERCENTAGE OF TOTAL	6.3%	6.6%	6.8%	6.7%	6.3%	6.3%
ANNUAL CHANGE PERCENT	1.7%	-7.1%	1.2%	2.0%	2.0%	4.0%
BUILDING PERMITS	4,326,157	1,945,000	1,795,000	1,830,900	1,867,518	1,904,868
PERCENTAGE OF TOTAL	6.3%	3.1%	3.0%	2.9%	2.7%	2.7%
ANNUAL CHANGE PERCENT	55.4%	-55.0%	-7.7%	2.0%	2.0%	2.0%
PLANNING PERMITS	949,558	827,525	842,525	859,376	876,563	894,094
PERCENTAGE OF TOTAL	1.4%	1.3%	1.4%	1.4%	1.3%	1.3%
ANNUAL CHANGE PERCENT	4.2%	-12.9%	1.8%	2.0%	2.0%	2.0%
OTHER PERMITS	1,344,312	1,139,600	1,139,600	1,162,392	1,185,640	1,209,353
PERCENTAGE OF TOTAL	1.9%	1.8%	1.9%	1.9%	1.7%	1.7%
ANNUAL CHANGE PERCENT	14.5%	-15.2%	0.0%	2.0%	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	3,175,397	3,260,000	3,490,000	3,559,800	3,630,996	3,703,616
PERCENTAGE OF TOTAL	4.6%	5.3%	5.7%	5.7%	5.3%	5.2%
ANNUAL CHANGE PERCENT	6.3%	2.7%	7.1%	2.0%	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	1,725,613	2,207,000	1,707,000	1,741,140	1,775,963	1,811,482
PERCENTAGE OF TOTAL	2.5%	3.6%	2.8%	2.8%	2.6%	2.6%
ANNUAL CHANGE PERCENT	-9.9%	27.9%	-22.7%	2.0%	2.0%	2.0%
RENT STABILIZATION FEES	1,887,405	1,921,000	1,921,000	1,959,420	1,998,608	2,038,581
PERCENTAGE OF TOTAL	2.7%	3.1%	3.2%	3.1%	2.9%	2.9%
ANNUAL CHANGE PERCENT	-0.7%	1.8%	0.0%	2.0%	2.0%	2.0%
USE OF MONEY & PROPERTY	6,643,705	3,427,400	3,452,400	3,521,448	3,591,877	3,663,714
PERCENTAGE OF TOTAL	9.6%	5.5%	5.7%	5.7%	5.3%	5.2%
ANNUAL CHANGE PERCENT	39.5%	-48.4%	0.7%	2.0%	2.0%	2.0%
OTHER REVENUES	1,108,535	1,027,437	872,741	890,196	908,000	926,160
PERCENTAGE OF TOTAL	1.6%	1.7%	1.4%	1.4%	1.3%	1.3%
ANNUAL CHANGE PERCENT	-17.5%	-7.3%	-15.1%	2.0%	2.0%	2.0%
ENHANCED PROPERTY TAX	-	-	-	-	360,000	367,200
PERCENTAGE OF TOTAL	-	-	-	-	0.5%	0.5%
ANNUAL CHANGE PERCENT	-	-	-	-	-	2.0%
ENHANCED SALES TAX	-	-	-	-	100,000	103,000
PERCENTAGE OF TOTAL	-	-	-	-	0.1%	0.1%
ANNUAL CHANGE PERCENT	-	-	-	-	-	3.0%
ENHANCED TOT	-	-	-	-	3,352,000	3,452,560
PERCENTAGE OF TOTAL	-	-	-	-	4.9%	4.9%
ANNUAL CHANGE PERCENT	-	-	-	-	-	3.0%
TOTAL - REVENUE & SOURCES	69,140,279	61,846,371	60,747,327	62,233,755	68,120,755	70,856,381
ANNUAL CHANGE PERCENT	1.4%	-10.5%	-1.8%	2.4%	9.5%	4.0%

AVERAGE ANNUAL CHANGE	10 YEAR	5 YEAR
MAJOR REVENUE & SOURCES	2007-2017	2012-2017
PROPERTY TAXES	2.6%	4.0%
SALES TAXES	2.5%	4.0%
TRANSIENT OCCUPANCY TAXES	2.9%	5.3%
PARKING FINES	1.6%	2.0%
OTHER LOCAL TAXES	2.0%	4.0%
BUILDING PERMITS	0.7%	2.0%
PLANNING PERMITS	0.7%	2.0%
OTHER PERMITS	1.3%	2.0%
MOTOR VEHICLE IN-LIEU	3.0%	2.0%
FINES, FORFEITURES, & PENALTIES	0.9%	2.0%
RENT STABILIZATION FEES	1.5%	2.0%
USE OF MONEY & PROPERTY	0.6%	2.0%
OTHER REVENUES	-2.6%	2.0%
TOTAL REVENUE & SOURCES	1.9%	3.6%

Twenty-Year Financial Outlook

	2008A	2009B	2010B	2011F	2012F	2013F
EXPENDITURES & USES						
WAGES	15,560,519	16,434,335	17,057,460	17,569,184	18,096,259	18,639,147
PERCENTAGE OF TOTAL	27.8%	23.0%	25.5%	26.8%	26.9%	26.9%
ANNUAL CHANGE PERCENT	15.6%	5.6%	3.8%	3.0%	3.0%	3.0%
RETIREMENT	3,150,054	3,676,813	3,965,087	4,084,040	4,206,561	4,332,758
PERCENTAGE OF TOTAL	5.6%	5.1%	5.9%	6.2%	6.3%	6.3%
ANNUAL CHANGE PERCENT	41.0%	16.7%	7.8%	3.0%	3.0%	3.0%
HEALTH & FLEX	1,783,843	1,924,237	1,974,720	2,033,962	2,094,980	2,157,830
PERCENTAGE OF TOTAL	3.2%	2.7%	3.0%	3.1%	3.1%	3.1%
ANNUAL CHANGE PERCENT	13.9%	7.9%	2.6%	3.0%	3.0%	3.0%
OTHER FRINGES	1,197,818	1,324,543	1,517,757	1,563,290	1,610,188	1,658,494
PERCENTAGE OF TOTAL	2.1%	1.9%	2.3%	2.4%	2.4%	2.4%
ANNUAL CHANGE PERCENT	1.7%	10.6%	14.6%	3.0%	3.0%	3.0%
OTHER OPERATING COSTS	3,906,752	4,139,271	3,872,775	3,988,958	4,108,627	4,231,886
PERCENTAGE OF TOTAL	7.0%	5.8%	5.8%	6.1%	6.1%	6.1%
ANNUAL CHANGE PERCENT	13.7%	6.0%	-6.4%	3.0%	3.0%	3.0%
ALLOCATED COSTS	1,686,774	1,744,752	1,771,291	1,824,430	1,879,163	1,935,538
PERCENTAGE OF TOTAL	3.0%	2.4%	2.7%	2.8%	2.8%	2.8%
ANNUAL CHANGE PERCENT	7.6%	3.4%	1.5%	3.0%	3.0%	3.0%
GRANTS, CONTRACTS, SPECIAL PROGRAMS	13,226,470	16,869,718	13,697,952	14,108,891	14,532,157	14,968,122
PERCENTAGE OF TOTAL	23.6%	23.6%	20.5%	21.5%	21.6%	21.6%
ANNUAL CHANGE PERCENT	1.4%	27.5%	-18.8%	3.0%	3.0%	3.0%
LEGAL SERVICES	745,947	1,198,001	1,124,000	1,146,480	1,169,410	1,192,798
PERCENTAGE OF TOTAL	1.3%	1.7%	1.7%	1.7%	1.7%	1.7%
ANNUAL CHANGE PERCENT	-8.0%	60.6%	-6.2%	2.0%	2.0%	2.0%
PUBLIC SAFETY COSTS	11,780,866	14,053,293	14,180,752	14,464,367	14,753,654	15,196,264
PERCENTAGE OF TOTAL	21.1%	19.7%	21.2%	22.1%	21.9%	22.0%
ANNUAL CHANGE PERCENT	10.3%	19.3%	0.9%	2.0%	2.0%	3.0%
CAPITAL PROJECTS	896,782	3,380,000	395,000	1,000,000	1,020,000	1,040,400
PERCENTAGE OF TOTAL	1.6%	4.7%	0.6%	1.5%	1.5%	1.5%
ANNUAL CHANGE PERCENT	-26.0%	276.9%	-88.3%	153.2%	2.0%	2.0%
DRAWDOWN: WEHO PARK	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
DEBT SERVICE - CURRENT CITY FACILITIES	1,363,099	1,298,454	1,290,913	1,300,000	1,300,000	1,300,000
PERCENTAGE OF TOTAL	2.4%	1.8%	1.9%	2.0%	1.9%	1.9%
ANNUAL CHANGE PERCENT	-	-4.7%	-0.6%	0.7%	0.0%	0.0%
DEBT SERVICE - LIBRARY	-	-	-	1,800,000	1,800,000	1,800,000
PERCENTAGE OF TOTAL	-	-	-	2.7%	2.7%	2.6%
ANNUAL CHANGE PERCENT	-	-	-	0.0%	0.0%	0.0%
TRANSFERS OUT	662,125	5,425,441	5,925,441	701,853	715,890	730,207
PERCENTAGE OF TOTAL	1.2%	7.6%	8.9%	1.1%	1.1%	1.1%
ANNUAL CHANGE PERCENT	-66.8%	719.4%	9.2%	-88.2%	2.0%	2.0%
TOTAL - EXPENDITURES & USES	55,961,049	71,468,858	66,773,148	65,585,453	67,286,889	69,183,443
ANNUAL CHANGE PERCENT	9.3%	27.7%	-6.6%	-1.8%	2.6%	2.8%
AVERAGE ANNUAL CHANGE						
MAJOR EXPENDITURES & USES						
	10 YEAR		5 YEAR			
	2007-2017		2012-2017			
WAGES	4.6%		3.0%			
ALL FRINGES COMBINED	6.0%		3.0%			
OTHER OPERATING COSTS	3.4%		3.0%			
GRANTS, CONTRACTS, SPECIAL PROGRAMS	3.1%		3.0%			
PUBLIC SAFETY COSTS	4.9%		3.0%			
TOTAL EXPENDITURES & USES	4.5%		2.8%			
SURPLUS / (DEFICIT)						
SURPLUS / DEFICIT	\$ 13,179,230	\$ (9,622,487)	\$ (6,025,821)	\$ (3,351,698)	\$ 833,866	\$ 1,672,938
% REVENUES & SOURCES	19%	-16%	-10%	-5%	1%	2%
ANNUAL CHANGE PERCENT	-22.5%	-173.0%	-37.4%	-44.4%	-124.9%	100.6%
RESTATEMENTS	-	-	-	-	-	-
FUND BALANCE						
BALANCE - FISCAL YEAR END	\$ 82,545,248	\$ 72,922,761	\$ 66,896,940	\$ 63,545,242	\$ 64,379,107	\$ 66,052,046
% REVENUES & SOURCES	119%	118%	110%	102%	95%	93%
ANNUAL CHANGE PERCENT	19.0%	-11.7%	-8.3%	-5.0%	1.3%	2.6%

Twenty-Year Financial Outlook

	2014F	2015F	2016F	2017F	2018F	2019F
REVENUE & SOURCES						
PROPERTY TAXES	\$ 11,204,204	\$ 11,652,372	\$ 12,118,467	\$ 12,603,205	\$ 13,107,333	\$ 13,631,627
PERCENTAGE OF TOTAL	15.2%	15.3%	15.4%	15.5%	15.6%	15.7%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
SALES TAXES	13,751,922	14,301,999	14,874,079	15,469,042	16,087,804	16,731,316
PERCENTAGE OF TOTAL	18.7%	18.8%	18.9%	19.1%	19.2%	19.3%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
TRANSIENT OCCUPANCY TAXES	16,006,652	16,646,918	17,312,795	18,005,307	18,725,519	19,474,540
PERCENTAGE OF TOTAL	21.7%	21.9%	22.0%	22.2%	22.3%	22.5%
ANNUAL CHANGE PERCENT	7.0%	4.0%	4.0%	4.0%	4.0%	4.0%
PARKING FINES	7,522,904	7,673,362	7,826,829	7,983,365	8,143,033	8,305,893
PERCENTAGE OF TOTAL	10.2%	10.1%	10.0%	9.8%	9.7%	9.6%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER LOCAL TAXES	4,630,596	4,815,820	5,008,452	5,208,790	5,417,142	5,633,828
PERCENTAGE OF TOTAL	6.3%	6.3%	6.4%	6.4%	6.5%	6.5%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
BUILDING PERMITS	1,942,966	1,981,825	2,021,462	2,061,891	2,103,129	2,145,191
PERCENTAGE OF TOTAL	2.6%	2.6%	2.6%	2.5%	2.5%	2.5%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PLANNING PERMITS	911,976	930,216	948,820	967,796	987,152	1,006,895
PERCENTAGE OF TOTAL	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER PERMITS	1,233,540	1,258,210	1,283,375	1,309,042	1,335,223	1,361,927
PERCENTAGE OF TOTAL	1.7%	1.7%	1.6%	1.6%	1.6%	1.6%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	3,777,688	3,853,242	3,930,307	4,008,913	4,089,091	4,170,873
PERCENTAGE OF TOTAL	5.1%	5.1%	5.0%	4.9%	4.9%	4.8%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	1,847,712	1,884,666	1,922,359	1,960,806	2,000,023	2,040,023
PERCENTAGE OF TOTAL	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RENT STABILIZATION FEES	2,079,352	2,120,939	2,163,358	2,206,625	2,250,758	2,295,773
PERCENTAGE OF TOTAL	2.8%	2.8%	2.8%	2.7%	2.7%	2.7%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
USE OF MONEY & PROPERTY	3,736,989	3,811,729	3,887,963	3,965,722	4,045,037	4,125,938
PERCENTAGE OF TOTAL	5.1%	5.0%	4.9%	4.9%	4.8%	4.8%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER REVENUES	944,683	963,577	982,848	1,002,505	1,022,555	1,043,006
PERCENTAGE OF TOTAL	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
ONE-TIME REVENUE	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
ENHANCED PROPERTY TAX	374,544	382,035	389,676	397,469	405,418	413,527
PERCENTAGE OF TOTAL	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
ENHANCED SALES TAX	106,090	109,273	112,551	115,927	119,405	122,987
PERCENTAGE OF TOTAL	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ENHANCED TOT	3,556,137	3,662,821	3,772,706	3,885,887	4,002,463	4,122,537
PERCENTAGE OF TOTAL	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
TRANSFERS IN	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
TOTAL - REVENUE & SOURCES	73,627,953	76,049,002	78,556,045	81,152,295	83,841,086	86,625,882
ANNUAL CHANGE PERCENT	3.9%	3.3%	3.3%	3.3%	3.3%	3.3%

