

ATTACHMENT 1

SUMMARY OF APPROPRIATIONS BY DEPARTMENT

<i>(In Thousands)</i>	FY 2017	FY 2018	FY 2018	FY 2019
	Actuals	Adopted	Revised	Recommended
Operating Expenses				
City Departments				
City Attorney	6,957	7,245	7,237	7,174
City Clerk	2,848	2,450	2,672	2,855
City Council	2,394	2,397	2,397	2,522
City Manager	5,069	5,003	5,004	5,332
Finance	11,491	12,190	12,190	12,735
Fire	45,342	46,551	46,996	49,670
Housing and Career Services	24,635	24,638	28,481	25,407
Human Resources	6,250	7,455	7,463	7,972
Human Services and Recreation	9,966	11,027	11,088	11,044
Information Technology	14,855	17,833	18,409	18,390
Library and Information Services	13,011	14,544	14,709	14,437
Non Departmental	159,852	58,883	88,461	56,659
Planning and Community Development	14,339	18,018	18,197	18,621
Police	77,389	78,656	80,022	84,409
Public Health	10,387	11,934	13,671	12,914
Public Works	61,732	72,512	73,067	71,534
Transportation	31,998	35,209	37,380	37,597
Water and Power	250,851	267,965	269,265	277,337
Department Total	749,367	694,509	736,709	716,609
Successor Agency to the PCDC	22,977	7,527	9,807	3,199
City Sub-Total	772,344	702,036	746,516	719,808
Inter-Departmental Transfers	(119,379)	(62,516)	(86,182)	(61,808)
City Operating Total	652,965	639,520	660,334	658,000
Affiliated Agencies				
Pasadena Center Operating Company	20,332	21,630	21,630	22,543
Pasadena Community Access Corporation	1,198	1,191	1,191	1,216
Rose Bowl Operating Company	47,061	44,301	54,961	51,076
Affiliated Agencies Sub-Total	68,591	67,122	77,782	74,835
Total Operating Appropriations	721,556	706,642	738,116	732,835
Capital Appropriations				
Information Technology	2,610	1,563	1,563	2,213
Pasadena Center Operating Company	1,600	1,225	1,225	1,150
Planning and Community Development	1,629	511	511	2,261
Public Works	14,558	17,245	17,145	13,154
Rose Bowl Operating Company	1,874	2,632	2,632	5,585
Transportation	8,920	7,457	7,457	4,640
Water and Power	34,175	45,645	45,645	53,257
Capital Improvement Program Sub-Total	65,366	76,277	76,177	82,260
Total Citywide Appropriations	786,922	782,919	814,293	815,095

ATTACHMENT 2

General Fund Five-Year Forecast


	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Amount Available for Appropriations	4,392,200	5,261,578	5,407,744	1,829,920	(1,926,414)	(7,382,760)	(15,377,454)
Revenues							
Tax Revenues	178,357,609	182,736,100	188,330,783	193,482,738	198,791,345	204,260,740	209,294,298
Other Revenues	39,997,735	42,841,399	43,882,711	44,950,833	46,046,471	47,170,353	48,323,224
Contributions/Svs. From Other Funds	19,261,216	20,208,522	20,657,239	21,466,226	22,034,237	22,585,180	22,585,180
Total Revenues	237,616,560	245,786,021	252,870,733	259,899,797	266,872,053	274,016,273	280,202,702
Expenses							
Personnel	150,612,486	158,532,924	166,174,151	172,821,117	179,733,961	186,923,320	194,400,253
Debt Service	14,492,861	13,598,271	11,746,265	11,740,819	11,474,167	11,724,283	11,723,798
Contributions To Other Funds	14,549,254	13,986,653	13,866,386	14,143,714	14,426,588	14,715,120	15,009,422
Other Expenses	57,092,581	59,922,008	61,551,511	63,230,845	64,961,699	66,745,819	68,585,017
Total Expenses	236,747,182	246,039,856	253,338,312	261,936,495	270,596,415	280,108,542	289,718,490
Net Operating Income/(Loss)	869,378	(253,835)	(467,579)	(2,036,698)	(3,724,362)	(6,092,268)	(9,515,788)
Fund Balance Allocations							
Contribution to Policy Reserve	-	(400,000)	3,110,245	1,719,636	1,731,984	1,902,425	1,921,990
Net Income/(Loss)	869,378	146,165	(3,577,824)	(3,756,334)	(5,456,346)	(7,994,694)	(11,437,777)
Ending Amount Available for Appropriations	5,261,578	5,407,744	1,829,920	(1,926,414)	(7,382,760)	(15,377,454)	(26,815,231)

ATTACHMENT 3

DEPARTMENT OF FINANCE

June 18, 2018

TO: Honorable Mayor and City Council

FROM: Matthew E. Hawkesworth, Director of Finance 

SUBJECT: Follow-up from May 14, May 21, June 4 and June 11, 2018
Special Finance Committee/City Council Meetings

This memo is the response to questions raised by City Council at the special meetings regarding the Fiscal Year (FY) 2019 Recommended Operating Budget.

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City Attorney/City Prosecutor Department

1. Provide history of General Fund staffing for the last 10 years for City Attorney and City Prosecutor Divisions (does not include Claims Division).

