

Attachment 1

FT 2016 Recommended Budget Revenues and Appropriations

Revenues by Category

	Fiscal Year 2016 Recommended Budget (\$'000)	
	General Fund	Total All Funds
	-----\$'s in thousands-----	
Property Tax	52,543	55,933
Sales Tax	34,000	34,288
Transient Occupancy Taxes	14,026	14,026
Utility Taxes	30,352	30,352
Franchise Taxes	2,556	6,842
Other Taxes	17,195	25,151
Taxes Subtotal	150,672	166,592
Licenses and permits	574	12,035
Intergovernmental	19,368	61,008
Charges for Services	22,344	36,017
Fines and Forfeitures	6,791	6,803
Investment Earnings	1,334	9,162
Rental Income	1,246	16,610
Miscellaneous	1,430	9,981
Operating Income	-	347,467
Operating Transfers In	20,233	82,380
Other financing Sources	-	1,127
Non-Operating Income	-	5,418
Revenue Subtotal	223,992	754,600
Capital Improvement Program		85,544
Affiliated Agencies		
Pasadena Center Operating Company		20,021
Pasadena Community Access Corporation		1,031
Rose Bowl Operating Company		37,459
Affiliated Agencies Subtotal		58,511
Total Revenues	223,992	898,655

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FT 2016 Recommended Budget Revenues and Appropriations

Appropriations by Department and FTEs

	Fiscal Year 2016 Recommended Budget (\$000)		
	General Fund	Total All Funds	FTEs
	-----\$'s in thousands-----		
Operating Departments			
City Attorney	6,307	6,739	32
City Clerk	1,667	2,170	13
City Council	2,187	2,187	10
City Manager	5,480	5,480	21
Finance	9,173	11,026	65
Fire	41,898	42,622	181
Housing and Caree	-	24,500	49
Human Resources	3,677	6,467	31
Human Services & Recreation	9,843	9,843	97
Dept of Informati	-	15,827	80
Library and Information services	-	13,945	-
Non-Departmental	37,655	45,192	107
Planning and Community Development	7,514	15,897	79
Police	65,132	69,907	366
Public Health	-	12,146	85
Public Works	22,141	67,137	320
Transportation	5,437	31,558	51
Water and Power	-	286,535	433
Department Total	218,111	669,178	2,016
Succesor Agency to the PCDC	-	3,390	1
City Sub-Total	218,111	672,568	1
Capital		(28,262)	-
Transfers		(104,426)	-
City Operating Total	218,111	539,880	
Pasadena Center Operating Company	-	20,021	98
Pasadena Community Access Corporation	-	1,031	16
Rose Bowl Operation Company	-	37,459	31
Affiliated Agencies Appropriations Sub-Total	-	58,511	145
Total Operating Appropriations	218,111	598,391	2,162

Attachment 2

General Fund Five-Year Financial Forecast - Assumes Decision Packages of \$1.0 Million in FY 2016

