



DEPARTMENT OF FINANCE

June 27, 2016

TO: Honorable Mayor and City Council

FROM: Steve Mermell, Interim City Manager 

SUBJECT: Follow-up Summary from June 6-20, 2016 Special Finance Committee/City Council Meetings

This memo is a summary of follow-up responses to questions posed by the City Council during the June 6 through June 20, 2016 special meetings regarding the Fiscal Year (FY) 2017 Recommended Budget.

Responses are in order of presentations.

Planning and Community Development Department

- 1. How many Code Enforcement cases are initiated by the City's Code Enforcement Officers compared to the total number of cases?**

Response:

In 2015, Code Enforcement Officers initiated 109 cases of the 2,070 total code enforcement cases.

Public Health Department

- 1. Provide a plan to eliminate negative fund balance.**

Response:

During the course of FY 17, the Public Health Department will work with the Finance Director to prepare a plan to address the departmental negative fund balance totaling nearly \$2.4 million dollars. Over the last budget cycle, Public Health has reduced expenditures and stabilized revenues and the Department FY 2017 budget request presents a balanced budget. However, Public Health has ended a fiscal year with a surplus only three times in the last ten years. Based on historical data, addressing the negative fund balance may require an extended period of time. Public Health will continue to evaluate methods for reducing non-reimbursable expenditures such as internal service costs and increasing revenues through sources such as new grants and full cost recovery in fee supported programs. Information concerning the Health Fund will be part of regular quarterly budget updates to the Finance Committee.

Human Services and Recreation Department

1. Provide additional support for the proposed approximate 9 FTEs.

Response:

The request has been revised downward to 6.52 FTE. Over the past few years, Human Services & Recreation (HS&R) has expanded and established new programs to meet community need. Most notable was the Department’s response to the shortening of the academic school year by the Pasadena Unified School District (PUSD). Based on the new shorter school year, HS&R’s After School Program hours were increased between 3 and 6 hours a week at each site to ensure no service break in after school care.

New programs implemented in the past few years include:

- Tiny Tot Summer Camp – summer day camp that provides activities for 3-6 year olds to foster their creative, physical and social skills;
- Urban Camp – provides school-aged children the opportunity to explore Pasadena and to participate in recreational activities;
- Early Care Adventures Program – provides child care in the morning for working parents at 3 PUSD school sites during the school year; and
- Aquatics at Parks after Dark – During the summer months, HS&R opens 3 of its sites for extended hours and offers positive activities for the community. Among these activities is recreational swimming and Dive-In Movies (movies screened at the pools).

While the Department has been able to absorb the costs of these expanded and new services, largely by utilizing salary savings in other areas, the budgeted number of FTEs does not reflect the actual number of staff hours devoted to these programs. Moreover, as the Department fills vacant positions to ensure a full complement of services are provided to the community, the availability of salary savings is reduced.

The revised recommendation of 6.52 FTE is an aggregate of adding an average of 0.07 FTE (or 155 hours per year) for 87 affected positions. This addition would result in all but one of these positions being under 0.5 FTE and therefore not involve the expense of providing medical benefits.

<i>Program</i>	<i>FY17 Additional FTE Request</i>	<i>Number of PCNs/bodies included in this FTE request</i>
Tiny Tot Day Camp	0.27	5
Urban Day Camp	1.79	18
Early Care Adventure	1.10	6
Aquatics at Parks After Dark	0.31	6
After School Adventure Program	3.05	52
TOTAL	6.52	87

The net incremental cost of this request is \$82,430.

Comparison of FY 2016 Adopted Budget vs. FY 2017 Base Budget

Not including the proposed additional FTEs to support ongoing programming above, HS&R’s budget increased by \$367,000 or 3.7 percent between FY 2016 Original/Adopted Budget and FY

2017 Base Budget (without proposed FY 2017 Decision Packages). The increase is primarily in increases to personnel which are as follows:

- PERS Employee (2.5 percent increase),
- Workers' Compensation (67 percent increase),
- City portion of PERS (10 percent increase),
- Medical (11 percent increase) and
- Benefits (3 percent increase).

2. Please provide information on the staffing of the front desk at Villa Parke.

Response:

The front desk is staffed during the Center's business hours. The duties are shared between part-time staff.

3. Senior Program at Villa Parke – provide more detail on staffing for the senior program.

Response:

Currently, most HS&R's programs specifically for seniors are located at Jackie Robinson Center and Villa-Parke. Both sites have robust programs and participation.

HS&R recently hired a Senior Community Relations Representative. A majority of her time will be spent focusing on citywide senior programming. She will evaluate the landscape of public and private services for seniors as well as work with HS&R staff to coordinate services provided by the Department. Her office is at the Jackie Robinson Center. Moreover, the Community Services Supervisor at Jackie Robinson Center primarily focuses on senior programming.

For FY 2016, two positions were created at Villa-Parke to support programming for seniors. Villa-Parke has: (1) a 0.63 FTE Community Services Representative III who provides case management services for seniors and coordinates social services such as educational workshops, health and well-being checks, among others and (2) a 0.7 FTE Recreation Site Coordinator whose focus is on recreational programming for seniors. The Community Services Representative position has been filled. The Recreation Site Coordinator has not yet been filled. The Department is proposing to combine these two positions into one full-time position.

Note that seniors are served in many of HS&R's recreational classes and human service programs which serve the general community but the staffing enumerated above is dedicated to serving the needs of seniors.

Also, the City entered into a 10-year agreement in 2012 with the Pasadena Senior Center to provide at least 20 hours per week of services for seniors at HS&R sites.

4. Identify all senior programs provided by the City and note their location and the number of participants by location.

Response:

Following is a table of programs exclusively for seniors, including enrollment and location. Note that seniors are also served by programs that serve the general community.

<i>Activity</i>	<i>Enrollment* (by season if applicable) or Average Attendance~</i>	<i>Location</i>
Arts & Crafts at Senior Summer Camp	62*	Jackie Robinson Center
Beginners Tai Chi	Fall: 44* Winter: 36* Summer: 5*	Villa-Parke
Bridge Club	8~	Jackie Robinson Center
Chair Aerobics	25* 41~	Villa-Parke Provided by Senior Center at Jackie Robinson Center
Chair Yoga	15~	Jackie Robinson Center
Computer Class	Fall: 19* Winter: 20* Summer: 6*	Villa-Parke
Country Western Line Dancing	13~	Jackie Robinson Center
Craft Specialties	15~	Jackie Robinson Center
Dance Fitness	Winter: 28* Summer: 5*	Villa-Parke
Day Camp	Winter: 34* Summer: 62*	Jackie Robinson Center
English for English Learners	Fall: 48* Winter: 45* Summer: 2*	Villa-Parke
Jewelry Making	Winter: 21* Summer: 6*	Villa-Parke
Knitting	Summer: 3*	Villa-Parke
Mixed Media	Fall: 12* Winter: 11*	Villa-Parke
Sewing Class	8~	Provided by PCC at Jackie Robinson Center
Senior Lunch	35~	Jackie Robinson Center
US Citizenship Class	Fall: 30* Winter: 30* Summer: 15*	Villa-Parke
Zumba Gold	44~ Fall: 57* Winter: 51* Summer: 7*	Provided by Senior Center at Jackie Robinson Center Villa-Parke

*Enrollment is number of participants who register per session.

~Average Attendance is the average number of people who participated in the program (most programs are weekly).

The following are drop-in sessions wherein clients participate as they wish and do not register: Bridge Club/Jackie Robinson Center; Chess, Checkers, Dominoes & Loteria/Villa-Parke; Tech Talk/Villa-Parke; Dominoes Club/Jackie Robinson Center; Happy Seniors Friday Club/Jackie Robinson Center; Wednesday Matinee/Villa-Parke; Memory Games/Villa-Parke.

5. Robinson Park Recreation Center construction – provide information on the transition and staffing plan.

Response:

The City is currently considering locations for staffing and programming during the reconstruction of Robinson Park Recreation Center. It is anticipated that staff will move out of Robinson Park in October 2016 for an 18 months. HS&R is considering locations that will meet its office needs as well as recreation space to ensure it can continue its programming.

6. Cost Recovery plan – costs to participate in recreation programs, discounts for multiple children, charge more for adult programs etc. Provide detailed information. Perhaps cost recovery should be more than 10-20 percent which would provide more programs. Please provide additional information on HS&R’s cost recovery for programs.

Response:

Below is a chart with revenue, expenditure and cost recovery for the Department for FY 2014 through FY 2016. In the second table are cost recovery percentages for select HS&R programs.

Human Services & Recreation Department-wide Cost Recovery

	<i>FY14 Actual</i>	<i>FY15 Actual</i>	<i>FY16 (Actual as of 6/8/16)</i>
Revenue	\$1,219,640	\$1,826,144	\$1,693,860
Expenditure	\$9,332,798	\$9,610,166	\$8,262,832
Cost Recovery	13.1%	19.0%	20.5%*

*Note that the to-date FY16 cost recovery percentage is likely to decrease as June is a high expenditure month. The denominator/expenditure total will increase faster than revenue total.

Cost Recovery for Programs

<i>Program</i>	<i>FY15 Cost Recovery</i>	<i>FY15 Actual Expenditure</i>
After School (includes some personnel expenditures for Youth Sports and Special Events)	26.1%	\$1,113,203
Aquatics	48.0%	\$271,306
Day Camp	59.0%	\$412,245
Permits & Special Events	122.7%	\$333,187
Youth Sports (excludes Villa-Parke Youth Soccer)	19.8%	\$341,297

Regarding the program specific cost recovery, more thorough analysis is needed to ensure that all expenditures posted are attributed to the correct program.

Balance between Fees and Cost Recovery

From FY 2014 to FY 2016, HS&R has significantly increased its cost recovery from 13.1 percent to 20.5 percent (as of 6/8/2016). Moving forward, the City will further review fee policies and rates. This would include investigating rates and policies of other municipalities as well as the cost to deliver the program. This study would examine HS&R's different categories of programs and seek the appropriate level of cost recovery. HS&R has significantly increased its cost recovery and believes that there could be potential to increase further. However, since this typically requires increasing revenue/fees, this must be balanced with ensuring that programs are affordable.

Scholarships and Discounts

It should be noted that all HS&R programs are affordable for low-income families. The Department intentionally maintains fees so that they are financially accessible and provides scholarships for families who are not able to afford the fees. In addition, many of HS&R programs provide discounts for siblings. For example, the Day Camp program provides a 10 percent discount for a second child. Day Camp also offers scholarships and discounts to qualified Pasadena youth for all neighborhood and youth related events. The After School Program offers a sibling discount as well as scholarships (\$154,755 in FY 2016). HS&R also operates significantly reduced camps and after school sites with exceptionally low fees (e.g. \$50 for a 6 week summer camp or \$60 per semester for the After School Program). The Aquatics Program provides swim lesson scholarships which are funded by a foundation grant.

The Villa-Parke Youth Soccer League evolved from a parent's committee who modeled the program after club sports. The cost to operate the Villa-Parke Youth Soccer League is higher because the league's duration is almost 8 months (which is longer than most soccer leagues). Club sports are more expensive to operate than recreational leagues.

Fees for Soccer depend on several factors including if registration is early and division/age (chart below). Therefore, total resident fee can range from \$90 to \$162 which includes registration, referee fee, field set up fee and uniform cost. The Villa-Parke Youth Soccer League offers scholarships for residents who income qualify (50 percent off registration). The sibling policy is 10 percent for the sibling of registered participant.