Summary FTE Budget History					
Fiscal Year	Attorneys	Prosecutors	Paralegals	Other	Total
2008	10.00	8.00	2.00	13.00	33.00
2009	10.00	8.00	2.00	13.00	33.00
2010	10.00	7.00	2.00	12.00	31.00
2011	10.00	7.00	2.00	11.00	30.00
2012	10.00	7.00	2.00	9.00	28.00
2013	10.00	7.00	2.00	9.00	28.00
2014	10.00	6.50	2.00	9.50	28.00
2015	10.00	6.50	2.00	10.50	29.00
2016	10.00	7.00	2.00	10.50	29.50
2017	10.00	7.00	2.00	11.50	30.50
2018	9.00	7.00	2.00	11.50	29.50
2019	9.00	6.00	2.00	11.50	28.50

2. Provide historical information regarding outside legal services.

Outside Legal Services			
Fiscal Year	Budget	Actuals	Variance
2008	1,046,071	1,070,389	(24,318)
2009	1,046,071	1,138,194	(92,123)
2010	1,046,071	896,272	149,799
2011	1,046,071	637,924	408,147
2012	1,046,071	566,395	479,676
2013	946,071	243,841	702,230
2014	946,071	930,766	15,305
2015	900,000	1,979,801	(1,079,801)
2016	950,000	1,266,819	(316,819)
2017	750,000	1,031,399	(281,399)
2018*	1,000,000	2,000,000	(1,000,000)
2019	750,000		

*Forecasted actuals for FY 2018 are \$2 million; through the month of May, actuals were \$1,134,426. A budget amendment request will be presented to the City Council on June 18, 2018 for an additional appropriation.

According to the City Attorney, if the Deputy City Attorney position is eliminated, it would increase overall costs by \$300,000, or more, for more outside legal, assuming a similar demand for legal work. If the vacant Deputy City Attorney position is not eliminated as proposed (and is filled), in-house attorneys would be able, and more available, to personally handle additional matters in lieu of having matters referred to outside counsel due to workload. Additionally, and assuming the same volume of advisory, transactional, and/or litigation work is necessary in subsequent years, outside counsel costs might be reduced.

Outside counsel is generally retained by the City Attorney due to factors such as: (a) legal expertise; (b) lack of in-house staffing for a matter; and/or (c) conflict of interest.

In the past several years, City departments and operating companies have sought out legitimate legal services on a variety of increasingly complex, detailed, unique, and/or time-sensitive matters. An in-house Deputy City Attorney could deliver those legal services to meet client needs in a more cost effective manner. Factors that contribute to increased attorney workloads, which, in turn, results in increased Outside Legal expenditures include: time-consuming complex litigation handled by outside counsel; procurement related issues; rapidly changing legal landscape in certain areas; and a variety of increasingly unique, detailed, and/or time-sensitive matters.

City Council Department

1. Provide employee parking analysis for City Council department.

Discussions began in 2014 regarding parking operations as an enterprise fund, and the fact that this fund was subsidizing the cost for employees parking in various garages. In FY 2017 departments began paying for employee related parking with the plan to phase in the cost to full market rate over three years. The cost for employee monthly parking passes increased significantly for FY 2019 for all three parking garages due to the final year of phasing in the costs along with auditing all the parking cards assigned to the departments. This resulted in a \$24,000 (159%) increase in parking costs for the department. After a review of the parking cards assigned to City Council and staff, five parking passes will be eliminated which will result in a \$5,400 savings from the initially presented budget. Please see Attachment A for detail.

It should be noted that all employees participate in the City's Pride Share program.

- Solo drivers pay \$35.00 per month.
- Those who utilize a zero emissions vehicle, carpool, walk, or bike to work pay \$0.00 per month. (\$35.00 fee is waived)
- Those who utilize transit receive up to \$50.00 on their TAP card each month.
- Those who utilize Metrolink or Vanpool receive \$50.00 per month.

Police Department

1. Provide Current data for Performance Measure #2 (page 11 of 11 of narrative) regarding neighborhood watch.

The current FY 2018 mid-year actual for the performance measure #2 is 50.

Field Operations Division

	FY 2017 Actuals	FY 2018 Target	FY 2018 Mid Yr. Actual	FY 2019 Target
COUNCIL GOAL: TO ENSURE PUBLIC SAFETY				
Objective: Provide a safe community for those who live, work and visit Pasadena.				
2 The Pasadena Police Department realizes safe neighborhoods and thriving businesses are important to a growing and prosperous city. The Department will strive to conduct 60 Neighborhood and/or Business Watch programs per year with the intent of reaching 1,600 residents and businesses, in order to educate them about crime prevention and emergency preparedness.	144	60	50	100

2. Provide clarification for Performance Measure #3 – why are FY 2017 Actuals and FY 2018 Target a percentage and FY 2019 Target a number (page 11 of 11 of narrative).

The Police Department changed the metric for FY 2019 as it was decided that a percentage was not a clear way to represent the number of encampments cleaned up. The target is now a number of encampments targeting to clean up. The target for FY 2019 is set at 16.

Field Operations Division

	FY 2017 Actuals	FY 2018 Target	FY 2019 Target
COUNCIL GOAL: TO ENSURE PUBLIC SAFETY			
Objective: Provide a safe community for those who live, work and visit Pasadena.			
3 The Pasadena Police Department realizes that homelessness is an emerging and important issue that impacts both the community and the homeless population. The Department will conduct homeless encampment cleanups with Housing, Public Works, and Cal Trans and community service providers.	270%	90%	16

3. Provide a history of the number of sworn officers for the last ten years.

Fiscal Year	FTE
2008	257
2009	262
2010	262
2011	251
2012	249
2013	248
2014	239
2015	239
2016	239
2017	239
2018	239
2019	239*

*Five Police Officer positions recommended to be defunded.

4. What is the annual cost of 1.0 FTE Police Officer versus cost of overtime for one year – (Average cost of 1.0 FTE fully burdened Police Officer versus the average overtime hourly rate of 1.0 FTE Police Officer x 2,080 hours)

Position	Description	Overtime Rate	Rate Description	Annualized
Police Officer	Annual Budget for a Vacant Position		Includes Benefits and Burden	\$146,985
Police Officer	Total Overtime Cost for 1 Year of Position Coverage	\$66.09	Average Hourly Rate times 1.5	\$137,462

5. Provide overtime actuals for outside paid events and City funded overtime costs (includes sworn and non-sworn)

Third Party Events Overtime		
Fund Name	2017 Actual	2018 YTD Actual
Billable to 3 rd Parties	1,964,830	1,859,207

Funded Overtime Costs		
Fund Name	2017 Actual	2018 YTD Actual
General Fund	4,039,439	3,843,926
LA IMPACT	15,494	9,702
FAST Fund	37,880	33,065
Suppl. Law Enforcement Fund	372	582
Public Safety Augmentation Fund	15,890	19,335
Asset Forfeiture Fund	17,463	9,584
Homeland Security Grants	3,229	2,251
Grand Total	4,129,768	3,918,445

a. What are the different types of General Fund overtime for Police e.g. backfill, holiday pay, increased details, etc.?

