

**FIGHTING  
PRODUCTION FLIGHT:**  
*Improving California's  
Filmed Entertainment Tax  
Credit Program*

by Kevin Klowden,  
I-Ling Shen, and  
Ka Wai Ho



MILKEN INSTITUTE

California Center | June 2012

**FIGHTING PRODUCTION FLIGHT:**  
*Improving California's Filmed  
Entertainment Tax Credit Program*

Kevin Klowden, I-Ling Shen, and Ka Wai Ho

## **ACKNOWLEDGMENTS**

The authors wish to thank Amy Lemisch at the California Film Commission as well as Milken Institute Senior Economist Armen Bedroussian for his help and support.

---

## **ABOUT THE MILKEN INSTITUTE**

A nonprofit, nonpartisan economic think tank, the Milken Institute works to improve lives around the world by advancing innovative economic and policy solutions that create jobs, widen access to capital, and enhance health. We produce rigorous, independent economic research—and maximize its impact by convening global leaders from the worlds of business, finance, government, and philanthropy. By fostering collaboration between the public and private sectors, we transform great ideas into action.

---

## CONTENTS

Executive Summary.....	1
Introduction .....	3
Improving the System: A Look at Best Practices .....	8
Targeting Television Production .....	11
Attracting Foreign Productions.....	14
Recommendations.....	16
Appendix.....	18
Endnotes.....	24
About the Authors .....	27

---

# EXECUTIVE SUMMARY

Since the entertainment industry last peaked in California in 1997, filmed production of all kinds has been lured away by competing state and foreign governments. Other states and nations have sought to attract motion picture and television productions to boost tax revenues and create high-paying jobs in a high-tech, high-profile industry.

While the staying power of some of these efforts is uncertain in the current economic and fiscal climate, there is no question that the bar for competition has been raised and that California is seeing concerted efforts to draw entertainment productions and workers out of the state. California's concentration of film employment has slipped from 4.4 times the national average in 1997 to less than 3.7 times the average now.

To combat this production flight, California's Legislature passed the Film and Tax Credit Program in 2009 on a limited five-year basis. Due to the structure of the program, the final funding will be allocated in July 2012. Although the California Assembly overwhelmingly endorsed an extension of the program, the renewal stalled in the state Senate amid concerns about the impact and funding of the legislation. Although lawmakers in the Assembly are pushing to renew the program for five more years, this delay has created an opportunity to assess the results of the first two years and examine how the program can be modified and adapted based on this assessment.

The most important element in revising the incentives is to attract new productions to the state, rather than pursuing productions that are leaving in pursuit of the lowest overall costs. California cannot and should not match states that are providing the highest level of tax breaks and incentives, whether due to higher costs such as in New York or to make up for a smaller pool of skilled film professionals. Instead it should combine strong incentives with a combination of greater flexibility and availability in order to meet the demand that already exists.

California's incentive program has been a success in terms of being fully subscribed and having a demonstrable impact in arresting the decline in filmed entertainment spending and employment in the state. The key concerns with the program are its limited funding relative to demand, the fact that it placed all targeted programs in the same application and allocation process, and the lack of long-term structural incentives that would serve to expand the program beyond its current funding and statutory limits.

To get the best results, it is essential to examine which aspects of the program have been most effective. In reviewing data from the past two completed years of the program, we have developed the following recommendations based on best practices in California and competing locations.

- **Eliminate unnecessary contingencies** to attract productions that create the most jobs and to facilitate producers' long-term planning.
- **Deepen and broaden California's entertainment industrial base** to create an environment that attracts future productions.
- **Encourage local job creation and keep workers' skills up to date** to enhance the state's supply and quality of production crew.
- **Target television production** to increase, or at least maintain, current production levels with their consistent employment and steady cash flow.

## Fighting Production Flight

---

- **Attract foreign and international productions** to capture demand for production locales, facilities, and crews from the fast-growing global entertainment industry.
- **Expand the credit pool** from the current \$100 million annual fund to a level that can accommodate demand. A separate fund for television productions would allow a more targeted use of money.

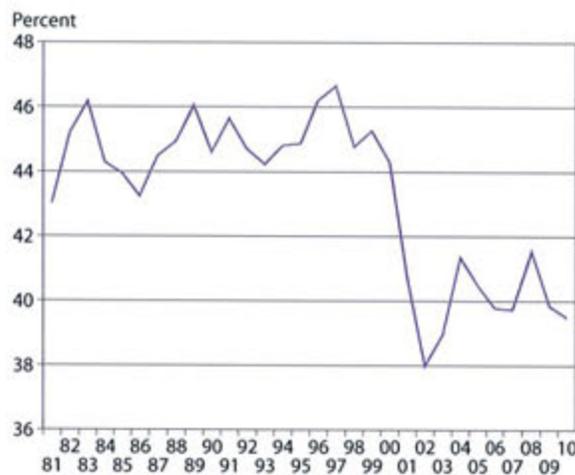
# INTRODUCTION

California enacted its first Film and Television Tax Credit Program in 2009 to retain its slipping crown in the entertainment industry (see figure 1). The program, with an annual funding of \$100 million, will terminate in 2014; however, because the last year of funding was front-loaded into the first year of the program, doubling the initial availability, funding for the program will actually end June 30, 2013, and the allocation phase will be complete by July 2012.

Although the Assembly passed a bill in May 2011 for a five-year extension providing an additional \$500 million, the state Senate failed to reach an agreement in 2011 on a full extension. Instead the Senate finance committee passed a conditional one-year extension to allow time to examine how the state economy and budget stands before further extensions. A five-year extension has been reintroduced into the Assembly for 2012, but its fate is uncertain. In the first two years of the program, more than \$300 million in tax credits were awarded to 125 projects.<sup>1</sup> From the applications for the next fiscal year, 27 projects were selected to receive tax credits.

**Figure 1. A waning entertainment empire?**

California's share of national entertainment employment, 1981–2010



Sources: U.S. Bureau of Labor Statistics, Moody's Analytics.

Note: The dataset used in this graph is the Current Employment Statistics (see the appendix for further details).

California is not alone in granting incentives to entertainment production. In fact, the Golden State is a latecomer despite (or perhaps because of) its leading position in the industry.<sup>2</sup> New Mexico and Louisiana pioneered the incentive concept in 2002. By the beginning of 2011, more than 40 states (and many countries) had offered incentives, including tax credits and cash, to lure film and TV productions.

Productions spend a large amount of money, which creates jobs and tax revenue for local governments. An earlier Milken Institute report on film flight<sup>3</sup> estimated that in 2008, if California had retained the 40 percent share of total entertainment jobs in North America it enjoyed in the late 1990s, 10,600 direct jobs would have been preserved and more than 25,000 indirect jobs would have been generated in the state.

## Fighting Production Flight

---

Although the ability to attract productions can be clearly demonstrated, the ability to recapture revenue from incentive programs varies from state to state and is heavily tied to the establishment of a local employment base in the industry. For example, the Massachusetts Department of Revenue estimated that from 2006 to 2008, for every dollar of film incentive provided, the Commonwealth gained \$0.16 of tax revenue in return. In contrast, a 2009 study by Ernst & Young placed the return at \$1.10 for the state of New York, and the Los Angeles County Economic Development Corporation (LAEDC) derived \$1.13 for California.<sup>4</sup>

The outcomes, however, are not directly comparable across states due to different program parameters. A program's overall effectiveness also depends on a state's industrial base. Furthermore, the immediate cost-effectiveness, measured by state revenue per dollar spent, may not be the ideal criterion for evaluation. The dynamic impacts of the incentive programs on local industrial growth as well as direct and indirect job creation over time are arguably more important to the long-term health of a state's economy. In addition, the delays between the awarding of the credits, the credits' issuance, and the final evaluation of the tax collection data limit the ability to create a full summary of revenues.

California's film and TV tax credit program is modest compared to the package offered by New York, its archrival in the entertainment industry.<sup>5</sup> It is a nonrefundable, nontransferable 20 percent tax credit that applies to qualified local expenses of feature films, movies of the week, and television series for basic cable. (Low-budget independent films may transfer or sell to an unrelated party; others may transfer only to affiliates.) The tax credit rises to 25 percent for independent films and television series moving to California regardless of the distribution outlet. This excludes productions such as broadcast network shows that are already in-state, half-hour shows, pilots, and commercials. In acknowledgment of the high cost of living, California offers sales tax and hotel occupancy tax relief. As in many other states, filming in state-owned properties is generally free with a proper permit.

From FY 2009–10 to 2010–11, the 125 film and TV productions that were awarded tax incentives had a combined direct spending of more than \$2.3 billion in the state.<sup>6</sup> During this period, \$760 million of qualified wages were paid to below-the-line crew members, and the total qualified non-wage spending amounted to nearly \$700 million (see Table 1 for the breakdown by type of production). The California Film Commission estimated that the 27 projects selected on June 1, 2011, will spend more than \$662 million in California, including nearly \$234 million in qualified wages. They will employ an estimated 3,048 cast members, 3,307 crew members, and 49,778 extras and stand-ins (calculated in "man-days").<sup>7</sup>

The incentives are in high demand. The first day in 2011 to apply for the credits saw 176 applications,<sup>8</sup> which more than doubled the amount from the previous year. This level of demand suggests that the chief problem with the incentive program is not the percentage of credits offered, but rather the constraints on the size and scope of the program.

Our definition of employment in the entertainment industry includes two North American Industry Classification System (NAICS) categories: motion picture and video industries, encompassing subcategories for production and post-production; and independent artists, writers, and performers.<sup>9</sup> In California, the industry accounts for 1.1 percent of the state's nonfarm employment and 2 percent of the aggregated wage bill in 2010. As of August 2011, the industry employed 175,900 people.<sup>10</sup> The historical trend shown in figure 2 demonstrates that the industry's employment in California has hovered around 160,000 for most of the past decade, down from 180,000 during its heyday in the late 1990s. Even so, recent employment growth has been robust. An examination of monthly employment between 2010 and 2011 shows that the industry added an average of nearly 20,000 jobs per month at a time when the state's total employment was still diminishing on a year-over-year basis.

Although it is beyond the scope of this report to measure how much of the employment growth can be attributed to the state's film and television incentive program, it is worth noting that the LAEDC study estimates that 20,040 jobs were supported by the first 77 approved productions, assuming that all of them would have been filmed in other states if not for the tax incentive.

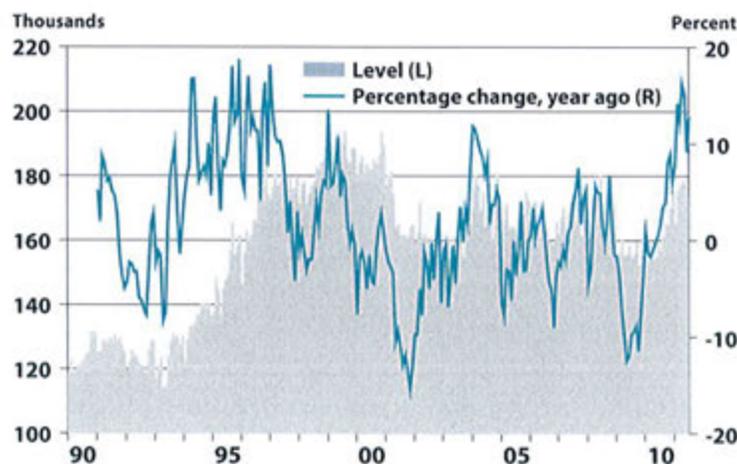
**Table 1. Qualified spending and credit allocated  
FY 2009–10 and FY 2010–11**

Type of production	Number of projects	Qualified wage expenses (millions)	Qualified non-wage expenses (millions)	Total production (millions)	Credit allocation (millions)	Credit distribution	Total qualified expenses as share of total production	Total production over credit allocated
Feature film	41	\$466.2	\$452.8	\$1,413.2	\$181.3	60.3%	64.1%	7.79
Indie feature film	41	\$64.4	\$55.0	\$222.2	\$31.2	10.4%	56.3%	7.13
Movie of the week	7	\$15.0	\$13.7	\$7.1	\$6.1	2.0%	62.2%	5.61
Indie movie of the week	15	\$7.7	\$13.9	\$34.8	\$5.6	1.9%	64.5%	6.20
TV series	17	\$176.0	\$127.6	\$36.4	\$60.8	20.2%	80.4%	5.98
Relocating TV series	3	\$29.4	\$27.6	\$118.2	\$14.2	4.7%	48.1%	8.31
Indie mini-series	1	\$1.5	\$2.9	\$441.7	\$1.3	0.4%	68.3%	7.26
<b>Grand Total</b>	<b>125</b>	<b>\$760.2</b>	<b>\$693.3</b>	<b>\$2,273.6</b>	<b>\$300.5</b>	<b>100.0%</b>	<b>63.6%</b>	<b>7.57</b>

Source: California Film Commission.

Note: The ratio of total production over credit allocated is a rough and rescaled measure of the incentive program's potential economic impact per state dollar spent. This ratio is in line with the CFC's measure of economic impact reported in the Program Progress Report as of January 2011. It assumes that all production expenditures, whether qualified for the tax incentive or not, are spent within the state.

**Figure 2. Monthly employment in the entertainment industry  
California, January 1990–2011**

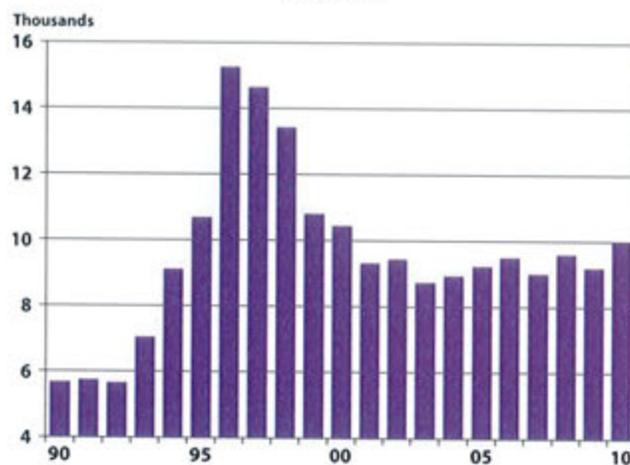


\* The statistic is the sum of employment in the motion picture and video industry plus independent artists, writers, and performers.

Source: California Economic Development Department.

A similar trend can be seen in post-production employment,<sup>11</sup> which is a subcategory of the entertainment industry and involves the technical work that has to be done after a film is shot (e.g., visual effects, sound mixing, and editing). Most of these jobs rely on digital technology; as a result, they are more mobile and do not have to be in the same location as the actual production. Figure 3 shows that the number of post-production jobs in California plummeted from 15,252 in 1996 to 8,734 in 2003, a decline of 43 percent. The situation has somewhat improved since then, and in 2010, California had close to 10,000 post-production jobs.<sup>12</sup> In the meantime, however, the state lost many visual-effect businesses either to relocation (e.g., Digital Domain moved to Vancouver) or because many small to mid-size firms could not withstand subsidized competition from Canada and the United Kingdom or low labor costs in China and India.<sup>13</sup>

**Figure 3. Post-production employment in California**  
1990–2010



Source: California Economic Development Department.

Notwithstanding the incentive program's popularity,<sup>14</sup> there is ample room for improvement to root the entertainment industry firmly in the state and to maximize the program's potential impact on job creation. As shown in figure 1, California's share of national entertainment employment sharply dropped to its trough at 38 percent in 2002, the year when New Mexico and Louisiana enacted their incentive programs. This is a drop of 8.7 percentage points in a matter of five years. Although the number has recovered slightly since then, California has a long way to go if the state plans to return to its prime.

According to the projections by the California Economic Development Department, with no incentive program in place, the industry's employment will grow at an annualized rate of 1.1 percent and increase to 185,600 in 2018.<sup>15</sup> This is unimpressive considering the state's entertainment industry supported 184,600 jobs in August 1999. To boost job growth in this high-paying industry and to augment its ripple effects on the state economy, we recommend measures that, if adopted, will improve the California Film and Television Tax Credit Program. Our recommendations, described in greater detail at the end of this report, fall under these five areas:

- 1. Eliminate unnecessary contingencies** to attract productions that create the most jobs and to facilitate producers' long-term planning.
- 2. Deepen California's entertainment industrial base** to create an environment that attracts productions in future decades.

3. **Encourage local job creation resident skill update** to enhance the state's supply and quality of production crew.
4. **Target television production** to grow, or at least maintain, a source of steady cash flow.
5. **Attract foreign and international productions** to capture the demand for locales, facilities, and crews from foreign producers who are the major drivers of the fast-growing global entertainment industry.
6. **Expand the credit pool** from the \$100 million annual fund to a level that can accommodate demand. Set up a separate fund for television productions.