Fee Schedule, 2016 revised 4-13-16

Authorized Fee	Masc. Div.	6th Div.	5th Div.	4th Div.	3rd Div.	2nd Div.	1st Div.
Early Registration	\$37/\$48 res.	"	"	"	"	"	\$34/\$45 res.
Open Registration	\$65/\$85 non.	"	"	"	"	"	\$60/\$80 non.
Ref. Fee Per Game	\$21	\$21	\$23	\$26	\$30	\$48	\$48
Per Season*	\$18.60/plyr	\$18.60/plyr	\$20.44/plyr	\$23.11/plyr	\$26.66/player	\$48/player	\$48/player
Field Set Up/Painting	\$160/team	\$160/team	\$160/team	\$160/team	\$160/team	\$160/team	\$160/team
Per Season*	\$9.00 /player	\$9.00 /player	\$9.00 /player	\$9.00 /player	\$9.00 /player	\$9.00 /player	\$9.00 /player
Uniform Cost	\$25-\$45	\$25-\$45	\$25-\$45	\$25-\$45	\$25-\$45	\$25-\$45	\$25-\$45

*Calculated based on 18 players per team

7. What are the additional funding needs of the Department?

Response:

HS&R is continually analyzing the needs of the community to ensure its services meet these needs. HS&R understands that we are stewards of public dollars and in a time of limited resources, HS&R seeks to maximize the impact and efficiency of each dollar.

Fire Department

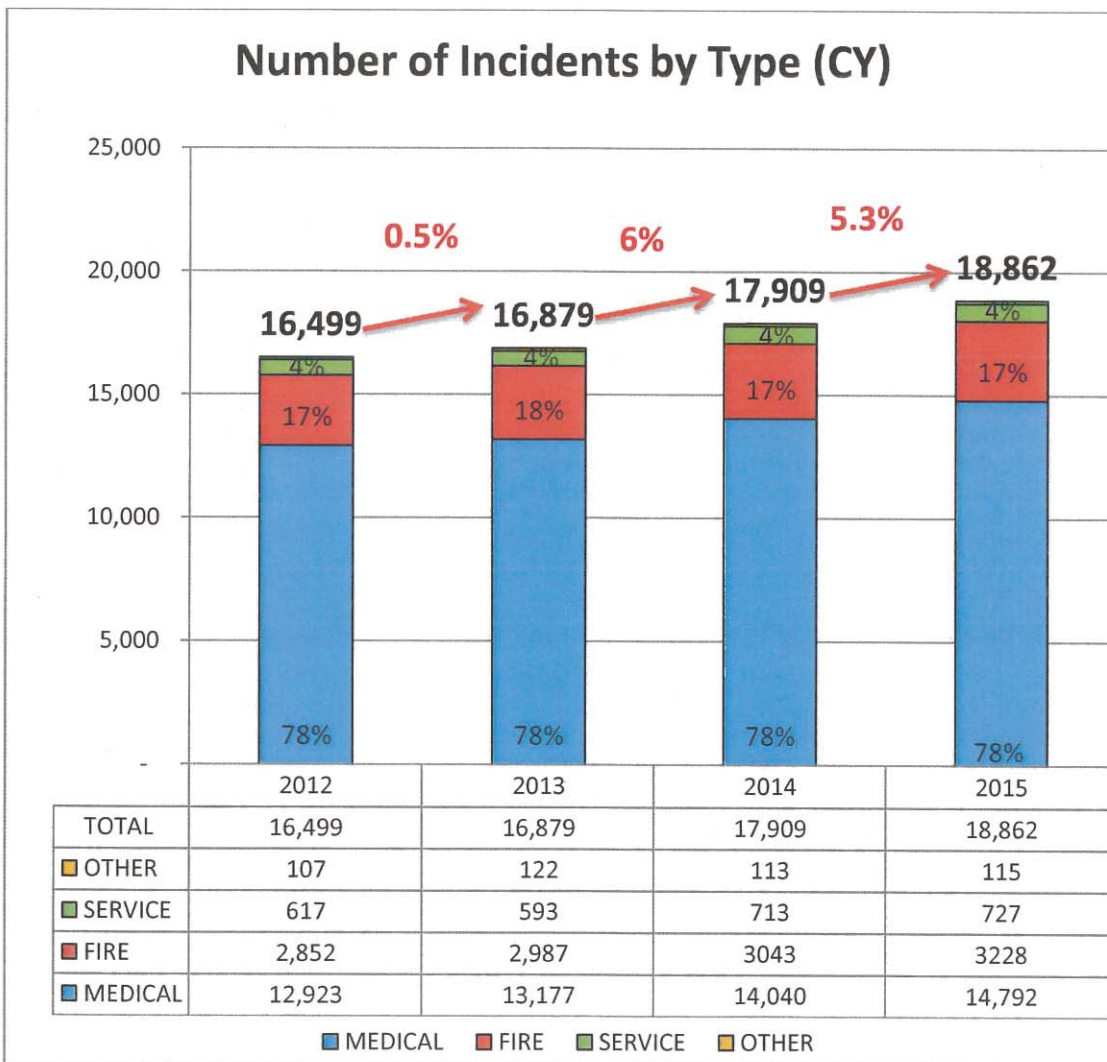
1. Provide number of medical incidents versus fire incidents over the last five years.

Response:

Medical calls consistently compose 78 percent of all incidents, and Fire calls compose 17-18 percent of all incidents. The data below shows the number of calls by calendar years 2012 through 2015, as dispatched by Verdugo Fire Communications Center (VFCC).

Total Number of Unique Incidents by Type (CY 2012 – 2015)

*Data from VFCC



2. Does the department have an emergency notification system (similar to what UCLA has) to provide an early warning to residents/employees?

Response:

The City implemented the Pasadena Emergency Alert System or PLEAS to send emergency information to community members by phone call and emails in 2006. PLEAS is the official emergency notification system for the City of Pasadena, similar to BruinAlert at UCLA. In 2008, PLEAS was enhanced to include increased calling capacity and a self-registration portal so community members can register cell phones and internet/VOIP phones and can register to receive non-emergency public safety messages (such as Red Flag Parking Restrictions). The system currently contains more than 114,000 traditional phone line numbers that can be called and self-registrations from over 4,300 community members. Self-registrations include City staff, residents, and people who work in Pasadena. PLEAS is used several times a year for various emergency or public safety-related notifications and was used this past month to provide notification to affected residents of a Police incident in Northwest Pasadena. The Fire Department intends to release an RFP for a technology update for the system underlying PLEAS in FY 2017.

In addition to PLEAS, Twitter, Facebook and other social and traditional media are used as secondary information dissemination resources.

3. Fire Inspection Fees – provide analysis on cost recovery.

Response:

The Fire Department will provide an update on Fire Inspection Fees to the Finance Committee within the first quarter.

4. Provide data regarding costs for calls for service to hotels, business districts, visitors, indigents etc.

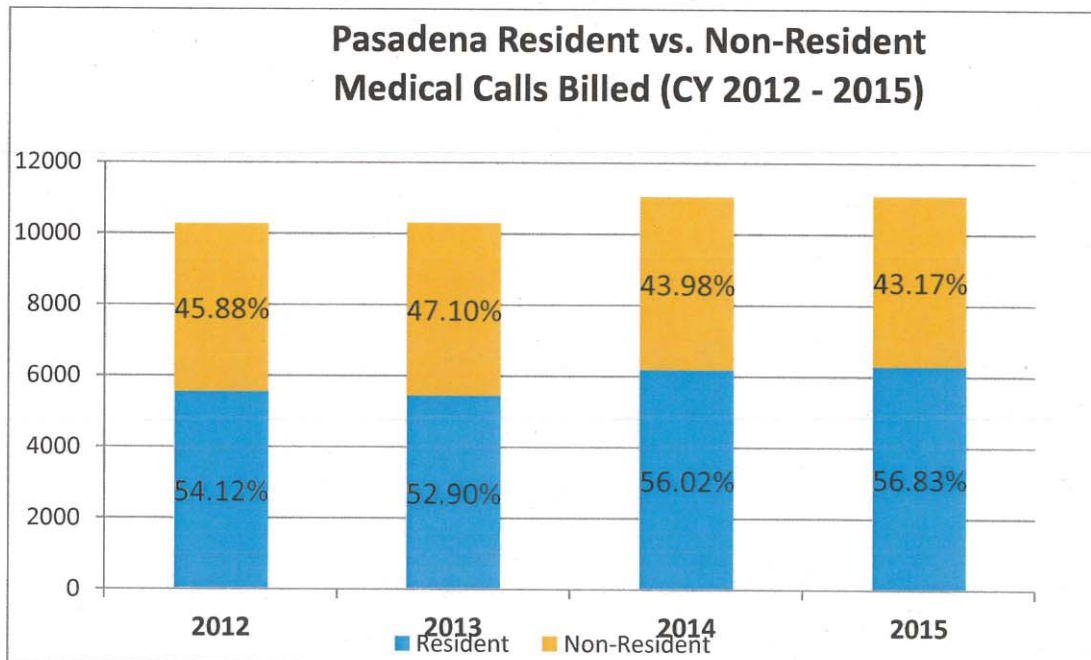
Response:

The following table provides a breakdown of emergency medical calls, which are the majority of calls for service billed to residents and non-residents. Additional analysis and/or data capture would be required to answer this question completely.

Visitor information is reflected by Non-Residents of Pasadena and is based on the patient's billing zip code as captured by Wittman Enterprises, LLC. Over the past four years, non-resident calls composed approximately 43 to 47 percent of all response calls by Pasadena Fire Department.

Pasadena Residents vs. Non-Residents Medical Incidents (CY 2012 – 2015)

*Data from billed calls based on Resident Zip code, Wittman Enterprises, LLC



Pasadena Total Cost of Indigent Calls per Yer (CY 2012 – 2015)

*Data from billed calls, Wittman Enterprises, LLC

	COUNT OF MEDICAL INDIGENT CALLS	COUNT OF TOTAL MEDICAL CALLS	% OF MEDICAL INDIGENT CALLS	TOTAL COST PER YEAR
2012	266	10,218	2.60%	\$ 287,613.00
2013	203	10,247	1.98%	\$ 255,598.50
2014	160	10,960	1.46%	\$ 199,728.05
2015	187	11,024	1.70%	\$ 229,333.14

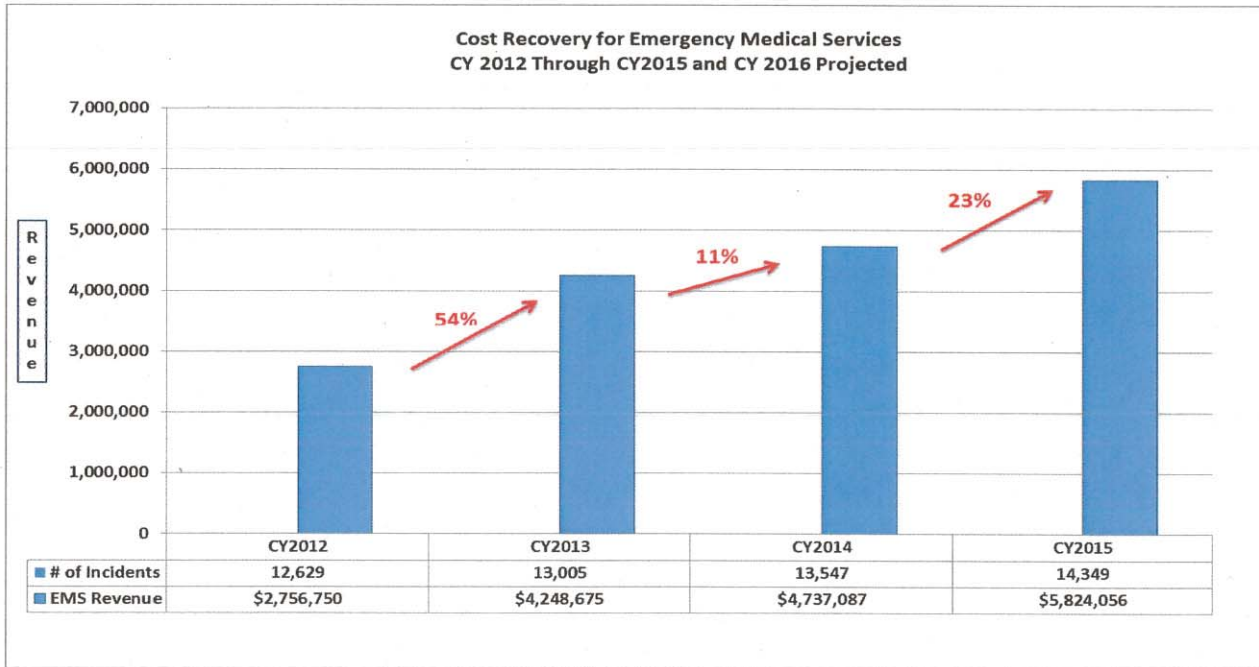
5. Provide more information on the cost recovery for EMS e.g. trend line over five years.