The General Fund overtime consists of the following:

- Backfill (Position Coverage Overtime)
- Patrol Coverage Shortages
- Special Operations such as bike patrols
- Directive Enforcement Projects
- Violence Reduction Efforts
- Special Shift Coverage in assignments other than Patrol, Emergency Call-Outs, Detective Investigations, and Court Proceedings

6. Are Asset Forfeiture funds an allowable use for overtime?

Yes, in a very limited capacity, Asset Forfeiture funds may be used for overtime. Asset Forfeiture funds are not allowed to be used for operating budget items; however, it can be used to augment overtime for special operations which will likely lead to the seizure of assets.

7. What is the total annual cost of the Body Worn Cameras, including support staff, for FY 2019?

Staffing – Property and Evidence Technician (1.0 FTE)	\$74,101
Body Worn Camera maintenance contract with Tazer	\$283,000
Grand Total	\$357,101

8. When did the COPS grant program end and did the Pasadena Police Department ever use this grant for staffing?

The COPS grant program is still in existence and is a matching funds grant. The funding may only be used to fund new, additional personnel, equipment, and/or other approved costs. Position related COPS funding has a 25% match requirement; the COPS grant will fund 75% of the personnel costs and the agency would need to fund 25%. When the three year grant award expires, the police officer(s) must stay on, fully funded by the agency, for one additional year. In addition, grantees must continue to spend the same level of state and local funds on these items in addition to funding the new items.

The Pasadena Police Department has not been able to identify the use of COPS grant program funding for staffing.

9. What is the average tenure of Police Officers including years of lateral transfers? Provide by mean and median.

This item will be discussed at an upcoming Public Safety Committee meeting.

10. Confirm that the City had more traffic related deaths than crime related deaths.

It is difficult to compare violent crime victims to persons involved in traffic related deaths as most traffic related deaths are accidental. As shown in the chart in Attachment B, there have been more traffic crash injuries than violent crime victims.

The best way to reduce collisions as compared to violent crime would be to limit vehicle movement and speeds. Increasing enforcement and reducing speeds could go a long way to reducing traffic related deaths.

11. Breakout of Air Support costs by Fund:

	Foothill Air Support Team	General Fund	LA Impact Fund	Total by Category
Personnel	121,604	3,030,038	115	3,151,757
Services & Supplies	205,884	418,339	66,939	691,162
Internal Srvc Chrg	9,779	0	8,060	17,839
Opert Transfer Out	0	129,822	0	129,822
Total by Fund	\$337,267	\$3,578,199	\$75,114	\$3,990,580
Total FTEs by Fund	0.20	14.80	0.00	15.00

Fire Department

- 1. Provide the following information regarding EMS Billing: What is the total amount billed; what is the total amount collected; what is the city's collection rate; and what percentage is discounted for Medicare?**

The FY 2017 recovery rate as commonly referenced when comparing to other agencies or national averages was 33.75% when considering how much was collectively collected by both Wittman, the City's EMS biller, and the City's internal collection staff. The collection rate of actual billable amounts (total charges less contractual write downs) for the same period was 73.35% or \$5.3 million. Total revenue for FY 2017 was \$5.9 million and includes collections from prior fiscal years.

In FY 2017 the total contractual write downs were \$8.4 million or 53.4% of total charges. In FY 2018 through April, total contractual write downs are \$11.98 million or 61.7% of total charges. This increase in contractual write downs has a direct correlation to the number of Medicare or MediCal insured patients treated by the Pasadena Fire Department.

	FY 2017	FY 2018 (July 1, 2017 – April 30, 2018)
Total Billed	\$15,639,530	\$19,429,276
Medicare, MediCal, Other Contractual Write Downs*	\$8,358,425	\$11,978,636
Net Charges (Collectibles)	\$7,281,105	\$7,450,640
Net Payments	\$5,340,613	\$5,222,839
Collection Rate Of Net Revenue	73.35%	70.10%

*"Other Contractual Write Downs" are adjustments that the City is obligated to take for government payers other than Medicare and MediCal, such as TRICARE and Veterans' Affairs (VA), or adjustments mandated by Worker's Compensation.

- 2. Is it feasible to implement a fee for initial inspections of high fire risk/brush properties?**

The Fire Department will conduct a thorough cost of service analysis for the Hazardous Vegetation Mitigation Program (HVMP), and assess fees of surrounding agencies. If it is determined that an initial inspection fee is appropriate, the Fire Department will work with the Finance Department on the best time to introduce fee changes during FY 2019 or into the FY 2020 General Fee Schedule.

3. What has been the Fire Department’s annual attrition and reasons for sworn employees leaving? Include 3-year history of vacancies.

Employees leave the Fire Department for various reasons, with retirements as one of the leading factors. Resignations may occur due to long-term injuries, transfers to other agencies, or other personal reasons.

Retention is a focus for the Department and the City offers competitive salaries, a 48/96 schedule, and a variety of training and promotional opportunities. Most recently the Department began to pay employees’ training and tuition costs as well as provide other support for them to attend paramedic school on their own time. The table below reflects information from the City’s Human Resources Management System (HRMS), ePersonality.

Fire Department Sworn FTE Attrition History				
Fiscal Year	Resignation*	Retirement	Total Attrition	Total Positions
2016	5	8	13	161
2017	8	6	14	161
2018 (YTD)	6	4	10	161

*Resignation does not include Firefighter Trainees that received offers but did not pass probation

4. Annual cost of 1.0 FTE Firefighter versus cost of overtime for one year – (Average cost of 1.0 FTE fully burdened Firefighter versus the average overtime hourly rate of 1.0 FTE Firefighter x 2,912 hours)

Position	Description	Overtime Rate	Rate Description	Annualized
Firefighter-Paramedic	Annual Budget for a Vacant Position*		Includes Benefits and Burden	\$148,597
Firefighter and Firefighter-Paramedic blended rate	Total Overtime Cost for 1 Year of Position Coverage	\$51.72	Average Hourly Rate times 1.5	\$150,576

*All vacant Firefighter positions are budgeted at the Firefighter-Paramedic rate.