AVERAGE ANNUAL CHANGE	3 YEAR	10 YEAR
MAJOR REVENUE & SOURCES	2014-2017	2016-2026
PROPERTY TAXES	4.0%	4.0%
SALES TAXES	4.0%	4.0%
TRANSIENT OCCUPANCY TAXES	4.0%	4.0%
PARKING FINES	2.0%	2.0%
OTHER LOCAL TAXES	4.0%	4.0%
BUILDING PERMITS	2.0%	2.0%
PLANNING PERMITS	2.0%	2.0%
OTHER PERMITS	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	2.0%	2.0%
RENT STABILIZATION FEES	2.0%	2.0%

Twenty-Year Financial Outlook

	2014F	2015F	2016F	2017F	2018F	2019F
EXPENDITURES & USES						
WAGES	19,198,322	19,774,271	20,367,499	20,978,524	21,607,880	22,256,116
PERCENTAGE OF TOTAL	27.0%	27.0%	27.1%	27.1%	27.2%	27.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
RETIREMENT	4,462,740	4,596,623	4,734,521	4,876,557	5,022,854	5,173,539
PERCENTAGE OF TOTAL	6.3%	6.3%	6.3%	6.3%	6.3%	6.3%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
HEALTH & FLEX	2,222,565	2,289,242	2,357,919	2,428,657	2,501,516	2,576,562
PERCENTAGE OF TOTAL	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER FRINGES	1,708,249	1,759,496	1,812,281	1,866,650	1,922,649	1,980,329
PERCENTAGE OF TOTAL	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER OPERATING COSTS	4,358,842	4,489,608	4,624,296	4,763,025	4,905,916	5,053,093
PERCENTAGE OF TOTAL	6.1%	6.1%	6.1%	6.2%	6.2%	6.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ALLOCATED COSTS	1,993,604	2,053,412	2,115,014	2,178,465	2,243,818	2,311,133
PERCENTAGE OF TOTAL	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
GRANTS, CONTRACTS, SPECIAL PROGRAMS	15,417,166	15,879,681	16,356,071	16,846,753	17,352,156	17,872,720
PERCENTAGE OF TOTAL	21.7%	21.7%	21.7%	21.8%	21.8%	21.8%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
LEGAL SERVICES	1,216,654	1,240,987	1,265,807	1,291,123	1,316,945	1,343,284
PERCENTAGE OF TOTAL	1.7%	1.7%	1.7%	1.7%	1.7%	1.6%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PUBLIC SAFETY COSTS	15,652,152	16,121,716	16,605,368	17,103,529	17,616,635	18,145,134
PERCENTAGE OF TOTAL	22.0%	22.0%	22.1%	22.1%	22.1%	22.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
CAPITAL PROJECTS	1,061,208	1,082,432	1,104,081	1,126,162	1,148,686	1,171,659
PERCENTAGE OF TOTAL	1.5%	1.5%	1.5%	1.5%	1.4%	1.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
DRAWDOWN: WEHO PARK	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
DEBT SERVICE - CURRENT CITY FACILITIES	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
PERCENTAGE OF TOTAL	1.8%	1.8%	1.7%	1.7%	1.6%	1.6%
ANNUAL CHANGE PERCENT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
DEBT SERVICE - LIBRARY	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
PERCENTAGE OF TOTAL	2.5%	2.5%	2.4%	2.3%	2.3%	2.2%
ANNUAL CHANGE PERCENT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TRANSFERS OUT	744,811	759,708	774,902	790,400	806,208	822,332
PERCENTAGE OF TOTAL	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
TOTAL - EXPENDITURES & USES	71,136,312	73,147,175	75,217,759	77,349,844	79,545,262	81,805,902
ANNUAL CHANGE PERCENT	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
AVERAGE ANNUAL CHANGE						
MAJOR EXPENDITURES & USES	3 YEAR		10 YEAR			
	2014-2017		2016-2026			
WAGES	3.0%		3.0%			
ALL FRINGES COMBINED	3.0%		3.0%			
OTHER OPERATING COSTS	3.0%		3.0%			
GRANTS, CONTRACTS, SPECIAL PROGRAMS	3.0%		3.0%			
PUBLIC SAFETY COSTS	3.0%		3.0%			
TOTAL EXPENDITURES & USES	2.8%		2.7%			
SURPLUS / (DEFICIT)						
SURPLUS / DEFICIT	\$ 2,491,641	\$ 2,901,827	\$ 3,338,286	\$ 3,802,451	\$ 4,295,823	\$ 4,819,980
% REVENUES & SOURCES	3%	4%	4%	5%	5%	6%
ANNUAL CHANGE PERCENT	48.9%	16.5%	15.0%	13.9%	13.0%	12.2%
RESTATEMENTS	-	-	-	-	-	-
FUND BALANCE						
BALANCE - FISCAL YEAR END	\$ 68,543,687	\$ 71,445,514	\$ 74,783,800	\$ 78,586,251	\$ 82,882,074	\$ 87,702,054
% REVENUES & SOURCES	93%	94%	95%	97%	99%	101%
ANNUAL CHANGE PERCENT	3.8%	4.2%	4.7%	5.1%	5.5%	5.8%

Twenty-Year Financial Outlook

	2020F	2021F	2022F	2023F	2024F	2025F
REVENUE & SOURCES						
PROPERTY TAXES	\$ 14,176,892	\$ 14,743,968	\$ 15,333,726	\$ 15,947,075	\$ 16,584,958	\$ 17,248,357
PERCENTAGE OF TOTAL	15.8%	15.9%	16.0%	16.1%	16.2%	16.3%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
SALES TAXES	17,400,569	18,096,592	18,820,455	19,573,274	20,356,205	21,170,453
PERCENTAGE OF TOTAL	19.4%	19.6%	19.7%	19.8%	19.9%	20.1%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
TRANSIENT OCCUPANCY TAXES	20,253,521	21,063,662	21,906,209	22,782,457	23,693,755	24,641,505
PERCENTAGE OF TOTAL	22.6%	22.8%	22.9%	23.1%	23.2%	23.3%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
PARKING FINES	8,472,011	8,641,451	8,814,280	8,990,566	9,170,377	9,353,785
PERCENTAGE OF TOTAL	9.5%	9.3%	9.2%	9.1%	9.0%	8.9%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER LOCAL TAXES	5,859,181	6,093,548	6,337,290	6,590,782	6,854,413	7,128,589
PERCENTAGE OF TOTAL	6.5%	6.6%	6.6%	6.7%	6.7%	6.8%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
BUILDING PERMITS	2,188,095	2,231,857	2,276,494	2,322,024	2,368,464	2,415,834
PERCENTAGE OF TOTAL	2.4%	2.4%	2.4%	2.4%	2.3%	2.3%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PLANNING PERMITS	1,027,033	1,047,574	1,068,525	1,089,896	1,111,694	1,133,928
PERCENTAGE OF TOTAL	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER PERMITS	1,389,166	1,416,949	1,445,288	1,474,194	1,503,678	1,533,752
PERCENTAGE OF TOTAL	1.6%	1.5%	1.5%	1.5%	1.5%	1.5%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	4,254,291	4,339,376	4,426,164	4,514,687	4,604,981	4,697,081
PERCENTAGE OF TOTAL	4.8%	4.7%	4.6%	4.6%	4.5%	4.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	2,080,823	2,122,440	2,164,889	2,208,187	2,252,350	2,297,397
PERCENTAGE OF TOTAL	2.3%	2.3%	2.3%	2.2%	2.2%	2.2%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RENT STABILIZATION FEES	2,341,688	2,388,522	2,436,292	2,485,018	2,534,719	2,585,413
PERCENTAGE OF TOTAL	2.6%	2.6%	2.5%	2.5%	2.5%	2.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
USE OF MONEY & PROPERTY	4,208,456	4,292,625	4,378,478	4,466,048	4,555,368	4,646,476
PERCENTAGE OF TOTAL	4.7%	4.6%	4.6%	4.5%	4.5%	4.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER REVENUES	1,063,866	1,085,144	1,106,847	1,128,984	1,151,563	1,174,594
PERCENTAGE OF TOTAL	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
ONE-TIME REVENUE	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
ENHANCED PROPERTY TAX	421,797	430,233	438,838	447,615	456,567	465,698
PERCENTAGE OF TOTAL	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
ENHANCED SALES TAX	126,677	130,477	134,392	138,423	142,576	146,853
PERCENTAGE OF TOTAL	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ENHANCED TOT	4,246,213	4,373,600	4,504,808	4,639,952	4,779,150	4,922,525
PERCENTAGE OF TOTAL	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
TRANSFERS IN	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
TOTAL - REVENUE & SOURCES	89,510,281	92,498,019	95,592,975	98,799,180	102,120,820	105,562,240
ANNUAL CHANGE PERCENT	3.3%	3.3%	3.3%	3.4%	3.4%	3.4%

AVERAGE ANNUAL CHANGE	5 YEAR	3 YEAR
MAJOR REVENUE & SOURCES	2021-2026	2023-2026
PROPERTY TAXES	4.0%	4.0%
SALES TAXES	4.0%	4.0%
TRANSIENT OCCUPANCY TAXES	4.0%	4.0%
PARKING FINES	2.0%	2.0%
OTHER LOCAL TAXES	4.0%	4.0%
BUILDING PERMITS	2.0%	2.0%
PLANNING PERMITS	2.0%	2.0%
OTHER PERMITS	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	2.0%	2.0%
RENT STABILIZATION FEES	2.0%	2.0%
USE OF MONEY & PROPERTY	2.0%	2.0%
OTHER REVENUES	2.0%	2.0%
TOTAL REVENUE & SOURCES	3.4%	3.4%

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Twenty-Year Financial Outlook

	2020F	2021F	2022F	2023F	2024F	2025F
EXPENDITURES & USES						
WAGES	22,923,800	23,611,514	24,319,859	25,049,455	25,800,939	26,574,967
PERCENTAGE OF TOTAL	27.2%	27.3%	27.3%	27.4%	27.4%	27.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
RETIREMENT	5,328,745	5,488,608	5,653,266	5,822,864	5,997,550	6,177,476
PERCENTAGE OF TOTAL	6.3%	6.3%	6.4%	6.4%	6.4%	6.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
HEALTH & FLEX	2,653,859	2,733,474	2,815,479	2,899,943	2,986,941	3,076,549
PERCENTAGE OF TOTAL	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER FRINGES	2,039,738	2,100,931	2,163,959	2,228,877	2,295,744	2,364,616
PERCENTAGE OF TOTAL	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER OPERATING COSTS	5,204,686	5,360,826	5,521,651	5,687,301	5,857,920	6,033,657
PERCENTAGE OF TOTAL	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ALLOCATED COSTS	2,380,467	2,451,881	2,525,437	2,601,201	2,679,237	2,759,614
PERCENTAGE OF TOTAL	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
GRANTS, CONTRACTS, SPECIAL PROGRAMS	18,408,902	18,961,169	19,530,004	20,115,904	20,719,381	21,340,963
PERCENTAGE OF TOTAL	21.9%	21.9%	21.9%	22.0%	22.0%	22.0%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
LEGAL SERVICES	1,370,150	1,397,553	1,425,504	1,454,014	1,483,094	1,512,756
PERCENTAGE OF TOTAL	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PUBLIC SAFETY COSTS	18,689,488	19,250,173	19,827,678	20,422,508	21,035,183	21,666,239
PERCENTAGE OF TOTAL	22.2%	22.2%	22.3%	22.3%	22.3%	22.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
CAPITAL PROJECTS	1,195,093	1,218,994	1,243,374	1,268,242	1,293,607	1,319,479
PERCENTAGE OF TOTAL	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
DRAWDOWN: WEHO PARK	-	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-	-
DEBT SERVICE - CURRENT CITY FACILITIES	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
PERCENTAGE OF TOTAL	1.5%	1.5%	1.5%	1.4%	1.4%	1.3%
ANNUAL CHANGE PERCENT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
DEBT SERVICE - LIBRARY	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
PERCENTAGE OF TOTAL	2.1%	2.1%	2.0%	2.0%	1.9%	1.9%
ANNUAL CHANGE PERCENT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TRANSFERS OUT	838,779	855,554	872,665	890,119	907,921	926,079
PERCENTAGE OF TOTAL	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
TOTAL - EXPENDITURES & USES	84,133,706	86,530,677	88,998,876	91,540,427	94,157,516	96,852,396
ANNUAL CHANGE PERCENT	2.8%	2.8%	2.9%	2.9%	2.9%	2.9%

AVERAGE ANNUAL CHANGE	5 YEAR		3 YEAR	
MAJOR EXPENDITURES & USES	2021-2026		2023-2026	
WAGES	3.0%		3.0%	
ALL FRINGES COMBINED	3.0%		3.0%	
OTHER OPERATING COSTS	3.0%		3.0%	
GRANTS, CONTRACTS, SPECIAL PROGRAMS	3.0%		3.0%	
PUBLIC SAFETY COSTS	3.0%		3.0%	
TOTAL EXPENDITURES & USES	2.6%		2.4%	