# IMPROVING THE SYSTEM: A LOOK AT BEST PRACTICES

Most of the states with incentive programs for entertainment production (including California) offer tax credits. A handful give cash rebates; some offer both. Aside from the administrative differences, a rebate is technically the same as a refundable tax credit, meaning that a cash refund is issued when the amount of tax credits exceeds the total tax owed to a state. After reviewing programs in each state and in some prominent international locations, we identify the following best practices that are lacking in the California Film and Television Tax Credit Program.

## **Purpose-targeted**

This enables the state to lure investment aimed at specific goals such as job creation. The incentive for infrastructure investment is one example. Michigan and Connecticut provide transferable tax credits for infrastructure construction, such as soundstages and post-production facilities.<sup>17</sup> New York, the birthplace of the U.S. entertainment industry, offers an “up-to-5-percent” tax credit for investments in construction and upgrades to qualified film production facilities.<sup>18</sup> While these states still need to promote production overall, targeting post-production will deepen their industrial capacity, which will attract and keep a wider variety of activities within each state. Eventually, this could result in longer-term employment growth.

## **Transferability not contingent on production type and budget**

Transferability makes tax credits more attractive as it helps producers get money upfront when the financing is needed. Transferable tax credits can be put on the market for sale soon after being allocated. In comparison, most incentive programs pay producers when production is completed or at some stage after it has begun. In California, only credits attributable to an independent film with a qualified expenditure budget of less than \$10 million may be sold or reassigned to an unrelated party.<sup>19</sup> Among the states that offer transferable tax credits, only the Golden State restricts transferability by production type and budget. Although transferability may be especially helpful for cash-strapped indie producers, it is not necessarily the best option for regulators to determine which type of production is more likely to benefit from this provision. Instead, production firms are in a better position to weigh the benefits against the costs of advanced financing. (On top of transfer fees, tax credits are usually sold at a discounted face value.) Furthermore, transferability is particularly important for certain activities, such as infrastructure investment, where a sizable upfront cost is usually involved.

In addition to advanced financing, transferability increases the overall appeal of the incentive program by making it comparable to refundable tax credits (adopted in New York among other states as well as in Canada and the United Kingdom) or cash rebates without incurring out-of-pocket expenses to the state government. This is because if producers do not use up their allocated tax credit and if the tax credit is transferable, they can cash in the unused units by selling them to a third party.

## **No production budget cap**

While excluding big-budget productions may help the “little guys” who have difficulty in attaining funding, it does not

address the main goal of tax incentives, which is to create and maintain jobs. Big-budget productions often employ disproportionately larger crews and invest much more than a smaller project. Instead of a budget cap, a limit could be placed on qualified expenditure to control the amount of credit available for any production. Furthermore, bigger productions often have significantly higher above-the-line spending. Above-the-line expenditures do not qualify for tax credits, yet they generate economic activity. California is the only state that implements a production budget cap (at \$75 million for feature films).<sup>20</sup> Removing, or at least raising, the cap could increase the rate of return on film tax incentives.<sup>21</sup>

### Sub-region specific

This can stimulate economic activity in targeted geographical areas. With increased exposure to the entertainment industry, these areas may build up a more permanent industrial base for a wider array of production activities. Texas provides extra benefits for productions undertaken in underutilized areas (receiving 15 percent or less of the state's total film and TV production in a fiscal year).<sup>22</sup> Alaska, Minnesota, and British Columbia also encourage the spread of production activities with incentives for projects filmed outside local metropolitan areas.<sup>23</sup>

### Resident specific

As the state is funding these incentives, its main goal would be to benefit the residents of the state. Therefore, providing incentives contingent on investment in goods and services provided by residents will achieve that goal.

1. *Targeting resident payroll:* More than a dozen states (including Louisiana and Texas) have a two-tier system that provides preferential tax credits for wages paid to state residents.
2. *Rewarding job training for residents:* To build a vibrant entertainment industry in the long term, the state must have a deep crew base with the most up-to-date skills. Regular training is essential. In Michigan, a maximal 50 percent tax credit is applied to job training for resident below-the-line crew, provided the training addresses skills deficient in the state.<sup>24</sup>

### “Sunset-free”

Like all policies, regular review is necessary to determine effectiveness and improvements. However, without sunset clauses, producers can better plan their filming because they know where, when, and how much tax incentives are available. The two pioneer states—Louisiana and New Mexico—do not have a sunset clause.

### Seasonal assistance

Much of entertainment production is conducted during the summer when weather is more suitable or during times that coordinate with peak release dates. This makes employment highly seasonal. Florida offers extra tax incentives for off-season productions. In California, seasonality is less important, possibly because commercials are largely filmed during TV production downtime. However, we consider seasonal assistance a best practice because it helps to stabilize employment and income.

### Promoting production of commercials

The number of commercials filmed in California, particularly in the greater Los Angeles area, puts the state well ahead of

the rest of the nation in this industry niche. According to the Association of Independent Commercial Producers, half of all advertising the AICP films is done in California, with New York coming in second with 15 percent.<sup>25</sup> New York, which added commercials to its incentive program in 2007 with a 5 percent credit, is one of the few states with an employment base capable of luring ad productions away from California. The state offers separate pools for productions in the New York City area and those filmed in the rest of the state. In addition, New York offers a 20 percent tax credit to offset an annual growth in expenditures in the state.<sup>26</sup> New York's program provides a model that California could follow with a separate dedicated commercial pool.

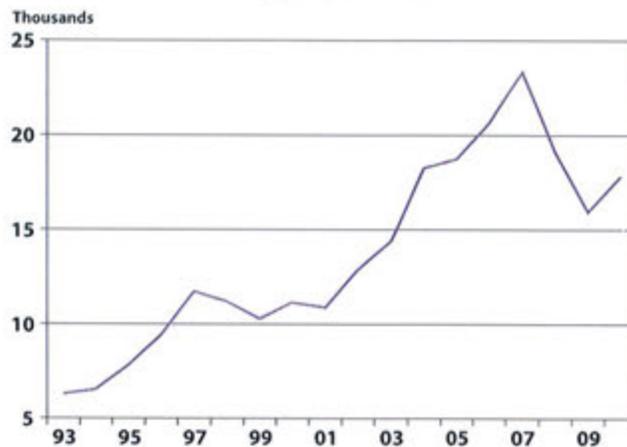
Table A1 in the appendix shows further details of the incentive programs in some of the more prominent areas for entertainment productions.



# TARGETING TELEVISION PRODUCTION

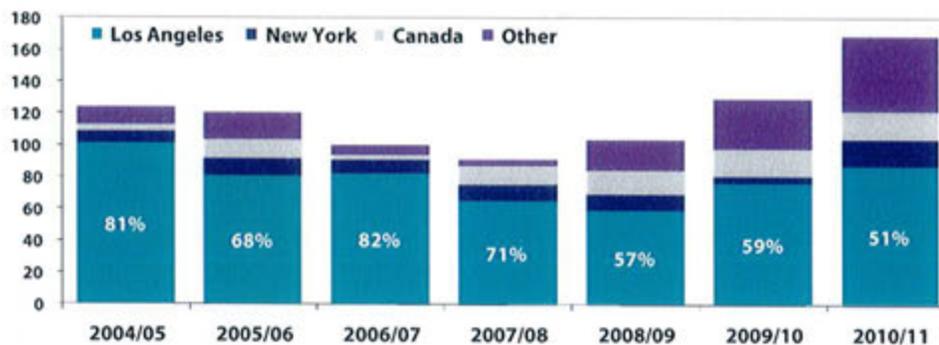
Several statistics compiled by Film L.A., which coordinates permits for entertainment production in Los Angeles,<sup>27</sup> suggest that television production filmed in California has passed its pinnacle. In Los Angeles, where more than 80 percent of the state's entertainment employment is concentrated,<sup>28</sup> the number of permitted on-location television production days has dwindled from its 2007 peak of over 23,000 to below 16,000 in 2009, a 32 percent decline due in no small part to the recent recession (see Figure 4). Although the number rebounded in 2010, many producers may have opted for alternative locales with lower costs and better financial incentives. Pilot programs for broadcast and cable networks were increasingly filmed in other states and abroad, with L.A. taking only half of the pie in the 2010–2011 development cycle (see Figure 5).<sup>29</sup> This also means that if a pilot is made into a series, it is less likely to be shot in L.A.

**Figure 4. Permitted on-location TV production days**  
Los Angeles, 1993–2010



Source: Film L.A.

**Figure 5. Number of U.S. TV pilots by filming location**  
2004–2005 to 2010–2011



Source: Film L.A.

Despite this loss of business, California could be regarded as less than generous when it comes to incentives for television productions: A 20 percent tax credit applies to new hour-long series for original distribution on basic cable only. (However, a series that has filmed all of its prior seasons outside the state would get a 25 percent credit for relocating to California without regard to episode length or media outlet.)

California still leads the nation in TV productions due to the concentration of talent and infrastructure in Hollywood. The top five states between 2009 and 2010 were California (525 productions), New York (345), Georgia (67), Texas (45), and Illinois (37) (see Table A2 in the appendix).<sup>30</sup> Because of California's infrastructure advantage, tax credits for television productions do not need to be as generous as those in competing states. Still, the current restrictions are a concern.

### New York

The state that gave birth to the American entertainment industry has the second-most concentrated talent pool outside California. Its tax incentive program is more attractive than that of California's in many aspects. New York has a refundable credit, meaning that even if a production's tax liability does not take up the allocated credit, a refund will be issued. It offers a 30 percent credit on qualified expenditures and supplements this with a 10 percent post-production credit should the 30 percent from the production credit not be reached. It also offers a 4 percent to 5 percent investment tax credit for infrastructure projects. This is of benefit to long-running TV productions as they would receive extra funding to offset the cost of set construction and other related costs. However, many of these incentives are prompted by the fact that New York has a higher overall tax structure and higher operating costs than California.

### Georgia

While not a major entertainment hub, the Peach State has a deep and experienced crew base with more than 5,000 union and non-union professionals as well as 1,000 production suppliers and support vendors.<sup>31</sup> Its tax incentive program is easy to navigate. The state provides a transferable credit that producers can sell or pass on to a third party. Georgia offers 20 percent credit with an extra 10 percent (for a total of 30 percent) if the production includes a "qualified Georgia promotion"—for a feature film, this consists of a five-second animated logo in the rolling credits. Other than a \$500,000 cap per person per project cap on taxable salaries that applies to above-the-line talent and a mandatory \$500,000 minimum local spend, the program has few restrictions. Both above- and below-the-line expenditures on residents and non-residents qualify, and there is no sunset clause.

### Texas

The Lone Star State offers cash rebates rather than tax credits. Like Georgia, it is not an entertainment capital, but does have a large crew base. It is estimated that productions in Texas were able to hire 80 percent of their crew locally.<sup>32</sup>

### Illinois

Its incentive program is attractive to TV productions as it offers a 30 percent transferable tax credit with an additional 15 percent offered to labor expenditures in designated poverty areas. Illinois removed the sunset provision of the program in 2009.

Broadcast network shows produce the majority of drama hours,<sup>33</sup> but California is losing out on these productions because the state's TV production incentive favors basic cable network shows (except for relocating series). Film Los

Angeles has documented the success of the incentives for basic cable production: cable pilots accounted for all of the increase in Los Angeles' total pilot production in the 2010–2011 development cycle. While TV pilots are not eligible for tax credits, the series tend to stay where their pilots were filmed.

Another problem is that California's fiscal year does not coincide with the television development cycle. Most shows are planned for new and continued funding in early spring for the showing in autumn. This allows networks to test new shows by prescreening pilots to advertisers.

Television, specifically the coveted hour-long dramas, provides jobs and a stable, continuous flow of production spending for California. The downside is that TV productions can relocate between seasons. To cope with this higher mobility and risk of "runaway" TV productions, California needs to make adjustments. These could include creating a separate funding category for TV production, including all broadcast network shows, and setting allocation dates—preferably in early spring—that coordinate with the TV industry development cycle. Half-hour comedies, which are unlikely to move from Los Angeles due to the need for on-site writing staffs, should remain exempted from the incentives. The changes would boost the impact of tax credits better, perhaps, than any other modification to the program short of increased funding.



# ATTRACTING FOREIGN PRODUCTIONS

While many incentive programs include elements that attract productions from abroad, benefits to foreign producers are usually not explicitly spelled out. Some programs even create hurdles. The U.K., for example, requires that applications must be made by or through a production company registered and centrally managed in the U.K. or another state of the European Union or European Economic Area.<sup>34</sup>

The California film incentives are neither prohibitive nor attractive to foreign producers. All incentives are awarded in a lottery-style process, regardless of the origin of the applicant productions. Attracting foreign productions has a clear upside: creating more demand for local skilled crew and cutting-edge facilities. It is worth noting that the only Best Picture nominee at the 2012 Academy Awards to be filmed entirely in Los Angeles was the French film "The Artist."<sup>35</sup> The fact that this film won the award for Best Picture is certainly a bonus.

In Canada, foreign production<sup>36</sup>—valued at C\$1.5 billion—accounted for nearly 31 percent of total film and television production in FY 2009–10.<sup>37</sup> The Canadian Production Services Tax Credit (PSTC) was enacted in 1998 and enables foreign companies to save 25 percent or more in costs when filming in Canada.<sup>38</sup> With the goal of building up a strong and competent industrial base, PSTC was aimed at attracting U.S. production. Among all foreign productions that took place in FY 2009–10, more than 77 percent were U.S.-based. In the same year, foreign production employed 14,100 full-time-equivalent jobs in Canada's entertainment industry and generated 21,800 indirect jobs. Today, Vancouver, Montreal, and Toronto are considered top filming locations in North America, next only to Los Angeles and New York.

Other countries and regions have implemented or plan to implement programs to attract foreign productions. For example, Mexico and Uruguay have tax rebates and financial assistance for the exportation of audio-visual content for co-productions and solely foreign production teams.<sup>39</sup> Colombia and Argentina (Buenos Aires specifically) are planning tax incentives for international productions. Approaches taken by South Africa and Brazil are particularly noteworthy.

The South African Foreign Film & Television Production Incentive aims to invite foreign investment as well as raise South Africa's international profile by supporting big-budget films and television productions. The program is only available to foreign-owned productions with qualifying expenditures of a minimum of R12 million and a maximum R100 million. The incentives require formation of a special-purpose corporate vehicle in South Africa and a minimum number of production days within South African territories. Eligible productions include feature films, television movies, television drama series, documentaries, and animation.

Brazil has laws that date to the 1990s to promote foreign productions: the Audiovisual and Rouanet laws. The Audiovisual law supports domestic productions, but an article in the law also targets foreign productions by allowing Brazil-based foreign distributors, including the Hollywood majors, to put part of the taxes they owe toward local productions. Since 2010, this benefit extends to TV production companies. The Rouanet is similar to the Audiovisual law except that the company funding the production gets a rebate on its expenditures. Brazilian production incentives totaled \$105.7 million in 2010, up 30 percent from 2009. Approximately 80 Brazilian films (including international co-productions) were released in 2009, a 50 percent increase from 2008. While there were only five international co-productions in Brazil in 2005, the number spiked to 15 in 2008, 10 in 2009, with 18 finished or shooting in the fall of 2010.<sup>40</sup>

Throwing more money at foreign producers is not necessarily the smartest way to go. For one thing, it risks creating an incentive "price war."

## Fighting Production Flight

---

Brazil, for example, complements federal incentives with other sources. It collects taxes and mandatory fees paid by broadcasters and producers of TV content and commercials to invest in film production, distribution, printing and advertising, and indie TV production. Municipalities such as Paulinia and Rio de Janeiro use their relatively plentiful tax revenues (such as those from oil) to invest in infrastructure to build up the entertainment industry for long-term growth.

Beyond funding, Brazil and other countries have co-production agreements and are signatories to multilateral treaties such as the Ibero-American Film Integration and the Latin American Film Co-Production agreements to promote international cooperation (i.e., investment).<sup>41</sup>

# RECOMMENDATIONS

Although the Golden State still occupies the throne of the entertainment industry, it has seen an increasing number of productions move to other states and countries since the late '90s, especially to locales with incentive programs. California enacted its first Film and Television Tax Credit Program in 2009 and recently extended the production incentive to 2019. The annual funding of the program amounts to \$100 million. To get more bang for the buck, we recommend the following modifications:

## **Eliminate unnecessary contingencies**

The goal of the film tax credit program is job growth. Therefore, it should be devised to attract productions that create the most jobs rather than simply helping the "little guys" get their projects made. Maximizing inclusivity and accountability combined with careful selectivity is vital.