5. What is the percentage of firefighters with eight years or less on the job?

Currently, 34% of firefighters in the Department have eight years or less on the job (46 out of active 135 employees - does not include Battalion Chiefs, Deputy Chiefs or Fire Chief). There are currently 10 Firefighter Trainees in the Department’s training academy and if they all successfully graduate, 38% of the department will have eight years or less on the job.

6. Provide detail breakdown of Contract Services (811400) and Consultant Services (811500).

Recommended Budget for FY 2019	
Contract Services	
Risk Assessment Modeling Services; Leadership Training; Health and Wellness Symposium; Verdugo Fire Communications Center operating costs; Interagency Communications Interoperability (ICI) System Membership costs; annual license for cloud-hosted Staffing Software; and Firehouse RMS system	\$1,081,000
Software Communications; satellite TV service; annual Citywide EOC Training services; and Emergency Operations Plan Update	\$36,900
One-Step Systems hazardous materials software annual data maintenance	\$16,090
Image IV Copy machine @ Hale Building and \$20K increase for Crywolf false alarm billing revenue share	\$30,000
Annual fire hose testing; hydraulic tools maintenance & service; power tool repairs & service; and hose, nozzles, & appliances contract services	\$60,000
Fire truck equipment and maintenance	\$25,000
Turnout maintenance & repairs	\$10,000
Miscellaneous fire station repairs	\$27,000
Fit for Duty Exams; Backgrounds and Psychological evaluations	\$80,000
Rescue ambulance gurney servicing and repairs; mechanical compression device maintenance & repair services and replacement parts	\$79,500
Target Solutions – web-based training platform; De Lage Landen copier lease agreement	\$53,843
Contract Service in Billable Fund	\$20,000
Miscellaneous	\$10,032
Total Contract Services (811400)	\$1,529,365

Consultant Services	
Consultant needs for Fire Prevention	\$2,000
EMS Nurse Educator; Medical Director services	\$100,000
Lexipol electronic policy manual; Firefighter Bill of Rights (Liebert Cassidy Whitmore)	\$29,000
Fire Plan Check consultants in Building Fund	\$171,902
Total Consultant Services (811500)	\$302,902

7. Provide total cost (use last year or YTD FY 2018) of strike teams and include the methodology of how the reimbursement is calculated. Also provide a breakdown of what the City pays for and what do outside agencies pay?

The City covers overtime and position coverage costs to deploy the strike team under Fund 105 General Fund Projects Fund. If fuel and meals on the strike team incidents are paid for by the employee directly, the City will reimburse the employee and subsequently request reimbursement from the State. In FY 2018, the City expended \$643,308 on overtime and position coverage expenses and \$1,944 on fuel and meal reimbursements for its 14 strike team and fire line deployments for a total of \$645,252.

For FY 2018, California Governor's Office of Emergency Services (CalOES) will be reimbursing the City for a total amount of \$932,130. This will result in residual revenue of \$286,879. Reimbursement amounts fluctuate depending on the resources, duration, and number of incidents the Department deploys to. There have been an unusually high number of state wildfires this year that required assistance from Pasadena resources. The average residual revenue for the past three fiscal years from CalOES has been approximately \$120,000 each year.

CalOES provides reimbursement for strike team resources based on the formula below:
Reimbursement rate: $[(A \times H \times 1.5) + (A \times H \times 1.5 \times W) + (A \times H \times 1.5 \times U) + M + E] \times S$

A = Average Actual Hourly Rates*

H = Total Hours on Incident

W = local agency's Worker's Compensation Rate (%) – currently 3%

U = State Employment Rate (%) – currently 7%

S = Surcharge Rate (%) – currently 10%

E = Engine Reimbursement

M = Claimed Miles

*Average Actual Hourly Rates are based on a Salary Survey that is updated by the Department each year. The Salary Survey reflects the average actual hourly rate per classification, including all specialty and incentive pay that is directly tied to each overtime hour worked, plus any departmental costs related to overtime hours worked or costs necessary for compliance with local Memorandum of Agreements (MOAs).

8. Provide detail of budget transfers in Services and Supplies and Internal Services for FY 2018 e.g. budget shifting from Fire & Environmental Safety to Admin. Explain the reason behind the significant budget shifts from Fire & Environmental Safety to Fire Administration?

Prior to FY 2018, the Department was utilizing 21 organizations/divisions for accounting purposes. It had been recognized over several fiscal years by both the Fire and the Finance Departments that the number of orgs used for redundant purposes can be consolidated for ease of fiscal management.

At the beginning of FY 2018, Fire Department managers worked with the Finance Department on the best way to consolidate the Fire Department's budget. The number of orgs were condensed from 21 to 16. During this exercise, items under the Fire Fiscal Management program (Org XXX31007 - Fire & Environmental Safety Division) was recognized to be more appropriately allocated to the Fire Administration program (Org XXX31000 - Fire Administration Division) since both budgets are already managed by the Fire Chief and serve administrative functions. The items transferred from Fire Fiscal Management to Fire Administration include:

- Verdugo Fire Communications Center operating costs: \$850,000
- Lease payments for Administration Office: \$244,500
- Interagency Communications Interoperability (ICI) System Membership costs: \$46,000
- Annual staffing software license (Telestaff): \$10,000
- Copier lease agreement and maintenance for Administration Headquarters: \$14,000
- DoIT IS Charges –Telephone Basic, Radio Basic, Printing Services, Cable, Citywide Security Services: \$44,120

Although the budget of \$1.59M for Fire Fiscal Management (Fire & Environmental Safety Division) was transferred to Fire Administration (Fire Administration Division), there were no changes in functionality or operations of either programs. Both program budgets continue to be managed by the Fire Chief and the Department's organizational structure remains the same.

