

## **City of Bell – Reformed and Reborn**

By Doug Willmore

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The 2010 scandal involving former elected and appointed officials in the City of Bell rocked the very fabric of the community, and represented the worst form of abuse of the public trust and treasury. While this dark chapter in Bells history will never be forgotten, it did serve as a wake-up call for the citizens of our community to reclaim and reform their government. Just a few years later, we are proud of the significant changes we've implemented to enhance transparency and accountability, institute better governance, and restore our City's fiscal health. We have implemented many major changes since 2010. We still have a lot of hard work to do... but we are proud of the City we're becoming.

When I started in June 2012 as the first full-time permanent City Manager in Bell since Robert Rizzo's ouster, the operations of the City were in disarray. Despite the herculean efforts of interim City Manager Arne Croce and his interim staff over the previous nine months, there was still much to be done, and the City was teetering on the verge of insolvency and bankruptcy.

In addition, the State Controller's Office had come in to Bell shortly after the scandal broke and had published a report on Bell's Administrative and Internal Accounting Controls in September 2010. It was generally assumed by many in the press, by some Councilmembers, by the State and the State Controller's Office, and by many citizens, that if Bell worked to correct all of the deficiencies listed in the SCO's report, that its financial house would be put in order. Very quickly, I found the report to be virtually useless as a roadmap for the urgent problems that Bell faced.

Arne and his brave crew had stepped in and put their fingers in as many leaking holes as possible and they had helped slow the leaks. They had helped to build some rational operations back into City government; they had led a complex and successful refunding of City wide debt that eliminated the need for a massive tax increase (because of debt that Rizzo had issued and not paid for); and, they had proposed (and the Council passed) the first rational and transparent annual budget that the City had seen in years. But, the problems that Bell faced at that time were massive, and many were unknown. And they were about to become even worse.

At the time Arne stepped in to help the City in the fall of 2011, the City was three years behind in annual audits. As such, they didn't really know definitively what their financial position was. Thus, the great work on the budget that they had passed was also based on some guesswork, i.e., namely that the fund balances reflected in the City's records were accurate. Without an independent audit to confirm these fund balances, we were essentially trying to steer the car using the rear view mirror. This was the same situation that I inherited in June 2012. We would soon find out that the General Fund balance was massively overstated.

In June of 2012, when I started in Bell, the City was three years behind in producing its annual independent audits. It was many years behind in basic things like reconciling its bank statements. It was months and months behind booking many basic financial transactions. There were, I believe, 55 different lawsuits pending – a couple which had the capacity to bankrupt the City if the City came out on the losing end.

So, within weeks of starting in Bell, and confronting the massive number of urgent financial, legal, and governance issues, I tossed the normal “100-day plan” that any good Chief Executive has when starting a new position out the window. Along with it, I tossed the SCO’s “audit” out the window - the audit that so many had placed so much faith in as a roadmap back failed to even address the most urgent issues that the City faced. I also tossed out my early belief that settling all of Bell’s lawsuits as quickly as possible was going to be the right way to go. While I still believed that “a good settlement is better than a good lawsuit,” Bell’s Council and citizens demanded justice, and justice is what they deserved. Settling quickly – buying peace, if you will – would not produce the justice that the citizens deserved.

At the same time, after a thorough briefing from Bell’s City Attorney (the incredibly capable and committed law firm of Aleshire and Wynder), I quickly concluded that many of these lawsuits were unlikely to be so easily settled. Many of the criminals that had preyed on Bell before the scandal (Rizzo, Spaccia, etc.) were back to take another hunk out of Bell and had sued the City alleging improper terminations and so on. Quite simply, the City was never going to pay any of them another dime and the only way out of our predicament was to fight our way out. Robert Frost once said, “the best way out is always through,” and I think that certainly described my realization. Our City Council concurred.

Through rapid triage and analysis with the City Attorney and the City Council in my first few weeks, we created a rough action plan to address the key urgent priorities.

- (1) Hire a talented and committed permanent group of Department Heads as quickly as possible.
- (2) Fully commit to the legal fight and dig in for the long haul. The only way out was through.
- (3) Complete the three years of past due financial audits as soon as possible. Preferably within a year, although that looked to be impossible.
- (4) Bring the daily financial transactions current. With many transactions months and years behind, this would be a massive undertaking.
- (5) Some how, some way, find a way to get out of the Dexia lawsuit. The City owed closed to \$38M in principle and interest to Dexia (a European bank) on a piece of property that Rizzo had purchased in a misguided investment scheme that only had a market value of approximately \$21 - 23M. Dexia was suing for foreclosure and would then seek a deficiency judgment for the remaining \$15M. That deficiency judgment would surely bankrupt the City.

