

CITY OF SIERRA MADRE

ANNUAL BUDGET

FY 2016-2017

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City of Sierra Madre

Village of the Foothills

Adopted Budget



July 1, 2016 – June 30, 2017

City of Sierra Madre
Successor Agency
Sierra Madre Public Financing Authority

City Council and Elected Officials

<i>Gene Goss</i>	<i>Mayor</i>
<i>Rachelle Arizmendi</i>	<i>Mayor Pro Tem</i>
<i>John Capoccia</i>	<i>Council Member</i>
<i>Denise Delmar</i>	<i>Council Member</i>
<i>John Harabedian</i>	<i>Council Member</i>
<i>Melinda Carrillo</i>	<i>City Clerk</i>
<i>Michael Amerio</i>	<i>City Treasurer</i>

Executive Management

<i>Elaine Aguilar</i>	<i>City Manager</i>
<i>Theresa Highsmith</i>	<i>City Attorney</i>
<i>Elisa Cox</i>	<i>Assistant City Manager</i>
<i>Marcie Medina</i>	<i>Finance Director</i>
<i>Vincent Gonzalez</i>	<i>Planning & Community Preservation Director</i>
<i>Steve Heydorff</i>	<i>Fire Chief</i>
<i>Ryan Baker</i>	<i>Library & Community Services Director</i>
<i>Larry Giannone</i>	<i>Public Safety Director – Police Chief</i>
<i>Bruce Inman</i>	<i>Public Works Director</i>

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TABLE OF CONTENTS

Section 1: Introduction	
• City Managers Budget Message	1
• Organizational Chart	5
• Mission Statement	6
• Community Profile	7
Section 2: Financial Policies and Procedures	11
Section 3: Budget Resolutions	17
• Budget Adoption City and Successor Agency	19
• GANN Appropriations Limit Approval	20
• Fee Schedule Approval	23
• Salary Matrix Approval	25
• Budget Adoption Public Financing Authority	26
Section 4: Authorized Positions	27
Section 5: Budget Summaries	31
• Citywide Estimated Funds Available	33
• Citywide Sources and Uses	35
• Citywide Revenues	37
• Citywide Expenditures	43
• General Fund Overview	53
Section 6: Department Budgets	61
• Administrative Services Department	63
• Community Services Department	71
• Elected and Appointed Officials Department	79
• Fire Department	85
• Human Resources Department	93
• Library Department	99
• Planning and Community Preservation Department	105
• Police Department	113
• Public Works Department	119
Section 7: Capital Purchases and Projects	127
Section 8: Appendix	145
• Glossary	147
• Fund Overview	155
• Property Tax Allocation	159

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City of Sierra Madre

Village of the Foothills



Introduction

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**OFFICE OF THE
CITY MANAGER**

Budget Message

Fiscal Year 2016-2017 Adopted Budget

Honorable Mayor, City Council and Residents of Sierra Madre:

As City Manager, it is my honor to present the Approved Annual Budget for Fiscal Year 2016-2017. While the past few years have been financially difficult due to the recession, the State taking resources from cities to address its financial situation, and finally the sun-setting of the City's Utility Tax Rate (UUT), the voters' approval of the new UUT provides the City the opportunity to refocus on continuing to provide quality services to the community

On the April 12, 2016 municipal election, the new UUT measure was approved at a 10% rate, the same rate prior to FY 2015-2016. This was the result of the City's two year community outreach efforts which included brochures, mailings, social media, community meetings and Town Halls. The increase in the UUT, the second largest General Fund Revenue, provides some financial relief to the City for the next couple of years. However, the medium to long-term financial outlook is not sustainable. With limited revenue sources, increased costs, deferred maintenance and the state of the City's infrastructure, it is time to focus on long-term financial solutions.

Total Adopted Budget

The budget presentation has changed from previous years. One of the main changes is the collapsing of subsidized operations to the General Fund. In prior years Recreation Classes, the Paramedic Program and the Development Services were reported in separate funds supported by a subsidy from the General Fund. This year the subsidized operations are accounted for in the General Fund, eliminating the need for "transfers out". This resulted in increased revenues and expenditures in the General Fund from these operations.

Another change was the change in allocations from Internal Services Funds. This change was necessary in order to improve the health of Internal Service Funds and provide a more equitable allocation methodology. The change in the allocations created a shift in expenditure categories from Personnel Expenditures to Maintenance & Operations. It also created a shift in expenditures from other General Fund Departments to the Administrative Services Department.

The budget provides for a total of 63 full-time positions, 58,594 part-time hours (or 28 full-time equivalents), and seven elected officials. The budget presented is based on "status-quo" operations with the exception of increases due to the approval of a new Police Association Memorandum of Understanding (MOU) and changes in two positions. One of the personnel changes was the upgrade of a part-time Code Enforcement Officer to a full-time position. The other personnel change is the increase of the Community Services Administrative Aide to an Administrative Analyst supporting the new Library and Community Services Department.

The following table summarizes the estimated revenues and expenditures by Fund for FY 2015-2016 (Unaudited), and FY 2016-2017 Approved Budget. The “deficits” at the bottom of the chart reflect the use of the General Fund reserves, and restricted reserves that have been earmarked in prior years for specific projects, particularly in the Capital Improvement Project (Section 7), for the Water, Sewer, and Internal Service Funds.

(Excludes Transfers In/Out)

FUND	FY 2015-2016		FY 2016-2017	
	Unaudited		Adopted	
REVENUES				
GENERAL FUND	\$	9,068	\$	10,661
SPECIAL REVENUE FUNDS:		2,316		1,556
INTERNAL SERVICE FUNDS		4,459		4,562
BUSINESS FUND		377		233
SEWER		843		840
WATER		4,654		4,727
SUCCESSOR AGENCY		528		497
TOTAL REVENUES	\$	22,245	\$	23,076
GENERAL FUND		8,366		10,603
SPECIAL REVENUE FUNDS:		3,651		1,795
INTERNAL SERVICE FUNDS		4,350		4,548
BUSINESS FUND		436		224
SEWER		1,023		1,191
WATER		4,009		5,485
SUCCESSOR AGENCY		503		488
TOTAL EXPENDITURES	\$	22,338	\$	24,334
NET CHANGE	\$	(93)	\$	(1,258)

General Fund

The FY 2016-2017 General Fund Budget is balanced using General Fund reserves of \$54,600. This is after including \$400,000 in expenditures for temporary nighttime patrol services with Los Angeles County Sheriff's Department (LASD) and also budgeting \$178,500 for NPDES compliance that is part of the Capital Improvements Program Budget.

The chart below provides a one page summary of the City's General Fund revenues, expenditures and changes to fund balance (or the City's surplus or deficit) for FY 2014-2015 (Actuals), FY 2015-16 (Unaudited) and FY 2016-2017 Adopted Budget. In order to provide a better comparison to prior years revenues and expenditures, two additional columns are provided. The FY2016-2017 Projected column provides amounts prior to the collapsing of subsidized operations to the General

Fund which is comparable to prior years, and the column labeled Funds Collapsed reflects the impact of the funds collapsed into the General Fund. The total of these two columns is the total Adopted Budget for FY 2016-2017, the last column to the right.

GENERAL FUND	FY 2014-2015	FY 2015-2016	FY 2016-2017	Funds Collapsed	FY 2016-2017 Adopted
	Actuals	Estimated	Projected		
REVENUES					
Property Taxes	\$ 4,885	\$ 5,180	5,485		\$ 5,485
AB1X 26 - RDA Residual	198	200	200		200
Utility User Taxes	2,468	2,093	2,700		2,700
Franchise Fees	373	365	369		369
Sales Taxes	330	250	250		250
Business Licenses	239	240	240		240
Charges for Services	212	171	209	486	695
Fines and Forfeitures	223	224	227		227
Licenses and Permits	170	135	138	345	483
Revenue from Other Agencies	6	1	1		1
Other Revenues	113	210	11		11
TOTAL REVENUES	9,217	9,069	9,830	831	10,661
TRANSFERS IN	131	100	100		100
EXPENDITURES					
Administrative Services	1,297	1,551	2,198		2,198
Community Services	199	155	147	55	202
Elected and Appointed	309	328	278		278
Fire	1,049	1,065	1,000	865	1,865
Library	738	783	740		740
Planning & Community Preservation	-	-	-	1,127	1,127
Police	3,387	3,931	3,640		3,640
Public Works	509	553	553		553
TOTAL EXPENDITURES	7,488	8,366	8,556	2,047	10,603
TRANSFERS OUT	852	1,420	34		34
CHANGE IN FUND BALANCE BEFORE CIP	1,008	(617)	1,340	(1,216)	124
TRANSFERS OUT TO CIP	-	858	179		179
NET CHANGE IN FUND BALANCE	1,008	(1,475)	1,161	(1,216)	(55)

Conclusion

This budget incorporates the policy direction of the City Council in the budget process. The services and programs included in the budget address the needs of the community, and continue to provide full-service City programs and services.

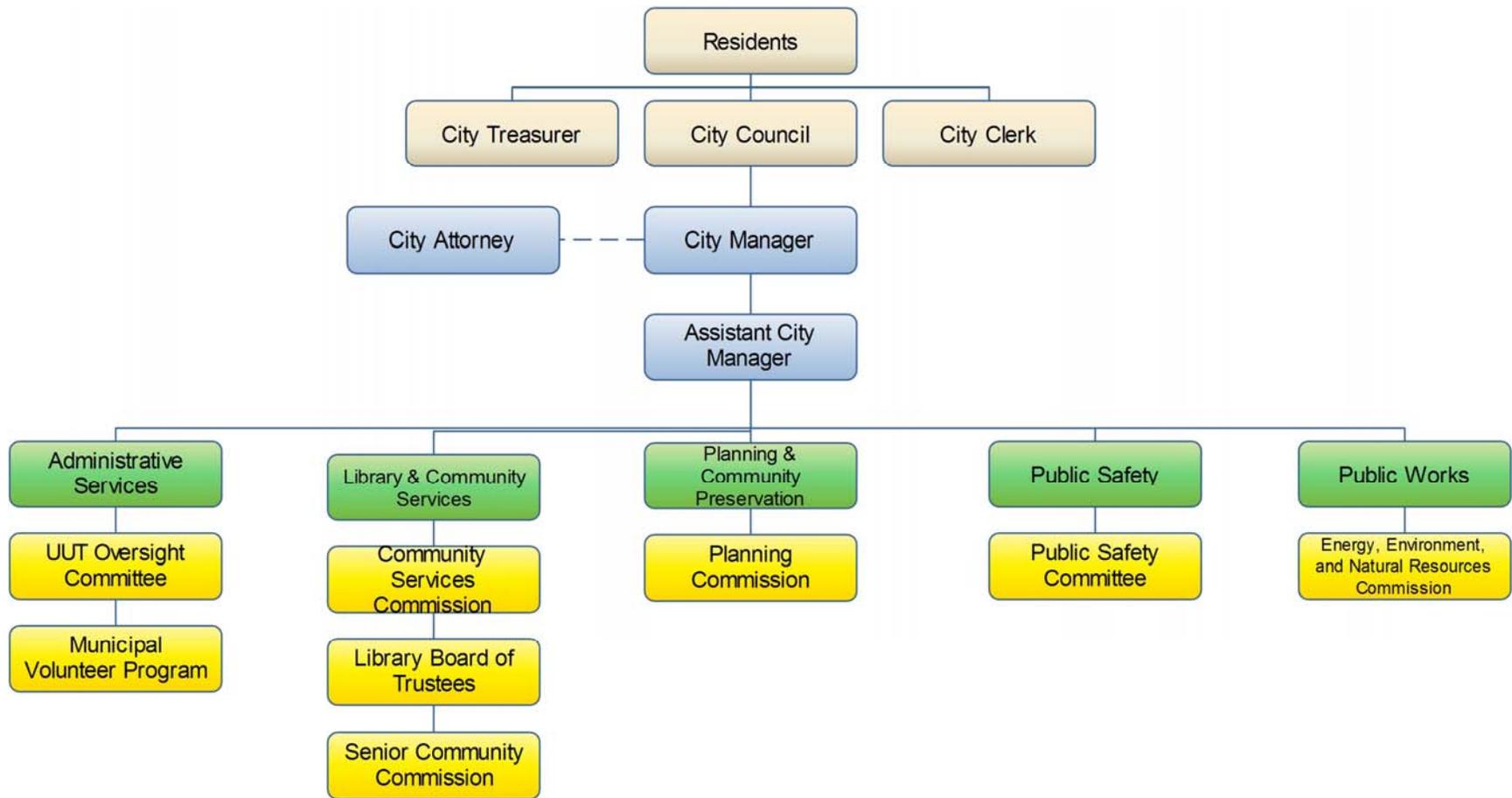
This budget does not address other significant challenges such as fully funding deferred maintenance and delayed infrastructure maintenance. These are topics that will continue to be addressed in discussions of the City's financial future and the development of a long-term financial sustainability plan.

In closing, I would like to thank our dedicated City Council for their commitment and leadership and express my appreciation to all of the Department Heads and their staff who worked on this year's budget.

Thank You,



Elaine Aguilar
City Manager





C I T Y O F S I E R R A M A D R E

MISSION STATEMENT

The City of Sierra Madre provides quality, cost-effective public services that preserve the small town character and enhance the health, safety and welfare of the community.

VISION STATEMENT

The All-America City of Sierra Madre will be recognized as a thriving, civically engaged community that honors its past, lives in the present and plans for the future.

CORE VALUES

not in priority order

The City of Sierra Madre values . . .

Efficiency and effectiveness

Honesty and integrity

Financial accountability

Teamwork

Community participation

Small town character



Community Profile

General Information

Sierra Madre is small city, approximately 3.5 square miles, with approximately 11,000 residents. It is among the smallest cities in all of Los Angeles County. Sierra Madre has no direct freeway access and a limited retail and service area of approximately 6 blocks. Since its incorporation in 1907, Sierra Madre has always been, and remains today, a full-service city with its own in-house Police Department, Recreation, Public Works, Water, Sewer, Public Library and Fire Department.

The City of Sierra Madre is primarily a residential community with a small business district in the downtown area covering less than one-half mile. The City of Sierra Madre is a built out community with only small parcels available for new development. As a result, the population has remained relatively unchanged for the last three decades. The 2010 census reflects that more than half of the adults have at least two years of college or professional accreditations which leads to higher than average median incomes in this area. The median age of the Sierra Madrens is 46 with 25% of the population over the age of 65 and only 12-15% of the population school age children. The majority of the parcels are owner occupied and the property turnover is low at approximately 8-11% a year. Being secluded against the San Gabriel Mountains without major transportation avenues is what continues to make Sierra Madre a desirable housing market. But it does create challenges in the ability to attract commercial retailers to the area.



Council-Manager Form of Government

Under the council-manager form of government, the elected governing body, the City Council, is responsible for establishing policy, passing local ordinances, voting appropriations, and developing an overall vision for the City of Sierra Madre. Under such a government, the Mayor performs primarily ceremonial duties and is the presiding officer of the City Council. Selection of the Mayor and Mayor Pro-Tem is done annually in April through a Council nomination and vote.

The City Council then appoints a City Manager to oversee the daily operations of the government and implement the policies established by the governing body. The City

Manager serves the governing body, often with an employment agreement or contract that specifies his or her duties and responsibilities.

Recreation and City Events

The City conducts its recreational programs at its six parks, an aquatics center, Community Recreation Center, Youth Activity Center and Hart Park House - Senior Center. The City also provides cultural and historical awareness through the Lizzie's Trail Inn Museum, Richardson Historical House and the Sierra Madre Public Library's Local History Collection. Bailey Canyon Wilderness Area and the Mount Wilson Trail allows individuals to escape the City life without traveling long distances. A complete listing of City facilities is included at the end of this narrative. The City provides a wide variety of recreational opportunities for children, teenagers, and senior citizens. Numerous special events are sponsored by the City and community organizations throughout the year, including:

- 4th of July Parade and Festivities (July)
- Chamber of Commerce's Holiday Event (November)
- Chamber of Commerce's Wistaria Festival (March)
- Senior Excursions (all year)
- Friends of the Library Art Fair (May)
- Friends of the Library Wine and Cuisine Fund Raiser (February)
- Halloween Happenings (October)
- Huck Finn Campout and Fishing Derby (April)
- Mt. Wilson Trail Race (May)
- Rose Float Decorating (all year)
- Movies in the Park (June/July)
- Summer Concerts in the Park (June-August)
- Youth and Adult Sports Leagues (all ages; all year)

These events could not take place without the thousands of volunteer hours provided by local residents, schools, churches and civic organizations, including Chamber of Commerce, Civic Club, Kiwanis, Rotary, Rose Float Association, and Woman's Club. To learn more about volunteering in our community visit www.cityofsierramadre.com.

Education

Public and private schools within Sierra Madre provide education for children from preschool through high school. The City of Sierra Madre is served by the Pasadena Unified School District (PUSD), which also serves the adjacent City of Pasadena, California. Within the City, there is one public elementary and middle school, Sierra Madre Elementary School, which is housed on two campuses overseen by PUSD. The public high school for Sierra Madre residents is located in the City of Pasadena, California. The City is home to several private schools, including: two preschools, three K-8 institutions, and one high school.

Recreational & Wilderness Areas

Memorial Park

222 W, Sierra Madre Blvd.
Sierra Madre, California 90124



Milton & Harriet Goldberg Recreation Area

171 S. Sunnyside Ave.
Sierra Madre, California 91024

Bailey Canyon Wilderness Park

451 West Carter Avenue,
Sierra Madre, CA 91024



Mount Wilson Trail Park

189 East Mira Monte Avenue,
Sierra Madre, CA 91024

Lizzie's Trail Inn Museum

189 E. Mira Monte Ave
Sierra Madre, CA 91024

Sierra Vista Park

611 East Sierra Madre Blvd,
Sierra Madre, CA 91024

Richardson Historical House

189 E. Mira Monte Ave
Sierra Madre, CA 91024





City Facilities

City Hall

232 W. Sierra Madre Blvd.
Sierra Madre, CA 91024

Community Recreation Center

611 E. Sierra Madre Blvd.
Sierra Madre, CA 91024

Police and Fire Station

242 W. Sierra Madre Blvd.
Sierra Madre, CA 91024

Aquatic Center

601 E. Sierra Madre Blvd.
Sierra Madre, CA 91024

Public Works Facilities

621 Sierra Madre Blvd.
Sierra Madre, CA 91024

Youth Activity Center

611 E. Sierra Madre Blvd.
Sierra Madre, CA 91024

Public Library

440 W. Sierra Madre Blvd.
Sierra Madre, CA 91024

Hart Park House Senior Center

222 West Sierra Madre Blvd,
Sierra Madre, CA 91024



City of Sierra Madre

Village of the Foothills



Financial Policies and Procedures

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Financial Policies & Procedures

The Budget Process

The City budget process is an on-going, dynamic activity involving City Council, City staff, and City residents. While each year's budget process includes certain specific steps in the development of the current year's figures, the budget also addresses the City Council's Priorities, Strategic and Operational Goals.

Budgetary Control

The City Council adopts an annual budget by June 30, prior to the beginning of the budget cycle. The budgets are adopted on a basis that does not differ materially from Generally Accepted Accounting Principles (GAAP). An appropriated annual budget is legally adopted for the General and Special Revenue Funds. Annual appropriated budgets are not adopted for Debt Service Funds because bond indentures are used as the method for adequate budgetary control.

Capital Projects Funds do not have annual appropriated budgets. Instead, control over projects is maintained by means of a project-length capital improvement budget. This project-length budget authorizes total expenditures over the duration of a construction project, rather than year by year. Additionally, planned expenditures for the capital projects and purchases for the current budget cycle are reflected within the operating budgets of the appropriate fund whose resources are used to fund the project.

The City Manager maintains budgetary controls to ensure compliance with legal provisions embodied in the appropriated budget approved by the City Council. The level of budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is the department level and within a single fund. The City Manager may authorize transfers of appropriations within a department so long as it is within a single fund. A department head may move funds within a single fund between divisions and categories (personnel and maintenance & operations) without City Manager approval. Supplemental appropriations during the year must be approved by the City Council. These appropriations, representing amendments to the budget during the year, could be significant in relationship to the original budget as adopted (see Budget Amendment Procedures).

The City uses an "encumbrance system". Under this procedure, commitments such as purchase orders and contracts at year-end are carried over as part of fund balance. In order to be an encumbered appropriation there must be either an approved purchase order or contract in force as of June 30. All unencumbered appropriations lapse at fiscal year-end.

FINANCIAL POLICIES & PROCEDURES

Budget Amendment Procedures

The City's operating budget may be amended by three methods:

1. Purchase order carryovers
2. Administrative carryovers approved by the City Manager
3. City Council action.

Under all instances where appropriations are increased, funds must be available to match the request.

Purchase Order Carryovers

At the end of each fiscal year, the Finance Department reviews outstanding (open) purchase orders with the departments and determines whether the purchase orders should be carried forward into the next fiscal year. When a purchase order is "carried forward", a department's budget appropriation increases in the new fiscal year by the amount of the purchase order. This carry forward represents unspent budget from the previous fiscal year.

Administrative Carryovers

At the end of each fiscal year, the Finance Department requests that each department review its budget for items or programs for which any planned expenditure is pending. This may include a project, which has been initiated, or an item ordered but not completed or received. Administrative carryover requests are reviewed by the Finance Director to determine the merit of the request and to ensure funding is available. A recommendation is made to the City Manager on the carryover request; the City Manager then determines which requests are appropriate and authorizes the administrative carryover request. The approved carryover request increases the department's budget appropriation in the new fiscal year.

City Council Action

Throughout the year, the City Council considers departmental requests for additional appropriations to fund activities not included in the adopted budget.

Fund Balance Policy

The City Council has adopted Fund Balance Policy which establishes the procedures for reporting unrestricted fund balance in the City of Sierra Madre financial statements. Certain commitments and assignments of fund balance will help ensure that there will be adequate financial resources to protect the City against unforeseen circumstances and events such as revenue shortfalls and unanticipated expenditures. The policy adopted a fiscal policy which sets the General Fund Undesignated Fund Balance Reserve at 50% of operating revenues.

FINANCIAL POLICIES & PROCEDURES

Financial Structure and Operations

The City's accounting system is organized and operated on a "fund basis" with each fund distinct and self-balancing. A fund is "an independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created". Funds are established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, legal restrictions or limitations. The City's annual operating budget is prepared in conformity with Generally Accepted Accounting Principles (GAAP).

The City provides a full range of services to its citizens. These include: police, fire, emergency medical, street construction and maintenance, water and sewer utility, parks, recreational, cultural and social, planning, building and safety, economic development, environmental and general administrative services.

Services are categorized into a departmental structure to afford similarity in service provided. Departments may receive funding from one or more funds. Through the budget process and ongoing activity, the City Council oversees the operation of the City and sets forth community priorities and policies to be implemented by the City Manager. The City Manager directs the departments in the administration of City programs and service delivery. The City Manager establishes administrative policy in areas under his/her purview.

Measurement Focus and Basis of Accounting

The City of Sierra Madre's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Governmental (General, Special Revenue, Debt Service and Capital Projects) Fund Types and Expendable Trust Funds are accounted for on a "current financial resources" measurement focus.

The modified accrual basis of accounting is followed by the Governmental and Expendable Trusts. Under the modified accrual basis of accounting, revenues are susceptible to accrual when they become both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Accordingly, only current assets and current liabilities are included on their balance sheets. The reported fund balance provides an indication of available, spendable resources. Operating statements for Governmental Fund Types and Expendable Trust Funds report increases (revenues) and decreases (expenditures) in available spendable resources. Expenditures, other than interest on long-term debt, are recorded when a current liability is incurred. Liabilities are considered current when they are normally expected to be liquidated with expendable available financial resources.

The Proprietary (Enterprise and Internal Service) Funds are accounted for on an "economic resources" measurement focus. The Proprietary, Nonexpendable Trust, and Pension Trust Funds are accounted for using the accrual basis of accounting. Revenues or contributions are recognized when they are earned or due and expenses or benefits paid are recorded when the related liability is incurred. Accordingly, all assets and liabilities are included on the balance sheet, and the reported fund equity provides an indication of

FINANCIAL POLICIES & PROCEDURES

the economic net worth of the fund. Operating statements for Proprietary Funds report increases (revenues) and decreases (expenses) in total economic net worth.

Cash Management

The majority of unrestricted cash is combined into one pooled operating account to facilitate effective management of the City's resources. The basic tool for management of the City's cash is the investment policy approved annually by the City Council in compliance with State of California law. The City will invest only in those instruments authorized by the California Government Code Section 53601 and further restricted by the City's Investment Policy.

Fees & Rates

The City Council establishes fees at a rate designed to recover the costs of providing the service. Per the City adopted User Fee Policy, the City reviews and increases all fees by the Consumer Price Index (CPI) on an annual basis. The Citywide Fee Schedule is adopted as part of the budget process via a resolution at a Public Hearing

City of Sierra Madre

Village of the Foothills



Budget Resolutions

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RESOLUTION NO. 16-44

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE AND THE SUCCESSOR AGENCY OF THE FORMER COMMUNITY REDEVELOPMENT AGENCY ADOPTING THE FISCAL YEAR 2016-2017 BUDGET AND APPROPRIATING THE AMOUNTS BUDGETED

WHEREAS, a proposed annual budget for the City of Sierra Madre and the Successor Agency for the fiscal year commencing July 1, 2016 and concluding on June 30, 2017 was submitted to the City Council and is on file at City Hall, Sierra Madre Public Library, and City website;

WHEREAS, on June 28, 2016, the City Manager did present the City's Fiscal Year 2016-2017 Proposed Budget to the City Council for its consideration; and

WHEREAS, the City Council directed staff to make changes to the proposed budget; and those changes have been incorporated into the final budget document;

NOW, THEREFORE, THE CITY OF SIERRA MADRE DOES RESOLVE AS FOLLOWS:

SECTION 1. The budget, as proposed, is adopted for the City of Sierra Madre for Fiscal Year commencing July 1, 2016 and concluding June 30, 2017.

SECTION 2. Appropriations for the City as described in the attached documents titled "City of Sierra Madre FY 2016-2017 Budget", are hereby adopted for the fiscal years commencing July 1, 2016 and concluding on June 30, 2017.

SECTION 3. The City Manager and Director of Finance are hereby authorized to make transfers between budget line items in accordance with the Budget Policies adopted by the City Council on the 28th day of June 2016.

APPROVED AND ADOPTED, this 28 day of June 2016.

ORIGINAL SIGNED



Gene Goss, Mayor
City of Sierra Madre, California

I hereby certify that the foregoing Resolution Number 16-44 was adopted by the City Council of the City of Sierra Madre at a regular meeting held on the 28th day of June 2016, by the following vote.

AYES:

NOES:

ABSENT:

ABSTAIN:

Melinda Carrillo, City Clerk,
City of Sierra Madre, California

RESOLUTION NO. 16-45

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE SETTING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2016-2017 AT \$9,898,134 IN ACCORDANCE WITH ARTICLE XIII-B OF THE CONSTITUTION OF THE STATE OF CALIFORNIA

WHEREAS, in accordance with Article XIII-B of the Constitution of the State of California, local governments are required to adopt an annual Appropriations Limit; and,

WHEREAS, the Appropriations Limit for any fiscal year is calculated by applying a calculation factor to the Appropriations Limit to the prior fiscal year; and,

WHEREAS, the Appropriations Limit adopted for the Fiscal Year ending June 30, 2015 is \$9,361,863; and,

WHEREAS, the population factor provided by the State of California, Department of Finance is 1.0034%; and,

WHEREAS, the inflationary factor provided by the State of California, Department of Finance is 1.0537%; and,

WHEREAS, the appropriations subject to this limitation include appropriations from governmental fund types budgeted by the City, and

WHEREAS, the appropriations subject to this limitation are for proceeds from taxes. Appropriations for proceeds for fees for services, fines, forfeitures, private grants, donations and other non-tax proceeds are not subject to the limit, and

WHEREAS, the appropriations subject to this limitation are further reduced by excluded appropriations, such as qualified capital outlay and debt service; and

WHEREAS, the calculation for the FY 2016-2017 appropriations limit has been available to the public for inspection.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Sierra Madre does hereby approve the following:

SECTION 1. The Fiscal Year 2016-2017 Appropriations Limit is calculated as shown on the document known as the "Gann Appropriations Limit Calculation" attached hereto as Exhibit "A", and,

SECTION 2. The City of Sierra Madre does hereby adopt the per capita personal income element and the population change element of the calculation factor as those provided by the State Department of Finance; and,

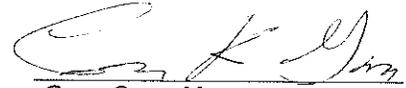
SECTION 3. The appropriations limit for Fiscal Year 2016-2017 is hereby set at \$9,898,134 and

SECTION 4. The Fiscal Year 2016-2017 budgeted appropriations amount subject to the Limit is \$ 8,771,900; and,

SECTION 5. The City's budgeted appropriations for the year ending June 30, 2016 are in compliance with Article XII-B of the Constitution of the State of California, commonly known as the Gann Appropriations Limit.