	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast
Beginning Amount Available for Appropriations	7,668,939	9,154,404	9,154,404	6,984,697	7,762,641	9,654,945	10,779,260	11,937,722
REVENUES								
Property Taxes	43,048,906	44,120,000	53,739,264	52,542,743	54,644,453	56,283,787	57,972,300	59,711,469
Sales Tax	32,391,442	33,140,000	30,044,053	34,000,000	35,432,972	36,869,693	38,362,253	39,912,943
Utility User Tax	28,893,275	30,601,500	29,702,012	30,352,000	30,655,520	30,962,075	31,271,696	31,584,413
Transient Occupancy Tax	12,043,439	12,800,500	12,737,799	14,025,500	14,479,163	14,947,587	15,431,255	15,925,056
Franchise Taxes	2,361,294	3,237,100	2,299,158	2,556,000	2,623,054	2,692,120	2,763,257	2,835,102
Other Taxes	16,064,824	15,250,000	16,802,277	17,195,000	17,823,955	18,476,891	19,154,744	19,863,469
Total Taxes	134,803,180	139,149,100	145,324,562	150,671,243	155,659,117	160,232,152	164,955,506	169,832,452
Licenses & Permits	4,003,257	3,444,575	3,635,325	3,302,545	3,404,183	3,507,473	3,612,457	3,720,831
Intergovernmental Revenues	15,097,847	15,438,737	15,931,056	16,640,014	17,032,658	17,435,119	17,847,641	18,275,984
Charges for Services	21,915,871	22,662,020	22,460,865	22,343,988	23,293,609	24,271,941	25,287,156	26,349,216
Fines & Forfeitures	6,768,360	6,763,091	7,466,898	6,791,251	6,989,565	7,193,828	7,404,219	7,618,941
Investment/Interest Earnings	3,293,430	1,424,894	1,492,152	1,333,962	1,345,006	1,356,380	1,368,097	1,380,409
Rental Income	1,356,455	1,205,589	1,184,461	1,246,150	1,248,951	1,251,835	1,254,807	1,257,316
Miscellaneous	1,604,286	1,515,154	1,584,229	1,430,220	1,453,677	1,477,837	1,502,722	1,528,269
TOTAL REVENUES	188,842,686	191,603,160	199,079,548	203,759,373	210,426,765	216,726,566	223,232,604	229,963,419
EXPENDITURES								
Personnel	125,871,268	130,374,329	125,450,200	136,252,230	142,860,106	148,998,772	154,958,723	161,157,072
Services & Supplies	30,626,208	34,287,825	30,000,000	34,507,650	35,197,803	35,901,759	36,619,794	37,352,190
Equipment	286,344	271,476	250,000	215,530	219,841	224,237	228,722	233,297
Internal Services	17,024,845	18,307,993	18,539,400	19,141,549	19,524,380	19,914,868	20,313,165	20,719,428
TOTAL EXPENDITURES	173,808,666	183,241,623	174,239,600	190,116,959	197,802,130	205,039,636	212,120,405	219,461,987
Excess Revenues over (Expenses)	15,034,020	8,361,537	24,839,948	13,642,414	12,624,636	11,686,929	11,112,199	10,501,432
OPERATING TRANSFER (IN / (OUT))								
Debt Service	(13,651,220)	(13,828,122)	(10,160,698)	(15,078,591)	(15,149,808)	(15,151,683)	(14,721,125)	(11,691,121)
Contributions to Other Funds/Misc	(16,686,327)	(13,599,056)	(14,599,056)	(14,519,029)	(13,087,364)	(13,349,111)	(13,616,093)	(13,888,415)
Repayment to Water Fund			(5,066,188)					
Allocation for Potential Litigation			(2,350,000)	(2,500,000)	(2,600,000)	(2,704,000)	(2,812,160)	(2,924,646)
Abatements for Svcs to Other Funds	1,377,560	386,548	386,548	270,548	272,773	275,065	277,425	279,922
Enterprise Contributions	18,685,052	18,705,678	18,705,678	19,962,602	20,482,067	21,017,115	21,568,215	21,762,973
NET OPERATING TRANSFER (IN / (OUT))	(10,274,935)	(8,334,952)	(13,083,716)	(11,864,470)	(10,082,332)	(9,912,614)	(9,303,737)	(6,461,287)
Operating Income/(Loss)	4,759,085	26,585	11,756,232	1,777,944	2,542,304	1,774,315	1,808,462	4,040,145
Transfer to Benefits Fund to repay PACTE loan	(1,273,620)							
Personnel Reserves for leave costs	(1,000,000)		(1,000,000)	(1,000,000)	(650,000)	(650,000)	(650,000)	(650,000)
Contribution toward OPEB Unfunded Liability	(1,000,000)		(10,000,000)					
Allocation to Policy Reserve			(2,925,939)					
Admndments to Adopted Budgets	1,485,465	26,585	(2,169,707)	777,944	1,892,304	1,124,315	1,158,462	3,390,145
Net Income/(Loss)								
Ending Amount Available for Appropriations	9,154,404	9,180,989	6,984,697	7,762,641	9,654,945	10,779,260	11,937,722	15,327,867

Attachment 2

General Fund Five-Year Forecast - Summary of Assumptions

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Average revenue growth	3.1%	3.3%	3.0%	3.0%	3.0%
Average expenditure growth	5.8%	3.4%	3.4%	3.4%	3.5%
PERS employer rates:					
Misc	20.96%	22.60%	23.80%	25.10%	26.30%
Safety	32.77%	34.70%	36.20%	37.80%	39.40%
Personnel cost increase percentage	4.0%	4.0%	4.0%	4.0%	4.0%
Health Cost Increase	0.0%	0.0%	0.0%	0.0%	0.0%
Property tax average growth	6.6%	4.0%	3.0%	3.0%	3.0%
Sales tax average growth	3.8%	4.2%	4.0%	4.0%	4.0%
UUT average growth	2.0%	1.0%	1.0%	1.0%	1.0%
TOT average growth	8.7%	3.2%	3.2%	3.2%	3.2%
Power GFT	10.0%	10.0%	10.0%	10.0%	10.0%
Water Cost Allocation	1,544,138	1,544,138	1,544,138	1,544,138	1,544,138
Contribution toward OPEB	1,000,000	650,000	650,000	650,000	650,000
Allocation to Policy Reserve	-	1,000,000	1,000,000	1,000,000	1,000,000