SURPLUS / (DEFICIT)						
SURPLUS / DEFICIT	\$ 5,376,575	\$ 5,967,342	\$ 6,594,099	\$ 7,258,753	\$ 7,963,303	\$ 8,709,844
% REVENUES & SOURCES	6%	6%	7%	7%	8%	8%
ANNUAL CHANGE PERCENT	11.5%	11.0%	10.5%	10.1%	9.7%	9.4%
RESTATEMENTS	-	-	-	-	-	-

FUND BALANCE						
BALANCE - FISCAL YEAR END	\$ 93,078,629	\$ 99,045,971	\$ 105,640,070	\$ 112,898,823	\$ 120,862,126	\$ 129,571,971
% REVENUES & SOURCES	104%	107%	111%	114%	118%	123%
ANNUAL CHANGE PERCENT	6.1%	6.4%	6.7%	6.9%	7.1%	7.2%

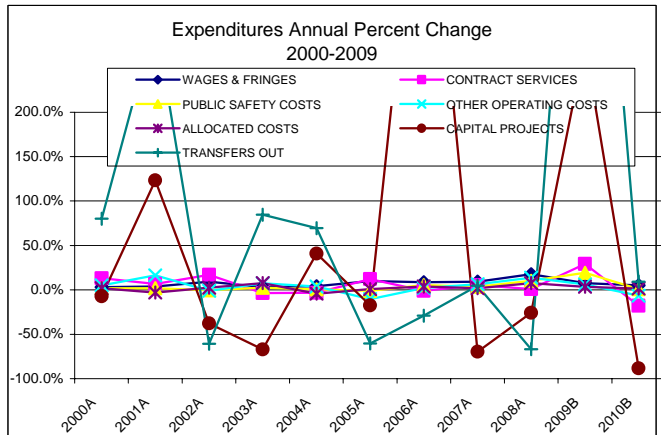
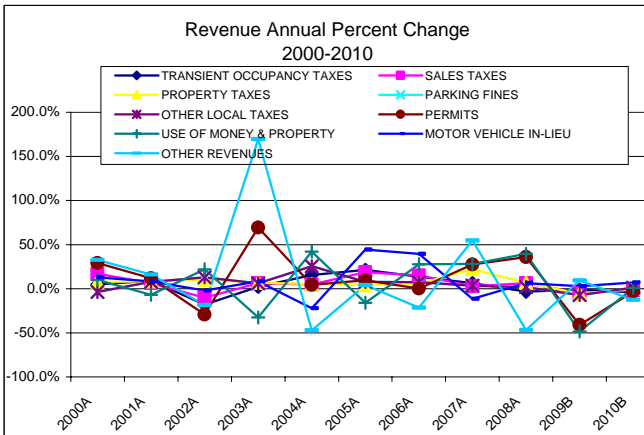
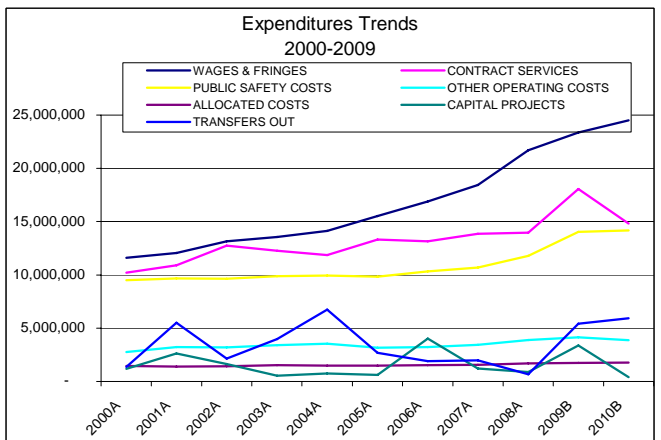
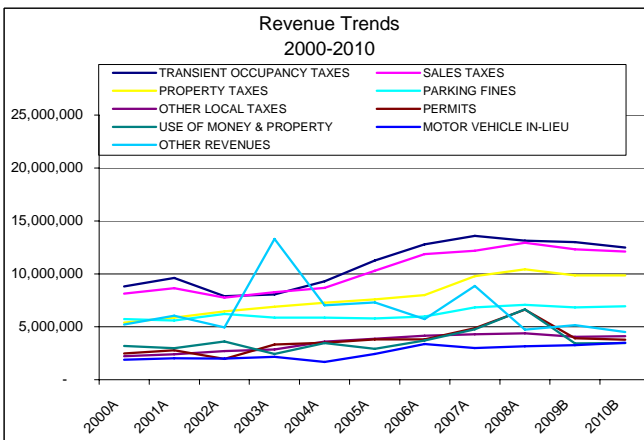
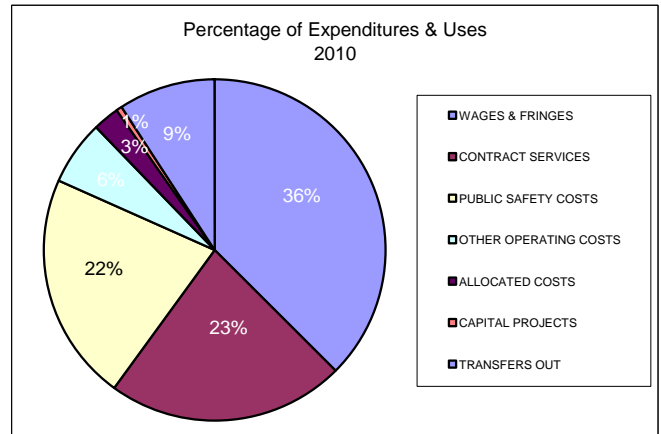
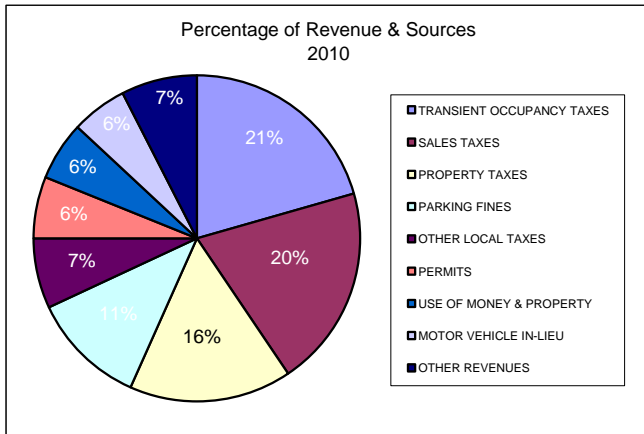
Twenty-Year Financial Outlook

	2026F	2027F	2028F	2029F	2030F
REVENUE & SOURCES					
PROPERTY TAXES	\$ 17,938,291	\$ 18,655,822	\$ 19,402,055	\$ 20,178,138	\$ 20,985,263
PERCENTAGE OF TOTAL	16.4%	16.5%	16.6%	16.7%	16.8%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%
SALES TAXES	22,017,271	22,897,962	23,813,880	24,766,435	25,757,093
PERCENTAGE OF TOTAL	20.2%	20.3%	20.4%	20.5%	20.7%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%
TRANSIENT OCCUPANCY TAXES	25,627,166	26,652,252	27,718,342	28,827,076	29,980,159
PERCENTAGE OF TOTAL	23.5%	23.6%	23.8%	23.9%	24.0%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%
PARKING FINES	9,540,861	9,731,678	9,926,311	10,124,838	10,327,334
PERCENTAGE OF TOTAL	8.7%	8.6%	8.5%	8.4%	8.3%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER LOCAL TAXES	7,413,733	7,710,282	8,018,693	8,339,441	8,673,019
PERCENTAGE OF TOTAL	6.8%	6.8%	6.9%	6.9%	7.0%
ANNUAL CHANGE PERCENT	4.0%	4.0%	4.0%	4.0%	4.0%
BUILDING PERMITS	2,464,150	2,513,433	2,563,702	2,614,976	2,667,276
PERCENTAGE OF TOTAL	2.3%	2.2%	2.2%	2.2%	2.1%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
PLANNING PERMITS	1,156,606	1,179,738	1,203,333	1,227,400	1,251,948
PERCENTAGE OF TOTAL	1.1%	1.0%	1.0%	1.0%	1.0%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER PERMITS	1,564,427	1,595,715	1,627,629	1,660,182	1,693,386
PERCENTAGE OF TOTAL	1.4%	1.4%	1.4%	1.4%	1.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
MOTOR VEHICLE IN-LIEU	4,791,022	4,886,843	4,984,579	5,084,271	5,185,956
PERCENTAGE OF TOTAL	4.4%	4.3%	4.3%	4.2%	4.2%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
FINES, FORFEITURES, & PENALTIES	2,343,345	2,390,212	2,438,016	2,486,777	2,536,512
PERCENTAGE OF TOTAL	2.1%	2.1%	2.1%	2.1%	2.0%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
RENT STABILIZATION FEES	2,637,121	2,689,864	2,743,661	2,798,534	2,854,505
PERCENTAGE OF TOTAL	2.4%	2.4%	2.4%	2.3%	2.3%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
USE OF MONEY & PROPERTY	4,739,405	4,834,193	4,930,877	5,029,495	5,130,085
PERCENTAGE OF TOTAL	4.3%	4.3%	4.2%	4.2%	4.1%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
OTHER REVENUES	1,198,086	1,222,048	1,246,489	1,271,419	1,296,847
PERCENTAGE OF TOTAL	1.1%	1.1%	1.1%	1.1%	1.0%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
ONE-TIME REVENUE	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-
ENHANCED PROPERTY TAX	475,012	484,513	494,203	504,087	514,169
PERCENTAGE OF TOTAL	0.4%	0.4%	0.4%	0.4%	0.4%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
ENHANCED SALES TAX	151,259	155,797	160,471	165,285	170,243
PERCENTAGE OF TOTAL	0.1%	0.1%	0.1%	0.1%	0.1%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
ENHANCED TOT	5,070,201	5,222,307	5,378,976	5,540,345	5,706,556
PERCENTAGE OF TOTAL	4.6%	4.6%	4.6%	4.6%	4.6%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
TRANSFERS IN	-	-	-	-	-
PERCENTAGE OF TOTAL	-	-	-	-	-
ANNUAL CHANGE PERCENT	-	-	-	-	-
TOTAL - REVENUE & SOURCES	109,127,956	112,822,659	116,651,220	120,618,698	124,730,350
ANNUAL CHANGE PERCENT	3.4%	3.4%	3.4%	3.4%	3.4%
AVERAGE ANNUAL CHANGE					
MAJOR REVENUE & SOURCES	10 YEAR	5 YEAR	3 YEAR		
	2020-2030	2025-2030	2023-2026		
PROPERTY TAXES	4.0%	4.0%	4.0%		
SALES TAXES	4.0%	4.0%	4.0%		
TRANSIENT OCCUPANCY TAXES	4.0%	4.0%	4.0%		
PARKING FINES	2.0%	2.0%	2.0%		
OTHER LOCAL TAXES	4.0%	4.0%	4.0%		
BUILDING PERMITS	2.0%	2.0%	2.0%		
PLANNING PERMITS	2.0%	2.0%	2.0%		
OTHER PERMITS	2.0%	2.0%	2.0%		
MOTOR VEHICLE IN-LIEU	2.0%	2.0%	2.0%		
FINES, FORFEITURES, & PENALTIES	2.0%	2.0%	2.0%		
RENT STABILIZATION FEES	2.0%	2.0%	2.0%		
USE OF MONEY & PROPERTY	2.0%	2.0%	2.0%		
OTHER REVENUES	2.0%	2.0%	2.0%		
TOTAL REVENUE & SOURCES	3.4%	3.4%	3.4%		

