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July 26, 2011

The Honorable John Laettner  
Presiding Judge of the Contra Costa Superior Court  
A.F. Bray Court House, Department 25  
1020 Ward Street  
Martinez, CA 94553

Dear Judge Laettner:

This letter is in response to the questions asked in Grand Jury Report No. 1111, "Brentwood – A City Addressing Reality", released on June 8, 2011. In accordance with your request and Section 933.5 of the California Penal Code, the City provides the attached responses in respect to Findings 1-6 and Recommendations 1-3 identified in the Grand Jury Report.

In summary, the City agrees with each of the findings and has implemented, or is in the process of implementing, each of the recommendations. The attached response goes into greater detail on each item.

Please feel free to contact me at (925) 516-5400 should you need additional information.

Sincerely,



Donna Landeros  
City Manager  
City of Brentwood

Cc: Linda Chew, Contra Costa County Grand Jury Foreperson  
725 Court Street, Martinez, CA 94553

Honorable Mayor and City Council of the City of Brentwood

Damien Brower, City Attorney

## **City Responses to Grand Jury Findings and Recommendations**

### **Grand Jury Finding #1**

Brentwood developed an interactive fiscal model to forecast 10 years into the future in order to reveal potential problems and allow time to address them

**City Response:** The City agrees with the finding.

### **Grand Jury Finding #2**

Establishing sufficient General Fund reserves and specific fund reserves gives Brentwood greater flexibility in fiscal management and the ability to react to changing circumstances.

**City Response:** The City agrees with the finding.

### **Grand Jury Finding #3**

Before reducing staff and expenses, Brentwood measured the impact of each reduction on public service delivery.

**City Response:** The City agrees with the finding.

### **Grand Jury Finding #4**

Outcome-based contracts allow for cost savings and greater control of results.

**City Response:** The City agrees with the finding.

### **Grand Jury Finding #5**

Benchmarking has been a useful tool for Brentwood, but could be more useful if it included other City activities to measure performance and solicited comparison data from peer agencies.

**City Response:** The City agrees with the finding.

### **Grand Jury Finding #6**

Because employee benefits given in good times may not be sustainable, a new tier for new non-safety hires was implemented, but not for public safety employees.

**City Response:** The City agrees with the finding.

**Grand Jury Recommendation #1:** Brentwood should continue to use its interactive fiscal model and make it available to other cities.

**City Response: This recommendation has been implemented.** The City adopted its most recent version of the Fiscal Model on April 12, 2011. The City publishes its Fiscal Model on its website and would welcome the opportunity to share its Fiscal Model with other interested agencies.

**Grand Jury Recommendation #2:** To more effectively measure performance, Brentwood should expand benchmarking to other city services and collaborate with other peer agencies to establish similar benchmarking standards.

**City Response: This recommendation has not yet been implemented.** The City agrees that benchmarking and performance measurements provide invaluable information and a meaningful basis by which spending priorities can be established. The City has begun the process of identifying appropriate benchmarks and performance measures for other areas of City operations, but is still in the early phases of identifying the specific factors which will best capture the needs of our community. The City would like to begin incorporating benchmarks and performance measures into our budgeting process over the next few years. The City also agrees that working with other agencies to establish benchmarks can provide for meaningful comparisons, but we are also cautious that what may be a top priority in one City may not be so in another.

**Grand Jury Recommendation #3:** Brentwood should reduce the financial impact of public safety employee pension and other benefit costs for the City's future financial stability.

**City Response: This recommendation has not yet been implemented.** The City is aware that the rising costs of employee benefits are presenting significant long-term fiscal challenges. The City is in the process of analyzing its options and will begin negotiations with our bargaining units in the near future. The City recognizes the need for cost containment with our employee benefits in order to provide for future financial stability.