And do it all transparently. Sunshine is a good thing and especially for Bell at that time. The City Council was committed to transparency and was supportive of almost everything that could be done to share information with the public and to open up the doors of City Government so that anyone could see what was going on. The above priorities became the key priorities that governed our actions over the following 18 months.

However, the State Controller's Report didn't address any of the above listed priorities, and yet without successfully addressing them, Bell would likely fall into insolvency. The SCO report would be useful much later on in the process as we were able to tackle less important items, but it was utterly useless in identifying the most urgent actions that needed to be taken in 2012.

Nevertheless, in early 2013, the SCO came back to do a follow up report. Their follow up report, published in May 2013, eviscerated us for not following their guidelines and for not doing enough to enact their recommendations. In the press release accompanying the report, State Controller John Chaing said, "The City of Bell has made some progress since it ejected a corrupt city management two years ago. But many of the same fiscal management and internal control lapses that allowed Bell to fail its citizens in the past remain unaddressed today. This review does more than point out problems. It serves as a blueprint to preventing the return of unlawful taxation, abusive spending and backroom deal-making."

After the issuance of the new SCO report, SCO's press release, and SCO's news conference in May 2013, headlines included the following in the LA Times: "Bell faces 'fiscal crisis' after corruption scandal, audit finds."

The follow up SCO report had again missed the point. In my assessment, spending our time at that moment trying to implement and correct the SCO recommendations would have been akin to rearranging the deck chairs on the Titanic. The ship was sinking and following their recommendations would not have kept the ship afloat. Curiously, and perhaps coincidentally, the SCO issued their highly critical follow up report on Bell at the same time that they were supporting a bill (AB941), which would have extended their authority to identify mismanagement over cities. The SCO even mentioned the bill in their press release regarding the report criticizing Bell and its management.

Nevertheless, our City Council wisely stayed the course despite the political fallout, backlash, and pressure. And in the process, we have become one of the most transparent cities in the nation.

### **Enhancing Transparency**

The City completely revamped its website to provide easily accessible information to the public. The Sunshine Review, a non-profit that examines state and local government transparency, gave the new website an "A-" for transparency.

- Budgets and budget related information: <http://www.cityofbell.org/?navid=241>
- Itemized spending (checkbook): <http://www.cityofbell.org/?navid=183>
- All elected, appointed and employee salary and compensation:  
<http://www.cityofbell.org/?navid=181>
- City Contracts: <http://www.cityofbell.org/?navid=178>
- All council meeting information, including minutes and documents:  
<http://www.cityofbell.org/?NavID=93>

- The Municipal Code is now also on line: <http://www.cityofbell.org/?NavID=84>

In the early fall of 2012, I was able to identify three professionals who were willing to come to Bell and take on the challenge. The Council approved the appointment of all three: Josh Betta as Finance Director; Pam Yugar as Community Services Director; and Joe Perez as Community Development Director. All of them saw the challenge in rebuilding Bell as the key reason for them arriving. They arrived with skills, passion, and commitment. And all three have produced amazing results in challenging circumstances. And none more important than what Josh Betta has done in reforming Bell's Finance Department.

Josh immediately jumped in and tackled the financial challenges that we faced. And within months, he identified another key challenge: the City was virtually broke. While Arne and his team had worked with the best numbers available in preparing the previous year's budget, we all assumed we had a General Fund Balance of \$1.2M to work with. While this isn't large, it still equaled reserves of close to 10%. Nevertheless, while working with our outside auditors on the three past due audits, Josh came into my office one day in early 2013 with alarming news. With the first draft of the audit for 2009/10 complete, it became clear that our General Fund Balance was actually much closer to \$200K, rather than \$1.2M. The City was virtually insolvent without even knowing it. It simply added to the challenges.