RESOLUTION NO. 16-45 – Continued

APPROVED AND ADOPTED this 28th day of June 2016.



Gene Goss, Mayor,
City of Sierra Madre, California

I hereby certify that the foregoing Resolution Number 16-45 was adopted by the City Council of the City of Sierra Madre at a regular meeting held on the 28th day of June 2016, by the following vote.

AYES: Mayor Gene Goss, Mayor Pro Tem Rachelle Arizmendi, Council Members Denise Delmar, John Harabedian and John Capoccia

NOES: None

ABSTAIN: None



Melinda Carrillo, City Clerk,
City of Sierra Madre, California

CITY OF SIERRA MADRE
 GANN APPROPRIATIONS LIMIT CALCULATION FOR FISCAL YEAR 2016-2017

Appropriations Limit:

Fiscal Year 2015-2016 Adopted Limit	\$ 9,361,863
Inflation Factor*	X 1.0537
Population Factor*	X 1.0034
Fiscal Year 2016-2017 Appropriation Limit	= \$ 9,898,134

**Price and Population Information provided by California Department of Finance.*

Appropriations Subject to Limitation:

Proceeds from Taxes	\$9,332,400
Exclusions	560,500
Appropriations Subject to Limitation	<u>8,771,900</u>
Amount Under Limit (A-B)	<u><u>1,126,234</u></u>

**RESOLUTION 16-46
A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE
ESTABLISHING A SCHEDULE OF FEES AND CHARGES FOR CITY
SERVICES FOR FISCAL YEAR 2016-2017.**

THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES HEREBY RESOLVE:

WHEREAS, the City of Sierra Madre has conducted an analysis of its services, the costs reasonably borne of providing those services, the beneficiaries of those services, and the revenues produced by those paying fees and charges for special services; and

WHEREAS, the City wishes to comply with both the letter and the spirit of Article XIII-B of the California Constitution and limit the growth of taxes; and

WHEREAS, the City desires to establish a policy of recovering the full costs reasonably borne of providing special services of a voluntary and limited nature, such that general taxes are not diverted from general services of a broad nature and thereby utilized to subsidize unfairly and inequitably such special services; and

WHEREAS, heretofore, the City Council adopted Ordinance No. 1058 on the 14th day of November, 1989 (SMMC Section 3.20.040 – Fees and charges schedule) establishing its policy as to the recovery of costs and more particularly the percentage of costs reasonably borne to be recovered from users of City services and directing staff as to the methodology for implementing said Ordinance; and

WHEREAS, notice of public hearing has been provided per Government Code Section 66016, oral and written presentations made and received, and the required public hearing held; and

WHEREAS, a schedule of fees and charges to be paid by those requesting such special services need be adopted so that the City might carry into effect its policies; and

WHEREAS, it is the intention of the City Council to develop a revised schedule of fees and charges based on the City's budgeted and projected costs reasonably borne from the Fiscal Year beginning July 1, 2016; AND

WHEREAS, pursuant to California Government Code Section 66016 a general explanation of the hereinafter contained schedule of fees and charges has been noticed as required; and

WHEREAS, the proposed fees are in accordance with Article XIII-B of the Constitution of the State of California; and

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES RESOLVE, DETERMINE, AND ORDER AS FOLLOWS:

SECTION 1. Fee Schedule. The accompanying schedules of fees and charges are hereby incorporated into this resolution;

SECTION 2. Fee Schedule Adopted. The Accompanying schedule of fees and charges is hereby adopted and such fees and charges are to be applied by the various special services when provided by the City or its designated contractors. The City Council finds that each fee is calculated to return the City's cost in connection therewith and no more.

RESOLUTION 16-46 – Continued

SECTION 3. Separate Fee for Each Process. All fees set by this Resolution are for each identified process; additional fees shall be required for each additional process or service that is requested or required. Where fees are indicated on a per-unit of

measurement basis the fee is for each identified unit or portion thereof within the indicated ranges of such units.

SECTION 4. Interpretations. This Resolution can be interpreted by several different department heads in consultation with the City Manager and, should there be a conflict between two fees, then the lower in dollar amount of the two shall be applied.

SECTION 5. Intentions. It is the intention of the City Council to review the fees and charges as determined and set out herein, based on the City's annual budget and all the City's costs reasonably borne as established at that time and, as and if warranted, to revise such fees and charges based thereon.

SECTION 6. Constitutionality. If any portion of this Resolution is declared invalid or unconstitutional then it is the intention of the City Council to have passed the entire Resolution and all its component parts, and all other sections of this Resolution shall remain in full force and effect.

SECTION 7. Repealer. All Resolutions and other actions of the City Council in conflict with the contents of this Resolution are hereby repealed.

SECTION 8. Effective Date. This Resolution shall go into full force and effect July 1, 2016 through June 30, 2017 (unless specifically listed as calendar year in the fee schedule), but shall be subject to the terms and conditions of the Sierra Madre Municipal Code.

SECTION 9. Certification. The City Clerk shall certify to the adoption of this Resolution.

PASSED, APPROVED AND ADOPTED this 28th day of June 2016.

ORIGINAL SIGNED


Gene Goss, Mayor,
City of Sierra Madre, California

I hereby certify that the foregoing Resolution 16-46 was adopted at a regular meeting of the City Council of the City of Sierra Madre held on the 28th day of June 2016 by the following vote:

AYES: Mayor Gene Goss, Mayor Pro Tem Rachelle Arizmendi, Council Members Denise Delmar, John Harabedian and John Capoccia

NOES: None

ABSENT: None

ORIGINAL SIGNED


Melinda Carrillo, City Clerk,
City of Sierra Madre, California

RESOLUTION NO. 16-47

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIERRA MADRE
AMENDING THE CLASSIFICATION PLAN AND SALARY MATRIX

THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES HEREBY RESOLVE:

WHEREAS, the City of Sierra Madre employs full-time employees who are members of the Sierra Madre Classified Employees Association; and

WHEREAS, the City Council recognizes the Sierra Madre Classified Employee Association under Section 2.48.040 of the City of Sierra Madre Municipal Code; and

WHEREAS, the City Council has authorized a new full-time Code Enforcement Officer position since the last salary matrix was adopted which is illustrated in the attached salary matrix.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF SIERRA MADRE DOES HEREBY DETERMINE AND ORDER AS FOLLOWS:

Section 1. The City of Sierra Madre amends the salary matrix as presented in Exhibit A.

Section 2. Effective Date. This Resolution shall go into effect July 1, 2016.

PASSED, APPROVED AND ADOPTED this 28th day of June, 2016.



Gene Goss, Mayor
City of Sierra Madre, California

I hereby certify that the foregoing Resolution was adopted at a regular meeting of the City Council of the City of Sierra Madre held on the 28th day of June, 2016 by the following vote:

AYES: Mayor Gene Goss, Mayor Pro Tem Rachele Arizmendi, Council Members Denise Delmar, John Harabedian and John Capoccia

NOES: None

ABSENT: None



Melinda Carrillo, City Clerk
City of Sierra Madre, California

PFA RESOLUTION NO. 69

A RESOLUTION OF THE PUBLIC FINANCING AUTHORITY OF THE CITY OF SIERRA MADRE ADOPTING THE BUDGET FOR FISCAL YEAR 2016-2017 AND APPROPRIATING THE AMOUNTS BUDGETED

WHEREAS, a proposed biennial budget for the Public Financing Authority of Sierra Madre (Authority) for the fiscal years commencing July 1, 2016, and concluding on June 30, 2017 was submitted to the City Council acting as the Authority Board and is on file at City Hall; and

WHEREAS, On June 28, 2016, the Executive Director did present the Fiscal Year 2016-2017 Budget to the City Council for its consideration; and the Public Financing Authority Board did, in a public meeting, carefully consider the proposed budget; and

WHEREAS, the Authority Board did, in a public meeting on June 28, 2016 receive input from the Executive Director, additional staff and the public; and

NOW, THEREFORE, THE PUBLIC FINANCING AUTHORITY OF THE CITY OF SIERRA MADRE DOES RESOLVE AS FOLLOWS:

SECTION 1. The budget, as amended, is adopted as the budget for the Public Financing Authority of the City of Sierra Madre for Fiscal Year commencing July 1, 2016 and concluding June 30, 2017.

SECTION 2. Appropriations for the Agency as described in the attached documents titled "City of Sierra Madre FY 2016-2017 Budget", is hereby adopted for the fiscal years commencing July 1, 2016 and concluding June 30, 2017.

SECTION 3. The Executive Director and Finance Director are hereby authorized to make transfers between budget line items in accordance with the Budget Policies adopted by the City Council, acting as the Authority Board on July 1, 2013.

APPROVED AND ADOPTED this 28 day of June 2016.

ORIGINAL SIGNED


Gene Goss, Chairperson, Public
Financing Authority of the City of
Sierra Madre

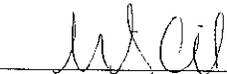
I hereby certify that the foregoing PFA Resolution 69 was adopted at a regular meeting of the City Council and the Public Financing Authority of the City of Sierra Madre held on this 28 day of June 2016 by the following vote:

AYES: Mayor Gene Goss, Mayor Pro Tem Rachele Arizmendi, Council Members Denise Delmar, John Harabedian and John Capoccia

NOES: None

ABSENT: None

ORIGINAL SIGNED


Melinda Carrillo,
Secretary, Public Financing
Authority of the City of Sierra
Madre, California

City of Sierra Madre

Village of the Foothills



Authorized Positions

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AUTHORIZED POSITIONS

Department	FY 2014-2015 Actuals	FY 2015-2016 Estimated	FY 2016-2017 Adopted
<u>Citywide Totals</u>			
Full-Time Positions	61	61	63
Part-time Hours	52,145	54,135	58,594
TOTAL FTE	86.07	87.03	91.17
<u>Administrative Services</u>			
Full-Time Positions	9	9	9
Part-Time Hours	3,840	3,840	3,840
TOTAL FTE	10.85	10.85	10.85
<u>Community Services</u>			
Full-Time Positions	2	2	2
Part-Time Hours	4,380	3,855	3,430
TOTAL FTE	4.11	3.85	3.65
<u>Fire Department</u>			
Full-Time Positions	4	4	4.3
Part-Time Hours	23,385	28,200	31,104
TOTAL FTE	15.54	17.86	19.25
<u>Library Services</u>			
Full-Time Positions	4	4	4
Part-Time Hours	9,600	9,600	10,560
TOTAL FTE	8.62	8.62	9.08
<u>Planning & Community Preservation</u>			
Full-Time Positions	4	4	5
Part-Time Hours	960	960	960
TOTAL FTE	4.46	4.46	5.46
<u>Police Department</u>			
Full-Time Positions	20	20	19.7
Part-Time Hours	8,060	6,720	7,740
TOTAL FTE	23.58	22.93	23.42
<u>Public Works</u>			
Full-Time Positions	18	18	19
Part-Time Hours	1,920	960	960
TOTAL FTE	18.92	18.46	19.46

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City of Sierra Madre

Village of the Foothills



Budget Summaries

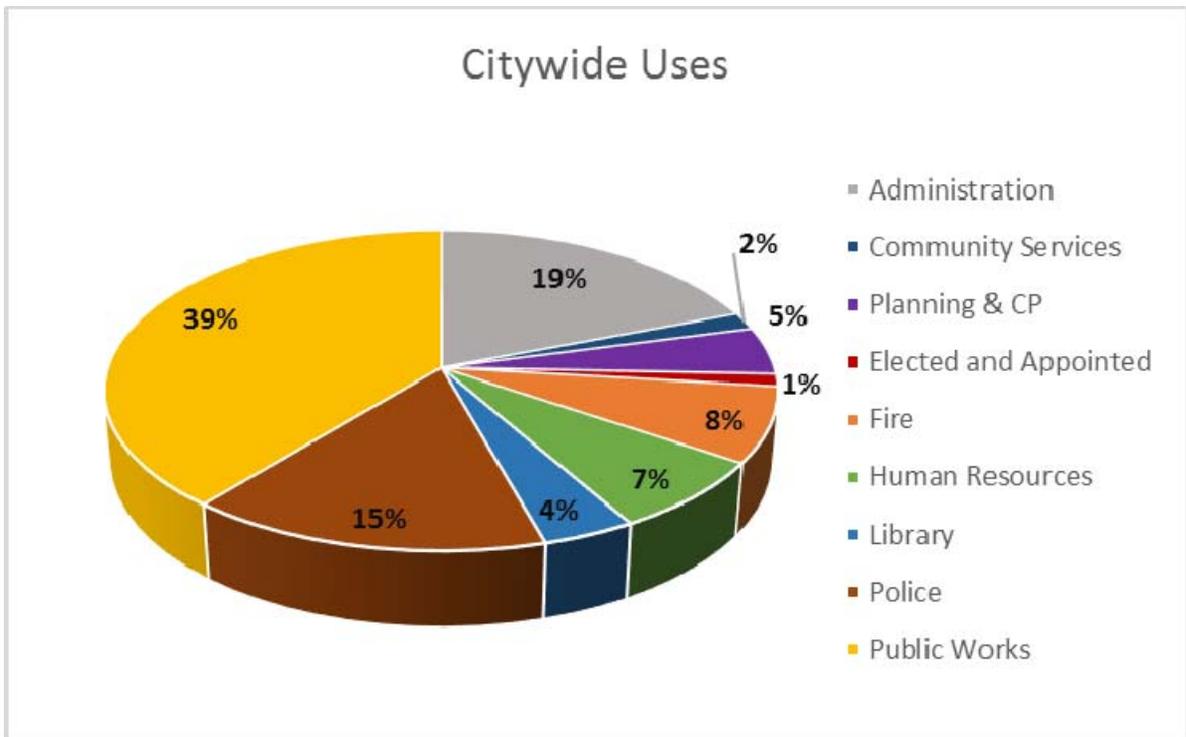
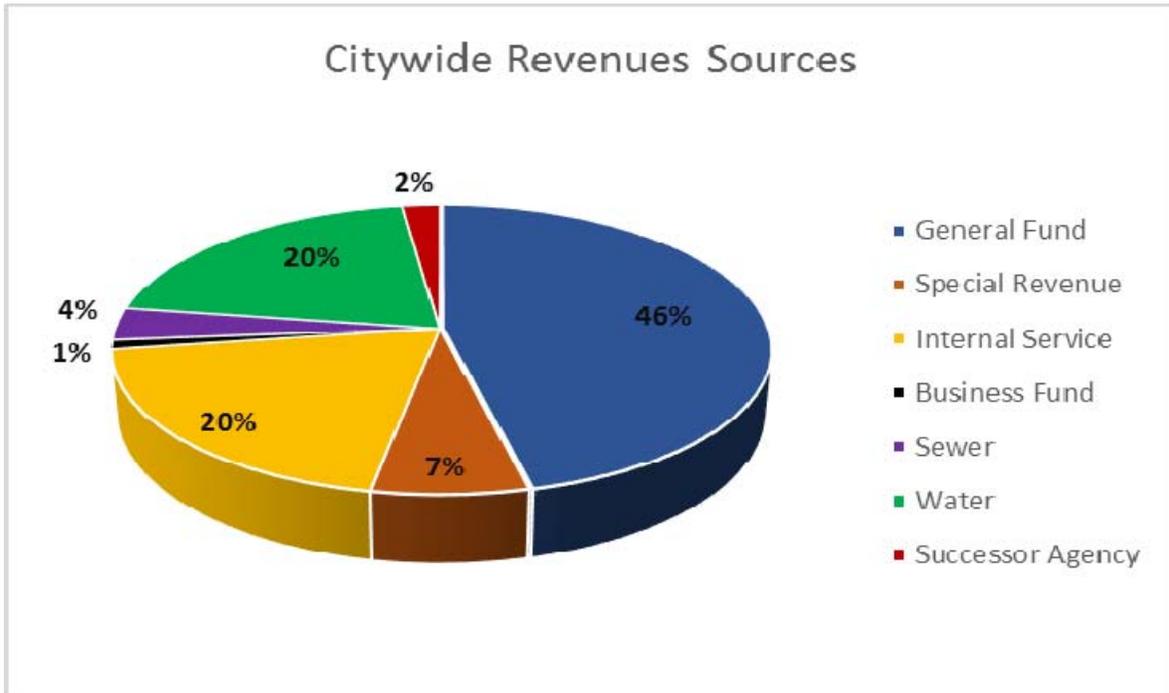
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**ESTIMATED FUNDS AVAILABLE BY FUND
FY 2016-2017**

FUND	Estimated Funds Available 06/30/2016	Estimated Revenues FY 2016-2017	Projected Expenditures FY 2016-2017	Estimated Net Transfers In/(Out)	Estimated Funds Available 06/30/2017
GENERAL FUND	6,837,500	10,661,000	10,603,200	(112,400)	6,782,900
ASSESSMENTS	567,100	182,300	71,900	20,000	697,500
COPS FUND	-	100,000	100,000		-
ENVIRONMENT FUND	42,100	77,000	116,300		2,800
FRIENDS OF THE LIBRARY DONATIONS	-	154,300	154,300		-
GAS TAX	19,000	234,800	226,000		27,800
CAPITAL PROJECTS FUND	697,500	-	876,000	178,500	-
LIBRARY GIFT AND MEMORIAL FUND	113,900	63,600	63,600		113,900
MEASURE R	325,400	126,900	452,300		-
PROP A	178,700	209,000	178,500		209,200
PROP C	151,500	169,200	320,700		-
SENIOR DONATION FUND	200,600	21,600	15,100		207,100
OTHER SPECIAL REVENUE	77,600	216,800	95,800	(100,000)	98,600
INTERNAL SERVICES	2,917,000	4,561,500	4,547,600		2,930,900
BUSINESS FUND	305,100	233,000	224,400		313,700
SEWER	614,600	840,400	1,191,200	-	263,800
WATER	1,116,400	4,727,100	4,909,800	13,000	946,700
SUCCESSOR AGENCY	-	496,900	488,200		8,700
GRAND TOTAL	\$ 14,164,000	\$ 23,075,400	\$ 24,634,900	\$ (900)	\$ 12,603,600

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CITYWIDE REVENUES BY FUND

FUND	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
GENERAL FUND	9,216,556	9,068,800	10,661,000
SPECIAL REVENUE FUNDS:			
ASSESSMENTS	182,244	182,100	182,300
COPS FUND	120,897	100,000	100,000
ENVIRONMENT FUND	89,500	88,000	77,000
FRIENDS OF THE LIBRARY DONATIONS	39,917	20,000	154,300
GAS TAX	318,841	241,900	234,800
LIBRARY GIFT AND MEMORIAL FUND	8,920	56,000	63,600
MEASURE R	121,611	124,600	126,900
PARAMEDIC	256,354	264,000	-
COMMUNITY DEVELOPMENT FUND	722,718	525,600	-
PROP A	200,163	205,300	209,000
PROP C	161,726	166,200	169,200
SENIOR DONATIONS FUND	34,118	30,600	21,600
OTHER SPECIAL REVENUES FUND	260,089	311,800	216,800
TOTAL SPECIAL REVENUE FUNDS	2,517,098	2,316,100	1,555,500
INTERNAL SERVICE FUNDS	4,324,568	4,458,600	4,561,500
ENTERPRISE FUNDS:			
BUSINESS FUND	317,051	377,200	233,000
SEWER	808,096	843,100	840,400
WATER	4,620,597	4,654,200	4,727,100
TOTAL ENTERPRISE FUNDS	5,745,744	5,874,500	5,800,500
SUCCESSOR AGENCY	738,789	528,200	496,900
GRAND TOTAL CITYWIDE REVENUES	22,542,755	22,246,200	23,075,400

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CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
GENERAL FUND			
Property Taxes	\$ 4,884,642	\$ 5,179,800	\$ 5,484,800
AB1X 26 - RDA Residual	198,171	200,000	200,000
Utility User Taxes	2,467,813	2,093,000	2,700,000
Franchise Fees	372,694	365,000	368,600
Sales Taxes	330,053	250,000	250,000
Business Licenses	238,702	240,000	240,000
Charges for Services	212,174	171,100	695,500
Fines and Forfeitures	223,072	224,000	227,100
Licenses and Permits	170,076	134,600	483,300
Revenue from Other Agencies	6,512	1,000	1,000
Other Revenues	112,647	210,300	10,700
TOTAL GENERAL FUND	9,216,556	9,068,800	10,661,000
SPECIAL REVENUE FUNDS:			
ASSESSMENTS			
Interest	585	-	-
Property Taxes	181,659	182,100	182,300
TOTAL ASSESSMENTS	182,244	182,100	182,300
COPS FUND			
Revenue from Other Agencies	120,897	100,000	100,000
TOTAL COPS	120,897	100,000	100,000
ENVIRONMENT FUND			
Charges for Services	-	-	-
Donations	-	-	-
Interest	83	-	-
Licenses and Permits	89,417	88,000	77,000
TOTAL ENVIRONMENT FUND	89,500	88,000	77,000
FRIENDS OF THE LIBRARY DONATIONS			
Donations	39,917	20,000	154,300
TOTAL FRIENDS OF THE LIBRARY DONATIONS	39,917	20,000	154,300
GAS TAX			
Interest	-	-	-
Revenue from Other Agencies	318,841	241,900	234,800
TOTAL GAS TAX	318,841	241,900	234,800
LIBRARY GIFT AND MEMORIAL FUND			
Donations	8,803	56,000	63,600
Interest	117	-	-
TOTAL LIBRARY GIFT AND MEMORIAL FUND	8,920	56,000	63,600
MEASURE R			

CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
Interest	307	-	-
Revenue from Other Agencies	121,304	124,600	126,900
TOTAL MEASURE R	121,611	124,600	126,900
PARAMEDIC			
Charges for Services	256,354	264,000	-
TOTAL PARAMEDIC	256,354	264,000	-
COMMUNITY DEVELOPMENT FUND			
Charges for Services	306,776	180,500	-
Licenses and Permits	415,942	345,100	-
TOTAL COMMUNITY DEVELOPMENT FUND	722,718	525,600	-
PROP A			
Charges for Services	5,036	5,000	5,000
Interest	182	-	-
Revenue from Other Agencies	194,945	200,300	204,000
TOTAL PROP A	200,163	205,300	209,000
PROP C			
Revenue from Other Agencies	161,726	166,200	169,200
TOTAL PROP C	161,726	166,200	169,200
SENIOR DONATIONS FUND			
Donations	33,863	30,600	21,600
Interest	255	-	-
TOTAL SENIOR DONATIONS FUND	34,118	30,600	21,600
OTHER SPECIAL REVENUES FUND			
Donations	12,425	33,400	-
Interest	622	-	-
Other Revenues	54,269	49,600	49,600
PSAF	122,379	118,000	100,000
Revenue from Other Agencies	70,394	110,800	67,200
TOTAL OTHER SPECIAL REVENUES FUND	260,089	311,800	216,800
TOTAL SPECIAL REVENUE FUNDS	2,517,098	2,316,100	1,555,500
INTERNAL SERVICE FUNDS			
Charges for Services	4,305,871	4,436,600	4,561,500
Interest	6,478	-	-
Licenses and Permits	10,859	15,000	-
Other Revenues	1,360	7,000	-
TOTAL INTERNAL SERVICE FUNDS	4,324,568	4,458,600	4,561,500

CITYWIDE REVENUE DETAIL BY FUND

FUND	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
ENTERPRISE FUNDS:			
BUSINESS FUND			
Charges for Services	298,304	350,700	174,400
Donations	2,558	-	43,600
Interest	481	-	-
Licenses and Permits	15,708	26,500	15,000
	317,051	377,200	233,000
SEWER			
Charges for Services	806,070	840,700	840,100
Interest	1,674	1,500	-
Licenses and Permits	352	900	300
	808,096	843,100	840,400
WATER			
Charges for Services	4,348,819	4,527,800	4,632,100
Fines and Forfeitures	25,008	25,000	25,000
Interest	4,270	-	-
Other Revenues	-	-	-
Revenue from Other Agencies	242,500	101,400	70,000
	4,620,597	4,654,200	4,727,100
TOTAL ENTERPRISE FUNDS	5,745,744	5,874,500	5,800,500
SUCCESSOR AGENCY			
Interest	594	-	-
Property Taxes	738,195	528,200	496,900
	738,789	528,200	496,900
GRAND TOTAL CITYWIDE REVENUES	22,542,755	22,246,200	23,075,400

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CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
ADMINISTRATIVE SERVICES			
GENERAL FUND			
Personnel	90,274	295,700	306,900
Maintenance & Operations	1,206,423	1,254,900	1,891,200
TOTAL GENERAL FUND	1,296,697	1,550,600	2,198,100
SEWER FUND			
Personnel	69,073	77,500	73,300
Maintenance & Operations	5,023	-	-
Debt	11,461	12,000	12,000
TOTAL SEWER FUND	85,557	89,500	85,300
WATER FUND			
Personnel	119,501	139,000	118,300
Maintenance & Operations	23,383	25,000	-
Debt	438,012	420,800	399,900
TOTAL WATER FUND	580,896	584,800	518,200
SUCCESSOR AGENCY			
Personnel	43,327	27,000	25,300
Maintenance & Operations	92,356	82,200	70,400
Debt	92,672	393,400	392,500
TOTAL SUCCESSOR AGENCY	228,355	502,600	488,200
INTERNAL SERVICES FUND			
Personnel	518,926	597,200	563,100
Maintenance & Operations	474,267	624,000	707,400
Capital Outlay	48,403	72,000	120,400
Debt	3,170	3,500	3,500
TOTAL INTERNAL SERVICES FUND	1,044,766	1,296,700	1,394,400
TOTAL ADMINISTRATIVE SERVICES			
DEPARTMENT	3,236,271	4,024,200	4,684,200
COMMUNITY SERVICES			
GENERAL FUND			
Personnel	187,278	143,400	147,400
Maintenance & Operations	11,857	11,800	54,400
TOTAL GENERAL FUND	199,135	155,200	201,800
PROP A FUND			
Maintenance & Operations	145,381	149,000	-
TOTAL PROP A FUND	145,381	149,000	-
SENIOR DONATION FUND			
Maintenance & Operations	10,157	27,000	15,100
TOTAL SENIOR DONATION FUND	10,157	27,000	15,100

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	21,164	6,300	-
TOTAL OTHER SPECIAL REVENUE FUND	21,164	6,300	-
BUSINESS FUND			
Personnel	91,903	132,800	82,500
Maintenance & Operations	113,478	258,100	111,700
TOTAL BUSINESS FUND	205,381	390,900	194,200
WATER FUND			
Personnel	-	-	13,200
TOTAL BUSINESS FUND	-	-	13,200
TOTAL COMMUNITY SERVICES DEPARTMENT	581,218	728,400	424,300
ELECTED AND APPOINTED			
GENERAL FUND			
Personnel	39,296	48,000	47,900
Maintenance & Operations	269,336	279,800	230,600
TOTAL GENERAL FUND	308,632	327,800	278,500
DEVELOPMENT SERVICES FUND			
Maintenance & Operations	21,514	-	-
TOTAL DEVELOPMENT SERVICES FUND	21,514	-	-
INTERNAL SERVICES FUND			
Maintenance & Operations	28,123	25,200	25,000
TOTAL INTERNAL SERVICES FUND	28,123	25,200	25,000
TOTAL ELECTED AND APPOINTED DEPARTMENT	358,269	353,000	303,500
FIRE			
GENERAL FUND			
Personnel	772,034	771,800	1,233,500
Maintenance & Operations	185,794	199,300	527,400
Capital Outlay	-	-	12,000
Debt	91,042	93,800	92,000
TOTAL GENERAL FUND	1,048,870	1,064,900	1,864,900
PARAMEDIC FUND			
Personnel	482,332	568,000	-
Maintenance & Operations	206,264	298,700	-
TOTAL PARAMEDIC FUND	688,596	866,700	-
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	10,041	-	-
TOTAL OTHER SPECIAL REVENUE FUND	10,041	-	-