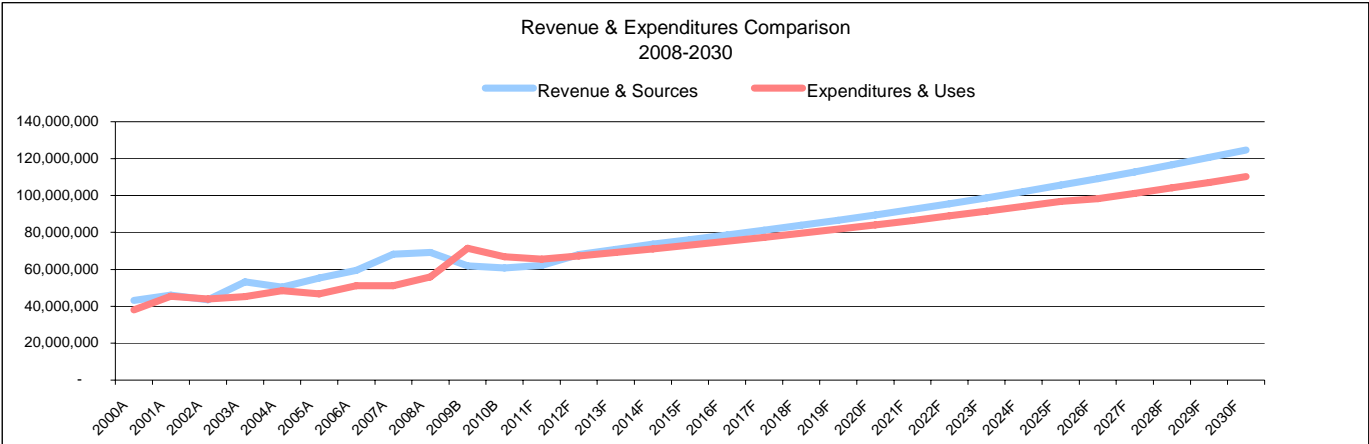
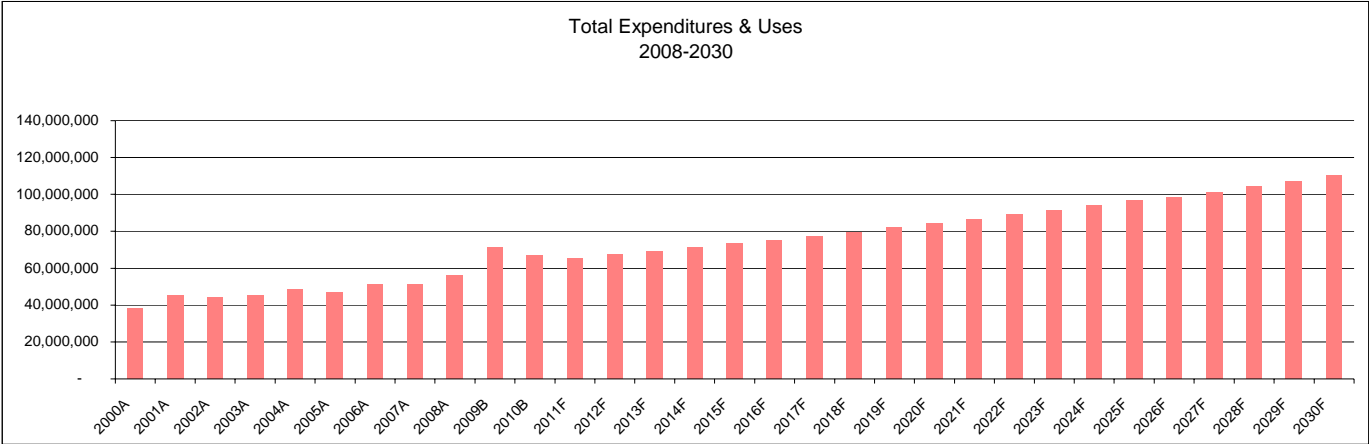
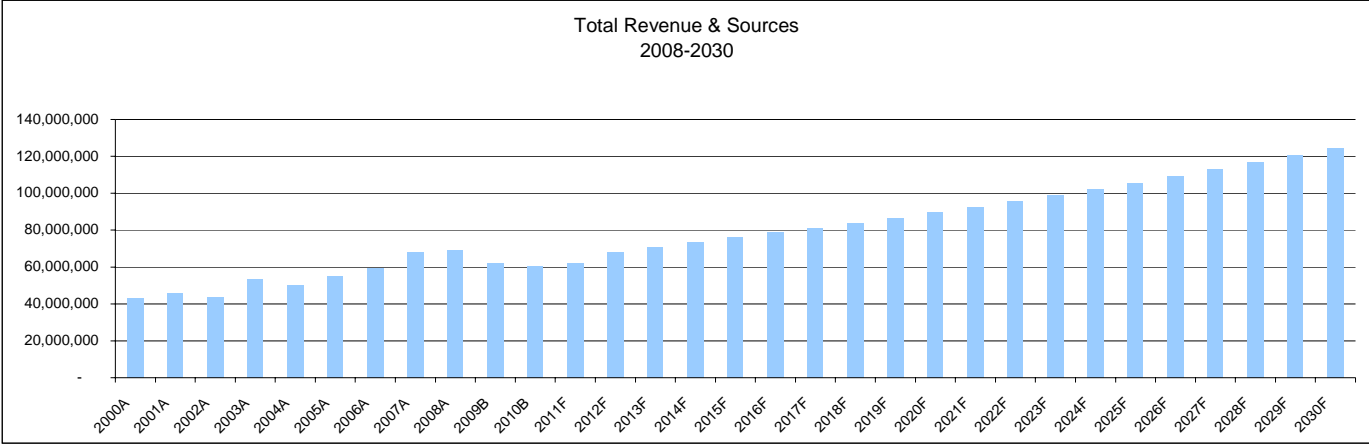
Twenty-Year Financial Outlook

	2026F	2027F	2028F	2029F	2030F
EXPENDITURES & USES					
WAGES	27,372,216	28,193,382	29,039,184	29,910,359	30,807,670
PERCENTAGE OF TOTAL	27.8%	27.9%	27.9%	27.9%	27.9%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
RETIREMENT	6,362,801	6,553,685	6,750,295	6,952,804	7,161,388
PERCENTAGE OF TOTAL	6.5%	6.5%	6.5%	6.5%	6.5%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
HEALTH & FLEX	3,168,846	3,263,911	3,361,829	3,462,683	3,566,564
PERCENTAGE OF TOTAL	3.2%	3.2%	3.2%	3.2%	3.2%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER FRINGES	2,435,554	2,508,621	2,583,880	2,661,396	2,741,238
PERCENTAGE OF TOTAL	2.5%	2.5%	2.5%	2.5%	2.5%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
OTHER OPERATING COSTS	6,214,667	6,401,107	6,593,140	6,790,934	6,994,662
PERCENTAGE OF TOTAL	6.3%	6.3%	6.3%	6.3%	6.3%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
ALLOCATED COSTS	2,842,402	2,927,674	3,015,504	3,105,969	3,199,149
PERCENTAGE OF TOTAL	2.9%	2.9%	2.9%	2.9%	2.9%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
GRANTS, CONTRACTS, SPECIAL PROGRAMS	21,981,192	22,640,628	23,319,846	24,019,442	24,740,025
PERCENTAGE OF TOTAL	22.4%	22.4%	22.4%	22.4%	22.4%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
LEGAL SERVICES	1,543,011	1,573,871	1,605,349	1,637,456	1,670,205
PERCENTAGE OF TOTAL	1.6%	1.6%	1.5%	1.5%	1.5%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
PUBLIC SAFETY COSTS	22,316,226	22,985,713	23,675,284	24,385,543	25,117,109
PERCENTAGE OF TOTAL	22.7%	22.7%	22.7%	22.8%	22.8%
ANNUAL CHANGE PERCENT	3.0%	3.0%	3.0%	3.0%	3.0%
CAPITAL PROJECTS	1,345,868	1,372,786	1,400,241	1,428,246	1,456,811
PERCENTAGE OF TOTAL	1.4%	1.4%	1.3%	1.3%	1.3%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
DRAWDOWN: WEHO PARK	-	-	-	-	-
PERCENTAGE OF TOTAL					
ANNUAL CHANGE PERCENT					
DEBT SERVICE - CURRENT CITY FACILITIES	-	-	-	-	-
PERCENTAGE OF TOTAL					
ANNUAL CHANGE PERCENT	-100.0%				
DEBT SERVICE - LIBRARY	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
PERCENTAGE OF TOTAL	1.8%	1.8%	1.7%	1.7%	1.6%
ANNUAL CHANGE PERCENT	0.0%	0.0%	0.0%	0.0%	0.0%
TRANSFERS OUT	944,601	963,493	982,763	1,002,418	1,022,467
PERCENTAGE OF TOTAL	1.0%	1.0%	0.9%	0.9%	0.9%
ANNUAL CHANGE PERCENT	2.0%	2.0%	2.0%	2.0%	2.0%
TOTAL - EXPENDITURES & USES	98,327,384	101,184,871	104,127,316	107,157,252	110,277,288
ANNUAL CHANGE PERCENT	1.5%	2.9%	2.9%	2.9%	2.9%
AVERAGE ANNUAL CHANGE					
MAJOR EXPENDITURES & USES	10 YEAR		5 YEAR		3 YEAR
	2020-2030		2025-2030		2023-2026
WAGES	3.0%		3.0%		3.0%
ALL FRINGES COMBINED	3.0%		3.0%		3.0%
OTHER OPERATING COSTS	3.0%		3.0%		3.0%
GRANTS, CONTRACTS, SPECIAL PROGRAMS	3.0%		3.0%		3.0%
PUBLIC SAFETY COSTS	3.0%		3.0%		3.0%
TOTAL EXPENDITURES & USES	2.7%		2.6%		2.9%
SURPLUS / (DEFICIT)					
SURPLUS / DEFICIT	\$ 10,800,572	\$ 11,637,788	\$ 12,523,904	\$ 13,461,447	\$ 14,453,062
% REVENUES & SOURCES	10%	10%	11%	11%	12%
ANNUAL CHANGE PERCENT	24.0%	7.8%	7.6%	7.5%	7.4%
RESTATEMENTS	-	-	-	-	-
FUND BALANCE					
BALANCE - FISCAL YEAR END	\$ 140,372,543	\$ 152,010,331	\$ 164,534,236	\$ 177,995,682	\$ 192,448,745
% REVENUES & SOURCES	129%	135%	141%	148%	154%
ANNUAL CHANGE PERCENT	8.3%	8.3%	8.2%	8.2%	8.1%

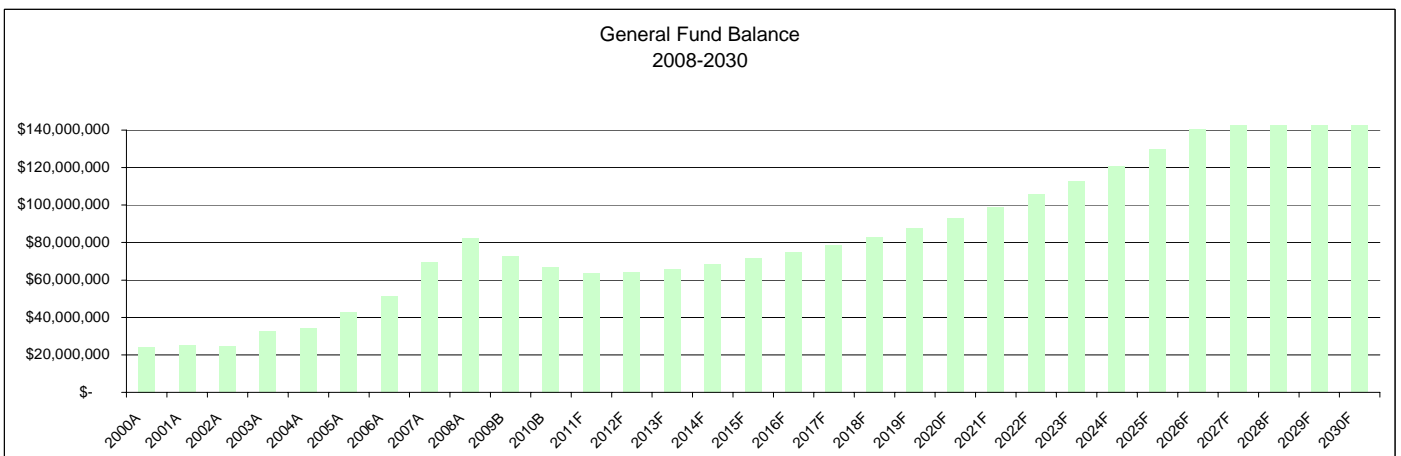
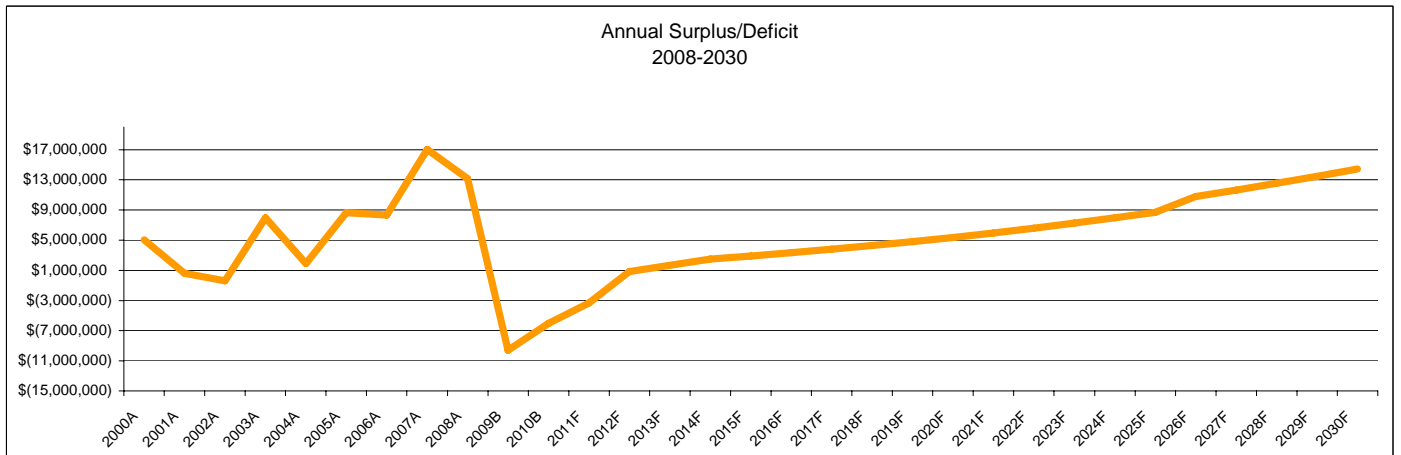
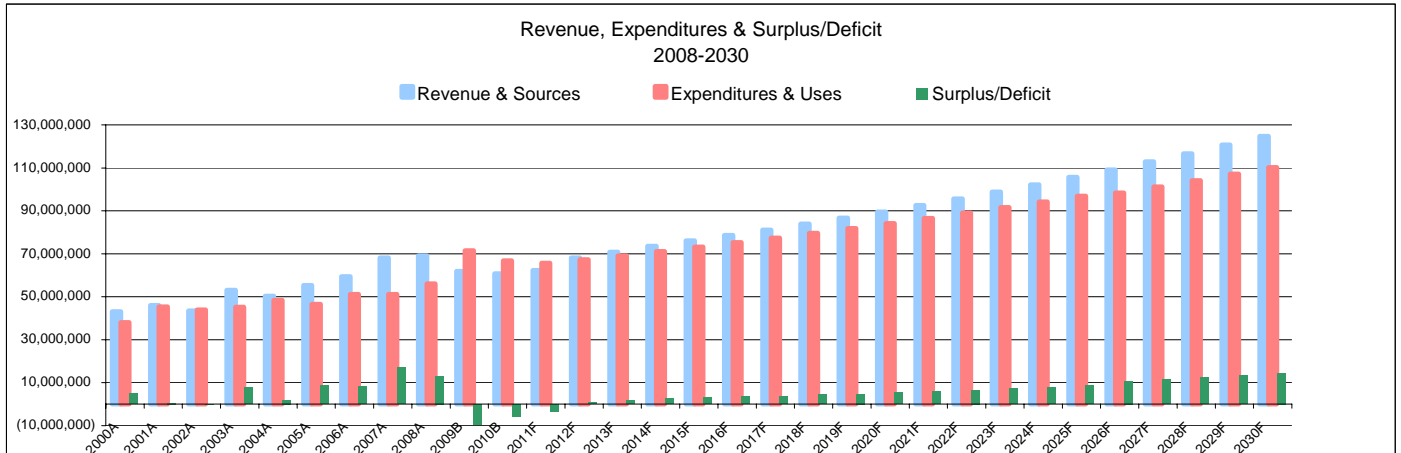
Forecast Charts & Graphs