Along the way, one of the greatest and most steadfast partners that the City has had has been Dave Aleshire, the City Attorney, and his stable of attorneys at Aleshire & Wynder. Not only has their work been outstanding (and the outcomes demonstrate that), but also they have consistently done whatever they could to help the City in any way possible. For example, in November 2012, with Bell hovering on the verge of insolvency and litigation erupting all around us, Dave informed the City Council he was planning on working on the more than 50 cases that we had, but withholding some of the billing until we could afford to pay at a later date. We could afford to pay him approximately \$100K per month, and he held off on billing us anything over that. The delayed billings eventually totaled almost \$1M a year later. A year later (December 2013), after many successful recoveries, we could afford to pay his billings and he was paid in full. I have never known or worked with a more committed group of attorneys than those at Aleshire & Wynder, and the City of Bell will forever be in their debt.

At this writing, it has been the best of times and the worst of times as we continue rebuilding after the Bell scandal. Today, with myriad, fast-paced events unknown to other cities behind us, including the conviction and sentencing of the criminals that formerly directed the affairs of our municipality, the City of Bell operates in the best of times -- and possesses the brightest future -- having achieved complete financial recovery.

During 2013 and 2014 the City collected \$5.7 million in legal settlements from those who did wrong to our community, and \$4.8 million from the liquidation of an illegally devised supplemental retirement program. We also collected \$15.2 million from the sale of valuable land adjacent to I-710, avoiding, at the same time, a potential \$15M deficiency judgment in the Dexia Credit matter that threatened our solvency. In all, this \$25.7 million one-time infusion of cash has created an enviable General Fund reserve position of approximately 200%. We enter 2015 in possession of great optimism for our future.

The City has accomplished many financial improvements in the past 18 months that has brought us to where we are today – proud and poised for the future. Accomplishments include:

- Completed the FY 2009/10, FY2010/11, FY 2011/12, and 2012/13 audits. Getting the audits up to date is an enormous accomplishment and the single most important financial objective that the City had. In addition, completing three audits in a little over a year's time is unheard of.
- Dexia bond workout – completing this settlement agreement saved the City from a potential deficiency judgment of up to \$15M, as well as started development on dormant City property, thus generating revenue and jobs. 500,000 square feet of new space was completed in December 2014 and is now fully occupied with more than 350 new jobs in that space.
- Financial transactions up to date – in June 2012, many financial transactions were behind. For example, bank statements had not been reconciled for more than two years. All transactions have been brought up to date in almost all areas.

The \$25.6 million dollars collected in 2013 and 2014 in settlements with those that damaged our community and a land sale are important one-time events in this community's history. Within a 10-month period our reserve ratio went from -10% (as measured at June 30, 2013) to an estimated 200% at this writing. We find ourselves in a unique position of purchasing power that will likely never occur again. How we apply what we have in reserves will be an ongoing matter of policy consideration. There is not a "right" response to this positive dilemma, but we will be guided by a desire to achieve a balance between re-investment in our City and the maintenance of a high-level of set-aside reserves.

However, the City's Finances are complex. Revenues and expenditures of the City are accounted for in thirty-six different funds. Our chief objective continues to be that of normalizing the General Fund and Risk Management Fund. The City has undergone such shocking changes, imbalances, events, and pressures that it's still difficult to know what will be "normal" going forward. Completing four financial audits within an 18-month period has brought us to a place where we now know what assets and liabilities we face. And, it helps immeasurably as well that the majority of scandal-related activities -- lawsuits, investigations, etc. – are behind us.

But our goal is still for the City to establish an ongoing, sustainable balance between expenditures and revenue for years to come. This is called structural balance, and it is what we know our community expects of us. This will be challenging for Bell, and will require difficult choices, but it is possible.

### **Challenges We Confront**

The City of Bell will not become a model city government with further cost reduction; we run a bare bones operation now. We expect to employ aggressive economic development strategies, some of which are already in progress, to create a five- to seven-year return on investment. I have stated to our City Council previously, "we cannot cut our way to prosperity". Thus, the only way out of the economic hole that the City is in is to build our way out.

This said, some significant threats lie before us.

(1) CalPERS recently published financial projections relative to proposed risk pooling changes. The combined impact to our Safety and Miscellaneous employee retirement plans in the proposal suggests a \$500,000 contribution increase from the City within the next six years. The proposal equates to a devastating 33% increase in cash contributions annually.

(2) This past year the City was also blindsided by the unannounced, unilateral decision of the California Department of Finance and Los Angeles County to withhold an estimated \$900,000 in pension override tax. The State recaptured a portion of the City's pension tax (around \$900,000 per year), which was allocated to the redevelopment agency and provided to the City to pay for its pension bonds and pension obligations. The decision results from an aggressive and what we believe to be an erroneous interpretation of California redevelopment dissolution law. Yet, nevertheless, they have taken it.