Response:

EMS Recovery Data for FY 2012 through FY 2015 has been trending towards an increase through FY 2015. In FY 2015 EMS recovery was higher than FY 2014 due to an increase in Medi-Cal and Medi-Cal HMO patients.

Emergency Medical Services Cost Recovery

*Data from billed calls based on Wittman Enterprises, LLC



Police Department

1. Provide data on air operations – costs to provide service, revenue, hours flown, personnel, service level, how we acquire helicopters etc.

Response:

See Attachment 1 - "Air Operations Summary."

2. Provide clarification on Performance Measures on Section 19 – Page 10 in department narrative.

Response:

The Performance Measures statistics have been revised as follows:

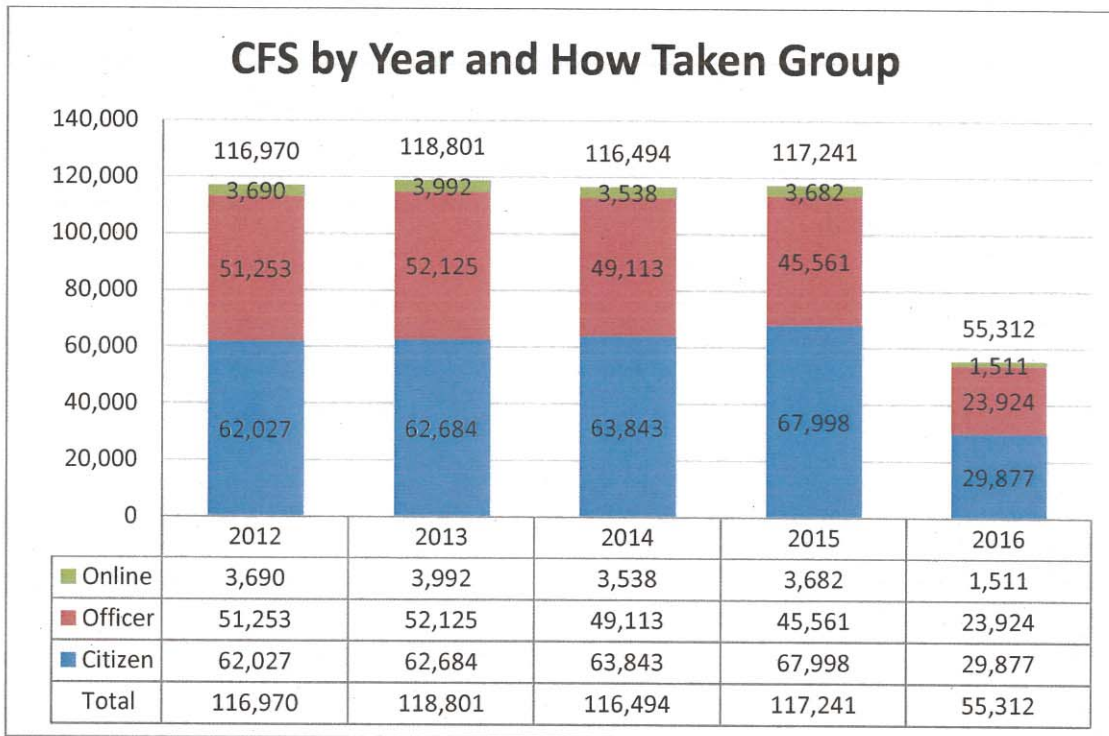
Measure(s):		FY 2015	FY 2016	FY 2016	1st Qtr	FY 2016	FY 2016	Mid-Year	FY 2016	FY 2016	3rd Qtr
		Actual	Target	1st Qtr	%	2nd Qtr	Mid-Year	%	3rd Qtr	YTD	%
1	The Pasadena Police Department realizes that the Service Area Policing is vital to effective policing in neighborhoods. Under the Community Service Area (CSA) policing model, personnel assigned to the Patrol Section will provide 1,000 "Foot Patrols" each quarter. Foot Patrols will occur at community centers, community gathering areas and neighborhoods, and will foster crime prevention and safety.	5,500	5,500	1,567	28%	1202	2769	50%	2141	4910	89%

Based on a more in-depth review of FY 2015 statistics to determine why the figures were so much lower for FY 2016, staff determined that the number for FY 2015 was calculated incorrectly. Upon further review, Foot Patrols, which also includes Pedestrian Contacts, were in line with the projected goal. In reviewing the FY 2016 Foot Patrols and Pedestrian Contacts to date, quarterly stats currently surpass the goal of 1,000 per quarter, which is also aligned with FY 2015 Actuals.

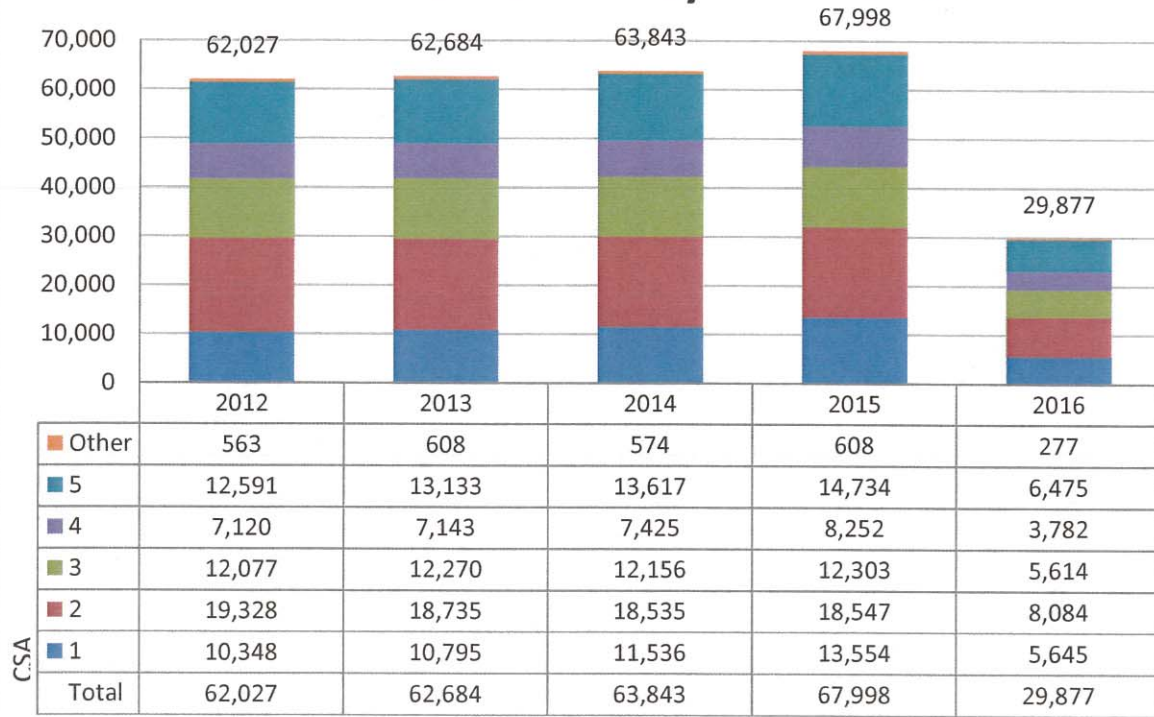
3. Provide support data for crime statistics (requested during public comment).

Response:

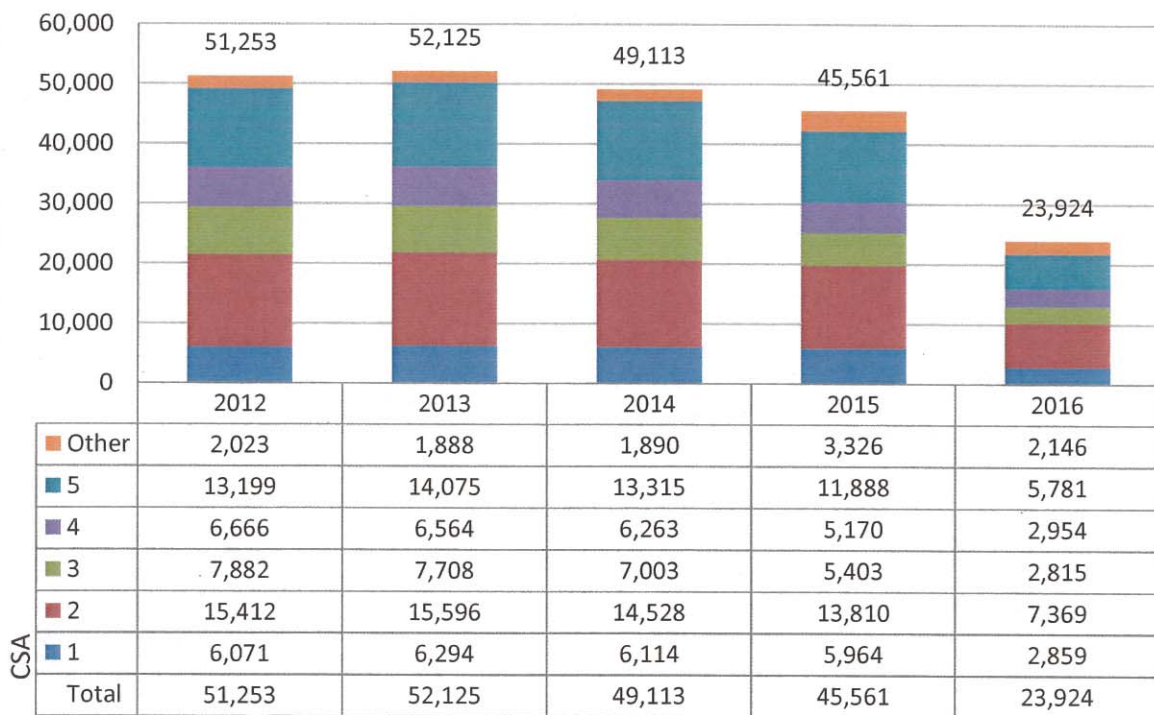
The charts below show the Police Department's 2012-2016 Calls for Service (CFS) totals, types, and by Community Service Area (CSA) provided by the Department's Crime Analyst:



Citizen Generated CFS by Year and CSA



Officer Generated CFS by Year and CSA



4. **3/12 hour shift – is there a best practice? Is there a preference by IACP?**

Response:

According to a study published by the COPS Office (U.S. Department of Justice Community Oriented Policing Services) in August 2012, the 12-hour shift has been widely adopted by hundreds of law enforcement agencies, and its use is increasing. Evidence, both anecdotal and more systematic, suggests that this approach can be highly effective and offers several advantages. Twelve-hour schedules require fewer shift changes, provide officers more days off per year, and result in less overtime and less sick leave. Nevertheless, while growing in popularity, 12-hour shifts also have several disadvantages. Since they result in fewer work days per officer per year, it is more difficult to maintain communication with officers. Officers with fewer work days may also be more likely to engage in outside activities conflicting with their duties, and may live further away. More off days also increase the likelihood of more off duty court time and makes it more difficult to schedule training. The use of 12-hour shifts leads to uniform staffing by day of week and shift with little to no opportunity to adjust the schedule to meet peak demands. The Pasadena Police Department adopted the 12-hour schedule in 1994 and since then, it has been amended and modified several times. Currently, PPD Patrol officers work a 12-hour schedule, and any adjustment to that schedule would necessitate a meet and confer item between the Police Officers Association and the City.