Attachment 3

City of Pasadena 2016 General Fund Decision Packages

Department	Dept Priority Order #	Description	Recommended Amount	Not Recommended Amount	Recommended New FTE	Not Recommended New FTE	One time/ Ongoing
City Attorney	1	.50 FTE Deputy Prosecutor - Due to the passage of Proposition 47 on November 4, 2014, the Division's case workload substantially increased. Extrapolating from a review of the case database numbers, and taking into account Proposition 47 filing submission trends, it is anticipated that there could be a 15%-25% workload increase in Fiscal Year 2016, and similar in future years. Funds were used from contract services and salary savings (from positions that we plan to fill with regular employees in the near future) to pay for a Deputy Prosecutor position authorized by a budget amendment in December 2014 for FY 2015. It is now necessary to request full funding for this position as the Department is unable to absorb the incremental cost of this position on an ongoing basis.	\$82,600		0.50		Ongoing
	2	1.00 FTE Staff Assistant II - This position is needed to assist with accounts payable, budget, subpoenas, purchasing activities, and other administrative tasks. The administrative tasks include preparing statistical and other reports, opening and closing legal files, processing settlements and processing travel requests/reimbursements. This position will assist and backup the Management Analyst III that will result in greater efficiencies.		\$64,767		1.00	Ongoing
City Clerk	1	Charter Reform Task Force - This is a citizen-based advisory body convened by the City Council to discuss and recommend potential changes to the City Charter.		\$150,000			One Time
City Council	1	Printing/Postage - This request is based on actual costs from prior years. (Note: This \$84,000 is already in the FY16 Budget in Munis. Add'l \$42,000 for Printing and add'l \$42,000 for Postage).	(\$42,000)	\$0			Ongoing
City Manager	1	1.00 FTE Management Analyst IV (C) - Provide analytical support to both Assistant City Managers.	\$143,265		1.00		Ongoing
	2	1.00 FTE Police Internal Auditor - Audit and inspections function to conduct regular audits of inherently high risk functions including, but not limited to: use-of-force investigations; officer involved shooting investigations; detective operations; search warrants; arrest, booking and charging reports; gang enforcement; the control and use of informants; and, deployment, command and administrative functions.	\$175,000		1.00		Ongoing
Finance	1	Reclass Staff Assistant III to Business Tax Inspector - Reclassifying this vacant position will enable the City to increase its inspections and investigations to enforce business tax, and permit ordinances, collect and process taxes and fees. It is estimated that license and fee income will be increased by a minimum of \$80,000 per year.	(\$60,000)				Ongoing
	2	.50 FTE Staff Assistant III - This position will perform clerical functions that are currently being performed by Collection Specialists. This will enable the collectors to focus their energies on collecting additional bad debts. It anticipated that approximately \$100,000 in additional income can be generated through this plan.	(\$50,000)		0.50		Ongoing
	3	3.00 FTE New Positions - Department will do internal study to determine proper staffing levels to adequately implement the Work-Accountability Plan. It is anticipated that additional staff will be needed.		\$400,000		3.00	Ongoing
Fire	1	Reclass Staff Assistant II to Management Analyst III - The department has historic and significant needs for a strong analyst who can create and provide confidential analyses and reports to the Fire Chief.	\$62,264				Ongoing