Forecast Charts & Graphs



Forecast Charts & Graphs



DEPARTMENT ACCOMPLISHMENTS

- Vision 2020 Strategic Plan Accomplishments
- New Initiatives Accomplishments
- 25th Anniversary Capital Project Accomplishments





"All the daily necessities are within a one mile radius, the parks and recreation programs, farmer's market and special events"

**City Progress toward
Accomplishment of the Primary Strategic Goals of
VISION 2020
and the New Initiatives Approved in the 2008-10 Budget**

As of June 30, 2009

Primary Strategic Goals:

Maintain the City's unique urban balance with emphasis on residential neighborhood livability

Affordable Housing - Protect and enhance affordable housing opportunities, with emphasis on Rent Stabilization laws

Fiscal Sustainability - Monitor, protect and increase City Resources

Develop Parking Opportunities - Create off-street parking facilities near all business districts

Move forward on City parks and library and expand and enhance City's green and public spaces

Ongoing Strategic Program:

Institutional Integrity: Maintain and enhance government integrity in all City operations and the efficient delivery of services

Primary Strategic Goal: Maintain the City's unique urban balance with emphasis on residential neighborhood livability - Recognize diverse and competing interests, and work to find balance.

Lead Department: Community Development
Susan Healy Keene, AICP, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Strategy: Improve neighborhood livability: Develop policies and procedures that address neighborhood livability and improve quality of life

- Continued implementation of the Interim Zoning Ordinance (IZO).
- Prepared and adopted an Ordinance to replace the IZO.
- Completed Phase 1 of the General Plan Update and continued work on Phase 2.
- Completed the Historic Resources Inventory.
- Continued review of numerous large projects such as the Melrose Triangle and 9040 Sunset Boulevard to ensure compatibility with neighborhoods.
- Completed Neighborhood Traffic Calming Project for Norton, Hayworth, and Laurel.
- After meetings with Laurel and Hayworth residents (north of Fountain), implemented with Directors Guild, traffic calming and Guild event parking changes to start the neighborhood traffic calming project. Volume and speed surveys completed.
- Ensured Metro included a West Hollywood subway alignment in the next stage (EIR) of the Westside Transit Alternatives Study.
- Received Transportation Commission and City Council approvals to perform Greenacre test median project beginning May 2009.
- Bicycles on Sidewalk Ordinance enforcement recommendations completed with Sheriff's and Beverly Hills Court. First Ordinance reading to City Council in May, 2009.
- Completed design, bollard approvals and construction of permanent Westmount cul-de-sac.
- Continued participation on internal construction mitigation team to address impacts while projects are under construction.

Strategy: Conduct Outreach and Education: Increase outreach and education to the community and facilitate discussion between residents and business owners

- Attended meetings with the Chamber of Commerce on regulatory impacts on businesses.
- Participated in the Economic Hardship Taskforce and developed recommendations.
- Completed updates to several handouts pertaining to the new Building and Safety Codes.
- Completed Green Building Manual (available online).

Strategy: Manage Growth: Develop systems to better evaluate a proposed project's impact on the urban balance

- Continued to implement the Interim Zoning Ordinance (IZO).
- Prepared and adopted an Ordinance to replace the IZO.
- Continued to work on the General Plan Update.
- Continued to implement the Green Building Ordinance.
- Completed the Historic Resources Inventory.
- Reviewed and addressed issues at businesses that impact neighborhoods.
- Implemented changes to the Zoning Ordinance related to compatibility findings and affordable housing issues.
- Worked on new traffic analysis model based on actual West Hollywood conditions. Process nearly complete and able to model some traffic scenarios.

Strategy: Priority Setting: Establish a system for setting priorities in order to assure efficient governance

- Added staffing to provide efficient services.
- Began development of a Planning Division Training Manual.
- Initiated an overall evaluation of the Planning Division through an independent consultant (Matrix).
- Developed/Refined Plan Tracking System in the Building and Safety Division.

Additional Departmental Accomplishments:

- Won awards from both the California Chapter of the American Planning Association and the Los Angeles Chapter for the City's Green Building Program.
- Earned an "A" from the Los Angeles Conservancy for the West Hollywood Historic Preservation Program.

Primary Strategic Goal: Affordable Housing - Protect and enhance affordable housing opportunities, with emphasis on Rent Stabilization laws

Lead Department: Housing & Rent Stabilization
Allyne Winderman, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Strategy: Support affordable housing

A. Build housing

- Sierra Bonita 42-unit mixed use project for extremely low-income disabled households, plus street-level space for community-serving nonprofit organizations is 60% complete.
- Hancock mixed-use development, which will include 7 units of permanently affordable inclusionary housing and Ramona housing development with 8 affordable units are both nearing completion.
- 1234 Hayworth – entered into loan agreement with West Hollywood Community Housing Corporation for acquisition and rehabilitation of 48-unit vacant property for affordable housing.
- Market-rate projects with significant number of affordable (inclusionary) units - Hanover, Casden, Monarch (2), Sunset Time, and Melrose Triangle projects are currently under environmental study.
- Exploring new sites for affordable housing.

B. Use the General Plan, the Zoning Ordinance and other tools to create affordable housing opportunities

- Coordinated background research for General Plan Housing Element with Community Development Department.
- Recent revisions to Zoning Ordinance, coupled with interim ordinance, have led to new proposals with on-site affordable units.
- Zoning Ordinance revised to allow more flexibility in how affordable units are provided in projects governed by development agreements.
- Initiated study of guidelines for prototypical “granny flat” units.

C. Maintain the existing housing stock

- Produced a video on property maintenance and lead paint safety programs and distributed it to all residential property owners.
- Continued the pro-active code enforcement program in East Side Redevelopment Area.

- ✦ Continued pro-active enforcement of vacant and unoccupied properties, in coordination with interdepartmental team.

D. Provide supportive social services to maintain residents in their own homes

- ✦ Provided many referrals to Social Services Division and outside agencies for assistance with housing-related matters.
- ✦ Worked with Bet Tzedek Legal Services and the CES Clinic to provide defenses for persons in danger of losing their homes.
- ✦ Provided much-needed relocation assistance to several tenants in danger of becoming homeless.
- ✦ Community outreach - Attended several Neighborhood Watch Meetings to advise tenants of their rights under the Rent Stabilization Ordinance. Attended Russian Advisory Board, Senior Advisory Board, Senior Fair and Realtors Meeting and provided information about rent stabilization and Section 8.

Strategy: Maintain, enhance and enforce the Rent Stabilization Ordinance

- ✦ Worked with Legal Services to draft a rewrite of the eviction section of the Ordinance to make it more understandable.
- ✦ Continued the Ellis Mitigation Program of ongoing cases to mitigate the impact on effected tenants.
- ✦ Met with Legal Services Manager to plan a training of attorneys at Bet Tzedek and CES Clinic on the City's RSO.
- ✦ Performed inspections of Ellis'd properties to monitor whether they have been illegally re-rented.
- ✦ Created a new Guide to Rent Stabilization for tenants and property owners.
- ✦ Continued to create and update factsheets and forms providing important information for tenants and property owners.
- ✦ Trained new Rent Stabilization Information Coordinator and Specialist – preparing training manual on key rent stabilization issues and billing process.
- ✦ Continued assisting constituents daily by telephone and at the information counter.

Strategy: Facilitate intergovernmental coordination

- ✦ Attended statewide meeting of rent control jurisdictions to discuss ways to fight upcoming legislative threats to rent control, ways to bolster tenant protections locally and ideas for new legislation.

Additional Housing & Rent Stabilization Accomplishments

- ✦ Completed installation of Housing Information Center in City Hall lobby.
- ✦ Participated in CTE Academy to educate participants about rent stabilization, affordable housing and redevelopment.

Primary Strategic Goal: Fiscal Sustainability: Monitor, protect and increase City resources

Lead Department: Finance and Technology Services
Anil Gandhi, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Strategy: Sustain and strengthen existing measurements to increase fiscal responsibility and accountability

- ✦ Completed audit of fiscal operations for Fiscal Year 2007-08, which ended June 30, 2008 and interim audit for Fiscal Year 2008-09. No material errors or omissions were found by the independent, outside auditors. Audits of various grants have also been completed by both grant auditors and the City's independent outside auditors. No material errors or omissions were found.
- ✦ Began working with our auditors and staff to evaluate internal controls such as asset/tag inventory, credit card and cash handling procedures and policy updates.
- ✦ Pursued collection for Business Improvement Districts including Sunset invoices issued for July 2008 to June 2009, penalty invoices for both Sunset and Avenues Districts, utilized collection agency services to improve collection of past due accounts, and continued to monitor payment plans for businesses that applied for the penalty relief program.
- ✦ Administered Business License Tax program and continued collection and coordinated enforcement of past due accounts. Assisted Code Compliance with the start of a business inventory program; revenues to date are over \$99,796. Prepared and processed refunds, 2008-09 renewal billings and issued delinquency notices in June 2009.
- ✦ Monitored hotel tax revenues for changes due to re-openings and closures for remodeling and possible impacts of the economic recession.
- ✦ Implemented and monitored the FY 2008-10 Operating Budget and 2008-2013 Capital Work Plan.

Strategy: Diversify the economy of the City

- ✦ Continuously explored various revenue enhancements.

Strategy: Monitor and protect State and Federal resources through collaboration with other Westside cities

- ✦ Hired a Federal Lobbyist to represent the City's interests at the federal level and to seek federal funding for infrastructure projects.

- ✦ Staff from the City Manager's Department, Finance Department, State Lobbyist Office and Federal Lobbyist Office conducted weekly conference calls and regular email correspondences to discuss issues and legislation important to the City.
- ✦ The Westside Cities COG, the Westside City Managers, and the Westside Finance Directors each had separate regular meetings to discuss issues and strategize solutions to challenges facing the Cities.

Strategy: Maximize grants and funding opportunities

- ✦ Initiated the process to issue bonds to fund the 25th Anniversary Capital Project.
- ✦ The Finance Department, the City's state and federal lobbyist and the various departments worked together to actively seek grants and funding opportunities.

Strategy: Initiate, place on ballot for voter approval, and, if approved, implement tax measures

- ✦ The increases in the Transient Occupancy Tax and Business License Tax, approved by the constituents, have both been implemented and are monitored for changes in trends due to economic impacts.

Additional Finance and Technology Services Accomplishments

- ✦ Administration is working on the financing for the 25th Anniversary Capital Project, including debt issuance and use of reserves previously dedicated for the Library.
- ✦ Revenue Management updated the City's web page with fillable forms for new business tax applications.
- ✦ Revenue Management implemented a new cashiering and alarm permit system. Cashiering is now integrated and supported by the financial system vendor and Alarm Permit System has replaced outdated legacy system.
- ✦ Accounting modified its process to track expenditures related to the 25th Anniversary Capital Project and processed all City invoices on time.
- ✦ Budget and Compensation is developing an updated long-term cash flow projection model, completed all payrolls and payroll-related reporting accurately and on time, and implemented scanning time sheets to save file space and for ease of recovery.

- Information Technology rolled out the new phone system with many new technological features including teleconferencing and linking instant messaging with the phones.
- Information Technology installed an energy management software to "green" the City's PCs that will save money, conserve electricity and reduce our carbon footprint.

Primary Strategic Goal: Develop Parking Opportunities - Create off-street parking facilities near all business districts.

Lead Department: Public Works
Oscar Delgado, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Strategy: Build public parking facilities

- Worked with Economic Development to build 2 parking structures as part of the West Hollywood Park Master Plan.
- Worked with Human Services Department on the final plans to build a subterranean parking structure as part of the Plummer Park Master Plan.
- Continued to explore ideas to expand public parking throughout the Mid-City area.

Strategy: Create parking incentives for including additional parking in new development

- Continued to work with private commercial developers to provide additional public parking as part of their developments.

Strategy: Create partnerships for "shared parking"

- In May, 2009 the Parking Division conducted a comprehensive analysis of the parking inventory throughout commercial areas in the City to identify shared use parking opportunities that will assist businesses with their parking needs. The goal of the analysis will be to better manage the overall parking supply and help businesses that are experiencing difficulties in securing parking as required by code. The project will cover Sunset Boulevard and the Avenues of Arts and Design and will take approximately nine months to complete.

Strategy: Create additional funding sources for parking

- Continued to work with the Finance Department on finding/creating additional funding sources for parking.

Additional Transportation & Public Works Accomplishments

Parking

- In the last six months the Parking Division has worked closely with our consultant, Joe Spencer, to evaluate daytime permit parking changes implemented in two Preferential Parking Districts (5 & 8) in response to requests submitted by residents.