5. **Provide information on cutting edge crime reduction techniques.**

Response:

The items listed below demonstrate several of the Police Department's current efforts to deploy cutting-edge crime reduction techniques:

CRIME NET: The Pasadena Police Department hosts a monthly Crime Net meeting designed in part after the "COM-STAT" (COMPUter STATistics) process employed by other cities. Crime Net meetings are led by the Chief and ranking police executives. The process relies on a comprehensive analysis of statistical reports generated by our Crime Analyst in combination with insight from Watch Commanders, Sergeants, Police Administrators and other key PD personnel positioned to contribute to the dialogue. The PD invites and embraces input from other professionals such as City Prosecutors, the District Attorney and the Pasadena Department of Housing to identify trends, resources and strategic approaches to solving crime and addressing social issues. The Crime Net process allows stakeholders to identify evolving trends, manage applicable resources, share and assess intelligence that leads to a rapid deployment of resources to impact crime areas and improve quality of life in Pasadena. The meetings set a stage for stakeholders to evaluate successes and shortfalls and to re-engage the issues by adapting to rapidly evolving crime trends, focusing on redistribution of resources, targeted crime fighting and effective tactics.

ALPR (Automatic License Plate Readers): The Pasadena Police Department equips a number of mobile units with ALPR technology to enhance crime fighting. ALPR technology uses optical technology to rapidly capture license plate numbers, and then checks these numbers against the stolen vehicle system and the registration data base. The information is routed to the officer's mobile data computer and to dispatch to determine if said vehicle is current in registration, matches the make and model upon which the plate is affixed, whether it was reported stolen or associated to a person wanted for a crime. This allows officers to make rapid decisions about how to tactically approach or when and where to stop the vehicle to before making contact on enforcement stop.

BlueCheck ID Fingerprint Device: BlueCheck Bluetooth-enabled mobile fingerprint scanner for law enforcement applications is equipped with a durable LCD display for real-time feedback, a 500-dpi fingerprint sensor, and Cogent's SecurASIC technology for embedded encryption, image compression and on-device matching. Used with Cogent Systems' LiveID and MobileID software, BlueCheck allows users to quickly and easily perform in-the-field fingerprint capture and identifications. Using Bluetooth communication, BlueCheck can remotely transfer secure captured fingerprint data to any COTS Bluetooth-enabled PDA, laptop or cell phone. BlueCheck is a completely wireless solution that can be easily taken into buildings, crime scenes, the far end of an airport terminal and many other remote locations. Weighing only 3 ounces, the BlueCheck Bluetooth-enabled mobile fingerprint scanner for law enforcement applications is equipped with a durable LCD display for real-time feedback, a 500-dpi fingerprint sensor, and Cogent's SecurASIC technology for embedded encryption, image compression and on-device matching. Used with Cogent Systems' LiveID and MobileID software, BlueCheck allows users to quickly and easily perform in-the-field fingerprint capture and identifications. Using Bluetooth communication, BlueCheck can remotely transfer secure captured fingerprint data to any COTS Bluetooth-enabled PDA, laptop or cell phone. BlueCheck is a completely wireless solution that can be easily taken into buildings, crime scenes, the far end of an airport terminal and many other remote locations. BlueCheck device technology is a Bluetooth-enabled mobile fingerprint scanner that enables law enforcement to conduct in-the-field fingerprint identification. The device allows for a secure, encrypted fingerprint image to be sent and compared to fingerprint data in an effort to confirm the identity of persons with warrants or that are otherwise wanted in connection to crime. It is an effective law enforcement tool which saves time and offers a wireless solution for field and forensic operations.

WatchGuard Mobile Audio Video System: The high definition audio/video system is an on-board mounted camera system that captures police vehicle enforcement activity, emergency responses and offers the PD the ability to record and retain video images that help in the prosecution of criminals. Moreover, it provides the organizations with added levels of transparency and oversight while conducting law enforcement operations within the community.

COPLINK: COPLINK provides unparalleled analysis and decision support for rapidly identifying criminal suspects, relationships and patterns that help solve crime and thwart terrorism. Using a GJXDM compliant interface, it works by allowing vast quantities of structured and seemingly unrelated data -- including data currently housed in various incompatible databases and records management systems -- to be securely organized, consolidated and rapidly analyzed over a highly secure intranet-based platform. This technology is a widely-used system that merges law enforcement data from multiple U.S. jurisdictions. The system is used to generate investigative leads on suspects, to identify crime trends, and to share data. The system includes information sharing and data analytics that can be used by neighboring jurisdictions and across states and agencies.

Crime Analysis: The Pasadena PD has one full-time Crime Analyst who uses contemporary technology platforms to generate reports that aid law enforcement. Crime analysis is a law enforcement function that involves systematic analysis for identifying and analyzing patterns and trends in crime. Information on patterns can help law enforcement agencies deploy resources in a more effective manner, and can assist detectives in identifying and apprehending suspects. Crime analysis also plays a role in devising solutions to crime problems, and formulating crime prevention strategies.

Omega CrimeView: CrimeView is a widely used desktop crime analysis and mapping solution. Hundreds of agencies utilize CrimeView for investigations, deployment, emergency management and statistical reporting. Typically computer aided dispatch and records management systems data is automatically imported into a mapping platform that allows end users, including the public to visualize crime activity geographically.

ARS Mapping System: ARS (Augmented Reality mapping System) is a mapping system designed to augment full motion video in real time with geospatial information. ARS was designed to increase the speed and accuracy with which operators can determine target locations without taking your eyes off the action.

Downlink System: A digital video broadcasting system used to provide a real-time view from the aircraft FLIR to the ground level user, utilizing a hand-held monitor.

FLIR: Forward looking infrared (FLIR) cameras use a thermographic camera that senses infrared radiation. Technology assists in locating heat sources (i.e. suspects) especially during times of darkness.

Interoperable Radio System: Communication system that allows aircraft crews to quickly communicate with other agencies without restrictions and/or delays.

NVG: Night Vision Goggles are electro-optical devices used to detect visible and infrared energy in order to provide a visible image during times of darkness.

6. Sworn versus non-sworn – are there duties that sworn officers are currently doing that non-sworn personnel can do for cost savings?

Response:

This is a two-part answer: the first response to this question is that there are tasks such as field reports and calls for service that non-safety personnel can be trained to perform. This approach would allot additional discretionary time for police officers to focus on foot-beat, field investigations, and neighborhood policing activity. This would not decrease the number of total police officers but redirect their efforts to more crucial policing efforts. Second, the strategic approach to replacing police officers with non-safety (civilian) personnel requires comprehensive analysis and planning to determine how and where the replacements can occur. Police officer assignments such as Technical Services (technology/crime analysis) and the Audit Unit can possibly have civilian replacements as they are trained and prepared for these assignments; however, that will likely require an overlap of positions at the onset for training. Other positions in the organization would require a much closer assessment for a long-range replacement plan in assignments such as Air Operations, Field Operations, and the Criminal Investigations Division.

7. Provide number of Lieutenants, Commanders, Sergeants, and Officers in the department. What is the best practice?

Response:

The Department has 1 Chief of Police, 1 Deputy Chief of Police, 3 Commanders, 14 Lieutenants, 33 Sergeants, 35 Corporals, and 152 Police Officers, accompanied by 110 full-time and 18 part-time non-safety personnel. Regarding industry standards for span of control, the International Association Chiefs' of Police (IACP) recommends a span of control ratio of 7:1 and the Department's ratio is 6.6:1. IACP further recommends that span of control should be based on the complexity, skill level, and the tempo/depth of the work to be performed. For management of high-pace and critical events, the U.S. Department of Homeland Security's FEMA Office recommends a ratio of 3 to 7 subordinates, and optimally not to exceed 5. The Department maintains between 6.5 to 7.9:1 ratio in specialized assignments such as the Special

Investigations Unit, Special Enforcement Section, Patrol Operations, Air Operations, and the Traffic Section. The Department is just above the national recommended average, and for specialized units it falls within the recommended averages. The best practice for an organization's span of control varies based on the tempo of an organization, level of calls for service, and social dynamics such as homelessness, gangs, and daytime populations due to tourism and special events.

Determining the right number of sworn officers for any particular community involves a variety of considerations. Staff is recommending that the City Council establish 250 funded sworn officers as its current goal. The current recommendation to add 10 unfunded police officer FTEs to the Police Department's FY 2017 operating budget would be the first step in achieving this goal. These unfunded positions would allow for "over-filling"; a practice that allows the Department, provided it remain within its overall appropriations limit, to bring on additional officers to address vacancies thereby increasing the likelihood of remaining at full staff. As financial resources are identified, these unfunded FTEs can be converted to funded positions.

8. Calls for service – how does Pasadena compare to other cities?

Response:

Calls for Service from Selected Agencies**

Agency	2012		2013		2014		2015	
	Citizen	Officer	Citizen	Officer	Citizen	Officer	Citizen	Officer
Pasadena PD*	62,027	51,253	62,684	52,125	63,843	49,113	67,998	45,561
Glendale PD	47,965	80,417	49,798	77,003	48,939	80,178	50,052	74,397
Anaheim PD	139,748	50,446	137,787	45,686	131,658	54,863	149,765	56,929
Riverside PD	105,364	64,126	105,267	62,717	106,741	71,143	115,452	60,759

*On-line reports excluded

**It should be noted that calls for service (CFS) is not a good measuring tool because CFS are documented very differently from one city to another. Uniform Crime Reporting (UCR) is a far better tool for comparisons because all agencies are following "uniform" reporting guidelines.

9. What is the optimal staffing level for SES? What types and how many arrests does SES make?

Response:

SES officers are primarily responsible for gangs and street level narcotic enforcement in addition to serving as the department's SWAT team. Due to stringent monthly training requirements (2 days per month), these officers are pulled away from their enforcement activities during these time periods. A fully staffed Special Enforcement Section would consist of 13 officers, a corporal and 2 sergeants.

The last time period in which SES was fully staffed was from February 2009 through January 2010. During this 12-month period SES made 188 felony arrests and 223 misdemeanor arrests; 222 of these arrests were gang members. SES officers were responsible for issuing 178 citations, completing 661 field interview cards, recovering 11 firearms and serving 15 search

warrants. Currently, SES is staffed with seven officers, one corporal and two sergeants; with the assistance of the collateral SWAT team members, they are responsible for serving an average of 33 search warrants per year.