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
BUSINESS FUND			
Personnel	23,447	45,300	-
TOTAL BUSINESS FUND	23,447	45,300	-
TOTAL FIRE DEPARTMENT	1,770,954	1,976,900	1,864,900
HUMAN RESOURCES			
INTERNAL SERVICES FUND			
Personnel	472,100	471,000	359,400
Maintenance & Operations	1,055,279	1,338,300	1,421,100
TOTAL INTERNAL SERVICES FUND	1,527,379	1,809,300	1,780,500
TOTAL HUMAN RESOURCES DEPARTMENT	1,527,379	1,809,300	1,780,500
LIBRARY			
GENERAL FUND			
Personnel	641,976	634,400	603,100
Maintenance & Operations	95,857	143,500	123,200
Capital Outlay	-	4,700	14,000
TOTAL GENERAL FUND	737,833	782,600	740,300
FRIENDS OF THE LIBRARY DONATIONS			
Maintenance & Operations	40,812	41,400	54,300
Capital Outlay	-	-	100,000
TOTAL FRIENDS OF THE LIBRARY DONATIONS	40,812	41,400	154,300
LIBRARY GIFT AND MEMORIAL FUND			
Personnel	2,109	-	-
Maintenance & Operations	5,120	33,600	49,600
Capital Outlay	-	-	14,000
TOTAL LIBRARY GIFT AND MEMORIAL FUND	7,229	33,600	63,600
INTERNAL SERVICE FUND			
Personnel	77,612	12,300	-
TOTAL INTERNAL SERVICE FUND	77,612	12,300	-
TOTAL LIBRARY SERVICES DEPARTMENT	863,486	869,900	958,200
PLANNING AND COMMUNITY PRESERVATION			
GENERAL FUND			
Personnel	-	-	532,900
Maintenance & Operations	-	-	589,300
Capital Outlay	-	-	5,000
TOTAL GENERAL FUND	-	-	1,127,200
DEVELOPMENT SERVICES FUND			
Personnel	390,047	533,400	-
Maintenance & Operations	671,757	699,200	-
TOTAL DEVELOPMENT SERVICES FUND	1,061,804	1,232,600	-

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
INTERNAL SERVICES FUND			
Maintenance & Operations	69,781	6,000	-
TOTAL INTERNAL SERVICES FUND	69,781	6,000	-
SUCCESSOR AGENCY			
Personnel	50,569	-	-
TOTAL SUCCESSOR AGENCY	50,569	-	-
BUSINESS FUND			
Personnel	-	-	27,000
Maintenance & Operations	-	-	3,200
TOTAL BUSINESS FUND	-	-	30,200
WATER FUND			
Personnel	-	-	16,500
TOTAL WATER FUND	-	-	16,500
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	1,182,154	1,238,600	1,173,900
POLICE			
GENERAL FUND			
Personnel	2,982,536	3,023,400	2,775,400
Maintenance & Operations	403,828	907,500	837,300
Capital Outlay	971	-	27,000
TOTAL GENERAL FUND	3,387,335	3,930,900	3,639,700
COPS FUND			
Personnel	99,483	79,200	74,600
Maintenance & Operations	140,554	67,500	25,400
TOTAL COPS FUND	240,037	146,700	100,000
OTHER SPECIAL REVENUE FUND			
Personnel	-	-	-
Maintenance & Operations	7,517	7,200	-
TOTAL OTHER SPECIAL REVENUE FUND	7,517	7,200	-
BUSINESS FUND			
Personnel	1,309	-	-
TOTAL BUSINESS FUND	1,309	-	-
TOTAL POLICE DEPARTMENT	3,636,198	4,084,800	3,739,700
PUBLIC WORKS			
GENERAL FUND			
Personnel	244,342	234,400	214,500
Maintenance & Operations	212,066	259,100	338,200
Capital Outlay	53,000	60,000	-
TOTAL GENERAL FUND	509,408	553,500	552,700

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
ASSESSMENTS			
Maintenance & Operations	83,367	83,000	71,900
TOTAL ASSESSMENTS FUND	83,367	83,000	71,900
ENVIRONMENT FUND			
Personnel	42,318	48,800	46,200
Maintenance & Operations	54,880	68,800	70,100
TOTAL ENVIRONMENT FUND	97,198	117,600	116,300
GAS TAX FUND			
Personnel	75,746	-	-
Maintenance & Operations	220,346	222,900	226,000
TOTAL GAS TAX FUND	296,092	222,900	226,000
MEASURE R FUND			
Personnel	29,382	91,800	76,000
Maintenance & Operations	5,220	11,400	11,300
Capital Outlay	528,776	270,200	365,000
TOTAL MEASURE R FUND	563,378	373,400	452,300
PROP A FUND			
Personnel	-	8,300	10,200
Maintenance & Operations	-	-	168,300
TOTAL PROP A FUND	-	8,300	178,500
PROP C FUND			
Maintenance & Operations	5,704	12,400	30,700
Capital Outlay	113,874	102,500	290,000
TOTAL PROP C FUND	119,578	114,900	320,700
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	46,572	102,000	95,800
Capital Outlay		118,700	-
TOTAL OTHER SPECIAL REVENUE FUND	46,572	220,700	95,800
SEWER FUND			
Personnel	449,595	502,200	488,400
Maintenance & Operations	227,747	196,300	324,800
Capital Outlay	190,871	235,000	292,700
TOTAL SEWER FUND	868,213	933,500	1,105,900
WATER FUND			
Personnel	683,349	717,900	667,100
Maintenance & Operations	2,189,968	2,220,400	2,805,300
Capital Outlay	1,158,167	486,200	1,464,500
TOTAL WATER FUND	4,031,484	3,424,500	4,936,900

CITYWIDE EXPENDITURES BY DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
INTERNAL SERVICES FUND			
Personnel	283,605	218,900	207,700
Maintenance & Operations	581,271	651,500	640,400
Capital Outlay	1,783,706	330,100	499,600
TOTAL INTERNAL SERVICES FUND	2,648,582	1,200,500	1,347,700
TOTAL PUBLIC WORKS DEPARTMENT	9,263,872	7,252,800	9,404,700
GRAND TOTAL CITYWIDE EXPENDITURES	22,419,801	22,337,900	24,333,900



CITYWIDE EXPENDITURES BY FUND AND CATEGORY

FUND	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	4,957,736	5,151,100	5,861,600
Maintenance & Operations	2,385,161	3,055,900	4,591,600
Debt	91,042	93,800	92,000
Capital Outlay	53,971	64,700	58,000
TOTAL GENERAL FUND	7,487,910	8,365,500	10,603,200
SPECIAL REVENUE FUNDS:			
ASSESSMENTS			
Maintenance & Operations	83,367	83,000	71,900
TOTAL ASSESSMENTS	83,367	83,000	71,900
COPS FUND			
Personnel	99,483	79,200	74,600
Maintenance & Operations	140,554	67,500	25,400
TOTAL COPS	240,037	146,700	100,000
ENVIRONMENT FUND			
Personnel	42,318	48,800	46,200
Maintenance & Operations	54,880	68,800	70,100
TOTAL ENVIRONMENT FUND	97,198	117,600	116,300
FRIENDS OF THE LIBRARY DONATIONS			
Maintenance & Operations	40,812	41,400	54,300
Capital Outlay	-	-	100,000
TOTAL FRIENDS OF THE LIBRARY DONATIONS	40,812	41,400	154,300
GAS TAX			
Personnel	75,746	-	-
Maintenance & Operations	220,346	222,900	226,000
TOTAL GAS TAX	296,092	222,900	226,000
LIBRARY GIFT AND MEMORIAL FUND			
Personnel	2,109	-	-
Maintenance & Operations	5,120	33,600	49,600
Capital Outlay	-	-	14,000
TOTAL LIBRARY GIFT AND MEMORIAL FUND	7,229	33,600	63,600
MEASURE R			
Personnel	29,382	91,800	76,000
Maintenance & Operations	5,220	11,400	11,300
Capital Outlay	528,776	270,200	365,000
TOTAL MEASURE R	563,378	373,400	452,300

**CITYWIDE EXPENDITURES
BY FUND AND CATEGORY**

FUND	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
PARAMEDIC			
Personnel	482,332	568,000	-
Maintenance & Operations	206,264	298,700	-
TOTAL PARAMEDIC	688,596	866,700	-
DEVELOPMENT SERVICES FUND			
Personnel	390,047	533,400	-
Maintenance & Operations	693,271	699,200	-
TOTAL DEVELOPMENT SERVICES FUND	1,083,318	1,232,600	-
PROP A			
Personnel	-	8,300	10,200
Maintenance & Operations	145,381	149,000	168,300
TOTAL PROP A	145,381	157,300	178,500
PROP C			
Maintenance & Operations	5,704	12,400	30,700
Capital Outlay	113,874	102,500	290,000
TOTAL PROP C	119,578	114,900	320,700
SENIOR DONATION FUND			
Maintenance & Operations	10,157	27,000	15,100
TOTAL SENIOR DONATION FUND	10,157	27,000	15,100
OTHER SPECIAL REVENUE FUND			
Personnel	-	-	-
Maintenance & Operations	85,294	115,500	95,800
Capital Outlay	-	118,700	-
TOTAL OTHER SPECIAL REVENUE FUND	85,294	234,200	95,800
TOTAL SPECIAL REVENUE FUNDS			
EXPENDITURES	3,460,437	3,651,300	1,794,500
INTERNAL SERVICES			
Personnel	1,352,243	1,299,400	1,130,200
Maintenance & Operations	2,208,721	2,645,000	2,793,900
Debt	3,170	3,500	3,500
Capital Outlay	1,832,109	402,100	620,000
TOTAL INTERNAL SERVICES	5,396,243	4,350,000	4,547,600
ENTERPRISE FUNDS:			
BUSINESS FUND			
Personnel	116,659	178,100	109,500
Maintenance & Operations	113,478	258,100	114,900
TOTAL BUSINESS FUND	230,137	436,200	224,400

**CITYWIDE EXPENDITURES
BY FUND AND CATEGORY**

FUND	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
SEWER			
Personnel	518,668	579,700	561,700
Maintenance & Operations	232,770	196,300	324,800
Debt	11,461	12,000	12,000
Capital Outlay	190,871	235,000	292,700
TOTAL SEWER	953,770	1,023,000	1,191,200
WATER			
Personnel	802,850	856,900	815,100
Maintenance & Operations	2,213,351	2,245,400	2,805,300
Debt	438,012	420,800	399,900
Capital Outlay	1,158,167	486,200	1,464,500
TOTAL WATER	4,612,380	4,009,300	5,484,800
TOTAL ENTERPRISE FUNDS EXPENDITURES	5,796,287	5,468,500	6,900,400
SUCCESSOR AGENCY			
Personnel	93,896	27,000	25,300
Maintenance & Operations	92,356	82,200	70,400
Debt	92,672	393,400	392,500
TOTAL SUCCESSOR AGENCY	278,924	502,600	488,200
GRAND TOTAL CITYWIDE EXPENDITURES	22,419,801	22,337,900	24,333,900

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General Fund Overview

The revenues for the City of Sierra Madre come from a wide variety of sources, many of which are restricted in their use. Revenues that are of a “general” nature, i.e. those that can be used for the general operations of the City, are maintained in the General Fund.

General Fund Revenues

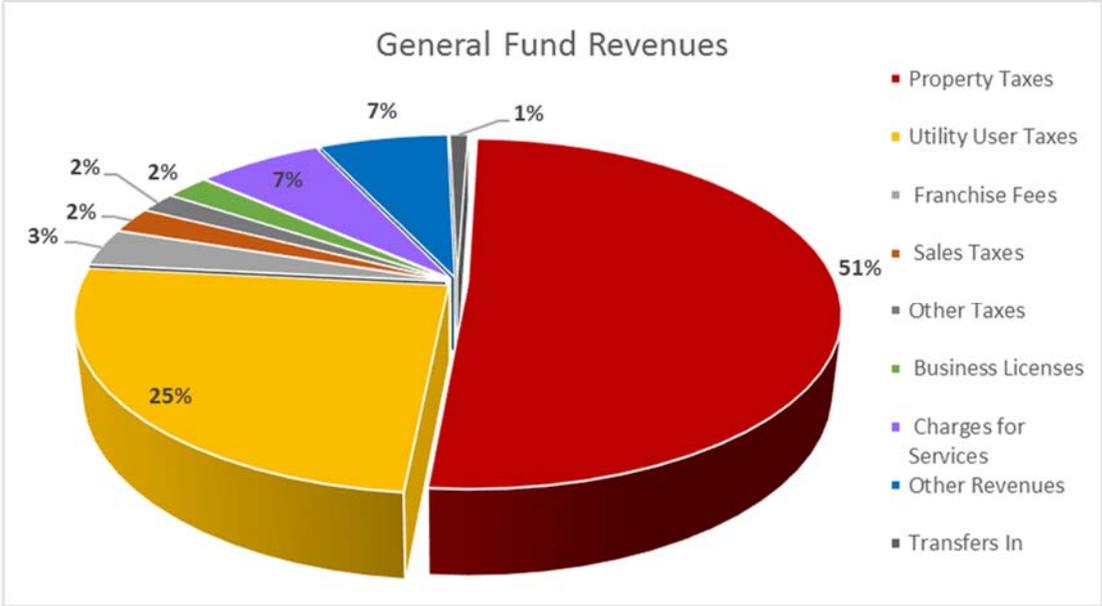
General Fund revenues are of particular interest as they fund basic City services. The City’s two major revenue sources are Property Taxes and Utility User Taxes, which make up 76 % of the General Fund Revenues. Overall, staff is estimating an 8% increase in General Fund revenues for Fiscal Year 2016-2017. The estimated General Fund revenues of \$10,661,000 also include \$862,600 of revenues for the Paramedic Program, Recreation Classes, and Development Services Revenues that were formerly accounted for in other funds.

Property Taxes are the City’s largest revenue source representing 50.9 percent of the total General Fund revenue. They are derived from a portion of the one-percent property tax collected by the County of Los Angeles and allocated to the various governmental entities within the county. The City of Sierra Madre General Fund receives approximately \$21.91 for every \$100 collected. In accordance with State law, property is assessed at actual full cash value and the maximum tax is one percent of the assessed valuation. Proposition 13, passed by California voters in 1979, specified that an assessed value may increase at the rate of the Consumer Price Index, not to exceed two percent per year based on the 1979 value, unless the property is improved or sold to establish a new market value. In March 2004, California voters approved Proposition 57, the California Economic Recovery Bond Act, which allowed the state to purchase bonds to reduce the state budget deficit. The legislature enacted provisions that changed how revenues were distributed to schools and local governments. Consequently, effective July 1, 2004, the Motor Vehicle License Fee backfill was eliminated by the State and replaced dollar-for-dollar with property tax. The “property tax in-lieu of motor vehicle license fee” has risen annually and will continue to increase at the rate of growth in assessed valuation. The overall property tax revenue is projected to increase approximately 5.9 percent from last year’s estimated actual, which is attributed to an increase in current secured and unsecured tax projections.

Utility User Taxes (UUT) are the City’s second largest revenue source representing 25.1 percent of the total General Fund revenue up from 22.3% in FY 2016. The City currently collects Utility User Tax (UUT) on six utility services. On July 1, 2015 the City’s UUT rate decreased from 10% to 8% causing a significant loss of General Fund Revenues. This was the result of a sunset clause in the 2008 UUT ordinance. On April 2016, the voters approved a new UUT initiative which resulted in a 10% Utility Users Tax rate effective July 1, 2016.

Other Revenues – are revenues, such as, Franchise Fees, Sales Taxes, Business Licenses, Fines & Forfeitures, Charges for Services make up the remainder 24 percent of the General Fund Revenues.

GENERAL FUND OVERVIEW



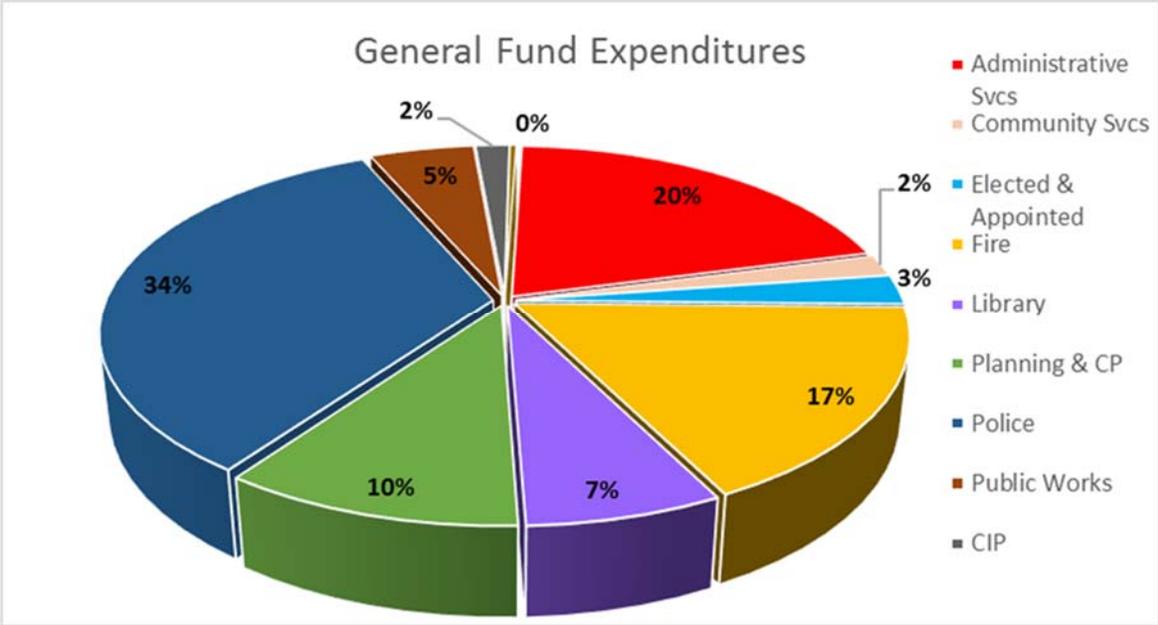
General Fund Expenditures

The City’s largest fund is the General fund. It provides the resources necessary to sustain the day-to-day activities and services to the community. All departments receive support from the General Fund, either directly or indirectly in the form of subsidies or cost allocation (overhead). Over half of the General Fund resources are used to provide public safety, with Police making up 34% and Fire 17% of the General Fund.

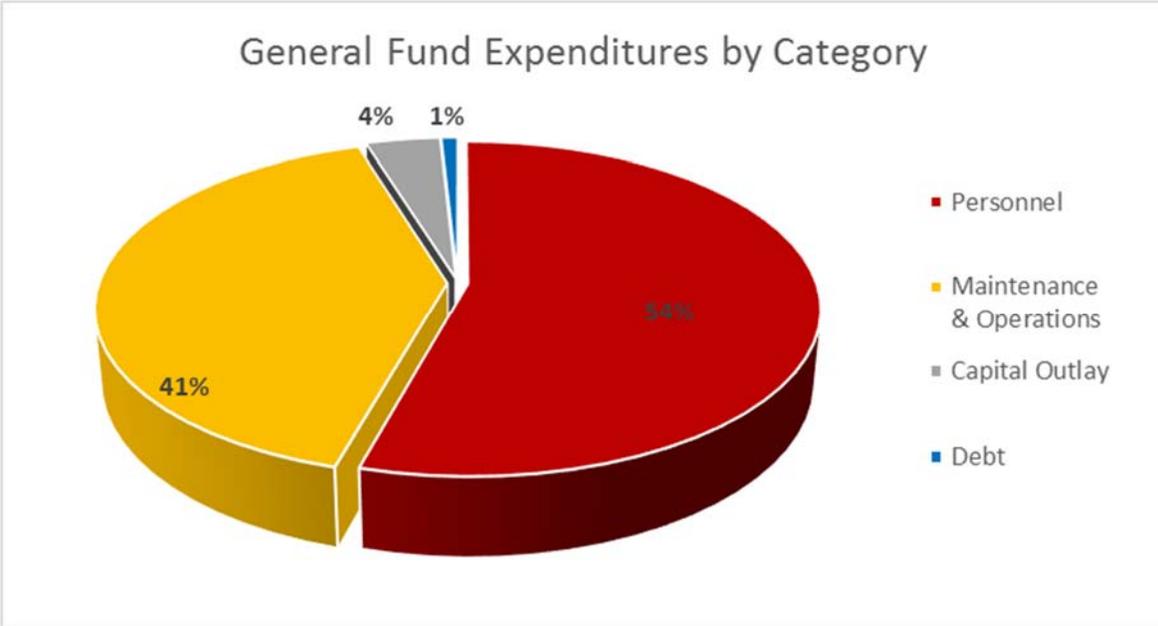
There were two changes in the preparation of the budget that impact the presentation of General Fund expenditures. 1) The collapse of the Paramedic Program, the Recreation Classes and the Development Services Funds into the General Fund which increases the expenditures for the Fire , Community Services, and Planning & Community Preservation Departments in the General Fund. Previously the General Fund subsidized these programs via a Transfer Out to the various funds which appeared as a lump sum expenditure amount. Having these programs fully in the General Fund allows the City Council and the public to better understand the cost of these Departments. 2) Change in the various cost allocations as due to the reevaluation of the City’s Internal Service Funds.

The reallocation was necessary in order to fully recover the expenses of the Internal Service Funds. Workers’ Compensation (WC) is a charge via payroll that is an allocation for revenue charges for the Personnel & Risk Management Fund. The Workers’ Compensation Rate was revised to only charge for the cost related to such insurance coverage. This resulted in a reduction in the WC Rate and an off-setting increase to the allocations for general liability insurance and personnel administration. Because WC is charged through payroll and therefore charged to the various departments and other allocations are mainly charged to the fund in total, it resulted in a shift from other General Fund Departments to the Administrative Services Department, which is the source of allocation for the majority of the General Fund.

GENERAL FUND OVERVIEW



Personnel costs make up 54% of the City's General Fund with most of the remaining costs consisting of Maintenance and Operations Expenditures. The personnel expenditure category % is projected to decrease from 66% in FY 16 to 54% in FY 17. This is mainly due to the WC rate adjustment which resulted in a shift of expenditures from Personnel Expenditures to Maintenance & Operations.



The General Fund projected Sources and Uses reflects a net change of a negative \$54,600. This number includes one-time expenditure of \$400,000 for temporary nighttime patrol services with Los Angeles County Sheriff's Department (LASD). The budget also

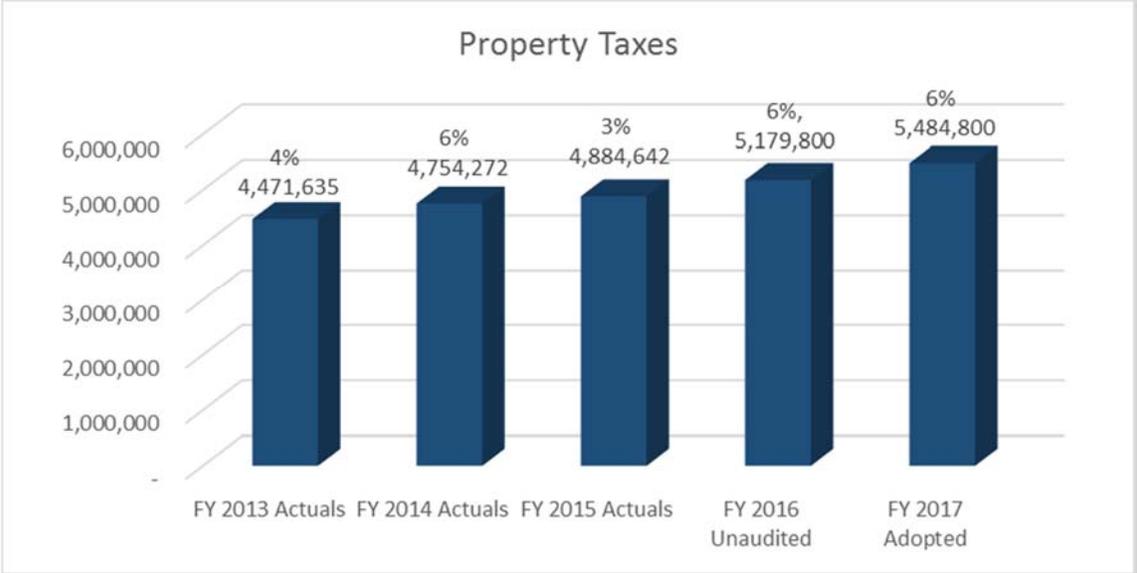
GENERAL FUND OVERVIEW

includes estimated amounts for National Pollutant Discharge Elimination System (NPDES) of \$178,500 which are part of the Capital Improvements Projects (CIP) Budget.

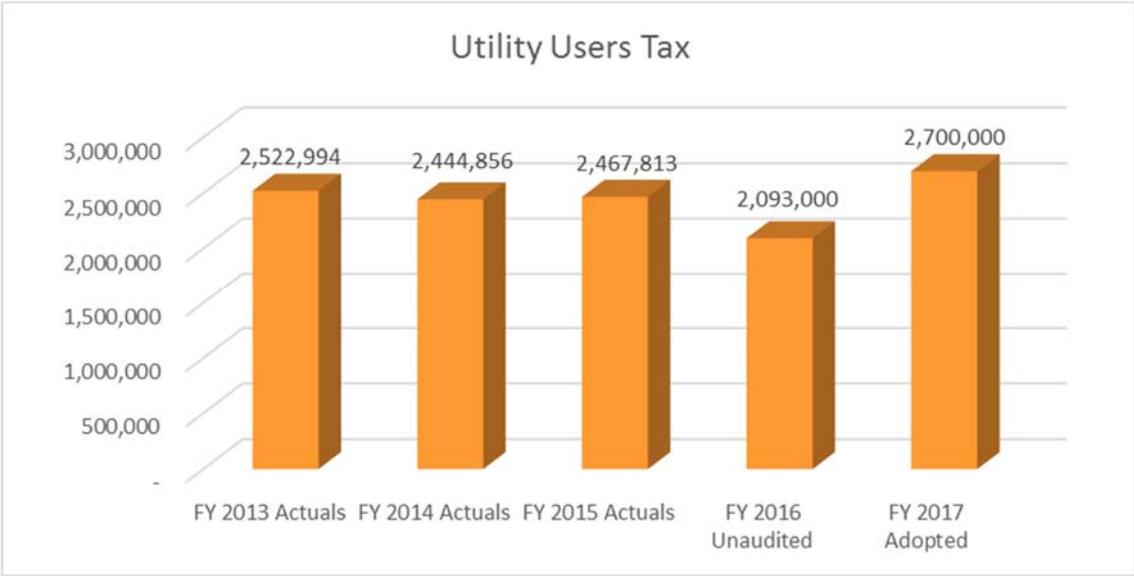
CITY OF SIERRA MADRE FISCAL YEAR 2016-2017 BUDGET GENERAL FUND

GENERAL FUND	FY 2014-2015 Actuals	FY 2015-2016 Estimated	FY 2016-2017 Proposed
REVENUES			
Property Taxes	\$ 4,884,642	\$ 5,179,800	\$ 5,484,800
AB1X 26 - RDA Residual	198,171	200,000	200,000
Utility User Taxes	2,467,813	2,093,000	2,700,000
Franchise Fees	372,694	365,000	368,600
Sales Taxes	330,053	250,000	250,000
Business Licenses	238,702	240,000	240,000
Charges for Services	212,174	171,100	695,500
Fines and Forfeitures	223,072	224,000	227,100
Licenses and Permits	170,076	134,600	483,300
Revenue from Other Agencies	6,512	1,000	1,000
Other Revenues	112,647	210,300	10,700
TOTAL REVENUES	9,216,556	9,068,800	10,661,000
TRANSFERS IN	131,445	100,000	100,000
EXPENDITURES			
Administrative Services	1,296,702	1,550,600	2,198,100
Community Services	199,135	155,200	201,800
Elected and Appointed	308,630	327,800	278,500
Fire	1,048,870	1,064,900	1,864,900
Library	737,833	782,600	740,300
Planning & Community Preservation	-	-	1,127,200
Police	3,387,335	3,930,900	3,639,700
Public Works	509,410	553,500	552,700
TOTAL EXPENDITURES	7,487,915	8,365,500	10,603,200
TRANSFERS OUT	851,752	1,420,511	33,900
CHANGE IN FUND BALANCE BEFORE CIP	1,008,334	(617,211)	123,900
TRANSFERS OUT TO CIP	-	857,500	178,500
NET CHANGE IN FUND BALANCE	1,008,334	(1,474,711)	(54,600)

General Fund Trends



Property Taxes have increased steadily from year to year by 3% to 6% every year. The inflation rate has contributed to this increase plus increase in sale values of homes sold, and the reversal of the proposition 8 reductions.