The table below outlines program budgets that were consolidated in FY 2018. The exercise did not result in changes to the amounts managed by each Program Manager.

Fire Department – question 8 continued.

Division	Munis Org and Original Program Name	Original Program Budget	Revised Program Name and Budget	New Program Notes
			Administration	
Fire Administration	10131000 Administration	\$2,044,866	\$3,642,094	Includes Budget From 10131007
Fire & Environmental Safety	10131007 Fire Fiscal Management	\$1,594,315	\$0.00	Budget Consolidated With 10131000
			Fire Support	
Fire Operations	10131012 Fire Ops – Station Supplies	\$73,214	\$104,419	For Station Supplies, Repairs & Furniture (Includes Budget From 10131013 & 10131014)
	10131013 Fire Ops – Station Repairs	\$15,002	\$0.00	Budget Consolidated With 10131012
	10131014 Fire Ops – Station Furniture	\$16,203	\$0.00	Budget Consolidated With 10131012
			Fire And Rescue Services	
Fire Operations	10131015 Fire And Rescue Services	\$36,683,188	\$36,574,899	Includes Revenue Budget From 10131008
	10131008 Fire Operations	(\$40,090)	\$0.00	Budget Consolidated With 10131015
Fire Outside Events/Jobs	10131020 Fire Billable – Mutual Aid	\$0.00	\$0.00	Strike Teams Tracked With Project Number 96077 In Fund 105

9. When will the Fire Department present the Fire Strategic Plan to the Public Safety Committee?

The Department plans to present an update to the 2018-2022 Fire Department Strategic Plan at the upcoming Public Safety Committee Meeting in August, immediately following a series of meetings with its PFFA and PFMA labor groups. The first meeting was held June 12th and the next is tentatively scheduled for June 27th.

Human Services and Recreation Department

1. Provide the correct the performance measures.

Corrected, the FY 2018 and FY 2019 Targets to read 165.

		FY 2017 Actuals	FY 2018 Target	FY 2019 Target
1	Number of youth trained and employed by Summer ROSE program.	159	165	165

2. Provide detail of total Summer ROSE participants.

Fiscal Year	Number of ROSE Workers Hired
2017 ¹	159
2018 ²	167 (anticipated)

¹ July 1, 2016 – August 15, 2016, and June 2017

² July 1, 2017 – August 15, 2017, and June 2018

In FY 2019, the Summer ROSE Program goal is to hire 165 qualified workers. Each Summer ROSE worker will be scheduled for at least 150 hours at \$13.25 per hour, potentially earning \$2,000 during the summer.

Following are specifics regarding the FY 2018 Summer ROSE Program hiring process:

390	applications distributed to PUSD schools and community centers
180	returned completed applications
50	applicants processed and cleared for employment
80	pending pre-hiring screening
34	interviews to be scheduled
10	disqualified or withdrawn from the process
6	incomplete applications

3. Provide and outline the details of the Department’s restructuring/realigning of budget i.e. reorg consideration of the changing demographic from fewer youth to more seniors.

Department Realignment

The FY 2019 Operating Budget reflects a deliberate reallocation of existing resources to more effectively provide quality citywide recreation programming and human services delivery, to enhance the customer experience, and to successfully implement department performance standards and expectations.

Previous budgets reflected a silo-based, parochial approach to offering activities and programs, facility rentals and use, special event production and consumer action services rendered throughout the City. For example, Victory Park's operation exclusively focused on programming for its center, and used its personnel and budget accordingly. Under this approach, class instructors were solely used for specific locations and seldom shared with other community centers. This structure inherently created a competitive environment within the Department which led to imbalances in facility use for both programming and facility rentals, and inefficient use of budget appropriations.

The FY 2019 proposed operating budget reflects a commitment to providing citywide programming that is well-rounded, essentially targeting certain demographics rather than locations. As an example, classes now offered at Victory Park will soon be offered at Villa-Parke and Robinson Park (when it reopens) on different days and times during the week. In addition, consumer action services will be offered at both Jackie Robinson and Villa-Parke Community Centers in a more unified and inclusive approach. This citywide approach is aimed at delivering more responsive, quality programming for residents while maintaining fiscal accountability within existing appropriations.

During FY 2018, the Department created several internal working groups charged with developing and communicating standards and best practices for the following areas: Programs, Facility Reservations, Facility Operations, Marketing, Registration, Day Camp, Aquatics, Transportation, Human Services, ActiveNet, and Tyler Munis. Led by key department staff, each working-group also serves to establish and implement goals and processes in an effort to provide service delivery consistency and affordable programming to our community. These internal groups will continue to lead and serve the Department going forward.

The FY 2019 Recommended Operating Budget reflects a prioritization of recreation programming which makes up 75% of the Department's overall projected revenue. As such, the following are the administrative/structural realignments made to the Department's proposed operating budget:

- Centralized all operational support personnel and costs under the Administration Division including (1) reallocating all office assistants and the Department's safety and training supervisor into this division and (2) moving the school crossing guard contract into Administration from the Recreation Division;
- Reclassified teen programs, previously under Human Services, and senior programs as a part of the Recreation Division to reflect a unified, citywide approach to programming;
- Relocated Villa-Parke recreation staff, previously under Human Services, into the Recreation Division;
- Created new cost centers (account numbers) based on programs and functions within the Department to effectively monitor both cost recovery goals and cost of service levels;

- Established a facility management section to implement a community center improvement work plan which includes gymnasium floor repairs and replacements to address maintenance issues that fall outside of Public Works' scope of work (BSFMD);
- Realigned existing personnel, materials and supplies to support programming expansion into Central Park Center (Tiny Tots and Camps); and
- Established a stand-alone Special Events Office to handle both event permitting (public function) and event production (internal function), and redistributed personnel to meet the increasing demand for service. This section is also responsible for event fundraising strategies to ensure less reliance on General Fund monies.