- The Parking Division is working with the Digital Media Coordinator to update parking services information and enhance the way this information is presented to the public.
- Construction of the temporary parking lot at the site of the former baseball field located on the north side of West Hollywood Park began on March 16, 2009. The temporary parking lot will encompass the entire baseball field and will provide 113 parking spaces for West Hollywood Park users, monthly parking permit holders and the general public during construction of Phase I of the West Hollywood Park Master Plan. Construction ended in May of 2009.

Engineering

- Constructed Residential Street Paving Project CIP 0803, involving repaving 6 roadways.
- Constructed San Vicente Street Paving Project CIP 0904, involving repaving the segment of San Vicente Blvd. from Cynthia Street to Santa Monica Blvd. and San Vicente Blvd. from Melrose Avenue to Beverly Blvd.
- Constructed Metro Rapid Bus Pad and Stop Improvements CIP 0901, involving street improvements at 11 bus stops on Santa Monica Blvd. and Fairfax Avenue.
- Constructed Sewer Repair and Rehabilitation CIP 0902, involving extensive repairs and vinyl lining of sewers in the northwest portion of the City.
- Constructed Concrete Repair Program CIP 0905, involving repairs to broken & damaged concrete sidewalks, curbs, gutters, driveways, and access ramps citywide.
- Constructed West Hollywood Park Parking Lot on Ball Field CIP 0906, involving removal of the ball field and installing a temporary parking lot for use during construction of Phase 1 West Hollywood Park Master Plan.
- Completed CEQA process, plans and specifications for the Sunset Blvd Beautification Project and processed documentation to receive \$1.1 million in Federal Stimulus ARRA funds towards project construction costs. Construction is anticipated for late Summer/Fall 2009.
- Completed plans and specifications for MTA grant-funded Metro Rapid Bus Traffic Priority System. Construction is anticipated for Summer 2009.
- Managed the public process for approval of changes to the scope of services for the exclusive franchise for solid waste and recycling services, including a

- rate increase and enhanced recycling services for commercial properties processing 100% of commercial waste through a Materials Recovery Facility.
- Participated in leading subcommittees for the Environmental Task Force.
 - Plan checked the West Hollywood Park Library Project for public right-of-way street improvements, storm drains, and sewers.
 - Coordinated public right-of-way encroachments for major private construction projects simultaneously under construction throughout the City (i.e. Pacific Design Center Red Building, Pavilions Market, 8900 Beverly Blvd. Medical Building, The Lot Studio Expansion, etc).

Code Compliance

- Maintained ongoing operations including compliance inspections, business licensing, staffing the Business License Commission, Council requests, special projects, personnel and budget management.
- Continued conditional use permit/business license reviews with business owners/managers upon renewal of license or annual review of land use permits.
- Conducted community outreach with regard to the Animal Control Ordinance.
- Continued to work with the Vacant/Abandoned Property Task Force in order to identify and monitor potential nuisance locations.
- Continued Citywide audit and enforcement program to ensure that all businesses in the City have or obtain a Business License Tax Certificate.
- Continued leaf blower noise enforcement throughout the City.
- Completed the Policy and Procedure manual for the Commercial Code Compliance Division.
- Implemented Newsrack Enforcement Program.
- Continued to work with Environmental Services Coordinator and Council Offices in developing a water conservation outreach program.
- Continued to strengthen division personnel by cross-training and clearly identifying goals, objective and expectations.
- Created food peddler legislation and conducted targeted food peddler enforcement with the West Hollywood Sheriff's Department.

Primary Strategic Goal: Move forward on City parks and library and expand and enhance City's green and public spaces - Complete the Parks Master Plan process and Library Project, create and encourage more public spaces where feasible

Lead Departments: Human Services
Lloyd Long, Director

Economic Development & Special Projects
Ray Reynolds, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Strategy: Create the West Hollywood Park Master Plan and revisit the existing Master Plan of Plummer Park and implement both

- Phase I - Plummer Park Master Plan Implementation Project:
 - Agreement issued to Pugh+Scarpa / Olin Partnership for design of the Project.
 - Began the first of three design phases, Programming Phase for the Project.
 - Held two public meetings with the Project's Design Steering Committee.
 - Completed an ALTA Land Survey for the Project.
 - Completed a geological survey for the Project.
 - Issued a contract for conducting a hazardous material survey within the boundary of the Project.
 - Completed initial historical analysis for the Project.
 - Agreement issued to LSA and Associates, Inc. to prepare a focused Environmental Impact Report (EIR) for the Project.

Strategy: Proceed with the new Library

- Finalized the schedule for spring 2009 bid and groundbreaking.
- Received City Council Subcommittee approval of reworked coffee shop, stairway, landscaping and façade.
- Completed Planning Commission Design Review.
- Completed owner's responsibilities (survey, soils, geo-tech, utilities, etc).
- Completed West Hollywood Park mitigation plan and budget.
- Secured LA County Open Space grant of \$700,000.

- Received City Council approval of Metropolitan Group contract for fundraising activities.
- Hired the local Library Fund Campaign Coordinator.
- Library Fund: raised 20% of goal, created City/Fund MOU and City Council-approved California Foundation agreement.
- Finalized purchase of 621 N. San Vicente (Ron Stone Clinic Property) including negotiating amendment with Los Angeles County, obtaining title insurance and entering and closing escrow.
- Secured professional services agreement with Hazardous Materials contractor for material analysis and document preparation.
- Negotiated and finalized 2 agreements with Southern California Edison with regard to short-term and long-term electrical needs to the site.
- Completed 100% Construction Drawings and began plan check process with numerous agencies including City, State, Health and Fire.
- Developed and finalized Construction Cost Estimate.
- Reviewed and worked with City Attorney to finalize bid documents and legal paperwork necessary in advance of bid.

Strategy: Create open and public spaces

- Construction of the Havenhurst Neighborhood Pocket Park has been completed and the park is open for public use. This pocket park is located at 1351 Havenhurst Drive.
- Construction of the Formosa Neighborhood Pocket Park is nearing completion and will soon be open for public use. This pocket park is located at 1140 Formosa Avenue.

Strategy: Green West Hollywood

- Implementation of components of the Greening West Hollywood Plan continues to be an ongoing activity of the Public Facilities Commission and the Division. Previously, the City Council approved the Greening West Hollywood Plan, developed by the Public Facilities Commission and staff.
- Planted 154 new street trees.
- In recognition of Arbor Day, a community tree planting was held on April 25, 2009. A total of 13 new street trees were planted on N. Spaulding Avenue, Norton Avenue, Hampton Avenue, and N. Curson Avenue.
- Began application process for Tree City USA designation.
- Installed two landscaped traffic calming devices on Norton Avenue at Hayworth Avenue and at Laurel Avenue.

Additional Human Services Department Accomplishments

Recreation Services/Special Events Division:

- Recreation Division continued providing recreational and community use opportunities at West Hollywood Park, 84 hours per week.
- Recreation Division provided recreational and community use opportunities at Plummer Park, 98 hours per week, promoting health and wellness.
- Recreation Division continued to provide an aquatics program at the West Hollywood Pool, serving the community 86 hours each week to promote safety and life-long learning.
- Recreation Division maintained and improved the high-quality daily Tiny Tots program at West Hollywood Park.
- Recreation Division created a youth athletic baseball program.
- Recreation Division received statewide recognition awards for both the West Hollywood Book Fair and the West Hollywood Teen programs.
- Recreation Division spearheaded a safe and successful West Hollywood Halloween Carnival, drawing 400,000 participants.
- Recreation Division assisted Council offices in presenting the annual West Hollywood Women's Leadership Conference.
- Recreation Division partnered with the West Hollywood African-American Heritage Month Committee to offer a Martin Luther King, Jr., event, co-sponsored with the House of Blues.
- Recreation Division continued to build and nurture the Youth Leadership Program, further expanding the Scholarship program.
- Initiated discussions with the City of Los Angeles regarding joint recreation programming and capital projects at Poinsettia Park.

Social Services Division:

- Concluded the Social Services funding process, executed contracts and held agency orientation; New programming includes expanded urgent funds for which seven agencies applied, additional residential substance abuse treatment programs, and enhanced outreach to people who are homeless.
- Transit services convened a community task force to examine vehicles for use on City Line.
- An additional Dial-a-Ride van increased ridership by 10%--77 more passenger rides each month.
- Revised and reprinted the Senior Services Guide, Disability Services Guide and the Social Services Guide; completed copy for a guide to local schools and childcare resources.

- Completed the homeless vulnerability index with PATH and Common Ground, which resulted in a registry of every person who is homeless in the City. Fifteen people were identified as most vulnerable to dying on the streets and will be prioritized for placement in permanent supportive housing. The registry information assists service providers to more effectively link people to the benefits to which they are entitled and to permanent housing.
- Convened planning and coordination meetings with service providers, community members and staff from many City Divisions on HIV prevention, food security, education, substance abuse treatment, and homelessness.
- Completed the re-registration of all Senior and disabled bus pass users for the new Metro electronic TAP card program.
- Issued RFP for new taxi program administrator and chose new provider.
- Conducted survey of taxi program participants to get input about frequency of use, range of trips, and other forms of transportation accessed.
- Began planning for a family summit, held two organizational meetings with local school principals and interested parents.
- Began public safety audit with all contract social services organizations to assure that each has appropriate emergency preparedness plans.

Facilities and Field Services Division:

- Core team member of the City's 25th Anniversary Capital Campaign.
- Lead of the Phase I – Plummer Park Master Plan Implementation Project, a project of the City's 25th Anniversary Capital Campaign.
- Team member of Phase I - West Hollywood Park Master Plan Project and the City Hall Community Service Center and Parking Project. Both are components of the City's 25th Anniversary Capital Project.
- Completed construction of the Havenhurst Neighborhood Pocket Park, which was dedicated on February 28, 2009.
- Began construction of the Formosa Neighborhood Pocket Park has begun, with completion anticipated for late June 2009.
- Completed the acquisition of a property located at 7317 Romaine Street. This property will be used to house the Division's field staff, their supplies and equipment.
- Continued implementation of the City Council-adopted Heritage Tree Program.
- Continued implementing the Greening West Hollywood Plan in conjunction with the Public Facilities Commission.
- Continued providing maintenance and repair services to City buildings, parks, streets, landscape areas, street trees, streetscape furnishings and vehicles. Expanded service coverage days and times by adjusting working schedules.

- Continued to provide animal care and control services and graffiti removal services.
- Completed a renovation project at Kings Road Park.
- Began fabrication of the Kings Road Park Art Wall. Anticipated installation is June 2009.
- Completed limited renovation project at the Adult Day Health Care Building.
- Completed a limited renovation project at the Werle Building.
- Division is a member of the Customer Relations Management (CRM) steering committee.
- In conjunction with the Public Facilities Commission, participated in the City's Kids Fair held on April 18, 2009. Promoted Arbor Day and the City's Heritage Tree Program, Greening West Hollywood Program, and the upcoming community tree planting in recognition of Arbor Day 2009.

Ongoing Strategic Program: Institutional Integrity: Maintain and enhance government integrity in all City operations and the efficient delivery of services

Legislative and Executive: Paul Arevalo, City Manager
Assistant City Manager: Joan English, Assistant City Manager
Economic Development: Ray Reynolds, Director
Administrative Services: Vivian Love, Director
Public Info & Prosecution Svcs: Helen J. Goss, Director

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

City Council Offices

- ✦ Council Members and Council Deputies performed marriage ceremonies at City Hall, Kings Road Park and other venues throughout July, August, and September until State Election on November 4th.
- ✦ Council and City staff continued to work with West Hollywood's federal and state lobbyists, federal and state legislators, regional and local entities, the Westside COG and the Metro Line to establish the proposed subway route in a form that will be most beneficial to the City and the region as a whole.
- ✦ Council received and approved recommendations of the Environmental Task Force's final Report on ways the City can best utilize sustainable methods of living and doing business both as a governmental entity and throughout the community.
- ✦ Council passed a ban on plastic bags in West Hollywood, and will be implementing it when appropriate wording is completed by City Attorney.
- ✦ Provided creative input and support on a variety of ongoing and new special events and commemorative activities.

City Manager's Division

- ✦ City Manager and staff performed marriage ceremonies at City Hall, Kings Road Park and other venues throughout July, August, and September until State Election November 4th.
- ✦ City Manager continued working closely with Community Development on General Plan Update.
- ✦ With consultant and staff, completed City Hall needs assessment for Customer Resource Management (CRM) Project, and proceeded to develop potential implementation.
- ✦ City Manager and Executive Team continued planning, implementation preparations and mitigation efforts for ground-breaking on 25th Anniversary Capital Project in Spring, 2009.

- City Manager staff and Economic Development provided informational workshops for staff at West Hollywood Park regarding the West Hollywood Park Master Plan Part I and new Library construction: an overview of the Project, projected timelines and planned mitigation of impacts on the community and staff.
- Continued working with Westside COG with particular focus on having new Metro Line West run through or near West Hollywood.
- City Manager and staff attended Environmental Task Force meetings; contributed to Energy Use & Efficiency Subcommittee Report included in final Task Force Report to the Council.
- With Assistant City Manager, state lobbyist and staff, hired federal lobbyist for City of West Hollywood.
- Worked with Meetings & Visitors Bureau and West Hollywood Chamber of Commerce on looking ahead to City's 25th Anniversary and 25th Anniversary Capital Project.
- Participated in honing and updating City Hall Leadership Program.
- City Manager Arevalo received presidential re-appointment to the League of California Cities' Revenue and Taxation Committee.