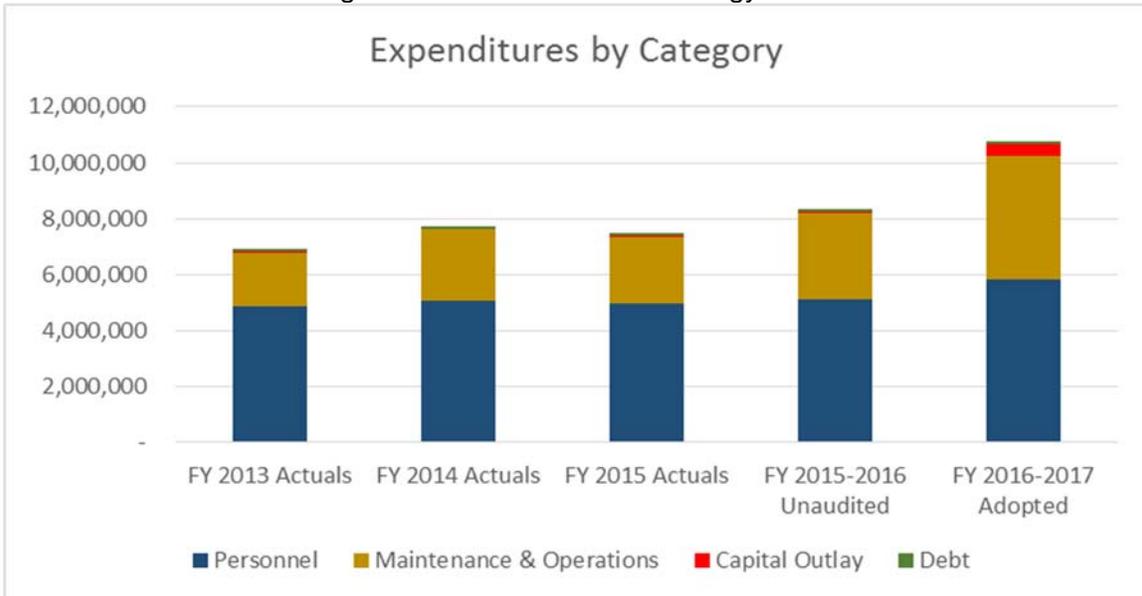


Although the Utility User Tax rate did not change between FY 2013 and FY 2015, the revenues from this source have fluctuated. This is mainly due to the fluctuation on the base of the tax. Utility rates have fluctuated overtime and conservation of electricity and water have impacted the revenues. For FY 2016, there was a decrease of UUT revenues of 15%, this is due to the decrease of the Tax Rate by 2%.

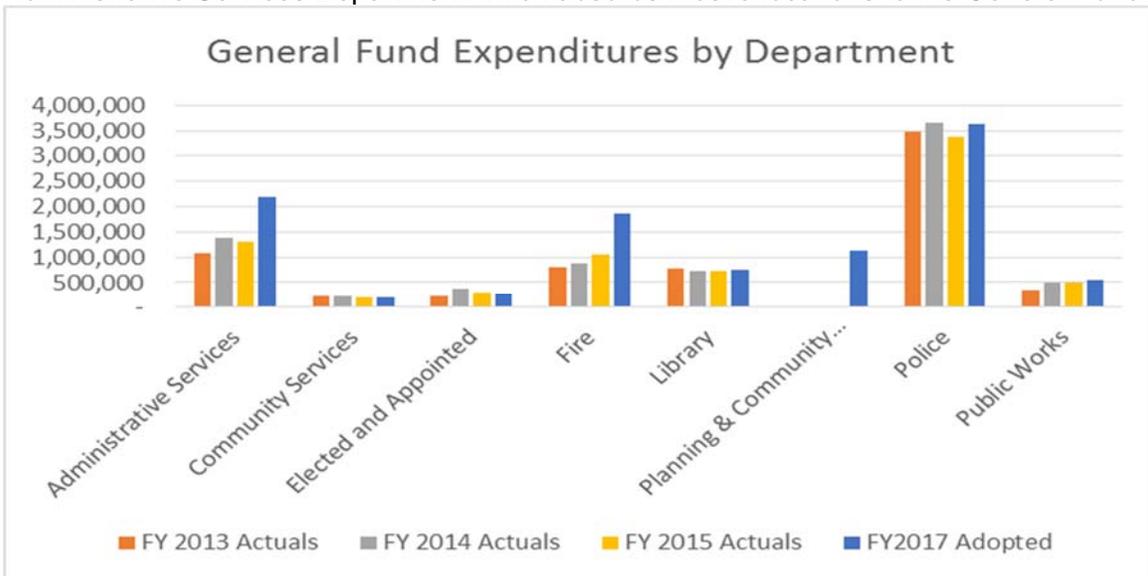
GENERAL FUND OVERVIEW

General Fund Trends (Cont.)

The City has continually worked on containing costs across the board. The increase in personnel expenditures are mainly due to rising costs of insurance and pension rates, with some of the fluctuations attributed to salary savings from vacant positions over the years. However, for FY 2016-2017 the projected budget includes increases per the new Police Association Memorandum of Understanding (MOU). Increases in maintenance and operations for FY 2016-17 are mainly attributed to the shift of expenditures from Personnel to Maintenance & Operations which is due to the adjustment of the Workers' Compensation Rate. The projected Maintenance & Operations expenditures have also increased due to the change of the allocation methodology for all internal services.

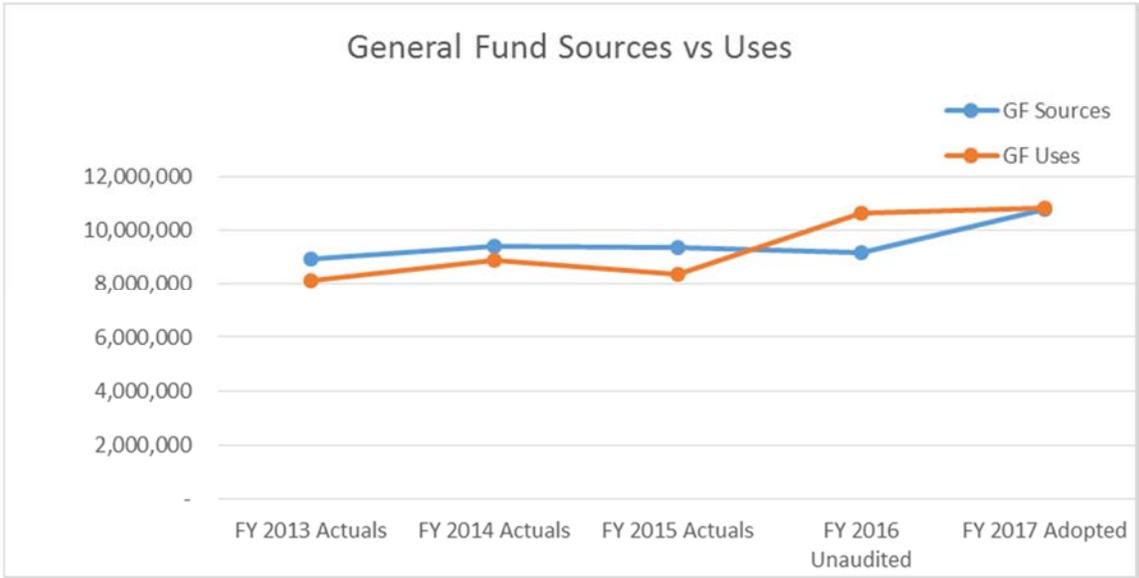


The shift of expenditures due to the change in allocations, mainly the WC allocation, also resulted in a shift of expenditures from other General Fund departments to the Administrative Services Department which absorbs most allocations to the General Fund.



GENERAL FUND OVERVIEW

As can be viewed at a glance in the chart below, prior to FY 2016, General Fund Revenues increased, while expenditures increased at a faster rate. In FY 2016, General Fund revenues decreased mainly due to the reduction in the Utility User Tax from 10% to 8% per the UUT sunset clause. The rising costs of operations mainly due to CIP activity and Sheriff’s contract created a shortfall estimated at 1.5 million for the FYE 2016. For FY 2017 revenues are projected to increase by about 8%, with expenditures increasing by about 1.4%. The budget for FY 2016-2017 includes \$400,000 for temporary nighttime patrol services with the Los Angeles County Sheriff’s Department (LASD) and \$178,500 for NPDES Compliance and is projected to be balanced using \$54,600 in reserves.



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City of Sierra Madre

Village of the Foothills



Department Budgets

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City of Sierra Madre

Village of the Foothills



Administrative Services Department

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ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DEPARTMENT

The department contains the offices of the City Manager and Administrative Services.

City Manager's Office Overview

The City Manager serves as the chief administrative officer of the City. He/she is responsible for the implementation of the decisions made by the City Council and for the overall efficient and effective administration of City departments. The City Manager is also the Executive Director of the Successor Agency and Public Financing Authority.

The City Manager provides day-to-day direction to the department heads who run each of the City's departments/divisions. The City Manager also serves as the primary liaison point-of-contact with the City Attorney and the elected City Clerk. In addition, the City Manager coordinates with other governmental agencies, including adjacent municipalities and Los Angeles County; as well as co-ordinates with higher levels of government, including the City's elected officials at the State and Federal.

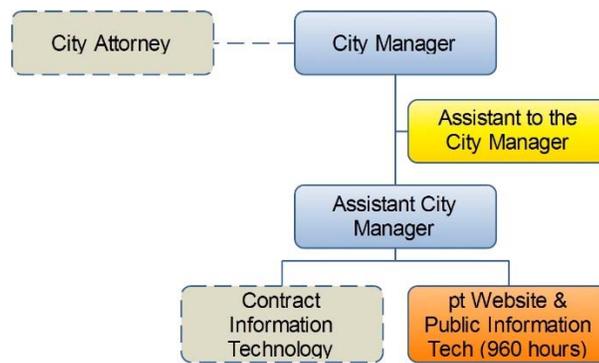
The City Manager implements City Council policy and directives, ensures the continued provision of municipal services in an efficient and effective manner, and plans for the long-term needs of the City. Ultimately the City Manager is responsible for the delivery of a timely budget to the City Council, and has oversight over the budget for the entire City. This includes control over expenditures and purchasing.

Many of the contracts the City has with other agencies for services are negotiated by and administered, or co-administered, by the City Manager. Section 2.08.070 of the Sierra Madre Municipal Code tasks the City Manager with the final oversight over enforcement of all laws and ordinance of the City, contracts and franchises and financial reporting to the City Council.

As the chief administrative officer of the organization, the City Manager is responsible for all publicly owned buildings, has final authority over all employees, and is charged with managing and organizing the operations of the City in the most effective and efficient manner possible to provide services to the public.

The City Manager's Office consist of three full-time employees, one part-time employee, and one part-time contracted service provider for Information Technology.

Organizational Chart



Administrative Services Overview

ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Services is responsible for the day-to-day business affairs and administration of the City. The division consists of four full-time staff and three part-time staff. Administrative Services executes the following tasks:

Asset Management: Investing of idle funds; controlling fixed assets; collecting of accounts receivable; managing return on investment.

Budgeting: Projecting revenues, preparing the annual budget document; monitoring compliance with the adopted budget.

Business Licensing: Coordinating the issuance, renewal, and audit of business licenses within the City.

Debt Service Administration: Coordinating the issuance of debt instruments; ensuring compliance with lender and regulatory restrictions; processing repayments of debt.

Financial Accounting and Reporting: Recording of all transactions in the general ledger of the City, Agency, and Financing Authority; processing of invoices; preparing internal and external financial reports.

General Administration: Answering the City's general telephone line; providing internal and external mailing service; coordinating the purchase of office supplies and furnishings.

Tax and Assessment Administration: Ensuring that all local taxes and assessments are remitted; ensuring that the City receives its portion of taxes and assessments levied by other governments.

Utility Billing: Billing of City utilities (Water & Sewer), processing of payments and customer service.

Organization Chart



ADMINISTRATIVE SERVICES (CITY MANAGER & FINANCE)

Board/Committee Liaisons

The Department serves as liaison to the:

- Council Water Sub-committee
- Successor Agency
- Other special Council advisory committees

Administrative Services Mission Statement

To facilitate open and accountable municipal operations and financial services, manage and safeguard the City's resources in a prudent and comprehensive manner. To consistently develop and support information technology that will continue to benefit the citizens of Sierra Madre.

Accomplishments for FY 2015-2016

- Planted the Drought Resistant Landscaping for the Civic Center in partnership with the Sierra Madre Garden Club, FormLA, Sierra Madre Community Foundation, and Sierra Madre Girl Scout Troop 2991 with no General Fund dollars thanks to grants and community contributions.
- Audits completed on time without significant findings.
- Implemented an extensive community outreach program in light of the sunseting of the UUT.
- Successfully completed outside agency audits including CDBG and state gas tax.
- Launched a new City website.
- Conducted community outreach sessions related to conservation and water.
- Implemented a new phone system.
- Completed the Information Technology Audit and Master Plan.
- Presented the General Plan update document with EIR and response to comments to the City Council.
- Adopted implementation plan for the General Plan.
- Explored contracting Library and Police services.
- Adopted a Citizen approved UUT ordinance.
- Updated internal service charges.
- Installed Comment Boxes at various City facilities.

Objectives from FY 2015-2016 not completed/continued to FY 2016-2017

- Continued education on water conservation.
- Creating Accounting Procedure and Policy Manuals.
- Delay in completion of internal control evaluations and professional development.
- Online business license renewals, online yard sale permits and utility billing enhancements.
- Implement a Citizens' Request Dashboard on the website.
- Release a City of Sierra Madre mobile application.

Department Goals FY 2016-2017

- Evaluate compliance effectiveness associated with assessing penalties to water customers exceeding their water conservation targets.
- Continue open communications with our residents for the need to conserve water.

ADMINISTRATIVE SERVICES DEPARTMENT

- Evaluate the implementation of updated water conservation targets based on water budgets methodology.
- Continue to evaluate service levels and associated costs and to strategize the balance of internal and external sources to maximize the funding.
- Continue to identify appropriate, diversified revenues to maintain City's financial health in all service levels.
- Continue to seek local, state and Federal grants to increase financial assistance in maintaining, repairing and replacement of infrastructure.
- Develop five, ten, and twenty year, all inclusive, Capital Improvement Plan (CIP) that includes City policy for evaluating and prioritizing CIP projects and purchases.
- Promote confidence in City government by ensuring fiscal responsibility, openness and accessibility in the delivery of City services.
- Encourage increased and innovative uses of technology to become more efficient and effective.
- Explore long-term financial sustainability measure.

Performance Measures FY 2016-2017

Performance Measures	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Utility Bills Processed	22,548	22,428	22,400
Cash Register Transactions	25,448	23,628	23,600
Checks Issued	3,744	2,473	2,500

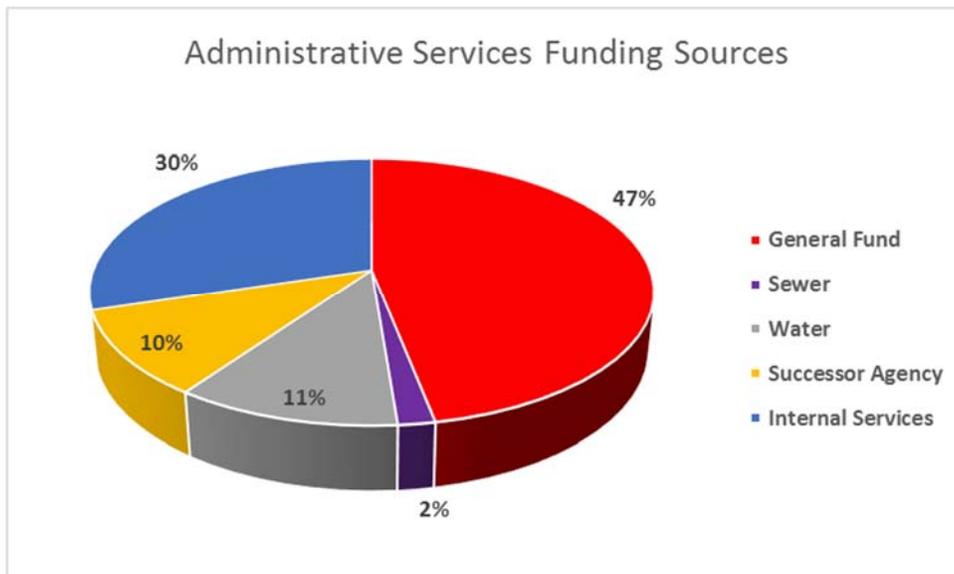
Operational Highlights FY 2016-2017

- Combined the Library and Community Services Departments under one director.
- Extensive time will be dedicated to water conservation and on exploring long-term sustainable strategies.
- Extensive time will be dedicated to implementation of the General Plan.

EXPENDITURE CATEGORY	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
ADMINISTRATIVE SERVICES			
Personnel	841,101	1,136,400	1,086,900
Maintenance & Operations	1,801,452	1,986,100	2,669,000
Capital Outlay	48,403	72,000	120,400
Debt	545,315	829,700	807,900
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	3,236,271	4,024,200	4,684,200

ADMINISTRATIVE SERVICES DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	90,274	295,700	306,900
Maintenance & Operations	1,206,423	1,254,900	1,891,200
TOTAL GENERAL FUND	1,296,697	1,550,600	2,198,100
SEWER FUND			
Personnel	69,073	77,500	73,300
Maintenance & Operations	5,023	-	-
Debt	11,461	12,000	12,000
TOTAL SEWER FUND	85,557	89,500	85,300
WATER FUND			
Personnel	119,501	139,000	118,300
Maintenance & Operations	23,383	25,000	-
Debt	438,012	420,800	399,900
TOTAL WATER FUND	580,896	584,800	518,200
SUCCESSOR AGENCY			
Personnel	43,327	27,000	25,300
Maintenance & Operations	92,356	82,200	70,400
Debt	92,672	393,400	392,500
TOTAL SUCCESSOR AGENCY	228,355	502,600	488,200
INTERNAL SERVICES FUND			
Personnel	518,926	597,200	563,100
Maintenance & Operations	474,267	624,000	707,400
Capital Outlay	48,403	72,000	120,400
Debt	3,170	3,500	3,500
TOTAL INTERNAL SERVICES FUND	1,044,766	1,296,700	1,394,400
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	3,236,271	4,024,200	4,684,200



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City of Sierra Madre

Village of the Foothills



Community Services Department

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Department Overview

The Community Services Department operating budget focuses resources on core programs and services to meet the City's goals outlined in the General Plan, department master plans, and the Council's Strategic Plan. The department consists of two (2) full-time employees and 1.46 full-time equivalent (FTE) part-time employees under the direction of the Director of Library and Community Services. Additionally, the Department calls upon the services of contract instructors for special interest classes, and volunteers for all of the City's events.

The Department is responsible for a variety of facilities and programs for all ages:

Aquatic Services: The Department leases the Sierra Madre Aquatic Center to Waterworks Aquatics. Waterworks provides swim programs that include: lessons, water aerobics, lap swimming, recreational swimming and a swim team. The Aquatic Center is open year round.

Arts: The Department organizes the monthly City Hall Art Shows and provides oversight for the Art in Public Places funds.

Commissions and Committees: The Department oversees the Community Services Commission and Senior Community Services Commission. The Department also relies on the support of a number of volunteer committees for each of the City's major programs and events.

Coordinating Council: The Coordinating Council brings together community groups, schools and non-profits with the common goal of serving the Sierra Madre community. The Coordinating Council provides a forum to distribute information, share ideas and plan for upcoming events.

Enrichment Classes: The Department leases the Community Recreation Center to the Pasadena YMCA which offers a variety of fitness classes and enrichment classes for all ages. The Department also offers a few contract classes at various locations in the City's parks and Hart Park House Senior Center.

Parks: The Community Services Department oversees the following parks: Kersting Court, Sierra Vista Park, Memorial Park, Mt. Wilson Trail Park, Bailey Canyon Wilderness Park and the Milton and Harriet Goldberg Recreation Area.

Programs: The Department hosts community programs such as: Compost Giveaway, Concerts in the Park, Summer Fun in the Park and Family Movie Fridays.

Reservations: The Department reserves parks and facilities to the public. The City has five parks available for reservation for private parties and community events.

Senior Services: The Department offers a full service senior program run out of the Hart Park House Senior Center. A Monday through Friday lunch program is operated by the YWCA. Programs include fitness classes, bingo, movies, health

COMMUNITY SERVICES DEPARTMENT

screenings, and legal services. A monthly excursion is organized to various locations throughout the Southern California region.

Special Events: The Department hosts large City events throughout the year including; Huck Finn Fishing Derby and Campout, Older American Reception, Mount Wilson Trail Race, Community Yard Sale, Fourth of July Festivities and Halloween Happenings.

Wistaria Vine Community Newsletter & Brochure: The Department releases the Wistaria Vine Community Newsletter & Brochure three times a year which provides community information from various City Departments and updates residents on the latest City happenings.

Youth Services: The Department leases the Community Recreation Center to the Pasadena YMCA which provides an afterschool daycare program and a Teen Leadership Club. Both programs run out of the Community Recreation Center in Sierra Vista Park and year-round.

Youth Sports Organizations: The Department works with local youth sports organizations to provide field access at City and Pasadena Unified School District sites. The youth sports organizations meet twice a year for scheduling, insurance verification, light invoicing and to address any concerns or issues.

Organizational Chart



Board/Committee Liaisons

The Department serves as liaison to the:

- Community Services Commission
 - Arts Advisory Board
 - Various Special Events committees
 - Waterworks Advisory Board
- Senior Community Commission
 - Senior Master Plan Committee

Community Services Mission Statement

The Mission of the Sierra Madre Community Services Department is to provide safe facilities, quality services, and programs that are affordable, open, and friendly to enrich the overall quality of life for all visitors and residents.

Accomplishments FY 2015-2016

- Completed the new update of the Senior Master Plan.
- Completed the Hart Park House Storage Room Project.
- Completed the Sierra Madre Aquatic Center pool re-plaster.
- Maintained Department service levels with current staffing and the support of Commission and Committees.
- Obtained sponsorships for City special events to provide these services with little financial assistance from the General Fund.
- Entered into a lease agreement with the YMCA for the Community Recreation Center to expand services to the community.

Objectives from FY 2015-2016 not completed / continued to FY 2016-2017

- Begin the update of the Youth Master Plan.
- Begin the Sierra Vista Park Open Space Project.
- Identify permanent, public art direction for utilizing the Art in Public Places funds.

Department Goals FY 2016-2017

- Implement Senior Master Plan.
- Reanalyze costs and fee structures for City facility rentals.
- Negotiate long-term field use agreement between community sports organizations.
- Identify resource sharing opportunities between the Library and Community Services that will result in increased service opportunities and jointly produced programming.
- Create an amendment to the YMCA contract for providing community programs to further define expectations and understanding.
- Begin Middle School Field grant project and field updates.
- Identify “cross-over” areas and workload redundancies between the Library and Community Services that will reduce staff workloads and operating costs.
- Research additional means of revenue generation through advertising in community publications.

COMMUNITY SERVICES DEPARTMENT

Performance Measures FY 2015-2016

Senior Classes	1552 participants
Senior Lunches	3266 meals served
Summer Fun programs	320 participants
Movies in the Park	1100 approx. participants
Concerts in the Park	3600 approx. participants
Special events – Senior	Older American Reception Community Yard Sale
Special events – Community Services	Mt. Wilson Trail Race 4 th of July Events Huck Finn Events Halloween Happenings

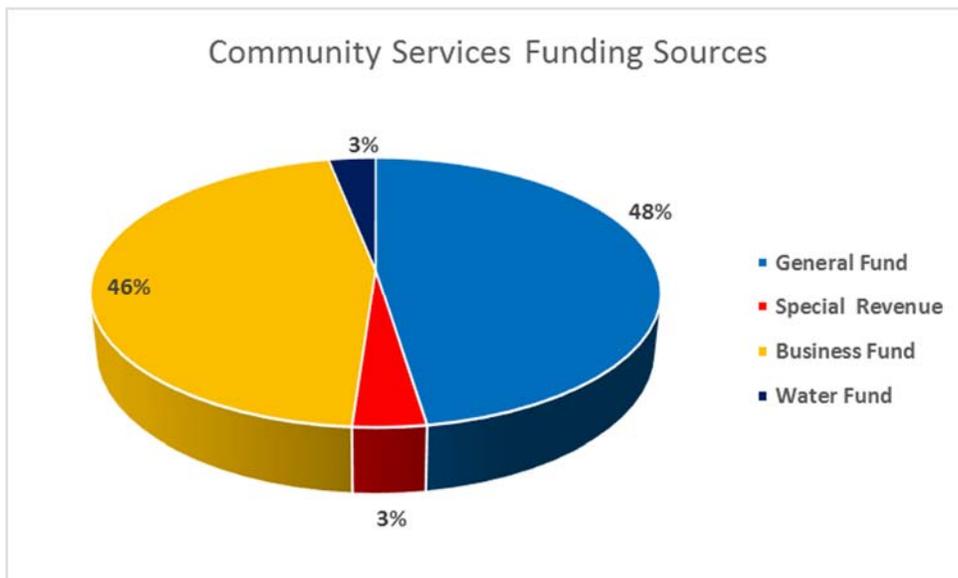
Operational Highlights FY 2015-2016

- Continued monitoring of the contract services for the operations of the Sierra Madre Aquatic Center provided by Waterworks Aquatics, allowing for year-round aquatic services to the public.
- Enter into a lease agreement with the Pasadena YMCA for expanded community programming at the Community Recreation Center.
- Combined direction of Community Services with Library.

EXPENDITURE CATEGORY	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
COMMUNITY SERVICES			
Personnel	279,181	276,200	243,100
Maintenance & Operations	302,037	452,200	181,200
Capital Outlay	-	-	-
TOTAL COMMUNITY SERVICES			
DEPARTMENT	581,218	728,400	424,300

COMMUNITY SERVICES DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	187,278	143,400	147,400
Maintenance & Operations	11,857	11,800	54,400
TOTAL GENERAL FUND	199,135	155,200	201,800
PROP A FUND			
Maintenance & Operations	145,381	149,000	-
TOTAL PROP A FUND	145,381	149,000	-
SENIOR DONATION FUND			
Maintenance & Operations	10,157	27,000	15,100
TOTAL SENIOR DONATION FUND	10,157	27,000	15,100
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	21,164	6,300	-
TOTAL OTHER SPECIAL REVENUE FUND	21,164	6,300	-
BUSINESS FUND			
Personnel	91,903	132,800	82,500
Maintenance & Operations	113,478	258,100	111,700
TOTAL BUSINESS FUND	205,381	390,900	194,200
WATER FUND			
Personnel	-	-	13,200
TOTAL BUSINESS FUND	-	-	13,200
TOTAL COMMUNITY SERVICES DEPARTMENT	581,218	728,400	424,300



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City of Sierra Madre, California

Village of the Foothills



Elected and Appointed Department

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Department Overview

The Elected and Appointed department is responsible for the programs and activities of the City of Sierra Madre City Council, the City Clerk, and the City Treasurer.

The City Council also appoints the City Attorney and City Manager. Both positions serve at the will of the City Council. The City Attorney's budget is included in the Elected and Appointed Officials Departments. The City Manager's budget is included in the Administrative Services section of this document.

Elected Officials

City Council

The City Council is the legislative branch of Sierra Madre's City government responsible for the formulation of general City policy and appointment of the City Manager, City Attorney, and members of City's Boards and Commissions. It also serves as the governing body for the Successor Agency and Public Financing Authority.

Sierra Madre's City Council is comprised of five members elected to four-year terms with three seats eligible in 2018. Elections are budgeted in the City Clerk's department. The honorary positions of Mayor and Mayor Pro Tempore rotate among the five elected members of the City Council every April.

The City's governing body, having the primary responsibility for enacting legislation and policies, is also responsible for setting the goals and objectives for the City's strategic plan, for passing resolutions and ordinances, amending or setting zoning, and approving budget appropriations.

City Clerk

The City Clerk is elected to a four-year term. Among the responsibilities of this office are recording the minutes of the City Council, Financing Authority, and Successor Agency meetings, advertising legal notices, codifying newly adopted municipal codes, administering oaths, ensuring that City staff and elected and appointed officials comply with State Conflict of Interest and Campaign Reporting Laws, providing notary services, and managing municipal elections.

City Elections are budgeted in the City Clerk's department. The FY 2017-2018 budget will include the scheduled elections of three City Council seats.

ELECTED AND APPOINTED DEPARTMENT

City Treasurer

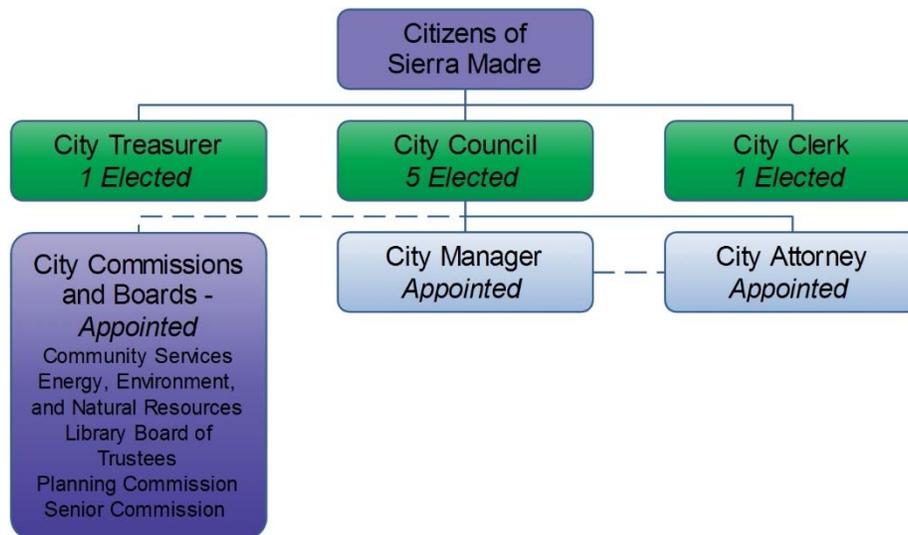
The City Treasurer is elected to a four-year term. Among the City Treasurer's responsibilities are developing an investment policy for adoption by the City Council, ensuring compliance with the investment policy as adopted, and reporting quarterly cash and investment activity to the City Council.