(3) While Rizzo and his cronies gave great time and effort to schemes designed to enhance their paychecks, the City of Bell's commercial infrastructure was ignored, and surrounding communities advanced as retail providers. Today, as a result, the City's General Fund is extremely dependent on an abnormally high 10% utility users tax. Again, we have to grow our way out. In the many discussions that we have had with analysts and developers, we believe that we have development opportunities that will grow our commercial tax base. But realizing those opportunities will take investments from the City.

(4) As to ongoing annual revenue sources, the City receives only 5.4% of the property tax levy, has little sales tax generators (generating only \$1.5 million annually in a City of approximately 37,000 population; Sales tax leakage is more than 90%) and depends significantly on its regressive utility user's tax (10%) for implementing its still threadbare budget and providing services.

(5) Due to the dwindling commercial tax base that Robert Rizzo allowed to crumble over his almost 20 year tenure, most of the City's largest retail sales tax payers are gas stations. Moreover, the tax burden, described by the LA Times in 2010 as the second largest in LA County, is still unsustainable for the residents. The general obligation and pension ad valorem tax burden, currently .341%, is unsustainable for the residents median income of only \$38,400. Under the prior administration, the City entered into \$100 Million of new debt within a 7-year period. The past criminal behavior has resulted in increased pressure from burdened residents to create a rebate or payoff program. These pressures, coupled with the fact that a portion of the pension tax now gets distributed to other taxing entities, provides a serious predicament for the Council given the pressure to decrease the tax burden from the residents.

(6) We still face uncertain outcomes in remaining lawsuits and regulatory investigations. While the majority of the legal wrangling in the post-scandal environment is behind us, the City is still responding to requests for information in an ongoing investigation by the SEC. They are highly secretive about their investigations, making estimation of any future liability difficult.

(7) We work in an era of reduced funding for all things governmental. But even before we got to this point, we, like all governments, faced great challenge in bringing together adequate financial resources to maintain and restore streets, roads, alleys, sidewalks, etc. The useful life of much of our infrastructure – largely established during the mid-20th Century – is coming to an end. Keeping pace, much less catching up is a formidable task.

(8) We are all aware that the Great Recession is over. Many cities, however, are not experiencing marked improvement in their economic conditions. Bell is one of those. Recovery has been slow, and many have been left behind. Others have abandoned the hope of meaningful re-employment altogether. Last year at this time Bell's unemployment rate was 12.3%, the County of Los Angeles' rate was 9.3%, and California's was 9%. Today, Bell's rate of unemployment is 11.7%, the County's rate is 8.8%, and California's is 6.7%.

## **Conclusion**

Rebuilding the economy of the City of Bell to its former dimensions will be the biggest challenge yet and will require significant new budgetary appropriations for, among other things: infrastructure; economic development strategies and programs; modern business equipment; and new forms of engagement for formerly disenfranchised citizens.

The great German poet Goethe once wrote: "Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it." After navigating turbulent waters, the City of Bell finds itself at a time in our history where it needs to be bold. We have unique opportunities – to rebuild, to rebrand, to recreate – a City that was once the leader of the southeast LA County – to being the leader of Southeast LA County again. For the first time in many years, the City of Bell can truly say that our future is what we make it – our future is in our hands.

To lead this entire region once again, Bell has to face forward. And, it will take everyone – a visionary Council; involved and responsible citizens; a risk-taking and growing business sector; and, dedicated and committed employees – to create a bountiful future for the City of Bell. While the future is uncertain, I am certain that if everyone remains committed and if we act boldly, that we can create a masterpiece.

## **Acknowledgements:**

To Joe Perez, Josh Betta, and Pam Yugar - great professionals and amazing work. No one will ever truly know what you've been through and what you've accomplished. Your strength, dedication, will, and perseverance are unmatched.

Arne Croce and his interim team: Pam Easter, Anita Lawrence, Nancy Fong, and Debbie Kurita – stepping into the chaos and bringing order to the City of Bell when it was so desperately needed. You started writing a new future for the City.

Dave Aleshire, Sunny Soltani, Anthony Taylor, Anita Luck, June Ailen, Steve Onstot, Laura Walker, and all the other attorneys at Aleshire & Wynder – I've never worked with finer attorneys and finer professionals. Your commitment and dedication know no bounds.