Assistant City Manager's Division

- Continued to manage contract for federal lobbying services with Holland & Knight through December 2009.
- Continued monitoring of federal legislation that will affect the City and its residents.
- Continued monitoring of federal funding allocation and requirements for the City. Monitored the City's formula funding allocation and requirements from the American Recovery and Reinvestment Act (ARRA) of 2009.
- Submitted an application for federal funding for the La Brea Avenue Enhancement Project.
- Submitted an application for federal funding for the Plummer Park element of the Capital Project.
- Submitted an application for federal funding for the La Brea Avenue Enhancement Project.
- Continued to staff the City on regional issues as part of the Westside Cities Council of Governments (WSCCOG) and the Southern California Association of Governments (SCAG). Continued monitoring of federal funding for the City.
- Submitted an application for federal funding for the Plummer Park element of the Capital Project.
- Returned to City Council with implementation plans for the West Hollywood Environmental Task Force (WHETF) Recommendations.

- Continued to provide executive oversight and expertise on the 25th Anniversary Capital Project which is on schedule and on budget; set to break ground on June 1, 2009.
- Continued to collaborate with Economic Development on the exploration of Santa Monica Business Improvement District.
- Continued to work with the Director of Community Development Planning staff and consultants on the General Plan update process.
- Continued to provide executive oversight and expertise on the major public and private developments and provide guidance in order to mitigate any impacts.
- Continued to monitor the City's high impact businesses by convening a monthly task force to ensure that businesses are in compliance with all City life/safety/commercial codes and limit their impact to the surrounding residential neighborhoods.
- Continued to monitor the City's vacant and abandoned properties by convening a monthly task force to ensure that these properties are properly secured and in compliance with all life/safety/residential codes and limit their impact to the surrounding neighborhoods.

Public Safety Division & Police/Protective Services Department

- Maintained and expanded the West Hollywood Sheriff's Station Community Impact Team's efforts to address Neighborhood Livability, including ongoing criminal and quality of life issues, homelessness, and nuisance issues.
- Continued to network with residents, businesses, law enforcement, fire personnel, and staff regarding enforcement in high density, nighttime entertainment destinations within the City.
- Conducted enhanced emergency management training, secured an emergency shelter trailer from the American Red Cross, participated in the state-wide Drop, Cover, and Hold Exercise, hosted Community Emergency Response Training, and installed a community alerting and emergency notification system.
- Conducted Neighborhood Watch activities, including hosting neighborhood meetings, the Neighborhood Watch Block Captain Academy, and the annual National Night Out Against Crime event.
- Expanded the Public Safety Education Campaign to include Denim Day and Domestic Violence Month and continued the integration of the Neighborhood Watch re-branding program.
- Coordinated public safety resources for various special events, including AIDS Walk, Halloween, the Book Fair, Christopher Street West Festival and Parade, the Academy Awards, and various private special events.
- Introduced the Lights on West Hollywood program to qualifying residents and businesses to enhance security by increasing lighting and visibility.

- Hosted a Transgender Day of Remembrance, solidified approval of a Transgender Memorial, and hosted a Walk Against Hate.
- Expanded programs for youth including a new Youth Activity League and the Bicycle Education and Registration program.
- Conducted Fire Safety meetings for seniors across the City

City Attorney

- Continued to provide legal consultation on major policy, programs, and capital projects of the City.
- Continued to provide technical advice, assistance, and representation on non-routine matters related to employee grievances, disciplines and discharges.
- Continued to represent the City in all pending legal actions related to numerous issues, including several major housing and development projects, zoning, and other legal actions brought against the City.

Economic Development Department, Ray Reynolds, Director

- Developed and awarded an RFP and negotiated an agreement with a consultant to explore the feasibility of a museum commemorating the music and history of the Sunset Strip in West Hollywood.
- Explored the feasibility of a green business certification program targeting key industries within the City.
- Purchased 621 N. San Vicente Blvd. (Ron Stone Clinic Property), including negotiating amendment with Los Angeles County, obtaining title insurance and entering and closing escrow.
- Conducted four Brokers Roundtable events to enhance the City's relationship with real estate brokers.
- Contracted with Civitas (formerly Downtown Resources) to provide expertise related to BID governance and guidance.
- Participated in a search panel to recruit a new Executive Director for the Avenues of Art & Design Business Improvement District.
- Finalized the development of an economic background report as part of the General Plan Update.
- Initiated a comprehensive update of the economic development web pages. Upgrades include enhanced features such as a new business address www.weho.org/business, fillable and printable forms, and an expanded search engine to find properties for sale or lease as well as businesses for sale.
- Coordinated the creation of an Economic Hardship Ad Hoc Committee that developed Economic Hardship Package, a series of recommendations to assist businesses during the current economic downturn.

- ✦ Assisted in the development of Structures & Style, an event aimed at promoting the City's rich architectural buildings and uniquely designed interiors.
- ✦ Continued coordination and administration of the City's business improvement districts (AAD, SSBA, MVB) and related activities as well as administration of the City's contract with the Chamber of Commerce.
- ✦ Planned and implemented Peter Shire Art on the Outside Exhibit.
- ✦ Continued conservation efforts on approximately 50 pieces of the City's Public Art Collection.
- ✦ Facilitated the arts grants application review process that awarded a total \$70,000 to 17 nonprofit arts organizations for 2009.
- ✦ Facilitated Eastside Arts Initiative process that culminated in the "Go to the Park" public exhibition in Plummer Park.
- ✦ Began planning for City's 25th Anniversary arts projects.
- ✦ Produced six Summer Sounds concerts at Kings Road Park.

Administrative Services Department: Vivian Love, Director

Administrative Services Division

- ✦ Started Group VII of the Leadership Program with a kickoff/introduction workshop led by Don Maruska, an expert business coach and author of "How Great Decisions Get Made." Continued active involvement in the ongoing workshops for Group VII of the West Hollywood Leadership Program with Dr. Sue Bethanis, President of Mariposa.
- ✦ Organized Ethics Training workshops presented by International City Manager Association (ICMA): One specifically designed for Management and a second workshop for leadership participants building good government practices.
- ✦ Began planning for continuation of Community Through Engagement (CTE) training for constituents.
- ✦ Visited and evaluated Customer Relationship Management (CRM) call centers off-site for further project assessment with continued participation in the development of a West Hollywood CRM Center.
- ✦ Designed and organized an all day retreat to discuss goals of the Department focusing on efficiencies and future success of the organization and how to create a more communicative and cohesive team.
- ✦ Designed and distributed to staff a nine-page quick user guide called "Tele-Tips for the new Cisco phones.
- ✦ Completed Session VI of the West Hollywood Leadership Program with Dr. Sue Bethanis, president of Mariposa, who also conducted mentor training for Directors and Division Managers.

- ✦ Completed Ethics Training presented by ICMA on “Building an Ethical Organization”, for both Leadership Program Group VI and Alumni members.
- ✦ Completed an all-day diversity training held at the Museum of Tolerance for general staff Leadership Program participants.
- ✦ Completed active involvement with Same Sex Marriages.
- ✦ Completed all-staff email policy training.
- ✦ Established an intranet committee to help further develop, create and promote an interactive design that provides employees with quality information, stronger communication and a sense of community.
- ✦ Continued ongoing monitoring of legislation that will affect the City.
- ✦ Director attended conference of the International Public Management Association for Human Resources.
- ✦ Continued ongoing work with collection agency to secure judgment against violators in administrative citations.
- ✦ Served as Deputy Commissioner of Civil Marriages.

Legal Services Division

- ✦ Introduced and implemented the City’s E-Mail Policy.
- ✦ Authored two Proposition 8 amicus curiae briefs to the California Supreme Court.
- ✦ Successfully defended a first amendment challenge to the City’s Mobile Billboard Ordinance.
- ✦ Planned and participated in a management leadership program and retreat.
- ✦ Attended and hosted numerous Westside Cities Council of Government meetings.
- ✦ Worked with the County and Federal governments to ensure that Census 2010 data is accurate.
- ✦ Settled lawsuit against property owner for Ellis violations - owner agreed to pay \$16,000 in punitive damages, roll back rents to pre-Ellis levels, and repay overcharges to the tenant.
- ✦ Drafted amendment to Business License Ordinance to make the appeals process more efficient and consistent with appeals in other contexts.
- ✦ Facilitated and mediated several tenant relocations caused by fires, code issues, etc.
- ✦ Successfully mediated several disputes regarding large scale projects.
- ✦ Successfully settled a Rent Stabilization and Housing dispute regarding outstanding registration fees of \$23,000. The owner has agreed to pay the entire outstanding balance.

- ✦ Commenced Census 2010 planning efforts and met with the US Census Regional Representative to coordinate our programs.
- ✦ Successfully sued a property owner for wrongfully evicting a tenant using the Ellis Act as a pretext. The City was awarded \$31,000 in punitive damages.
- ✦ Planned and participated in a management leadership program and retreat.
- ✦ Facilitated and mediated several tenant relocations caused by fires, code issues, etc.
- ✦ Successfully mediated West Hollywood Housing Corporation disputes resulting in the dissolution of a resident advisory board.
- ✦ Conducted 66 Administrative Hearings.

City Clerk's Division

- ✦ In coordination with L.A. County Registrar/Recorder's Office, issued 1100 marriage licenses and performed over 600 ceremonies.
- ✦ Returned to Council with completed Campaign Finance Reform Committee report and obtained direction for future ordinance.
- ✦ Streamlined contracts in conformance with Records Retention Schedule in preparation for document imaging process for contracts.
- ✦ Completed conversion of microfiche, Community Development documents to electronic imaged documents – completed electronic imaging of all timesheets.
- ✦ Held Annual Congress and required AB1234 Ethics Training for all Commissions/Boards, Eastside PAC and Council Members.
- ✦ Served as Deputy Commissioner of Civil Marriages.
- ✦ Completed document imaging process of all active contracts to improve staff accessibility.
- ✦ Conducted Municipal Election for two Council seats on March 3, 2009.
- ✦ Completed 520 Public Records Requests and 250 Domestic Partner Certificates.

Human Resources Division

- ✦ Created, developed and implemented 15 employee development workshops that focused on professional development, information technology, work safety and life balance. Overall, the workshops had an average of 15% of City staff attending with the demand so high for some workshops a waiting list was necessary.
- ✦ Created and developed a focused and comprehensive program series for managers and supervisors to learn new methods of communication, the latest developments in organizational management and facilitated an exchange of information between these work groups. Round table meetings were held

following each workshop to reinforce new methods and provide a forum of idea exchange.

- Coordinated various seminars and workshops for staff on retirement and financial planning as well as medical benefit education.
- Completed audit of personnel files to ensure compliance with appropriate regulations.
- Conducted review and revision of Ergonomic Program due to a significant increase of costs. Emphasis of this program has changed from being reactive to being preventive through more education and training to avoid injuries.
- Expanded Human Resources information on the intranet to include City-wide Training Program Information, summaries of all Employee of the Year nominations, benefit forms and vendor information.
- Continued to assist providing leadership and direction to divisions throughout the City in areas including, but not limited to, labor relations, workers' compensation, staff development, and recruitment.
- Assisted with the continual evaluation of the City's Leadership Program.
- Served as Deputy Commissioner of Civil Marriages.
- Researched Workplace Privacy practices with the City Clerk, and Payroll and Accounting divisions to ensure appropriate privacy practices are in place.

Public Information & Prosecution Services Department: Helen J. Goss, Director

Public Information

- Published three (3) issues of the City newsletter, "City Highlights."
- Continued to provide promotional support to City programs, services and special events.
- Continued to provide media relations support to the City Council and City Departments.
- Provided live cable television coverage of nearly 70 City meetings.
- Aired 24-hour AIDS WATCH presentation as part of the City's World AIDS Day commemoration in December 2008.
- Continued to interview Russian-speaking residents for the City's Russian Community Video Historical Archival Project; to date, more than 25 interviews have been conducted.
- Continued to promote West Hollywood as a film-friendly jurisdiction and processed more than 250 still photography and film permits and collected nearly \$300,000 in film permit fees.
- Continued to send requested information to subscribers to the City's various email lists including City job information, rental information, City newsletter,

monthly “News Briefs,” monthly “City Calendar,” public notices and City Council agendas.

- Provided public information, promotional support and media relations to the City Council and City Departments through news releases, monthly “News Briefs,” monthly “City Calendar,” news conferences and special promotional events as well as identified new ways to promote City programs and services.
- Continued content-management oversight of the City’s website and continue to develop and implement creative ways to use the Internet to promote City programs and services, increase citizen participation in the City-government process and expand the availability of forms and applications on the Internet. This year efforts will be made to improve the design and content on the City’s website.
- Provided alternative expressions of speech on cable television by providing public access television opportunities and television production training through the West Hollywood Public Access Program.
- Coordinated interdepartmental E-Government efforts to expand government services on the City’s website in conjunction with the Information Systems Division.
- Provided comprehensive public information support to the City’s strategic initiatives including the 25th Anniversary Capital Campaign Project, General Plan Update and the celebration of 25 years of Cityhood.

Prosecution Services

- Continued to provide overall contract- management and day-to-day case management of all matters handled by the contract-City Prosecutor, Dapeer, Rosenblit and Litvak.
- Continued to provide legal support to specialized litigation cases handled by the City Prosecutor.
- Continued to facilitate the City’s interdepartmental Nuisance Abatement Committee.
- Continued to serve as the City’s liaison with the Beverly Hills Office of the Los Angeles County District Attorney’s Office regarding criminal prosecution matters.

**City Progress toward
Accomplishment of the Primary Strategic Goals of
VISION 2020
and the New Initiatives Approved in the 2008-10 Budget**

As of June 30, 2009

New Initiatives:

Neighborhood Safety & Livability

Enhanced Customer Service & Widely Expanded E-Government

Recognizing, Expanding and Benchmarking Our Green/Environmental Efforts

25th Anniversary Celebration

Intensive Construction/Development Mitigation & Coordination

25th Anniversary Capital Project

Neighborhood Safety & Livability - Common residential complaints in the City of West Hollywood include noise, traffic, speeding, lack of light, homeless persons in the neighborhoods, dogs off-leash, dog waste, and impacts from night time businesses. The City currently utilizes staff from the Sheriff's Community Impact Team, the Public Safety Division, the Social Services Division, the Facilities and Field Services Division and the Commercial Code Compliance Division to address these concerns. This new initiative will place greater emphasis on and dedicate more resources toward addressing neighborhood concerns.