Appointed Officials

City Attorney

The City Attorney is appointed by and serves at the pleasure of the City Council. The City Attorney provides the City Council and staff with legal advice, ensures that the Municipal Code is current, up to date and reflects accurate policies, procedures, and ordinances. The City Attorney also coordinates other contract legal services provided to the City.

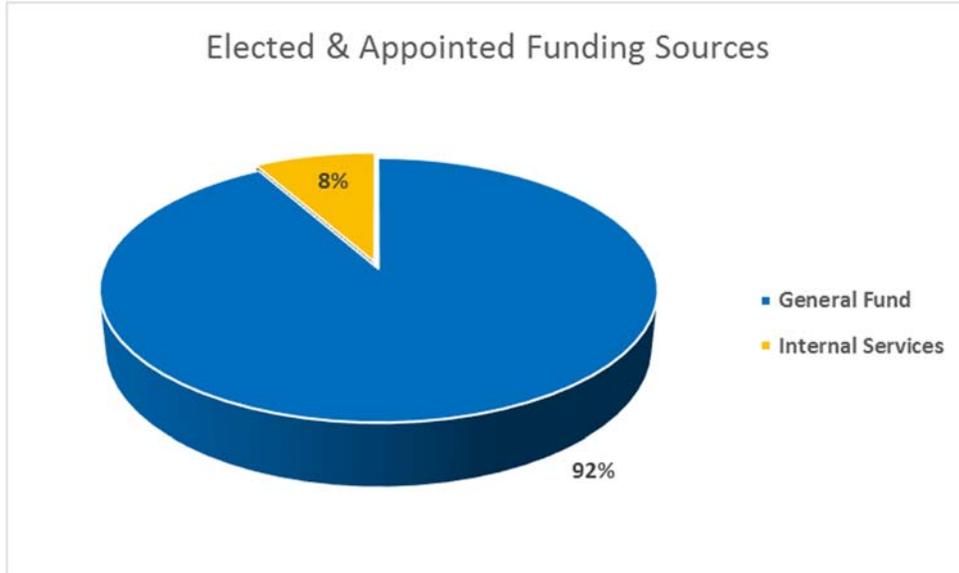
Organizational Chart



EXPENDITURE CATEGORY	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
ELECTED AND APPOINTED			
Personnel	39,296	48,000	47,900
Maintenance & Operations	318,973	305,000	255,600
TOTAL ELECTED AND APPOINTED			
DEPARTMENT	358,269	353,000	303,500

ELECTED AND APPOINTED DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	39,296	48,000	47,900
Maintenance & Operations	269,336	279,800	230,600
TOTAL GENERAL FUND	308,632	327,800	278,500
DEVELOPMENT SERVICES FUND			
Maintenance & Operations	21,514	-	-
TOTAL DEVELOPMENT SERVICES FUND	21,514	-	-
INTERNAL SERVICES FUND			
Maintenance & Operations	28,123	25,200	25,000
TOTAL INTERNAL SERVICES FUND	28,123	25,200	25,000
TOTAL ELECTED AND APPOINTED DEPARTMENT	358,269	353,000	303,500



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City of Sierra Madre

Village of the Foothills



Fire Department

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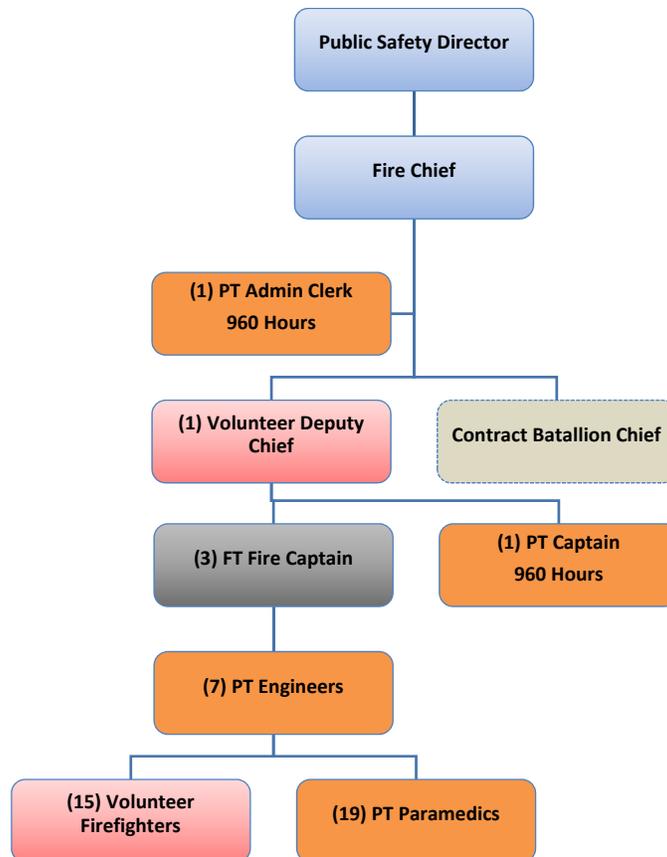


Department Overview

The Fire Department is responsible for fire suppression, rescue, and emergency medical services (EMS). The Department consists of four (4) full-time, twenty-eight (28) part-time, and seventeen (17) volunteer personnel. Personnel are housed at the Fire Station in rotating 24 hour shifts. Each shift consists of an Engine Crew (one Captain, one Engineer, and minimum one Firefighter) and a Paramedic Crew (two Paramedics). Engine Crews are responsible for responding to all fire, EMS, and inspection dispatches. Firefighters also conduct yearly measures to ensure the safety of the community that include, but are not limited to, inspections of schools, local businesses, apartments, and brush. Paramedics provide advanced life support and emergency medical care. The Department also provides informational programs to educate the community about fire prevention.

As well as providing service to the local community, the Fire Department houses a Water Tender that responds to wildland fires throughout California.

Organizational Chart



Fire Department Mission Statement

The mission of the Sierra Madre Fire Department is to provide superior community service through the delivery of fire suppression, fire prevention, and emergency medical and public education services. We will support our mission with an absolute commitment to community service, customer support, cost effective operation, training and education.

Accomplishments FY 2015-2016

- Completed transition to 2015 Type I Frazier Ambulance as primary RA41. The 2009 Road Rescue Ambulance was designated as secondary RA241.
- Purchased necessary equipment for an electronic Patient Care Reporting (ePCR) system. Final grant reimbursement requests were submitted to Los Angeles County Department of Health Services. The ePCR system will allow for the reduction of paper waste and improved documentation of EMS Patient Care Reports, Incident Reports, and Inspection Reports.
- Increased live fire training in cooperation with the Monrovia and Arcadia Fire Departments. Live fire training is conducted at the Monrovia Fire Department's Regional Training Group (RTG) training tower located at Station 102.
- Applied for the Assistance to Firefighters Grant (AFG) for the purchase of Personal Protective Equipment. Awards will be announced during the 2016-2017 Fiscal Year.
- Applied for the Staffing for Adequate Fire & Emergency Response (SAFER) grant for the hiring of three full-time Engineers. Awards will be announced during the 2016-2017 Fiscal Year.
- Continued cooperation with and support of the Sierra Madre Citizen Emergency Response Team (CERT) program.
- Provided yearly EMS training for CERT.
- Updated preplans for the schools, churches, commercial zones, and the City's interface zone.

Objectives from FY 2015-2016 not completed / continued to FY 2016-2017

- Due to necessary system upgrades provided by the manufacturer, the ePCR system will not be implemented until the latter half of 2016.
- The number of qualified volunteer firefighters continues to decrease due to the increased hiring at paid departments within Los Angeles County.

Department Goals FY 2016-2017

- Continue to provide high quality training to all Department personnel with minimal water waste.
- Continue to seek grant funding for the department
- Stabilize Department Staffing at all levels through paid personnel while maintaining a cost effective budget.

FIRE SERVICES DEPARTMENT

- Increase public knowledge of the Lifesavers Paramedic Subscription Program.
- Increase presence and visibility of Sierra Madre Fire Department in the community through public education and events at the fire station.
- Continue to improve response time by all duty personnel.
- Continued cooperation and support of the Sierra Madre CERT Program.
- Continue to update preplans for the schools, churches, commercial zones and the City's interface zone.

Performance Measures FY 2015-2016

- Due to the reduced number of volunteer firefighters, cumulative training hours in 2015 decreased.
- Engine 41 response time increased in 2015 due to an increased number of calls in the Chantry Flat Recreation Area. As part of an Automatic Aid agreement with Los Angeles County, RA 41 no longer responds to incidents in Chantry Flat, and decreased total response time.
- The Sierra Madre Fire Department has the lowest Cost per Capita, Cost per Call, and Cost per parcel compared to six neighboring Departments.

Performance Measures	Actual 2014	Actual 2015	Projected 2016	Projected 2017
Fire Calls	24	25	25	25
Rescues/EMS Calls	675	699	780	800
Avg. Response Time RA41	4:43	4:38	< 5 min	< 5 min
Avg. Response Time E41	4:43	4:55	< 5 min	< 5 min
Fire Inspections	2,365	1,923	~1,900	~1,900
Training Hours	6,330	6,086	~6,100	~6,100

City	Department Budget 16/17	Total Calls 2015	Population (2014 Census)	Total Parcels (2015 County Assessors)	Cost per Call	Cost per Capita	Cost per Parcel
Alhambra	\$17,141,483	6,499	85,569	19,041	\$2,994.54	\$200.32	\$900.24
Arcadia	\$15,007,400	5,235	58,232	16,424	\$3,013.82	\$257.72	\$913.75
Monrovia	\$10,713,342	3,929	37,415	10,392	\$2,851.82	\$286.34	\$1,030.92
Pasadena	\$44,642,000	19,420	140,881	38,435	\$2,454.05	\$316.88	\$1,161.49
San Marino	\$6,176,337	1,851	13,423	4,712	\$6,407.56	\$460.13	\$1,310.77
Sierra Madre	\$1,895,900	958	11,165	4,102	\$1,979.02	\$169.81	\$462.19
South Pasadena	\$5,021,470	2,369	26,156	7,011	\$2,418.88	\$191.98	\$716.23
Average:	\$14,371,133	5,752	53,263	14,302	\$2,566.46	\$269.03	\$927.94

Operational Highlights FY 2015-2016

- A decline in volunteers has resulted in the need to increase part-time staffing costs.

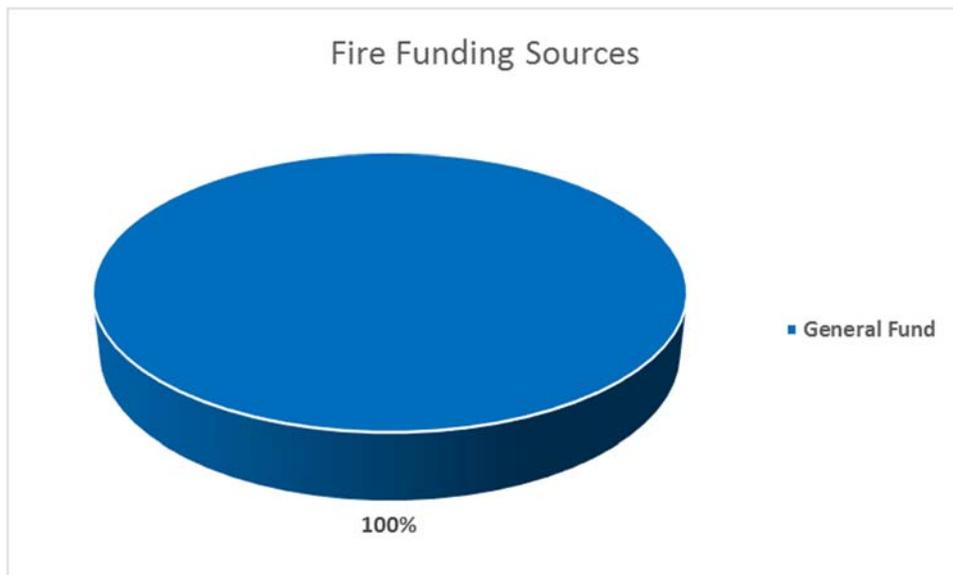
FIRE SERVICES DEPARTMENT

- Sierra Madre Fire Department entered an automatic aid agreement with the County of Los Angeles on October 1, 2015. SMFD has responded to 22 automatic aid incidents in the Chantry Flat Recreation Area, and has received automatic aid from Los Angeles County at 16 incidents within Sierra Madre city limits.
- Sierra Madre contracted Battalion Chief Services with the Cities of Arcadia and Monrovia in 2015. Arcadia and Monrovia Battalion Chiefs responded to 11 incidents within Sierra Madre in the 2015-2016 Fiscal Year.
- Due to lack of available personnel, OES 281 was transferred to the Monterey Park Fire Department for deployment on Strike Teams. Water Tender 41 remains available for deployment.

EXPENDITURE CATEGORY	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
FIRE			
Personnel	1,277,813	1,385,100	1,233,500
Maintenance & Operations	402,099	498,000	527,400
Capital Outlay	-	-	12,000
Debt	91,042	93,800	92,000
TOTAL FIRE DEPARTMENT	1,770,954	1,976,900	1,864,900

FIRE SERVICES DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	772,034	771,800	1,233,500
Maintenance & Operations	185,794	199,300	527,400
Capital Outlay	-		12,000
Debt	91,042	93,800	92,000
TOTAL GENERAL FUND	1,048,870	1,064,900	1,864,900
PARAMEDIC FUND			
Personnel	482,332	568,000	-
Maintenance & Operations	206,264	298,700	-
TOTAL PARAMEDIC FUND	688,596	866,700	-
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	10,041	-	-
TOTAL OTHER SPECIAL REVENUE FUND	10,041	-	-
BUSINESS FUND			
Personnel	23,447	45,300	-
TOTAL BUSINESS FUND	23,447	45,300	-
TOTAL FIRE DEPARTMENT	1,770,954	1,976,900	1,864,900



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City of Sierra Madre

Village of the Foothills



Human Resources Department

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Department Overview

The Human Resources Department operating budget focuses resources on developing and maintaining a customer service orientated and safety minded workforce. The department consists of three full-time employees, but in total, is responsible for over 500 employees and volunteers.

The Department performs a variety of personnel and risk management duties for full-time employees, part-time employees and volunteers including recruitment and retention, discipline and discharge, benefits administration, personnel file maintenance and security, workers compensation, as well as insurance and liability protection. Department staff advise managers on employee performance, employment laws, personnel policies, and best practices for risk management as well as provide City-wide training to further develop quality employees who excel at customer service and promptly assist residents with their needs.

Board/Committee Liaison

The Department serves as liaison to the:

- Municipal Volunteer Program (MVP) Committee
- Safety Committee

Organizational Chart



Human Resources Mission Statement

The mission of the City of Sierra Madre Human Resources Department is to partner with other City Departments to efficiently produce and sustain a customer service orientated and safety minded workforce while serving as the catalyst to assure employee success in the performance of the City's mission, keeping in focus that human resources are our most valued assets.

Accomplishments FY 2015/2016

- Agreed upon a two-year Memorandum of Understanding with the Sierra Madre Police Association.
- Hosted annual volunteer and employee appreciation programs throughout the year.
- Implemented a new industry-standard online recruitment and applicant tracking tool – NeoGov.
- Affordable Care Act - implemented tracking system for hours worked.
- Affordable Care Act IRS Filing.
- Began City wide facility, programs, sidewalks inspection to prepare the ADA Self-evaluation and Transition Plan.
- Updated City's website.
- Implemented part time sick leave.
- Updated City's waivers and contracts for special events and City facility usage.
- Compensation study for local area Fire Departments.
- Completed customer service training.
- Provided support for grieving employees during difficult times.
- Installed new time clocks.
- CJPIA Risk Management Evaluation (RME).

Objectives from FY 2015-2016 Not Completed / Continued to FY 2016-2017

- Continuing to train and refine NeoGov.
- Replacing broken office furniture (mainly chairs).
- Review completed ADA self-evaluation and transition plan.
- Implement new ADA DAC software to maintain transition plan and ADA communication.
- Review RME and prioritize list of deficiencies to correct.
- Continue to stay on top of the City- wide recruitment.
- Implement Incode Employee web-based Self-service.
- Continue to work with Capital Research in reducing employees ICMA admin fees.

Department Goals FY 2016-2017

- Address remaining findings in the 2015 Risk Management Evaluation.
- Complete the job description updates.
- Continue to utilize and promote the Municipal Volunteer Program (MVP).
- Continually evaluate Citywide staff organization levels, with focus on effectiveness and efficiencies.
- Plan for the minimum wage increase starting January 1, 2017 and any resulting compaction.
- Adjust any positions effected by the new FLSA overtime exemption rules.
- ADA training for Department Heads and supervisors.
- Implement contract tracking system.

HUMAN RESOURCES DEPARTMENT

Performance Measures FY 2015-16

Performance Measures	Actual FY 2015	Projected FY 2016
Full-Time Recruitments	15	8
Part-Time Recruitments	24	20
% of Turnover	26%	15%
Citywide Volunteers	525	500
Liability Claims Submitted	9	10
Workers Compensation Claims Submitted	14	5

Operational Highlights FY 2016-17

- Will need to plan for the increase to California Minimum Wage which begins January 1, 2017 and will continue each year until the Minimum Wage is \$15 beginning January 1, 2022.
- Need to adjust certain position to comply with the new regulations for the weekly salary and annual compensation threshold levels for white collar exemptions to FLSA overtime requirements. These regulations become effective December 1, 2016.

EXPENDITURE CATEGORY	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
HUMAN RESOURCES			
Personnel	472,100	471,000	359,400
Maintenance & Operations	1,055,279	1,338,300	1,421,100
TOTAL HUMAN RESOURCES DEPARTMENT	1,527,379	1,809,300	1,780,500

HUMAN RESOURCES DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
INTERNAL SERVICES FUND			
Personnel	472,100	471,000	359,400
Maintenance & Operations	1,055,279	1,338,300	1,421,100
TOTAL INTERNAL SERVICES FUND	1,527,379	1,809,300	1,780,500
TOTAL HUMAN RESOURCES DEPARTMENT	1,527,379	1,809,300	1,780,500



City of Sierra Madre

Village of the Foothills



Library Services Department

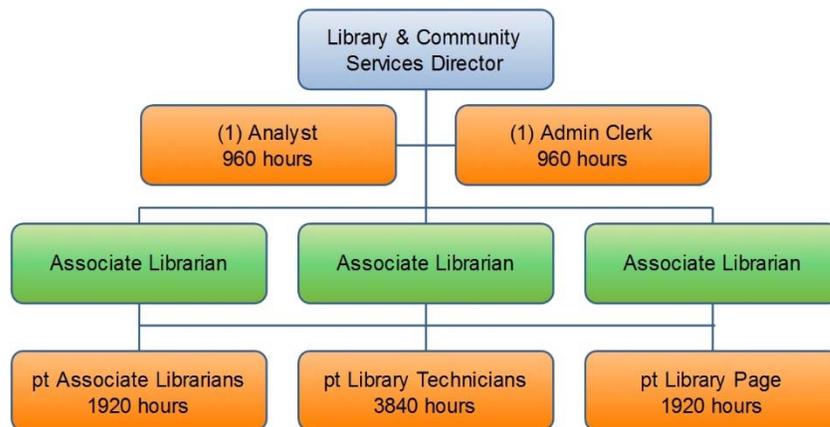
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Department Overview

The Library Services Department consists of four (4) full-time and eleven (11) regular part-time employees providing forty-seven weekly public service hours from Monday through Saturday. The Department is responsible for providing public access to current and historical information through physical and electronic collections; and delivering services and programs supportive of lifelong learning, critical thinking, cultural enrichment and community engagement. Regular staff duties include training patrons how to find and evaluate information and use technology effectively. Librarians support the collection and preservation of historical images and documents relating to Sierra Madre and the local mountains. Volunteer opportunities are available for residents ages 12 through adult to support the Summer Reading Program, Teen Docents, processing of materials, and digital preservation of archival materials.

Organizational Chart



Board/Committee Liaisons

The Department serves as liaison to the:

- Library Board of Trustees
- Friends of the Sierra Madre Public Library
- Sierra Madre Historical Preservation Society

Library Mission Statement

The Sierra Madre Public Library is a community library dedicated to providing equal access to information services and programs reflecting diverse points of view, always endeavoring to be responsive to changing needs of the community, to preserving its history, and to meeting the challenges of the future. The library provides a welcoming environment, quality materials and technologies, and professional, dedicated staff.

Accomplishments FY 2015-2016

- Created and presented informational water-wise landscaping programs for the public.
- Evaluated and compared costs and services of contracting library services.
- Identified and applied for National Endowment for the Humanities funding for Archives.
- Completed Facility Condition Assessment and began ADA facility assessment in order to move forward on Library Facilities Master Plan.
- Launched updated Integrated Library System.
- Conducted library “Open-House” event to raise awareness of library programs.
- Maintained previous level of Children’s programming and added teen and adult programming.
- Added foreign language books to the library collection.
- Improved online access to library e-resources and added e-magazine collections through Zinio platform.
- Maintained Teen History Docent program in cooperation with Historical Society.

Objectives from FY 2015-2016 not completed / continued to FY 2016-2017

- Complete digitization of 180 volumes of City Ordinances and Resolutions.
- Complete Library Facilities Master Plan.
- Implement ability to pay library fees online or by credit card.

Department Goals FY 2016-2017

- Identify funding for and prioritize library facility improvements.
- Identify “cross-over” areas and workload redundancies between the Library and Community Services that will reduce staff workloads and operating costs.
- Complete the Library Facility Master Plan.
- Enable use of improved automated functionality of new Integrated Library System to reduce staff workloads and improve online patron service.
- Analyze costs per use for database subscriptions and renegotiate renewals.
- Begin “last mile” phase of CENIC broadband project to increase data speeds at reduced cost.
- Identify resource sharing opportunities between the Library and Community Services that will result in increased service opportunities and jointly produced programming.
- Expand library collections to include non-traditional formats.

LIBRARY SERVICES DEPARTMENT

Performance Measures FY 2015-2016

Performance Measures	Actual FY 2014	Actual FY 2015	Projected FY 2016
Annual Circulation	79,676	93,991	100,500
# of Programs	297	321	340
Program Attendance	7,833	9,116	9,500
Teen Volunteers	58	58	58
Adult Volunteers	29	38	35

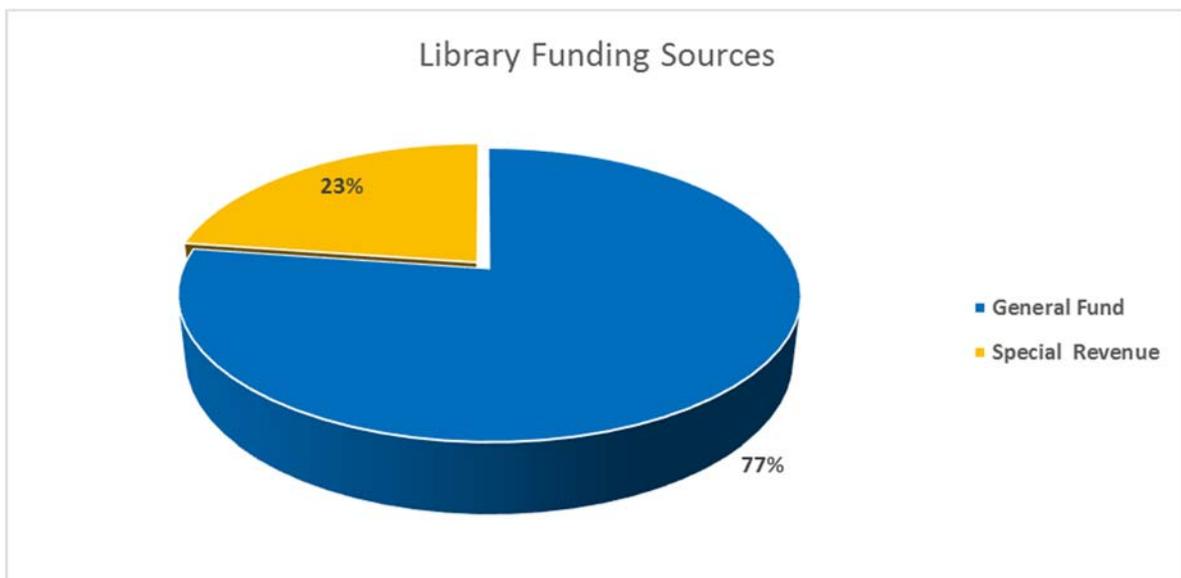
Operational Highlights FY 2015-2016

- Exceeded circulation and attendance statistics of previous years.
- Filled vacant PT Library Technician positions through internal recruitments and PT Library Page positions through external recruitment.
- Combined direction of Library with Community Services department.

EXPENDITURE CATEGORY	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
LIBRARY SERVICES			
Personnel	721,697	646,700	603,100
Maintenance & Operations	141,789	218,500	227,100
Capital Outlay	-	4,700	128,000
TOTAL LIBRARY SERVICES DEPARTMENT	863,486	869,900	958,200

LIBRARY SERVICES DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	641,976	634,400	603,100
Maintenance & Operations	95,857	143,500	123,200
Capital Outlay	-	4,700	14,000
TOTAL GENERAL FUND	737,833	782,600	740,300
FRIENDS OF THE LIBRARY DONATIONS			
Maintenance & Operations	40,812	41,400	54,300
Capital Outlay	-	-	100,000
TOTAL FRIENDS OF THE LIBRARY DONATIONS	40,812	41,400	154,300
LIBRARY GIFT AND MEMORIAL FUND			
Personnel	2,109	-	-
Maintenance & Operations	5,120	33,600	49,600
Capital Outlay	-	-	14,000
TOTAL LIBRARY GIFT AND MEMORIAL FUND	7,229	33,600	63,600
INTERNAL SERVICE FUND			
Personnel	77,612	12,300	-
TOTAL INTERNAL SERVICE FUND	77,612	12,300	-
TOTAL LIBRARY SERVICES DEPARTMENT	863,486	869,900	958,200



City of Sierra Madre

Village of the Foothills



Planning and Community Preservation Department

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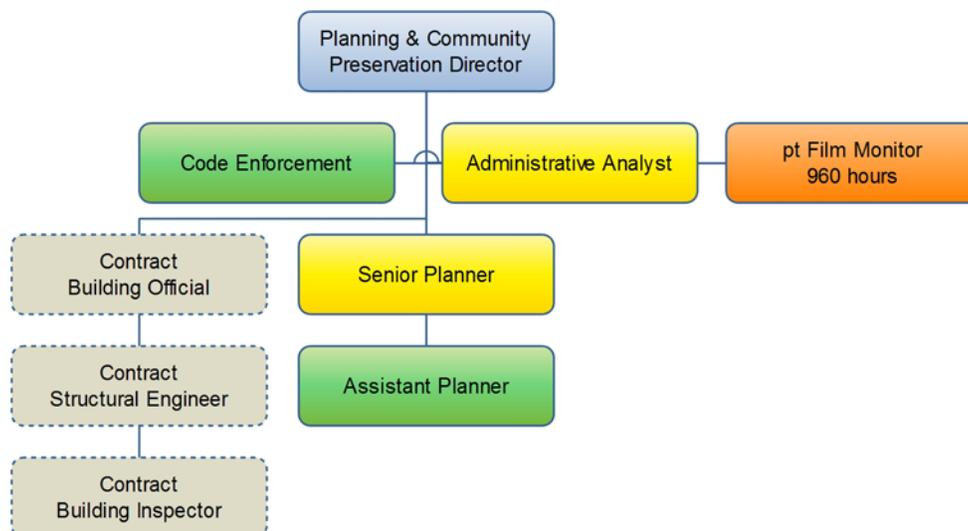
PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Department Overview

The Planning and Community Preservation Department is responsible for the City's Planning and Building and Safety programs. The Department carries out the rules, policies and objectives of the Sierra Madre Municipal Code and General Plan, as it relates to land use and development. Planning services includes the processing of development applications, conducting the required environmental review (CEQA), and managing the discretionary and public review application process. Building and Safety Services of the Department responds to inquiries relating to building development, building plan check review, on-site inspections, and issuance of permits in compliance with adopted building codes. The Planning and Community Preservation Department also maintains the City's list of historic landmark structures, manages Mills Act contracts, and reviews project applications for their compliance with the City's historic preservation program, which serves to preserve Sierra Madre's historic treasures. Filming Services are overseen by a part-time film coordinator to monitor on location filming and photo shoots. The Department also manages the Code Enforcement Program to address property maintenance nuisances, such as control of overgrown vegetation, unlawful accumulation of debris, vacant buildings, unlawful use of potable water, etc.