10. What is the optimal staffing level for NAT? What are the outcomes and costs for NAT?

Response:

The last time period in which the Department staffed the Neighborhood Action Team (NAT) was from February 2009 through January 2010. During that time period, the team consisted of 6 officers and a sergeant. The team was a problem-oriented, bicycle-policing unit that focused its efforts on solving neighborhood problems. The team utilized a variety of enforcement strategies in order to accomplish this mission, including the following: Alcohol Beverage Control abatement, burglary suppression, warrant details, graffiti abatement enforcement, tobacco enforcement, illegal vending enforcement, Gold Line Enforcement, CRASH team, Safe Streets Now actions, Community Action Program, habitual drunkard enforcement, and freeway off-ramp and on-ramp enforcement programs.

During this 12-month period, NAT made 113 felony arrests and 752 misdemeanor arrests. NAT officers were responsible for issuing 358 citations, completing 524 field interview cards, conducting 39 probation and parole searches and serving 10 search warrants.

The total annual cost to staff and equip this team (six officers and a sergeant) is \$1,267,473:

Sergeant (1.0)	\$190,301
Officers (6.0)	\$905,166
Equipment	\$63,904
Vehicles (2.0)	\$108,102
TOTAL	\$1,267,473

11. Park safety – what is the optimal staffing level for Park Safety Specialists for 26 parks?

Response:

The presence of the Park Safety Specialist enables the City to make Pasadena’s parks more ‘family oriented’ and safe. They maintain peace and order in the parks by taking action ranging from warning and counseling individuals, to writing citations, or in some instances calling upon sworn personnel to resolve a more serious situation. Their assignment to the parks will help prevent vandalism and facility abuse through their on-site presence. Their constant contact and close relationship with our citizens and park staff will enable us to continually receive feedback to improve the parks. In order to accomplish this, a full complement or unit consisting of at least 12 park safety specialists would provide the optimal staffing levels needed to accomplish the mission on a daily basis. We are currently authorized for 9 park safety specialists. The cost of an additional 3 positions would include:

3 – Park Safety Specialists	\$271,500 - \$90,500 each (including benefits)
2 – Park Safety Vehicles	\$100,000 – two vehicles at approximately \$50,000 each
3 - Police Radios	\$24,000 – three radios @\$8,000 each
Misc. equip & training	\$10,000 – each will need to be sent to a POST PC 832 class (including training costs, travel, lodging) and standard equipment such as Sam Browne, etc.
Approx. total	\$405,500

The Pasadena Police Department's Park Safety Specialists are responsible for patrolling 26 City parks. Currently staffing level do not currently allow for 24/7 staffing of the parks, however this possibility may be explored with the allocation of additional resources (personnel) to the program. At a minimum, increased staffing levels would allow for greater coverage city-wide, overlapping shifts to enhance coverage, increased effectiveness and efficiency. Increased personnel resources would allow greater service to the public and enhance public safety. This would assist not only the Police Department, but also other City Departments concerned with enhancing health and family activities such as Parks and Recreation, the Health Department, and human Services and Recreation. This overlap would allow multiple City Departments to fulfill their goals and maximize City resources.

12. Retention – research how we can become more competitive. Develop a 3-4 year plan. Find ways to fund costs of retention e.g. Special Parcel Tax, TOT

Response:

The City Council recently took steps to make salaries and benefits for sworn officers more competitive in the marketplace, as well as offer a lateral bonus to those transferring to the Department from other agencies. Going forward it will be important for the City to at least maintain its position relative to other agencies.

In FY 2017 staff will present to the City Council/Finance Committee ways of enhancing General Fund revenues. These measures will include possible voter approved actions. The Council could elect to pursue revenues for general city purposes or program the funds specifically for enhanced police services.

13. Provide information on charging a Special Assessment to businesses and property owners surrounding Old Pasadena similar to what the city of Santa Monica does for the 3rd Street Promenade to provide additional police patrol.

Response:

The City of Santa Monica created a Special Policing District to provide patrol support to 3rd Street Promenade, the Palisades Park, and parts of the downtown area. To support the program's costs (six Officers, four Community Service Officers, and a supervisor), the City charged the business owners in the area a special fee. Staff will explore this further as part of the above mentioned revenue measure analysis.

14. Provide one or more measures for determining how many police officers a community should have e.g. FBI, National Association of Police Chiefs etc. and show how the Department compares.

Response:

The number of police officers is a critical decision in reducing crime while improving the quality of community life for all people. In determining how to provide needed public safety services, there are multiple approaches to determining the "right" amount of officers for a City. There is no universal study, nor a recommendation to identifying the right number of officers for any City. Studies have shown the higher number of police officers in a community is not a guarantee that crime rates will fall; however, additional officers provide other positive outcomes such as reducing or stopping crime trends, traffic prevention, and providing increased service to the community. The methodologies used in determining how many officers are needed for a community include the following:

- a. Per capita (per thousand), uses resident population to estimate the number of officers a community needs or wants. Some jurisdictions include the daytime business population as well as the influx of tourism populations. There are variations in comparing similar Cities as it relates to socioeconomic conditions, density of communities, and the historical crime issues such as gang and street violence. The per capita approach is simple, straightforward comparisons.
- b. Minimum staffing levels is more complex, requiring police departments to determine the right number of officers required for daily deployment to provide basic services and public safety strategies for the community. In some communities the minimum staffing levels are determined by city ordinance or bargaining agreements.
- c. Authorized levels, is determined by budget allocation to include staffing assessments, resource availability, and political decision-making. This approach usually does not include service needs, public expectations or efficiency challenges. Over a period of time, the authorized level serves as a simple benchmark that creates assumptions of overwork or underwork staffing levels. Normal attrition levels usually establish levels below the authorized level.
- d. Workload based choices, is the most complicated of the research methods and takes into account staff indicators from the level of demand for service needs, actual workloads, and service style. This method is the only one of studies that is codified in the Commission on Accreditation for Law Enforcement Agencies and, as a result, the most costly taking into the account nature of calls, time on calls, and performance objectives.

There is a fifth methodology available for jurisdictions with lower call for service levels referred to as the Covered-Based Approach based on balancing workloads. Overall, the methodologies in determining the right amount of officers are based on research by the International Association of Chief of Police (IACP), Police Executive Research Forum (PERF), U.S. Department of Justice (COPS Office), and the National Institute of Justice (NIJ) and all are unique requiring their own set of performance objectives to meet the goals, objectives, and expectations of a community.

What is not included in these studies or in any empirical method of measure are the community expectations on policing services, managing crime trends, gang violence, and other crime, as well as the level of services provided and the tempo of calls for service. Other considerations include the complexity and quantity of investigative caseloads by detectives, the traffic safety levels in terms of fatalities, injuries, and the number of collisions. Lastly, the ability to recruit and hire candidates differs from agency to agency and determines a police department's ability fill positions regularly and provides the staffing levels agreed upon with the community to meet the service expectations.

Public Works Department

1. Provide the formula used for the replacement of vehicles.

Response:

The below six factors are used to determine when vehicles should be replaced.

FACTORS	POINTS
Age	1 point for each year of chronological age, based on in-service date.
Miles	1 point for each 10,000 miles of use.
Type of Service	1, 3, or 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.
Reliability	Points are assigned as 1, 3, or 5 depending on the frequency that a vehicle is in the shop for repair. A 5 would be assigned to a vehicle that is in the shop 2 or more times per month on average, while a 1 be assigned to a vehicle in the shop an average of once every 3 months or less.
Maintenance & Repair Costs	1 to 5 points are assigned based on total life M&R costs (excluding repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal or greater to the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20 percent or less of its original purchase cost.
Condition	This factor takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being Poor Condition.
<p>Point Scores Interpretation</p> <p>Below 15 points = Unit is in Excellent Condition.</p> <p>16 to 20 points = Unit is in Good Condition.</p> <p>21 to 25 points = Unit Qualifies for Replacement.</p> <p>26 points and above = Unit Needs Immediate Consideration.</p>	

2. Are there opportunities to increase the number of MASH employees working on the Sidewalk Repair Program?

Response:

There are opportunities to grow the participation of MASH employees in the Sidewalk Repair Program. Two MASH employees are currently involved, but the program could manage up to six MASH employees to work/train with the sidewalk replacement crews. Depending on funding, additional MASH employees will be utilized.

Since 2012, the Street Management & Integrated Waste Management Division has hired 34 former MASH employees into permanent positions.

3. Provide details on the \$8 million increase from FY 2015 Actuals to FY 2016 Budget for all funds.

Expense by Fund (\$000)

FUND	FY 2015	FY 2016	Variance	Explanation
	Actual	Revised		
General	\$19,870	\$22,560	\$2,690	-Personnel vacancies in FY 2015; -Higher salary, benefit and PERS rates in FY 2016 -Budgeting for utility rate increases (i.e. water, electricity), contractual increases (i.e. animal control contract), and a one-time allocation to the Benefits & Insurance Fund in FY 2016
General Fund Projects	\$2,113	\$37	(\$2,076)	One-time, year-end accounting adjustment in FY 2015 to derive a new starting balance as part of the ERP conversion process
New Years Day	\$291	\$390	\$99	Lower personnel expenses in FY 2015
Sewer	\$2,082	\$2,162	\$80	Higher salary, benefit and PERS rates in FY 2016
Gas Tax	\$1,706	\$2,011	\$305	Personnel vacancies in FY 2015 and higher salary, benefit & PERS rates in FY 2016
Project Management	\$6,433	\$7,972	\$1,539	CIP personnel costs charged to CIP projects in FY 2015, but are budgeted in the operating budget
Refuse Collection	\$11,879	\$12,952	\$1,073	One-time vehicle purchases in FY 2016
Building Maintenance	\$9,174	\$9,783	\$609	Electricity and insurance rate increases in FY 2016
Fleet Maintenance	\$7,932	\$10,693	\$2,761	Capitalization of automotive equipment in FY 2015
Citizen Service Center	\$485	\$557	\$72	Lower services & supplies in FY 2015
Total Expense	\$61,965	\$69,117	\$7,152	

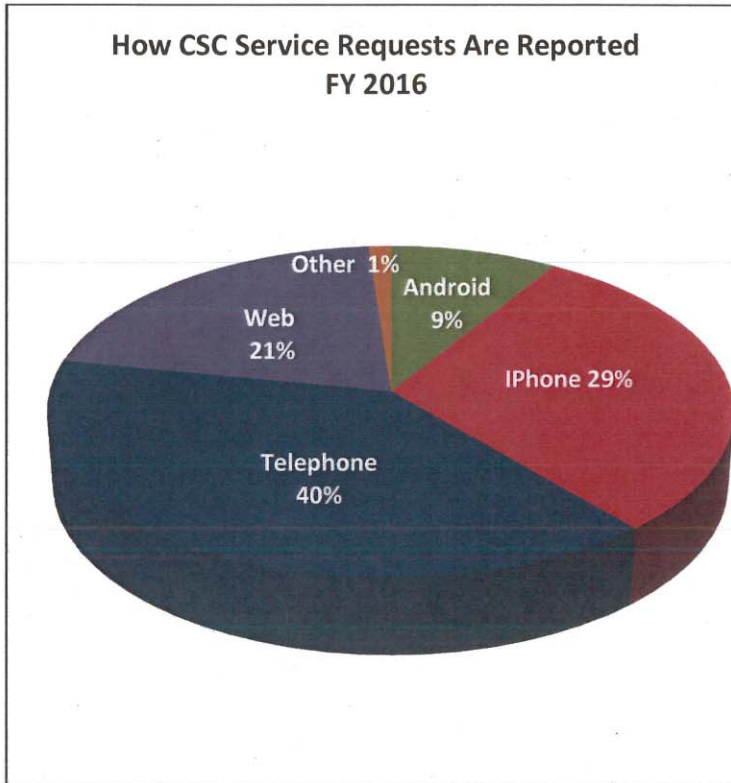
4. What are the productivity metrics for the Citizen Service Center?