- Make tax credits transferable for all qualified spending, not restricted to low-budget independent films.
- Remove, or at least raise, the production budget cap to attract big-budget projects. Instead, a limit could be placed on qualified expenditure to control the amount of credit available for any one production.
- Make the program "sunset-free" to facilitate producers' planning. Additionally, conduct an independent annual review from 2015 onward when there are sufficient data to evaluate the longer-term impact of the program.

## **Deepen and broaden the state's industrial base**

Critics of tax incentives have long said that once incentives are withdrawn, the benefits are extinguished. To ensure the program's contributions are sustainable, extra focus needs to be placed on creating an environment that attracts productions in future decades.

- Reward long-term investment that helps to strengthen the industrial base. For example, create a separate funding category for expenditures in infrastructure and post-production. Providing tax credits to producers for their expenditures rather than subsidizing growth investment from suppliers will ensure that the long-term investment reflects what producers seek out.
- Identify alternative filming locations within the state and provide bonus incentives to promote less-familiar regions and direct filming away from saturated and costly locales.

## **Encourage local job creation and resident skill update**

As well as promoting job growth, efforts should be focused on enhancing the skills of the state's labor pool. Besides attracting productions, this will increase the earning potential of residents, which in turn improves tax revenues.

- Create a two-tier system for wage expenditures and offer a preferable incentive for resident payroll.

- Create a separate funding category for job training for resident below-the-line crew living outside the 30-mile zone of the L.A. core. This is consistent with our recommended measure to identify alternative filming locations to spread the economic benefits to less-utilized regions.

### Target television production

While feature films get much of the attention in the industry, television brings a steady cash flow. Therefore, it is important to grow, or at least maintain, the television industry in the state by broadening eligibility for incentives and clarifying which incentives are available for television productions.

- Divide the incentives into one program for film and another for television production. Allocate funding proportionate to their direct spending in the state.
- Synchronize the selection of TV projects with their development cycle, preferably in early spring.
- Make the tax credit available to original broadcast network shows. Continue to exclude half-hour comedies or reality shows because they tend to film where their writers work, which is likely to be L.A. or New York City. California, therefore, does not need incentives for these two genres.

### Attract international productions

The growth of TV and film industries in foreign countries is a challenge to Hollywood. Rather than fighting the tide, California should cater to foreign producers' demand for locales, facilities, and crews. Including foreign productions in current tax incentive policies is a good first step, but California also needs to signal to foreign producers that the state specifically wants their business. Sacramento should also consider incentives that target foreign productions.

- Launch a pilot program to make defined allocations to ensure that a certain percentage of the tax credit budget is used to gain foreign expenditure.

### Expand the pool of funds available for production tax credits

Although the fiscal climate in California makes this unlikely in the near term, expanding and improving the effect of the film and television credits will require more money. As mentioned previously, demand for tax credits outstrips supply, and has done so every year since the program began. Added funding will enable the state to attract and retain more production and target larger blockbuster films.

Finally, advertisements are a pillar of the television and film industries. Because they are mostly shot during the off-season of TV production, commercials help to alleviate the seasonality of entertainment employment and stabilize the income stream for below-the-line crew members. In 2007, New York enacted a separate tax credit program for the production of commercials. Still, the Golden State, especially Southern California, remains the most popular domestic location for creating commercials and shows no sign of decline. In Los Angeles, for example, such activity is still on the rise, according to the Association of Independent Commercial Producers.<sup>42</sup> Much of this growth is tied to ad productions intended for international markets, and attracting investment into this sector can only enhance the state's advantage.

Despite this positive outlook, California will need to monitor closely its future development. When other states or countries develop their industrial base with skilled crew and high-quality infrastructure, advertising production will be increasingly likely to leave California.

# APPENDIX

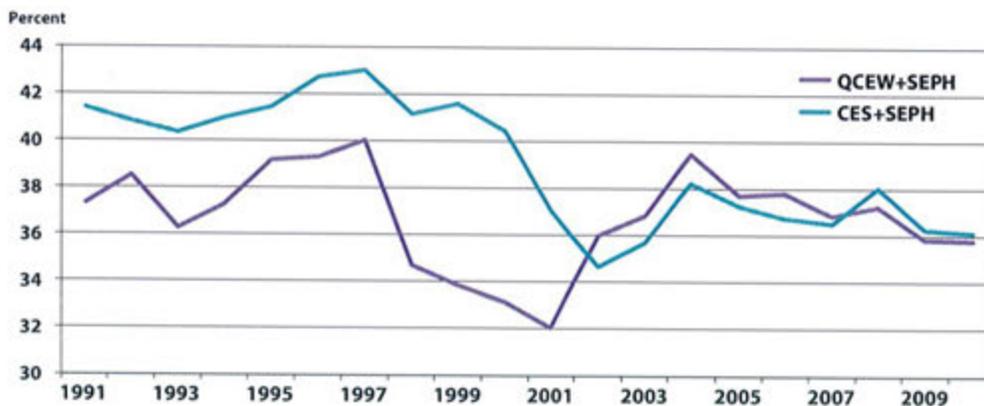
## Entertainment employment

Two major datasets allow us to compute the level of entertainment employment in the U.S.: the Current Employment Statistics (CES) Program and the Quarterly Census of Employment and Wages (QCEW). For Canada, the data come from the Survey of Employment, Payrolls and Hours (SEPH), which is similar to the CES.

In this report, the employment numbers are based on the CES data (unless otherwise noted), which offer the official estimates of total employment by industry. In the Milken Institute's previous report on film flight (Klowden et al., 2010), QCEW was utilized. This dataset provides administrative records that represent a virtual census of nearly all business establishments. While the QCEW does not cover businesses that are not subject to unemployment insurance laws, it provides more-detailed estimates by industry and geography plus additional information on the number of establishments by industry.

Figure A1 plots California's share of North American entertainment employment annually from 1991 to 2010. The main difference in the trends comes from large discrepancies between QCEW and CES estimates during the earlier period (1990–2001): CES produces a higher share than QCEW does. While both datasets are not exempt from many types of errors, we chose to present the CES data because they are used in the official estimates.

Figure A1. CES versus QCEW



Sources: California Economic Development Department, U.S. Bureau of Labor Statistics, Moody's Analytics, Statistics Canada.

**Table A1. Comparison of incentive programs in states and countries**

Domestic								
State	Number of TV and film productions, 2009-2010	Type of incentive program	Annual funding (millions)	Project budget cap (millions)	Maximum benefit	Transferability	Refundability	Sunset/ Review
California	1,087	Tax credit	\$100	\$75 for feature films \$10 for indie films	20% of qualifying local spending 25% for qualifying relocating TV series and indie films	N (except indie films or transfers to affiliates)	N	Originally 6/30/2014; extended to 6/30/2015
New York	624	Tax credit	\$420	N	30% of qualifying production local spend 10% of the qualifying post-production spend (if 30% credit not claimed)	N	Y	12/31/2014
Louisiana	149	Tax credit	No cap	N	4-5% of the eligible investment credit base 30% of qualifying local spend Extra 5% of resident payroll ≤ \$1 million	Y	Y (partially)	N
Texas	148	Cash rebate (grant)	\$30	N	5% to 15% of qualifying local spend or 8% to 25% of wages paid to Texas residents Extra benefits if filmed in underutilized or economically distressed areas	N/A	N/A	N

State	Number of TV and film productions, 2009-2010	Type of incentive program	Annual funding (millions)	Project budget cap (millions)	Maximum benefit	Transferability	Refundability	Sunset/ Review
Michigan	112	Tax credit	No cap	N	40% of qualifying direct production expenditures (42% if in core communities) 30% of qualified personnel expenditures 25% infrastructure investment tax credit	Business: Y Income: N Investment: Y	Business: Y Income: N Investment: N	Business/ income: Annual review Investment: 9/30/2015
Georgia	111	Tax credit	No cap	N	20% of the base investment in the state Extra 10% if the qualified production activities include a qualified Georgia promotion	N	N	N
Illinois	74	Tax credit	No cap	N	30% of qualifying local spend Extra 15% of labor spending if hiring residents from underprivileged areas	Y	N	5/6/2021
Florida	65	Tax credit	2010-2011: \$53.5 2011-2012: \$74.5 2012-2015: \$38	N	20% qualifying spend 5% bonus for off-season projects 5% bonus for family-friendly projects	Y	N	6/30/2015
New Mexico	51	Tax credit	No cap	N	25% of qualifying local spend	N	Y	N

**Table A1. Comparison of incentive programs in states and countries (Cont.)**

International							
Country	Type of incentive program	Annual funding (millions)	Project budget cap (millions)	Maximum benefit	Transferability	Refundability	Sunset/ Review
Australia	Tax credit (offset)	No cap	\$75 for feature films \$10 for indie films	Location and visual offsets: 15% of qualifying local spend Producer offset: 40% for feature films; 20% for TV/documentaries	N/A	N/A	N
Canada	Tax credit	No cap	N	16% of qualifying labor expenditures, net of assistance (including provincial credits) 33% of qualifying labor expenditures, plus 17.5% bonus for labor spend related to digital animation or visual effects	N	Y	N
British Columbia	Tax credit	No cap	N	6% regional tax credit bonus when > 50% done outside Vancouver and additional 6% distant location credit	N	Y	N
Ontario	Tax credit	No cap	N	25% of qualifying local expenditures (not limited to labor), plus 20% bonus for labor spend related to digital animation and special effects	N	Y	N
Quebec	Tax credit	No cap	N	25% of qualifying local expenditures (not limited to labor), plus 20% bonus for labor spend related to digital animation and special effects	N	Y	N
Germany	Cash rebate (grant)	€60	N	20% of qualifying local spend	N/A	N/A	12/31/2012
Hungary	Tax credit	No cap	N	20% of qualifying spend (Hungarian spend and foreign spend, for a maximum effective benefit rate of 25%)	N	N	12/31/2013

Country	Type of incentive program	Annual funding (millions)	Project budget cap (millions)	Maximum benefit	Transferability	Refundability	Sunset/ Review
New Zealand	Cash rebate (grant)	No cap	N	Large Budget Screen Production (LBSP) and Post, Digital, Visual Effects Production (PDV): 15% of qualifying local spend Screen Production Incentive Fund (SPIF): 40% of qualifying local spend on feature films; 20% on TV, documentary, and short-form animation Additional grant of 15% for projects spending more than NZ\$200 million on qualifying additional expenditure	N/A	N/A	LBSP/PDV: 2011 SPIF: 2012
United Kingdom	Tax credit	No cap	N	20-25% of qualifying local spend	N	Y	N

Sources: Motion Picture Association of America, Entertainment Partners, "Basic Overview of U.S. and International Production Incentives," April 2011.

**Table A2. Geographical distribution of TV productions**

2009–2010\*

<b>State</b>	<b>Number of productions</b>	<b>Share (%)</b>
California	525	37.9
New York	345	24.9
Georgia	67	4.8
Texas	45	3.2
Illinois	37	2.7
New Jersey	36	2.6
Florida	34	2.5
Louisiana	33	2.4
Minnesota	27	1.9
Pennsylvania	25	1.8
District of Columbia	23	1.7
Massachusetts	21	1.5
Nevada	20	1.4
Michigan	19	1.4
North Carolina	15	1.1
Virginia	11	0.8
New Mexico	10	0.7
Oregon	10	0.7
Alaska	10	0.7
Colorado	9	0.6
South Carolina	8	0.6
Hawaii	7	0.5
Tennessee	6	0.4
Connecticut	6	0.4
Arizona	5	0.4
Utah	4	0.3
Maine	4	0.3
Montana	4	0.3
New Hampshire	4	0.3
Maryland	3	0.2
Ohio	3	0.2
Rhode Island	3	0.2
South Dakota	2	0.1
West Virginia	2	0.1
Arkansas	1	0.1
Mississippi	1	0.1
Alabama	1	0.1
<b>Total</b>	<b>1,386</b>	<b>100.0</b>

\*Unlisted states had no TV productions.

Source: Motion Picture Association of America.

# ENDNOTES

1. See Table A1 in the appendix. The annual funding for California's incentive program is capped at \$100 million, with the exception of the first year of the program, which received an additional \$100 million intended for the 2013–2014 fiscal year. When the allocated tax credits in a year exceed the annual cap, the overflow will be rolled over to draw from next year's funding.
2. There was a failed attempt in the California Legislature in 1997 to provide incentives for the movie industry to export major theatrical releases.
3. Kevin Klowden et al., "Film Flight: Lost Production and Its Economic Impact on California," Milken Institute Research Report, July 2010. Notice that the employment statistics cited in the 2010 report are different from those in the current report. The difference is due to the use of two different datasets. See the appendix for a detailed explanation.
4. Navjeet K. Bal, "A Report on the Massachusetts Film Industry Tax Incentives," Massachusetts Department of Revenue, July 2009; Ernst & Young, "Estimated Impacts of the New York State Film Credit," February 2009; Christine Cooper et al., "California Film and Television Tax Credit Program: An Economic Impact Study," Los Angeles County Economic Development Corporation, 2011. The Massachusetts study further notes that, in many existing studies, returns to the state coffers generally ranged from \$0.07 to \$0.28 per dollar of incentive granted.
5. See Table A2 in the appendix.
6. This number is provided by the California Film Commission with the assumption that all production expenditures, whether qualified for the tax incentive or not, are spent within the state.
7. California Film Commission, "Applications for California's Film and TV Tax Credit More Than Double Over 2010," June 6, 2011.
8. Dave McNary, "Bill Could Extend California Incentives," *Variety*, February 23, 2012, <http://www.variety.com/article/VR1118050653> (accessed May 8, 2012).
9. The respective NAICS codes are 5121 and 7115.
10. California Economic Development Department.
11. It is measured by employment in the industry of teleproduction and other post-production services (NAICS code: 512191). The estimates shown in Figure 3 come from the Quarterly Census of Employment and Wages because the Current Employment Statistics Program does not provide such estimates.
12. California Economic Development Department.
13. Richard Verrier, "Fade Out for Visual Effects," *Los Angeles Times*, February 1, 2011, <http://articles.latimes.com/2011/feb/01/business/la-fi-ct-visual-effects-20110201> (accessed 10/19/2011).
14. The state's \$100 million annual funding for the tax credits has always run out by the first few days of its release each year (June 1) and has an ongoing "waiting list."
15. California Economic Development Department, "Projections of Employment by Industry and Occupation: Long-Term (Ten Years) Projection," <http://www.labormarketinfo.edd.ca.gov/?pageid=145> (accessed October 6, 2011).
16. In the California film and television production industry, wage per employee was over \$100,000 in 2010 (\$94,010 for the motion picture and video industries and \$190,240 for independent artists, writers, and performers), according to data available at Moody's Analytics.
17. Michigan Film Office; Connecticut Office of Film, Television and Digital Media.