Department staffing consists of 5.46 full time employee equivalents, which includes 5 full-time staff members and 960 hours of part-time staffing. The Department utilizes the services of a contract Building Official, contract Building Inspector and contract Structural Plan Checker to review plans for compliance with adopted building codes prior to permit issuance. The chart below illustrates the organization of the Department by employee classification.

Organizational Chart



PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Board/Committee Liaisons

The Department serves as liaison to the:

- Planning Commission

Department Mission Statement

We are dedicated to providing efficient and effective professional planning and building services to the citizens of Sierra Madre and to development professionals while safeguarding life and property, enhancing the City's economic base and neighborhoods, and protecting its natural environment.

Accomplishments FY 2015-2016

- Adopted Urgency Ordinance 1366-U, to rescind Ordinance 1360-U that established an Interim Demolition Moratorium and Ordinance, on the demolition, in part or in whole, of single-family homes and duplexes that were constructed prior to 1941, effective as of July 2015.
- Adopted amendments to Chapter 15.38, Small Residential Rooftop Solar Systems effective as of October 2015.
- Adopted amendments to Chapter 17.93, Standards and Criteria for Wireless Telecommunications Facilities effective as of December 2015.
- Adopted amendments to Chapter 17.10, Marijuana Cultivation and Dispensaries effective as of February 2016.
- Adopted amendments to the R-1 (One Family Residential Zone) Ordinance, and Conditional Use Permit (CUP) and Minor Conditional Use Permit Standards effective as of March 2016.
- Adopted amendments to Chapter 17.28, R-3 Multiple Family Residential Zone, to allow densities of approximately 13 units per acre and establish a maximum allowable floor area. Introduced for first reading June 2016. The Planning Commission also appointed an R-3 sub-committee to provide policy direction to staff in updating the R-3 design standards.
- Adopted amendments to Chapter 17.38, Institutional Zone introduced for second reading on June 14, effective as of July 2016.
- Published a Mills Act Contract brochure January 2016.
- Granted Local Historic Landmark status to the Webster House at 101 West Bonita Avenue, November 2015.
- Updated Planning and Development Fees.

Objectives from FY 2015-2016 continued to FY 2016-2017

- Finalize the revisions to the Public Facilities Fee Impact Study (development impact fees) to update methodology and fees to be charged to development.
- Continue policy implementation efforts of the General Plan Update.
- Management of current Mills Act contracts, annual monitoring for compliance with contracts, and processing of any new applications.

PLANNING & COMMUNITY PRESERVATION DEPARTMENT

Department Goals FY 2016-17

- Implement General Plan Update policies as prioritized by City Council.
- Update various zoning code ordinances/sections which are problematic, in need of clarification, such as the provisions for Hillside Management Zone, neighborhood notification and appeal procedures, adult businesses, group homes, and updating the official zoning map.
- Update various zoning code ordinances to achieve compliance with State mandates.
- The City shall develop a plan that addresses parking, walkability, and pedestrian activity in the core area.
- Continue to achieve compliance with legal deadlines with discretionary approvals.
- Update Public Facilities Fee Impact Study (Development Impact Fees) to update methodology and fees to be charge to development.
- Update monitoring and compliance of the 18 Mills Act contracts with the assistance of a non-paid historic preservation intern.

Performance Measures

Performance Measures	Actual FY 14-15	Actual FY 15-16	Projected FY 16-17
Planning Commission Meetings	23	19	23
Planning Applications Processed	102	50	96
Counter Traffic	1,775	1,874	1,825
Plan Checks	144	100	122
Building Inspections	1,362	1,549	1,455
Building Permits Issued	699	792	745
Code Enforcement Cases	Not Reported	121	160

Operational Highlights FY 2016-2017

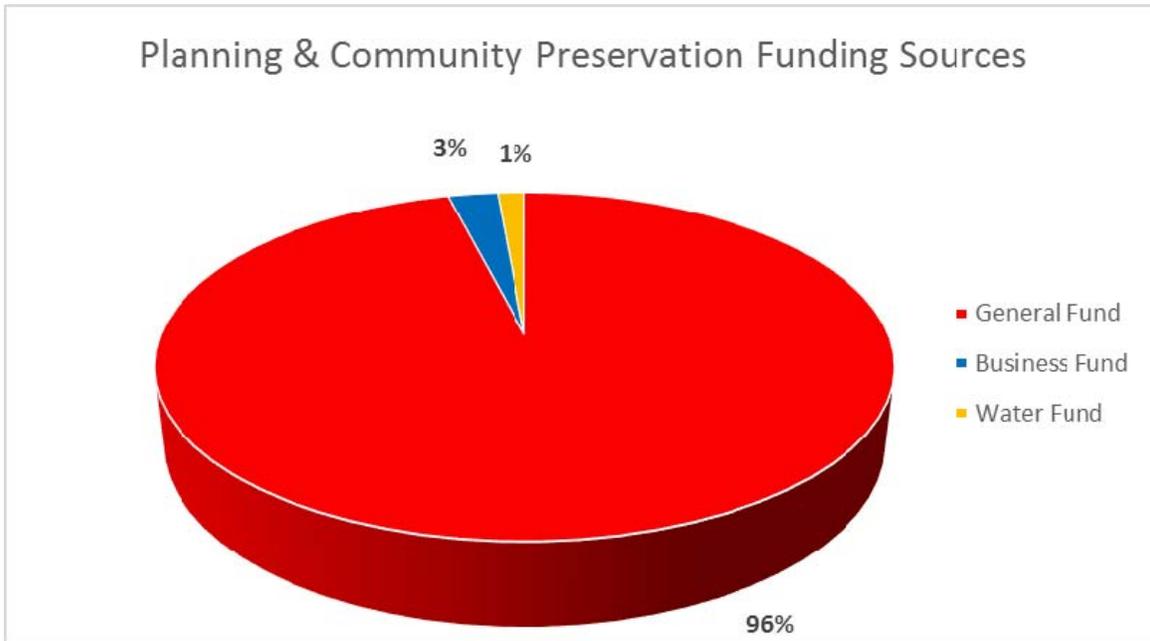
- The Department will be completing an updated Development Impact Fee Study.
- The Department will continue to contract for full-time Building and Safety services on a percentage of fees basis, under the three-year contract (60% of plan check fees, 70% of permit fees) approved in May 2016.
- The Department completed its first full fiscal year overseeing Filming.
- The Department is recruiting for a full-time Code Enforcement Officer.

PLANNING & COMMUNITY PRESERVATION DEPARTMENT

EXPENDITURE CATEGORY	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
PLANNING AND COMMUNITY PRESERVATION			
Personnel	440,616	533,400	576,400
Maintenance & Operations	741,538	705,200	592,500
Capital Outlay	-	-	5,000
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	1,182,154	1,238,600	1,173,900

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	-	-	532,900
Maintenance & Operations	-	-	589,300
Capital Outlay	-	-	5,000
TOTAL GENERAL FUND	-	-	1,127,200
DEVELOPMENT SERVICES FUND			
Personnel	390,047	533,400	-
Maintenance & Operations	671,757	699,200	-
TOTAL DEVELOPMENT SERVICES FUND	1,061,804	1,232,600	-
INTERNAL SERVICES FUND			
Maintenance & Operations	69,781	6,000	-
TOTAL INTERNAL SERVICES FUND	69,781	6,000	-
SUCCESSOR AGENCY			
Personnel	50,569	-	-
TOTAL SUCCESSOR AGENCY	50,569	-	-
BUSINESS FUND			
Personnel	-	-	27,000
Maintenance & Operations	-	-	3,200
TOTAL BUSINESS FUND	-	-	30,200
WATER FUND			
Personnel	-	-	16,500
TOTAL WATER FUND	-	-	16,500
TOTAL PLANNING AND COMMUNITY PRESERVATION DEPARTMENT	1,182,154	1,238,600	1,173,900

PLANNING & COMMUNITY PRESERVATION DEPARTMENT



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City of Sierra Madre

Village of the Foothills



Police Department

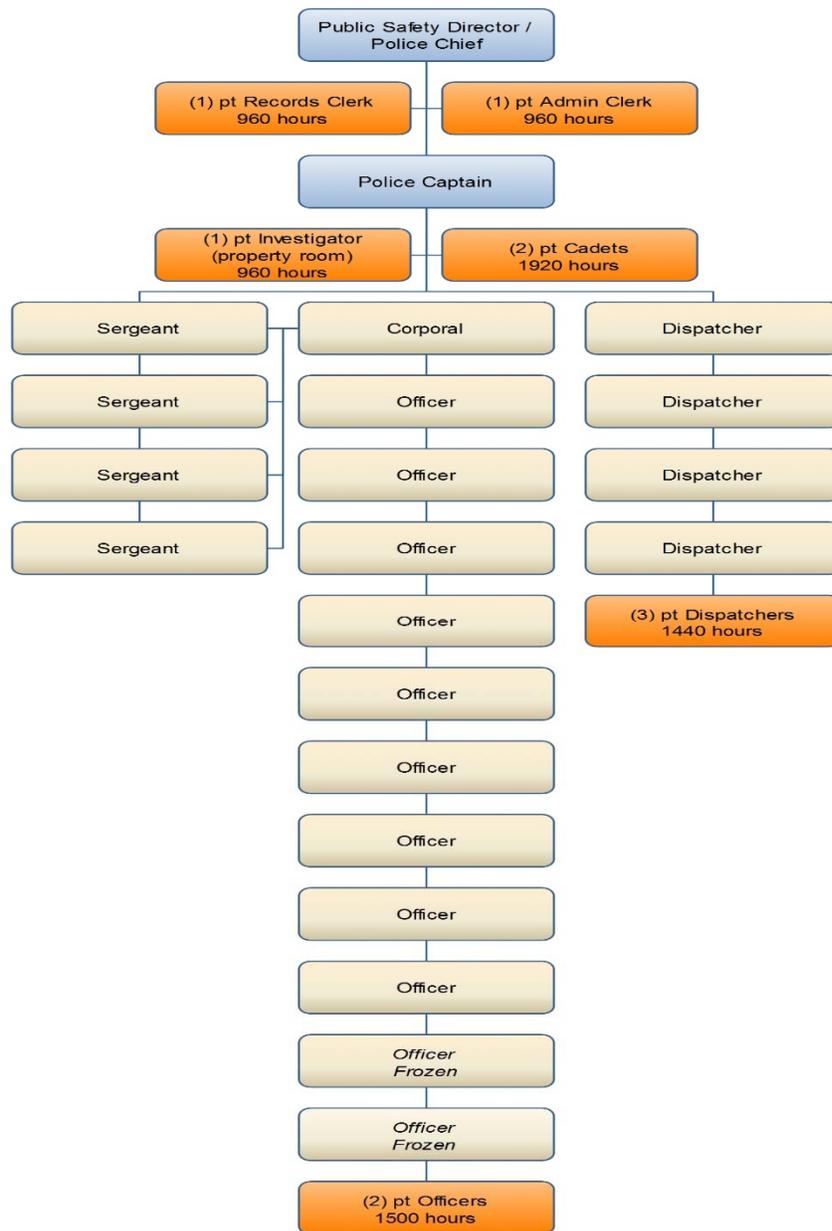
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Department Overview

The men and women of the Sierra Madre Police Department are committed to ensuring a safe environment for those who live, visit, and work in Sierra Madre. The Police Department consists of 20 full-time employees, sixteen (16) part-time employees, six (6) Reserve Officers, three (3) Community Service Officers and seventeen (17) Volunteers. The Department is responsible for partnering with the community to prevent crime and to promote health and safety. The Department also enforces and monitors traffic violations, investigates crimes, and handles code enforcement in the absence of the City's Code Enforcement Officer.

Organizational Chart



Police Department Mission Statement

To ensure community safety, and to deliver the highest quality service through our dedication, teamwork, and partnerships.

Accomplishments FY 2015-2016

Dispatch Center

- Upgraded our current 911 phone system by installing software and hardware to our existing system (at no cost to the city).
- The dispatch center was operating with broken console furniture. A grant was obtained from the state to purchase new console furniture.
- The Computer Aided Dispatch (CAD) and Law Enforcement Records Management System (RMS) was upgraded. This upgrade was partially funded through a grant obtained from the state.

Patrol

- Officers were dispatched to 13,335 calls for service.
- Officers continue to walk downtown in the Business District during their shifts.
- Officers participated with City staff with the Summer Fun in the Park.
- Joint training was conducted with the Fire Department on Mass Casualty Incidents and Active Shooters. During the training, the Fire Captains and Police Sergeants participated in a tabletop exercise.
- With the recent upgrade of our RMS system, officers are now able to write reports in the field.
- We have successfully recruited and hired two police officers and one dispatcher.

Investigations

- The Detective Bureau wrote multiple search warrants, sent multiple types of evidence to the crime lab for DNA, computer, or latent print forensic processing.
- Numerous felony and misdemeanor cases were filed with the Los Angeles County District Attorney's Office

Community Services Officers

- Currently we have three (3) Community Services Officers. Two officers are working parking enforcement throughout the city. One officer oversees the department's social media and community outreach, utilizing venues like "Coffee with a Cop", Neighborhood/Business Watch Meetings, and the preparation of the Police Blotter.

Volunteers/Reserve Police Officers

- The Sierra Madre Police Volunteers continue to augment the department by conducting special assignments and details, so that police officers can increase their availability in the field. This year, our Sierra Madre Police Volunteers volunteered a total of almost 1700 hours of service to the city.
- Our Reserve Police Officers perform law enforcement duties in the community and often assist at neighborhood watch meetings and city events.

Public Safety Committee

- The City of Sierra Madre formed a committee to act as an advisory panel for all aspect of Public Safety within the community. The committee currently has five members on the board, one council liaison and one staff member on committee.
- The committee meets the 2nd Thursday of the month at 6:00 PM in the City Hall Conference Room.

Objectives from FY 2015-16 not completed / continued to FY 2016-2017

- Due to staffing shortages, the Sierra Madre Police Department was unable to provide night time police services.
- Ability to staff a second Detective to reduce investigation times for Part-1 crimes.
- Consistent staff for traffic and DUI enforcement.
- Increase the bicycle patrol and foot patrol in the Downtown Business District.
- Community Service Officers to handle routine reports to free up Police Officers for Patrol.

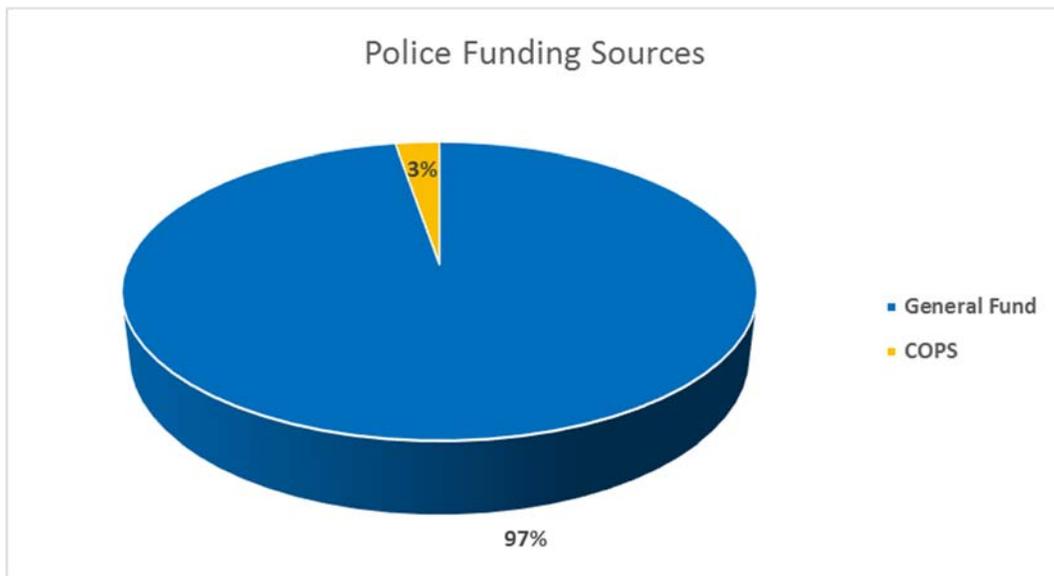
Department Goals FY 2016 - 2017

- To recruit and hire additional staff for the police department.
- Neighborhood Watch presentations to increase to three a month.
- The department is sponsoring a police officer trainee to attend a police academy in July 2016.
- Expand our Reserve Police Officer Program.
- Conduct one “Coffee with a COP” meeting once a month.
- Community Service Officers to assist with in-field reporting to reduce the wait time to community members.
- Increase in the number of hours for the “Volunteers on Patrol”.
- Reduction in overall response times.
- Reduction in Part 1 crimes by 2 ½%

EXPENDITURE CATEGORY	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
POLICE			
Personnel	3,083,328	3,102,600	2,850,000
Maintenance & Operations	551,899	982,200	862,700
Capital Outlay	971	-	27,000
TOTAL POLICE DEPARTMENT	3,636,198	4,084,800	3,739,700

POLICE DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	2,982,536	3,023,400	2,775,400
Maintenance & Operations	403,828	907,500	837,300
Capital Outlay	971	-	27,000
TOTAL GENERAL FUND	3,387,335	3,930,900	3,639,700
COPS FUND			
Personnel	99,483	79,200	74,600
Maintenance & Operations	140,554	67,500	25,400
TOTAL COPS FUND	240,037	146,700	100,000
OTHER SPECIAL REVENUE FUND			
Personnel	-	-	-
Maintenance & Operations	7,517	7,200	-
TOTAL OTHER SPECIAL REVENUE FUND	7,517	7,200	-
BUSINESS FUND			
Personnel	1,309	-	-
TOTAL BUSINESS FUND	1,309	-	-
TOTAL POLICE DEPARTMENT	3,636,198	4,084,800	3,739,700



City of Sierra Madre

Village of the Foothills



Public Works Department

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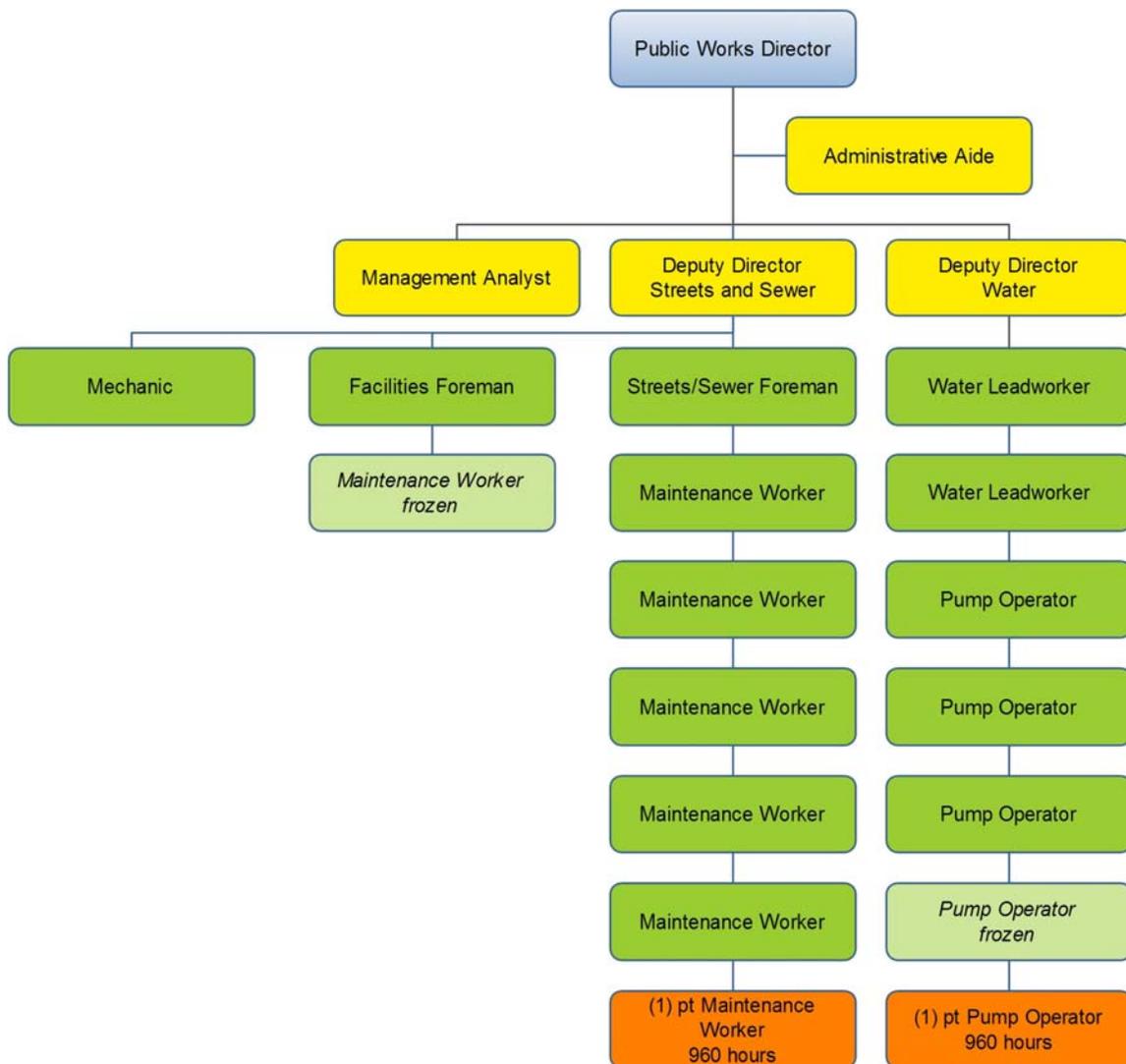


PUBLIC WORKS DEPARTMENT

Department Overview

The Public Works Department consists of twenty (20) full time employees and two (2) part-time positions. The Department is responsible for production and distribution of potable water to the community. In addition, the department is responsible for the maintenance of all City infrastructure, including street, sewer, storm drain and water systems, maintenance of all City buildings, parks, landscaped areas and City owned trees. The Public Works Department also maintains the City's vehicle fleet. Department staff administers the City's contract solid waste disposal, street sweeping, transportation, and tree trimming services.

Organization Chart



One F/T Maintenance Worker position and one F/T pump Operator position will remain frozen for FY 2016-17.

Board/Committee Liaisons

The Department serves as liaison to the:

- Energy, Environment and Natural Resources Commission

Public Works Mission Statement

We are dedicated to delivering quality customer service to our community. As a team, we strive to update services in response to changing needs. We are committed to providing all services in a manner that is professional, courteous, cost effective, efficient and understanding.

Accomplishments for FY15-16

- Initiated water conservation programs, including monitoring and enforcement of City-adopted statewide regulations.
- Completed municipal pool re-plaster.
- Completed Senior Center storage room addition.
- Replaced Idle Hour and Skyland Drive water mains.
- Purchased water system leak detection equipment.
- Established generator maintenance agreement for emergency generators at Civic Center and Maintenance Yard, deferring the need to replace the existing equipment.
- Completed final Corrosion Control Plan.
- Completed Civic Center Landscape project.
- Reduced water consumption a total of over 30% across all City-owned water accounts.
- Administered community-wide water conservation programs resulting in conservation of 20% over FYE 2013.
- Obtained Watermaster and State regulatory approvals to utilize imported water for groundwater recharge; eliminated direct use of imported water.
- Switched to use of imported water for groundwater recharge.
- Proved through tracking of imported water chemical constituents in groundwater that Sierra Madre spreading basins do recharge the Eastern Unit of the Raymond Basin.

Objectives for FY 2015-16 Not Completed/Continued to FY 2016-17

- Complete FY 2015-16 street improvement program.
- Correct highest priority sewer main deficiencies.
- Replace Santa Anita Creek Diversion Structure (East Raymond Basin Project).
- Complete water distribution system master plan.
- Replace highest priority water mains.

PUBLIC WORKS DEPARTMENT

Department Goals FY 2016-2017

- Continue water conservation-related activities
- Replace highest priority water mains.
- Continue implementation of NPDES Municipal Permit requirements.
- Continue installation of drywells in parkways.
- Initiate action on ADA compliance assessment.
- Replace water meters to allow for implementation of AMI water metering system.
- Complete Maintenance Yard (Water) and Civic Center Solar Energy Project.
- Continue to work with San Gabriel Valley Municipal Water District, the Raymond Basin Watermaster, and the City of Arcadia to restore the Santa Anita Subarea of the Raymond Basin to previous water levels.
- Continue to work with San Gabriel Valley Municipal Water District, the Main San Gabriel Basin Watermaster, and the City of Arcadia to construct a well in the Main San Gabriel Basin.

PERFORMANCE MEASURES

Street/sewer Division	Actual FYE 2016	Projected FYE 2017
Potholes repaired (each)	575	600
Sewers Cleaned (lf)	186,176	186,176
Replaced damaged sidewalk (sq ft)	10,000	10,000
Temporary Repairs on sidewalk (sq ft)	3,000	4,000
PW Service requests resolved	850	950
Trees trimmed	24	20
Trees removed	75	80
Trees planted	0	0
Trees inspected	155	200
Streets resurfaced (sq ft)	0	170,000
Stormwater samples taken (Maint. Yard)	4	7
Sewer main repairs (ea)	0	10
Sewer main replacement or lining(lf)	0	2,790
Sewer manhole repairs	7	2
Turf Removal Rebates Requested	0	0
Turf Removal Rebates Issued	0	0
Conservation Courtesy Letters	72	80
Conservation Notices of Violation	348	300

PUBLIC WORKS DEPARTMENT

Conservation Administrative Citations	46	50
Water Audits Performed	37	60
Community Events setup/supported	16	16
Transmission/Distribution Main Replaced (lf)	1,750	840 - 4,015*
Repaired service leaks	19	20
Repaired mainline leaks	550	400
Valves exercised	267	300
Hydrants Flushed	2,148	1,000
Meters replaced		
New services installed	0	0
Water Produced (Gallons)	671 MG	671 MG
Water meter readings	23,796	23,796

* Main reaches previously identified as Phases 1b and 2 include Sierra Place, Canyon Crest, Manzanita, West Montecito, Woodland Drive, Fern Drive, and a x-country main between Canyon Crest and Brookside. The list is subject to change based on the completion of the Master Plan in FYE 2017.

Operational Highlights FY 2016-2017

- Multi-Agency Cooperative Agreement: The City has entered into a Cooperative Agreement with the Los Angeles County Department of Public Works, the Raymond Basin Management Board, and the City of Arcadia to fund a series of projects intended to capture rainwater runoff for groundwater recharge. The overall project costs are estimated at \$22,000,000. Sierra Madre's share of the project cost is \$900,938. The first 50% installment payment on this was paid in 2015; the second installment will be split between this fiscal year and FY 2017-18.
- Street resurfacing will continue during this budget cycle.
- The City is partnering with the Los Angeles County Department of Public Works on a The Bridge Preventative Maintenance Program that is expected to begin in FY 2016-17.
- The Department will continue to hold one (1) water pump operator and one (1) facilities maintenance worker position "frozen" during this budget cycle.