The Bell City Council – every accomplishment over the last three years has at least three votes with it. You had the courage to put your name on the ballot, and then the courage to make the tough decisions needed to move the City forward. The future of Bell is yours.

## **Appendix**

## **Accomplishments (6/1/12 – 12/31/14)**

### **Economic Development**

- Special Event Sales Permit: Ordinance adopted which replaced a \$672 Temporary Use Permit fee with a no-fee permit for businesses to hold Special Event Sales and Grand Openings.
- Bell Business Center: Four City-owned industrial properties totaling 40.2 acres were entitled for warehousing and manufacturing uses. The sale of the entitled properties in early December to Pacific Industrial allowed Bell to avoid foreclosure and a bankrupting deficiency judgment on three of the four parcels. The new development was constructed to meet LEED Gold standards, raise property values, generate tax revenue, and create more than 350 new permanent jobs.
- Plan Check and Building Permit Fees: Ordinance adopted which reduced City's Plan Check Fees by a range of 23% to 58% and Building Permit Fees by 23%.
- Setback Requirements in Commercial Zones: Amended the municipal code on setback requirements, which gives the City another important tool to improve the appearance of the City's commercial corridors.
- Enacted new Economic Development Ordinance.

### **Housing**

- Housing Element: To comply with State law, a Draft Housing Element was prepared and submitted to the State for statutory review

### **Finance**

- Publication of Monthly Investment Reports and Monthly Financial Reports: this is required by the City Charter, but had never been done prior.
- Completion of three years of back audits within one year.
- Implementation of new Purchasing Ordinance and publication of training manual.
- RFP and Acquisition of new accounting/finance software.
- Establishing a viable transaction environment, that is: the daily posting of all revenue and disbursements. Some had been more than two years behind.
- There was less than \$200K in General Fund reserves on 6/1/12 – as of 4/15/14, there were more than \$25M in General Fund reserves.
- Closed Dexia transaction, which eliminated \$15M in potential deficiency and reduced debt by \$38M.

- Citywide debt was more than \$140M on 6/1/12 – as of 12/31/14, debt had been reduced to \$69M.
- Publication of an industry-standard and highly-transparent budget document that won CSMFO Merit in Budgeting Award.
- Implementation of daily cash management spreadsheet.
- Publication of new Financial Policies and Procedures Manual.
- Extensive use of new five-year General Fund financial forecast models so as to allow decision makers to create the City's first structurally balanced budget in twenty years. In the process, presented and passed 2013/14 budget that closed a \$1.2m budget gap.
- Successfully resolved Supplemental Retirement Plan issues which brought a net of \$4M to the City and eliminated a liability of more than \$3M.

### **Good government/Transparency**

- Great improvement of customer service at front counter through restructuring and training.
- New MOU's with BCEA and BPOA – first MOU's in more than six years.
- At the direction of Council, issued an RFP and a resulting contract for new Livestream services for City Council meetings.
- Executed a new IT contract with resulting upgrades in hardware and service – first ever IT strategic plan.
- A draft of new complete HR policies being edited.
- City municipal code was updated, digitized, and is now on the website.
- Creation of shared IT networks for all City departments, with daily system backup.
- City's new website went online in the Spring of 2013. Website is meeting the City's goal of transparency by providing full financial, contracting and other information to the public. Website earned an "A-" rating from the Sunshine Review, an organization that monitors governmental websites. All compensation data, City checkbook, and all city contracts are on the website.

### **Public Works**

- Applied for and won \$2M grant for transportation from METRO.
- The City completed three street improvement projects in 2013, the first year of our 5-year Pavement Management Program. In 2013, 16% of City streets were reconstructed (19 streets) or slurry sealed (13 streets). These projects cost \$2.1 million and were funded out of gas tax revenues, which are

restricted to street infrastructure construction and repairs. The project continued in 2014 at similar expenditure levels.