18. New York State Governor's Office for Motion Picture and Television Development.
19. California Film Commission, "Fact Sheet: Using the Tax Credits," [http://www.film.ca.gov/Incentives\\_UsingTaxCredits.htm](http://www.film.ca.gov/Incentives_UsingTaxCredits.htm) (accessed September 23, 2011).
20. Joe Chianese et al., "Basic Overview of U.S. and International Production Incentives," Entertainment Partners, April 2011. The budget cap is \$10 million for independent films; if an awarded film exceeds this threshold, it will be reclassified as a feature film.
21. See, for example, the quantitative analysis in the LAEDC study.
22. Texas Film Commission. The same bonus applies to production undertaken in economically distressed areas. Similarly, Michigan provides extra incentives for projects undertaken in its "Core Communities," which are older communities that are in need of revitalization.
23. Another way to spur job creation for certain specific regions is to motivate hiring residents from those areas. Illinois, for instance, offers a 15 percent additional tax credit on labor expenditures for employees from high-poverty or high-unemployment areas. This approach, however, may only help with creating non-specialized and lower-paid jobs, unless residents from the underprivileged areas have access to job training programs that are targeted specifically at the entertainment industry.
24. Michigan Film Office.
25. 2011 AICP: Annual Member Survey – Discerning Key Distinctions in Commercial Production, Resolve Market Research, Los Angeles, 2011.
26. <http://www.nylovesfilm.com/tax/CommercialTaxCredit.htm>, accessed 12/17/2011.
27. It encompasses the City of Los Angeles, unincorporated parts of Los Angeles County, and other local jurisdictions.
28. The statistic includes employment in the motion picture and sound recording industries, plus independent artists, writers, and performers. As employment in the motion picture and video industries, which accounted for more than 95 percent of total employment in the motion picture and sound recording industries, is not available at the county level, we use the number from the broader category.
29. Based on Film L.A.'s definition, a development cycle is "the period leading up to the earliest possible date that new pilots would air, postpickup" (Film L.A., "2011 Pilot Production Report").
30. Motion Picture Association of America.
31. Georgia Film, Music & Digital Entertainment Office.
32. Texas Film Commission.
33. See, for example, Bill Carter, "Weighty Dramas Flourish on Cable," *New York Times*, April 4, 2010, <http://www.nytimes.com/2010/04/05/business/media/05cable.html?partner=rss&emc=rss> (accessed September 30, 2011).
34. The British Film Institute Film Fund—Terms and Conditions.
35. Rebecca Villaneda, "Oscars: 'The Artist' Only Film Up for Best Picture That Was Shot Entirely in Los Angeles," *Hispanic Business.com*, [http://www.hispanicbusiness.com/2012/2/27/oscar\\_the\\_artist\\_only\\_film\\_up.htm](http://www.hispanicbusiness.com/2012/2/27/oscar_the_artist_only_film_up.htm) (accessed May 8, 2012).
36. It includes projects filmed by foreign producers and those by Canadian service producers on behalf of foreign producers.
37. Canadian Media Production Association, Association des producteurs de films et de télévision du Québec, and the Department of Canadian Heritage, "Profile 2010: An Economic Report on the Screen-based Production Industry in Canada," <http://www.cftpa.ca/newsroom/pdf/profile/Profile2010Eng.pdf> (accessed October 5, 2011).
38. Monitor Company, "U.S. Runaway Film and Television Production Study Report," 1999 <http://www.ftac.net/assets/applets/runaway.pdf> (accessed May 22, 2012).



## MILKEN INSTITUTE

1250 Fourth Street  
Santa Monica, CA 90401  
Phone: (310) 570-4600

*Washington office:*  
1101 New York Avenue NW, Suite 620  
Washington, DC 20005  
Phone: (202) 336-8930

E-mail: [info@milkeninstitute.org](mailto:info@milkeninstitute.org) • [www.milkeninstitute.org](http://www.milkeninstitute.org)





# memorandum

**DATE:** March 21, 2014

**TO:** Mark Scott, City Manager

**FROM:** Joy R. Forbes, Community Development Director 

**SUBJECT:** Caltrans Community Open House – MARCH 20, 2014

- The City hosted a Caltrans Community Open House to provide the public with information about the upcoming Caltrans Interstate 5 HOV / Empire Avenue Interchange Project. As you know because you were also in attendance, Councilmember Frutos attended the meeting but did not speak as part of the public portion of the meeting. Approximately 50 members of the public attended the meeting.
- The meeting format consisted of a 30 slide PowerPoint presentation given by Mumbie Fredson-Cole, the Caltrans Project Manager. Additional Caltrans personnel were in attendance from Caltrans Design, Construction, Right-of-Way, Environmental, Public Information, and Project Management. After the presentation, the formal meeting ended and the meeting transitioned to an Open House format, where members of the public could ask Caltrans questions about the project. Several visual boards were on hand to help Caltrans and the City explain the project components. A 3-D simulation video was prepared by Caltrans to illustrate the project.
- Most of the comments and questions from the public consisted of questions about how the project would be phased, how the Empire Interchange would interface with local streets and businesses, schedule, and other details.
- Three residents from Keeler Street, adjacent to the project, approached Caltrans and City staff to express concerns about cut-through traffic from the new northbound I-5 onramp at Empire Avenue. They are requesting additional neighborhood protection measures to close off Landis and Keeler completely from the new onramp. Staff explained that the onramp and interface to these streets was being designed such that the City could close access to these streets in the future if the neighborhood wished.
- The meeting materials and 3-D simulation video are posted on the Caltrans project website at <http://i-5info.com/magnolia-boulevard-to-buena-vista-street/>.





**CITY OF BURBANK  
PUBLIC WORKS DEPARTMENT  
MEMORANDUM**

**DATE:** February 24, 2014

**TO:** Mark Scott, City Manager

**FROM:** Bonnie Teaford, Public Works Director  
By: Ken Johnson, Traffic Engineer *Bonnie Teaford*  
*Ken Johnson*

**SUBJECT:** City Manager Tracking List No. 1529 - Request for funding to widen the Victory Place undercrossing of the Union Pacific Railroad

---

Request letters were sent to Mumbie Fredson-Cole, California Department of Transportation (Caltrans) Project Manager of the I-5 widening project, and to Doug Failing, Metro Executive Director of Highway Programs, to ascertain if any funding is available to widen Victory Place beneath the Union Pacific (UP) Bridge, just north of Lake Street. Those letters are attached. Neither Metro nor Caltrans has allocated any funding to reconstruct Victory Place; therefore, financial assistance will not be available from either agency.

As discussed with the Traffic Commission and the City Council previously, staff believes that the widening of Victory Place beneath the UP railroad tracks will not be useful in improving circulation on Victory Place, because bottlenecks restrict vehicle movements in other locations. In addition, the City has learned of new details regarding construction staging needed for the Empire Interchange. Beginning this summer and lasting for about 28 months, Victory Place will be narrowed to one lane in each direction – without a center turn lane – for several hundred feet south of Empire Avenue. The eastern end of Empire Avenue will also be narrowed to two travel lanes. Thus, during the two-year Empire Interchange construction period, only one northbound traffic lane and one southbound traffic lane will be available on Victory Place near Empire Avenue. If Victory Place were to be widened under the railroad, a construction-related bottleneck would still exist on Victory Place due to the construction staging needed for the project.

Finally, as part of the Empire Interchange project, the Victory Place right-of-way will be permanently narrowed to enable the future construction of additional Metrolink rail tracks. Caltrans is expected to begin the process of condemning a total of 17 feet of the existing 70-foot right-of-way for future rail expansion. Staff will likely recommend that Burbank negotiate to use the land as a street until it is needed by Metro at an undetermined future date. The ultimate configuration of Victory Place north of the UP undercrossing will then be three travel lanes, one travel lane in each direction and one left turn lane.

**Attachments:** Caltrans Letter  
Metro Letter

**cc:** Joy Forbes, Community Development Director  
Mary Riley, Sr. Assistant City Attorney  
David Kriske, Deputy City Planner  
Jackson Hite, Administrative Analyst



CITY OF BURBANK  
150 N THIRD STREET, P.O. BOX 6459, BURBANK, CALIFORNIA 91510-6459

PUBLIC WORKS DEPARTMENT

July 20, 2013

Mr. Mumbie Fredson-Cole  
Project Manager – Interstate 5 North  
California Department of Transportation  
100 Main Street, Suite 100  
Los Angeles, CA 90012-3606

Subject: Widening of Victory Place at the Union Pacific Overcrossing North of Lake Street

Dear Mr. Fredson-Cole:

Caltrans graciously provided funding for traffic system improvements along Glenoaks Boulevard to mitigate traffic detour impacts associated with the Interstate 5 construction project. Those improvements are currently scheduled to be under construction within several months. The improvements will significantly enhance our ability to manage traffic demand during the freeway construction.

The City's Traffic Commission, a citizen advisory group, believes that Victory Place between Burbank Boulevard and Empire Avenue is another corridor that may be heavily impacted during the reconstruction of the I-5 freeway. They feel that the restricted street width beneath the Union Pacific rail bridge just north of Lake Street may constrict traffic flow in the one available northbound lane, and the congestion could spill over to Burbank Boulevard. They are particularly concerned about the lengthy period during the Burbank Boulevard bridge reconstruction.

The Traffic Commission has suggested that congestion issues can be reduced with the widening of Victory Place beneath the Union Pacific bridge by reducing the sidewalk width on one or both sides of the street. However, the widening is expected to cost between \$300,000 and \$500,000 to complete. We have been asked by our City Council to inquire if potential funding is available in the I-5 widening project to undertake or assist with this street widening project.

I appreciate your consideration of this matter.

Sincerely,



Kenneth Johnson  
Burbank Traffic Engineer

Cc: Doug Failing, Metro Highway Programs  
Burbank City Council and City Manager  
Ara Najarian, Metro Board Member  
Burbank Traffic Commission



CITY OF BURBANK  
150 N THIRD STREET, P.O. BOX 6459, BURBANK, CALIFORNIA 91510-6459

PUBLIC WORKS DEPARTMENT

July 20, 2013

Mr. Doug Failing  
Executive Director, Highway Programs  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012

Subject: Widening of Victory Place at the Union Pacific Overcrossing North of Lake Street

Dear Mr. Failing:

The Interstate 5 reconstruction project is welcomed by the residents of Burbank and most are eagerly awaiting project completion. The project, however, will have some major impacts on travel within the city. The project has graciously allocated funding to improve several traffic signal systems on Glenoaks Boulevard, a major detour route, and these improvements will significantly enhance our ability to manage the detour traffic demand. We are ready to solicit bids for this improvement project.

The City's Traffic Commission, a citizen advisory group, believes that Victory Place between Burbank Boulevard and Empire Avenue is another corridor in Burbank that may be heavily impacted during reconstruction of the freeway, particularly during the lengthy period of the Burbank Boulevard bridge reconstruction. This corridor is restricted beneath the Union Pacific rail bridge just north of Lake Street to one northbound travel lane.

The Traffic Commission has suggested that congestion issues can be reduced with the widening of Victory Place beneath the Union Pacific bridge by reducing the sidewalk width on one or both sides of the street. However, the widening is expected to cost between \$300,000 and \$500,000 to compete. Our City Council asked if additional funding is available from Metro to undertake or assist this street widening project.

I appreciate your consideration of this matter.

Sincerely,

Ken Johnson  
Burbank Traffic Engineer

Cc: Mumbie Fredson-Cole, Caltrans  
Burbank City Council and City Manager  
Ara Najarian, Metro Board Member  
Burbank Traffic Commission





**CITY OF BURBANK  
PUBLIC WORKS DEPARTMENT**

**DATE:** March 24, 2014

**TO:** Mark Scott, City Manager

**FROM:** Bonnie Teaford, Public Works Director *Teaford*  
By: Sean Corrigan, Chief Assistant Public Works Director/City Engineer *SC*

**SUBJECT:** City Manager Tracking List No. 1544 – Town Hall citizen concerns

---

At the March 4, 2014, Town Hall meeting a resident communicated concerns about recently completed improvements to pedestrian ramps at the northwest corner of Olive Avenue and Victory Boulevard and at the Disney Elementary School. Another citizen had concerns about potholes on Buena Vista between Tulare and Winona.

In the current annual sidewalk repair contract, both of the ramp locations were improved to comply with Americans with Disabilities Act standards. Photographs of the work are attached as Exhibit A. The concerns raised by the resident are:

**Concern:** At Victory/Olive there is inadequate clearance around the additional crosswalk button pedestal installed during the work, located at the back of the ramp.

**Response:** The work doubled the width of the ramp to eight feet and provided at least four feet of clearance around the pedestal. The ramp meets standards.

**Concern:** At the corner of Disney Elementary School there is now a raised area behind the new ramps, where pedestrians have stumbled.

**Response:** To achieve the gentle slopes required to meet standards, the new concrete is lower. This resulted in the raised area behind the new ramps. Curbs and raised areas behind pedestrian ramps are often necessary. Pedestrians need to pay attention to curbs and steps. Regarding this area specifically, lowering all the concrete behind the ramps, back to the school wall, would require encroachment onto School District property and could require significant underpinning of their wall. The ramps meet standards.

Staff recommends no major new investment in either ramp location. However, Public Works will mark the Disney curb with paint so that pedestrians will become accustomed to the change. The potholes on Buena Vista were patched on March 5, 2014.

Exhibit A: Photographs of pedestrian ramps in question



NW corner of Olive & Victory, looking south



Corner of Disney Elementary School looking north



# memorandum

**DATE:** March 21, 2014

**TO:** Mark Scott, City Manager

**FROM:** Joy R. Forbes, Community Development Director 

**SUBJECT:** LADWP COMMUNITY MEETING – RIVER SUPPLY CONDUIT  
IMPROVEMENT PROJECT (UPPER REACH – UNIT 7)  
MEETING SYNOPSIS – MARCH 20, 2014

- The Los Angeles Department of Water and Power (LADWP) held a community meeting to present the subject project (PowerPoint attached), with a special focus on the real estate impacts of the project. The meeting was attended by approximately 45 neighbors, two Community Development Department staff members and Mayor Emily Gabel-Luddy.
- The community meeting was held in response to a disturbing letter that was sent by the LADWP real estate section to affected property owners. There was a brief presentation (which included apologies for the poor choice of words in the letter) on the real estate component of the project, followed by an extensive question and answer period. LADWP real estate staff and their contract appraisers were on hand to answer many questions.
- The other main component of the meeting included an overview of the actual construction project, which addressed why it is necessary, the construction methodology, and the anticipated project schedule. An extensive question and answer period following the second half of the presentation also took place.
- The meeting started at 6:30 p.m. and ended roughly at 7:50 p.m. The LADWP team offered to hold additional community meetings if necessary.

RECEIVED  
CITY OF BURBANK  
COMMUNITY DEVELOPMENT DEPARTMENT  
MARCH 25 2014 11:20 AM

**Introduction**

- Purpose of meeting – Ruth Davidson-Guerra
- Introduction – John Otoshi
- Opening Remarks – Stephan Tucker
- Real Estate Background, Update, and Q&A – Reynan Ledesma
- Project Overview – John Otoshi
- Project Questions and Answers
- Breakout session – Individual Q&A and appraisal signups

---

---

---

---

---

---

---

---

**River Supply Conduit Improvement Upper Reach Unit 7 (RSC7)**

The map displays the proposed alignment for the River Supply Conduit Improvement Upper Reach Unit 7 (RSC7). The alignment is shown as a red line starting from the northwest and moving southeast through North Hollywood and Los Angeles City. Key landmarks include Burbank, Golden Park, and the Los Angeles River. The map also shows existing streets and utility lines.

---

---

---

---

---

---

---

---

**River Supply Conduit Improvement Upper Reach Unit 7 (RSC7)**

**Real Estate Issues**

- Background /History
- Private Easements Acquired
- Explanation of Notice to Appraise (NTA) Letter
- Next Steps- Intent of New Appraisal
- Q & A

---

---

---

---

---

---

---

---

**RSC 7 – Project Objective**

**Objectives of New RSC Projects**

- Comply with California Department of Public Health Regulations (CDPH).
- Comply with Federal & State Water Quality Regulations.
- Increase water capacity due to loss of water storage for the RSC supply zone.
- Future demands for additional conveyance capacity and system operation reliability.
- Replace existing 1940's pipeline in existing transmission Right of Way (ROW) with new pipeline in the same ROW

---

---

---

---

---

---

---

---

**RSC Upper Reach Unit 7 Project - Information**

- Pipe: 78-inch I.D. Welded Steel Pipe
  - Total Pipe 13,255 LF
- Installation Methods:
  - Cut & Cover 916 LF (all between City of Los Angeles)
    - 838 LF (Forest Lawn Dr), 78 LF (Burbank Blvd)
  - Tunneling 12,339 LF (all between City of Burbank except for approx. 200 feet at each end of tunnel)
    - 11,782 (under Whitnall Hwy), 557LF (under LA River)
    - Estimated Tunnel Diameter: min. 9.5-ft I.D. – max. 12-ft O.D.
    - Required Tunnel Method: Earth Pressure Balance Tunnel Boring Machine (EPBTBM) with Concrete Segmented Liner
    - Tunneling Depth: 50-60 feet below ground surface in COB
    - Expected Number of shafts: 3 (1 launching in the City of Burbank and 2 retrieval shaft in the City of LA)

---

---

---

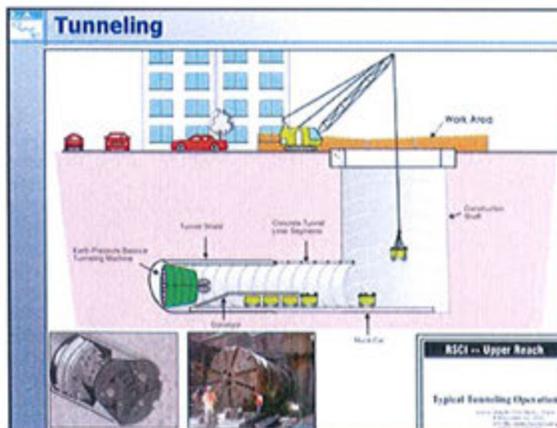
---

---

---

---

---



---

---

---

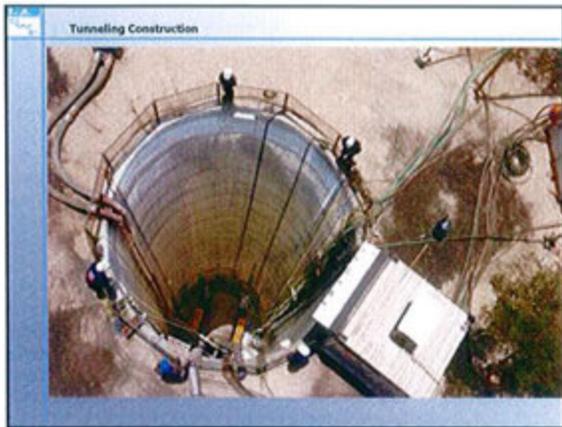
---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

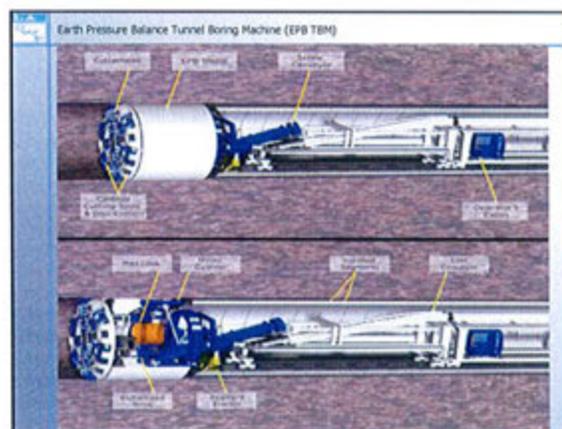
---

---

---

---

---



---

---

---

---

---

---

---

---

Tunneling Construction



TBM TRAIN IS APPROXIMATELY EQUIVALENT TO THE LENGTH OF

9 SCHOOL BUSES (EACH BUS IS ±37.5 FEET LONG)

TBM length 3355 feet

**Tunnel Boring Machine (TBM)**

The diagram shows a long orange train of segments representing a TBM, with a red bracket below it indicating its length is approximately equivalent to 9 school buses. Below this, a shorter orange train of segments represents 9 school buses, with a red bracket below it indicating each bus is approximately 37.5 feet long. The text 'TBM length 3355 feet' is located at the bottom right of the diagram.