Lead Department/Division: Public Safety Division

Other Departments/Divisions: Commercial Code Compliance Division
Facilities & Landscape Maintenance Division
Social Services Division
Sherriff's Community Impact Team

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Public Safety Division

- Introduced the Lights on West Hollywood program to qualifying residents and businesses to enhance security by increasing lighting and visibility.
- Conducted enhanced Neighborhood Watch activities, including hosting neighborhood meetings and the annual National Night Out Against Crime event.
- Continued the integration of the Neighborhood Watch re-branding program with the Public Safety Awareness Campaign.
- Conducted a Vehicle Burglary Prevention Outreach campaign.
- Continued to network with residents, businesses, law enforcement, fire personnel, and staff regarding enforcement in high density, nighttime entertainment destinations within the City.

Sherriff's Community Impact Team

- Assigned Special Problems Unit Deputies to Vacant Properties to provide proactive enforcement.
- Continued involvement with the Homelessness Issues Task Force.
- Providing targeted traffic enforcement in residential areas including stop sign enforcement, cell phone while driving enforcement, pedestrian safety and cross walk enforcement, and speeding enforcement.

Commercial Code Compliance Division

- Created food peddler legislation for the enforcement of illegal hot dog peddlers.
- Provided ongoing enforcement of the weekend construction hours.

- ✦ Provided ongoing enforcement of gas-powered leaf blowers.
- ✦ Began Leash Law outreach with Public Information, Facilities and Field Services Division, West Hollywood Sheriff, and Los Angeles County Animal Control.

Facilities & Field Services Division

- ✦ Installed 25 additional Dog Waste Stations.
- ✦ In conjunction with Commercial Code Compliance, Los Angeles County Animal Control and the City's Public Information Office, began development and implementation of a public awareness and compliance program to address dogs off leash and picking-up of dog waste.
- ✦ Provided additional trimming of street trees to address blockage of street lights.

Social Services Division

- ✦ Additional Dial-a-Ride vehicle increased ridership by 10% each month.
- ✦ Five additional social services agencies were able to apply for urgent funds to use for constituents' emergency situations.
- ✦ Expanded grants in the schools funded 11 programs, including a P.E. coach at three schools and literacy programs at three schools.
- ✦ Two Homeless Connect days brought together volunteers, County services, PATH, medical and mental health providers at the SOVA food pantry to serve 35 homeless people.
- ✦ The Vulnerability Index and registry of people who are homeless in the City was completed in partnership with PATH and Common Ground. Fifteen people were identified as being in danger of dying on the street and are prioritized for permanent, supportive housing placement.
- ✦ 5 people who were homeless in the City were placed in permanent, supportive housing in addition to 50 people who were sheltered in emergency or transitional housing program placements.
- ✦ An additional 50 seniors or people with disabilities will be added to the Lifeline emergency response alarm system in partnership with the Senior Center and Cedars-Sinai Medical Center.

Enhanced Customer Service & Widely Expanded E-Government - The City of West Hollywood has always been a leader in customer service and the use of new technologies in the delivery of City services. The City's upcoming celebration of the 25th Anniversary of cityhood provides a unique opportunity to use new digital and interactive technologies to maximize our customer services, create efficiencies in the delivery of City services and expand the variety of services that are available evenings and weekends through the use of these new technologies. The purpose of this initiative is to preserve the successful delivery of services to the community and take it to the next level by enhancing promptness, value of response, internal consistency and revitalizing service standards.

Lead Departments/Divisions: Administrative Services Department
Public Information & Prosecution Services Dpt.

Other Departments/Divisions: City Manager's Department
Information Technology Division

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Administrative Services Department

- Completed conversion of microfiche, Community Development documents to electronic imaged documents – including permits & plans of pre-Cityhood documents.
- Director and staff worked to streamline CRM Charter and Expectations of Staff customer service documents.
- Participated in needs assessment, evaluation, development, and Executive Steering Committee of CRM Project.
- Completed update of old Telly Tips instruction booklet to help staff function with new phone system.
- Conducted customer service trainings for recently-hired staff.
- Continued collection and distribution of various “How Are We Doing?” brochures for constituents about City Hall services.
- Organized and met with an Intranet Committee utilizing Leadership Program alumni to further develop the current intranet.

City Manager's Department

- Oversaw direction of Executive Steering Committee of CRM Project.
- Worked with staff and CRM consultant on development of needs assessment and communication meetings regarding the project.

Information Technology Division

- Completed implementation of the new telephone and voice mail system in City Hall, which includes a number of technological advances that allow enhanced service to constituents.

Public Information & Prosecution Services

- Contracted with Vision Internet Providers, Inc. to redesign the City's website in conjunction with the 25th Anniversary of Cityhood celebrations. Completion of the website redesign is scheduled for late 2009.

Recognizing, Expanding and Benchmarking Our Green/Environmental Efforts -

The City of West Hollywood has always been proactive in responding to environmental concerns and developing proactive solutions where possible. As a result of these efforts, environmental issues are integrated into the fabric of every position within the City - creating a workplace culture that actively seeks to find and deliver public programs and services that have a minimal impact on the environment. The City assesses local environmental initiatives through the measurement of indicators that enable us to analyze the impact that continued urbanization has on the area, including solid waste, recycling, air quality, energy efficiency, water quality, transportation and open space.

Lead Departments/Divisions: Economic Development Department

Other Departments/Divisions: City Manager's Department

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Economic Development Department

- Prepared recommendations for how the City's residents and businesses could reduce waste production and increase recycling, as part of the Environmental Task Force and the Waste Reduction and Recycling Subcommittee.
- Coordinated the City of West Hollywood's participation in the Council of Government's Annual Issues Conference on Sustainability. Conference discussion included strategies that various Westside cities currently use to achieve their environmental goals and how forthcoming changes to State requirements will pose new challenges in meeting strict sustainability goals.
- Reviewed AB32 and related case studies of best practices used by other municipalities for achieving new benchmarks at a workshop of the Southern California Association of Governments.
- Completed research into types of business certification programs/organizations, including meeting with independent consultants and organizations to learn about their business audit programs in order to determine costs associated with such programs.

City Manager's Department

- Participated in meetings of Environmental Task Force and worked on Energy Use & Efficiency Subcommittee Report that became part of the final Task Force Report and recommendations to Council.
- Instituted sustainable water pitchers for Council meetings and for City Manager meetings.

- Participated in contract and payment of Environmental Task Force consultant, Global Green.
- Worked with ACM staff, Federal Lobbyist, State Lobbyist, Consultant and other staff to coordinate current and projected environmental programs in such a way as to become eligible to receive Economic Stimulus funds.

25th Anniversary Celebration - The purpose of the 25th Anniversary Celebration Initiative is to commemorate the 25th year of the City of West Hollywood's incorporation and to generate excitement in anticipation of the future. The goals are to (1) highlight the primary achievements of the past 25 years, (2) boost the Capital Project, the totality of which will be the most ambitious in the City's 25-year history, (3) enhance civic pride, and (4) promote the economic strength of the City.

Lead Departments/Divisions: City Manager's Department

Other Departments/Divisions: Public Information & Prosecution Services Dpt.

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

City Manager's Department

- City Manager staff formed committee of staff members to create ongoing celebration programs and events for staff during 25th Anniversary year.
- City Manager and staff collaborating with PIO and Special Events in formulating branding, PR, programs and events for the community throughout the 25th Anniversary year of Cityhood.

Public Information & Prosecution Services

- Public Information, Recreation Services and Economic Development and Special Projects have established an interdepartmental team to plan and coordinate the City's 25th Anniversary of City celebrations which begin in November 2009.

Intensive Construction/Development Mitigation & Coordination – Over the next few years, the 25th Anniversary Capital Project, along with numerous major, new private development projects will be built. The City recognizes the impact that these projects will have on various constituencies including, but not limited to, residents, adjacent neighborhoods, businesses, commuters, recreation facility users, park users, day care recipients and other social service tenants. The City desires to maintain a high level of programming and services to the public during the construction periods. Therefore, special mitigation measures are necessary in order to address the cumulative effects as well as proactively deal with potential issues that may arise on the individual project sites. The goal is to provide site-specific construction mitigation measures and general mitigation services to all stakeholders in the various project areas.

Lead Departments/Divisions: Assistant City Manager's Office

Other Departments/Divisions: Economic Development Department
Landscape & Facilities Maintenance Division
Public Works Department
Recreation Division

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Assistant City Manager's Office

- Coordinated retreat for key personnel and executive team on Capital Project.
- Created and recruited a new position, Capital Project Community Liaison, to aid with outreach and mitigation efforts throughout the project.
- Continued to manage contract for Construction/Development Mitigation & Coordination with Heery International.
- Hired and trained two staff members for the Capital Project Community Liaison office.
- Conducted 4 community meetings for the business and residential communities and made presentations to all of the City's Boards and Commissions on the project.
- Submitted monthly updates to all of the City's Boards and Commissions on the project.

Economic Development Department

- In preparation for construction, vacated the existing tenants of the Ron Stone Clinic and assisted with their individualized relocation efforts.
- Developed a Professional Services RFP for Hazardous Material Survey of existing Ron Stone building, West Hollywood Park Auditorium and existing Library; received bids and hired contractor to administer the abatement activities.

- Entered into a Professional Services agreement with a contractor and began conceptualized and preliminary designs of a temporary 110+ space parking lot to be placed on the ball field for construction duration.
- Worked with Southern California Edison and contractors to place temporary power poles and electrical system to the park so that electrical needs go uninterrupted during West Hollywood Park and new library construction.
- Performed Hazardous Material Abatement at the Ron Stone Clinic and West Hollywood Park Auditorium electrical room in advance of the main construction project and ultimate demolition of those structures.

Landscape & Facilities Maintenance Division

- Provided assistance to the Economic Development Department in the installation of temporary power to serve the park during construction of the Project as well as in the identification and removal of hazardous materials found in an electrical equipment building and the Ron Stone Clinic Building. The Division also provided assistance to the Public Works Department in relation to construction of a temporary parking lot.
- Continued exploring potential mitigation measures in relation to relocation of the pre-school, Russian Library and Audubon offices, all of which are located within the boundary of the project.

Public Works Department

- Public Works Department continues to explore alternatives to create a Community Service Center and increase parking for the City Hall/Mid-City area.
- Public Works received approval to hire CBM Consulting to design the temporary parking lot for West Hollywood Park as part of the construction mitigation plan; the temporary parking lot will be available to the public prior to the ground breaking for the West Hollywood Master Plan project.
- Public Works completed the 113 space temporary parking lot for West Hollywood Park as part of the construction mitigation plan; the temporary parking lot will be available to the public in May 2009 prior to the ground breaking for the West Hollywood Master Plan project.

25th Anniversary Capital Project – In 2009, the City of West Hollywood will celebrate 25 years of cityhood. Since 1984, the City has established itself as one of the most progressive and innovative cities in the country. It has also become one of the most desirable places to live, work and visit in Southern California. In celebration of this landmark, the City has embarked upon new capital improvement projects to develop premiere public facilities, parks and open space. The three major components of the "25th Anniversary Capital Project" include implementation of Phase I of the West Hollywood Master Plan, implementation of Phase I of the Plummer Park Master Plan and additional parking in the Mid-City area.

Lead Departments/Divisions: Economic Development Department
Landscape & Facilities Maintenance Division
Public Works Department

Activities and Accomplishments, July 1, 2008 through June 30, 2009:

Economic Development Department

Phase I – West Hollywood Park Master Plan Implementation Project:

- Finalized the schedule for spring 2009 bid and groundbreaking.
- Obtained City Council Subcommittee approval of reworked coffee shop, stairway, landscaping and façade.
- Completed Planning Commission Design Review.
- Completed owner's responsibilities (survey, soils and geo-tech, utilities, etc).
- Completed West Hollywood Park mitigation plan and budget.
- Secured LA County Open Space grant of \$700,000.
- Received City Council approval of Metropolitan Group contract for fundraising activities.
- Hired the local Library Fund Campaign Coordinator.
- Library Fund raised 20% of goal, created City/Fund MOU and City Council approved California Foundation agreement.
- Finalized purchase of 621 N. San Vicente (Ron Stone Clinic Property) including negotiating amendment with Los Angeles County, obtaining title insurance and entering and closing escrow.
- Secured professional services agreement with Hazardous Materials contractor for material analysis and document preparation.
- Negotiated and finalized 2 agreements with Southern California Edison with regard to short-term and long-term electrical needs to the site.
- Completed 100% Construction Drawings and began plan check process with numerous agencies including City, State, Health and Fire.

- Developed and finalize Construction Cost Estimate.
- Reviewed and worked with City Attorney to finalize bid documents and legal paperwork necessary in advance of bid.

Landscape & Facilities Maintenance Division

Phase I - Plummer Park Master Plan Implementation Project:

- Agreement issued to Pugh+Scarpa / Olin Partnership for design of the Project.
- Began the first of three design phases, Programming Phase for the Project.
- Two public meetings held with the Project's Design Steering Committee.
- Completed an ALTA Land Survey for the Project.
- Completed a geological survey for the Project.
- Issued a contract for conducting a hazardous material survey within the boundary of the Project.
- Completed initial historical analysis for the Project.
- Agreement issued to LSA and Associates, Inc. to prepare a focused Environmental Impact Report for the Project.

Public Works Department

- Agreement issued to LPA, Inc. for design of the Project.
- Completed an ALTA Land Survey for the Project.
- Completed a geological survey for the Project.
- Began space design of the existing City Hall.

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WEST HOLLYWOOD



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