- An ordinance was introduced which updates the approval process and requirements for existing as well as proposed recycling collection facilities.
- Previously, landscape maintenance, public works maintenance (streets, sidewalks, curb and gutter, sewer system, storm drains) and graffiti removal services were mismanaged which resulted in inadequate, slow, and poor services. The substandard services of the previous contractors also led to findings by the State for non-compliance with State laws and the loss of gas tax dollars. In 2013, we aggressively fixed these problems by acquiring new contractors through competitive bidding using industry-standard practices.
- Graffiti Removal: Acquired new contractor GPC through competitive bidding; added weekends and holidays to contract hours; the new contractor is removing THREE TIMES the amount of graffiti compared to the previous contractor; introduced new smartphone app to the public for graffiti reporting.
- Landscape Maintenance: Acquired new contractor through competitive bidding; the new contract produces an annual savings of \$64,200 compared to previous cost and higher quality professional services (i.e. contractor developed comprehensive irrigation repair and improvement plan).
- Public Works Maintenance (streets, sidewalks, curb & gutter, storm drains, sewers): Acquired new contractor through competitive bidding; the new contract produces an annual savings of \$41,000 compared to previous cost; the new contract eliminates potential of negative State audit finding – the previous contractor, Medina Construction, had no proper contracts and non-existent work documentation, which led to negative State audit findings and the loss of gas tax dollars (\$341,100) between FY 2010 to 2013. The new contractor has much higher quality professional service and professional standards of documentation and work order tracking.
- Sewer Maintenance: Developed Sanitary Sewer Maintenance Plan (SSMP) and internal policy to handle and report sewer spills; acquired new contractor MCE, who could handle sewer spills properly; mishandling of sewer maintenance by previous contractor resulted in non-compliance findings by the State Water Quality Board and the threat of a fine; the new contractor has resolved non-compliance issue and the State has accepted the City's new measures.
- Tree Maintenance: Trimmed 1,015 trees; planted 31 new trees; removed 29 trees that were dead, diseased, or causing significant damage to sidewalks, and curb and gutter; 133 new trees to be planted in first quarter of 2014.
- Street Light Maintenance: Started monthly inspections of street lights in April 2013; in April over 140 outages were found; currently, 30 to 40 outages are found each month; outages are reported to Edison as soon as monthly inspection is completed.

- Developed Geographic Information System (GIS): New GIS operation started in April 2013; digitized City's infrastructure maps (streets, sewer lines, storm drains, etc.); new GIS greatly improved internal operations (engineering, public works, and code enforcement).
- Developed New Work Order System: track public works service requests such as tree trimming, sidewalk repairs, etc.; previously, no computerized system existed; new system improves customer service by reducing "lost" work orders ensuring prompt completion of service requests.
- Compliance with State Recycling Requirements: Working with the City's franchise hauler, the City is meeting State law requiring waste recycling and diversion.

### **Recreation/Community Services**

- The City's CDBG funding had been suspended – took aggressive action to meet the County's requirements to save annual CDBG funding of more than \$700k to be used for community services.
- Creation of two highly successful Special Events (85th Birthday Event and La Campana Street Festival).
- Development and Creation of Summer Concert Series.
- Creation of the Haunted House at Veterans Park Clubhouse for Halloween celebration: more than 2000 visitors.
- Development and creation of Senior Services Division: Have established and maintained a working relationship with Oaks and Murray Place; developed the Senior Newsletter; brought in Exercise classes, arts and crafts, dances and a mini health fair for seniors; created community travel excursion program. Increase from 1 annual excursion to 18 excursions planned and executed FY12-13.
- Issued RFP and new contract for transportation services. Included development and creation of a NEW fixed Route transit systems that serves over 5,000 riders per month.
- Creation of a 16-page Community Services activity guide that is mailed to all residents.
- Camp Little Bear Park: Created Movie Nights at the Park (Summer & Halloween Session); created Arts and Crafts Drop-in program; developed and created Jr. Chef Program; created Homework Helpers program to aid kids with school assignments; implemented Drop-in Board Game program; created and implemented "Play 60" which encourages youth to be active for 60 minutes a day.
- First ever Part Time Employee handbook created; full time evaluations done - first time in more than 10 years.
- Renovated Veteran's Memorial softball field and established new procedures to properly maintain synthetic soccer fields. Previously, fields had gone unmaintained for more than eight years. Also, purchased new goal posts for Nueva Vista soccer fields.

- Adult Sports: Developed four new adult sports: Men's 7 on 7 Soccer; COED 7 on 7 Soccer; Women's Slow Pitch Softball; and, COED Chicago Softball.
- Youth Sports: 770 more kids in soccer program now; new Wood Bat Division for 14 & 15 year old players; developed and created Pee Wee Soccer Program; developed and created Pee Wee T-Ball Program; developed and created Pee Wee Basketball Program; created a comprehensive youth soccer manual for parents, participants and coaches; created a comprehensive database for Youth Sports Volunteer Coaches from 2012 till present.