---

---

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

---

---



**Communication Plan**

- Project Sign and Notices
- Door Hanger
- Community Relations
- Pedestrian Access

---

---

---

---

---

---

---

---

**Project Controls**

- Noise
- Vibration

---

---

---

---

---

---

---

---

**River Supply Conduit Improvement Upper Reach Unit 7 (RSC7)**

**DWP Contact Information**

- Project Manager     John Otoshi     213)367-0013
- Right of Way         Reynan Ledesma     213) 367-0585

• Power System Contacts:

Overhead distribution power line improvements  
Scott Hunter 213-367-2745

Transmission Line Improvements  
James Gokey 213-367-2487

Transmission line Right of Way Issues  
William Arriola at 818-771-16035

---

---

---

---

---

---

---

---

Q&A

**Any Questions?**

---

---

---

---

---

---

---

---



**INFRASTRUCTURE SUBCOMMITTEE**  
**March 25, 2014**

**SYNOPSIS OF ITEMS ARE IN BOXES BELOW**

**I. ORAL COMMUNICATIONS:**

A. Public Communication:

B. Commission Member Communication:

C. Staff Communication:

**II. ESTIMATED FUNDS AVAILABLE FOR FISCAL YEAR (FY) 14-15 INFRASTRUCTURE:**

The Financial Services Department will provide the Subcommittee with a handout that lists funds that might be available for infrastructure investments in FY 14-15.

Bonnie Teaford, Public Works Director, provided an overview of work done by the Subcommittee. Ms. Teaford distributed the Projected Year-End Fund Balance Summary as of Dec-13 and Cindy Giraldo, Financial Services Director, provided a summary of the fund balances.

**III. MUNICIPAL FACILITIES (BUILDING) FUND DISCUSSION:**

The Park, Recreation, and Community Services (PR&CS) and Public Works departments will present information about funded and unfunded needs related to citywide facilities.

Ms. Teaford distributed the Fund 534 Future Projection of Spendable Cash for Projects sheet and provided an overview of funding resources, total revenues, capital, and total appropriations for the Municipal Building Maintenance Fund.

Judie Wilke, PR&CS Director, provided an overview of the PR&CS Department's infrastructure assessment and prioritized forecasted infrastructure needs.

Ms. Teaford distributed the Facilities Assessment Forecasted Needs FY 13/14 – 32/33 and provided a brief overview of identified citywide structural needs.

**IV. PRELIMINARY DRAFT FY 14-15 RECOMMENDED INFRASTRUCTURE INVESTMENT PLAN:**

Staff will provide an overview of the FY 14-15 draft infrastructure investment plan that is scheduled to be presented to City Council during a May 2014 budget review session.

Ms. Teaford distributed the 2014-15 Recommended Investment Plan for Infrastructure sheet and provided an overview of funding sources for infrastructure projects based on the Financial Services Department's draft FY 14-15 Capital Improvement Project Progress Report.

**V. ADJOURNMENT:**

The meeting was adjourned at 2:42 p.m.

**City of Burbank  
Infrastructure Subcommittee Handout  
Projected Year-End Fund Balance Summary as of Dec-13**

Fund	Fund Title	FY 2013-14 Projected		Restrictions	Notes
		Account Description	Spendable Cash Balance		
001	General Fund	Projected Recurring Balance	\$ 1,103,145	None	
		Projected Non-recurring Balance	6,519,392	None	Does not include RDA loan repayments forecasted to begin in FY 2014-15
		Holding - Burbank Athletic Federation Capital Improvements - Tennis Center Capital Improvements - Park Development Art in Public Places Reserve	147,378 15,461 276,515 583,860	Restricted for Sports Facilities Restricted for Tennis Center Restricted for Parks CIP Restricted for public art projects	
370	General City Capital Projects	Infrastructure Reserve Funds from year-end FY 2013-14 savings	1,000,000	None	
		CSB Funds to Capital Projects - Holding Library Improvements Capital Projects - Library Holding	5,058,939 750,000 3,500,000	Restricted to Capital Projects None Restricted to Capital Projects	
104	Proposition A - Transportation	Projected spendable cash balance	2,264,976	Restricted to transit programs and facilities	Spendable Balance will be used to offset operating deficit for future years
105	Proposition C - Transportation	Projected spendable cash balance	-	Restricted to transit programs and facilities	Spendable Balance will be used to offset operating deficit for future years
122	Community Development Block Grants (CDBG)	Projected spendable cash balance for Capital Projects	616,809	65% of CDBG revenue may be utilized for capital projects benefiting low & moderate income residents	In the process of being updated. CDBG plan for FY 14-15 will be presented to Council on April 22, 2014.
125	State Gas Tax	Projected spendable cash balance	1,302,084	Restricted for construction & maintenance of City's street system	
127	Public Improvements (Development Impact Fees)	Projected Spendable Cash Balances: Transportation Fire Library Police Parks	8,715,518 - 976,412 - 640,994	Restricted to projects designed to increase capacity within the designated categories as specified in the City's Infrastructure Blueprint and Community Facilities Element	
130	Youth Endowment Services (YES)	Projected spendable cash balance	2,101,630	Restricted for use on youth-oriented projects and programs	
534	Municipal Building Maintenance	Projected spendable cash balance	94,027	Provides for maintenance of general government buildings	Per recent cash flow meeting, this number is based on PW/PRCS projected balance for FYE 6/30/14.

**TOTAL AVAILABLE FUNDS: \$ 35,667,141**

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
----------------------	-------------	-----------------------	----------------------	----------------	-----------------------------------	------------------------------------	---------------------------------	---------------------------------------

**COMMUNITY DEVELOPMENT DEPARTMENT**

BurbankBus Vehicle Replacement	This project would replace seven buses in the City's 17-vehicle fleet. Two vehicles purchased in 2003 will reach the end of their useful life in 2015. Five other vehicles purchased in 2006 will reach the end of their useful life in 2018. (Note: five of the City's oldest 2003 vehicles will be replaced as part of a 2013 Metro Call for Projects grant).	Maybe, but perhaps not in a timely manner	High	\$ 3,357,095	\$ 3,357,095	TBD	One-Time	N/A
Burbank 2035 Traffic Mitigations	This project would construct the six physical roadway mitigations identified in Burbank2035 to mitigate traffic caused by new development, and would also complete the signal infrastructure needed to synchronize the City's signal system that is not already funded by Measure R Highway Operations Improvements Project. About \$6.125M is needed over the next 20 years, with about \$3M of that needed within the next 10 years.	Maybe	Low	\$ 3,000,000		\$ 3,000,000	One-Time	N/A

**LIBRARY**

Radio Frequency Identification (RFID)	A data collection technology that uses electronic tags for storing data and allows for collection management and self-checkout. Funding needed for Buena Vista and Northwest.	Not likely	High	\$ 175,000	\$ 175,000		One-Time	Minor Maintenance renewal recurring expenses.
---------------------------------------	---	------------	------	------------	------------	--	----------	---

**PARK, REC. & COMM SERVICES**

Starlight Bowl	Refurbishment of the Starlight Bowl to meet existing and future community needs. Proposed project will be phased over 10 years and includes replacing the seating and enhancing the overall use of the facility. Costs range between 9,000,000 (Years 1-5) and \$9,000,000 (Year 6-10). Total cost 18,000,000.	Not likely, but possibly public-private partnership opportunity	Low	\$ 18,000,000	\$ 9,000,000	\$ 9,000,000	One-Time	
Olive Recreation Center	Rehabilitation of the Olive Recreation Center. The facility was constructed in the late 1940's. Minor improvements were made in the 1970's; however, due to the facilities existing layout the center is currently underutilized. Costs include floors. Costs range between 5,000,000 - \$8,000,000.	Not likely	Low	\$ 8,000,000	\$ 8,000,000		One-Time	
Verdugo Recreation Center (Flooring)	Replacement of gym flooring at Verdugo Recreation Center	Not likely	High	\$ 100,000	\$ 100,000		One-Time	

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Playground Equipment and Shade Structure Replacement	Project will fund the replacement of playground equipment and shade structures as City parks. 1-5 Years (Earthwalk, Ralph Foy, Mountain View, Valley, Verdugo, Vickroy and Whitnall Park) 6-10 Years (Brace, Lundigan, Maple, Maxam, McCambridge, Miller, Ovrorn, Robert Gross, and Santa Anita).	Not likely	Medium	\$ 4,500,000	\$ 2,100,000	\$ 2,400,000	One-Time	
Restroom Renovation	Project will renovate restroom facilities to comply with ADA requirements and improve efficiencies. 1-5 Years (Brace Canyon, Larry Maxam, Lundigan, Valley and Verdugo) 6-10 Years (McCambridge, Miller, Olive, Ovrorn, Vickroy)	Not likely	Medium	\$ 2,500,000	\$ 1,250,000	\$ 1,250,000	One-Time	
Park Lighting	Replacement of existing lighting systems throughout the City's park system (i.e. tennis courts, basketball courts, and pathway lighting)	Maybe (energy efficiency grants?)	Medium	\$ 300,000	\$ 150,000	\$ 150,000	One-Time	
Replacement of Irrigation Systems at Parks	Replacement of antiquated irrigation systems at the parks. Many of the irrigation systems at the Park are over 40 years old and are not compatible with the centralized computer system.	Not likely	Medium	\$ 10,000,000	\$ 5,000,000	\$ 5,000,000	One-Time	
Tennis Center Court Improvements	Replacement of clay tennis courts (\$50,000) and replacement of wind screens (\$20,000)	Not likely	High	\$ 70,000	\$ 70,000		One-Time	
Picnic Facility Improvements	Project will fund the development of designated picnic areas through the City's park system. New picnic pads, tables and pavilions will be added.	Not likely	Medium	\$ 100,000	\$ 100,000		One-Time	
Little Theater Improvements	Modernize the Little Theater and potential convert the theater into a more multipurpose facility	Not likely	Low	\$ 250,000	\$ 250,000		One-Time	
Joslyn Center Rehabilitation	Modernize the entire Joslyn Center in alignment with improvements that have been made to the Arts and Craft room and Computer Lab to attract more baby boomers to the facility.	Not likely	Low	\$ 1,000,000		\$ 1,000,000	One-Time	
Verdugo Recreation Center	Project will reconfigure existing classroom and office space to better maximize this area to allow for additional programming.	Not likely	Low	\$ 500,000		\$ 500,000	One-Time	

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Verdugo Park - Log Cabin Improvements	Modernize the Log Cabin, which is a facility that is frequently rented out for parties and events to maximize the usage of this facility. Project would replace existing lighting, cabinets, flooring, furniture and fixtures and install a sound system.	Not likely	Low	\$ 50,000	\$ 50,000		One-Time	
Verdugo Park - Lower Assembly Building Improvements	Project will reconfigure existing classroom space to better maximize this area to allow for additional programming and the creation of a teen center.	Not likely	Low	\$ 500,000		\$ 500,000	One-Time	
Baseball Field Bleacher Shade Structures	Project will fund the design and installation of shade structures over the bleachers at each of the Department's baseball fields. The Department has a total of 16 baseball fields. Of that total two facilities, Palm and Bel Aire, would not need a shade structure and a shade structure has been installed over the baseball field at George Izay Park. A total of 13 shade structures would be completed as part of this project.	Not likely	Medium	\$ 975,000	\$ 450,000	\$ 525,000	One-Time	
Unfunded Park System Maintenance Needs	With an aging park system additional funding is needed to maintain a variety of infrastructure throughout the City's park system (i.e. fencing replacement, concrete repairs, irrigation repairs, lighting replacements, drinking fountain improvements, parking lot repairs and turf rehabilitation). Estimated cost approximately \$600,000 a year.	Not likely	Medium	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	Recurring	

**POLICE**

Uninterrupted Power Supply Unit 1 - UPS # 1 supports and supplies back up power for the City's phone and radio systems. (Installed with building completion in 1998)	Power Supply Back-up unit for the City's phone and radio systems.	Not likely	High	\$ 30,000	\$ 30,000		Long Term - to be replaced every 15 years	N/A
Uninterrupted Power Supply Unit 3 - UPS # 3 supports and supplies back up power for the Police Department's Mobile Data Terminal (MDT) system. (Installed with building completion in 1998)	Power Supply Back-up unit for the Police Department's Mobile Data Terminal (MDT) system.	Not likely	High	\$ 30,000	\$ 30,000		Long Term - to be replaced every 15 years	N/A
Range training house - building structure used for tactical training.	Building Structure	Not likely	High	\$ 78,000	\$ 78,000		Long Term - to be replaced every 20 years	N/A

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Jail Access Control System - the control panels and circuits that operate the doors are legacy and replacement parts may no longer be available. (Installed with building completion in 1998)	Electronic access panel	Not likely	High	\$ 150,000	\$ 150,000		Long Term - to be replaced every 15 years	N/A
Hirsch Access Card System - Police and Fire Headquarter's security access system. (Installed with building completion in 1998)	Security door and elevator access system.	Not likely	High	\$ 350,000		\$ 350,000	Long Term - to be replaced every 20+ years	N/A
In-Car Video Camera System	Video camera systems installed in Police Patrol vehicles	Not likely	High	\$ 250,000	\$ 250,000		Long Term - changes in technology may necessitate/upgrades or replacement within 7 to 10 years	
Evidence Freezer (Installed with building completion in 1998)	Freezer utilized to stored evidence and DNA samples	Not likely	High	\$ 65,000	\$ 65,000		Long Term - will need replacement in 15 to 20 years	
Evidence Freezer - Installed in 2008	Additional freezer capacity to store evidence and DNA samples	Not likely	High	\$ 60,000		\$ 60,000	Long Term - will need replacement in 15 to 20 years	
Digital Audio Recorders System	Personal recorders for Police personnel	Not likely	High	\$ 150,000	\$ 150,000		Long Term - changes in technology may necessitate/upgrades or replacement within 5 to 10 years	
Digital Audio Recorder Storage	Storage servers	Not likely	High	\$ 85,000	\$ 85,000		Replacement in 5 years	