4. Provide scholarship amount.

Noted on page 3 of the narrative document under FY 2018 Accomplishments. See below:

- Awarded over \$170,000 in scholarships (unrealized department revenue) to over 600 youth sports, summer camp, and after school participants;

5. Provide the cost recovery goals by type of program? How far along is the Department towards reaching this goal and when will the final desired recovery rates be achieved?

Program	FY 2017 Actual Cost Recovery	FY 2018 YTD Cost Recovery (May 13 payroll)	FY 2019 Cost Recovery Goal	FY 2022 Cost Recovery Goal
Rec Contract Classes ¹	N/A	N/A	56%	75%
Day Camps	67%	55%	54%	75%
Youth Sports ²	18%	22%	53%	75%
After School	38%	54%	39%	50%
Aquatics	15%	16%	23%	25%
Tiny Tots ³	N/A	N/A	18%	25%
Rec Facility Mgmt ¹	N/A	N/A	15%	25%
Adaptive Recreation	8%	20%	8%	25%
Senior Programs	3%	0%	7%	25%
Teen Programs	0%	1%	6%	25%
Fitness and Wellness ¹	N/A	N/A	6%	25%
Consumer Action ⁴	N/A	N/A	5%	5%
Special Events ⁴	N/A	N/A	3%	10%

FY 2017 and FY 2018 Notes:

¹ Personnel and program expenses are comingled with community center specific budgets: Villa Parke, Robinson Park, and Victory Park.

² Youth soccer is not included as both expenses and revenues are comingled within Villa Parke's community center budget.

³ Program expenses and revenues are included in the After School Program.

⁴ Special event expenses and revenues are included throughout department's various budgets.

With the implementation of new cost centers, increased fee pricing, and staff reallocations, the Department believes it can achieve these cost recovery goals by FY 2022. The overall cost recovery goal for the Recreation Division will be 35% - 45% by FY 2022.

As to the 2012 Pricing Policy, the Department will present an update on its implementation to the Finance Committee in the fall/winter of FY 2019. The policy which primarily focuses on day camp, aquatics, and afterschool programs is reflected in the aforementioned cost recovery goals.

6. When was the last time the Department did a selection process for a tennis program? When will the Department complete the next RFP?

The Department completed the selection process for a tennis program in FY 2015. The Department will advertise a Request-for-Proposal (RFP) in FY 2019, with a new contract in place for FY 2020.

7. The area around the splash pad at La Pintoresca Park is slippery. Is there a risk? Is there a way to mitigate?

The City has not received any reports of falls or complaints about the splash pad at La Pintoresca Park. The Public Works Department has consulted with the splash pad manufacturer who has advised that altering the splash pad outside of manufacturer's recommendations may increase liability for the City. The Department will continue to conduct regular power washing of the splash pad.

Library and Information Services Department

1. Bring back recommendation regarding sub-committee of Human Services Commission for the Office of the Young Child.

Staff will bring this item forward for Council consideration no later than September 30, 2018.

2. Provide Office of the Young Child project status.

Please see Attachment C for status of the Office of the Young Child Project.

3. What is the circulation of books versus e-books?

Books	FY 2018 YTD	795,416
Books	FY 2018 Projected	950,000
EBooks	FY 2018 YTD	66,587
EBooks	FY 2018 Projected	80,000

4. What is the number of Wi-Fi log-ins from library patrons?

Wi-Fi	FY 2018 YTD	189,663
Wi-Fi	FY 2018 Projected	230,000

Public Health Department

1. What is the FY 2018 YTD number and target percentage of food facilities inspected by the Department of Public Health?

The FY 2018 forecast for food facility inspections is projected to reach 1,373 or 61% of the 2,251 target. All food facilities are inspected at least once per year but the Department goal is to inspect high risk facilities up to three times per year. The Department's ability to achieve its projection has been hampered by intermittent staff vacancies. The Environmental Health Services Division has been fully staffed for only three of the last eleven months. The Environmental Health Specialist classification requires state certification making it a highly sought after position for all 58 health jurisdictions. There are currently two vacancies in the Division but the Department expects to fill the vacancies early in FY 2019.

2. What fee for service revenue is the Department of Public Health not collecting?

Less than 1% of fee for service revenue is not being collected, mostly due to food facilities that close during the period their health permit fee is due. As shown below, fee for service revenues have increased annually since FY 2016 for both environmental health and other department services. Department staff attribute the increased revenue totals to improved systems such as Tyler Munis and internal processes for tracking, recording, and collection of revenue.

Table 1. Summary of Health Department Fee for Service Revenue

	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Recommended
Environmental Health	\$1,437,494	\$1,624,143	\$1,863,487	\$2,033,087
Other Service Fees	\$409,463	\$484,912	\$493,795	\$507,124
Total	\$1,846,957	\$2,109,055	\$2,357,282	\$2,540,211

3. History of FTE changes, especially as they relate to limited term grants (time frame: FY 2017 – FY 18 Revised)

Due to the nature of changes in funding related to grant programs, the Department makes a significant number of adjustments to existing positions and frequently adds new positions as funding becomes available. Since the start of FY 2017, the Department has made 67 FTE changes (including new positions). Of these changes, 77.6% have been related to limited term grant-funded positions. See Attachment D for more information.

Despite the fluctuations in FTEs, the overall staffing complement for the department has been fairly stable.

	FY 2016 Revised	FY 2017 Adopted	FY 2017 Revised	FY 2018 Adopted	FY 2018 Revised	FY 2019 Recommended
Total FTEs	89.38	79.84	82.21	83.72	91.32	89.10

4. Historical data of animal licenses issued.

The Pasadena Humane Society & SPCA (Society for the Prevention of Cruelty to Animals), commonly abbreviated as PHS, provided aggregated data for the total animal licenses issued over the past three years. It is important to note that animal licensing in the City of Pasadena encompasses a broad array of activity including new licenses for altered and unaltered animals, renewals for altered and unaltered animals, transfers, licensing replacements, state licenses, and service licenses.