Response:

Please see table and pie chart below.

Productivity

FY 2016 (through 6/13/16)	
Average Handle Time (avg. length of total calls answered)	1:43
Total # Calls Answered	72,615
Average # Calls Answered per Month	6,314
Average # Calls Answered per Month/per Rep	1,403
Average Answer Delay (avg. wait time before rep answers)	:27
Group Service Level (percent of calls answered within 30 seconds)	70.10%
Average # Field Radio Calls per day	40
Total # CSC requests handled by Reps (Assigned, Dispatched, Follow up and Close)	15,530
Average # CSC requests handled per Reps (Assigned, Dispatched, Follow Up and Close) per month	3,106



Transportation Department

1. Provide more information on the Bicycle Safety Campaign

Response:

Please see Attachment 2 - memo from Fred Dock to Steve Mermell regarding Bicycle Safety Campaign.

2. Performance Measures:

- a. Provide a Performance Measures related to bicycle and pedestrian safety.
- b. Indicate "intersections" on Performance Measure that states "synchronize traffic signals along mobility corridors". Remove decimal points i.e. use 25 not 25.00.

Response:

- a. The following metric is proposed:
Objective: Improve safety for bicyclists in Pasadena
 1. Increase the miles of bike facilities on public streets by ½ mile per year
 2. Increase the number of signalized intersections with bicycle detection by 5 per year
- b. The requested changes will be incorporated.

Human Resources Department

- 1. Which positions e.g. CTW's, MASH are included in the Performance Measure regarding local hires? Clarify whether to use 40 percent or 47 percent for measure. What percentage of hires were regular (non temporary) positions, and what percentage of employees live locally?**

Response:

The performance measure that refers to the percentage of Pasadena-area residents hired into entry-level positions includes:

- Positions that require one year or less of work experience
- Residence in Pasadena or Altadena
- Positions filled through regular competitive recruitment process
 - Regular full-time and part-time appointments
 - Seasonal appointments that require an application and examination such as Junior Lifeguard and Recreation Leader
 - Vocational training programs such as Maintenance Trainee (MASH)

The performance measure for local hires does not include:

- City Temporary Workers (CTW)
- Summer ROSE workers
- Youth Ambassadors

Please see Attachment 3 for more detailed information about this year's entry level hires to date. For FY 2017, we are going to increase the performance measure to 50 percent for percentage of Pasadena-area residents hired into entry-level positions.

Regarding our entire employee population, which is currently 2,163, there are 752 or 34.8 percent who reside in Pasadena or Altadena.

- 2. Provide metrics to compare bargaining units.**

Response:

Attached please find:

- A) Attachment 4 - A table listing the city's global bargaining strategy objectives and how those have been applied to each employee groups
- B) Attachment 5 - 2016 Employee Optional Benefit Fund (EOBF) by employee group

Finance Department

- 1. Consider using the term "audit" in the mission statement.**

Response:

Department is reviewing mission statement to include "audit".

- 2. Provide a table that shows all new positions being requested in the FY 2017 budget by department. Indicate new positions versus fractional positions e.g. Human Services' requests.**

Response:

Please see Attachment 6.

Information Technology Department

1. Provide information on the Fiber Network and Services Strategic Plan.

Response:

The Fiber Network and Services Strategic Plan were developed in 2014 and guides the City Fiber Expansion Project described in the Technology section of the Capital Improvement Program. The City Fiber Expansion project seeks to leverage opportunities that involve installation of new underground infrastructure, including utility undergrounding projects, Transportation Department network expansion efforts, other street openings, and new commercial building construction. The project also includes the installation of additional conduit or conduit and fiber as an incremental cost to other planned City projects.

2. What is the plan for an emergency notification system?

Response:

The Fire Department responded to this question in the June 20, 2016 follow-up from June 6th Special Finance Committee/City Council Meeting. In summary, the Fire Department operates the existing emergency notification system known as the Pasadena Emergency Alert System or PLEAS. The Fire Department (along with other City Department stakeholders) intends to release an RFP for a technology update for the system underlying PLEAS in FY 2017. In addition to PLEAS, Twitter, Facebook and other social and traditional media are used as secondary information dissemination resources.

3. When will the Citizen Service Center Mobile App be updated?

Response:

The Citizen Service Center Mobile App is provided by a vendor and is available on iPhone and Android devices. Ongoing updates and improvements are made to the App by the vendor as needed to stay current with new software releases on the smartphones. Recently, we were notified of the acquisition of the Citizen Service Center App by a competitor and a 12-14 month transition plan to a new mobile App. Staff is reviewing options, including the functionality of the new mobile App, to ensure a seamless transition.

4. What are the plans to provide more free WiFi service around the City?

Response:

In 2014, the City, in collaboration with AT&T, brought Free WiFi to Old Pasadena. Free WiFi is also available in all City libraries, community centers and in public areas of most City buildings. In 2015, DoIT collaborated with PUSD to map all the free WiFi locations supported by the City and the School District as a resource for students and parents. In 2016, Free WiFi will be installed at La Pintoresca Park and Villa Parke grounds through the use of CDBG funds.

The Pasadena Public Library has also been investigating the possibility of providing "internet access you can check out" for area residents. This service would include providing a portable 3G/4G LTE WiFi hotspot device along with another device, such as a Chromebook laptop or iPad tablet. The goal of lending these items would be to substantially expand community Internet access, which is currently limited to times when the library is open. Providing hot spots and tablets would also provide access to an array of resources currently available such as language learning eResources, online courses, eBooks, and reference and research materials. Staff is

gathering local demographic data, as well as best practices and models among US public libraries, and hopes to create this service and implementation plan during the second quarter of FY 2017.

Water & Power Department

- 1. Provide a 5-Year Fund Sheet for the Water Fund and Power Fund including enhancements included in the budget.**

Response:

Please see the following attached documents:

- A. Attachment 7A – 5-Year Power Fund Sheet
- B. Attachment 7B – 5-Year Water Fund Sheet

- 2. Provide a table comparing FY 2016 final budget and FY 2017 Recommended Budget using both revenue and expenses by category and the difference.**

Response:

Please see the following attached documents:

- A. Attachment 8A – Power Fund: FY 2016 Final Budget and FY 2017 Recommended Budget Comparison
- B. Attachment 8B – Water Fund: FY 2016 Final Budget and FY 2017 Recommended Budget Comparison

- 3. Monk Hill Treatment Plant Reimbursement – explain the difference between Monk Hill Treatment Plant Reimbursement revenue versus expenses.**

Response:

Expenses associated with the operation of the Monk Hill Treatment Plant (“MHTP”) decreased by about \$1.2 million (from \$2.9 million in FY 2016 to \$1.7 million in FY 2017). This was the result of lower than planned water production due to nitrate levels and groundwater availability. Since the MHTP expense is 100 percent reimbursable from Jet Propulsion Laboratory, the corresponding revenue also decreased.

In addition to the discussion provided during the presentation, the reduction in revenue (\$2.3 million) is different from the reduction in expense (\$1.2 million) because of a one-time purchase of water treatment equipment in FY 2016. The reimbursement of the equipment purchase was recorded as revenue in the Operating Budget while the expense was recorded as capital expense in the Capital Budget resulting in the difference between revenue and expense.

All expenses (regardless Capital or O&M) are reimbursable by JPL, and all reimbursements are recorded in revenue. All revenues are recorded and budgeted in the Operating budget and the Capital Fund is used to record only capital expenses.

City Council

- 1. Explain the current expense reimbursements per Chapter 2 of PMC and provide our recommendation to combine them into one general expense allowance (telecome, general and computer)**

Response:

Under Pasadena Municipal Code Section 2.05.220 (Health and welfare benefits and expense allowances for the mayor and members of the city council), the Mayor and Councilmembers are eligible for reimbursement of the following expenses:

General: not to exceed \$300/mo (\$3600/yr) for Councilmembers; not to exceed \$500/mo (\$6000/yr) for Mayor;

Telecom: not to exceed \$150/mo (\$1800/yr) for Councilmembers; not to exceed \$300/mo (\$3600/yr) for Mayor;

Cell Phone: not to exceed \$300 one-time allowance for Mayor and Councilmembers;

Computer: not to exceed \$5000 one-time allowance for Mayor and Councilmembers.

If the City Council wished to combine these categories into one general expense allowance category, the Council would need to adopt an ordinance amending the Municipal Code in this regard. Such action may need to be preceded by consideration from a Council-appointed Committee on City Councilmembers' Compensation, which would "study, take public input, and make recommendations regarding the compensation paid to members of the City Council and benefits to which the members of the City Council are entitled including, but not limited to, insurance, expense allowances and reimbursement.

General Fee Schedule

- 1. Will the Inclusionary Housing In-Lieu Fees be modified?**

Response:

Under the direction of the Housing & Career Services Department, consultant David Paul Rosen & Associates conducted an analysis of the City's Inclusionary Housing In-Lieu fee structure and submitted a public review draft of their study to the Department in March 2016. The draft study was posted on the Department website for public review. A community housing workshop which focused on the study and findings was held on April 12, 2016. The workshop was attended by approximately 25 people, including developers, property owners, and housing advocates. At the April 13, 2016 biannual Housing Element Implementation meeting of the Planning Commission, staff reported on the April 12 workshop and provided an overview of the in-lieu fee study and findings. The Department is developing a set of recommendations regarding the In-Lieu Fee structure and other items related to the Inclusionary ordinance. The recommendations will be brought to the Planning Commission for review, prior to consideration and action by the EDTech Committee and City Council.

Attachments: (10)

Attachment 1 - Air Operations Summary

Attachment 2 - Transportation

Attachment 3 - Local Hire

Attachment 4 - Bargaining Units Strategy

Attachment 5 - EOB

Attachment 6 - FTE table

Attachment 7A - 5-Year Plan Power Fund

Attachment 7B - 5-Year Plan Water Fund

Attachment 8A - Budget Comparison Power Fund

Attachment 8B - Budget Comparison Water Fund

History of Pasadena Police Air Operations Section

- In the late 1960's, the crime rate in the City of Pasadena began to increase
 - Police Chief Robert McGowan searched for advanced solutions to help patrol units combat the increase in crime
- In late 1969, the Pasadena Police Department acquired two Enstrom F28a helicopters to provide air support to the ground units
 - Regular patrols of the helicopters began in July 1970 and focused primarily on burglaries, robberies and auto theft
 - During its first year, the Air Operations unit:
 - Logged 2,500 hours of flight time
 - Was directly responsible for more than 150 arrests

Air Operations Mission

- **Mission: to assist and support efforts of Patrol personnel**
 - Respond efficiently and effectively to Priority 1 and 2 calls
 - Increase safety for first responders as well as community members
 - Improve command and control capabilities
 - Improve resource allocation

Aircraft

- Air Operations currently operates (4) aircraft:
 - (1) MD 500 E (Purchased in 2010 through 15 year lease as part of fleet replacement plan)
 - (1) 1976 Bell Jet Ranger purchased in 1986
 - (2) 1970's Bell OH58A – Military surplus aircraft obtained for no cost through the Dept. of Defense
- All aircraft are used primarily for patrol operations
- Pasadena has had as many as (7) aircraft at a time going back to the 1970s.
- Pasadena also operates LA IMPACT's helicopter for LAI missions.