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Mobile Pet Adoption vehicle	Mobile pet adoption transportation	Likely	High	\$ 200,000	\$ 200,000		Long Term - to be replaced in 15 years. Additional annual maintenance costs	
Downtown Surveillance System with connectivity back to the Police station to enhance public safety and reduce crime. (Previously planned as a Redevelopment Agency Project)	Installation of surveillance cameras in public parking structures in the downtown	Not likely	High	\$ 450,000	\$ 450,000		There will be recurring costs for maintenance and replacement of camera units	\$ 50,000
<b>PUBLIC WORKS</b>								
Unfunded Traffic Signal System Infrastructure Improvements	Pole and cabinet replacement, and new conduit for older signals, to bring all traffic signals to current standards. Non-Measure R funded (2-10 year time frame).	Some	High	\$ 4,500,000	\$ 200,000	\$ 4,300,000	One-Time	N/A
Unfunded Equipment Replacement - Sign Truck and Striping Truck	Unfunded cost of new striper and new paint truck for the paint/sign program. The striper is 26 years old and the replacement cost will be approximately \$70,000 more than the accumulated depreciation. The sign truck (scheduled to be replaced in 2015) is six years behind replacement and will need approximately \$30,000 to supplement the existing replacement budget (1-5 year time frame).	Not likely	High	\$ 100,000	\$ 100,000	\$ -	One-Time	N/A
Unfunded Yearly Debris Basin Clearance	We are awaiting permits to clean out our debris basins. One time funding is available for the initial cleaning, but recurring funding will be needed to retain the basins' capacity to prevent downstream funding.	Not likely	Medium	\$ 500,000	\$ 250,000	\$ 250,000	Recurring	\$ 50,000
Unfunded Parking Authority Parking Structure Repairs (Orange Grove, City Hall, and Courthouse)	Various concrete, waterproofing, electrical, painting, and plumbing repairs are needed in City/Authority-owned Downtown parking structures.	Not likely	High	\$ 1,275,000	\$ 955,000	\$ 320,000	Recurring	\$ 125,000
Unfunded Municipal Building Repairs	Building maintenance needs on general City municipal buildings (HVAC, roofs, plumbing, electrical, painting, etc.). Total funds required are in addition to the average sales tax revenue contribution to PW portion of the 534 Building Maintenance Fund.	Not likely	High	\$ 4,232,000	Depends on sales tax revenue contribution to Fund 534	\$ 4,232,000	Recurring	\$ 846,000

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Unfunded Municipal Buildings (Mandatory Seismic Retrofit- BMC Ordinance driven)	Mandatory seismic retrofit on the Building Maintenance & Parks Storage buildings located at City Yards (pending cost benefit analysis - demo with modular offices vs. seismic retrofit) and Wells Fargo (pending state redevelopment assessment).	Not likely	High	\$ 1,650,000	\$ 1,650,000		One Time	N/A
Unfunded Municipal Buildings (Non-Mandatory Seismic Retrofit)	Non-mandatory seismic retrofit on Verdugo Rec Center, Olive Rec, Izzy Park Theater, McCambridge Lower Assembly Building, Starlight Room Trellis, Amphitheater Snack Bar, City Hall, Central Library, Mountain View Pump House.	Maybe	Medium	\$ 16,000,000	\$ 7,700,000	\$ 8,300,000	One Time	N/A
Unfunded LA River Trash TMDL (County catch basins)	Install full capture devices on County owned catch basins.	Not likely	High	\$ 1,309,000	\$ 1,309,000		One-Time	N/A

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**CORE ELEMENTS - sorted by Department**

ITEM - CORE ELEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Unfunded LA River Metals TMDL	Install structural BMPs to meet TMDL permit limits. Cost estimates are based on City of LA's per acre unit cost developed as part of their Metals Total Maximum Daily Load (TMDL) implementation plan multiplied by the number of urban acres within Burbank.	Not likely	Low	\$ 66,600,000	\$ 29,600,000	\$ 37,000,000	Long Term	TBD
Unfunded City Streets	Burbank has a street repair backlog in excess of \$85 million. Assuming steady-state funding of \$2.4 million, it is estimated that an additional \$4.0 million would be required each year to improve the condition of the streets and reduce the backlog.	Not likely	High	\$ 40,000,000	\$ 20,000,000	\$ 20,000,000	Recurring	\$ 4,000,000
Unfunded City Sidewalks and Pedestrian Ramps	The City must reconstruct damaged sidewalks and upgrade pedestrian ramps to comply with existing ADA regulations. Pending federal ADA regulations for the public right-of-way will trigger future upgrades to city sidewalks at corners and driveways.	Not likely	High	\$ 3,500,000	\$ 1,500,000	\$ 2,000,000	Recurring	\$ 400,000
Unfunded City Storm Drains	City storm drain infrastructure is aging. Sections of storm drains are beginning to fail, especially old corrugated metal pipe drains. This program will replace or line two small sections per year.	Not likely	Low	\$ 250,000	\$ 125,000	\$ 125,000	Recurring	\$ 25,000
Unfunded Central Library	This project modernizes the Central Library and Wells Fargo buildings to better utilize space, increasing Library capacity for patrons by 112%. Council has set aside \$4.25 million to date for the work.	Not likely	Medium	\$ 12,170,000		\$ 12,170,000	One-Time	N/A
Unfunded McCambridge Pool	This project will replace a nearly 60-year-old pool facility with a 25-yard pool, activity pool and water slide pool and adjunct facilities, including a pool enclosure.	Not likely	Medium	\$ 11,758,000		\$ 11,758,000	One-Time	N/A
Unfunded Bridge maintenance and repairs	Burbank's 30 bridge structures need periodic maintenance and repairs. The project will also make structural upgrades and generally modernize the 75 year old Manposa Equestrian Bridge structure that links to LA's trails.	Maybe (LA County grant is paying for some work already)	Low	\$ 850,000	\$ 750,000	\$ 100,000	Recurring	\$ 20,000
<b>GRAND TOTAL ALL DEPARTMENTS</b>				<b>\$ 225,969,095</b>	<b>\$ 98,679,095</b>	<b>\$ 127,290,000</b>		<b>\$ 5,516,000</b>

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**POTENTIAL ENHANCEMENTS - sorted by Department**

ITEM - POTENTIAL ENHANCEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
<b>COMMUNITY DEVELOPMENT DEPARTMENT</b>								
Clybourn Avenue Grade Separation Project	The Clybourn Avenue Grade Separation Project would eliminate one of two unfunded at-grade railroad crossings in Burbank. This grade crossing will improve rail safety, allow for easier access to Bob Hope Airport and the northwest portion of Burbank, and will permit more direct transit connections between North Hollywood and Bob Hope Airport. The project may also provide secure, consolidated freight access to Bob Hope Airport. A feasibility study has been completed and found four viable alternatives for future study and design. The range of costs at right represent the cost range of all four alternatives.	Yes	Low	30,000,000 to 50,000,000	TBD	30,000,000 to 50,000,000	One-Time	N/A
Downtown Burbank Bicycle and Pedestrian Crossing Project	This project would provide a direct, non-motorized bicycle and pedestrian connection between the Downtown Burbank Metrolink Station and the City's Downtown Burbank commercial, residential, and civic district. This project will integrate the City's primary transit center with Downtown Burbank and provide a connection across Interstate 5 and the railroad tracks that currently separate these locations. The project is currently identified in the Transportation Improvement Plan for the Burbank Center Specific Plan as well as the City's Bicycle Master Plan.	Yes	Low	\$10,000,000	TBD	\$10,000,000	One-Time	N/A
BurbankBus Maintenance and Dispatch Facility	This project would construct a consolidated bus maintenance facility for the City's local BurbankBus fleet, with the potential for this facility to also accommodate Glendale and Pasadena transit vehicles as part of a combined transit operation currently being discussed with the three cities. It would allow the City to consolidate its bus maintenance and storage operations which currently occur separately and at an off-site location. The facility would reduce bus operations costs by reducing dead head times that buses need to be driven with no revenue service. This project is currently in the conceptual stage.	Maybe	Low	\$ 3,000,000		\$ 3,000,000	One-Time	N/A

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**POTENTIAL ENHANCEMENTS - sorted by Department**

ITEM - POTENTIAL ENHANCEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
Kenneth Road South Bicycle Boulevard Project	This project would construct bicycle boulevard intersection treatments, bicycle boulevard signage, sharrows and other improvements to create residential bicycle facilities on Kenneth Road between Walnut Avenue and the southern city limits. This street is identified on the City's Bicycle Master Plan and is designated to better connect schools and parks to the City's Bicycle Network to encourage more bicycle trips to these destinations.	Maybe	Medium	\$ 400,000	TBD	TBD	One-Time	N/A
Burbank Wye Rail Spur Reconfiguration / Victory-Chandler Grade Crossing Elimination Project (In concert with Chandler Extension)	This project would reconfigure/realign the Burbank Wye freight rail spur to remove the existing Victory Blvd / Chandler Blvd at-grade rail crossing and accommodate the future Chandler Bikeway Extension. This project would eliminate an old, substandard rail crossing that lacks crossing gates and other contemporary safety devices. The track reconfiguration would also allow the Chandler Bikeway to be extended eastward to the San Fernando Bikeway.	Maybe	Medium	\$ 2,000,000	\$ 2,000,000	TBD	One-Time	N/A
Downtown Burbank Bikeway Access Project	This project would construct 2.5 miles of Class II bike lanes along three corridors in the Downtown Burbank area to provide increased connectivity to the Downtown Burbank retail district and Civic Center. The project would add bicycle lanes on Orange Grove Avenue between Third Street and Sunset Canyon Drive, on First Street between Verdugo Avenue and San Fernando Boulevard, on Magnolia Boulevard between Victory Boulevard and Third Street.	Maybe	Low	\$ 300,000	TBD	TBD	One-Time	N/A
Remaining Bicycle Master Plan Top Priority Projects (not included above)	Project would construct the remaining bicycle infrastructure projects listed as Top Priority in the Bicycle Master Plan, not including the bicycle projects described above. This project also excludes any project already grant funded.	Maybe	Low	\$ 2,200,000	TBD	TBD	One-Time	N/A
North San Fernando Boulevard Streetscape and Safety Project	This project would implement streetscape, bicycle, pedestrian, lighting, and other safety improvements on San Fernando Boulevard between Burbank Boulevard and Interstate 5. This project implements the proposed North San Fernando Boulevard Master Plan.	Maybe (also developer contributions)	Medium	\$ 4,900,000	TBD	TBD	One-Time	N/A

**DRAFT**  
**LIST OF UNFUNDED CAPITAL NEEDS**  
**POTENTIAL ENHANCEMENTS - sorted by Department**

ITEM - POTENTIAL ENHANCEMENTS	Description	Likelihood of Grants?	Cost Accuracy Rating	Total Required	Funding Required within 1-5 Years	Funding Required within 6-10 years	Long Term Recurring or One-Time	If Recurring, Required Annual Funding
-------------------------------	-------------	-----------------------	----------------------	----------------	-----------------------------------	------------------------------------	---------------------------------	---------------------------------------

**INFORMATION TECHNOLOGY**

Expansion of wireless network	Expansion of the wireless network providing connectivity at all City facilities and downtown public areas	Not likely	High	\$ 107,000	\$ 107,000	TBD	One-Time	Future replacement captured through Fund 537 rental rates
Mobile Device Management	Software/hardware solution for managing mobile device connectivity to internal data sources	Not likely	High	\$ 205,000	\$ 205,000		One-Time	Future replacement captured through Fund 537 rental rates

**LIBRARY**

Automated Material Handling System (AMHS)	A system that consists of conveyors and sorting equipment that can move library materials and sort them mechanically by category into separate bins. Some of the main benefits from implementing AMHS are increased productivity, improved collection management, reduced risk of injuries and enhanced customer service. Based on very preliminary cost estimates, *construction needed and costs associated are unknown at this time.	Not likely	Low	\$ 220,000	TBD	N/A	One-Time	Minor Maintenance renewal recurring expenses.
---	---	------------	-----	------------	-----	-----	----------	---

**PARK, REC & COMM SERVICES**

McCambridge Recreation Center	Project will reconfigure existing classroom and office space to better maximize this area to allow for additional programming.	Not likely	Medium	\$ 500,000		\$ 500,000	One-Time	
-------------------------------	--	------------	--------	------------	--	------------	----------	--

<b>GRAND TOTAL ALL DEPARTMENTS</b>				<b>\$ 13,832,000</b>	<b>\$ 2,312,000</b>	<b>\$ 3,500,000</b>		
------------------------------------	--	--	--	----------------------	---------------------	---------------------	--	--

# DRAFT

**CITY OF BURBANK  
MUNICIPAL BUILDING MAINTENANCE FUND 534  
Future Projection of Spendable Cash for Projects**

	Year 1 Budgeted FY 13/14	Year 2 Projected FY 14/15	Year 3 Projected FY 15/16	Year 4 Projected FY 16/17	Year 5 Projected FY 17/18
<b>Beginning Available Cash, July 1</b>	1,064,676	94,027	(4,979)	0	0
<b>RESOURCES :</b>					
General fund 001 rental rate	950,000	950,000	950,000	950,000	950,000
Proposed general fund 001 rate increase	0	150,000	250,000	350,000	450,000
Interest Income	13,263	940	0	0	0
Sales tax/triple flip (5% of total receipts)	1,485,500	1,530,065	1,583,617	1,662,798	1,720,996
FEMA grant - Seismic retrofit	2,013,646	0	0	0	0
F533 Contribution	500,000	0	0	0	0
<b>Total Revenues</b>	<b>4,962,409</b>	<b>2,631,005</b>	<b>2,783,617</b>	<b>2,962,798</b>	<b>3,120,996</b>
<b>USES (current FY includes carryovers):</b>					
<b>Salaries( 1 position)/MS&amp;S:</b>					
Subtotal Salaries/MS&S	2,257,713	2,107,512	2,111,012	2,114,600	2,118,231
<b>Capital:</b>			Assume all available spendable cash will go into projects		
Park Facilities Maint (PR21A)	630,521	152,500			
Municipal Building Maint (PW33A)	2,816,542	440,000			
<b>Subtotal Capital</b>	<b>3,447,064</b>	<b>622,500</b>			
<b>Total Appropriations</b>	<b>5,704,776</b>	<b>2,730,012</b>	<b>2,111,012</b>	<b>2,114,600</b>	<b>2,118,231</b>
<b>Projected Year-End Balance</b>	<b>322,309</b>	<b>(4,979)</b>	<b>667,626</b>	<b>848,198</b>	<b>1,002,765</b>
<b>Other Financial Services Calculations</b>	<b>(228,281.34)</b>				
<b>Projected Spendable Balance at 6/30/14</b>	<b>94,027.26</b>				
<b>Projected Needs:</b>			<b>4,295,000</b>	<b>10,470,000</b>	<b>6,420,000</b>
<b>Projected Shortfall</b>			<b>(3,627,374)</b>	<b>(9,621,802)</b>	<b>(5,417,235)</b>

**Assumptions:**

- Rental rate from general fund - constant \$950,000
- Proposed general fund rate increase in FY 14/15 +\$150,000 and an additional \$100,000 each year thereafter until reach \$1.5M/yr
- Interest income 1.0%/yr
- Sales tax/triple flip (5% of total receipts) - 3% FY 14/15, 3.5% FY 15/16, 5% FY 16/17, 3.5% FY 17/18
- Salaries 2.5%/yr
- Insurance - 2.5%/yr
- Rental rates - 2.5%/yr
- Private contractual services - 0%/yr