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Department	Dept Priority Order #	Description	Recommended Amount	Not Recommended Amount	Recommended New FTE	Not Recommended New FTE	One time/ Ongoing
Human Resources	1	Labor Negotiations - A consultant is needed to assist with the five labor negotiations scheduled to begin in FY 2016 - PACTE, PPCA, PPSA, PFMA, and IBEW as well as negotiations with PMA, AFSCME, and SEIU that will be completed soon.	\$75,000				Ongoing
	2	.75 FTE Graduate Management Intern - This one-year, 30-hour per week position is needed to maintain service levels while key staff are dedicated to the development of the Human Resources module of the ERP. The intern will focus on recruitment and selection functions (posting job bulletins, developing tests, preparing interview panels, etc.) as well as classification and compensation activities. The intern can also assist with the ongoing classification study that will implement hundreds of new classifications.	\$45,000		0.75		One Time
	3	Increase City wide Training Program - Enhance citywide training program by increasing the number of classes that target core competencies such as writing skills, business math, project management, public speaking and analytical analysis. Add online courses for AB1825 (mandated workplace harassment preventions) training for 2,000 employees.	\$20,000				Ongoing
	4	1.00 FTE Management Analyst IV - This position (Management Analyst IV) will develop and implement services and programs that support the functions of employee development, organizational design, change management, training, and improvement strategies for organizational health and morale. This function had previously been staffed and funded in the Human Resources department but was reduced during fiscal year 2009 and 2011 as part of the reduction in organizational expenses. Focused efforts to improve the work environment with programs and services that develop our internal staff, supervisors and managers will strengthen our city workforce.		\$185,000		1.00	Ongoing
	5	Speaker Series - Enhance the training program with additional speakers on Leadership, Motivation, Change Management and other topics.		\$10,500			Ongoing
	6	1.00 FTE Recruitment Analyst (MA III) - Due to large number of vacancies in the Police and Fire departments, there is a need to hire a recruitment analyst who will focus solely on recruitments for these two departments. The cost of this position will be covered by budgeted positions that are vacant in the Police and Fire departments.	\$0		1.00		Ongoing
Human Services & Recreation	1	Collaborate PASadena Project - This will provide funding to enable the City to contribute and support the Collaborate PASadena effort, a joint project between the City and the Pasadena Unified School District. This project is designed to build a shared vision that will foster 21st century learning to improve student outcomes, support our local economy and ensure that our community grows as a center of innovation.	\$75,000				Ongoing
	2	.70 FTE Recreation Site Coordinator - To provide for Recreation Programming for New and Emerging Senior Program at Villa-Parke for 25 hrs/week at 50 weeks/year.	\$54,000		0.70		Ongoing
	3	City-Wide Violence Prevention Strategy - Professional Services Agreement with the national League of Cities. Broad cross-sector collaboration is needed to foster the neighborhood and community conditions needed to strengthen and protect families.		\$35,000			One Time

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City of Pasadena 2016 General Fund Decision Packages

Department	Dept Priority Order #	Description	Recommended Amount	Not Recommended Amount	Recommended New FTE	Not Recommended New FTE	One time/ Ongoing
Planning & Community Development	1	1.00 FTE Management Analyst IV - Planning Division - will oversee the Planning Divisions' administrative functions, which includes contract administration, budgeting, quality control of Commission, Committee and Board agendas, planning for community meetings, etc. This position will also conduct extensive analysis and research as it relates to projects and initiatives (e.g. General Plan implementation), which will include tracking, reporting and assessing critical milestones. This position will also be responsible to monitor compliance of grants and applying for new grants. 50/50 General Fund and Building Fund - Amount represented is only General Fund.	\$68,127		1.00		Ongoing
	2	Consultant Services - This request is for contract planning services that will be used to prepare technical reports above and beyond those normally required to be supplied or paid for by developers as part of the development review process. The services will also be utilized to prepare technical reports or provide expertise for city initiated projects. In other instances, contract planning services will be provided to help process cases on a temporary basis to address an unexpected spike in workload or loss of resources. The total request is for \$100,000 of which \$45,000 will be funded from the Building Services Fund, #204. The remainder will be funded from the General Fund.	\$55,000				Ongoing
	3	Code Compliance Overtime - Currently weekend and after-hours code enforcement work is conducted by Code Compliance Officers as paid overtime; however, the Department does not have a funding for overtime. The overtime expense has been covered through vacancy salary savings. Funds are being requested to continue this work on a consistent basis as the division will be fully staffed in FY 2016. One Code Compliance Officer works every Saturday to provide weekend response to complaints related to violations such as yard sales, construction without a permit, noise violations, etc. In addition, late night and early morning inspections are required to investigate complaints such as noise, compliance with conditions of approval, lighting, illegal use of structures, etc. The total request is \$100,000 with \$50,000 funded from the building Services fund #204. the balance will be funded by the General Fund.		\$50,000			Ongoing
	4	Contract Code Compliance Services - These consulting services will supplement work within the Code Compliance Division to reduce the backlog of open code compliance cases. By utilizing outside consultants to clear the backlog, the Code Compliance Division staff will be able to address new casework in a timely manner. This will improve the overall effectiveness and response times for code compliance cases. Additionally, the consultants will develop a targeted, proactive enforcement program that can be implemented by the designated enforcement area. The total request is \$100,000, of which \$50,000 would be funded from the Building Services Fund, #204. The balance will be funded from the General Fund.	\$50,000				One time
Police	2	1.00 FTE/Equipment/Vehicle for Homeless Outreach Psychiatric Evaluation (HOPE) Team - The request is for one full time clinician (\$137,035), one vehicle (\$54,051), and equipment (\$7,688) for a third HOPE Team. Position will be responsible for quality of life assigned issues and will collaborate with the Housing and Human Services Divisions.		\$198,774		1.00	Ongoing
	3	4.00 FTE/Equipment/Vehicle for Neighborhood Action Team (NAT) - Reestablish NAT to allow the Police Department to better engage neighborhood residents and business owners/employees. The request is for one supervisor, three officers, and associated equipment and vehicles.		\$881,679		4.00	Ongoing