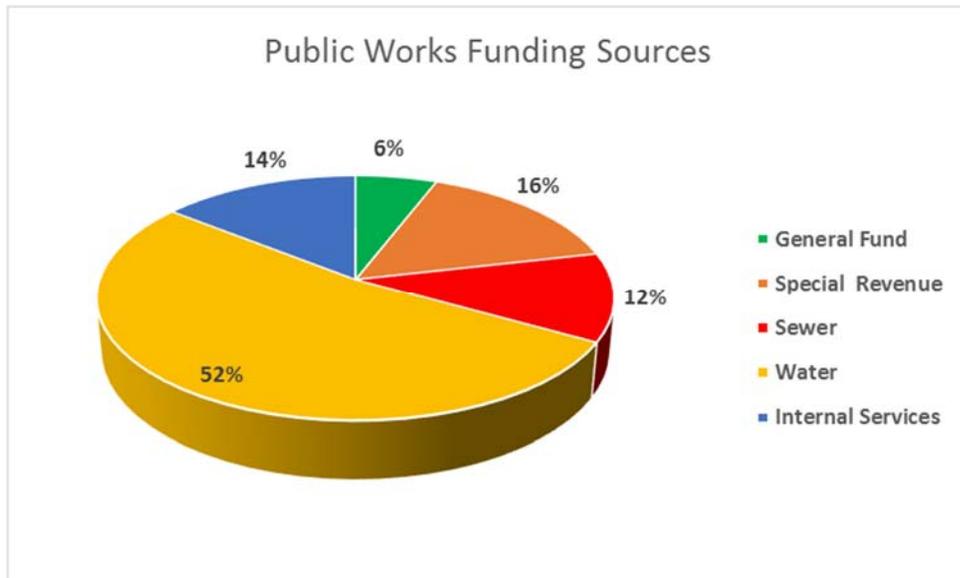
EXPENDITURE CATEGORY	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actuals	Unaudited	Adopted
PUBLIC WORKS			
Personnel	1,808,337	1,822,300	1,710,100
Maintenance & Operations	3,627,141	3,827,800	4,782,800
Capital Outlay	3,828,394	1,602,700	2,911,800
TOTAL PUBLIC WORKS DEPARTMENT	9,263,872	7,252,800	9,404,700

PUBLIC WORKS DEPARTMENT

FUND TYPE	FY 2014-2015 Actuals	FY 2015-2016 Unaudited	FY 2016-2017 Adopted
GENERAL FUND			
Personnel	244,342	234,400	214,500
Maintenance & Operations	212,066	259,100	338,200
Capital Outlay	53,000	60,000	-
TOTAL GENERAL FUND	509,408	553,500	552,700
ASSESSMENTS			
Maintenance & Operations	83,367	83,000	71,900
TOTAL ASSESSMENTS FUND	83,367	83,000	71,900
ENVIRONMENT FUND			
Personnel	42,318	48,800	46,200
Maintenance & Operations	54,880	68,800	70,100
TOTAL ENVIRONMENT FUND	97,198	117,600	116,300
GAS TAX FUND			
Personnel	75,746	-	-
Maintenance & Operations	220,346	222,900	226,000
TOTAL GAS TAX FUND	296,092	222,900	226,000
MEASURE R FUND			
Personnel	29,382	91,800	76,000
Maintenance & Operations	5,220	11,400	11,300
Capital Outlay	528,776	270,200	365,000
TOTAL MEASURE R FUND	563,378	373,400	452,300
PROP A FUND			
Personnel	-	8,300	10,200
Maintenance & Operations	-	-	168,300
TOTAL PROP A FUND	-	8,300	178,500
PROP C FUND			
Maintenance & Operations	5,704	12,400	30,700
Capital Outlay	113,874	102,500	290,000
TOTAL PROP C FUND	119,578	114,900	320,700
OTHER SPECIAL REVENUE FUND			
Maintenance & Operations	46,572	102,000	95,800
Capital Outlay	-	118,700	-
TOTAL OTHER SPECIAL REVENUE FUND	46,572	220,700	95,800

PUBLIC WORKS DEPARTMENT

FUND TYPE	FY 2014-2015 Unaudited	FY 2015-2016 Adopted	FY 2015-2016 Adopted
SEWER FUND			
Personnel	449,595	502,200	488,400
Maintenance & Operations	227,747	196,300	324,800
Capital Outlay	190,871	235,000	292,700
TOTAL SEWER FUND	868,213	933,500	1,105,900
WATER FUND			
Personnel	683,349	717,900	667,100
Maintenance & Operations	2,189,968	2,220,400	2,805,300
Capital Outlay	1,158,167	486,200	1,464,500
TOTAL WATER FUND	4,031,484	3,424,500	4,936,900
INTERNAL SERVICES FUND			
Personnel	283,605	218,900	207,700
Maintenance & Operations	581,271	651,500	640,400
Capital Outlay	1,783,706	330,100	499,600
TOTAL INTERNAL SERVICES FUND	2,648,582	1,200,500	1,347,700
TOTAL PUBLIC WORKS DEPARTMENT	9,263,872	7,252,800	9,404,700



City of Sierra Madre

Village of the Foothills



Capital Purchases and Capital Projects

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FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP)

Included with the budget for City Council authorization is a 5-Year capital improvement program (CIP) which covers the next budget and four years beyond. The 5-Year CIP allows for medium range planning of expenditures and phasing of projects. The CIP is comprised of two portions, Capital Projects, which can be best described as mainly construction-related activities; have a useful life greater than a one year and have activity that will expand over several periods to complete; and Capital Purchases, which are just that, purchases of major pieces of equipment, necessary for the general operation of the City, have a useful life greater than one year, and are valued at \$5,000 or more (per unit).



The CIP budget represents a major investment in the community's future and infrastructure, while maintaining significant funding for operations and service levels to meet City Council goals. The Fiscal Years 2016-2021 Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. The program is updated annually to reflect the latest

Council priorities, to provide updated cost estimates, and to identify available revenue sources.

Preparing the Capital Improvement Program requires identifying the various sources of revenue for the projects such as debt, federal grants, state grants, existing reserves and Capital Pay As You Go. Currently the City does not list any CIP's that will be funded either through issuing new bonds or other debt financing.



In addition, each project must be evaluated as to the impact it will have on the City's operating budget. New facilities and acquisitions require staff, utilities, maintenance and other costs that must be included in the operating budget. Equipment purchases should have a planned replacement and maintenance schedule. Building and infrastructure improvements should have efficiency, utility savings and

service enhancements designed into the projects.

CAPITAL IMPROVEMENT PROJECTS and PURCHASES

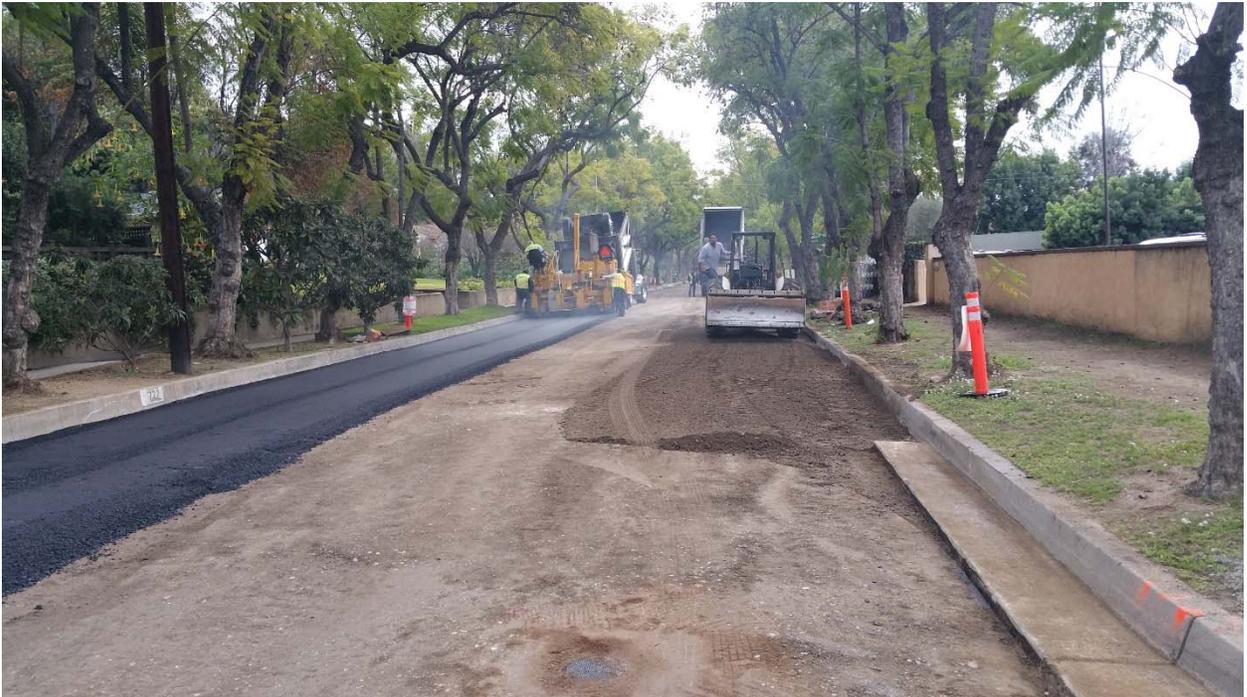
Purchases and Projects

A. Major Purchases

In FY 2016-2017, the Fleet Fund will replace a Public Works dump truck and three utility trucks, a pick-up truck, a GMC Sonoma and a backhoe. In this budget, the Technology fund will replace computers per its computer replacement policy and various City servers.

B. Major Projects

The City of Sierra Madre will continue its street and parking area repavement projects as funded by Proposition C, Measure R, and Gas Tax funds. The Sewer fund will continue the sewer main replacement five year projects as outlined in the Sewer Master Plan. General Fund, Storm Drain projects, including carryovers over from prior years, include the upgrade of the vehicle wash facility to meet Industrial Permit standards, install catch basin inserts and joint storm water planning with other regional agencies.

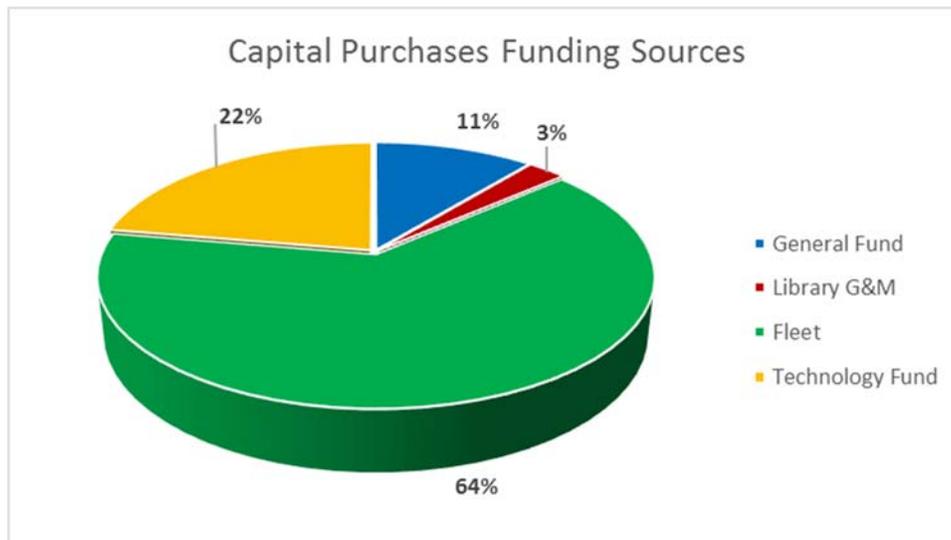


Capital Purchases Summary

The Capital Purchases Summary lists 40 individual items of equipment that should be purchased or replaced within the next five fiscal years or soon thereafter. These range from computers and related operating and software systems to park equipment to specialized equipment. The City has an annual vehicle replacement schedule. The CIP for FY 2016-2017 lists 14 proposed capital purchases totaling \$528,600.

CAPITAL IMPROVEMENT PROGRAM

		Carryover						
		FY15-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Unfunded
ADMIN	Technology	22,000	118,000	106,000	86,000	56,000	56,000	
	Unfunded			200,000	200,000	200,000	200,000	75,000
ADMIN Total		22,000	118,000	306,000	286,000	256,000	256,000	75,000
DEVSE	Unfunded				45,000			65,000
DEVSE Total					45,000			65,000
FIRE	Fleet			38,000	185,000			
	General Fund		12,000		12,000			34,000
	Paramedic				20,000			450,000
FIRE Total			12,000	38,000	217,000			484,000
LIB	General Fund		14,000					55,700
	Library G&M		14,000					
	Unfunded							155,000
LIB Total			28,000					210,700
PD	Fleet			40,000				
	General Fund		32,000		24,000			
	Unfunded							150,000
PD Total			32,000	40,000	24,000			150,000
PW	AQMD		92,300					
	Fleet		338,600		120,000			
	Unfunded							1,000,000
	Water							6,500
PW Total		92,300	338,600		120,000			1,006,500
Grand Total		114,300	528,600	384,000	692,000	256,000	256,000	1,991,200



CAPITAL IMPROVEMENT PROGRAM

Capital Project Summary

The purpose of the CIP is to fund capital projects and capital acquisitions that will provide a long-term benefit to the citizens of Sierra Madre. The majority of the plan is maintained at the same level as last year and there have been some new needs identified this year that have had an impact on the CIP budget.

The Capital Project Summary lists 120 projects recently completed, underway, or planned for the next 5 fiscal years. As with the capital purchases, these cover a wide range of community improvements, from resurfacing streets to Water and Sewer Main Replacement. The CIP for FY 2016-2017 lists 19 projects totaling \$1,954,600 million.

Unfunded Capital Improvements

Included in the list of budgeted Capital Improvements are lists of the many unfunded City



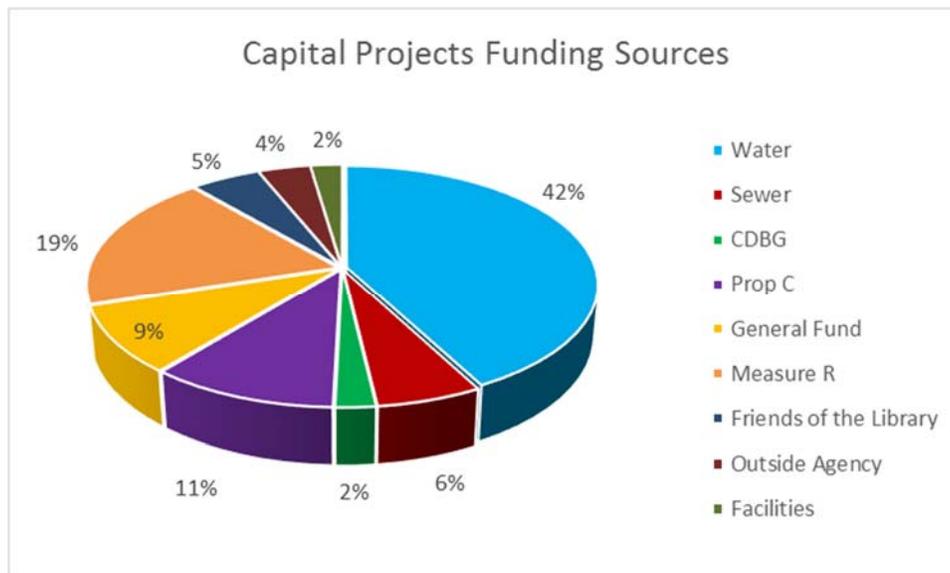
CIP needs. Projects in the Capital Improvement Program are ranked using various criteria such as the amount of funds available, importance to the overall mission of the Division and strategic priorities of the City Council. The unfunded list is an important component of the CIP process as it keeps the total City needs in the spotlight allowing City Council and staff to plan for the future.

This is not an all-inclusive list and will continue to grow as the City's buildings and infrastructures age. Additionally, with each passing year, the inflationary factor of construction, materials, and supplies continue to rise at rate twice the normal consumer price index which leads to additional unplanned expenses. The current estimates to complete the list as presented is over \$86 million. These include primarily water and sewer system improvements, but also include the street resurfacing, City facility improvements, and unfunded technology and equipment

purchases.

CAPITAL IMPROVEMENT PROGRAM

FY 2015-16							
	Carryover	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Unfunded
ADMI Unfunded							135,000
ADMIN Total							135,000
C-SVC FACILITIES		-	125,000	75,000	17,000		
Future		-					100,000
Unfunded		-					673,500
Recreation Donations	15,000						
C-SVCS Total	15,000	-	125,000	75,000	17,000		773,500
LIB Unfunded							400,000
General Fund	35,000						35,000
LIB Total	35,000						435,000
PW CDBG GRANT		43,900					
FACILITIES		45,000					
WATER	160,000	825,500	225,000	36,800	96,300	74,400	4,886,700
SEWER	100,000	115,700	100,000	100,000	6,000		
Unfunded			304,000	12,000			74,743,500
Prop C	100,000	206,000	55,000	150,000	166,000	150,000	
Measure R	-	365,000	294,000	24,000	24,000	24,000	
General Fund	662,500	178,500	116,000	-	-	-	5,600,000
Outside Agency		75,000					4,639,000
SM Community Foundation	31,200						
Friends of the Library		100,000					70,000
Capital Projects Fund	192,600		-	-	-	-	
PW Total	1,246,300	1,954,600	1,094,000	322,800	292,300	248,400	89,939,200
Grand Total	1,296,300	1,954,600	1,219,000	397,800	309,300	248,400	91,282,700



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PURCHASE	DEPT.	FUND #	FY15-16 Carryover	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Administration										
Upgrade GIS software	DEVSERV	Unfunded				\$45,000			\$65,000	
Computer replacement policy (10-15 annually)	ADMIN	60003		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		8 year rotation
Microsoft office licensing - 365	ADMIN	60003		\$36,000	\$36,000	\$36,000	\$36,000	\$36,000		IT policy budgeted annually
Council Chambers A/V, Wi-Fi, Streaming Improvements	ADMIN	60003								IT one time use of reserves, should be planned every 10 years
City Servers	ADMIN	60003	\$22,000	\$42,000		\$30,000				six year rotation
IT Master Plan	ADMIN	Unfunded			\$200,000	\$200,000	\$200,000	\$200,000		
Land Management ERP	ADMIN	60003		\$20,000	\$50,000					
Granicus (digital cataloging and storage of CC meetings)	ADMIN	Unfunded								
Fire Department										
Dual Axle trailer - USAR	FIRE	10000							\$10,000	every 15 years
Utility Truck	FIRE	60000			\$38,000					every 10 years
Fire Dept. MDC's	FIRE	10000		\$12,000		\$12,000				every two years (replaces 2)
Thermal Imaging Camera	FIRE	10000								every six years
Jaws-of-life	FIRE	10000							\$24,000	every 20 year
Ambulance	FIRE	60000				\$185,000				every seven years 2022-23
Cardiac defibrillators	FIRE	36001				\$20,000				every six years
Fire Engine	FIRE	36001							\$450,000	UNFUNDED
Library										
Records retention/preservation	ADMIN	Unfunded							\$75,000	est \$100,000
Library information system upgrade	LIB	10000							\$55,700	seven year rotation with (annual lease)
RFID	LIB	10000		\$14,000						RFID 50% Gift & Memorial & 50% GF
RFID	LIB	39002		\$14,000						RFID 50% Gift & Memorial & 50% GF
Outdoor Furniture	LIB	Unfunded							\$50,000	every 7-10 years
Self Check Machine	LIB	Unfunded							\$25,000	one time purchase(annual maintenance)
Shelving	LIB	Unfunded							\$80,000	one time purchase (ADA)

PURCHASE	DEPT.	FUND #	FY15-16 Carryover	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Planning & Community Preservation										
Storage Shelves	PD	10000		\$5,000						
Police Department										
PD Mobile Radios	PD	10000				\$24,000				estimated cost to replace 25 radios
Ruggedized laptops for police cars	PD	10000								five year life
Patrol Vehicle	PD	60000			\$40,000					annual rotation
Police Dispatch Console replacement (2)	PD	Unfunded							\$150,000	UNFUNDED
Stancil Dispatch Recorder	PD	10000		\$27,000						
Public Works										
Backhoe replacement	PW	60000				\$120,000				every 20 years
Telescopic Boom Lift	PW	60000								UNFUNDED
Update Urban Water Management Plan	PW	71000							\$6,500	State Requirement, 5-year intervals
Radio Read Meter/Software	PW	Unfunded							\$1,000,000	possible master lease
Replace #5105 GMC Sonoma	PW	60000		\$32,300						
Replace #5111 1996 Ford Utility	PW	38003	\$50,600							every 10 years
Replace #5101 1996 Chevy Utility	PW	60000		\$37,300						every 10 years
Replace #5118 1999 Chevy Pickup	PW	38003	\$41,700							every 10 years
Replace #5115 2002 Chevy Utility	PW	60000		\$42,000						
Replace #5124 1982 Ford Dump Truck	PW	60000		\$82,000						every 10 years
Replace #5201 1993 Deere Backhoe	PW	60000		\$145,000						
TOTAL			\$114,300	\$528,600	\$384,000	\$692,000	\$256,000	\$256,000	\$1,991,200	

PROJECT	DEPT.	Fund #	15-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Storm Drain/ NPDES Projects										
Catch Basin Inserts	PW	10000	\$ 78,500	\$ 78,500	\$ 77,000					GASB 54 6/9/15
Regional BMP's	PW	10000	\$ 10,000	\$ 50,000						GASB 54 6/9/15
Local BMP's	PW	10000	\$ 50,000	\$ 50,000						GASB 54 6/9/16
EWMP Development	PW	10000								
NPDES Vehicle Washing Station	PW	10000	\$ 75,000							GASB 54 6/9/15
Storm Drain/ NPDES Projects Subtotal			\$ 213,500	\$ 178,500	\$ 77,000	\$ -	\$ -	\$ -	\$ -	
Sewer projects										
Sewer repairs per Sewer System Management Plan	PW	72000	\$ 100,000	\$ 115,700	\$ 100,000	\$ 100,000				Per Sewer Master Plan recommendation
Update Sewer System Management Plan	PW	72000					\$ 6,000			Required by State every 5 years
Sewer Projects Subtotal			\$ 100,000	\$ 115,700	\$ 100,000	\$ 100,000	\$ 6,000	\$ -	\$ -	
Street Resurfacing or Replacement										
Street Reconst. - STPL Exchange	PW	40000	\$ 192,600		\$ -	\$ -	\$ -	\$ -		STPL Exchange for Metro Funds
Street Reconst. - Prop. C West Grandview	PW	37009	\$ 100,000	\$ 190,000						projected available funding
Citywide Street Reconst. - Prop C	PW	37009	\$ -		\$ 55,000	\$ 150,000	\$ 150,000	\$ 150,000		projected available funding
Street Reconst. - Measure R	PW	38007	\$ -	\$ 365,000	\$ 294,000	\$ 24,000	\$ 24,000	\$ 24,000		projected available funding
Street Reconst. - Gen Fund	PW	10000	\$ 404,000						\$ 5,550,000	Allocated from GF reserves GASB 54 6/24/14
Street Reconst - Gen Fund	PW	10000			\$ 39,000	\$ -	\$ -	\$ -		
Repave City-owned parking lots	PW	Unfunded							\$ 500,000	UNFUNDED
Repave East Montecito	PW	Unfunded							\$ 125,000	possible Prop C or Measure R
Other Street Improvement Projects										
Bridge Preventative Maintenance	PW	10000								PROCEEDING UNDER COUNTY/STATE PROG; City match paid.
Update Pavement Management System	PW	37009		\$ 16,000			\$ 16,000			Mandatory 3-year Cycle
Street Projects subtotal			\$ 696,600	\$ 571,000	\$ 388,000	\$ 174,000	\$ 190,000	\$ 174,000	\$ 6,175,000	

PROJECT	DEPT.	Fund #	2015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Parks Improvements										
Resurface Memorial Park Tennis Court	C-SVCS	60001		\$ -			\$ 8,500			5 year life
Resurface Sierra Vista Tennis Court	C-SVCS	60001		\$ -			\$ 8,500			5 year life
Replace Sierra Vista Park Playground equipment	C-SVCS	60001		\$ -	\$ 125,000					10 year life
Replace Turtle Park Playground equipment	C-SVCS	60001		\$ -		\$ 75,000				10 year life
Repair Volleyball Court	C-SVCS	Future		\$ -					\$ 25,000	Est 7 years
Replace Memorial Park Playground equipment	C-SVCS	Future		\$ -					\$ 75,000	expected replacement 2020
Heasley Field Light Box	C-SVCS	Unfunded		\$ -					\$ 8,500	CSC Priority 2; possible grant funding
Kersting Court Bell Tower Renovation	C-SVCS	Unfunded		\$ -					\$ 15,000	CSC Priority 1; possible grant funding
Convert Dutyman house into rec site	C-SVCS	37003	\$ 15,000							Pending CSC decision on new usage
Replace Pool House & Equip.	C-SVCS	Unfunded		\$ -					\$ 650,000	UNFUNDED
Parks Projects Subtotal			\$ 15,000	\$ -	\$ 125,000	\$ 75,000	\$ 17,000	\$ -	\$ 773,500	
Facility Improvements										
Waterless urinals	PW	60001		\$ 20,000						Partial Rebate From SGVMWD
Library mechanical, electrical, plumbing	LIB	Unfunded							\$ 220,000	Pending 2015 Library Needs assessment - UNFUNDED
Construct Access ramp to basement	LIB	Unfunded							\$ 10,000	Pending 2015 Library Needs assessment
Create Space for Friends operation	LIB	Unfunded							\$ 10,000	Pending 2015 Library Needs assessment
Downtown Wi-Fi	ADMIN	Unfunded							\$ 25,000	UNFUNDED
Install Solar Panels	PW	Unfunded							\$ 50,000	UNFUNDED
Paint City Hall	ADMIN	Unfunded							\$ 60,000	Possible facilities maintenance funding
Paint PS Building	PW	Unfunded							\$ 60,000	Possible facilities maintenance funding
Painting - exterior & interior is needed	LIB	10000	\$ 35,000						\$ 35,000	GSAB 54 6/24/14
Refurbish PW Facil.	PW	Unfunded							\$ 31,500	Possible facilities maintenance funding

PROJECT	DEPT.	Fund #	2015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Remodel front counters at city hall	ADMIN	Unfunded							\$ 50,000	Possible facilities maintenance funding
Remodel/reconfigure staff work area	LIB	Unfunded							\$ 10,000	Pending 2015 Library Needs assessment
Resurface Maint. Yard	PW	Unfunded							\$ 90,000	UNFUNDED
Resurface/expand Library Parking lot	LIB	Unfunded							\$ 150,000	UNFUNDED
Resurface City hall parking lot	PW	10000	\$ 45,000						\$ 50,000	GF Reserves GSAB 54 6/24/14
Paint Rose Float Barn	PW	Unfunded							\$ 10,500	Per Rose Float Assoc. 4/12/15 request
Council Chambers carpet, seating	PW	Unfunded							\$ 100,000	Possible facilities maintenance funding
City Hall Landscape	PW	37007	\$ 31,200							
Replacement of City entrance/population and parking directional signs	PW	Unfunded							\$ 15,000	Unfunded - could sell old entrance/population signs
Replacement of City park and facility monument signs	PW	Unfunded							\$ 21,500	Unfunded - CH, PS, SVP, Goldberg Park - Parks & Facilities Master Plan
Wayfinding Signage	PW	Unfunded							\$ 20,000	Unfunded
Improvements to Lizzies/Richardson	PW	60001		\$ 10,000						
Library Structural and Seismic Upgrades	PW	Unfunded			\$ 165,000					Possible Friends of the Library Funding
Remove Library Interior Stair & Dumbwaiter for New Stacks	PW	Unfunded			\$ 3,000					Possible Library Gift & Funding
New Library Service Desk	PW	Unfunded				\$ 12,000				Possible Friends of the Library Funding
New Library Stacks- ADA upgrade, replace non-conforming original shelving	PW	Unfunded			\$ 136,000					Possible Friends of the Library & CDBG Funding
Library HVAC	PW	Unfunded							\$ 25,000	

PROJECT	DEPT.	Fund #	2015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Library Re-Roof with TPO Membrane; Remove and Re-Set HVAC Equipment	PW	Unfunded							\$ 64,000	
Replace Library 1955 Windows	PW	Unfunded							\$ 50,000	
New Library Restrooms, Elevator and Meeting Room	PW	Unfunded							\$ 500,000	\$33,000 Public Facilities Fees
Electrical Systems: Rewire Single Service Upgrade, Basement Subpanel, Lighting, Fire Alarm, Telecom	PW	Unfunded							\$ 174,000	
Library New Carpet	PW	Unfunded							\$ 39,000	
Library Design & Architectural Fees	PW	39006		\$ 100,000					\$ 70,000	
Library ADA Improvements (CDBG)	PW	38002		\$ 43,900						
Maintenance yard Entry and West Side fence repl.	PW	60001		\$ 15,000						
Upgrade YAC elevator for ADA	PW	Unfunded							\$ 75,000	Unfunded
Facilities Projects Subtotal			\$ 111,200	\$ 188,900	\$ 304,000	\$ 12,000	\$ -	\$ -	\$ 2,015,500	
Water System Improvements										
Well 3 Rehabilitation	PW	71000							\$ 160,000	Pending Water Master Plan
Well 4 Rehabilitation	PW	71000		\$ 200,000						
Well 5 Rehabilitation	PW	71000							\$ 160,000	Pending Water Master Plan
Well 6 Rehabilitation	PW	71000							\$ 160,000	Pending Water Master Plan
SCADA Upgrade	PW	71000							\$ 25,000	Pending Water Master Plan
Rehabilitate West Tunnel	PW	71000							\$ 88,000	Pending Water Master Plan
Automate Inlet Weir at Spreading Basins (State)	PW	71000		\$ 10,000						
Sierra Place MR	PW	71000		\$ 260,000						FYE Phase 1
Manzanita Ave. MR	PW	71000								