General Fund Support

- **FY 2015:**
 - \$3,623,053 General Fund
 - 6.0% of total Police budget
- **FY 2016:**
 - \$3,689,817
 - 5.9% of total Police Budget

Staffing

Current

- 1 Lieutenant - Pilot
- 2 Sergeants - Pilot
- 1 Chief Pilot - Officer
- 3 Pilots (Officers)
- 3 Observers (Officers)
- 2 Mechanics
- 1 Laborer

Mid 1970's

- 1 Lieutenant
- 1 Chief Pilot (Rank of Agent)
- 4 Pilots (Officers)
- 3 Observers (Officers)
- 2 Mechanics
- 1 Facilities employee

Not including LAI positions (Pilot and TFO), current Pasadena staffing has only increased by 2 FTE's since 1970s. That increase include (1) Sgt position for better span of control and (1) Helicopter Maintenance Technician split 50-50 between LAI and FAST.

Calls For Service (CFS)

Pasadena Patrol Operations for 2015:

- Total CFS 7,983
 - 1st on Scene 2,238
 - Helicopter-Only 2,859*

- Arrests 274

- Patrol Flight Time 2,410 hours
 - approx. 3.3 calls handled per flight hour

**Using 15 minutes as an average for Heli-Only calls, Air Operations saved approx. 715 staff hours by handling calls without assistance or in lieu of patrol officers*

Helicopter-Only Calls

Helicopter-Only Calls have become a priority over the past several years in response to low staffing

- Used as Force Multiplier
- Goal is to relieve ground personnel from responding to select calls/areas in order to concentrate on more pressing or urgent duties.
- Includes:
 - Calls for service
 - Homeland security checks
 - Extra patrols over gang/crime areas

LA IMPACT

- **Mission: to participate and promote coordinated law enforcement efforts throughout Los Angeles County while systematically and aggressively addressing emerging criminal justice issues, with focus on the eradication of criminal organizations and street gangs involved in narcotic enterprises by encouraging maximum cooperation between all law enforcement and prosecutorial agencies, while enhancing the safety of both police personnel and the public**
- Staffing: 1 Officer Pilot & 1 Officer TFO
 - Staffing costs budgeted in General Fund – Air Ops budget
 - 0.5 FTE Helicopter Technician position budgeted in LA IMPACT Fund
- LAI owns helicopter
- PPD owns, maintains, and operates the hangar for LAI missions or outside agencies (including Pasadena missions)
- LT, Sgt, Pilot, and TFO positions receive approx. 1 share of Asset Forfeiture awards.

LA IMPACT Cost Recovery

Cost recovery from LAI reimbursement includes:

- **Hangar rental** (\$800/mo. – based on avg airport rental)
- **Fuel** (+10%)
- **Maintenance** (\$53 per hour)
- **Training** Annual conferences + flight training
- **Insurance** Paid in full for LAI aircraft
- **Parts** Paid directly by LAI
- **Aircraft rental** As-needed basis
- **Overtime** As-needed, OT rate

LA IMPACT Activity

- Statistics (2015)
 - 580 Flight Hours Logged
 - 529 Arrests
 - Recovery of:
 - 3,055 lbs of Cocaine
 - 10,000 lbs of marijuana
 - 668 lbs of Heroin
 - 2,500 lbs of Methamphetamine
 - 17 gallons of PCP
 - **\$27M total seized**

Foothill Air Support Team (FAST)

- **Mission: to support ground efforts during high priority calls and to provide regional partners with effective and efficient airborne services**
- Established regional program in 2000 with 5 cities
 - Currently, including Pasadena, there are 10 partner agencies throughout the San Gabriel Valley from Pasadena to Pomona
- Air Operations supervision drafts an annual operational budget for cost recovery purposes
 - Includes aircraft, personnel, equipment, training, and administrative costs
 - Cities are billed based on population, with a minimum threshold to participate
- Staffing:
 - 0.5 FTE for Helicopter Technician (not currently supported by annual FAST budget because position had been vacant for extended period and budget reflected vacant position)
- As a result of FAST regional efforts, Pasadena has received approximately \$4M in homeland security grant awards.

FAST Activity

- Dedicated Airship: 2015 Statistics
 - 221 flight hours logged for Dedicated flights (Fri. & Sat only) with target of 234 hours
 - Helicopter responses equated to 77 arrests
 - Respond to 1,438 calls for service/year
 - First on scene average: 344 calls
 - Calls using helicopter only: 356 calls
- Non-Dedicated FAST: 2015 Statistics
 - 275 flight hours logged for Non-Dedicated flights (target: 262 hours)
 - Unable to determine individual statistics (i.e. arrests, Helo-Only, 1st on Scene, etc.) due to computer program capabilities

FAST Cost Recovery

- Revenues from FAST include cost recovery for:
 - Personnel
 - Aircraft maintenance
 - Training
 - Administrative
 - Equipment

496 total flight hours for FAST. When compared to Pasadena flight operations that reflects approximately 20% of total annual usage. The 20% amount is used to determine cost recovery contributions.



DATE: June 14, 2016
TO: Steve Mermell, Interim City Manager
FROM: Fredrick C. Dock, Director
SUBJECT: Bicycle Safety Campaign

At the June 13, 2016 Special Finance Committee/City Council Meeting, during the review of the Operating Budget for the Department of Transportation, Councilmembers indicated that the City should pursue a bike safety campaign and that the Department should incorporate such a campaign in to its work program for FY 2017.

The Department of Transportation has been systematically pursuing a campaign of bicycle and pedestrian safety for over 10 years as illustrated by the timeline on the following page. The Department works with the Police Department to monitor bicyclist behavior and uses that information to target safety campaigns.

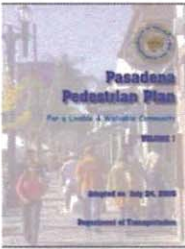

Each of the programs/projects has incorporated both education and encouragement elements directed at safety. The messages from the safety programs have been selectively targeted at different markets (elementary school children, adult riders, families, distracted drivers/walkers, workers, first-time cyclists, high schoolers, etc.) and employed a variety of media and advertising messaging that range from billboards to videos to social media. The programs have also developed and delivered school curricula for different age groups for use in elementary classrooms.


The 2015/2016 program, Safer Streets Pasadena, was specifically targeted at service workers that use the bicycle as their primary mode of transportation to address the following target behaviors:


- Ride on the right side of road – with traffic
- Be visible and seen by motorists day and night
- Stop on red signals and at stop signs
- Be predictable, use proper hand signals
- Yield to pedestrians on the sidewalk

The 2016/2017 iteration of the Safer Streets Program is proposed to be targeted to behaviors in school zones and will work jointly with PUSD to reach out to students and motorists in the vicinity of schools.






2005 OTS Safe Strides and Rides Phase 1
 Pasadena Pedestrian Plan


2006 Suggested Routes to School Report and Maps



2007 Safe Routes to School Improvements



2009 OTS Safe Strides and Rides Phase II
OTS Pedestrian Safety at Signalized Intersections Projects

2010 HSIP funded Infrastructure Improvements


2011 Safe Routes to School Education/Outreach



2013

2014 Berkeley Institute of Transportation Studies
Traffic Safety Assessment (TSA)


2015 OTS Safer Streets Pasadena


2016

Attachment 3

<u>Local Hire Data FY16 as of 6-21-16</u>	<u># Hired</u>
Entry Level Hires Total	150
Local Hires (Pasadena/Altadena)	79
% of total entry-level hires that are local	52.67%

<u>Local Hires for Regular Employment</u>	<u># Hired</u>
Customer Service Representative	4
Inspector Trainee	1
Library Page	5
Maintenance Assistant	12
Police Cadet	2
Recreation Facilities Assistant	1
Solid Waste Truck Operator I	2
Total	27
% of total entry-level hires	18.00%

<u>Local Hires for Vocational Training (1-2 years)</u>	<u># Hired</u>
Maintenance Trainee (MASH)	22
% of total entry-level hires	14.67%

<u>Local Hires for Seasonal Employment</u>	<u># Hired</u>
Junior Lifeguard	4
Recreation Leader	26
Total	30
% of total entry-level hires	20.00%

<u>Non-local Entry-Level Hires</u>	<u># Hired</u>
Apprentice Electrical Distribution Mechanic	4
Community Youth Advisor	2
Customer Service Representative	1
Detention Officer	1
Electrical Craft Helper	8
Engineering Aide	1
Junior Lifeguard	2
Library Page	5
Maintenance Assistant	4
Parking Enforcement Representative	5
Police Cadet	2
Police Trainee	10
Recreation Facilities Assistant	2
Recreation Leader	10
Social Worker	1
Staff Assistant I	1
Total	59
% of total entry-level hires	39.33%

Attachment 4

Global Bargaining Strategy Objectives						
Objective	Manage Long-Term Retirement Costs		Reduce Long-Term Health Benefits Costs	Manage Long-term Salary Growth	Reduce Unfunded Liabilities	
Strategy	Eliminate Employer Paid Member Contribution (EPMC)	Employees make 100% of PERS employee contribution or equivalent value	Implement second tier of health benefits contributions	Implement extended step salary schedules to provide employees with steady but smaller merit increases over a longer period of time	Transition from leave allotments to leave accruals	Implement caps on leave banks
AFSCME		✓	✓		✓	✓
IBEW	✓	✓	✓		✓	✓
IUOE	✓	✓	✓		✓	✓
LIUNA	✓	✓	✓	✓	✓	✓
PFFA	✓	✓	✓		✓	✓
PFMA	✓	✓	✓		✓	✓
PMA	✓	✓	✓	✓	✓	✓
PPOA	✓	✓	✓	✓	✓	✓
PPSA	✓	✓	✓		✓	✓
SEIU	✓	✓	✓	✓	✓	✓
Non Represented Non Management	✓	✓	✓	✓	✓	✓
Non Represented Management	✓	✓	✓	✓	✓	✓
Non Represented Executives	✓	✓	✓		✓	✓

Attachment 5



2016 Employee Option Benefit Fund (EOBF)

AFSCME

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/14	\$1,064.26
EE Only	\$1,183.26	\$543.83		
EE + 1	\$1,183.26	\$1,087.66	Hired on or after 7/1/14	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

IBEW

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 7/1/14)	EOBF Opt Out Allowance	
			Hired prior to 7/1/14	\$791.37
EE Only	\$910.37	\$543.83		
EE + 1	\$1,087.66	\$1,087.66	Hired on or after 7/1/14	\$250.00
EE + 2	\$1,413.96	\$1,413.96		

IUOE

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/12	\$1,141.88
EE Only	\$1,141.88	\$543.83		
EE + 1	\$1,141.88	\$1,087.66	Hired on or after 7/1/12	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PACTE

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/12	\$1,061.26
EE Only	\$1,180.26	\$543.83		
EE + 1	\$1,180.26	\$1,087.66	Hired on or after 7/1/12	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PFFA

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 7/1/14)	EOBF Opt Out Allowance	
			Hired prior to 7/1/14	\$1,228.57
EE Only	\$1,343.57	\$543.83		
EE + 1	\$1,343.57	\$1,087.66	Hired on or after 7/1/14	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PFMA

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/13	\$1,228.57
EE Only	\$1,343.57	\$543.83		
EE + 1	\$1,343.57	\$1,087.66	Hired on or after 7/1/13	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PMA

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/16)	EOBF Opt Out Allowance	
			Hired prior to 1/1/16	\$1,304.13
EE Only	\$1,304.13	\$543.83		
EE + 1	\$1,304.13	\$1,087.66	Hired on or after 1/1/16	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PPOA

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 7/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/13	\$1,106.15
EE Only	\$1,106.15	\$543.83		
EE + 1	\$1,106.15	\$1,087.66	In unit on or after 7/1/13	\$400.00
EE + 2	\$1,413.96	\$1,413.96	Hired on or after 7/1/15	\$400.00

PPSA

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 7/1/13	\$1,210.64
EE Only	\$1,329.64	\$543.83		
EE + 1	\$1,329.64	\$1,087.66	Hired on or after 7/1/13	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

SEIU

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 1/1/14	\$962.85
EE Only	\$1,081.85	\$543.83		
EE + 1	\$1,109.11	\$1,087.66	Hired on or after 1/1/14	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

NON-REP MANAGEMENT, EXECUTIVE, NON-REP NON-MANAGEMENT: FULL TIME*

Tier	EOBF Allowance (MEDICAL)	EOBF Allowance (MEDICAL) (Hired on or after 1/1/15)	EOBF Opt Out Allowance	
			Hired prior to 11/5/12	\$1,120.11
EE Only	\$1,239.11	\$543.83		
EE + 1	\$1,239.11	\$1,087.66	Hired on or after 11/5/12	\$400.00
EE + 2	\$1,413.96	\$1,413.96		

PART-TIME (20)

Tier	Medical Contribution
EE Only	\$125.00
EE + 1	\$125.00
EE + 2	\$125.00

ACA (30)

Tier	Medical Contribution
EE Only	\$372.93
EE + 1	\$372.93
EE + 2	\$372.93

Please Note: In order to receive the EOBF Opt Out Allowance, declination forms and verification of medical insurance coverage through another source **MUST** be provided. Recertification of other medical insurance may be required on an annual basis.