Evaluating year over year licensing activity trends by type for the last three years would not be accurate because FY 2016 license activity data is aggregated and one month remains in FY 2018. Licensing activity spikes in June each year presumably because pet owners want to avoid penalties for not licensing their pet. As such, the numbers for the month vary significantly year over year making a projection with an acceptable degree of accuracy difficult to calculate for June 2018. PHS reported licensing revenues of \$65,815 in FY 2017 and \$21,314 in FY 2016.

PHS CEO Julie Banks explained that the drop in licensing activity and revenue from FY 2016 to FY 2017 was due to changes in laws associated with the licensing of neutered animals, and that the total number of licenses for FY 2018 are anticipated to be similar to those in FY 2017. The Health Department continues to seek and evaluate licensing data to understand the year over year trends. The PHS will be providing greater detail in a report to the City Council in coming months.

Table 3. Summary of Animal Licensing Revenue

	FY 2016	FY 2017	FY 2018*
Total Licenses Issued	10,832	7,186	4,902
Total Licensing Revenue	\$192,553	\$113,630	\$77,125

*YTD only, does not include June which historically has been significantly more than the rest of the year.

Pasadena Center Operating Company

1. Historical data of convention events (i.e. type of events, type of clientele, size of events, revenue collected, etc.).

The goal of any public assembly facility is to host events that are of a high quality and are high revenue producing. With the addition of new Convention Center and upgraded Conference Building facilities we have and will continue able to book high revenue and high quality Conventions, Tradeshows and Consumer shows. The new construction allowed us to focus in 2009 on booking bigger and higher revenue producing events. We were no longer constrained to book lower revenue producing events such as Social, Military, Education, Religious and Fraternal (SMERF) business. SMERF business is still booked but only short term during need periods and still with an emphasis on maximizing revenue.

The following Utilization and Revenue report (Attachment E) will show the growth in convention and event related business since 2008. The new Convention Center opened in March 2009 and the number of large conventions, conferences, tradeshows and consumer shows has outpaced expectations. The drop off in total number of events can be attributed to the booking of higher quality pieces of business which last multiple days, utilize more space and produce higher revenue all while utilizing more hotel rooms. Attendance has increased year over year and revenues are out pacing pro-forma projections.

Also, included is a short list of annual new or expanded major events booked since 2008 (Attachment F) and the original Pro Forma vs Actual Comparison (Attachment G). Again these events are high revenue producing, high room night generating and of a quality that produces great economic impact to the City of Pasadena.

- 2. In an upcoming Economic Development and Technology (Ed Tech) committee meeting, present a master plan i.e. utilization of the civic auditorium, future of the ice rink, and impact of new surrounding hotels.**

In FY 2019 the PCOC Board will be undertaking a comprehensive study to develop a Master Plan. The Board has developed a "Vision Committee" to be chaired by Past PCOC Board Chair Gene Gregg Jr. It is anticipated to be completed by Spring 2019. The committee will develop a plan which will include:

- Identify and engage key stakeholders
- Obtain and document meaningful input
- Apply stakeholder feedback to master plan

Areas to study include:

- Future Facility needs
- Client Future Needs
- How the Facilities connect to surrounding Hotels
- How the Facilities connect to surrounding retail – Paseo, Old Pasadena, Playhouse
- Utilization of Outdoor Space
- Ice Rink Future
- Pedestrian Orientated Environment – wayfinding
- Traffic and Parking Improvements
- Transit Alternatives
- Sustainability

- 3. How can PCOC participate in the Summer Rose program?**

The PCOC has partnered with Ideal Youth Incorporated which is a nonprofit 501 (c) 3 Pasadena based organization dedicated to educating students about workforce readiness, entrepreneurship, and financial literacy through interactive, hands-on advanced job training and career internships.

For FY 2018 the PCOC has hired a total of 242 students with a total of 1,252.68 hours.

The PCOC would be open to discussing the opportunity to work with the Rose Program.

Pasadena Community Access Corporation

- 1. How much is the franchise fee for video?**

The State of California has set the franchise fee for video at 5 percent of gross video service revenue. The City received \$1.29 million in FY 2016, \$1.24 million in FY 2017 and \$705k year-to-date for FY 2018.

The franchise fee revenue is a General Fund revenue. There are no legal requirements to appropriate these funds for any specific service, including public access.

2. If the KPAS and Arroyo channels are not produced, is the City still a recipient of the franchise fee?

Yes, the City franchise fee revenue has no direct correlation to KPAS, the Arroyo channel or anything related to public access television.

3. What specific activities is the budget allocated to (i.e. training)? Percent of budget allocated to each PCAC channel?

Approximately 58 percent of PCAC's operating budget is dedicated to community activities including maintenance of and content creation for the public channel known as Arroyo, media training, and support for local civic and non-profit organizations in need of promotion and event coverage. Arroyo aired 591 first-run hours of locally-produced content in FY 2017. In addition, Arroyo aired 137 first-run hours of other programming relevant to Pasadenans.

42 percent of the operating budget is dedicated to City of Pasadena activities including maintenance of and content creation for the government channel known as KPAS, support for City departments and adhering to City policies as an Operating Company. KPAS aired 218 first-run hours of locally-produced content in FY 2017 including 138 live. In addition, KPAS aired 30 first-run hours of other programming relevant to Pasadenans as requested by the PIO.

Less than one percent of the operating budget is used for the remaining educational channels. KLRN-Pasadena is operated by and originates from the Pasadena Unified School District. PCC-TV is operated for the most part by Pasadena City College, but originates from PCAC.

a. How many community members participate in training?

Annually, PCAC trained 404 community members in the areas of Producing, Directing, Studio Camera, Floor Managing, Audio, Technical Directing, Lighting, Field Production, Teleprompter, Character Generation and Editing for a total of 310 hours of classroom training.

Public Works Department

1. What percent of sewer pipes has the Public Works Department already re-lined?

The 2016 Sewer Master Plan identified 270,000 linear feet of sewer in need of repair or relining. Prior to FY 2017, the Department relined 85,373 linear feet of sewer which represents 32% of the sewer system in need of repair or relining. For Fiscal Year 2019, the Department will reline 31,500 linear feet of sewer.