PROJECT	DEPT.	Fund #	015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Replace Zone III Canyon Main (Canyon Crest/Brookside) & Canyon Crest Main Replacement	PW	71000	\$ 100,000						\$ 252,400	Ensure redundancy in service to east side of city FYE17 Phase 2
Woodland Drive, West Montecito, Fern Glen, and Fern Drive Main Replacement	PW	71000							\$ 534,000	Pending Water Master Plan
Santa Anita Court MR Sierra Pl. to Mtn. Trail	PW	71000							\$ 76,900	Pending Water Master Plan
Santa Anita Court MR Mtn. Trail to Rancho	PW	71000							\$ 63,300	Pending Water Master Plan
Colony Drive MR	PW	71000							\$ 123,100	Pending Water Master Plan
Fane Street MR	PW	71000							\$ 63,300	Pending Water Master Plan
N. Michillinda MR Alegria - Fairview	PW	71000							\$ 282,200	Pending Water Master Plan
W. Alegria MR Sunnyside - East End	PW	71000							\$ 34,100	Pending Water Master Plan
Key Vista MR Sierra Keys - West End	PW	71000							\$ 35,500	Pending Water Master Plan
Fairview Ave MR Grove St. - Michillinda	PW	71000							\$ 222,300	Pending Water Master Plan
Lower Brookside x-country MR	PW	71000							\$ 103,700	Pending Water Master Plan
Gatewood Lane, Gatewood Terr. MR Michillinda to end	PW	71000							\$ 180,900	Pending Water Master Plan
W. Bonita MR Baldwin - Hermosa	PW	71000							\$ 203,700	Pending Water Master Plan
Liliano DR. MR Arno - Stonehouse	PW	71000							\$ 359,900	Pending Water Master Plan
Auburn Res. Main	PW	71000							\$ 230,000	Pending Water Master Plan
Rehabilitate East Tunnel	PW	71000							\$ 325,000	Pending Water Master Plan
Tunnels Chlorination Facility Scrubber	PW	71000							\$ 95,000	Pending Water Master Plan
San Gabriel Court MR	PW	71000						\$ 74,400	\$ 74,400	Pending Water Master Plan
Kaia Lane Main repl.	PW	71000				\$ 36,800			\$ 36,800	Pending Water Master Plan

PROJECT	DEPT.	Fund #	2015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Arno Drive Main Repl.	PW	71000					\$ 96,300		\$ 96,300	Pending Water Master Plan
Water System Repairs	PW	Unfunded							\$ 1,000,000	Pending Water Master Plan
Water reservoir maintenance	PW	71000		\$ 100,000						
Water Reservoir treatment dispensing mixers	PW	71000	\$ 60,000	\$ 30,000						Est \$30,000 each, 3 needed
Auburn Reservoir interior re-coating	PW	Unfunded							\$ 185,000	water deferred maintenance
Auburn Reservoir exterior re-coating/ladder replacement	PW	Unfunded							\$ 50,000	water deferred maintenance
Auburn Reservoir Inlet/outlet modification; install flex coupling	PW	Unfunded							\$ 30,000	water deferred maintenance
Auburn Reservoir Replacement	PW	Unfunded							\$ 4,050,000	Seismic reliability improvement
Carter Reservoir Replacement	PW	Unfunded							\$ 230,000	Est \$230,000
Replace fence at Maint/Spreading	PW	Unfunded							\$ 50,000	UNFUNDED
Main Plant Reconst	PW	Unfunded							\$ 2,310,000	UNFUNDED
Replace Main Plant generator	PW	Unfunded							\$ 350,000	UNFUNDED
City-wide Water Main Replacement	PW	Unfunded							\$ 40,000,000	UNFUNDED
SGVMWD pipeline	PW	Unfunded							\$ 17,000,000	Possible SGVMWD project
Development of Computer Modeling of the Water System	PW	Outside Agency		\$ 75,000						
Federally-funded water projects										
Well 7 construction	PW	Unfunded							\$ 1,800,000	Possible Federal (WRDA)
Wells 3-6 Replacement	PW	Unfunded							\$ 4,403,000	Possible Federal (WRDA)
Zone 2 interconnect with Arcadia	PW	Unfunded							\$ 975,000	Possible Federal (WRDA)
Zone 2 Pipeline - Lima	PW	Unfunded							\$ 360,000	Possible Federal (WRDA)
Outside Agency Projects										
Street light LED conversion	PW	Outside Agency							\$ 100,000	UNFUNDED
Edison undergrounding	PW	Outside Agency							\$ 2,000,000	UNFUNDED

PROJECT	DEPT.	Fund #	2015-16 Carryov	2016-17	2017-18	2018-19	2019-20	2020-21	Unfunded	STATUS
Santa Anita Creek Div. Pipeline	PW	Outside Agency							\$ 200,000	Possible Federal (WRDA) Est \$200,000 (Thru FY 2014-15)
Santa Anita Creek Diversion Structure	PW	71000	\$ -	\$ 225,500	\$ 225,000				\$ 900,900	Part of LA County/Arcadia/RBMB Cooperative project
Santa Anita Creek Spreading Grd.	PW	Outside Agency								Part of LA County/Arcadia/RBMB Cooperative project
Santa Anita Dam Rehab	PW	Outside Agency								Part of LA County/Arcadia/RBMB Cooperative project
Santa Anita Debris Basin Rehab.	PW	Outside Agency								Part of LA County/Arcadia/RBMB Cooperative project
Santa Anita Spreading Grounds Booster Pump Station	PW	Outside Agency							\$ 1,000,000	Possible Federal (WRDA) Est \$1,000,000
Sierra Madre Creek Diversion Rehab.	PW	Outside Agency							\$ 85,000	Possible Federal (WRDA) Est \$85,000
Sierra Madre Spreading Grounds Rehab	PW	Outside Agency							\$ 1,254,000	Possible Federal (WRDA) Est \$1,254,000
Water Projects Subtotal			\$ 160,000	\$ 900,500	\$ 225,000	\$ 36,800	\$ 96,300	\$ 74,400	\$ 82,318,700	
TOTAL			\$ 1,296,300	\$ 1,954,600	\$ 1,219,000	\$ 397,800	\$ 309,300	\$ 248,400	\$ 91,282,700	

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City of Sierra Madre

Village of the Foothills



Appendix

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A

Accrual Basis of Accounting: Revenues are recognized when both measurable and available; expenditures are recorded when services have been substantially performed or goods have been received and the liabilities incurred.

Actual: A cost sustained in fact, on the basis of costs incurred, as distinguished from forecasted or estimated costs.

Ad-Hoc: For the specific purpose, case, or situation at hand and for no other. Ad-Hoc are usually used in reference to City Council committees and commission to limit terms, scope or purpose.

Ad Valorem Tax: (which means "according to its value.") A tax based on the assessed value of real estate or personal property. In the State of California, Proposition 4 limits Ad Valorem taxes. Proposition 13 limits property tax to 1 percent of the assessed valuation of the property.

Adopted Budget: The official budget as approved by the City Council at the start of each fiscal year.

Agency Fund: An account for assets held by the City in a trustee capacity or an agent for individuals, private organizations, other governmental units, and/or other funds.

Amended Budget: Represents the adopted budget including changes made during the year.

Appropriation: An authorization by the City Council to make expenditures and/or expenses and to incur obligations for a specific purpose within a specific time frame.

Assessed Valuation: The value of real property that a taxing authority places upon personal property for the purposes of taxation.

Assessment Improvement District: A designated area receiving services for common grounds benefiting property owners such as median landscaping.

Asset: Any item of economic value owned by an individual or corporation, especially that which could be converted to cash. Examples are cash, securities, accounts receivable, inventory, office equipment, and other property. On a balance sheet, assets are equal to the sum of liabilities, and fund balance.

Audit: Conducted by an independent Certified Public Accounting (CPA) firm, the primary objective of an audit is to determine if the City's Financial Statements present the City's financial position fairly and results of operations are in conformity with generally accepted accounting principles.

B

Balanced Budget: A budget in which total budgeted resources, including revenues, transfers in from other funds, and unallocated fund balance from previous years meet or exceed total budgeted use of resources including expenditures and transfers out to other funds.

Biennial: Occurring every two years. The City typically adopts a biennial budget covering two fiscal years.

Bond: A written promise issued by the City to pay a specific sum of principal amount, at a specific date(s) in the future, together with periodic interest at a special rate to raise capital, usually to pay for the construction of long-term infrastructure projects. Two major types of bonds include General Obligation Bonds and Revenue Bonds.

Bond Proceeds: Funds received from the sale or issuance of bonds.

Bonded Debt: The amount at which a bond or note is bought or sold above its par value or face value without including accrued interest.

Budget: A plan of financial operation comprised of estimated expenditures for a given period (usually a single fiscal year) and the proposed means of financing the expenditures (through revenues).

Budget Preparation: Process by which the fiscal spending plan is prepared by City staff for presentation as the City Manager's Recommended Budget to the City Council.

Budget Review Process: Process by which the Recommended Budget is discussed and finalized in Public Meeting by the City Manager and City Council.

C

Capital Budget: A financial plan showing planned expenses, and revenues associated with those expenses, for purchase or construction of capital improvements which have a useful life of over one year. The City of Sierra Madre prepares a five-year plan called the Capital Improvement Program (CIP) Budget. Appropriations are added to projects each fiscal year as the CIP is adopted.

Capital Expenditures: Money spent to purchase or construct capital improvement projects and purchases as approved in the CIP budget.

Capital Improvements: A permanent physical addition to the City's assets including the design, construction, and/or purchase of lands buildings, facilities, or major renovations.

Capital Outlay: A budget appropriation category for equipment having a unit cost of more than \$5,000 and an estimated useful life of over one year.

Cash Basis Accounting: Style of accounting in which revenues and expenses are recognized when they are received or disbursed rather than when they are earned or incurred.

Charges for Services: Reimbursement for services rendered to the public or to some other program/fund in the City.

Consumer Price Index (CPI)

Consumer Price Index (CPI): A measure used to reflect the change in the price of goods and services.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as natural emergencies.

D

Debt Service: The payment of principal and interest on an obligation resulting from the issuance of bonds, notes, or certificates of participation.

Debt Service Requirements: The amount of money required to pay interest on outstanding debt and required contributions to accumulate moneys for future retirement of bonds.

Deficit: An excess of expenditures or expenses over revenues (resources).

Designated Fund Balance: A portion of unreserved fund balance designated by City policy for a specific future use.

Deferred Compensation: An agreement between an employer and an employee under which the employee will receive compensation during periods in which he or she is no longer working – after retirement, death and/or disability.

Department: A major organizational group of the City with overall management responsibility for an operation or a group of related operations within a functional area.

Departmental Expenditures: Planned spending by individual departments in the City associated with the provision of services and programs to the public.

Direct Costs: Expenses associated with the actual provision of a service or program.

Division: An organizational subgroup of a department.

E

Encumbrance: A legal obligation or commitment to expend resources in the future for a service or item, such as a long-term contract or purchase order. The use of encumbrances helps prevent overspending and provides officials with information on the amount of money remaining to be spent.

Enterprise Fund: Governmental entities that operate in a manner similar to, and provide services competitive with, those of private business enterprises. Enterprises are self-supporting - service fees rather than taxes or transfers are used to fund the business on a continuing basis.

Entitlements: Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the State or the Federal government.

Expenditure / Expense: The term ‘expenditure’ refers to the outflow of funds paid or to be paid for an asset obtained or goods and services received regardless of when the expenditure is actually paid. This term applies to Governmental Funds. The term ‘expense’ is used for Enterprise and Internal Service Funds. Fees for Services: Charges paid to the City by users of a service to help support the costs of providing that service.

F

Fiduciary Fund: Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government’s own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Accountability: The responsibility of government to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (budgetary year).

Fiscal Year (FY): The twelve month period on which the budget is planned. The City’s fiscal year begins July 1 and ends June 30 of the following year.

Franchise: The right or license granted to an individual or group to market a company’s goods or services in a particular territory.

Full Time Equivalent (FTE): The conversion of part-time employee hours to an equivalent of a full-time position. For example: one person working half time would count as 0.5 FTE.

Fund: A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts, recording resources, related liabilities, obligations and equities segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: A term used to express the equity (assets minus liabilities) of governmental fund and fiduciary fund types.

G

Gann Appropriations Limit: Article XIII-B of the California State Constitution provides limits regarding the total amount of appropriations in any fiscal year from tax proceeds.

General Fund: That fund into which the general (non-earmarked) revenues of the City are deposited and from which monies are appropriated to pay the general expenses of the City.

General Obligation Bond (G.O.): A bond secured by a pledge of the issuer's taxing powers (limited or unlimited). More commonly the general obligation bonds of local governments are paid from ad valorem property taxes and other general revenues. Considered the most secure of all municipal debt. Limited in California by Proposition 13 to debt authorized by a vote of two thirds of voters in the case of local governments or a simple majority for state issuance.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of/and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

Government Accounting Standards Board (GASB): A private, non-profit organization established in 1984; responsible for setting generally accepted accounting principals for state and local governments.

Governmental Fund Types: Funds generally used to account for tax-supported activities.

Grant: Contributions, gifts of cash, or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

I

Impact Fees: Fees charged to developers to cover, in whole or in part, the anticipated costs of improvements that will be necessary as a result of the development.

Information Technology (IT): A term that encompasses all forms of technology used to create, store, exchange and utilize information in its various forms including business data, conversations, still images, and multimedia presentations. The term information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. In the City organization, the IT is a division of Administrative Services which provides support of internal and external technology support.

Infrastructure: Long-lived assets that normally are stationary in nature and normally can be preserved for a significant greater number of years than most capital assets. They can be defined as physical facilities, on which an entire community depends, such as sewers, storm drains, streets, buildings, utility lines and parks. The City follows GASB 34 for the recording of Infrastructure Assets.

Interfund Transfers: Monies transferred from one fund to another. Such money is transferred to finance the operations of another fund or to reimburse the fund for certain expenditures/expenses.

Intergovernmental Revenue: Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

Internal Services Charges: Charges used to account for the services provided by one department to another on a cost-reimbursement basis. These charges are accounted for in separate funds: Facilities, Fleet, Administration, Information Technology, Worker's Compensation, and Self-Insurance.

J

JPA (Joint Powers Authority): A JPA is formed when it is to the advantage of two or more public entities with common powers to consolidate their forces to acquire or construct a joint-use facility. The City participates in JPIA, Joint Powers Insurance Authority, for Worker's Compensation and Other General Liability Insurance.

L

Levy: To impose or assess a tax on a person or property. The City's ability to levy taxes is restricted by State law.

Liability: A claim on the assets of an entity.

Local Agency Investment Fund (LAIF): An investment pool managed by the State of California.

Long-term Debt: Debt with a maturity of more than one year after the date of issue.

M

Modified Accrual Basis: The accrual basis of accounting where revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis of accounting.

Municipal Code: A book that contains the City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, etc.

N

Net Pension Obligation: Term used in connection with defined benefit pension plans. The cumulative difference between annual pension cost and the employer's contributions to the plan.

Non-Personnel: City operations and capital purchases and projects exclusive of personnel (salary and benefits) costs.

O

Object: A term used in connection with the classification of expenditures.

Operating Budget: The portion of the budget that pertains to daily operations providing basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, materials, and capital assets required to maintain service levels.

Operating Transfers: Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended, such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.

Ordinance: A formal legislative enactment by the City Council. It has the full force and effect of law within City boundaries unless pre-empted by a higher form of law.

Organization Chart: A pictorial representation of the administrative and functional structure of a City unit.

Original Budget: The first completed appropriations budget (adopted budget).

Other Post Employment Benefits (OPEB): The promise of health (medical, dental and vision) benefits after retirement from the City.

P

Performance Measures: Data collected regarding program results, which indicate the level of achievement of a desired result.

Personnel Expenses: Compensation paid to, or on behalf of, City employees for salaries and wages, overtime and benefits.

Policy: A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principal.

Program: A grouping of activities organized to accomplish basic goals and objectives.

Principal: The face value of a bond, exclusive of interest.

Property Tax: A tax levied on real estate and personal property.

Proprietary Fund: Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise and internal services funds.

Public Employees Retirement System (PERS): Statewide retirement system that covers full-time City employees.

Public Financing Authority: The Sierra Madre Financing Authority (SMFA) is a component unit of the City of Sierra Madre and the Sierra Madre Community Redevelopment Agency formed for the purpose of issuing bonds to provide financial assistance to the City and Agency.

R

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year.

Recommended Budget: The draft financial budget document detailing the City Manager's recommended spending plan for the next fiscal year. The Recommended Budget is reviewed and modified by the City Council before formal adoption as the Adopted Operating Budget.

Regular Employees: City employees, usually full-time, who receive some form of medical, dental and retirement benefits.

Reserves: (also known as restricted fund balance) – the portion of a fund's balance that is restricted for a specific purpose by legislative or legal requirements.

Resolution: A special order of the City Council which has a lower legal standing than an ordinance.

Resources: Supply of funds to be used in paying for planned expenditures.

Restricted Fund Balance: The portion of a governmental fund balance (or net assets) that is not available for appropriation, but is ear marked by the City Council for a specific use.

Revenue: Moneys that the City receives as income such as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, rents and interest income.

Revenue Bond: A municipal bond whose debt service is payable solely from the revenues received from operating the facilities acquired or constructed with the proceeds of the bonds.

Risk Management: A managed approach to protecting an organization's assets against accidental loss in the most economical manner.

S

Sales Tax: A tax on the purchase of goods and services.

Special Assessment: A compulsory levy made against certain properties to defray all or part of the costs of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund: Funds that account for the proceeds of specific revenue sources (other than expendable trusts or capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

T

Taxes: Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons for property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

Timeliness: The principle that financial reporting must be issued soon enough after the reported events to affect decisions.

U

Unrestricted Fund Balance: The portion of a governmental fund balance (or net assets) that is available for appropriation. The amount listed in fund balance is assumed to be unrestricted unless set aside in "Restricted Fund Balance".

User Charges/Fees: The payment of a fee for direct receipt of a service by the party benefiting from the service.

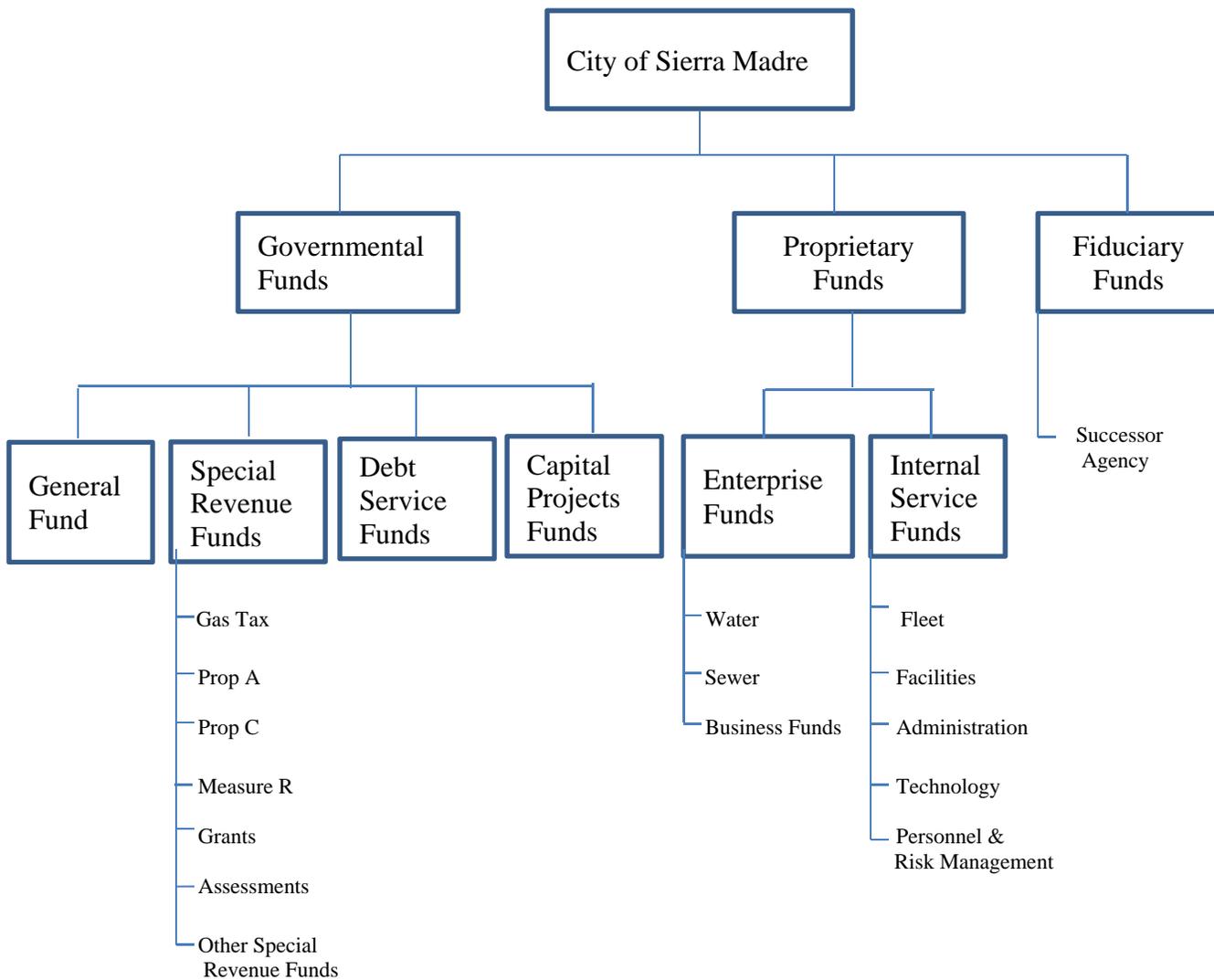
Utility Users Tax (UUT): A tax imposed on users for various utilities in the City including Telephone, Gas, Electric and Water/Sewer services.

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FUND OVERVIEW

The City of Sierra Madre uses funds to account for resources for specific activities or objectives in accordance with special regulations, restrictions or limitations to facilitate the assessment of stewardship and compliance. A fund is a separate accounting entity created to track specific revenue and expense activity. The City of Sierra Madre has several fund groupings, which are reviewed herein. On the following pages, a summary is provided for each of the fund groupings that comprise the financial structure of the City. The fund groupings outlined in the following pages are depicted below with specific definitions to follow:



FUND OVERVIEW

Governmental Funds - funds generally used to account for activities primarily supported by taxes, grants, and similar revenue sources. There are five different types of funds. Governmental Funds include the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds.

General Fund - one of five governmental fund types that serves as the chief operating fund of a government. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - used to account for revenues derived from specific sources which are usually required by law or administrative regulation to be accounted for in a separate fund for specified purposes other than debt service or capital projects. Special Revenue funds of the City include:

- Gas Tax Fund - is used to account for state gasoline taxes received by the City. These funds may be used for street maintenance, right-of-way acquisition, and street construction.
- Prop A Fund - the City receives a portion of the ½ % sales tax approved for transportation related programs from the Metropolitan Transit Authority (MTA). The funds are restricted for local transportation projects that reduce congestion or improve public transportation systems. The City funds its "Round-About" fixed route shuttle bus and "Dial-a-Ride" programs from these revenues.
- Prop C Fund - the City receives a portion of the ½ % sales tax approved for transportation related programs and capital projects. The funds are restricted for local transportation programs and projects that reduce congestion or benefit mass transit systems.
- Measure R
- Grants Funds account for federal, state and local grants received by the City and the expenditure of those funds.
- Assessment Districts

Debt Service Funds - governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Funds - established to account for resources used for the acquisition and construction of capital facilities by the City, except those financed by proprietary funds.

Proprietary Funds - funds used to account for activities that receive significant support from fees and charges and operate more like a business. There are two different types of proprietary funds: Enterprise funds and Internal Service funds.

Enterprise Funds - established to account for the operations and financing of self-supporting activities of a governmental unit that renders services on a user charge basis to the general public, similar to private business enterprises. Enterprise funds of the City include:

FUND OVERVIEW

- Water used to account for the operation, maintenance, and capital facility financing of the City's water system. Its major revenue source is from user charges.
- Sewer is used to account for the operation, maintenance, and capital facility financing of the City's wastewater system. Its major revenue source is from user charges.
- Business Funds are used to account for special events, filming, Recreation Classes, Strike Team, and Aquatics operations.

Internal Service Funds - used to account for the financing of centralized services to different funds and City departments on a cost reimbursement basis (including replacement costs). Internal Service funds of the City include Fleet, Facilities Management, Administration, Technology, and Personnel & Risk Management.

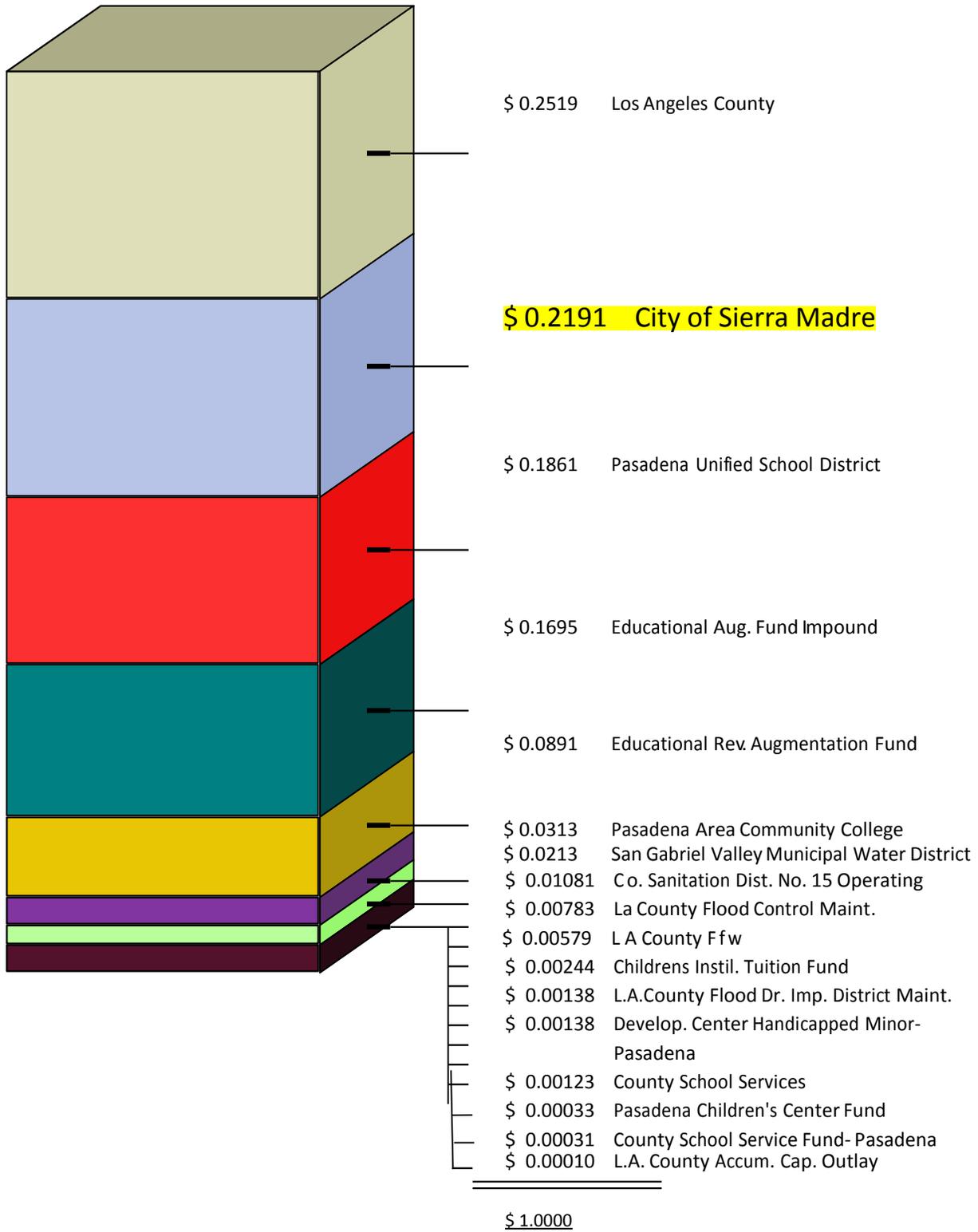
Fiduciary Funds - used to report assets held in a trustee or agency capacity for others, which therefore cannot be used to support the government's own programs. The main Fiduciary fund of the City is the:

Successor Agency Fund - With the passage of AB1x26, the California Legislature dissolved all Redevelopment Agencies in California. The City of Sierra Madre assumed the role of Successor Agency to facilitate the dissolution of the non-housing funds and the debt service payments of Tax Increment bond service payments. This fund is a Private Purpose Trust Fund

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PROPERTY TAX DOLLAR BREAKDOWN



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