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Date: December 1, 2008

To: Mayor & City Council

From: Patrick H. West  
City Manager

Subject: (1) Fiscal Year 2009  
Citywide Park Ranger Program  
and (2) Security Services for  
Filming and Special Events

Comments: Supplemental  
information for Agenda Item  
UB-21. Attached are two  
communications to help clarify  
questions and comments raised  
during the November 18, 2008  
Council meeting related to the  
Park Ranger item.



**Date:** December 1, 2008

**To:** Patrick H. West, City Manager *PHW*

**From:** Lori Ann Farrell, Director of Financial Management/CFO *LAFF*

**For:** Mayor and Members of the City Council

**Subject:** **FISCAL YEAR 2009 CITYWIDE PARK RANGER PROGRAM**

This memo is to provide additional information for the City Council to consider regarding the Citywide Park Ranger Program.

Three major issues have been raised by the City Council in discussions as to whether funding should be restored to the Citywide Park Ranger Program: First, the need for ongoing Citywide park safety; secondly, the availability of additional budget reductions to support an enhancement to the Program; and third, the possible relationship between staff's recommendation and its new approach to security at filming events.

➤ **CITYWIDE PARK SAFETY**

Concerns were raised that the Police Department, as part of its regular patrol and emergency response capacity, would not provide adequate public safety in City parks without Park Rangers. As was explained by the Chief of Police during the discussion of this item, given the limited actual staffing of the Citywide Park Ranger Program since its inception, the Police Department has historically and effectively provided 99 percent of all public safety services in all parks citywide, except for El Dorado Park. Given the current economic financial crisis, continuing to utilize the Police Department to provide public safety services at the City's parks will both keep our parks safe while preserving limited resources in very precarious times.

➤ **POTENTIAL BUDGET REDUCTIONS TO OFFSET RANGER ENHANCEMENT**

There are seven departments whose adopted budgets did not reflect structural deficit solutions (i.e. expenditure reductions or revenue enhancements) equaling 10 percent of their discretionary budget. These departments are the City Prosecutor, Health and Human Services, Fire, Public Works, Technology Services, Police and Parks, Recreation and Marine. While not recommended by staff, included in the staff report were several potential reductions to the Police Department (PD) and the Department of Parks, Recreation and Marine (PRM), two departments that were not asked to provide a 10 percent contribution, that the Budget Oversight Committee offered as offsets during budget adoption.

Patrick H. West, City Manager

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The City Council did not voice support for these additional budget reductions, either because of a desire not to increase the strain on the organization and the General Fund, or because further reductions to PD and PRM were not acceptable. Staff requested additional direction from the City Council as to which of the seven departments were the preferred sources of further reductions, or at a minimum, which departments were off limits for additional reductions. Without this guidance, additional proposals from staff will likely be ineffective.

It is important to note that additional mid-year service reductions may be required to balance the FY 09 budget given the rapid decline of the economy and the State's ongoing budget reductions. Therefore, it is not recommended that additional discretionary budget enhancements be made in the General Fund during the current fiscal year.

➤ **FY 09 FILMING EVENT SECURITY**

In an effort to stem confusion that arose about the City's new approach to providing security services at filming events, a separate memo for the Mayor and City Council has been prepared explaining the new cost saving approach being implemented. The memo demonstrates that the Citywide Park Ranger Program and security at filming events are mutually exclusive services, therefore any assertion that a staff recommendation about one service will impact the other is misleading and should not impede the City Council's deliberations about the future of the Citywide Park Ranger Program.

Please let me know if you have any further questions or require additional information.

LAF:DW  
K:\Budget\FY 10\PW memo to CC re Park Ranger Discussion.doc

CC: SUZANNE FRICK, ASSISTANT CITY MANAGER  
REGINALD I. HARRISON, DEPUTY CITY MANAGER  
PHIL HESTER, DIRECTOR, PARKS, RECREATION AND MARINE  
ANTHONY W. BATTS, CHIEF OF POLICE  
DAVID M. WODYNSKI, MANAGER, BUDGET AND PERFORMANCE MANAGEMENT



**Date:** December 1, 2008  
**To:** *for* Patrick H. West, City Manager *SW*  
**From:** Lori Ann Farrell, Director of Financial Management/CFO *LA*  
**For** Mayor and Members of the City Council  
**Subject:** **SECURITY SERVICES FOR FILMING AND SPECIAL EVENTS**

During the November 18, 2008 City Council meeting, the staff report on Citywide Park Ranger Restoration mentioned that Park Ranger positions impacted by the Fiscal Year 2009 (FY 09) Adopted Budget reduction could be spared layoffs by shifting the staff into security for special events, including filming. This seemed to create confusion about the relationship between staff's Citywide Park Ranger Program recommendation and staff's new filming service delivery model. This is to provide additional information to clarify the approach contained in the FY 2009 Adopted Budget.

➤ **IMPROVED SERVICE DELIVERY MODEL**

Reassessing how the City provides security for filming events was one of the numerous efficiency efforts included in the FY 09 budget. As an enterprise function in a very competitive market, it is important the Special Events Bureau of the Department of Parks, Recreation and Marine (PRM) identify and utilize the most cost effective means to provide services to attract and retain its revenue-generating customer base. Traditionally, Special Events utilized police officers earning overtime to provide both basic and complex security for special events. Production companies reimburse the City in full for these services, as required by the Special Event permits for filming in Long Beach.

The cost to production companies for security at filming events has long challenged Long Beach's competitiveness in the market, especially with the compensation increases for sworn police officers over the past four years. Therefore, Special Events researched alternative, more cost-effective service delivery models utilizing either Park Rangers (as trained civilian staff with law enforcement powers) or private security (as appropriate) at special events. PRM's research demonstrated that a new approach utilizing Park Rangers for basic security would reduce costs by 25 percent to 43 percent without any diminishment in service to our customers or the community.

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This new approach to event security will be implemented with continued coordination with the Police Department (PD), more effectively utilizing the existing, appropriate lines of authority between the City Engineer, Traffic Engineer and the Chief of Police. In addition, when appropriate, police officers will be utilized on overtime when PRM and PD feel the scope and scale of a filming or special event warrants it. This new approach will be implemented as an efficiency measure in FY 2009 and is not related to the current discussion regarding the restoration of funding for the citywide park ranger program, as these two functions are mutually exclusive.

➤ **FY 09 ADOPTED BUDGET IMPLEMENTATION**

In prior fiscal years, approximately \$400,000 in revenue and expense had been included in the PD's budget to offset special event security services on overtime. Given the change in service delivery model and the unknown demand for customer-requested services, appropriation was not included in the FY 09 Adopted Budget for filming security. During FY 09, revenue received by Special Events throughout the fiscal year for services rendered will be used to support security expenses in either PRM or PD depending on which department provides the service.

Please let me know if you have any further questions or require additional information.

LAF:DW  
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