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City of Pasadena 2016 General Fund Decision Packages

Department	Dept Priority Order #	Description	Recommended Amount	Not Recommended Amount	Recommended New FTE	Not Recommended New FTE	One time/ Ongoing
Public Works	1	1.00 FTE Program Coordinator I -The recently completed Park Maintenance Operation Analysis recommended the addition of a program coordinator to coordinate the efforts of a special project/beautification team. Under direction of the Parks Superintendent, the position will help develop plans and schedules working with various groups and volunteers to organize these efforts.	\$102,053		1.00		Ongoing
	2	Polyphagous Shot Hole Borer Pest Project - This project is designed to remove City trees that are infected with the polyphagous shot hole borer. The plan is to lease a parcel, have City staff deliver the infected wood to the facility that will serve as a transfer station, and hire a service to remove and process the contaminated wood. The lease is estimated to be \$1,700 per month for a one -year lease agreement with six-month renewal option (\$21,000). The site preparation costs are estimated to be \$50,000. In order to prepare the site for operational use, a water meter, a fence, and appropriate ground covering will have to be installed. As part of the CUP process, the installation of landscaping is required. The cost of removing and processing the contaminated wood is estimated to be \$25,000.	\$46,000				Ongoing
	3	General Fund Allocation of 5.00 FTEs - Increase the General Fund allocation of the City Engineer, Assistant City Engineer, two engineers, and an associate engineer. These positions perform a variety of General Fund tasks which include preliminary plan review; initial design and conditional use permit review for development related projects; CALTRANS/LA County and other outside agencies' project review; business districts support; management of community art projects requests; preparation of exhibits for neighborhood meetings; investigation into to Citizen Service Center requests; data collection for audits of grant-funded projects; and preparation of grant applications. This request is to appropriately allocate costs between Capital Projects and the General Fund. The incremental cost to the General Fund is \$106,012.		\$106,012			Ongoing
	4	General Fund Allocation of 2.00 FTE Inspectors - Increase the General Fund allocation for two existing Permit Construction Inspector positions. Currently one position is funded 87 percent General Fund/13 percent Capital Projects. The other position is funded 45 percent General Fund/55 percent Capital Projects. In FY 2010 due to reduced construction activities and Public Works permit revenues from private development, the Department reduced the General Fund allocations of the positions. However, permit activities for Public Works and Planning have increased over the past four years. In FY 2011, revenue was \$275,911. It is anticipated that in FY 2015, revenues will be \$625,000. It is now appropriate to fund 100 percent of these positions from the General Fund.	\$68,526				Ongoing
	5	2.00 FTE Maintenance Worker II - These positions will be used to perform forestry duties including small tree care, palm frond pick up and scheduled block pruning. Small tree care responsibilities include increasing inspections to confirm that trees are properly planted, re-staking and removing stakes, pruning the young trees, and maintaining the tree wells and tree grates to enhance pedestrian safety. After the windstorm of 2010, these new trees were planted and this maintenance it is essential to ensure the tree survival rate.		\$155,917		2.00	Ongoing
		General Fund Total	\$969,835	\$2,237,649	7.45	12.00	