# PARK, RECREATION AND COMMUNITY SERVICES DEPARTMENT INFRASTRUCTURE ASSESSMENT

Park Name	Park Type	GENERAL INFORMATION										MAINTENANCE										CAPITAL
		Year Dedicated	Total Acreage	Compartments		Landscaped Area (trees)	Landscaped Area (trees)	Landscaped Area (shrub/ferns)	Fencing (fence and chain link)	Handicap (concrete ramps)	Lighting (pathway and sports)	Restroom Facilities	Active Sport Areas	Other Recreational Amenities	Picnic Amenities (tables, etc.)	Sprinkler	Irrigation - Recycled Water	Irrigation - Drinking Fountain	Playground/State Structure			
				Converted Irrigation	Converted to Recycled Water																	
Five Points	Pocket	2010	0.50	YES	YES																	
Abraham Lincoln	Neighborhood	2002	2.50	NO	YES																	
Bel Aire	Neighborhood	1969	1.75	NO	YES																	
Brace Canyon	Community	1963	20.05	YES	YES																	
Chandler Bikeway	Neighborhood	2004	NA	YES	YES																	
Compass Tree	Pocket	2002	0.25	NO	NA																	
Earthwalk	Pocket	1996	0.33	NO	NO																	
George Izay	Community	1942	15.36	NO	NO																	
Johnny Carson	Community	1952	17.62	NO	NO																	
Jerry Masam	Neighborhood	1952	5.29	NO	YES																	
Maple Street	Pocket	1993	0.40	NO	NA																	
McCambridge	Community	1957	17.80	NO	YES																	
Miller	Neighborhood	1991	1.60	NA	NA																	
Mountain View	Neighborhood	1976	2.48	NO	NO																	
Palm	Neighborhood	1926	1.50	NO	NA																	
Ralph Foy	Neighborhood	1969	10.00	NO	NO																	
Robert E. Gross	Neighborhood	1993	4.85	YES	YES																	
Robert E. Lundigan	Neighborhood	1992	1.32	NO	NO																	
Robert B. Ostrom	Neighborhood	2009	1.40	YES	YES																	
Santa Anita (Playlot)	Pocket	1971	0.34	NO	NA																	
Stough Canyon	Regional	1931	103.57	YES	YES																	
Stough Canyon Nature Center	Regional	1951	NA	NO	YES																	
Valley	Neighborhood	1956	4.44	NO	YES																	
Verdugo	Community	1944	8.00	NO	NA																	
Vickroy	Neighborhood	1927	1.40	NO	NO																	
Whitnall Highway North	Neighborhood	1996	4.50	NO	YES																	
Whitnall Highway South	Neighborhood	1991	4.40	NO	NO																	
Wildwood Canyon	Regional	1992	500.00	NO	YES																	

NA: Infrastructure Needs to be Addressed

Within 1-2 years

Within 3-5 years

Within 5+ years

**PARK, RECREATION AND COMMUNITY SERVICES DEPARTMENT  
FORECASTED INFRASTRUCTURE NEEDS**

PROJECT NAME	FUNDING SOURCES	PRIOR YEARS			AVAILABLE	FORECASTED (FUNDING NEEDS)			
		BUDGETED	FY 2013-2014	FY 2014-2015		FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019
<b>PARK FACILITY IMPROVEMENT PROJECTS</b>									
Baseball Field Bleacher Shade Structure (BAF)	001	\$35,000	\$36,297	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Central Library Court Yard Improvements	NA	\$205,000	\$331,500		\$100,000				\$250,000
DeBell Golf Course - Seismic Retrofit Project	495	\$20,000	\$2,805						\$100,000
DeBell Golf Course - Irrigation Improvements		\$80,000	\$72,000						\$100,000
DeBell Golf Course - Cart Path Improvements				\$50,000					
Functional Art Piece Installation	370								
Johnny Carson Park Rehabilitation (includes playground)	370	\$2,500,000	\$1,288,174						
Joslyn Adult Center Acoustic Improvements	127	\$99,000	\$12,222						
McCarrbridge Recreation Center Gym Improvements (BAF)	001			\$30,000					
Olive Recreation Feasibility Study	NA								
Plenic Facility Improvements	534	\$60,000	\$60,000						\$50,000
Recycled Water Conversion/Modifications	NA	\$60,000	\$0						\$20,000
Scheifer Baseball Field Improvements (BAF)	001	\$50,000	\$13,704						\$50,000
Sport Court Lighting Improvements	NA								\$50,000
Starlight Bowl Improvements (\$18 Million Project)	370	\$75,000	\$0						\$800,000
Verdugo Pool Renovation Project	127, 370	\$7,333,400	\$949,592						\$800,000
Wildwood Canyon Road Restoration	370	\$450,000	\$74,084						\$800,000
<b>SUB-TOTAL</b>		<b>\$10,967,400</b>	<b>\$2,840,378</b>	<b>\$182,500</b>	<b>\$1,080,000</b>	<b>\$810,000</b>	<b>\$810,000</b>	<b>\$810,000</b>	<b>\$1,160,000</b>
<b>RESTROOM/RENOVATION PROJECTS</b>									
Braze Canyon Park Restroom Renovation	NA								\$250,000
Larry Maxam Park Restroom Renovation	NA								\$250,000
Lundigan Park Restroom Renovation	NA								\$250,000
Mountain View Park Restroom Renovation	534	\$246,500	\$260,429						
Ralph Foy Park Restroom Renovation	127, 370, 534	\$178,000	\$265,991						\$250,000
Valley Park Restroom Renovation	NA								\$250,000
Verdugo Park Restroom Renovation	534			\$0					\$250,000
Vickroy Park Restroom Renovation	NA								\$500,000
<b>SUB-TOTAL</b>		<b>\$424,500</b>	<b>\$526,420</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$500,000</b>
<b>PLAYGROUND/SHADE STRUCTURE REPLACEMENT PROJECTS</b>									
Abraham Lincoln Park Playground/Shade Structure	NA								\$300,000
Earlwalk Park Playground/Shade Structure	NA								\$300,000
Mountain View Park Playground/Shade Structure	534								\$300,000
Ralph Foy Park Playground/Shade Structure	NA								\$300,000
Robert Lundigan Park Playground/Shade Structure	NA								\$300,000
Valley Park Playground/Shade Structure	NA								\$300,000
Verdugo Park Playground	NA								\$300,000
Vickroy Park Playground/Shade Structure	NA								\$100,000
Whittall Highway South Fitness Equipment	NA								\$300,000
<b>SUB-TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$400,000</b>	<b>\$300,000</b>
<b>PARK MAINTENANCE PROJECTS</b>									
Drinking Fountain Improvements	534	\$50,000	\$6,568						\$50,000
Irrigation Improvements (Annual Pop-Up/Maintenance)	534	\$478,000	\$34,246						\$50,000
Gym Floor Resurfacing Project (Verdugo)	NA								\$100,000
Roller Hockey Improvements (Contract)	001	\$26,000	\$9,140						\$8,000
Tennis Center Improvements (Contract)	001	\$30,000	\$5,000						\$15,000
<b>SUB-TOTAL</b>		<b>\$584,000</b>	<b>\$55,954</b>	<b>\$0</b>	<b>\$108,000</b>	<b>\$73,000</b>	<b>\$150,000</b>	<b>\$158,000</b>	<b>\$58,000</b>
<b>GRAND TOTAL</b>		<b>\$11,975,900</b>	<b>\$3,422,353</b>	<b>\$890,500</b>	<b>\$2,003,000</b>	<b>\$1,810,000</b>	<b>\$1,810,000</b>	<b>\$1,868,000</b>	<b>\$2,018,000</b>

**KEY:**

	Reprogramming Funds
	Projects In Process
	Projects Funded but Not Initiated
	Projects Un-Funded

**Available FUNDING SOURCES (As of FEB 2014)**

ESTIMATES	
Youth Endowment Fund (YES FUND)	\$ 2,100,000.00
Development Impact Fund (FUND 127)	\$ 651,000.00
Municipal Building Replacement Fund (FUND 534)	\$ 350,000.00
Art in Public Places Fund (APP FUND)	\$ 541,266.00

**Facilities Assessment  
Forecasted Needs FY13/14-32/33**

**Public Works Department  
Infrastructure Assessment  
Structures Traditionally Funded by Fund 534  
Forecasted Needs, Years 1-20**

	1-5 Years	6-10 Years	11 - 20 Years	Totals
Citywide	\$ 15,742,000	\$ 5,975,000	\$ 6,370,000	\$ 28,087,000
Additional Park Structures*	\$ 4,273,000	\$ 5,727,000	\$ 2,460,000	\$ 12,460,000
<b>Total Citywide and Park Structures (including seismic)</b>	<b>\$ 20,015,000</b>	<b>\$ 11,702,000</b>	<b>\$ 8,830,000</b>	<b>\$ 40,547,000</b>
Mandatory Seismic	\$ (3,400,000)	\$ -	\$ -	\$ (3,400,000)
Non-Mandatory Seismic	\$ (7,700,000)	\$ (7,937,000)	\$ -	\$ (15,637,000)
<b>Total Citywide and Park Structures (no seismic)</b>	<b>\$ 8,915,000</b>	<b>\$ 3,765,000</b>	<b>\$ 8,830,000</b>	<b>\$ 21,510,000</b>

\* These Park Structure needs are in addition to PRCS "Forecasted Infrastructure Needs" (see separate handout) that focus on landscaping, fencing, hardscapes, lighting, irrigation, play structures, etc.

## 2014-15 Recommended Investment Plan for Infrastructure

Discretionary Funds			
Available Capital Projects Holding* for FY 14-15 =	\$5,058,939		*Restricted to Capital Projects
Available Infrastructure Reserve for FY 14-15 =	\$1,000,000		
Available Library Improvements for FY 14-15=	\$750,000		
Available Capital Projects-Library Holding* for FY 14-15=	\$3,500,000		*Restricted to Capital Projects
In Draft CIP?		Comment	
BV Library Carpet Replacement	p. 1	\$ 50,000	Library Holding
Central Library HVAC Repair/Replacement	p. 1	500,000	Library Holding
Central Library Roof Repair/Maintenance	p. 1	40,000	Library Holding
Catch Basin Trash Excluders	p. 2	100,000	Infrastructure Reserve
Police/Fire HQ Carpet Replacement	p. 3	50,000	Infrastructure Reserve
LED Lamp Replacement	p. 7	20,000	Infrastructure Reserve
Street, Alley & Concrete Improvements (annual)	p. 9	727,614	Annual GF investment
Street, Alley & Concrete Improvements	p. 9	600,000	Infrastructure Reserve
Additional Street Funding	p. 9	1,200,000	RDA Loan Repayment
Verdugo Park Restroom Renovation	Not yet!	250,000	Infrastructure Res. (use some CDBG for streets)
<b>Subtotal Proposed Investments</b>			<b>\$3,537,614</b>
	Subtotal General Fund	\$ 727,614	
	Subtotal Infrastructure Reserve	1,020,000	
	Subtotal Library Holding	590,000	
Remaining Capital Projects Holding = <b>\$5,058,939</b> (Will be used to front grant-funded projects in FY 2014-15) Remaining Infrastructure Reserve = <b>-\$20,000</b> Remaining Capital Projects Library Holding = <b>\$2,910,000</b>			

Restricted Use Funds - From Development Impact Fees (Fund 127)			
In Draft CIP?			
Closed Circuit TV (CCTV) Enhancements	p. 1	\$ 23,000	Fund 127-??
Library Materials Management System (LLMS)	p. 1	177,000	Fund 127 - Library
Burbank Channel Bikeway Regional Gap Closure	p. 11	57,000	Fund 127- Transportation
I-5 HOV/Empire Interchange	p. 12	300,000	Fund 127- Transportation
<b>Subtotal Proposed Investments</b>			<b>\$557,000</b>

Restricted Use Funds - From Community Development Block Grants (Fund 122)			
In Draft CIP?			
Street, Alley & Concrete Improvements	p. 9	\$ 200,000	*\$508k will be requested in April 2014
<b>Subtotal Proposed Investments</b>			<b>\$200,000</b>

Building Replacement Fund (Fund 534)			
In Draft CIP?			
Annual Hazardous Materials Abatement	p. 2	120,000	
Annual Roof Repair/Replacement	p. 2	163,000	
Annual Roof Surveys and Inspections	p. 2	30,000	
HVAC Repair/Replacement	p. 2	157,000	
Drinking Fountain Improvements	p. 3	50,000	
Park Facilities Recycled Water Conversion	p. 5	32,500	
Picnic Facility Improvements	p. 5	20,000	
<b>Subtotal Proposed Investments</b>			<b>\$572,500</b>

Restricted Use Funds - Measure R Funding (Fund 107)			
In Draft CIP?			
LED Lamp Replacement	p. 7	30,000	Measure R Highway Ops
Street, Alley & Concrete Improvements	p. 9	400,000	Measure R Local Return
Traffic Signal System Upgrade	p. 9	40,000	Measure R Highway Ops
Glenoaks/Buena Vista Signal Improvements	p. 11	35,000	Measure R Highway Ops
I-5 Arterial Traffic Signal Modifications	p. 12	470,000	Measure R Highway Ops
Olive/Verdugo Intersection Improvements	p. 12	1,200,000	Measure R Highway Ops
Riverside Dr. Signal Improvements	p. 14	1,000,000	Measure R Highway Ops
SR-134 Arterial Signal Improvements	p. 14	860,000	Measure R Highway Ops
Traffic Signal and Fiber Improvements	p. 14	1,200,000	Measure R Highway Ops
<b>Subtotal Proposed Investments</b>			<b>\$5,235,000</b>

**2014-15 Recommended Investment Plan for Infrastructure**

<b>Restricted Use Funds - State Gas Tax (Fund 125); Federal HBP; Federal STPL</b>				
<i>In Draft CIP?</i>				
Regulatory & Guide Sign Replacement	p. 7	\$	30,000	Fund 125
Street, Alley & Concrete Improvements	p. 9		900,000	Federal STP-L
Street, Alley & Concrete Improvements	p. 9		650,000	Fund 125
Traffic Signal System Upgrade	p. 9		30,000	Fund 125
<b>Subtotal Proposed Investments</b>				<b>\$1,610,000</b>

<b>Restricted Use Funds - Successor Agency</b>				
<i>In Draft CIP?</i>				
Wells Fargo Roof Repair & Maintenance	p. 3	\$	35,000	Fronted by Fund 370
<b>Subtotal Proposed Investments</b>				<b>\$35,000</b>

<b>Restricted Use Funds - Youth Endowment Services (YES) Fund 130</b>				
<i>In Draft CIP?</i>				
Earthwalk Park Play Equipment	p. 4	\$	300,000	Transfer to 370 from 130
Verdugo Park Play Equipment	p. 6		300,000	Transfer to 370 from 130
<b>Subtotal Proposed Investments</b>				<b>\$600,000</b>

<b>Restricted Use Funds - Burbank Athletic Foundation (BAF) Fund</b>				
<i>In Draft CIP?</i>				
Baseball Field Bleacher Shade Structure	p. 3	\$	10,000	Transfer to GF from BAF
McCambridge Recreation Center Gym	p. 4		30,000	Transfer to GF from BAF
Schafer Baseball Field Improvements	p. 5		40,000	Transfer to GF from BAF
<b>Subtotal Proposed Investments</b>				<b>\$80,000</b>

Note: Contract Operators will also invest \$8,000 in FY 2014-15 Roller Hockey Improvements (P. 5 DRAFT CIP Progress Report)

Art in Public Places will also fund \$50,000 in FY 2014-15 functional art pieces in parks

**Total FY 2014-15 Investment:**

**\$12,427,114**

3-15-14 DRAFT

2014-15 Summary of Recommended Infrastructure Investments

<b>INFRASTRUCTURE CATEGORY - (estimated ADDITIONAL backlog or forecasted need are in parentheses)</b>	<b>DRAFT Proposed Funding</b>
<b>Streets and Alleys (\$80M; 20 yrs)</b>	
	<b>Total \$4,377,614</b>
<b>Sidewalk Removal &amp; Replacement/Ped Ramps (\$3.5M; 10 yrs)</b>	
	<b>Total \$300,000</b>
<b>Traffic Signal System (\$4.6M; 10 yrs)</b>	
	<b>Total \$4,915,000</b>
<b>Municipal Buildings: non-seismic/non-Library (\$28M; 20 yrs)</b>	
	<b>Total \$555,000</b>
<b>Park Facilities (\$52M; 10 yrs)</b>	
	<b>Total \$1,032,500</b>
<i>(Subtotal does not include vendor-provided Roller Hockey Improvements (\$8K) or Art in Public Places functional art pieces (\$50K))</i>	
<b>Transportation Improvements (\$6.4M; 10 yrs)</b>	
	<b>Total \$357,000</b>
<b>Library Improvements (\$16M need; 10 yrs)</b>	
	<b>Total \$790,000</b>
<b>Stormwater Compliance (\$66M need; 10 yrs)</b>	
	<b>Total \$100,000</b>
<b>TOTAL \$12,427,114</b>	





# memorandum

**DATE:** March 25, 2014  
**TO:** Mark Scott, City Manager  
**FROM:** Joy R. Forbes, Community Development Director   
**SUBJECT:** Planning Board Actions of March 24, 2014

At the regular meeting of March 24, 2014, the Planning Board discussed the following items:

**1. 203 West Olive Avenue | Project No. 13-1906 – Development Review, Conditional Use Permit and Variance:**

The Board voted 4-0 (Ms. Petrusis was absent) to approve a Development Review permit to construct one 113,760 square-foot office building and one 137,229 square-foot parking structure with 450 parking spaces, a Conditional Use Permit for the height of the office building to exceed 70 feet, and a Variance for reductions to specified development standards (a 5 foot reduction in the front and street side setbacks to 10 feet minimum, an 8 foot fence and up to 10 foot hedge greater than 3 feet in height within the front setbacks around the office building, a fence and hedge within the corner cut-off area at the intersection of Olive Avenue and Lake Street and eliminating the requirement for one tree per 40 linear feet of street frontage around the office building.)