The Department is also currently engaging a consultant to develop the Sewer Master Plan which will evaluate the capacity of the sewer system and future sewer requirements.

2. Provide a current map of the pavement plan.

Attachment H is map of the locations where the City will resurface the streets.

3. In an upcoming Municipal Services Committee (MSC) meeting, provide a strategy to address bulky item pick-up in chronic problem areas.

Public Works Department will present a strategy to address locations with chronic abandoned bulky items to the MSC by September 30, 2018.

4. In an upcoming MSC meeting, examine the response strategy of the Community Service Center (CSC). Provide a new response strategy for longer term requests/cases.

The Public Works Department will report back to the Municipal Service Committee by September 30, 2018 regarding Citizen Service Center response strategy.

Water and Power Department

1. What is the cost of the 52 vacant positions and how long have they been vacant?

The number of vacant positions has been updated to be 53 based on the latest information as of June 11, 2018. Below is a summary of vacant positions and salary savings broken down by Water and Power funds.

The salary savings presented in the table below represent the cost savings for FY 2018 based on the actual days vacant for each position. As discussed during PWP's budget presentation to the City Council, the total salary savings would be about \$6 million if the positions remained vacant for a full year, which is not expected to occur.

Department	Number of Vacant Positions			Salary Savings
	Less than 1 Year	More than 1 Year	Total	
Power	25.38	11.30	36.68	\$2,803,029
Water	11.62	4.70	16.32	\$1,128,003
Total	37.00	16.00	53.00	\$3,931,032

2. Provide historical data of FTEs and vacancies.

	FY 2017 Adopted	FY 2018 Revised	FY 2019 Recommended
Summary of FTEs by Fund			
Fund			
Power	315	277	281
Water	128	134	137
Total Water and Power	443	411	418
Summary of Vacant Positions by Fund			
Fund			
Power	63	32	36
Water	10	20	17
Total Water and Power	73	52	53

3. What has the Department been using salary savings for?

The Department has been using the salary savings for costs of overtime, outside temporary labor, MASH workers and internal acting assignments. Unused salary savings are returned to fund balance and are available for future appropriations.

4. Provide a comparison of kWh against other similar agencies i.e. SCE and other cities.

As requested, PWP will provide comprehensive electric bill and rate comparisons at a future meeting(s) of the MSC.

5. Provide the expected term of the six limited term positions recommended for FY 2019.

The expected term of the six limited term positions recommended for FY 2019 is four years.

6. What are the State of California mandates for solar rebates and how will the mandates be implemented in Pasadena?

At this time, utilities in California are not providing rebates to customers that install solar photovoltaic systems to meet all or part of their own electricity demand. PWP stopped offering solar rebates effective December 31, 2017.

Pursuant to SB-1, the 2006 "California Solar Initiative", solar electric rebates provided by the state's investor-owned utilities were required to sunset by December 31, 2016. Similarly, the municipal utilities were required to reduce rebates by at least 7% annually over a ten-year period starting no later than January 1, 2008. PWP still provides funding for installation of solar electric systems on low-income properties through the Under One Roof program.

7. How many unplanned outages have occurred in FY 2018 YTD? Is the trend up or down?

As of June 11, 2018, there were 86 unplanned outages occurred in FY 2018 and it is trending down compared to prior years in FY 2015 (113), FY 2016 (137), and FY 2017 (91).

8. In the Performance Measures (page 15 of 15) what is the service interruption duration?

There are several industry indices which are used to measure reliability performance. The Department tracks two of these indices in its Performance Measures: SAIFI (System Average Interruption Frequency Index) and SAIDI (System Average Interruption Duration Index). These are the frequency and duration of outages a customer would see on average per year. Beginning in the FY 2020 budget process, the Water and Power Department will revise its Performance Measure goals to be more consistent with its historical performance and in comparison to neighboring utilities.

9. Staff to report to MSC quarterly on progress on CIS.

First quarter of FY 2019

10. Staff to present on Stranded Investment fund at MSC

First quarter of FY 2019

11. Can the Water Division improve the landscaping at Sunset reservoir?

The Sunset Reservoir is scheduled for demolition and replacement within 3-5 years at which time long-term improvements to the landscaping will be included. During the renovation period, the landscaping will be impacted by construction activities at the

site. In the meantime, PWP will provide appropriate short term landscape improvements to the area surrounding the reservoir.

Additionally noted

A correction to the response regarding nitrate treatment which was asked during the meeting on June 11. Specifically, the source of the nitrates in Pasadena wells along the western border is not naturally occurring as stated during the discussion. These nitrates are likely the result of the legacy of agriculture and on-site septic tanks still in service in the surrounding areas.

Housing and Career Services Department

1. What is the proposed General Fund contribution for FY 2019?

The General Fund contribution for FY 2019 is budgeted at \$1,233,638.

2. Have we had success using inclusionary funds for small acquisitions?

No, the City has not used Inclusionary funds for acquisition of small buildings for affordable housing, but we have used Inclusionary funds to exercise our first right of refusal to acquire nine condominiums to preserve them as affordable units and use them as very low income rental units. Staff will bring to EDTech for consideration an acquisition program for small multifamily properties.

Planning and Community Development Department

1. Correct the performance measures on page 9. Objective: "To update plans and code with community vision." Update Performance Measure #1

The Performance Measure has been corrected, the FY 2019 target is 100%.

	FY 2017 Actuals	FY 2018 Target	FY 2019 Target	
COUNCIL GOAL: TO SUPPORT AND PROMOTE THE QUALITY OF LIFE AND THE LOCAL ECONOMY.				
Objective: To update plans and code with community vision.				
1	Develop and adopt Mansionization Regulations.	30%	80%	100%

2. How many homes were protected in FY 2018?

The City Council approved three Landmark Districts in FY 2018 (Rose Villa, Craftsman Heights, and Magnolia) which combined have 490 properties.

Citywide

- 1. The vacancy report by Department, including the average duration per position. How are the salary saving utilized?**

Please see Attachment I for vacancy report.