*The EOBF allowance for employees may be pro-rated based on the language stated in their applicable MOU or Salary Resolution.

2016 Monthly Health Premium Rates - CalPERS

LA REGION*			
PPO PLANS	EE Only	EE + 1	EE + 2
PERS SELECT (PPO)	\$547.55	\$1,095.10	\$1,423.63
PERSCARE (PPO)	\$666.91	\$1,333.82	\$1,733.97
PERSCHOICE (PPO)	\$598.75	\$1,197.50	\$1,556.75
PORAC	\$699.00	\$1,399.00	\$1,789.00

HMO PLANS	EE Only	EE + 1	EE + 2
BLUE SHIELD ACCESS+	\$566.53	\$1,133.06	\$1,472.98
BLUE SHIELD NET VALUE	\$576.46	\$1,152.92	\$1,498.80
KAISER	\$543.83	\$1,087.66	\$1,413.96
ANTHEM SELECT	\$543.47	\$1,086.94	\$1,413.02
ANTHEM TRADITIONAL	\$610.64	\$1,221.28	\$1,587.66
HEALTH NET-SALUD Y MAS	\$466.11	\$932.22	\$1,211.89
HEALTH NET-SMARTCARE	\$585.39	\$1,170.78	\$1,522.01
UNITEDHEALTHCARE	\$492.24	\$984.48	\$1,279.82

Other Southern CA Region**			
PPO PLANS	EE Only	EE + 1	EE + 2
PERS SELECT (PPO)	\$625.20	\$1,250.40	\$1,625.52
PERSCARE (PPO)	\$761.50	\$1,523.00	\$1,979.90
PERSCHOICE (PPO)	\$683.71	\$1,367.42	\$1,777.65
PORAC	\$699.00	\$1,399.00	\$1,789.00

HMO PLANS	EE Only	EE + 1	EE + 2
BLUE SHIELD ACCESS+	\$654.87	\$1,309.74	\$1,702.66
BLUE SHIELD NET VALUE	\$666.35	\$1,332.70	\$1,732.51
KAISER	\$605.05	\$1,210.10	\$1,573.13
ANTHEM SELECT	\$634.75	\$1,269.50	\$1,650.35
ANTHEM TRADITIONAL	\$710.79	\$1,421.58	\$1,848.05
HEALTH NET-SALUD Y MAS	\$535.98	\$1,071.96	\$1,393.55
HEALTH NET-SMARTCARE	\$596.98	\$1,193.96	\$1,552.15
UNITEDHEALTHCARE	\$493.99	\$987.98	\$1,284.37

*LA Region - Los Angeles, San Bernardino, and Ventura counties

**Other Southern California Region - Fresno, Imperial, Inyo, Kern, Kings, Madera, Orange, Riverside, San Diego, San Luis Obispo, Santa Barbara, and Tulare counties

DEPARTMENT	2016 ADOPTED	2016 REVISED	2017 RECOMMENDED	DIFFERENCE FY16 REVISED VS FY17 RECOMMENDED	COMMENTS
City Council	10.00	18.00	18.00	0.00	
City Manager	22.00	27.29	25.43	-1.86	Eliminated -1.86 FTEs Reductions to the Ambassadors (23 positions)
City Attorney/City Prosecutor	31.50	32.50	32.50	0.00	
City Clerk	13.00	13.00	13.00	0.00	
Finance	65.25	69.25	68.25	-1.00	Eliminated -1.0 FTE Sr Press Operator
Fire	180.50	180.50	181.00	0.50	.50 FTE New Technical Specialist
Dept of Information Technology	79.50	84.50	84.50	0.00	
Police	369.75	369.75	381.75	12.00	1.0 FTE New Police Supervisor, 1.0 FTE New Property & Evidence Technician, 10.00 FTEs New Unfunded
Planning	79.75	79.75	80.75	1.00	1.0 FTE New Code Compliance Officer
Successor Agency to PCDC	1.00	1.00	1.00	0.00	
Human Resources	32.75	32.75	33.75	1.00	1.00 New Benefits Specialist
Public Health	84.80	89.78	79.84	-9.94	1.0 FTE New Environmental Health Specialist. Increased 1.19 FTEs in expanded services impacting 4 positions and an elimination of -9.53 FTEs Vacant and reduction of -2.60 FTEs across 6 positions
Libraries and Information Services	107.95	107.95	107.95	0.00	
Human Services & Recreation	96.70	98.09	104.22	6.13	6.13 FTEs New for Recreation Programs in Human Services Dept that impacts 87 positions
Housing	48.46	48.46	48.96	0.50	.50 FTE New Office Aide
Public Works	316.60	316.60	319.60	3.00	1.00 FTE New Engineer, 1.00 FTE New PW Crew Supervisor, 1.0 FTE New Cust Serv Spec (Call Center)
Transportation	51.00	51.00	51.00	0.00	
Water & Power	433.00	433.00	443.00	10.00	4.0 FTEs New CTWs, 1.0 FTE New Sr. Accountant, 3.0 FTEs New Office Assistants, 1.0 FTE New Electronics Technician, 1.0 FTE New Sr. Electrical Technician
All Departments	2,023.51	2,053.17	2,074.50	21.33	
DIFFERENCE BETWEEN FY16 ADOPTED VS FY16 REVISED					
	8.00	8.00 FTE Council Liaisons for City Council (previously paid through Contract Services)			
	5.29	5.29 New FTEs for Ambassador Prgm in City Manager Department			
	1.00	1.00 New FTE SA III in City Attorney Department			
	4.00	4.00 New FTEs (MA IV, Admin Analyst, SA III, MA III) in Finance Department			
	5.00	5.00 New LMS Project in Information Technology Department			
	4.98	4.98 FTEs to extend staffing for grant funded programs in Public Health Department			
	1.39	1.00 FTE New Rec Site Coord, .68 FTE New CSR III, eliminated .30 FTE in Human Services & Recreation Department			
	29.66	Sub-Total			
	2,053.17	Total FY16 Revised			

Attachment 7A					
5- Year Power Fund Sheet					
Power Fund 401/410 (In Thousands)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Recommended	Projected	Projected	Projected	Projected
Beginning Fund Balance (All)	\$ 523,495	541,633	548,884	559,112	569,942
SOURCES					
Charges For Services	182,711	194,732	203,115	206,323	204,987
Transfers In	7,200	4,500	4,500	4,500	4,500
Miscellaneous Revenue	29,125	27,950	28,025	28,102	29,164
Total Revenue	219,036	227,182	235,640	238,925	238,651
EXPENSES					
Personnel	35,713	37,320	38,813	40,366	41,577
Services & Supplies	122,853	122,465	124,744	124,623	124,876
Internal Services	6,892	7,030	7,170	7,314	7,460
Depreciation	26,291	26,489	26,689	26,891	26,627
Other Expenses	9,049	9,113	9,269	9,426	10,054
Total Expenses	200,798	202,417	206,685	208,620	210,594
Net Income before GFT	18,238	24,765	28,955	30,305	28,057
General Fund Transfer	17,936	17,514	18,727	19,475	19,807
Net Income after GFT	\$ 302	7,251	10,228	10,830	8,250
Ending Fund Balance (All)	\$ 541,633	548,884	559,112	569,942	578,192

Attachment 7B					
5- Year Water Fund Sheet					
Water Fund 402 (In Thousands)					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Recommended	Projected	Projected	Projected	Projected
Beginning Fund Balance (All)	\$ 152,815	161,971	171,231	180,025	188,761
SOURCES					
Charges For Services	56,295	58,468	59,217	61,981	64,031
Other Financing Sources	686	438	411	386	363
Miscellaneous Revenue	4,308	5,073	5,079	4,383	4,319
Total Revenue	61,289	63,979	64,707	66,750	68,713
EXPENSES					
Personnel	10,948	11,440	11,898	12,374	12,745
Services & Supplies	26,892	28,816	29,357	30,784	32,959
Equipment	-	-	-	-	-
Internal Services	3,070	3,132	3,194	3,258	3,323
Depreciation	5,708	5,822	5,938	6,357	7,084
Other Expenses	3,621	3,577	3,555	3,231	2,600
Total Expenses	50,239	52,787	53,942	56,004	58,711
Net Income before transfers	11,050	11,192	10,765	10,746	10,002
General Fund Reimbursement	1,894	1,932	1,971	2,010	2,050
Net Income after transfers	\$ 9,156	9,260	8,794	8,736	7,952
Ending Fund Balance (All)	\$ 161,971	171,231	180,025	188,761	196,713

Attachment 8A

Power Fund

Operating Revenues and Expenses by Category (in thousands)

Comparison of FY 2016 Revised and FY 2017 Recommended

	FY 2017		Difference
	FY 2016 Revised Budget	Recommended Budget	
Revenues			
Retail Revenues	\$ 186,879	182,711	(4,168)
WholeSale Revenues	2,629	3,970	1,341
Other Operating Revenues	17,250	18,667	1,417
Non-Operating Revenues	8,319	13,688	5,369
Total Revenues	215,077	219,036	3,959
Expenses			
Personnel	32,811	35,713	2,902
Services and Supplies	122,114	122,853	739
Internal Service Charges	6,448	6,892	444
Interest, and Other Misc	9,094	9,049	(45)
Depreciation	18,843	26,291	7,448
Total Expenses	189,310	200,798	11,488
Net Income before General Fund Transfer	25,767	18,238	(7,529)
General Fund Transfer	18,274	17,936	(338)
Net Income after GFT Transfer	\$ 7,493	302	(7,191)

Attachment 8B

Water Fund

Operating Revenues and Expenses by Category (in thousands)

Comparison of FY 2016 Revised and FY 2017 Recommended

	FY 2017		Difference
	FY 2016 Revised Budget	Recommended Budget	
Revenues			
Retail Revenues	\$ 51,446	56,295	4,849
Other Operating Revenues	1,042	686	(356)
Non-Operating Revenues	7,272	4,308	(2,964)
Total Revenues	59,760	61,289	1,529
Expenses			
Personnel	9,900	10,948	1,048
Services and Supplies	28,295	26,892	(1,403)
Internal Service Charges	3,195	3,070	(125)
Interest, and Other Misc	3,908	3,621	(287)
Depreciation	5,553	5,708	155
Total Expenses	50,851	50,239	(612)
Net Income before transfers	8,909	11,050	2,141
General Fund Reimbursement	2,015	1,894	(121)
Net Income after transfers	\$ 6,894	9,156	2,262