**The Board's decision on this item is final. Modifications may not be made, nor the decision of the Board reversed, unless the Board's decision is appealed by the public or the Council as a body decides to set the matter for a public hearing in lieu of an appeal. Any Council Member requesting Council review of this matter must make the request at the City Council meeting of April 1, 2014 or April 8, 2014.**

**2. Revised Draft Exceptional Project Criteria and Transit Oriented Development Criteria:**

In February the Board discussed the revised proposal for the Exceptional Project and Transit Center bonuses and generally approved a more streamlined approach to granting exceptional status allowing for a creative, yet site specific approach on the part of the

applicant. This would also provide more discretion to appointed and elected decision-makers to take into account the conditions of each parcel and the neighborhood in which it is located.

At the same time, the Board requested several additions to the proposal which have been made. This included adding language for economic development criteria and including historic preservation as design criteria. As a consequence, the percentage of items to be achieved has been reduced as the list of items has grown.

The Board discussed the changes made to the Revised Draft Exceptional Criteria and Transit Center Criteria and made further refinements.

### **3. Visual Preference Survey Tabulation:**

From August 2013 through December 2013, the Visual Preference Survey was conducted online and in person. The results of the survey were tabulated and presented to the Board on March 24, 2014.

The Board reviewed the results of the Visual Preference Survey. A more detailed analysis and set of recommendations will be considered at a future meeting.





**CITY OF BURBANK**  
**PARK, RECREATION AND COMMUNITY SERVICES**  
**ANNOTATED AGENDA/MEETING SUMMARY**

4	New Business Overview of Burbank Adult Nutrition & Home Delivered Meal Program	<p>selected. At this time they are in the process of painting, installing plants, replacing hand rails, fences and putting up lights and benches. Grand opening for Joslyn Oasis will take place May 3, 11:00 a.m.</p> <p>Ruby Bhari, Social Services Coordinator gave an update on Nutrition Services. The City of Burbank Nutrition Section provides congregate and home-delivered meals. Congregate meals are served at three different sites, Joslyn Adult Center, McCambridge and Tuttle. The Home Delivered Meal Program assists frail and disabled homebound adults age 60 and older. On a yearly basis there are approximately 39,404 Congregate Meals served and 44,417 Home Delivered Meals, totaling 83,821 meals. The Nutrition Department is currently working on their 2014-2015 menus.</p>	Note and file
Park, Recreation and Community Services Department Scholarship Program		<p>Gaby Flores, Deputy Director gave an update on City of Burbank Scholarship Program. The Park and Recreation Scholarship Program will now provide scholarships for seniors that need financial assistance. Individuals who are City of Burbank residents can apply and be granted up to \$150 which can be used towards eligible programs/activities throughout the year. The Department is currently in the process of finalizing the application. At this time there is \$20,000 in funding for the program.</p>	Note and file
5	Reports	<ol style="list-style-type: none"> <li>1. Transportation: No Report</li> <li>2. Senior Legislation: No Report</li> <li>3. Tuttle Center: Sylvia Guerra, Social Services Coordinator announced that Tuttle Center will be receiving a computer to help issue Burbank Senior Activity Cards. There is a new 6-week Sewing class that takes place Fridays at 9:15 a.m. currently there are 6 people attending.</li> <li>4. Los Angeles County Commission for Older Adults: Peter McGrath announced that Directors meeting</li> </ol>	<ol style="list-style-type: none"> <li>1. Transportation: <b>Note and file</b></li> <li>2. Senior Legislation: <b>Note and file</b></li> <li>3. Tuttle Center: <b>Note and file</b></li> <li>4. Los Angeles County Commission for Older Adults: <b>Note and file</b></li> </ol>

CITY OF BURBANK  
**PARK, RECREATION AND COMMUNITY SERVICES**  
**ANNOTATED AGENDA/MEETING SUMMARY**

6	Committees & Boards	<p>took place March 3. The election for all members will be held on May 5, 2014, 10:00 a.m. at the Los Angeles Commission for Older Adults Meeting.</p> <ol style="list-style-type: none"> <li>1. Nutrition: Bill Anderson announced that March 15 breakfast at Tuttle was well received.</li> <li>2. House Committee: Bill Anderson announced that there were minor adjustments completed on the pool tables and the new card tables. All flags at the Joslyn Center will be replaced with new flags. The Committee is currently looking for a new treasurer.</li> <li>3. Supporters of Senior Services: No Report</li> <li>4. Park, Recreation and Community Services: There will be a meeting held regarding the community gardens, no date for the meeting has been set. Currently the Board is looking at three locations.</li> </ol>	
7	Future Agenda Item	<p>Marva Murphy requested an update on the Emergency Preparedness workshops.</p>	<ol style="list-style-type: none"> <li>1. Nutrition: <b>Note and file</b></li> <li>2. House Committee: <b>Note and file</b></li> <li>3. Supporters of Senior Services: <b>Note and file</b></li> <li>4. Park, Recreation and Community Services: <b>Note and file</b></li> </ol>

CITY OF BURBANK  
**PARK, RECREATION AND COMMUNITY SERVICES**  
**ANNOTATED AGENDA/MEETING SUMMARY**

**Meeting:** *Youth Task Force*      **Date:** *3-26-14*

**Staff Present:** *Judie Wilke, Cathryn LaBrado, Christine Rumfola, Gaby Flores*

**Council/Board Liaisons Present:** *Council Member Bob Frutos, PRCS Board Member Barry Gussow*

**Task Force Members Present:** *Melissa Elliot, Jodi Reneaud, Judith Arande, Julie Flad (guest), April Moreno, Brittany Vaughan, Roe Leone, Dale Gorman*

Item Discussed	Summary	Direction or Action, if any
1 ANNOUNCEMENTS	Members announced upcoming events for their respective organizations, including Healthy Kids Day (YMCA), Teens Make Chalk Art (Library), and Youth Board activities (PRCS).	
2 UPDATE ON YOUTH SERVICES FUNDING PROCESS – FY 2014-2015	The group was informed that City Council voted to approve funding for Family Services Agency and the Boys and Girls Club on a 3-year contract basis. Council Member Frutos provided the group with insight on how the City Council made their decision and why they thought this was the best option.	
3 YOUTH SERVICES SURVEY	Committee members discussed results from informal focus groups. Drugs, bullying, and social media were found to be consistently mentioned as the top issues facing youth today. The group agreed that a youth services survey is not necessary and the focus going forward should be determining the most effective ways to reach to teens and provide them with important information about available programs and services.	The group agreed to invite teens from their respective organizations to the next Youth Task Force Meeting for a more formal focus group.
4 WORK PROGRAM SPONSORSHIPS	Committee members discussed the City's Youth Employment programs and how this group could assist with securing sponsors for the programs.	April Moreno will forward more program information to the members.



Important Updates for the Burbank City Council

March 28, 2014

## Library Cards Admired at Public Library Association Convention



Earlier this month, the National Public Library Association held its Annual Convention in Indianapolis, IN. While staff was unable to attend, Burbank was still present in the form of its Centennial Library cards. The vendor who produces Burbank's library cards prominently displayed them in their booth, highlighting Burbank's creative card partnerships with local studios. The vendor noted that the library cards were much admired and appreciated by librarians from across the country.

## Angeleno Avenue Improvement Project

Final paving of the Angeleno Avenue Improvement Project between First Street and Glenoaks Boulevard was completed on March 14. The street was formerly in very poor condition; the finished project is quite a noticeable improvement. Clean-up work and striping is underway.

## Future Power for Burbank - Town Hall Meetings Announced

Burbank Water and Power is seeking public input on the future of power generation for Burbank. Town Hall meetings are scheduled for Saturday, April 5 from 10:30am to noon and Wednesday, April 16 from 6:30 to 8:00pm, both at the Buena Vista Library. For those not available to attend a Town Hall meeting, information and a survey will be available online at [BurbankWaterAndPower.com](http://BurbankWaterAndPower.com). In addition, the April 5 meeting will be recorded to broadcast on The Burbank Channel and made available to view on demand via the internet.

## City Receives a Grade "A" for Historic Efforts

The 2014 LA County Preservation Report Card is commending the City of Burbank's recent efforts in streamlining the City's historic conservation process. After previously giving Burbank a "C-" in 2008, the Los Angeles Conservancy has awarded Burbank a grade "A" in this year's Report Card released in March. The City's dramatic progress also led to special mention in the "Notable Improvement" section in the report. The 2014 Report Card also praised the City of Burbank for further demonstrating "its commitment to historic preservation through public education and outreach via the web."

## BPD Officers Recognized by MADD

On March 20, seven Burbank Police Officers received the 2014 Mothers against Drunk Drivers (MADD) DUI award. The award ceremony is held each year to recognize and support California officers for their efforts in DUI enforcement. The 2014 award recipients are; Lieutenant Eric Deroian, Officer Brent Fekety, Officer Aaron Kay, Officer Christian Diaz, Officer Adam Chang, Officer Jesus Espindola and Officer Scott Choe. Collectively, these seven officers made 240 DUI arrests during the 2013 calendar year.

## Protecting City Data

Approximately 700,000 emails pass through City computers each month, of those, 65% on average are identified as spam or a known computer virus, and thus denied entry into the system. The Information Technology Department offers the following tips to reduce attacks on City computers. If you receive an email from someone you don't know that has an attachment, delete it immediately. Also, keep your antivirus software updated on personal computers. Anything you send to yourself at the City could be contaminated if your computer isn't properly secured.

## Photo Contest

The Friends of the Burbank Public Library has hosted an annual Amateur Photography Contest since 1981. This year, the winning photographers were honored at a reception in the Buena Vista Branch Library on March 13. All 217 photo entries are currently on display in the second floor auditorium of the Burbank Central Library. Best of Show was awarded to Richard Nelson for his black & white scenic photo.



## Community Meeting for the Upcoming Beachwood Sparks Project

On April 7, the Public Works Department will hold another community meeting for residents and businesses in the area surrounding the future construction of the Beachwood - Sparks Force Main Replacement and Pump Station Upgrade Project. The meeting will be held from 6 to 7:30 pm at the Joslyn Adult Center. The project will include installation of more than two miles of pipeline on Sparks Street and Chandler Blvd. from the Beachwood pump station to the Burbank Water Reclamation Plant. Project details will be presented at the community meeting and the Public Works Department project team will be on hand to answer questions.

## March 2014 BWP EcoCampus Tour

About one hundred people attended the March 2014 Burbank Water and Power EcoCampus public tour. BWP welcomed citizens from Burbank, a group from Forest Lawn, the 2014 Leadership Burbank class and graduate landscape architecture students from the University of Arizona that drove to Southern California for the visit. The next quarterly tour is scheduled for June 13, 2014.





**CITY OF BURBANK  
LIBRARY SERVICES DEPARTMENT  
MEMORANDUM**

**DATE:** March 20, 2014  
**TO:** Mark Scott, City Manager  
**FROM:** Sharon Cohen, Library Services Director  
**SUBJECT: Weekly Library Report**

**Teen Tech Week** (March 9 -15) is a national initiative sponsored by the Young Adult Library Services Association of the American Library Association and is aimed at teens, their parents, educators and other concerned adults. The purpose of the initiative is to ensure that teens gain the digital literacy skills they need—with the help of libraries—in order to be successful in school and prepared to participate in a 21<sup>st</sup> century workforce. As part of Teen Tech Week activities, Woodbury professor Newton Lee offered an **HTML and CSS Coding Workshop** for Burbank teens. The workshop was well attended (32 out of the 36 signed up, showed up on the day! That has to be a record for teenagers), and everyone had a successful Saturday afternoon learning more about how to produce what they need for web and app design. Mr. Lee also provided a great website where the teens can continue to learn on their own (<http://www.w3schools.com/>)

On Saturday, March 8, Literacy staff attended the annual **Southern California Library Literacy Network (SCLLN) Conference** in Buena Park. The SCLLN was founded in 1985, and includes 49 libraries. The network supports members from San Diego to Santa Barbara in their efforts to provide literacy services to adult learners. SCLLN's annual conference includes workshops designed specifically for tutors and learners, as well as an awards ceremony for their *Writer to Writer* program. Our group attended several workshops and came back with new ideas and re-energized.

Our Teen Librarian attended **Muir Middle School's Open House** last week. This year the school had an hour's worth of activities out on their field, including choir and cheerleader performances, food trucks, and information tables, including the **Burbank Public Library**. Staff gave out lots of promotional items, but distributed library information, including library card applications, *Brainfuse* and Database cards, and book lists. One of the big hits of the evening was the new **E-book offerings for teens** list, showcasing the many e-book titles currently available for download from the Library's website.



CITY OF BURBANK  
**LIBRARY SERVICES**  
**ANNOTATED AGENDA/MEETING SUMMARY**

**Meeting:** *Board of Library Trustees*      **Date:** *3-12-14*

**Staff Present:** *Sharon Cohen, Helen Wang, Laura Goldstein*

**Council/Board Liaisons Present:**

Item Discussed	Summary	Direction or Action, if any
1 INTRODUCTION & ANNOUNCEMENTS	Chair Suzy Jacobs welcomed everyone to the March meeting.	
2 Director's Report	Library Services Director Sharon Cohen followed up on Mr. Guillen's request last month to know the total amount of cuts that the Library has made in the past 12 years.	Mr. Guillen asked that these charts be included with the minutes from the meeting, so that Council will see this information.
3 Friends	Board member and Friends president Doris Crutcher shared information on recent Friends' activities with the Board: Volunteer Luncheon and Photography Contest	
4 Legislative/Staff Update	<ul style="list-style-type: none"> <li>• Ms. Cohen noted that the American Library Association (ALA) is asking that letters of support for upcoming library legislation be sent to our U.S. Representatives.</li> <li>• Ms. Cohen also asked that the Board consider writing a letter of support to both our State Assembly Budget Subcommittee Number 2 and Senate Budget Subcommittee Number 1 in support of the Governor's public library broadband proposal.</li> <li>• There was no staff update.</li> </ul>	The Board unanimously voted to write a letter to these state subcommittees in support of the Governor's public library broadband proposal. Board chair Suzy Jacobs volunteered to draft the letter to be sent.
5 Day in the District	Mrs. Crutcher informed the Board that she and Ms. Cohen have an appointment to meet with Assembly Member Gatto on March 28. Chair Jacobs shared that she had contacted Senator Liu's office to advocate for the Library.	
6 Mascot Design Contest	Ms. Cohen shared the good news that the Burbank	

**CITY OF BURBANK  
LIBRARY SERVICES  
ANNOTATED AGENDA/MEETING SUMMARY**

		<p>Neighborhood Leadership Program (BNLP) has selected the Library for their 2014 project. They are currently fundraising so that they can give a costumed mascot to the Library, as well as sponsoring a communitywide contest to design the mascot. A reception to unveil the mascot will be held on May 22, 2014 at the Library.</p>	
7	Form 700	<p>Chair Jacobs reminded Board members that they are required to file Tax Form 700 by the end of March.</p>	
8	Library Topic of the Month – Library Assistant Laura Goldstein	<p>This topic was postponed to the April meeting</p>	
9	Advocacy	<ul style="list-style-type: none"> <li>• Chair Jacobs showed flyers of upcoming library programs sponsored by the Friends, suggesting that Board members each select a program to attend and share the importance of membership in the Friends and listen to suggestions, comments about library services.</li> <li>• Mr. Guillen said that Councilmember Frutos suggested that the Board make a short 3 minute video about the library to show during oral presentations at the City Council meetings. Mr. Guillen suggested that they work with student videographers to make the videos.</li> <li>• Ms. Paysinger mentioned that Burbank on Parade is a good place to advocate for the Library. Mr. Guillen suggested that the Board members march in the Parade and carry banner promoting the Library.</li> </ul>	<p>Mr. Guillen will follow up on the feasibility of created video shorts on the library to show at Council meetings.</p> <p>Mr. Guillen will register the Board to march in the Parade. He will also investigate possible banner ideas.</p>
10	Burbank Sister City Fundraisers	<p>Ms. Cohen informed the Board that the Burbank Sister City Committee will have two upcoming fundraisers: annual Bike-a-Thon on April 5 and a Golf Tournament on June 22<sup>nd</sup>. She asked members to help promote these activities.</p>	